

TÉLÉCOPIE/FAX



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<i>Copie/Copy</i> <i>Abschrift</i>	Charles Malka	<i>Date</i> <i>Datum</i>	12 November 1992
<i>Télex</i> <i>Fax</i>	PLEASE DELIVER URGENTLY Material requested for the 12th of november board meeting .		
<i>Objet</i> <i>Betreff</i>	Proposal for the definition of MC2 / IA Corp.'s marketing plan		

This document suggest an organization and the associated working procedures which can support MC2 / IA Corp. upper management in their elaboration of a marketing plan. It provides a basic framework for the selection and definition of our market offerings. Its tangible benefit is the elaboration of complete sales kits for each planned service or product. The critical factor is considered to be time; this proposal first focuses on schedule rather than on quality. Quality is achieved through successive iterations.

The proposed solution relies on a phased approach and on task groups. Three phases are planned in order to :

- sketch the business solutions we can provide for each of our target markets,
- allow upper management to decide which solutions will become our short term offerings, and
- elaborate the sales kits for these selected offerings.

Note Traditionnaly, at MC2 / IA Corp., when we speak of markets, we think of a professional market (eg. the aerospace market). Throughout this document, markets are considered to be technical domains where problem solving is required; Technical Information Management (TIM) and Information Handling and Republishing are such markets. The domain is bigger while relying on the same functional and technological base; the TIM market, for instance, is not only applicable in the aerospace industry, it addresses most industries. A big domain can be dangerous; the market is therefore restricted to the professional markets we have already defined.

Nombre de Pages incluant celle-ci
Number of pages including this one
Seitenzahl mit einbegriffen

12

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New Strategic Orientation

MC2 / IA Corp. wants to redirect its sales and marketing strategy. The trend is to position ourselves as a **problem solving** company that has two main service lines:

- systems engineering and integration,
- market specific standard solutions.

Systems engineering and integration has been our prime job for the last decade and we know how to sell these services. The problem is that our clients, considering that the imaging market is sufficiently mature, no longer want fully customized, specific systems. We therefore want to take advantage of our 10 years field experience and 250 systems installed to construct a set of **standard solutions** which meet the specific needs of our target markets. Standard solutions are imaging systems which can virtually¹ be used as such by the client. Standard solutions are the matured building block approach which both IA and MC2 have been tackling for the past two years. They can therefore call upon traditional systems engineering and integration to extend the basic functionality and performance.

This approach seems sound, realistic and feasible at low cost. And so it is, but for one detail : the dramatic number of source code lines poured into the systems we have designed and implemented so far are not that flexible and modular. Docuvision III and Docuserve are not miracle development platforms which will enable us to sell systems in all the markets we have targeted.

The strategic problem MC2 / IA Corp. must solve, and very rapidly, is the definition of its standard solutions which meet the expectancies of selected target markets while having limited development impact. This is illustrated in Figure 1. This document is only a partial response; it suggests a methodology and an organization which will enable the definition of a marketing plan and the assembly of the requested sales kits. Further analysis of this proposal may allow upper management to adapt the suggested organization to permit the evaluation and definition of a complete strategic plan.

¹ For the purpose of this paper, we will assume that virtually means customer specific customization in the range of 100 man/days (services not included).

