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

(+ Product Management?)
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 also represent the customer inside the organisation!
MARKETING IS…

According to the American Marketing Association (AMA), Marketing is
- the activity, set of institutions, and processes
- for creating, communicating, delivering, and exchanging offerings
- that have value for customers, clients, partners, and society at large

Dr. Philip Kotler defines marketing as
- the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit
- Marketing identifies unfulfilled needs and desires
- It defines, measures and quantifies the size of the identified market and the profit potential
- It pinpoints which segments the company is capable of serving best
- It designs and promotes the appropriate products and services”

see https://heidicohen.com/marketing-definition/ for 72 different definitions of marketing…
Key takeaways:

- Most of the information in organizations – and most of the information people really care about – is not on computers.
- Managers prefer to get information from people rather than computers; people add value to raw information by interpreting it and adding context.
- The more complex and detailed an information management approach, the less likely it is to change anyone’s behaviour.
- All information does not have to be common; an element of flexibility is important.

The more a company knows and cares about its core business area, the less likely employees will be to agree on a common definition of it.

- The willingness of individuals to use a specified information format is directly proportional to how much they have participated in defining it, or trust others who did.
- To make the most of electronic communications, employees must first learn to communicate face to face.
Marketeers start by researching their audience, crafting a marketing strategy, and determining how to position the offering and craft messaging to promote it.

Ben Sailer CoSchedule Blog
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 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
The Place of Marketing Within the Organization

- 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
People never seem to find the time for things they don’t feel comfortable with or don’t enjoy doing

-> surround yourself with complementary people
- 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 segmentation
  - market structure and demand
  - the decision making process
- -> implications on marketing strategies and tactics
- 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
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
MARKETSANDMARKETS

- provides quantified B2B research on 30,000 high growth niche opportunities/threats
- 7500 customers worldwide
  - including 80% of global Fortune 1000 companies
- 850 fulltime analyst and SMEs
- proactive collaboration with the clients to
  - identify new opportunities & most important customers
  - write "Attack, avoid and defend" strategies
  - identify sources of incremental revenues for both the company and its competitors
- Knowledgestore:
  - flagship competitive intelligence and market research platform
  - connects over 200,000 markets and entire supply chains for
    - deeper understanding of the unmet insights
    - market sizing and forecasts of niche markets
<table>
<thead>
<tr>
<th>Market Description</th>
<th>Forecast Year</th>
<th>Forecast Value</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Artificial Intelligence (AI) Robots Market</td>
<td>2023</td>
<td>$12.36 Billion</td>
<td>28.78%</td>
</tr>
<tr>
<td>Automated Guided Vehicle (AGV) Market</td>
<td>2025</td>
<td>$3.6 billion</td>
<td>9.3%</td>
</tr>
<tr>
<td>Biosensors Market</td>
<td>2026</td>
<td>$36.7 billion</td>
<td></td>
</tr>
<tr>
<td>Collaborative Robot Market</td>
<td>2027</td>
<td>$10.5 billion</td>
<td></td>
</tr>
<tr>
<td>Delivery Robots Market</td>
<td>2026</td>
<td>$957 million</td>
<td></td>
</tr>
<tr>
<td>Electronic Shelf Label Market</td>
<td>2026</td>
<td>$2,092 million</td>
<td></td>
</tr>
<tr>
<td>Extended Reality Market</td>
<td>2026</td>
<td>$125.2 billion</td>
<td></td>
</tr>
<tr>
<td>LiDAR Market</td>
<td>2025</td>
<td>$2.8 billion</td>
<td>20.7%</td>
</tr>
<tr>
<td>Machine Vision Market</td>
<td>2025</td>
<td>$13.0 billion</td>
<td>6.1%</td>
</tr>
<tr>
<td>Medical Alert Systems Market</td>
<td>2026</td>
<td>$11.1 billion</td>
<td></td>
</tr>
<tr>
<td>Real-Time Location Systems (RTLS) Market for Healthcare</td>
<td>2025</td>
<td>$3.9 billion</td>
<td></td>
</tr>
<tr>
<td>Service Robotics Market</td>
<td>2026</td>
<td>$103.3 billion</td>
<td></td>
</tr>
<tr>
<td>Smart Appliances Market</td>
<td>2026</td>
<td>$76.4 billion</td>
<td></td>
</tr>
<tr>
<td>Structural Health Monitoring Market</td>
<td>2025</td>
<td>$2.9 billion</td>
<td>14.1%</td>
</tr>
<tr>
<td>Wireless Audio Device Market</td>
<td>2026</td>
<td>$153.3 billion</td>
<td></td>
</tr>
</tbody>
</table>
Extended Reality Market worth $125.2 billion by 2026, with Covid-19 Impact Analysis

- **Analysis by**
  - **Technology**
    - AR
    - VR
    - MR
  - **Application**
    - Consumer
    - Commercial, Enterprises,
    - Healthcare
    - Aerospace and Defence
  - **Offering**
  - **Device Type**
  - **Region**
    - North America
    - Europe
    - APAC

- **Global Forecast to 2026:**
  - grow from USD 33.0 billion in 2021 to USD 125.2 billion by 2026
  - CAGR of 30.6%.

