

‘ Operational Sales Plan Bullseye Promotions’

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Acknowledgement

This report is my final result of my study Commercial Economics. This thesis is an operational report for Bullseye for increasing revenue at minimum cost. First of all I want to thank Clinton McMurtrie Director of Bullseye Promotions for letting me write my thesis on Bullseye. He inspired me and showed me how he runs a business in South Africa.

Writing a thesis in South Africa is a lot different to writing it in a well-developed country. South Africa is third world country and the differences between rich and poor are enormous. Almost 20% of the population is living under the \$1.25 a day.

In the literature there are many examples of problems in sales and marketing but they are mostly based on big companies like Coca Cola, Microsoft, Apple and McDonalds. This operational plan is a plan for a small company that doesn't have the money to invest in expensive strategies.

I also want to thank all the employees of Bullseye Promotion who were always ready to help me with questions or other difficulties shown up during writing my thesis.

I would like to thank my tutors and external people for their guidance. Their notes and suggestions helped me to deliver a good and operational plan for Bullseye. It made it easier to see the bottom line and made it possible to take a step back to a helicopter view.

Wouter van Nunen



Executive Summary

Bullseye is a small promotion company in Cape town, South Africa and has been suffering from the recession. Clients went bankrupt or stopped ordering from Bullseye. The turnover of Bullseye decreased and no new customers were attracted. At this moment Bullseye has no money for attracting new clients to increase the revenue. The problem to be solved is to increase the revenue with a minimum budget.

The internal and external analyses provide information about Bullseye and about the market wherein it is operating. These analyses emerged that sales is the only way to get Bullseye back on track. The theory divides sales in three parts, pre-sales activities, sales activities and post-sales activities. Following these three components Bullseye can see how to improve its sales and to better understand how customers think about Bullseye. The investigations and research are showing Bullseye that a lot of the clients forget about Bullseye quit fast. The investigations also reveal that there are a lot of growth opportunities for Bullseye.

There are many ways to attract new customers but most of them cost a lot of money and Bullseye has no money available for marketing or sales campaigns. A total of five action points are developed in order to get Bullseye back on track.

Action point one is about acquisition of new clients through social media. Internet is growing in South Africa the same as social media. The investigations showed that almost every company and people working in this market is using social media. Social media can be used by Bullseye to spread visions and figures about the company. Bullseye wants to be in the mind of the customer to generate more word of mouth that leads to more clients and more revenue.

Action point two is about attracting new clients by cold calls. At this moment Bullseye doesn't put enough energy in attracting new clients. Cold calling is annoying and hard but it's a cheap way to attract new clients. Bullseye has to put pressure on its employees in order to generate new clients. The employees need to stick to rules in order to implement cold calling effectively.

Only attracting new customers is not enough to increase the revenue. The actual sales have to be improved as well. Action point three is about how Bullseye can improve its actual sales and which sales strategies can be implemented in to Bullseye. Bullseye has to change the structure of the sales meetings, at this moment there is no structure and the employees don't prepare their meetings good enough. In order to work more efficient the results can increase and the revenue will grow.

A customer can be attracted and a customer can order products, but for Bullseye it's important to build up a relationship with the client. Action point four is about the post-sales activities, how Bullseye can create more customer value and more customer loyalty. There are several things discussed in action point four, how Bullseye can build up a good relationship with their clients. As a company you want to send out information on a regular base to get in the mind of the client and develop a positive relationship.

The last action point for Bullseye is about after sales strategies. The after sales strategies have to be implemented in order to keep the clients and to build up a relationship with them. Bullseye needs to generate a positive flow around the products. Their employees need to stay in contact with all their clients at any time.

The pre-sales, sales and post-sales activities should be seen as a circle. All the action points need to be implemented in order to generate more customers and more sales. The revenue will grow without spending any money. All the action points need dedication of the employees and time.

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2. Introduction

Bullseye is a small company in Cape Town, South Africa that makes promotional products for all kind of companies. The crises has hit the company, Bullseye has been suffering and struggling to break even. Many companies cut back on marketing and promotional cost and some costumers are bankrupt. This thesis is about advising Bullseye how it can increase its revenue in order to come back on track. Bullseye has no money available to develop marketing and sales strategies. The main question to be answered in this thesis is:

How to increase revenue for Bullseye in Cape Town with a minimum budget.

To give a clear and operational advice some analyses and investigations has to be done. First of all the business and the market will be discussed in order to establish the strengths, weaknesses, opportunities and threats of Bullseye. This gives me the opportunity to look which subjects will need some further investigation to solve the problem and to give the right information for improvement.

Only by reports and analyses a good advice can't be given. In the past more companies have been struggling to exist. The literature provides examples and advices about the improvement subject that came out of the SWOT and confrontation matrix. There are three subjects where Bullseye has to put its attention on; pre-sales activities, sales activities and post-sales activities. By studying the literature there can be concluded that three kinds of research have to be done to achieve the right information.

The interviews, sales meeting analyses and the customer survey provide insight information about the thoughts of clients and how the customers act. Bullseye wants to establish people thinking about them when they think about promotional material. The options that came forward are structured to the three topics pre-sales, sales and post sales.

To give Bullseye an operational advice about how to improve the company several options are ranked and the best options will be discussed in great detail and will lead to operational action points. The following questions will be discussed to give Bullseye the right information to solve problems they are dealing with.

- Why and how can social media be effective to Bullseye?
- How can cold calls be improved and be more effective?
- Which sales strategies can be implemented into Bullseye?
- How can Bullseye create more customer value and more customer loyalty?
- Which after-sales strategies can be implemented into Bullseye?

3. Bullseye business description and market environment.

Before the theory and the problems of Bullseye can be discussed and there can be given a clear advice it is important that an internal and external analysis will be done. This analysis will reflect what the strengths, weaknesses, opportunities and threats of Bullseye are. To give a good and clear advice it's important to understand the current policy of the business. This chapter will first explain what kind of business Bullseye is and what kind of products and services it provides. The structure and financial report indicate the position of the company at this moment.

The marketing mix describes the tools of the company to satisfy the clients. If a company wants to improve something you have to know what the current actions are.

An external analysis will clarify the market where Bullseye is in. By responding to trends, a company can respond before the competition does and reap the benefits. Porter's model getting attention in the external analysis this model is to investigate the competitive intensity and to display the strength of Bullseye and its suppliers. All this analysis can be combined and summarized into a SWOT analysis and confrontation matrix. This analysis has to be done to indicate which literature should be discussed to solve the problem.

3.1 Company information

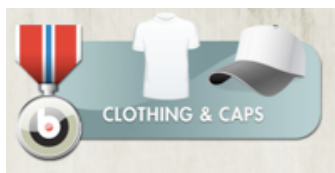
Bullseye is a small company specialised in producing and manufacturing promotional products. It serves products in the business-to-business market. Many companies like small hotels and insurance companies are clients of Bullseye. The company produces promotional products for a client from pens to t-shirts to custom- made electric glass. Because Bullseye can make custom- made products, the range of products is extensive. Clinton McMurtrie founded Bullseye in 2002 in Cape Town, South Africa.

3.1.1 Defining the business

The core business of Bullseye is to take care of all the promotional work of a client. For example if a large bank needs new pens or key chains, Bullseye will buy them and get the logo printed on it. Many companies want their promotional product to be special. Bullseye is a specialist in customizing promotional material.

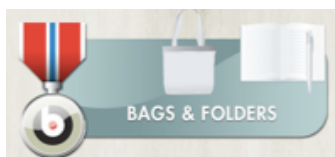
3.1.2 Products and services

Bullseye has to serve all kinds of clients and has to be sure they can deliver a lot of different products. A major risk is that the customers don't know what to order. In order to organise the products you can divide them into six groups.



Clothing & caps

A lot of products from Bullseye are clothing products. Clients use it as corporate wear as well as promotional material.



Bags & Folders

Bullseye has a wide range of bags and folders. All bags can be printed with a company logo or other text in different colours.



Writing instruments

Every company needs writing instruments to do their jobs. Pens always run dry, that's why the pen market remains. In the future the market will shrink because of the digitalization of companies.



Electronics

In the last few years electronic products have become new in the promotional market. Companies prefer to give their employees something useful. The prices have decreased enormously over the last few years.



Everything else

There are so many promotional products that don't fit into a specific group. These products are listed under this category.



Bullseye custom products

As a company you want to be special in the eyes of the client. This is the case with Bullseye's clients; they want something special for their customers. That's why they want to have products custom- made for them.

3.1.3 Financial Analysis

The financial analyses is difficult to make clear. The company wants to have a small loss every year in order to pay no taxes. The crises have hit Bullseye, the expenditures went up and the income went down. Bullseye struggles to get more new business in order to generate more revenue. But there is no money available to improve the business or marketing. The annual report doesn't give enough valid information to give a proper liquidity position of Bullseye. It has no long-term loans and when the limit of the debt at the bank has been reached private money is being used to keep the business going. The input of private money doesn't show up in the annual reports as well as the personal expenditures of the director himself made by the company.

On the next pages there is a figure that shows the overview of all the financials. This figure shows that Bullseye is unprofitable and that's why Bullseye has no money available for any marketing or sales actions. The annual report can be found in attachment 2.

	2010	2009
Sales	2.870.510	2.799.069
Less: cost of sales		
Purchases, Packaging & transport	2.282.121	2.449.099
Gross Profit	588.389	349.970
	20%	13%
Other income		831
Intrest received		
	588.389	350.801
Less expenditure	651.047	555.140
Net Loss	62.658	204.339
Less: Taxation	0	0
Net loss after Taxation	62.658	204.339
Accumulated loss beginning of year	210.255	5.916
	272.913	210.255

3.2 Internal analysis

There is no money available for marketing or sales, but something needs to change for the company to save Bullseye from the economical recession. The internal analysis will provide insight information about the company, how it's structured and what kind of marketing it does at the moment.

3.2.1 Organisation structure

The structure of the company is very simple. Everyone is in charge and responsible for their own clients. Every employee needs to see new clients. When an employee meets a new client, he or she is responsible for the whole process.

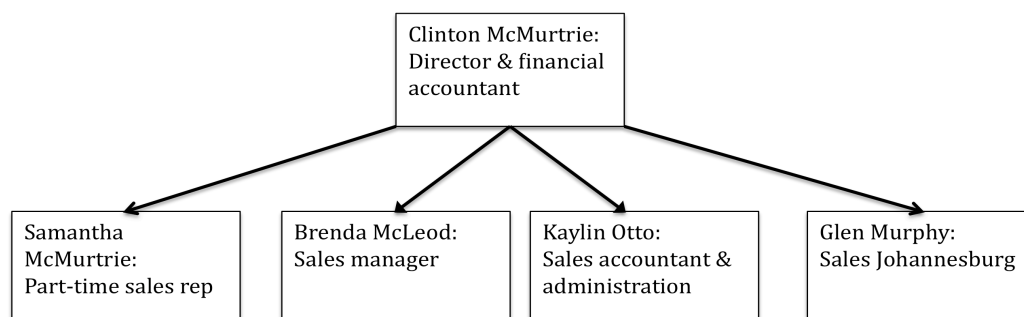


Figure1: Structure organisation.

3.2.2 The Marketing mix

The marketing mix will explain what Bullseye's current marketing actions are and what Bullseye does to generate sales out of new clients or existing clients.

Employees

Representation of the workforce is important. Clients link people to a business. Employees are the body of the business.

Price

Bullseye is a company that is focused on the correct combination between price and quality. If a client asks for a specific product and Bullseye can't guarantee the quality of the products, they will offer a similar alternative. Price is based on four points

- Importance of the client.
- Size of the order.
- Impact of the competitors.
- Type of product and type of branding.

Place

Bullseye is located in a rental office in Northgate Business Park in Cape Town South-Africa. It is not important where Bullseye is located and that's why they will be investing in a new property. It is better to buy a property and pay off the loan and interest than to pay rent and not own the property.

Product

Bullseye specialises in the customization of promotional materials to respond to the needs of every customer. Promotional material is and will always be changing and there are always possibilities to be innovating and new. If you want to be ahead of your competition you have to be innovative and original.

Process

The process of Bullseye is not very difficult, but their clients don't materialize out of the blue. This is also where the problem lies, new customers have to find Bullseye and Bullseye has to find new lead's to get customers. In attachment 3 the figure of the whole process is shown.

Promotion

Current promotion

Presently Bullseye isn't promoting the Company's name or products. Bullseye is currently relying on existing clients. Bullseye has the following marketing opportunities:

- *Promotional car*: The director drives a company car that is fully covered with stickers and logos of the company. Potential clients see the car and might contact Bullseye for more information.
- Every year there are two *trade shows* for promotional companies and suppliers like Bullseye. Every year one in Johannesburg and every year in Cape Town or Durban they switch every year. The first year the trade show went very well for the business. The costs for the show are 20.000 rand and they are split between Bullseye and Mango Moon the partner of Bullseye for the show. This year the show in Johannesburg will be too expensive but Bullseye wants to promote their products

at the show in Cape Town and this is also going to be in a partnership with another company.

- The Bullseye site is 6 years old and not up-dated. This new site will be launched this year and search engine optimization will be improved. Since a few months Bullyseye has a website.
- The Yellow page advertising is the only advertising that Bullseye does at the moment. In South Africa not everyone has access to internet and that's why people still use the yellow pages to find companies like Bullseye.
- Bullseye also hands out promotional products to promote the company's activities.

Marketing target group.

When it comes to promotion it is important to target your audience well. The clients of Bullseye can be divided in two groups.

1. Clients through Ad agencies: in total Bullseye has 10 ad agencies as clients. These agencies are responsible for 20 clients. To get more new clients other ad agencies should be approached.
2. Direct clients: almost every company needs promotional material.

Budget Promotion

Bullseye does not use a percentage of the turnover to spend on marketing. Every year the expenditure of Bullseye on marketing is between the 20.000 and 30.000 rand. The fixes cost 7000 rand and the advertising in the Yellow page and the other expenditure is variable and unpredictable. This year there will be an investment of 20.000 rand for a new website.

3.3 External analysis

The internal analysis has shown the company from within the organisation, the external analysis will again show how the market looks like. The DESTEP will give a good overview. Only the important parts of the DESTEP are discussed in this chapter. The entire file about the DESTEP is in attachments 4.

3.3.1 Macro analysis DESTEP

Demographic

The population of South Africa is 49,99 million people but 25,5% of those people are unemployed and 13 million live under the international poverty line of US \$1,25 per day. There is also a big difference between rich and pore.

Economic

The World Bank ranks the economy of South Africa as an upper-middle income economy. Because of the financial crisis the growth rate has been changed. In 2008 it was 3,68% and 2009 -1,79. In the table you can see the growth rates from the past few years. The World Cup football has given South Africa a huge boost in infrastructure and people's sense of unity. It might be a short-term boost economically, but every company already spend it's marketing budget during the World Cup.

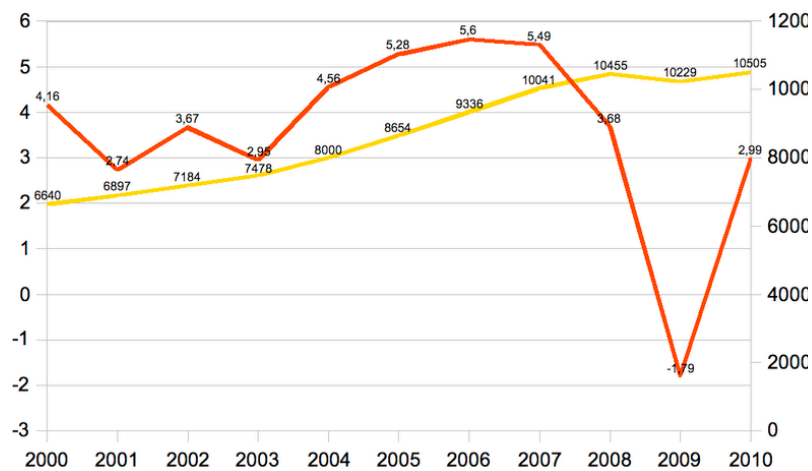


Figure 2: Growth rates South Africa

Social-Cultural

¹South Africa is an ethnically mixed country. To create more economic equality, the government has to set up a system to empower disadvantaged groups. When the population is better educated, the economy will improve and each company will take benefit out of it.

Technological

²South Africa is a technologically advanced country but not everyone can benefit from it yet. Still millions of people don't have Internet access. The table shows the Internet use is rising rapidly since 2001. Mobile Internet is also getting more popular as more and more people use smart phones with Internet access.

YEAR	Users	Population	% Pen.
2000	2,400,000	43,690,000	5.5 %
2001	2,750,000	44,409,700	6.2 %
2002	3,100,000	45,129,400	6.8 %
2003	3,283,000	45,919,200	7.1 %
2004	3,523,000	47,556,900	7.4 %
2005	3,600,000	48,861,805	7.4 %
2008	4,590,000	43,786,115	10.5 %
2009	5,300,000	49,052,489	10.8 %

Figure 3: Internet uses in South Africa

¹ <http://www.southafrica.info/about/population.htm>, watched 12th of May.

² <http://www.internetworldstats.com/af/za.htm> , watched 12th of May.

3.3.2 Meso analyses (porter)

Porter's five forces model is a framework for the industry analysis and business strategy development to derive five forces that determine the competitive intensity and therefore attractiveness of a market. Attractiveness in this context refers to the overall industry profitability. An "unattractive" industry is one in which the combination of these five forces acts to drive down overall profitability. A very unattractive industry would be one approaching "pure competition", in which available profits for all firms are driven down to zero. As a business you want to know who's got the power in the market.

Potential entrants

A new entrant on the promotional products market would claim a part of market share from Bullseye. The promotional business can be roughly split in two:

Wholesalers: they supply direct to promotional companies. And on other side there are promotional companies that supply end users.

Being a reseller is relatively easy to get into:

- A person wouldn't need to have much knowledge. Just to find a supplier, a printer and get a few clients to start with.
- Jobs are generally small with a few large ones every year. For the small ones, no large capital needs to be invested.
- Brand awareness is an important aspect. Companies want to do business with companies they know, have worked before with and trust. It is an absolute must in order to get the bigger orders.
- Being innovative is very important in the promotional business while every new product gives an opportunity for new entrants.

It is harder to get into the *custom-made promotional items market*. There is a lot of knowledge involved, both practical (materials and designing) and with distribution (suppliers and printers). One would need to have a name in order to be trusted.

Buyers

It is important to take a look at the buyer-side of the business, to see how strong it is. The companies who are looking for promotional products will need to search and negotiate to get the lowest possible price. A buyer will force competitors out and make them cut their margins.

- There is an overview of promotional products suppliers in the Yellow Pages and on the Internet. A lot of information is available. Search engine optimization needs to be good and optimal.
- Building a relationship with a buyer will involve giving discounts, but they can change suppliers whenever, since there are no direct costs.

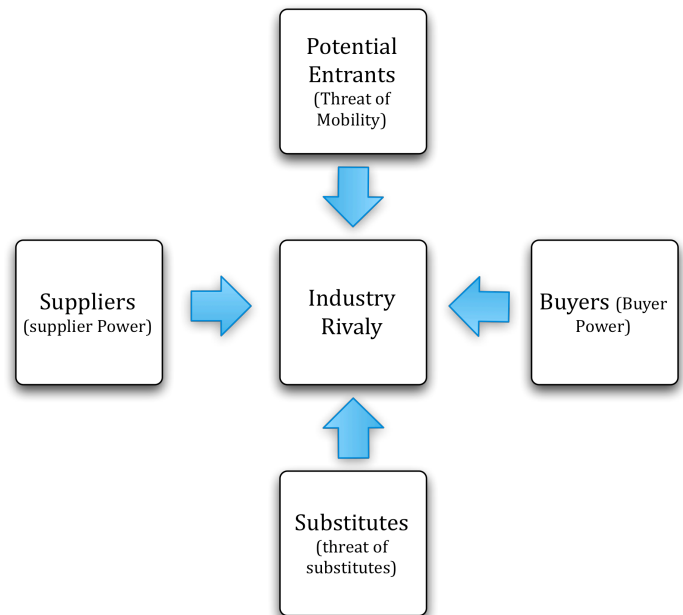


Figure 4: Five forces of Porter

- For the reseller side of promotional business there is easy access to alternative suppliers.
- For the custom- made promotional products there are only few alternatives.
- A larger buying volume is something a buyer would trust to a well-known supplier. Costs are an important issue, but so is peace of mind.