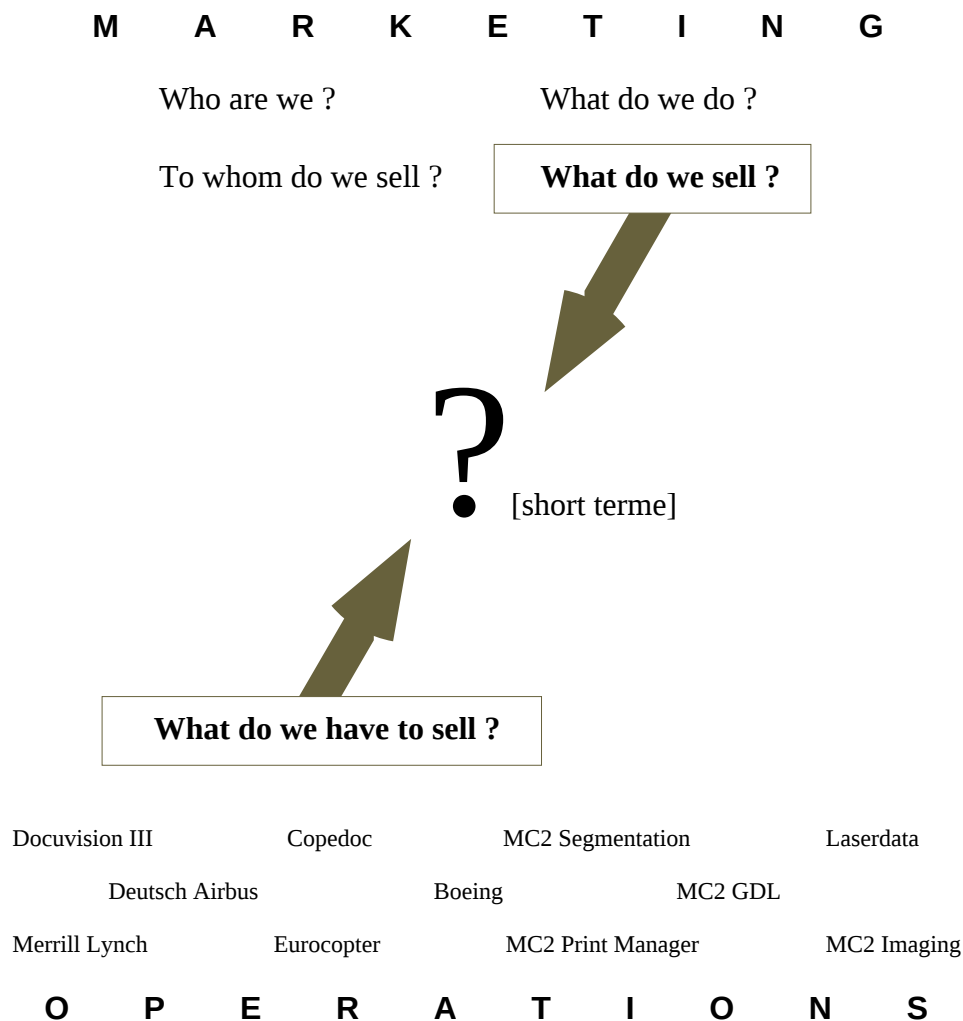


Figure 1. The sales and marketing problem currently faced by MC2 / IA Corp.

Work Structure

The suggested organization consist of work structures containing one or more task groups. Figure 2 shows the task groups which are required. This approach allows to isolate the various expertise domains which are needed and their associated information flows. Task groups consist of two or more people. Persons involved in one task group should not be involved in other task groups, of the same work structure, except on a consultancy basis. Tasks groups are managed by a coordinator; this coordinator may change depending on the phase (see phase description below). Global management of the work structure is done by upper management directly.

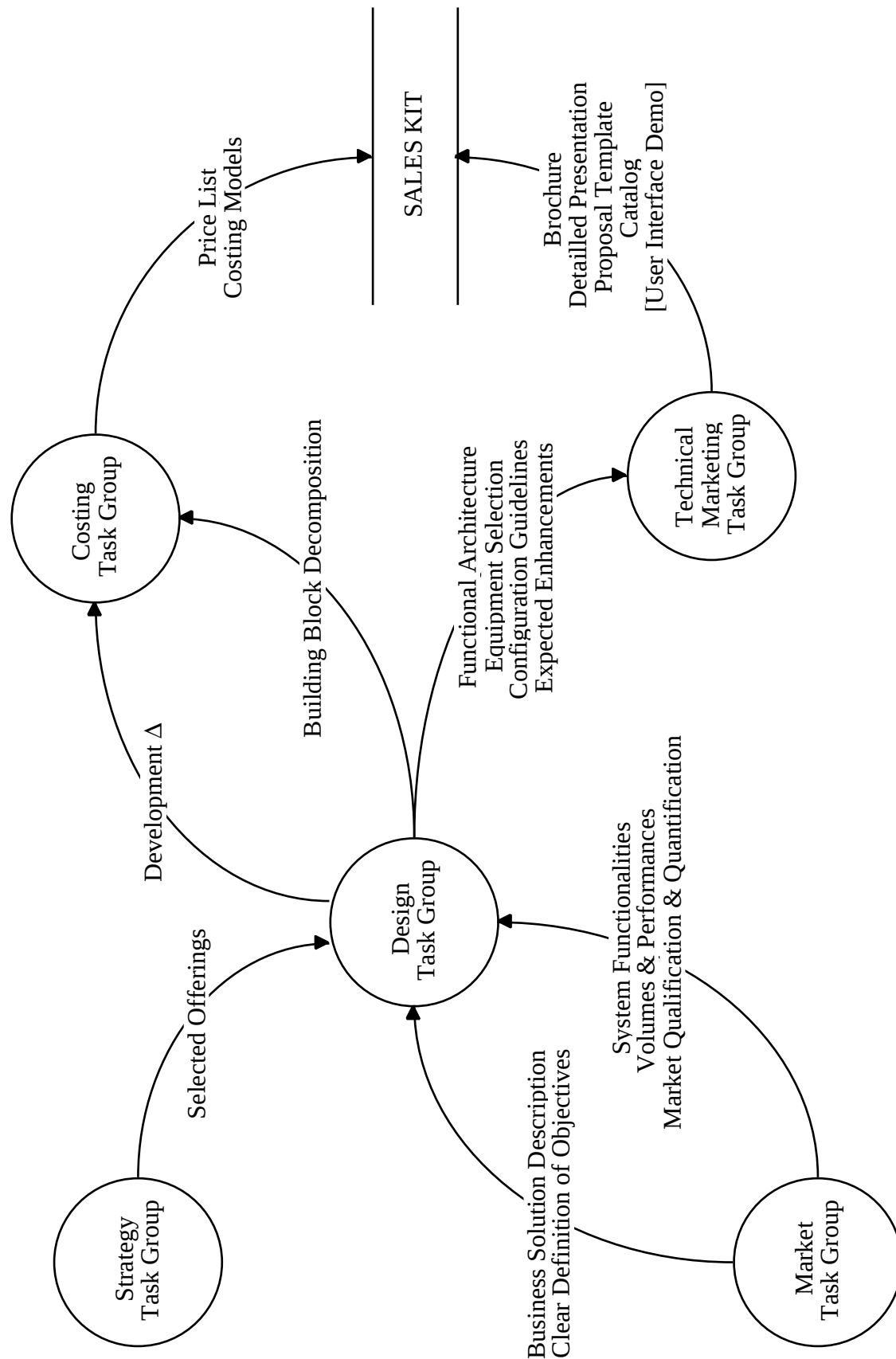


Figure 2. Task Group Organization.