- **Market growth attributed to # factors**
  - surging deployment in education sector and industrial training
  - rising demand in global automotive industry,
  - surging adoption in healthcare sector
  - increasing demand in entertainment and gaming industry.

- **Major players in the market:**
  - Microsoft (US),
  - Sony (Japan),
  - Oculus VR (Facebook) (US),
  - HTC (Taiwan),
  - Google (US),
  - Samsung Electronics (South Korea),
  - Apple (US),
  - PTC (US),
  - Seiko Epson (Japan) among others.
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 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.
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

VRIJE UNIVERSITEIT BRUSSEL
WHY MEMBERS JOIN ASSOCIATIONS

- 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 vergeten?

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.
Choose from the following sources

Flemish newspapers
- De Morgen
- De Standaard
- De Streekkrant
- De Zondag
- Gazet van Antwerpen
- Het Belang van Limburg
- Het Laatste Nieuws
- Het Nieuwsblad
- Krant van West-Vlaanderen
- Metro NL

French-language newspapers
- L’Avenir
- L’Echo
- La Dernière Heure
- La Libre Belgique
- Le Soir
- Metro FR
- Sud Ouest

International newspapers
- Algemeen Dagblad
- Brabants Dagblad
- De Stem
- De Telegraaf
- De Twentse Courant
- Eindhovens Dagblad
- European Voice
- Grenz Echo
- Het Financieele Dagblad
- Het Parool
- L’Essentiel
- La Tribune
- Le Figaro
The Internet Archive is a non-profit organisation that builds a digital library of Internet sites and other cultural artifacts in digital form. It began archiving the Internet in 1996, like newspapers, the content published on the web was ephemeral, but unlike newspapers, no one was saving it. It provides free access to researchers, historians, scholars and the general public.

In 2020 the archive contained:
- 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
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
- **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
**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 / 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
Product Management/Marketing
Product Manager

Define compelling value proposition
Evangelize product
Envision product roadmap
Identify and assess opportunities

Orchestrate product development and delivery
Understand Customer Needs
Monitor Market/Business Model Trends

product strategy

product development management

product marketing
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

strategy

product strategy

product development management

Development

Marketing

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...
Pricing
THE STRATEGIC PRICING PYRAMID

JOHN HOGAN & THOMAS NAGLE

see https://pdfs.semanticscholar.org/0d00/392590e4b500ced2f969e602a674289a6260.pdf
## Price 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>€ 1,208.79</td>
<td>€ 3,507.79</td>
</tr>
<tr>
<td>Design and deliver across media.</td>
<td>€ 999.00 ex VAT</td>
<td>€ 2,889.00 ex VAT</td>
</tr>
<tr>
<td>Photoshop CS5</td>
<td>€ 240.79</td>
<td>€ 689.00 ex VAT</td>
</tr>
<tr>
<td>Create powerful images with the professional standard.</td>
<td>€ 199.00 ex VAT</td>
<td>€ 689.00 ex VAT</td>
</tr>
<tr>
<td>Photoshop CS5 Extended</td>
<td>€ 422.29</td>
<td>€ 1,208.79</td>
</tr>
<tr>
<td>Discover new dimensions in digital imaging.</td>
<td>€ 349.00 ex VAT</td>
<td>€ 999.00 ex VAT</td>
</tr>
</tbody>
</table>

### For Individuals

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

- **Single App**
  - Price: € 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

- **All Apps**
  - Price: € 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 100 GB of cloud storage, your own portfolio website, premium fonts, and social media tools
      - Up to 1TB of cloud storage available (Call for details)

- **All Apps + Adobe Stock**
  - Price: € 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 XL images/mo. plan.
      - Cancel Adobe Stock risk-free within the first month

---

**Buying for a team?**

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

See all business plans »
### 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 offering compare with competitors’, in terms of customer value?
      - *If its 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 single most important decision in evaluating a business is pricing power. If you've got the power to raise prices without losing business to a competitor, you've got a very good business. And if you have to have a prayer session before raising the price by 10 percent, then you've got a terrible business.

