

# **MARKETING AND SALES PLAN WORKBOOK**

**Version 1.2**

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## PREFACE

This workbook is a part of a larger new venture development program. Its primary objective is to assist in the development of new business without large development staffs.

The tools consist of a series of workbooks designed to provide a check list of key issues during the development of most business concepts. We believe that the process of venture development is an active one. While much of the workbooks' focus is on data collection, analysis and planning, we believe that activities should be dedicated to "hands on work" with the product, the process, and the potential customers. We hope these tools will focus activities on "what must be done". The philosophy expressed in this workbook reflects that of the authors and not of the organizations or corporations involved.

We intend that this workbook and all others in the series will be "evergreen". New versions of the workbooks are expected to be published periodically, reflecting constructive comments by users. This workbook reflects the efforts of many individuals who have provided ideas and comments.

We wish to express special thanks to Arthur D. Beard for his assistance in preparing this workbook.

## INTRODUCTION

This is a *Marketing and Sales Plan Workbook*. It is designed as one of the tools to assist in the preparation of the business plan. This workbook is compatible with the *Business Planning Guide*.

We have come to recognize that many good Ideas, which might have become successful Ventures, have gone undefined and undeveloped. There has been a perception that only big ticket "Ideas to Ventures", controlled by large organizations, would be of interest. In addition, "user-friendly" systems have not been available to individuals with candidate ideas.

This *Marketing and Sales Plan Workbook* represents a fifth of the Planning Section, or Step three of a detailed four-step process for taking an Idea to a Venture. The major steps are Definition, Analysis, Planning, Venturing. The other four workbooks of the Planning Section are the *Operations & Quality, Information Planning, Product Position, Promotion, & Distribution*, and *Strategic & Competitive Plan Workbooks*.

The workbooks within the Planning Section assume different perspectives of the planning process. This *Marketing & Sales Plan Workbook* focuses on the actions of the customer. It is activity oriented and targeted to assist in the development of a comprehensive sales program. The *Operations and Quality Plan Workbook* focuses on production and delivering quality. The *Competitive and Strategic Plan Workbook* focuses on competition and long term opportunities. The *Information Plan Workbook* focuses on the sources and needs for information and the systems to support its use. The *Product Position, Promotion & Distribution Workbook* focuses on the marketing activities required to bring the product to the customer.

No single perspective is likely to give a total picture of the business situation or the activities required for it be successful. Each workbook focuses on different aspects and approaches to planning critical business activities. This workbook focuses on the individual customer and his behavior. It is the collection of approaches that should yield an overall view of planning.

It is not expected that you will have immediate answers to all the questions in this workbook. Developing adequate information is part of the planning process.

Good luck. It is not supposed to be easy.

# DEVELOPMENT

DEFINITION

ANALYSIS

PLANNING

VENTURING

Business Ideas

New Venture Workbook

New Venture Evaluation Workbook

Product Offering & Quality Workbook

Operations Development Workbook

Venture Analysis Workbook

Marketing & Sales Plan

Information Plan

Competitive & Strategic Plan

Product Position & Promotion./ Distribution Plan

Operations & Quality Plan

Business Plan Guide

Ventures



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## I. BUSINESS DEFINITION

This section asks you to define your business in terms of the marketing concept. We focus only on the product offering and distribution channel. This workbook is aimed at the marketing function. Other workbooks focus on manufacturing and physical distribution. We assume that the products can be made within the quality requirements and the product specifications.

Refer to the other workbooks in preparing this section. If changes have taken place since those workbooks have been completed, please note them. It is important for referencing among workbooks that changes in the business definition be identified. Do not hesitate in making those changes. The ability to change is a critical determinate of the survival of a business.

We recommend that the team completing this section include appropriate members of the sales manufacturing, and support groups.

## A. Products

**What products and services do you intend to sell?**

Describe the products and services that we sell. This description can be as specific or as general as the present stage of development will permit. Try to be as specific as possible. The product definition limits the range of the business that will be considered. The more specific the product is, the easier it is to define the means of production.

At a minimum, specify the use of the product and service to the customer and user.



## B. Channels

### 1. Channels Flow Diagram

**How do the product and services get to the customer and end user?**

The distribution channel consists of all the organizations and people through which the product and services must flow. Describe the distribution channel for this product by a flow diagram. The channel flow diagram indicates all participants along the marketing and distribution channels. Several channels may exist for physical distribution, for payment, and for dissemination of information. All elements should be shown on the diagram.<sup>1</sup>

Note those members of the channel who take legal possession of the product.

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<sup>1</sup> Distribution issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that this workbook be reviewed, if it has been completed. Flow diagrams may be constructed at various levels of abstraction. Attach additional diagrams if sufficient space is not available.

## B. Channels

### 2. Channel members

**With whom in the channel/chain will we transact?**

Identify the specific individuals and organizations with whom we must transact business along the distribution channel.<sup>2</sup>

Channel

Element

Individual/Organization

---

<sup>2</sup> Distribution issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that that workbook be reviewed, if it has been completed.

## B. Channels

### 3. Value

**What is the value along the distribution channel?**

Business is transacted when two individuals along the distribution channel must transfer ownership or service. This takes place in a capitalistic society when both organizations obtain some value. Indicate the nature of the value<sup>3</sup> and its extent for each transaction along the distribution channel.

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<sup>3</sup> Distribution issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that that workbook be reviewed, if it has been completed.

## B. Channels

### 4. Benefits

**What are the benefits our organization is devoted to deliver?**

Indicate the benefits that the organization will provide to the users of its products, its end-users, customers, and resellers.<sup>4</sup>

Users of the Products

Customers

End-Users

Resellers

---

<sup>4</sup> Competitive issues are covered in detail in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

## II. THE OFFERING

The product offering is defined in terms of what the product does for and to the buyer and user. The nature of the offering is described by components and attributes. It is the benefits of these components and the value of the benefits that are derived that determine our ability to market a product successfully.

Definitions of the product offering are discussed in all of the workbooks. The most important ones for reference to this section are: the *Product Offering and Quality*, the *Strategic & Competitive Plan*, and the *Product Position, Promotion, and Distribution Workbooks*.

We recommend that the team completing this section include appropriate members of the sales and technical support force who know the customers. Include also marketing research, marketing communications, and management personnel.

In addition, we suggest that all functional activities of the business help provide input for these sections. The marketing and sales strategy can be expected to impact all functions of the business.

## A. Inanimate Components

### 1. Products

#### **What are the physical properties of the product?**

The products that a business offers typically cover a range. This is referred to as the product line or product mix. Describe the physical products and the product line. Identify its characteristics, attributes, and its physical properties, functions and dimensions.

