

FOCUS SERIES

What Have You Done for Me Lately?

Creating an Internal Marketing
Culture

Rae Ann Bruno

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BY

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About the Author

Rae Ann Bruno is the president of Business Solutions Training, Inc., a firm focused on experiential training for process improvement, business-aligned leadership, and team development. Rae Ann has over fifteen years of management experience with an emphasis on process re-engineering, employee development, and business alignment of IT services. Formerly the vice president of strategic relations for Previo, Rae Ann was the publisher of Previo's eZine, *eSupport Perspectives*, and has authored many articles and white papers that have been published in various support and service industry publications.

Prior to Previo, Rae Ann was the director of IT customer service for Siemens Energy & Automation (SE&A), where she started up an IT training and documentation department, re-engineered the service desk, and implemented incident management, problem management and service level management across the IT organization. She came to SE&A from Cutler-Hammer, where she re-engineered the support and security teams in her role as enterprise support manager. In her previous role as the training and documentation manager, she worked closely with the business units to develop and deliver business-focused training and support. Her training team won the Cutler-Hammer Award for their innovative and successful training program focused on raising the computer literacy of the Cutler-Hammer sales force through organized peer training.

Rae Ann has her ITIL Service Management Foundation Certificate and is a certified trainer for HDI's Knowledge Management Foundations, Support Center Team Lead, Support Center Manager, and Support Center Director certifications. Rae Ann was nominated for the 2001 Computer World Premier 100 and was the recipient of the 99 Service Award from Service News. She was the co-chair of the Georgia 100 Mentoring program Alumnae Association and served on the World Leadership Team for Help Desk 2000. She is a regular speaker at leadership and support conferences.

Introduction

If asked today, what would your customers say about your team? Would they mention that they couldn't do their jobs well without IT? Could they cite ways in which the organization is more competitive in the marketplace as a result of IT services? For most organizations, the answer is "no."

Individual users' common perception of IT is oriented toward individual use of IT services. For example, they can cite tasks that they complete using different IT tools, but they typically don't see the broader picture or "connect the dots" between technology and organizational success. Usually, this is because IT employees speak in technology terms, not in business terms. IT professionals can tell you what the uptime has been over the last six months, what the first contact resolution rate is, or whether their project is on time and within budget, yet they spend very little time marketing the value of their services to their customers. Very often, they don't even know the value of IT services from the customer's perspective.

Consider the companies you do business with as a consumer. Are there any that you use that don't utilize technology to provide you with better service? Whether it's banks, airlines, shipping companies, online retailers, or your local supermarket, they are using technology to save time and money, for themselves and for you. Typically, they advertise the value of their technology with phrases like, "save time by entering it online," "free shipping if you order online by 4 PM," "you can make transactions online for free." Communicating value is important internally, as well as externally, so that employees don't take the company's services for granted. Instead, they know that it is "saving them time" or "making their jobs easier."

If your IT department doesn't market internally, then the customer controls the perception of your value. Therefore, your team's value may only be as high as your most vocal customer thinks it is. Think about the impact to your team's reputation if that is the case. IT needs to "connect the dots" for its customers and show them the value of IT services.

To market your department's accomplishments successfully, it is important to build an internal marketing culture where all IT employees understand and regularly communicate the value IT adds to the business. Whether it's on the phone, in meetings, or in reports, your team members should make a constant effort to clearly articulate the value of services provided and improvements made in business terms the customer understands and values.

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CHAPTER 1

WHAT IS INTERNAL MARKETING?

Internal marketing is taking advantage of opportunities to positively influence customer perception. In other words, recognize that you are marketing with everything you do—with every personal interaction, in every meeting you attend, with every paper or electronic communication, and with every service you deliver.

The goal is to take advantage of these opportunities to leave customers with a positive impression of your value to the business, and to articulate that value in business terms. If you don't make a conscious effort to spread a positive message, or if your message is not in line with what your customer values, you may in fact be creating negative perceptions.

