Master Thesis Strategic Management

Integration of the Canon and Océ Direct Sales Office Groups

Major Customer Approach Optimization

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January 16, 2012

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Master Thesis of the Department of Organization & Strategy

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Program: Strategic Management

Place: Utrecht

Date of defence: January 25, 2012

Management summary

Canons Office Business Group experiences changing market circumstances. Margins on hardware are deteriorating and client requirements are escalating. As a response to market developments, Canon has recently acquired document management organization Océ. One of the goals of the integration of Océ and Canon into one direct sales Office Business Group, is the creation of a strong player with a sound major customer approach. Furthermore, the integrated organization wants to combine product and software solution portfolios in order to upscale their business in the hardware markets that are driven towards commodization. The objective of this study is to investigate both companies' major customer approaches, analyze client needs in sales approaches and to give recommendations for an integrated major customer approach.

The study indicates that Canon and Océ's currently followed transactional sales approach does not correspond with the markets requirements for consultative, technology-based customer relationships with strong strategic vision. The integration of Canon and Océ is a first step in meeting market needs. The companies have complementing product portfolios but similar organizational issues concerning shifting market requirements, administrative tasks and marketing implementation. In order to meet client needs, the implementation of the organizational form 'the strategic sales organization' could offer a strong organizational backbone for the integration and optimization of the major customer approaches of Canon and Océ. The strategic sales organization is a new organizational form consisting of five principles, that closely integrates sales, strategy and marketing by placing the customer portfolio central and analyzing prospects and relational requirements of different customer types and level of business risk they create (Piercy, 2010). The fifth principle customer portfolio management presents customer mapping as a mean to help the business-to-business organization with revising the client portfolio and sales activities. The Canon Customer Mapping Model is designed in respond to Canons needs in the shifting market and changing customer requirements. The matrix can be used as a tool for determining account positions in relation to other accounts, showing internally perceived account development and helps in deciding on strategies. The implementation and the results of the model can provide Canon handles for the integration and optimization of its major customer approach. The recommendations of this report relate to the entire organization and contain important aspects for the implementation of the strategic sales organization.

Content

Chapter 1 – Introduction

1.1 Problem indication

Today's business-to-business organizations are under pressure from high levels of competition in dynamic markets. Rapid changes in business environments can be attributed to the impact of globalization, mature markets in Western countries, the influence of IT media and services (Gosselin & Bauwen, 2006), and escalating demands for superior value by major customers (Piercy & Lane, 2003). These external developments force the traditional organization to adapt its structure and sales strategies to ensure change and improve effectiveness. The twentieth century sales model of selling products and services has been supplanted by new organizational understandings focusing on service, relationships and raising customer productivity (Leigh & Marshall, 2001; Storbacka, Ryals, Davies & Nenonen, 2009). The sales process is shifting from conventional transactional sales activities to organizational forms that emphasize strategic alliances and partnerships (Gosselin & Bauwen, 2006; Piercy & Lane, 2003, 2005). Piercy (2010) classifies this change as the rise of the strategic sales organization, a new way to organize business-to-business sales that links strategy, business and marketing in its major customer approach to enhance the strategic significance of sales to the organization (Storbacka et al., 2009). The strategic sales organization embraces sales as a strategic activity that organizes a customer portfolio according to risk and relationship requirements (Piercy, 2010). By aiming at relationship building through repetitive transactions and superior customer knowledge (Gosselin & Bauwen, 2006), the strategic sales organization incorporates a high degree of marketing activity in its customer approach. Not only does it meet the customer demand for service and solutions, by using this business model the organization also obtains better insight in customer needs and behaviors. This results in market intelligence that allows the company to categorize customers and assign resources from different departments according to customer requirements and strategic objectives. The classification of customer accounts allows the identification of key accounts. Key Account Management (KAM) is a strategic sales activity focused on consultative and solution selling by managing relationships and coordinating internal activities around the customer. These key accounts can play an important role in the development of products and services for the new sales environment.

Canon is a multinational manufacturer of imaging solutions and optical products that has recently acquired Océ, an organization delivering hardware (printers, copiers en scanners), software, services en imaging supplies, specialized in document management and printing for professionals. As a consequence of this acquisition, Canon and Océ seek to integrate parts of their organizations. This thesis focuses on the integration of the sales forces, in particular Direct Sales in the Netherlands. One of the goals of the integration of Océ and Canon into one direct sales Office Business Group, is the creation of a strong player with a sound major customer approach. Furthermore, the integrated organisation wants to combine product and software solution portfolios in order to upscale their business in the current trend towards commoditization driven hardware markets. Objective of this study is to investigate both companies' major customer approaches, analyze client needs in sales approaches and to give recommendations for an integrated major customer approach. The results of this study will provide Canon handles for the integration of the sales activities of Canon and Océ, with in particular the major customer approach. Additionally, this research will contribute to the academic literature with the practical implications of the strategic sales organization on business-to-business firms like Canons Office Business Group.

1.2 Problem statement

How can the major customer sales approaches of Canon and Océ be integrated into a strategic sales organization that optimizes the efforts of the two companies?

1.3 Research questions

1. What is a strategic sales organization?
2. How does customer mapping contribute to the major customer approach in a strategic sales organization?
3. What are the main characteristics and strengths and weaknesses of the present major customer approaches of Canon and Océ?
4. How can the major customer approaches of Canon and Océ be integrated into one major customer approach?
5. How can the integrated major customer approach of Canon and Océ be implemented using the concept of a strategic sales organization?

1.4 Research design

The purpose of this thesis is to design a solution for a practical problem, namely how to respond to today's dynamic business environment with new customer demands. By understanding the nature and causes of the problem, one is capable of designing solutions and to comprehend their advantages and disadvantages. This solution-oriented and field-tested form of research is called design science (van Aken, 2005). Not only do the design sciences generate knowledge in field problems, they also have "the potential to improve the relevance of academic research in management" (van Aken, 2005, p.19). In order to answer the problem statement, both a literature review and empirical research were done. The research design is showed in figure 1.

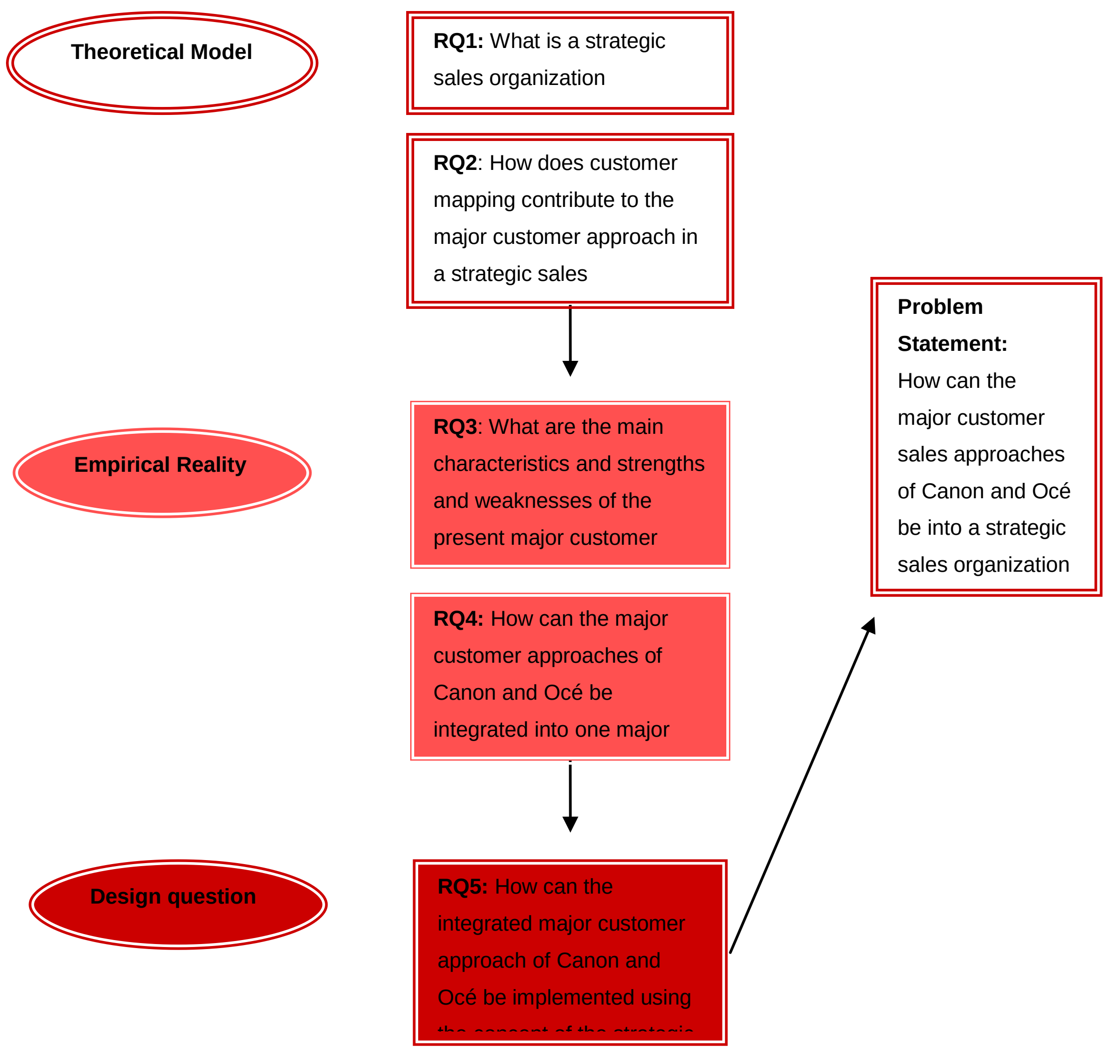

Figure 1 - Research design

A literature review was carried out to explore the characteristics of the strategic sales organization (RQ1) and the contribution of customer mapping to the major customer approach in a strategic sales organization (RQ2). Theoretical findings were used as a basis for the interviews that provided the empirical data for this thesis. The data gave insight in the main characteristics, strengths and weaknesses of the major customer approaches of Canon and Océ (RQ3) and was fundamental for the search of a way to integrate Canon and Océ's major customer approaches into one major customer approach (RQ4). The obtained understanding resulted in an answer to the design question how to the integrated major customer approach of Canon and Océ can be implemented using the concept of the strategic sales organization (RQ5). Ultimately, an optimized customer approach for the integrated Canon and Océ organization using the strategic sales organization concept is proposed. This thesis is based on qualitative research, which is any sort of research that obtains results not arrived by statistical procedures or other quantification methods (Strauss & Corbin, 1998). Besides giving practical advice to Canon and Océ, this study aims to develop new understandings that constitute a contribution to the strategic sales organization literature.

1.5 Data collection

The first part of this research consists of a literature review. This is a secondary data collection method with the aim to summarize results from existing research in the field of the strategic sales organization, marketing and sales integration, customer mapping and strategic accounts (Sekaran, 2003). Data is derived from selected academic papers and textbooks. Furthermore, Canon and Océ-related information will be acquired from their corporate websites, databases and internal portals. The second part of this research will be based on primary data from interviews with Canon and Océ sales directors, account executives and account managers, Canon and Océ customers, prospects and lost accounts and Canon's partner organization Capgemini (a system integrator). These sources provide first hand information of special interest for the study (Sekaran, 2003).

1.6 Structure of the thesis

Chapter two answers the first and second research question by describing the existing literature on the strategic sales organization, customer mapping and strategic accounts. Chapter three explains the research methodology and the design of the strategic sales organization for Canon. Chapter four introduces Canon and Océ and their business models, structures and sales approaches, based on both archival data and input from interviews with employees. In this chapter, both strengths and weaknesses of the present major customer approaches are presented. Chapter five contains a summary of the customers' perspective underlying both companies' sales approaches. Following, the results of the Canon Customer Mapping Model are presented and customer mapping conclusions are drawn. Chapter six combines the findings of the previous chapters resulting in a conclusion and recommendations on how an optimized customer approach for the integrated Canon and Océ organization can be achieved using the strategic sales organization concept. This final chapter also contains limitations of the thesis.

Chapter 2 – Theoretical background

Introduction

This chapter comprises the theoretical foundation for this thesis. Section 2.1 discusses the development of traditional business-to-business selling towards the strategic sales organization. Section 2.2 examines the organizational form of the strategic sales organization. Section 2.3 zooms in on customer mapping, an essential imperative of the strategic sales organization that will receive extra attention because the subject of this thesis is major customer approach optimization. Section 2.4 focuses on the customer mapping category strategic accounts. Section 2.5 summarizes the findings and answers the first two research questions.

2.1 Sales developments towards the strategic sales organization

The change in business-to-business environments is increasingly shaped by information and communication technologies. The influence of globalization, the maturity of business markets and the buying power of customers has increased with the impact of IT technologies and mass customization (Gosselin & Bauwen, 2006; Gosselin & Heene, 2003). As customers become better informed and more sophisticated (McDonald et al., 2000), there is less need for product selling and more for solutions, service and relationships (Leigh & Marshall, 2001; Piercy, 2010; Piercy & Lane, 2005; Storbacka et al., 2009). Rather than single transactions, firms indicate to be looking for close cooperative relationships with a limited number of suppliers to build competitive advantage by differentiating their offering and/or lowering costs (Weitz & Bradford, 1999). No longer can business-to-business suppliers allow themselves to sell a product or service, the buyer demands a delivery-oriented sales approach based on the customers business and end-market. Today's selling function should be concentrating on increasing customer productivity, Leigh and Marshall (2001) argue, since "customers indicate that the seller's organization must embrace a customer-driven culture that wholeheartedly supports the sales force" (p.89). With the shift from conventional personal selling to the partnering role for salespeople, a need for new capabilities has become evident in order to answer the call for higher service, relational investments and enhanced productivity (Weitz & Bradford, 1999). The capabilities required to manage the challenges business-to-business organizations are facing today, look very different from the characteristics needed for traditional sales (Piercy, 2010). Transactional selling has given way to consultative, collaborative, technology-based customer relationships that demand a large degree of sales and marketing integration with a strong strategic vision. These changes force the traditional sales organization to revise strategies in managing business risk in the company's customer portfolio (Piercy, 2010). Therefore, Piercy (2010) proposes the strategic sales organization, a new organizational form that suggests a new sales role linking business and marketing strategy to customer markets and strategic choices in a company's major customer policy.

2.2 The strategic sales organization

Strongly increased customer power and buyer concentration in combination with high service requirements have set the urgency for a new perspective on customer relationships and portfolio management (Gosselin & Bauwen, 2006). Understanding and enhancing the ways in which sales forces add value and protect customer relationships is turning into an area of great strategic importance in markets being driven towards commoditization (Piercy & Lane, 2009). The strategic sales organization answers to that business-to-business need by repositioning sales as a core factor for the company's competitiveness, where the sales organization is closely integrated into marketing and business strategy (Piercy, 2010). This new organizational form gives a central position to the customer portfolio, analyzing prospects and relational requirements of different customer types and level of business risk they create. With the cooperation and integration of knowledge from marketing, sales and finance, the incorporation of market intelligence and selective partnerships, the strategic sales organization aims to meet the requirements of the customer as well as the company's need for effectiveness (Lane & Piercy, 2004; Piercy, 2010; Piercy & Lane, 2005). The annotation has to be made that the strategic sales organization has to be considered as a normative framework for the organization. Only recently, two authors have put attention to this organizational form and no empirical support has been found in academic literature. However, there is little academic research on the sales function in the new business-to-business context. The circumstances of Canons case and the structure of the strategic sales organization give reason to believe that this organizational form could give Canon handles for the integration of its sales activities with Océ.

The strategic sales organization is based on a set of five principles:

1) Market intelligence

An increasing proportion of corporate buyers demand the supplier to understand the customer's business and end-use market and to leverage that knowledge to create competitive advantage. If the supplier cannot bring added value to the relationship by identifying new opportunities for the buyer, then the seller is no more than a commodity supplier with a product that is likely to be selected only on the basis of price and technical aspects. Therefore, detailed and insightful knowledge of the customer's end-use markets is a defining characteristic of the strategic sales organization (Lyus, Rogers & Simms, 2011; Piercy, 2010).

2) Cross-functional integration

In order to meet the customer's requirements, all functional units and departments ought to contribute information and add value in the process of delivering superior value to customers. Instead of sales developing a sales plan around a product, the organization offers a delivery-oriented solution based on the customer's situation. Activities of individual departments such as marketing, finance and sales must be integrated to offer a value proposition based on real customer needs. This means one joint structured plan with elements from different departments for each customer instead of initiatives from separately functioning business units (Piercy, 2010; Storbacka et all., 2009).

3) Redesign of infrastructure

The transformation of the sales organization requires a new definition of the sales task. New infrastructural requirements of the sales organization span organization structure, performance measurement systems, competency creation systems, and motivation and reward systems. This implies that management attention might shift as targets and pursued customer approaches evolve. Traditionally outcome performance (e.g. sales volume and revenue targets) has always been the principal indicator of sales organization effectiveness. The development of closer relationships and the implementation of value-based strategies might change the point of focus towards behavior performance (not only sales but also undertaken behavior to achieve goals and to build customer relationships) (Piercy, 2010).

4) Internal marketing

Service quality has proved to be a decisive weapon in many industries and is delivered by both the 'front office' and the 'back office' of an organization. The 'back office' is not in direct contact with external customers but does have expectations of their preferences and behavior. Confirmation or disconfirmation of the expectations leads to judgments people inside the company make about the external customer. Since these judgments can easily affect the behavior of employees when dealing with customers, the sales force should represent the customer and his values and evoke the right internal expectations. Positioning and selling customer value inside the company may turn out to be a hidden driver of quality of service perceived by the external customer (Piercy, 2010)

5) Customer portfolio management

As customers demand superior seller relationships and the commitment of multiple functions per account, the costs of dealing with major customers continue to increase. These investment choices mandate the management of the relationship with the customer. Customer portfolio management is the strategic organization of the company's entire customer base on the basis of customer value for the selling company (Piercy, 2000). Piercy and Lane (2009) propose an approach to mapping the customer portfolio by plotting accounts according to company value and customer service and relationship requirements. Strategic involvement of the sales organization brings value by examining the different relationships that may be formed with different types of customers and the strategic decisions concerning client investment choices. Therefore, this approach can be seen as a proactive movement towards a costumer-focused organization that contributes to the realization of a unique selling position in the market (Gosselin & Bauwen, 2006).

2.3 Customer mapping

A new sales role has become evident since market circumstances are changing and a large number of business-to-business buyers increasingly underline to be looking for long-term, collaborative relationships that involve team-based selling rather than the traditional working method of one account manager on an account. Canon has indicated to experience these customer needs. Moreover, the hardware margins are deteriorating wherefore the company is searching for other business opportunities in the document management market. Different sales requirements and a shift towards the software and service side of the market give Canon reason to revise the client portfolio and sales activities. Customer mapping can be a useful method to arrange a customer portfolio according to company needs, customer requirements and the impact on the organization. This thesis researches an optimized major customer approach for the Canon-Océ organization and will therefore focus on customer mapping as main element. The other four principles of the strategic sales organization will be used for recommendations and implications on the integration of Canon and Océ. Below, mapping methods are presented from Piercy and Lane, the BCG matrix and the Capgemini model.

2.3.1 Piercy and Lane's customer mapping model

Piercy and Lane's (2009) mapping approach charts customers according to customer sales and potential, and customer service and relationship requirements. The process is a screening technique for identifying the most suitable relationship for an account and the choices to be made in allocating company resources. In addition the approach evaluates the business risks concerning overdependence on a small number of very large accounts.

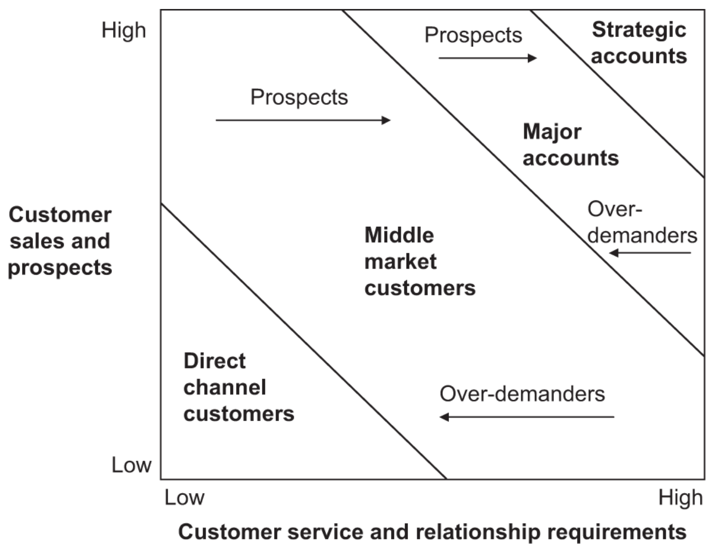

Figure 2 - Piercy and Lane customer mapping model

This mapping system recognizes four categories, including strategic accounts, major accounts, middle market customers and direct channel customers, and emphasizes customer development strategy.

Key to the mapping process is the selection and management of strategic accounts. Strategic accounts prefer problem solving and collaborative approaches and are possibly the most expensive and least profitable customers to serve (Piercy, 2010). Not only do these major customers require a highly specific value proposition built around the customer, these partnerships also come with high costs and growing dependence but are indispensable for knowledge development. Major accounts are large customers with high requirements in a conventional buyer-seller relationship, so no partners or collaborators. The middle market contains varying prospects with generally moderate relationship/service requirements. Finally, direct channel customers have low relationship/service requirements and prefer transactional sales. Appropriate sales force strategies should be substantially different between accounts and could include the movement between the two categories by investing in a closer relationship or moving away from ineffective relationships. This model clearly distinguishes four groups, their degree of needs and the possible movement between the categories. The evolvement of relationships towards either a partnership or strategic alliance or towards transactional sales, is also acknowledged by Gosselin and Bauwen (2006).However, Piercy and Lane (2009) do not give conditions for account movement, nor do they clarify the concepts along the axles of the matrix or define the variables into measurable factors wherefore the interpretation and practice of the mapping system can vary.

2.3.2 BCG matrix

A widely recognized chart that, in contrast with Piercy and Lane's (2009) approach, works with quantitative measures on its axes and clear descriptions of categories is the portfolio planning model of the Boston Consultancy Group. The BCG matrix has a different angle as it ranks company's business units or products in a scatter plot of combinations of market growth and market share relative to the largest competitor. The framework is devised as a method for helping organizations decide which parts of their business they should allocate their available resources to by placing products or business units into four distinct categories: stars, cash cows, question marks and dogs. Stars are cash generating business units with large market shares in a fast growing industry that require high investments to maintain their lead. If successful, a star will turn into a moneymaking cash cow when its industry matures. Cash cows represent core business that requires little investment to keep its large market share in a mature, slow growing market. Question marks are small market share businesses located in a high growth market that require big amount of cash to maintain or possibly improve market positions. Dogs are business units that have a small market share in mature industries. They neither generate cash nor require big investments wherefore they tie up capital, so if not used for a strategic purpose dogs should be liquidated. Next to the category-bound investment directives, there are four general strategies: Build market share, Hold the status quo, Harvest by reducing the investment or Divest by for example getting rid of a dog. One of the similarities between the BCG matrix and the Piercy and Lane (2009) approach is the possible movement between categories and the varying strategic importance of every group. Limitations to the BCG model are lacking recognition of product lifecycle impact and regarding market share as the sole determinant of success. Low market share in a low growth market could still

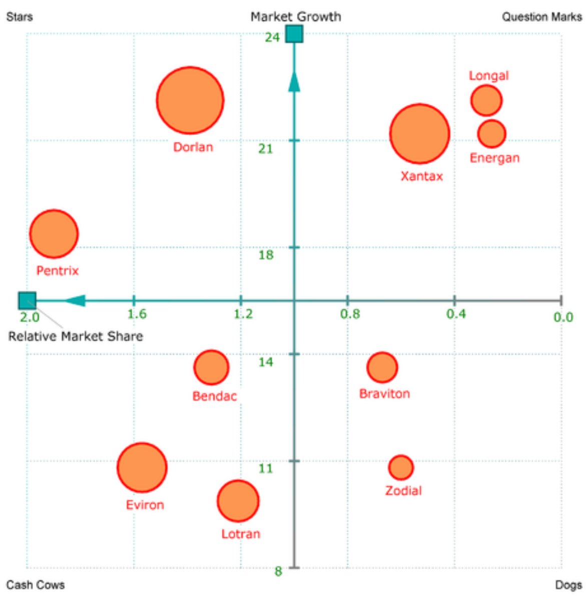

Figure 3 - BCG matrix

imply a healthy profit margin. Also, business units are not always independent of each and high market share does not always lead to high profits as high costs are also involved in high market share. Moreover, growth rate and relative market share are not the only indicators of profitability (Wensley, 1981).

