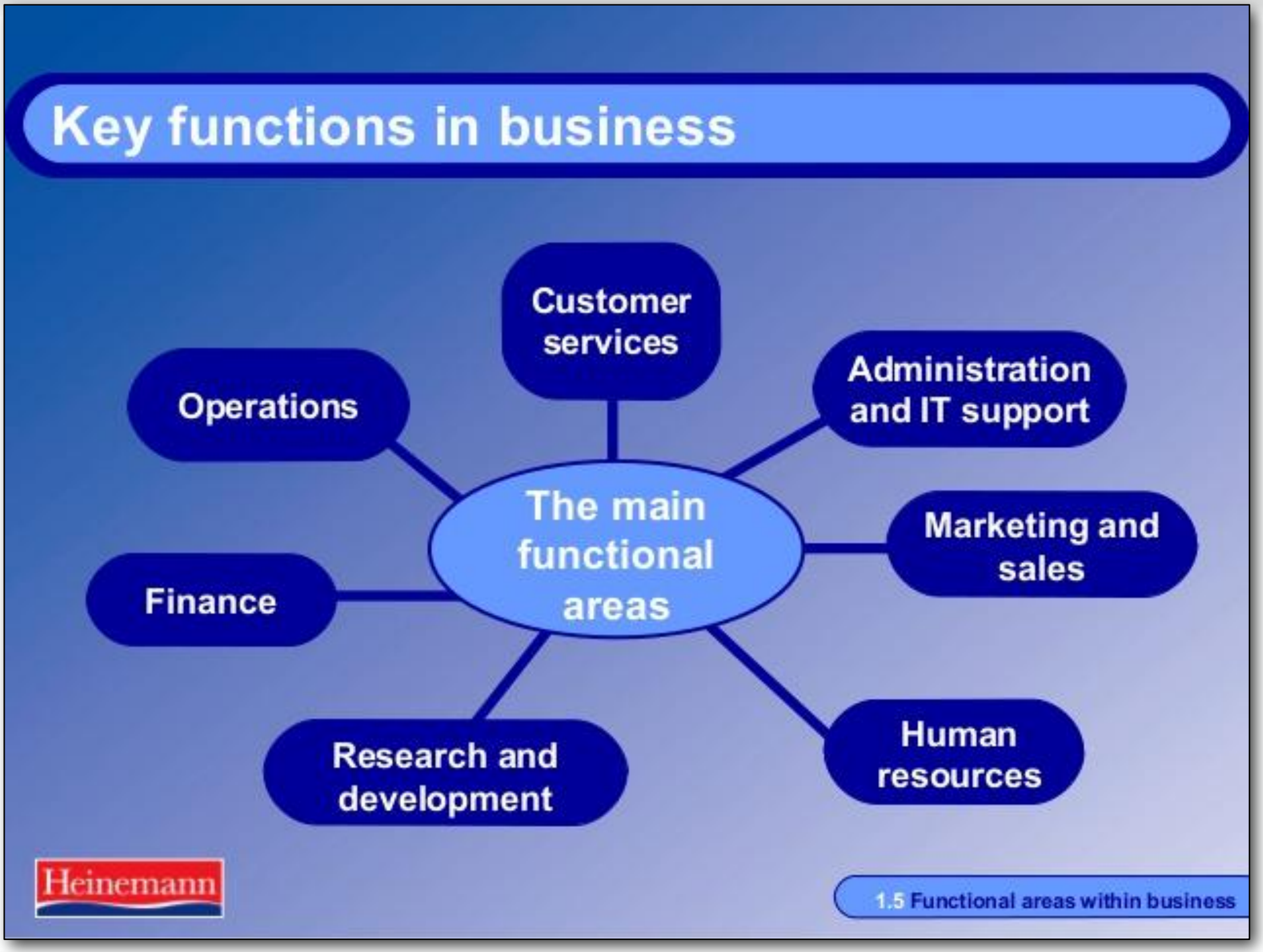
Entrepreneurial Sales and Marketing

Marc Goldchstein

The functional areas of a company



Sales & Marketing

- No company is an island: every company is element of a wide business ecosystem
  - value chain
  - 'staff functions'
  - standards, dominant design, architects...
  - Competitors

- Marketing manages the 'information interface' between a company and its business ecosystem
  - Most focus lies on 'downstream' ecosystem
    - channel, customers
  - Major importance of 'staff functions' of business ecosystem
    - press, opinion leaders, standards bodies, industry associations...
  - Upstream partners -suppliers, investors- : often under authority of other department
    - insist of global picture

The main tasks of sales & marketing

- Contributing to the strategic thinking of a company
  - = Strategic marketing
  - It is the task of marketing to provide inputs and perspectives in the strategic reflection of a company
    - Understanding markets, competitors, trends,....
  - See parts on ecosystems, innovation, strategy
- Market research
  - Gathering and digesting market intelligence about customers, competitors, industry trends...
- Product marketing (/management)
  - Defining the product (range): product strategy
  - Product pricing
  - Product marketing
  - (Steering development and testing: product development management)
- Marketing communications
  - Communication about your company & products
- Channel management and Sales
  - Often under a separate Sales Management responsibility

the four P's

The Marketing Mix
Product
Design
Quality
Functionality
Technology
Branding
Packaging
Services
Availability
Warranty
Price
Strategy
List Price
Discounts
Allowances
Payment period
Credit terms
Payment methods
Place
Trade Channels
Coverage
Assortments
Locations
Inventory
Transportation
Logistics
E-Commerce
Promotion
Advertising
Personal selling
Sales promotion
Public relations
Direct marketing
Corporate Identity
Form of promotion

The place of marketing within the organization

- Some elements are core marketing responsibility
  - Market research
  - Marketing communications
  - Marketing strategy, plans, projects
- Some elements are marketing but may reside in other departments
  - Product marketing, -management
  - Pricing
  - Sales
  - Distribution channel management
- Some elements are core a responsibility shared with other departments
  - (Product) Strategy
- Some elements should be influenced by Marketing
  - Finance
  - Legal

Marketing and the organization

- Everybody is in marketing!
  - Every contact with the external world is marketing!
    - An engineer on a standards committee
    - A consultant working inside a customer's organization
- … but Marketing is also in finance, HR, operations…
  - Marketing must comply to their procedures, fit in their strategic and tactical options…
- -> (nearly) everybody is (nearly) everything!
  - Especially in small organizations

The Business-to-Business market

- Far larger than consumer market
  - several layers and dimensions of business to business markets behind each consumer product
  - Most companies are business to business
- Main differences with consumer markets
  - market structure and demand
  - the decision making process
- -> implications on marketing strategies and tactics

Your village…

- Every market is a village
  - Some larger, some smaller
- Every village has its…
  - ‘Jaarmarkt’
  - ‘Newspaper’
  - ‘Notables’
- Be present in your village
  - You define yourself by the events you attend, the information sources you follow
  - You often need dedicated resources per market

1. Market research

Practical advice for market research

See downloads website

PART 2: Toolkits for your road test / 225

11 How to learn what you don't know you don't know / 227

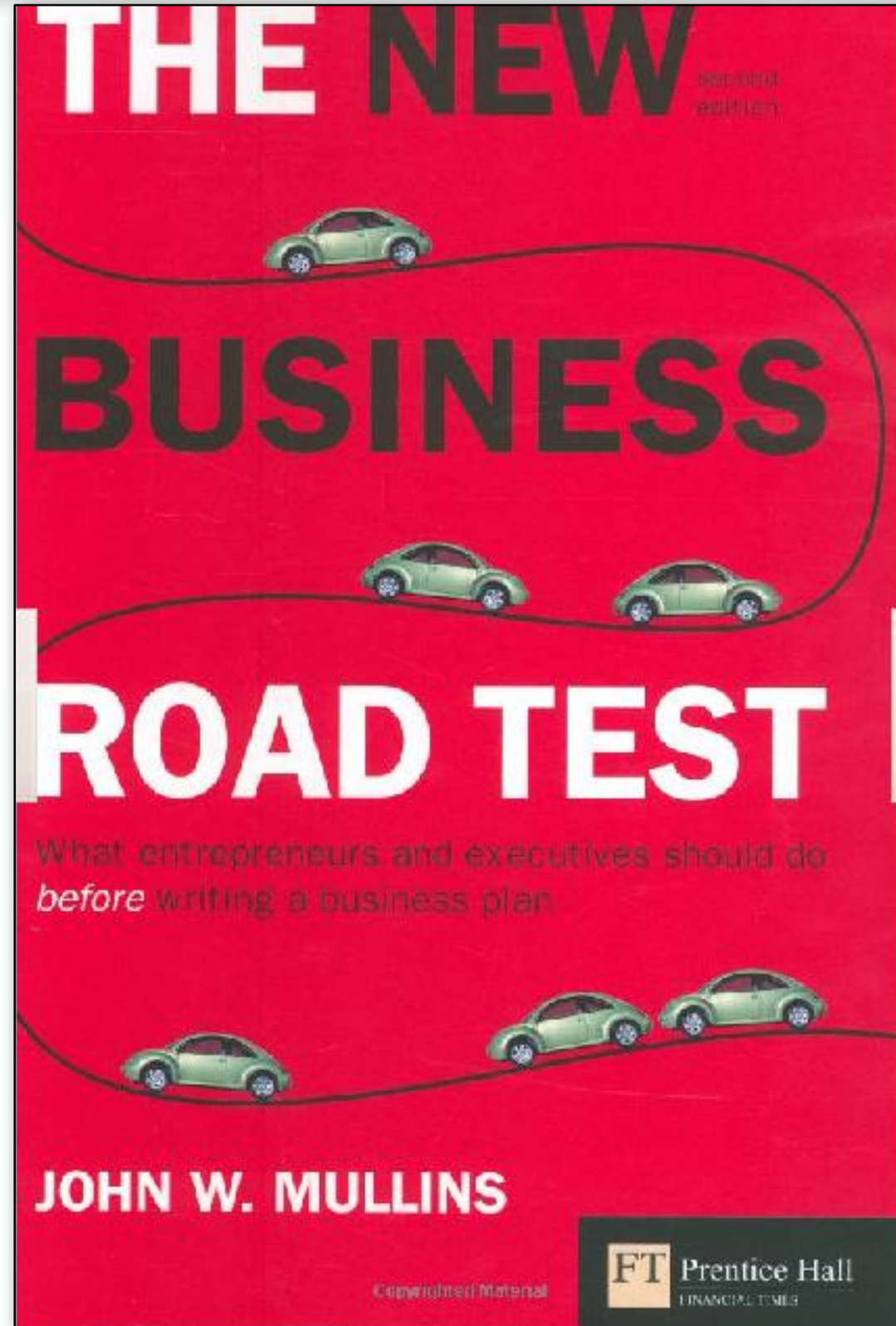
12 Market analysis worksheet / 241

13 Industry analysis checklist / 245

14 Do-it-yourself marketing research for your new business road test / 255

15 Evidence-based forecasting / 269

16 Getting help with your road test / 281

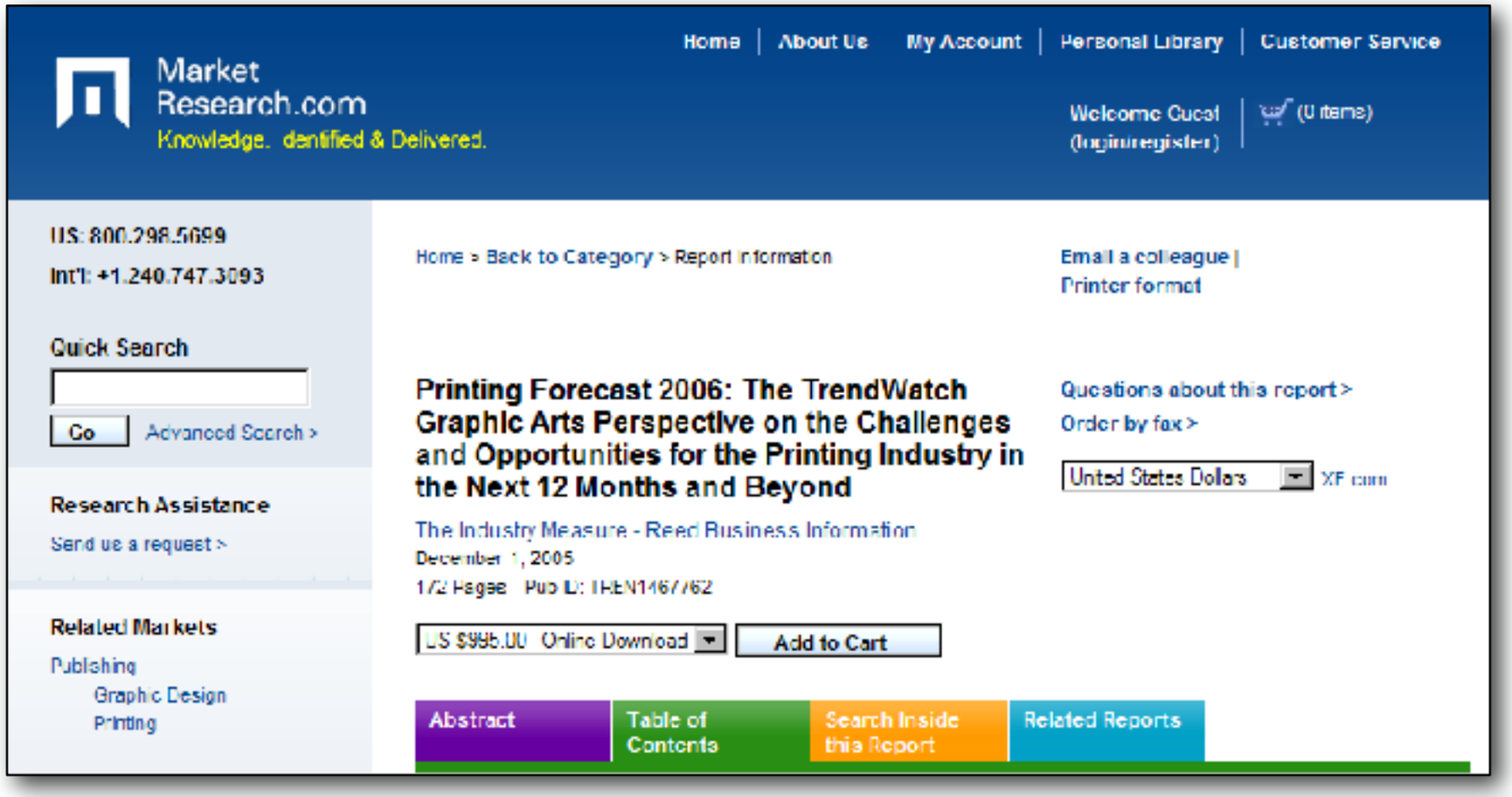


Market Research Bureaus

- Market research boutiques in IT:
  - IDC
  - Gartner
  - Forrester Research
  - Frost & Sullivan
- Comments
  - Expensive
  - Like to create their own hype
  - Conflicts of interest with consultancy activities

$1.000 Industry Report

- WELCOME TO THE "OFFLINE MEDIA INDUSTRY"
- THE PRINTING INDUSTRY TODAY
  - Business Conditions
  - Challenges, Opportunities, and Investments
  - Areas of Growth and Decline
  - Printing Market Trends
- THE DESIGN & PRODUCTION MARKETS TODAY
  - Business Conditions
  - Challenges, Opportunities, and Investments
  - Changing Job Mix
  - Design & Production Trends
- THE PUBLISHING INDUSTRY TODAY
  - Business Conditions
  - Challenges, Opportunities, and Investments
  - Print/Production Processes/Tasks
- PUBLISHING TRENDS
- CONTINUED MEDIA SHIFTS
  - Advertising and Marketing Spending
  - Academia Nuts
  - Magazine/Book Publishing Challenges
  - E-Paper
  - New Media and the Graphic Arts
- DIGITAL PRINTING UPDATE
  - Investment in Digital Presses
  - Digital Print Volumes
  - Short-Run Color
  - Variable-Data Printing
  - Web-to-Print
- EIGHT FORCES TO BE RECKONED WITH
- Continued Changes in the Demand for Print
  - Digital Workflow
  - Offshoring
  - Digital Printing
  - Web-to-Print
  - Remote Proofing
  - "Downmarket" Print Buying
  - In-House Design/IT
  - Forecast by Market
  - Sheetfed
  - Offset Shops
  - Quick Print Shops
  - Nonheatset Web Printers
  - Heatset Web Printers
  - Prepress Firms
  - The Last Word



Print Media Global Market Briefing 2017 Q4

By The Business Research Company

Lowest Prices Guaranteed	Length	Publisher	Published Date	SKU
from $1,000	28 Pages	The Business Research Company	October, 2017	BRC15513602

- The Print Media Global Market Briefing provides strategists, marketers and senior management with the critical information they need to assess the Print media.
- Reasons to Purchase
  - Get up to date information.
  - Identify growth segments.
  - Facilitate decision making on the basis of data
  - understand drivers in the market.
  - Develop strategies based on likely future developments.
  - Gain a global perspective on the development of the market.
- Description
  - Defines and explains the market.
  - Gives the print media market revenues, covering both the historic growth of the market and forecasting the future.
  - Looks at the external factors supporting and controlling the growth of the market.
  - Breaks down key sub sectors. Gives the size of the market geographically.
  - Gives a description of the competitive nature of the market, market shares, and the leading companies.
  - Key deals which have shaped the market in the last three years are identified.
  - Highlights the likely future developments in the print media market and suggests approaches.
- Scope
  - Markets Covered: Newspaper & Magazines Publishers, Book Publishers, Directory, Mailing List, And Other Publishers
  - Companies Mentioned: Thomson Reuters, RELX PLC, Pearson Plc, Axel Springer, Hachette Book Group.
  - Geographic scope: Americas, Europe, Asia, Middle East and Africa, Oceania.
- Time series: Five years historic and forecast.
- Data: Market value in $ billions.
- Data segmentations: Regional breakdowns, market share of competitors, key sub segments.
- Sourcing and Referencing: Data and analysis throughout the report is sourced using end notes.

expensive ones…

Global 3D Printing by Country, Product and Market, 2nd Edition

Lowest Prices Guaranteed	Length	Publisher	Published Date	SKU
from $6,200	226 Pages	Freedonia Group	October, 2017	FG15515799

- Abstract
  - Global Demand for 3D printing is forecast to climb at a 25% annual pace to $9.4 billion in 2021.
  - The technology is expected to continue to penetrate manufacturing and design processes worldwide, as the more and more companies apply the advantages of 3D printing to their businesses.
  - Benefits available to users of 3D printing include: shorter time to market, more complex part construction, reduced design costs, and enhanced customization.
- 3D printing applications covered in this study include:
  - Transportation equipment
  - Medical & Dental
  - Consumer & Education
  - Smaller markets, such as molds & tooling, construction, and electronics
- 3D printing products covered in the study include:
  - Printers (production, prototyping, and desktop)
  - Materials (plastics, metals, and other)
  - Other
- Demand is also broken out for the major global markets:
  - North America
  - Western Europe
  - Asia/Pacific
  - Other Regions
- Scope of the Report
  - This report covers the scope, size, and growth of the global 3D printing market including key trends in technology improvements, industry partnerships, and adoption in various applications.
  - Historical data are provided for 2006, 2011, and 2016 with forecasts for 2021.
  - Data are provided in value terms at the global and country level, with installed base and demand in unit terms provided at the global level.
  - Also included is an analysis of both existing industry players, new entrants and their market shares

Market reports

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Procurement Research Reports

Make better purchasing decisions, faster. Strategic insight and analysis on hundreds of products and services

VIEW REPORTS

- In total 5.735 (!!!) market reports
- a random selection:
  - Material Handling Services
  - Minibuses & Shuttles
  - Moving Services
  - National Trucking Services
  - Navigational Equipment Maintenance & Repair
  - Off-Highway Trucks
  - Oil & Gas Pipe Coating Services
  - Oversize-Load Trucking Services
  - Parcel Audit Services
  - Parking Lot & Garage Management Services
  - Petroleum & Chemical Trucking Services
  - Pipeline Inspection Services
  - Mobile App Development Services
  - Mobile Device Management Software
  - Mobile Enterprise Application Platforms
  - Modems
  - Network Attached Storage Devices
  - Network Firewall Security Equipment
  - Network Monitoring Software
  - Network Operations Center Management Services
  - Network Routers
  - Network Security Equipment
  - Network Switches

industry associations

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OIDA Members: Please contact our office for special "Members Only" pricing & availability

Perspectives on the Optoelectronics Industry: 2 - Innovation (Forum Report)
(October 2008, 71 pages - Download)

Price: $495.00

Future Optical Communication Systems (Forum Report)
(June 2008, 108 pages - Download)

Price: $495.00

Perspectives on the Optoelectronics Industry - 1 (Forum Report)
(January 2008, 200 pages - Download)

Examines application specific sensor needs for both the government and the private sector with an emphasis on the oil and gas market, sensing function integration, cost reduction opportunities, and barriers and competing technologies.