“Warren Buffett
Price elasticity
- raising prices does not necessarily generate more revenue
- lowering prices does not necessarily imply less revenue

https://images.app.goo.gl/NVUxeK6B9ehGwwY87
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 vendor’s 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
Positioning your company
Word of mouth
Elevator pitch
The standard slide deck
Demo’s and demo centers
Opinion leaders
Events, trade fairs...
Social Media Marketing
POSITIONING YOUR COMPANY

THE CASE OF APPLE

- https://youtu.be/MrZKoWgcZVg?t=457
- https://www.youtube.com/watch?v=xIqv4JeXCvs
positioning of Collibra: see presentation by Stijn Christiaens: https://vub.cloud.panopto.eu/Panopto/Pages/Viewer.aspx?id=8e82e8bf-fd14-41a2-bbdd-ac9700c40f19&start=524

Vision:

To be the leading software provider for the semantic alignment of information between IT and Business.

We want to enable any organisation to better understand, govern and deliver information across the extended enterprise.

Mission:

We will provide our customers with solutions for semantic data integration and metadata management. Our products enable our customers to fully exploit their information as a strategic and competitive weapon.

Through a network of partners, we shall provide complete and integrated solutions.
Make your data meaningful

The future of Data Intelligence

FORRESTER
Forrester names Collibra a Leader in MLDC Wave

https://youtu.be/ADz8kPvGorg?t=35
https://youtu.be/ADz8kPvGorg?t=137

usable manageable practical
United by Data™
WORD OF MOUTH

- every move you make, every step you take...
- value to customer
- consistency
- delivering
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>Information Source</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peers and colleagues</td>
<td>95%</td>
</tr>
<tr>
<td>Independent content</td>
<td>86%</td>
</tr>
<tr>
<td>Vendor websites</td>
<td>81%</td>
</tr>
<tr>
<td>Public product-review sites</td>
<td>79%</td>
</tr>
<tr>
<td>Vendor salesperson</td>
<td>73%</td>
</tr>
<tr>
<td>Vendor-sponsored content</td>
<td>67%</td>
</tr>
</tbody>
</table>

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


- None of the above: 4%
- Published best practices: 6%
- Relevant vendor-supplied content: 14%
- Professionals/colleagues/professional network: 38%
- Industry experts: 22%
- Internal influencers: 16%

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

 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

 see chapter on entrepreneurial strategy

 Source: Customer Value Propositions in Business Markets
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
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.
• 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
- 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...
- Düsseldorf, Germany
- trade show once every 4 years
- 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
- 2016
  - **260,165 visitors from 183 countries**
  - 1,553 exhibitors
- Drupa 2021 goes virtual
  - Due to the corona pandemic Drupa 2021 will now start as virtual.drupa on 20 – 23 April 2021.
**PRESENCE ON EVENTS & 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
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
SOCIAL MEDIA MARKETING (SMM)

- 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
    - employees
    - 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:
- 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
- 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
- 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
- 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.

Cons:
- 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.
- 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.
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
THE LATEST SOCIAL MEDIA MARKETING BEST PRACTICES YOU NEED TO KNOW

According to Salesforce

Listen to your audience.

Let analytics continually redefine who your customer is.

Engage your community with employee advocacy.

Optimize your publishing strategy.

Advertise wisely.

Pay attention to the metrics that matter.

Measure your social media efforts against your goals.

see https://www.salesforce.com/products/marketing-cloud/resources/social-media-marketing-best-practices/
Research where your audience is talking about you and your industry, such as:

- Facebook
- Twitter
- LinkedIn (particularly for B2B marketing)
- Instagram
- Pinterest
- YouTube

**Identify the influencers in your industry.**

**Listen for social selling opportunities.**

**Dig deeper and really listen.**

Put together a list of keywords people may use about:

- Your company
- Your industry
- Your competitors

Be ready to track misspellings, abbreviations, and general statements.
example of how traditional marketing services are being reinvented using online tools

- creat content in a wide range of formats
- spider in the web of marketing professionals
  - employs over 500 people globally
  - network of over 80,000 creative professionals
Your audience deserves a premium experience.

We help you.

We provide solutions that will build your brand, drive revenue and make you an indispensable marketer.

Request a demo
Founded in 2013, Rock Content provides over 2,000 brands, marketers and agencies with innovative content marketing solutions, creative services, on-demand talent, and professional training.

Rock now employs over 500 people globally and maintains a talent network of over 80,000 creative professionals.

Together, we all share in Rock’s mission to create growth opportunities for our customers, talent community, and Rockers worldwide.
Creative Talent Network & Services

Visually: Deliver Outstanding Content Experiences!