2.3.3 Capgemini model

Although the BCG matrix ranks business units or products, the structure of the framework can be applied to a customer mapping model. Capgemini Vice President Retail Herbert Celen explained in an interview that the company and based on mutual high interest. Capgemini works with a comparable model that positions customers in four categories according to interests in each others business. Characteristics like industry, delivered product and service, (potential) revenue, (potential) margin and (future) strategic importance are taken into account for evaluating Capgemini's customer portfolio and allocating investments. The matrix consists of four categories: strategic accounts, anchor accounts, target accounts and transactional accounts. Strategic accounts are mutual high interest partners with whom Capgemini develop and/or apply innovations or new business ideas. Anchor accounts are very loyal clients but as they only have a limited IT budget to their disposal, anchor accounts are not of great interest to Capgemini. Target accounts have the potential to become strategic accounts but only do business with Capgemini to a limited extent. As these clients could possibly add knowledge to the company or generate a lot of business, high investments are allocated to target accounts. Transactional accounts mostly generate once-recurring business but with high margins. Capgemini helps these clients with a business issue but neither of the parties is interested in development of the relationship. As can be seen, the Capgemini model has similarities with both the Piercy and Lane (2009) approach and BCG model but addresses a few weaknesses the other frameworks display. Contrary to Piercy and Lane's (2009) mapping system Capgemini ranks customers according to distinct

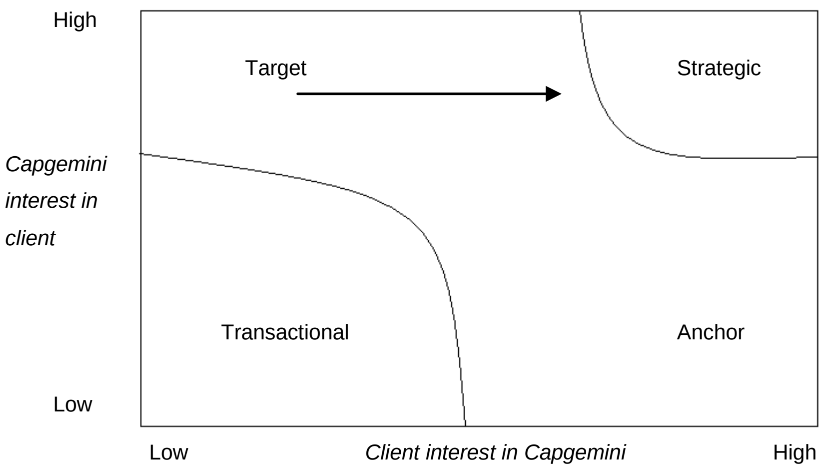

Figure 4 - Capgemini model

characteristics on the basis of clear distinctions between the categories. Unlike the BCG matrix it does not take market share as success factor but looks at (potential) profitability. Furthermore the Capgemini model takes other industry elements into account and it acknowledges the potential of declining markets. However, the framework of Capgemini does have its own restrictions. One of them is that it does not attribute weights to each characteristic as a result of which the analysis has subjective elements. Furthermore it compares clients from different industries wherefore market characteristics might (partly) influence the outcomes and positions of the model.

All three models have their own limitations and not a single perfectly fitting customer mapping model has been found to chart Canon and Océ's clients. For that reason the decision has been made to develop a customer mapping model that adopts features from the earlier mentioned approaches to design a model that is tailored to document management market characteristics and holds market shift aspects. The Canon Customer Mapping Model consists of elements from the three earlier mentioned approaches. The Piercy and Lane model provided the vertical axis 'customer service and relationship requirements'. The horizontal axis 'customer profitability' is derived from Piercy and Lane's axis 'customer sales and prospects'. The BCG matrix has been used for its quantitative measures, the value circles and the design of its categories. The Capgemini model rendered the characteristics of the categories and the measuring system. Furthermore, the product, service or software purchase of each account have been included to show the accounts nature and to create an overview of Canons position within the transforming market. This results in a model that plots a scatter graph to rank accounts in categories on the basis of their profitability and service and relationship requirements in a shifting document management market. The Canon Customer Mapping Model will be introduced in chapter three, 29 and plotted in chapter five, page 48.

2.4 Strategic accounts

The transformation of business-to-business environments has opened up a new strategic perspective on the organization. The strategic sales organization meets today's sales organizations demands by introducing five principles. The principle customer portfolio management uses customer mapping to distinguish clients and analyze requirements in order to implement account management, being "the management of dedicated sales and/or marketing processes directed towards important customers' needs that can be seen as a

practical implementation of long-term buyer-seller relationships” (Gosselin & Bauwen, 2006, p.376). The characteristics of an important customer may vary, therefore this group needs to be distinguished on their strategic importance for the company (Gosselin & Heene, 2003). In the Canon Customer Mapping Model these clients are called ‘strategic accounts’.
Strategic accounts, often called key accounts, are “well defined and identified customers, selected based on their current or potential contribution to the realization of the strategic objectives of the company” (Gosselin & Heene, 2003). These customers demand a delivery-oriented solution based on the customer’s situation wherefore sales needs to have access to a wide range of knowledge, held by marketing, operations and finance departments. Sales people in strategic account management (SAM) teams perform boundary-spanning roles, assembling internal information for an optimal service towards the client and feeding market information back to the company (Storbacka et al., 2009). Salespeople on these accounts collaborate with their customers to create solutions that enhance the profits of both firms. Since partners and investments are highly interrelated and unique to the relationship, they are difficult to duplicate for competitors and have the potential for building a competitive advantage for the buyer-seller relationship over competing covenants (Weitz and Bradford, 1999). All departments need to be aligned to deliver the right level of service for the strategic accounts but the relationship with marketing is of special interest. With their intimate relationship with the customer and early insights into marketplace changes, SAM teams enter a cross-functional role integrating sales with marketing contributions (Lyus, Rogers & Simms, 2011; Piercy, 2010; Storbacka et al., 2009; Weitz and Bradford, 1999). The exchange of information and cooperation between marketing and sales not only contributes to the design of customer specific solutions, it also creates a shared roadmap for the two departments that improves the company’s efficiency and overall business performance (Guenzi & Triolo, 2006). Strategic accounts will receive special attention within this thesis for their partnering role and co-development of new business.

2.6 Summary

The changes in business-to-business environments have resulted in new delivery-oriented sales approaches that embrace cooperative relationships and help customers to build competitive advantage in the customers’ business end market. Therefore, the traditional sales organization is forced to revise strategies in managing business risk in the company’s customer portfolio. The concept of the strategic sales organization seizes on the need of value adding and customer relationships by closely integrating sales into marketing and business strategy (Piercy, 2010). The organizational form is built on a set of five principles: market intelligence, cross-functional integration, redesign of infrastructure, internal marketing and customer portfolio management. Since this thesis concentrates on customer approach optimization, the focus will be on customer portfolio management. Piercy and Lane (2009) propose a customer mapping model that charts customers according to sales and service and relationship needs. Unfortunately, the model does not meet the requirements for this thesis. Therefore, elements from the BCG matrix and the Capgemini model are used to design the Canon Customer Mapping Model. The Canon Customer Mapping Model plots a scatter graph to rank accounts in categories on the basis of their profitability and service and relationship requirements in a shifting document management market. In the model, special attention is paid to the strategic accounts. These accounts are the major customers with long-term relationships that receive extra attention in terms of service and solutions in order to create a partnership.

Chapter 3 – Research methodology

Introduction

This chapter describes the research methodology that has been used. Section 3.1 discusses the research design. Section 3.2 defines the data collection methods. Section 3.3 explains the design of the strategic sales organization for Canon.

3.1 Research design

In the academic literature only little is written about the practical implementation of the major customer approach of business-to-business organizations. This thesis aims to present solutions for this problem. As the mission is to develop knowledge to describe, explain and predict the effects of implementing a strategic sales organization, the research can be regarded as a design study (Aken, 2005).

First, literature has been reviewed to explain and describe the strategic sales organization (RQ1) and customer mapping as a contribution to a major customer approach (RQ2). Empirical data has been used to deploy a business analysis of Canon and Océ in order to research the main characteristics and strengths and weaknesses of the present major customer approach of both companies (RQ3). Based on these findings and additional primary data input (see chapter 3.2), an integration of the major customer approaches of Canon and Océ into one major customer approach (RQ4) is proposed with a suggested implementation of integrated major customer approach into the concept of a strategic sales organization (RQ5). RQ1 and RQ2 have been answered with the literature review, the answers for RQ3 and RQ4 come from the primary data collection and the design-oriented question RQ5 has been answered by a combination of findings from the earlier RQs. Ultimately, an advice regarding the integration of the major customer approaches of Canon and Océ into a strategic sales organization that optimizes the sales efforts of both companies is be formulated (conclusion of the thesis). This also constitutes a contribution to the strategic sales organization literature.

3.2 Data collection

This section explains the data collection methods.

3.2.1 Secondary data

During the literature review scientific journals and textbooks have been used in the fields of the strategic sales organization, strategic customer management, marketing and sales integration and acquisition integration approaches. Company data from Canon and Océ was provided by both companies, while business-related information has been derived from Canon and Océ's corporate website and internal portal.

3.2.2 Primary data

Interviews have been held with Canon and Océ employees and selected major customers from both companies. All interviews were Semi-structured and have been held face-to-face, at the location of the interviewees' organization and took approximately 1 hour. Semi-structured interviews follow a framework of themes to be explored but are flexible as they enable further exploration of subjects so that interviewees can provide extensive information. The advantage of this direct meeting between interviewer and interviewee is that it ensures a clear understanding of both parties and that the researcher can pick up nonverbal cues (Sekaran, 2003). The Canon and Océ employees have been selected for their position and personal opinion on the subject matter. The Canon and Océ prospects, clients and former clients were chosen for their client status and the characteristics of their account. These interviewees were considered to be in the best position to provide the required information. This sampling method is called judgment sampling (Sekaran, 2003). An overview of the interviewed Canon and Océ employees can be found in attachment I, page 60.

Canon

First of all, explorative conversations have been conducted to determine and demarcate the research area. During these meetings with among others Canons C&I director, the hardware market and Canons business profile were discussed but these conversations have not been recorded. After that, Canon C&I sales employees from different management layers were interviewed to acquire information about Canons sales structure and processes and their major customer approach. By interviewing managers from different areas of authority it was possible to generate a complete picture of both sales channels, their characteristics and the management of their channel. Furthermore, interviews with members from the supportive departments marketing, business development and the tender desk have been conducted to obtain their view on the (operation of the) sales structure. For the interview dataset of Canon employees see attachment III, page 62.

Océ

After obtaining information from the Canon side, Océ managers from different business units and management layers were interviewed to acquire information about Océ's extensive product, service and solution portfolio, sales structure and processes and their major customer approach. The role of sales-marketing integration in the strategic sales organization concept resulted in interviews with the Marketing Manager and Key Account Marketeer. Additionally, interviews were carried out with a Strategic Project Manager and a Senior Consultant to obtain their view on the integration of Canon and Océ. For the interview dataset of Océ employees, see attachment IV, page 70.

Customers, prospects and lost accounts

The Canon Corporate & International Accounts Director and Océ's Business Unit Director Key Accounts were asked to select accounts from their business unit for the customer interviews. Their clients are large national and international companies with over 1000 FTE or more than 1 million euro revenues on an annual basis. Both Canon and Océ could make a selection existing of one prospect, one lost account and maximum six current customers. This last group had to meet three criteria: the chosen accounts had to be equally divided over the sales (channel) groups, the accounts belonging to a sales (channel) group should have different sales revenue/sales potential and service/relationship requirements, every sales (channel) group had to present one collaborative partner and one transactional account. This resulted in the account selection that can be found in attachment II, page 61. For the interview datasets of the customer, prospect and lost accounts see attachment V page 82. The composition of the sample had to provide insight in the characteristics, needs and business potential of the clients. Each Account Executive contacted his own account with a closed interview request with a DMU member of hardware and information systems and the researcher signed by Tilburg University. On basis of this collected information, customer profiles were created and the selected accounts were charted in a self-developed customer mapping model.

System integrator

In the shift from transactional selling towards consultative selling, Canon is moving towards the system integrators business area. Vice President Retail Herbert Celen from partner company Capgemini was prepared to explain their business model and customer mapping system. For the interview data of Herbert Celen, see attachment VI page 93.

3.3 The strategic sales organization concept for Canon

Business literature, company data and the explorative meetings with Canon management gave the initial impetus to explore academic writing on business-to-business sales and customer value creation. Literature on sales subareas 'the changing role of sales' and 'the strategic sales organization' was directly used as input for the interviews with Canon and Océ employees. The collected data resulted in company analyses that revealed Canon and Océ's characteristics, sales approaches and (perceived) organizational weaknesses. The company profiles and market circumstances indicated that the strategic sales organization could be a fruitful concept for the integrated Canon and Océ company, which resulted in a close examination of the organizational implications for implementation. The fifth principle customer portfolio management presented a customer mapping model that did not meet the requirements for Canons situation. The proposed model by Piercy and Lane captured customer needs and market shift elements but lacked client profitability and did not use a measurement system with categories. Therefore, elements from BCG's portfolio diagram and Capgemini's mapping model have been used. The first is a widely used chart with recognizable categories that is a useful tool to compare SBU's at a glance. This matrix has been used for the framework, the value circles and the categories. The latter is a customer mapping model that positions clients in categories according to mutual interest in each other companies. This model has been used for the categories and measuring system. Together this resulted in the design of the Canon Customer Mapping Model that captured market shift elements as well as client profitability and customer needs.

The model is designed to give insight in account positions and their potential development in the changing document management market. Upon these (potential) positions, one can decide on strategies.

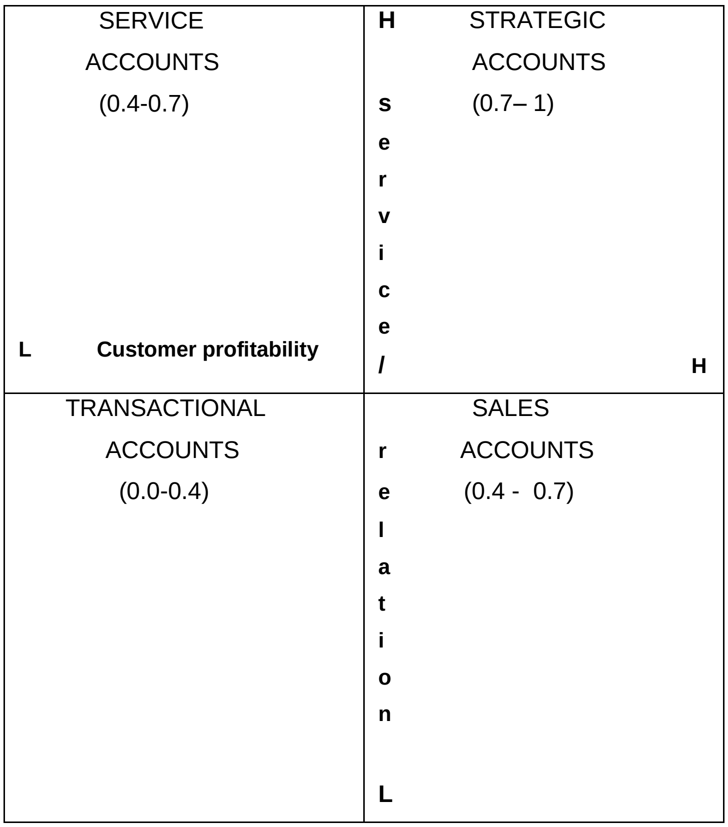

Figure 5 – Canon Customer Mapping Model

The Canon Customer Mapping Model is a matrix that places accounts in categories according to scores on variables. The horizontal axis contains customer profitability, the vertical axis customer service and relationship requirements. The variables are determined by three factors that each contain scores. On the basis of the total factor score, an account is assigned to one of the four categories. Accounts are represented by circles. The size of the circle indicates the account revenue. The variables and weight factors have been chosen in close consultation with Canon for their impact on the evolution in the market and influence on the company. See attachment VII page 94 for an extensive explanation of the design of the Canon Customer Mapping Model.

3.4 Summary

This thesis is a design study concentrating on the practical implementation on the major customer approach of business-to-business organizations. Through four research questions, the conclusion of the thesis will be formulated which will be an advice regarding the integration of major customer approaches of Canon and Océ to form a strategic sales organization that optimizes the sales efforts of both companies. The found mapping models did not offer a complete customer mapping solution that captures market elements and meets the requirements of Canon and major clients. For that reason, the Canon Customer Mapping Model has been designed. The model visualizes the company's spread of business activities in the document management market and the strategic and financial position of clients in the customer portfolio. The Canon Customer Mapping model ranks accounts in categories according to customer profitability on the horizontal axis and customer service and relationship requirements on the vertical axis. The accounts are represented by circles. Their size indicates the account revenue score. According to the account positions in the model and the overall strategy, one should decide what investment strategies to apply on each individual major customer.

Chapter 4 – Company analyses

Introduction

This chapter presents the current business situation and customer approach of Canon and Océ, based on company information and employee interviews. Section 4.1 introduces Canon and its strategies. Section 4.2 comprises a business analysis of Canon. Section 4.3 encompasses a business analysis of Océ. A summary of the results is presented in section 4.4

4.1 Canons strategic management

Canon Inc (headquartered in Tokyo, Japan) is a multinational manufacturer of imaging solutions and optical products. The brand was born in 1935 along with Japan's first camera and today Canon is the world's largest maker of digital cameras[1]. From 1964, Canon has an Office Business Group that delivers office equipment. Today, Canon operates worldwide with regional headquarters in the Americas, Europe, Middle East, Africa, Japan, Asia and Oceania. In 2010, the company employed 26,019 employees and had a revenue of $45.764 billion.

In 1996, Canon's Excellent Global Corporation Plan was launched with the aim of attaining the status of being among the top 100 global companies in terms of key performance indicators. Canon formulated six strategies aimed at rapid transformation. Currently, the company focuses on a "cross-media imaging" program by realizing advanced synergies between input and output devices and strengthening its solutions business[2]. In line with its strategies, Canon acquired Océ on November 16, 2009. The international supplier of printing and copying hardware and related software appears to strengthen the Canon office portfolio. Building on an enhanced scale, a complementary fit on various levels and a combined history of technology, innovation and client servicing, Canon is aiming to create the overall No. 1 presence in the printing industry by combining its operations with those of Océ.

The acquisition of Océ is a reaction to a decennium of market change, set in by economic slump and a wave of digitization. All office multifunction suppliers are facing a commodifying market, pressure on costs and a growing demand for document and information solutions.

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[1] The New York Times, http://www.nytimes.com/2009/11/17/business/global/17canon.html and Reuters, http://uk.reuters.com/article/2011/07/05/us-canon-idUKTRE7640QX20110705

[2] Canon Annual Report 2010, page 1

By taking over Océ, Canon has taken a strategic step that gives them access to Océ's advanced customized software solutions business and a complementary distribution network. The new proposition and changed market situation does not only affect the internal structure of the company, it has also implications for Canon's client approach. In order to determine the future business client approach for the merged direct sales channel department Corporate & International Accounts, Canon and Océ's a current structure and client approach are analyzed.

4.2. Canon

Canon Nederland N.V. (405 FTE) is located in Amstelveen, together with Canon Europe N.V. (513 FTE). Canon Nederland N.V. consists of a Consumer Business Unit and a Office Business Unit. The business division offers hardware; multifunction office printers and copiers, production printers and wide format printing systems for both technical documentation and colour display graphics. Canon offers software and services to support these products as well.

4.2.1 Business model

One of Canon's core activities is the development of powerful printing- and copying systems. Today's acceleration of information communication technology (ICT) has led Canon to focus on strengthening the solutions and services it provides on its innovative hardware portfolio. This is mainly achieved through own R&D efforts but also with initiatives such as licenses, alliances and acquisitions. With a "cross-media imaging" strategy, Canon is working to transform from a transactional organization to multidisciplinary customer oriented firm. However, this portfolio turnaround comes at a time that the hardware business is commodifying and many players have changed strategies by aiming at market specific solutions and document software programs.

4.2.2 Structure

The direct sales channel of the Office Business Unit in Amstelveen accounted for 50 million sales in 2010. The division consists of three local Canon Business Centers (CBC) that sell directly to local companies up to 1000 employees while the department Corporate and International Accounts (C&I) conducts business with the top 300 biggest Dutch national and international companies. Accounts are assigned to CBC or C&I according to potential hardware sales and printing volume. The demarcation between C&I accounts and CBC accounts is rather unclear. As a rule of thumb clients are major customers belonging to C&I

if they have a minimum business potential of 1 million euro or at least 1000 FTE, but the assignment can differ with size, needs and history.

4.2.3 Segmentation strategy

The C&I department employs 23 FTE spread out over two business segments; Trade & Industry and Finance & Public, led by Sales Channel Managers. Each segment includes a number of so-called 'verticals': groups of industries that have the same characteristics or underlying processes. Accounts are subsumed under a vertical according to these features (see organizational chart figure 6 below).

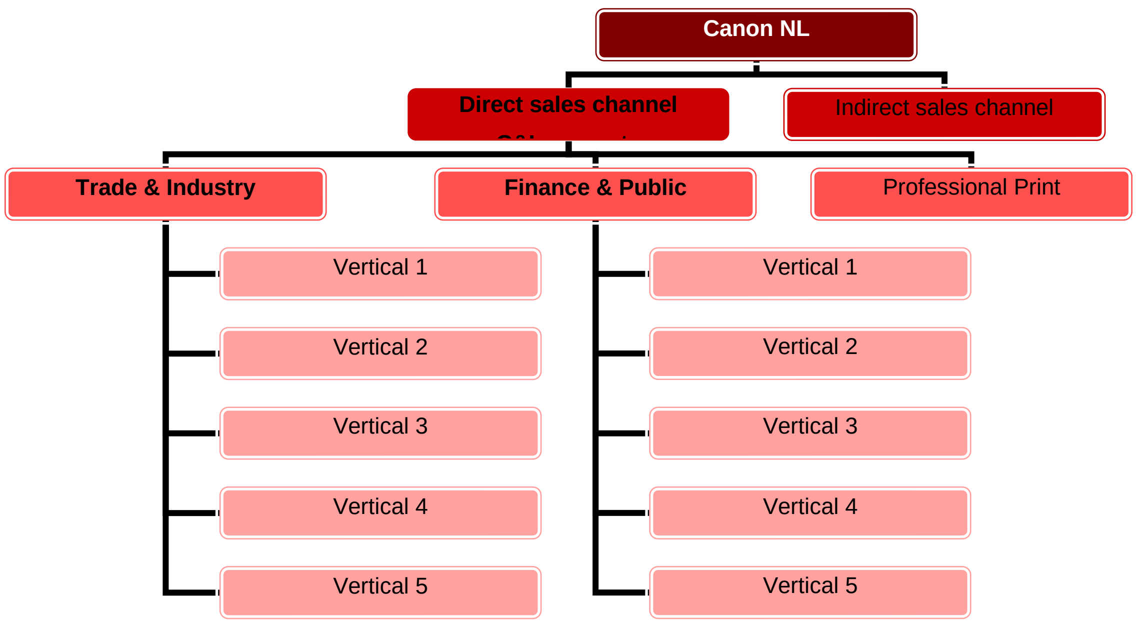


Figure 6 – Organizational chart Canon NL

Every vertical is provided with extensive country-specific market research documents, called Industry Insight Reports. These reports contain information on industry structure, characteristics, a communication plan and industry-based propositions. By using the vertical system and providing industry-specific strategies, Canon aims for a uniform segmentation approach with deliberate resource allocation. However, these industry insights are called limitedly applicable and lack propositions appropriate for the market. In order to complete the industry information and to set out a guideline for investments, the Account Executives write a vertical plan. This roadmap contains a strategy for developing current accounts and reaching potential clients in their vertical. Remarkably, sales do not receive any support of the marketing department in the execution of the vertical plans. Both marketing and the sales force have indicated to prefer involvement of marketing in the design of vertical development plans and propositions, since this is their field of expertise. Moreover, the Sales Channel Managers find that their Account Executives lack knowledge and time to execute this task to satisfaction.

