

THE NEW DYNAMIC FOR GLOBAL MARKETING

Michael Gale, CEO of Strategic Oxygen, a Monitor Group Company, discusses trends in global technology marketing and how they are driving the need for more granular market intelligence.

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Strategic Oxygen has been part of the numerous global marketing planning engagements during the development of the Information Network Engram integrated marketing tool (INE). Through our participation we've identified four major issues that continue to grow in importance for communications professionals.

- > Growth in technology and technical markets has become patchy and more difficult to find
- > Customers want more relevant and specific information during the buying process
- > Marketers are increasingly planning at the sub-segment level (both verticals and geographies)
- > Sales cycles vary by geography and understanding regional nuances is important to sales success

Organizations that recognize and address these new global marketing challenges by extending their use of market intelligence will outpace their competition and see top and bottom line results. This is especially true for organizations operating in China, Brazil, India, Russia and other emerging markets where the environment is complex and the opportunity is substantial.

GROWTH IS PATCHY

Technology and technical markets no longer benefit from sweeping high growth. The aggregate market growth (once 30% plus) has slowed (see Figure 1) and instead, growth opportunities are more compartmentalized and scattered in pockets throughout the global economy. For brands to sustain growth they need to focus on identifying and exploiting growing segments (geographies, verticals, etc.), and on detecting and capitalizing on windows of opportunity brought about through changes in legislation and market conditions.

CUSTOMERS CRAVE MORE TARGETED INFORMATION

Ongoing buyer and influencer research shows the power of vertical information as part of the purchase process. Figure 2 illustrates the importance of this information in markets around the world.

Organizations that are able to understand and cater to these and other specific localized needs, will position themselves for success.

Figure 1: Aggregate growth in the global technology market continues to be slow

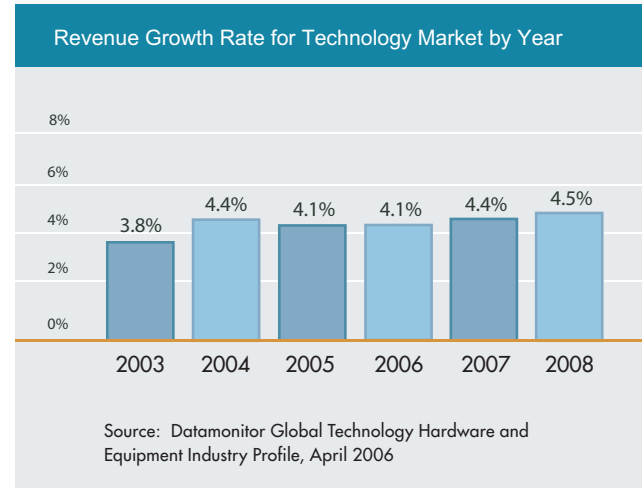


Figure 2: Vertical-specific information plays an important role in purchase decisions in major global technology markets



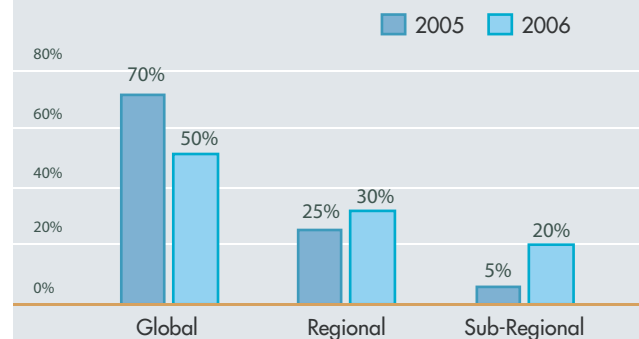
Source: Strategic Oxygen Information Network Engram (INE)

PLANNING IS MOVING TO SUB-SEGMENTS

Marketers are increasingly being asked to focus on sub-segment marketing. The INE data, having helped direct over \$4 billion worth of global sales and marketing activities, illustrate how an increasing diversity of opportunity is leading to the need for greater focus. Figure 3 demonstrates the migration of sales and marketing planning away from global targets and toward more granular targets at the regional and, more notably, the sub-regional level. The ramifications are that marketers need to develop a deeper understanding of relevant sub-segments and this requires more detailed and customized market intelligence (e.g. verticals within regions). With the number and importance of sub-segments increasing and time horizons shrinking, the need for fast, cost-effective access to detailed sub-segment information has never been greater.