Substitutes

The company has to ensure the products they're selling are lucrative, either in quality or price, in comparison to the substitution products. Either way it would mean higher costs or cutting margins and less profit. New promotional products coming on the market every day, so Bullseye has to focus on innovating suppliers.

Suppliers

The influence of suppliers in the promotional business is important, since they determine the price of a product and therefore have influence on margins and profits. The suppliers' catalogues comprise a big part of the business.

Bullseye's suppliers are located all over the world. There are no geographical barriers. The two big barriers are time and price. Generally, Bullseye can obtain a product wherever it is cheapest but it has to be delivered within a certain period. Only time can be a restriction, as with quick jobs the deadline is in a week or two – Bullseye needs the product quickly and must source it locally. With jobs having a further deadline, Bullseye can buy products from overseas that are cheaper, but it can take 2-3 months before it arrives in Cape Town. Internal competition between suppliers is always there. Basically, a promotional company will buy the products where it is the cheapest, but there is also a strong relationship loyalty.

Through creating a relationship with a supplier you could get certain advantages:

- Discounts when needed
- Priority in manufacturing
- More strength in price negotiation
- Credit to pay later

On the other hand, you will always need to research for other suppliers, to see if your trusted supplier isn't taking advantage of your loyalty.

Conclusion

The four forces are leading to the industry rivalry. Bullseye is operating in a market where the buyers have the power. The market is open and almost everyone can access the market. Businesses can choose of a large number of companies, and will go for the lowest price. Bullseye has the power to deliver customized products. Bullseye can define itself and create a relationship with the client.

The SWOT analyses and the confrontation matrix will show the conclusion of the internal and external analyses and come up with what needs to be done to solve the problems of Bullseye.

3.4. SWOT analysis

Strengths and weaknesses are internal, opportunity and threats are external. An opportunity and a threat must be considered a positive or negative development when there is *no change in policy*. This SWOT analyses would indicate where investigation is needed and what needs to be done to deal with the crisis. A strategy is something a company chooses to follow to structure the business more and to generate more revenue at the end.

Strengths:

- Bullseye is specialist in the customisation of promotion material.
- Employees are well motivated.
- Every order gets personal attention.
- Good communication with the client about the product.

Weaknesses:

- No money available for marketing.
- No new clients being attracted to Bullseye.
- No time for attracting new customers.

Opportunities:

- Custom relation marketing can be useful to Bullseye.
- Constant innovations are very important in the marketing business. Companies are always looking for the new 'cool' items.
- A large vacant market share is up for grabs by anyone who is willing to make the effort.
- Corporate social responsibility is becoming more important for companies.
- Internet is growing
- The Soccer World Cup has given an economic boost.

Threats:

- Not to rely too much on one supplier otherwise the supplier will have too much power.
- Seasonal fluctuations are incredible in South Africa. Summer is booming while winter is normally quieter.
- Potential clients don't know about Bullseye.
- The existing customers are cutting back on marketing budgets.
- Customers quickly forget about Bullseye.

South Africa is coming out of an economic recession, with a break during the World Cup in 2010. The large inequalities are there, but work is being done to reduce them. In the summer months the money is made. Some products always do well, but the promotional products business is one of them where innovation is very important. Suppliers can be a great help or a great threat. Size and portfolio are important for getting more work and more brand awareness. The winter months are quiet and it is dangerous to rely mainly on summer.

3.4.1 Conclusion

The SWOT is useful to see what the opportunities, threats, strengths and weaknesses are of Bullseye. The next chapter will combine the points out of the SWOT analyses in combinations that are the most relevant for Bullseye. After the confrontation matrix there is enough understanding to explain the theory about the outcome of the confrontation matrix. The combination of desk research and the confrontation matrix will lead to the problem definition and the methodology. In attachment 5 you can find the figure of the SWOT analyses.

3.5 Confrontation matrix

For every company it is important to know what the SWOT analysis looks like. A confrontation matrix shows what factors are the most relevant to each other.

INTERNAL		EXTERNAL							
		Opportunities				Threats			
		Internet is growing	A large market share is up for grabs	CRM	Innovation is important	Potential Clients don't find Bullseye	Customers forget about Bullseye	People are cutting back on costs	Seasonal fluctuation
Strengths	Bullseye can make customist products	1	5	2	4	1	3	3	1
	Every order gets personal attention	3	5	3	2	1	3	2	1
	Staff is well motivated	5	5	1	4	4	4	3	2
Weaknesses	No Money available	5	5	1	2	5	1	1	2
	No new clients come to Bullseye	5	3	1	3	1	1	1	1
	No time for attracting new customers	4	3	1	1	1	1	1	1

The confrontation matrix shows which factors are relevant and who are associated to each other. Bullseye is going through a hard time but there are still a lot of opportunities to grow and to improve. The confrontation matrix gives more clear advice where research has been done to give a good and clear advice to Bullseye.

These factors have the greatest relationship with each other:

Untapped market share → Bullseye can make customised products.

Not all the competitors are able to make customised products. The client that Bullseye would like to attract must be convinced that the product Bullseye can make is special and unique.

Untapped market share → Every client gets personal attention.

A client wants to feel that they are special and that attention is what Bullseye offers.

Untapped market share → Employees are well motivated.

The employees receive basic salary (guaranteed) and also commission on every order they get. The employees are therefore very motivated to attract new customers.

Untapped market share → No budget for marketing

Because there is a market share available it will be easier to conduct new clients without a large marketing budget.

Potential clients don't know about Bullseye → No budget for marketing.

There are almost no marketing activities planned for the future. The marketing activities have to be SMART (**s**pecific **m**easurable **a**ceptable **r**ealistic and **t**ime).

Internet is growing → Staff are well motivated

To use the Internet as a marketing tool employees have to be motivated to be on top of content to provide maximum outcome.

Internet is growing → No money available for marketing

There are many ways to use the Internet as a marketing tool without spending money.

Internet is growing → No new clients are using Bullseye.

The Internet can be used to attract new clients to Bullseye.

3.5.1 Conclusion

The confrontation matrix indicates the strengths and weaknesses and what opportunities and threats can be linked to each other. These are the combination from the internal and external analysis with the most potential to get Bullseye out of the crisis. All the combinations that are relevant for Bullseye are about one subject: Sales. In order to get more money in and come stronger out of the crises Bullseye has to increase its sales. In the next chapter the theory about sales is discussed. After the theory about sales the problem can be defined and there can be discussed to solve that problem.

4. Theory for Bullseye 'Cycle of Sales'.

The recession crisis has hit the whole world. South African businesses and Bullseye are also suffering by the crisis. To investigate a company and give good and clear advice it's important to know the market well and know what researchers say about it and what they say about solutions for it. In the previous chapters everything is shown in the perspective of the company. This chapter is about what the literature advises on how Bullseye can overcome this crisis. It's important to know how Bullseye is positioned in the market and how the strategies that researchers used in the past can be used to change Bullseye. Based on research, Bullseye can see what has been done in the past and look at what options are available in the future to emerge a stronger force on the other side of the crisis. There are different subjects that can be an effective tool for Bullseye. ³The cycle of Sales or sales execution model can be very useful to Bullseye. The Sales execution Model has to be used to analyze, diagnose, prepare and execute to getting the orders in. The Sales Execution Model has three phases: **Pre-Sales Activities, Sales Activities, and Post Sales Activities**. The Pre-sales activities are about the acquisition of new clients, the Sales Activities are about how a company can improve the actual sale and Post Sales activities are about after sales-how to keep the client satisfied and happy and to maintain more sales in the future. These three topics are discussed in the below. This chapter is dedicated to what scientists have found on these three topics.

4.1 Pre-Sales Activities (Acquisition of new clients).

⁴Relationship retailing means attracting and retaining, and enhancing client relationships. Service and sales are even more important as long-term marketing.⁵ It's widely understood that it is far less costly to keep existing customers than it is to win new ones. It is accepted that there is a link between customer satisfaction, customer retention and profitability. An existing client needs attention and always needs to be satisfied about the products and service of the supplier. If you maintain the existing clients and develop new strategies to get new leads, your company will grow. ⁶There are different ways to get more new leads to your business to generate new clients:

- Develop a CRM system or other sales support software
- Train salespeople in a new selling system or new selling skills
- Demand more marketing and selling activity. More leads, more sales calls, more proposals, more distribution channels
- Tweak the compensation or incentive system or hold a sales contest.
- Use Internet to get free publicity.
- Develop marketing campaigns
- Cold calling

These things can be useful for some companies but do not apply to all. Strategic marketing is also important when you look at a business and attracting new clients. But many

³ <http://coach4growth.com/sales-management/the-sales-execution-model-pre-sales-activities-sales-activities-and-post-sales-activities>, watched 5th of May.

⁴ Relationship marketing for competitive advantage: winning and keeping customers: by: Adrian Payne, Martin Christopher, Helen Peck, Moira Clark; 2003; Butterworth-Heinemann publishing

⁵ The handbook of customer satisfaction and loyalty measurement; by: Nigel Hill, Jim Alexander; 2006; Nigel Hill

⁶ Sales and Marketing the Six Sigma Way; by: Michael Webb and Tom Gorman; 2006; Kaplan Publishing

professors and researchers use different definitions for marketing. To be clear these three definitions below are the most common and have the best references.

- ⁷The American Marketing Association (AMA) uses the following: *"The process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives."*
- Philip Kotler uses: *"Marketing is the social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others."*
- The Chartered Institute of Marketing (CIM), *"Marketing is the management process that identifies, anticipates and satisfies customer requirements profitably."*

Many companies have many types of sales and marketing strategies but it is hard to find good strategies that are applicable to small businesses and are not too expensive.

4.2 Sales Activities

The lifeline of any business is positive cash flow and sales provide the means for businesses to generate cash flow. That's why good sales and marketing strategies are necessary in every business. Most companies only use marketing tools to generate new clients, but that is not enough. Every company has to look at all the three parts of the cycle of sales. Marketing is responsible to create brand awareness and sales generate the revenue streams. The sales department makes the money that the marketing departments have spent. The second phase of the cycle of sales is about approaching the best possible customer and the sales representative will have to do anything to close the deal. ⁸According to Kotler and Keller sales people have other tasks apart from pre-sales and post-sales activities as follows:

- **Communicating:** communicating information about the company's products and services;
- **Selling:** approaching, presenting, answering questions, overcoming objections and closing sales;
- **Servicing:** providing various services to the customers – consulting on problems, rendering technical assistance, arranging financing, expediting delivery;
- **Information gathering:** conducting market research and doing intelligence work;
- **Allocating:** deciding which customers will get scarce products during product shortages

One of the things that a sales representative has to do is selling. Kotler and Keller again divide this phase into six steps:

- **Prospecting and qualifying:** identify and qualify prospects. Clients you can divide into four groups; large clients with high future potential, large clients with low future potential, new smaller clients with high future potential and smaller clients with no future potential are not relevant. When a company looks at the potential client the next four points have to be kept in mind:
 - Growth and protection of accounts.

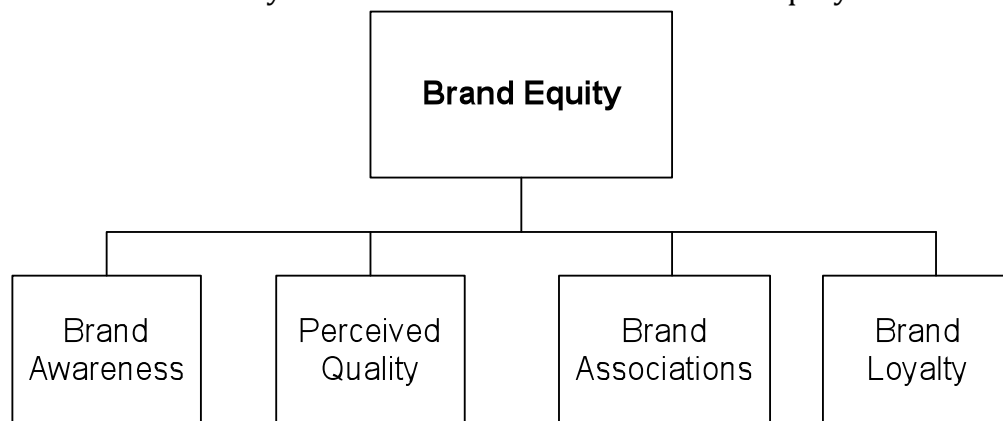
⁷ Strategic Marketing; by: Andrew Whalley; 2010; Andrew Walley & Ventus Publishing ApS.

⁸ Marketing Management; by: P. Kotler, K.L. Keller, M. Brady, M. Goodman, T. Hansen, 13th edition; 2009; Pearson Education Limited.

- Stronger and more satisfying business and customer relationships.
- Increased and more diversified revenue.
- Increased influence in customer buying decisions.
- **Pre approach:** learn as much as possible about the potential client
- **Presentation and demonstration:** the sales representative approaches the company with a product using features, advantages, benefits and value approach (FABV).
- **Overcome objective:** the sales representative should make every effort to ensure the customer satisfaction and he or she has to overcome all obstacles in order to get a deal.
- **Closing:** make sure the deal is closed and the client is happy with the decision.

4.3 Post-Sales Activities (after sales).

Once customers are attracted and sales take place, it is important to keep the attention of the customer. You want to make sure that your brand or company comes into the mind of the customer, the customer has to recognise your brand and product. Big companies have to do little to ensure that consumers know their brand and company. Everyone knows what kind of brands Apple, Coca Cola and McDonalds are and what they stand for. It is difficult for a small company to become ⁹top-of-mind awareness (TOMA). As a company you want to become in the top of the mind of every potential customer that leads to more leads and eventually more sales. ¹⁰Aaker divided Brand equity in 4 different subjects:

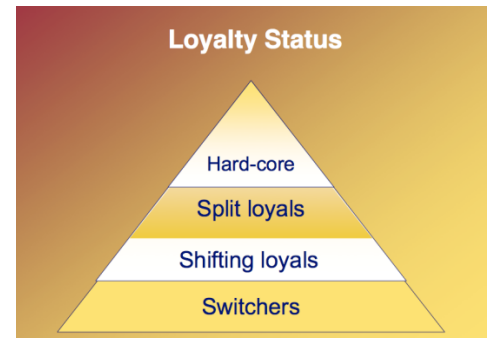


- **Brand Awareness (Branding):** As a business or a brand you want to be sure that potential clients remember your brand and your company. Brand Awareness can be divided in several sub-concepts.
 - Brand/Company awareness → if a customer thinks about a certain product a bell has to ring and the company that can provide these products has to pop up in the heads of the potential clients. Every small company wants to be in the mind of the customer. The smaller the company the harder it is to get into the mind of a potential client.
 - Brand/ Company meaning → the name of a company has to be in the mind of a potential client.
 - Brand/Company emotions → a brand or a company has to jump into the emotions of the customers. Emotions can be used effectively when a company develops a new marketing or sales campaign.

⁹ Franzen, G. (1998). *Merken & Reclame. Hoe reclame-effectiviteit brand equity beïnvloedt*. Kluwer bedrijfsinformatie

¹⁰ Brand leadership; by David A. Aaker and Erich Joachimsthaler; 2000; The free press

- Perceived quality: Does the product meet the consumer expectations? It has nothing to do with the actual quality of the product. But is it what the customer expected. Will he recommend the company to friends and family or another person?
- Brand Associations: This term indicates the extent to which a brand is present in the minds of consumers. People and Companies want to be associated with good products with a good image.
- Brand loyalty: Brand loyalty is the degree to which a consumer is loyal to one brand or company. As a company it is important that you ensure that your customers are loyal to your brand and your company. The loyalty ladder shows how the customer is loyal to a company. As a small business you want to make sure that your customers are staying with you as long as possible. Not only big companies but also small companies want to make sure that customers stay satisfied and don't walk away. As a company you want to have a solid base of clients that give you orders.



There are many ways to make sure that a company is in the mind of a customer and remains there.

After sales can be described as all activities the client requires after taking a product or service. The reason why after sales is so important is not only to get and to stay in the minds of the client.¹¹ Based on after sales companies can make a forecast on potential sales. This is based on four components (*trend, cycle, seasonal and erratic*) analyse these and make forecasts for the future.

4.4 Conclusion

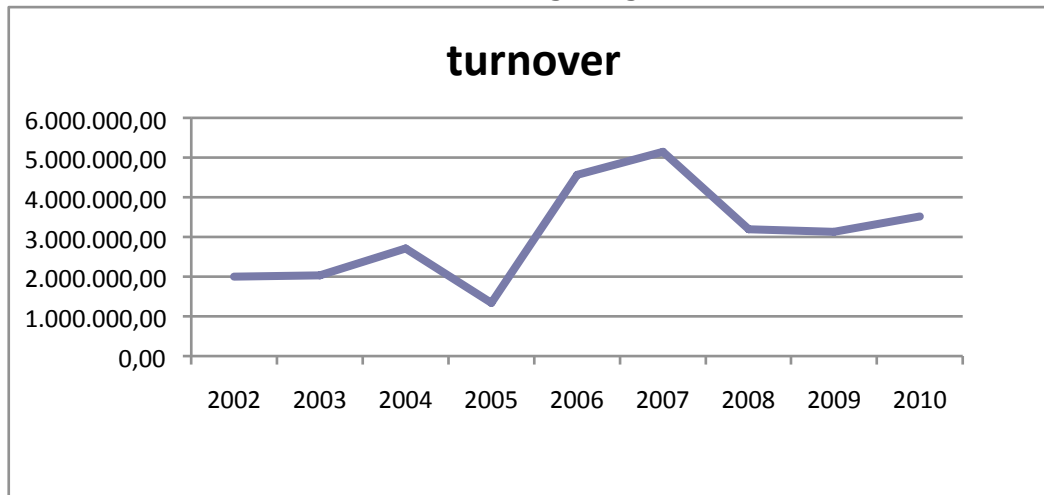
The cycle of sales is very important for a big company but also for smaller companies. Attracting new clients is one of most important tasks for a company, but only attracting new clients isn't enough to generate more profit. It's the whole profile of *pre-sales, sales and post sales activities* that has to be in order to generate more satisfied clients that are loyal to a company. When this cycle works a company can generate more brand equity, brand awareness and brand loyalty that leads to more sales and more profit. When the ball starts rolling everything will fall into place.

The theory divides the sales into three parts. Before it can be characterized what needs to be done to improve the sales of Bullseye the problem has to be defined. The next chapter will define the problem and after that the thesis is about how and what should be done to solve the problem.

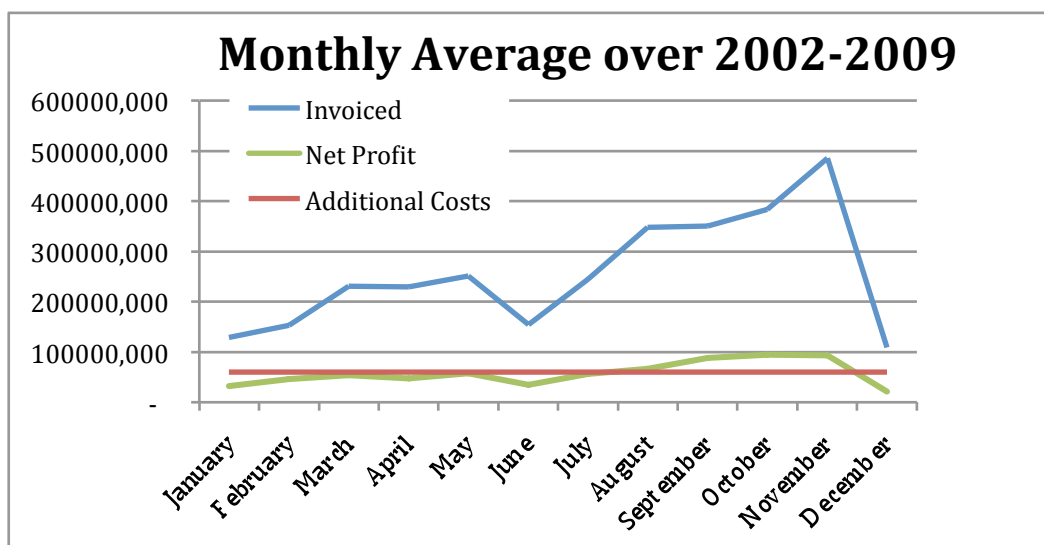
¹¹ Marketing Management; by: P. Kotler, K.L. Keller, M. Brady, M. Goodman, T. Hansen, 13th edition; 2009; Pearson Education Limited.

