ENTREPRENEURIAL SALES AND MARKETING

Business Management & Entrepreneurship  2020-21
Starter Seminars  2020-21

Marc Goldchstein
Introduction
Market intelligence
Product Marketing
Pricing
Marketing Communications
Sales, Channel Management
Introduction
THE MANY FUNCTIONS INSIDE AN ORGANISATION

Key functions in business

Customer services
Operations
Finance
Research and development
The main functional areas
Administration and IT support
Marketing and sales
Human resources

1.5 Functional areas within business
SALES & MARKETING: WHY BOTHER?

- No company is an island: every company is an component of a wide business ecosystem
  - Supply chain
  - Standards, dominant designs, complementors,...
  - Competitors
  - Staff functions
  - Change factors

- Sales and Marketing (and Customer Services) are the most outward-looking departments of a company
  - in direct touch with customers and consumers
  - + account managers represent the customer inside the organisation (!)
Some elements are core marketing responsibility
- Market research
- Marketing communications
- Marketing budgets, strategies, plans, projects

Some elements are a marketing task, but responsibility may be shared with -or reside in- other departments
- (Product) Strategy
- Product marketing, -management
- Pricing
- Distribution channel management
- Sales

Some elements should be influenced by Marketing
- Finance
- Legal
Every contact with the external world is marketing
- An engineer on a standards committee
- A consultant working inside a customer’s organization

-> Everybody is in marketing...
- especially in smaller organisations

... but Marketing is also in finance, HR, operations
- Marketing must comply to their procedures, fit in their strategic and tactical options...

-> in small organizations nearly everybody is in nearly everything
example of Novell Netware
- developed by ‘Superset’: small group of elite programmers, had complete control over development
- Functioned almost independently; for years weren’t employees
- Regarded with almost religious reverence
- Complete ascendancy of technology over marketing at 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...
- 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
People never seem to find the necessary time for the things they don’t feel comfortable with or don’t enjoy doing
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

Cattle
- Cattle feed

Leather
- Skins
- Chemicals
- Equipment
- Housing, energy, telecom...

Shoes
- Leather
- Heels
- Laces
- Housing, energy, telecom...

Wholesale
- Shoes
- Storage
- Distribution
- Housing, energy, telecom...

Retail
- Shoes
- Store interior
- Housing, energy, telecom...

Consumer
- Shoes

Cattle feed

Leather

Shoes

Wholesale

Retail

Consumer
YOUR VILLAGE...

- Every market is a village
  - Some larger, some smaller

- Every village has its...
  - annual fair (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
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,....

- Market intelligence
  - Gathering and digesting information & intelligence about customers, competitors, industry trends...

- Product marketing /management
  - Defining the product (range): product strategy
  - Product pricing
  - Product marketing
  - Development & Quality Assurance: responsibility of other departments

- Marketing communications
  - Communication about your company & products

- Sales, Channel management
  - Often under a separate Sales Management responsibility
Market intelligence
Market research boutiques in IT:
- IDC
- Gartner
- Forrester Research
- Frost & Sullivan

Comments
- Often relevant & high quality information and analysis
- Expensive
- Like to create their own hype
- Conflicts of interest with consultancy activities
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 historic growth of the market and forecast
- External factors supporting and controlling market growth
- Key sub sectors, geographic size of the market
- Description of the competitive market, market shares, leading companies
- Key deals that shaped the market in the last three
- Highlights likely future developments in the market and suggests approaches

Scope
- Geographic scope: Americas, Europe, Asia, Middle East and Africa, Oceania

Tables
- 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
Abstract

- **Global Demand** for 3D printing is forecast to climb at 25%/year to $9.4 billion in 2021.
- **Penetration** is expected to continue to manufacturing and design processes worldwide, as the more and more companies apply 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 **regional** 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**
US Industry Reports
Our comprehensive collection of reports provides insights and analysis on over 700 US industries.

