



PERFORMANCE CONSULTING:
STRATEGY, INNOVATION, EXCELLENCE,
LEADERSHIP, PERFORMANCE, VALUES



WINNING BUSINESS IN GERMANY, AUSTRIA AND SWITZERLAND

“The Toolkit”

“If I'm selling to you, I speak your language.

If I'm buying, dann müssen Sie Deutsch sprechen.“

- Willi Brandt, former Chancellor, Germany

The “Winning Business in Germany, Austria and Switzerland” initiative has been designed by the Ariston Group, a German based consultancy company, to help software & IT companies prepare and plan an effective sales and marketing strategy for doing business in the German-speaking region.

The initiative is designed as a series of just-in-time (JIT), one-to-one coaching modules and thereby provides IT companies with a “Toolkit” that they can use to develop the necessary market and business culture intelligence to successfully enter these markets.

The process begins with a “Discovery Workshop”, which, through a process of gap analysis, uncovers the *real needs* and competencies of clients in the marketplace. The workshop results in an agreed joint action plan between Ariston and the client identifying which modules of the toolkit are relevant and required.

Why Germany, Austria and Switzerland?

Traditionally the German-speaking markets have been overlooked by foreign software companies, as they have been overshadowed by more familiar and seemingly more accessible marketplaces. However with the right approach, resources and commitment there is enormous potential in these markets. In particular now with the economic turnaround of the “power house” of Europe – Germany - the time is right for IT and software companies to carry out a real assessment of the opportunities in the region.

The outlook for Germany is that the boom will continue until 2012. It is the most profitable period of economic recovery since 1945. Companies are lean due to recent years of consolidation and the spending freeze has turned to spending frenzy in particular in technology and equipment. The estimates for 2007 demonstrate the scale of this recovery:

- Growth in Europe will outstrip US growth this year driven by the rebound of Germany – 2.7% forecast for 2007
- Upward Revision of 180 Billion Euro in tax take estimates from 2007-2011
- Unemployment falling rapidly by 1.1 million in two years

Switzerland and Austria too present strong target markets for foreign companies and in the past have been where companies have secured their first reference customer in the German-speaking region. The outlook for both countries is equally positive. The Austrian economy is expected to grow by 3.2% in 2007. The country has traditionally boasted an impressively low unemployment rate which is currently is estimated at 4.3%. Despite the effects of the recent crises in the financial markets, a sector of significant strength and importance in Switzerland, growth forecasts for the economy are better than expected (2.6% growth in GDP). Also the wages and salaries are expected to increase 2.4% nominally in

Switzerland in 2008 - the biggest wage increases in years – mainly due to skills shortfalls in the labour market.

Notwithstanding the opportunities, entering a new market is and has always been a challenging task. Tactics, styles and assumptions, which have proven successful at home, can often prove less than effective in an international setting. The complexity of the German-speaking markets demands that executives and professionals understand the economic, cultural, technological and political forces affecting their business transactions in these markets. This initiative arms you with the tools to do so!

Objectives

1. The programme is designed to help companies **achieve a more effective first approach** to the market, whether it is a first meeting or first negotiations, and to avoid mistakes that are commonly made.
2. The programme is **designed as a practical, results-driven tool** to assist company executives with their day to day activities in the market.
3. The programme **harnesses sectoral expertise** in the market. Companies will work with individuals who know their industry sector, i.e. the particulars of its structure and dynamics in Germany, Austria or Switzerland.
4. The aim is to help foreign SMEs not **just to be as good as their international competitors but better!**

Outcomes

Typical weaknesses of SMEs approaching the German-speaking markets can include:

- Lack of prior experience
- Lack of appreciation of the business culture and language
- Lack of knowledge of the market dynamics, market structure, local players and competition.

What this programme therefore delivers is:

- Appropriate market knowledge
- Appropriate product/service positioning for the market
- Clear and aligned value statements and messages
- Validation of these statements
- Business cultural intelligence incorporating the necessary communication and negotiation skills
- Well-researched plan of action for the market

Format

“Integrated – Targeted – Customised”

Recognising business professionals' time restraints, we have developed an intensive one-to-one *modular approach*. The modular programmes can be run in many different forms depending on the individual client's needs e.g. some clients choose to focus on two or three modules intensively over a longer period, while others combine various modules in a shorter period of time.

The core module is the Discovery Workshop. Modules 2-4 are interrelated and there is a logical progression from one to the next, together forming the “Market Intelligence” section of the initiative. A company can also select individual modules according to their specific needs.

Modules 5 & 6 are stand-alone modules, but again can be combined with other modules as the need arises. For example, should a company have a very important first meeting with a German buyer, they can avail of the five-day “Effective Communication Strategies” session in advance.

