



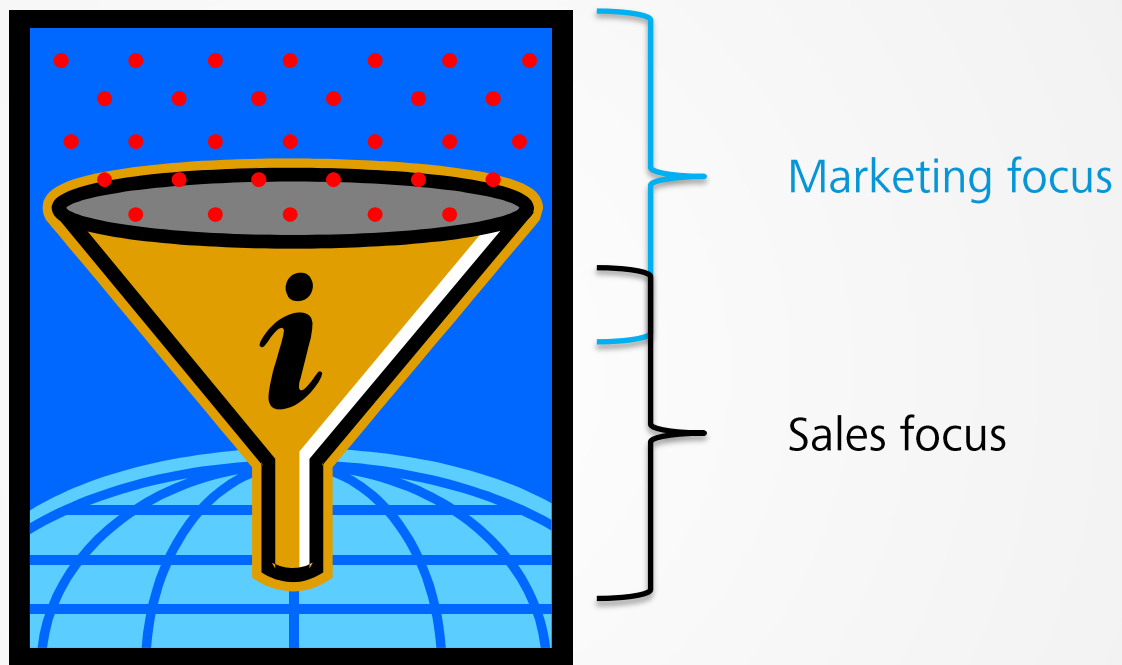
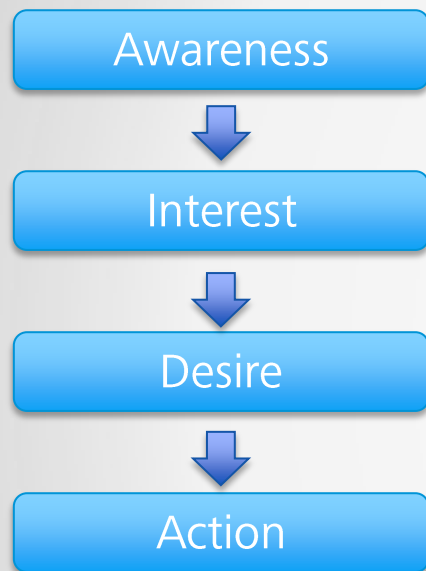
POWER  
TO WIN