VIEW REPORTS

State Industry Reports
Get industry data, analysis and forecasts at a more local level. Uncover state industry trends and performance and compare to national developments, or understand how local market conditions affect profitability and success.

VIEW REPORTS

Specialized Industry Reports
When dealing with small or emerging industries, our Industry Research Reports may be too broad, so we offer Specialized Industry Reports for niche and new markets.

VIEW REPORTS

Global Industry Reports
Our 70+ global industry reports focus on industry performance in key regions like Europe, the Middle East, Africa and more.

VIEW REPORTS

China Industry Reports
A powerful collection of reports that provide strategic insights and analysis on over 270 Chinese industries.

VIEW REPORTS

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

- Also known as:
  - trade association
  - industry trade group
  - business association
  - sector association
  - industry body
  - ...
  - beroepsvereniging

- An organization founded and funded by businesses that operate in a specific industry
  - optionally: regional focus

- Often not-for-profit organizations
  - governed by bylaws
  - directed by officers who are also members.

- Facilitates collaboration between companies
  - standardisation
  - lobbying

- Participates in public relations activities
  - advertising
  - education
  - publishing
  - lobbying

- Information source
  - assemble & disseminate industry data

- Optionally: organizer
  - conferences
  - networking events
  - charitable events
  - classes
  - educational materials
why members join associations
- Advocacy
- Networking
- Access to resources
- Better Jobs
- Prestige
there is a range of professional news sources for every market
- magazines, blogs...
- paper and digital
- weekly, monthly, quarterly

You must read the ones that are relevant for you!
HONDERDEN NIEUWSBRONNEN, MILJOENEN ARTIKELS EN AUDIOVISUELE BRONNEN, DIRECT DOORZOEKBAAR

Monitor nieuws over uw bedrijf met Gopress, de persdatabank van de Belgische kranten- en magazineuitgevers.

Vraag vrijblijvend meer info

VOOR KLANTEN
E-mailadres *
Wachtwoord *
Onthoud mijn wachtwoord

Inloggen

Ben je docent of student? Ga naar Gopress Academic.
Wachtwoord vergaten?

GOPRESS IN TWEE MINUTEN
Benieuwd naar Gopress? Bekijk deze korte video en kom te weten wat Gopress voor jou kan doen.

BEKIJK ONS AANBOD
Bedrijven en organisaties werken vanaf €500 per jaar met Gopress. Er zijn verschillende abonnementsformules, die variëren naargelang de bronnen en functionaliteiten die u kiest.
Non-profit organisation
Builds a digital library of Internet sites and other cultural artifacts in digital form
Began archiving the Internet in 1996
- Like newspapers, the content published on the web was ephemeral
- But unlike newspapers, no one was saving it.
Provides free access to researchers, historians, scholars and the general public.
Today the archive contains:
- 330 billion web pages
- 20 million books and texts
- 4.5 million audio recordings (including 180,000 live concerts)
- 4 million videos (including 1.6 million Television News programs)
- 3 million images
- 200,000 software programs
GOOGLE SEARCH

"internet of things"

About 32,600,000 results (0.75 seconds)

"internet of things" AND "trade show"

About 234,000 results (0.57 seconds)

"internet of things" "market report"

About 151,000 results (1.28 seconds)

"internet of things" AND "expert"

About 12,100,000 results (0.81 seconds)
INTERNET MARKET SEARCH TOOLS: AN OVERVIEW

- market research bureaus, reports
  - free and paying
  - consider buying relevant reports
- specialized magazines, online sources, news sources
  - Subscribe!
    - and read...
  - 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
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
- 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
Jonathan Seybold
- 1971: realizes there is need for a platform for impartial information about electronic publishing.
- sets up the Seybold organization
  - organizes the Seybold Conferences
  - 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

Attendance at the Seminars began to decline in 2001 and continued to slide until the event was discontinued in 2005
- **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
  - Internet based interaction tools
• 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...
which data
- sales, channel performance...
- sales efforts
- user data
- support requests
- whatever gives your relevant information
- -> do something with it!