Indicate the scope or range of properties that are to be offered.<sup>1</sup>

Product

Description

Characteristics/Attributes

---

<sup>1</sup> The characteristics of the product offering is covered in the *Product Offering and Quality Workbook* and the *Strategic & Competitive Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

**A. Inanimate Components**

**2. Facilities**

**What associated facilities and access to equipment give value to the customer?**

Any business can be considered as a problem solving activity for our customers. The business solves some problems using the product and other facilities. Indicate what problem we need to solve, the facilities that are used, and how the problem is to be solved.

Problem

Facilities

Solution

## A. Inanimate Components

### 3. Other

**What physical attributes of the product provide value to the user?**

Indicate the specific attributes or benefits that are delivered by the product. Identify the product, use, and market or application where the attributes are useful.<sup>2</sup>

Product

Attribute

Use

Market

---

<sup>2</sup> The characteristics of the product offering is covered in the *Product Offering and Quality Workbook* and the *Strategic & Competitive Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.



## B. People Components

### 1. Representatives

**What characteristics, training, expertise or assistance of value to our customers provided by our sales representatives, are associated with buying and using our product?**

The sales force represents the firm and can convey benefits to the users and customers. These benefits can include business and technical assistance and sources of information. Identify the types of valued assistance that the sales force renders to users and customers. Indicate the specific characteristics, training, and expertise required.

Service

Skill/Training

Market

**B. People Components**

**2. Technical, R&D and Other Support**

**What characteristics, training, expertise or assistance provided by our technical support, are associated with buying and using our product?**

The technical support conveys benefits to the users and customers both in terms of direct service and business and technical assistance. Identify the types of valued assistance that technical support renders to users and customers. Indicate the specific characteristics, training, and expertise required.

Service

Skill/Training

Market

## B. People Components

### 3. Distribution

**What characteristics of our distribution system provide value to our customers?**

The distribution system conveys benefits to the users and customers both in terms of direct service and business and technical assistance. Traditionally, the distribution system provides credit and inventory storage. In addition, distribution can provide repackaging of the products and a broader selection of associated goods and products. Identify the types of valued assistance that the distribution system renders to users and customers.<sup>3</sup>

Service

Benefit

Market

---

<sup>3</sup> Distribution is covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the effect on sales rather than the structure of the distribution system.

**C. Other and Non-Company Support**

**What other characteristics of value to our customers are associated with buying and using our product?**

Identify the types of valued services that are provided to this business' users and customers from other sources.

Provider

Benefit

Market

## D. History of the Offering

**What is the history of the relationship between market and this business?**

As a business develops, the relationship between the customers and the business evolves. The present relationship is, to some extent determined by past experiences. This history is determined by key events. These include: times when product was on allocation, price changes, new technology, and constraints on the use of the products. Identify these events, when they took place, their impact on our customers, and the business' action.

<u>Event</u>	<u>Market</u>	<u>Time</u>	<u>Customer Impact</u>	<u>Business Action</u>
--------------	---------------	-------------	------------------------	------------------------

## E. Character of Transactions

### What is the character of having transactions with us?

Transactions focus on a one-on-one interaction between the business or support representative and the customer or user. All personal interactions have a style or character. This style or character is dictated by the personalities of the people involved, the corporate cultures of the firms they represent, the nature of the market and industry, and the relative functions involved. Identify the nature of the present character of transactions with this business and those that we would prefer. These characteristics may include general descriptors like: laborious, fun energizing, frustrating, confusing, etc. and such issues as timing of decisions.<sup>4</sup>

Market

Customer

Characteristics

Timing

---

<sup>4</sup> Other characteristics of decision making are covered in the *Product Offering & Quality Workbook* and the *Strategic & Competitive Plan Workbook*.

### III. EXISTING SUCCESSFUL TARGET MARKETS

The next three sections (Sections III, IV, and V) focus on specific Sales Strategies. We concentrate on the nature of the markets and what we wish to accomplish. This, the first of these sections covers existing markets. Existing markets consist of customers to whom we are successfully selling products and with whom we wish to continue. Our tasks are to understand in detail what must be accomplished and describe how it is to be done.

In order to set objectives for sales, it is important to understand the competitive position. The *Strategic & Competitive Plan Workbook* covers the competitive situation. We suggest that this workbook be reviewed, if it has been completed.

It is also critical that the sales program be coordinated with the promotion and distribution activities. The *Product Position, Promotion & Distribution Plan Workbook* covers these issues. We suggest that that workbook be reviewed, if it has been completed.

We recommend that the team completing this section include appropriate members of the sales and technical support force who know the customers. Also include appropriate marketing research, marketing communications, and management personnel.

In addition, we suggest that all functional activities of the business provide input for these sections. The marketing and sales strategy will impact all functions of the business.

**A. Description of Target Market**

**Who are the decision makers or members who make up the target market?**

**How do we know?**

Describe the market in terms that are relevant to the market and to our product offering. Note that we are considering only existing customers. Indicate the scope of our existing penetration into the market. Identify the decision makers in terms of function.

Indicate how we know who the decision makers are.

MARKET I:

MARKET II:

MARKET III:

MARKET IV:



**B. Value to the Business****What is the target market's value to our business?**

Importance may be derived from the size of the business, access to technology, access to market leadership, or any other strength that business with this market provides. Indicate how important these markets are to our business both collectively and as individual customers.

MARKET I:

MARKET II:

MARKET III:

MARKET IV:

**C. Marketing Objective**

**What do we want target market members to do?**

Marketing and sales programs are designed to produce specific results. Those results are actions taken by customers and particularly, the decision makers. Actions may include sustained or increased purchases, new qualifications, or activities delaying potential competition. Indicate specifically what actions we want these individuals to take.

MARKET I:                    Individual                    Action

MARKET II:

MARKET III:

MARKET IV:

**D. Benefits**

**What are the benefits we have delivered that are important to the target market?**

**How do we know?**

Benefits are derived from using the products. They are not the characteristics of the product itself, but what the product does for the user. Identify the important benefits obtained by the user through use of our product. Compare the benefits derived from using our product compared with competition.<sup>1</sup>

	<u>Benefit</u>	<u>Comparison with Competition</u>
MARKET I:		
MARKET II:		
MARKET III:		
MARKET IV:		

<sup>1</sup> Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook* and the *Product Offering & Quality Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

### E. Delivery of the Benefits

#### How do we deliver the benefits?

Benefits don't just happen. They have to be delivered. Describe how the benefits are derived from using our product or using the firm as a supplier. Indicate what actions the company must take to assure the delivery of the promised benefits.<sup>2</sup>

	<u>Benefit</u>	<u>Delivery</u>
MARKET I:		
MARKET II:		
MARKET III:		
MARKET IV:		

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<sup>2</sup> Operations issues regarding the delivery of benefits and covered in the *Product Offering & Quality Workbook* and the *Operations & Quality Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

