



Hiding in Plain Sight Segmenting and Prospect Profiling

Sales Readiness Series



Sales Leaders Resources



Sales Readiness Series Hosts



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Sales Goals Have Not Changed

Increasing wins from new logo prospects

Top of mind with prospects in 'buying mode'

Accelerating in-bound lead generation

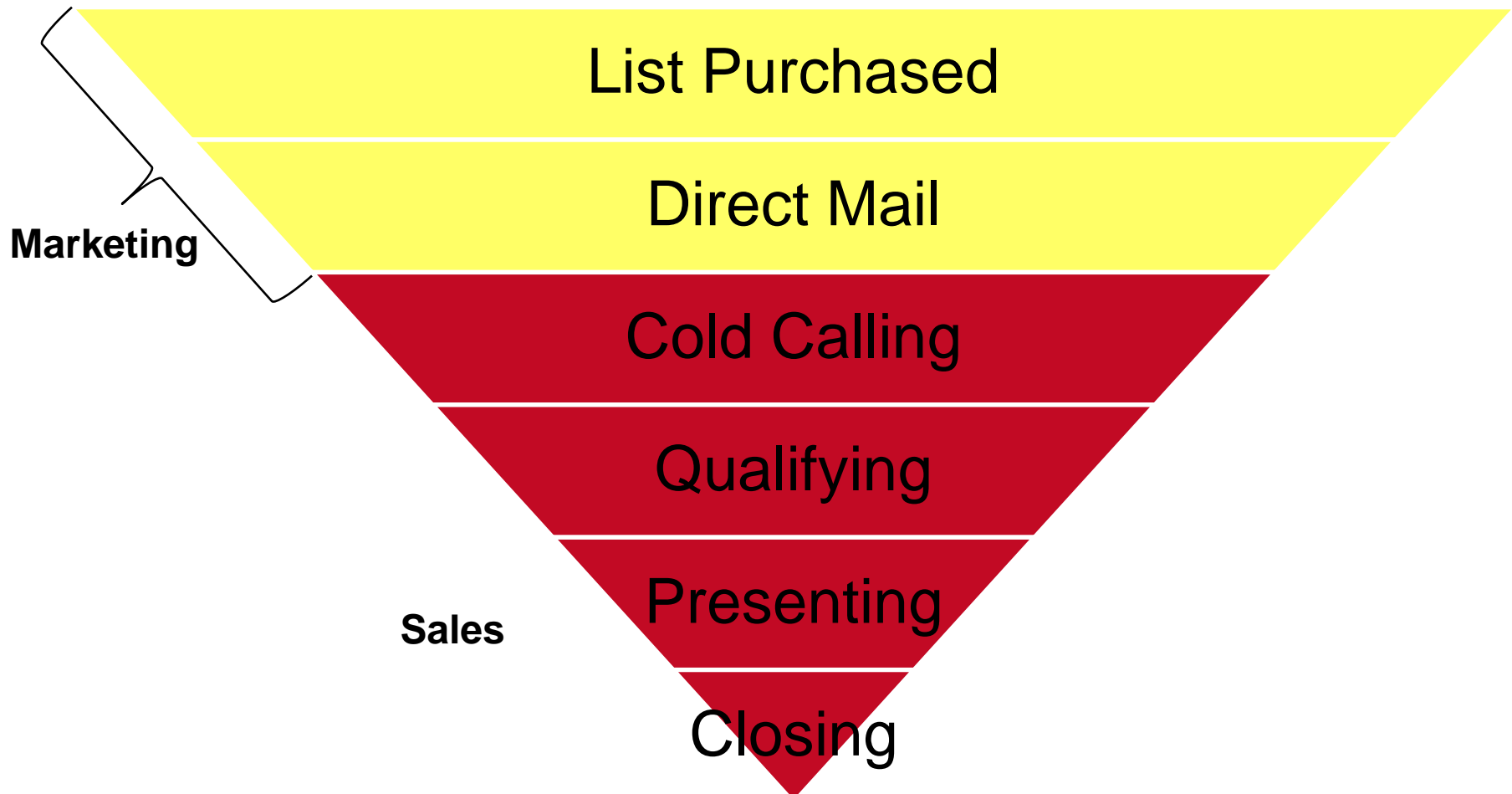
Consistent, sustained lead cultivation

Increasing sales efficiency and reducing cost/lead



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Neither Have Most Sales Models