4.2.4 Work processes

A vertical consists of a number of accounts that are run by an Account Executive. The Account Executive is mostly assisted by Account Managers but also gets support from the department prospecting, the tender desk and back office. In spite of the supportive measures, many Canon managers feel under-equipped. They indicate that they are overloaded with work and mention too many different tasks, the complex administrative process and insufficient support from the back office as main reasons. Besides, the back office cannot meet the order process requests because of a lack of time and personnel.

4.2.5 Sales approach

Canon is characterized by every respondent as a product-oriented organization. Their core product is hardware, additionally the company sells software solutions and service packages. The changing customer demands, commoditizing market and decreasing margins have made Canon aware of the need to shift their transactional hardware business towards consultative solution selling, but the turnaround is a long and difficult process. The first step towards a multidisciplinary customer oriented firm is made with the design of a general sales approach. In order to safeguard all elements in the sales process and to work with a recognized method, Canon has developed the C&I Sales Cycle that comprises four stages to guide Account Executives and Account Managers in the sales process (see attachment VIII page 101 for the C&I Sales Cycle).

In practice, there is great variance in the approach and execution of this working method. The majority of the respondents say that their sales approach is customer-dependent. A major aspect of the sales approach is the relationship with Decision Making Unit members. Being in contact with these functions not only gives the sales person the opportunity to influence the DMU members and therefore the tender, it also opens the way for upselling. Upselling concerns the sale of not only hardware but also service and software solutions. Software solutions have a higher impact on the core process of an organization, wherefore decisions on this subject are made on a higher management level. Nevertheless, Canon has difficulties identifying and reaching DMU members. One of the reasons given by respondents is the professional attitude of procurement teams. DMU teams consciously create distance between them and the supplier in order to make an objective decision.

Besides, Canons image of hardware provider hinders the step towards higher margin markets. Requests for Proposal are all product based and it is difficult to get beyond the hardware decision level to approach higher management layers on topics like software solutions. Another impediment for moving towards consultative selling and the solution business are the propositions that Canon offer. According to several managers, Canon stays too much on a product level and is product sales stimulated with performance measurement systems and motivation and reward systems. The prevailing view is that the offering, implementation and maintenance of solutions can be classified as poor. Some argue that Canon should offer more vertical oriented Managed Print Service (MPS) propositions with flexible contracts. A much-shared opinion is that the software solutions are too generic and should be customized according to industry preferences. Nonetheless, there is much debate whether this is a profitable approach.

4.2.6 Major Customer Approach

All C&I accounts are major customers, nonetheless the Office Business Unit has created a special division for accounts that require more attention because of their size, needs and complexity. The Key Accounts are selected on vaguely defined criteria such as profitability, growth potential and significance. The permission is flexible and dependent on the client situation. Main idea is that Canon follows the customers' structure to provide more service and improve the communication to deliver better performance. The Key Account Team works multidisciplinary with three core tasks: business development, service delivery and contract management. The business development manager focuses on business development and serves as the company's face to client, the service delivery manager controls the performance of the printing environment and the contract manager does the legal procedures and customer invoicing. The multidisciplinary selling method has been received with enthusiasm. Canons employees argue that client appreciate the attention and service to connect specialists of both firms so they can talk on the same level. This approach holds advantages for Canon such as opportunities for multilevel selling and client development. Currently, client development, by means of generating additional business during the contract period, is stimulated but the implementation varies. One of the reasons mentioned is the transaction based sales approach. As mentioned before, remuneration is based on products instead of services or business development. The Key Account method tries to sidestep this traditional sales view with a more service-oriented approach. When asked, employees specify the limited administrative support, little involvement of marketing and the lack of software solutions products and the implementation solutions as biggest weaknesses of Canons current sales approach. The innovative products and the Key Account approach were called Canons strength. During the interviews, respondents have indicated that the Key Account Team approach would be their most ideal major customer approach for all C&I accounts, possibly with the assistance of Account Managers for prospecting and administrative tasks. Furthermore, they would like to collaborate with marketing and receive more support from the tender desk and the back office.

4.3 Océ

Océ is a producer and direct sales and service organization specialized in digital document management and delivering technology offering software solutions, digital printers, copiers, plotters and scanners. With headquarters in Venlo, the Netherlands, Océ operates in more than 100 countries with over 22.000 employees worldwide. The company's total revenues were €2,674.3 million in 2010. The Océ Corporate Printing Environments in 's-Hertogenbosch account for €235 million revenue with 130 FTE.

4.3.1 Business model

Océ is present in the entire value chain of printing systems: from development, sales and maintenance to business services and financing. Core technologies and the majority of its product concepts are developed through its own Research & Development departments. In the Océ business model cooperation with partners on both the (inter)national and the local level is of great importance. Since the lower end market segment has to contend with increased competition, price deterioration and digitization, Océ has decided to increase focus on emerging market needs for services and software to acquire a managed service position in the top end of the value chain of printing systems. In many cases, Océ's experience in software solutions and service concepts puts them one step ahead of the competition.

4.3.2 Structure

Océ 's Hertogenbosch consists of five business units, namely Document Printing (DP), Wide Format Printing Services (WFPS), Professional Print/Display Graphic Systems (PP/DGS), Océ Business Services (OBS) and Professional Services (PS). The first department, DP, offers printing and copying systems for office environment use and is comparable to Canons activities. PS designs and implements software solutions to support document systems from the DP department. DP collaborates with OBS to deliver in-house business services and

(partial) outsourcing activities. Every business unit functions as a separate business unit within Océ, having its own targets and responsibilities. Mutual clients are served by account managers from different departments whose activities are internally coordinated.
This structure and division of tasks is most clearly visible at the Key Account level, the clients belonging to the top 300 companies active in the Netherlands with over 1000 office employees, (potentially) more than 1 million euro revenues on an annual basis and a complex structure. Depending on the industries served, the Major Accounts (companies up to 500 employees) and Regional Accounts (companies up to 200 employees) work mainly with DP and to a lesser extent with the other departments. The distinction between Key and Major Accounts is sometimes a grey area, placement in one or another group depends on industry characteristics and client size and needs.

4.3.3 Segmentation strategy

Since the focus of this thesis is on major customers, the emphasis will here be on the Key Accounts. The Key Accounts are segmented into three industry groups: Profit with construction, trade, manufacturing companies, Non-Profit with governmental and educational institutes and Finance with banks and insurance companies (see organizational chart figure 7 below).

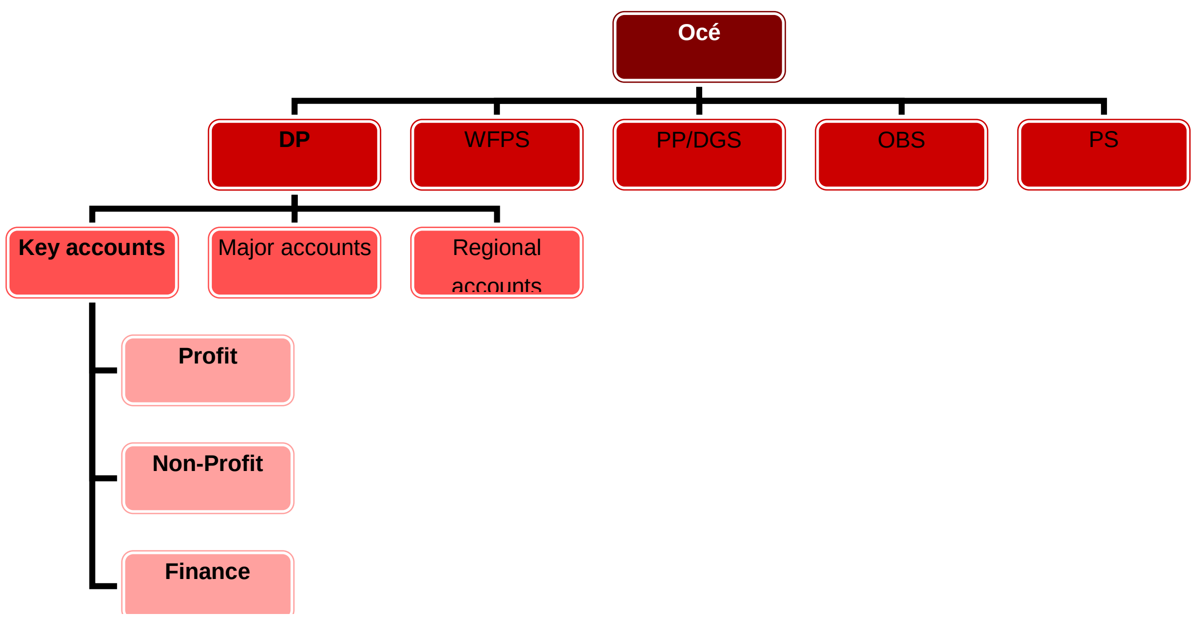


Figure 7 – Organizational chart Océ

Océ has grouped clients from the same industry that have the same business processes, needs and experience comparable difficulties. Within these industry groups there is no distinction made between the sort of business, approaches and propositions. All three Key

Account segments are directed by a Sales Group Manager who leads the Key Account Managers that manage their own accounts. Océ's view is that managers who focus on one industry have better industry knowledge and therefore understand the clients business. Although the designation 'Key Accounts' makes it likely to expect that Océ's most important customers are assigned to this group, it is a mixture of big and smaller accounts. Some accounts are demanding to such extent that Major Accounts cannot offer the appropriate level of service. These accounts are time and resource consuming but not as profitable as large accounts. On the basis of these facts Océ managers conclude that profit (potential) is not given priority when investing in accounts. Hardware sales and actual revenues are given priority over account development. In the selection of accounts there is little focus, one manager characterized the situation as Océ "not being able to choose and not having the right tools to do so".

Most interviewees are very positive about the vertical system and marketing material used by Canon. To their disappointment, Océ's segments are not supported by marketing documents such as Canons Industry Insight Reports. Marketing has a supportive role in Océ's current structure. Most marketing efforts are concentrated on lead generation. However, little attention is paid to market research and strategic marketing. A much heard complaint is that there is little marketing support for the sales department. Account Managers are responsible for portfolio management, outlining account strategies and the development of client relationships. Due to lack of resources, there is only one Key Account segment marketer, who tries to spread efforts as good as possible but is unable to meet the needs of every industry group. Many managers would like to have more marketing support in order to jointly design sales constructions for every segment. Specific software solutions for every segment belong to the possibilities as well.

4.3.4 Working processes

All three Key Account segments are directed by a Sales Group Manager who leads the Key Account Managers who manage their own accounts. Every Key Account Manager is supported by the tender desk and the back office and has a prospecting team calling potential clients. Managers indicate to be overloaded with administrative work because of understaffed sales force and complex administrative systems.

The Key Accounts are mostly approached with a DP proposition and additional services from the OBS and PS departments. Therefore, the work scope of Océ's Document Printing Key Accounts is product oriented and comparable to the activities of Canon's Corporate &

International Accounts. The last decade, Océ's Key Accounts are becoming more demanding, asking for a multitude of products and services. Software related and outsourcing needs are disposed. As a result, the business units are compelled to cooperate more intensively than ever before. This sometimes causes friction as DP, OBS and PS have mostly worked independently. Besides, Océ's propositions, systems and employees mindset are still product based, which conflicts with the sales approaches from OBS and PS. This makes respondents experience difficulties in communication and alignment between departments.

4.3.5 Sales approach

Océ is aware of the commodifying hardware market and wants to innovate its business by moving into software solutions and managed services. In practice, both employees and systems are still product oriented hence the shift towards document and information systems is extremely difficult. The dominating transactional sales approach is visible in Océ's seven-step sales process that can be found in attachment VIII page 101.
When going through these sales phases, an Account Manager works mostly independently on a case and receives support from higher functions or other business units if specialized knowledge is required. As Océ actively pursues a shift towards the service and solution business and, moreover, wants to create a lock-in situation by becoming essential to the clients core process, several departments are involved in creating a proposition. Although hardware is still the basis of nearly every client relationship, the vast majority of the interviewees has indicated to see Océ as a more solution-oriented organization than Canon. Many think Océ is strong in Output Management (software solution) and Managed Print Services (combination of product, service, software). Although opinions differ on Océ's current offering in the service and solution market, most Océ employees agree to have difficulties reaching DMU members for presenting these up market propositions. The Decision Making Units of Key Account clients are hard to approach due to juridical aspects concerning European tenders and their withholding attitude in favor of objectivity.

4.3.6 Major customer approach

Océ's largest customers typically have a threefold demand, consisting of products, services and solutions. Therefore, the Key Account Managers work according to a 'one face to the customer' concept, meaning that the Key Account Manager coordinates the work of different business units behind the scenes and presents himself as the contact person for the client. The Key Account Manager maintains the overview to deploy a team of specialists and functions for multilevel selling. Multilevel selling is a sales technique for complex accounts requiring several approvals from different business units on multiple decision levels. By offering a complete set of products, solutions and services, Océ tries to penetrate into different departments and to become an important partner with much responsibility. The working method with one Océ account manager representing the whole company has been designed to avoid previous situations of internally misaligned goals and miscommunication between business units. The problems have diminished but there is still an area of tension between the activities of departments. Although the director's role for Key Account Managers has been received well, the execution of client development is still insufficient. Reasons mentioned are traditional sales patterns with a machine focus, highly demanding customers that leave no time for additional sales, too many operational tasks and too little time for account development. Respondents say that the decision to invest in accounts is based on returns, account complexity and the relationship. Strategic considerations, such as profit potential or industry importance, are barely taken into account. Short term revenues and hardware sales dominate Océ's sales approach. Although their transactional business model, a large number of interviewees would call Océ's client oriented sales approach their greatest strength. Océ's company culture of loyalty, mutual trust and close relationships underlies their customer approach. These characteristics have a downside as well, since people indicate that Océ's flexibility causes inefficiency and organizational slack.

According to employees, Océ's greatest assets are its company culture, the document management solutions and the complete portfolio of products, services and solutions. Weak points are the back office support and marketing input on sales matters. When asked for the most appropriate customer approach, most respondents would like to continue the 'one face to the customer' approach with one person responsible for the account, a junior Account Manager for the operational tasks and the support from business unit specialists for business specific knowledge at ones disposal. Additionally, many interviewees would appreciate more assistance from marketing and the back office.

4.4 Summary

Canon and Océ's business structures have many similarities. The business is segmented into industry groups, the two companies follow a transactional sales method, both do not distinguish in resource allocation between accounts and their major customers are approached according to the 'one face to customer' principle. Both companies experience difficulties with the shift towards solution-based consultative selling, due to hard-to-reach DMU members and limited client development. The biggest differences are that Canon is more product-oriented and has difficulties with the development, sale and implementation of software solutions. They have developed market information documents for each segment but these are limitedly applicable and lack propositions appropriate for the market. In contrast, Océ is more solution-oriented, they have a more comprehensive portfolio but have difficulties with aligning the goals of different departments when operating for one joint customer. The segments receive barely any marketing input. Océ presents itself as a customer-minded firm with close customer relationships and efficiency issues due to their flexibility and loyal character. Interviewees from both organizations have indicated to prefer a 'one face to customer' approach for their major clients. This account manager should be in charge of client development while junior functions would perform operational tasks. Respondents imply to preferably have disposal of business unit specialists from OBS, PS and marketing in order to offer appropriate knowledge for a broad proposition and to receive more support from the tender desk and the back office.

Chapter 5 – Major customer management

Introduction

This chapter presents the results of the semi-structured interviews with a selection of major customer accounts. Section 5.1 draws the general major client perspective on Canon and Océ's current approach. Section 5.2 consists of the Canon Customer Mapping Model worksheets that capture the Canon Customer Mapping data of the interviewed major customers. Section 5.3 shows the plotted Canon Customer Mapping Model and interprets the results.

5.1 Client perspective on the current major customer approach

The absolute majority of Canon and Océ's major customers require a printing system with additionally a software support program. The hardware requirements vary. Some clients prefer a very basic printing system, while others are interested in more complex systems tailored to their specific business situation. The greater part demands a generic system that meets their needs of printing, copying and possibly scanning. Most of the interviewees indicated that functionalities have a lead over price. Price and costs are important but subordinate to the product, its features and the service delivered. Since the market offers products with comparable features and quality, the major customers say to attach value to high service that solves any product related disturbances. They view a printer as a supportive system that should function with little to no errors and in case one occurs it should be solved immediately without them being bothered with the details. For most major customers software solutions are an additional generic product to control their document flow that should not interfere with core systems. Most exercise restraint regarding the design of advanced software solutions offered by Canon or Océ. Their needs concentrate on printing systems; software solutions are self-developed or provided by other parties. Next to functionalities, purchasing and operation costs, interviewees named performance of the current supplier, the offered service level and environmental policies as the principal criteria for the selection of a printing hardware supplier. The industry, company structure and company culture determine the decision process. Non-profit organizations are bound to European tenders but a growing number of profit organizations follow a comparable set-up to guarantee objectivity. This has led to a professional procurement strategy consisting of designated roles, set milestones and limited contact moments. The procurement of printing systems is realized by a project team. Some work autonomously, other decision making units (DMUs) are influenced by the board of directors or have a leading department. The composition of the DMUs differs. Mostly, this group of decision making members consists of at least one ICT and/or facility function, a legal function and a member from the procurement team. For reasons of objectivity, DMUs create distance between them and candidate suppliers whereby the identification of roles in the procurement process is complicated. Many account interviewees indicated that every phase has a different leading department. Specifications for hardware and network are set by ICT, while the facility department defines the office environment requirements. Users are frequently involved in this process. In many cases the procurement department supervises every phase. Subsequently the legal department writes a contract and the implementation is conducted. The more document management belongs to the core process of a company, the more decision makers are involved and decision milestones are created. Strong points mentioned of Canons current major customer approach are their open, proactive attitude towards the client. Clients appreciate their quick and flexible response. Furthermore the one face to the customer approach (when applied to an account), the environmental sustainability policy and the hardware are valued highly. Surprisingly, a number of customers name long communication lines and decision procedures as Canons weak points. A possible explanation might be the service and skills of the Account Manager. Other negative comments derive from former client UWV, who found Canon expensive, prospect client indicated to perceive a lack of service. This was expressed in no anticipation on demand, failure in the design of hard- and software solutions and a lack of tests results on proposed cases. Océ's most favorable attributes according to the interviewees are their short communication lines, proactive attitude and the focus on relationships. They are thought to be knowledgeable and to think along with the client. Rabobank ICT and Jacobs Nederland perceive Océ as a trusted partner. A few customers mentioned that Océ actively pursues additional sales. Some accepted this, others experienced it as unpleasant and interfering with daily business. Other weak points are Océ's internal communication, the mediocre organization of (software specialized) staffing and the limited flexibility since the new international legislation. Administration systems are found to be difficult and procedures complicated. Also, Rabobank indicated that Océ's cooperation with software supplier Printnet is not optimal and that Océ and Printnets issues affect their business routine.

5.2 Canon Customer Mapping worksheets

The client interviews have given insight in the clients' perspective on Canon and Océ's major customer approach. Their feedback on the organization and client policy give leads for the design of an integrated approach. The company analyses in chapter 4 regarding organizational structure and sales approaches provided employee input. For an optimized major customer approach for the integrated organization, these two data sets are combined with a strategic look at the client portfolio and investment considerations. The Canon Customer Mapping Model is a tool designed to assess major customers on client requirements and company profit. First, client profiles have been drawn on the basis of data obtained by Account Managers, interviews and corporate websites. These profiles can be found in attachment IX, page 103. That information has been converted in the Canon Customer Mapping worksheets on below. One worksheet represents the current account status, the other the potential account situation. The results are directly used for plotting the Canon Customer Mapping Model on page 48. The analysis of the Canon Customer Mapping Model can be found on page 49.

Table 1 - Current account status year 2010

Customer/prospect/lost account	Revenue	Revenue score	Margin%	Margin score	SCORE
Koninklijke BAM Groep	€ 1.752.000,00	0.2	28	0.2	0.2
Rabobank Groep	€ 13.788.000,00	0.3	26	0.2	0.25
PGGM	€ 525.000,00	0.1	70	0.3	0.2
Albert Heijn	€ 182.000,00	0.1	-37	0.0	0.05
UWV	€ 180.000,00	0.1	16	0.1	0.1
Alliander	€ 1.769.250,01	0.2	55	0.3	0.25
Cofely GDF Suez	€ 2.282.295,18	0.3	62	0.3	0.3
Jacobs Engineering	€ 1.074.916,89	0.2	61	0.3	0.25
Rabobank IT	€ 6.033.489,16	0.3	85	0.3	0.3
DHL	€ 249.839,14	0.1	68	0.3	0.2
Gemeente Rotterdam	€ 3.371.155,00	0.3	50	0.3	0.3

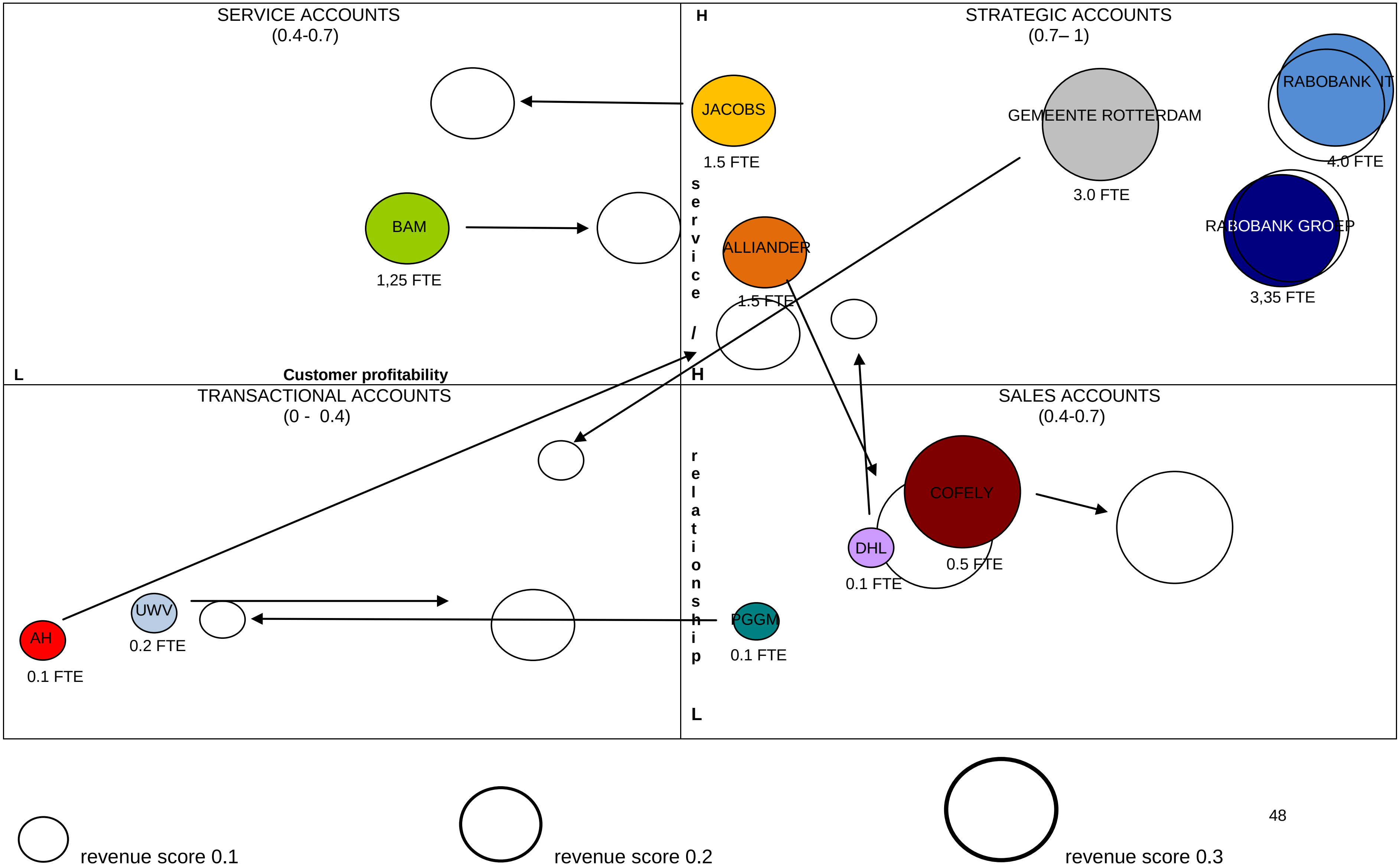
Table 2 - Potential account status year 2015

Customer/prospect/lost account	Market/ firm growth	Pot. revenue increase	Opportunities
Koninklijke BAM Groep	none	low	Sustainability
Rabobank Groep	positive	high	Optimize MPS, more service
PGGM	none	decline	Cloud computing, sustainability
Albert Heijn	positive	high	Int. expansion, supermarket printing system
UWV	positive	high	Market growth
Alliander	positive	high	Sustainability, graphics, service, MPS
Cofely GDF Suez	positive	high	Print park optimization, international contract
Jacobs Engineering	none	low	Outsourcing at other subsidiaries, software
Rabobank IT	positive	high	Development current software solution
DHL	positive	low	Software solutions
Gemeente Rotterdam	negative	decline	Workplace restructuring

Product/service/software	SCORE	Staffing	SCORE	TOTAL	Category
Hardware & Break fix	0.1	1.25 FTE	0.2	0.5	Service
Hardware & Managed Print Service	0.3	3.35 FTE	0.2	0.75	Strategic
Hardware & Break fix + Uniflow	0.3	0.1 FTE	0.1	0.6	Sales
Hardware & Break fix	0.1	0.1 FTE	0.1	0.25	transactional
Hardware & Break fix	0.1	0.2 FTE	0.1	0.3	transactional
Hardware & Break fix & Outsourcing	0.3	1.5 FTE	0.2	0.75	Strategic
Hardware & Break fix	0.1	0.5 FTE	0.1	0.5	Sales
Hardware & Break fix & Outsourcing	0.3	1.5 FTE	0.2	0.75	Strategic
Software GMC + maintenance	0.4	4 FTE	0.2	0.9	Strategic
Software	0.2	0.1 FTE	0.1	0.5	Sales
Hardware & Break fix + MPS	0.3	1.5 FTE	0.2	0.8	Strategic

Product/service/software	Category	Argument
Hardware & service/consultancy	service	Higher service and sustainability, optimization for contractors, reciprocity
Hardware & MPS	service	Separate hardware and software systems MPS optimization, service increase
Hardware & MPS	transactional	Bad market, recently new hardware, own software development, little cloud computing opportunities due to board
Hardware	strategic	(Int.) distribution centers and supermarkets, development of supermarket printing system
Hardware	transactional	Governmental service, mandatory tender, cost-cutting, increase of unemployed
Hardware, outsourcing & MPS	sales	Mandatory tender, interested in additional services
Hardware	sales	International contract, less freedom for subsidiaries, Print park optimization, hardware orientation, tender procedures
Hardware & outsourcing	service	Good relationship, little (software) opportunities due to American parent firm, outsourcing at other Dutch subsidiaries
Software	strategic	Current partnership, open for joint development
Software	strategic	Joint development software solutions, partnerships, relational background
Hardware & MPS	transactional	Local authority, mandatory tender, cost-cutting, no additional (big) sales

5.3 Canon Customer Mapping Model



The previous page shows the plotted accounts in the Canon Customer Mapping Model on the basis of the Canon Customer Mapping worksheets. The matrix considers two variables, namely customer profitability on the horizontal axis and customer service and relationship requirements on the vertical axis. An account can be classified in one of four account categories; strategic accounts, sales accounts, service accounts and transactional accounts. The current account positions are indicated with coloured circles and company names, the unfilled ones embody the potential account positions. The size of the circles indicates the account revenue scores and the FTE under the filled circles is the total number of full-time white-collar employees on an account. Account details and factor scores can be found in the Canon Customer Mapping worksheets on page 46 and 47.

