

# What's a Marketing Delivery System? Done a Review Lately? Does it Need a Tune-Up?



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# Let's Review the Marketing Delivery System

## Value delivery is the function of your marketing organization, as defined in its broadest terms.

For the last 30+ years, QDI Strategies, Inc. has used a mental model, we call the **Marketing Delivery System**, to shape our thinking about channel marketing strategy, which includes your internal sales and marketing organizations.

The **Marketing Delivery System** is the organization and the activities required to bring a product to market and support it in the market. The marketing delivery system is the link between your product development/manufacturing functions, your distribution channels, and the customer.

### Dig Deeper into These Ideas

The QDI Strategies web site is a library of white papers and case studies, which together provide information that most marketing leaders need to know to create and deliver value needed to grow sales and profits. In the following pages we'll describe components of a MDS and point to some of the resources on our web site.

Learn to navigate <http://www.qdistrategies.com> web site

Click **RESOURCES**

OPENS PAGE with LIST OF TOPICS

Resources by Challenge

Acquisitions
Assessing the Market
Building Brand Power & Positioning
Conflicting Channels
Channel Support
Channels for New Products
Channel Strategies for Growth
Growing Share Through Distribution
Competing With Will-Fitters

OPENS SELECTION OF RELATED CASE STUDIES AND WHITE PAPERS

Select TOPIC

Assessing the Market: Is it Big Enough & How Much Can I Get, How Fast - Customer Challenges

How large is the market opportunity for this new product?

Is the potential large enough to meet your goals? Could it impact market growth?

Knowing both the size of the potential market and the competitive environment for new product marketer. These determine if the product will be successful and the justification to market. win-lose issues have to make to

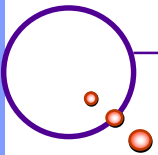
Case Studies on Assessing the Market

Case Study: Power Transmission

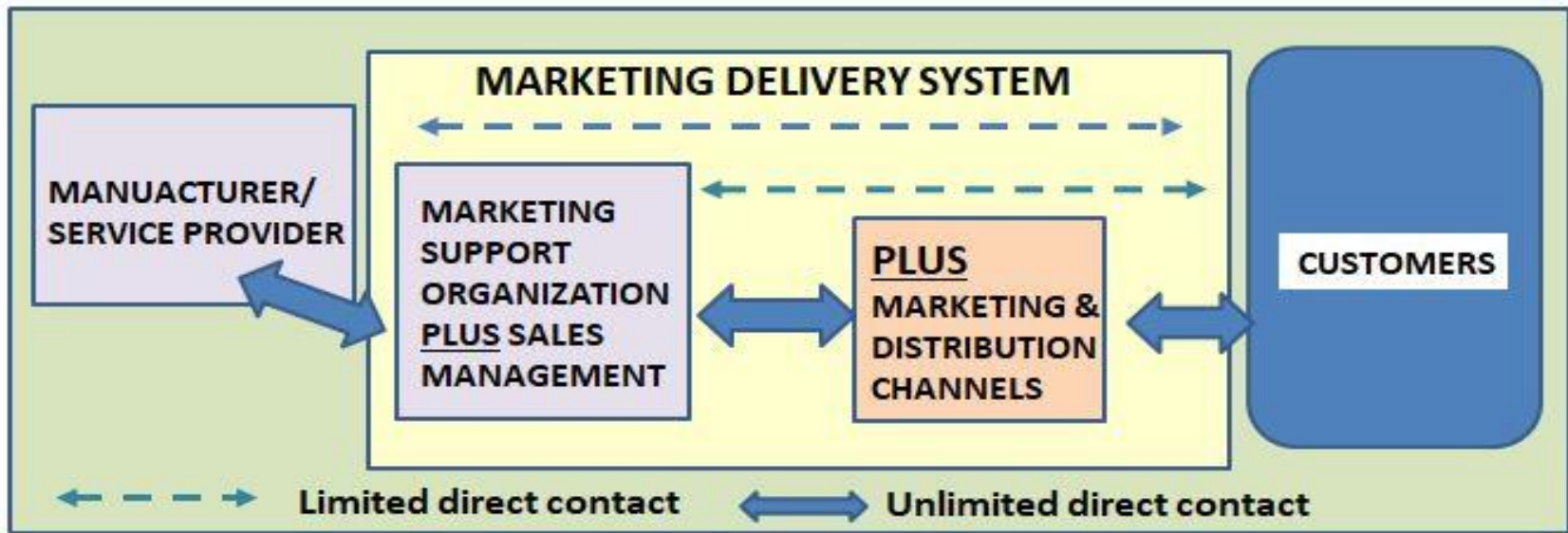
Our objective was to evaluate the value of this product concept to different customer segments and to quantify the size of the opportunity for each segment.

RESOURCES & CASE STUDIES PAGES ON QDI STRATEGIES WEB SITE ARE ORGANIZED THIS WAY.

*As you look at these, and want our help, just give us a call at 847-566-2020.*



# This is what the Marketing Delivery System includes



**The Manufacturer / Service Provider** – which is the organization that defines the product or service and produces it. Product management falls into this organization.

**The Manufacturer's Channel Support Organization** – which is a combination of sales and marketing functions, marketing communications, channel strategy, and selects, supports, and manages channels.

**The Marketing Channels** – which are the dealers, distributors, agents, external web sites, and/or direct field sales organization and company web site that interfaces with customers.

**The Customers** who purchase and use your products.

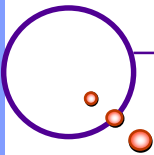
# A Closer Look at the Marketing Delivery System

The **Marketing Delivery System** is made up of **Your internal marketing support organization**:

- Sales and channel management, including field and district sales managers (but not the sales people or the channels themselves), web channel management, sales training, customer service, technical support, demand forecasting, and financial support - all the functions to bring a product to market.
- Marketing communications - the advertising, promotion and PR entities that create message content and manage media and promotional organizations.

## **Manufacturer's Internal Channel Support Organization provides**

- Strategic direction - which channels to use, roles for each, policies, communications strategies, and metrics;
- Channel development - select - recruit - sign-up and train;
- Channel program development - value propositions - benefits - costs and required channel and customer investments;
- Channel support - customer service – expected product availability - technical support – financing;
- Channel management - line management of channel organizations.



# The MDS also Includes all External Channels

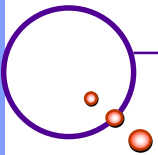
**Your internal team supports all your external channels** - sales, communications (including web), distribution and service organizations that you use to sell, distribute, and service your products.