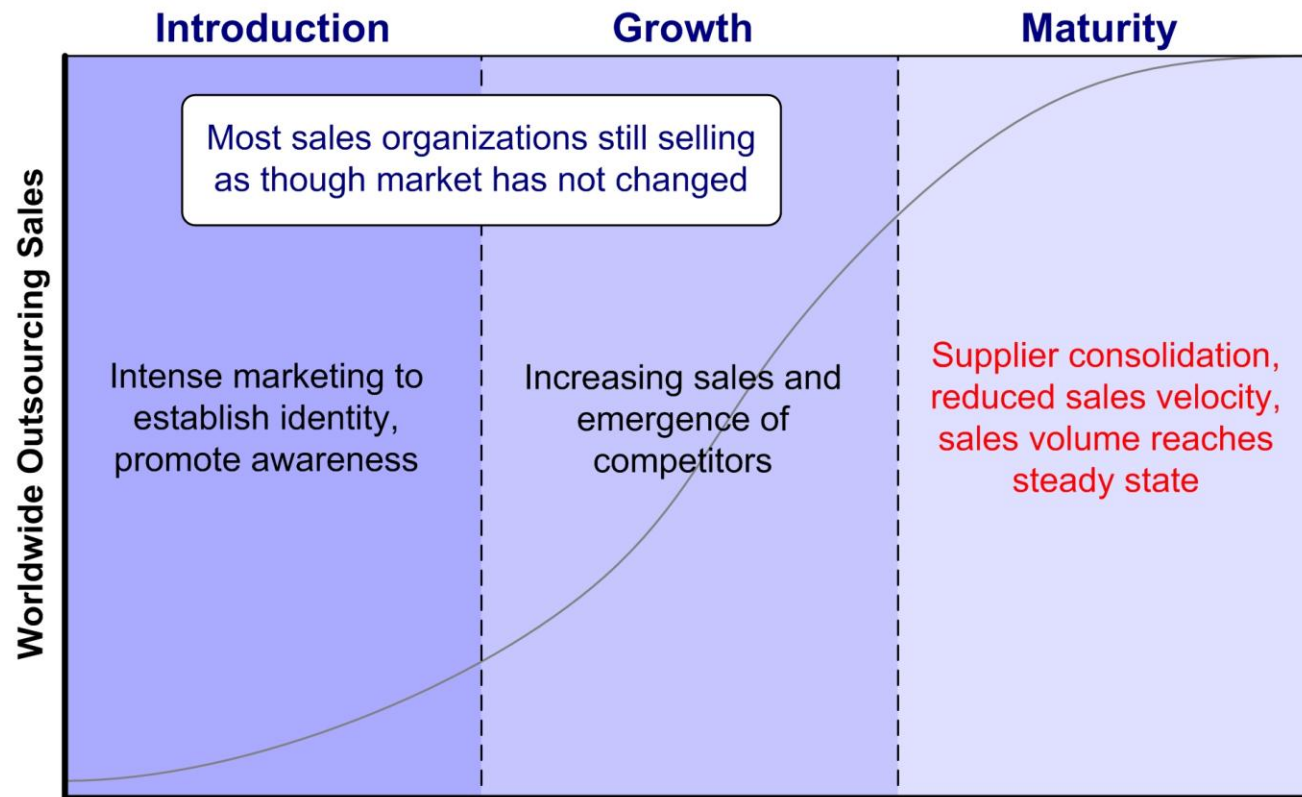
And Results Continue Declining

51.5% Reps Making Quota in 2009
78.5% Overall Plan Attainment
85.1% Companies Raising Quotas in 2010

- 3,000+ Companies Participated Worldwide, Cross Industry Participation, SMB and Large Enterprises
- 100+ Sales & Marketing Metrics Tracked
- Best Practices Benchmarking on How Sales Teams are Leveraging People, Process, Technology and Knowledge to Address Challenges

CSO Insights, 2009 Sales Optimization Study

New Market Realities Require Change



Competition is scarce; success is based on the ability to build awareness and educate prospects on a unique value proposition

Market develops a “gold rush” mentality; success becomes a numbers game where the highest level of hustle wins

Fewer opportunities drive need for “smarter” approach; success based on ability to segment, profile and compete for share using focused tactics



Where To Start?



The Answer May Be Hiding In Plain Sight!

Strategic Market Planning Defined

Formalizing and Documenting Company Vision

- Mission
- Goals
- Objectives

Develop Strategic Plans based on:

- Company Vision
- Analysis of Markets and Opportunities
- Objectives and Strategies
- Functional Strategic Planning
- Tactical Action Plans to Implement Strategies

Strategic Marketing Best Practices

- Develop the strategic plan first. The operational plans should be guided by a strategic plan – never the other way around.
- Put marketing as close as possible to the customer and make marketing and sales the responsibility of one person
- Organize around customer groups, not functions
- Make marketing audit a rigorous process. No vague terms. Use proven tools for capture, reporting and analysis.
- Focus SWOT on segments critical to the business. Concentrate only on factors leading to objectives.
- Plan your planning.
- Prioritize objectives in terms of urgency and impact.
- Enlist the entire organization, from CEO to receptionist.



