

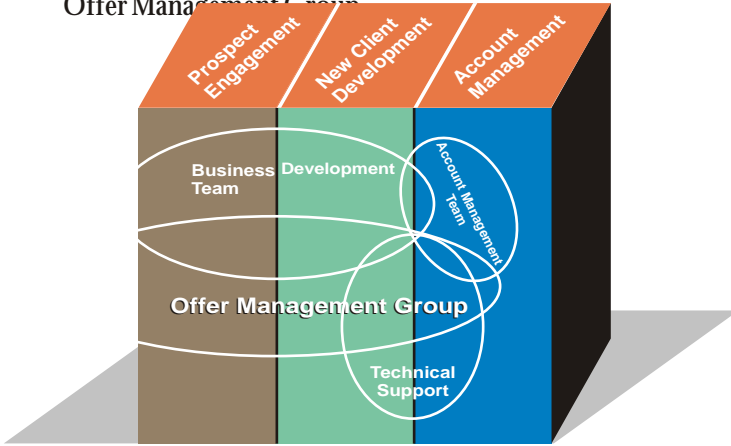
White Papers

SALES & MARKETING FRAMEWORK FOR IT SERVICES ENTERPRISES IN SME SEGMENT

There are thousands of small and medium-sized enterprises in the IT services sector that have come into existence in the last decade. More than 90% of these enterprises are in the revenue bracket of 5 millions USD (United States Dollars) to 50 million USD. These enterprises typically start their business with several profitable transactions, leverage these deals to the maximum, and continue the momentum on their revenue spiral. In their quest for accelerated growth, these enterprises look for new market opportunities while strengthening their existing competencies. In a strong economy, these revenue growth objectives might be met without a good sales and marketing model.

Digiprise offers a sales and marketing model that would help meet these objectives in any economic environment. It is ideally suited for IT service enterprises in the SME segment. The model is comprised of six interlinked components.

- Lead generation
- Marketing support
- Offer management
- Business development
- Account management
- Technical support
- Offer Management Group



Lead Generation

The following key activities for generating good leads can be done with the help of the marketing support team. Once a lead is generated, the lead generation group should continue active follow-up until the lead is developed enough to be handed over to the business development and offer management groups.

- Register website with leading search engines and implement "Search Engine Optimization" to drive web traffic.
- Register Corporate Profile with partner sites, IT associations, IT portals, embassies, industry associations.
- Publish white-papers and case studies with leading IT portals and vertical specific magazines.
- Monitor leading RFI, RFQ, and RFP exchanges.
- Subscribe to tender sites.
- Appoint business partners and leverage this network.
- Leverage client network for repeat, referral, and replacement deals.
- Leverage personal and professional contacts.
- Leverage MNCs to penetrate their overseas parent organizations.
- Advertise through domain-specific print media to reach partners and prospects.

- Feature promotions in key IT portals.
- Conduct seminars and presentations.
- Send a customized e-mail campaign to vertical specific prospects.
- Send a mass e-mail campaign to general prospects.
- Attend popular IT events such as Comdex and CeBit.

Marketing Support

The marketing support group develops the marketing potential in the form of collateral, campaigns, communication, etc., and prepares the ground for the business development team to successfully close the sale. The key activities of the marketing support group are listed below.

- Collateral: brochures, white papers, case studies, presentation kits, testimonials, etc.
- Communication: press releases, publishing articles, interviews, etc.
- Campaign: e-mailers, surveys, seminars, partner networks, ads, telemarketing, etc.
- Corporate Branding: websites, web-ads, corporate ads, sponsorship, etc.
- Competitiveness: product modification, pricing, new markets, etc.
- Competency: client relationship process, revenue replication process, etc.

Business & Account Development

The main objective of business development activities is to develop new accounts. The core aim of account management is nurturing existing clients for additional revenue. Good account management strategy opens up new opportunities for the vendor: repeat orders, replacement orders by replacing the existing competitor, and referral orders through positive testimony to other prospective clients. The development and management steps below seem simple, but they often require a complex combination of the creative, consultative, and competitive approach.

Business Development:

- Open Relationship
- Propose Values
- Build Relationship
- Get Initial Breakthrough

Account Management:

- Refresh Relationship & Penetrate the Account (Repeat Order)
- Strengthen Relationship & Widen the Account (Replacement Order)
- Nurture Relationship & Leverage the Account (Referral Order)

Offer Management

The offer management group is the only component that interfaces with all the other components in an enterprise. The basic activities of the offer management group are to:

- Launch new offers to address new market opportunities
- Modify old offerings to reflect the needs of the existing marketplace
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- Build technology and solution demonstrations
- Spearhead presales at the prospect engagement stage

The offer management group is comprised of process specialists, industry experts, business analysts, and solution architects. The size of this group will vary according to the size of the IT services enterprises.