The dealer/distributor principals, managers, sales management and sales reps; the dealer/distributor customer support personnel — all the people in the channel who are tasked with supporting the marketing of your product or service, as well as the web interfaces with your customers and channels.

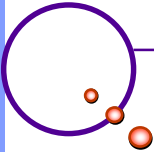
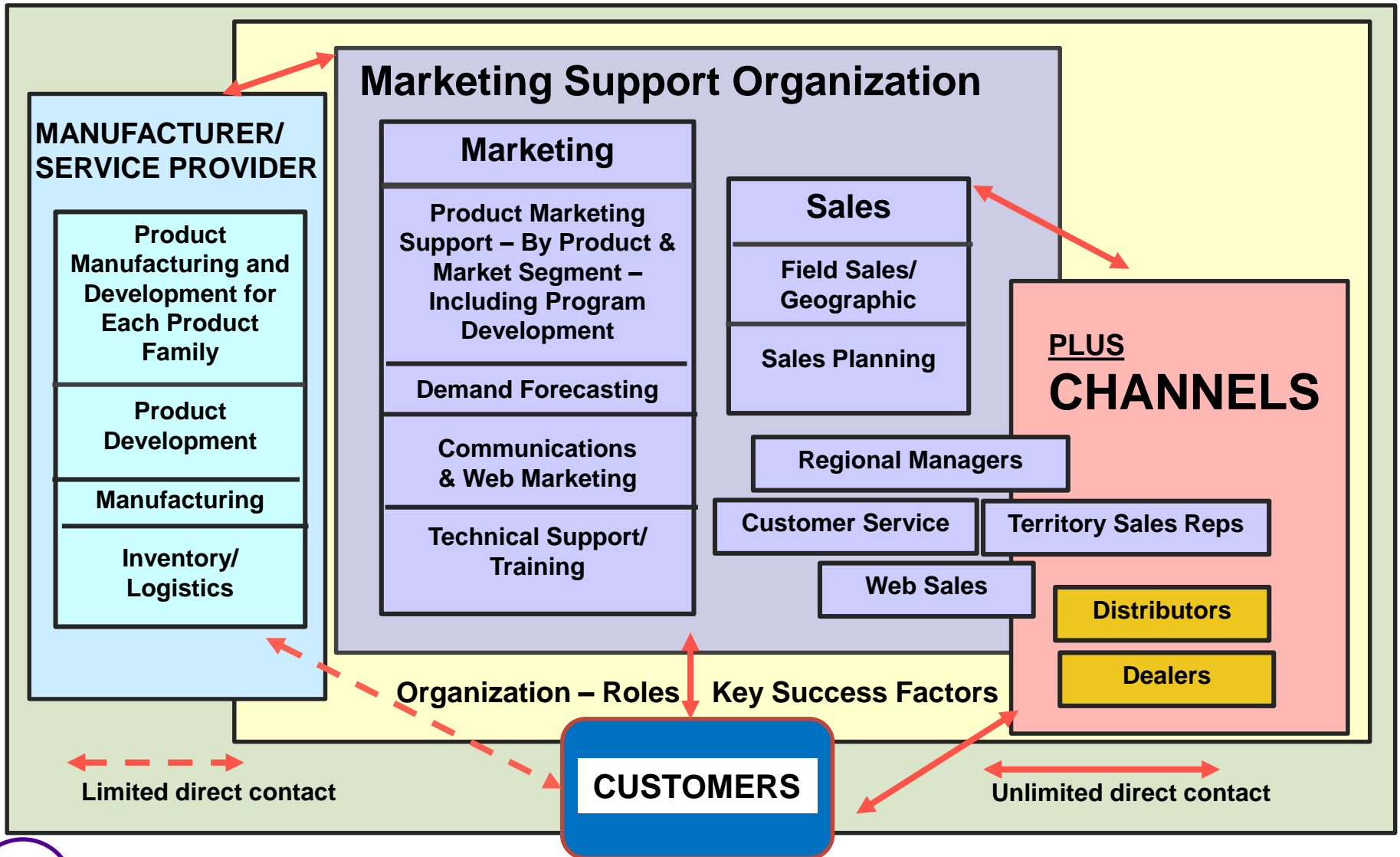
## **Key success factors when designing and managing the delivery system:**

- Channel coverage – knowing the target market and having a strategy for deploying channels to maximize market share;
- Channel competency – economically controlling product and brand specifications;
- Channel-customer connection – developing relationships to acquire and grow business; and
- Channel commitment – getting a channel to promote existing and new offerings.

With this in mind, the chart on the next page shows components of your marketing delivery system that create and deliver value to your customers.