Barriers to Marketing Planning

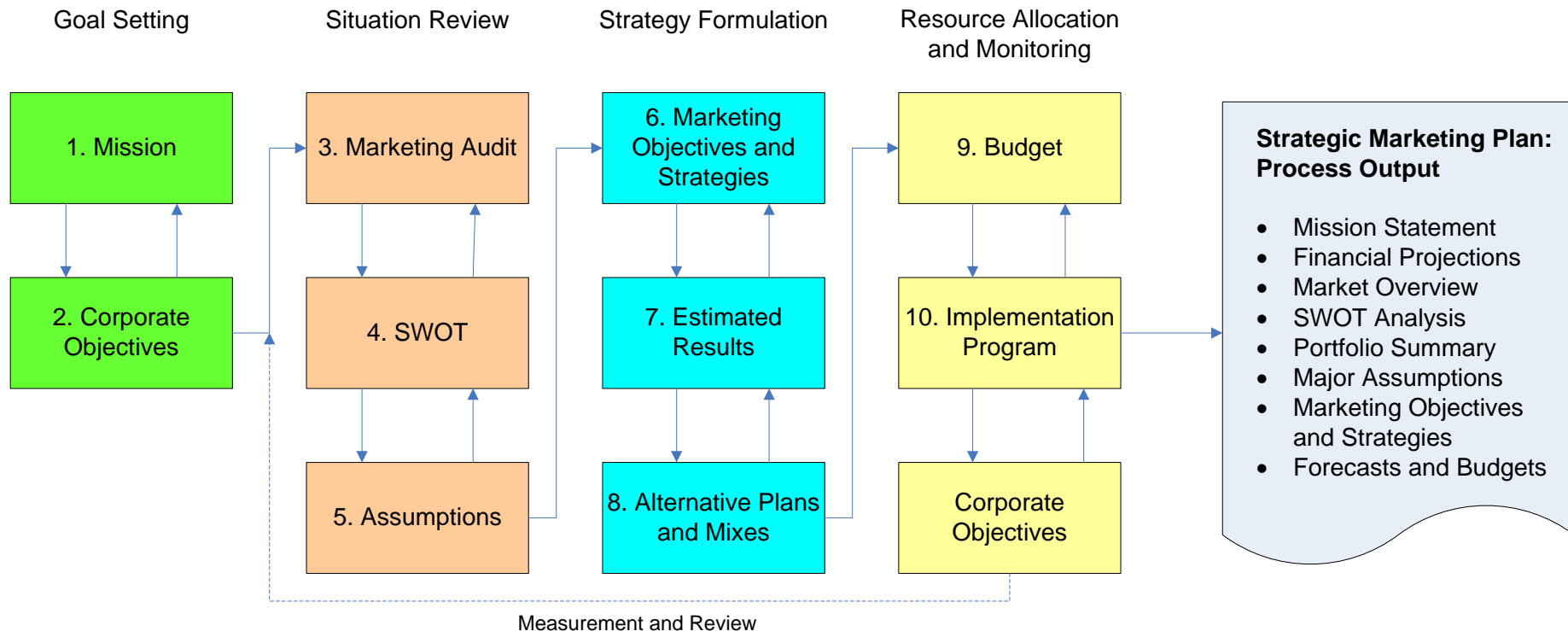
- Confusion between marketing tactics and strategy.
- Isolation of the marketing function from operations.
- Confusion between the marketing function and the marketing concept.
- Organizational barriers – too many layers or competing agendas.
- Lack of in-depth analysis.
- Confusion between process and output.
- Lack of knowledge or skills.
- Lack of a systematic approach to marketing planning.
- Failure to prioritize objectives.
- Hostile corporate cultures.



Strategic Marketing Process

Marketing Planning Process

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Phase I: Goal Setting

Mission

Goals

Objectives



Defining Company Mission

Mission – meaningful statement which influences the efforts of the organization:

- Role or contribution of the business (i.e. profit generator, service department, opportunity seeker)
- Definition of the business (i.e. needs we satisfy or benefits provided, not what we offer)
- Core competencies: the essential and unique skills, capabilities, resources that apply only to this entity
- Differentiation: the unique and valuable position the company is taking in the marketplace
- Indications for future direction: what we *will* consider, *might* consider, *will never* consider

Task: Company Mission

Needs We Satisfy	Core Competencies	Differentiators	Future Considerations

Defining Company Goals

Goals – destinations or where we want the business to be and feel, for example:

- Relationships
- Reputation
- Image
- Sustainability
- Culture

Defining Company Objectives

Objectives – specific results we want the business to achieve, progress markers to attaining goals; for example:

- Revenue
- Profit
- Market share
- Recognition

Task: Goals and Objectives

Goals	Objectives

Phase II: Situation Review

Market Analysis (Audit)

Portfolio Analysis

Opportunities / Threats

Strengths / Weaknesses

Assumptions

Issues To Be Addressed

Defining Market Analysis

Market Analysis – Process leading to creating marketing objectives and strategies for the company; taking into consideration:

- Trends and developments which may affect the company
- Where competitors add value
- **SWOT** analysis highlighting internal differential strengths and weaknesses relative to external opportunities and threats

Example: Market Analysis

External Audit		Internal Audit
Market	Economic	Company Operations
Market size, characteristics	Economic trends	Sales (total, industry, client, etc.)
Developments, trends	Political, Legal factors	Market share
Products	Social / Cultural issues	Profit margins / costs
Prices	Technology impact	Portfolio performance
Customers		Marketing procedures
Industry practices	<i>Competition</i>	Marketing organization
	Major competitors	Marketing information / research
	Size, market share, coverage	Marketing mix variables
	Market standing, reputation	- Product management
	Marketing methods	- Price
	Diversification	- Distribution
	International model	- Promotion
	Key strengths and weaknesses	