## F. Competition

### 1. Competitors Who Look Like Us

#### Who are the competitors that look like us?

Similarity of competitors maybe defined by behavior. We are interested in competitors who will behave like this firm. These are typically businesses that prefer an orderly quality market. These competitors may include both in-kind competitors and other competitors whose product technology may be different from ours.<sup>3</sup>

MARKET I:                      Competitor                      Products/Technology

MARKET II:

MARKET III:

MARKET IV:

---

<sup>3</sup> Competitive issues are covered in detail in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

## F. Competition

### 2. Competitors Who Don't Look Like Us

#### Who are the other competitors for this market?

In addition to competitors who behave like this firm, there are a number of other competitors that are distinctly different. These may include the customers themselves. Our customers or distributors may have technologies which allow them to exclude our products, but still satisfy our other customers. Other competitors may offer in-kind or functionally equivalent products both which operates differently. Indicate all additional potential competitors. Identify how they behave differently from this firm.<sup>4</sup>

	<u>Competitor</u>	<u>Products/ Technology</u>	<u>Characteristics</u>
MARKET I:			
MARKET II:			
MARKET III:			
MARKET IV:			

<sup>4</sup> Competitive issues are covered in detail in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

## F. Competition

### 3. Trends Effecting Our Ability to Compete

**What changes are required to maintain our competitive advantage?**

**What changes threaten our competitive advantage?**

Changes in technology, markets and competition can effect our ability to maintain a competitive edge. Indicate changes required to maintain and expand our competitive advantage. Identify threats to our competitive position.<sup>5</sup>

Change

Impact on our  
Competitive Advantage

---

<sup>5</sup> Competitive issues are covered in detail in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed.

## G. Meeting Objectives

### 1. Getting the Customer to Act

#### **What we will do to stimulate the desired behavior?**

Actions coinciding with desired behavior don't just happen. We can and sometimes must stimulate them to obtain desired results. Indicate those marketing and sales actions we will take to gain desired responses from market decision makers. These actions may include sales calls, assistance, and support work. If appropriate indicate the down side of each action.

	<u>Customer</u>	<u>Desired Response</u>	<u>Our Action</u>
MARKET I:			
MARKET II:			
MARKET III:			
MARKET IV:			



## G. Meeting Objectives

### 2. Teaching

**How will we teach the benefits of transacting with us?**

**Who will do it?**

The advantages of using our product should be understood by customers. This often requires presentation and training. Indicate how we will convince our customer of the benefits of using our product. Identify who will accomplish this and what tools they will need.<sup>6</sup>

	<u>Benefit</u>	<u>Training Approach</u>
MARKET I:		
MARKET II:		
MARKET III:		
MARKET IV:		

<sup>6</sup> Promotional materials are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that that workbook be reviewed, if it has been completed.

## G. Meeting Objectives

### 3. Price

#### **What should be the price of the offering?**

Price range often limits the acceptability of a product. Premium products are generally limited to a small segment of a larger application segment. Estimate the price in terms of existing and potential competition.

Only isolated markets allow for independent pricing. In most cases, prices have to be set for the offering across a number of applications. Please note if independent pricing is possible and at what level.<sup>7</sup>

MARKET I:

MARKET II:

MARKET III:

MARKET IV:

---

<sup>7</sup> Pricing is covered in detail in the *Strategic & Competitive Plan Workbook*. We suggest that that workbook be reviewed, if it has been completed.

## G. Meeting Objectives

### 4. Terms

**What should be the credit terms for the offering?**

Terms of credit can be as important in producing a sale as price. Only isolated markets allow for independent terms. In many cases, common terms are required. National accounts typically allow for negotiated terms. Indicate the credit terms that will be offered in each market. Note if there are any constraints imposing uniformity of offered terms<sup>8</sup>.

MARKET I:

MARKET II:

MARKET III:

MARKET IV:

---

<sup>8</sup> Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that that workbooks be reviewed, if it has been completed.

## G. Meeting Objectives

### 5. Position

**What benefits should be emphasized in presenting the offering?**

The presentation of benefits that a product can deliver position the product in the market. Identify the benefits that will be emphasized in order to position the product. Indicate the reasons for selecting that position.<sup>9</sup>

MARKET I:                      Benefit                      Why

MARKET II:

MARKET III:

MARKET IV:

---

<sup>9</sup> Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that that workbooks be reviewed, if it has been completed.

## H. Success in These Markets

### 1. Defining Success

#### What does success look like?

Success is elusive if we don't define it. Indicate, for each market, how we define success. Include both sales, goals and other quantitative actions that the customer should take.

Success can not be defined without setting the time frame. Identify the timing for these accomplishments.

MARKET I:                      Goals                      Actions                      Timing

MARKET II:

MARKET III:

MARKET IV:

## H. Success in These Markets

### 2. Measuring Success

**How we will measure our success in the target market?**

**When we will take these measurements?**

Based on our definition<sup>10</sup> of success, indicate how it will be measured. Measurement should be as objective as feasible. Identify the type of measure and how the data will be obtained. Identify the timing for obtaining the information.

Goal

Measure

By Whom

Timing

---

<sup>10</sup> As defined on the preceding page.

#### IV. TARGET MARKETS THAT WE WISH TO BECOME SUCCESSFUL

This section covers markets where we are not now successful, but where we want to become successful. Our tasks are to understand in detail what must be accomplished and describe how it is to be done.

In order to set objectives for sales, it is important to understand the competitive position. The *Strategic & Competitive Plan Workbook* covers the competitive situation. We suggest that this workbook be reviewed, if it has been completed.

It is also critical that the sales program be coordinated with the promotion and distribution activities. The *Product Position, Promotion & Distribution Plan Workbook* covers these issues. We suggest that this workbook be reviewed, if it has been completed.

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In addition, we suggest that all functional activities of the business provide input for these sections. The marketing and sales strategy will impact all functions of the business.

**A. Description of Target Market**

**Who are the decision makers or members who make up the target market?**

**How do we know?**

Describe the market in terms that are relevant to the market and to our product offering. Note that we are considering only potential customers. Indicate the scope of our potential penetration into the market. Identify the decision makers in terms of function.

Indicate how we know who the decision makers are.

MARKET I:

MARKET II:

MARKET III:

MARKET IV:



**B. Value to the Business****What is the target market's value to our business?**

Importance may be derived from the size of the business, access to technology, access to market leadership, or any other strength that business with this market provides. Indicate how important these markets are to our business both collectively and as individual customers.