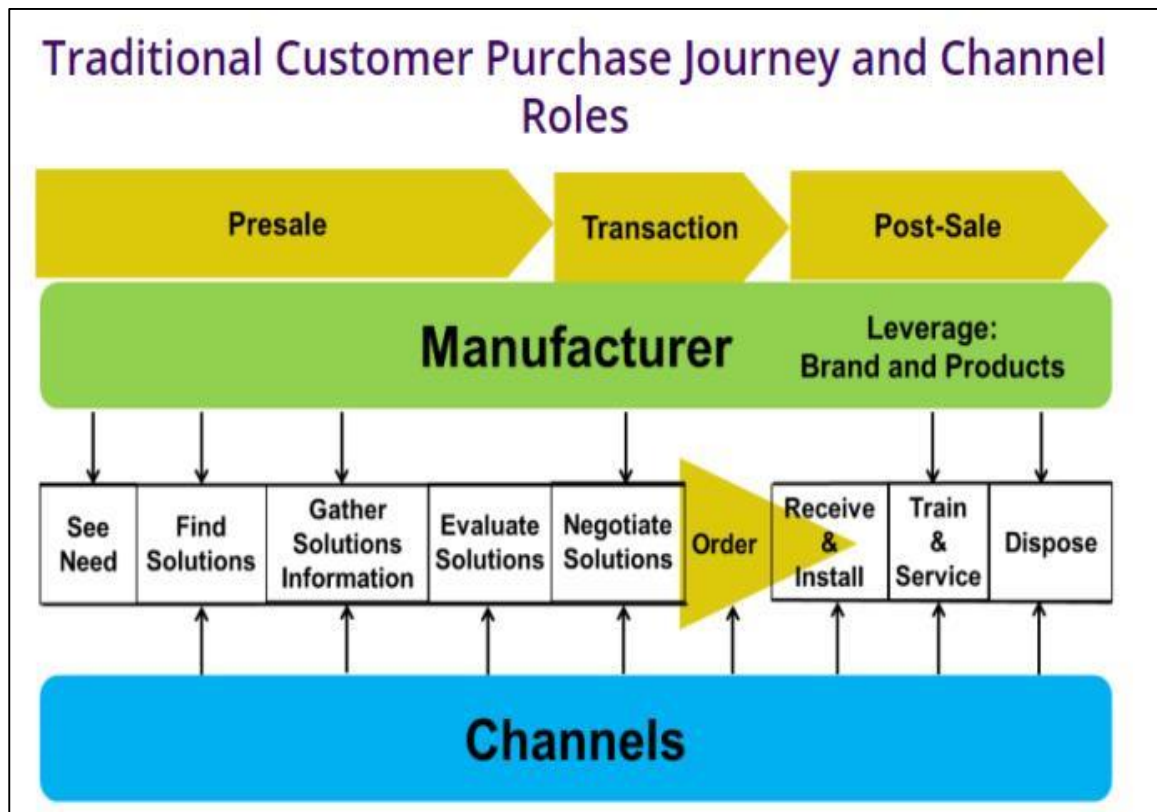


# Another View of What a Company's Marketing Delivery System Includes

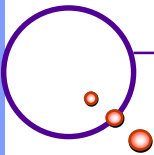


# Understanding Role of Distribution Channels

To sell their products, manufacturers have built marketing organizations that address “pre-sale,” “transaction,” and “post-sale” requirements to market their products. As the chart below shows, the channels – dealers/distributors/sales agents – are the ones most responsible for helping customers throughout most of this customer journey.



While marketing groups within the manufacturers provide information through advertising, literature and trade shows that are designed to help customers see the need, identify solutions and have information to help them make their decisions, the sales channels are the ones with direct customer access and communications.



# Growing Disruption from the Internet

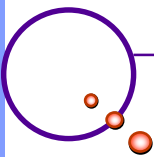
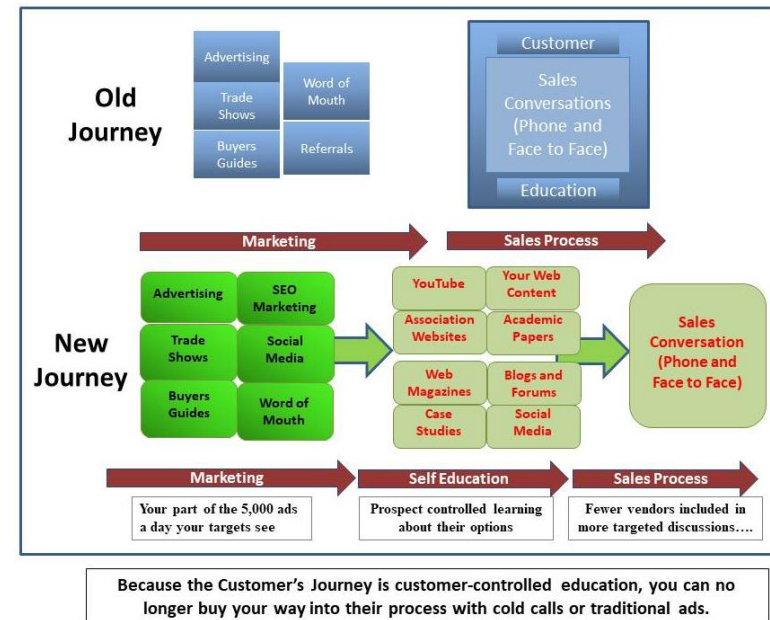
The revolution of internet marketing continues to move more of this “channel” activity back into manufacturer organizations, creating changes in channel roles and economics.

Your customers, via YouTube, on-line forums, magazine websites, consultants via their blogs, and industry groups and articles have now created so much content for prospects that the purchase process has radically changed. Prospects can learn what they want to buy without ever talking with a sales representative and possibly without ever referring to the product’s literature or website. Such a major change in how customers/prospects learn requires revisiting your entire sales and marketing efforts.

Most of your potential decision makers are searching the internet to obtain information about their industry or help with their job.

From your organization’s point of view, you need to redesign your customer engagement. From your prospective customer’s point of view, your customer engagement approach is obsolete.

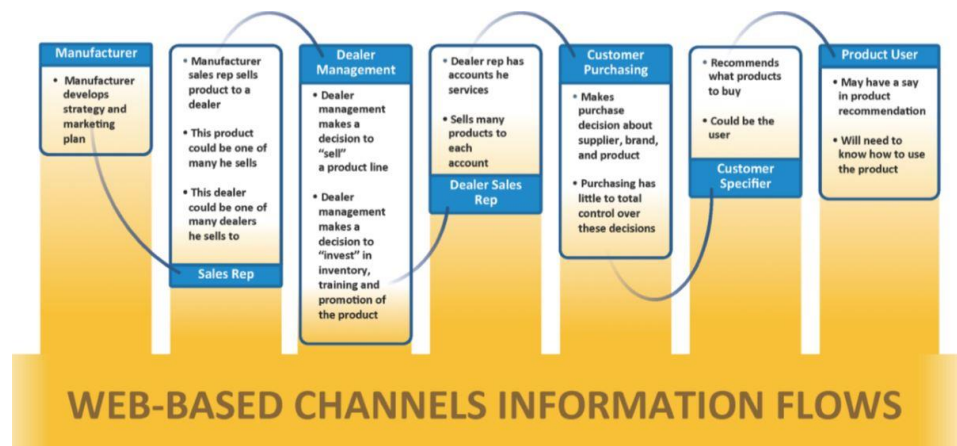
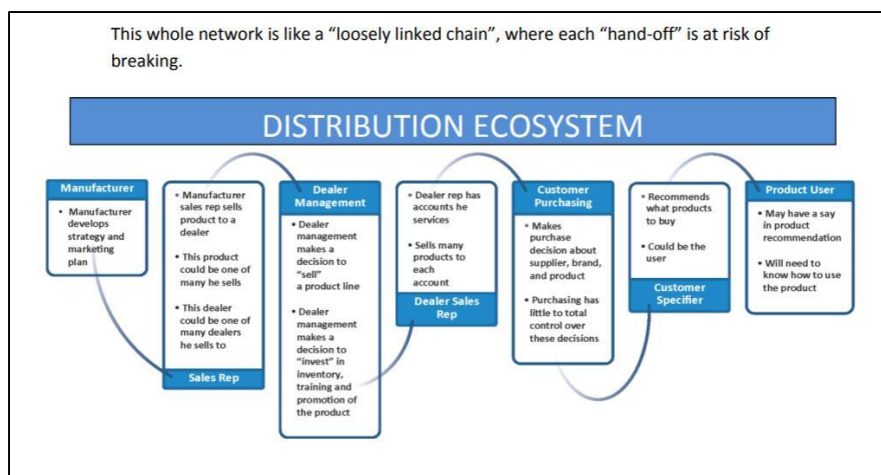
QDI outlines the approach we have used to understand the customer’s journey from unawareness - through purchase - to use of the product, so that we can design a go-to-market workflow that helps the customer move from seeing the problem, to seeing the value of our client’s product, to using the solution. **Read more at: [Your B2B Sales Process Obsolete](#)**