Defining: *Defining Markets*

Market – aggregation of all the products that appear to satisfy the same need for a given customer category; crucial for:

- Share measurement
- Growth measurement
- Specification of target customers
- Recognition of relevant competitors
- Formulation of marketing objectives and strategies

Defining Customer Segmentation

Segments – natural groups containing customers exhibiting the same broad characteristics; segments should:

- Be of an adequate size to provide desired ROI
- Posses high degree of similarity, yet be distinct from the rest of the market
- Be definable by criteria relevant to the purchase situation
- Be reachable and responsive to a distinct marketing mix

Purpose of segmentation is to provide a competitive advantage by providing greater value to customers



Task: Segmentation Part I

Who and What:

- Who is buying? List characteristics of customers: Size, locations, target end-customer, growth rates, etc.
- What are they buying? Volume, price paid, frequency of purchase, etc.
- List all relevant competitive products and services purchased, unbundling all components to determine comprehensive list of what is bought. Include frequency of purchases and departments involved.
- Create a matrix identifying each *who* and all the unique *what* they buy.



Task: What Are They Buying

Potential Customer Categories (Segments)	Category Needs	Available Products or Services



Task: Competitor Analysis

Competitor	Products	Markets	Strategy	Strengths	Weaknesses

Task: Segmentation Part II

Why:

- List features of all products / services with what they mean to the customer (benefit).
- Classify each benefit as:
 - **Standard** – basic benefits arising from features
 - **Double** – benefits the customer and end-user
 - **Company** – relationship value
 - **Differential** – benefits compared with those of competitors

Task: Feature / Benefit Analysis

Available Products or Services	Features	Benefits

Task: Segmentation Part III

To determine realistic and achievable marketing and sales objectives:

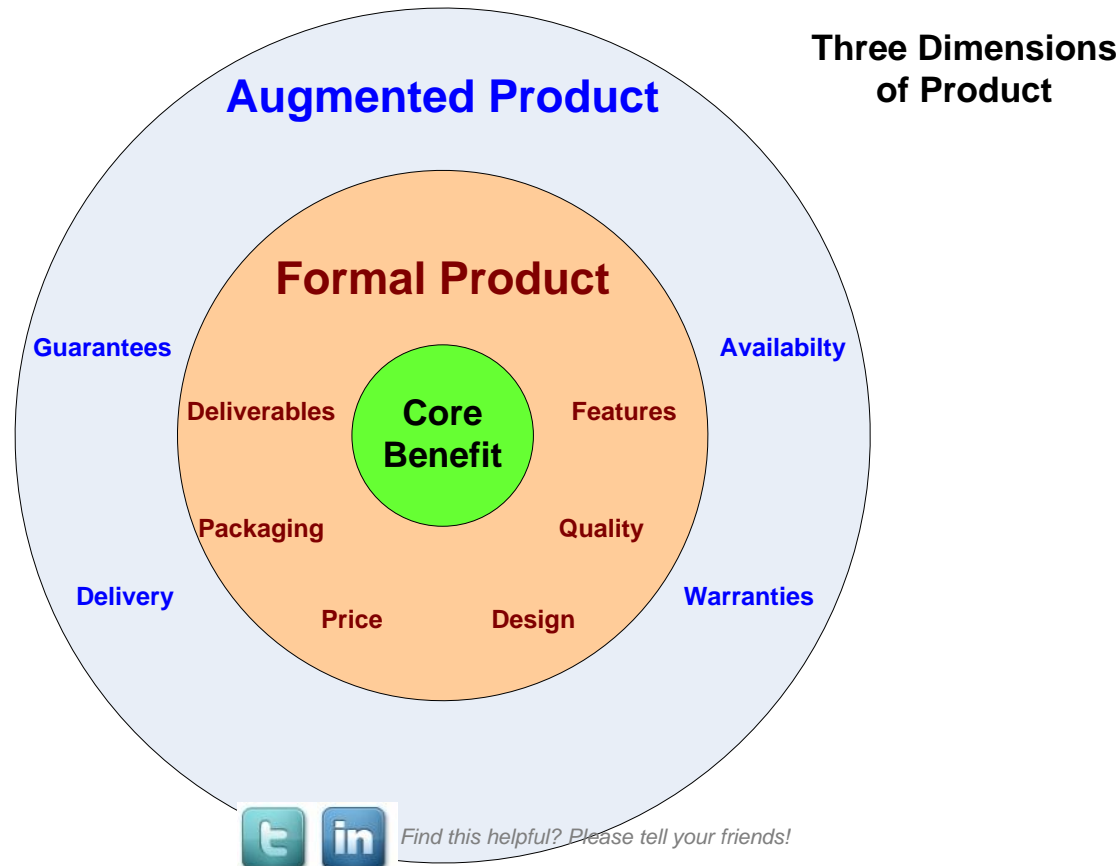
- Identify which segments share similar needs
- Apply the minimum volume and value criteria to determine viability for each segment

Task: Category Segmentation

Identified Segments (Based On Common Needs)	Segment Rev	Growth Rate	Trends	Key Characteristics

Defining Product

Means to providing customer benefits, *not physical products or services.*



Task: Portfolio Analysis

Offering	Deliverables	Benefits	Customer Target





SWOT





Issues To Address

- Issue 1
- Issue 2
- Issue 3
- ...