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MARKET II:

MARKET III:

MARKET IV:

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MARKET IV:

**D. Benefits**

**What are the benefits we have delivered that are important to the target market?**

Benefits are derived from using the products. They are not the characteristics of the product itself, but what the product does for the user. Identify the important benefits obtained by the user through use of our product. Compare the benefits derived from using our product compared with competition.<sup>1</sup>

MARKET I:                      Benefit                                      Comparison with Competition

MARKET II:

MARKET III:

MARKET IV:

---

<sup>1</sup> Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook* and the *Product Offering & Quality Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

### E. Delivery of the Benefits

**How do we plan to deliver the benefits of our offering?**

Benefits don't just happen. They have to be delivered. Describe how the benefits are derived from using our product or using this company as a supplier. Indicate what actions this firm must take to assure the delivery of the promised benefits.<sup>2</sup>

MARKET I:                      Benefit                                      Action to Assure Delivery

MARKET II:

MARKET III:

MARKET IV:

---

<sup>2</sup> Operations issues regarding the delivery of benefits and covered in the *Product Offering & Quality Workbook* and the *Operations & Quality Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

## F. Competition in These Markets

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MARKET I:                      Competitor                      Products/Technology

MARKET II:

MARKET III:

MARKET IV:

<sup>3</sup> competitive issues are covered in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

**F. Competition in These Markets**

**2. Competitors that Don't Look Like Us**

**Who are the other competitors for this market?**

In addition to competitors who behave like this company, there are a number of other competitors that are distinctly different. These include the customers themselves. Our customers or distributors may have technologies which allow them to exclude our products, but still satisfy our other customers. Other competitors may offer in-kind or functionally equivalent products which operates differently. Indicate all additional potential competitors. Identify how they behave differently from this firm.<sup>4</sup>

	<u>Competitor</u>	<u>Products/ Technology</u>	<u>Characteristics</u>
MARKET I:			
MARKET II:			
MARKET III:			
MARKET IV:			

---

<sup>4</sup> Competitive issues are covered in detail in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

## F. Competition in These Markets

### 3. Trends Effecting Our Ability to Compete

**What changes are required to maintain our competitive advantage?**

**What changes threaten our competitive advantage?**

Changes in technology, markets and competition can effect our ability to maintain a competitive edge. Indicate changes required to maintain and expand our competitive advantage. Identify threats to our competitive position.<sup>5</sup>

Change

Impact on our  
Competitive Advantage

---

<sup>5</sup> Competitive issues are covered in detail in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed.

**G. Meeting Objectives**

**1. Motivating Customers**

**What will motivate potential customers in this target market to self-identify to us?**

Quality customer relationships are built on a partnership where the customer identifies with you and your product. In order to assure the development of a long term relationship it is important to motivate the potential customers to identify with us. Indicate the issues that can be used to motivate the customers to identify with us and what we can do to foster that identification.<sup>6</sup>

	<u>Customer</u>	<u>Motivation</u>	<u>Our Action</u>
MARKET I:			

MARKET II:

MARKET III:

MARKET IV:

---

<sup>6</sup> Promotional materials are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that that workbook be reviewed, if it has been completed.



**G. Competition in These Markets**

**2. Simulate Customers**

**What will we do to stimulate the desired behavior?**

Actions coinciding with desired behavior doesn't just happen. We can and sometimes must stimulate them to obtain the desired results. Indicate those marketing and sales actions we will take to gain the desired responses from market decision makers. These actions may include sales calls, assistance, and support work. If appropriate, indicate the down side of each action.

	<u>Customer</u>	<u>Desired Response</u>	<u>Our Action</u>
MARKET I:			
MARKET II:			
MARKET III:			
MARKET IV:			

**G. Competition in These Markets**

**3. Teaching**

**How will we teach the benefits of transacting with us?**

**Who will do it?**

The advantages of using our product should be understood by customers. This often requires presentation and training. Indicate how we will convince our customer of the benefits of using our product.<sup>7</sup> Identify who will accomplish this and what tools they will need.

	<u>Benefit</u>	<u>Training Approach</u>
MARKET I:		
MARKET II:		
MARKET III:		
MARKET IV:		

---

<sup>7</sup> Promotional materials are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that that workbook be reviewed, if it has been completed.

## G. Competition in These Markets

### 4. Price

#### **What should be the price of the offering?**

Price range often limits the acceptability of a product. Premium products are generally limited to a small segment of a larger application segment. Estimate the price in terms of existing and potential competition.

Only isolated markets allow for independent pricing. In most cases, prices have to be set for the offering across a number of applications. Please note if independent pricing is possible and at what level.

MARKET I:

MARKET II:

MARKET III:

MARKET IV:

## G. Competition in These Markets

### 5. Terms

**What should be the credit terms for the offering?**

Terms of credit can be as important in producing a sale as price. Only isolated markets allow for independent terms. In many cases, common terms are required. National accounts typically allow for negotiated terms. Indicate the credit terms that will be offered in each market. Note if there are any constraints imposing uniformity of offered terms<sup>8</sup>.

MARKET I:

MARKET II:

MARKET III:

MARKET IV:

---

<sup>8</sup> Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that that workbooks be reviewed, if it has been completed.

## G. Competition in These Markets

### 6. Position

**What benefits should be emphasized in presenting the offering?**

The presentation of benefits that a product can deliver positions the product in the market. Identify the benefits that will be emphasized in order to position the product. Indicate the reasons for selecting that position.<sup>9</sup>

MARKET I:                      Benefit                      Why

MARKET II:

MARKET III:

MARKET IV:

---

<sup>9</sup> Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that that workbooks be reviewed, if it has been completed.

## H. Success in These Markets

### 1. Defining Success

#### What does success look like?

Success is elusive if we don't define it. Indicate, for each market, how we define success. Include both sales goals and other quantitative actions that the customer should take.

Success can not be defined without setting the time frame. Identify the timing for these accomplishments.

MARKET I:                      Goals                      Actions                      Timing

MARKET II:

MARKET III:

MARKET IV:

## H. Success in These Markets

### 2. Measuring Success

**How we will measure our success in the target market?**

**When we will take these measurements?**

Based on our definition of success<sup>10</sup>, indicate how it will be measured. Measurement should be as objective as feasible. Identify the type of measure and how the data will be obtained. Identify the timing for obtaining the information.

Goal

Measure

By Whom

Timing

---

<sup>10</sup> Success is defined on the preceding page.

## V. MARKETS FROM WHICH WE WISH TO DISENGAGE

This section covers markets from which we want to disengage. Our sales and/or contractual arrangements are not satisfactory. Our objective is to understand in detail what must be accomplished and describe how it is to be done.

In order to set the objectives for sales, it is important to understand the competitive position. The *Strategic & Competitive Plan Workbook* covers the competitive situation. We suggest that this workbook be reviewed, if it has been completed.

It is also critical that the sales program be coordinated with the promotion and distribution activities. The *Product Position, Promotion & Distribution Plan Workbook* covers these issues. We suggest that this workbook be reviewed, if it has been completed.

We recommend that the team completing this section include appropriate members of the sales and technical support force who know the customers. Also include appropriate marketing research, marketing communications, and management personnel.