examples
- Sportopolis / Basic Fit
  - track all sales and sales activity
- Google
  - beta test your projects and present data!
BUSINESS INTELLIGENCE (BI)

- A technology-driven process for
  - analyzing data
  - delivering actionable information
  - that helps executives, managers and workers make informed business decisions

- Organizations
  - collect data from internal IT systems and external sources
  - prepare it for analysis
  - run queries against the data
  - create
    - data visualizations
    - dashboards
    - reports
  - make the analytics results available to business users for
    - operational decision-making
    - strategic planning.

- BI incorporates a combination of
  - analytics
  - data management reporting tools
  - various methodologies for managing and analyzing data

- The ultimate goal of BI initiatives is
  - to drive better business decisions that enable organizations to
    - increase revenue
    - improve operational efficiency
    - gain competitive advantages
### Most Common Business Analytics Applications

- **Credit and Debit Card Companies**
  - spending habits, financial situation, behavior trends, demographics, lifestyle preferences.

- **Customer Relationship Management (CRM)**
  - analyze demographics, buying patterns, socio-economic information, and lifestyle

- **Human Resources**
  - the candidate’s educational background, attrition rate, the average length of employment...

- **Finance**
  - budgeting, banking, financial planning, forecasting, portfolio management

- **Manufacturing**
  - equipment downtime, inventory levels, and maintenance costs
  - streamline inventory management, risks, and supply-chain management

- **Marketing**
  - effectiveness of advertising campaigns
  - social media penetration
  - viewer’s likes & dislikes in commercials
  - marketing and advertising metrics
  - consumer behavior and target audience
  - analyze market trends
Broad spectrum of business intelligence (BI) tools
- from highly technical and powerful platforms
- to user-friendly and lightweight dashboard builders

Choosing the right one depends a/o on
- where your business is today
- where you want it to end up
- who needs access to the data
- your tech stack

Selecting the right business intelligence tool is a
- lengthy, involved process
- that requires buy-in from many stakeholders

To help you pick the right solution, we’ve rounded up ten business intelligence tools and explored what types of businesses they’re best suited for

- 10 Business Intelligence Tools to Visualize and Analyze Your Data
- Posted by Sheridan Gaenger on May 21, 2020
Tableau

- visual analytics platform transforming the way we use data to solve problems.
- Our mission: make data accessible to anyone
- founded in 2003 headquarters in Seattle, Washington
- raised over $45 million in venture capital investment
- May 17, 2013, Initial Public Offering (IPO) on the New York Stock Exchange raising more than $250 million
- The company's 2013 revenue reached $232.44 million, an 82% growth over 2012's $128 million
- In August 2016, appointment of Adam Selipsky as president and CEO, replacing co-founder Christian Chabot as CEO
- August 1, 2019: Salesforce completes the $15.7B acquisition of Tableau
EXAMPLES OF BUSINESS INTELLIGENCE IN ACTION

- HelloFresh centralized digital marketing reporting to increase conversions
  - Saved 10-20 hours of work per day with automated reporting
  - Consolidated data across ten international markets
  - Increased conversion rates with optimized marketing content

- Recreational Equipment Inc. (REI) increased membership rates for co-op retailer
  - Since 1938 your local outdoor co-op, bringing you top-quality gear and apparel, expert advice, rental equipment, inspiring stories of life outside and outdoor experiences
  - Teams are more effective at gathering and assessing key customer insights to elevate REI’s impact in the marketplace, driving a better customer experience and influencing business strategy.

- Coca-Cola Bottling Company maximized operational efficiency
- Chipotle created a unified view of restaurant operations
- Des Moines Public Schools identifies and helps at-risk students
- 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...