The offer management group's relationships with the other components in an enterprise are described below.

Lead Generation: Generate leads for new offering and do presales to qualified leads.

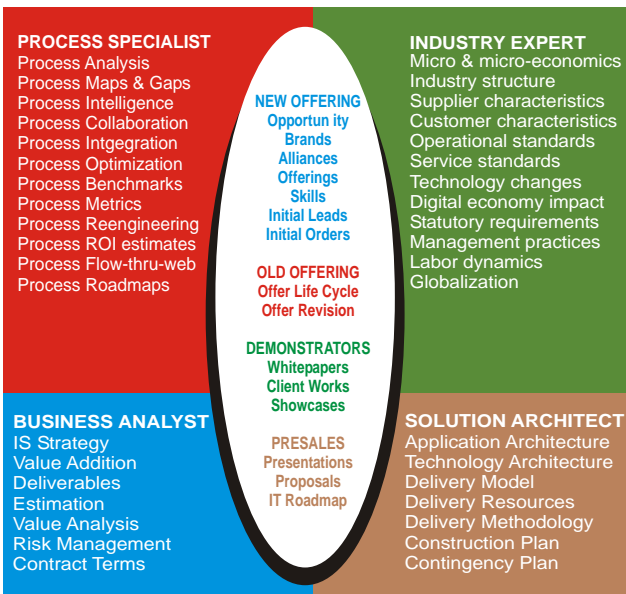
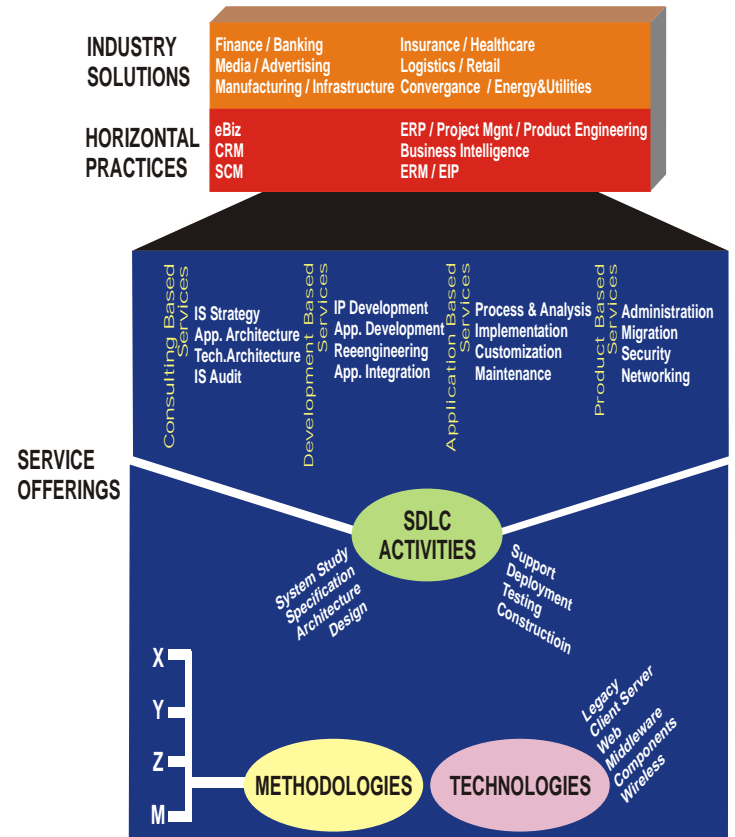
Marketing Support: Build demonstrators such as white papers, client works, and show cases.

Business Development: Conduct presales and make offerings.

Account Management: Propose new offerings.

Technical Support: Manage old offerings and build technical help desk.

The Offer Portfolio Framework graphic design shown below is a generic formula and should be modified to reflect the business goals and strategies of an IT services enterprise. Enterprises may vary widely in relative competencies such as industry solutions, horizontal practices, and service offer



Offer Management Group

- ▶ New Offering
- ▶ Old Offering
- ▶ Demonstrators
- ▶ Presales

Technical Support

Technical support is very critical for the sales and marketing team. Their activities provide the exponential force for positive revenue spiral. Many enterprises that have failed to follow the basic steps of technical support functions outlined below have been unsuccessful and gone out of business.

- Problem Logging
- Resolution Tracking
- Escalation Loop
- Solution Delivery

What matters most in technical support is both the approach to solving problems and the ability to create real solutions. Using one without the other is like trying to win a losing battle with a defensive posture. Solving problems is often considered an unpleasant activity and delegated to junior level executives. Management often encourages them to come up with a quick-fix solution to handle the immediate crisis. The technical support team may follow this approach to please their own management and to provide quick solutions for the client.