Looking at the current account positions, one can conclude that the eleven plotted major customers are concentrated in the strategic account and sales account quadrants. The potential account positions show a better spread of accounts over the mapping model. According to the results, Canon could decide what investment strategy (Invest, Remain, Reduce, Remove) to implement on each individual account. However, it should be emphasized that the Canon Customer Mapping Model results cannot be related to the complete customer portfolio of Canon and Océ since there has not been attempted to do random sample survey. These eleven plotted clients serve as an illustration of how the Canon Customer Mapping Model can be used as a tool for determining account positions in relation to other accounts, giving insight in account development according to internal expectations and deciding on strategies. Discussion on filling in positions and the results from the Canon Customer Mapping Model should guide management in the integration process of the major customer approaches and the development of strategy.

5.4 Summary

The major customer interviews reveal varying customer profiles. Most clients demand a generic hardware system and see software as an additional product to control their document flow. Current supplier performance, service and environmental policies are the principal selection criteria. A growing number of organizations use a selection policy comparable to European tender procedures to choose a supplier. Mostly, a project group is created with specialists for every phase. The more document management belongs to the core process of a company, the more decision makers are involved and decision milestones are created. Canon's strong points are their hardware portfolio, the proactive attitude and the one face to the customer approach. Weak are the long communication lines and decision procedures. Océ's strong points are their short communication lines, proactive attitude, knowhow and the focus on relationships. Perceived weak points are internal communication, the organization of staffing and the limited flexibility.

Canon Customer Mapping Model shows concentrations of the eleven plotted major customers in the strategic account and sales account categories for the current situation. The potential situation reveals a better spread of accounts over the model. The plotting of the interviewed accounts is used as an example to show that the Canon Customer Mapping Model should be used as a tool for determining account positions in relation to other accounts, giving insight in account development according to internal expectations and deciding on strategies. The use of the matrix can support management in the design of an optimized major customer approach for the integrated Canon and Océ company.

Chapter 6 – Conclusion and recommendations

Introduction

This chapter will conclude the main findings of this study. Section 6.1 will discuss how the major customer sales approaches of Canon and Océ can be integrated using a strategic sales organization concept. Managerial recommendations will be given in section 6.2. Finally, section 6.3 provides the limitations.

6.1 Conclusions

This study's aim was to give an answer to the problem statement formulated in chapter 1. The definition of the problem statement was the following:

"How can the major customer sales approaches of Canon and Océ be integrated using the concept of a strategic sales organization that optimizes the efforts of the two companies?"

The document management market is in the middle of a transformation from hardware sales with deteriorating margins to high-end service and software solutions. The currently followed transactional sales approach from Canon and Océ seems outdated. Literature study and the interviews with employees and clients have indicated that today's market requires consultative, technology-based customer relationships with strong strategic vision. The company analyses show a product-oriented Canon with strong marketing tools but limited administrative support and little software solutions. Océ is more solution-focused, has an outsourcing division and a strong company culture but lacks back office support and marketing input on sales matters. Employees from both firms indicate a need for company and solution-based sales, more client focus, fewer administrative tasks and marketing implementation in sales. Major clients require company-specific solutions (service level varying and depending on needs), a proactive attitude and short decision- and communication lines. The 'one face to the customer' approach is valued by both employees and clients. One first step in the shift to the higher market segment is the integration with Océ that enriches Canons product portfolio with outsourcing services and software solutions. Following, Canon has to implement some changes in order to meet today's market requirements. One way to meet customer needs, company requirements and market shift implications is by integrating the major customer sales approaches of Canon and Océ according to the strategic sales organization concept while using the Canon Customer Mapping Model. The strategic sales organization is a new organizational form that closely integrates sales, strategy and marketing by placing the customer portfolio central and analyzing prospects and relational requirements of different customer types and level of business risk they create (Piercy, 2010). Special attention has been given to customer portfolio management, the fifth principle of the strategic sales organizations, due to the thesis subject customer approach optimization. Three mapping models have been discussed and modified for the design of the Canon Customer Mapping Model. The Canon Customer Mapping Model identifies the major customers and plots them according to customer profitability and customer service and relationship requirements in a matrix. The matrix can be used as a tool for determining account positions in relation to other accounts, showing internally perceived account development and helps in deciding on strategies. The implementation and the results of the model can provide Canon handles for the integration and optimization of the major customer approach of the combined Canon and Océ organization.

Summarizing, one can conclude that Canon and Océ's have complementing product portfolios but similar organizational issues concerning shifting market needs, administrative tasks and marketing implementation. The strategic sales organization could offer a strong organizational backbone for the integration and optimization of the major customer approaches of Canon and Océ. When integrating the approaches of both companies, Canon should strive for a consultative, service and relationship-oriented sales organization that approaches clients according to individual needs. In meeting customer needs, the company should assess the profitability and future opportunities of the account and consider its investment options. The Canon Customer Mapping Model can assist in determining the clients' service and relationship requirements and the investment opportunities. According to the Canon Customer Mapping Model results, Canon can design a customer portfolio management plan and individual account strategies that both meet the companies and the clients' requirements.

6.2 Recommendations

This research was aimed at the integration and optimization of the major customer approach of Canon and Océ with the use of the concept of the strategic sales organization. Although this organizational form consists of five imperatives, there has been concentrated on customer portfolio management by means of customer mapping. The Canon Customer Mapping Model is built on the shifting document management market and visualizes account positions in relation to each other, internally perceived account development and investment strategies. This model should assist management in aligning the major customer approach of the integrated organization. Next to empirical input on the subject of study, this research has led to information and observations on aspects that have not been researched systematically but that give ground for recommendations concerning the four remaining strategic sales organization principles.

1. Market intelligence

The interviewed major customers have indicated to highly value industry knowledge for the design of product, service and software solutions. The deployment of marketing in sales can help Canon to answer the client's need. Marketing has the skills and tools to acquire industry information, obtain insight in client needs and to develop propositions according to market demand. Their work can be applied to a complete vertical, including a strategy how to develop the segment according to trends, profitability and the overall company strategy. A precondition to a successful involvement of marketing is a close collaboration with sales. Only when sales presents accurate customer information and marketing provides up to date industry information, forces can be joint for delivering optimal service. To achieve such marketing-sales integration, Canon needs to set up a structure that enables the interchange of ideas, exchange of information and a sound cooperation for a productive application of market intelligence. This might also entail additional C&I marketing functions such as vertical marketing specialists.

2. Cross-functional integration

Canon and Océ's major clients have high requirements that demand adequate alignment between departments. In their approach towards major customers, Canon's C&I accounts and Océ business units DP, PS and OBS have to combine strengths in one unified service. Instead of building a proposition according to the offering of one leading department, the Account Manager should design a customer-oriented solution. In order to achieve a delivery structure, the business units should have a supportive nature rather than being individually functioning departments with own strategies, goals and remunerations. Second, the back office activities such as the tender desk, administration systems and the finance department should be organized according to customer needs and orchestrated by the Account Manager. As an example, one could consider making the tender desk responsible for responding to European tenders since these ask for very precise company and product information, a financing proposal and allow little interaction between the tenderer and the bidder. With the input from sales and in collaboration with marketing, the tender desk will be able to present a sound tender with a fitting proposition. Cross-functional integration enables both business units and supportive departments to work more efficiently and to respond quicker to market developments.

3. Redesign of infrastructure

Both companies' sales systems are based on transactional sales. This conflicts with the aimed customer-oriented consultative selling approach. In addition, Canon and Océ's major customers demand their suppliers to think in solutions to problems, not in product constructions. One first big step in the direction of transparent customer based solutions is the reorganization of the sales system. This starts with the division of business units: one face to the customer in the person of the Account Manager who represents every business unit. For every account one strategy with matching goals is developed in accordance with the overall strategy of the vertical. Performance should be measured in a predetermined time period with milestones, formulated according to goals. This entails that not only product sales or paper consumption are weighted but that account development, service implementation, cost reduction, profitability increase and software sales are taken in account as well. The motivation and reward system should support this sales construction accordingly by stimulating achievement of goals. This might imply that every vertical or even account has its own remuneration system.

4. Internal marketing

The interviewed major customers indicated to highly appreciate supplier characteristics as trustworthiness, flexibility, proactive response to situations and quick proceedings in daily matters. A dependable responsive service culture is not only achieved by the Account Manager but has to be embedded in the whole organization. Every link should contribute to the process of product and service delivery. The role of each department should be explained and drawn in the process in order to communicate the importance of their contribution. The Account Manager is the linking pin who communicates the clients' demands, guards their interests, connects the groups, controls the progress and keeps the overview. Next to a general understanding of the clients' needs, open communication, clear procedures and transparent systems are of great importance. Especially the latter has been brought forward as problematic by both clients as employees. Many find the administrative system for registration of customers or product orders difficult and complex. Internal marketing and closer connected departments should improve the system and service.

6.3 Limitations

The strategic sales organization is an organization concept that has received little attention in the academic literature. Only Piercy (2010) and Piercy and Lane (2009) have written about the concept and practical implications are unknown, therefore the strategic sales organization should be seen in a normative concept that might need further research. This study aims at a contribution to the academic knowledge on this subject but the results cannot be generalized to other companies in the document management market. Obviously, this is a limitation of the study. A similar research with a document management market player and a random sample could provide information that is applicable for the population.

The interviewees for the company analyses and major customer perspective have been selected by a nonrandom sampling method. The author has given criteria for selection but Canon and Océ management have presented the interviewees. For this reason the research is not representative for the Canon and Océ organization, nor for the major customer portfolio of both companies. Besides, qualitative data is vulnerable to social desirability or political (business) influence wherefore answers could be influenced. Furthermore, factors as research budget, location and time might impact the results of the study.

The Canon Customer Mapping Model has been designed for determining client positions, showing internally perceived account development and assessing investment options in the shifting document management market. The company situation and market characteristics have influenced the design of the model and the allocation of factors. For this reason, this model should be used carefully for other companies or in different markets since it might be less applicable to the circumstances of those organizations. Furthermore, the different characteristics of each clients market are an impediment for comparison in the Canon Customer Mapping Model.

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Attachment I - Employee interview overview

Firm	Business unit	Vertical	Function	Name	Interview type	Date
Canon	C&I		Director	Xander Groenewegen	Explorative	1/5/2011
	C&I KA		KA manager	Bram van der Linden	Explorative	1/5/2011
	C&I		Contract manager	Martin van Zanten	Explorative	1/5/2011
	C&I		Business Development manager	Alexander van Dieren	Semi-structured	3/5/2011
	C&I	F&P Health	Account Executive	Tino van Lienden	Semi-structured	7/5/2011
	C&I	F&P	Sales Channel Manager	Joop Ausma	Semi-structured	11/5/2011
	C&I KA		KA manager	Bram van der Linden	Semi-structured	11/5/2011
	C&I marketing		Customer & Channel marketeer	Huub van Kesteren	Semi-structured	12/5/2011
	C&I	T&I	Sales Channel Manager	Albert Assen	Semi-structured	13/5/2011
	C&I	T&I manufacturing	Account Executive	Arnold van Splunter	Semi-structured	13/5/2011
	C&I tenderdesk		Manager bidmanagement and pricing	Bas van der Loo	Semi-structured	26/5/2011
Océ	DP		Director Document Printing	Arjen Zandbergen	Semi-structured	17/5/2011
	PS		Manager Professional Services	Joost van Rooij	Semi-structured	17/5/2011
	DP marketing		Manager Marketing DP	Bernd Steinmann	Semi-structured	18/5/2011
	KA	Non-Profit	Sales group Manager Non-Profit KA	Niels Wintraaken	Semi-structured	18/5/2011
	Project management		Strategic Project Manager	Klaas Brons	Semi-structured	20/5/2011
	OBS		Director OBS	Geert Eling	Semi-structured	27/5/2011
	Project management		Senior Consultant	Paul Hamelinck	Semi-structured	30/5/2011
	KA		Director Key Accounts	Frank Adema	Semi-structured	31/5/2011
	KA	Profit	Key Account Manager Profit	Erwin Smits	Semi-structured	1/6/2011
	KA	Finance	Sales group manager Finance KA	Dirk Boef	Semi-structured	6/6/2011
	KA	Profit	Sales group Manager Profit KA	Jeroen Proemstra	Semi-structured	7/6/2011
	KA marketing		Marketing KA	Sandra van As	Semi-structured	8/6/2011

Attachment II - Account interview overview

Firm	Sales (channel) group	Account	Function interviewee	Status	Perceived customer sales and service/relationship requirements
Canon	Trade & Industry	BAM	Purchasing Director	Customer	Low
		Heineken		Customer	High (no response - not conducted)
		Albert Heijn	Sourcing Manager IT	Prospect	High
	Finance & Public	Rabobank	Manager workstations	Customer	High
		PGGM	Facility manager	Customer	Low
		UWV	Chief Purchase Senior Purchase advisor	Lost account	High
Océ	Profit	GDF/Suez	Category Manager	Customer	High
		Alliander	Contract manager IM & ICT	Customer	Low
		Jacobs NL	Facility manager	Customer	High
		DHL	Procurement Manager Corporate IT & Telecom	Prospect	High
	Non-Profit	Gemeente Rotterdam	Contract manager IT services	Customer	High
		Universiteit van Tilburg	Chief Facility services	Customer	Low (bad recording – not included)
		ROC Albeda	Senior Purchase	Lost account	Low (bad recording – not included)
	Finance	Rabobank	Manager Life Cycle Management and Production	Customer	High
Canon		Capgemini	Vice President Retail	Partner	

Attachment III - Semi-structured interviews with Canon employees

Onderwerp / Naam	Bedrijfsproces (blauw)	Verticalisering (groen)	Verticalbewerking (turkoois)	Klantbenadering (rood)	Klantbehoefte (paars)	Marktontwikkelingen (roze)
Joop Ausma Sales Channel Manager Finance & Public	De basis loopt goed. De administratieve belasting van AE werkt belemmerend. Nieuwe klanten zelf invoeren, oude klanten door Customer Care Center afgehandeld. Er wordt te weinig met Oracle gewerkt. Ondersteunende dienst Project Cavia heeft te weinig capaciteit of is niet beschikbaar. Onduidelijkheid over de levertijd en status door beperkt inzicht in Oracle.	Functioneert goed, branchespecifieke eisen en oplossingen waarop proposities worden gebouwd. Industry insights zijn regiospecifieke markt-ontwikkelingsrapporten toegespitst op 1 industrie. Basale info op Europees niveau, weinig toepasbaar op NL. AE's schrijven verticalplans met trends, ontwikkelingen en bewerkingsplan voor vertical. Niet ideaal, marktanalyses en strategieën zou marketing moeten doen	Vertical bewerkt met vertical plan: blue sheets (market oppor-tunities), gold sheets (overall account plan) Klanten gekozen op basis van bedragen en % van BQS (bid qualification sheets van tenderdesk met voorwaarden om op een in de markt gezette aanbesteding in te gaan). Kan ook een strategische keuze zijn. Bij laag % beslissen saleschannel manager en C&I director op basis van potentie en contact met DMU leden. Generieke software oplossingen per EU vertical is gewenst. Sommige verticalproposities sluiten niet goed aan op de situatie in NL. Kost veel moeite om oplossing aan te passen op vertical. Veel moeite, weinig resultaat	C&I sales cycle. Blue en gold sheets bepalen welke accounts van vertical in te zetten. 1,5 j voor aanbesteding voorbewerking van klant. Inventariseer klantwens. Bij interesse klant voorstel met formele aanvraag en analyse voor bid of no-bid mbv tenderdesk. BQS stelt kritische vragen voor aanname klant. KAT accounts hebben 3 managers, normale C&I accounts 1 manager. Niet ingeschaald maar ahv wensen, situatie en de grootte van de accounts Toekomst ligt in ondersteuning van bedrijfsproces klant Wensen klant naar eigen product te vormen Voor system integrators werkplekken inrichten Océ's prof services, OBS en oplossingen zijn sterke toevoeging	Alle grote klanten willen een MFP met softwareplatform. Het aanbod op de markt is niet onderscheidend, software wel vandaar het hogere marge. Prijs belangrijkst. Service moet verschil maken. Canon voldoet aan marktwens rondom hardware, maar service en dienstverlening, dus software, loopt achter	Centrale software distributie Document management Verschuiving aanschaf MFP's van facilitair naar IT afdeling

Onderwerp / Naam	**Bedrijfsproces (blauw)**	**Verticalisering (groen)**	**Verticalbewerking (turkoois)**	**Klantbenadering (rood)**	**Klantbehoefte (paars)**	**Marktontwikkelingen (roze)**
Albert Assen Sales Channel Manager Trade & Industry	Goed georganiseerde accounts: prospecting belt op potentie en verkoop binnendienst maakt offertes In 18 maanden voor uitbrengen bestek 3x contact met klant. Bidfase gaat niet goed. Tenderdesk zou altijd leading moeten zijn. Totale (software) oplossing projectmatig implementeren, afronden en onder-steunen gaat slecht: onduidelijk, inefficient	Opzet verticalplan klopt Nog steeds veel aandacht voor andere verticals dan key of strategische verticals. Je moet verticals met minder potentie minder mankracht geven. Verticalplan heeft sector omschrijving, trends, ontwikkelingen en actiepunten. AE schrijft verticalplan, denkt niet goed na over markt. Marketing moet marktinfo en aanknooppunten gesprek geven. Verticalplan niet altijd op locaal niveau goed doorgevoerd mbt klantenkeuze	Per vertical worden aantal musthaves geïdentificeerd, gebaseerd op geld en volumegrootte. Match op organisatie niveau dus match met bid is belangrijk voor keuze klanten. Tender beïnvloeden door regelmatig contact met klant.	C&I salescycle is nog niet de eindversie voor mij maar basis hoe we naar klanten kijken. Huidig multilevelselling maakt business complex Projectmatige inkoop minimaliseert relatie component Ideaal: junior account manager kijkt naar mogelijke vraag en locale vestigingen, account manager kijkt op holding niveau naar enkel commercie. Van toepassing op enkele AM Spiegelen aan structuur klant. Contract onderhandeling en delivery management door Canon specialisten. Contact met DMU in prefase is lastig. Contactbase creëren voor validatie project, om inzicht en invloed in beslissingsproces krijgen.	Ook kleine klanten bij C&I vanwege behoefte waar CBC niet aan kan voldoen of historie Vraag blijft: hoe koopt corporate klant in? Spiegelen. Klant deelt verantwoordelijkheden op, moet Canon ook doen. Projectmatige rol inkoper verdwijnt zodra deal gesloten is. Criteria leverancierkeuze:40% prijs, 40% wensen en eisen, 20% mensen en organisatie. Mensen en organisatie maken het verschil. Prijs (TCO), wensen en eisen eindigen op gelijke hoogte. Prijs is Total Cost of Ownership geworden.	