Available Modules

CORE MODULE: Discovery Workshop (2.5 Days)	
MODULE 2: Definition of Opportunity and Value Proposition – 5 Days	Market Intelligence
MODULE 3: Develop Messaging for the Markets – 5 Days	
MODULE 4: Market Validation – 5 Days	
MODULE 5: Effective Communication Strategies – 5 Days	Culture Intelligence
MODULE 6: Responding to Proposals and Negotiating Effectively – 5 Days	

Further details on each module is provided in the following pages.

Core Module: Discovery Workshop (2.5 Days)

Objectives

To review, align and adapt the Business Strategy for entry into the German, Austrian and Swiss markets. This is a structured discovery session that assembles a comprehensive view of the company, its offering and the opportunities in the German, Austrian and Swiss markets.

The Workshop will include a review of the following:

- **Business Strategy** - your business objectives, capabilities and resources
 - Vision, Values, Mission
 - Business Plan Review
 - Financials Review
- **Market Dynamics**
 - Size and segment your target markets in the Region
 - Map out structure and trends
 - Predictions and opinions of industry figureheads
- **Competition**
 - Identify and analyse key competitors and gaining a thorough understanding of their positioning, offering and capabilities
- Detailed **SWOT analysis** of your company as perceived by yourselves, your competitors and your customers.
- **Positioning & Proposition Development**
 - Review of current product positioning, market messages and value propositions
- **Items useful to support the session include:**
 - Collateral
 - Brochures, white papers
 - Slides and demonstrations
 - Commercials
 - ROI models
 - Pricing Model
 - Current Pipeline & Qualification criteria
 - Contracts
 - Business Plan & Sales plan numbers for the next 12-months
 - CRM
 - Database
 - Reports & forecasts

MARKET INTELLIGENCE

Modules 2, 3, 4: Value Proposition, Messaging and Market Validation in German-speaking Markets

Objectives

The primary objective is to ensure the company's success at achieving its market entry and market development goals in the region. In order to be successful with their market entry initiative, participant companies will be supported with the following success factors:

- **Prior experience:** Having a history of implementing successful sales and marketing campaigns in the German-speaking markets.
- **Multilingual capabilities:** Language barriers and cultural differences can make it difficult for a company to develop a relationship with clients in the German, Austrian and Swiss markets. No amount of training can rival real-life experience.
- **Local market knowledge:** Poor positioning, unclear campaign objectives and limited cultural understanding can all hinder the progress of an international sales or direct marketing campaign. It is important to assess the demand for the particular product or service and whether there are many competitors in this particular market space. Gauge the potential opportunity in the German, Austrian and Swiss Markets and receive advice on local competitors and tailor the selling or marketing strategy according to the needs of the markets.
- **Industry knowledge:** It is also important that when assembling a market entry team, that they have an in-depth understanding of the industry sector in which the company will compete.

The Discovery Workshop will have identified on what point of the continuum you are at for each of these key success factors and thus where the gaps are.

Modules 2-4 are interrelated and therefore can be availed of in one block for a comprehensive development of a company's market intelligence. Alternatively modules can be availed of separately as per company's needs and proven competencies.

Deliverables

The programme will be delivered by Ariston Group, a leading German consultancy specialising in sales and marketing development for international and domestic clients.

Key deliverables include:

- Clearly aligned company strategy, well-defined business proposition and differentiation for the region
- Clear messaging for the market with recommendations for tools and documents to support the market entry campaign
- Increased success probability through improved local market fit, and market entry planning.

Target Group

- Client company senior management team Including:
 - MD/CEO
 - Sales and Marketing manager (global)
 - Business development manager (regional)
- Consultant company

Format

The Market Intelligence Modules is a series of coaching workshops the total duration will depend upon the specific needs of the client company which will be decided during the initial discovery workshop. Taking the format of one-to-one coaching sessions, the modules draw on real-life case studies which give them a practical perspective. All core tasks and skills are augmented with various support tools that help participants hone their new skills and become more productive.

Module 2: Market Research/Definition of Value Proposition for the Market – 5 days

The objective of this module is to assess the real Value Proposition for the Market through research and analysis. This process will bring to light what value your product or service can add to the German buyer.