5. Problem definition.

Bullseye is a small company that deals with the supply and production of promotional material for all kinds of businesses. Innovation in small companies is important to get new clients and to keep the market fresh and up-dated and keep the existing clients content. Bullseye is operating in a hard and tough market and suffers against a lot of its competition. The economic crisis has hit almost every company in the world. Bullseye also suffers by the crisis. The following figure shows that the turnover since 2007. It has decreased the last year and there has been a small increase that was due to the World Cup Football, organised in South Africa. But this boost isn't enough to get back on track.



The clients of Bullseye are ad agencies and random corporate companies who use promotional material. If a company has to cut back on cost, marketing and promotional cost are the first things to cut back on. In the last four years Bullseye has been suffering from the decline in marketing expenses of companies. It also suffers because they lose some customers due to bankruptcy. Bullseye doesn't have a lot of long-term customers. Not every company needs promotional material so often. At this stage the summer months are more profitable for Bullseye but winter months are less so. Bullseye struggles to break-even in these months. In the table below you can see that all the clients order their promotional products between August and November.



The constant revenue flow is the main concern of Bullseye. Bullseye has not got enough money to invest in marketing campaigns or expensive strategies; it has enough money to pay the bills. If Bullseye wants to come out of the crisis strong and powerful, strategies have to be developed to achieve new clients. Strategies have to be developed to get more sales out of existing clients. The whole problem to be solved can be formulated into one sentence:

How to increase revenue for Bullseye in Cape Town with a minimum budget.

To solve the problem and to make the problem as clear as possible the main question can be divided into two sub main questions:

1. *How to increase revenue through new clients?*
2. *How to increase revenue through existing clients*

Earlier analysis in this thesis show that the market in which Bullseye is in is transparent and freely accessible. It is therefore important that Bullseye investigates how it can distinguish itself from others and how they can create more brand recognition. In the mythology (next chapter) it will be explained what kind of different research has to be done to come to good solutions to solve the problem and to increase the revenue. The cycle of Sales explained that there are a lot of different ways to attract new clients, to improve your sales and to keep your clients content. This can all lead to more revenue. There are a lot of ways to generate more revenue but not every way can be elaborated in detail. In the Methodology I will explain what has to be investigated and what has to be done to explore the best possible recommendations for Bullseye.

6. Methodology

The methodology is to find out how and what has to be investigated to be able to answer the main question that was given in the problem definition. The theory describes three things that can be discussed to generate more revenue. Bullseye can improve by attracting new clients (pre-sales activities), improve the actual sales (sales-activities) and make sure the customers are happy and satisfied (post-sales activities). It's how all about how customers think and act and respond to the actions of Bullseye. All the gathered information in conjunction with the results of certain investigations can lead to a good and clear advice for Bullseye.

There are two things that can be addressed to increase the revenue for Bullseye.

1. Increasing revenue through new clients
2. Increasing revenue through to existing clients

1. Increasing revenue through new clients.

In order to ensure that the revenue will increase, new customers have to be attracted. Before developing marketing strategies it will be useful to investigate how customers think and respond to Bullseye. A customer satisfaction survey will show what customers think is important and what Bullseye has to do in the eyes of the customers to be ahead of the competition. To find out what high rollers of Bullseye mark as important the three largest customers were interviewed. From these interviews, you can retrieve information that is important. As a company, you want that your potential customers to see your strengths and that they are convinced that you are the best. The strengths that big clients say are important have to emerge in the strategies to attract new customers.

To find out what Bullseye can do to attract new customers, all possible solutions have to be examined. The solutions have to be valued by relevance. The solutions are ranked by plus and minuses. The more plus sign a solution has the better it is to implement it. The solutions will be ranked at: easiness of implementation, potential new clients, efficiency short term, efficiency long term, change of success, cost and time to spend every week and finally every solution will get an overall score. This ranking is based on interviews with the director of Bullseye and on desk research that is done. The company attaches great importance to the fact that new marketing/sales strategies to attract new clients are cost less. From the solutions Bullseye can select the ones that are the best and the easiest to implement.

Operational Sales Techniques

It's difficult to attract a new customer but getting a deal out of a potential client is just as difficult. A good sales meeting is difficult and important but good preparation is even more important. As sales representative you want to know what the client is interested in and you want to convince him that your company can handle the deal best. To see how Bullseye can improve it's sales there has to be research done and how the sales process is going at this moment. You will have to take into account what scientists tell us about the perfect sales pitch and about the best sales activities.

A total of 6 sales meetings will be analyzed. To see what clients think is important during a meeting and how employees of Bullseye try to convince the client about Bullseye performance. During sales meetings it is important to monitor how customers react.

Bullseye meets customers to tell them about the company and show what Bullseye has done in the past and what it can do for them. It is instructive to analyze sales meetings to develop sales strategies and to see how Bullseye can improve to get more effective sales that will lead to more revenue.

2. Increasing revenue through to existing clients

Increasing the existing customer base and improve the sales approaches are not the only ways to increase revenue for Bullseye. Bullseye operates in a large and an open market, which is why it's easy for customers to switch to another companies. Important clients that have been with Bullseye for a long time are interviewed, but there are a lot of customers that Bullseye didn't hear of for a while. These customers have a reason why they haven't dealt with Bullseye in the last few years. Maybe they're bankrupt, maybe they have found a cheaper supplier, but maybe they have just forgotten about the existence of Bullseye. This group of old customers is large, as a lot of companies don't use promotional products all the time. To find out why these customers haven't come back, research has to be done. A regular customer with a high brand value and customer loyalty is worth a lot to a company like Bullseye. The study should demonstrate why these old customers don't order anything anymore. This research also offers the ability to immediately see what the behaviour of an old customer is, and ask them what they think is important for a promotional company. When a customer admits they have forgotten about Bullseye, it will be useful to ask how they search for a new promotional company. In this way you know where Bullseye has to focus on to attract new and old clients. As a company you want to know how people search for a promotional companies. Are they using Google, personal relationship, or perhaps a whole different way? In total, between 20 and 30 customers were approached. It varies from customer to customer as to when they last ordered. In this way we can also see the difference between customers that have ordered nothing in the last 3 years and customers that haven't ordered in the last 3 months. The following details are important to gather in order to see how Bullseye can improve the business and generate more revenue. The following information will be needed:

- If the customer remembers the name Bullseye and knows what kind of company it is.
- Why hasn't it ordered for a while?
- What is important to the client when he orders promotional products?
- When the customer is looking for a new promotional company, how does he find the right company?
- Is the customer sensitive to mailers?
- Does the client make use of vouchers or discounts?

The next chapter will explain the results of the three investigations that will lead to certain action points that are relevant for Bullseye to increase its revenue.

7. Analyses and results.

7.1 Introduction

This chapter will show the results of the investigations that were done to see what Bullseye could do to increase its revenue. By combining the results, the theory and the outcome of Bullseye's business description and marketing environment there can be several action points to increase the revenue and to get Bullseye back on track.

Throughout the thesis the trichotomy is used to explain the theory and the problem, and the results will be divided into the pre-sales, sales and post sales Activities. The outcome of some investigations covers more subjects than one. This is why the collected data is getting discussed first and then the analysis will lead to certain action points that have to be followed up or developed further.

7.2 Outcome of interviews

As a company you want to know what your customers are doing and what they are thinking. As a company you want to improve your business and exploit your strengths and keep your weakness as low as possible. To find out what the most important customers mark as 'important' the three largest customers were interviewed. The information that emerges from this can give Bullseye the information to see what top clients think about the strong and weak points of Bullseye. If your company knows what they are doing well or wrong they can focus better to satisfy the customers and where to focus on when they want to attract new clients. During the interviews some bad and good occurred. Bullseye can learn from its mistakes and exploit the good points. The improvement points are:

- Bullseye has to develop more innovative products.
- The products that Bullseye delivers are not special enough.
- Quotes need to be sent out quicker.
- Products should be linked to the branch.
- The best price has to be given straight away clients don't want the best price after asking twice.

The good points of Bullseye that the clients told in the interviews are:

- Every client gets personal attention.
- Quick feedback time.
- 99% of the time Bullseye makes the deadline.
- Account managers are 24/7 available.
- Bullseye comes with several options in a quote.
- Good turn around time.

In attachment 6 a figure shows the points broken down by customers. In the interviews there are also some things that came forward that may be relevant in this thesis.

- Quick turn back time.
- The people in the companies use social media.
- Good service, price and quality.
- Not exclusive enough.
- Price is still important.

The whole interviews are in attachment 7.

7.3 Outcome sales analyses

To give good and clear advice on how Bullseye can improve its sales meetings the current sales meeting has to be analysed. The findings and outcomes of this research can be compared to what scientists say about the perfect sales meeting/sales pitch. Also, the result of the questions in customer survey according to the sales activities has to be included in the opinion. In total I have taken six meetings on which I base the following assumptions. The dealing with customers at the office is also included in my analyses. The sales meeting can be divided into three phases: preparation, the actual meeting and the call after a sales meeting.

Preparation.

The employees of Bullseye don't prepare a sales meeting. Good preparation can ensure that the potential client is more interested in your story. Come up with good facts, good market information and bring the right samples.

The actual sales meeting

The sales meetings of Bullseye are not structured and have no story line. The employees of Bullseye have a lot of product knowledge and are open minded to the customers. Bullseye has to convince the potential client that Bullseye is the best in what it does.

After the sales meeting

After a sales meeting Bullseye doesn't use the gathered information enough. Bullseye is slow in returning quotes and the turn back time is most times too slow. Bullseye can do a lot more in order to get more sales out of the meetings.

The customer survey showed that old clients forget meeting with Bullseye quite quickly. The sales meetings were not good enough so that people would remember it for a long time. The people who remembered the meeting think that Bullseye come across professionally during the meeting. In attachment 8 all the figures of the customer survey are showed. But to increase the revenue the whole sales process has to be changed. Clients have to remember the meeting! It is difficult to point out what has to be improved. The sales are relatively small but everything must be done to improve the whole process of Bullseye. Later in this chapter these findings are compared with what the literature says about the perfect sales meeting/pitch. From this an option will follow on how Bullseye can improve it's sales.

7.4 Outcome of customer survey

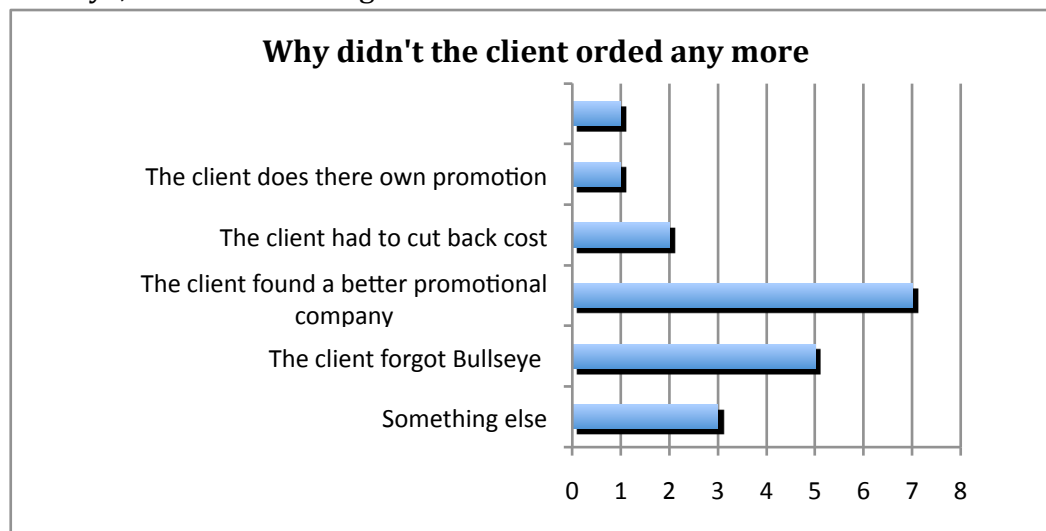
A customer survey is useful to see what customers really think is important and to see what the customers remember about Bullseye. As a company you want to build a relationship with your customer, this will lead to brand loyalty and customer loyalty. For Bullseye the question on how to stay in the mind of the customer to increase the sales and the revenue is key. A customer survey can have different target group so you can investigate ¹²four factors.

- New clients
- Existing clients
- Ex-clients
- Own employers

In total 39 companies were approached, 6 companies didn't exist anymore and 14 wouldn't collaborate.

¹² Operationele marketing: het 7-stappenplan voor marktbewerking , by Michiel van Mens

Bullseye has no additional money available for marketing, so word of mouth is really important. Unfortunately the customer survey revealed that just over 50% recognized the name Bullseye. This means that nearly half of those that have been questioned didn't remember the name Bullseye Promotions even though these companies still ordered promotional products. A lot of clients found a different company that is better than Bullseye, this is concerning.



In attachment 9 all the figures are shown.

The rest of the customer survey is built on the basis of the pre-sales, sales and post sales activities.

Pre-sales activities questions.

For pre sales it is important to know how the customer has been approached in the past and how the client would search if he would look for a new promotion company.

Bullseye must ensure that this customer calls Bullseye again. Before we try to see how customers are searching, it will be useful to know why the customers haven't ordered from Bullseye anymore. Most customers are just forgot about Bullseye and some clients found other promotional companies that in their eyes were better than Bullseye. Bullseye has to ensure that clients can find Bullseye easier and work out how to keep the client longer. An existing client is much cheaper than trying to attract new ones.

Now clients search for promotional companies on the Internet and from recommendations of others. Bullseye must respond to the search behaviour of customers in order to ensure that people come back to Bullseye. In that way Bullseye can show the customers what it's capable of.

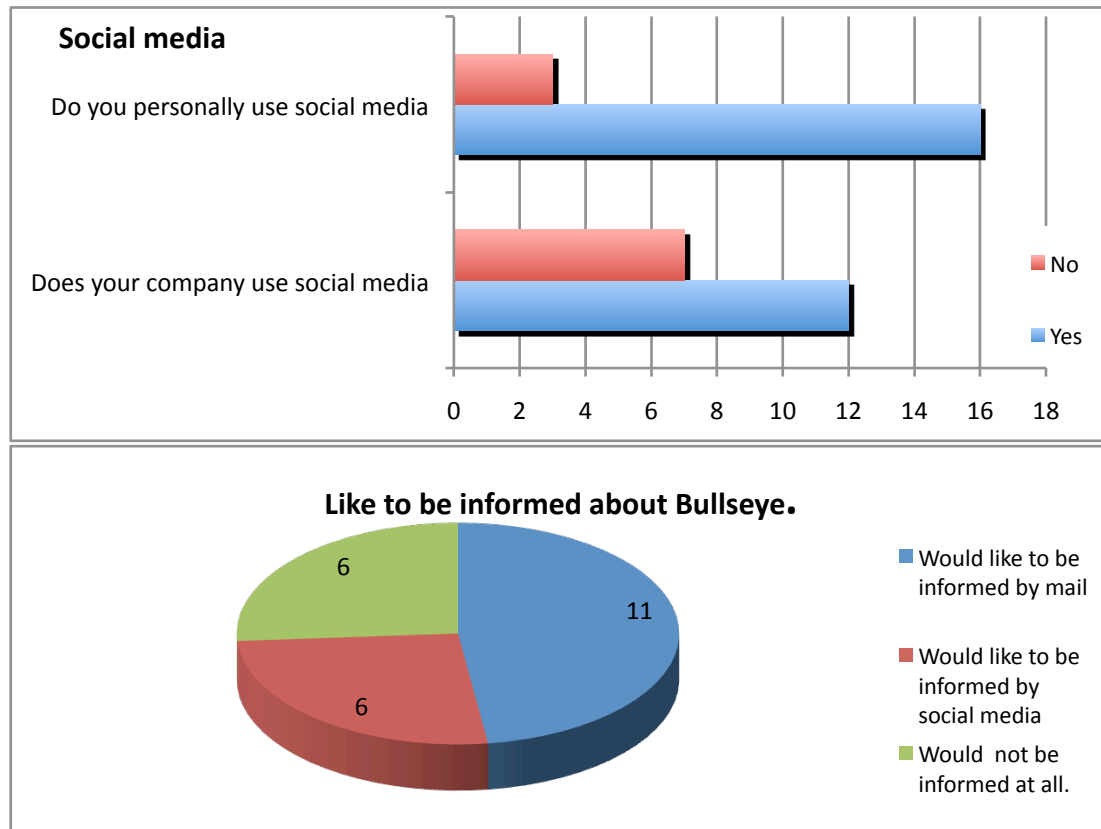
Sales-activities questions.

The actual sales are difficult to analyze using the answers of questions from the customer survey. Many customers can't remember the actual sales meeting that they had with Bullseye. This indicates that the sale wasn't good enough for customers. Customers have to be blown away during a sales meeting.

Post-sales activities questions.

For the post-sales activities questions have been asked about whether the customers like to be kept informed for discounts and offers. Most people appreciate it when they get the emails but not everyone actually reads the promotional emails. They were also questioned

about whether the companies or people use social media. In the figures below and in attachment 9, you can see that many people want to be kept informed by mail or social media. Customers also appreciate that after a deal Bullseye comes back to them to ask if the products were what they expected.



7.5 Attracting new clients (pre-sales activities)

After the results of the investigations it is now important to combine all the gathered information to see which action points are the most relevant and can be discussed in the next chapter.

The interviews and the customer surveys have revealed much useful information about attracting new customers. Bullseye knows now what customers think and what they mark as important. Bullseye knows what to focus on when they are attracting new clients. This information compares with the business description and the conversations with the director of the Bullseye. Certain options can be looked at to improve the business that will lead to more clients. These options are ranked and the most applicable will be described in detail in Chapter 8.

The studies indicate that customers often ask people within their social environment which promotional company they use. For Bullseye, it is the task to ensure more recognition from potential customers. Through brand awareness you can lead them to the new site and convince them of the strengths of Bullseye. These options are ranked following the results of various surveys and interviews with workers or Bullseye.

	Efficient short term	Efficient long term	Easiness to implement	Time to spend a week	Potential new clients	Cost	Chance of success	Overall score
Social media	- + +	+ + +	+ + +	- + +	- + +	+ + +	- + +	+ + +
Hire a sales representative	- - -	- + +	- + +	- + +	+ + +	- - +	- + +	- - +
Set up professional mailers	- - +	- - +	+ + +	- + +	- - +	- + +	- - +	- - +
Cold calling	- - +	- - +	+ + +	- - +	- + +	- + +	- + +	- + +
Online vouchers	- - +	- + +	- + +	+ + +	- + +	- - +	- + +	- + +
Advertising not on Internet	+ + +	+ + +	- - +	- - +	- - +	- - -	- - +	- - +
Guerrilla marketing	- + +	- - +	- - -	- - -	- - +	- - -	- - +	- - -
Banners on the Internet	- + +	- - +	- + +	- + +	- - +	- - +	- - +	- - +
Advertising in malls	- + +	+ + +	- + +	- + +	- + +	- - +	- + +	- + +
Bill boards	- + +	- + +	- + +	- + +	- - +	- - -	- - +	- - +

The figure above shows which action points are the most profitable for Bullseye to implement at this moment. In attachment 10 all the other action points get briefly explained. The following two action points are getting discussed in great detail in the next chapter

Social Media

Social media is growing rapidly in the world. People are using social media more and more every day. Companies are also using social media to generate brand awareness and brand loyalty. Internet is on the rise in South Africa and in the near future so will social media. The use of social media would be a good opportunity for Bullseye to attract new clients and maintain existing clients. Social media is also free, innovative and effective. This is one of the options that have to be developed further into an action plan.

Cold Calling

Cold calling is one of the most annoying tasks to do but each employee has to do it. The cold calls within Bullseye are too low and inefficient. Phoning 10 different companies is not

as effective as calling 10 companies in the same branch. Before someone starts calling, it would be better to first do a little research about the market. This option is free and can be effective. This option gets briefly elaborated in the next chapter

The reason why these options are the best for Bullseye is that there are costless options. Bullseye won't spend any money on marketing activities.

The sub-questions that go with it are:

- Why and how can social media be effective for Bullseye?
- How can cold calls be improved to be more effective?

7.6 Improve sales (sales activities)

Once the potential clients are attracted the sales have to make sure the revenue will increase. The actual sales meeting is one of the key moments to build a good relationship with the customer. Often there are many things wrong but if the sales representative can keep a few points in mind, it will be more structured and the outcome will be better.

Bullseye has to structure the process more.

¹³The literature explained 6 points of interest.