OIDA members receive a free copy with their membership

Price: $495.00

2007 Global Optoelectronics Market Report and Forecast
(October 2007, 540 pages - Download)

We are very pleased to announce the completion and availability of this year's OIDA market report and forecast!

New additions to this year's 540-page market summary in optoelectronics include:

Price: $4,495.00

Photonic Sensors Roadmapping (Forum Report)
(August 2007, 80 pages - Download)

Examines application specific sensor needs for both the government and the private sector with an emphasis on the oil and gas market, sensing function integration, cost reduction opportunities, and barriers and competing technologies.

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Silicon Photonics: Challenges and Future (Forum Report)
(July 2007, 84 pages - Download)

Examines the emphasis on silicon photonics today as a potential optical interconnect solution and addresses the issues and technology paths being pursued.

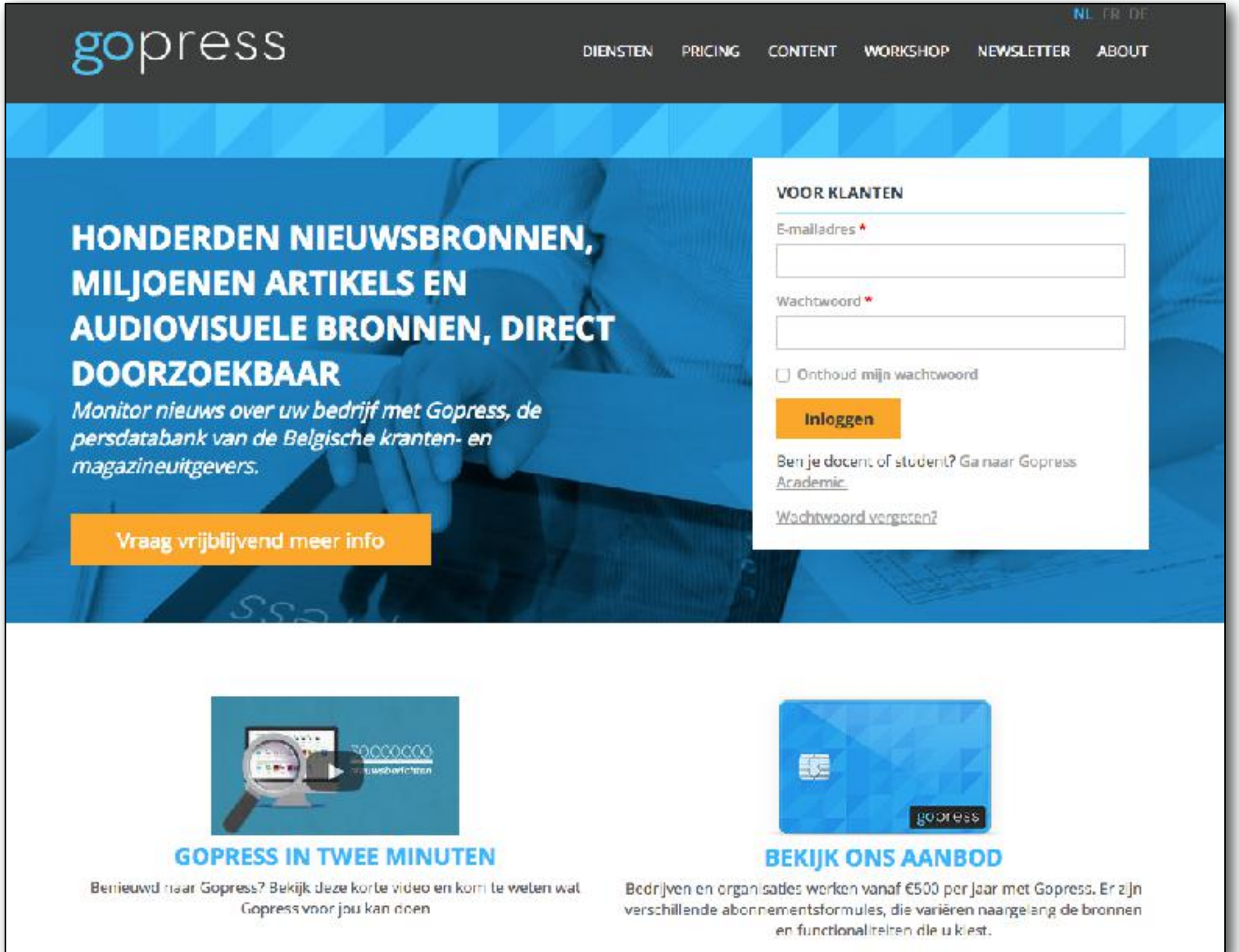
OIDA members receive a free copy with their membership.

Price: $495.00

Professional magazines

- there is a range of professional magazines for every market
- You must read the ones that are relevant for you!
- Today: blogs, tweets...

go press (http://academic.gopress.be/en/vowb-login/)



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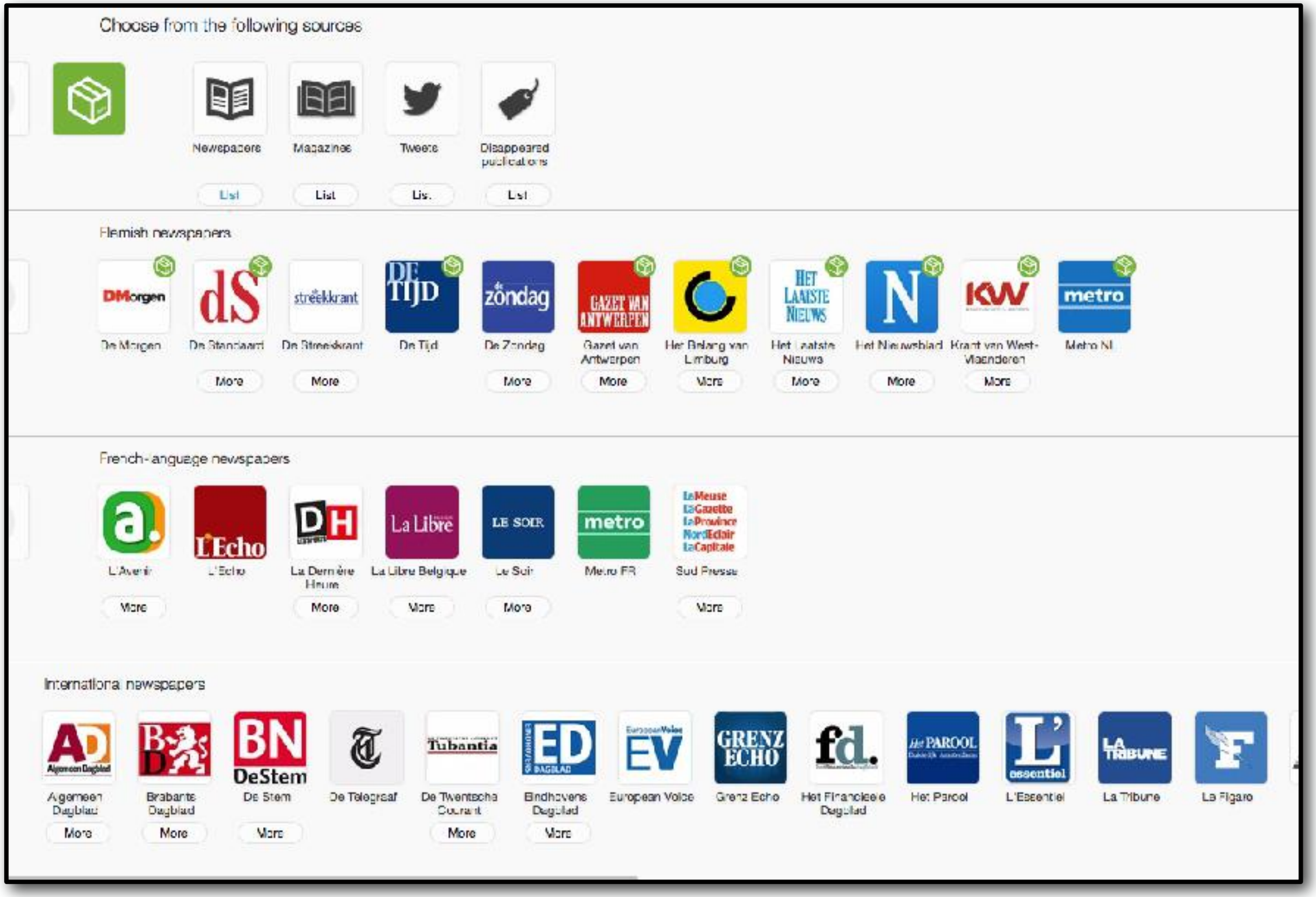

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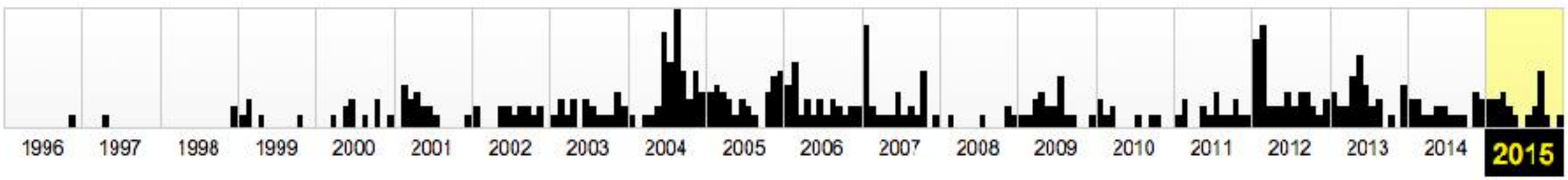

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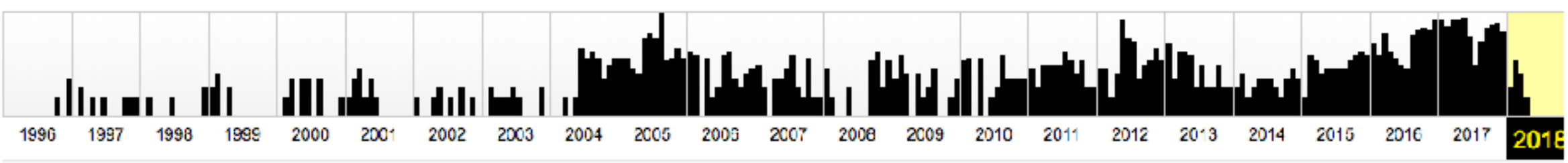
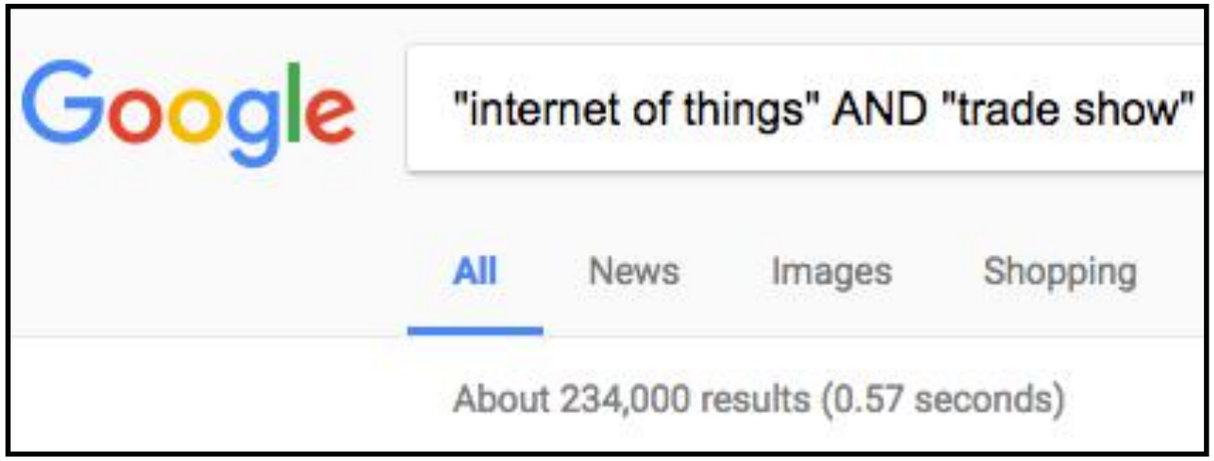
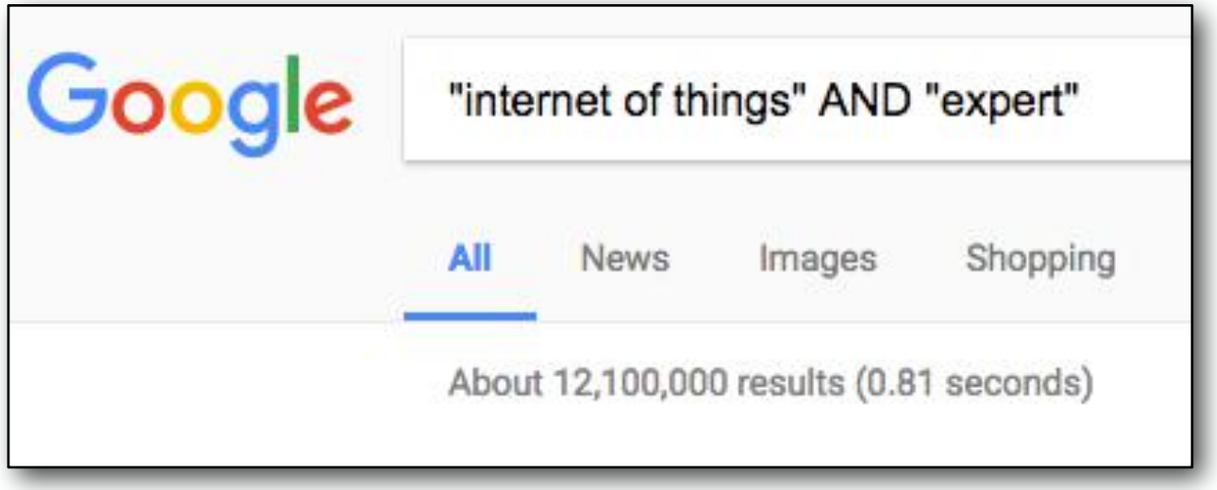


Google Search: example The Internet of Things





Internet market search tools: an overview

- market research bureaus, reports
  - free and paying
  - consider buying relevant reports
- specialized magazines, online sources, news sources
  - Subscribe!
  - gopress
- industry associations
  - can be extremely valuable source of information; consider membership
- Industry experts
  - Blogs,...
- products/vendors
  - often: products & pricing, press center, company info, history
- trade show, event websites
- trainings, information sessions
- -> the hard work is reading, making sense of it
  - Start early
- Do your internet homework before every meeting
  - never go into a meeting without having read what you can find about the person/company

Informal market research

- Some examples
  - Enfocus
    - regular phone contacts with channel, PR, journalists, customers...
  - Sportopolis/Health City
    - the sauna
    - trips to Los Angeles, New Zealand and Australia
- Comments
  - use every opportunity
  - be present in your village
  - a market segment requires a dedicated resource
    - no dedicated resource = no market development
  - everybody's in marketing
- Be careful: if you're doing market research then you're there to learn, not to sell!
  - Ask questions, listen
  - See New Business Road Test

forums: seybold conference

- Jonathan Seybold realized there was need for a platform for impartial information about electronic publishing.
- He set up the Seybold organization, which organized the Seybold Conferences and published the Seybold magazine.
- Peter Camps "**It was completely unthinkable to be successful anywhere in the world on DTP without making an impact at Seybold**."
- Enfocus mobilized nearly all its employees for Seybold San Francisco 1999

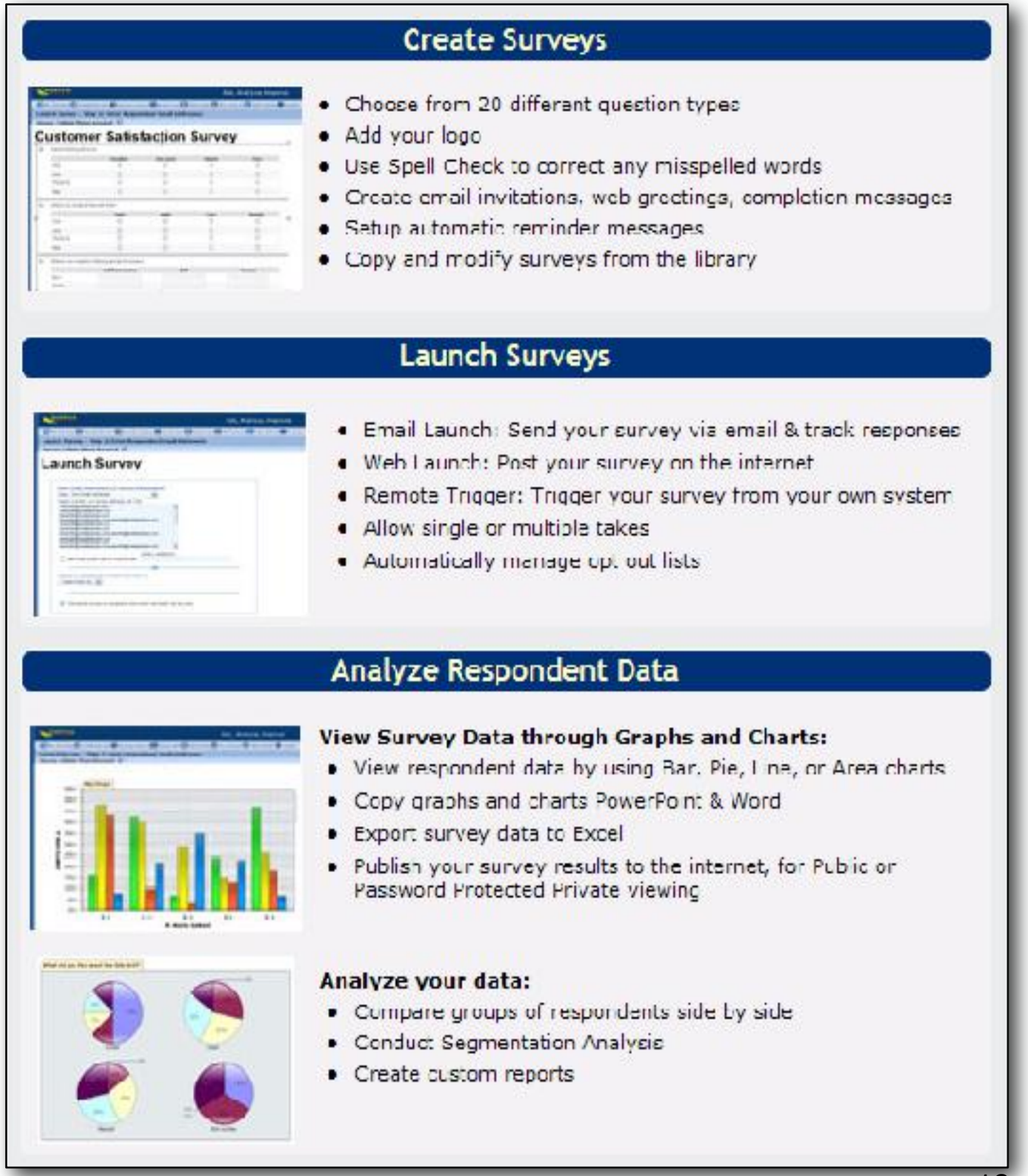
structured interaction

- Influencer meetings
  - Enfocus: 1,5 day event for journalists, consultants, lead customers, key resellers

- General Electric quick market intelligence
  - all top manager regularly call on at least one customer and hold regular meeting devoted exclusively to what customers say and do

formal market research

- See other VUB courses
- Internet tools
- Some questions
  - can you access emails of your target group?
  - will they answer?
  - is your selection representative?



on formal market research

Onderzoeksmethode	Contactmethode	Steekproefplan	Onderzoeksinstrumenten
Observatie Ondervraging Experiment	Post Telefoon Persoonlijk Internet	Steekproefgroep Steekproefgrootte Steekproefprocedure	Vragenlijst Mechanische instrumenten

		Post	Telefoon	Persoonlijk	Internet
1	Flexibiliteit	Slecht	Goed	Uitstekend	Redelijk
2	Hoeveelheid gegevens die kan worden verzameld	Goed	Redelijk	Uitstekend	Goed
3	Greep op de invloed van de enquêteur	Uitstekend	Redelijk	Slecht	Uitstekend
4	Controle over de steekproef	Redelijk	Uitstekend	Redelijk	Redelijk
5	Snelheid van gegevensverzameling	Slecht	Uitstekend	Goed	Uitstekend
6	Mate van respons	Slecht	Goed	Goed	Slecht
7	Kosten	Goed	Redelijk	Slecht	Uitstekend
8	Steekproefkader	Goed	Uitstekend	Redelijk	Slecht

competitive intelligence

- Bill Gates and job openings at Google
- Good competitive intelligence is core competency
- Can be true detectives work
  - sales of Trinean competitors: in some thesis...