Assumptions

- Assumption 1
- Assumption 2
- Assumption 3
- ...



Phase III: Strategy Formulation

Marketing Objectives

Marketing Strategies

Estimated Results

Phase IV: Resource Allocation

Forecasts and Budgets
Evaluation and Measurement



Putting It All Together

SALES READINESS

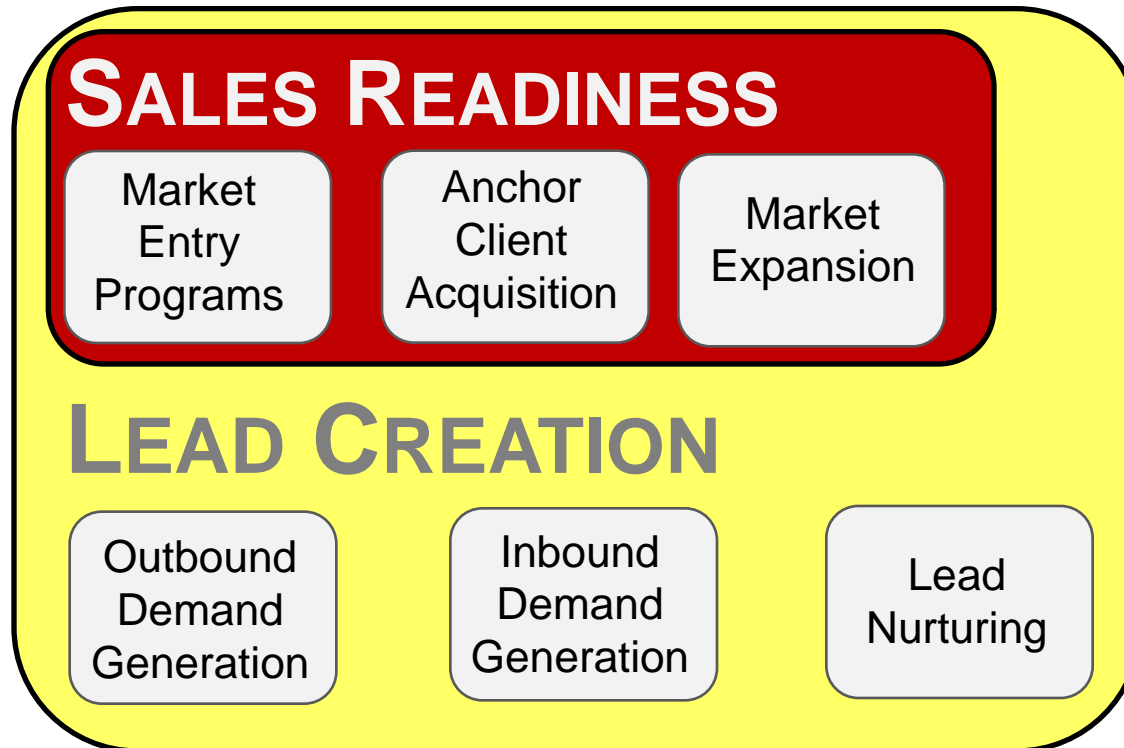
Market
Entry
Programs

Anchor
Client
Acquisition

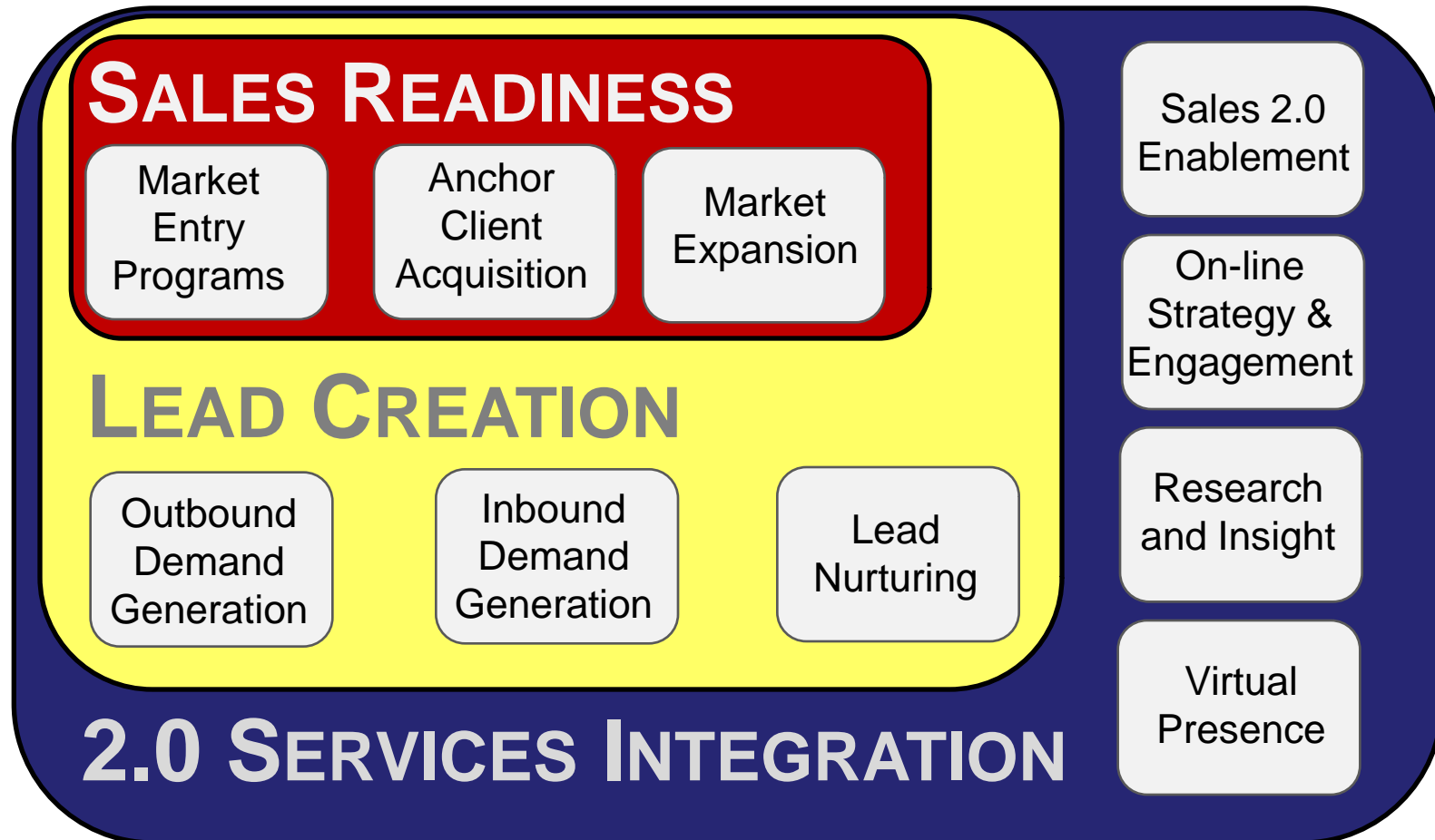
Market
Expansion



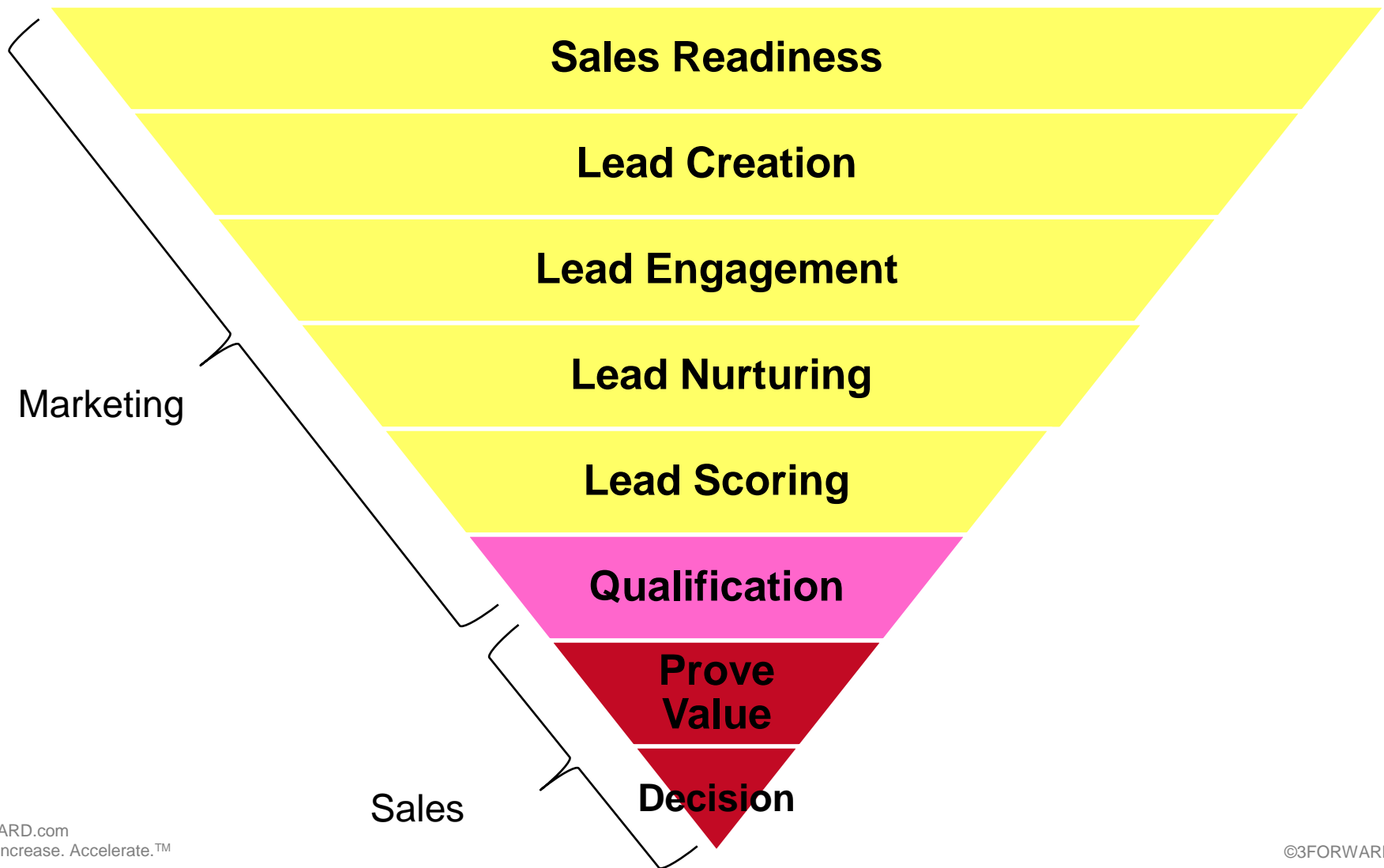
3FORWARD's Sales Transition Model



3FORWARD's Sales Transition Model



Today's Selling Model





Samples and Templates

Who Is Buying

Market Map

SWOT

Sweet Spot Matrix

Segment Characteristics Model

Content Planner

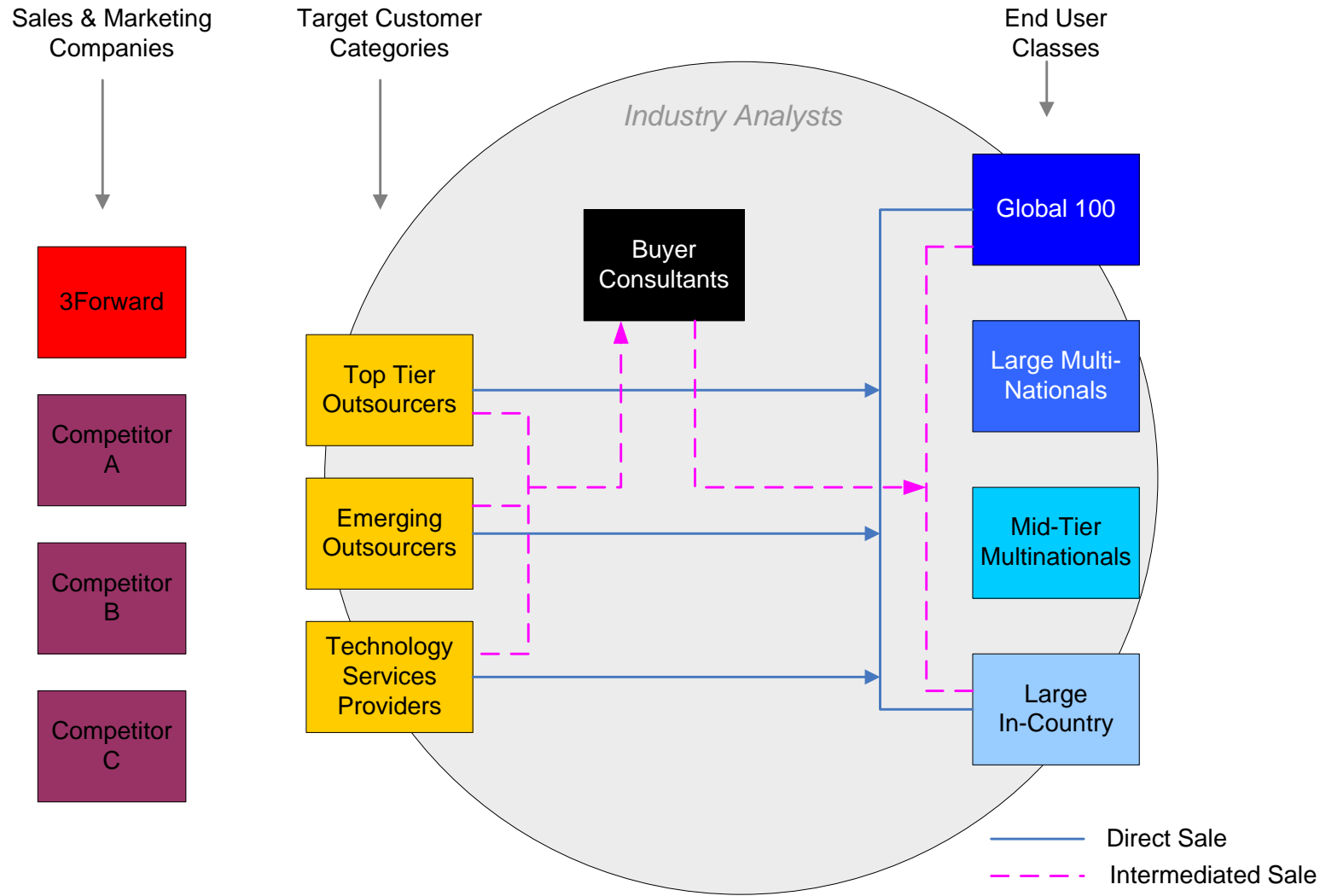
Decision Maker Planner



Example: Who Is Buying

Who	Size (B)	Selling To	HQ	ITSM Maturity	ITSM Selling Competence
ATOS Origin	2	Large In-Country, Mid-Tier Multi-National	France	Maturing	Evolving
Wipro	8	Large Multi-National, Large In-Country, Mid-Tier Multi-National	India	Developing	Evolving
TCS	8	Large Multi-National, Large In-Country, Mid-Tier Multi-National	India	Developing	Evolving
Infosys	8	Large Multi-National, Large In-Country, Mid-Tier Multi-National	India	Developing	Evolving
HCL	5	Large In-Country, Mid-Tier Multi-National	India	Developing	Evolving
Satyam	6	Large In-Country, Mid-Tier Multi-National	India	Developing	Evolving
Patni	3	Large In-Country, Mid-Tier Multi-National	India	Developing	Evolving
Cap Gemini	10	Large Multi-National, Large In-Country	France	Very	Strong
