

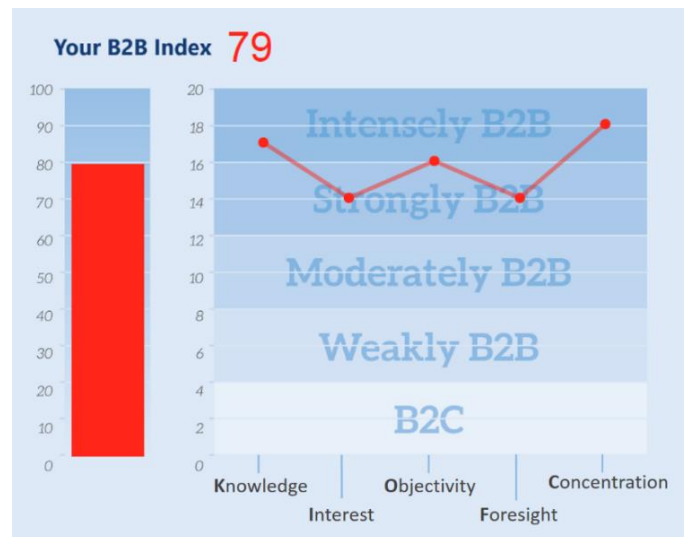
Avoid costly mistakes by using **B2B MarketView**[®] Diagnostic



Do the innovators and marketers in your company fine-tune their work to *each* B2B market segment? Or do they follow the latest fads... use methods appropriate for *other* segments... recycle “what worked” from their last job... or apply generic B2B methods? In the future, B2B companies will *optimize for each market segment*.

You can optimize *today*, by answering 16 questions at www.b2bmarketview.com. This generates a free *B2B Index* chart and provides market-specific guidance. The following scenario illustrates typical mistakes you can avoid.

Scenario: Your company makes textile fibers, and you’re responsible for the work uniform market. Six uniform rental companies make up most of the market’s buying power. You are a leading supplier to these highly-professional companies, who rigorously lab-test the fabrics used in their uniforms.



This market has a B2B Index of 79, with high customer **K**nowledge, **I**nterest, **O**bjectivity, **F**oresight

and **C**oncentration. Given this, how would you answer the following four questions? Are you confident your organization would answer them correctly *without* these market-specific insights?

Question 1: Should we validate our idea with customers?

Your scientists think they can develop a fiber with improved abrasion resistance. Should you set up customer visits to explain your new-product concept and get customers’ reaction to it?

“Yes” to the customer visits. “No” to leading the witness. When trying to validate *your* hypothesis, you risk confirmation bias. Besides, you won’t learn about market *needs*... just market *reaction*. To one idea. Your idea. Since customers have high **K**nowledge, it’s better to conduct divergent qualitative interviews to uncover *all* their needs. Then—given their high **O**bjectivity—use convergent quantitative interviews to prioritize needs. The former eliminates errors of omission, the latter errors of commission.

Question 2: Should we apply Lean Startup?

You've been hearing about Lean Startup—an approach to rapidly develop “minimum viable products” for customers to evaluate. Should you prepare fiber prototypes and ask customers to look at them?

Maybe later... not now. First, your customers have high Foresight and can tell you the outcomes they want *before* they see a prototype. Why waste time creating something they might not be interested in? Second, you have a “shallow pool” of evaluators (high Concentration). So don't wear out your welcome asking customers to do costly testing on whatever you lob at them. Third, by asking their opinion first, you'll engage customers, “priming” them to buy later (leveraging their high Interest).

Question 3: Should we conduct a pricing survey?

Your interviews showed customers are eager for better resistance to stains, fading, and fraying. But what would they pay? An outside firm proposes they conduct a pricing survey. Should you hire them?

Put your wallet away. In this Concentrated market, customers won't give a straight answer to your pricing questions. They know they'll be negotiating prices with you later, right? Instead of seeking *price decisions*, understand *price decision-making*. Explore customers' worlds through interviews and tours... which they'll likely grant, since they have high Interest. Then model the value they'll receive in a value calculator. Anything less and your pricing is practically guaranteed to leave money on the table.

Question 4: How should we promote our new product?

You're now ready to launch your new product. Several on your team think social media should be prominent, but you're not so sure. Are there better ways to spend your launch budget?

Two factors should influence your selection of B2B promotional tools: Concentration and Market Position. The latter is the sixth and final variable needed to understand a B2B market. Since you're the leading supplier (Market Position) with high Concentration, you should *leverage relationships* (vs. build credibility) and *pursue customers* (vs. become findable). Your B2B MarketView report will recommend many tools—e.g. buyers' kits, sales visits, and webinars—before pursuing social media.

How do we use B2B MarketView Diagnostic?

At www.b2bmarketview.com, you will receive a free *B2B Index* chart and *B2B Market Map* chart—with implications for *your* market segment. You can stay on this website to download a [free](#) 16-page customized B2B MarketView report. This includes market-specific recommendations for eight “early-stage” marketing tasks (understanding market needs) and seven “late-stage” marketing tasks (promoting your solution to these needs.)