Internal data gathering

- which data
  - sales, channel performance...
  - sales efforts
  - user data
  - support requests
  - whatever gives your relevant information
  - do something with it!
- examples
  - Sportopolis
    - track all sales and sales activity
  - Google
    - beta test your projects and present data!

How Daniel of SoftKinetic describes it…

Continuous analysis mode

Examples:

- Why do people want my product?
  - What can be improved?
  - What is better than competition?
- What can kill me?
- What are my weaknesses?
- What will competitors do?
- What will the market do?
- What is the evolution in perception of the technology?
- Where will the vision change?
- Ecosystem forces? Bottlenecks?

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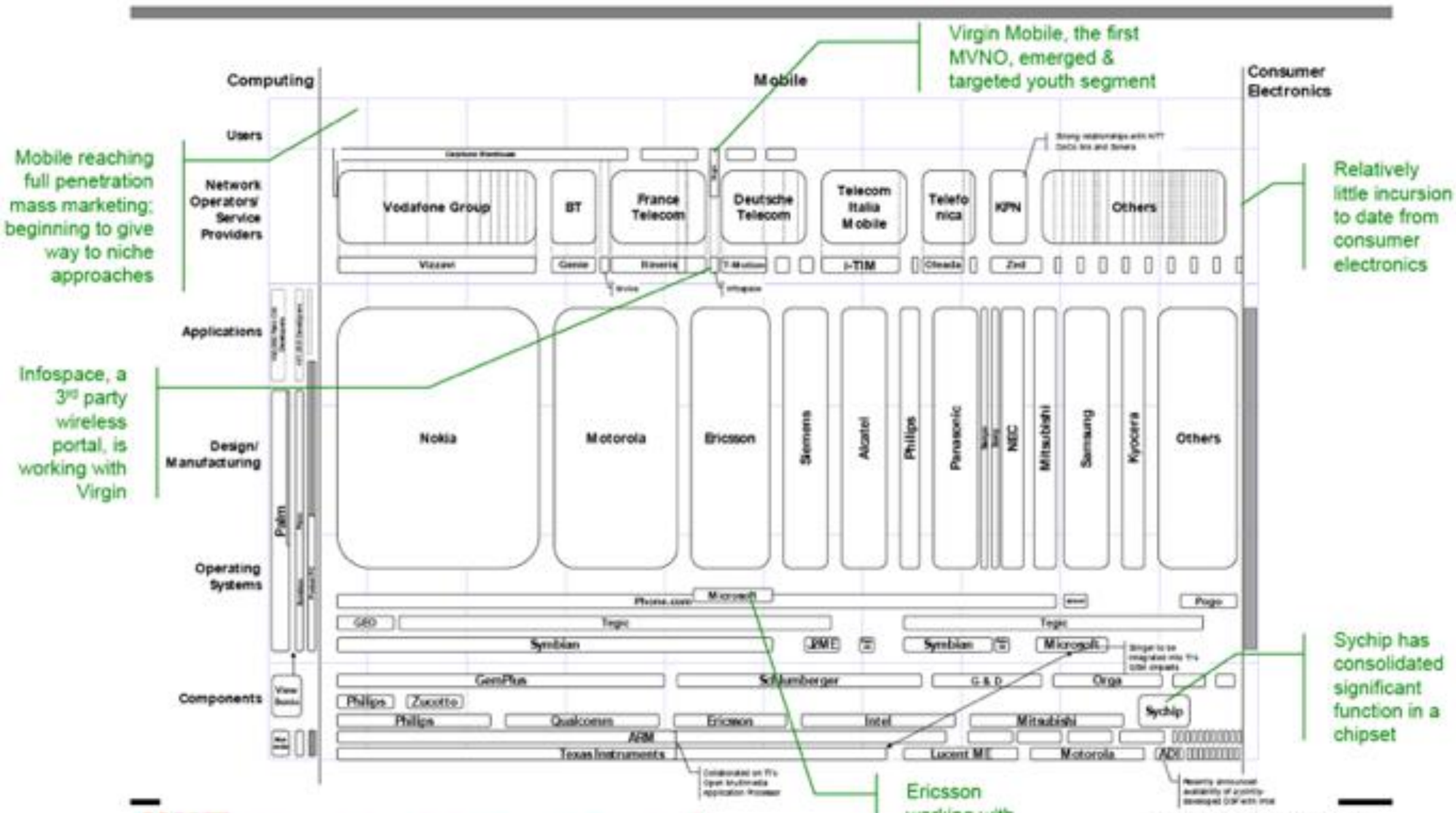
What you want to know…

Mobile in 2001



Massachusetts Institute of Technology

Michael A M Davies
23 April 2007, Page 14

Market Research: summary

- Do your homework
- Keep up to date
- Be present in your village
- Pick up the phone
- Use all opportunities to gather (relevant) data
- Be smart, focused on what you need to know
- Structure information, keep time series

2. Product Management and -marketing

The Product Management Tasks

The role of Product Management (PM)

- Strategy
  - Identify (& document) the need
  - Perform the competitive analysis
  - Formulate the business case
- Development management
  - Write the specifications
  - Monitor the development
  - Quality control
- Marketing
  - Pricing
  - Training
  - Promotion
  - Packaging, documentation
  - Monitoring (sales, competition…)
- Very complex role, profile
  - Sales and marketing, development, finance, operations...
  - Mediator, jack-of-all-trades, caretaker, problem solver
  - 'Pietje Precies' & grand visionair
- PM and Sales and marketing
  - PM not directly in charge of sales and marketing
    - Is the promotor and source of information of his product
    - Lobbying
  - Will infuence activities
    - Should know the structures and motivators

Organization in smaller companies

- Product Management @ Enfocus:
- Initially no product manager
  - Peter& mgmt team: product definition
  - Development: planning & execution
  - Customer services: quality
  - Marketing: product marketing
- Later: product managers
  - At least two people tried: no success…
  - In marketing and in development dept

The most important people under Google CEO Sundar Pichai

- source: uk.businessinsider.com/Clay Bavor, VP for Google Apps

- Hiroshi Lockheimer, VP of **engineering for Android and Chrome** OS
- Bradley Horowitz, VP of **Photos and Streams** at Google
- Don Harrison, VP of **corporate development**
- Jen Fitzpatrick, VP of **engineering and product management for Geo and Local**
- Nick Fox, VP of **communications**
- Phillipp Schindler, VP of global **sales**
- Daniel Alegre, VP of global **partnerships**
- Lorraine Twohill, VP of **marketing**
- Susan Wojcicki, CEO of **YouTube**
- Urs Hölzle, VP of **technical infrastructure**
- Amit Singhal, VP of **search**
- Sridhar Ramaswamy, VP of **ads and commerce**
- Noam Bardin, **Waze**
- John Giannandrea, Google **Research and machine learning**

Engineers and Sales…

- example of Novell Netware
  - developed by 'Superset': a small group of elite programmers that had complete control over development of the NetWare Kernel
  - Functioned almost independently; for years weren't even company employees
  - Regarded with almost religious reverence
- Complete ascendance of technology over marketing @ Novell
  - Company's product management system is weak
  - Ignored scream of users demanding graphical user interface
  - Result: Novell Netware beaten by Microsoft NT in the 1990's
- get engineers in front of customers…
    - Leonard-Barton, Dorothy (1992) core capabilities and core rigidities: a paradox in managing new product development," Strategic management journal 13
  - Design of deskjet printer by HP
  - early prototypes tested in shopping malls
  - list of 21 changes
  - engineers accepted only 5
  - -> engineers joined marketing in shopping malls
  - -> then they accepted 16 remaining changes

Product marketing

- The following elements always involve the marketing department
  - Leaflets, webpages...
    - Texts, illustrations, charts, graphs...
    - Testimonials
  - Press releases & events
  - Social Media
  - Artwork: product graphics, packaging
  - Demo, demo files
  - Manuals, FAQ...
  - Monitoring press, user groups, blogs...

Design

Microsoft designs the iPod packaging…

- http://www.youtube.com/watch?feature=player_detailpage&v=EUXnJraKM3k
- Microsoft spokesman Tom Pilla confirmed that his company initiated the creation of the iPod packaging parody video that was first reported last month.
- "It was an internal-only video clip commissioned by our packaging team to humorously highlight the challenges we have faced regarding packaging and to educate marketers here about the pitfalls of packaging/branding".

Pricing

Pricing

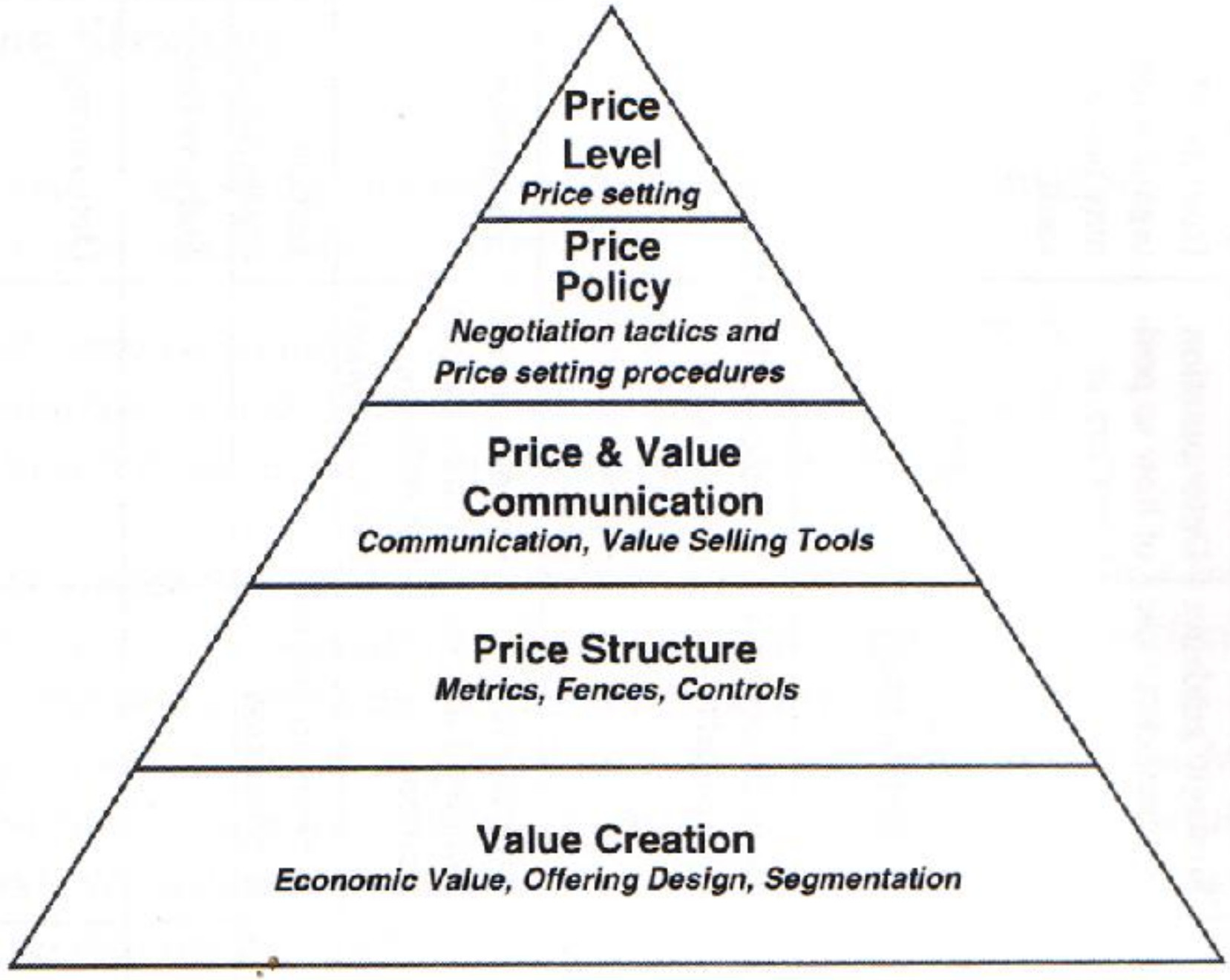


Fig. 5.1 The Strategic Pricing Pyramid, Nagle & Hogan [NagHog05]

Price structure

- The structure and metrics by which the product are priced vary
  - Per user/month/megabyte...
  - Avoid structures that are too complex or too diverse
  - It is hard to change metrics once established
- Key requirements of price structure
  - Customer must be able to predict his cost
  - Customer must agree that (changes in) costs incurrent relate to (changes in) value received
    - the vendors sales force and channel must convince customers price tracks with value
  - Vendor must be able to track and bill
- Avoid using factors outside of your control
  - A company linked the cost of its IT service offering on sales (of cars) by its customer....
- You MUST make money!
  - Costs need to be covered
    - One way or another

Charging alternatives for software

- One time charge
  - Fee is charged initially, right to use in capacity and quantity defined, with no additional payment
    - Additional revenue: upgrades, support
    - Revenue directly bookable
- Recurring license charge =SaaS (software as a service)
  - Monthly, yearly
  - No upfront investment
  - Customer can cancel subscription
  - -> 'Churn' becomes key preoccupation
  - Harder to discount
  - Market share has grown substantially
- Term license
  - Entitlement to use software for given amount of time
- Usage charging
  - Machine usage, # CPU's
  - # transactions
  - Storage capacity
  - Pages printed
  - # MIPS
  - Often problematic to forecast
- User based charging
  - Registered users
  - Concurrent users
  - Inhouse users
  - Webusers
  - Logged in users
  - Active users
- No charges...

Pricing

- Price policy
  - Manner in which prices may be altered, by whom, under what circumstances, to what degree
  - Structural deviations should be avoided
    - Risk of logistical issues
- Product and price tiers
  - Market Tier: group of customers with similar price and product needs
- A low cost version?
  - Is it possible to delimit high end product features for which people are willing to pay?
  - Is costly occupation: marketing
  - Often only when there are consumers and professional users
  - If not possible: price to high end or to low end of market?
    - The first spreadsheets
- Competing on price?
  - 10% price differential isn't worth looking at
  - 20% or more price difference is so substantial that it requires a look because impossible to explain to Finance why you didn't look into it
- Ask more money for additional features compared to competition?
  - Are functions that important?
  - Can the sales force sell it?
- Keep price at same level, but increase attractiveness of product
  - Buy market share? See Microsoft Windows
-

Adobe Photoshop pricing

PRODUCT	UPGRADE FROM	FULL FROM
Creative Suite 5 Master Collection Design and deliver across media.	€ 1,208.79 € 999.00 ex VAT	€ 3,507.79 € 2,899.00 ex VAT
Photoshop CS5 Create powerful images with the professional standard.	€ 240.79 € 199.00 ex VAT	€ 833.69 € 689.00 ex VAT
Photoshop CS5 Extended Discover new dimensions in digital imaging.	€ 422.29 € 349.00 ex VAT	€ 1,208.79 € 999.00 ex VAT
Adobe Photoshop Elements 8 for Mac Extraordinary photos. Amazing stories.	€ 82.28 € 68.00 ex VAT	€ 100.43 € 83.00 ex VAT
Adobe Photoshop Elements 8 Extraordinary photos. Amazing stories.	€ 82.28 € 68.00 ex VAT	€ 100.43 € 83.00 ex VAT

… as a service

Individuals | Business | Students and Teachers | Schools and Universities

Buying for a team?
Easy-to-use license management. Dedicated 24/7 technical support.
See all business plans ›

Photography
12.09 € /mo
inclusive of VAT
Choose a plan
Your choice of:
- Creative Cloud Photography plan with Lightroom CC, Photoshop CC, and 20 GB or 1 TB of cloud storage
- Lightroom CC plan with 1 TB of cloud storage
- Learn more

BUY NOW

Single App
24.19 € /mo
inclusive of VAT
Choose an app
- Your choice of one creative desktop app like Photoshop CC, Illustrator CC, or Adobe XD CC
- Your own portfolio website, premium fonts, and 100 GB of cloud storage

BUY NOW

MOST POPULAR
All Apps
60.49 € /mo
inclusive of VAT
Annual plan, paid monthly
- The entire collection of 20+ creative desktop and mobile apps including Photoshop CC, Illustrator CC, and Adobe XD CC
- Includes 100GB of cloud storage, your own portfolio website, premium fonts, and social media tools
- Up to 1 TB of cloud storage available (Call for details)

BUY NOW

All Apps + Adobe Stock
96.78 € /mo
inclusive of VAT
Annual plan, paid monthly
- The entire collection of 20+ creative desktop and mobile apps including Photoshop CC, Illustrator CC, and Adobe XD CC
- Get 10 free Adobe Stock images. Your first month of Adobe Stock is free with the 10 images/mo plan
- Cancel Adobe Stock risk-free within the first month

BUY NOW

Pricing for large customers

- The value proposition
  - Vendor convert the notion of price to an expression of value of his product expressed in terms of business worth to his customer
    - Calculate savings/increased revenue for customer
    - price becomes % of these savings
  - May result in discussion over payback period, ROI, but less on price, discount level, prior deal, other customers price...
  - Vendor should track value during implementation
    - Confirms his calculations, to be used in other projects, with customer
- Internal decision making in Information Technology @ large accounts
  - Centralized vs decentralized IT
  - Degree to which central IT is involved/drives IT investments varies
  - End-user always involved: he who derives business benefits from investment
    - Always good strategy to involve them in negotiations
  - IT can be end-users
  - Always uyseful to agree on value criteria
- Global customers
  - Centralized buying?
  - If all sales is done centrally, local sales organization has little incentive
  - Local branches may resent fact that decisions are made centrally

‘Special Bids’

