

RCG Consulting Services

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B2B Marketing

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B2B Marketing or Account Based Marketing shares similarities to what I have always thought of as Data Base or Industrial Marketing, (Trendy new names) differing from consumer or mass marketing. The use of client data bases and induvial segmentation, to build a Bond. As always anything that I write is aimed at an industrial level with an OEM (Original Equipment Manufacturer) dealer and product support slant. This can be transferred to other profiles, such as used equipment, or parts and service suppliers, and other like products.

How to Setup.

A/ Select a computer package

Many years ago we used a package called tracker, also Access Data Base, the main purpose is that you have something that is flexible allowing you to sort data by all fields. I now use Excel now, can be a bit basic, but allows for segmentation on all fields and allows for setting of fields by requirement, Most full service inventory, sales and accounting packages will allow you to download to excel, and this gives the advantage of being able to transfer data directly into your data base. Always edit your down loads.

B/ Use your debtors and potential clients.

To make a start you need to build a base data, you can start with the data already available within your business. Take your debtors listing, as a grouping of already trading clients, insert your necessary fields, contacts, (people, numbers, emails) previous 12 months sales. Don't send contact pieces to accounting people, target your decision makers. Remember not every client has a trading account and or purchased with you. Input from your own sales sources is necessary. Consider sales call sheets & the buying of existing data , trade associations membership lists.

C/ Select the necessary data fields.

You will need to give thought to what fields you will require. If you are using Excel adding new fields is an easy process. "You will need to give thought to which product groups you select", IE Engine, Hardware, Undercarriage, Drive Line Franchise, Product Group Subgroup, ETC Possibly download from your main package.

You also need include the normal admin type fields, once again possibly not all but a good start. You will always select dependent on your situation. Control number, Business Name, Account Number, Contact Name, Address, Contacts (Phone, email,

address, Website) Industry Segment, Geographic Segment, Locations, Trade or End User, Contacts Position, Short space for personal notes, (Birthdays, Wife's name, Football Team) Always be consistent with your data input, IE a Maintenance Manager should always be called exactly that.

Here I would like to talk further on market segmentation. Above I have listed a number of possible fields. I have always held that you need a major sort field that the data can wrap itself around. For our industry I would use the Industry segment, and you may utilize the following, Construction, Transport, Mining, Logistics, Forestry, Government, Trade, Quarrying. These of course can be broken down further, I would suggest you don't go to far. You may find it helpful to go "Government Local" or "Mining Gold"

D/ Multi Location

Consider that clients often have more than one location and these locations have input into purchases;

E/ Start off with your top 10 or 20 clients, get the system working well with them, then embed the next group of smaller clients, keep on with this until you are complete.

G/ Product selection and product extension. Establish products already sold to the client then use to extend the product range. Often you will have other products that can go through the pipeline.

H/ Differentiation between Marketing and Sales. Sales are the tradesman that do up the nuts and bolts of marketing, also a path of MIS (marketing Information System). Marketing generates and provides the tools and environment for sales action." Multi Chanel Marketing" is another of the buzz phrases often spoken about, and simply means how you relate with your customer, (Sales People Field, Sales People internal, Web Based Dealing giving stimulus response action, Person to Person by phone , direct mail or email, Media Advertising, Use of Activation codes to unlock pricing offers.

I/ Cycle of Business, Machines, Parts, Service. Sales feeding information to Marketing and in reverse, these departments receiving information and sales leads from marketing.

How often are machines replaced of purchased, when will replacement machines enter the purchase funnel. What group of spare parts are purchased from you. IE does your filter group not preform.

Most of the replacement machines are done on SMR hours not always on percentage write down on accounting periods. Your product support people should be feeding hours back to Marketing.

Service Reps and Sales People need to also be watching and listening and reporting back to Marketing on up coming projects, often companies will mobilize for projects that have been tendered, Purchases of plant will often be needed, and have to be included to the sales pipeline. (Machines /Parts/ Service)

J/ Data Strategy

Weekly meetings (Best as a start up meeting first thing Monday mornings) between Marketing, Sales, Spare Parts and Service. Review the previous weeks data and set priorities for the following week.

Working in with the cycle of business, PSR's (Product Support Reps) Feeding data back to Marketing and data forwarding to sales, Data going to Rebuild, allowing scheduled rebuilds to be quoted.

K/ Plans and Personalization Action

This requires a knowledge of your clients work specialties, machine specifications, operational style, decision makers. You are unable to develop a personalized action plan, without this data.

Plans for top 10 or 20% of clients or business, Initial starting point. Always consider the 80/20 principle.

L/ Reporting and Measurement

Base level, (current sales) Budgets and Actual. You can also utilize the standard reports from your main package.

M/ Review and take action. Insist on lost sales reports, analyses and tabulation may lead to the discovery of ingrained weakness. Corrective action can be taken

Was budget achieved Yes/No, reasons. If yes why, if no why. What is driving the result. Economic conditions, Opposition product quality, price, service. The release of budget for capital works. An increase in the price of Gold.

Set future budgets, buy customer for machine purchase and parts and service. Consider the machine sales pipeline, separate by month, apply the current lead time, do you have sufficient inventory on hand or on order. Consider future projects, a buyer of opposition equipment may consider you, if your opposition does not have stock on hand.

ROMI (Return on Marketing Investment) is often spoken about. Put simply are your marketing efforts covering costs and producing increased profit. The other side of this is if you are not spending on Marketing are you going backwards. How much must you spend just to hold your position? The measurement of this is difficult to almost impossible, and some times you must rely on just Gut Feel. 3 often spoken about points of measurement are "Revenue, Relationship, Reputation" Revenue being a tangible guide, Positive or Negative movement can and will impact Revenue.

N/ How to maintain relationship between your organization and your clients.

This is possibly the most important subject, so I have left to last. It is often said that "The Customer is never Wrong" This I don't agree with. They are often wrong! and can try to play all sort of games to gain an advantage. "They must be allowed to Believe that they are Right" when wrong.

The question is how to manage the relationship. What works with one client may and often will differ from another. You have to ensure you consider all positions that are involved in buying decisions, neglecting the person that buys spare parts and favoring the person that organizes the service work will lead to problems and bad will, they may buy all the competitive products elsewhere or sit on invoices that are due for payment, there are many other situations that may play out.

There are many different ways to stay in contact I'm going to list in point form, you can choose from the list or come up with your own. Training on product and maintenance or operator training. Entertainment most people understand what is required. Rebates on parts and service against a budget or target. User Purchase Points, Spend to a level and receive points towards free gifts or merchandise, the more you spend the more points. Budgets and Targets, Internal Trade shows at the clients premises, present the advantages of your products, features and benefits. Know your clients personal interests and work in social interactions. Befriend on Facebook or LinkedIn. Put on staff BBQ's, Visits to local football matches. Organize client bus tours to job sites of interest. (Possibly a quarry with a new crusher. The quarry owner may also subsidize, as they will also be promoting their products to possible end users)

It is often said that Customer experience should be considered part of product differentiation. Possibly the use of a perceptual map as an aid in understanding customer perception.

There are 2 other points I will make as a separate Line.

NEVER USE THE WORD DISCOUNT.

ALWAYS FOLLOW UP AN ONLINE ENQUIRY WITH A PERSONAL RESPONSE "A PHONE CALL" NEVER RESPOND WITH AN ONLINE REPLY.