Perot Systems	3	Large Multi-National, Large In-Country	US	Maturing	Strong
Unisys	6	Large Multi-National, Large In-Country	US	Very	Strong
CSC	16	Global 100, Large Multi-National, Large In-Country	US	Very	Strong
IBM	200	Global 100, Large Multi-National, Large In-Country	US	Very	Best In Class
HP	70	Global 100, Large Multi-National, Large In-Country	US	Very	Best In Class
Accenture	50	Global 100, Large Multi-National, Large In-Country	US	Very	Best In Class
EDS	20	Global 100, Large Multi-National, Large In-Country	US	Very	Best In Class

Example: Market Map



SWOT

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• History w/ similar projects / references• Team w/ this background• Near shore model well received – trend is to reduce reliance on India• Cultivate relationships well – once initiated• Established partner benches• Mobility solutions practice• US based / US presence• Multi-Lingual / Spanish• High volume transaction processing	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">• May not have all skill sets / certs for diverse projects• Not always price competitive – lower than US, more than India• Scalability to project demands• Sales process / opportunity management through-put• Lack of domain expertise in active industries, i.e. medical, BFSI• Government – any level or type
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• Economy recovering / but hiring lagging• Partnering / growing indirect channel• High demand for mobility• Existing relationships show high degree of loyalty• Vertically specific indirect channels – (i.e. augmenting the healthcare technology solution companies, BPOs)	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">• Lots of competition• Heavy commoditization• Difficulty differentiating• Internal hiring if economy comes back fast / strong• Govt.policy opposing off-shoring

Sweet Spot Matrix

Category	Strong Fit	Neutral	Weak Fit
Annual Revenues	\$10m to \$50m	\$5m to \$10m or greater than \$50	Less than \$5m
Geography	US based	North America	Outside North America
Support Model	Shared Desk	Dedicated Desk	After Hours / Overflow
Providing	Proprietary or technology product or service	Order Fulfillment	Order Fulfillment
Growth Stage	Stage 2	Mature	Start up
Top Objective	Quality of Service, Growth Enablement	QoS, Cost, Growth	Cost containment
Group Supported	End Customers	End Customers	Internal Users
Services Needed	Tier 1 & 2 Tech Support	Tier1 & 2 General	Complex, Level 3



Segment Characteristics Model

Customer Segment	Faith Based	Not For Profit Academic	Children	Systems	For Profit Stand Alones
Segment Attributes					
Specialty / Focus					
Organizational Objectives					
Financial Objectives					
Revenue Cycle Maturity					
Outsourcing Maturity					
Functions Outsourced					
Client Perspective					
Target Ranking					
Services They Will Favor					
Tangible Value They Will Expect					
Intangible Value They Will Expect					
Type of Initial Sale We Will Accept					