- = a special price offered to a large customer due to any one of a number of factors: volume, total spent, circumstances of use…
- Large vendors have a separate special bids department
- Look for reasons that are unique and justified
  - Would you be willing to give the same discount to another customer in the same circumstances?
  - Info will leak to other potential customers
  - You may loose trust from other customers if they find out
  - Sales force will lobby for same price for their customers
- Special bid departments are good source of information on pricing
  - If same issue arises regularly (a/o competition) this can prompt a price review
- Department must have real authority
  - Not easily overruled
  - Not advised to locate it in same division as pricing group

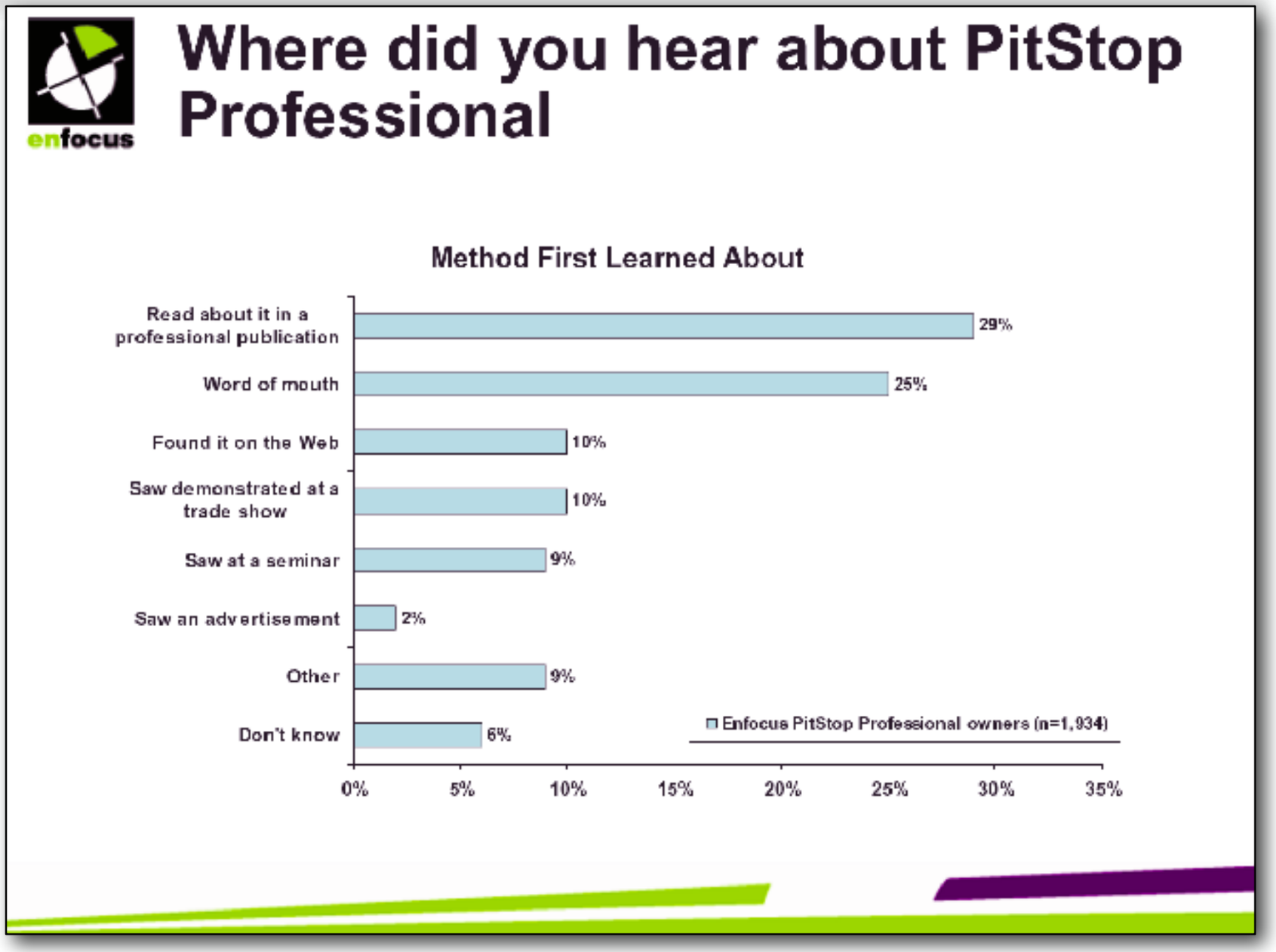
Enterprise offerings

- Arrangement which offers a customer special prices as a function of his increased commitment to the vendor's products
- No discussion on individual products (price, # copies)
- Best to negotiate with senior management, not procurement
  - CFO is often the person to negotiate with
  - May discuss capital cost vs rental

3. Marketing Communications

Marcom tools for (small) B2B companies

- Word of mouth
- The internet / social media
- The standard presentation
- Press relations
- Presence on events
- Opinion leaders
- (advertising)



Does Your Marketing Influence B2B Decision-Makers?

Word-of-mouth is a winner—marketing, not so much

August 31, 2015

Most Trusted Information Sources When Researching Purchase Decisions According to US B2B Professionals, March 2015

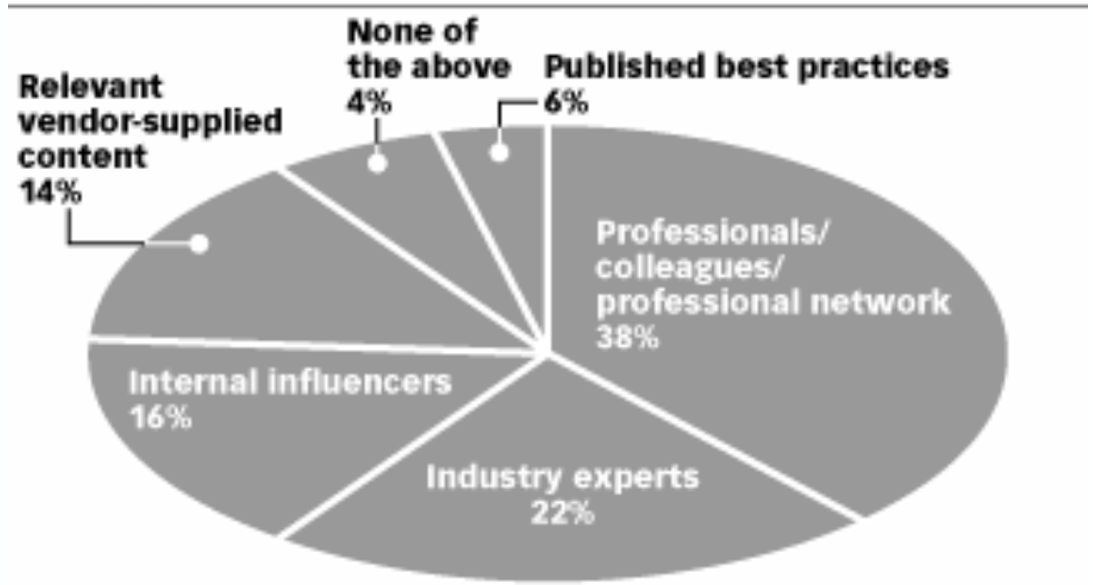
% of respondents

Note: n=200
Source: International Data Corporation (IDC), "Selling to the Information-Driven Business" sponsored by Salesforce, July 16, 2015

195197 www.eMarketer.com

Most Influential Information Source When Making Purchase Decisions According to US B2B Professionals, March 2015

% of respondents



Note: n=200
Source: IInternational Data Corporation (IDC), "Selling to the Information-Driven Business" sponsored by Salesforce, July 16, 2015

195196 www.eMarketer.com

https://www.emarketer.com/Article/Your-Marketing-Influence-B2B-Decision-Makers/1012927

- Word of mouth
  - Every move you make, every step you take...
  - value to customer
  - consistency
  - Delivering
- The internet
  - a must for everyone
  - just how strategic depends on your business

The elevator pitch...

- Shortest description of key message
  - To be delivered in elevator ride

- why should anyone buy this?

  for [target customer]
  who [statement of need or opportunity]
  the [product/service name] is
  a [product/service category]
  that [statement of benefit].

- why should they buy it from you then?

  unlike [primary competitive alternative]
  our product [statement of primary differentiation].

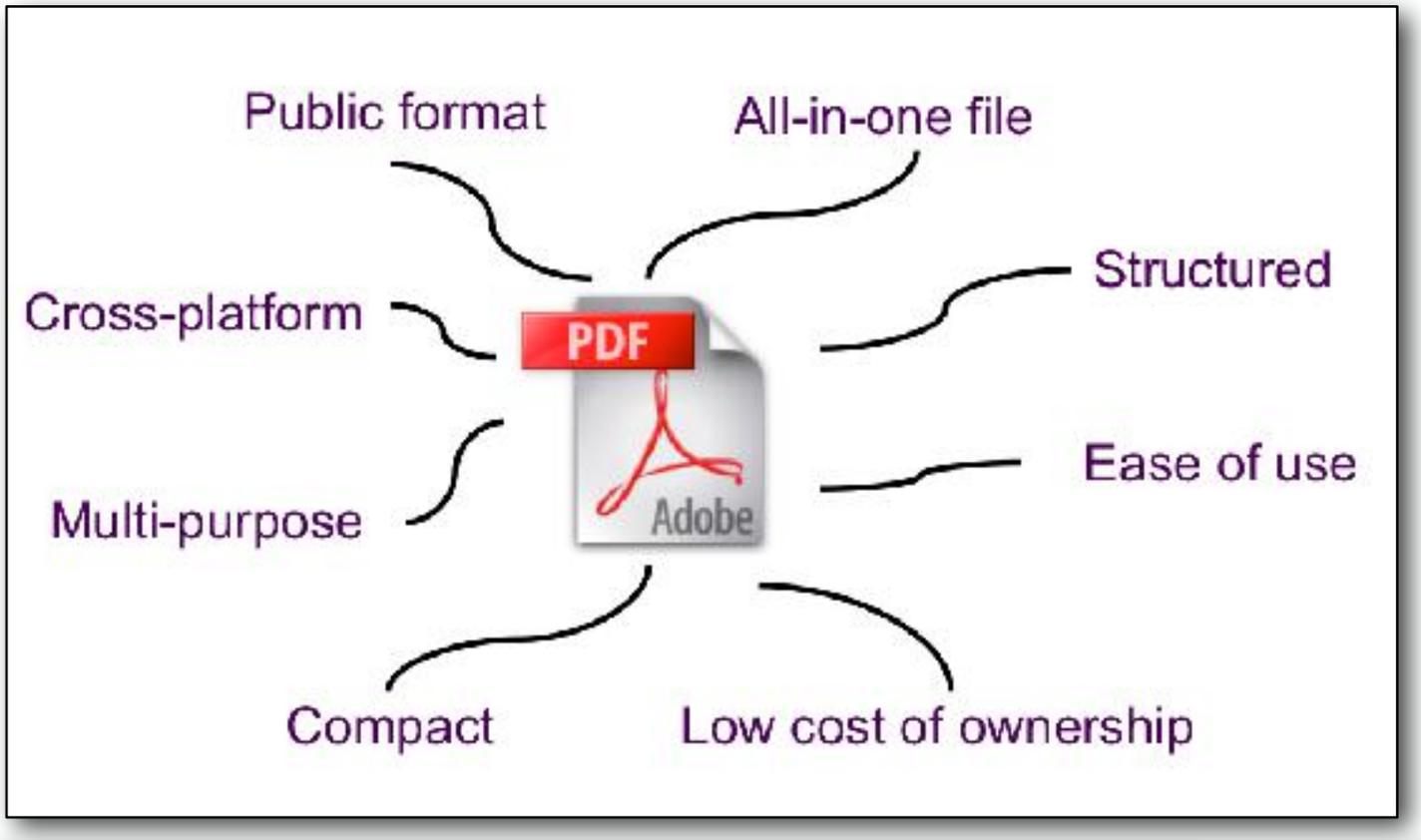
source: Stanford University Technology Ventures Program, entrepreneurial marketing, Byers & Kosnik 2008

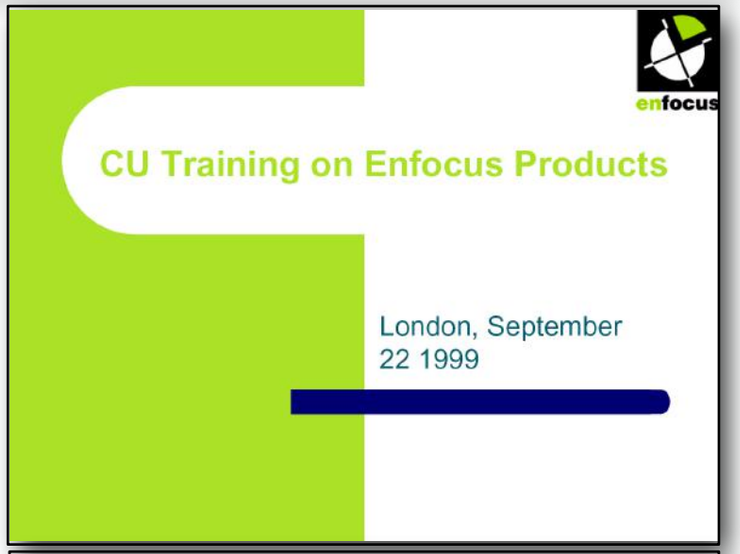
Customer Value Propositions

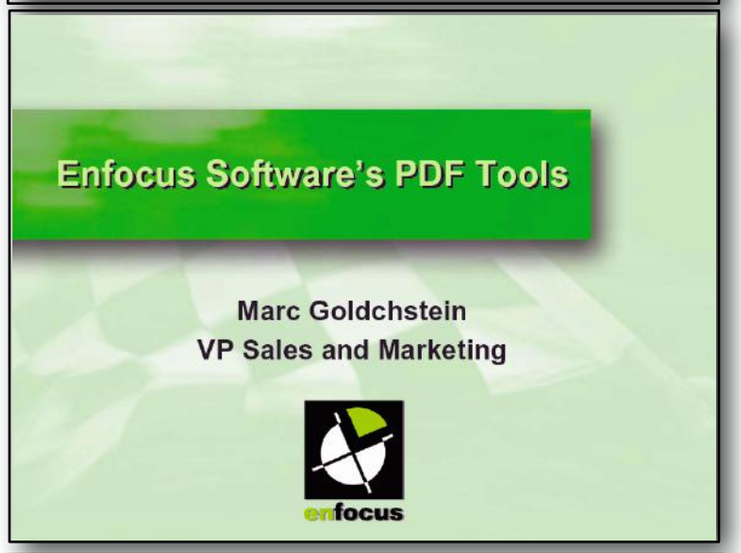
- **Managers who make purchase decisions want to do business with suppliers that fully grasp critical issues in their business** and deliver a customer value proposition that's simple yet powerfully captivating.
- Suppliers can provide such a customer value proposition by **making their offerings superior on the few elements that matter most to target customers, demonstrating and documenting the value of this superior performance, and communicating** it in a way that conveys a sophisticated understanding of the customer's business priorities
- Substantiate your claim
- Document the delivered value
- Source: Customer Value Propositions in Business Markets
  - by James C. Anderson, James A. Narus, and Wouter van Rossum, Harvard Business Review
- Power Reduction Cost Savings
  = [kW spent x number of operating hours per year x $ per kW hour x number of years system solution in operation] Competitor Solution
  - [kW spent x number of operating hours per year x $ per kW hour x number of years system solution in operation] Rockwell Automation Solution

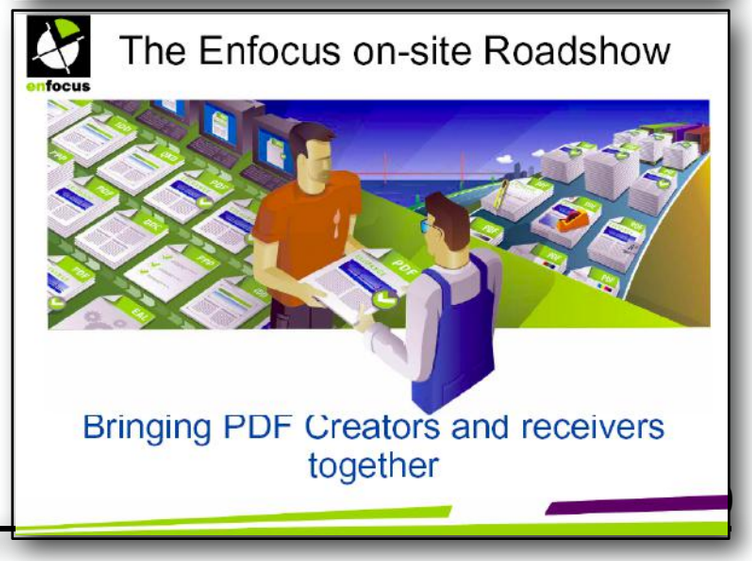
5.4.4 The standard presentation

- spell out your raison d'être
- Quantify advantages, cite references
- adapt systematically to your audience!
- evolves over time
  - revamp from time to time
- presentation skills, enthusiasm









Stephens & George (UK)

- Printing 200 different titles of various frequencies
- *Each month we process about 25,000 PDF files* in the course of our work. We were quite enthusiastic, therefore, about the introduction of Enfocus Certified PDF technology. We incorporated it into our workflow beginning in January 2001. Since then, we have seen significant improvements in production efficiency.
- The adoption of a Certified PDF-based workflow has dramatically improved our file exchange efficiency - *Before implementation* of Certified PDF, *> 33% of files received had to be returned* to clients and corrected. With a Certified PDF workflow now in place, our current incoming file *error rate has been reduced to virtually zero*. As a result, we are now able to handle approximately *200 files per minute – a volume that previously took up to 30 minutes*.

enfocus

using Big Names

Enfocus Today - A brief history

Enfocus OEM Partners

- Technology included in all relevant PDF Workflow solutions

creo	Brisque, Prinergy & Synapse
AGFA The complete picture.	Apogee Pilot & Create
FUJIFILM	Celebrant Extreme
HEIDELBERG	Prinergy, Metadimensions
Electronics for Imaging	Command Workstation
SCREEN MEDIA TECHNOLOGY	TrueFlow
The Document Company XEROX	Digipath

enfocus

The demo

- if applicable (software...): you must be able to show your product
  - in a convincing way (from the customers' perspective)
  - over and over and over again...
  - adapt to your customer
  - make benefits tangible
- BEST sorting case
  - Bring along your own green beans and we'll sort them for you
  - Demo centers

Press relations

Opinion leaders

- each market has opinion leaders
  - build relations with them
  - events, visits, cocktails parties on shows,...
- Enfocus case
  - Industry associations = key partners
  - Intensive relationship with key opinion leaders

Should one check PDFs or native application files or both? Should file checking be server or desktop based or both? Should the quality control system be open or closed? Is it production or file originators responsibility or both? Is it enough to use plug-in utilities and extensions? Should the workflow's ethos be production or editorially determined? Who is responsible for what, and where in the workflow does responsibility shift to the next stage?

Press Relations

- Specialized PR agencies per market segment
  - printing and publishing
  - as there is a graphic arts cluster in Belgium there is a specialized PR agency
  - Enfocus worked with 2 PR agencies:
    - 1 in US
    - 1 in Europe
- Can be of essential value
  - access to relevant opinion leaders

- Writing press releases...
  - only when you have something to tell
  - be concise
  - weigh your words
  - use reference quotes
  - translate in as many languages as needed
  - don’t let opportunities to communicate slip!