Onderwerp / Naam	Bedrijfsproces (blauw)	Verticalisering (groen)	Verticalbewerking (turkoois)	Klantbenadering (rood)	Klantbehoefte (paars)	Marktontwikkelingen (roze)
Bram van der Linden Business Development Manager Key Account Team	Gaat vrij goed. Niet zo rigide dat je vast zit aan fases. Wanneer zaken goed besproken en door-gegeven worden aan mensen die dat kunnen scheelt dat veel in dagelijkse lasten. In Canon structuur van nu is het niet makkelijk om veranderingen door te voeren. Canon is heel risicomijdend waardoor maatwerk lastig is.	Moet ingezet worden op groeimarkten. Significantie en winstgevendheid zijn belangrijke eigenschappen bij bepalen van markten en klanten.	KAT werkt over verticals heen Niet naar segment of definitie kijken maar naar type klant. Nu gold/blue sheets. Zou meer inzicht in winstgevendheid en ontwikkeling klant moeten hebben en daarnaar investeren. Inzetten op account gebaseerd op afdrukvolume/MFP's: opportunistisch en korte termijngericht. Te weinig strategisch gekeken. Tekortkoming: oplossingen zijn heel generiek en niet toegepast op verticals. Kunt niet finetunen. Via reporting gekeken naar performance van klant Gold/blue sheets meer voor relatie, account planning. Met acquisitie Océ is propositie breder en ruimte voor maat oplossingen wat nodig is voor sommige branches.	KAT benadering sterk, succesvol, leidt tot meer expertise. Andere aanpak C&I accounts prima. KAT managed meer SLA's en KPI's. Meer klantaandacht door service manager voor performance van omgeving en contract manager voor facturatie. Sales meer gericht op ontwikkeling van klant. Elke klant moet KAT opzet krijgen maar moet wel bereid zijn daarvoor te betalen. Alle nieuwe klanten via KAT aanpak Alle stakeholders spreken (operationeel, strategisch) Meerwaarde van Canon is flexibiliteit, KAT benadering, betrouwbaar, open in communicatie	Focus van apparaten naar software waardoor verschuiving bedrijf naar IT. Klant wil aanpak als ze krijgen van Atos, Microsoft of Capgemini. Meer vraag naar Managed Print Services: hardware, software en diensten. Meer oplossingen door consultative selling ipv transactionele verkoop Enerzijds wordt gevraagd om maatwerk, anderzijds om standaardiseren. Branche specifieke oplossingen nog niet veelgevraagd. Sommige branches werken goed met basale oplossingen, andere niet Prijs, kwaliteit en dienstverlening van belang. Prijs niet doorslaggevend maar verliezen wel vaak op	Blijven imaging doen maar verschuiving naar dienstverlening want marge dozen neemt af. Information management Meer vraag naar consument oplossingen in corporate wereld. Centralisatie en terugloop aantal machines Impact van system integrators Leverancier verantwoordelijk voor printafwikkeling Prijsstelling blijft belangrijk in markt

Onderwerp / Naam	Bedrijfsproces (blauw)	Verticalisering (groen)	Verticalbewerking (turkoois)	Klantbenadering (rood)	Klantbehoefte (paars)	Marktontwikkelingen (roze)
Bas van der Loo Manager Bid Management en Pricing, tenderdesk	Gewenste tender trajecten zijn min. 1 jaar van tevoren door AM aangegeven, omvatten een paar honderd machines Grens voor aannemen orders tenderdesk ligt op >50 systemen of een omzet van min 250.000 euro tenzij tenders zeer complex zijn Offertes voor <50 machines zijn eenvoudig voor AM, sommigen heel kundig daarin 12 tot 3 mnd voor lancering tender moet AM contact hebben zodat je alleen tijd en energie in kansrijke cases steekt. Nu te weinig objectief naar slagingspercentage gekeken, 30% geweigerde deelname en 40% a 50% offertes gescoord. Minder nobids en minder scoren Bidsupporters ondersteunen standaard offertes	Er zijn bepaalde segmenten waar weinig mee gedaan wordt.	Binnen een industrie zou je bij een aantal klanten ervaring op moeten doen en vervolgens uitrollen bij andere klanten, liefst via KA model Bij keuze klanten wordt belang van klant voor vertical of Canon meegenomen. Software aandeel meegenomen door omzet en marge te toetsen	Tenderdesk verstrekt info aan prospect, wordt vaak objectiever gevonden dan sales. Liefst tenderdesk betrekken in propositie of meegaan met gesprekken, door laatste voorsprong op concurrentie. In praktijk te laat betrokken in tenderproces AM moet beter aangeven wat sterke bid is Slecht zicht op beslissers Op KA tender gericht ingeschoten: voorbeeld exemplaar voor anderen KA salesman meer vrij gespeeld, klant bediend op potentie en daarmee x aantal mensen die je inzet Te weinig aandacht voor doorontwikkelen van klanten, path for profit C&I benadering te traditioneel, weinig flexibel of innovatief. Service grootste pijnpunt	Er zijn genoeg cases waarbij we niet weten wie de beslissers zijn. Hierdoor lastige vertaal-slag van canon product naar oplossing probleem (want probleem is niet duidelijk) Klanten willen oplossingen maar denken niet in specificaties. Service is belangrijk. Er zijn nog genoeg Canon mensen die nog puur naar het apparaat kijken en niet in additionele dienstverlening denken. Gat met klantenvraag: moeten meer naar MPS constructies en flexibele contracten aanbieden. Klant wil functionaliteit en flexibiliteit, met name mbt het contract. Dat moet minder lang duren.	Tenders worden steeds professioneler en complexer. Indien dit de algemene lijn wordt, moet bijdrage tenderdesk standaard worden, niet vanaf een x aantal machines of bepaalde omzet. Salescycle lijkt langer te duren. Verantwoordelijkheid van MFP's van facilitaire afdeling naar IT. Meer gespecialiseerd met hogere eisen (bv testfase) Vorig jaar hele rits internationale tenders nu minder. Type klant speelt een rol. Soms tender internationaal neer gezet maar per land uitgerold

Onderwerp / Naam	Bedrijfsproces (blauw)	Verticalisering (groen)	Verticalbewerking (turkoois)	Klantbenadering (rood)	Klantbehoefte (paars)	Marktontwikkelingen (roze)
Tino van Lienden Account Executive Healthcare	De backoffice is alleen beschikbaar voor de grootste klanten of de klanten die al in het systeem staan. Er bestaat geen staps-gewijs af te vinken procedure voor nieuwe klanten. Daarom is hulp van contractmanager bij pricing prettig. De administratieve belasting van AM is te zwaar en ingewikkeld waardoor minder tijd voor klanten en prospects. Communicatie rondom status levering en installatie machine onduidelijk en laat.	Er bestaan feitelijk pas sinds twee jaar verticals Opgezet omdat bepaalde segmenten een aparte benadering nodig hebben vanwege markteigenschappen. Healthcare is heel belangrijk gemaakt maar er is te weinig naar potentie en product-market combinaties gekeken	Er bestaat geen kennis partner voor Canon. Je zou diensten moeten combineren om aan de vraag van Healthcare te voldoen maar enkel partners met een bepaalde positie die Canonproducten hebben voldoen. Healthcare aan-bestedingen lopen niet compleet objectief. Er zijn geen strategieën om Canon in de markt te plaatsen. Moeten generieke oplossingen conformeren aan andermans apparatuur. Voor goede MPS heb je verticalkennis nodig en daar schort het aan want daar wordt niet in geïnvesteerd. Grote klanten krijgen voorrang en het geld, kleinere segmenten niet We hebben branche specifieke oplossingen nodig	Canon presenteert zich als oplossingsgericht maar is in feite product-gericht. Canon is niet flexibel, organisch. De klant wil betalen voor wat hij gebruikt, dat is nu niet het geval. Je kunt je onderscheiden door een goed output systeem te hebben. Zou werken om oplossingen uit te kleden en stukjes te gebruiken. Nu betaal je hoofdprijs maar je gebruikt maar een deel.	Klanten willen hun bestelling asap in huis hebben, onze levertijd van 6-8 weken is te lang Voorwaarden voor klanten zijn: het moet werken, de klant wil alleen betalen voor wat hij gebruikt, bij gezeur wil hij dat wij het oplossen. Canon heeft een goede naam en goede kwaliteit. De vraag is alleen of de klant daarvoor wil betalen. Simpele oplossing worden verkozen boven complexe oplossing	De markt vraagt om MPS. Concurrenten bieden dit al aan, voor ons ligt het nog buiten bereik. Dit is een commodity markt geworden.

Onderwerp / Naam	Bedrijfsproces (blauw)	Verticalisering (groen)	Verticalbewerking (turkoois)	Klantbenadering (rood)	Klantbehoefte (paars)	Marktontwikkelingen (roze)
Alexander van Dieren Business Development Manager	Hoge administratieve belasting sales. Met 1 persoon backoffice per 3 sales personen is dat opgelost omdat orders ingevoerd kunnen worden. De organisatie is korte termijn gericht, incentives zijn gericht op snelle verkoop. Sterk is het inter-menselijk contact Routineklanten zouden per internet machines moeten kunnen bestellen Canon is erg van de kostenbesparing. Moeten een andere verdienmodel aannemen, van product- naar dienstgerichte organisatie gaan en op internationaal vlak gaan werken. Die vertaalslag gaat moeizaam.	Conservatief systeem. De horizontale en verticale markt benadering werkt wel. Op internationaal vlak heb je echter grijs vlak Gedaan om op hoger niveau met klant te praten en product-markt combinaties aan te bieden. Functionele product-markt combinaties worden niet toegepast. Je bent in deze branche gedoemd te mislukken als je te generiek blijft. Je zou structurele problemen in een niche van een oplossing moeten voorzien die je kan finetunen per bedrijf. Customizen moet toepasbaar zijn op branchegenoten. Weinig ruimte voor aanpassen EU oplossingen voor NL markt	C&I accounts zijn complex, aanpakken door kennis uit bv Spanje toe te passen in NL Zou klanten moeten kwalificeren en kwantificeren naar potentie: meeste mankracht, geld, tijd inzetten op potentie. Business intelligence is de ruggengraat van de onderneming. Ligt nu bij AE en is gefragmenteerd. Sales moet trends, ontwik-kelingen oppikken en aan marketing geven om zo samen tot propositie te komen. Waarde inzet AE op account moet gemotiveerd kunnen worden. Canon heeft een generiek portfolio.	Bied een traject waarin duidelijk is wat, waar, wanneer gebeurd. Accounts niet volledig in kaart, stellen verkeerde vragen. AE kent situatie klant niet: verkeerde interpretaties, aannames, leugens. We moeten kennis en kwaliteit beter monitoren. Te wijten aan sociale vaardigheden die te weinig meegenomen worden door werving en selectie. Canon is productgericht, consultancy zit niet in bonussysteem. Er wordt erg in het 'nu' gedacht, klantontwikkeling en multilevelselling wordt weinig toegepast. Combinatie met system integrators is sterk. Grotere DMU's, beslis-singsproces is complexer, gunfactor lager. Rest nog persoonlijke invulling AE en goed verhaal met meetbare resultaten. We moeten kiezen voor flexibiliteit, juiste mensen op de juiste plaats.	Markt is low interest Canon wil alles weten om een voorstel te doen. We moeten niet via bestaande pad een propositie neerzetten. Juist andere vragen stellen. Door klantwens kun je additionele producten afzetten. Je moet het onderliggende idee achterhalen en zo nieuwe propositie branchegenoten maken. Relatie belangrijk, alleen minder ruimte voor beïnvloeding. Image, merk en corporate contactper-sonen zijn belangrijk in eerste aanleg. Prijs afhankelijk van solution	Printen vanaf PDA en tablets is de volgende trend. Afname output papier vanwege toenemende mobiliteit werknemer Milieuaspecten spelen daarbij ook een rol. Concurrentie invest-eert veel meer in transitie product naar dienstgerichte organisatie. Prijs machines zwaar onder vuur, hierdoor managen van kosten zeer belangrijk

Onderwerp / Naam	Bedrijfsproces (blauw)	Verticalisering (groen)	Verticalbewerking (turkoois)	Klantbenadering (rood)	Klantbehoefte (paars)	Marktontwikkelingen (roze)
Arnold van Splunter Account Executive Industry & Manufacturing	Als AE doe ik (als enige) niet de admin-istratieve werkzaam-heden. Ik delegeer het aan verkoop binnendienst en project management. Ik doe alleen prijzen.	Meeste inspanningen steken in de verticals waar de meeste verdiencapaciteit in zit Verticalconcepten sluiten niet helemaal aan op de NL markt.	Meeste accounts moeten KAT benadering doen, afhankelijk van verdiencapaciteit. Wordt weinig gewerkt met strategische klanten, zijn meer gericht op korte termijn afspraken. Daarbij zijn contracten maar voor max 5 jaar dus hoe moet je dat strategisch maken? Moeilijk om branchegerichte concepten te bouwen, je moet ze terug kunnen verdienen. Business intelligence wordt weinig gebruikt, gebeurd door AE zelf. Van grote meerwaarde als marketing dit zou dan, die kunnen er een landspecifiek verticalplan van maken ipv EU plan.	KAT geeft specifieke invulling aan klantbehoefte vanwege de grootte van klant en complexiteit van de case. Moet klant regelmatig confronteren met jouw product door verschillende disciplines in te zetten die elk voor andere onderdeeltjes langskomen: zo vang je klantwensen op. Spiegelen aan de organisatie: functies op dezelfde niveaus met elkaar laten praten. Dit is inherent aan KAT opzet.	Dit is een homogene markt, onderscheid je door functies en slagkracht. Via producten en diensten lukt niet.	

Onderwerp / Naam	**Bedrijfsproces (blauw)**	**Verticalisering (groen)**	**Verticalbewerking (turkoois)**	**Klantbenadering (rood)**	**Klantbehoefte (paars)**	**Marktontwikkelingen (roze)**
Huub van Kesteren Customer and Channel Marketeer	Wij zijn erg risicomijdend De AE moeten veel zelf doen en krijgen daarbij ook nog een hoop accounts	Het ontwikkelen van software voor hele verticals is een grote uitdaging. Marketing is afgesteld op de corporate verticals, een deel gaat via direct marketing. Industry Insights zijn rapporten over industrieën waarin we werken. Erg Europees en sluit niet goed aan op NL markt. Moet worden gelokaliseerd. Misschien moeten we van sommige markten afscheid nemen. Naast 8 verticals doen we er nog 4 extra, met hun eigen karakteristieken. Zo benutten we onze middelen niet optimaal.	Als marketeer op zoek naar tools om juiste mensen te bereiken. Nu gedaan door deelname strategie-platforms:branchegerelateerde evenementen waar DMU leden komen. Perfect voor boven-naar-beneden communicatie. Verantwoordelijkheid verticalplan moet bij marketing liggen. Wij moeten voor-onderzoek naar bedrijf doen, activiteiten opzetten, klantontwik-keling inzetten. Middelgrote bedrijven moeten beter bediend worden. Bijna geen coverage in dit grijze gebied. Bij klanten wordt rendementspotentie of belang van de vertical niet meegewogen, puur productgericht gekeken. Dat is ook te wijten aan het ontbreken van Business Intelligence. Nu schieten we overal op, zonder goed te rekenen.	KAT opzet is slim, zou meer toegepast moeten worden op accounts De vraag is hoe we sales-marketing zo gaan inrichten dat het rendement hoger wordt. Samenwerking met system integrators werkt goed, krikt marges op. Wij kunnen veel leren van hun kennis, kunde en salesstructuur. Verantwoordelijkheden zijn verdeeld over een vertical team.	Bedrijvenvragen om vertical specifieke oplossingen. Je komt de zorg, financiële of juridische wereld niet meer in zonder applicaties.	Markt verschuift van low naar high interest Producten worden geïntegreerd met applicaties. MFP's zijn homogene producten

Attachment IV - Semi-structured interviews with Océ employees

Onderwerp / Naam	Bedrijfsproces (blauw)	Verticalisering (groen)	Verticalbewerking (turkoois)	Klantbenadering (rood)	Klantbehoefte (paars)	Marktontwikkelingen (roze)
Frank Adema Business Unit Director Key Accounts Océ	KA zijn de linking pin van PS, OBS en DP. KA behoort tot DP, grootste omzettak van Océ Bij succes KA concept dan wordt het na standaardisatie en productizing ook aan MA aangeboden Via lockin Océ belang naar hoger niveau tillen. Outputmanagement en multichanneling is onze kracht Op het eerste project draaien we vaak verlies, ligt oa aan implementatie. Toch hebben complexe projecten minder concurrenten en beter lockin effect. Meer oplossings-gericht dan Canon: productgericht. Geen goede gestand-aardiseerde internationale aanpak	KA verkoop is gesegmenteerd, MA geografisch vanwege efficiëntie. Marketingwise komt er weinig uit het HQ: hoe presenteren, proposities, verdienmodel. Moet Den Bosch zelf bedenken. Wanneer Canons verticalisering is doorgevoerd in ons systeem en we de Industry Insights kunnen gebruiken met onze channel marketeer kijken we tegen een hele goede situatie aan.	KA bij meer dan 1 milj omzetpotentie, kan ook niet aan eisen voldoen en segmentleadingcustomer zijn of KA service en aandacht nodig hebben. Gaat beetje op onderbuikgevoel. Prospect via kwalificatiesessies wel of niet gekozen door salesmanager om mee verder te gaan. Daarna DMU mapping, een account plan, contact-matrix, propositie mapping en wat de meest ideale aan-vliegroute is. Het loopt nu aardig maar accountplanning kan beter. Bij EU aanbestedingen liggen alle contactlijnen vast. RFP's te weinig in kaart gebracht en gepland.	KA wil 1 gezicht naar de klant zijn met 1 aanspreekpunt de Strategisch Account Manager dat de hele organisatie vertegenwoordigd. Alle KA krijgen ongeveer zelfde behandeling. Dienst en service is accountafhankelijk. Er worden gesprekken gevoerd op verschillende niveau's. Bij bestaande klant wordt product/dienst/service scala vergroot. Ik heb verschillende cockpits per klant in afdeling en functie. We proberen mensen die elke dag in de organisatie rondlopen, het Océ belang te laten vergroten. Moet op tijd de stakeholders kennen en spreken Sterk in menselijke maat, vertrouwen en ingesteld op lange contracten	KA klanten willen typisch office print producten, software en diensten Océ levert bijna alles in deze markt, 1 contact-persoon daarbij wordt prettig gevonden.	Steeds lager margeprofiel bij machines Deze markt commoditized. Relatie minder relevant.

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Arjen Zandbergen Business Unit Director Document Printing Océ	DP staat in lijn met C&I Canon en is productgericht. DP is de grootste markt. DP verspreid over hele markt, OBS meer bovenkant OBS omdat bedrijven repro geen kern-activiteit vinden en willen uitbesteden.	DP werkt binnen KA met secoren: profit, non-profit en finance. Ieder eigen business group manager DP is met name sterk in overheid, onderwijs (non-profit) en finance. Hebben eigen product, channel marketing. Ombuiging in verticals komt Océ ten goede.	KA doet top 350-500 bedrijven NL, MA tot <500 medewerkers en RA<200 medewerkers Focus ligt op uit-bouwen van klanten. Wij proberen ons dmv OBS en software dieper in de kern-processen van klanten in te graven. MKB grootste markt. KA markt is complex met DMU's, con-currerend met ver-krijgen van nieuwe klanten en aan-bestedingen. Bij aannemen of investeren in accounts wordt niet zo gekeken naar rendements-potentie	Overlap in DP en OBS klantbenadering. Initiële gesprekken via DP. DP met oplossingen van PP PP ondersteunt DP in prefase bij bewerking klant en implementatie training en support. Moet voor het uitkomen van RFP presenteren aan bedrijf. Nu laten we ons elke 4 á 5 jaar zien bij klant wanneer contract afgesloten moet worden, doorontwikkeling wordt nog te weinig toegepast. KA van strategische waarde. Wij staan heel dicht bij de klant.	Specialisten voor verschillende onder-werpen inzetten wordt erg gewaardeerd door klanten.	Uitbesteding repro trend in o.a educatie vanwege intensief gebruik. Markt veel formeler geworden. Gemeente is veel meer gaan aan-besteden Verschuiving facilitair naar IT waardoor strakke contracten met SLA's Centralisering De huidige markt is een commoditymarkt MPS, naast apparaat ook servicelevel van belang. Betalen per kopie voor alles.

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Niels Wintraaken Sales Group Manager Non-profit Key Accounts Océ	Integratie is voor Canon een aanvulling van portfolio mbt onderwijs, overheid en software. Soms geven we teveel voor hetgeen we verdienen: service mensen eigenschap. Zwak is de verdeeldheid van de afdelingen: zij werken nog steeds redelijk langs elkaar Ook zwak: het vermarkten van producten en het bedrijf Océ	Non-profit grootste team en van oudsher sterkste markt. 50% marktaandeel onderwijs in bezit Océ. 35% marktaandeel overheid. Totaalsystemen Canon kunnen niet aan meeste overheid apparaten. Verschuiving hetgeen dat Océ levert. Niet brancheafhankelijk maar wel deelgebied (publiek, finance) afhankelijk. Uitwissel-bare producten zoals reader onderwijs ook in zorg toepasbaar	Specificaties voor uitbrengen tender beïnvloeden zodat gunningscriteria in voordeel Océ zijn. Non-profit kent weinig kleine aanbieders, alleen grote partijen als wij Segmentgerichte oplossingen zijn sterk maar moeten nog veel verder ontwikkeld worden. Marketing moet zorgen voor productportfolio, presentaties, bouwstenen: een businessplan. Alles moet op maat geschreven lijken maar toepasbaar zijn op een heel segment.	Traditioneel kijken wij heel erg naar apparaten Aan de voorkant laag inzetten op prijs vanwege prijserosie en aan achter-kant ons geld verdienen met diensten en toners. De doos moet meer een enabeler zijn dan de basis van een propositie OF propositie splitsen zodat additionele verkoop kan plaatsvinden OF kleinschalig houden om kosten te beperken. Door aanbestedingen veel juridische aspecten waardoor beïnvloeding DMU lastig is. Océ heeft OBS en outsourcing in tegenstelling tot Canon: ontzorgingsprincipe Océ wil zich als IT partij of dienstverleningsmodel neerzetten want apparatuur verdient niet Sterk zijn onze mensen en branchegerichte oplossingen	MFP moet het doen, overal op aansluiten koppelbaar zijn met alles wat de klant al had Vaak komen daar ook diensten bij: nietjes bij-vullen en storingcalls tot oursourcing van repro's Bedrijf of branche-gericht kijken en pijnpunten aanwijzen en oplossen met producten, diensten, software	Verandering van markt: aanbesteding is wet geworden. Eerst enigszins te manipuleren met relatie, nu is prijs belangrijker. Steeds meer MFP's Meer aanbesteed, zo ook outsourcing Verschuiving van apparaat naar totaaloplossing met diensten: ontzorgingsprincipe Digitalisering zorgt voor afname originele busienss met hoeveel-heid printeenheden Business oplossingen Cloud computing

Onderwerp / Naam	Bedrijfsproces (blauw)	Verticalisering (groen)	Verticalbewerking (turkoois)	Klantbenadering (rood)	Klantbehoefte (paars)	Marktontwikkelingen (roze)
Dirk Boef Sales Group Manager Finance Key Accounts Océ	Propositie zal stevig veranderen door de digitalisering. Gemis aan marketingpower waardoor sales veel zelf moet doen. AM doet zelf research markt, trends, ont-wikkelingen en klant. Sterk is de breedte van onze propositie, de kennis en de service die we bieden Zwak is het gebrek aan focus: we kunnen niet kiezen en hebben niet de juiste tools om keuzes te maken Zou binnen AM junior en seniorschap doorvoeren. Grotere accounts op meer strategisch niveau be-werken: junior doet operationele act-iviteiten en senior voor strat activiteiten Huidige administra-tieve belasting van seniors is zwaar door onderbezetting buitendienst, invoer nieuwe systemen.	Naast KA, MA en RA, is er ook een profit, non-profit en finance verdeling. Deze gaat op voor KA. Finance MA vallen ook onder KA omdat trends topsegment ook in lager segment terugkomen. Onder Finance vallen banken, verzekeraars en fin dienstverleners. MA hebben zelfde opzet en vallen onder zijn beheer vanwege zelfde processen Zwak is de segment-marketing, alles is nog productgericht. Sterkere verdeling binnen segmenten. Meer marketing inzetten. Hetgeen dat gebeurt moeten zij vertalen naar een propositie en gerichte communicatie. Daarbij business developer meenemen voor stuk innovatie. Misschien RA met segmentatie faciliteren? Of KA en MA samen?	Kleine accounts vragen evenveel aan-dacht als grote. Prof omgeving grote accounts meer winst-gevend dan partnership kleine accounts Vertegenwoordiger per afdeling Océ was concurrerend en beet met wensen van klant. Per segment met AMs kijken wat mogelijk-heden zijn en daar wordt meer tijd en energie in gestoken, andere accounts meer reactief benaderd. Transactiegericht. Geen regels: verantwoordelijkheid ligt bij salesteams. Idee voor opzet Strat Accounts. Océ als trusted partner en samen ontwikkelen innovaties Niet op voorhand gekeken welke onderwerpen of verticals meeste resources behoeven	Canon zit op productkant Océ meer solutionszijde Proberen binnen de hele breedte van onze propositie met office, mailroom&capturing, repro&dtp en print&mail te werken. Proberen onszelf hoger in de waardeketen plaatsen, van solutions naar managed service. KA single point ofcontact dus 1 pers voor alle activiteiten van BU Océ KA minder transactie-gericht, meer bezig met beïnvloeding van RFP. Geen hit&run maar relatiebeheer. KA hebben >1000 FTE, in potentie >1 milj omzet per account. Rule of thumb: 3% omzet bedrijf is de potentiële business die Océ kan generen Nu nog alles gerelateerd aan papierverbruik en apparaat. Multilevelselling niet sterk, daarom ook via via, klant op klant, platforms	Kleinere finance accounts meer partner-ship gericht (managed service), grotere accounts gericht op prijs en functionaliteiten Fiannce sector voert als eerste digitalisering het verst door. Dat zie je nu al, oa ingegeven door compliancy. Invoer van een service delivery manager zodat altijd en direct gecom-municeerd kan worden over de performance van de omgeving	Internationalisatie komt in golfbewegingen Door crisis gaan aanbestedingen terug naar nationaal niveau Door digitalisering slaat prijserosie keihard toe Toegevoegde waarde voor het business proces is van belang Compliancy Nieuwe werken met kostenbesparing

Onderwerp / Naam	Bedrijfsproces (blauw)	Verticalisering (groen)	Verticalbewerking (turkoois)	Klantbenadering (rood)	Klantbehoefte (paars)	Marktontwikkelingen (roze)
Jeroen Proemstra Sales Group Manager Profit Key Accounts Océ	De totale dienst bestaat uit product, service, account management, administratie. Wij zijn ver in MPS Stukje ontzorgen van facturatie loopt nog niet vlekkeloos. AM hebben teveel administratieve taken Idealiter is sales alleen met verkoop bezig, maar binnen KA veel specifieke afspraken of klant-processen waardoor AM betrokken moet zijn. Wij hebben een bedrijfscultuur die gebaseerd is op vertrouwen, loyaliteit en hart voor de zaak Door flexibiliteit en de klant centraal stellen zijn procesmatig dingen minder strak belegd Océ is ondernemend	Sales Manager heeft geen eigen klanten, wel verantwoordelijk voor de business: product, omzet en marge De markt ziet ons nog steeds als MFP leverancier. Met alle resources die je tot je beschikking na samengang, kun jij je meer focussen op specifieke proposities, hetgeen waar je het sterkst in bent, los van of dat nou een product- of solutionoplossing is.	SM vaak met AM een lastige klant bewerken Op basis van de accounts en de ontwikkelingen die we zien besluiten we waar we op inzetten. We zijn continue op zoek naar zaken waar-bij we diensten verkopen die geld opleveren. Samen ontwikkelen van een product gaat ver, product moet een algemene deler hebben. Maatwerk zit bij ons in het proces en dat is vaak segment bepaald.	SM betrokken bij verkoop ivm multi-levelselling KA klant meer complexe vraag, maakt gebruik van meerdere BU Geem harde criteria voor benoeming tot KA account. Kijken naar omzet, omzet-potentie, complexiteit, inter. scope Klanten zijn niet 100% vergelijkbaar, alles is maatwerk. DMU aanspreken is lastig moet langs alle 'deuren' tot je beet hebt. BU werken veel samen in propositie maar niet in klantbenadering DP grootste BU in lead Via afspraak DMU. RFP schrijver vinden, zo niet kun je je beter niet inschrijven op een bestek Benaderen dialoog vanuit geest van de afspraak, niet de letter	We ontwikkelen diensten ahv klanten-wensen, zijn eigenlijk IT en printer specialist Wij zijn enorm klantgericht. Aandacht voor klanten zorgt voor tevreden klanten.	De marges op producten zijn helemaal kapot geslagen.