Strongest Service Line Point of Entry					
Sales and Marketing Keys					
Top Issues					
Key Events					
Favored Publications					
Favored Web Sites					
Associations					
Targeted POC					
Executive Decision Maker					
Segment Influencers					
	Named Examples			Named Examples	



Content Planner

Topic	Target Segment	Decision Stage	White Paper	Press Release	Social Media	Media - Other	Web	Events - Attend	Events - Speak
Delivering Value and Service To Your Revenue Cycle	FP Large; NFP-Faith, etc.	Research	Target Date	New Offering	FB, LI, TW	Healthcare IT	Home, Press, Offerings	HFMA Quarterly	World Health Care Congress



Decision Maker Planner

Level	Approach	Events	Collateral	Social Media	Web	Other
Board						
CEO						
CFO						
VP						
Director						
Manager						



Resources

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	<p><u>Sales Leaders Blog</u></p>
<p>Sales Leader Resources</p>	<p><u>New Tools Directory</u></p>



Resources

New Model Sales, Marketing and Social Media Experts

- [McDonald, Keegan](#) Marketing Plans That Work
- [Seley and Holloway](#) Sales 2.0
- [Ardath Albee](#) Marketing and Content
- [Chris Brogan](#) B2B Social Media
- [Brian Solis](#) Social Media
- [David Meerman Scott](#) Marketing and PR
- [Gerhard Gschwandtner](#) Sales 2.0

Sales Benchmarking

- [CSO Insights](#)
- [Sales Benchmark Index](#)

New Tools Directory

- [9 categories of sales and marketing best practices and dozens of downloads](#)





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