Presence on forums

- Trade fairs, events, seminars, conferences...
- Your presence grows over time
  - Generally starts by attending the event
  - Guerrilla marketing: meetings in lounge, rent hotelroom nearby
    - Be prepared! Who do you want to see? Why?
  - Part of larger booth
    - Key partner, regional association
  - Smallest possible booth
  - Gradually grow presence if needed/possible
- Try to be part of the program
- Be present in your village
  - a market segment requires a dedicated resource
    - no dedicated resource = no market development

DRUPA 2008

Total number of exibitors	1.866
Origin of the exhibitors	
Germany	715
Other countries	1.151
Number of countries	52
Space (net, qm)	161.332
Germany	71.199
Other Countries	90.133
Total number of visitors	394.332
Origin of the visitors	
Germany	45 %
Other countries	55 %

- trade show once every 4 years
  - 14 days, 400.000 visitors
- complete printing industry present
- the place for major product launches

DRUPA 2016…

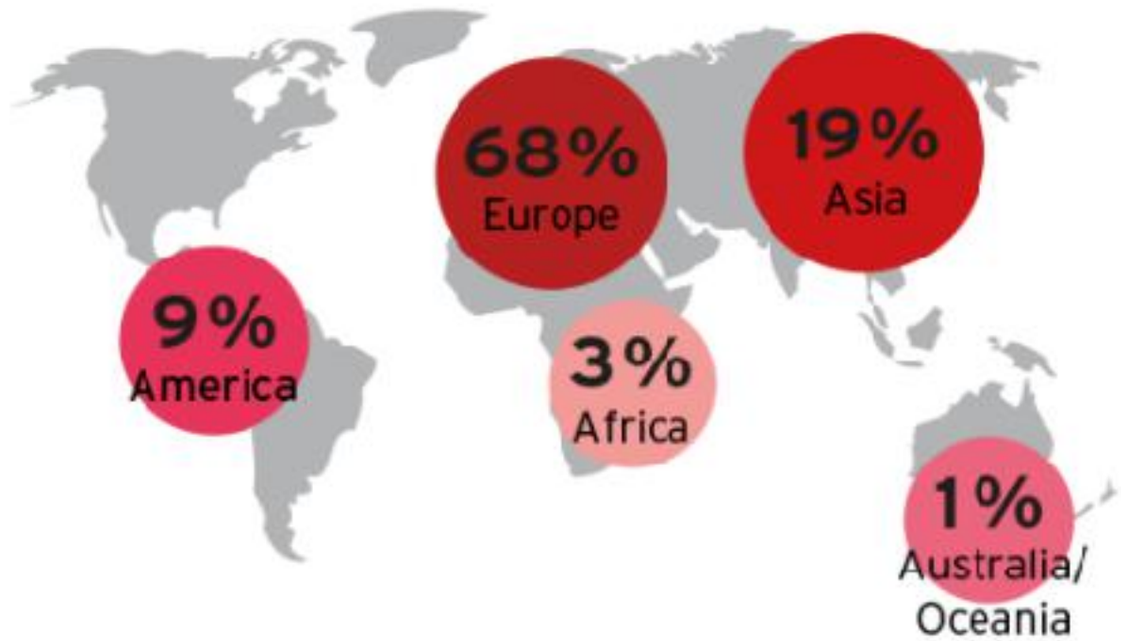
touch new business

There's no other industry event that has such great international appeal as the leading trade fair for printing technologies. More than half of its visitors come to drupa with specific investment projects.

260.165
Total number of visitors

from **183** countries

Profile data drupa 2016



The premier meeting forum for the Health and Fitness Industry

What is SIBEC UK?

SIBEC UK is a one-to-one meeting forum for key health, fitness and leisure operators in local authority, leisure management, education and trust markets, and the leading suppliers.

SIBEC UK is one of 16 business forums organised by McLean Events. This successful formula has been supporting the sector for over 10 years. Based upon pre-selected face-to-face meetings it puts you in the driving seat of your agenda.

...because time is an operator's most precious commodity.

Who will you meet at **SIBEC** UK 08?

Over 50 leading domestic and international supplier companies covering 25 product and service categories including: apparel, designers and architects, flooring and locker room solutions, amenities, membership services, software and technology, fitness equipment, nutrition, training, tanning, marketing and more...

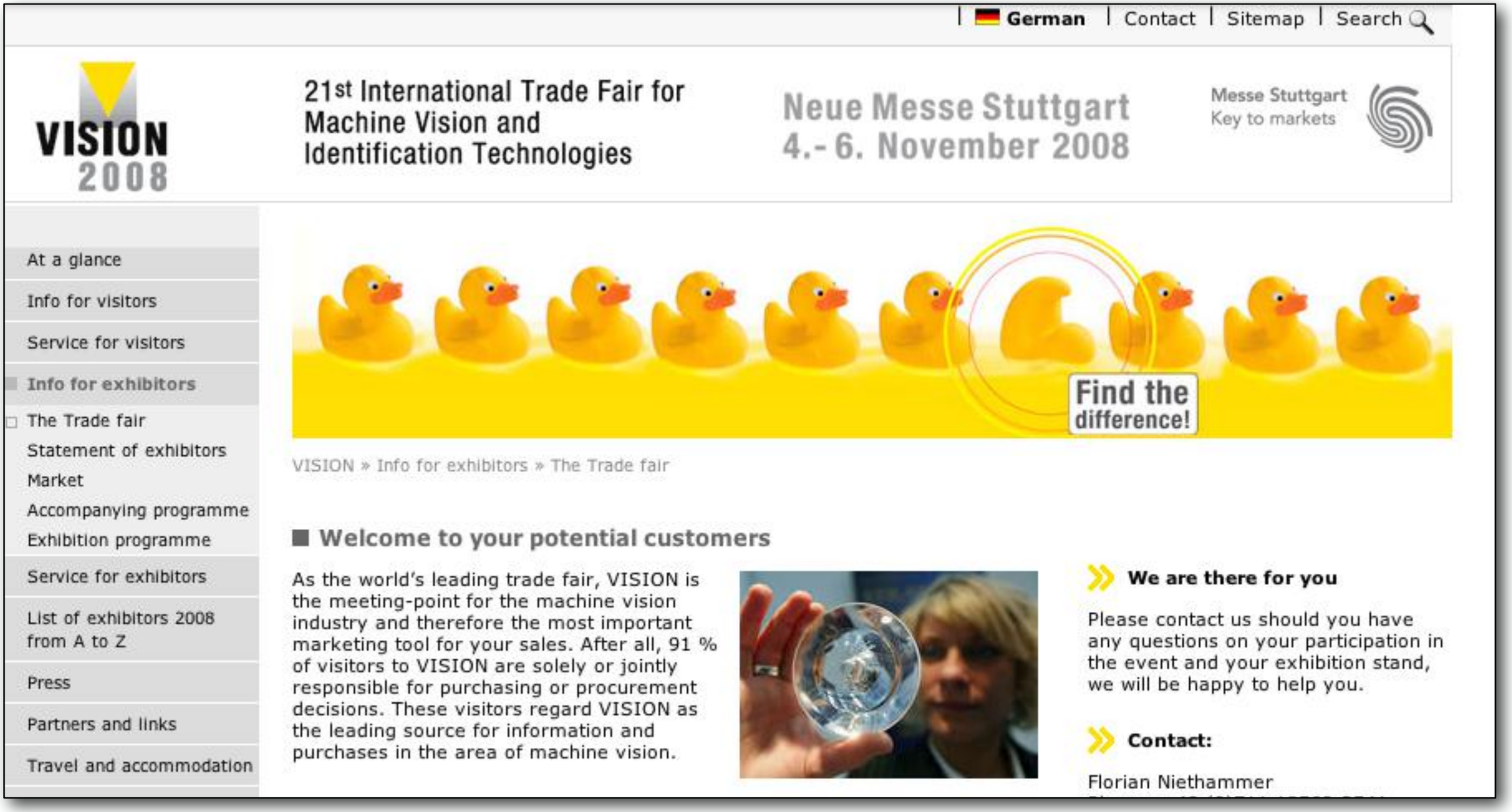
You select the suppliers you want to meet and we compile your personalised meeting schedule based on your requests and those of the suppliers that wish to meet you.

SIBEC
PREMIER ONE-TO-ONE MEETING FORUMS

SIBEC 2020
SEPTEMBER 21-24, 2020

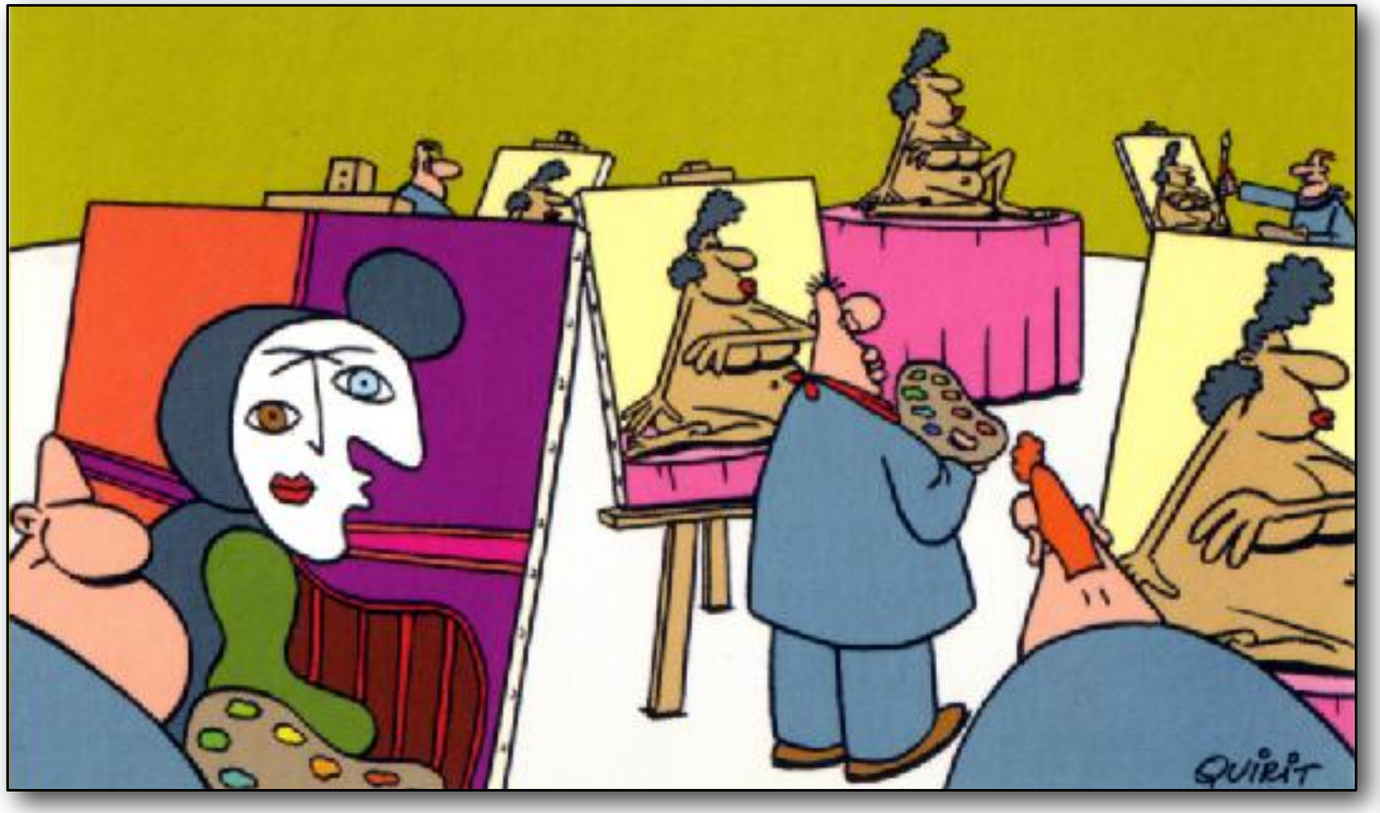
LOEWS CORONADO BAY RESORT | CORONADO, CA

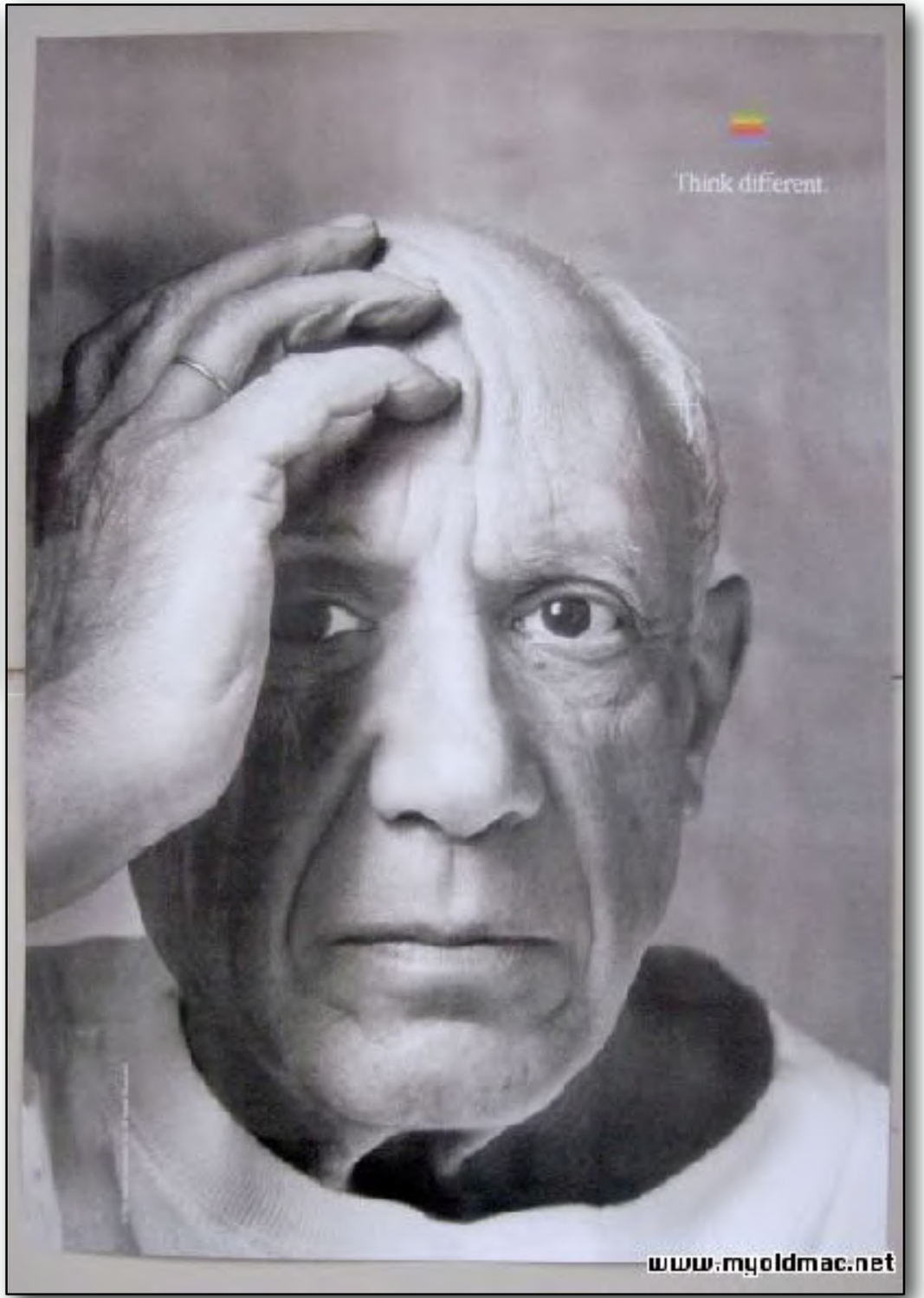
Vision


German | Contact | Sitemap | Search
VISION 2008
21st International Trade Fair for Machine Vision and Identification Technologies
Neue Messe Stuttgart
4.- 6. November 2008
Messe Stuttgart
Key to markets
At a glance
Info for visitors
Service for visitors
Info for exhibitors
The Trade fair
Statement of exhibitors
Market
Accompanying programme
Exhibition programme
Service for exhibitors
List of exhibitors 2008 from A to Z
Press
Partners and links
Travel and accommodation
Find the difference!
VISION » Info for exhibitors » The Trade fair
Welcome to your potential customers
As the world's leading trade fair, VISION is the meeting-point for the machine vision industry and therefore the most important marketing tool for your sales. After all, 91 % of visitors to VISION are solely or jointly responsible for purchasing or procurement decisions. These visitors regard VISION as the leading source for information and purchases in the area of machine vision.
We are there for you
Please contact us should you have any questions on your participation in the event and your exhibition stand, we will be happy to help you.
Contact:
Florian Niethammer

VISION
06 - 08 November 2018
World's leading trade fair for machine vision
Messe Stuttgart
Key to Markets
For Visitors
For Exhibitors
For Journalists
THE
OF
VISION
The heart of machine vision
learn more

Advertising





Centre for information about media

- the CIP, the centre for information about media, was founded in 1971.
- it is a tripartite industry body:
  - advertisers
  - media buying and advertising agencies
  - media and their media sales houses
- mission statement : **to deliver the required figures for objectiveness and optimisation of the advertising expenditures to the advertising market**.
- to achieve this statement, the cim carries out researches and studies. the results are published on digital supports, via specific software or package and via the cim website.

Authentified figures - Weekend Knack - Windows Internet Explorer

http://www.cim.be/card/372/en/auth/index.html

File Edit View Favorites Tools Help EPSON Web-To-Page Print Print Preview

Authentified figures - Weekend Knack

Page Tools

cim Weekend Knack

DE LAATSTE BERICHTEN ..

Authentication

Authentified figures | Stated on one's honour figures

	2002	2003	2004	2005	**2006**
Number of issues	50	51	50	50	**50**
Subscriptions Print	105 602	104 068	105 248	106 040	**109 406**
Single Copy Sale Print	17 434	17 432	17 123	15 674	**15 533**
Subscriptions Web	0	0	0	0	
Single Copy Sale Web	0	0	0	0	
Paid Circulation	123 036	121 500	122 371	121 714	**124 939**
Merchandising	0	0	0	0	
Free Circulation	4 131	3 680	3 918	3 950	**3 949**
Print run	138 446	136 754	138 808	139 543	**143 804**

2006:

Internet 100%

Weekend Knack

Cijfers verklaard op erewoord Echtverklaarde cijfers

PRINT EXEMPLAREN	4/2014 3/2015	1/2015 4/2015	2/2015 1/2016	3/2015 2/2016	4/2015 3/2016
Aantal Nummers	51	49	50	50	49
Oplage	111.322	112.323	111.796	112.842	113.886
Totale Meetbare Verspreiding	100.101	99.671	99.291	100.050	99.264
Betaalde Verspreiding	24.900	0	0	0	0
Individuele Verkoop	23.878	0	0	0	0
Verkoop aan Derden	1.022	0	0	0	0
Aangesloten Leden	0	0	0	0	0
Andere Meetbare Print Verspreiding	75.202	99.671	99.291	100.050	99.264
Geadresseerd	68.989	91.446	91.198	91.865	91.017
Ongeadresseerd	6.212	8.226	8.094	8.184	8.246

advertising rates weekend knack

PUBLICATIONS & SERVICES | NATIONAL / Magazines

WEEKEND KNACK: A UNIQUE WEEKLY LIFESTYLE MAGAZINE

The weekly lifestyle magazine Weekend Knack has played a key role in Knack's development

Weekend Knack focuses on the good things of life: stylish living, travel, eating and drinking, beauty and fitness.

Weekend Knack has more women readers than men (52%-48%). Its well-tuned, high income readership makes it the clear leader for lifestyle advertising, and indeed the advertising income of this former 'supplement' now outruns that of the newsmagazine proper. Weekend Knack has also been instrumental in ensuring that the newsmagazine is read as much by women as by men.

Every year Weekend Knack publishes six special fashion editions and four 'cocooning' editions, each of them a 200-300 page authoritative guide to the latest taste and fashion.