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Erwin Smits Key Account Manager Profit Océ	Handen vol aan huidige klanten (60 – 70% tijd), maar moet ook prospects doen Internationale deals: iets centraal besloten, decentraal uitgevoerd Lastig: hoe betrek je alle Océ landen bij een intern. deal. en hoe waarborg je rol AM Door aanwezigheid verschillende BU soms te maken met tegenstrijdige belangen, lastige coördinatie en sturing Weinig verschil tussen concurrenten, overstap is niet groot Sterk: het menselijk vermogen en laag-drempeligheid Zwak: communicatie, elkaar proactief be-naderen en 1 doel stellen Teveel belasting AM met indirecte sales werkzaamheden	Marktomstandigheden verschillen per land	3 KA segmenten, profit is er een van en daarbinnen groepen zoals handel&industry Verantwoordelijk voor 3/ 4 grote klanten en 5 /6 klanten binnenhalen Verantwoordelijk voor initiëren afspraken en leads KA werkt op langere termijn, met grotere klanten dan andere divisies. Marketing ondersteunt door organisatie seminars, congressen. Alles per segment, niet per klant. Klant doet sales, die kan de info zelf filteren en toepassen op verkoop-verhaal.	Wij streven naar klantrelatiemanagement KA is veel DMU leden, ABC niveaus, slim aan-gepakt betrek je ons hoger management erbij. KA werkt met overleg-vormen operationeel, strategisch, tactisch. Prospects op zoveel mog-elijk vlakken benaderen. Uitnodigen voor B2B activiteiten. Of vragen waar lijntjes hoge mannen liggen via project- of focusteams Bij KA is DP is leading, strat, coördinerend punt Hebt commerciële man, delivery manager en eventueel hele hoge man Beste voor klant, beste voor Océ, ongeacht leid-ende afdeling: via intern projectteam aan voorkant werken. Sterk: ondernemerschap en verantwoordelijkheid van de AM Junior/seniorschap moet doorgevoerd worden	3 soorten klanten: 1) dozenschuiver die puur producten wil 2) MPS dienst met IT en eventueel mensen 3) Grote klant met uit-eenlopende behoeften, van plotter en overname repro, software tot organisatie rondom archievering. Dat is KA of zelfs strategisch account management. Klant wil 1 strategisch aanspreekpunt, alles in 1x op de markt hebben	Steeds meer inter-nationale contracten: communicatie met aanpak en uitvoer is daarbij alles Outsourcing. Uitbested-ing IT raakt ons. Professionalisering IT afdeling. Hierdoor uit-eenlopende niveaus.

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Geert Eling Business Unit Director OBS Océ	Canon staat voor de wereld van producten (onderkant markt) en Océ voor diensten (bovenkant markt). Software, repro, OBS zijn 3 disciplines die Canon niet kent Wij kijken sterk naar wat er op ons afkomt, met de wetenschap dat de markt verandert en hoe wij daarin mee kunnen. PP kijkt hoe additionele software kan worden geproductized voor verkoop. OBS pieken en dalen seizoen worden opgevangen door mensen op andere locatie neer te zetten, dit is mogelijk door de generieke taken Eerste 1,5 j kosten maken, 3e en 4e jaar operational profit omhoog Sterk: mensgericht Zwak:, klant pleasen en daarmee product- en bereikbaar maken	Canon en Océ denken allebei anders gesegmenteerd In regio's van OBS lopen segmenten door elkaar heen. Mensen als assets best regionaal inzetten. Mogelijke toevoeging van verticals vanwege aanwezigheid Océ in die branches Kijk naar klant en segement, stel daar propositie op af. Iedere afdeling komt nu met eigen verhaal	Door onsite te zijn en een front office te hebben ben je zichtbaar en laat je zien welke specialiteiten je hebt die zij kunnen afnemen Staaltje met milj per klant en regio voor aannemen/plaatsen van nieuwe klanten OBS sterk bij integratie: hogere dichtheid per regio dus kosten dalen We moeten KPI's ontwikkelen om sites te volgen en vroegtijdig inbreken als dingen niet goed gaan.	Klanten moeten afhankelijk van ons worden, daar voor hoger in waardeketen komen. OBS doet customer intimacy aan voorkant: luisteren naar wat klant wil ipv zeggen wat ze nodig hebben, later diensten toevoegen. Operational excellence: generieke activiteiten automatiseren en professionaliseren. Geen (onder)grens voor aannemen klanten Soms extra dingen aannemen die niet in portfolio zitten. Operational managers sturen sites aan, zijn gesprekspartner en pikken wensen, behoeften klant op. Werk OBS komt vaak later nadat Océ al geïnstalleerd is bij klant OBS krijgt vraag via relatie of collega binnen. Idealiter met SA werken, waarde toevoegen. AM kent markt, vragen met juiste propositie	Klant heeft tijd- en kostenprobleem. Dus kijken ze in de markt of ze die kwaliteit in dienstverlening tegen lagere kosten in de organisatie kunnen brengen. Na vervullen vraag waarde toevoegen Sterk integratie: samen kunnen we meeste vraag voorzien, vooral in aanbestedingsmarkt	In onze markt worden producten steeds meer als solutions en services neergezet. Diensten worden steeds belangrijker. Grote druk op prijzen Outsourcing, zelf regie

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Joost van Rooij Business Unit Manager Professional Services Océ	Canons strategie ingezet door HQ maar implementatie niet goed door gevoerd. Océ strategie NL ingezet door markt, HQ doet maar wat. Producten zijn onderdeel van en ondersteunend aan oplossing, de solution is ondersteunend aan de dienst. Océ is nog klein in echte MPS oplossingen met Iris. Océ zit in de projecten business met einde. Klanten gaan na tijdje zelf met oplossingen werken, het geld zit hem in beheer door onszelf. Océ zelf sterke productfocus. Dup-liceren van kennis & kunde doet OBS sterk, zijn klant gefocust. Scheiding demand en delivery. Delivery is complex. OBS kijkt klant P&L ipv product P&L.	Marktbewerking: Uiteindelijk kom je erachter dat onze propositie veel meer horizontaal dan verticaal is. We hebben kennis van de verticale markt maar weten zelf ook dat we generieke producten afzetten. Draait meer om goed verhaal dan echte branchegerichte software. Het onderliggende systeem is generiek alleen de proceskennis is toegepast in het configureren van de oplossing. Scheidingslijn MA en KA vaag, je zou moeten kijken naar potentie en ontwikkeling van de documenten industrie. Door samenwerking met system integrators blijft Canon op product niveau zitten. Voor goed managen alle proposities, moet naar alle klant P&L en P&L van alle activiteiten kijken.	Canon sterk in de officeapparaten business, Océ sterk in oplossingen en services waar later apparaten bij kwamen. Product- of diensten verkoop is heel verschillend. Geen eigen Océ producten en we zaten hoog in het DMU van een klant= een andere dienst dan Canon. Moeilijke slag om van productgericht naar dienstgericht te gaan. Canon doet veel software dingen via licenties. Je moet juist verdienen op PS en recuring services. Dat doet Océ, samen met de kwaliteitsproducten van Canon heb je een unieke propositie. Proberen om hoger in de waardeketen te positioneren, naar de klants kerndiensten toe te gaan. Zo kun je sommige diensten uitbesteden, unieke stukken doe je zelf, die kun je dupliceren.	We willen dat de klant een strategische alliance met ons aangaat. Océ levert alles met alle BU. Producten zijn push, OBS en solutions pull. Hoe PS vermarkten? Is support en solutionsstuk. Solutions bij presales als ondersteuning producten, service bij managen van sales dienstverlening. OBS klantgericht ipv productgericht door maximaliseren focus en marge klant. Bij KA heeft de AM ondersteuning nodig. We moeten af van het traditionele concept van dienstverlening. Ik denk aan 1 strategic account manager voor de doorontwikkeling van een account en een aantal operational managers en service managers die de bestaande propositie beheren. Zo is er dan een splitsing van service delivery en contract management. KA onderscheiden obv verticalisatie en kengetallen	De oplossing en im-plementatie is klant-afhankelijk in de keuze om upselling of costselling te bewerkstelligen. Océ klant kiest voor organisatie en totaal-oplossing. Totaal-oplossing bestaat uit het apparaat, solutions, MPS en partnerships met derde bedrijven Om verschillende proposities te kunnen verkopen moet je met verschillende DMU's praten. Je hebt daarbij specialisten voor die proposities en DMU's nodig want zij praten op hetzelfde niveau als de personen die tegenover je zitten en daar komen dan ook nog eens de verticale businesses overheen. Klant staat juist open voor doorontwikkelen tussen twee tenders in, helaas ligt daar nu vaak de dip omdat de accounts te veeleisend zijn voor 1 AM.	Consolidatieslag in de markt: hardware wordt commodity. Andere business zoeken. Uniflow is apparaat-gebonden, verkoopt niet per saldo meer als losse oplossing en solutions heeft veel consultants nodig. Daarom wordt naar dienstverlening uitgeweken. Er is veel geld te verdienen in de hardware business. Bij solutions verdien je vooral geld met licenties en professional services (consultancy/implement atie), bij service kan je een combinatie van de twee gebruiken. Dan verdien je pas echt veel geld. Meer focus op kennisintensieve stukken

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Bernd Steinmann Marketing Manager DP Océ	Océ NL is een verkooporganisatie die ietswat korte termijn gericht is. Canon is technisch sterk en verkoopt uit een transactiegericht model. Océ biedt een totaaloplossing met OEM producten. Océ is heel sterk op dat vlak door zelfkennis en cultuur. Canons KA zijn voor ons vaak MA. Inmiddels veel overlap in OBS (dienst) en DP (apparaten) werk-gebied, daardoor soms conflicten. Oplossen met algemene salesforce die niet naar product maar klantbehoefte kijkt.	RA, MA, KA op basis van regionen en klant-behoefte. Daarnaast shifting met markten door branchebehoeften. Programma's gemaakt naar shifting die we proposities noemen. Idealiter zou sales de verzamelde informatie moeten terugsturen naar marketing dat dan een plan van aanpak voor een segment kan schrijven. Relevantie wordt niet echt ingezien door sales.	Product marketing doet alles rondom verkoop product, segment marketing zorgt dat we bekend en bemind worden. Voor KA hebben we een segment marketeer om de markt te ontginnen, ook op finance en onderwijs algemeen DP gezet. Gebaseerd op 1) potentie in markt 2) huidige markt positie 3) aansluiting van de huidige propositie op de vraag die de klant heeft. Brancheoplossingen zijn slim bij elkaar gezette oplossingen die je al hebt. Nieuwe proposities die je presenteert op case maat. Rendementspotentie nog niet helemaal doorgevoerd	Focus op wat we hebben en dit te gelde maken. Océ heeft altijd topbedrijven als klant gehad. Canon MKB. Wij gaan topdown, zij nu bottomup en we treffen elkaar halverwege. Océ is sterk in inventarisatie klant-behoefte en technisch superieure oplossingen aanbieden. Het toebedelen van het KA status is gebaseerd op account grootte en bedrijfsgrootte. Op KA wordt multilevelselling toegepast: op meerdere niveaus aan de slag op meerdere locaties. Solutions geïntroduceerd door bij presales te betrekken. Idealiter salesforce met 1 gezicht naar klant namens alle Océ diensten, vervolgens segmentatie naar verticals.	Marktonderzoek is fundamenteel om de klantbehoefte te evalueren, goede proposities en oplossingen neer te zetten. In combinatie met het toetsen van kennis die vanuit sales komt krijg je een betere intelligentie over de klant.	Printen op centrale plekken neemt af. Kleur neemt toe en print-volume is redelijk stabiel. Printvolume is gedecentraliseerd. Digitalisering zet door en mobiliteit is erg belangrijk. Printen is een commodity geworden. In huidige markt kun je niet heel gesloten opstellen omdat je andere partijen nodig hebt om jouw product/dienst in te passen in een netwerk of aan te laten sluiten op een ander systeem

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Sandra van As KA Marketing Océ	Wij zijn geen marketing organisatie Canon heeft segment-behoeftes goed geinventariseerd met communicatieplan. Wij niet maar we hebben oplossingen dus sluit goed aan. Sterk aan Océ is het ondernemerschap, de naam van betrouw-bare partner. Minder is dat we visie missen met keuzes en een plan. Ook worden mensen te vrij gelaten, niet ergens op afgerekend. We zijn niet hard genoeg. Océ HQ Venlo denkt niet in oplossingen of verticals maar in producten. Minder: weinig onderscheid tussen RFP's door tenderdesk. Wel sterk dat het altijd goed komt bij ons.	Uit eigen onderzoek blijkt dat we moeten segmenteren naar behoefte op basis van segment. Idealiter bepaalt marketing per segment de propositie in samenwerking met tech specialist. Een lange termijn benadering voor het hele segment ipv een korte termijn benadering voor 1 klant zoals op dit moment. Wanneer er meer ruimte voor marketing zou zijn, zouden mbv markt onderzoek kunnen doen naar ontwikkelingen, behoeftes en wensen.	'Nieuwe' opzet producten en diensten: vaak onderliggende processen hetzelfde. Daarom zijn activiteiten geclusterd op dingen, domeinen, hoofdoplossingen als: documentprocessen (is alles), kantoor-oplossingen (office), productie en print (omgeving). Zo praat je op klantniveau. Daarna kun je dat indelen op segmenten en kijken wat eens segment aan niet generieke oplossingen nodig heeft. Marketing zou lead moeten krijgen in bepaalde dingen om een eenduidige boodschap uit te dragen. Océ moet selectief resources inzetten met salesplan met marketing input: groei in welk segment en investeren in welke klant, hoe aanpakken. Marketing bepaalt behoeften en sales invult in wat nu speelt.	Binnen KA komen DP (producten) en OBS (outsourcing) bij dezelfde klanten zonder een met elkaar overeengestemde benaderingswijze. Nu 1 gezicht richting de klant. Océ richt zich op klant-relatie en stemt communicatie daarop af: leaflets met klantervaring referenties, wie/wat/waar, event voor kleine groepen KA marketing doet lead generatie door oa de facilitaire afdeling van klanten aan te spreken. Zouden meer niveau's moeten zien. Wij willen op alle paarden wedden, in alle opportunities investeren maar zo blijft er niets over. Moet sommige klanten voorop stellen, BCG matrix of goud, zilver, brons aanpak MA en KA krijgen dezelfde behandeling. Upselling strakker door meer contract en delivery managers en AM bonus voor uitbouwen relatie	Uit eigen onderzoek bleek Océ's aanbod onduidelijk voor de klant. Product is niet gericht op probleem en oplossing. Zij denken vanuit hun segment of markt en wij vanuit een product en domein (zoals het kantoor of de repro). Prijs, innovatie, relatie en partnership zijn belangrijk. Bouwstenen in aanbestedingen of een beter afgestelde website zouden goed werken voor klanten. Nu push methode met thema's als controle, integratie, gemak terwijl klant oplossing wil, de benefits en hoe functioneert in praktijk	Relatie steeds minder belangrijk, maar goede referenties blijven Globalisatie, steeds meer contracten zijn internationaal De aanbestedingseisen zijn strakker, minder eigen invulling vanwege de klants focus op core business Bedrijven vragen om segmentoplossingen Het contract is veel complexer en strakker geworden.

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Klaas Brons Strategic Project Manager	Canon is meer brede organisatie, op office vlak bestaande uit zowel een direct als indirect sales channel Océ is één groot direct sales bedrijf We willen nog een key of strategische vertical creëren. Sterk om op een bepaalde schaal-grootte te blijven om zo actueel te blijven met genoeg mensen, kennis en middelen voor specifieke oplossingen. Lastig: het verdelen van beider business over segmenten Kennis is redelijk verkokerd met BU en productverantwoordelijkheid. Delen met andere BU's is lastig waardoor afdelingen soms intern concurreren	Uitgangspunt van de integratie is een gesegmenteerde aanpak Océ's business kun je over Canons 9 verticals verdelen, de restgroep bedraagt 50 mljn euro. Niet-strategische verticals hetzelfde benaderen als nu. Meer marketing optiek visies per vertical om hoger in DMU te komen Selectie segmenten op basis van potentie, grootte, positie, affiniteit, concurrentie... Verticals leiden tot meer productiviteit per sales FTE en betere aansluiting met de klant & generieke horizontale toepassingen.	Hoger in de waarde-keten komen: van producten naar solutions en dienst-verlening Seminars met CFO's in samenwerking met klanten is een vb voor samenbrengen DMU leden aanbestedingsgerichte (vaak nonprofit) bedrijven kiezen op criteria, specificaties. Bij de meeste profit bedrijven zijn relatie-beheer, additionele dienstverlening en software toepassingen de manier om drempels op te werpen Prijzenslag ontwijken door hoger in waarde-keten te zitten met dienstverlening ipv product. Kan door partnerships met strategische accounts. Generieke oplossingen met kennis+knowhow segment plus fine-tuning leidt tot klantgerichte segment propositie	Hoger in de waardeketen betekent hoger in DMU. Sales moet dat bereiken door training en lef. Hulp door management of HQ bij bewerken klant Hele grote accounts worden door intern. team aangevlogen die gedegen accountplan presenteren. Bedrijven worden onderzocht en vak-specialisten ingezet om hen te informeren. Positie komt voort uit lobbywerk. Naar mate bedrijf groter wordt gaan relationele belangen de deur uit. Canons partnership met Accenture gebruiken om topdown Océ's solutions en Canons verhaal en visie te verkopen bij netwerk. Staat ver af van Canons huidige aanpak. Opzet combiteams van sales mensen, segment marketeer en specialisten voor strat accounts vanwege verschillende DMU's en proposities.	Klanten willen dat jij weet wat er leeft, hun problematiek is en die kunnen overdragen aan een andere partij. Daarvoor moet je het bedrijfsproces kennen en de bottlenecks begrijpen. De verkoop op relatie werkt goed voor Océ, klanten waarderen dat stapje extra.	

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Paul Hamelinck Senior Consultant Océ	Met de integratie van Canon en Océ willen we kosten besparen en de salesforce beter laten aansluiten op de markt. Einddoel is één manier van aansturen waarin alle kosten doorberekend zijn. Portfolio's Canon en Océ complementair: Canon in lagere segment en indirect, Océ direct sales. Synergietargets zijn topdown gemaakt, nu bottomup laten aansluiten. Veel enthousiasme en motivatie bij project Momenteel is het integratieteam aan het kijken naar de gezamenlijke klantenkring is, salesteam grootte en hoe het marktaandeel vergroot kan worden.	Het idee leeft nu om klantsegmenten te maken. De enige manier van benaderen door segmentatie is de manier die het dichtst bij de klant ligt. Profit, nonprofit en finance segmenten opgericht vanwege gemeenschappelijke klantbenadering Canon Europa heeft voor elk segment marketing materiaal gemaakt zoals een call script, stappen van benadering en dergelijk. De customer insights moeten helpen met oplossingen aanbieden, ook voor het geïntegreerde portfolio.	Profit en nonprofit salesforces uitwisselen voor kennis kruisbestuiving. Nonprofit volgt profit met een delay van enkele jaren. Marktpositie minder zwaar laten wegen, potentie van groter belang laten zijn. Deloitteplan met aangepaste factoren om verticals en investeringsfactor te bepalen. Helaas is wel enkel naar cutsheet gekeken.	Océ is nog redelijk productgericht, ook al bieden we ook oplossingen en service aan. Software en professional services blijven heel belangrijk voor de klantspecifieke oplossing DP en PP klanten vragen om 1 totale oplossing waar je additionele diensten van bv PS bij aanbiedt. Kunt producten en diensten ook als aparte modules laten zien. Strat accountmanager biedt straks optimale profit propositie aan ipv enkel apparaten.		

Attachment V - Semi-structured interviews with (prospect/lost) accounts

Onderwerp / Naam	**product/oplossing/dienst (blauw)**	**DMU structuur (groen)**	**Beslissingsproces (turkoois)**	**Selectiecriteria (rood)**	**Klantbenadering (paars)**	**Canon/Océ (roze)**
Frank Oort Directeur Inkoop, BAM Klant van Canon	Combinatie van machine en software waarbij machine overhand had. Naar eigen inzien een vrij basic vraag, een functioneel apparaat zonder gekkigheid. Centraal contract, optioneel voor locale werkmaatschappijen Proactieve houding voor doorontwikkeling en sparren over toekomst. Geen specifieke benadering op bouw segment of gesprekken over industriestructuur.	Twee centrale functies: ICT inkoper en facilitaire inkoper. Zij selecteren werkmaat-schappijfuncties met kennis en kunde van het onderwerp. Voorgesteld bij inkoopvoorstel. Team is vrij autonoom, niet bij inkoopoverleg verantwoorden want klein, specialistisch en professioneel.	Mr Oort stuurt 4 pijlers aan. Pijler 1 centraal inkopen doet MFP's. Hij stelt team samen: 3 man pijler 1, team werkmaatschappijmensen uit regio's. Na volgen van de standaard stappen komt een inkoop advies, gaat naar inkoopoverleg (inkoop managers) en daarna bestuur van inkoop voor hoor, wederhoor en aansluiting op doelstellingen BAM. Stuurgroep inkoop zijn werkmaatschappij directies die akkoord op inkoopadviezen geven. Aftikmoment. Inkoopoverleg bespreekt procedures en grote inkopen mbt primaire proces. Geen MFP's	Inkoopadvies moet voldoen aan standaard format. Eerdere prestaties, productenpakket, internationale levering, financiële positie, MVO, integratie van machines in netwerk, prijsniveau, mee-denken met wensen en eisen BAM, reciproxiteit, klik met leverancier en verkoper. Mix van prijs en functionaliteiten. Ongeveer 50/50	Organisaties spiegelen: 1 gezicht vanuit Canon die in contact staat met de commerciële man van BAM en een contractmanager. Inmenging door andere personen is goed, zolang account manager ze introduceert. Internationale overeenstemming bij Canon problematisch. Doen wat je zegt is voor ons heel belangrijk. Face-to-face benadering bij escalatie van incidenten. Verhaal neerzetten dat past in beider strategie met gezamenlijke aanpak voor komende 3, 4 jaar. Elkaar blijven informeren, 1x per jaar evaluatie voor stand van zaken en oppakken wat is blijven liggen. Gesprekken over bouw, benadering, opvatting zijn gewenst maar niet toegepast op BAM.	Canon's lijnen zijn langer. Commu-nicatie en beslissings vorming is stroperig. Snelheid van handelen is minder. Canon is professioneel, innovatieve machines MVO hoog op de agenda, goede performance. Reciproxiteit is minder. Elkaar ondersteunen, wat betreft business en ideeën. Canons 1 gezicht werkwijze wordt niet herkend in de België kwestie waar de uitrol van machines en samenwerking met Canon België niet goed verloopt. Schil van informele contacten om centrale contactpunt versterkt relatie (denk contact over MVO)

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Theo Aaldering Contract manager IM & ICT, Alliander Klant van Océ	Plaatsing van MFP's en later ook vervanging van oude machines door nieuw OCR digitaliseert facturen Inzichtelijk maken verbruik per persoon per maand Software en scanapparatuur voor blauwdruktekeningen om netwerk uiteen te zetten Nationaal contract Huidig contract met account planning en ruimte voor innovatie is het ideaal.	4 takken: business (management), ICT, de beheersclub en de leveranciersgroep. Inkoop is overkoep-elend en leidend voor aanbesteding. ICT voor info toevoer. Juridische zaken springt bij en klantwens wordt meegenomen. Voor iedere fase in beslissingsproces is een andere functie verantwoordelijk. Ik doe veel in de voorbereiding maar minder in beoordeling	Evaluatie van huidige situatie, bepalen voorwaarden en soort aanbesteding. Opzet bestek (inkoop, ICT), ontvangen van inschrijvingen, gunning, vragen en antwoorden, beoordelen en implementatie (projectmanager en contractmanager)	EU aanbesteding: via bestek criteria kenbaar gemaakt en uit inschrijvingen gekozen door beoordelingscyclus. Functionaliteit zoals OCF (digitaliseren van een geschreven document), MVO kenmerken, kwaliteit van diensten en service. Prijs belangrijk maar mate is afhankelijk van product. Inventiviteit, communicatie Persoonlijke klik met account manager speelt grote rol in samenwerking	Ontzorgen telt in grote mate mee maar zoiets kun je niet altijd omschrijven in bestek. Functie als monteur komt regelmatig over de vloer: visitekaartje van bedrijf. Kennis en een klik dragen bij aan relatie met ons als klant Vertrouwen in account manager en het actief oppikken van signalen. Korte lijnen en snel schakelen bij probleem Relatiebeheer om nieuwtjes vakgebied uit te wisselen, branche kennis te delen en behoeften kenbaar te maken Het huidige systeem van 1 contactpersoon werkt prettig, inzetten van andere functies goed zolang via AM loopt en hij communicatie doet. Servicedesk voor incidenten, daarbuiten contractmanager en goede governance overlegstructuur	Océ heeft een continue performance korte lijnen en goede relatie met Alliander Amicale informele houding Océ is prettig Océ is een goede partner in business. Goed product en onderling vertrouwen Océ informeert naar ontwikkelingen binnen bedrijf om passende sofware aan te bieden Océ als NL bedrijf wordt veel gegund en heeft te maken met chauvinisme. Wij zijn gehecht aan het merk.