Get high-impact visual, video, and content creation services, on demand and at scale. With Visually, you’ll get affordable, premium quality work with top-notch talent and our easy-to-use collaboration product.

GET A QUOTE

How It Works

- Online Creative Brief
  Get started by completing the online creative brief to communicate your vision for the content, and will allow your project team to start work quickly.

- Get Matched with the Best Talent

- Automated Project Management

- Workflow & Collaboration

- Campaign Management

Content Experiences

- Infographics
- Videos
- Presentations & Reports
- Illustrations
- Writing & Design
- Digital Experiences
- eBooks & White Papers
- Social Media Content
What We Make

Whether you are part of a small marketing organization, a digital agency, or a large global brand, Rock Content’s services and solutions can help you create content for any use case.

2D & 3D Animation  
Infographics  
Interactive Assessments  
Live Events

eBooks & White Papers  
Lookbooks  
Polls & Quizzes  
Presentations & Reports

ROI Calculators  
Videos  
Microsites & Landing Pages  
Social Microcontent
Create Premium Content at Scale

We have the solutions, talent network, and creative services you need to produce new or transform existing assets into premium content.

Creative Talent Network and Services
Interactive Content Solutions
Live Events and Social Engagement
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
Large array of channel choices
- Direct sales
- Own (flagship) sales outlets
- Channels
- Internet

Channel types
- Distributor
- Reseller/retailer
- Value added reseller/ System integrators
  - + 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 to agent for selling product
  - The sales agreements are made between the vendor and the customer. The vendor fulfills the orders that the sales agent acquires
  - Vendors exercises 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
E-COMMERCE

- COVID-19 may become a defining moment for 21st century retail
  - substantial increase of online shopping due to the coronavirus pandemic
    - see chart
- The Last Mile
  - the final leg of shipment often involves multiple stops with low drop sizes
  - share of last mile delivery in the total cost of shipping +/- 50%
  - continuous rise of e-commerce in retail
    - dramatic increase of the number of parcels delivered each day
    - raised customer expectations to fast and free delivery
      - forcing retailers and logistics partners to shoulder the cost

Share of respondents who shopped online more often due to the coronavirus pandemic in 2020
**STRATEGY: THE PRAGMATIC INTERPRETATION**

**TOP 6 LOGISTICS STARTUPS TO WATCH OUT FOR IN 2020**

- Xeneta
  - web-based platform
  - raised +/- $29M over 5 funding rounds
  - gives access to intelligent pricing data
  - allows them to benchmark their ocean and air freight market rates
  - provides freight forwarders the opportunity to
    - compare their rates to the average rates on the market
    - analyze market movements,
    - reveal the hidden potential in their freight spend

- fliit
  - food logistics platform startup located in Germany
  - raised 10M€ Series A funding in March 2019.
  - shippers can order transportation in advance or spontaneously as they need it
    - The system searches for offers from available carriers which fit a client’s request best.
    - The shipper can monitor progress, status, and other indicators.
  - For carriers it offers an easy way to find the orders.

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>Technology access</th>
<th>List (one-time fee)</th>
<th>Disc.</th>
<th>Unit fee</th>
<th># units</th>
<th>Total fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custom development</td>
<td>(5K per week)</td>
<td>55.000€</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training &amp; support</td>
<td>(3K per quarter)</td>
<td>12.000€</td>
<td></td>
<td></td>
<td></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>Total</td>
<td></td>
<td></td>
<td>400</td>
<td></td>
<td>522.000€</td>
</tr>
</tbody>
</table>
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

AIDA pyramid

- **Awareness**
  - Ads/Articles
  - Visuals/Videos
  - Searches/Adwords
  - Landing Pages

- **Interest**
  - Website Content
  - Email Campaigns
  - Blogs/Newsletters
  - Social Media

- **Desire**
  - Special Offers
  - Ebooks/Brochures
  - Case Studies
  - Testimonials

- **Action**
  - Emotion
  - Limited Offer
  - New Product
  - Direct Response
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
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

According to Peter Camps
Providing excellent service needs to receive full backing from the top
  - not just lip service

management needs to give the example
  - by their own behavior
  - consistent decisions
  - 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 staff are trained and empowered to make decisions on behalf of the company
  - especially those who regularly deal with customers, including the receptionist
  - nothing is more frustrating than to be bounced from one person to the other

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.

Reply to each and every message within 24-48 hours, in a meaningful way
  - 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!”
    - 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”
    - implementable with minimal effort if people are trained to be sensitive to this
  - at Enfocus we only had a different email address for OEM customers
QUESTIONS?
marc.goldchstein@vub.be

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