Often, IT plans to market information only for major efforts or projects. If there is a possibility of resistance to the change from customers, plans are made to influence opinion and create open, positive attitudes about the service or product. Yet, marketing is more than just a section of a project plan. Instead, it should be part of your everyday routine. Internal marketing should be imbedded in your culture so that it becomes as natural as saying “hello” to people you pass in the hallways.

Getting Started

Before you can successfully market your value, you need to know what it is, from both the business's and customer's perspective. Here are three steps you need to take before you market your value.

1. Understand customer expectations and current perceptions.
2. Identify the gap between expectations and perceptions.
3. Assess the value of your current services.

To foster success, involve everyone in your department. Not only does every employee need to understand the current customer perception and the desired perception, but each employee also needs to be “kept in the loop” on departmental issues, accomplishments, and efforts (your team interacts with customers directly and indirectly, so they need to understand perception and business value). To do this, start by making communication a priority in your group.

- Share the big picture, not just details of your team’s tasks.
- Help your team to understand the business impact of their roles, daily tasks, and projects.
- Be sure your team understands your organization’s business goals and practices.
- Give your team members opportunities to be exposed to your customers and learn what they do.
- Have your team brainstorm ideas for internal marketing.
- Have your team identify accomplishments and areas for improvement.
- Provide planned messaging for your team members.
- Involve your team in ideas, solutions, and improvements. This quote by Dale Carnegie is insightful: “People are committed to that which they help create.” Help them to become committed!

When you keep your team members informed and involved, they are more likely to project a positive image, which is vital to promoting value. When they understand their value, they will communicate it much more effectively.

Understanding Customer Expectations and Current Perceptions

Don’t assume you know what your customers expect or think. Ask! However, be sure the questions you ask don’t hinder your efforts to understand your customers. A common mistake most IT organizations make is basing their questions on what they think is important to the customer or on the metrics most easily measured.

True story: There was a support team that was averaging an overall customer satisfaction score of 4.8 on a scale of 1–5, 5 being the highest. These scores were based on the handling and closing of the customer issues that had been reported to the support team. Although the score was high and it seemed that they were providing a high level of service, the support directors were frequently being pulled out of meetings to handle issues that had been escalated to the CIO. When this became a regular occurrence, it was obvious that the surveys weren’t reflecting the true quality of service. Management took a step back and had a third party call internal customers and ask one simple question: “What do you expect when you call the Customer Support Center?” The answers were consistent. Customers expected:

- The appropriate sense of urgency,
- An understanding of the problem from a business perspective,
- An update when the call couldn't be resolved as originally promised, and
- Communication of the issue's status.

The existing survey's questions did not focus on business understanding or urgency. The survey did not ask how well the service desk kept the customer informed. Thus, the team was unable to identify and make improvements in areas that were most important to the customer. Consequently, they were failing at meeting basic expectations and were perpetuating the negative perceptions centered on the business acumen and value of the service desk.

Therefore, before marketing accomplishments, you need to know what your customer expects and whether these expectations are realistic from a business and technical perspective. Communicating accomplishments that are unimportant to your customers has no impact on improving perception. If your survey doesn't focus on high-value areas, it can't provide information to help you to target areas that will improve perception. You must learn about your customers' expectations and current perceptions in their context. This is the only way to determine what your customers value.

There are many ways to learn about your customers' expectations and perceptions. It is important to plan what you will ask and how you will collect the information, and it is more effective when you use multiple methods. Your goal is to learn:

- What your customers expect when they use your services,
- What is important in their jobs,
- Whether you are currently meeting their expectations,
- Where you can improve, and
- Where you can make "quick wins."

This could be done through:

- Conducting customer interviews
- Sending surveys
- Using internal blogs
- Asking questions at the end of meetings
- Facilitating customer roundtables (i.e., customer opinion meetings)
- Taking advantage of hallway conversations
- Administering opinion surveys
- Creating focus groups

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No matter what method you use to gather the information, using open-ended questions will help you gather more information and prevent you from leading the customers to answers based on your assumptions. For example:

Do you expect to get your issue resolved right away when you call the service desk?