In addition, we suggest that all functional activities of the business provide input for these sections. The marketing and sales strategy will impact all functions of the business.



**A. Description of Target Market**

**Who are the decision makers or members who make up the target market?**

**How do we know?**

Describe the market in terms that are relevant to the market and to our product offering. Note that we are considering only existing customers. Indicate the scope of our existing penetration into the market. Identify the decision makers in terms of function.

Indicate how we know who the decision makers are.

MARKET I:

MARKET II:

**B. Reason for Disengaging****Why is it desirable to disengage from these markets?**

It might be valuable to the business to disengage or withdraw from a market for many reasons, including lack of profitability. The market may represent a conflict with other business. The market may require a pricing policy which is inconsistent and potentially damaging to more profitable segments. Indicate the reasons for disengaging from these markets.

MARKET I:

MARKET II:

### C. Marketing Objectives

**What do we want target market members to do?**

Marketing and sales programs are designed to produce specific results. Those results are actions taken by customers and particularly, the decision makers. Actions may include sustained or increased purchases, new qualifications, or actions delaying potential competition. Indicate specifically what actions we want these individuals to take.

MARKET I:                    Individual                    Action

MARKET II:

**D. Competition in These Markets**

**1. Competitors**

**Who are the competitors in this market?**

Include all types of competitors. These include the customers themselves. Our customers or distributors may have technologies which allow them to exclude our products, but still satisfy our other customers. Other competitors may offer in-kind or functionally equivalent products which operate differently. Indicate all additional potential competitors. Identify how they behave differently from this firm.

MARKET I:	<u>Competitor</u>	<u>Products/ Technology</u>	<u>Characteristics</u>
MARKET II:			

---

<sup>1</sup> Competitive issues are covered in detail in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

## D. Competition in These Markets

### 2. Competitive Advantage

**What competitive advantages do the competitors have that makes them successful?**

Apparent advantage for the competitor in these markets can be derived from business strength, business position, and the way they wish to look at the business. Indicate why the competitors can successfully continue in these markets. Note that these reasons may not represent relative strengths compared with us. The reasons for succeeding in one segment may be the reasons for not succeeding in others. Success for a competitor may be a willingness to accept a lower return than we<sup>2</sup>.

MARKET I:                      Competitor                      Competitive Advantage

MARKET II:

---

<sup>2</sup> Competitive issues are covered in detail in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

## D. Competition in These Markets

### 3. Change in Competitive Advantage

**How will our disengagement affect our competitors' competitive advantage?**

Indicate how the competitive advantage of our competitors will change if we withdraw from this market. That change may be due to their increase in share, reduction in competition, and any other factors that might change the business environment and practices.<sup>3</sup>

MARKET I:                      Competitor                      Competitive Advantage

MARKET II:

---

<sup>3</sup> Competitive issues are covered in detail in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

## D. Competition in These Markets

### 4. Our Competitive Advantage

#### How will our disengagement affect our competitive advantage?

All markets for a product influence all others to some extent. The effect is usually felt in availability of resources and product. The disengagement of this business may effect other company businesses. Indicate the effects of disengagement on the competitive advantage of this business and of any other company business.<sup>4</sup>

MARKET I:                      This Business                      Other Company Businesses

MARKET II:

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<sup>4</sup> Competitive issues are covered in detail in the *Strategic & Competitive Plan Workbook*. Positioning issues are covered in the *Product Position, Promotion & Distribution Plan Workbook*. We suggest that those workbooks be reviewed, if they have been completed. Note that we are interested in the behavior of the competitor rather than the nature of his product.

**E. Meeting Objectives**

**What will we do to stimulate the desired behavior?**

Actions coinciding with desired behavior don't just happen. We can and sometimes must stimulate them to obtain the desired results. Indicate these marketing and sales actions we will take to gain the desired responses from market decision makers. These actions may include sales calls, assistance, and support work. If appropriate indicate the down side of each action.

	<u>Customer</u>	<u>Desired Response</u>	<u>Our Action</u>
MARKET I:			

MARKET II:



## F. Success

### 1. Defining Success

#### What does success look like?

Success is illusive if we don't define it. Indicate, for each market, how we define success. Include sales goals and other quantitative actions that the customer should take.

Success can not be defined without setting the time frame. Identify the timing for these accomplishments.

	<u>Goals</u>	<u>Actions</u>	<u>Timing</u>
MARKET I:			

MARKET II:

## F. Success

### 2. Measuring Success

**How we will measure our success in the target market?**

**When we will take these measurements?**

Based on our definition of success<sup>5</sup>, indicate how it will be measured. Measurement should be as objective as feasible. Identify the type of measure and how the data will be obtained. Identify the timing for obtaining the information.

Goal

Measure

By Whom

Timing

---

<sup>5</sup> Success is defined on the preceding page.

## VI. COMMUNICATIONS

This section deals with obtaining competitive advantage through improved communications in Sales. Structural issues in establishing an information and communication function are covered in the *Information Plan Workbook*. Our task in this section is to understand how to target communications as part of the sales program.

We recommend that the team completing this section include appropriate members of the Sales, Technical Support, and Information Systems. Also include appropriate marketing research, marketing communications, and management personnel.

In addition, we suggest that all functional activities of the business provide input for these sections. The marketing and sales strategy will to impact all functions of the business.

## A. Improvements

### How can the communications be improved for marketing success?

Improvement of the communication and support technology can be critical for our marketing success. In particular, changes in technology allow for strikingly changed modes of communications. These changes offer opportunities for expanded sales. Identify objectives through which communications can be improved in marketing. Identify the potential benefits for the business.<sup>1</sup>

Communication Objective

Benefit

---

<sup>1</sup> Communications issues are covered in the *Information Plan Workbook*. We suggest that that workbook be reviewed, if they have been completed.

**A. Improvements**

**1. Competitive Advantage**

**What new communications technologies can give us a competitive advantage?**

The new communications technologies (e.g. computer system, electronic mail, fax, telecommunications, bar coding) can have a broad impact on the marketing effort. Identify which technologies can be specifically tailored to improve the marketing effort in this business. Indicate the competitive advantage to this business for being first to successful utilize the technology in Sales. Also indicate any potential disadvantage for being first.

Communications  
Technology

Competitive  
Advantage

Competitive  
Disadvantage

## A. Improvements

### 2. Exploiting Technology

#### How do we plan to exploit them?

Specify the program for implementing the use of the new technologies. Identify the events and milestones for its implementation and timing. Identify who is responsible for the accomplishment of the event.

Technology

Event

Timing Responsibility

**A. Improvements**

**3. Competitive Activity**

**What is the competition doing?**

Competitors are also exploring new marketing opportunities. Indicate the communications and communication technology activities that competitors in which may be engaged.

Competitor

Activity

How do we know?