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

- Define compelling value proposition
- Evangelize product
- Envision product roadmap
- Identify and assess opportunities
- Monitor Market/Business Model Trends
- Understand Customer Needs
- Orchestrating product development and delivery

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
  - Packaging, documentation
  - Promotion
  - Distribution channels
  - Training
  - 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 in charge of sales and marketing
    - Is the promoter; information source and marketeer for his product
    - Lobbyist
  - Must influence S&M activities
    - Should know the structures and motivators
PRODUCT MANAGEMENT IN SMALLER ORGANISATIONS

Marketing

Development

Marketing

strategy

product strategy

product development management

product marketing
| PRODUCT DECISION MAKING AT ENFOCUS |

- No form of internal organisation will make collaboration unnecessary!
- The founder, Peter Camps, has always been very involved in product strategy and, initially, in product development
  - when the company grew Product Managers were hired, but never fully succeeded taking over from the founder.

- Decision making after Investment Round A
  - when I was hired
  - +/- once per year offsite meeting of 3 days
  - present: management of the organisation
    - CEO
    - CTO
    - Sales director
    - Marketing director
    - head of Customer Services
    - CFO
    - head of Enfocus US
    - + sometimes
      - PR agency
      - other employees
  - elaborated agenda; product strategy one of the elements
    - current state of affairs in development, marketing, sales, customer support
    - short term planning in development, marketing, sales, customer support
    - long term development vision
    - decisions on product development agenda for next
      - 6 months: detailed
      - 2 years roadmap
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...
Microsoft designs the iPod package™

re-V

Microsoft

2005

V
Microsoft Re-Designs the iPod Packaging
  ▪  https://www.youtube.com/watch?v=EUXnJraKM3k&feature=e

Microsoft confirmed that company employees initiated the creation of the iPod packaging parody video

"It was an internal-only video clip commissioned by our packaging team to humorously highlight the challenges we have faced regarding packaging"
Pricing
THE STRATEGIC PRICING PYRAMID

JOHN HOGAN & THOMAS NAGLE

see https://pdfs.semanticscholar.org/0d00/392590e4b500ced2f969e602a674289a6260.pdf
### Pricing Structure

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>UPGRADE FROM</th>
<th>FULL FROM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative Suite 5 Master Collection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Photoshop CS5</td>
<td>€1,208.79</td>
<td>€3,507.79</td>
</tr>
<tr>
<td>Photoshop CS5 Extended</td>
<td>€240.79</td>
<td>€683.69</td>
</tr>
</tbody>
</table>

**Individuals**

- **Photography**
  - Price: €12.99/month

- **Single App**
  - Price: €24.99/month

- **All Apps**
  - Price: €60.49/month

**Business**

- **All Apps + Adobe Stock**
  - Price: €96.78/month

---

**Buying for a team?**

Easy-to-use license management. Dedicated 24/7 technical support.

See all business plans.

---

- **Upgrade from**: €1,004.55
- **Full fee**: €1,004.55
PLACE OF PRICING IN THE ORGANIZATION

- Department where pricing management resides:
  - Best kept separate from finance
  - Must work closely with product management
  - Putting Pricing Management under Sales: “tends to be a road to disaster unless the Head of Sales is an unusually disciplined person”

- at SAP:
  - Corporate Strategy: Overall pricing strategy
  - Product management: proposals on standard price levels
  - Sales: final decisions based on strict rules

- No organizational structure can make non-hierarchical collaboration superfluous
- **Price elasticity**
  - raising prices does not necessarily generate more revenue
  - lowering prices does not necessarily imply less revenue

https://images.app.goo.gl/NVUxeK6B9ehGwvY87
THE 3 MAJOR PRICING STRATEGIES

- **Value based pricing**
  - Uses buyers’ perceptions of value as the key to pricing
  - Eventually, the customer decides whether a product is worth its price or not.
  - It is therefore crucial to understand how much value customers place on the benefits they receive from the product and setting a price that captures exactly this value.
    - see value proposition

