

Business Innovation in 2009.

Market knowledge and process support
to identify new business scenario's for
product and service providers in the Document,
Content en Process Management market.

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INTRODUCTION

Being a new or successful Document, ECM or BPM related product or service vendor doesn't mean you can't benefit from an impartial review of your core competences, value proposition and current sales and marketing activities in relation to ongoing business activities and towards new business opportunities. This proposal outlines the details as how Strategy Partners can provide market knowledge, a proven process and experience to ensure that your company makes the best decisions to successfully direct its short and midterm Go-to-Market activities in the Netherlands.

This structured approach will:

- ▼ Sharpen your view and understanding of the dynamics in the overall Dutch Document and Content Management market, so you know what is happening.
- ▼ Define your real core competences and sharpen the positioning and value proposition for each market while identifying the strength and weaknesses.
- ▼ Identify new business opportunities related to markets, partners and accounts supported by a pragmatic evaluation method.
- ▼ Leverage the actual knowledge of 750+ end user reference accounts and their status, combined with the market position and capabilities of local solution and service providers and their execution capabilities.
- ▼ Exploit the experience, market knowledge and contacts of a proven impartial third party (Strategy Partners) to provide a proven structure, sanity check the ideas and options, and help identify the outcome, consistent with the latest IT market dynamics technically, financially and operational.
- ▼ Provide the basis for you to implement the outcome; update it where necessary; track its progress, and insure its success in the coming years.

This proposal also reflects the need for a clear and well defined process enabling quick and tangible results with the selection of possible new market or account opportunities. This to be able to already see results with the next several months.

This proposal describes the following:

- ▼ Phase 1: Holding a Market Awareness and Opportunity Identification workshop, to identify and qualify all new business options.
- ▼ Phase 2: Annual services to assist in the execution of the identified options.

This proposal also describes the process, fees and provides background on the experience and capabilities of the key people that will assist you to achieve a successful outcome.

NON DISCLOSURE ARRANGEMENTS

This proposal and information contained herein are confidential to you and subject to a mutual non-disclosure agreement between you and Strategy Partners

PHASE 1A; PRE-WORKSHOP MEETING

The detailed workshop agenda, objectives and participants will be defined in a pre-workshop meeting between your project sponsor(s) and Strategy Partners.

To enable additional information gathering and preparation it is recommended to have at least 3 weeks between the pre-workshop meeting and the actual workshop.

PHASE 1B; MARKET AWARENESS AND OPPORTUNITY IDENTIFICATION WORKSHOP

This one day workshop will involve you, your team and Strategy Partners and will support the free exchange of information, the development of a coherent message and market focus, the selection of options and has the following basic structure:

- ▼ **First 3 hours:** Presentation and analysis of your current offering and position
 - ▼ Overview of your overall company strategy and objectives you
 - ▼ Overview of your current product and service offering you
 - ▼ Overview of your installed base and key reference accounts you
 - ▼ Overview of your current delivery capabilities you
 - ▼ Main partners and channels per market segment you
 - ▼ Main competitors per market segment you
 - ▼ Questioned and analyzed by Strategy Partners SP

- ▼ **Second 3 hours:** Developing a targeted market/account focus
 - ▼ The structure and trends in the Dutch ECM/capture/OM market SP
 - ▼ Overview of market integration and cross sector consolidation trends SP
 - ▼ Competitive overview and market positions SP
 - ▼ Analysis of available markets/accounts All
 - ▼ Test and analysis of your value proposition to each market All
 - ▼ Market/account attractiveness analysis All

- ▼ **Final 3 hours:** Short term Go-to-Market actions (All)
 - ▼ Identify most attractive markets / accounts using the evaluation grid
 - ▼ Evaluation of all Go-to-Market elements for each market / account type
 - ▼ Defining helps and hinders
 - ▼ Gap analysis
 - ▼ Defining action plans and way forward

The program includes the (recommended) possibility for an evening dinner as informal close the workshop and to address specific remaining issues and to evaluate the workshop.

QUALIFYING OPTIONS AND DECIDING OUTCOMES

For the qualification of the new business options, a structured **Evaluation Grid** with well defined **Metrics** will be used. This to support and underpin a balanced selection and decision making process that is agreed in advance of the workshop.

The qualification phase will be included in the third part of the workshop. The input will be the 5 most important or attractive business options to be analyzed in more detail.

In the pre-workshop meeting and/or during the time until the actual workshop:

- ▼ You and the Strategy Partners team will build and agree on a decision making matrix with individual metric levels and weighting factors to rank and prioritize the different business options as generated in the workshop.
- ▼ Your team will research the internal capabilities and organizational readiness to execute on the current markets and customers.
- ▼ The Strategy Partners team will research the external market conditions and will identify and qualify the additional market opportunities and segments.
- ▼ The Strategy Partners team will analyse the ease of entry in the different markets and the competitive landscape of each.
- ▼ Your team and Strategy Partners will combine these findings in the workshop to:
 - ▼ Identify possible new business opportunities
 - ▼ Populate the decision making grid with all Go-to-Market elements metrics
 - ▼ Agree on the selection and outcome
 - ▼ Fine tune the market and account focus and associated value propositions accordingly.

