



Go to Market Strategy  
& Execution



Revenue  
Acceleration



Partnering &  
Asset Sales



Due  
Diligence

# Case Studies

These case studies are presented in order to provide a representative but non-comprehensive sample of the expertise and results obtained by On Target Consultants or Chuck Bolotin. Each case study describes a different set of business problems and objectives.

The bio of Chuck Bolotin follows the final case study.

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## Re-position Existing IP, Formulate and Execute New Marketing and Sales Strategy

# TARGET

**Inventor and Manufacturer of Microbial  
Detector – BioVigilant Systems, Inc.**



BioVigilant Systems, Inc. was founded in 2002 to develop and sell devices to government and government contractors that detect the presence of weaponized bio-agents such as anthrax. After manufacturing the product, the government-related market was slow to develop, which caused the Board to look for additional uses for the Company's IP.

Challenges

Determine if there is a market other than government for the Company's IP. If there is a market, define and execute a "go to market" strategy.

# S-olution

Utilized the On Target Method™, a deliberate, defined process for determining the existence of a potential market, defining market requirements, developing the strategic plan, positioning the client's company and products for success, and, if desired, executing the plan.

Following The On Target Method, the first step was to deconstruct the company's IP, thereby removing biases that can limit creative thinking. From there, the Company's IP was "re-assembled" into several alternative provisional value propositions, which were tested by talking with at least three thought leaders in each provisional target industry.

Market attributes were examined, including:

- i) market size;
- ii) prospects' perceived significance of the problem (pain);
- iii) the urgency with which prospects want their pain removed;
- iv) the ability of prospects to pay for the solution;
- v) the relative dispersion along the product adoption curve (greater dispersion means it is easier to introduce new products); and,
- vi) the extent to which customers would view the BioVigilant solution as a proprietary advantage against their competitors (the less so, the better for BioVigilant).

The candidate target industries were then ranked in terms of attractiveness to BioVigilant and its IP.

More intensive investigation was done in the most attractive industries, which included generating a full understanding of the culture, attitudes, business issues, technology and processes, pains and biases of each target industry. Finally, the best target industry was chosen (in this case, pharmaceutical and bio-pharmaceutical manufacturing),

market requirements were developed, an overall strategy was developed (including positioning, marketing, sales and FDA submission), that strategy was reduced to an operational plan, and the plan was executed.

The term "Instantaneous Microbial Detection" ("IMD") was invented, hardware and software product specifications were defined and the development of proprietary software ("PharmaMaster") was managed. The company's Web site was re-designed to be consistent with the new company and product positioning. Collateral material was created, and, with the help of the CTO, the white paper was written and distributed.

With the company's CTO (who has great talent in this area), initial sales calls were made, and afterwards, the sales cycle was defined and follow through calls were made. During the entire process, great care was given to providing value to BioVigilant's customers.



Under direction of the CEO and while working with a team that included the significant participation of the CTO, managed all marketing and sales aspects of the Company's strategy and execution of its introduction into the pharmaceutical manufacturing industry.

Got white paper published in 8 + publications (4 languages), at no charge.

Properly positioned IMD so that prospects would understand its value.

Many "thought leaders" were identified and transformed from disinterested third parties into solid allies, willing to refer BioVigilant, speak and publish on BioVigilant's behalf.

Created and executed successful plan for IMD Consortium, which had 14 of the largest pharmaceutical manufacturers in the world, and 9 of the world's largest 35. Consortium members tested IMD and helped to co-define the overall FDA submission process.

Made sales in to 13 pharmaceutical manufacturers (some of the largest in the world), with the foundation created for follow-on sales to these same customers.

Initiated contact with 30+ additional pharmaceutical manufacturers, all of which are now prospects for IMD, in varying stages of readiness to buy, and extremely well positioned.

At the beginning of the assignment, BioVigilant was not known in any significant way within the pharmaceutical manufacturing industry. By the end of the assignment, BioVigilant's brand and reputation were enhanced to the point that the company and IMD were known by most major pharmaceutical manufacturers, and sought after by many well-known potential partners and distributors.



## Develop and Execute a Strategic Alliance to Create a Sustainable Competitive Advantage and Increased Profits

**TARGET**

**Office Equipment Reseller - Office Solutions Incorporated (OSI)**



OSI was a start-up commercial reseller that was competing against larger, better financed, better known competitors in the office equipment market, a market in which there was traditionally very little product differentiation and significant price competition.

**Challenges**

Alter OSI's overall product offering to make it more compelling, profitable and sustainable, while creating a barrier to entry for OSI's competitors.