MARKET TASK GROUP		
Expertise	Knowledge of market context, expectancies and strategic opportunities	
In-flow	• None in Phase I.a • Market itself in Phase I.b	Out-flow Description of : • Business Case • Market Opportunities • Quantitative Analysis For each identified business solution : • Objectives • System Functionalities • Expected Volumes • Performance Requirements
Staff Profiles	<u>Market Manager</u> The Market Manager is the Sales Engineer in charge of the targeted market. He is responsible for all the task group deliverables. <u>Market Consultant(s)</u> Market Consultants have field experience in the specific market either through sales or system design. Their task is to support the Market Manager in the identification of the business case and potential opportunities for applications with imaging content.	

DESIGN TASK GROUP		
Expertise	System design and costing	
In-flow	Business solution description provided by the Market Task Group	Out-flow • Functional Architecture • Development Δ • Building Block Decomposition • Equipment Selection • Configuration Guidelines • Expected Enhancements

**Staff
Profiles**System Designer

The System Designer is in charge of designing the system that will meet the requirements delivered by the Market Task Group. His tasks consists in identifying the available developments and platforms which can be used and evaluate the development Δ. He is responsable for all the task group deliverables.

Technical Consultant

The Technical Consultant supports the System Designer in all tasks, in particular in the definition of the functional architecture and in the selection of third party products.

Operations Representative(s)

Operations Representatives are intended to notify all existing developments that could be used to build the requested business solution. They also support the System Designer in the evaluation of the development Δ.

STRATEGY TASK GROUP		
Expertise	Strategic planning and decision taking	
In-flow	Phase I “Market Opportunities Panorama” report	Out-flow Identified subset of business solutions that must become our short term offerings
Staff Profiles	The composition of this task group is to be decided by upper management. It is suggested that Operations Management be completely involved since the proposed work structures create a parallel organization which may not consider all aspects of Operations Strategy.	

COSTING TASK GROUP		
Expertise	Cost determination	
In-flow	• Development Δ, and • Building Block decomposition provided by the Design Task Group	Out-flow • Price List • Pricing Modes • DCA Template
Staff Profiles		

TECHNICAL MARKETING TASK GROUP		
Expertise	Formal definition of problem solving offering	
In-flow	Description of the system offering made by the Design Task Group	Out-flow Specific sales kit, containing, in particular : • a Brochure • a Detailed Presentation • a Proposal Template • a Catalog
Staff Profiles	<u>Technical Consultant</u> The Technical Consultant is in charge of the assembly of the required sales kit. He is responsible for all task group deliverables. <u>Technical Writers</u> Technical Writers from Sales and Marketing, and Operations, will also participate in this task group. They will be responsible for the formal definition of enabling technologies and supported functionalities.	

Phase I

The purpose of phase one is to deliver the qualitative and quantitative information needed by upper management to decide what our short term (but not only) offerings must be.

The objectives of Phase I are:

- to identify our target markets (this is already done),
- to clearly and concisely describe the business case of each target market,
- to list and prioritize the market opportunities for imaging systems,
- to sketch the functional architecture and roughly evaluate the development Δ for each candidate business solution.

Phase I findings are consigned in a report called "Market Opportunities Panorama". Intended to help upper management in decision taking, it contains two parts: a market analysis and an opportunities analysis. The outline is briefly presented below.

PART A : MARKET ANALYSIS	
n	[Market] (eg. Aerospace Industry)
n.1.	Business Case
n.2.	Client Profile
n.3.	Competitive Analysis
n.4.	Market Opportunities
n.4.1.	Candidate Business Solutions
n.4.2.	Systems Engineering and Integration
n.4.3.	Product-Oriented Offerings
n.4.4.	Quantitative Analysis
n.m.	[Business Solution] (eg. NDA Processing)
n.m.1.	Objectives
n.m.2.	System Functionality
n.m.3.	Environmental Constraints
n.m.4.	Enabling Technologies
n.m.5.	Candidate Partners
n.m.6.	Development Δ
PART B : OPPORTUNITIES ANALYSIS	
1.	Risk Analysis
2.	Sales Analysis
3.	Operations Analysis

Table 1. Market Opportunities Panorama report outline.

Since time is a critical factor, this phase must be as short as possible. The suggested approach is to decompose Phase I into two sub-phases: Phase I.a and I.b. Phase I.a relies on an in-house audit and analysis; it results in a draft report which is submitted to upper management for Phase II tasks. Phase I.b is an iterative field testing process where Phase I.a findings can be validated by our clients and through prospection.

A work structure needs to be established for each market analysed during Phase I. A work structure consists of a Market Task Group and a Design Task Group. Objectivity would require that each "Design Task Group" has a different "System Designer".

Figure 3 presents a Gantt representation of the task timeline. Two weeks are required per work structure (hence per market). The proposed schedule bears little to no slack time. However, a great deal of the market analysis has already been done reducing the time frame to approximately one week. Figure 4 shows the associated activity diagram.