This question assumes that first contact resolution is important to users calling the service desk. It may be, but the question leads the answer based on the service desk's assumptions surrounding FCR, and it may prevent you from gathering other important information. In this example, they will answer "yes" or "no," and it either confirms or negates a presupposition.

Consider this question instead:

What do you expect when you call the service desk?

This question allows customers to answer from their own perspectives and let you know what they expect and what they feel is important. This question will elicit much more information.

When gathering customer opinion, be sure to learn how important each issue is to them. For example, when using surveys, you can create weighted surveys by adding a column that allows customers to prioritize each item they assess. Here is an example:

Question	Level of Satisfaction	Level of Importance
	On a scale of 1–5, where 5 is "very satisfied" or "very important."	
<i>Ex: Did your support representative handle the call with a appropriate urgency?</i>		

Not only can you assess whether you are asking questions in areas that are important to your customers, but you are also gaining valuable information for prioritizing improvements and identifying ways to increase and market your value.

Documenting Your Findings

Documenting your findings helps you to organize the information you've collected so that you can identify trends and determine what steps to take next. Documentation also helps to solicit buy-in and sponsorship across your department. Whenever you can support your findings with documentation, they will be more effective.

Here is a basic template for documenting your findings. In the first column, list the service desk's current services or products. In the second column, list any comments or suggestions that define your customers' expectations and perceptions. In the third column, write CM if changing this perception or meeting these expectations requires communication only. Write CHG if it requires a change to processes, services, or products. In the last column, make a note of what type of communication or change you may consider.

Current Services/ Products	Expectations/ Perceptions	CM/CHG	Action
<i>Ex: Service desk</i>	<i>Service desk agents can't answer anything themselves. They escalate everything.</i>	CM	<i>Promote first contact resolution and work with service desk on ways to communicate to change the perception.</i>
<i>Ex: Updates to business applications</i>	<i>IT never makes useful updates to our tools.</i>	CHG	<i>Work with business partners to define a better way of collecting recommendations and include the business in deciding what features should be added/modified and when. Include communication method or online tool to keep users updated on progress.</i>

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It is probable that you will not only hear feedback about current services, but also ideas for new services. Based on this feedback, what new services may be useful? What do your customers expect from those services? This information should be documented so that it can be considered in future development efforts. (If you have a service portfolio management system, add these ideas to the service pipeline.)

New Services/Products	Expectations/Perceptions
<i>Ex: Automated password reset tool</i>	<i>Customers don't like waiting on the phone to have their passwords reset. They want to be able to do it themselves online.</i>

Identify the Gaps between Expectations and Perceptions

Once you understand your customers' expectations and learn about their current perceptions, you are ready to identify the gaps between the two. These gaps negatively impact perception. By identifying these gaps and closing them, you can improve perception.

For example, if your customer expects to receive new software within 24 hours of requesting it and this expectation is never met, the customer may view your team as slow or as not adding value to the process. If new software requests take three business days to process, the customer needs to know this. In this case, closing the gap is as simple as educating the customer on the process and communicating the time frame for receiving new software. When the customer calls to request software and his expectations match the process and time frame, he is more likely to be satisfied with the experience and have a positive perception of the IT organization.

Assessing the Value of Your Current Services

Now that everything is documented, you can plan your next steps and begin building your marketing-focused culture. The value your customers place on your services and the degree to which your customers' expectations are met is the next step in determining what you should market.

Group your information in a way that makes the most sense for the business—by business units, by services, or by roles. For example, you could list all services used by the sales team and rank them based on business priorities.

Once you have grouped your information, you can identify which items require further action and which ones require better communication or education. Then, prioritize those requiring further action. Target the expectations that mean the most to the customers and have the highest business impact (this step works best when done with business partners).

