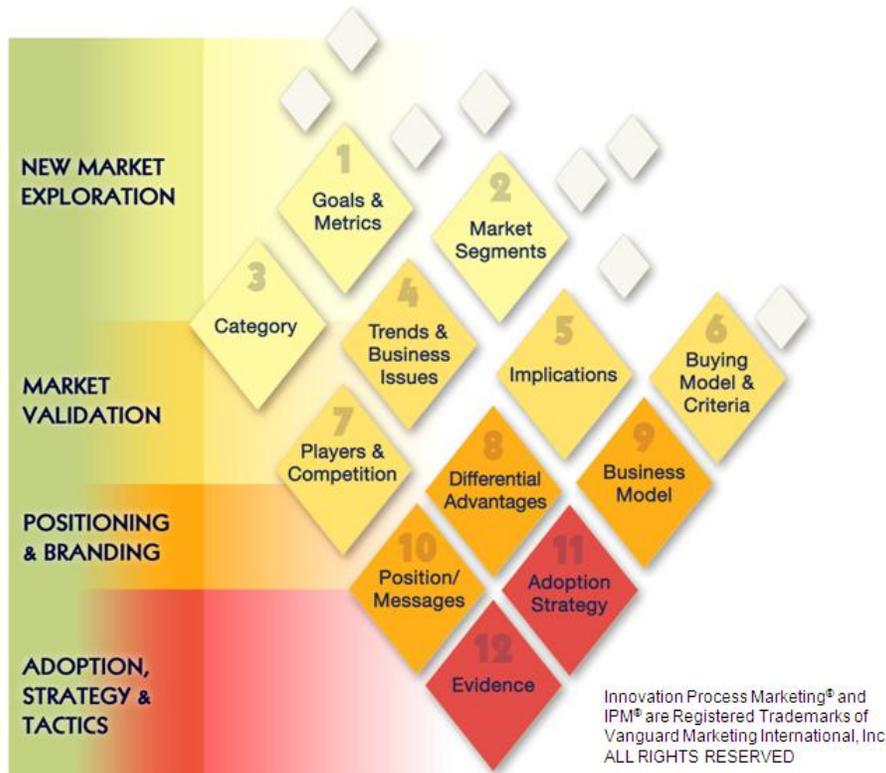




VMI Innovation Process Marketing®

"IPM" Diamond Definitions and Deliverables



POWERFUL, FLEXIBLE METHODOLOGY

The time-proven IPM methodology enables multiple market-design capabilities depending upon the life cycle of the innovation. As an iterative process, each grouping of diamonds enables the following competencies:

- ◆ Exploration – (Diamonds 1-3) to find new markets for a technology or innovation
- ◆ Market Validation – (Diamonds 1-7) to validate a solution within a market or ecosystem
- ◆ Positioning and Branding – (Diamonds 1-10) to position and brand a solution and/or company
- ◆ Adoption Strategy / Launch Plan – (Diamonds 1-12) to create a strategy and launch plan focused on accelerating the adoption of the innovation in the marketplace.

IPM - THE WORK AND FINAL DELIVERABLE

A standard IPM assignment is based on:

Primary Internal Research: Contacting and interviewing between 2 and 10+ of the Company's field sales personnel and executive-sponsor team. These interviews are combined into one documented internal perspective summary (with names removed), including goals and objectives. Resource time: from 4 to 30 hours.

Primary External Research: Contacting a qualified source pool of between 75 and 250+ people (at high, decision making or influential levels, SMEs) that will lead to approximately 20-30 in-depth one-hour documented interviews. May include in person visits. Resource time: approximately 160-200 hours.

Secondary Research: Includes researching and analyzing findings from publically available information sources including government reports, Security and Exchange Commission filings, analyst houses, trade journalists, industry and specific market organizations, competitor websites and reports to analysts, and cross-industry case studies; press releases, conference sessions, research through government, industry and academic labs, subscription and open source research databases, blogs, and so forth. Resource time: approximately 200-350 hours.

Analysis: Analyzing and synthesizing information, compiling composite matrices and SWOT worksheets, revisiting goals and objectives, reviewing business models, adoption strategies, segment and territory profile summaries, and so forth. Conducting message structure analysis of competitor brands and positioning. Resource time: approximately 200 hours.

Hardcopy Report and Presentation:

Report: The main body of the report contains the results of our research, described in greater detail by each IPM Diamond below. In addition it contains important excerpts from both the internal and external interviews, and other research. The document averages between thirty and 60 pages. The report also contains a set of appendices that contain contact information, market and competitor data, and so forth, and may average between 20-40 pages.