# S-olution

Created an innovative, industry-first strategic alliance that enabled OSI on an exclusive basis to represent Canon USA to larger commercial accounts. (At that time, Canon was OSI's primary supplier, and had in excess of \$1 billion in US sales.) Contacted Canon, sold it on the concept of the alliance, and negotiated the terms of the agreement. The features of this alliance had benefits for Canon, for OSI's customers, and for OSI, but only disadvantages for OSI's competitors:

- For Canon, the alliance provided a way to better penetrate larger commercial accounts and to positively influence the quality of the service provided to these accounts. This increased Canon's sales while protecting and enhancing Canon's brand.
- For OSI's customers, the alliance provided a way to obtain a reasonably low price, the quality and responsiveness of service provided by OSI, and the comfort of a major manufacturer (Canon) providing protection against OSI not performing.
- For OSI, the alliance provided a way to bundle its product offering, differentiate that bundle (commodity product plus the features described above), and then compete against other dealers based on the strength of this unique, bundled offering. This enabled OSI to penetrate larger accounts, preserve its capital (because it never had to take title to the items being sold), maintain its profit margin (because the strategic alliance guaranteed OSI best wholesale pricing), create an impenetrable barrier to entry for its competitors (because the alliance was exclusive), commit its customers to multi-year contracts, and transform Canon from a neutral by-stander, not caring which dealer obtained the business, into a strong ally, biased in OSI's favor.

# Results

With the strategic alliance in place, OSI was able to sell to multiple national accounts, becoming one of Canon's top three resellers in three product categories:

- 2nd largest reseller of Canon calculators (out of approximately 500 competitors).
- 2nd largest reseller of Sharp teller equipment (out of over 50 competitors).
- 3rd largest reseller of Canon electronic typewriters (out of more than 300 competitors).

OSI generated industry-leading sales and financial performance of 32% pre-tax profit and maintained its competitive advantage and profit margins for almost a decade.



## Obtain Favorable Financing from a Strategic Alliance Partner, then Position and Sell a Software Company

# TARGET

**Developer of Clinical Software-** InterMed Software Inc. (**IMSI**)



IMSI was a five year-old company that developed and sold software applications to physicians' offices. Due to slow market acceptance, IMSI required a cash infusion in a very short period of time. IMSI's existing investors were unwilling to provide additional funding, so other sources had to be found. Additionally, IMSI's Board was interested in IMSI's sale on an expedited basis.

challenges

Very quickly secure significant short-term cash on terms agreeable to the Board in order to fund the continued operation of the company and to provide the time needed to eventually sell the company on more favorable terms.

# S-olution

**Solution to short-term cash needs:** Identified several industry targets based on a list of attributes that included interest in IMSI's technology and market addressed, the financial wherewithal of the target, and likelihood of quick success (since time was a significant factor). Conducted an intensive campaign that included cold calling, referrals through industry influencers and experts, independent research, and contacts made at trade shows. Positioned IMSI's cash needs to target alliance partners in a timely and compelling way as an opportunity, specifically tailoring each presentation to the needs of each prospective partner.

**Solution to sale of the company:** After solving the problem of the short term cash needs, expanded the list of targets that were used to solve this problem to include potential acquirers with longer decision timeframes, which in some cases was needed in order to secure financing to complete the acquisition. Positioned the Company to satisfy the specific, individual needs of each potential acquirer.

## Results

To solve IMSI's short term cash needs, identified Spacelabs (Redmond Washington; then a \$300 million public company) as the target alliance partner and negotiated a deal wherein IMSI received sufficient capital to continue operations for over six months, without taking on debt or creating dilution for IMSI's shareholders. Then, identified the company that eventually acquired IMSI and negotiated the sale on terms favorable to the Board. Given the negative financial status of IMSI at the beginning of the assignment, both results were achieved under significant time pressure.



## Position Company and Product, Develop Value Propositions, Implement and Execute New Sales Process

**TARGET** ◆◆

**Developer of Collaborative eCommerce Software - KnowledgeLINKS (KL)**



KL had developed and implemented software to be used by manufacturers and retailers that used the Internet to make sales, both on-line, and off-line.

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**Challenges**

Re-position the company and its product (which was developed for an application that was not marketable "as is"), and effectively market it to companies willing to pay for it.

# S-olution

Deconstructed the intellectual property (IP) of the company in order to better understand and unlock its underlying value. From that point, reconstructed the IP in several different ways and subjected each variation to competitive and market analysis in order to determine the most advantageous company and product re-positioning. Developed a “go to market” strategy that best matched the reassembled attributes of the company and product to the attributes of the target customer that would find such attributes the most compelling. From these matches, developed a strategic marketing and sales plan that included the definition and purpose of several discrete stages in the sales process, including:

- Defining the attributes of the most likely customer targets.
- Identification of the targets themselves.
- Cold call approach and cold call scripts.
- Customer “Needs Analysis” format and execution.
- PowerPoint presentations and demonstrations using the “live” software.
- Return on investment calculations and justifications.
- Closing presentations.