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Hans Slieker Sourcing Manager IT, Albert Heijn Prospect van Canon	Contract voor centrale stuk kantooromgevingen en distributie centra. Ander deel beslaat MFP's in winkels, contract moet nog gegund worden. Geen printoplossing voor winkels in markt, moet gewone copier zijn. Zit tussen 2500 - 3000 afdrukken. Distributie centra zijn zuiniger, kantooromgeving gelijk. Software heeft weinig prioriteit, al anderhalf jaar Follow Me Printing aan het implementeren. Ik geloof wel in Follow Me printing Het aanpassen van instellingen om kosten te besparen die beide partijen voordeel brengt.	De tak Ahold European Sourcing, not for resale kent een IT tak die MFP op zich heeft genomen (want grijs gebied facilitair – IT). Groep bestaat uit facility, IM, Sourcing IT en in later stadium legals. Store development sluit ook aan bij het winkel vraagstuk. Eén team voor beslissing voor beide stukken. Lastig om de juiste mensen aan tafel te krijgen voor deze klus	Start met specificaties van de business. Voor kantooromgeving doet facility dat. Daarna IT voor netwerk, protocol en dat zorgt voor pakket van requirements of specifications. Meestal bij gebrek aan kennis laat Ahold zich inlichten door markt. Gebruikers betrokken (oa administratie). Gezamelijke keuze voor criteria, daarna tendertraject. Longlist, shortlist, gouden regels, vragenrondes voor vergelijking van antwoorden. Bij winkels specificaties vanaf begin helder hebben vastgelegd. Werden niet beantwoord door markt dus 2 aanbieders uitgenodigd voor verhaal voor beste oplossing bij unieke (winkel)situatie. Nader specificeren niet gelukt want slecht vergelijkbare business cases	RFP nooit erg specifiek want eigen wensen zijn nog niet 100% duidelijk. Ons aansluiten bij generieke oplossing van leverancier Probeer altijd iets te bedenken waarbij leverancier en Ahold samen afhankelijk zijn succes Gunning kan mogelijk opgesplitst worden op omgeving (winkel DC, kantoor) of regio (half NL). Dat kan ook een oneerlijke verdeling zijn. Product facetten heeft en geen commodity is, is prijs matig relevant Selectie leverancier is in grote mate gevoels-kwestie: belangen behartiging in bedrijf, cultural fit van AM en klik met leverancier maar niet teveel emotie laten meespelen.	Copiers tov printers hebben de nare eigenschap altijd wurgcontracten te verstrekken. Wens klant voor mooiste van mooiste, beste van beste moet genuanceerd worden om tot generieke oplossing te komen die op meerdere bedrijven toepasbaar is. Samen tot slimme oplossing voor beide partijen komen spreekt aan. Alles overzichtelijk en transparant voor beide partijen. Op de hoogte zijn van branche ontwikkelingen en eigenschappen Ahold. Klant ontzorgen door service in te kopen, geen dienst. Je wilt er steeds minder mee te maken krijgen zelf. Ik wil no-cure-no-pay, geen huurpenningen.	Canon presenteert enigszins opportunis tische business case. Blijft vaag met a4tjes, spreadsheets. Lijkt de case niet helemaal te overzien. Canon verleent te weinig service. Puur apparatenverkoop en of het werkt is een tweede. Ontzorgen gebeurt te weinig. Meer proactiviteit, alternatieven bekijken, testen doen, opties aanbieden. Eisen aan mij zijn oké, maar maak dingen dan transparant zodat er zicht is waarop beide partijen verdienen. Te weinig tijd in Ahold business gestoken door Canon te weinig inzichtelijk plan of te makkelijke aannames. Geen partnership, niet ons primaire proces maar iets ontwikkelen en bij Ahold uitrollen klinkt goed.

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Peter Scheffers Facility manager, Jacobs Nederland Klant van Océ	Eerst printers voor repro, toen uitbesteding repro en daarna verlenging MFP contract. Mogelijke uitbesteding repro tweede locatie.Repro voor OBS vanwege kostenbesparing en teruggaan naar primaire proces. Standaard software updates zodat machine up to date blijft en niet vervangen moest worden. Gesprekken over invoer document controll, werkend op systemen van Jacobs Het document management en document control is een faciliterend op onze projecten. In eigen bezit houden of uitbesteden? Business blijft ter plekke tekeningen nodig hebben. Klanten spelen een heel belangrijke rol in toekomstige ontwikkeling. Zij willen zaken op een bepaalde manier opgeleverd krijgen, qua documentatie. Intensieve samenwerking met klant.	Op softwaregebied houdt HQ in Amerika vast aan systeeminkoop en aansluiting op organisatie. NL geen invloed. Organisatie uit wensen, beslist wat er moet komen en facility vult het in met Océ.	Enkel Océ wordt benaderd voor print/kopieer/scan/ document gerelateerde vragen vanuit hele organisatie. Zij zijn partner.	Vanwege partnership wordt veel open gelaten en later ingevuld en vast gelegd. Uiteindelijk moeten wij het gevoel hebben dat Océ de dienstverlening verschaft die wij wensen, dat ze met alternatieven en (goedkopere) oplossingen komen. En moet ook voor Océ commercieel aantrekkelijk zijn.	Flexibele houding en snel kunnen schakelen zijn van belang. Ook prettig als leverancier meedenkt en oplossingen kan bieden Océ doet dat. Op initiatief van klant oplossing aangedragen. Op initiaties voor nieuwe machines is het contract niet gebouwd. Naast traditionele print/ kopieerwerk probeert Océ document management oplossingen door te voeren binnen interne organisatie. Ontzorgen en proactief reageren spelen belangrijke rol in partnership met Océ 1 operationeel manager voor commerciële stuk, specialisten springen bij wanneer er geen kennis van zaken is. Op site senior medewerker voor aansturen 6 medewerkers	Océ is een partner. Inmiddels zo verweven dat het moeilijk is om over te stappen op een andere leverancier. De kennis van de mensen en de enorme samenwerking met projectadministratie zijn grote pre's. Goed contact met Océ. Ook vanuit repro. Het loopt goed op alle fronten. Ieder heeft zijn rol, dit gaat verder dan samenwerking.

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Adri Wolfs Contract manager IT diensten, Gemeente Rotterdam Klant van Océ	Kopieercontracten voor 1800 machines op 14.000 werkplekken waar voor 1 netwerk wordt gebouwd SWOT vanuit Gemeente Rotterdam gegeven over functioneren van producten en dienstverlening.	Managers hebben de uiteindelijke beslissing. Strategische inkoper met verstand van EU aanbestedingen doet juridisch gedeelte, vervolgens gaat werkgroep bestek vast leggen, bestaande uit projectleider, contract manager IT en techniek, netwerk, financiële, milieu experts. Bij specifieke dingen voor Océ komt strategisch manager of zijn baas (van Océ) Frank Adema.	Er mag gedurende de bestekperiode geen contact met potentiële leveranciers worden onderhouden.	EU aanbesteding. Laatste keer 50/50 prijs/overige punten. Steeds meer richting prijs want moet goedkoper. Invulling bestek mbv info leveranciers en andere gemeentes. 138 eisen: 25 MVO, 40 commerciële eisen en verder logistieke, technische en algemene eisen. Daar worden punten aan verbonden en na optelling krijgt meest economisch gunstige aanbieding de gunning. Geen financierings-maatschappij want levert problemen bij wisseling apparatuur. Stelt mij afhankelijk van bank, het is een driehoeks relatie. Persoonlijke klik is belangrijk.	Keep it simple. Zaken goed voor elkaar hebben opzet van voor nieuwe voorstellen of implementatie van nieuwe zaken. Proactief benaderen. Bijtijds informeren over nieuwe ontwikkelingen Flexibiliteit belangrijk. Initiatieven voor applicaties om apparatuur beter te laten functioneren zijn interessant Gesprekken op tactisch, strategisch, operationeel niveau. Performance gemonitord, onderdeel van bestek. Organisaties aan elkaar gespiegeld: voor beide kanten 1 contactpersoon input van specialisten Regelgeving laat processen zo strak, ondermijnt flexibiliteit	Laatste bestek misten we Canon maar zijn niet zo thuis op overheidsmarkt, meer actief op de markt voor midden- en kleinbedrijf en via resellers Flexibiliteit altijd 1 van grote voordelen Océ geweest, helaas veranderd door nieuwe regelgeving. Océ relatiegericht maar minder tijd. Océ kijkt of ze naast hardware additionele zaken kunnen verkopen zoals applicaties. Administratieve proces is lastig: teveel systemen, ingewikkelde processen Er zou meer ITIL kennis in organisatie mogen zijn, is een essentieel stuk van onze organisatie.

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Annelies Niesert Hoofd Inkoop, UWV Ferry Middelink Senior Inkoop adviseur, UWV Lost account van Canon	Een case van MFP's voor 22.000 medewerkers Geen ruimte voor additionele producten tenzij dit in aanbesteding letterlijk is benoemd. Zoeken standaard-oplossing, indien niet aanwezig maatoplossing maar behoefte is vrij generiek --------------------------------- **(Vervolg) Canon/Océ** Onprettig van Océ is hun additionele verkoop waarbij ze terugkomen op eerder gemaakte afspraken door alsnog kosten in rekening te brengen en minder open te zijn. Calculaties en inzicht in kosten zijn meer afgedekt bij Océ. Teveel focus op eigen verkoop en te weinig op klants situatie. Océ wel erg relatiegedreven.	Werkplek en Infrastructuur doet MFP 6 á 7 teamleden: materiedeskundigen, juridische zaken, inkoop (voor inkoopproces), technische schrijvers die contact hebben met gebruikers. Hoofd Inkoop heeft mandaat om uiteindelijke beslissing te maken.	Kleine aanbesteding. Eerst specificeren (klant belangrijkste rol), daarna ga je over tot marktbenadering en selectie, vervolgens contracteren en daarna krijg je een periode waarin het contract wordt bewaakt maar ook het uitnutten van het contract en het inleggen van orders. Eindigt met evaluatie. Specificatie start met marktonderzoek en eerste adviezen door inkoop. Toekenning punten gebaseerd op ervaring en UWV cultuur. Aanbesteding is heel transparant dus alles wat in het verleden is gebeurd mogen we niet meenemen naar een volgend traject	70% prijs, 30% kwaliteit. Functionaliteiten waren heel duidelijk omschreven en generiek dus iedereen konden dat bieden. Daarom nadruk op prijs gelegd. Besparingen van overheid speelden ook grote rol. Uiteindelijk gegund op economisch meest voordelige inschrijving. Monitoring van belang Helder en duidelijk taalgebruik in bestek Vanwege EU aanbesteding mag relatie niet worden meegenomen.	Na contracteren is de verwachting dat beschreven dienstverlening, ook geleverd wordt. Heel belangrijk om niet achteraf te worden geconfronteerd met additionele zaken. Open communicatie, en meedenken in oplossingen bij lastige kwesties is van grote meerwaarde. 1 contactpunt met koppelingen naar specialisten voor specifieke kwesties is prettig.	Management samenvatting kreeg minder punten dan Xerox want minder volledig beeld voor monitoren van kleur en zwart-wit printgebruik. Canon vraagt hoofdprijs en uitrol bleef achter op Xerox. Canon's bijdrage in jurisprudentie bij overbruggen van contract bij overgang CWI in UWV is als prettig ervaren. Sterk is Canons openheid en geven van achtergrond in een situatie Onprettig is dat verschillende divisies van onze organisatie werden benaderd over vragen vanuit Canon en Océ. Ook de onrust tussen Canon en Océ werkt onprettig. Ze probeerden beide binnen te blijven en vochten elkaar de tent uit.

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Paul Hendriks Category Manager, Cofely GDF Suez Klant van Océ	Centraal contract waar landen gebruik van mogen maken. Océ is gecontracteerd op MFP's en plotters. Waren al Océ gebruiker maar hebben nog veel oude apparatuur van andere aanbieders door lange looptijd van contracten. Ambitie is één machine park met snelle en efficiënte omschakeling: printerparkoptimalisatie. Apart contract. Lokaal niet complete regie blokkeert migratieproces Hebben generieke apparatuur nodig. Toekomst document management	Management Team Electronics in Brussel en inkoop functies van verschillende landen waren betrokken bij RFP. GDF Suez team (sourcing, technische advisering en ICT) verantwoordelijk voor specificeren, selecteren, contracteren. Lokaal contractmanagement, acceptatie en beheer. NL DMU: category manager en service level manager van ICT. Lokaal geen volledige zeggenschap over apparatuur want is Cofely eigendom	Coreteam: specificeren, selecteren en contracteren. Extended team is vraagbalk erom heen. Mr. Hendriks was onderdeel coreteam en keek mee. Coreteam heeft trajectplanning met milestones en aangegeven beslissings-momenten gedaan. Longlist gebaseerd op marktscan. Na eerste criteria volgt shortlist en selectie. Jurist moet tot overeenkomst komen met leverancier en informeert top management Parijs voor zij tekenen. Specificaties komen van ICT want zij zijn de gebruikers. Marktscan omvat ook gesprekken aanbieders. Contractmanagers voor contract uitnutting.	Internationale RFP Geen EU aanbesteding, al komt procedure wel overeen want willen transparantie en eerlijke markt benadering. Boeteclausules op performance waren één van de zwaarste criteria. Verder prijs, sustainability, software mogelijk heden, function-aliteiten. Unieke aspect zijn de tools aan de voor- en achterkant, de combinaties met andere apparatuur. Total Cost of Ownership mee genomen. Operational cost meest belangrijk. Kwaliteitsconcept komt terug in Proof of Concept: test	Catalogus van apparatuur zou fijn zijn. Geen oneindig veel mogelijkheden voor deze apparatuur willen hebben. Prettig als gericht kunt kijken naar toepassingen, functies van apparaat zijn en hoeverre instellingen kunt aanpassen naar eigen wensen. Bij partnership wil ik wat extra's krijgen dan concurrent. Klanttevredenheid: reactiesnelheid en prijs met service. Relatiegesprekken over nu en toekomstige ontwikkeling GDF Suez met AM en baas. Geen druk om iets te verkopen maar oprechte onderlinge belangstelling. Dat is prettig.	Bij marktscan was Océ één van de partijen voor sparren over trend, ontwikkelingen hun visie op de toekomst. Website Océ mooi want toegankelijk met verschrikkelijk veel informatie Océ is niet aangenomen met de gedachte een stap richting document management te kunnen maken. Océ gedraagt zich naar mij hetzelfde als naar andere partij. Océ stuurt aan op extra diensten, dat is goed.

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Arnold Veenema Manager Huisvesting PGGM Klant van Canon	Nieuwe werken ingevoerd met 'paperless office'. Hierdoor MFP's gehalveerd maar snellere machines met hogere output Nieuw machinepark. Standaard software (met maatingrepen) heeft voorkeur want goedkoper en 1 aanbieder die nu alles regelt. Iedereen kan hardware leveren, Canon software Uniflow omgeving prettige oplossing Lange contracten	Printen en document management onderdeel primair proces daarom input facilitair, ICT, directie management en Raad van Bestuur. Beleidsaanpassingen productbeleid moeten worden goedgekeurd door directeur systemen Directie beslissend en facilitair beïnvloeder bij verschil in visie MFP's Facilitair is verant-woordelijk voor MFP's.	Standaard productbeleid herijkt met specificaties Deze gedaan ahv aanbod en situatie werkplekken. Naar functionaliteiten en budgetaanvraag gekeken. Bij grote wijzigingen stuurgroep met lid van Raad van Bestuur zoals vorige keer vanwege nieuwe werken. Stuurgroep bestond uit takken fysieke deel en virituele deel met IT en MFP's. Voorstel Veenema vorige keer afgeslagen ivm visie directie over nieuwe werken en invulling MFP's.	Geen EU aan-besteding maar houden wel de geldende aanbeste-dingsrichtlijnen aan. Uniflow software voldeed aan compliancy richtlijnen en is technisch stabiel. Belangrijk: proactieve houding, oplossing voor de vraag komt, inzicht markt en organisatie, flexibliteit en betrouwbaarheid.	1 gezicht vanuit Canon dat communiceert met servicedesk over service levels, IT manager oer SLA's en de contract manager over commerciële stuk. Niet te acquisitie-minded of zakendoen pushen. Eerst goede relatie en overeen-gekomen afspraken nakomen. Door jaren heen rechstreekse lijntjes met IT support.	Elk jaar Canon IT evenement waaraan deelgenomen wordt voor huidige ontwikkelingen. Tevreden over Canon mbt machines, software en sales apparaat. Snel en flexibele reactie.

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Martijn Janssen Procurement Manager Corporate IT & Telecom, DHL Prospect van Océ	Contract omvat alle aspecten, ook netwerk of infrastructuur Steeds meer bezig contracten op EU niveau aan te bieden. Alle printservers en machinepark centraal Teveel adhoc oplossingen, ipv standaard programma voor terugkomende diensten. Daarom gesprek over recall programma met Océ. Afstappen van zelf oplossingen ontwikkelen maar aanbod markt oppakken	Procurement implementeert de afgesloten contracten op corporate, regionaal en nationaal niveau. Brug tussen leverancier en eindklant. Voor MFP's is Corporate IT & Telecom vaak aanspreekpunt maar hangt af van belasting anders krijgen andere functies zeggenschap: global, regional of local Voeren onderhande-lingen en juiste mensen schuiven aan maar geen verantwoordelijkheid, dat is Category manager IT en/of facilitair.	Sourcing gebeurt door Category Manager of Procurement, afhankelijk van wie project oppakt. Dat is markt scannen, benchmarken, evaluaties, behoefte interne klant in kaart brengen, tender uitzetten. Iedereen moet aligned zijn, goede projectlijnen prijzen moeten kloppen en implementatie inzetten. Requirements laten ieder bid doen: markt of eigen IT organisatie. Requirements vervolgens aangevuld/ gepast door leverancier. Nieuw product/dienst: naar markt toe. Indien binnen bestaande overeenkomst gecaptured kan worden: huidige leverancier. Proberen gerelateerde activiteiten aan elkaar te linken.	Contractkennis eigen producten uitermate belangrijk Leverancier kan worden opgevoed Niet laagste prijs maar beste service belangrijk. Laagste prijs kan bottleneck zijn. Grote rol speelt de strategische aan- vulling beide partijen Reciprociteit, MVO Luisteren naar DHL, inzicht in markt, flexibiliteit bij hoog/laag conjunctuur, strategisch meedenken	Voorkeur voor strategisch partner en lange termijn overeenkomst Inzicht markt, bedrijf en processen is een must. Mijn vraag: ik heb een behoefte, vul die in, geef feedback bij black spots. DHL moet niet meer beterweter zijn. 1 aanspreekpunt is prettig. Wordt steeds meer gepraat op verschillende niveau's: corporate sponsorship Samenwerking bij één project geeft je een startpunt voor ander project. Leert bedrijf en kunde kennen, hierdoor sneller inschakelen bij een probleem. Contact met AM, Sales Channel Manager en DP baas.	Bij Senseo terughaal project is DHL te eigenwijs geweest. Teveel op Océ's stoel. Hadden meer ruimte voor eigen oplossingen moeten krijgen. Lastige Senseo situatie is goed opgelost, snel en efficiënt waarbij relatie met AM en Sales Channel Manager goed was. Océ denkt goed mee, is proactief, is op de hoogte van de organisatie.