- **Cost-based Pricing**
  - Cost-based pricing involves setting prices based on the costs for producing, distributing and selling the product.
  - Costs set the floor for the price that the company can charge.
  - Companies like Ryanair, Walmart and Colruyt pursue a low-cost strategy and aim to offer the lowest prices, accepting smaller margins but achieving greater sales.
THE 3 MAJOR PRICING STRATEGIES

- **Competition-based Pricing**
  - setting prices based on competitors’ strategies, costs, prices and market offerings.
  - the company should ask following questions when assessing competitors’ pricing strategies.
    - How does its market offering compare with competitors’ offerings, in terms of customer value?
      - *If the company's product provides greater value to customer, then it can charge a higher price.*
    - How strong are current competitors, and what are their pricing strategies?
    - How easily can the incumbent change his price?

- Choosing between the 3 major pricing strategies is an integral part of the overall marketing strategy.
The structure and metrics by which the product are priced vary
- Per user/month/usage...
- 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 incurred 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
Marketing Communications
introduction
Word of mouth
Elevator pitch
The standard slide deck
Demo’s and demo centers
Opinion leaders
Events, trade fairs...
Social Media Marketing
Managers who make purchase decisions want to do business with suppliers that:
- fully grasp critical issues in their business
- deliver a customer value proposition that’s simple, powerful & 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
- communicating it in a way that conveys a sophisticated understanding of the customer’s business priorities

Some guidelines
- Substantiate your claim
- Document the delivered value

Source: Customer Value Propositions in Business Markets

69
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

<table>
<thead>
<tr>
<th>% of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pears and colleagues</td>
</tr>
<tr>
<td>Independent content</td>
</tr>
<tr>
<td>Vendor websites</td>
</tr>
<tr>
<td>Public product-review sites</td>
</tr>
<tr>
<td>Vendor salesperson</td>
</tr>
<tr>
<td>Vendor-sponsored content</td>
</tr>
</tbody>
</table>

Source: International Data Corporation (IDC), Selling to the Information-Driven Business, July 16, 2015


- Industry experts: 27%
- Professionals/colleagues/professional network: 26%
- Internal influencers: 14%
- Vendor-sponsored content: 14%
- Vendor salesperson: 73%
- Public product-review sites: 79%
- Vendor websites: 81%
- Independent content: 86%
- Pears and colleagues: 95%

None of the above: 4%
Published best practices: 4%

Note: N=200

Source: International Data Corporation (IDC), Selling to the Information-Driven Business, July 16, 2015

- Every move you make, every step you take...
- value to customer
- consistency
- Delivering
ELEVATOR PITCH

- Shortest description of key message
  - Can be delivered during an 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]
THE STANDARD SLIDE DECK

- spell out your raison d’être
- cite references
- identify, quantify advantages
- adapt systematically to your audience
- evolves over time
  - revamp from time to time
- + presentation skills, enthusiasm

Public format
Cross-platform
Multi-purpose
Compact

All-in-one file
Structured
Ease of use
Low cost of ownership

PDF
Adobe

VUB
VRIJE UNIVERSITEIT BRUSSEL

CU Training on Enfocus Products
London, September 22 1999

Enfocus OEM Partners

The Enfocus on-site Roadshow
Bringing PDF Creators and receivers together
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.
Technology included in all relevant PDF Workflow solutions

- Creo
- Agfa
- Fujifilm
- Heidelberg
- Electronics Imaging
- Screen
- The Document Company
- Xerox
- Command Workstation
- TrueFlow
- Digipath
- Brisque, Prinergy & Synapse
- Apogee Pilot & Create
- Celebrant Extreme
- Prinergy, Metadimensions
• if applicable: show your product
  – in a convincing way (from the customers’ perspective)
  – adapt to your customer
  – make benefits tangible
  – over and over and over again...