- *Ensure there's a real purpose*
Meetings should be worth it, Meetings with people who never order promotional products is worthless.
- *Know your audience*
It is important that Bullseye knows exactly who they are dealing with during a sales meeting. It is also important that Bullseye knows what is going on in the market of the potential client. Bullseye should therefore focus on groups of customers and not have random meetings with different companies.
- *Look the part*
Look like a professional sales rep.
- *Use a first class presentation.*
The presentation is one of the most important things during a sales meeting. Potential clients don't know a lot about Bullseye. Bullseye has to explain what it has done and what it can do in the future. Bullseye has to convince the client.
- *Agree next steps*
There are many companies that do the same as Bullseye. That's why it is important to make a good plan with the client.

It's hard to tell how a perfect sales meeting will go, but to give Bullseye good and clear advice about sales meetings; different sales strategies will be discussed in the next chapter. The next sub-question has to be answered:

- *Which sales strategies can be implemented into Bullseye?*

¹³ <http://hubpages.com/hub/The-Perfect-Sales-Meeting>, watched 21th of April.

7.7 Keep the client (post-sales activities)

The literature and the customer survey are corresponding to each other; a loyal customer is worth much more than a new client. Nearly half of all the people in the customer survey didn't recognize the name Bullseye Promotions. Bullseye has to make sure that customer will remember the name Bullseye. In this way Bullseye will be an option when the client needs promotional products. The customers also want to be more informed via email or social media according to discounts or actions. Bullseye will have to look how they can make the clients more loyal, and the brand value of Bullseye will have to increase. In this way people will come back to Bullseye and the revenue will increase. To solve this problem, in the next chapter the following two questions will get further attention and discussed in every detail.

- *How can Bullseye create more customer value and more customer loyalty?*
- *Which after-sales strategies can be implemented into Bullseye?*

7.8 Conclusion

From this chapter some sub-questions have emerged to be further explained in the next few chapters. These questions/action points are worked out so that Bullseye knows exactly what to do to solve the problem definition is given to solve. The sub-questions are:

- Why and how can social media be effective to Bullseye?
- How can cold calls be improved and be more effective?
- Which sales strategies can be implemented into Bullseye?
- How can Bullseye create more customer value and more customer loyalty?
- Which after-sales strategies can be implemented into Bullseye?

8. Action point 1: Acquisition of new clients through Social Media!

The internal and external analysis showed that the Internet is on the rise. The Internet offers many opportunities in attracting new customers. The customer survey showed that many companies and people use social media in order to be connected. Bullseye can and should be using social media to inform people about Bullseye. Much information has emerged but the question in this chapter to be answered is:

Why and how can social media be effective for Bullseye?

The Internet is growing not only in the United States and Europe but also the people in South Africa are using the Internet more and more. A person goes on the Internet to solve one of the following three problems¹⁴

1. People want or need information.
2. People want or need to make a purchase or donation.
3. People want or need to be entertained.

Small companies who don't have the resources to spend a lot of money on advertising and commercials need to use the Internet to get free publicity. ¹⁵People in South Africa are using the Internet by PC as well as using the Internet on smart phones. People use the Internet more and social networks on the Internet are also more popular. Social media can be used as a tool to generate free publicity.

¹⁶At this moment more than 500 million people are using social media to stay connected with friends, trading photos, videos and articles. People don't use Facebook after work hours but also more during work time. Facebook is the most famous of all the social media's but for companies it doesn't have to be the most effective.

Twitter and linked-inn also can be used to spread out the thoughts of a company to get the attention of the people. Twitter is a social media that is based on tweets and people are following friends, celebrities or businesses. Twitter, Facebook or linked-inn can be used as a marketing tool to generate more brand awareness and more brand value. As a company you want to make sure that clients are always thinking about you. You want to reach a potential client in as many ways as possible but the potential client may find it annoying. You will lose his attention and your company will not be in his mind. If he would recommend someone or if he is looking for a promotional company Bullseye will be in his mind.

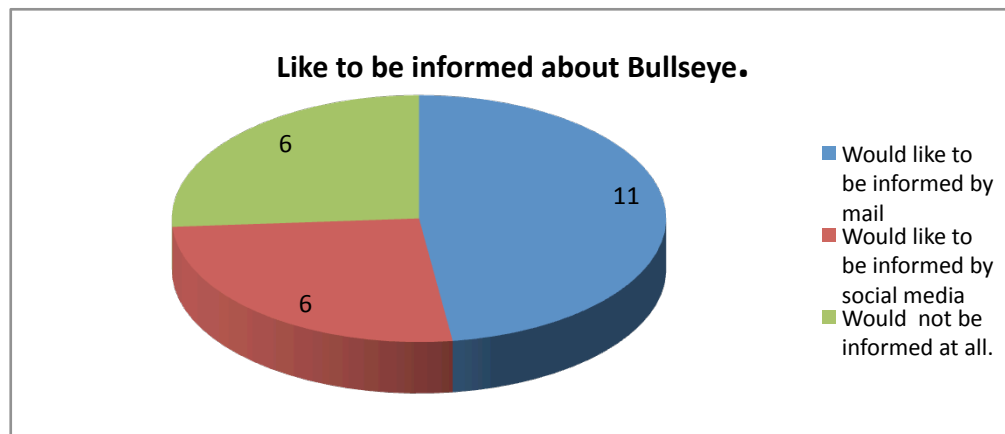
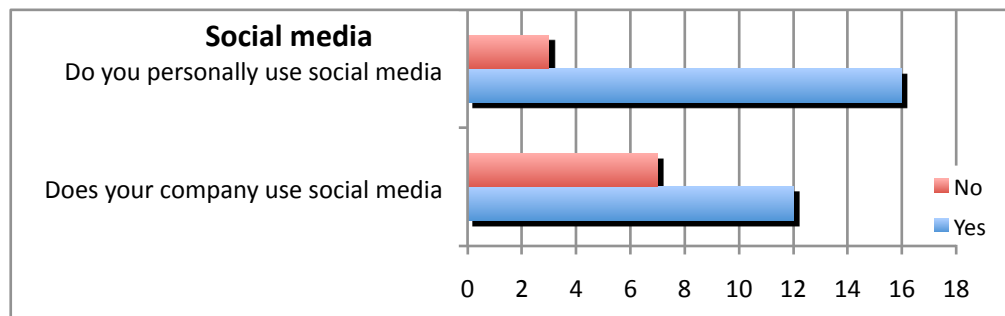
As a small company it is now wise to invest in social media. ¹⁷It is currently still small in South Africa but in the future it will be growing and become more effective for companies because more people are going to use it. The interviews and the customer research showed that already a lot of people are using it nowadays.

¹⁴ How to use the internet to, promote, and market your Business of web site; Bruce C. Brown; 2006; Atlantic Publishing Group

¹⁵ www.internetworldstats.com/af/za watched 6th of May.

¹⁶ The Social Network That Gets Down to Business; Migeul Helft; The New York Times; 30 September 2010

¹⁷ www.leader.co.za/article.aspx, watched 9th of May.



The analyses and results showed that social media is a good option for Bullseye to develop further. In the next few years the population that uses Internet in South Africa is going to grow rapidly, this because people prefer a smart phones with Internet access inset of an old fashion telephone and Internet is getting cheaper and more accessible for poorer people.

Before the reasons can be given why social media is good for Bullseye is wise to explain the word social media a bit further. ¹⁸There are many ways to define social media but Erwin Blom defines social media in my opinion the best.

'Social media is content created by people using highly accessible and scalable publishing Technologies. At its most basic sense, social media is a shift in how people discover, read and share news, information and content. It's a set of technologies, tools and platforms facilitating the discovery, participation and sharing of content. It is transforming monologues (one to many) into dialogues (many to many) and the democratization of information, transforming people from content readers into publishers. Social media has become extremely popular because it allows people to connect in the online world to form relationships for personal and business.'

There are several reasons why social media Bullseye can have much effect on Bullseye:

1. Put your brand in the mind of the customer.

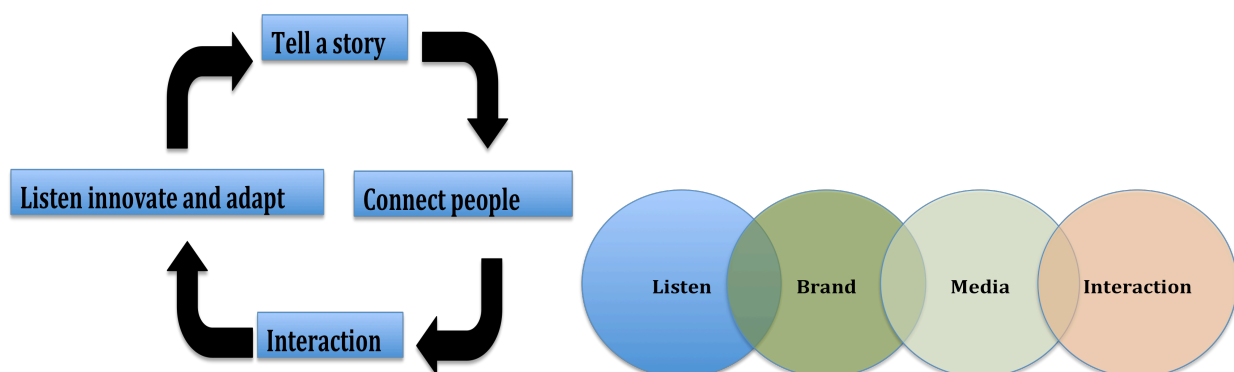
¹⁹Giep Franzen said, "A brand consists only in the brain of people. It is a network of associations between elements in a memory. These associations are the result of joint simultaneous spatial and temporal processing of sensory stimuli and thinking about different things in relation to each other. By using social media and send out the right information on right time to their followers Bullseye can ensure to start a

¹⁸ Handboek Communities; by: Blom, E; 2009; A.W. Bruna Uitgevers B.V.

¹⁹ Merken & Reclame, Hoe reclame-effectiviteit brand equity beïnvloedt; by: Franzen, G.; 1998; Kluwer bedrijfsinformatie.

positive flow around its brand and its company. In this way Bullseye makes sure that clients don't forget about Bullseye and what it stands for. When people have to recommend to others or when their own company needs promotional material Bullseye will pop up in the customers mind.

2. Show people what Bullseye can do and what Bullseye has done in the past. Social media can make people aware of what Bullseye has done and what it can do in the future. Bullseye can post pictures of exclusive custom made promotional material. People who are interested in custom-made products can see what Bullseye is working on. When a follower needs exclusive promotional material they will think about Bullseye. People recommend Bullseye through others who need exclusive promotional material. This generates revenue out of new clients but also out of existing clients.
3. The customer research showed that people are not working for one company for long periods of time. Linked-inn and Facebook, can follow these people when they have changed job. Customers are reminded that Bullseye still exists. In this way new sales can be generated from old clients and that will lead to more revenue.
4. Tell a story, connect people, interact, listen, innovate and adapt. The market in which Bullseye operates is large and easily accessible for others. When someone is looking for a promotional company he or she first asks someone in its personal environment. By social media Bullseye can tell a story to connect people and show what Bullseye has done in the past. People can give comment and there will be interaction between the people that are interested in Bullseye. Bullseye can learn to innovate and adapt to generate the best output.



Implementation plan

The reasons why social media has to be implemented are as follows, but Bullseye needs to know what to do to start this process. There will be several points that should be implemented to take full advantage of the social media. All these points will lead to a strategy that Bullseye has to maintain to generate more revenue.

- One employee of Bullseye is responsible for the Facebook account. This means that the account has be created and maintained. Each week, one or two pictures of custom-made products have to be uploaded. Not more than one or two images should be uploaded every week otherwise it will become annoying for followers and Bullseye will lose their attention.
- Each employee is responsible to give the names of the people where they work with to the Facebook accountant. People can be added as friends and the people that follow Bullseye gets increased.

- People often change jobs; LinkedIn can be used to follow the career of a person. Every employee of Bullseye has to have a LinkedIn account. They should friend and add the people they working with. When a person gets another job Bullseye can attract the person's new work as new client.
- Like a Facebook accountant they're also as to be a Twitter accountant. This person has to post tweets every day about what Bullseye is doing and what is new in the market. In this way people can see what is on the mind of Bullseye. The Twitter accountant has to find and follow other businesses and people than can be used for Bullseye.
- True Facebook followers can be invited for events like conventions and other meetings related to promotional products.
- At the moment the new site is under construction. On the site there have to be icons that are linked to Facebook and Twitter. People can go through the site to the social platforms and become friend or follower.

Social Strategy.

Everything that is discussed in this chapter is a part of the answer on the sub-questions that were given in the introduction of this chapter. To be clearer there is a social strategy that Bullseye has to follow to get more sales out of existing and new clients through social media. This will lead to more revenue.

Social Strategy: Inform people through social media about Bullseye and what he can do to build up a relationship.

Expected results and costs.

It is difficult to estimate how many new clients will be attracted through the use of social media. Bullseye wants to become in the mind of the clients and generate positive word of mouth. The proposed budget that is available is zero, Bullseye has no money available to invest and everything has to be costless. When the new site is live one employee starts to implement all the social media platforms. This will take 3 hours a week for the employee the other employees have to spend half an hour every day to send out the information to the social media accountant and to update their LinkedIn if necessary.

9. Action point 2: Attracting new clients by cold calls.

During the crisis many old clients of Bullseye went bankrupt or had to cut back on marketing or promotional products. This is based on the outcome of the customer survey. Small companies like Bullseye lost clients but now new clients have come in to compensate. Every company faces problems but like a Harvard professor once said; 'the problem that every company faces is lack of sales'. Bullseye doesn't put enough energy in attracting new clients. Social media will ensure more brand recognition and more brand awareness, but Bullseye can be more pro-active in attracting new clients. Bullseye will need new clients to come out of the crises and start increasing its revenue. Cold calling is a tedious and time-consuming job, but at the moment it is the best option for Bullseye because it can cost free to implement. To explain this action point better in this chapter the next question needs to be answered:

How can cold calls be improved to be more effective?

The majority of the people who perform cold calls, find it annoying and think they are not good at it. The more difficult cold calling is for the majority, then the easier it becomes for the successful minority. The employees of Bullseye have to be trained in how better to perform in cold calling. Bullseye is operating in a large and accessible market. Not only now in the crisis, but also during the whole existence Bullseye had to attract new clients. This chapter will be to explain how to do cold calls on the basis of 8 points and explains how the employees of Bullseye can improve themselves. Based on these points a answer can be given to the question came up earlier in this chapter. This will lead to operational points for Bullseye on how to improve their cold calling and to get more clients that will lead to more revenue.²⁰

1. *Preparation:* Preparing for a cold call is very important for the success of a call. At the moment there is no structure on how to call and who to call. The employees have a lot of product knowledge but for the potential client Bullseye is just another promotional company. Bullseye needs to do research about what's happening in the market of the client they are approaching. Bullseye must actually know what is going on this market to distinguish itself from the competition.
2. *Introduction:* The introduction of your call is important whether you do or don't introduce Bullseye. Try to tell potential client that Bullseye can do a lot in promotional material and maybe this can lead to a better business.
3. *Questioning:* The previously gathered information about the market comes in handy now. Ask clear and short questions about the possible problems in the company and come up with solutions using promotional material.
4. *Objectivity:* Try to don't come over as a sales person but like someone who gives advice.
5. *Listen and interpret:* Listen carefully and mark what the potential client considers as important, act attentively.
6. *Inform and educate:* Explain that in the past companies have solved marketing problems through the use of promotional material. Let the potential customer make Bullseye be part of the solution.
7. *Involve and coordinate:* Ultimately you would like an appointment with the potential client to explain further what Bullseye can do for them.

²⁰ http://www.businessballs.com/cold_calling.htm watched 24th of May.

8. *Keep in touch:* The information about a client is important and interesting. Even if the customer is not interested at this moment the data can be useful in the future. The purpose of the cold calls is to generate more brand awareness, but the main reason is to secure a meeting with a potential client.

Conclusion

Cold calling is a good for Bullseye because it is cost effective, but unfortunately it is time-consuming. Bullseye should implement the following points in order to generate more clients from cold calls that will lead to more revenue.

- Each week an employee has to spend half a day on cold calling. For example every Monday from 9 to 1 it is 'cold call Monday'. The phone moments have to be structured otherwise it won't happen.
- The potential clients to be phoned have to be structured into groups. At the moment different customers are interchangeably called. There must be structure in which customers are getting approached.
- In the future, a CRM system a to be implemented to structure the information flow. At this moment it is too expensive to implement a CRM system but the information of all the approached clients have to be collected in one document on the server. The information can be used for mailers and social media to inform them about Bullseye.

Expected results and costs.

The employees will spend one day a week to every thing according to cold calling. That includes all the mails and phone calls not made on cold call Monday. The result is hard to predict but the director has to put pressure on its employees. Every employee needs to have three sales meetings a week that came out of cold calling. The cost of cold calling is zero but it costs a lot of time and time is money. The employees of Bullseye have to plan their work better.

10. Action point 3: Improve the sales activities.

The structure of the thesis is based on three categories that emerged from the theory. The first two action points are about the pre-sales activities of Bullseye and how to attract new customers. This action point will focus on how Bullseye can improve its actual sales activities. Different sales strategies have to be implemented to ensure the revenue will increase in the future. The following question has to be answered in this chapter in order to give Bullseye clear advice what to do to improve the business and increase its revenue through better sales.

Which sales strategies can be implemented in to Bullseye?

The lifeline of any business is positive cash flow and sales provide the means for businesses to generate cash flow. That's why good sales and marketing strategies are necessary in every business. Most companies only use marketing tools to generate new clients, but that is not enough. The right combination between marketing and sales is required for almost every business. Marketing is responsible to create brand awareness and sales generate the revenue streams. At this moment there is in Bullseye hardly no new sales. Bullseye is continuation on current customers but the base of customers is getting smaller. Bullseye will attract new customers but certain sales strategies have to be implemented to ensure there will be a maximum outcome. ²¹Tom black is one of the most famous sales managers in the world. He came up with nine essential strategies for a business to be effective in sales. Bullseye is small and doesn't have all the resources to implement all the strategies. Other sales professionals are using different strategies. The next strategies will be in my opinion the best for Bullseye:

²²Strategy 1. Think big and audit your time.

Bullseye has a lot of potential clients, each company in Cape Town and surroundings is a potential client of Bullseye. It is important to divide the potential clients into groups. A large multinational needs more attention than a small company. Small companies are not unimportant but the big money lies within the big companies.

Strategy 2. Be different and stand out from the competition.

As a business you have to make yourself special. What makes buying from Bullseye different than buying a product of one of the competitors? During the sales you have to know what your point of sales is. POS is important and distinction you from your competitors.

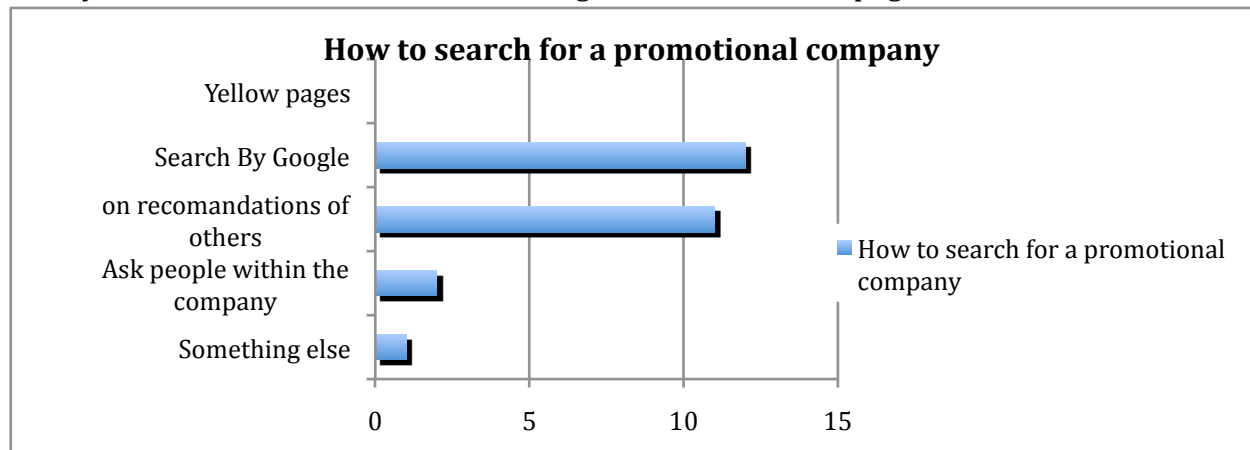
Strategy 3. Use the Internet more.