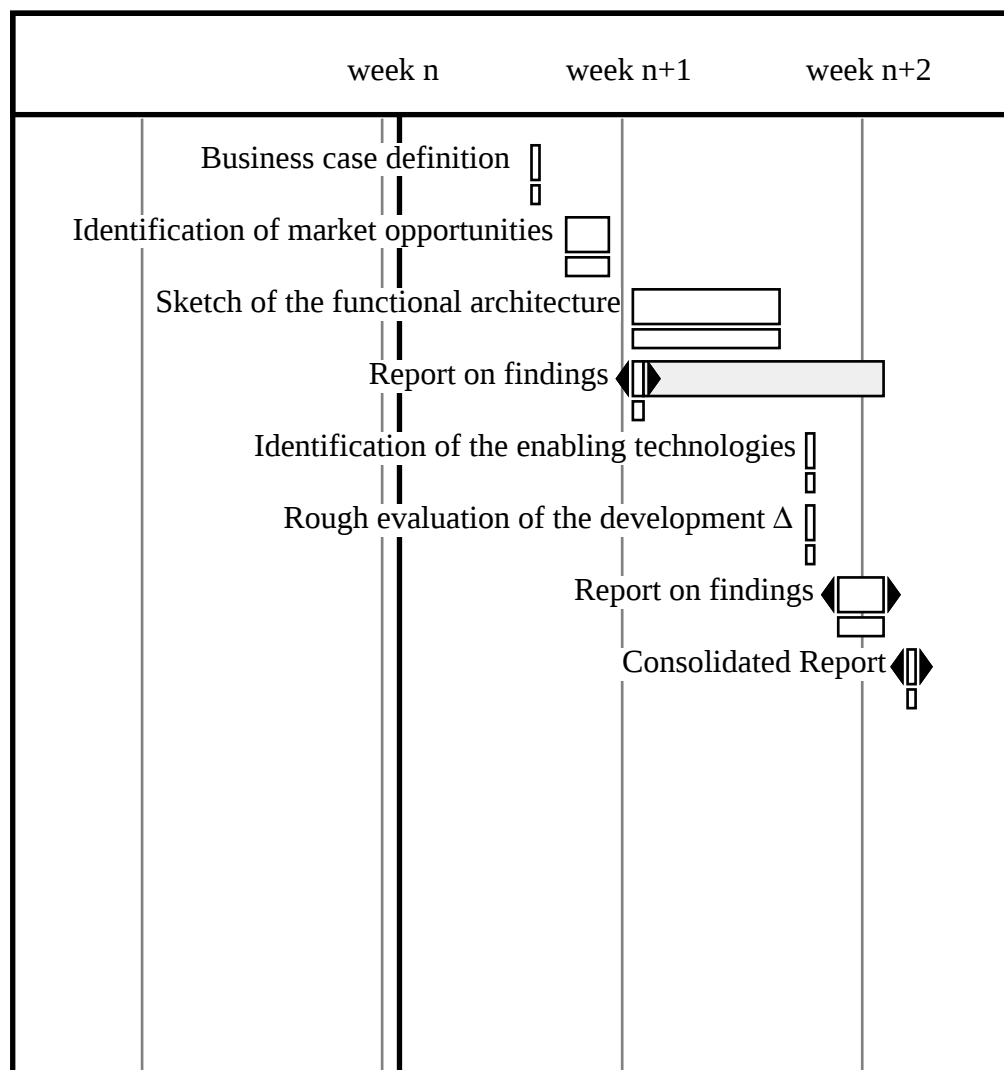


Figure 3. Phase I.a task timeline.