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CHAPTER 2

STARTING YOUR MARKETING EFFORT

Now that you've laid the foundation by learning from your customers, you can plan your next steps toward a culture that focuses on communicating value. Take the information you gathered in the previous steps and transform it into an action plan. Be sure everyone on your team is aware and part of this process; group involvement will increase your chances of success.

First, identify “quick wins,” expectations or requests that align with your department's current or future initiatives, and any actions that need to be taken (be sure to identify who needs to take the action). Additionally, identify sponsors, stakeholders, and relationships that require special attention. Use the form below to lay the groundwork for your marketing plan.

Sponsors: List any business and IT sponsors.

Stakeholders (e.g., sales, finance, marketing, HR, agents, etc.):

Action	Value (Business, IT)	Owner	Deadline	Quick Win?
<i>Ex: Promote FCR and work with service desk on ways to communicate to change the perception (i.e., overcoming the perception to that service desk escalates everything).</i>	<i>Business: More satisfied with service desk, gets back to work sooner when using service desk. IT: Influence users to call service desk instead of calling second-level analysts directly, more efficient incident management process, increased customer satisfaction, increased value.</i>	Service desk manager	Dec. 30	Yes

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Action Plan

Item	Action	Sponsor	Who performs the action?
<i>Ex: Automated password reset tool</i>	<i>Create RFP, evaluate tools, present options to committee</i>	<i>Joe Williams</i>	<i>Charles Lamak</i>

For example, by giving the customer the ability to process a request online, the business saves employee time and simplifies the process. Likewise, IT saves costs by automating the “easy stuff” and keeping valuable people resources available when and where they are needed most (e.g., support, projects, development, problem management).

This process also helps IT understand services from a business productivity perspective. All IT employees should be able to “speak the customer’s language” and communicate value in areas that matter to the customer and in terms that are meaningful and relevant to them.

Communication (to whom?)	Expected Results (value)	Start Date	End Date	Comments
<i>IT board; business committee; IT teams; security</i>	<i>Automated tool that complies with security requirements and is compatible with all environments</i>	<i>Feb. 1</i>	<i>Apr. 15</i>	

You can now document the steps that are needed to make service improvements or take steps to communicate and change perceptions. Here is a sample plan to help you to organize action items and show responsibilities, expected results, and time frames.

In addition to the action plan, it is important to plan your communication. Whether it is daily communication (i.e., better ways to say things), communication of upcoming changes, or communications regarding specific project efforts, it helps to develop a communication plan and make it an essential part of your internal marketing culture.

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Create a Communication Plan

It is important to remember that everything you do either creates, confirms, or changes your customers' perceptions of you and your department. Whether you are passing a customer in the hallway, working with a customer, or speaking with the customer on the phone, you are influencing their perceptions. You are IT to every customer who interacts with you.

The communication plan involves identifying the information and communication needs of the stakeholders. In addition to knowing what to communicate, you need to establish when and how to communicate. Here is an example of a communications checklist from a project management website:*

Communication Plan

Item	What to Communicate	Who Communicates?	To Whom?
<i>Ex: First contact resolution</i>	<i>Resolve on first contact</i>	<i>Service desk</i>	<i>User community</i>

* Information Services Board, "Project Management Framework Planning – Communications Plan," <http://isb.wa.gov/pmframework/pmframework/communications.aspx>.

Communication Plan

- Have all internal and external stakeholder information needs been assessed?
- Are their long and short term information needs identified?
- Have responsibilities for communication been assigned, including who must approve the various types of communications?
- Are processes in place for dealing with ad hoc communication needs?
- Are feedback mechanisms identified and planned for?
- Have communication tasks been inserted into the project schedule?
- Has the plan been communicated to the project team?

This is a great way to make sure everything is happening. Another helpful example is the communication plan below. This plan identifies what is being communicated, to whom it is being communicated, and how it will be communicated.