**B. Field Applications**

**1. Trade Shows**

**How will we support trade show and exhibit activities?**

Trade shows and exhibits can be critical for the business. In some industries, the trade shows are referred to as Markets and represent the major sales opportunities. Identify the major trade shows and market in which the business will participate and indicate the coordinated Sales effort in support of those activities. Identify the timing of both the campaigns and the sales effort.<sup>2</sup>

Trade Shows

Timing

Sales Support

Timing

---

<sup>2</sup> Trade shows and exhibits are covered in the *Product Positioning, Promotion and Distribution Plan Workbook*. We suggest that that workbook be reviewed, if they have been completed.



**B. Field Applications**

**2. Product Introductions**

**How will we support product introductions?**

Product introduction requires coordination of promotional, technical, manufacturing, and sales activities. Identify the major product introductions and indicate the coordinated sales effort in support of those activities. Identify the timing of both the introductions and the sales effort.<sup>3</sup>

Product  
Introduction

Timing

Sales Support

Timing

---

<sup>3</sup> Product Introductions are covered in the *Product Positioning, Promotion and Distribution Plan Workbook*. We suggest that that workbook be reviewed, if they have been completed.

**B. Field Applications**

**3. Field Promotional Programs**

**How will we facilitate promotional campaigns?**

The effectiveness of promotional campaigns are magnified by the coordination of the Sales effort. Identify the major promotional campaigns and indicate the coordinated Sales effort in support of those activities. Specify the timing of both the campaigns and the sales effort.<sup>4</sup>

Campaign

Timing

Sales Support

Timing

---

<sup>4</sup> Promotional programs are covered in the *Product Position, Promotion and Distribution Plan Workbook*. We suggest that that workbook be reviewed, if they have been completed.

**B. Field Applications**

**4. Customer Computing**

**How will we support the customer with information?**

Customer computing covers all efforts to assist the customer, reseller or user with computing and communications tools and to connect him to the business. Typically these programs include: development of customer and distribution networks, on-site computer systems, and business assistance programs. These activities are often undertaken as part of Quality Partnerships.<sup>5</sup> Indicate the programs undertaken, the competitive advantage to the business, and the timing for completion.<sup>6</sup>

Program

Competitive Advantage

Timing

---

<sup>5</sup> Quality Partnerships are discussed in the *Operations and Quality Plan Workbook*.

<sup>6</sup> Customer computing is covered in the *Information Plan Workbook*. We suggest that that workbook be reviewed, if they have been completed.

**B. Field Applications**

**5. Training**

**How are we organized to get field assistance?**

**How will we train the field staff?**

For field applications to be effective, the systems must be supported and the users trained. Indicated who and how the field staff will be supported and trained. Specify who is responsible for the support.<sup>7</sup>

System

Support

Training

Responsibility

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<sup>7</sup> Field applications and training is covered in the *Information Plan Workbook*. We suggest that that workbook be reviewed, if they have been completed.

## VII. PEOPLE

All successful marketing and sales programs rest on the quality and effectiveness of the people involved. This section deals with encouraging and empowering the sales people of this business. Our objective in this section is to focus on the needs of the people involved with the marketing and sales programs.

Unlike other functions, much of the work involved in industrial marketing and sales takes place outside the walls and physical boundaries of the business. Marketing and sales people must perform in the customers' environment. They often must function without peer support and without supervision. Sales people must be able to successfully function independently in situations where rejection and failure may occur more often than acceptance and success.

We recognize that people are different and job functions are different. Where we can define the qualities and temperament best suited for the job, we should use this information to properly place people.

We recommend that the team completing out this section include appropriate members of the Sales, Technical Support and Personnel as well as marketing research, marketing communications, and management personnel.

**A. Behavior**

**What behavior of our people is critical for our marketing success?**

Appropriate behavior of the sales force is dependent, in part, upon skills to deal with customers, users and with the functions within our business. Customer and user organizations often differ from the company in style and culture. These differences require appropriate behavior. Furthermore, the size and stage of development of this business may require a different set of appropriate behavior characteristics. This business may be highly entrepreneurial, or require more traditional sales efforts, or be somewhere in between.

Identify the functions that must be accomplished and indicate special behavior characteristics and skills critical for their accomplishment within this business.

Function

Behavior

Skills

**B. Selecting the Sales Force**

**1. Criteria**

**What is the basis for selecting sales force personnel?**

Recruitment of the appropriate candidates is critical for all functions of a business. This is particularly critical for the sales force where specific skills and behavior are required for success. The sales force is also expected to function as the representative of the firm to the customers and as the representative of the customer to the firm. Many of the activities of the sales force tend to be unsupervised. Therefore, the selection of these individuals must be carefully done.

Specify the skills and criteria that will be used to select sales force candidates. Indicate the need for these particular skills to this business.

Criteria/Skill

Business Need

## B. Selecting the Sales Force

### 2. Process

<b>How will we select the sales force personnel?</b>
--

Indicate the process of recruiting appropriate sale personnel. Identify the source of candidates. Identify who is responsible for the process and the quality of candidates.
--

Source of Candidates

Process for Selection

Responsibility



**C. Programs**

**How will we develop skills for people that emphasize desired behavior?**

Indicate the specific programs that will be undertaken to develop the behavior that is needed. Identify who is responsible for the development program.

Behavior

Skill

Program

Responsibility

**D. Training**

**How are we training these people?**

Training is a ongoing activity for the sales and marketing force. Training is used for developing personel skills and for conveying specific business expertise. Identify training programs that will be undertaken and who will attend. Indicate the skills that will be conveyed, and the business objectives for those skills.

Program

Attendees

Skills

Objectives

**D. Training**

**1. Rewards**

**How are we rewarding these people?**

Effective training of skills and continued practice of behavior requires positive reinforcement. Indicate the method of reward of the effective practice of key skills and behaviors. Identify the measure of the effective practice that will lead to rewards.

Key Skill/  
Behavior

Mode of  
Reward

Measurement

**D. Training**

**2. New People**

**How are we training new people?**

New sales people require training for required personal and marketing skills, as well as information in support of the marketing program. Indicate the training program for new people.

Objective

Desired Behavior

Program

Responsibility

**D. Training**

**3. Competition**

**What is the competition doing in training and rewards?**

Indicate the training programs and the reward systems that major competitors use. Comment on any competitive advantage that their approaches appear to give them.

Competitor

Training Programs

Reward Systems

## E. Removing Sale People

### 1. Criteria

**How are we going to identify personnel who should be recalled from the sale force?**

Not all people work out in sales, just as some people do not work out in other disciplines. Even individuals who were successful in sales for one business may fail in another which requires different skills and behavior. Specify the basis by which we believe that an individual is having trouble in the function. It should be noted that problems in sales may be caused by factors beyond that of the quality of the sale force. We must differentiate between external difficulties and the ability of the sales person.