Internet is booming especially in South Africa Internet is upcoming and becomes bigger and bigger every day. The site that Bullseye had is old and not up-dated any more; the site isn't even live any more. The new site will go live next month and will be much better than the old one. By SEO (search engine optimization) potential clients will find Bullseye quicker than normal. The customer survey has shown that people search by Google for the right promotional company. At this moment Bullseye spends every month 700 rand on

²¹ Nine Essentials for Sales Success, By Michelle Juergen | January 21, 2011, looked at; <http://blog.entrepreneur.com/2011/01/nine-essentials-for-sales-success.php>

²²<http://www.businessknowhow.com/marketing/top8mark.htm>, watched 6th of May.

advertising space in the Yellow pages, the customer survey showed that this is useless. The money can better be used to invest in Google to be on the first page.



Strategy 4. Collect E-Mail Addresses and information

For a company like Bullseye getting new clients is important. A large database can be useful to maintain contact with your existing customers and a good way to contact potential clients. Employers have to gather as much information as possible for the database and social media.

Strategy 5. Hire top sales people or train the employers.

A good sales person can make the difference between a deal or no deal. The current employees of Bullseye have to develop more sales skills. It will be relevant to give them a sales training to learn about sales meetings. In the future a sales person has to be attracted to do the sales.

Strategy 6. Put a shopping cart on the website.

Bullseye has good and bad months but the difference between these months is too big. By giving discounts in the bad months, the difference can be reduced. By hosting a discount voucher on the site customers can receive discounts for certain months or certain products.

Strategy 7: Improve the actual sales meetings.

At this moment there are not a lot of sales meetings but the sales meetings that are coming in the near future have to be more structured. There are small things that can be done better to conduct more sales that will lead to more revenue. The following points should be improved:

- Structure the meetings better. An employee has to make a good and structured plan before going to a meeting.
- Use a good power point when an employee explains the business.
- Gather as much information and write down the names of people who are in charge.
- See and act professionally.

Conclusions

Only attract customers is not enough for Bullseye. Bullseye must be pro-active in finding clients and set up meetings with them. The expected results are difficult to determine since it's depending on the attitude of the employees. Every employee needs to have at least 3 meetings a week. This option is costless but takes also a lot of time. An employee spends one day a week on sales meetings.

11. Action point 4: Customer value and customer loyalty.

The theory and the investigations have showed that it is important to build up a relationship with your customers. Over 80% of the sales in a company come out of 20% of the clients. Bullseye has to look at all the options to establish a better relationship and to know how to maintain this relationship. From a good relationship Bullseye can generate more sales that will lead to more revenue. To solve this problem as good as possible the next questions have to be answered:

How can Bullseye create more customer value and more customer loyalty?

Before the operational action points can be noted it will be good and helpful to explain the concepts of customer value and customer loyalty a bit more. ²³Kotler defines *Customer value* as “customers’ perceptions about the benefits received from using a product relative to the costs and risk associated with acquiring it”. Customer loyalty is about the extent to which customers coming back. For example one customer remains loyal to a particular car brand and another customer switches every time he buys a car. As a company you want to create customer loyalty. Attracting new customers is in fact much more expensive than retaining existing customers.

Every business has to have one thing in mind at all times: the client is the king. Without clients a company cannot exist or continue growing. ²⁴To create customer value and customer loyalty a business has to know what the customers are thinking. By listening to your clients and satisfying your customers you can develop brand reputations that can deliver a sustainable competitive advantage. That’s why the communication between Bullseye and her clients is very important. The employees of Bullseye are well motivated and will do everything to satisfy the customers. With these thoughts and attitude Bullseye can generate a bigger market share and generate more revenue. One problem that Bullseye is facing compared to customer loyalty is the range of products. Bullseye produce standard promotional material but also custom-made products, Bullseye has more than 5000 products. Bullseye customers always order something else.

There are several action points for Bullseye to improve their customer value and customer loyalty.²⁵

- *Giveaways:* Most Bullseye clients order one or two specific products at a time. To promote other products Bullseye can give giveaways to there clients. Along with a discount voucher it can lead to specific purchases in the months when Bullseye is doing not so well.
Giveaways cost money, but there is another way to give customers free products that Bullseye don’t cost any money. Every order comes with samples or sometimes Bullseye orders too many products. These products are meant for the showroom but can also serve as giveaways. Not every product is needed in the showroom. This allows Bullseye clients to see what Bullseye is capable of and maybe they will order these gifts in the future.

²³ Creating customer value through strategic marketing planning: a management approach; by Edwin Jacob Nijssen, Ruud T. Frambach; Kluwer Academic Publisher; 2001

²⁴ Marketing Management; by: P. Kotler, K.L. Keller, M. Brady, M. Goodman, T. Hansen, 13th edition; 2009; Pearson Education Limited.

²⁵ consumer behaviour; buy: Wayne D. Hoyer, Deborah J. Macinnis: 2009 nelson education

- *Vouchers:* Bullseye does well in certain months but in the other months they struggle to break even. With discount vouchers for the slower months Bullseye can generate more orders with existing clients in hard and tougher times.
- *Top client meeting:* Bullseye has a few major customers that are responsible for lot of sales, these customers have little idea what Bullseye is capable of. To show these clients what Bullseye is capable of, it might be an option to invite these clients to the office for a presentation and to show them all the products that Bullseye has produced in the past. This action can possibly be done in conjunction with the opening of the new offices.
- *Mailers:* Bullseye can use Mailers to inform their clients. It is always important to inform your customers about special deals. Customers ordering products whenever they want, but if a special offer is valid only for a certain time, customers will certainly think about it. The information flow from Bullseye to the customer needs to be better; the mailers must be more structured. Bullseye has to sent mailers about specials every 2 months and action with discount mailers every month.
- ²⁶*Feedback moments:* A good relationship with a customer is based on communication both ways. It is wise to implement feedback moments, listen to your customers. Bullseye has to send a survey every 6 mouths to their regular customers to see how they think Bullseye is doing, and where they can improve.
- *Schedule time:* Regular customers are important to Bullseye. The employers must therefore be pro-active. Every two weeks the employers have to schedule a time to phone them to see how they're doing and how business is going.
- *Birthday:* If you want to build a good relationship to generate more customer value and customer loyalty it is important that you are on top of everything. Find out when the birthday of your client is and send them a mail on his or her birthday. The client sees that you thought of them and will remember Bullseye easier.

Conclusion

Customer value and customer loyalty can't be created in a week or in a month. A company must consistently continue to approach a customer to build up a good relationship that will lead to customer value and customer loyalty. It isn't possible to predict how many clients will stay longer with Bullseye or order more. Every 6 months Bullseye can find out through a feedback survey or the clients still recognize Bullseye

The action points are costless and depend on the time that the director wants to invest.

²⁶ <http://www.customerloyalty.org/page/2/>, watched 24th of May

12. Action point 5: After sales strategies.

After sales is actually a sales strategy that should be discussed in action point 3 'Sales strategies'. After sales is a sales strategy that is really important for Bullseye, that's why it gets discussed separately. The question that needs to be answered in this chapter is:

Which after-sales strategies can be implemented into Bullseye?

After sales can be defined as all activities from customer needs to purchase a particular product or service. If a potential customer decides to place an order the relationship marketing starts. Every time Bullseye has contact with its customers, the customer must be pleased and has to be satisfied about the communication. Bullseye should take every effort to keep customers happy. The after sales for Bullseye are less complicated and important than for example a car company. Car companies can gain much benefit from after sales cars need check ups and need to be repaired when they break down. Bullseye sells products that often don't require reparation. The main reason of after sales for Bullseye is customer retention, because Bullseye has no complimentary products or services. There are many moments that Bullseye has contact with their clients, every moment is there to inform the client where Bullseye stands for and what Bullseye can do for the client. The after sale strategies explains what Bullseye have to do to get as much orders out of one client and creates a positive vibe among the customers. The following points need to be implemented into Bullseye to build a good relationship with their clients that leads to more sales that increases the revenue.

- Big customers have to be invited once every 6 months to improve the relationship and show the clients what Bullseye is capable of and did in the last 6 months.
- A short email after a job for a client is sufficient for a client to remember that Bullseye is still available for them. Bullseye will do everything to please the customer in every way to generate a positive flow.
- Bullseye should collect feedback from the client. Bullseye has to make it easy for the client to give comment, on the site there have to be a button to give Bullseye comments.
- Bullseye has to find out after a sale what the client thought was the most important. In this way Bullseye can focus on the point the client think is important. Bullseye has to know all the ins and outs of the market.

Conclusion

The conclusion is that the after sales process after purchasing a product starts to search for information and build up a relationship. Implementing after sales strategies into Bullseye are hard because the products of Bullseye don't need service or repair. Bullseye wants to be in the minds of the customer and keep and maintain a positive vibe. After sales are a continuous circle that need maintenance. This will increase the loyalty and the customer satisfaction. Clients will come back for more products that will lead to more revenue. The number of clients that will order more can't be estimated at this moment. The after sales strategies are costless but will need a certain amount of time every week.

13. Conclusion

In the previous chapters action points are emerged out of analyses and research in order to increase the revenue. The problem that was solved is: *How to increase revenue for Bullseye in Cape Town with a minimum budget.*

The whole thesis is based on three subjects; pre-sales activities, sales activities and post-sales activities. Also the conclusion will be based on these three topics. All the analyses, research and investigations have lead to several operational action points. By implementing all the action points Bullseye will generate more sales through new clients and trough existing clients.

Pre-sales action points

Bullseye has to be more pro-active in attracting new clients. All the employees must collect all the useful information at any time for the social media platforms. One employee is responsible for all the content on the social platforms. Clients don't find Bullseye by themselves the whole time. Bullseye can attract new clients by cold calling. Strategies and rules have to be implemented to structure these cold calls.

Sales action points

Clients can be attracted or clients find Bullseye through the Internet or in a other way, but it doesn't guarantees no revenue increase. The actual sales also have to be improved. There are several sales strategies that should be implemented into Bullseye. (All the sales strategies are on page 40 and 41). The actual sales meetings also have to be improved. At this moment there is hardly no preparation and there is no structure. In order to get better results and more revenue this has to be improved.

Past sales action points

When a client is attracted and a deal has taken place, it is important to maintain the relationship with the client. The post-sales activities are focused on keeping the client satisfied and happy in order to generate more sales in the future. Bullseye wants to be in the top of mind of each client. Bullseye can ensure this to implement small and simple things. For example by informing the client about discounts or events. All the actions can be found on pages 42, 43 and 44.

By implementing all the action points Bullseye will attract new clients that will lead to an increase in the revenue. All the action points are 'for free' but will need time and effort. The workers of Bullseye need to dedicate their time better in order to get every thing done.

14. Attachments.

Attachment 1: References

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www.Internetworldsstats.caom/af/za, watched 6th of May.

www.leader.co.za/article.aspx, watched 9th of May.

http://www.businessballs.com/cold_calling.htm watched 24th of May

<http://www.businessknowhow.com/marketing/top8mark.htm>, watched 6th of May.

<http://hubpages.com/hub/The-Perfect-Sales-Meeting>, watched 21th of April.

<http://www.southafrica.info/about/people/population.htm>, watched 6th of April.

http://www.unicef.org/infobycountry/southafrica_statistics.html#69, watched 6th of April.

http://www.nationmaster.com/country/nl-netherlands/Age-_distribution, watched 6th of April.

http://www.nationmaster.com/country/sf-south-africa/Age-_distribution, watched 6th of April.

<http://www.southafrica.info/about/people/population.htm>, watched 7th of April.

<http://www.statssa.gov.za>, watched 7th of april

<http://www.southafrica.info/business/trends/empowerment/bee.htm>, watched 8th of April.

Attachment 2: Annual Report

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 28 th FEBRUARY 2010	
NATURE OF BUSINESS	Perennial Products & Product Development
ACCOUNTING OFFICER	Prattmum Incorporated
REGISTERED OFFICE	31 Crows Road Lancaster
<u>BULLSEYE TRADING C.C.</u>	
TRADING AS	<u>TRADING AS</u>
REGISTRATION NUMBER	<u>BULLSEYE PROMOTIONS</u>
CONTENTS	PAGE
Approval of Annual Financial Statements	<u>CK 1998/ 038904/ 23</u>
Report of the Accounting Officer	1
Balance Sheet	<u>ANNUAL FINANCIAL STATEMENTS</u>
Income Statement	<u>FOR THE YEAR ENDED</u>
Cash Flow Statement	<u>28th FEBRUARY 2010</u>
Notes to the Annual Financial Statements	2-7
Statement of Not Incorporated by Manager	8
<u>OPINION OF THE ACCOUNTING OFFICER</u>	
The attached annual financial statements comply with sections 38(1) and (2) of the Companies Act 1993 and in accordance with section 38(1) they are approved and signed above.	
The member is also responsible for the corporation's system of internal financial controls. The member is responsible to provide reasonable, but not absolute, assurance as to the reliability of the financial statements, and to adequately safeguard, equity and maintain accountability of assets, and to prevent and detect fraud and loss. Nothing has come to the attention of the member to believe that any material breakdown in the functioning of these controls, procedures and systems has occurred during the year ended 28 th February.	
The financial statements have been prepared on the going concern basis, since the member has every reason to believe that the corporation has adequate resources to continue to operate for the foreseeable future. The annual financial statements have been approved by the member and is hereby signed.	
<div style="display: flex; justify-content: space-between;"> <div> <p>.....</p> <p>C. J. Matthews</p> </div> <div> <p>.....</p> <p>DATE</p> </div> </div>	

BULLSEYE TRADING C.C. TRADING AS BULLSEYE PROMOTIONS
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 28TH FEBRUARY 2010

MEMBER	C.R. McMurtrie
NATURE OF BUSINESS	Promotional Products & Product Development
ACCOUNTING OFFICERS	Platinum Incorporated
REGISTERED OFFICE	31 Okiep Road LANSLOWNE 7780
BANKERS	NEDBANK
REGISTRATION NUMBER	CK 1998/038904/23

<u>CONTENTS</u>	<u>PAGE</u>
Approval of Annual Financial Statements by Member	1
Report of the Accounting Officer	2
Balance Sheet	3
Income Statement	4
Cash Flow Statement	5
Notes to the Annual Financial Statements	6 - 7
Statement of Net Investment by Member	8

APPROVAL OF ANNUAL FINANCIAL STATEMENTS

The attached annual financial statements comply with Sections 58(1) and (2) of the Close Corporations Act. In terms of Section 58(3) they are approved and signed below.

The member is also responsible for the corporation's system of internal financial control. These are designed to provide reasonable, but not absolute, assurance as to the reliability of the financial statements, and to adequately safeguard, verify and maintain accountability of assets, and to prevent and detect misstatement and loss. Nothing has come to the attention of the member to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred during the year under review.

The financial statements have been prepared on the going concern basis, since the member has every reason to believe that the corporation has adequate resources in place to continue in operation for the foreseeable future. The annual financial statements have been approved by the sole member and is hereby signed :

.....
C.R. McMurtrie

.....
DATE

LANSLOWNE

PLATINUM INCORPORATED

P.O. Box 44691, Claremont, 7735

Email: platinum.inc@wbs.co.za

31 Okiep Road, Lansdowne, 7780

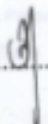
Tel: (021) 696-6618 or (021) 696-2050

Fax: 0865092037 or (021) 696-6619

REPORT OF THE ACCOUNTING OFFICER TO THE MEMBER OF:
BULLSEYE TRADING C.C. TRADING AS BULLSEYE PROMOTIONS
(REGISTRATION NO. CK 1998/ 038904/ 23)

We have performed the duties of Accounting Officer to Bullseye Trading C.C. trading as Bullseye Promotions (CK 1998/ 038904/ 23) for the year ended 28th February 2010 as required by Section 62 of the Close Corporations Act 1984, as amended.

The financial statements set out on pages 3 to 8 is the responsibility of the member. We have determined that the financial statements are in agreement with the accounting records and have done so by adopting such procedures and conducting such enquiries in relation to the books of account and records as we considered necessary in the circumstances. We have also reviewed the accounting policies, which have been represented to us as having been applied in the preparation of the annual financial statements, and we consider that they are appropriate to the business.


L. Mayet
For PLATINUM INCORPORATED
CAPE TOWN

Date: 3rd May 2011

L. MAYET (CFA) S.A. H. Dip Tax (U.C.T.)
Tax Prac. No. PR - D4F62D1

**BULLSEYE TRADING C.C. TRADING AS
BULLSEYE PROMOTIONS**

BALANCE SHEET AS AT 28TH FEBRUARY 2010

<u>CAPITAL EMPLOYED</u>	<u>Notes</u>	<u>2010</u>	<u>2009</u>
		<u>B</u>	<u>B</u>
MEMBERS CONTRIBUTION	3	100	100
(ACCUMULATED LOSS)		(272,913)	(210,255)
MEMBERS LOAN	3	151,449	151,449
MEMBERS INTEREST		(121,364)	(58,706)
LONG TERM LIABILITY	4		
<u>EMPLOYMENT OF CAPITAL</u>			
FIXED ASSETS	1.2 & 2	99,655	133,887
<u>ADD : CURRENT ASSETS</u>		19,991	14,930
Taxation Prepaid		18,050	14,930
Cash at Bank		1,941	-
<u>LESS : CURRENT LIABILITIES</u>		241,009	207,523
Vat Control Account		3,088	7,943
Accounts Payable		16,712	15,495
Loans Payable		200,800	139,840
Bank Overdraft		20,409	29,727
Current Portion of Long Term Liabilities	4	-	14,518
(ACCUMULATED LOSS : END OF YEAR)		(121,364)	(58,706)

**BULLSEYE TRADING C.C. TRADING AS
BULLSEYE PROMOTIONS
CK 1998/038904/23**

INCOME STATEMENT FOR THE YEAR ENDED 28TH FEBRUARY 2010

	Notes	R 2010	R 2009
SALES	1.3	2,870,510	2,799,069
<u>LESS : COST OF SALES</u>			
Purchases, Packaging & Transport		2,282,121	2,449,099
GROSS PROFIT		588,389	349,970
		20%	13%
<u>ADD : OTHER INCOME</u>			831
Interest Received		588,389	350,801
<u>LESS : EXPENDITURE</u>		651,047	555,140
Accounting Fees		10,000	9,900
Advertising		2,425	14,638
Assets Expensed		-	1,237
Bank Charges		10,055	9,027
Computer Expenses		881	596
Depreciation of Fixed Assets		49,713	46,870
Entertainment		3,206	4,795
Finance Charges		4,403	2,274
Insurance		20,742	16,768
Interest on Overdraft		2,568	1,690
Members Salary	6	88,622	95,000
Motor Vehicle Expenses		49,621	29,280
Printing, Postage & Stationery		15,758	18,692
Rent Paid		99,375	55,787
Repairs & Maintenance		1,088	-
Salaries & Levies		242,679	204,821
Security		5,536	5,584
Staff Welfare		1,620	2,087
Subscriptions		5,439	4,613
Telephone & Cellphone Charges		36,080	31,481
Travel & Accommodation		1,237	-
NET (LOSS) FOR THE YEAR		(62,658)	(204,339)
<u>LESS : TAXATION</u>			
Current Taxation	5		
NET (LOSS) AFTER TAXATION		(62,658)	(204,339)
(ACCUMULATED LOSS) BEGINNING OF YEAR		(210,255)	(5,916)
(ACCUMULATED LOSS) END OF YEAR		(272,913)	(210,255)

**BULLSEYE TRADING C.C. TRADING AS
BULLSEYE PROMOTIONS
CK 1998/038904/23**

CASH FLOW STATEMENT FOR THE YEAR ENDED 28TH FEBRUARY 2010

	2010	2009
	R	R
Cash (deficit) from operations	(12,944)	(157,469)
Net (Loss) for the year	(62,658)	(204,339)
Add : Non cash flow item - Depreciation	49,713	46,870
Cash employed to decrease / (increase) working capital	57,323	(30,844)
(Increase) / Decrease in Vat Control Account	(4,855)	6,228
(Increase) / Decrease in Loans Payable	60,960	(33,669)
(Increase) / Decrease in Accounts Payable	1,217	(3,403)
CASH GENERATED / (DEFICIT) FROM OPERATING ACTIVITIES	44,379	(188,313)
Taxation Paid	(3,121)	(4,991)
CASH GENERATED / (DEFICIT) FROM OPERATIONS	41,258	(193,304)
CASH EMPLOYED IN INVESTMENT ACTIVITIES	(15,481)	-
(Acquisition) of Fixed Assets		
	25,777	(193,304)
CASH EFFECTS OF FINANCING ACTIVITIES	(14,518)	52,601
Increase / (Decrease) in Members Loan	-	91,148
(Decrease) in Long Term Liabilities	(14,518)	(38,547)
CASH UTILISED / (SHORTFALL)	11,259	(140,703)
OPENING BALANCE	(29,727)	110,976
CLOSING BALANCE	(18,468)	(29,727)
<u>CASH AND CASH EQUIVALENTS</u>		
Cash at Bank	1,941	-
Bank Overdraft	(20,409)	(29,727)
	(18,468)	(29,727)

**BULLSEYE TRADING C.C. TRADING AS
BULLSEYE PROMOTIONS
CK 1998/038904/23**

NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 28TH FEBRUARY 2010

1. ACCOUNTING BASIS

The annual financial statements have been prepared in accordance with generally accepted accounting practice appropriate to the business of the corporation and incorporate the following principle accounting policies.