On top of these come a recipe magabook four times a year, an additional edition with city tours etc. These luxury publications are sold separately and offered to Knack readers at special prices. All these are new initiatives aimed at new growth segments

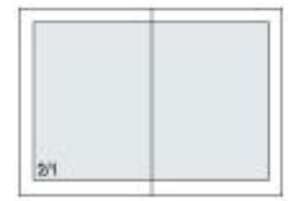
KEY FIGURES	
Weekly (D)	
Circulation	139.543
Paid distribution*	121.714
CIM (05 06)	615.600
*CIM controlled data 05	

PRINT | BACK

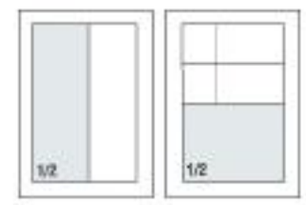
Knack Weekend

calendar

1/1 p.
11.600,00



2/1 p.
23.200,00



1/2 p.
7.540,00

- 7 page article = 81.200 euro in advertising space

Humo

Cijfers verklaard op erewoord | Echtverklaarde cijfers

PRINT EXEMPLAREN	1/2007	2/2007	3/2007	4/2007	1/2008
Aantal Nummers	13	13	13	13	13
Oplage	273.987	273.994	267.337	298.120	281.987
Totale Meetbare Verspreiding	234.919	236.964	233.588	251.355	233.454
Betaalde Verspreiding	233.820	235.788	232.460	246.570	232.317
Individuele Verkoop	233.817	235.788	232.460	246.570	232.317
Verkoop aan Derden	2	0	0	0	0
Aangesloten Leden	0	0	0	0	0

Humo

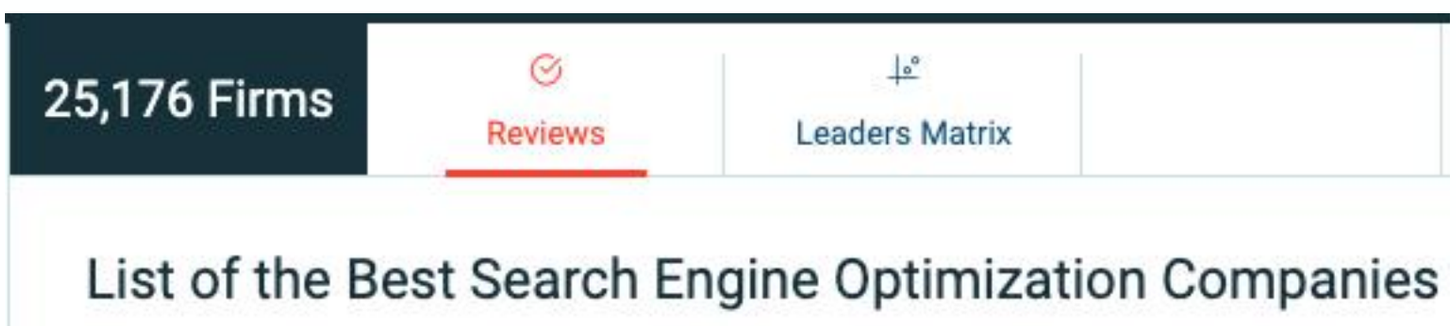
Cijfers verklaard op erewoord | Echtverklaarde cijfers

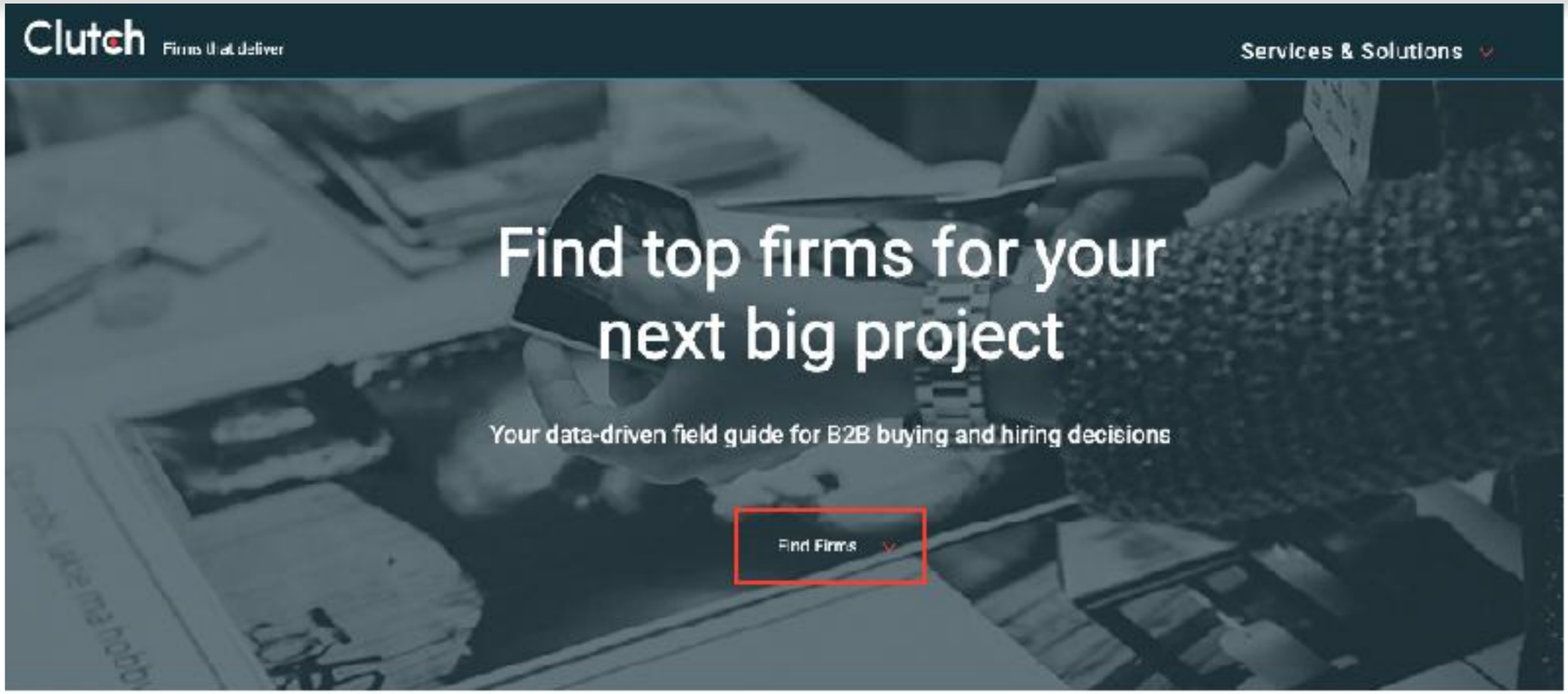
PRINT EXEMPLAREN	4/2014 3/2015	1/2015 4/2015	2/2015 1/2016	3/2015 2/2016	4/2015 3/2016
Aantal Nummers	52	52	52	52	52
Oplage	127.030	124.077	122.903	122.075	121.920
Totale Meetbare Verspreiding	104.614	101.504	100.384	99.250	99.325
Betaalde Verspreiding	104.132	101.105	100.009	98.959	98.953
Individuele Verkoop	103.064	100.393	99.284	98.222	97.596
Verkoop aan Derden	1.069	713	725	738	1.356
Aangesloten Leden	0	0	0	0	0
Andere Meetbare Print Verspreiding	482	399	375	291	373
Geadresseerd	482	399	375	291	373

Google ads

- One the most focused forms of advertisement
  - (only) shown when people who are looking for a topic related to your offering
  - you define the (combination of) search items that makes your ad appear
- Be sure you can deliver!
  - Your rating depends on the assessment by Google of your site, your offering…
- -> Search Engine Optimisation becomes a market niche…
  -

- the process of maximizing the number of visitors to a particular website by ensuring that the site appears high on the list of results returned by a search engine.




Clutch
Services & Solutions
Find top firms for your next big project
Your data-driven field guide for B2B buying and hiring decisions
Find Firms

Navigate Business Buying Decisions With Confidence
Verified Reviews
Read unbiased reviews conducted by Clutch analysts.
Data-Driven Content
Discover industry trends and insights from thought leaders.
Leaders Matrix
See how businesses and solutions compare in a specific market.

Advertising & Marketing

Advertising & Marketing Agencies SEE ALL >

Branding, Full Service Digital, Digital Marketing, Public Relations, + Agencies by Location

Search Engine Optimization Firms SEE ALL >

Search Engine Marketing, Pay Per Click, SEO Consultants, Local SEO, + SEO Firms by Location

Marketing Software SEE ALL >

Social Media Management, Content & Inbound Marketing, Email Marketing, Marketing Automation

Web & Software Development

Web Development Firms SEE ALL >

Drupal, Python & Django, Sitecore, WordPress, or E-commerce, Magento, + Developers by Location

Software Development Firms SEE ALL >

Internet of Things (IoT), AR/VR, Software Testing, + Developers by Location

Web Design Firms SEE ALL >

Small Business, User Experience + Web Designers by Location

Mobile App Development

Mobile App Development Firms SEE ALL >

BY PLATFORM	Android, iPhone/iOS, Wearables
BY VERTICAL	Games, Enterprise Apps, Consumer Apps, + More Verticals
BY LOCATION	Firms in Canada, Firms in Europe, Firms in India, + More Locations

Mobile App Development Software SEE ALL >

DIY App Builders, Cross Platform Tools, Enterprise App Platforms

IT Services & Solutions

IT Services SEE ALL >

Managed IT Services, BI & Big Data Consultants, Cybersecurity Consultants, + IT Services by Location

Cloud Computing SEE ALL >

Cloud Storage, Cloud Backup, Cloud Servers, Cloud Computing Consultants

Business Services SEE ALL >

Payroll, Answering Services, Accounting Services

2019 Review Best SEO Companies & Services

25,198 Firms | Reviews | Leaders Matrix | Sort by: Number of Reviews | Filter Results +

List of the Best Search Engine Optimization Companies

WebFX Digital Marketing That Drives Results
4.9 ★★★★★ 150 REVIEWS ›

"Customer service as a whole was a huge plus with them."
Marketing Specialist, Biotechnology Company

Service focus
65% Search Engine Optimization

VERIFIED
$1,000+
$100 - $149 / hr
50 - 249
Harrisburg, PA

Visit Website
View Profile
Contact

Doctor Multimedia Web solutions designed for Doctors
4.8 ★★★★★ 127 REVIEWS ›

"Having them on our team absolutely improves our efficiency."
Owner, Infinity Chiropractic

Service focus
25% Search Engine Optimization

Undisclosed
$100 - $149 / hr
10 - 49
La Jolla, CA

Visit Website
View Profile
Contact

https://clutch.co/seo-firms?sort_by=1&min_project_size=&avg_hrly_rate=&employees=&client_focus=&industry_focus=&form_id=spm_exposed_form&form_build_id=form-DOxxOuLNTXPFA7lT7kCyqtbI0DmsdqPbsmfN2ZA1MaY

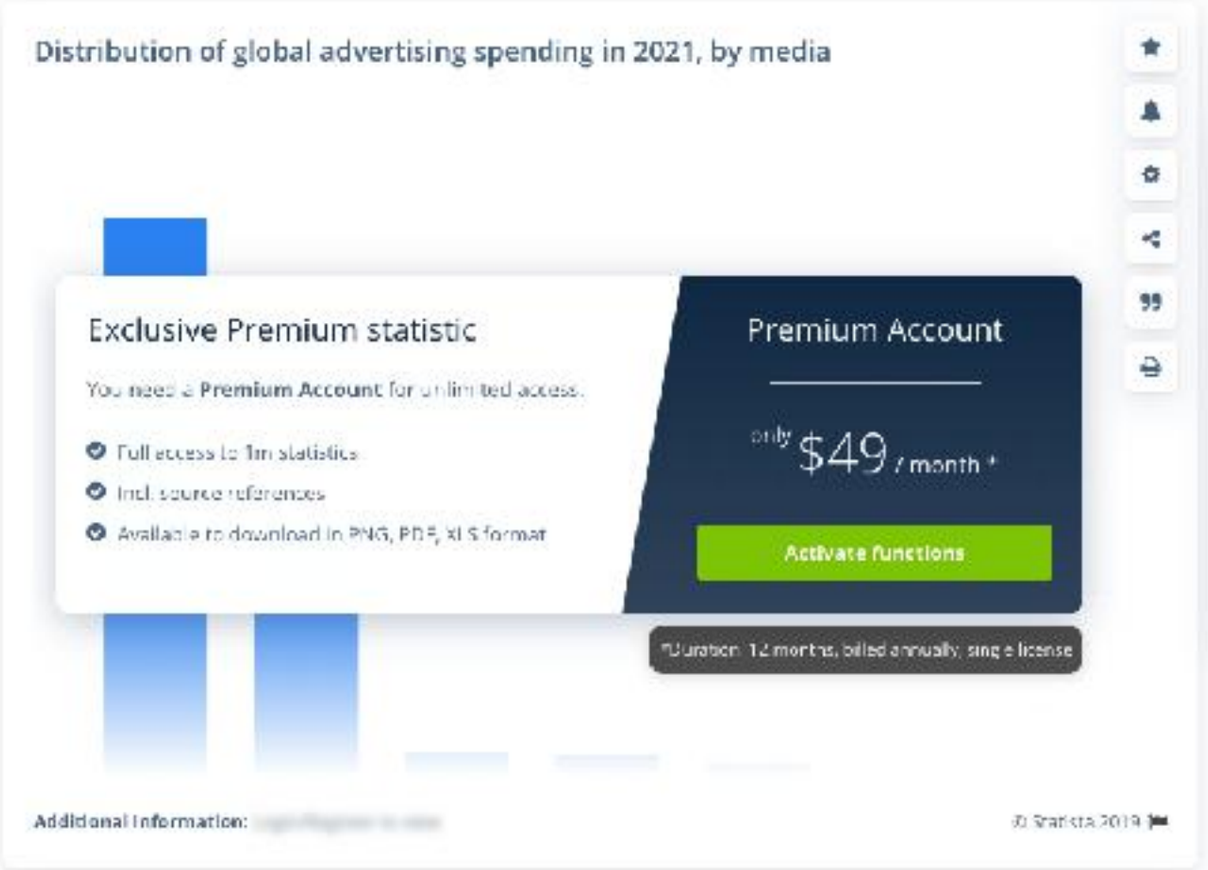
Facebook ads targeting

- Location
  - T**arget adverts by** country, county/**region**, postcode or the area around your business.
- Demographics
  - Choose your audience **by age, gender, interests** and the **languages** they speak.
- Interests
  - Choose from hundreds of **categories** such as **music, films, sport, games, shopping** etc.
- Behaviours
  - You can find your customers **based on the things they do** – such as shopping behaviour, the type of phone they use or if they're looking to buy a car or house.
- Connections
  - Reach the **people who like your Page or your app** – and reach their friends, too.
- Partner Categories
  - Partner Categories are **targeting options provided by third-party data partners**. You can reach people based on behaviors people take outside Facebook, such as owning a home, being in the market for a new van or being a loyal purchaser of a specific brand or product.

Google and Facebook…

- https://www.cnbc.com/2017/05/02/google-and-facebook-take-20-percent-of-total-global-ad-spend.html

- **Google and Facebook together took 20 percent of the world's advertising budget across all media in 2016.**
  - The figure has grown by nine percentage points in five years.



- Zenith Top 30 Global Media Owners report; sorted by advertising revenue:
  - 1. Alphabet (=Google): $79.4 billion
  - 2. Facebook: $26.9 billion

- Tot hier maandag 28/10/19

Some interesting examples of advertising

- Apple 1984
- Apple 1997
- I'm a Mac and I'm a PC
- Security on Mac and PC
- Some Google stuff…
  - Youtube offline
  - Gmail tap

Social Media Marketing

- source: https://visual.ly/community/infographic/social-media/how-use-social-media-marketing

Social media marketing (SMM)

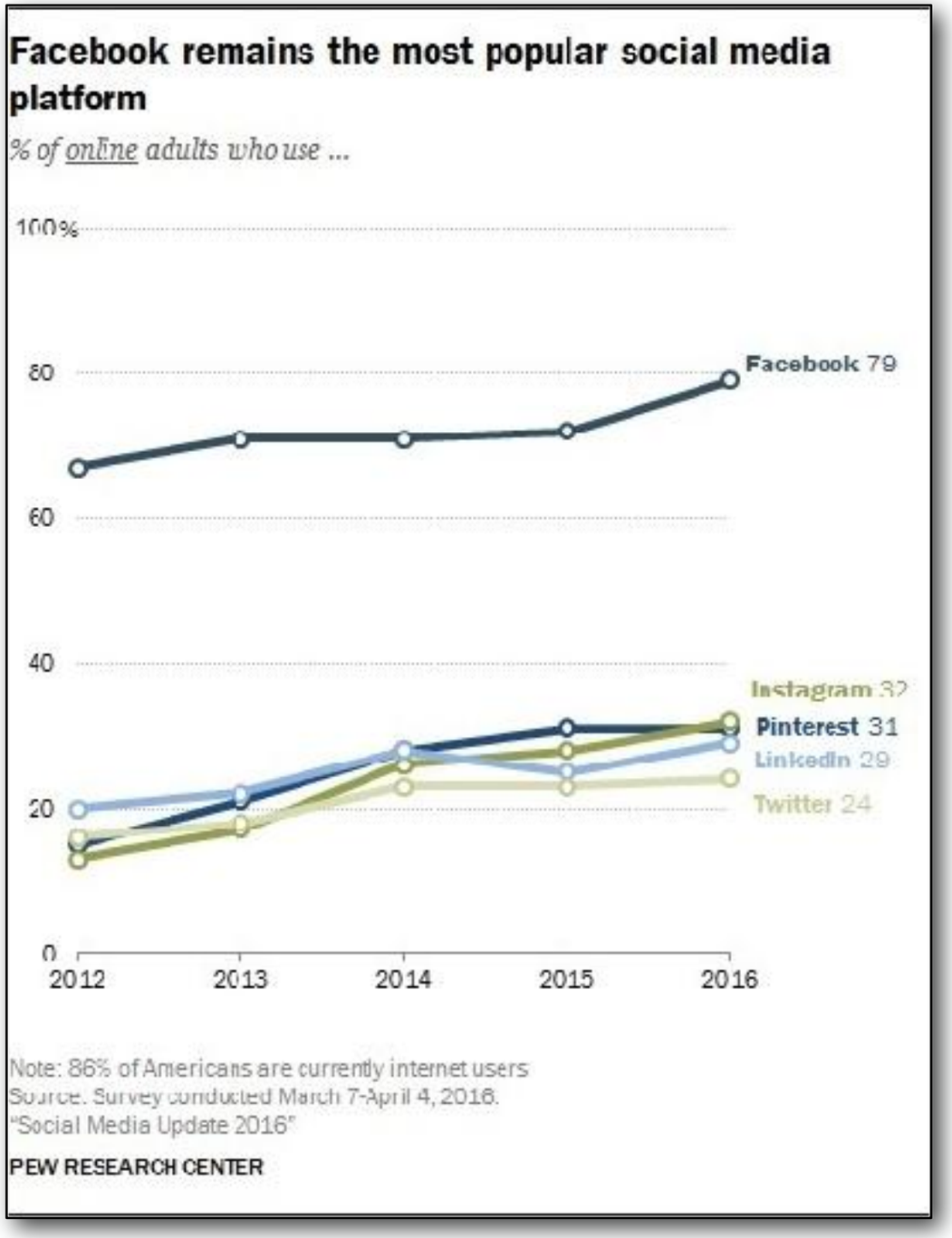
- source: based on https://en.wikipedia.org/wiki/Social_media_marketing

- SMM is the use of social media (SM) platforms and websites to promote a product or service.
- Companies address a range of stakeholders:
  - current and potential customers
  - current and potential employees
  - journalists and bloggers
  - the general public
- Make the companies accessible to those interested in their product and make them visible to those who have no knowledge of their products
- SMM includes management of the campaign, governance, setting the scope (active or passive use) establishment of a firm's desired SM "culture" and "tone."

Social Media Marketing ctd.

- Companies use SM to create buzz, learn from and target customers.
- Unlike traditional media, a social media strategy does not require large budgets.
- Of the top 10 factors that correlate with a high Google search ranking, seven are SM dependent. Therefor, if brands are less active on SM, they tend to show up less on Google searches.
- While Twitter and Facebook have a larger number of users, the visual media sharing mobile platforms have the fastest growth and higher interaction.