# The Market is Changing Faster than Your Distribution Systems Can Cope

Existing distribution channels are breaking because the rate of change around these channels - the people, the technology, and the products - are changing more rapidly than these complex organizational infrastructures can adopt. The net result is that traditional distribution channels are weakening and opening opportunities for new entrants to gain market share from traditional market leaders.



Distribution networks are amazingly complicated ecosystems. In a white paper titled "[Are Your Channels Breaking?](#)" QDI used these two graphics to show how your traditional network is like a "loosely linked chain," where each "handoff" is at risk of breaking and how the evolving internet has created potential new communications channels with all the market stakeholders. These channels are direct and can bypass the information "handoffs" and "drop-offs" that exist in traditional distribution systems.

As you review your marketing distribution system, this is critical area to build new understanding.

# How Do You Know if Your Channels are Effective?

Channels must have the capability of serving the distribution needs the manufacturer's product/service offering. As such, it is important to determine what channels—if any—have the capability to handle the necessary volume of work. Capability includes: the capacity for market coverage, the competency to get things done in a timely fashion, and a commitment to success and customer connections. The channel uses the product's value proposition to get customers and channel partners to purchase or sell the manufacturer's product or service.

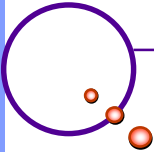
Performance is periodically measured to ensure the value proposition attracts the target number of buyers. If not, the proposition must be augmented at the buyer, channel or manufacturer level. A company's internal marketing and sales organization has to be aligned with the channel to successfully bring the product to market and support it during the program's duration. If the skills are not available in-house then appropriate channel support has to be identified and acquired.

**CHANNEL EFFECTIVENESS**

Market Presence      Close Rate      Channel Effectiveness

**Will your channels fail you?**  
<http://qdistrategies.com/downloads/whitepapers/WillYourChannelsFailYou.pdf>

For you to meet your three- and five-year business objectives, your distribution channels must be able to do their part of the job. They have to see enough market opportunity and present your products and services often enough (MARKET PRESENCE) and win often enough (CLOSE RATE) to meet your sales objectives. Their performance is your "Channel Effectiveness." The more effective your channels, the greater your share will be of your addressed market.



# How Are Your Channel Partners Performing?

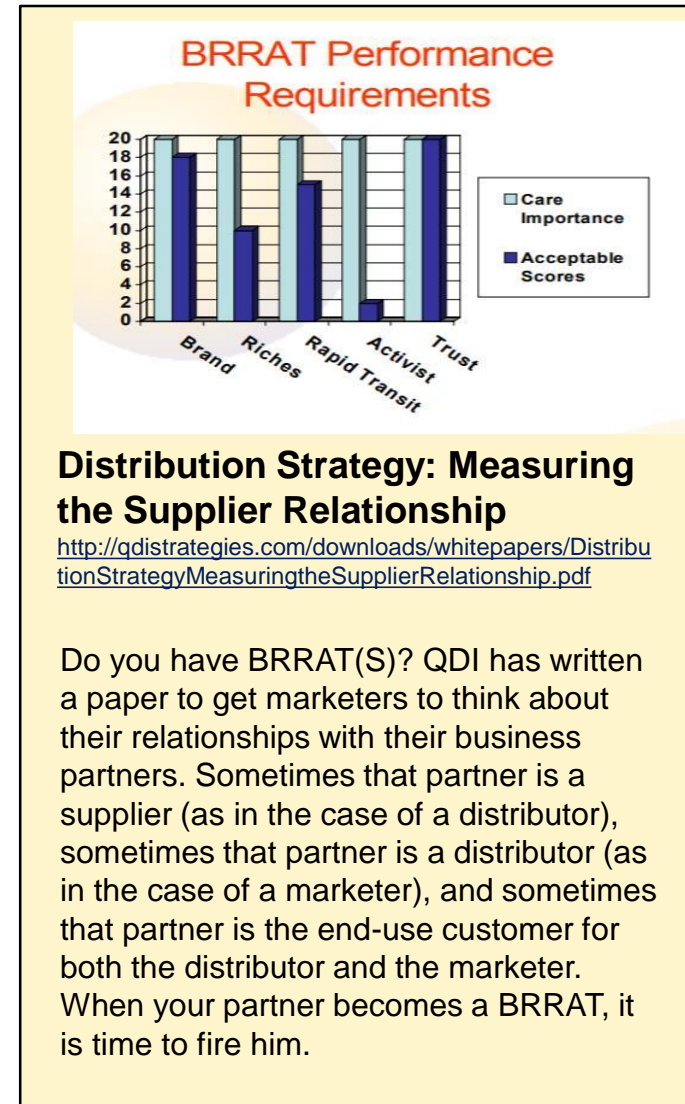
## Design Decision Criteria and Performance Metrics.

As a new product/service program is developed, there are a number of key marketing questions that should accompany the decision making. These include:

- Are the customer and channel behaviors related to a specific product understood?
- What is the capacity of the channel to cover the market?
- Have the channel members been identified?
- What is the capacity of the channel to cover the market?
- Does the channel have competence in your product mix and contacts at the appropriate organizational level?
- Has the value proposition been tested with the customer and channel?
- What are appropriate incentives and penetration targets?