1.1 Basis of Presentation

The financial statements are presented on the historical cost basis consistent with prior years.

1.2 Depreciation of Fixed Assets

Depreciation is calculated to write off the cost of fixed assets to their residual value over their expected useful lives. The annual rates used are in terms of practice note 19.

1.3 Turnover

Turnover comprises promotions and product development for clients exclusive of Value Added Tax.

2. FIXED ASSETS

	R	R	R
	AT	ACCUMULATED	BOOK VALUE
	COST	DEPRECIATION	@ 28/02/2009
Computer Equipment	22,021	14,069	7,952
Motor Vehicle	194,235	155,388	38,847
Office Equipment	4,094	1,081	3,013
Harley Davidson	84,076	-	84,076
	<u>304,425</u>	<u>170,538</u>	<u>133,887</u>

2. FIXED ASSETS

	R	R	R	R
	AT	ACCUMULATED	CURRENT	BOOK VALUE
	COST	DEPRECIATION	DEPRECIATION	@ 28/02/2010
Computer Equipment	37,502	14,069	10,185	13,248
Motor Vehicle	194,235	155,388	38,846	1
Office Equipment	4,094	1,081	682	2,331
Harley Davidson	84,076	-	-	84,076
	<u>319,906</u>	<u>170,538</u>	<u>49,713</u>	<u>99,655</u>

3. MEMBERS' INTEREST

	2010	2009
C.R. McMurtrie		
Contribution - 100%	100	100
Loan		
	151,449	151,449
The loan is unsecured and interest free.		
	<u>151,549</u>	<u>151,549</u>

BULLSEYE TRADING C.C. TRADING AS

BULLSEYE PROMOTIONS

CK 1998/038904/23

STATEMENT OF NET INVESTMENTS BY MEMBER FOR THE YEAR ENDED 28TH FEBRUARY 2015

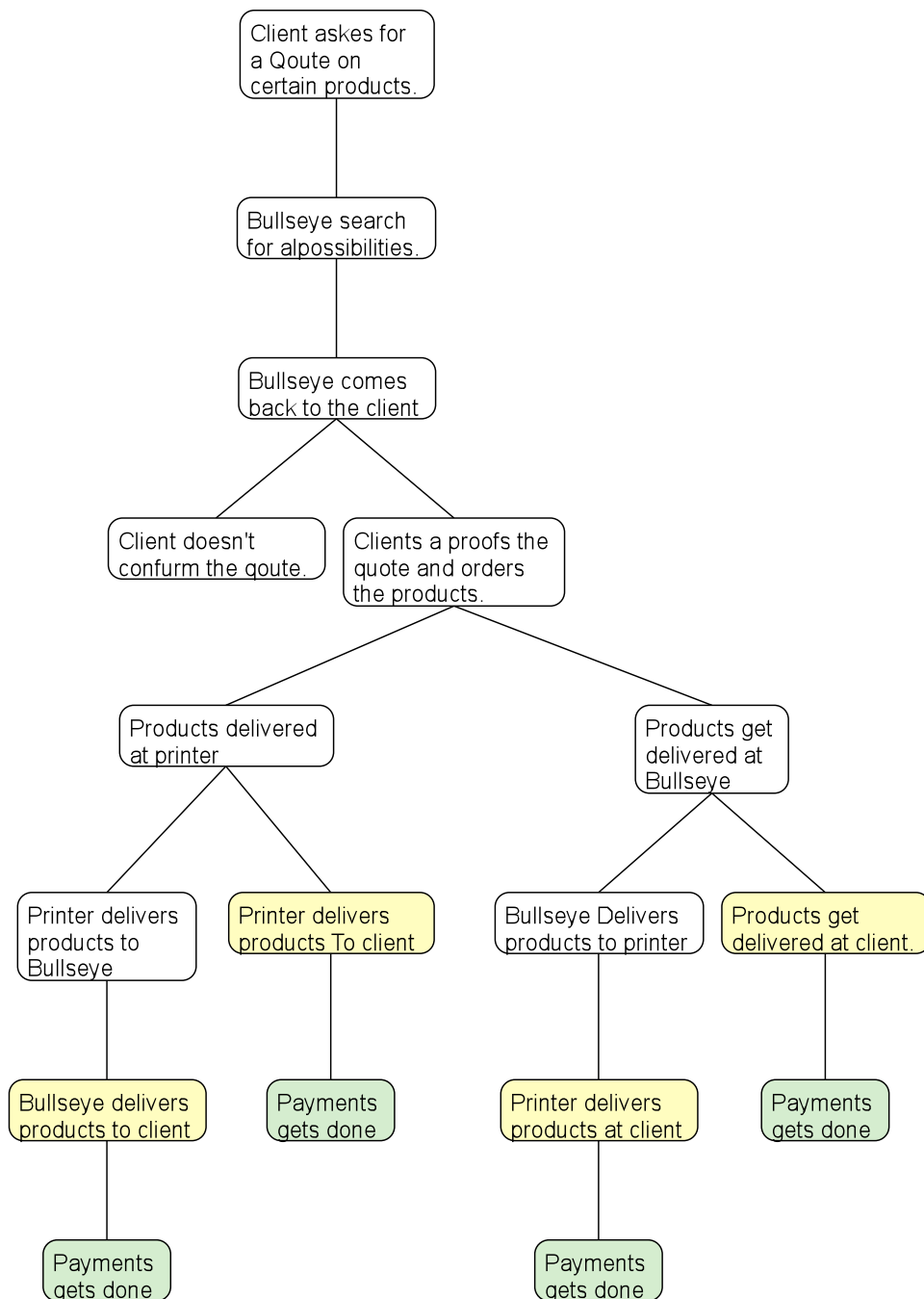
	2010	2009
	R	R
	100%	100%
MEMBERS INTEREST		
BALANCE AT BEGINNING OF YEAR	(58,706)	54,485
MOVEMENT DURING YEAR	(62,659)	(113,191)
Net (Loss) After Taxation	(62,658)	(204,339)
Loan Advanced	-	91,148
BALANCE AT END OF YEAR	<u>(121,364)</u>	<u>(58,706)</u>

REPRESENTED BY :

Members Contribution	100	100
(Accumulated Loss)	(272,913)	(210,255)
Members Loan	151,449	151,449
	<u>(121,364)</u>	<u>(58,706)</u>

Attachment 3: Process.

In this attachment the process of Bullseye is showed.



Attachment 4: External analyses DESTEP

Demographic

²⁷The population of South Africa is estimated at 49,99 million these are only the registered people, 51% is being female. Out of the 50 million people 31% is under 15 years of age, 61,4% is between 15 and 59 and the other 7,6% is over 59 years. Holland's total population is 16,5 million, of which 51% female. In Holland 23,7% of total population is under 20 years. 20 to 65 add up to 61% of population. 15,3% is 65+ years of age. Life expectancy is for 53,3 males and 55,2 for females. Fertility rate is 2,38 children per female. Holland: Life expectancy for males is 78,4 and for females 82,4. Fertility rate is at 1,59 children per female.

The following table shows peoples racial background this figure is from several years ago. A big majority of the population is black, roughly 80%.

Population group	Male		Female		Total	
	Number	% of total population	Number	% of total population	Number	% of total population
African	18 558 500	79,6	19 104 400	79,4	37 662 900	79,5
Coloured	2 060 000	8,8	2 138 800	8,9	4 198 800	8,9
Indian/Asian	570 200	2,4	593 700	2,5	1 163 900	2,5
White	2 138 900	9,2	2 226 400	9,3	4 365 300	9,2
Total	23 327 600	100	24 063 300	100	47 390 900	100

Of all people in South-Africa 26% are under the international poverty line of US \$1,25 per day, that is about 13 million people. Compare to the Netherlands there are no people living under the international poverty line.

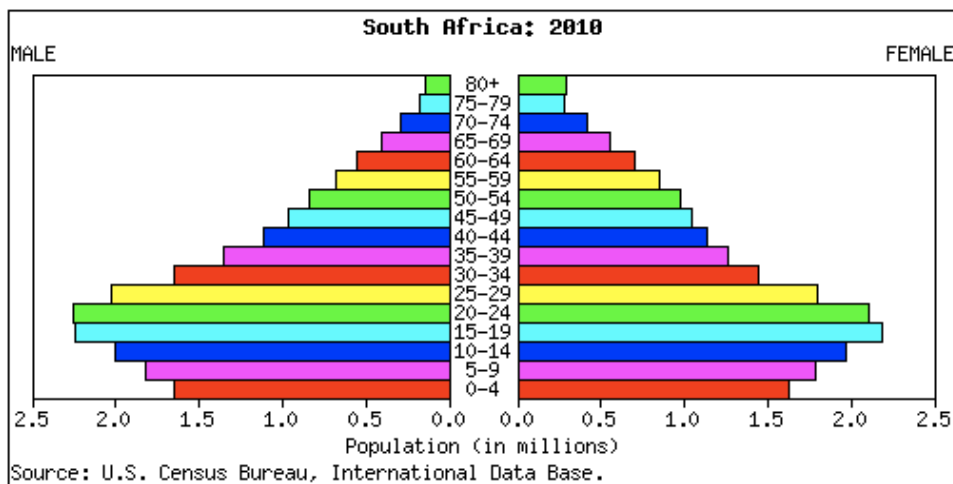
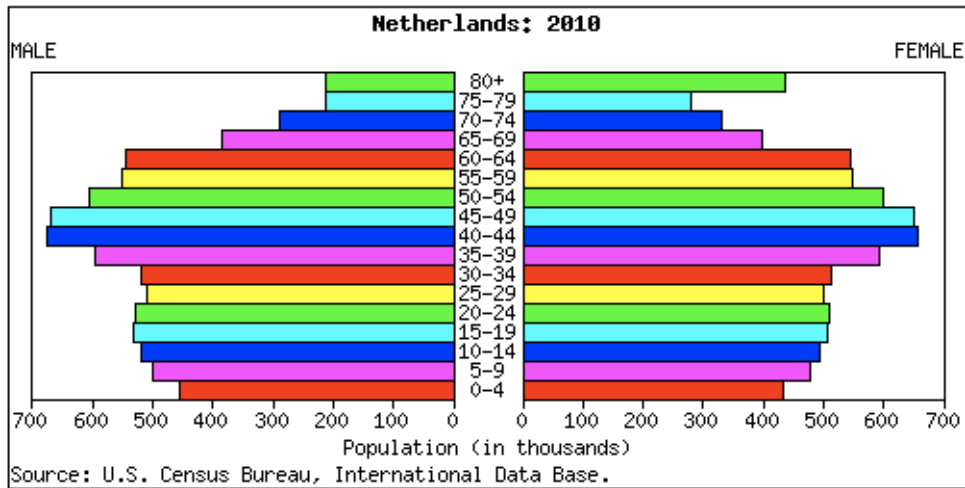
²⁸The lowest 40% of people account for only 9% of total household income. The highest 20% of people earn 63% of total household income. Holland: The lowest 40% earn 21% of income. The highest 20% earn 39% of total household income. In the following two figures you can see the perspective of age deferent's between The Netherlands and SouthAfrica.^{29,30}

²⁷ <http://www.southafrica.info/about/people/population.htm>, watched 6th of April.

²⁸ http://www.unicef.org/infobycountry/southafrica_statistics.html#69, watched 6th of April.

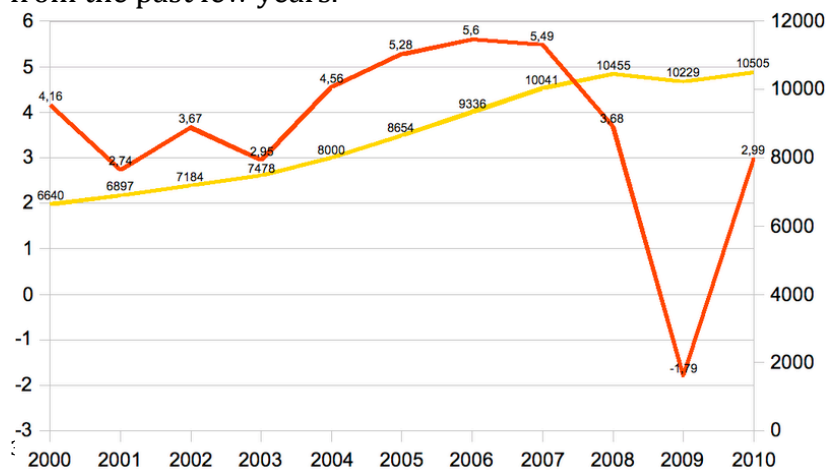
²⁹ http://www.nationmaster.com/country/nl-netherlands/Age_distribution, watched 6th of April.

³⁰ http://www.nationmaster.com/country/sf-south-africa/Age_distribution, watched 6th of April.



Economic

³¹The economy of South Africa is ranked as an upper-middle income economy by the World Bank, which makes the country one of only four countries in Africa represented in this category, (the others being Botswana, Gabon and Mauritius). The gross domestic product (GDP) was \$287 billion in 2009. ³²Normally South Africa has an average growth form 5% but in the last few years it was a bit different, because of the crises the growth rate is a bit different. In 2008 it was 3,68% and 2009 -1,79. In the table you can see the growth rates from the past few years.



One of the biggest and hardest problems of South Africa is the unemployment of the population almost a quarter of the population is living under \$1.25 a day. The colored people have normally between the 5 and 10 children even if they can't

³² <http://www.statssa.gov.za>, watched 7th of april

pay for them. The unemployment of the first quarter 2010 was 25.2%.

South Africa's industries is one of the largest producers of platinum, manganese, gold, and chrome in the world; also significant coal production.

The World Cup has given South Africa a huge boost in infrastructure and people's sense of unity. Also a short-term boost economically. Transport structures have been built, which will make doing business easier. People have come together to play a game – Soccer used to be a blacks-only game. And thousands of jobs have been created, although most have been lost again, after constructions were finished. The biggest economical boost will be in the years to come, as South Africa has had a reputational boost among overseas countries, South Africa is hoping to welcome more tourists in the coming years and the market for hotels will hopefully grow that also means more potential clients for Bullseye.

The biggest benefits are in the nations rise of self-respect, South Africans – white and black – are proud of their achievements. On the other hand, people are asking: Why a country that can stage a huge sporting event, cannot solve its own problems.

Social-Cultural

³³South-Africa is an ethnically mixed country. Of the population 80% is black, 9% colored, 9% white and 2% Asian. Due to the apartheid era, the black and colored groups have been and still are economically disadvantaged. To create more economic equality, the government has set up a system to empower disadvantaged groups: Broad-Based Black Economic Empowerment.

Education is in transition. Under the apartheid system schools were segregated, and the quantity and quality of education varied significantly across racial groups. The laws governing this segregation have been abolished. The long and arduous process of restructuring the country's educational system is ongoing. The challenge is to create a single, nondiscriminatory, nonracial system that offers the same standards of education to all people.

There is a wide variety of languages, as South-Africa acknowledges eleven different ones. The most spoken languages are Afrikaans, English, Zulu and Xhosa.

Religions: Predominantly Christian; traditional African, Hindu, Muslim, Jewish.

³⁴South Africa is still grappling with the HIV and AIDS epidemic. In 2008 5.6 million people where estimate HIV positive.

Technological

South Africa is a technologically advanced country, although not accessible to everyone. There even is 4G-Internet. Approximately 5 out of the 50 million people have access to Internet. Telecommunications are fully operational in urban areas, but at high costs. There is low coverage in rural areas. The Internet is up coming and will grow in the next few years.

South Africa has rich mineral resources. It is the world's largest producer and exporter of platinum; is a significant producer of gold, manganese, chrome, vanadium, and titanium; and also exports a significant amount of coal.

³³ <http://www.southafrica.info/about/people/population.htm>, watched 7th of April.

³⁴ South Africa: Country Analysis Report–In-depth PESTLE Insights ; 2010, watched 7th of April.

South Africa's transportation infrastructure is well developed, supporting both domestic and regional needs, and billions have been spent to upgrade international airports and national roads for the World Cup.

Ecological

South Africa's government is committed to managing the country's rich and varied natural resources in a responsible and sustainable manner. In addition, numerous South African non-governmental organizations have emerged as a potent force in the public policy debate on the environment. In international environmental organizations, South Africa is seen as a key leader among developing countries on issues such as climate change, conservation, and biodiversity. This leading role was underscored by South Africa's selection to host the World Summit on Sustainable Development in 2002.

South-Africa produces almost all essential commodities, except petroleum products and bauxite. It is the only country in the world that manufactures fuel from coal.

Political

South Africa's post-apartheid governments have made remarkable progress in consolidating the nation's peaceful transition to democracy. Programs to improve the delivery of essential social services to the majority of the population are underway. Access to better opportunities in education and business is becoming more widespread. Nevertheless, transforming South Africa's society to remove the legacy of apartheid will be a long-term process requiring the sustained commitment of the leaders and people of the nation's disparate groups.

³⁵The government has set up the Broad-Based Black Economical Empowerment (B-BBEE) to create chances for disadvantaged people. They have better chances in getting a job. And dealing with "disadvantaged businesses" gives you a tax discount.

Although South Africa's economy is in many areas highly developed, the exclusionary nature of apartheid and distortions caused in part by the country's international isolation until the 1990s have left major weaknesses. The economy is in a process of transition as the government seeks to address the inequities of apartheid, stimulate growth, and create jobs. Business, meanwhile, is becoming more integrated into the international system, and foreign investment has increased. Still, the economic disparities between population groups are expected to persist for many years, remaining an area of priority attention for the government.

³⁵ <http://www.southafrica.info/business/trends/empowerment/bee.htm>, watched 8th of April.

Attachment 5: SWOT

Strenghts	Weaknesses
<ul style="list-style-type: none">- Bullseye is specialist in the customisation of promotional products- Employers are well motivated.- Every clients personal attention- Good communication with the client about the products	<ul style="list-style-type: none">- No money is available for marketing.- No new clients being attracted to Bullseye.- No time for attracting new customers.
Opportunities	Strenghts
<ul style="list-style-type: none">- Custom relation marketing can be useful to Bullseye.- Constant innovations are very important in the marketing business. Companies are always looking for new 'cool' items.- Internet is growing.- A large market share is up for grabs by anyone who is willing to make the effort- The soccer World Cub has given an economic boost.	<ul style="list-style-type: none">- Not to rely too much on one supplier otherwise the supplier will have too much power.- Seasonal fluctuations are incredible in South Africa. Summer is booming while winter is normaly quieter.- Potential clients don't know about Bullseye.- The existing customers are cutting back on marketing budgets.Customers quickly forget about Bullseye.

Attachment 6: Figure interviews.

<i>Pro's</i>	<i>Cons</i>	<i>Company</i>
Personalization	More innovative products.	Jupiter Drawing Room
Quick feedback time.	The products that they deliver are not special enough.	Jupiter Drawing Room
99% of the time Bullseye makes the deadline.		Jupiter Drawing Room
Account manager is 24/7 available	More innovative products	Creative Workshop
Comes with several options every time	Quotes need to be send out quicker.	Creative Workshop
Turn around time	Products shoot be linked to the branch	PPC
	The best price has to give straight away PPC doesn't want the best price after asking twice.	PPC
	More innovative products	PPC

Attachment 7: Customer satisfaction:

Interview 1: Janet Braid Jupiter Drawing Room

This interview is with Janet Baird of Jupiter Drawing Room. Jupiter Drawing Room is a big advertising agency and is dealing with Bullseye for 8 Years. Janet is working with Bullseye for four and half years now. The next questions are giving more information about the relation between Bullseye and Jupiter Drawing Room.