How?	When?	Comments (Assess Effectiveness)
1. <i>Wrap up of each call</i> 2. <i>Automated e-mail messages when ticket is closed</i> 3. <i>Online reports</i> 4. <i>Review meetings</i>	1. <i>With every call</i> 2. <i>With every ticket closed</i> 3. <i>Weekly</i> 4. <i>Monthly</i>	<i>Review customer satisfaction ratings</i> <i>Follow-up calls on closed tickets</i> <i>Agenda item in monthly customer review meetings</i>

Planned Messaging

In addition to your communication plan, it is important to address routine communications. Your teams interact with customers on a regular basis. It is important to send consistent, positive messages. Everyone on your team is marketing every day. All customer interactions involve sending messages and molding perceptions. Your success rate, the way you do your job, your relationship with your customer—all of these create an image that reflects on you, your team, and your organization.

Marketing is influencing perceptions through planned messages. Through planned messaging, you can deliver a consistent message that aligns with organizational goals. These planned messages can be incorporated into everything you do. It can be as simple as having IT employees ask questions like, “Have we saved you time today?” or “Can you complete your task more easily now?” By asking questions and tracking the answers, you are continually gauging customer satisfaction, and you are “connecting the dots” for them. They clearly see IT’s business value and won’t view IT services as “just technology.”

You may already have many marketing tools at your disposal. Using scripts or “canned messages” are two ways to plan messaging. A vision or mission statement is one of the easiest and most effective marketing tools you can use. Not only does it set high level expectations, but it also reminds your customers of your value.

Evaluating Your Mission Statement

If you already have a mission statement, take some time to evaluate it. Does it set your customers’ expectations? Does it align with the organizational mission?

To answer these questions, have your team assess the key words in your mission statement. Are the key words measurable? What expectations does the statement set? Can you meet those expectations?

Once your mission statement conveys the right message, one that aligns with IT’s and the organization’s goals, promote it. List it on your Intranet site; add it to message salutations, business cards, and/or IT documentation. Be sure everyone in IT knows the mission and supports it with their actions and conversations.

Another useful practice is to identify better ways to phrase comments. Everyone can learn from this. Have your team members identify times when they weren’t quite sure how to answer something and work together to find better ways of phrasing the answers.

We often underestimate the impact of something as simple as the way answer questions. Statements like these can negatively impact a customer's perception:

- “That project isn't part of our plan; we can't work on it.”
- “I'm sorry, you've got the wrong department.”
- “No, you can't add that information to your website.”

Although we may have good reasons for answering as we do, our customers may perceive these responses as evidence that IT doesn't understand the business, is uncooperative, does not have the right sense of urgency, or is not customer-focused. Better answers could be:

- “Let's see what options we have.”
- “Let me get you to the right department.”
- “Let's review the guidelines and see how we can help you.”

There are many assumptions an uninformed customer can make. It is important to communicate with them, keep them informed, and prepare in advance the best way to say things. Making this a group effort ensures consistency and increases your team's commitment to the effort. After some time, it becomes very natural to speak in terms that express value. This is when you have achieved creating a culture that markets itself continually.

Marketing Techniques

Marketing opportunities are everywhere! Here are some simple marketing techniques you can use on a regular basis.

The One-Minute Index

On an index card, write down the potential questions you may get from a manager or customer (one question and answer per card). Then prepare an answer that conveys the value you add in one minute or less. Review these cards regularly (you can use different mechanisms for documenting them, like wikis). The benefit is that you will be prepared for these questions in advance and will market successfully when the opportunity presents itself. Use this technique for your team to make sure you are giving consistent information and phrasing your answers and comments in a positive way that shows value.

The Elevator Pitch

The elevator pitch is similar to the one-minute index in that it is a pre-written statement. The goal of the elevator pitch is to convey value in thirty seconds or less. The difference with this technique is that it conveys a “what we’re about” message, as opposed to answering a specific question.