We should clearly recognize that identifying an individual as a poor sales performer does not mark this person as "bad". The individual may have excellent skill sets for other functions. Indicate how that criteria for recall from Sales are to be measured.

Criteria

Measurement

## E. Removing Sale People

### 2. Process

**How will we recall disfunctional sales force personnel?**

Indicate the process of recall and how we intend to reassign the person. Note that it is critical both for the people involved and the organization that such recall is done with the proper kindness and in a way that does not disturb the business. Identify who is responsible for the process.

#### Process of Recall

#### Responsibility

## VIII. ORGANIZATION

Success in marketing and operations depend on effective organization. The organization determines the range of authority of the staff and the nature of response to market changes. Structural issues regarding operations are covered in the *Operations and Quality Plan Workbook*. That workbook covers the totality of the business. The objective of this section is to understand the impact of organization and empowerment on the marketing and sales programs.

This section deals with encouraging and empowering the sales people of this business. We recommend that the team completed this section include appropriate members of the Sales, Technical Support and Personnel. Also include appropriate marketing research, marketing communications, Quality management and business management personnel.



## A. Sales Force

### **How is the sales force organized?**

Markets are often organized by geography, by application, and by account. This imposed structure impacts the match of personnel to specific customers and the effectiveness of the marketing effort. Describe the process of selecting the customers for each sales person. Indicate how the skills of the sales people are matched to customers. Identify how the customers are divided into market segments.

### Customer Selection Process

### Market Segmentations

## A. Sales Force

### 1. Empowerment

#### **What authority does the sales person have?**

Describe the specific authority of the sales people. Identify who has the authority to set prices, terms of credit, returns and warranties, and cooperative promotional programs. If the sales person does not have direct authority, describe the negotiation process.<sup>1</sup>

Pricing

Credit

Returns/Warranties

Cooperative Promotion Programs

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<sup>1</sup> Cooperative promotional campaigns is discussed in the *Product Position, Promotion, and Distribution Plan Workbook*. We suggest that that workbook be reviewed, if they have been completed.

**A. Sales Force**

**2. Management Response**

**How responsive is management to a request from the sales force?**

**What provision is made to assure that response is timely?**

Effective marketing often depends on the speed of response. That response conveys importance to the customer and to the sales force. In addition, since all authority is rarely vested in the sales force, action by management is often necessary to complete sales. Indicate how quickly management will respond to a request from the sales force regarding specific customers and sales negotiations. Describe the provisions made to assure a timely response.

	<u>Response timing by Management</u>	<u>Provisions to Assure Prompt Response</u>
<u>Pricing</u>		
<u>Credit</u>		
<u>Returns/Warranties</u>		
<u>Problems</u>		

**A. Sales Force****3. Information Feed-back****What customer information is reported to management?**

It is critical that information concerning the market be continuously reported to management from the sales force. Call reports are the usual vehicle for communications. Indicate what information is required in reports by sales force members.

Applications

Product Performance

Customer Economics/Welfare

Competitive Behavior

Technology Change

Other

## B. Customer Support

### **How is the customer support staff organized?**

Markets are often organized by geography, by application, and by account. This imposed structure impacts the match of personnel to specific customers and the effectiveness of the sales support effect. Describe the process of selecting the customers for each technical support person. Indicate how the skills of the support people are matched to customers. Identify how the customers are divided into market segments.

### Customer Selection Process

### Market Segmentations

## B. Customer Support

### 1. Empowerment

<p><b>What authority does the customer support person have?</b></p>
---

<p>Describe the specific authority of the customer support people. Identify who has the authority to request support and negotiate compensation. If the customer support person does not have direct authority, describe the negotiation process.</p>
---

Support

Compensation

Other

**B. Customer Support**

**2. Management Response**

**How responsive is management to a request from the support staff?**

**What provision is made to assure that response is timely?**

All authority is rarely vested in the support staff. Action by management is often necessary to complete the support effect. Indicate how quickly management will respond to a request from the support staff regarding specific customers. Describe the provisions made to assure a timely response.

	<u>Response timing by Management</u>	<u>Provisions to Assure Prompt Response</u>
<u>Support</u>		
<u>Compensation</u>		
<u>Problems</u>		

## B. Customer Support

### 3. Information Feed-back

**What customer information is reported to management?**

It is critical that information concerning the market is continuously reported to management from the support staff. Call Reports and Customer Service Reports are vehicles for communications. Indicate what information required in Call Reports and Customer Service Reports by customer support staff.

Applications

Product Performance

Customer Economics/Welfare

Competitive Behavior

Technology Change

Other



## C. Complaint System

### How are complaints handled?

#### What provisions have been made to assure appropriate response to complaints?

Complaint systems are set up to monitor the Quality of the system, assure prompt response, and to determine the source of problems. Describe how complaints are recorded, monitored, and handled. Indicate the provision to assure that all complaints receive prompt responses.<sup>2</sup>

### Handling Complaints

### Monitoring/Recording Complaints

### Analysis & Reporting to Management

### Provision to Assure Prompt Response

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<sup>2</sup> The complaint system is covered in the *Operations and Quality Plan Workbook*.

**D. Responsibility**

**Who is responsible for the effectiveness of the sales force, the customer support staff, and the complaint system?**

Sales, customer support, and the complaint systems are often organized on various levels. Local responsibility is often geographic. Business and product control is limited to the specific product. Business Group level may handle overall administration. Indicate who is responsible for each level of management and administration.

	<u>Local Level</u>	<u>Business Level</u>	<u>Group Level</u>
<u>Sales Force</u>			

Customer Support

Complaint System

**E. Resources**

**What resources have been allocated for the sales effort?**

Indicate the types and extent of resources that are allocated to the sales and support functions.

Sales Force

Manpower

Funds

Other Resources

Customer Support

Complaint System

## SUMMARY

### I. BUSINESS DEFINITION

- A. PRODUCTS
- B. CHANNELS
  - 1. *Channels Flow Diagram*
  - 2. *Channel members*
  - 3. *Value*
  - 4. *Benefits*

### II. THE OFFERING

- A. INANIMATE COMPONENTS
  - 1. *Products*
  - 2. *Facilities*
  - 3. *Other*
- B. PEOPLE COMPONENTS
  - 1. *Representatives*
  - 2. *Technical, R&D and Other Support*
  - 3. *Distribution*
- C. OTHER AND NON-COMPANY SUPPORT
- D. HISTORY OF THE OFFERING
- E. CHARACTER OF TRANSACTIONS