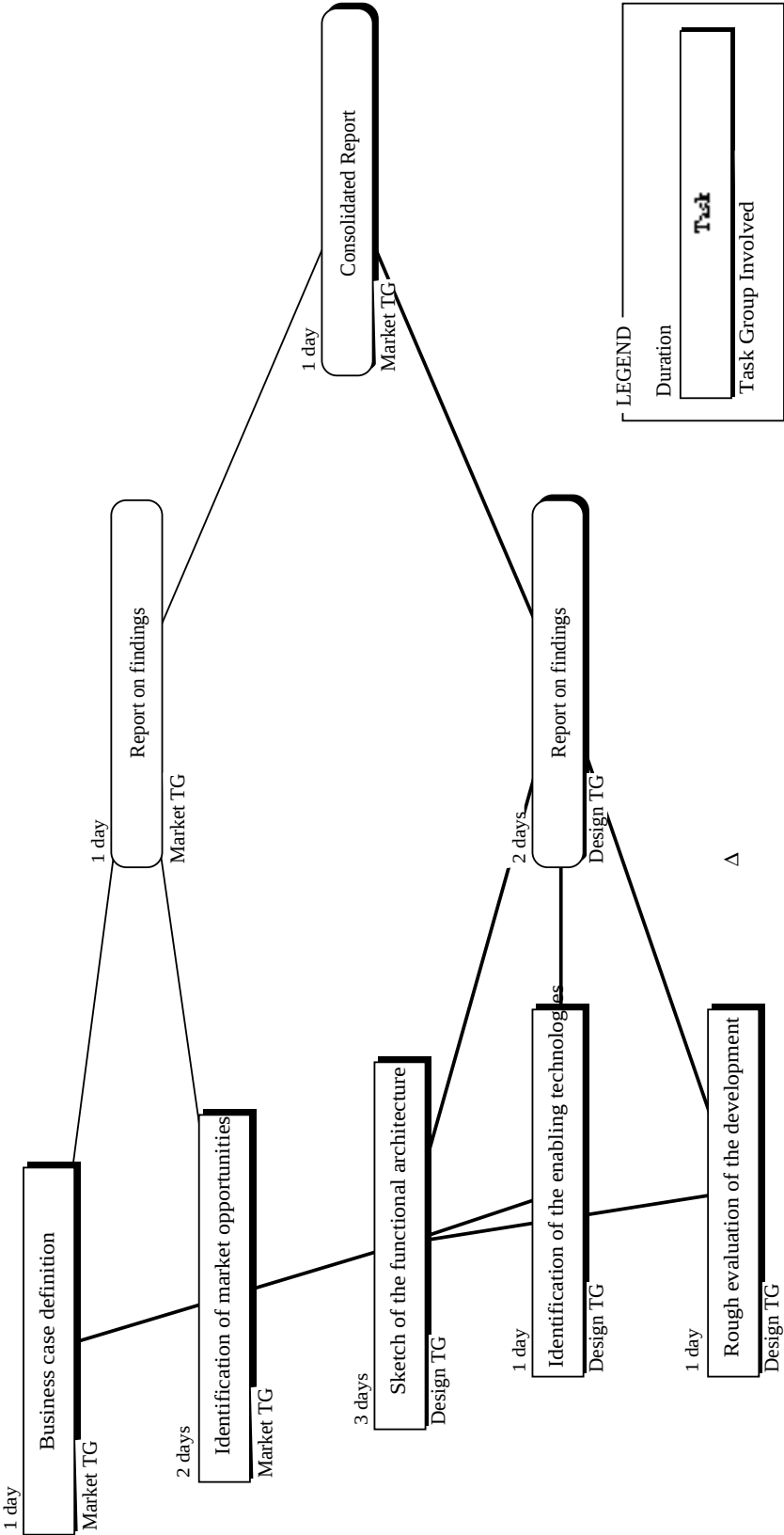


Figure 4. Pert Activity Diagram for Phase I.a.

Phase II

The purpose of Phase II is to identify what our short term offerings will be. This decision is made by upper management on the basis of the Phase I report. How this decision is made is not discussed here.

Phase II must be carried out without re-employing Phase I resources. It is therefore very important that upper management clearly states the information they need to make a decision. All the information they need must be available in the "Market Opportunities Panorama" report.

The result of Phase II is a report called "Short Term Strategic Plan". It indicates the subset of business solutions retained, from the "Market Opportunities Panorama" report, by upper management. This is a general purpose document which goes beyond the scope of the current proposal; its structure is therefore not defined. Its only purpose here is to list and prioritize our planned offerings, so as to plan Phase III work structures.

Phase III

The purpose of Phase III is to provide an operational framework for sales and marketing based on a consistent, realistic and factorised technology base. To meet these objectives Phase III relies on an iterative process which takes advantage of the six to nine months sales cycle. The services which are first delivered are those that enable sales and marketing staff to prospect and sell; these services include training, brochures and standard proposals. Subsequent deliverables are the result of detailed scrutiny and consolidation of our offerings with respect to risk management, operations planning, price strategy and long term policy.

Phase III provides complete sales kits for each of our planned offerings. A sales kit consists of :

- a brochure,
- a standard presentation,
- a system configuration questionnaire,
- a standard proposal,
- a components catalog,
- a price list.

The sales kit can be further enhanced, in particular with :

- a simulation tool,
(We have purchased a tool called Extend which allows us to create models. This can be used to facilitate the configuration of our systems - eg. optical storage simulation.)
- a user interface demo.
(With tools such as Neuron Data's Open Interface used on ERUDIT, we can build a user interface simulation in approximately five days).

The work structures needed for Phase III consists of a "Design Task Group", a "Costing Task Group" and a "Technical Marketing Task Group". Consultancy support can be requested from Phase I "Market Task Groups" and from Phase II "Strategy Task Group". A work structure is needed for each planned offering.

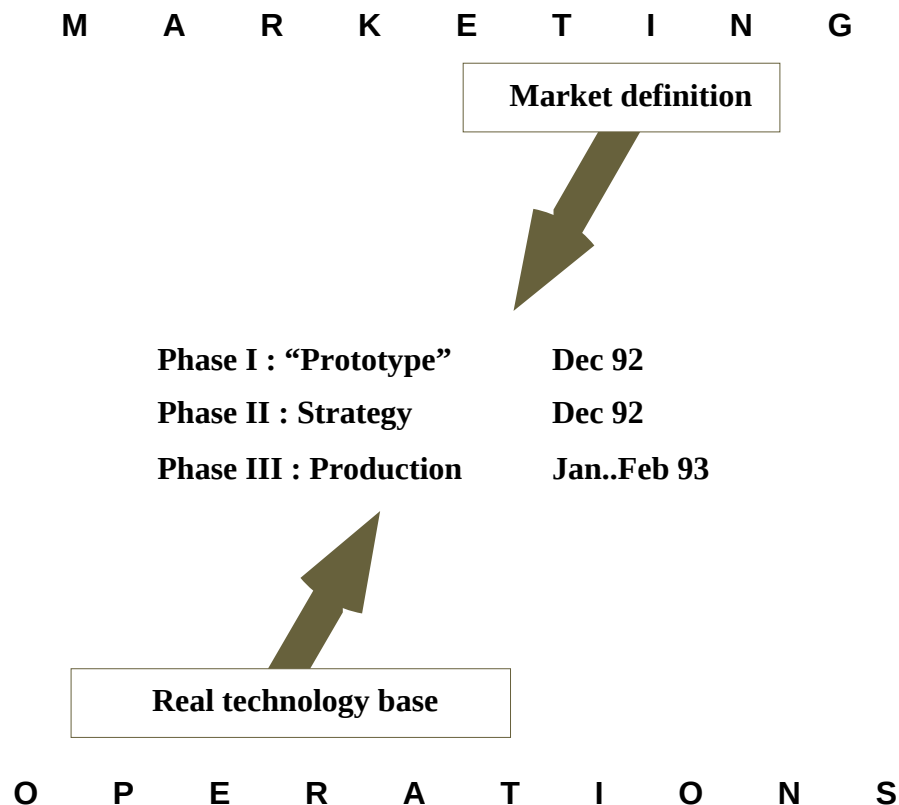
A activity diagram and a task timeline are not proposed here since they depend on the number of standard solutions retained during Phase II, their priority level and the time frame considered to be reasonable for the delivery of the associated sales kits.