Results

The recommended program was implemented, and, at the termination of the engagement, several potential clients were in the final contracting stage.



## Decide Which Brand(s) to Offer in a Rapidly Changing Market, Create and Execute the Sales and Marketing Plan

# TARGET

**Reseller of Office Equipment - Century Office Equipment (COE)**



COE was a 16 year-old office equipment retailer in an industry that was essentially unchanged for several years, and where it was carrying a brand with less than a 10% market share. With the advent of certain technological changes, however, the industry was about to undergo fundamental changes. These changes included the entry of several new brands, causing COE to have to decide whether to switch brands, or to continue to sell the brands it already had.

Once the decision as to which brands to carry was made, it would be almost impossible to reverse course in the future. Reasons included: i) customers would have to be "re-sold" on another brand; ii) territories would be "locked up" by competitors and therefore, unavailable to COE; and, iii) even if territories would still be available, COE did not have sufficient internal resources to develop and execute a second "go to market" sales and marketing plan. Therefore, whether or not COE choose correctly the first time would in large measure determine its success or failure going forward.

challenges

Decide which brands to carry in order to take advantage of the changing market, and then develop and execute the "go to market" sales and marketing plan.

# S-olution

Conducted an extensive competitive and market evaluation. Considerations for this evaluation included:

- i) the quality of the product;
- ii) product differentiation;
- iii) the strength and capabilities of competitors selling the same and different products;
- iv) which brands were already valued by target customers;
- v) which target customers would most likely be receptive to which products;
- vi) likely margins;
- vii) the manufacturer's commitment to the market, financial stability, and commitment to future innovation; and,
- viii) the fit between the positioning of the manufacturer and the positioning of COE. After the choice was made, developed and executed the comprehensive sales and marketing program, including revised company and product positioning and sales methodology.

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# Results

COE adopted the recommendation on which brand to carry and how to market and sell the new brand. Based on the recommendation and execution, COE experienced an immediate and very significant increase in market share, sales and profits, which was also highly sustainable. Within five years of implementing the recommended solution, COE had increased revenues in excess of 800%, and increased earnings in excess of 1,100%



## Decide Whether or Not to Go to Market

**TARGET** ♦ Provider of "Chargeback Scrubbing" Software  
- ["NewCo"]



The founders of "NewCo" wanted to understand the potential risks and rewards of entering the market with an offering that included software designed to reduce credit card "chargebacks".

—♦—  
—♦—  
—♦—  
*Challenges*

Realistically assess the chances of success in the target market.

# S-olution

Developed several alternative high-level business plans. Tested the assumptions of each plan through independent research and by conducting interviews with potential customers, consultants and thought leaders. Tested assumptions by proposing several deal structures to potential partners and customers based on the assumptions in the business plans. Based on the first set of results, developed revised business plans and re-tested.

[ [ Results ] ]

Recommended against entry into the market. A very costly potential mistake was thereby avoided by spending a relatively very modest amount to test the assumptions in the business plan.

# chuck Bolotin

## BIO

On Target Consultants was founded by Chuck Bolotin. Chuck founded his first successful business when he was 15 years old. At the age of 23, he joined a commercial office equipment reseller. Within 5 years, he had become Vice President, Business Development, Marketing and Sales, transformed the business, and had increased revenues in excess of 800%, with an 1,100% increase in earnings.



By the age of 28, Chuck founded and became CEO of Office Solutions Inc., which, through several groundbreaking industry-first strategic alliances and his development and implementation of a highly successful consultative sales program, achieved industry-leading sales and overall financial performance (32% pre-tax profit).

After selling Office Solutions, Chuck founded and became CEO of InterMed Software Inc., a company that created clinical automation software to run on a pen-based notebook PC. Chuck secured debt and equity financing, identified and negotiated with a strategic partner (a public company) that also brought in working capital, identified the eventual buyer and negotiated the sale of InterMed Software in 1999.

In 2005, Chuck joined BioVigilant Systems (a venture-funded start-up) as Vice President, Marketing and Sales, with the charter to determine if the company's IP had value in markets then unknown to the company. Within two months, Chuck identified a potential \$2 billion + market selling to pharmaceutical manufacturers. Chuck defined the "go to market" strategy and executed it with what was, at first, a small team. Achievements included forming a Consortium of 14 of the largest pharmaceutical manufacturers in the world, successful execution of the on-going FDA submission strategy, and initial sales to 13 pharmaceutical manufacturers (also some of the largest in the world). Chuck left BioVigilant as Vice President, Pharma Business Unit.

Chuck now applies his knowledge and experience for the clients of On Target Consultants.

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