• BEST sorting case
  – Bring along your own green beans and we’ll sort them for you
  – Demo centers on different continents
OPINION LEADERS

- each market has its opinion leaders
  - build relations with them
    - online
    - events, visits, cocktails parties on shows,
  - Enfocus case
    - Intensive relationship with key opinion leaders
      - journalists
      - consultants
    - Industry associations = key partners
      - identified need of international standards for file exchange in the Print and Press industry
      - Enfocus founded and managed International standardisation committee on file exchange in the Graphic Arts workflow: The Ghent PDF Workgroup
        - members: national industry actors on print and publishing
        - The first years Enfocus managed the organisation and performed the sessions
  - invited knowledgeable and friendly external parties on internal strategic meetings
    - distributors, OEM partners,
    - industry experts, consultants, journalists
Events, trade fairs...
PRESENCE ON FORUMS

- specialized (inter)national trade fairs, events, seminars, conferences...

- Your presence grows over time
  - first: attend the event
    - Guerrilla marketing: meetings in lounge, rent hotel room nearby
      - *Prepare! Who do you want to see? Why?*
  - option: part of a larger booth
    - Key partner, regional association
  - option: small standard booth
  - presence grows gradually

- Try to be part of the program
- Be present in your village
  - a market segment requires a dedicated resource
Düsseldorf, Germany
trade show once every 4 years
2016
- 260,165 visitors from 183 countries
- 1,553 exhibitors

2008
- 14 days, 400,000 visitors from all over the world
- complete printing industry present: 1,866 exhibitors from 52 countries
- the place for major product launches
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.
Social Media Marketing
SMM is the use of social media (SM) platforms and websites to promote a product or service.

Companies can address a range of stakeholders:
- current and potential customers
- current and potential employees (and suppliers)
- journalists and bloggers
- the general public

Objective: make the companies
- visible to those who have no knowledge of their products
- accessible to those interested in their product

SMM includes
- management of the campaign
- governance
- setting the scope (active or passive use)
- establishment of a firm's desired SM "culture" and "tone."
The Pros & Cons of Social Media

**Pros**
- Easy to set up and use
- Allows networking opportunities and prompts direct business relationships
- Enables sharing of knowledge and expertise
- Ability to post blog-length articles to showcase expertise
- Simple to use
- One of the fastest-growing social networks
- UGC 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
- The 82B focus means the audience is limited
- Ads can be poorly targeted, leading to a potential overload of irrelevant content
- 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, optimized 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

**Cons**
- Google likes showing 6+ content in its search results
- Easy to set up 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
- 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
Social Media Marketing for Startups

- for all startups, incl B2C

Social Media Marketing for Startups

- Influencer Marketing, October 11th, 2019

Conclusion

- Social media can be an excellent way for startups to reach out to their target audience
  - Without spending a lot of money:
  - boost your brand awareness
  - connect with your audience on social media

- The key to creating an effective social media strategy is
  - to understand your audience’s preferences, behaviours, and needs
  - creativity and innovation for content creation

Best Social Media Marketing Strategies for Startups

1. Pick the Right Social Media Channel
   - Twitter, Instagram, Facebook, Twitch, LinkedIn, Pinterest, Reddit...

2. Produce More Video Content

3. Leverage Trending Topics

4. Organise Giveaways and Contests

5. Encourage User-Generated Content

6. Use Memes For Marketing
SOCIAL MEDIA MARKETING

Figure 2: Social networks are most influential when finding inspiration

- Social networks: 37%
- Individual retailer websites: 34%
- Price comparison websites: 32%
- Multi brand websites: 21%
- "Deal of the day" websites: 12%
- Emails from brands/retailers: 14%
- Visual social networks: 20%
- Travel review websites: 16%
- Mobile apps: 11%
- Blogs: 11%
- Digital press & magazines: 6%

Q: What online media do you regularly use to find inspiration for your purchases?
Base: 22,481 (Respondents were asked to select up to three options)
Source: PwC, Global Consumer Insights Survey, 2018
This paper explores the implicit assumption that social media usage is fundamentally different in B2B companies than in the extant B2C.