Figure 3: Organizations are quickly moving from global sales and marketing targets to regional and even sub-regional targets

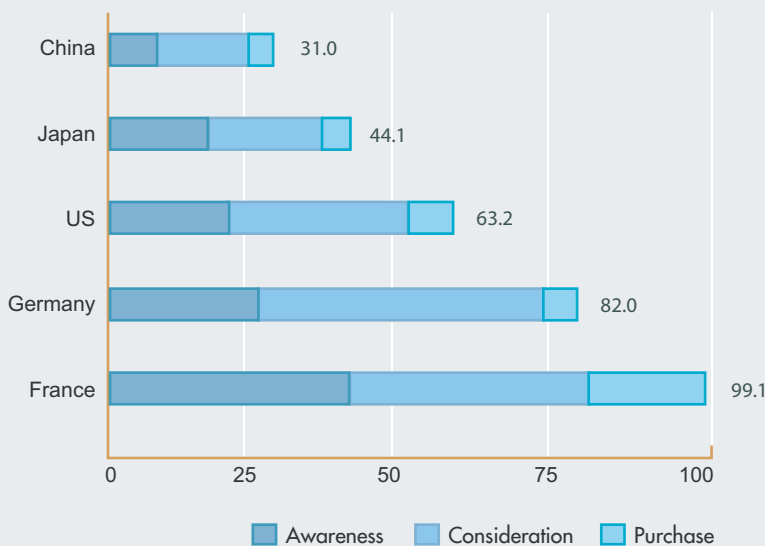
Percent of Global Sales and Marketing Plans by Target Level



Source: Strategic Oxygen Information Network Engram (INE)

Figure 4: The length of technology sales cycles can vary substantially by region

Length of Sales Cycle by Phase (measured in working days)



Source: Strategic Oxygen Information Network Engram (INE)

SALES CYCLES VARY BY GEOGRAPHY

As Figure 4 illustrates, the length of technology sales cycles are often very different across global markets. To understand and take advantage of regional nuances requires fast access to customized sets of intelligence. The pressure for speed and customized views increases as sales cycles contract and organizations are challenged to find ways of meeting this need.

MEETING THE NEED FOR DEEPER LOCAL MARKET INTELLIGENCE

The four trends above illustrate the need for highly time-responsive and deep local information services that on the one hand can link together disparate cultures looking for the same information and on the other deliver the ability for regular updates as the dynamics change. Grail Research, Monitor Group's Center of Excellence for research, provides custom primary and secondary research services that enable organizations to gather the detailed market intelligence they need to win in today's global markets.

THE GRAIL RESEARCH SOLUTION

You're smart and knowledgeable about your product and industry. But with the broad array of information and data sources available, it is time consuming to identify and extract the specific data you need to make informed decisions and gain buy-in from your organization.

Grail Research helps intelligent people make informed decisions. Our research professionals are available as your needs arise to help you quickly and cost effectively:

- > Identify and size high-growth segments
- > Stay current on competitive, regulatory and economic events that impact key regions and sectors
- > Understand local market practices and uncover local market needs
- > Gather data about acquisition targets to inform due diligence efforts
- > Prioritize product/service enhancements across important customer segments

You have many choices for research partners and often the best way to establish if a firm is right for you is to work with them on a project. When you are beginning to think about the information you need to make your next important decision, we encourage you to get in touch with us. We think you'll have your best research experience ever.

“The quality of work provided by Grail Research, from project scoping to final deliverable, exceeded our expectations. The engagement team was accessible, knowledgeable and extremely adaptable as insights gained led us into new areas for investigation.”

Mike Dean, Product Manager
Microsoft Corporation

WHY GRAIL?

Our clients choose Grail Research because we provide:

The Highest Leverage – Time and capital are the scarcest resources for business professionals. Our approach ensures that you get the information you need without the intensive time investment and costly overruns that you've experienced with other research firms. Our keys to ensuring leverage are:

- **One point of contact** who will work with you from the initial discussion all the way through to project completion.
- **Upfront planning** to ensure that the research effort and deliverables are fully aligned with the decisions you and your stakeholders need to make.
- **Flexible approach** because it's hard to know all the right questions to ask before the research effort begins, so we plan for iteration during the research process.
- **Deliverables that are ready for the next step** because you need to have confidence sharing your supporting data with colleagues.

Access to Localized Global Capabilities

Grail Research has the global reach and localized skills to gather information about your important markets, no matter where they are located. Our teams have completed projects in more than 50 countries using more than 30 local languages, including key emerging markets.

Fast Turnaround – Grail Research operates an on-demand business model so your time sensitive projects will be up and running in 24 hours. Most projects are completed in less than 3 weeks. Retainer clients can receive answers to many research questions the same day.

To learn more about Grail Research
visit www.grailresearch.com or
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