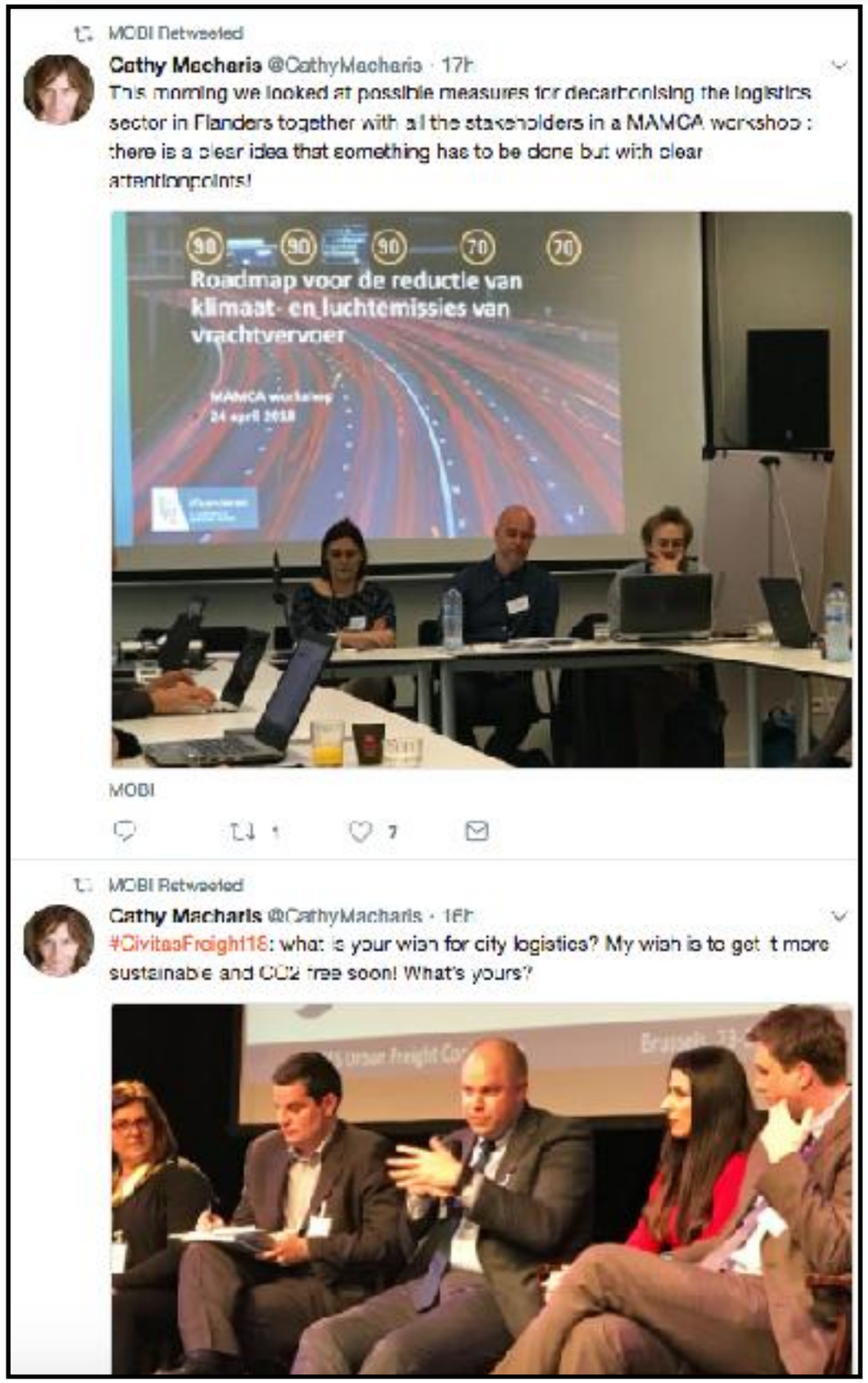
Which Social Media Channels Allow Advertising?



- Source: How to Set a Realistic Social Media Advertising Budget, by Preston Kendig WebStrategies April 5, 2017

- Facebook – 1.55 Billion Users
- Instagram (creative images) – 400 Million
- YouTube (video creation) – 1 Billion
- LinkedIn (great for B2B) – 100 Million
- Snapchat (expensive) – 150 Million
- Twitter (in-the-moment advertising) – 320 Million
- Pinterest (smaller audience) – 100 Million
- Yelp (expensive) – 100 Million

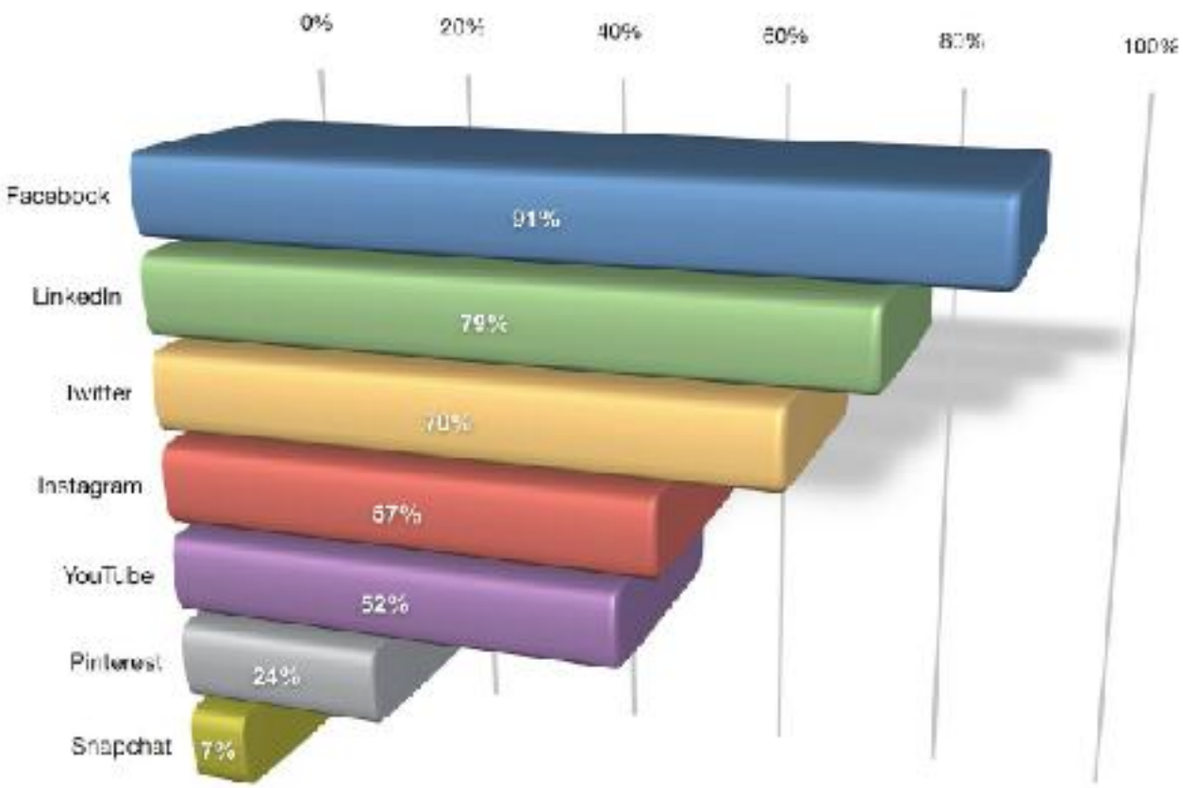
Social media marketing ctd.



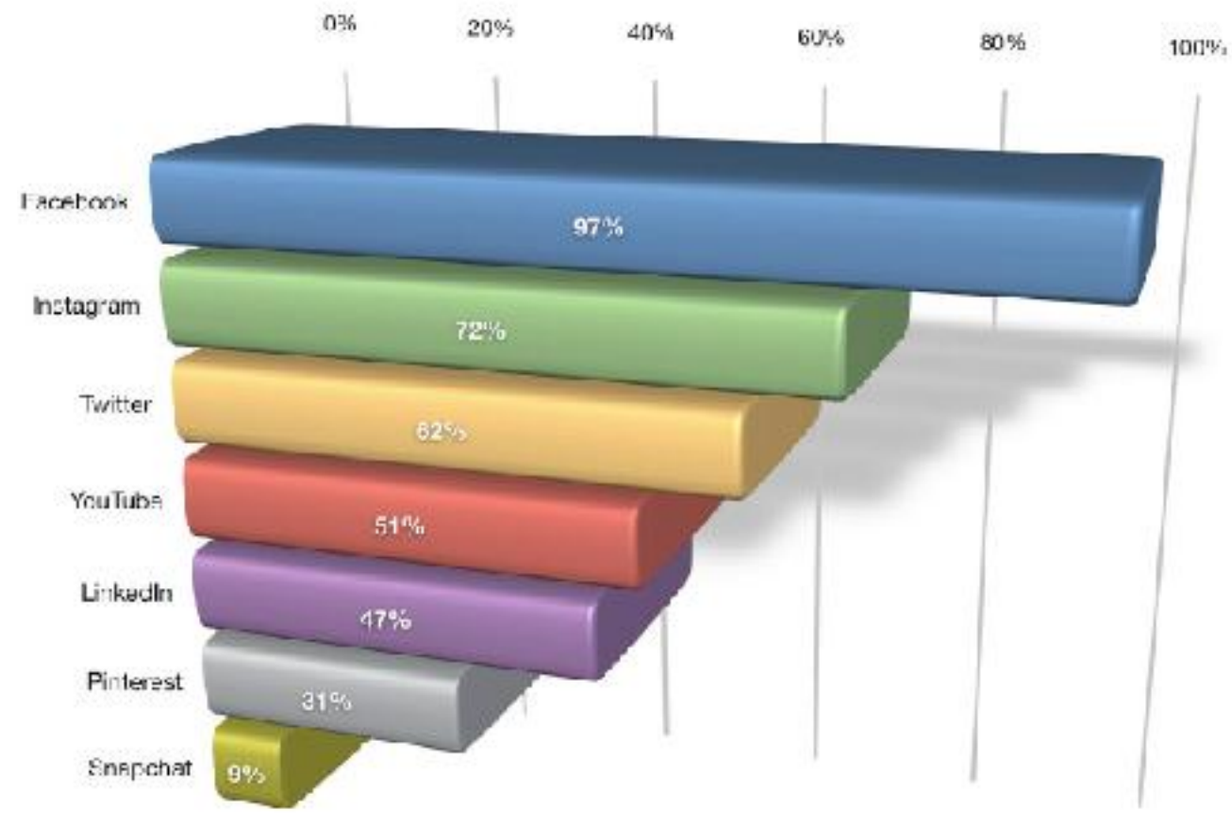
- Companies use SM to reach audiences much wider than through the use of traditional print/TV/radio advertisements alone and at a fraction of the cost.
- This changed the way companies interact with customers: a substantial part of interactions are now over online platforms.
- Firms should allow users to post user-generated content: reviews of products and services, rating of customer service, asking questions or voicing concerns, rather than use advertising copy prepared by marketeers
- Companies hire personnel to handle SM interactions, usually under the title of Online community managers.

Social Media Platforms used by Marketeers:

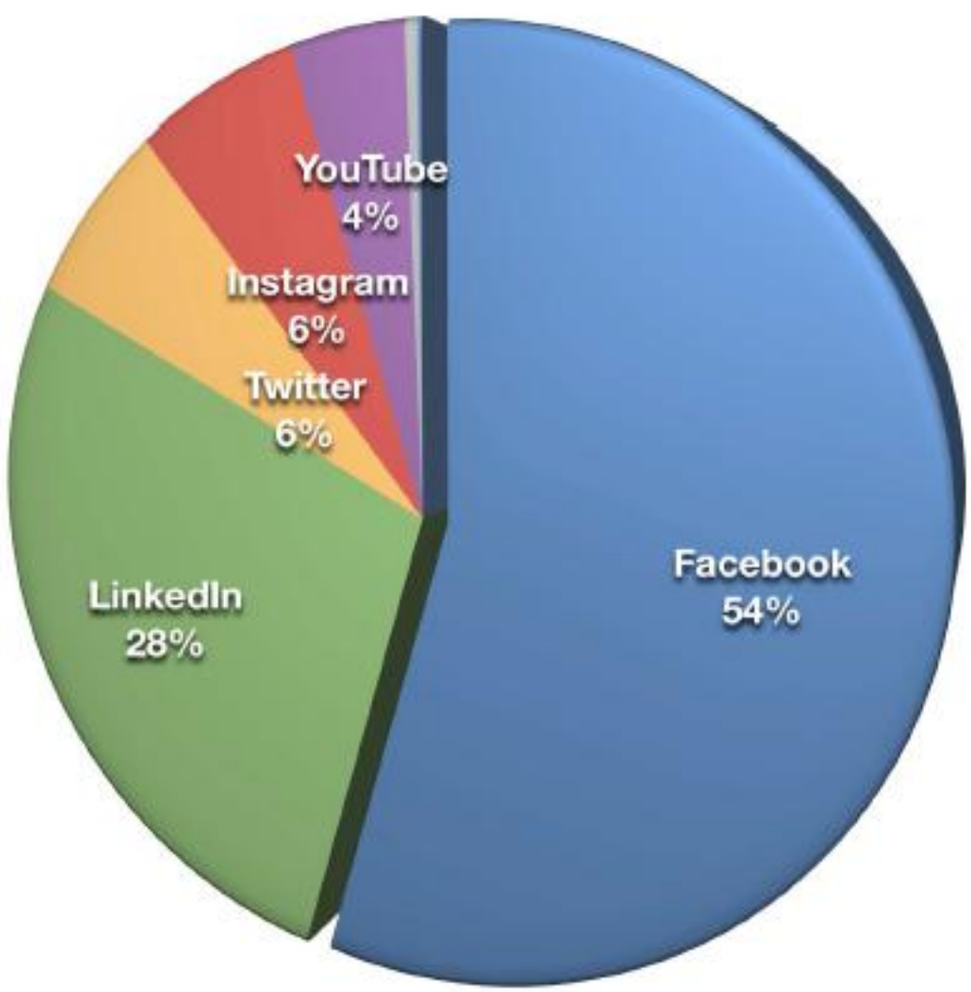
B2B

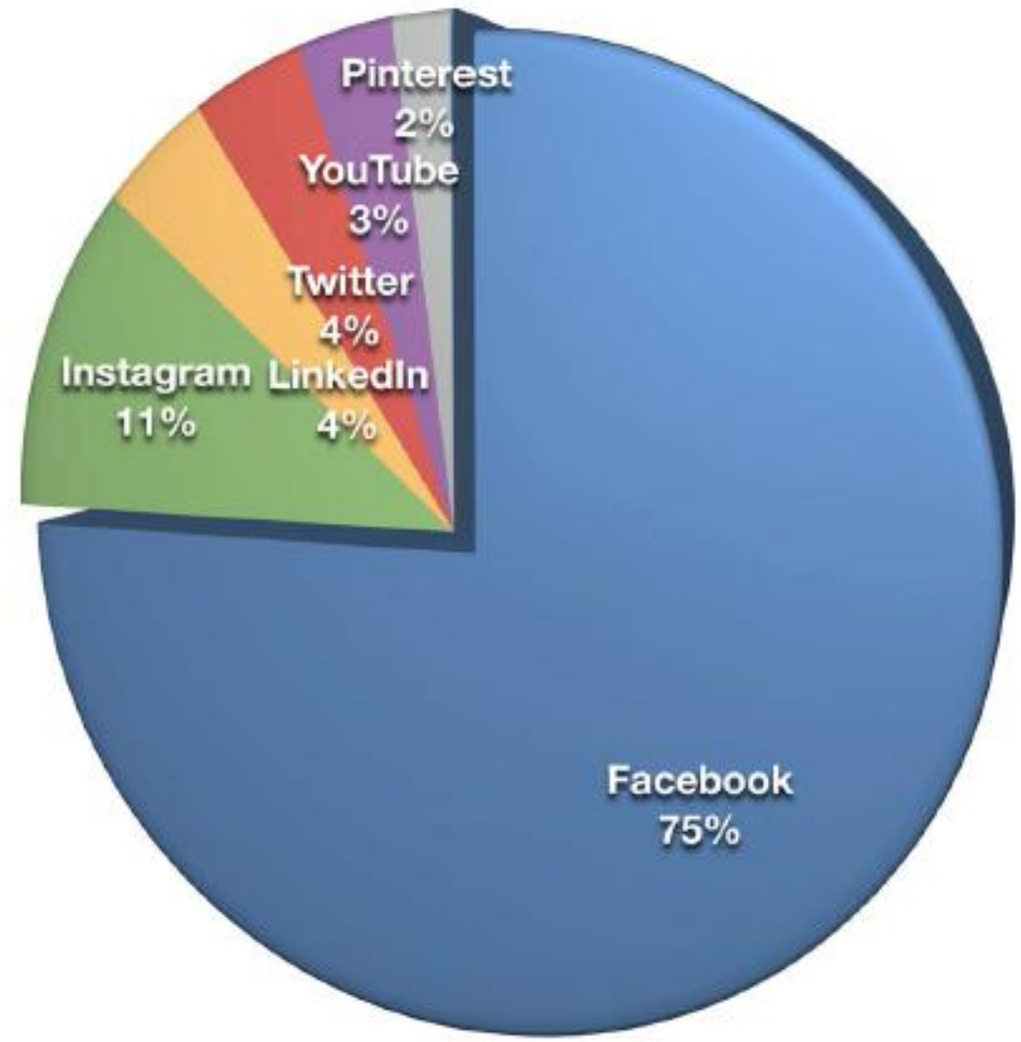


B2C



The Most Important Social Media platform for Marketeers is:





- source: Social Media Marketing Industry Report 2018, May 2018, by Michael Stelzner

the pros & cons of social media

- Easy to set up, use and control from a variety of devices
- Allows you to communicate publicly or privately, in real time
- Allows organic tracking
- It's integrated with Instagram allowing you to share striking images

- Privacy issues
- Marketing campaigns can be time consuming
- Especially strict rules on running contests
- Has become very ad-focused

- Allows networking opportunities and prompts direct business relationships
- Enables sharing of knowledge and expertise
- Ability to post blog-length articles to showcase expertise

- The B2B focus means the audience is limited
- Ads can be poorly targeted, leading to a potential overload of irrelevant content

- Simple to use
- One of the fastest-growing social networks
- UCG on Instagram is very powerful
- Appeals to a wide audience
- Can be used as a sales platform

- Links don't work in captions
- Limited integration capabilities

- As users are encouraged to discover content for themselves, there's not so much emphasis on actively engaging your audience
- Images are hyperlinked to the original source
- Selective following adds appeal to audience

- You need to ensure your imagery is well chosen, optimised and that the design is sharp
- Audience demographics can be limited

- Remains the world's 2nd most popular search engine after Google.
- Allows you to connect more directly with your audience
- Users don't need to follow you to discover your content
- Can be found in search engine results

- Quality and editing need to be top notch; the results can be embarrassing if done badly
- Requires greater planning and time investment than other channels

- Google likes showing G+ content in its search results
- Easy to use and integrates with Gmail and Google Docs
- Easy to find people and discover people to follow

- Very similar to Facebook
- Lack of market share
- Limited audience size
- Promotions and contests are strictly forbidden

#itsheresomewhere

- Easy to set up and use
- 280 character limit keeps messages to the point
- Easy to search network for content using hashtags
- Tweets appear in Google results
- Can be used as a sales platform

- Volume of messages can lead to information overload/loss of message
- Not the best platform for showcasing visual content
- Twitter metrics no longer display on share counters
- Short messages can be limiting