Thirty-Second Value Check

This is an activity that you can practice with others. In pairs, each person will spend thirty seconds as an IT representative. Their partner plays the role of the customer (they will switch roles after thirty seconds). During those thirty seconds, the IT representative will share some ways that IT brings value to the customer. The goal is to speak the customer’s language and convey value from the customer perspective. For example, instead of telling the customer that you have 99.9% uptime, focus on the fact that the service is always accessible and that the customer can use it at his or her convenience. In other words, no “geek speak”! Share benefits that really help the customers in their jobs. This helps your team members become comfortable communicating value from the customer perspective. With practice, this will become natural and your team will be marketing with every interaction they have with customers.

The Power of Feedback

Another key element of the internal marketing culture is to continually solicit feedback from your customers. This should not be a one-time effort. Customer feedback provides vital information about how you're doing.

Creating a continual feedback environment will keep you abreast of changing expectations so that you can adjust and improve your service. This will strengthen and improve customer relationships and satisfaction.

Tips for Effectively Soliciting Feedback and Making Improvements

- Use multiple methods
- Document the results
- Continually communicate
- Be aware of service levels
- Follow processes
- Summarize the feedback collected
- Create action plans

Continually communicating with your customers and your team shows your genuine interest in the customer and builds credibility. Remember to use multiple methods to gather feedback, clarify the feedback, and analyze the results. From this information, you can make regular improvements and communicate the actions you've taken and the success of your efforts.

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CHAPTER 3

THE MARKETING PLAN

Action and communication plans may be all you need to create a culture that continually communicates value. However, there may be times that you need to expand on your plans in a marketing plan.

When you first create the internal marketing culture, you can document your efforts in a marketing plan. This same plan can be used for marketing new initiatives or projects.

Consider the answers to these questions:

- What should you market?
- Why should you market?
- Who is your target group?
- When should you market?

Internal marketing begins with customer focus. We need to understand what our customers' expectations are so that we can set our marketing goals. Once we understand the customer and set our goals, we're on our way to providing information that positively impacts customer perception (i.e., marketing internally).

The High-Level Marketing Plan

The answers to these questions give you a high-level overview of your marketing plan.

- Who are your customers?
- What are your products and/or services?
- What are the benefits of your products and/or services to your customer(s)?
- Who is your competition?
- What is your advantage over your competition?
- What are your short-term and long-term goals in marketing the organization?
- What resources (money and people) are available to do this marketing job?

Marketing Plan Details

Once you have the broad view, get more specific with each targeted customer. Here is a list of steps you should take to define your marketing plan. At a detailed level, define a program for each distinct customer. Then, for each program:

- Identify audience(s) and profile(s)
- Define message for each audience
- Connect the audience to product(s) and/or service(s) using the message
- Define your approach to each audience (e.g., educational, persuasive)
- Define your message vehicle(s) (e.g., lunch-and-learns, e-mail, reports)
- Define the desired result of each message vehicle and the program as a whole
- Define the fulfillment for each vehicle (i.e., what is the offer?)
- Define success and how you will measure it
- Execute
- Measure

It is important to understand that marketing isn't just a program; it's a continuous effort to convey value in everything you do. Plan your communications in advance when possible and make it a habit to describe positive value based on how your customers "see" you. Remember that opportunity is everywhere and any type of documentation—minutes recapping a meeting, follow up e-mails to phone conversations, or diversity initiative reports—can all be methods for communicating success.

Summary

Remember that every customer interaction, whether it is an informal meeting, hallway conversation, or phone conversation, is an opportunity to market your successes. By targeting specific market segments, planning your communications, and building a continual marketing culture, you can take advantage of these opportunities and continually remind your customers of the value you bring to the organization. Keeping your customers informed expands your marketing capabilities—customers will share their perceptions with others!

Above all, don't underestimate the power of perception. Understand it and control it. Your value to the customer depends on how you impact business transactions, affect productivity, and communicate your effectiveness. By creating a culture focused on internal marketing, you gain control over your reputation.