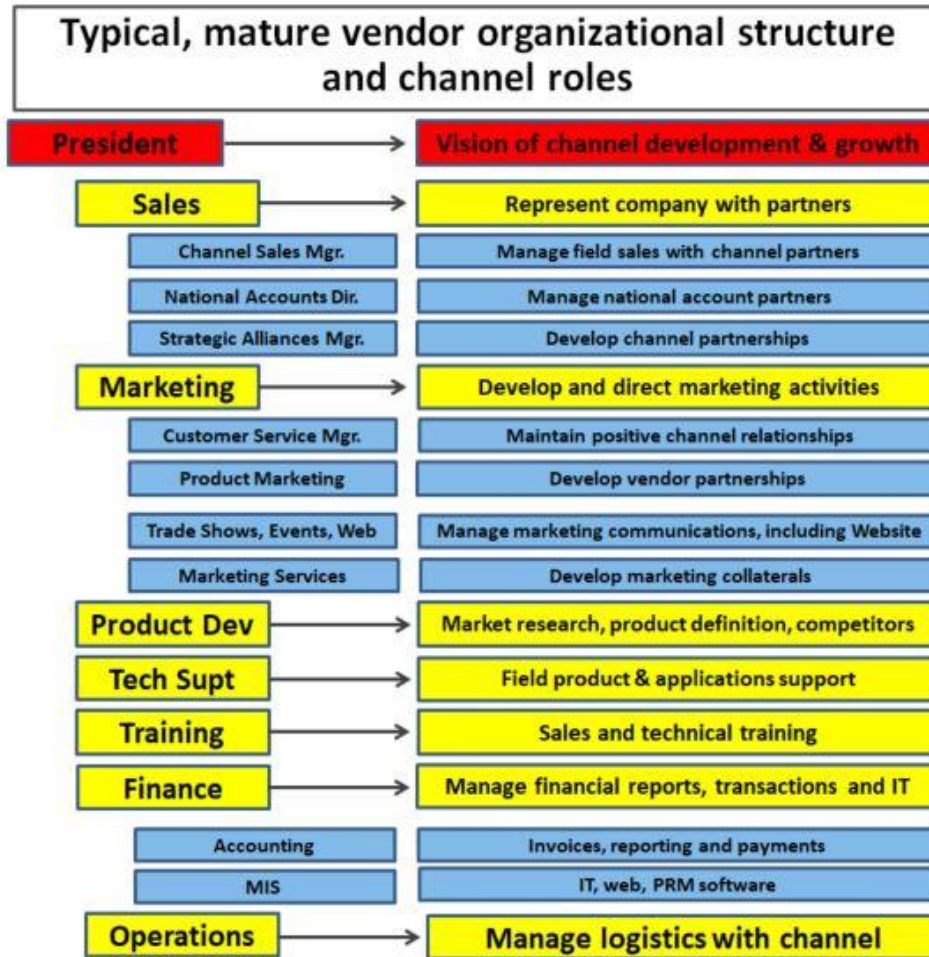
Throughout the implementation and execution of the program, performance needs to be measured relative to goals; corrective action must be taken as is appropriate. Performance measures to consider are:

- Unit sales
- The number of stores, or channel members, signed up to participate in the program
- The percentage of market covered by channel
- The number of participating manufacturers
- The percentage of market covered by product



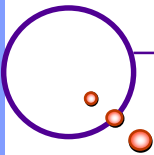
# What Does a Typical MDS Structure Look Like?

Manufacturers typically build robust marketing support organizations to interact with multiple levels of their channel's business.



All functions and levels of an established manufacturer's organization are involved in some way with the distribution channels. The executive office, sales, marketing, product development, finance, and operations departments all have roles in executing the channel strategy.

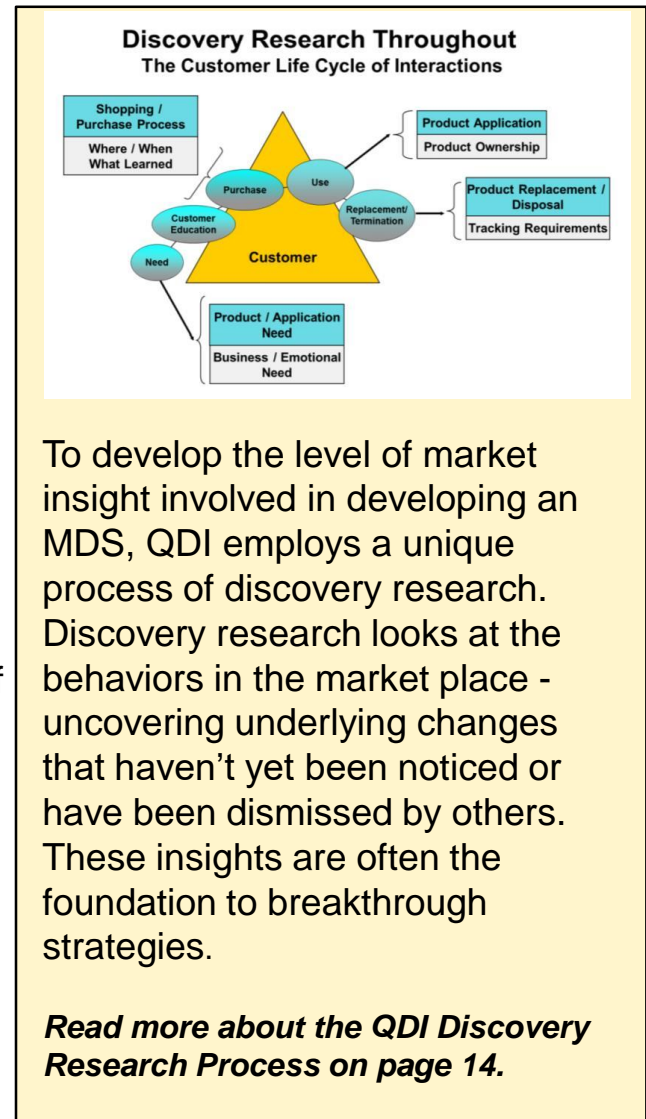
These interactions start at the top—where the senior manufacturing representative, often the company president, connects with the senior executives of the channel. Channel management goes into the field where manufacturers develop support groups, technical support, training, etc., to support their channels. In retail, manufacturers often contract with, or set up their own, in-store support organizations (often called detailers). These groups ensure store personnel are trained and have the right products on display with the proper signage.



# Strategy Development and Market Insight

**Strategy Options:** In formulating alternative strategies for an MDS, QDI identifies activities of market participants and the business's long-term plans in this business sector. Alternative marketing delivery systems and strategies for a client's program result from: contacts with manufacturers, retailers, and other market participants; QDI's model of the MDS; and a market model of the client's business opportunity. The evaluation of options points out strategies to increase market penetration through channel programs, promotion, and other marketing activities. This evaluation also results in decision-support guides and criteria that a program manager uses to design and implement a new product and/or service program.

