

## **Business Development for ambitious ICT Companies**

Communicate provides advisory services primarily concerning strategy development and the development of aligned and effective go-to-market programs. Competitive advantage is not built by technology. It's built by people. Our services provide clients with a comprehensive understanding of how and why markets develop for high technology products and services. This establishes a common framework. Communicate can help you build a complete market development strategy – from definition to execution – and all the steps in between.

Regardless of how brilliant or sophisticated the strategy, it has little value if not adopted and implemented. Communicate clients report that at the end of an engagement, their people understand how and why technology markets develop as they do, and thus are significantly more confident in their ability to confirm or modify their current market efforts based on this understanding.

In order to maximize the value for our clients, we continue to expand our extensive **BusinessNetwork** of Business Developers and M&A associations and other service providers covering now 27 countries in five continents. This allows us to provide our services in the regions, where our customers intend to expand.

## **Value Proposition**

### **Methodology**

Specific client needs and challenges can be addressed by customized consulting projects in the areas of strategic planning; market assessment; business and operational planning and resource management. Communicate partners will meet with and evaluate a client's needs, and develop a project-specific proposal. We also works with a select network of complementary service partners that can be called upon to provide a variety of professional services as required. These include market research, channel development, organizational development and sales training. Strategy Development services are designed to align all functional areas of the business under a consistent, market-driven strategy. Our team-oriented development approach is designed to help management teams achieve "buy-in" to new or modified goals; a revised "strategic intent" and/or the operational implications arising from fundamental shifts in business or market development strategy. Strategy development is typically accomplished in less than a calendar month, with consultants facilitating group sessions of cross-functional teams.

### **Organizational Effectiveness**

We can provide insights regarding the "life cycle" of companies and help management teams understand how they must optimize their behaviors and their metrics in order to flourish rather than just survive.

### **Competitor Analysis**

Our approach is designed to help product teams and/or business units better understand, anticipate and counter competitive threats.

### **Go-to-Market Planning**

Go-to-market planning services provide for the development of integrated operational marketing plans that are consistent with market development strategy. The deliverable includes marketing communications strategy, sales and channel plan, partnership plans and programs and product launch planning.

### **Business Planning**

Typically as a result of strategy development, business planning services facilitate the development of a complete business plan that describes the company's direction for a specific audience and/or purpose that stands up to the rigors of investor or executive review.

### **Portfolio Planning**

For companies managing multiple product/market areas, Communicate provides executive management guidance in evaluating life-cycle based models in order to gain consensus on market-entry, investment and exit strategies. This typically requires advanced review of all market data available, interviews with the executive management team and development of scenarios used for assigning relative priorities.

### **Partnering Workshop**

Technology companies are increasingly faced with executing plans that involve close cooperation among two or more partners. However, partners with different but complementary business objectives can have difficulty executing their plans due to misaligned assumptions, perceptions, and understanding of each others strategic interests. Communicate provides knowledgeable facilitation and mediation, coordinating the development of joint strategy and go-to-market plans with the emphasis on building partner programs. The result: each party can commit explicitly to an agreed set of strategy outcomes.

### **Interim Management**

We provide interim managers on executive and management level for short-term projects or for fulfilling key positions for a longer period of time. We have built a small pool of highly experienced and result driven interim professionals. Synergy between client and interim manager is essential for a successful interim assignment.

## **Your Contact**

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