Conclusions

The above organization makes intensive use of task forces. It might appear to be time and staff consuming. To be applicable to our structure, schedule requirements and staffing capabilities, it must intensively call upon multiple iterations and concurrent processing.

Assuming that approximately a dozen people will be involved and assuming that upto two business solutions will be adopted per target market, it is my belief that we can deliver :

- preliminary sales kits that enables prospection and tendering by January/February 93, and
- complete sales kits progressively between February and July 93.



This schedule accounts for the aspects of the strategic plan which are not covered by this marketing plan proposal, such as operations planning for new and corrective developments.

Company culture may be the major handicap to the successfull completion of this plan. We live, think and breath in terms of systems engineering and integration. The market and business problem approach described here implies that people involved in task groups adopt a radically different approach.

MARKETING TECHNIQUE

NOTE N°Q323



A	C.Malka	De	JM.Marcastel
Copie	P.Brenchereau T.Leger L.Montdor	Date	16 novembre 1992
Objet	"Marketing Task Force"		

En attendant que l'organisation de la *task force* soit définie, je vous sou mets ci-après mon plan d'action.

Je mènerai en parallèle, trois tâches :

- recensement et formalisation de la *base* Docuvision (ex Docuserve)
- finalisation des *business case* par marché
- proposition type Docuvision III

Recensement et formalisation de la *base* Docuvision

Principe

Afin de pouvoir élaborer des sales kits, il faut avoir une vision claire de ce dont on dispose. Comme justement mentionné dans les audits [Building Blocks, 1992] et [Système Erudit, 1992], nous disposons, soit d'aucune documentation, soit d'une documentation abondante sur cette *base* Docuvision. Nous n'avons en aucun cas des descriptions succinctes, complètes et facilement exploitables.

Pour chaque entité analysée il faut que l'on soit capable de mesurer :

- les fonctionnalités offertes
- le mode opératoire sommaire (eg. enchaînement des tâches)
- le contexte de réalisation (pour identifier les contraintes et les perspectives d'évolution)

Afin d'avoir un moyen uniforme de représentation de cette information, de limiter les temps de rédaction de tels documents, et d'accélérer le recensement, je propose le formalisme suivant :

- Diagrammes HIPO pour le recensement des fonctionnalités
- Diagrammes FC et/ou DFD pour le mode opératoire sommaire
- Diagrammes ERD et SADT (contexte uniquement) pour le contexte de réalisation

Ce formalisme a partiellement été utilisé dans les documents de spécifications d'Erudit. J'évalue à 2 jours le délai pour mettre sous cette forme 'canonique' l'intégralité du système Erudit.