**Market Insight:** It is important to understand the size, dynamics, structure, and behavior of the market in order to design and deploy effective measures. Market information helps establish: who is part of the market (e.g., manufacturers, distributors, retailers, and consumers); who are leaders in the business and the key influencers in decision making; and what approaches are most effective in overcoming barriers to greater supply and investment in new business options and/or greater participation in a new program. In addition to guiding program design and implementation, market information helps develop program evaluation metrics and serves as a basis for assessing future program options.

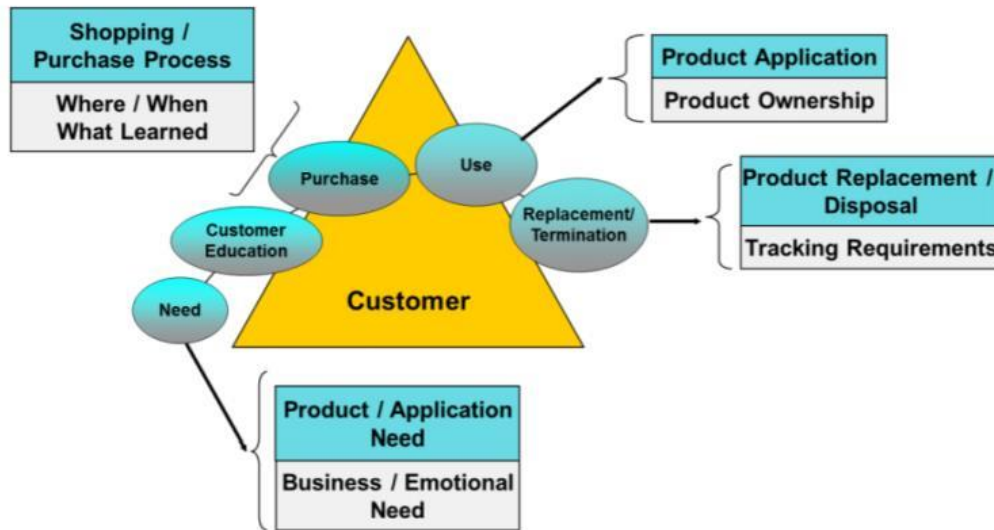


# QDI's Discovery Research Process

## Better Decisions - Building a Clearer Market Vision:

<http://qdistrategies.com/downloads/whitepapers/BuildingAClearerMarketVision-HowToSeeMarketReality.pdf>

### Discovery Research Throughout The Customer Life Cycle of Interactions



*This graphic shows components of the Discovery Research cycle. Open the link shown above to read more about this on the QDI Strategies web site.*

The real challenge in learning what we don't know is that "what we know seems so reasonable." This "reasonable" understanding forms implicit assumptions on which we base decisions. To develop this level of market insight QDI employs discovery research rather than traditional surveys.

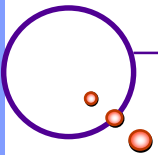
Discovery research collects information about the market with the goal of creating a valid hypothesis of how the market works, whereas traditional surveys start with a hypothesis and capture data to prove or disprove the hypothesis. In the traditional survey approach we are often testing a hypothesis that is based on underlying assumptions that are seldom stated.

# Discovery Research has Four Significant Advantages

1. Discovery research looks at the customer's behaviors, identifying not only what you and the customer "know" is important, but related behaviors, costs, unstated needs and issues which the strategy MUST address.
2. Discovery research speeds implementation because the research process rapidly develops and tests hypothesis, enabling the team to create and test alternative strategies as part of the research process. As the team understands the key customer adoption issues, they can test some alternatives to address these newly identified customer needs as part of the research process.
3. Discovery research reduces risk because it is an open learning process, potentially uncovering faulty implicit strategy assumptions that traditional survey research misses.
4. Key individuals on the development or launch team are involved in the process – discussing what is being learned, shaping the questions and even participating in some of the interviews.

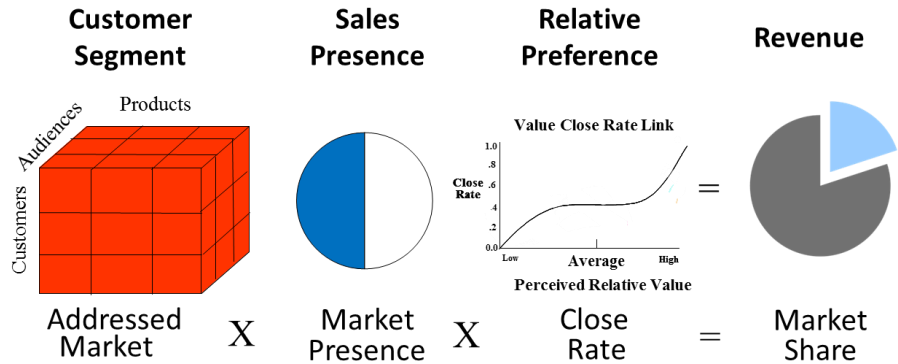
## **“How To’s” of Discovery Research –Tools and Process.**

The open-ended nature of discovery research makes it very difficult to predict or manage the learning process. QDI uses a structured approach and three primary tools to focus learning when using discovery research to understand business-to-business (B2B) market behavior. The tools include: 1) Customer Lifecycle of Interactions (to structure the conversations); 2) Decisions Hierarchy within Customers (to scope the interactions); and 3) QDI's Market Effectiveness Model (to categorize the strategic impact of what you are learning). **Find these QDI Tools at <http://www.qdistrategies.com/resources/tools/>.**



# Know the Speed, Capability and Power of Your Channels

**Market Share = Addressed Market x Market Presence x Close Rate x Incentive Capture**



- **Addressed market:** Do you have the products that specific customer segments will buy? Addressed market is a measure of the portion of the market for which you have the necessary features, performance, price points, etc., to appeal to your target market
- **Market presence:** Do you have the channel (dealers, sales people, stores...) presence to the sale when a customer is in the buying process? Market presence is a measure of the portion of the addressed sales opportunities in which your product was considered by the purchaser.
- **Close rate:** How often do you win the sale, when present? Close rate is a measure of the portion of the time that when present, you win.