1. What is your relationship with Bullseye?

The relationship between Jupiter Drawing Room and Bullseye is good and strong. Janet is one of the five production employers of Jupiter. When she needs promotional material, Bullseye quote on the products that she needs.

3. What do you think of the experience till now with Bullseye?

The relationship between Jupiter Drawing Room and Bullseye is good and strong. Janet is very satisfied about Bullseye. The thing she really cares about is the personal attention of Bullseye. If her account manger is not there any other employer of Bullseye knows what's going on and how her products are doing.

4. How did you find Bullseye?

Janet joined Jupiter Drawing Room four and half years ago. Jupiter Drawing room was already working with Bullseye. The first job that Bullseye did was 8 years ago. Jupiter Drawing Room is one of the best and most constant clients.

5. What makes Bullseye promotions special in your eyes?

One of the main things is the feedback time; Bullseye comes back to Jupiter Drawing Room very quick. The personal attention Bullseye gives Jupiter Drawing Room is really important. For every order Bullseye produce a sample and the deadlines are 99% achieved. Because Bullseye is a small company every employer knows how the order is doing, Jupiter never has to wait for questions. Price and quality are two factors that are very important for Jupiter and Bullseye offers good products at a reasonable price.

6. What can Bullseye promotions do better in the further?

Bullseye is too often too normal and monotonous with their quotes on certain products. If a company wants to have promotional material they want something special and innovative. People should link a promotional product with a brand but if the promotional products are boring and not innovating too much people don't make the link.

7. What is the deferent's between Bullseye and other promotional company?

Each promotional company sends mails with promotional offers and information about certain products, but they are annoying and frustrating and deleted rite a way. Other promotion companies are more often innovative than Bullseye; they come with more

innovative products and other things than Bullseye. Also Bullseye can offer these products but they didn't show it enough.

8. How do you experience the personal attention that you get from Bullseye?

Personal attention is the key factor of Bullseye for Jupiter Drawing Room. Jupiter Drawing Room is very happy with the relationship.

9. What requirements are the most important to you when you order something from Bullseye?

Price and quality are the most important requirements for Jupiter Drawing Room. Also the personal attention is very important.

10. What are Bullseye's competitors offering that Bullseye can't offer you?

The competitors of Bullseye offer more innovative products. Bullseye should specify and focus more on technology and innovation.

11. Does your company use social media? Like linked inn, Facebook or twitter?

Jupiter Drawing Room doesn't use social media but some of the employees do.

12. Do you personally use social media?

Janet Baird personal does use Facebook. Other employers of the company use Facebook. Twitter is not so popular, linked inn is up coming and more people are using it every day.

13. If yes: Would you be friends with a Bullseye Facebook that's shows the newest products in the promotional market?

If Bullseye is on Facebook Janet Baird certainly will be friends with it. With Facebook you can see what the company has done in the past when it fits you. A mail is annoying and irritating because the come at a time you don't what to see them.

14. Eco friendly products are getting more popular are you thinking your clients are willing to pay more for products that are eco friendly and have an eco friendly mark?

Some customers of Jupiter Drawing Room are eco friendly focust and are willing to pay more for eco friendly products. It's important to extend the range of products that are eco friendly.

15. Electronic products are becoming more and more popular in the world in the near future. Do you think your customers will find this interesting and be interested in more information about it?

Customers of Jupiter Drawing Room aren't asking for it but the market changes every time and electronic products getting more popular every day and it will be an option for the future.

16. If something new comes up in the market do you find out yourself or do you find out because other promotion companies informed you?

Janet doesn't read the promotion mails but Facebook would be an option to see new products and see where the market is going.

17. In the next few years other promotional material will be used as corporate gifts or promotional material where do you think the market is going?

She does not know what the market is bringing.

18. Has something ever gone wrong when your where dealing with Bullseye?

In the past four and half years Janet is working with Bullseye nothing went wrong.

19. If yes: What happened and how did Bullseye react?

x

20. What do you think about dealing with your account manger?

Bullseye and the account manger Cliton is good and very professional.

21. Has your account manger enough product knowledge?

Clinton is a dedicated person in the eyes of Janet and has a lot of knowledge of all products.

22. How is the service your account manager is giving you?

The attention Clinton is giving Jupiter Drawing Room is good, if he hasn't got a answer straight away he gift in the next 30 min.

23. Are there certain things you want to see improve or want to change in the relationship with Bullseye?

It would be good for Bullseye to get a graphic designer to design new products and new things to be more innovative.

Interview 2: Storm Owens and Sheri Paed Creative Workshop

This interview is with Storm Owens and Sheri Paed of Creative Workshop. Creative workshop is an advertising agency and is working with Bullseye for over 3 years. The next questions are to see how Storm Owens and Sheri Paed think about Bullseye and to give suggestions how Bullseye can improve it self.

1. What is your relationship with Bullseye?

Storm Owens and Sheri Paed are very happy with relationship with Bullseye. Creative Workshop is working with Bullseye for over 3 years now and all the jobs went well.

3. What do you think of the experience till now with Bullseye?

Good, Bullseye comes with good products and when Creative workshop asks for a quote, Bullseye offers more than one option.

5. What makes Bullseye promotions special in your eyes?

Personal attention is really important and Bullseye is always there to help you with a quote or problem.

6. What can Bullseye promotions do better in the further?

Sometimes Creative Workshop has tied dead lines and the time that they wait for a quote is to long. Time is money and money is important.

7. What is the deferent's between Bullseye and other promotional company?

Personal attention is the only deferent's where Storm Owens and Sheri Paed can think of.

8. How do you experience the personal attention that you get from Bullseye?

The personal attention is really good if Creative Workshop needs something they always can ring Bullseye even at night or in the weekend.

9. What requirements are the most important to you when you order something from Bullseye?

Price is important but the deadlines are killing time is one thing that is really important.

10. What are Bullseye's competitors offer that Bullseye can't offer you?

Nothing Bullseye is one of the three promotional companies Creative Workshop is working with. Every employer has its personal favourite.

11. Does your company use social media? Like linked inn, Facebook or twitter?

The company doesn't use any social media at all.

12. Do you personally use social media?

Personally does Storm Owens and Sheri Pead use Facebook.

13. If yes: Would you be friends with a Bullseye Facebook that's shows the newest products in the promotional market?

Storm Owens and Sheri Pead think differently about this question Sheri wants to keep work and private separated and don't become friends with Bullseye if Bullseye has a company Facebook. She sees it as spam and she already gets enough spam. Storm Owens would be friends and support the business if Bullseye has a company Facebook. She also says that Bullseye don't need to use Facebook like twitter and post something every hour other wise it would be to annoying.

14. Eco friendly products are getting more popular are you think your clients are willing to pay more for products that are eco friendly and have a eco friendly mark?

Eco friendly is getting more popular every day and clients of creative Workshop want to have the eco friendly brand on it, companies want to be green and eco friendly. Bullseye must examine all the options for eco friendly products. Because if an advertising agency as Creative Workshop needs eco friendly products Bullseye has the advantage that they already have a lot of product knowledge and they can come quick with quotes and the change to getting an order is bigger.

15. Electronic products are becoming more and more popular in the world in the future. Do you think your customers will find this interesting and be interesting more information about it?

Creative Workshop has not really the feeling that customers are asking for electronic products. But they don't know what the market is doing and maybe clients will ask in the future. The demand for eco friendly stuff is much greater than the demand of electronic products.

16. If something new comes up in the market do you find out yourself or do you find out because other promotion companies informed you?

Storm Owens and Sheri Pead read the promotional mails of promotional companies but the deleted them straight away after they have read them.

17. In the next few years other promotional material will be used as corporate gifts or promotional material where do you think the market is going?

Eco friendly is getting more popular.

18. Has something ever gone wrong when your where dealing with Bullseye?

Storm Owens and Sheri Pead are happy about Bullseye and there never went something wrong. Sometimes the time that Creative Workshop gets a quote is a bit long but they understand that Bullseye has to find the best supplier.

19. If yes: What happened and how did Bullseye react?

x

20. What do you think about dealing with your account manger?

Storm Owens and Sheri Pead are happy to work with Kaylin. Sometimes it's hard that she is working till three but she is almost 24/7 available on her cell phone.

21. Has your account manger enough product knowledge?

Kaylin knows a lot of all the different products.

22. How is the service your account manager is giving you?

Service of Bullseye and of the account manager is excellent.

23. Are there certain things you want to see improve or want to change in the relationship with Bullseye?

Bullseye can be innovating but they have to show it more that they are.

Interview 3: Andrea Meyer PPC

This interview is with Andrea Meyer. PPC is the biggest cement producer of South Africa. Andrea Meyer is responsible for all the events and conferences. She orders all the promotional material for the events and conferences but she also orders all the corporate gifts for the company.

1. What is your relationship with Bullseye?

The relationship of Bullseye is really good. PPC loves the relationship with Bullseye

3. What do you think of the experience of dealing with Bullseye?

The experience is great Bullseye is delivering excellent products on the write time at a good price.

4. How did you find Bullseye?

Bullseye was already one of the suppliers of PPC when Andrea joined PPC four years ago.

5. What makes Bullseye promotions special in your eyes?

- *Bullseye has a quick turn back time. If PPC needs something Bullseye always can help or is honest in if they can't make it.*
- *In every quote there are several options, Bullseye gives PPC options to choose from.*
- *Price and quality of Bullseye is good.*

6. What can Bullseye promotions do better in the further?

- *Come with more innovative products*
- *Come with products that can be linked too the branch*
- *Give the best price straight away the client don't want to ask for it.*

7. What is the difference between Bullseye and other promotional company?

PPC also deals with other promotional companies but the only difference between them and Bullseye is price. When other promotional companies are cheaper for the same products PPC is ordering from them.

8. How do you experience the personal attention that you get from Bullseye?

Personal attention is really important, when PPC has a tied time schedule Bullseye is commitment to produce the products on time. Quotes are extensive but now and then can be delivered faster

9. What requirements are the most important to you when you order something from Bullseye?

Price and quality are the most important requirements.

10. What are Bullseye's competitors offer that Bullseye doesn't offer you?

Sometimes the competitors offer a better price for the same products

11. Does your company use social media? Like linked inn, Facebook or twitter?

PPC doesn't use any social media at all. Andrea Meyer is trying to set up a social media plan for PPC.

12. Do you personally use social media?

Andrea Meyer is using social media every day. She is on Facebook, Twitter and on different blogs.

13. If yes: Would you be friends with a Bullseye Facebook that's shows the newest products in the promotional market?

Diffidently, social media can be a good tool to be updated for new promotional products.

14. Eco friendly products are becoming more popular, do you think your clients are willing to pay more for products that are eco friendly and have an eco friendly mark?

Every company is getting greener every day also the clients of PPC want to think green. When PPC as an event or convention eco-friendly stuff will be used more. Bullseye has to investigate what the options are to stay ahead of the competition.

15. Electronic products are becoming more and more popular in the world. Do you think your customers will find this interesting and be interested in more information about it?

Electronic products are not something PPC is asking for or is going to ask for in the future. But we don't know how the market is going.

16. If something new comes up in the market do you find out yourself or do you find out from other promotional companies?

Andrea Meyer doesn't read always the promotional mails she gets from promotional companies but when she has time she defiantly looks at it. Facebook would be also an option in the future the say how the market is doing.

17. In the next few years other promotional material will be used as corporate gifts or promotional material where do you think the market is going?

Eco friendly products are going to be more and more popular. Bullseye has to find what's possible to find more products in thes categorie and how the can be branded with the eco friendly logo.

18. Has something ever gone wrong when your where dealing with Bullseye?

No not she can think of.

19. If yes: What happened and how did Bullseye react?

x

20. What do you think about dealing with your account manger?

Andrea Meyer is really happy about Brenda she is always ready to help.

21. Has your account manger enough product knowledge?

It is understandable that Brenda does not know everything out of her head as Andrea asks for something Brenda comes back to her within a short time.

22. How is the service your account manager is giving you?

Great Andrea can't complain.

23. Are there certain things you want to see improved or want to change in the relationship with Bullseye?

There are several things Bullseye can do better in the future. They can be more innovative and they have to pay more attention that the products can be linked to the construction market. Also has Bullseye to focus on green products the market is asking for green products.

Attachment 8: Questions customer survey.

General Questions

Company's name:

Last time ordered:

Telephone number:

Name:

1. Do you recognize the name Bullseye?

☐ Yes → to question 3

☐ No

2. Do you know what Bullseye does?

☐ Yes

☐ No

3. How many times a year are you ordering promotional products?

☐ Every month

☐ Every 3 months

☐ Every 6 months

☐ Every 9 months

☐ Once a year

4. Why didn't your company order any more from Bullseye?

☐ You were not happy about the service.

☐ Bullseye is too expensive.

☐ You forgot about the existence of Bullseye.

☐ You found an other company that's better.

☐ Your company had to cut back on cost that's why you don't order promotional products any more.

☐ You take care of your own promotion to save money.

☐ Something else.

5. How is your relationship at this moment with Bullseye?

☐ Very positive

☐ Positive

☐ Neutral

☐ Negative

☐ Very negative

☐ Not relevant

6. How would you rank the service of Bullseye?

☐ Very positive

☐ Positive

☐ Neutral

☐ Negative

☐ Very negative

☐ Not relevant

Pre-sales Questions

7. How where you approached by Bullseye?

- ☐ By cold call.
- ☐ Another person recommended Bullseye.
- ☐ You got a mail of Bullseye.
- ☐ Yellow page.
- ☐ Personal relation with one of the employers.
- ☐ Don't know another person dealt with it.
- ☐ Customer found Bullseye.
- ☐ Something else.

8. Why did you choose Bullseye?

- ☐ Good price
- ☐ Good service
- ☐ Good quality
- ☐ Exclusivity
- ☐ Quick deliver time
- ☐ Don't remember
- ☐ Something else.

9. If you are looking for a new promotional company how would you look for the write company?

- ☐ Searching by Google.
- ☐ Find a company on recommendations of others.
- ☐ Yellow page.
- ☐ Ask people within your own company.
- ☐ Something else.

10. Do you read promotional mails?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Sales Questions

11. What is the most important when you order promotional products?

- ☐ Price
- ☐ Quality
- ☐ Service
- ☐ Exclusivity
- ☐ Deliver time
- ☐ Something else.

12. Would you like to have more sales meetings to be notified of all information in the promotional market?

☐ Yes

☐ No

☐ I don't mind

13. Can You remember the first sales meeting with Bullseye?

☐ I didn't had the meeting → to question 15

☐ Yes

☐ No → to question 15

14. You can describe the sales meeting as:

☐ Very professional

☐ Professional

☐ Neutral

☐ Not professional

☐ Not at all professional

After-sales Questions

15. Does your company use social media?

☐ Yes

☐ No

16. Do you personally use social media?

☐ Yes

☐ No

17. Would you like to be more informed by mail or through social media about discounts, special offers or other useful information? ☐ Yes ☐ No

E-mail

☐ Name for social media

☐ No

18. Would you like that Bullseye comes back to you after a sale to ask if everything is okay?

☐ Yes

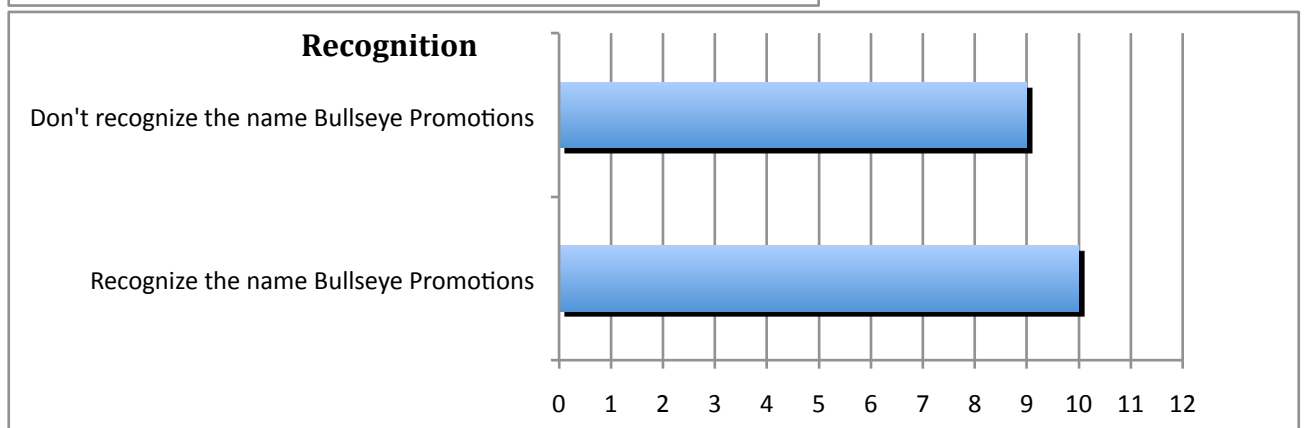
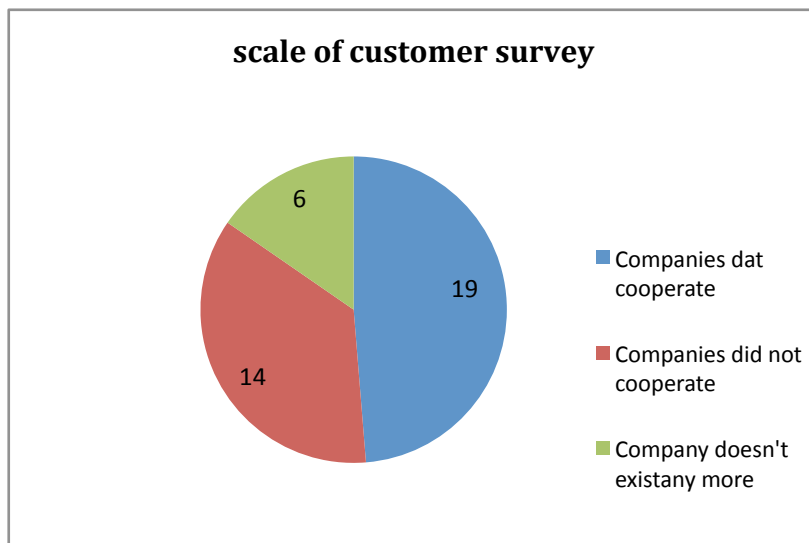
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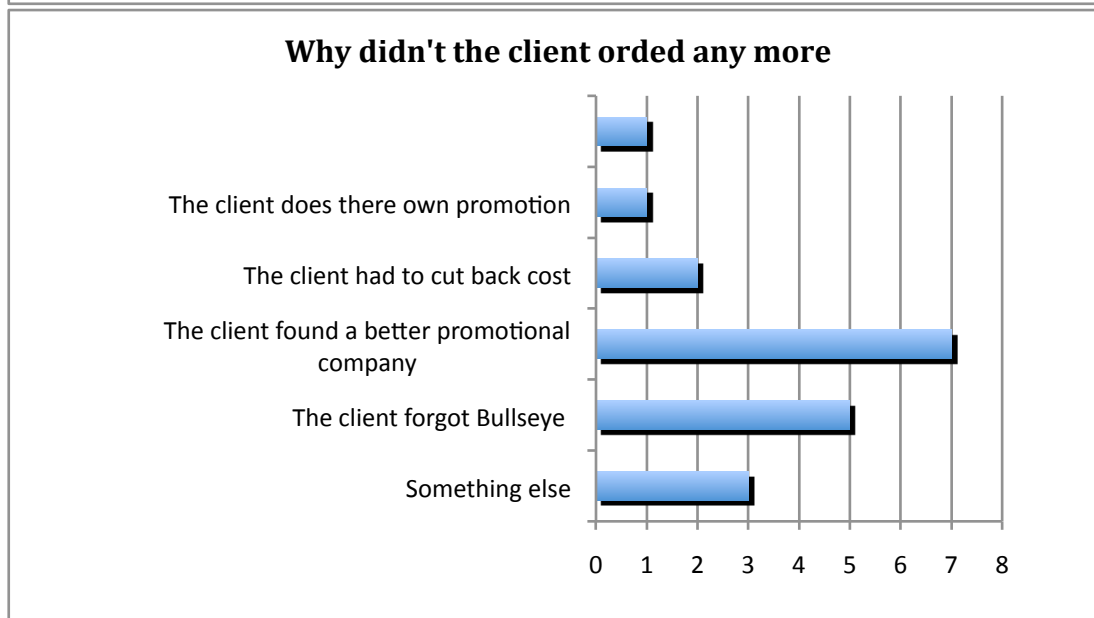
☐ I don't mind