Onderwerp / Naam	product/oplossing/dienst (blauw)	DMU structuur (groen)	Beslissingsproces (turkoois)	Selectiecriteria (rood)	Klantbenadering (paars)	Canon/Océ (roze)
John Verkuijlen Manager Life Cycle Management and Production, Rabobank Klant van Océ	Rabobank neemt software af waaronder Printnet, ISIS en een managed scanoplossing. Grootste vraagstuk is om releases elke keer goed te laten verlopen Zoveel mogelijk off the shelf software. Koppelingen door Océ, zelf of samen. Daardoor grote verwevenheid. Softwarevraag die Rabo niet zelf kan oplossen wordt automatisch bij Océ neergelegd. Zo ook coproductie post-module. Leverancier GMC laat Océ soms in de steek zoals leveren van release waarbij sommige dingen niet in releasenote staat. Zorgt voor problemen	Life Cycle Management gaat over levenscyclus van software, daaronder zitten productmanagers (kosten en onderhoud software), contract managers (contracten met leveranciers) en beheer. Product en contractmanagers belangrijkst bij requirements voor aanschaf software. Inkoop, lijnmanagement en andere specialisten ook betrokken. Team geeft aanbeveling en MT beslist.	Gekeken naar requirements en aanbod in markt. Daarop een RFP naar die partijen gestuurd. Scorelijst gemaakt en teruggestuurde RFP's door alle teamleden individueel beoordeeld. Objectieve en subjectieve criteria, ook knock-out zoals dubbelzijdig printen.	prijs, kwaliteit, service en het functioneren van de leverancier in print en mail, MVO, exploitatie-kosten en aanschafwaarde (=Total cost of ownership), verkrijgbaarheid, aftersales. Ook subjectief zoals ervaring uit het verleden en reciprociteit. Prijs ongeveer 33%, rest dus 66% kwaliteit. Bij kapitaalintensieve aankopen prijs zwaarder	Klantbenadering OBS proactiever dan software, zou ook niet geaccepteerd worden. 1 contactpunt namelijk contractmanager, niet overal in bank oplossingen verkopen. Rabo wil lead hebben in document management Communicatiematrix verschaft praten op verschillende niveaus voor strategisch, tactisch en operationele gesprekken.	Océ is van oudsher een hardware leverancier die van lieverlee in de software terecht is gekomen. Zo gedragen zij zich ook nog. Océ is partner, denkt goed mee en communicatie is transparant. Altijd professioneel ondanks moeilijkheden PrintnetProactief maar niet altijd even efficiënt vanwege vele schijven waarover alles gaat. Soms Procedures belemmerend en veel mensen nodig om dingen voor elkaar te krijgen of schaarste aan mensen. Kennen ons goed als klant en merk Océ mag gekoesterd worden na integratie Houding Océ tov van kritiek mag wat meer open, is al wel verbeterd

Onderwerp / Naam	product/oplossing/dienst (blauw)	DMU structuur (groen)	Beslissingsproces (turkoois)	Selectiecriteria (rood)	Klantbenadering (paars)	Canon/Océ (roze)
Eric den Brink Manager Werkplekbeheer Rabobank Klant van Canon	Printers voor Rabobank NL en lokale banken. Uniflow als software oplossing. Voorkeur voor generieke producten en standaard oplossingen. Hardware- en servicecontract zijn gesplitst en kunnen aan verschillende partijen verleend worden: dat bevorderd Rabobanks onafhankelijkheid. Rabo loopt in bancaire wereld voorop in innovatie in hardware Printer is recht-toe-recht-aan stuk ijzer Commerciële applicaties moeten zo plat mogelijk zijn, met zo min mogelijk afhankelijkheden. Ondersteunende applicaties zoals Uniflow worden ingezet voor beheersing. Afdelingscontroleplan voor compliancy waar Canon procedures voor moet hebben.	Werkplekbeheer eindverantwoordelijke voor Rabobank NL en alle lokale banken. Ahv roadmap stelt een programmamanager een projectboard samen bestaande uit de belangrijkste stake-holders: concerninkoop, juridisch-fiscale zaken, productmanager en klantencontact Board Canon en Rabobank hebben gesprekjes voor aftasten van zaken en dat gaat naar beneden via bram naar mijn manager werkplekbeheer en product managers	Roadmap voor algemeen functioneren van systemen: staat in hoe/wat bewerkstelligd moet worden. Samengesteld op basis van ervaringen, ontwikkelingen in de markt, nieuwe eisen. Door projectboard eerst opzet oude contract bekeken, eventuele aanvulling van specificaties door productmanager en daarmee wordt bij overeenstemming nieuw contract afgesloten met huidige leverancier of opnieuw de markt mee opgegaan. Beslissingsproces en specifieke aspecten per proces anders.	Bij aflopen contract wordt eerst contract en functioneren leverancier bekeken voor eventuele contractverlening. Betrouwbaarheid, kredietwaardigheid en MVO aspecten belangrijkst Procedures voor compliancy Leveranciers gescreend op vooruitstrevend karakter	Wij willen zoveel mogelijk ontzorgt worden door leverancier Relatie is erg belangrijk Langetermijn gerichte afspraken met leverancier Wij proberen altijd samen met een leverancier op te trekken Verhalen leveranciers vaak mooier dan werkelijkheid, niet erg zolang je samen kunt optrekken. 1 gezicht verbindt mensen met elkaar en zorgt voor communicatie op verschillende niveaus. Service level manager doet maandelijkse rapportage om prestatie Canon en wensen Rabobank door te kunnen nemen. Meedenken is een must, onderlinge communicatie erg belangrijk.	Canon heeft een Rabo-accountteam. Ongetwijfeld voort gekomen uit hard aan de bel trekken van Rabobank of trigger vanuit Canon. Driespan werkt goed. Bram doet commerciële stuk en overlegt op board niveau. Aanknoop-punten gebruikt in relationele gesprekken met board Rabobank over nieuwe business. Martin voor contractuele stuk. Perry doet performance, zit één dag op locatie voor afstemming. AM strategische gesprekken over relatie en grote lijnen met mr. den Brink, operationele met productmanagers. Relatie, interactie lopen goed. Mee-denken en aandragen oplossingen is sterkte Canon.

Attachment VI - Semi-structured interview with Canon partner Capgemini

Onderwerp Naam	Marktbewerking (groen)	Verticalmanagement (turkoois)	Accountmapping (blauw)	Klantbenadering (paars)	Canon/Océ (roze)	Marktontwikkelingen (rood)
Herbert Celen Vice president retail, deputy general manager, sales director private, Cap Gemini Partner van Canon	Vice president hoogste senioriteit in organisatie Sales director staat aan hoofd van vertical met 50 AM en business developers. Marktbewerkings structuur waarbij P&L verticaal in drie markt sectoren verdeeld: finance, public, private en horizontaal de competenties van de consultants (bv SAP) Vroeger sectoren met 56 practises waarbij ieder voor P&L eigen markt moest zorgen: concurreerde onderling. Nu hebben 3 sectoren de P&L en competentie practise levert de dienst gemanaged op utilisatie. Complex dat strategic consultants ander business model hebben met lagere utilisatie. Dat in marge uitgedrukt en samen met andere business gemanaged.	Verticals manage je vanuit P&L perspectief op volume (omvang salesbookings), hetgeen vooraf gaat aan revenu. Revenu pas gemaakt wanneer factuur verzonden is terwijl bookingwaarde aan voorkant zit. Dus manage enerzijds in opdrachtwaarde en anderzijds op marge. Balans continuïteit en marge. Wilt genoeg revenu (lagere marge opdrachten) om bedrijf draaiende te houden maar ook mee in innovatie projecten (hoge marge opdracht) Innovatie opdr zijn op begin verliesgevend maar is gewenste type dienstverlening. Soms investering, referentie waard. Klein stukje van totale business.	Werk met investerings-termijn van 3 jaar. 1x per jaar account mapping en per kwartaal evaluatie. Horizontaal: wat vindt klant van Cap (gemeten op zaken en interesse), verticaal: hoe graag wil ik deze klant (verschil-lende factoren). Accounts zijn strategisch, target, anchor of transactie. Strategisch is voor klant en Cap interessant, target wil je strategisch account van maken, anchor vindt Cap top maar besteed weinig en verschaft trainings-ruimte Transactie is eenmalig met hoog marge Wordt marktstudie gedaan om positie accounts te bepalen. Kijk naar IT uitgaven, deel voor Cap, brand, referentiewaarde, omzetpotentie, marge-potentie,	Grootste accounts 1 gezicht die alle diensten coördineert richting klant. AM zijn sturend maar klant bepaalt. Probeert zoveel mogelijk richting te geven aan klantvraag. Kijk niet alleen naar klantvraag maar ook de klantproblemen. Als klant geholpen wordt betere zaken te doen met zijn klant zijn we altijd in business. Meer verdienen aan account door meer waarde leveren dan enkel product: business development door te partneren en ons netwerk te openen. Zo meer van klants IT bestedingen ontvangen. Partnership levert benefits op rond om klanten van klant. En kan innovatie bij klant neerzetten. Levert business op. Caps diensten zijn duur maar bezuinigt daarmee op processen.	Canon is van target /anchor naar strategisch gegaan. Geïnvesteerd: nieuw team, meer tijd voor meer dan alleen Oracle. Canon bleek problemen te heb ben om in gesprek te komen met DMU van grote klanten zoals CEO. Dat is onze dienstverleningskring. Partnership gecommuniceerd naar Canon EU, daardoor betere positie EU IT organisatie Canon. Cap bewerkt klanten door te zeggen naar visie Canon te luisteren.	India Pure Players concurreerden eerst op prijs, nu ook zelfde kennisniveau. Reactie Cap was om eigen India route met productie in India op te zetten en kosten te besparen. Cloud sourcing laat los van plaats en tijd handelen No-cure-no-pay, klanten willen per applicatie betalen. Niet meer precies technologie weten maar zus en zo via internet doen en daar per gebruiker voor betalen. Globalisatie zet door: klanten verspreiden business over wereld. Werelddelen worden per functie ingezet, Azie voor R&D, Europa voor sales en distributie, internationale samenwerkingsverba nden voor productie en levering product.

Attachment VII – The design of the Canon Customer Mapping Model

The fifth imperative for the strategic sales organization is customer portfolio management. The proposed customer mapping model by Piercy and Lane (2009) includes service and relationship requirements wherefore it captures an important element of the shifting document management market. However, it did not take customer profitability in account. Nor does it have a ranking system with categories that enables distinction of activities. The BCG matrix and the Capgemini model work with a measurement system with categories but lack market shift elements. In order to capture Canons progress in the changing business the (varying) client need for service and providing insight in an accounts profitability and impact on the organization, the Canon Customer Mapping Model has been designed

SERVICE ACCOUNTS (0.4-0.7)	**H**	STRATEGIC ACCOUNTS (0.7– 1)
L **Customer profitability**	**service/**	**H**
TRANSACTIONAL ACCOUNTS (0.0-0.4)	**relation**	SALES ACCOUNTS (0.4 - 0.7)
	L	

Figure 6 – Canon Customer Mapping Model

The model is a tool to visualize a company's spread of business activities in the document management market.

Furthermore it assesses the strategic and financial position of an account in relation to other major customer accounts from the Canon-Océ organization. The Canon framework places customer profitability on the horizontal axis and service and relationship 6The determinants have been chosen for their impact on the evolution in the market and in close consultation with Canon. On the basis of their score on these determinants, an account is assigned to one of four account categories that have their own characteristics. According to the spread of activities and the company strategy, Canon can determine what investment strategies to apply to each account. First, the following paragraph will discuss the determinants, their factors and weights. Next, the categories and investment strategies will be assessed.

The determinants, factors and weights

The Canon Customer Mapping Model classifies accounts in categories according to customer profitability on the horizontal axis and customer service and relationship requirements on the vertical axis. The determinants are formed by three factors, namely customer product, service or software purchase, customer profitability and customer staffing. The position of the account within the category is determined by the score of each factor. Customer profitability determines the position on the horizontal axis, customer staffing and product stand for the placement of the account along the vertical axis. Below the factors are explained:

- customer product, service or software purchase

  Customer product, service and software purchase shows the product portfolio of an account. A client's product portfolio in relation to other accounts determines Canons customer portfolio composition and the profitability of its policy. Since the hardware market is deteriorating, Canon wants to transform its hardware business into a multidisciplinary customer oriented organization with focus on high margin service and software elements. Products play a subsidiary part in this strategy. By considering this aspect, one observes the current product portfolio of the client, the potential client portfolio growth and one gets an impression of the clients' status of document management implementation.
- customer profitability

  Customer profitability is the net financial contribution made by individual customers to an organization (Mulhern, 1999). The measurement of the profitability of a customer can deliver useful business insights on the relationship and importance of a client to the company. Often a small percentage of clients accounts for a large portion of firm profit. By identifying the contribution of every customer one can create an overview of client revenue delivery and distraction, which helps the organization with making investment decisions in order to optimize her customer portfolio. Customer profitability is split into revenue and profit margin because both measure different performance aspects of the account. Revenue stands for the income Canon or Océ receive from its business activities to the customer. Profit margin measures how much a company keeps in earnings from every dollar of sales it generates. It also acts as a gauge of a company's control on operating costs. A low profit margin indicates a low margin of safety: higher risk that a decline in sales will push costs, erase profits and result in a net loss (Keuning, 2007).

- customer staffing

Customer staffing is the amount of full time white collar employees on an account. The complement of staffing in combination with the product, service or software solution determines the relationship with the customer. In addition to profitability, one could make statements about a client's implementation status of document management. Furthermore it shows in what way a customers staffing and product portfolio influences operating profit.

As mentioned before, the determinants customer profitability and customer service and relationship requirements are shaped by the above three factors. Each factor had a weight assigned. The weights were allocated according to the importance, urgency and insight of Canon and the author's observations of the factors impact on the shift towards consultative selling within the document management market. These three factors were divided in subfactors in order to enable the distinction of accounts in categories according to their characteristics (see below).

Factor	**Sub weight**	**Weight**
1. Customer product, service or software solution purchase		0.5
Product	0.1	
Service	0.2	
Software		
	0.2	
2. Customer profitability (=revenue + profit margin/2)		0.3
Revenue	<u>0.3</u>	
1. €0 – €1.000.000	0.1	
2. €1.000.000 - €2.000.000	0.2	
3. >€2.000.000	0.3	
Profit margin		

1. 0% - 25% 2. 25% - 50% 3. >50%	0.3 0.1 0.2 0.3	
3. Customer staffing (in FTE)		0.2
1. 0 – 1 FTE 2. >1 FTE	0.1 0.2	
Assignment to category according to total points		**Max 1**

Every account is assessed on the above factors and received a score per factor. By adding up the total points of the sections customer product, service or software purchase, customer profitability and customer staffing per account, one obtains a final score that classifies an account for one out of four categories. The maximum score an account can achieve over all three factors is 1. Final scores 0 to 0.4 are transactional accounts, final scores 0.4 to 0.7 are sales or service accounts and final scores 0.7 to 1 are strategic accounts.

Categories

After identifying each account and obtaining the scores per factor, one is able to classify the accounts into one of the categories. The Canon Customer Mapping Model consists of four categories, namely strategic accounts, sales accounts, service accounts and transactional accounts. Each category has its own characteristics and strategies, based on BCG matrix and Capgemini model elaborations:

1. Strategic accounts (high profitability – high service/relationship requirements)
   Strategic accounts have high sales revenues. Typically, they purchase combination packages of products, services and/or software that involve high margins but require high service and relationship commitment. These are partner accounts that need specific value propositions, are receptive to business ideas and share a mutual interest in solution and/or innovation development. Strategic accounts function as a cradle of business development and innovation but are expensive accounts to manage. Therefore, the company should choose one or two focus area and put high investments in a limited number of accounts in order to develop these areas and to secure future business.
2. Sales accounts (high profitability – low service/relationship requirements)

Sales accounts mostly work with superior product/service/software portfolio packages and have therefore medium to high revenues and margins. Customer staffing is low since they prefer own management of systems or are experienced in document management and organized accordingly. This does not automatically mean that relationship requirements are low since some clients like regular contact moments and industry development updates. These are profitable accounts that have potential for more business generation and are perfect environments for implementing tested business innovations. According to their position within the category the company can decide to grow these accounts to strategic accounts or to downgrade them to transactional accounts. Investments are medium as these accounts require little attention but the attention given needs to be of outstanding quality.

3. Service accounts (low profitability – high service/relationship requirements)
   Service accounts are relatively expensive accounts since they yield medium to little revenue and/or margin but require a lot of service and relationship commitment. These accounts generate a lot of work (occupancy of employees) and can be useful for the training of junior employees. A big part only has a product need but outsourcing requirements could be expressed as well. In a lot of cases the industry influences the customer profile and sometimes the supplier and client have a long history together wherefore the relationship is held intact. Service accounts are investment consuming with little returns. A company can permit only few accounts in this category and should deliberately develop clients towards strategic accounts (more revenue/margin) or transactional accounts (less attention).

4. Transactional Accounts (low profitability – low service/relationship requirements)
   Transactional accounts realize little profit and have low service and relationship requirements. These accounts require one-time sales or long-term relationships based on only hardware needs and no additional sales. The first can be useful for the sales circulation of hardware, the training of starters and can be approached routinely by the tender desk. The latter client could provide a low but stable income. However, in case there is no prospect of future development, the company has to ask itself whether they want to continue doing business with this client. They keep the company in the hardware segment and do not add value to the business

portfolio. Another option is account development into sales or service account (Ioana, Mirea & Bălescu, 2009; Keuning, 2007).

Each category has its own advantages and drawbacks. When making investment decisions, one should not only the at the current account positions in categories, also the development of accounts should be taken in consideration.

Ideally, Canon should aim for a spread of accounts over the model and concentrate on developing accounts according to the overall strategy. That means that investment decisions are made upon the current position of the accounts and the aimed category position according to the strategic direction the company wants to take. For instance, Canon might decide to concentrate on software solutions instead of the service business and therefore invest accordingly. In order to take measured investment decisions, it has been decided to work with current and potential account positions in the Canon Customer Mapping Model so one can make an estimation of how an account will develop in the future. The current position is based on the earlier mentioned factors customer product, service or software purchase, customer staffing and customer profitability, with the most accurate revenue and profit margin data from 2010. The potential account position is determined by estimated market or company growth, potential profitability increase, business opportunities and potential product, service or software sales in 2015. By placing the current and prospect position of the account in the 'Canon Customer Mapping Model' one can see the potential development of an account. The accounts are indicated by circles, the size of which indicates the revenue of the account. The colored circles indicate the current position of the account, the unfilled circles the potential position. Furthermore, the number of FTE per account has been mentioned. Together, the current and potential account position show the possible development of an account in the document management market, while assuming that the account will receive the needed investment. On basis of the mapping overview, the company can decide what investment strategies to apply on each account.

Investment strategies

Once the company has assessed the current and potential position of each of its accounts, it should deliberate what investments to make. Following the BCG matrix, there are four possible account investment strategies for each account which are used after the Canon customer mapping analysis. These strategies can be applied according to overall strategy, activity spread and position and perspectives of the accounts (Ioana, Mirea & Bălescu, 2009; Keuning, 2007; Wensley, 1981):

- Invest. By increasing investment, the account receives more resources to stabilize its position, to develop products, services or software or to improve its performance. An example would be to develop a service account into a strategic account and finally a sales account.
- Remain. The company invests just enough to maintain the account in its present position. Reasons can be other investment commitments or lack of resources. As an example one could be holding a transactional account in position instead of growing it into a service account.
- Reduce. A strategy best observed in the sales account scenario. The company reduces the amount of investment in order to maximize the cashflow and increase overall profitability. This could turn sales accounts into transactional accounts for example.
- Remove. In order to use the resources elsewhere, the company can divest an account by not subscribing for a new tender or by ending the contract.

The investment strategies should direct the company to the most optimal portfolio composition. The Canon Customer Mapping Model can be used as a tool for seeing all current and potential account positions in the customer portfolio at a glance. It should give handles for customer investment decisions and is applicable to an organization as Canon in the shifting document management.

Attachment VIII – Canon and Océ's sales processes

Canons C&I Sales Cycle

Stage 1 – Discover & Analyze. When an Account Executive becomes responsible for a vertical, he writes an overall vertical plan and an account plan for every single client. The vertical plan encompasses an industry description, trends, market developments, market opportunities and a plan to action. The account plan describes in detail the current situation of the account and the planned development entailed in so called gold and blue sheets. These plans are updated from year to year. The Account Executive indicates when an account gets on the market and starts influencing the account approximately 1,5 year before an Request For Proposal is send out. The Request of Proposal is a proposal on a product or service, which is followed by a bidding process. Based on the Bid Qualification Sheet support criteria and the advice of other experts, the Account Executive decides whether or not to bid for a tender and to present a product solution to the prospect or client.

Stage 2 – Design. This phase is characterized by a contracting period. The sales implementation plan, agreements and legal issues are designed, drafted and set up for contracting.

Stage 3 – Deploy. The third phase the execution of the sales implementation takes place. Canon products and solutions are delivered, installed and implemented by the project office.

Stage 4 – Delivery. The Service Delivery Manager controls the performance of the printing environment, while the Account Executive maintains and develops the client.

Océ's seven-step sales process

Prospecting - Every year the account manager identifies a number of prospects. Through qualification sessions and Decision Making Unit mapping an account plan is created with a selection of accounts that will be approached that year or in the upcoming years. A contact matrix is made, including all important DMU members, their position, needs and interests in this project.

Strategy – The account information obtained serves as a basis for the strategy to be followed.

Preparation and introduction – The following period is characterized by the collection of data on the company and previous system purchases. Along with setting foot in the organization, introductions with DMU members are arranged

Needs and proposal – With initial meetings customer needs are explored, evaluated and secured through extensive information sessions, demonstrations and customer to customer contact moments. By regularly contacting the DMU members, the Account Manager aims at influencing the decision criteria in favor of Océ. In this period a proposal is formulated.

Bid – When only few potential suppliers are left and Océ finds itself in a favorable position according to tender desk criteria, a bid is brought out.

Objections – In response to objections to the bid, the two companies enter negotiation rounds concerning the exact offer, conditions and additional services.

Agreement and implementation – If the tender is granted to Océ, the contract is signed and the implementation phase starts.

Attachment IX – Client profiles

The client profiles below are a summary of each clients' characteristics that are used for the Canon Customer Mapping Model.

1. Koninklijke BAM groep

Constructor Koninklijke BAM groep is a Canon hardware client with a central print park at the head offices and mobile hardware machines at contractors. Due to the nature of their business they require mobility, flexibility and high service to obtain a constant performance at changing locations. Profitability is average, therefore the account can be rated as a service account. Since market and company prospects are low, just as their potential profitability increase, the potential account category is service accounts as well. Opportunities are sustainability, reciprocity and optimization for contractors.

2. Rabobank groep

The Rabobank groep works with Canon hardware and a MPS system. This combination package is implemented at the Rabobank Nederland offices and local subsidiaries that count up to more than a 1000 offices. The size of the account and the dispersion of the offices require a large account team. The accounts revenue is high, the profit margin average to low. The Rabobank groep is a strategic account and will potentially be as well since both company growth and potential profitability increase are positive. The profitability can be improved by MPS optimization and lower staffing. Another opportunity might be sustainability.

3. PGGM

Pension fund PGGM has Canon machines and works with software solution Uniflow. This small client yields a rather small revenue but with a high profit margin. PGGM has little service- and relationship requirements wherefore they are classified as a sales account. Market growth is zero to negative and the account manager estimates a profitability decline. There are little future sales opportunities and for that reason PGGM is has a potential transactional position in the Canon Customer Mapping Model.

4. Albert Heijn

Retailer Albert Heijn (Ahold) is a prospect Canon hardware client with little revenue and a negative profit margin. Albert Heijn has 0.1 FTE on its account which is classified as low. This makes Albert Heijn a transactional account. Future prospects look promising.

Albert Heijn will expand and has a lot of international ambitions. Above all, they have indicated to be possibly interested in the joint development a supermarket printing system. Potential profitability increase is estimated as high so Albert Heijn could turn into a strategic account.

5. UWV

Social security service organization UWV is a lost hardware account from Canon. They lost the new hardware tender on price. Since revenue, profit margin and account staffing are low, the account is a transactional account. Due to the economic crisis, UWV receives more requests for social security and the potential profitability is high. However, UWV is bound to mandatory tenders and cost cutting wherefore no additional services can be provided. The potential account category of UWV is transactional account as well.

6. Alliander

Alliander is a network company and a hardware and outsourcing client from Océ. The average revenue, high profit margin and relatively high staffing qualifies Alliander as a strategic account. For the future, positive company growth and high profitability increase are estimated. Alliander has indicated to see Océ as a partner and to be open to sustainability solutions or other additional services. However, since Alliander works with mandatory tenders, the company is classified as a sales account.

7. Cofely GDF Suez

Energy and environmental efficiency expert Cofely GDF Suez has an international hardware contract with Océ. Revenue and profit margin are high, staffing is low. The current account category of Cofely GDF Suez is sales account. The potential account position is within the sales category as well, since there are no other than hardware sales prospects for Cofely GDF Suez. Nevertheless, the account is ought to expand due to company growth, print park optimization and the introduction of the international contract at subsidiaries in Europe.

8. Jacobs Engineering

Jacobs Engineering is a hardware and outsourcing client from Océ. The latter service requires high staffing but the account has an above average profitability with a high profit margin. Jacobs Engineering is a loyal partner who has taken contributed to today’s outsourcing concept. This results in a strategic account position. In the future, Jacobs Engineering could possibly turn into a service account due to little to no market growth perspectives, an already optimal outsourcing project and no software sales prospects because of the policy of her American parent. There might be some outsourcing opportunities at other Dutch subsidiaries, therefore a low profitability increase is estimated.

9. Rabobank IT

Rabobank IT is the banks IT division. Rabobank IT works with Océ software and has developed themselves as a partner since they implement the newest releases, give feedback and cooperate in the optimization of the solutions. The account profitability is high. This makes Rabobank IT a strategic account that will stay in the strategic account category in the future. Both company growth as profitability increase are estimated high and Rabobank IT has indicated to attach value to the relationship and collaboration with Océ.

10. DHL

Océ's prospect account DHL would be a software client with a low revenue but high profit margin. The nature of the purchased solution and the low staffing classify DHL as a sales account. However, this account might be a future strategic account. Although profitability increase is estimated low, company growth is appears to be positive and DHL has clearly indicated to see joint development of software as a future possibility. The introduction of smart solutions for sequential logistic issues should cut costs and bring more stability to the company. Past collaboration has paved the way for new business opportunities.

11. Gemeente Rotterdam

Gemeente Rotterdam is an Océ hardware client with MPS. The product and service package, together with a high profitability qualifies Gemeente Rotterdam as a strategic account. However, the future situation looks less bright as the local authority is in the middle of restructuring process with severe cost cutting. The organization growth is negative and profitability will decrease. Gemeente Rotterdam has their own software network that they want to keep separate from other applications. Furthermore, the local authority works with mandatory tenders that limit the opportunity for additional sales. The potential account position will be in the transactional account category.