PHASE 1C; EXECUTIVE REPORT OF MARKET OPPORTUNITIES

Strategy Partners will capture and document the key points raised and the outline of options emerged and produce a PowerPoint based Executive Summary of the joined findings of the workshop.

With the outcome of the workshop your company will be able to effectively target its Capture, Document/Content, Process and/or Output Management product and services sales and marketing activities in The Netherlands, capture new business options, build additional business relationships, avoid spending time on unattractive markets and accounts and leverage current resources and references.

PHASE 2; ONGOING MARKET AWARENESS AND BUSINESS SUPPORT SERVICES

As an ongoing support of your company's (new) business execution, Strategy Partners provides an annual Market Awareness and Business Support Service. This service includes:

- ▼ Monthly market updates on important events and the way they impact your company's position and sales strategy execution.
- ▼ Quarterly Executive team meeting and business climate analysis.
- ▼ Half year Market Update workshop for sales and marketing.
- ▼ Opportunity spotting and operational business support
- ▼ Account or partner introductions to support the execution of the workshop options.

FEES

Fees for these services are as follows:

- ▼ Phase 1: €9.000,-- (your company to provide the location and meals)
- ▼ Phase 2: to be defined based on level of support needed.

Fees are excluding 19% VAT, abroad travel and accommodation expenses, agreed upfront.

Payment phase 1: 100% at contract signing.

ENSURING A SUCCESSFUL PROJECT

Having made the key decisions, it is important that you implements the outcome. As this will take place over one to two years, the above described process and services ensure that:

- ▼ The key decisions are clear and understood by all parties.
- ▼ The underpinning logic, parameters and reasons are captured, so that they can be updated as market conditions vary, new options emerge and existing options need adapting. This removes the need for costly decision overhauls every time one party changes their views or events emerge and circumstances change.
- ▼ The market research, contacts and advice needed are made available to assist your company going forward.
- ▼ If appropriate, Strategy Partners can assist by extending the market intelligence and knowledge of your company on an ongoing basis. We are not in the business of producing one-of reports and walk away.

WORKSHOP REFERENCES

During the last years Strategy Partners has build considerable experience and expertise in organizing successful Market Awareness and Opportunity Identification workshops. Customer range from large international ECM software suite providers to local market focused document service providers and goes across all segments of the document capture, process, management and output product and services value chain. New business initiatives have been identified and captured resulting in significant new business revenues for all parties involved.

Some examples are:

- ▼ **Document Capture;** The products and services of a local document capture solution provider were integrated with the vertical market applications from a third party application provider. The enhanced functionality and capability of the vertical market application generated an additional first year revenue for both parties close to one million Euro.
- ▼ **Document Management;** The workshop findings to extend the functionality of a successful invoice processing application with generic 3rd party document management and storage capabilities were implemented. This resulted is a significant better positioning of the invoice solution and a larger share of the customers IT spending.
- ▼ **Document Output;** The competences of a local document output solution provider were linked to the implementation services needs of an international document processing company. Working together the both companies with their combined new offering were able to secure a multi million project within months after the workshop.

THE VALUE OF STRATEGY PARTNERS

- ▼ **Authority.** Strategy Partners is the acknowledged authority in Europe on document capture and management, collaboration systems, content management, Output management and information integration technologies, solutions and markets.
It has worked with major government organisations and commercial users such as banks, insurance companies, pharmaceuticals and others. It researches and publishes the definitive guides to IT applications and related technologies and markets in Europe and The Netherlands for IT vendors.
- ▼ **Research-based Approach:** Our advice is based on in-depth, quantified, bottom-up research, and working with users. It is referenced by many of the major IT vendors as the most authoritative source of market analysis.
- ▼ **Pragmatic and Actionable Advice.** We aim to deliver short, bottom-line actionable advice in the context of our clients and their markets, confidentially. We do not extrapolate from worldwide scenarios, promise futurology or espouse generalities derived from third parties.

- ▼ **Independence.** Strategy Partners sells no products and has no stock in the markets they cover. The company is owned by the staff and is independent

KEY STAFF THAT WILL SUPPORT YOU AND YOUR COMPANY IN THIS PROJECT

Hans Kaashoek – Managing Partner

Hans has over twenty years experience in the Document, Business Process and Content Management industry in the Netherlands and other International markets.

He has held senior (inter)national positions in product, sales, marketing and project management for leading multi-national suppliers such as Philips, Olivetti/FileNet, Wang, Unisys and Xerox Global Services.

Hans has an extensive knowledge of the IT market with considerable systems integration and account management experience for large user's information management requirements in both the public and private sectors.

He is a frequent writer of articles on industry trends and development and is a gifted speaker at many conferences.

He has a degree in Business Economics and a Masters Diploma in marketing from the INSEAD Institute and is based near Utrecht, in The Netherlands.

Oscar Dubbeldam – Associate Partner

Oscar has worked 15 year in the IT and Document Management industry with Unisys and Xerox Global Services. He has the ability to size complex solution issues into manageable pieces and actionable steps. In this he always focussed his skills and efforts on the combination of information technology and the desired outcome for the customer.

Oscar have supported and managed a large number of mission critical Document Management and Multi channel Output design and implementation projects. He has a Master Business Degree and is educated in Lean and 6 Sigma..