### III. EXISTING SUCCESSFUL TARGET MARKETS

- A. DESCRIPTION OF TARGET MARKET
- B. VALUE TO THE BUSINESS
- C. MARKETING OBJECTIVE
- D. BENEFITS
- E. DELIVERY OF THE BENEFITS
- F. COMPETITION
  - 1. *Competitors Who Look Like Us*
  - 2. *Competitors Who Don't Look Like Us*
  - 3. *Trends Effecting Our Ability to Compete*
- G. MEETING OBJECTIVES
  - 1. *Getting the Customer to Act*
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  - 3. *Price*
  - 4. *Terms*
  - 5. *Position*
- H. SUCCESS IN THESE MARKETS
  - 1. *Defining Success*
  - 2. *Measuring Success*

**SUMMARY, Continued****IV. TARGET MARKETS THAT WE WISH TO BECOME SUCCESSFUL**

- A. DESCRIPTION OF TARGET MARKET
- B. VALUE TO THE BUSINESS
- C. MARKETING OBJECTIVE
- D. BENEFITS
- E. DELIVERY OF THE BENEFITS
- F. COMPETITION IN THESE MARKETS
  - 1. *Competitors Who Look Like Us*
  - 2. *Competitors that Don't Look Like Us*
  - 3. *Trends Effecting Our Ability to Compete*
- G. MEETING OBJECTIVES
  - 1. *Motivating Customers*
  - 2. *Simulate Customers*
  - 3. *Teaching*
  - 4. *Price*
  - 5. *Terms*
  - 6. *Position*
- H. SUCCESS IN THESE MARKETS
  - 1. *Defining Success*
  - 2. *Measuring Success*

**V. MARKETS FROM WHICH WE WISH TO DISENGAGE**

- A. DESCRIPTION OF TARGET MARKET
- B. REASON FOR DISENGAGING
- C. MARKETING OBJECTIVES
- D. COMPETITION IN THESE MARKETS
  - 1. *Competitors*
  - 2. *Competitive Advantage*
  - 3. *Change in Competitive Advantage*
  - 4. *Our Competitive Advantage*
- E. MEETING OBJECTIVES
- F. SUCCESS
  - 1. *Defining Success*
  - 2. *Measuring Success*

**VI. COMMUNICATIONS**

- A. IMPROVEMENTS
  - 1. *Competitive Advantage*

2. *Exploiting Technology*

3. *Competitive Activity*

### **SUMMARY, Continued**

#### **B. FIELD APPLICATIONS**

1. *Trade Shows*

2. *Product Introductions*

3. *Field Promotional Programs*

4. *Customer Computing*

5. *Training*

### **VII. PEOPLE**

A. BEHAVIOR

B. SELECTING THE SALES FORCE

1. *Criteria*

2. *Process*

C. PROGRAMS

D. TRAINING

1. *Rewards*

2. *New People*

3. *Competition*

E. REMOVING SALE PEOPLE

1. *Criteria*

2. *Process*

### **VIII. ORGANIZATION**

A. SALES FORCE

1. *Empowerment*

2. *Management Response*

3. *Information Feed-back*

B. CUSTOMER SUPPORT

1. *Empowerment*

2. *Management Response*

3. *Information Feed-back*

C. COMPLAINT SYSTEM

D. RESPONSIBILITY

E. RESOURCES

## GLOSSARY

Many of the terms used in this workbook have broader definitions than are intended here. The following definitions refer to this *Marketing and Sales Plan Workbook*.

<b>Attributes</b>	Attributes are characteristics of the offering. These are usually associated with either the product in terms of its performance or with the supplier in terms of service.
<b>Behavior</b>	Behavior in this workbook refers to all interpersonal relations. It is a broad reference to all human conduct and the effects that conduct has on customers.
<b>Call Reports</b>	Call reports are formal or informal documentation of customer calls. These include all calls by the sales force, support staff or management.
<b>Communications Technology</b>	Communications technology include all telecommunications, computer systems, and information technologies.
<b>Complaint System</b>	The Complaint System includes all the procedures and automated systems to collect, compile, analyze, and report on customer complaints.
<b>Cooperative Promotion</b>	Cooperative promotion consists of joint advertising programs between members of the distribution channel. Typically this involves partial payment of local advertising done by dealers which mention the specific product and trademark.
<b>Credit</b>	Credit in this workbook refers to financial credit and terms. The terms include delivery and payment.
<b>Customer Computing</b>	Customer computing consists of any activity by the firm to assist customers in the use of computer systems. It may include the establishment of separate systems that connect the firm with customers.
<b>Customer Support</b>	Customer Support consists of any separate function directly at assisting customers and support the use of our product at the customer location. This function is considered separate from the sales force even though close working relationships are desirable. Customer assistance undertaken by the sales force should be considered as part of the sales effort.
<b>Disengaging</b>	Disengagement refers to the process of withdrawing marketing effect from selling into an application or to a set of customers. This activity may extend from a shift in resources to a formal announcement and refusal to sell into that application.

<b>Distribution Channel</b>	Channels refer to the way things are transmitted from the original product producer to the end-user. In this workbook, we refer to the communications channels for advertising and promotion and the distribution channel for physical transfer of product.
<b>End-users</b>	An industrial product is often used as an intermediate in forming the ultimate product. During that process the product may lose its identity. End-User is usually the last industrial user of a product, or the ultimate consumer, or the person whose use of the product removes any identification of it.
<b>Exhibits</b>	Trade shows and exhibits are held by most trade organizations. In many industries (particularly in textiles) these are the main method of exhibiting products and make sales and are referred to as "markets".
<b>Field Applications</b>	Field Application Systems consist of computer programs that are designed to function outside the office and computer center environment. These include sales aids and remote/distributed computing support. Field applications typically are developed to assist sales and support staff and as sales aids.
<b>Functional Competition</b>	Functional competition consists of any method by which the product is not needed or used. Usually only not-in-kind competition is considered. See In-kind Competition.
<b>In-Kind Competition</b>	In-kind competition consists of any competitive product that can be directly substituted for your product. Often a more restrictive definition of generically identical products is used. For this workbook, we focus on the customer who may not be able to differentiate the make up of the product. See Functional Competition.
<b>Product Line/Mix</b>	The Product Line or Mix refers to the range of product that will be covered under this business. Usually this consists of a set of similar products or products sold to a focused set of customers.
<b>Quality Partnerships</b>	Quality Partnerships are any formal or informal agreement between the business and customer and/or suppliers to work together to improve the offering.
<b>Repackaging</b>	Distributors and dealers occasionally repackage product for their customers. Product may be delivered to them in bulk or in large packages which are inconvenient for the user.



<b>Resellers</b>	Resellers are any "middleman" or transfers ownership of a product without changing it. These are usually distributors and dealers.
<b>Reward</b>	The Reward System is the set of policies and programs to assure that personnel are appropriate rewarded for desired behavior. Rewards include recognition as well as financial.
<b>Sales Force</b>	For this workbook, the sales force consists mainly of the field sales staff. However, coordinators and field sales management should be included in allocating resources.
<b>Transshipment</b>	Transshipments are any shipments or transfers of the product in the distribution channel.