## Market Effectiveness Model

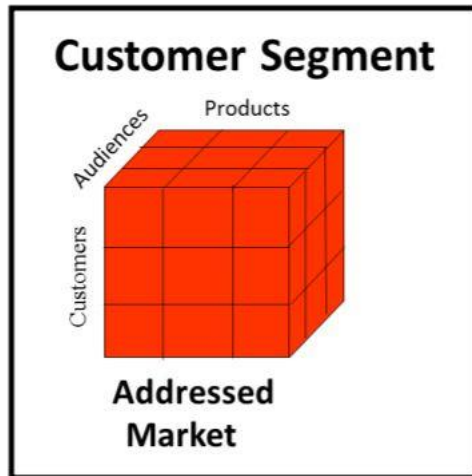
<http://www.qdistrategies.com/whitepapers/insight-building-the-knowledge-to-drive-channel-change/>

**Knowing the Speed, Capability and Power of Your Channels.** To assess a channel's capability on each of these themes, we ask our clients to first step back and build mental models of the markets in which they compete. QDI uses its *Marketing Strategy Decision Drivers Model* for this purpose.

Knowing that you have to make a change in your channel strategy and having the motivation to do so are the first two elements required in making a change. However, you have to "select" the right changes to make and align your organization to do so. The article, "*Riding the Wave: Alternatives and Organizational Alignment to Support the Changing Tide of Channel Strategies*," shares QDI's experience in addressing these problems. [Click here](#) to open the article.



# What Portion of the Market does Your Product or Service Appeal to?



**Addressed Market:** Do you have the products that specific customer segments will buy? Addressed market is a measure of the portion of the market for which you have the necessary features, performance, price points, etc., to appeal to your target market.

For each market segment (i.e., “industrial process plants”) we define an **ADDRESSED MARKET**, the portion of that market where your products/services meet customer requirements.

An addressed market is defined by:

1. **Products** – specifically the types of products that customers in this segment buy. What percent of the product configurations weight by sales do your products account for? You need to understand your product coverage for each market segment.
2. **Customers** - the specific customers who purchase these products. You also need insight about the concentration of market purchases by these specific customers.
3. **Audiences** – who are the decision makers in your specific targeted customer group? Are there influencers you also need to reach?



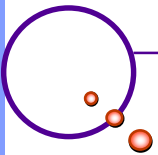
# Market Presence: Are Customers Seeing Your Product When Making Purchasing Decisions?



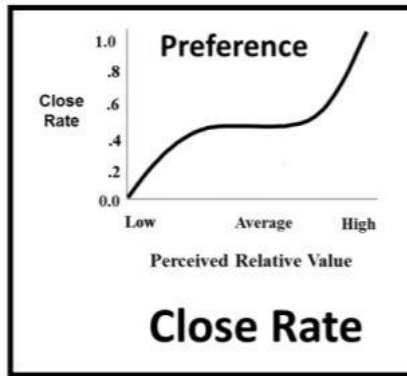
For each market segment, such as “industrial process plants,” you should be able to define your market presence. Presence essentially answers the question, did the customer consider your product/offer when she was making her purchase decision?

There are three dimensions to presence:

1. **Channel Presence:** What percent of the customers or volume of purchases do you have sales presence to? Does your dealer or direct sales force call on these customers frequently enough to have a chance to see specific sales opportunities?
2. **Product Presence:** Will your customers see or be presented your product when they are researching what they want to buy? More and more customers in both consumer and business markets are doing their research via the web before they ever engage with a sales representative, especially when looking for new product categories or solutions to problems. If you are not present in the research process, you may never have a chance to be present to the actual purchase decision.
3. **Purchase Presence:** Will your customers see or be presented an offer to buy your product when they are ready to buy? Are your product, pricing and purchasing terms presented to the customer who is making the purchase decision?



# How Often Did You Win the Sale?



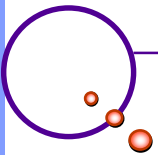
Close rate is primarily used as a measure of how often you win the sale when you are present to the sale and the customer made a decision to purchase a product.

Close rate should be evaluated by market segment, i.e., in the “industrial process plants.” If half of these buyers who considered your product went on to purchase your product, your close rate is 50%. There are two definitions of close rate that you can use to gain insight about your business performance.

The first definition is “the number of times you win a sale, versus the number of times the customer chooses to purchase a product similar to yours.” This definition looks at your performance versus competitive offerings.

The second definition of close rate expands to “the number of times you win a sale versus the number of times you compete for the business.” In this definition, you are including customers who made a decision “not to purchase” any alternative in your product category. This definition is particularly meaningful when customers have the alternative of not buying because they believe they can address their need internally or feel they don’t have to do anything at this time. Businesses selling services often face this challenge as the customer does not see enough value to justify purchasing the service.

While understanding your “quantitative” close rate - how often you win a sale - is important, when using either definition of close rate it is more important to understand why you have the close rate you do and what you have to do to increase it.



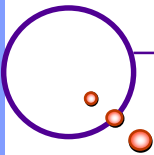
# Understanding Low Close Rates

There are two broad reasons for low close rates: (1) low value: your benefits relative to the cost of your product or service are lower than the customer's alternatives, and (2) low perceived value because your value has not been adequately communicated to the customer.

$$\text{Value}_P = B_P / \$C_T$$

QDI expresses these two dimensions of value in the formula, where:

- **Value<sub>P</sub> = Value perceived**
- **B<sub>P</sub> = Benefits perceived, which include:**
  - Product: Functionality, fit (ease of use and adaptation), and form (ease of replacing the present product, service or function);
  - Service: Service ease of doing business together, service quality and service empathy, their perception that someone cares;
  - Relationships: Personal linkages to the supplier; and
  - Brand: The fit of the producer's brand image with the customer's perception of risk and product suitability, i.e. is manufacturer a reliable supplier, and a leader in this product class.
- **\$C<sub>T</sub> = total costs perceived which include:**
  - Product Cost: The amount the customer pays for the product, including freight, etc.;
  - Purchase and Adoption Costs: The cost the customer incurs to purchase, handle, store, adopt, own and use a product; and
  - Risk Cost: The costs the customer perceives that could result from use or misuse of a product. These costs are a function of the customer's risk tolerance and his perception of the cost and likelihood of problems related to a product or service.



# Take a Look at QDI's Value Assessment Workbook

## Tools to capture and measure value

<http://qdistrategies.com/downloads/whitepapers/ToolsToCaptureGreaterProfitAndShare.pdf>

QDI's **Value Assessment Workbook** leads your marketing team through a similar analysis of TOTAL COST your team believes the customer perceives he will incur with each competitive offering.

Again, the accuracy of the perceived value score is a function of your input data. If you have used customer inputs, your scores will be more consistent with what customers perceive. If not, the scores are your best estimates of customer perceptions.