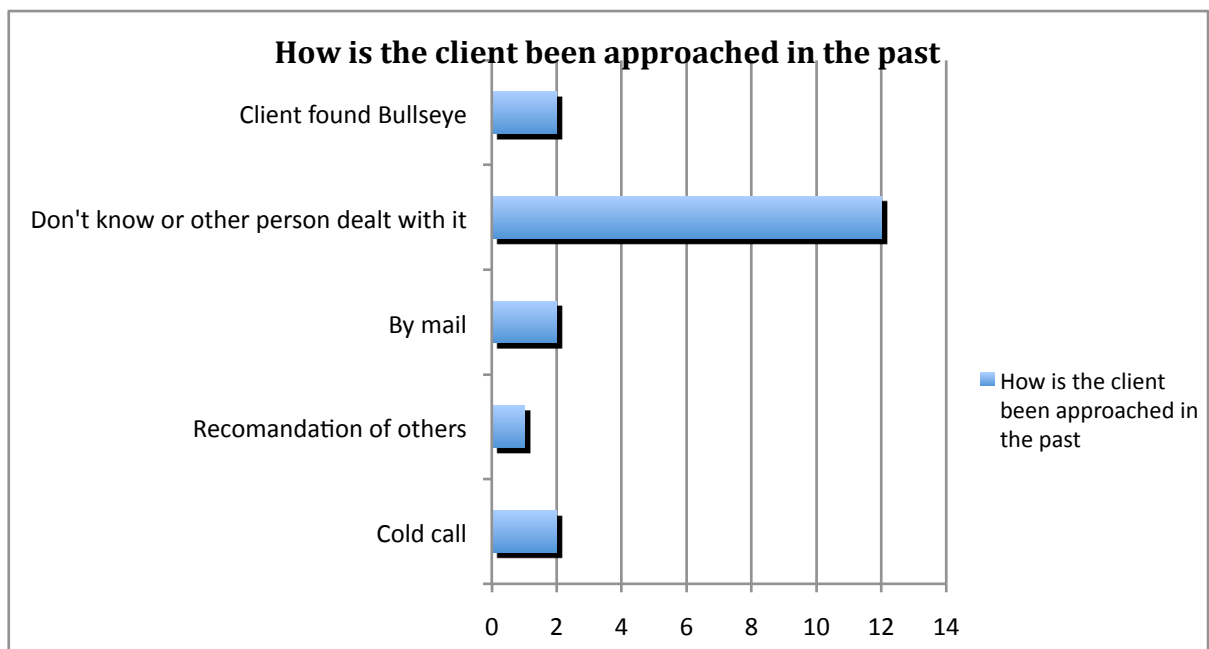
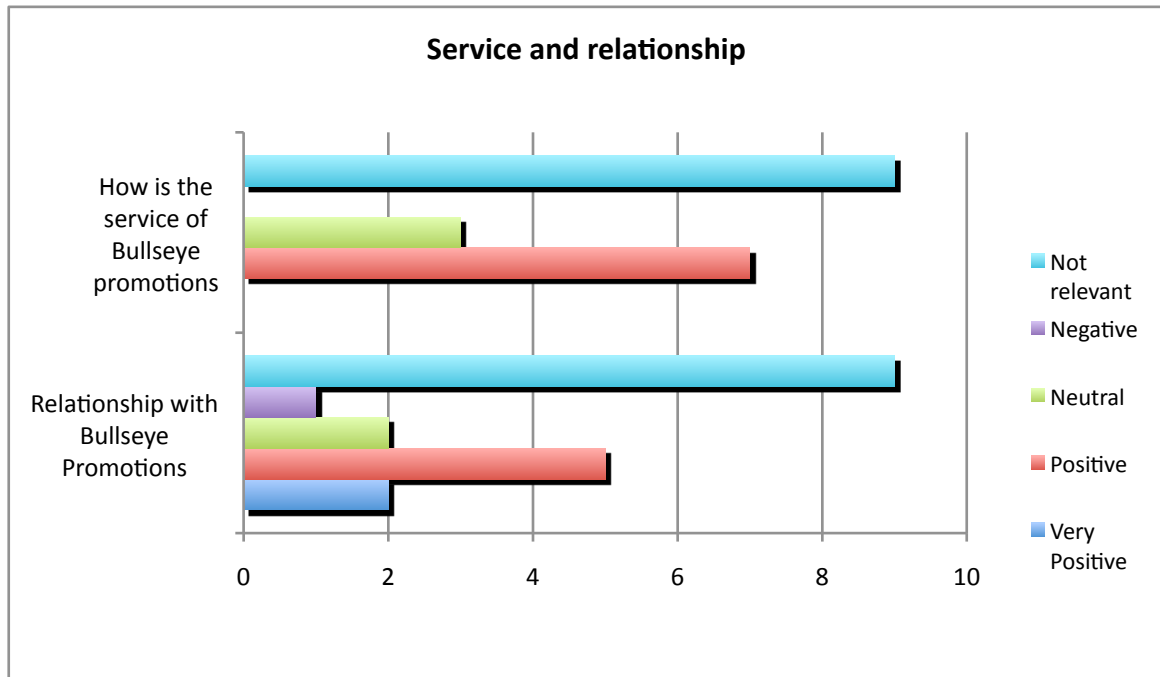
19. Do you have any recommendation for Bullseye as a promotional company?

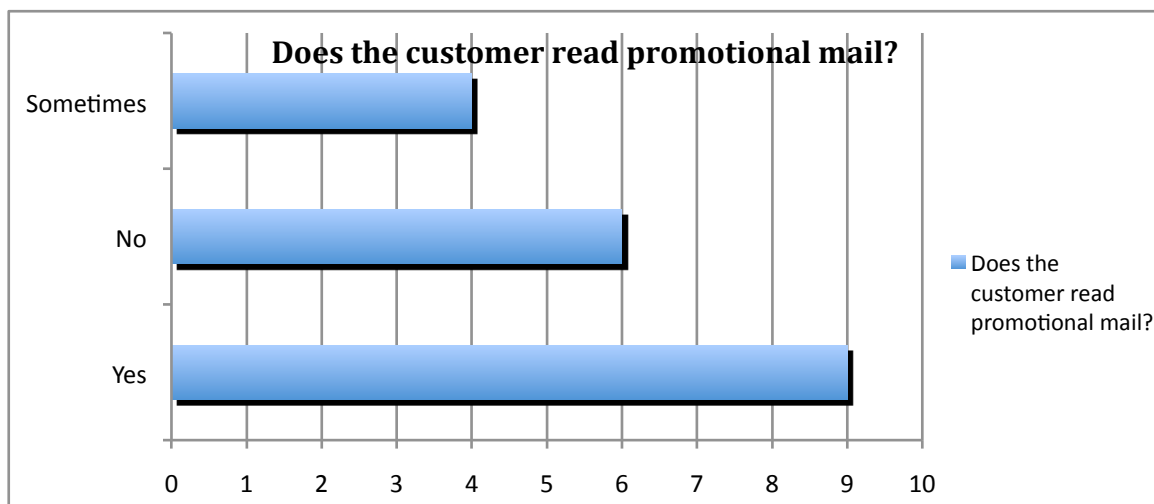
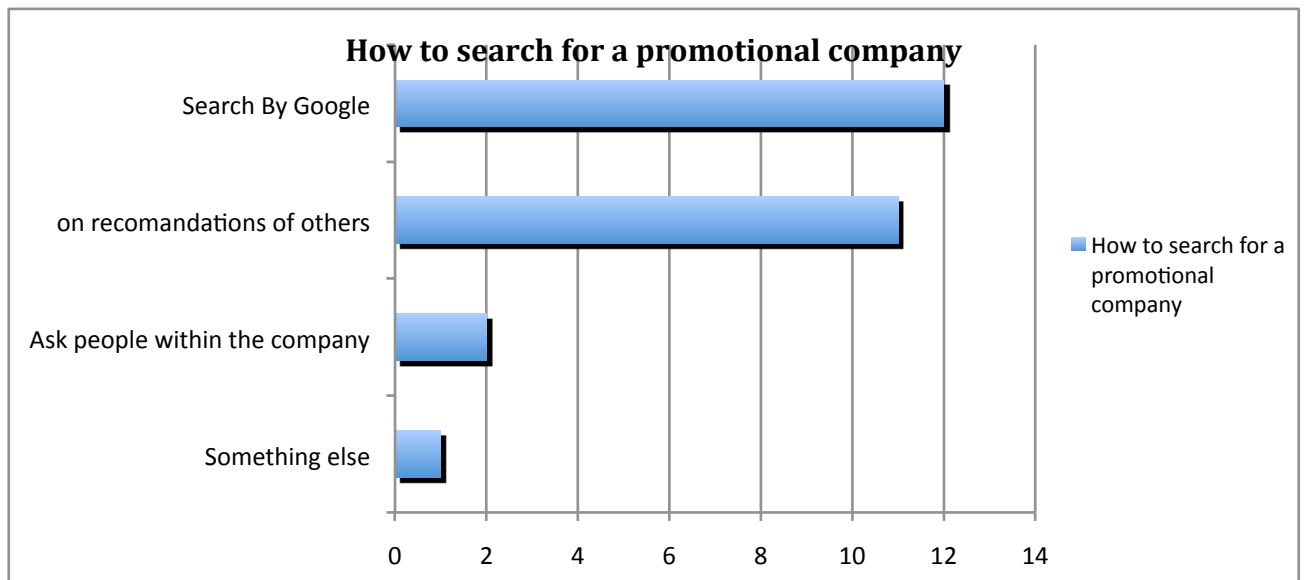
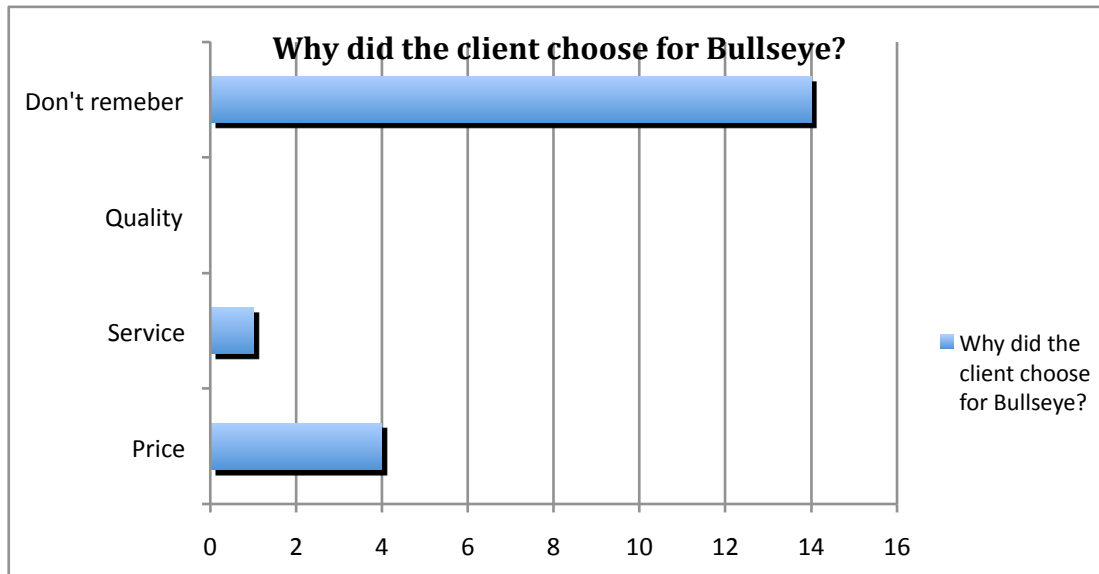
Attachment 9: Figures and outcome of the customer survey

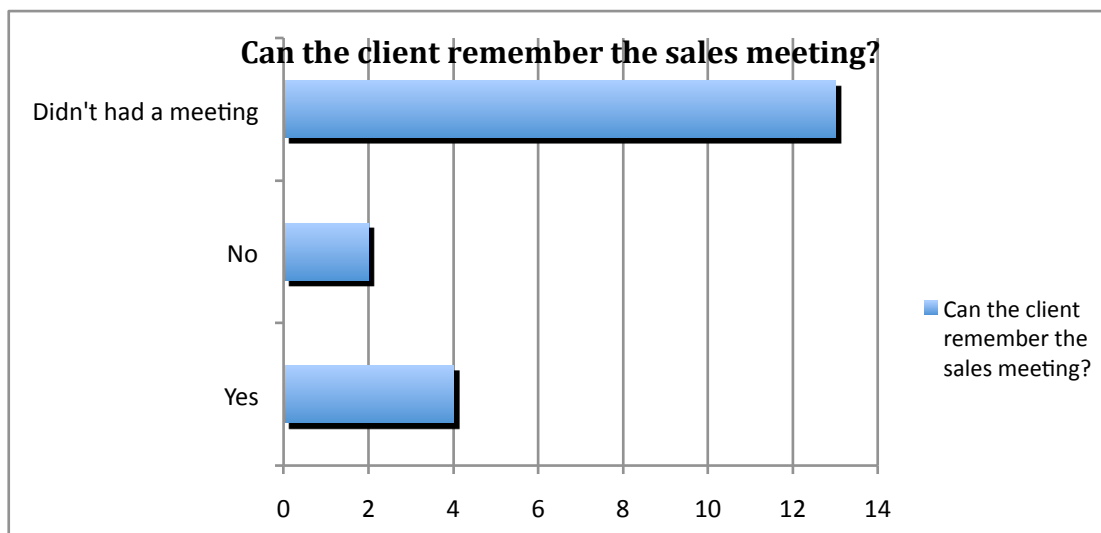
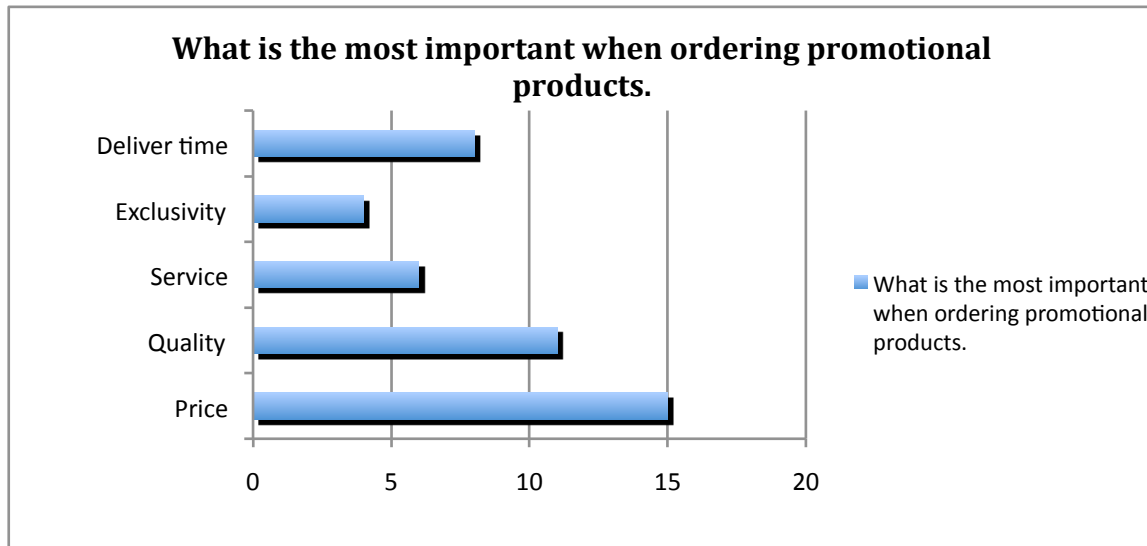
In this attachment there are all figures and results of the customer survey. The questions of this study can be found in attachments 8.



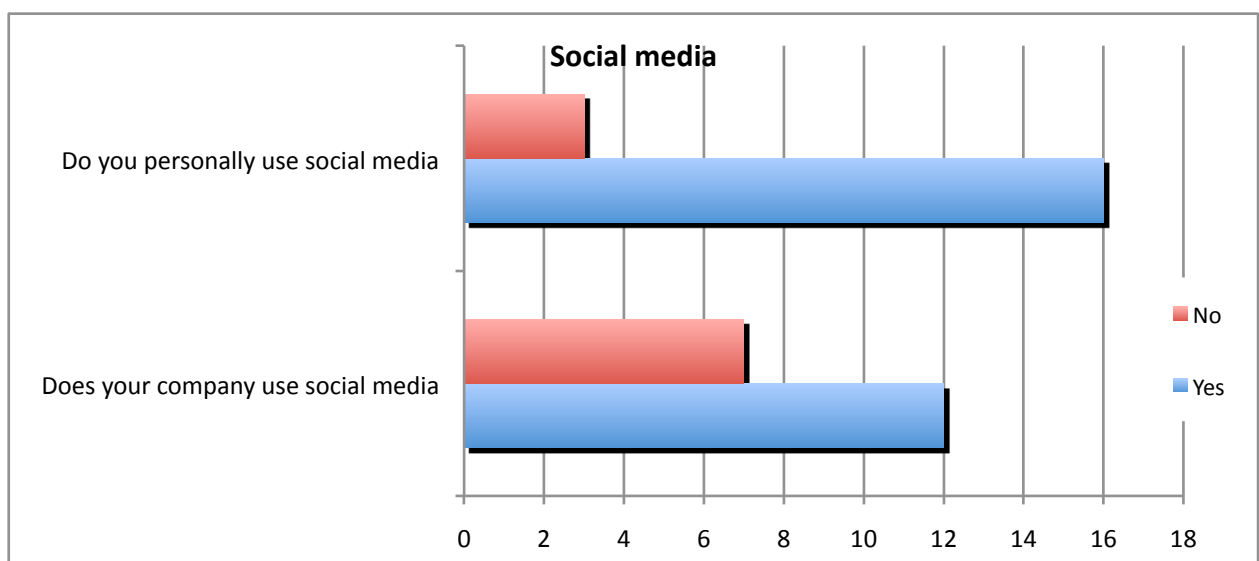




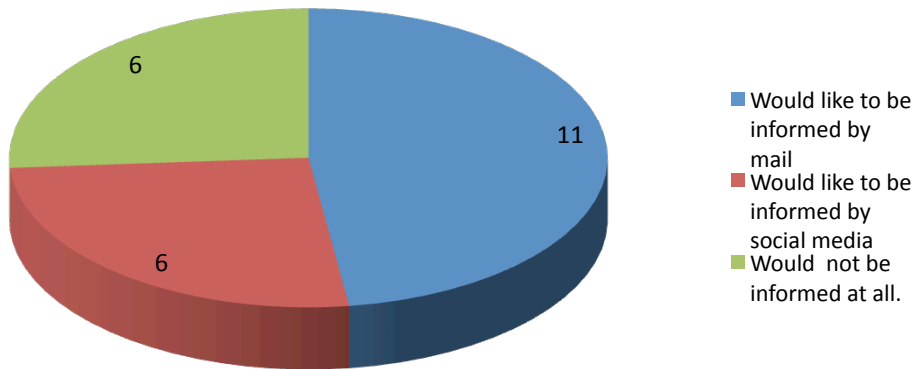




The people that had a meeting thought that Bullseye came professionally over.



Like to be informed about Bullseye.



Attachment 10: Not implemented action points.

Hire Sales representative: A sales representative for Bullseye is good and educational, but at this stage of the company Bullseye would not have enough funds to implement a good sales representative. A new employee is too expensive; wages, cars, telephones. It's wise to first invest in a CRM system and let the current employees do more sales. It's a good option but not for this moment.

Set up professional mailers: At this moment the mailers that get sent can be better to improve the effectiveness. Every mail has to have the same set up. In the future a graphic designer can do this. The customer survey showed that more than 50% of the clients read promotional mail.

Online Vouchers: Currently, the site of Bullseye is under construction. But when the site is live an on-line voucher can be given to give discounts to loyal customers.

Advertising not on the Internet: There also still many ways to advertise in newspapers and magazines etc. This is pricey and the results are low, which is why it is not an option for Bullseye

Guerrilla marketing: Guerrilla marketing is funny, and very effective if you have a lot of money to invest. For this reason it's not an option for Bullseye.

Banners on the Internet: Many companies use banners to generate new clients. For Bullseye is difficult to put a banner on the right site because to target group is too large. Also are banners on known sites quite expensive.

Advertising in malls: In terms of advertising, the advertising in malls is the best option, many people see it and the cost compared to other advertising is low. As in the problem statement, the changes and strategies can't cost any money; therefore this is not an option.

Bill Boards: Many people see the billboards but the costs are too high to actually implement.