4. Channels

Channels

- Why use channels
  - Often too expensive to go directly to all customers in al countries
  - Channel is already in touch with customer
  - Often channels play a major role for 'the whole product'
    - added value, expertise, ear of the customer
- The importance of win-win situations
  - Each level of business partner must find economic benefit in selling the product; benefits must be sufficiently constant and predictable
  - Other financial flows to channels: joint marketing budget
- Pricing, sales process, compensation schemes must be implementable
- By US and European law:
  - consistency in treatment of similar partners
  - the vendor cannot control price setting by partner
- Rental offers and maintenance are often hard to run through the channel
  - Too small
  - On-line offering

Business partner models

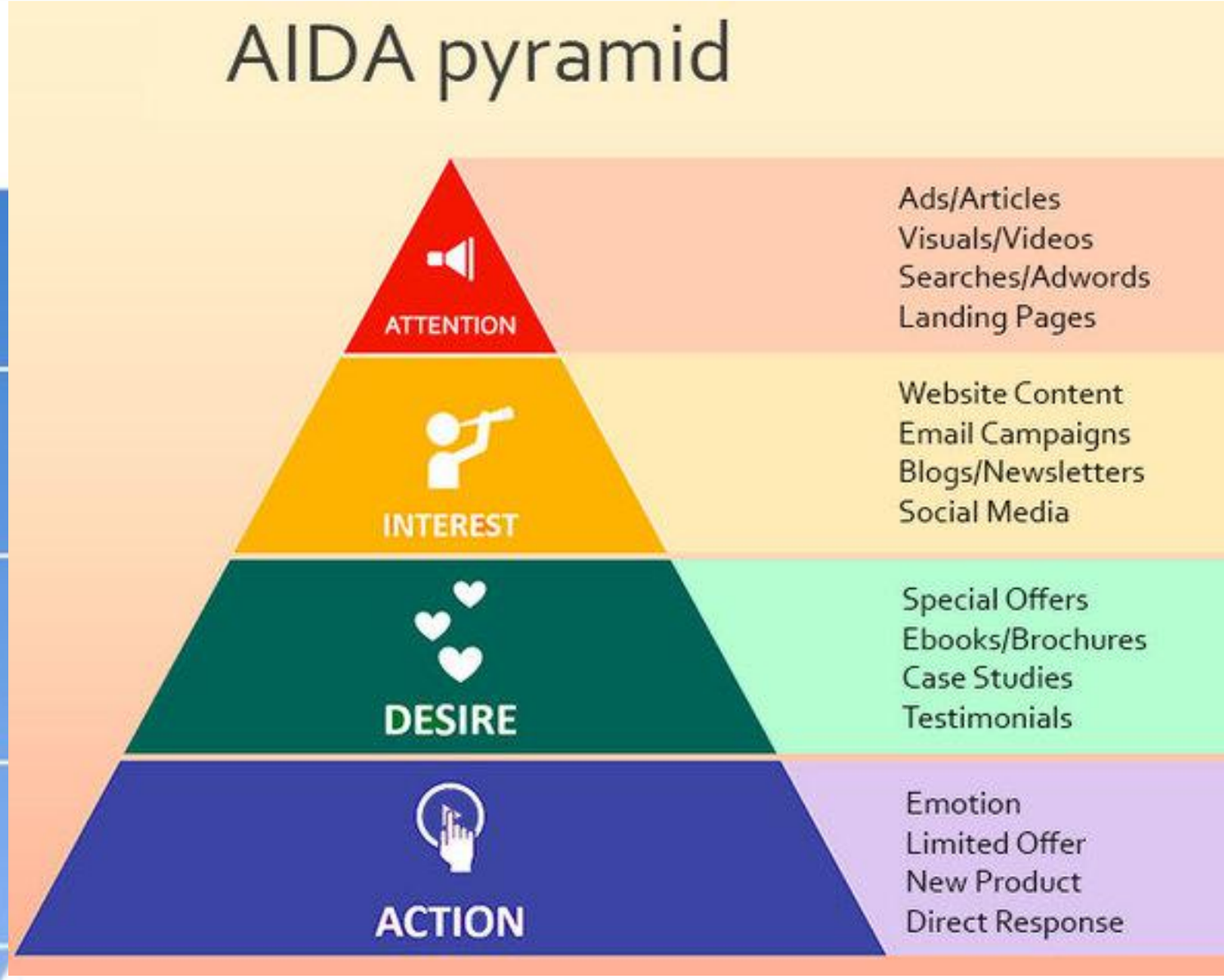
- Large array of channel choices
  - Channels
  - Direct sales
  - Internet
  - Own sales outlets
- Channel types
  - Distributor
  - Reseller
  - Value added reseller
  - system integrators
  - Local retailer
  - + OEM, industrial partner...
  - Exclusivity, hybrid structures
- Channel conflicts
  - Channel sales vs internet sales
  - Direct sales vs channel
- Channel business models
  - Reseller model
    - Resellers buys products at discount and resells
    - Financially more attractice for vendor
    - But loses control over pricing and quality of service
  - Agency model
    - Vendor pays fee for selling product
      - Cost instead of COGS
    - Excercise more control: partner requirements, territory, product range, pricing
- Balance of power between partners
  - Business partners can be small organisations...
    - A few large orders can overreach their credit limit
    - Be careful to track this with Finance
  - You can be the small partner...
    - Be prepared to negotiate

Apple Stores

- 1997: Jobs decided Apple needed sales outlets
  - nobody was selling Macs anymore
- Attracted top retailer for board of directors
  - from the GAP
- Attracted top executive for implementation
  - worked under false name
- Developed chain of stores fully in line with personality of Apple
- Is now one of the most effective retail outlets in the market

5. Sales

AIDA(R)



- See also https://www.smartinsights.com/customer-relationship-management/social-crm/aidar-model/

Sales

- Everybody is in sales
  - To find a Job = Selling Yourselves
  - To Start-Up a business = Selling to investors/bank
  - Run a business = Selling to customers
- Key role, determining for success
  - Often most expensive team members
- Different sales profiles exist
  - Must match industry requirements
- Sales skills
  - Product knowledge
  - Attitude, drive
  - Sales skills and tactics
- In B2B
  - Long term relationship building
  - Operational involvement
  - Representing and defending the account within the own organization
  - Multilevel sales
  - Complex negotiations

Relationship Building

- The characteristic that defines a good salesperson is the specific ability to build good business relationships.
- Ideally people trust the salesperson, feel positive feelings about him/her and believe the things he/she says
- Requires
  - Listening
  - Perceptiveness
  - Molding into the kind of person the prospect needs
- ‘I often have eliminated prospective salespeople during an interview when they interrupted me too many times, or weren't sensitive to what I was communicating to them during the interview.
- If they weren't good at building a relationship with me, they certainly were not going to be able to build relationships with customers.’
  - https://www.salesjobsnetwork.com

Negotiations

- Who?
  - From customer
    - Decision Making Unit: end user, Procurement, finance, attorney, IT,…
  - From vendor
    - Lead negotiator, product specialist, sales executive, systems architect, attorney
- Negotiations styles
  - Antagonistic, courteous...
  - Some signal upfront what they want
    - One very successful negotiator, on first customer call
      - Describes to customer what he understands they are looking for
      - Then describes what he as a vendor is looking for in terms of revenue, commitment to product, short term purchase and recurring revenue
    - Some negotiators put best offer on the table at the first offer
- How to prepare
  - Customer
    - Understand needs of their end-users
    - The business case for buying
    - Prices
    - Terms to discuss
    - Other projects that can be pulled in the negotiation
    - History of past and current deals
  - Vendor
    - Decide what the value of your offering is for customer
    - Define the minimum he wants for his offering
      - Walk-away price
      - Management support for this
    - Clear on which sensitive elements there are in terms and conditions
    - One lead negotiator
    -

Some character traits…

- High Energy Level
  - Phone calls, visits, orders, cold calls, ….
  - Equal skills but harder worker = more sales results
    - E.g. watch TV on Sunday or play golf/tennis, …
    - Breakfast meeting at 7:30 and schedule a sales call at 16:30 vs. first appointment at 9:00 and last at 15:00 ?
- Resilience
  - Ability to overcome lost sales
- picking up the telephone
- natural born sales people often are already 'in sales' in their private lives
  - youth organization, sports club, association

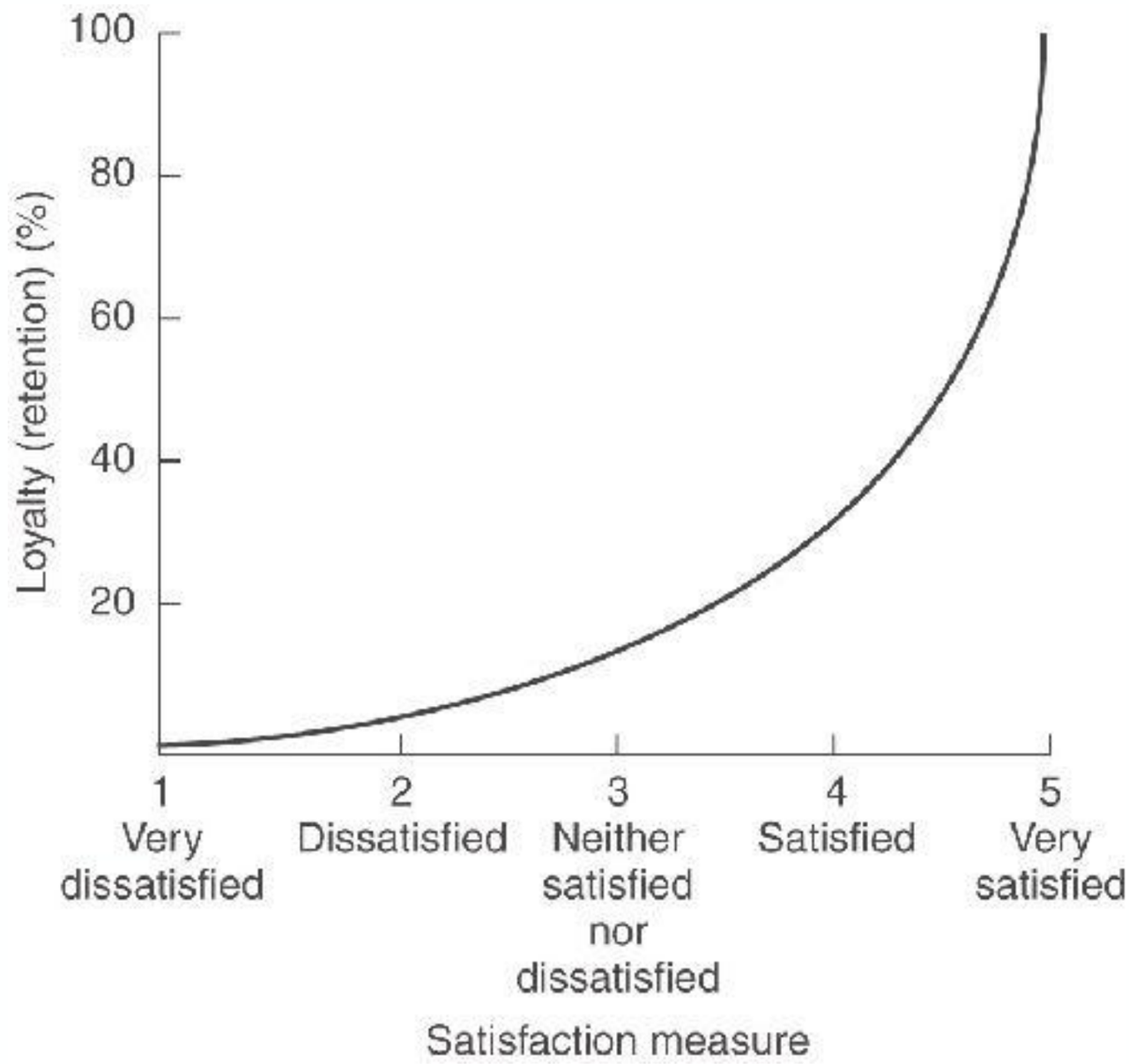
targets

- sales targets
  - actions
    - # of Sales Calls
    - # of Meetings
    - # of Product Demo's
    - # of Seminars to organize/attend
    - # of "Open houses"
    - # of Press interviews
  - sales
    - value, units, margin
    - specific products, regions...
    - temporary objectives
  - period
    - not too short: see banking industry...
    - not too long, or no impact

- Example
  - Contact with 36 Newspaper Pressroom Managers
  - 30 of top 60 Publication Printers
  - 15 of top 30 Commercial printers
  - 45 Trial versions in test with phone assistance
  - 10 new resellers who will test the software and
  - 5 who will buy the special promo version.

building customer relations

- The cost of attracting a new customer is 5 times the cost of keeping an existing customer happy.
- Most dissatisfied customers do not complain, they just walk away.
- If a company can keep an additional 5% of its customers in a given year, it increases its profits with 25 % to 85 %
  - (Frederick Reichheld, 1993)

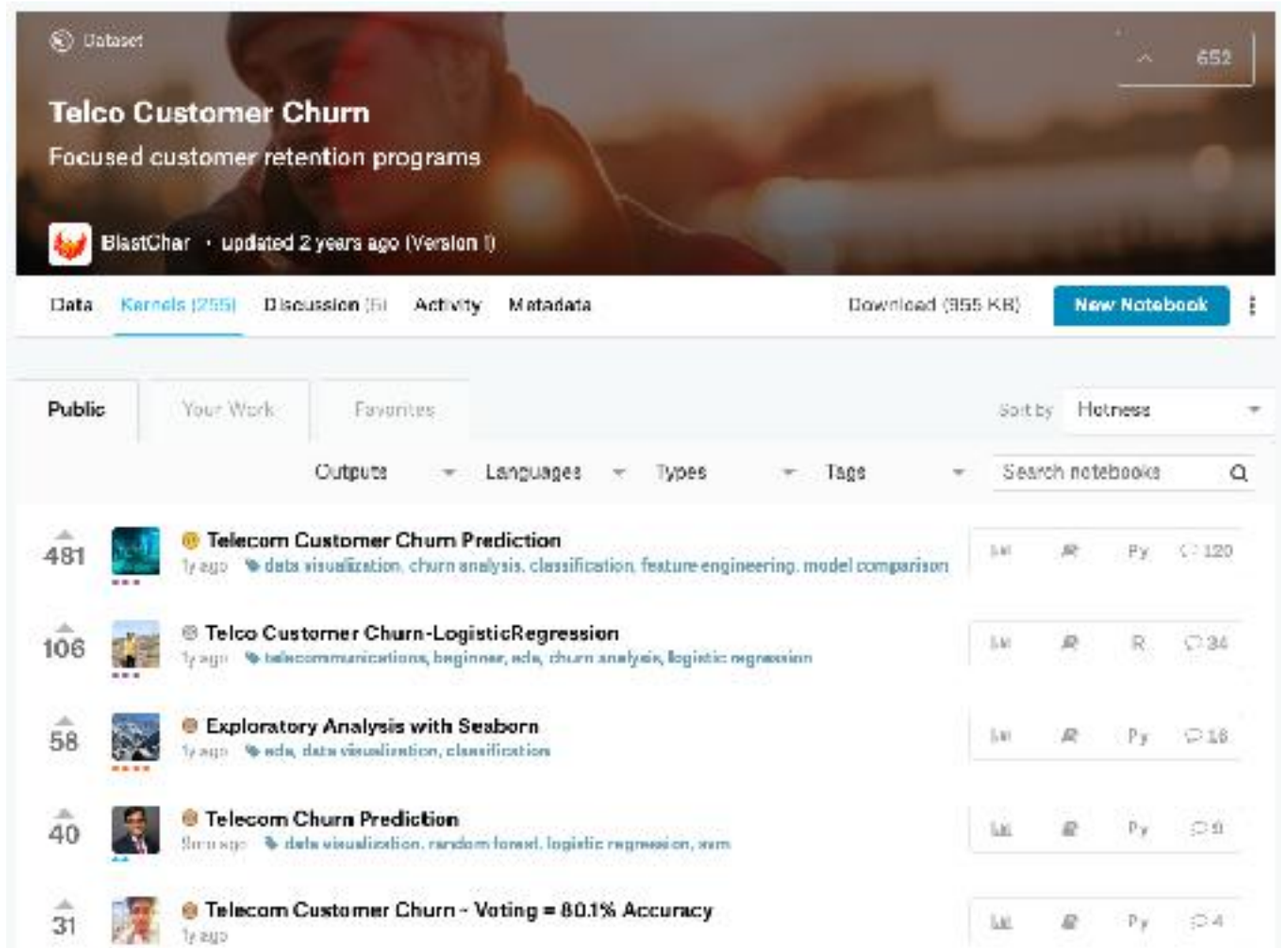


Churn

- Wikidepia

- aka. attrition rate
- a measure of the number of individuals or items moving out of a collective group over a specific period.
- The term is applied in businesses with a (…) subscriber-based service model such as mobile telephone networks and pay TV operators.

- Especially relevant in subscription based revenue models: satisfied customers are extremely important!



Negotiations

Request for proposals

- Can include huge list of terms
  - Waiver of limitation of liability
  - Termination at the whim of the customer
  - Interest free financing
  - Payment at end of contract
  - guaranteed purchase prices
  - Maintenance at fixed price
  - Service level agreement
- Sometimes 300 items
  - Consultants love these lists:
    - Allows them to demonstrate their expertise
    - Can result in unexpected concessions
    - They learn of what works with vendor for next negotiation
- Vendors should
  - Ignore the length of the list and not worry about how many times they say no
  - Make concessions only when they are willing to repeat them for other customers
  - Say no clearly and consistently to items he does not want
  - Understand the value of the deal to the customer
- At the end of the quarter…
  - Pull forward sales in order to achieve targets

Negotiations

- Never make a concession without getting a meaningful corresponding concession
- If you're a customer don't stop asking a concession until you asked five times
- Keep your executive away from the negotiation
  - Are impatient, have little time, don't know the details and implications of concessions
  - Will want to show their power and decision making ability
- Record each item that was agreed on
  - Ground rule: things that are agreed on cannot be resurfaced

6. Customer Service

According to Peter Camps…

- **Customer service** includes technical support, but more importantly it **is an attitude that should pervade the whole organization**
  - It starts with the receptionist, and goes on at all management levels and includes all departments
- **Benefits of customer service:**
- Happy customers keep coming back
  - people are used to bad or mediocre service these days
  - good service stands out
- Word of mouth leads to new sales
- The internal fun level increases
  - after all, who likes leaving a customer without help?
- It creates an incredible amount of goodwill with customers, industry influencers, partners etc.
- + it gives excellent feedback on the products: relevance, quality, positioning

Achieving good customer service (Peter Camps)

- Providing excellent service needs to receive **full backing** (not just lip service) **from the top**
- top management needs to **give the example** by their own behavior, consistent decisions, and by providing the required resources
- Remind people on a regular basis that it is the customer who pays for their salary so the very least they can do is being **courteous, respectful and punctual**
- Ensure that **all staff** are well **trained and empowered** to make decisions on behalf of the company
  - and especially those who regularly deal with customers, including the receptionist
  - nothing is more frustrating for a customer to talk to someone who doesn't know what they are doing, or to be forever bounced from one person to the other

Achieving good customer service (Peter Camps)

- **Reply to each and every message within 24-48 hours, in a meaningful way**
  - i.e. no just an automated response, but at least address the question, even if you don't have a definitive answer
  - at Enfocus, we received many reactions from users saying "not only did I get a response to my email within a day, but it was also very helpful!" which shows many other companies don't even reach this basic level of service!!
- **Differentiate** between customer "experience levels"
  - a power-user deserves to be treated on another level than a novice user;
  - nothing is more frustrating than asking a complex, detailed question, and getting the reply "did you plug-in the power cord".
  - You can implement this with minimal procedure, if your people are trained to be sensitive to this
  - at Enfocus we only had a different email address for OEM customers
- **Never over-promise**
  - set clear expectations about when you will get back to the customer
  - and about the probability and timing of resolving a tough issue.

end