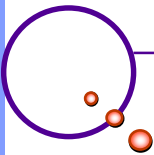
Using these two scores BENEFITS and COSTS, the workbook calculates a perceived value score for each competitor (value = benefits / costs). QDI uses a proprietary formula to compute relative scores, but for the purposes of this exercise simply divide your total value score by the sum of all the competitors (including your own) value score. These perceived value scores are then used to calculate a CLOSE RATE score for each competitor. Your CLOSE RATE is a measure of how successful your sales channels will be when they and their competitors effectively present their individual value propositions to customers. If your channels or your competitors fail to effectively communicate their value to customers, this will negatively impact their CLOSE RATES.

$$\text{Value}_P = B_P / \$C_T$$

- **Benefits**
  - Product/Service
  - Service – ETDBW  
Responsiveness
  - Relationship
  - Brand
- **Cost**
  - Purchase Price
  - Buying and Adoption Cost
  - Risks

***Find QDI Tools at:***

[http://www.qdistrategies.com/  
resources/tools /](http://www.qdistrategies.com/resources/tools/)



# Read Other Papers on QDI Strategies Website to Learn More about the Marketing Delivery System

In this paper, we've described the **Marketing Delivery System**, which we refer to frequently in our consulting practices. We've also pointed to just a few of the white papers, case studies and TOOLS that are available for FREE on the QDI Strategies website.

The graphic at the right is a picture of the resources page on the QDI Strategies website. Click on the Resources or White Papers tabs and a new page opens with a list of topics on the right. Click on any of these and on the left you'll find a list of articles with a greater depth of information than we can present in any single paper. Use these for on-going learning.

As we add new articles, we'll feature them on our blog and/or in the news section of our website. We'll also announce them on our LinkedIn, Facebook and Twitter pages, and in email newsletters, so be sure to follow us on each of these sites and subscribe to the newsletter..

***As you read these, call Steve Bassill or Mike Barr at 847-566-2020 and ask for our help in applying these ideas.***

Visit QDI Strategies: <http://www.qdistrategies.com>

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OPENS PAGE with LIST OF TOPICS

### Channel Support - Customer Challenges

Are your channels failing you?

How do you determine if your existing channels will deliver the growth you need? Looking at sales volume often doesn't tell the whole story and gives no clue to why revenues are dropping. The challenge for marketer is to understand why this happens (or could happen) and how to stop it before it happens or what question will be, "Did the customer leave the failed or because the customer's needs changed something else happen to change the channel dropped. All these require understanding the fundamental importance of the channel apt. Or did importance market.

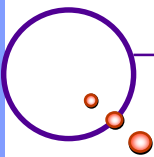
OPENS SELECTION OF RELATED CASE STUDIES & WHITE PAPERS

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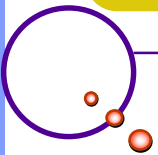
# Now That You've Reviewed the Marketing Delivery System, Is it Time for a Tune-up?

**What you market and how you market is an output of your marketing delivery system and planning process.**

## **Questions you should be asking:**

1. How do you know if you have the products that specific customer segments will buy? Are you getting specific customer feedback through your channels that will help you see changing needs, or do your channels block your vision?
2. How do you know if you have presence to the sale when buyers are ready to buy?
3. How do you know how often you win when you are present to the sale, and if not, why not?
4. Do customers perceive a difference in value between you and competition?
5. Do your product/service offerings meet the needs of the segments you are addressing as well as or better than competition?
6. What customer presence does your product or service have versus competition?
7. What are your product's close rates versus competition?

**NEED ANOTHER PERSPECTIVE?  
GIVE QDI STRATEGIES A CALL.**



# Draw from QDI Strategies' 30+ Years of Experience

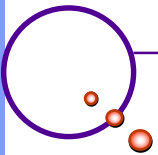
## Redesigning your market delivery system.

The starting point is to understand the size, dynamics, structure, and behavior of the targeted market in order to design and deploy effective measures to create value from new products or services or renew revenue streams in stagnant markets.



Market information helps establish: who is part of the market (e.g., manufacturers, distributors, retailers, and consumers); who are leaders in the business and the key influencers in decision making; and what are the primary barriers you have to overcome.

This market perspective will help you develop a “market-driven” view of an ideal marketing delivery system.





# Ask QDI Strategies To Help You Improve Your Market Effectiveness

If you are trying to create a breakthrough or if you are just trying to run a better business, QDI's Strategic Breakthrough Process and Strategic Marketing Decisions Framework will help you get there. Just like baking a cake, the creative process of developing a breakthrough strategy requires the right ingredients. Fact-based market understanding and QDI's market models are the right ingredients.

## Where to Begin:

Your starting point is the Strategic Marketing Decisions Framework. Get your management team to buy into the fact that their collective performance within the business processes that they impact determines your market effectiveness. Get them to see the link between each of their decisions and your company's overall effectiveness. You can begin this education process in many ways. One way is to have your management team define your addressed markets. Another way is to start with just one customer and define the value you think this customer perceives from you. See if you can identify how each business process impacts the value you provide.



**Read full Paper: Recipe for Market Breakthroughs**

<http://www.qdistrategies.com/whitepapers/recipe-for-marketing-breakthroughs/>

# What QDI Strategies Customers Say

- “We have used QDI across a number of key projects from go-to-market strategy to opportunity sizing to customer purchase process to content our sales and marketing people are using right now.

It has very useful to work on our strategic questions with QDI. They draw on both the work they have done for us and their experience with these issues to provide real insight.”

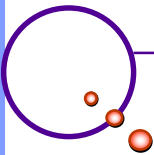
**Steve Booher**, Founder & CEO **Smart Guided Systems**

- “QDI’s work provided the roadmap our marketing and sales groups continue to use. We have doubled our commercial revenue since the project began.”

**Mike Jewell, Stonhard**

- “What differentiates QDI Strategies is that they have a proven track record of getting results for their clients. They get results because they pursue marketing consulting assignments that involve both the strategy development and the implementation of those strategies to achieve client objectives. That total approach has resulted in both (a) a proven track record of getting results and (b) experience and know-how that is transferable in the most important deliverable of a consulting assignment....RESULTS!”

**Guido DiGregorio**, CEO at **TeleSoft International, Inc.**



# Learn More About How QDI Strategies Can Help You Add Value and Grow Your Business



To learn more, browse the various sections of the QDI Strategies website or connect with Steve Bassill or Mike Barr: <http://www.qdistrategies.com>.

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