In order to do so a complete picture in particular of the following needs to be drawn:

- **Market Dynamics.** Size and segment your target markets through market research
- **Competition.** Identify and analyse key competitors including a thorough understanding of their positioning, offering and capabilities

Module 3: Messaging for the German-speaking Markets – 5 days

Positioning defines what a technology vendor does, for whom, and with what business results. Effective positioning consists of a clear message that is constantly reinforced which is relevant to the customer and sufficiently differentiated from competitors:

- Positioning recommendations based on your strengths
- Competitive advantages, what makes you unique
- Accurate sales pitch of your offering
- Appropriate messaging material for your audience

Module 4: Market validation with local prospects and clients – 5 days

On the job support and coaching of the Irish software company with their critical client interactions in the German, Austrian and Swiss markets:

- Preparation and planning of sales meetings
- Attendance of sales meetings
- Preparation and planning of follow up activities and next steps

CULTURE INTELLIGENCE

Module 5: Effective Communication Strategies for Winning Business in German-speaking Markets

This workshop is based on *active one-2-one coaching*, to support foreign SMEs to use the appropriate culturally apt communication strategies to develop business in the German, Austrian and Swiss markets.

Objectives

After attending this workshop, participants will

- have a deeper understanding of the business culture of the German, Austrian and Swiss markets and how it affects winning business
- understand decision-making processes in large corporations in these markets
- identify the key differences between doing business in the UK and USA and the German, Austrian and Swiss markets
- be aware of the critical success factors for preparing for the first client meeting
- be able to develop and manage client relationships and expectations
- be able to make a well-structured, detailed and persuasive German style presentation
- be confident defending a position either within a meeting or when facing questions after a presentation

Contents

Cultural Intelligence - Doing Business in the German, Austrian and Swiss markets

- understanding the most important cultural values that affect business
- roles & expectations- C level v. Manager v. Specialist
- decision-making processes in large corporations
- the role of the purchasing department in large corporations

Relationship Building

- greetings/introductions/small talk
- making a first impression
- levels of formality
- developing rapport/creating the right atmosphere

Meetings & Discussions

- preparing your strategy
- managing client expectations
- expressing yourself clearly and to the point-direct communication style
- demonstrating specialist knowledge, experience and reliability
- understanding the real business message - the unspoken word
- managing conflict within a meeting
- the role of support materials

German Style Presentations to win business

- Anglo-American style versus German style presentations
- managing client expectations
- the role of the presenter
- planning and structuring your presentation

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- using visual aids and charts appropriately handling questions effectively and with credibility

Methodology

- Consultant led workshop
- Learning on the job – participants will be asked to make presentations and participate in meetings which reflect the up and coming client meeting
- Detailed debriefing and recommendations after each presentation and meeting by consultant
- Implementing consultant recommendations

Duration

5 days (including preparation)

Comments

Participants are encouraged to bring their own presentations

Target Group

- Client company senior management team: to optimize effectiveness and benefit of this workshop and to ensure that all views across the company are represented, all senior executives, including MD/CEO, technical sales & marketing manager, and business development manager should attend.
- Consultant company

CULTURE INTELLIGENCE

Module 6: Responding to Proposals & Negotiating Effectively in German-speaking Markets

The purpose of this *JIT* workshop is to support foreign SMEs to optimize their negotiating skills when dealing with companies in the German, Austrian and Swiss markets.

Objectives

After attending this workshop participants will

- have a deeper understanding of the business culture of the German, Austrian and Swiss Markets and how it affects business behaviour
- understand decision-making processes in large corporations in these markets
- be aware of the role of the Purchasing Department in large DACH corporations
- be able to identify the key differences between negotiating in the UK , USA and the German, Austrian and Swiss markets
- present interests and proposals in a more effective manner to corporations in the German, Austrian and Swiss markets
- commence a negotiation session in a structured fashion
- be aware of the critical success factors for negotiating in the German, Austrian and Swiss markets
- recognize and respond effectively to the “German “ style of negotiation

Contents

- understanding values, communication expectations and potential problems related thereto in the German, Austrian and Swiss markets
- understanding the negotiating process in the German, Austrian and Swiss markets as opposed to in the UK or USA
- incorporating motivational strategies in formulating and presenting your interests
- developing an effective opening for negotiation sessions
- consider the nature of negotiation and the basic strategy choices
- understanding German negotiating expectations
- reviewing key steps in planning a negotiation
- your proposal - defending, persuading and selling to clients in the German, Austrian and Swiss markets
- dealing with common tricks and tactics when negotiating in the German, Austrian and Swiss markets

Methodology

- Consultant led workshop
- Learning on the job – participants will be asked to simulate negotiations which reflect the up and coming negotiation
- Detailed debriefing and recommendations after each negotiation by consultant
- Implementing consultant recommendations

Duration

5 days (including preparation)

Target Group

- Client company senior management team : to optimize effectiveness and benefit of this workshop and to ensure that all views across the company are represented, all senior executives, including MD/CEO, technical sales & marketing manager, finance and business development managers should attend.
- Consultant company



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