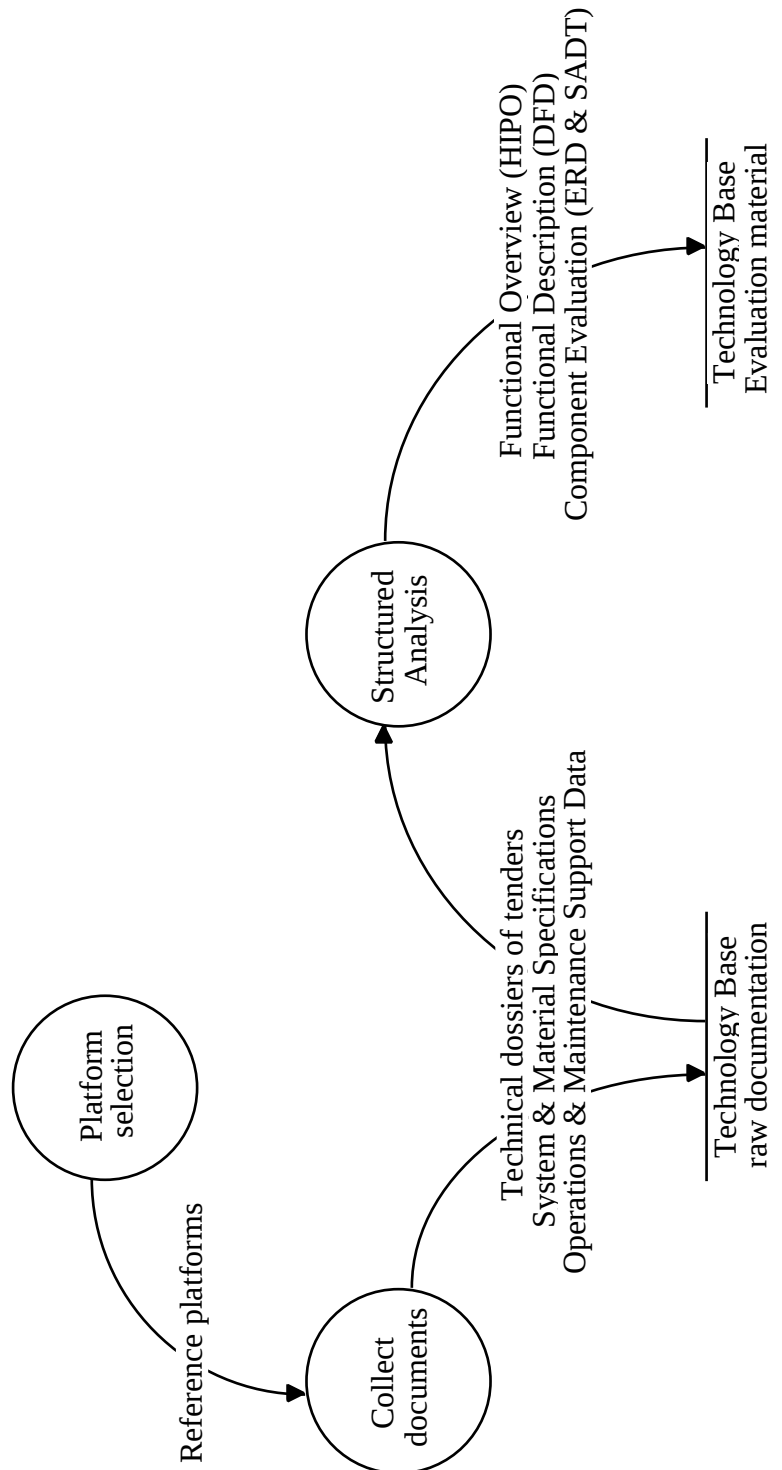


Figure 1. Description formelle de l'existant.

Recensement

Le recensement porte sur deux thèmes :

- ce qui existe réellement (où l'on peut associer des lignes de code)
- ce qui a permis d'accrocher l'attention du client et de vendre le système (ie. le concept)

Le recensement doit résulter en un arbre documentaire. La Figure 2 montre l'arbre documentaire de Docuvision, tel qu'il existe aujourd'hui, sur la base de la documentation existante dans la société (ou du moins, celle que j'ai identifiée jusqu'à présent).