APPENDIX

SAMPLE MARKETING PLAN

Overview

GPT is a computer technology company specializing in the manufacturing of high-technology products in International markets.

The GPT Information Technology (GPT IT) department's mission is:

To provide world-class customer service through process, technology, and expertise, enabling GPT Company to meet the evolving needs of its customers. It is our goal to facilitate increased customer satisfaction and competitive advantage in the marketplace in a cost-effective manner.

Goal

This year, GPT IT is focusing on increasing the awareness of our internal project management, development, and web services to the GPT business segments. It is our goal to be the service provider of choice for 75% of all information technology related projects within GPT. To accomplish this, we want our internal customers to view GPT IT as adding value to the business goals of GPT through a thorough understanding of our products, customers, and key business initiatives. We believe this is a key competitive advantage over any outsourced services. We want our internal GPT business segments to see us as:

- Business aligned,
- Professional, skilled, and efficient,
- Easy to do business with, and
- Cost-effective.

This marketing plan focuses on increasing the awareness of our services for our sales division. Sixty percent of the strategic IT initiatives will be initiated within the sales division in 2003 and 2004.

The Marketing Plan

We have found that, currently, the sales division has the impression that GPT IT:

- Doesn't understand the GPT business,
- Doesn't have the proper sense of urgency when supporting sales division business applications,
- Takes too long to develop and deliver new business applications, and
- Has too many cumbersome processes.

Within our IT department, we have worked in each of these areas to educate all GPT IT departments on GPT's business. Additionally, we have refined our processes, increasing our efficiency and decreasing the length of time it takes to resolve business interruptions, complete development projects, and update web pages. In the area of customer support, we have changed our prioritization levels and categorization of problem tickets to reflect the proper business impact. Additionally, we provide reports that reflect our role in keeping our sales customers in front of their clients with all sales tools and business applications available to them.

Our marketing plan focuses on three areas:

- Customer relations
- Reporting and public relations
- Communications

Customer Relations

We have developed a cross-functional customer relations team that has representation from all IT departments. We've included members from the business liaison and marketing communications departments. This team is focusing on:

- Defining and implementing processes for continual communication with our customers,
- Selecting and implementing tools to solicit feedback and track customer satisfaction,
- Identifying opportunities for GPT IT members to be on cross-functional teams with business representatives,
- Working with the reporting team to develop reports on customer satisfaction, and
- Developing a communication plan with the communications team.

Reporting and Public Relations

The reporting team is focused on the development and distribution of reports, both internally to GPT IT and externally to the sales division. This team will work closely with our customer relations and communications teams to identify and structure needed reports. Also, the reporting team will work closely with IT management to gain guidance, authority, and approval for all reports. This team is focusing on:

- Developing internal reports that identify areas for improvement, keep us abreast of customer satisfaction levels, and allow us to track our performance across all IT departments,
- Developing external reports for the sales division that reflect our performance, business value, and the benefits of using our services, and
- Defining and implementing measurements of our efforts.

Communications

The communications team is focused on developing our communications plan and public relations efforts. This team works closely with the customer relations and reporting teams, as well as all IT management and project teams. This team is focusing on:

- Documenting all of the services we provide and make available to the sales division,
- Deciding how best to inform the sales division of our processes and their adherence of those processes,
- Working with customer relations team to identify and implement feedback mechanisms and ways to capture and report on that information (work with the reporting team),
- Developing internal and external communication plans and making them available to all IT employees,
- Defining what we will market and to whom,
- Identifying methods for communications and any costs involved in any communication or public relation efforts (e.g., publication costs, etc.)
- Defining approaches and messaging efforts,
- Educating GPT IT employees on what to convey to whom and how, and
- Identifying all opportunities for marketing our accomplishments (e.g., steering committees, hallway meetings, cross-functional teams within the business, etc.) and educating the IT department on these opportunities.



Leading IT Service & Support

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