- **source:**

- **Highlights**
  - **B2B consider social media less important** in customer relationship oriented activities than other business models.
  - **Those who consider social media an important channel** find it effective in all stages of the customer engagement cycle.
  - B2B perceive social media as a less effective marketing channel.
  - B2B see similar importance for customer acquisition orientated activities.

- **Research.**
  - 449 (UK or US) respondents to an exploratory panel based survey

- **Conclusions**
  - Clear differences in social media usage and its perceived importance as a communications channel.
  - Distinct differences in the relationship between social media importance and the perceived effectiveness of social media marketing across business models.
  - Specifically **B2B organizational members perceive social media to have a lower overall effectiveness as a channel** and identify it as less important for relationship oriented usage than other business models.

- **-> don’t let the preferences/age/ adopter profile of the Decision Maker determine your Social Media Strategy!**
We can speculate that there is a relationship between:
- the importance with which SMM is viewed as an important factor in perception of effectiveness,
- and the value it may bring across a range of tangible and intangible measures.

Further there is a sense that:
- low levels of usage may correlate with perceptions of importance and effectiveness.
- We speculate (...) that
- B2B firms may be more concerned about the risks of social media.
  - This could also explain the reason why
    - marketing professionals in those firms are on a par with their B2C counterparts in the early-stages of the relationship
    - but less so later, where potentially large contract values are in jeopardy if negatively affected.
Sales,
Channel Management
• Why use channels
  ▪ Often too expensive to go directly to all customers in all 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

• COVID-19 may well become a defining moment for 21st century retail
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 attractive for vendor
  - But loses control over pricing and quality of service

- Agency model
  - Vendor pays fee for selling product
    - Cost instead of COGS
  - Exercise 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
INTEGRATORS

- Partners that integrate your product in theirs
  - Agfa integrates Enfocus PitStop in Apogee
  - SAP integrates Oracle Database in offering

- Main types
  - Independent solution providers
    - Focused on total solution for a customer
    - Integrate your application
    - Want price which is consonant with the overall solution
  - OEMs
    - Often ‘no logo’: your product is hidden
    - Price levels in true OEM deals much lower than other sales
    - Upfront payment
    - See example of OEM pricing @ Enfocus

- Options for integration
  - Full under-the-hood integration
    - Part of product development of partner
  - Bundling of products
    - Special version?
    - Hard bundle or option?
      - Options often don’t work!
  - Logo/no logo?

- Some issues
  - Pricing
  - Upgrade strategy
  - Often require specialised account management
    - Role of buyers

<table>
<thead>
<tr>
<th></th>
<th>List</th>
<th>Disc</th>
<th>Unit fee</th>
<th># units</th>
<th>Total fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology access</td>
<td>(one-time fee)</td>
<td></td>
<td></td>
<td></td>
<td>15,000 €</td>
</tr>
<tr>
<td>Custom development</td>
<td>(5K per week)</td>
<td></td>
<td></td>
<td></td>
<td>55,000 €</td>
</tr>
<tr>
<td>Training &amp; support</td>
<td>(3K per quarter)</td>
<td></td>
<td></td>
<td></td>
<td>12,000 €</td>
</tr>
<tr>
<td>New installs</td>
<td>400 €</td>
<td>60%</td>
<td>160</td>
<td>750</td>
<td>120,000 €</td>
</tr>
<tr>
<td>Upgrades</td>
<td>400 €</td>
<td>60%</td>
<td>160</td>
<td>2000</td>
<td>320,000 €</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>522,000 €</strong></td>
</tr>
</tbody>
</table>
APPLE STORES

- 1997: Jobs decided Apple needed sales outlets
  - nobody was selling Macs anymore
- Attracted top retailer from the GAP to board of directors
- 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
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
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
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
QUESTIONS?

marc.goldchstein@vub.be

Offices
Pleinlaan 5, Level 4
PL5.4.27 & PL5.4.28