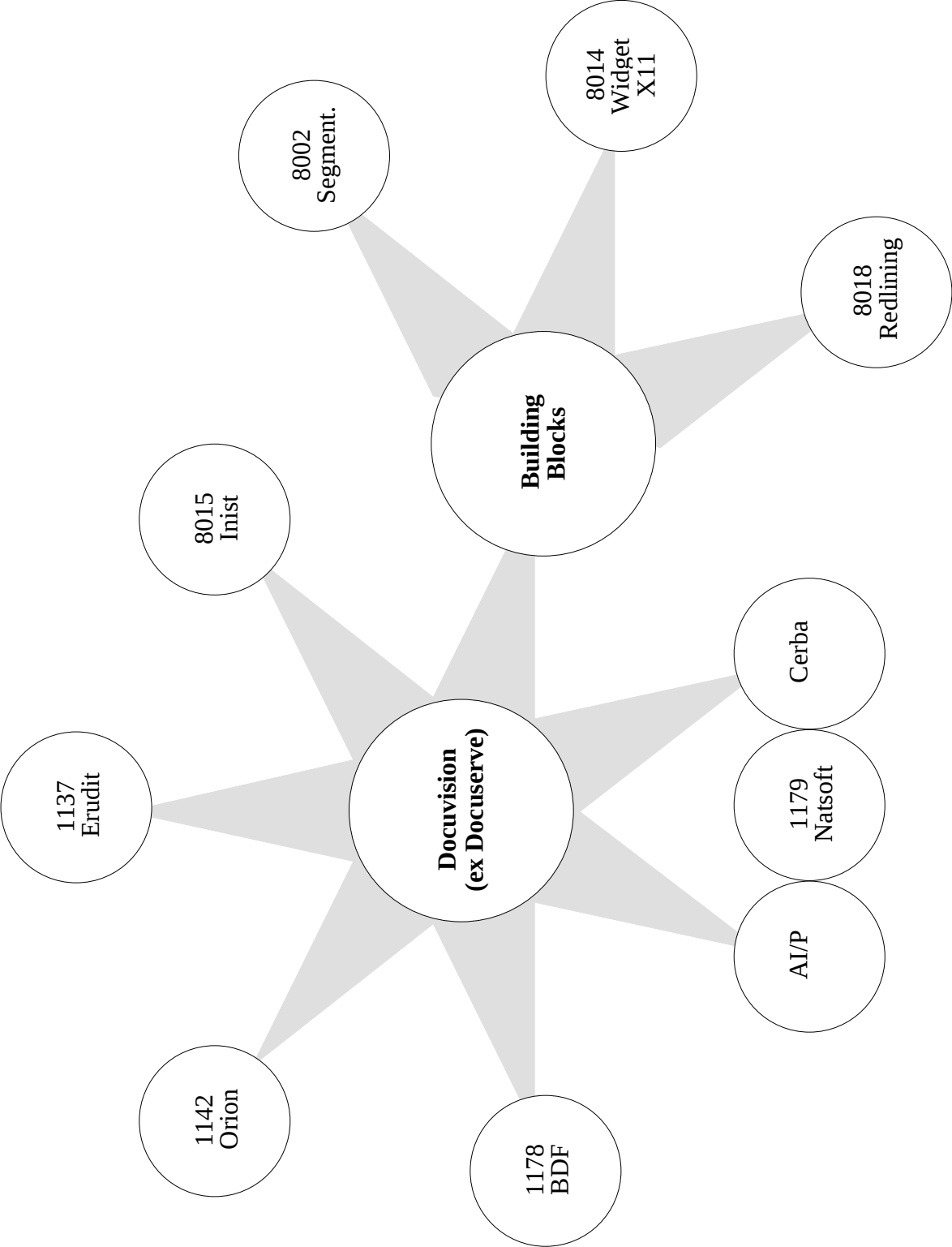


Figure 2. Arbre Documentaire Docuvision.

Finalisation des *business case* par marché

Comme mentionné dans mon fax Q316 proposant une infrastructure pour l'organisation de la *task force*, j'ai déjà entrepris la définition des *business case* par marché (Phase I.a) en collaboration avec les commerciaux. L'état de ce travail est le suivant :

Market	?	%	Comments
Technical Information Management			The general TIM business case is 100% done. It needs to be adapted to our various market targets.
Aerospace Industry	THL	80	We have all the necessary information in-house; it still needs to be compiled.
Automobile Industry	?	0	This industry is probably only very slightly different to the aerospace industry. However we have no expertise of this client profile.
Chemical Industry	PM	0	Nothing done so far.
Energy Production Industry	PM	0	Is there really a market opportunity ?
[...]	?	0	A generic TIM solution can't just address the above-mentioned industries. Is it worth investigating further ?
Information Handling & Republishing			While TIM has only slight variations from one industry to another, Information Handling & Republishing is activity specific; a general business case is not possible.
Banque & Finance Services	PDN	90	Starting from nothing, we have now a clear comprehension and definition of this activity.
Pharmaceutical Industry	PM	100	Constant survey of this industry over the past two years provides us with a clear definition of the business case which has been validated through external consultancy.
[...]	PF	20	Paul's domain, the 'information industry' is widespread and cannot be defined in a single business case. He is currently breaking it down into sub-domains.

Proposition type Docuvision III

En parcourant certaines offres récentes devant s'appuyer sur Docuvision III, j'avais l'impression de lire le catalogue de la Redoute; les raisons en sont:

- les besoins et objectifs du client ne sont pas clairement exposés,
- la proposition de système n'est pas 'bornée' laissant de trop nombreuses portes ouvertes à l'intégration,
- s'appuyant sur des documents tels le manual administrateur ou la présentation technique de Docuvision III, la présentation faite des fonctionnalités est 'universelle' - donc non orientée vers les attentes ou craintes du client, et parfois dangereusement détaillée,
- épousant la structure de la présentation technique de Docuvision III, il y a une redondance épuisante dans la description de modules et de leurs fonctionnalités (qui sont parfois totalement hors sujet).

Cette analyse amène plusieurs remarques :

- Présentation technique de Docuvision III :
 - Elle n'est pas exploitable en l'état dans les propositions a moins d'être exclusivement employée comme une annexe (à la manière de la présentation de Docuvision TP dans des offres comme Fidelity et RPR),
 - Sa structure ne doit pas être reprise dans les propositions à cause de son principe de présentation itérative des équipements et des modules et de la redondance que cela entraîne.
 - Ses fiches modules ne sont pas exploitables en l'état; elles ne peuvent servir qu'en interne comme outil de référence pour la conception et la configuration d'un système.
- Réponse au problème du client :
 - Avant de se lancer dans une description de la solution proposée, il est vital de montrer qu'on est 'sur la même longueur d'onde que le client' et ceci en résumant leurs besoins et en identifiant leurs objectifs.
 - Puisque nous avons une approche 'produit d'intégration', les propositions doivent s'attacher à décrire en quoi Docuvision III répond à leurs besoins plutôt que de décrire les fonctionnalités et mécanismes.
 - Il y a toujours de la customization et de l'intégration. Il ne faut pas s'en cacher; bien au contraire, c'est un atout différenciateur. Si, par exemple, le client a besoin que le système communique avec son mainframe, c'est bien plus important d'analyser cela (solutions, coûts, risques, contraintes) que de lui dire que la fonction TOTO permet de relancer le système à partir de la console d'administration.

Fort de ceci, je souhaite être impliqué dans la prochaine réalisation d'offre autour de Docuvision III afin de :

- Corriger la présentation technique de Docuvision III de sorte à ce qu'elle puisse être jointe en annexe,
- Revoir les descriptions des modules faites dans cette présentation afin d'en extraire des paragraphes standards exploitables en l'état dans le corps de la proposition,
- Orienter la partie technique de sorte à en faire une proposition type.

Entre-temps, je vais corriger la présentation technique de sorte qu'elle reflète réellement la solution Docuvision III. J'estime à 2 jours ces modifications.