Presentation: the presentation consists of a PowerPoint presentation summarizing the project, methodology, assignment findings and Vanguard Marketing recommendations.

IPM DIAMOND DEFINITIONS/DELIVERABLES

◆ Goals and Metrics:

Definition: The fiscal and market expectations your corporation has for itself and for your product/service(s). It is the filter for determining whether there is a viable opportunity. In terms of success, specifically what must you achieve, how will it be measured, and what are the timeframes?

Deliverable: Goals and measurement criteria for *the Company* as the adoption strategies are implemented.

◆ Market Segments:

Definition: A group of people who have a common set of wants and needs, and who buy in a similar way.

Deliverable: Qualification criteria for each selected market (prospective customers, prospects, partners, financial analysts and publications).

◆ Category:

Definition: Just as a market segment is a group of people we target to sell to, a Category is a group of people/players that we position against and compete with. If the solution has outgrown its category or has no defined category to begin with, there is an opportunity to design a new one, then the company will be the first to occupy this space and thereby have no direct competitors. It should be noted that the creation or design of a category represents an entirely different set of challenges and needs special consideration.

Deliverable: Recommended category with profile definitions.

◆ Trends & Issues and Implications:

Definitions: Trend – Something that is occurring within the target markets in general, which is causing a basic change in their business.

Definitions: Issues – How these trends impact the target markets and what businesses are doing about them.

Definitions: Implications – So if this is happening to the people *the Company* sells to, what does it mean to them? Is it important to them? If so, how can *the Company* leverage the problem to its advantage? Objective: to correlate the Company's solution to the Market's need.

Deliverable: A description of changes that will affect the selected markets and what will be the result of these trends. These are trends that have begun to manifest themselves to the point that visionaries and early adopters are ready to do something about them. The implications of these trends and issues will then be reflected in the positioning strategy for the company.

◆ Buying Guide:

Definition: The criteria that selected markets will apply in order to make a buying decision. Criteria includes the *whole product* -- anything of importance to the buyer such as reputation, technology, services, support, quality, delivery, product calendar, sales model, price, locations, and so forth.

Deliverable: Based on key trends and issues, the criteria that will be applied by prospects to choose the best company/solution. Also included are: the target market buying model (how they buy), evidence prospects require in order to believe sales messages, and how current day *the Company* matches the buying criteria as compared with the competition.

◆ Competition:

Deliverable: From the market's perspective, a comparative evaluation of how *the Company*, its technology and business model stacks up against the competition.

◆ Differential Advantage:

Definition: A Differential Advantage is one that should be sustainable but must be highly valued by the market as compared to the competition.

Deliverable: The key differential advantage offered by *the Company* as seen by the market and how it can be enhanced.

◆ Position:

Definition: Now that the category has been validated, we can choose our position within the category. There are basically three possible positions they are that of value leader, innovation/technology leader or customer-intimate leader.

Deliverable: Recommended category and position based on research that will then fit with *the Company's* current sector and market position.

◆ **Business Model:**

Definition: The structure upon which the business is built in order to deliver its technology and services in the form of value to the market place. Companies deliver value and can create differential advantages in a number of ways. The obvious comes in the form of its products/technology and services but key long-term differential advantages more often come from the business model. Examples of business model value delivery can come from the quality of a company's sales force, or its ability to offer the lowest price and highest quality, or its customer relationships, or to continuously offer its customers the latest leading edge technology and so forth. These are the things that keep customers coming back over the years.

Deliverable: Evaluation and recommendations, based upon the market's buying guide, competitive matrices and competitor business models, as to how the company can best create additional differential advantages under its current business model and what modifications in the future could bring additional advantages.

◆ **Adoption Strategy:**

Definition: The roadmap demonstrating how to get the message adopted by selected markets in the shortest period of time. The attributes of those people with whom we start are: opinion shapers, early adopters, heavy users, who highly value *the Company's* differential advantage.

Deliverable: List of those opportunities that fulfill the above qualification criteria.

◆ **Messages and Evidence:**

Definition: As part of the adoption strategy, companies and individuals will be targeted with specific messages and evidence that are compelling and believable. These are not tag lines, but branding messages that tell prospects about your differential advantages, and why they should care.

Deliverable: Overall message for *the Company* as supported by messages that articulate the top 3-5 key differential advantages *the Company* offers as compared to the buying criteria of the market, relative to the competition.