# 市场营销战略规划培训

张洋

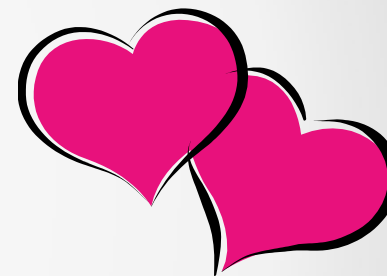
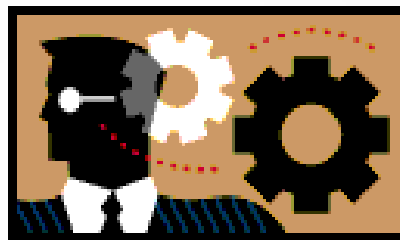
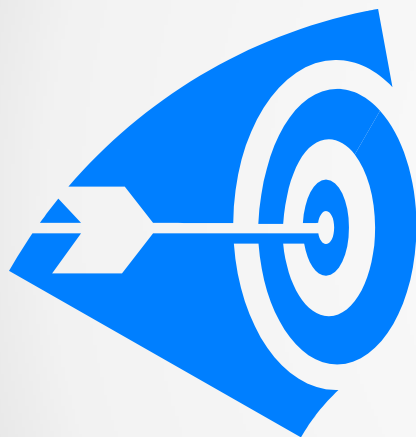
大中国区行业市场经理

# 基本的市场营销理论



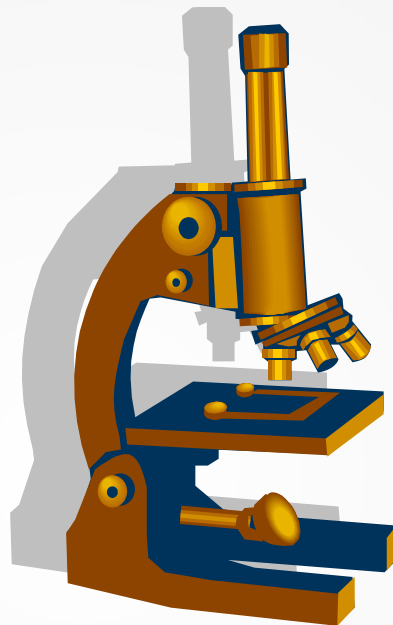
# 欧特克市场规划方法

# 目标 Goal



# 业务的现状

- 过去的成绩
- 现在的进展
- 经验和教训



# 市场环境

- 关键词:
  - TAM (total addressable market)
  - Penetration Rate
  - Competition

# 制定目标

- 关键词：(SMART)
  - Specific 明确
  - Measurable 可衡量的指标
  - Achievable 可以实现
  - Relevant 相关性
  - Time 时间



# Example: M&E FY15 Marketing Goals

	Goal	Measurement
#1	Win with thought leadership in Game, film and TV and Professional video sub segments.	<ol style="list-style-type: none"> <li>1. Industry TL events, executive coverage: 3</li> <li>2. Industry flagship events sponsorship: 4</li> <li>3. PR Interviews: 4 for CN News release: 8 for CN, 2 for HK, 10 for TW Clippings: 655 for CN, 28 for HK, 297 for TW</li> </ol>
#2	Drive business growth by ROI driven Demand Generation activities to both existing and new customers . <ul style="list-style-type: none"> <li>• Entertainment Creation Suites</li> <li>• AutoCAD Family</li> <li>• New prospect requisition</li> </ul>	<ol style="list-style-type: none"> <li>1. M&amp;E DG campaigns: MQLs 40 for CN</li> <li>2. Cross DG campaigns: 300 for PSEB, 200 for GFP</li> <li>3. Industry solution events: Attendee/MQLs: 300/10 for CN New prospect requisition target &gt;15% MQL 7.5</li> </ol>
#3	Deepen customer engagement through adoption program and enlarge prospect engagement, social media and community	<ol style="list-style-type: none"> <li>1. Drive Adoption by named accounts events: 4</li> <li>2. Customer case: 3 for CN, 2 for HK, 3 for TW</li> <li>3. AU Community registration: 10,115 for M&amp;E online program: 2 for M&amp;E, 3 for PSEB offline user group activity: 1 for M&amp;E, 1 for PSEB</li> <li>4. Sub-new: 50% and Sub-renew: 40%</li> <li>5. Nurturing programs: 4 newsletter in SC, TC and EN versions</li> </ol>
#4	Drive channel marketing capability and alignment (MDF, AMP, Certification, systems and process)	<ol style="list-style-type: none"> <li>1. Brand alignment: Logo: all partners apply MDF Industry messaging: Gold (TBD)</li> <li>2. AMP alignment: adoption rate &gt; 80 %</li> <li>3. Optimized MDF guideline &amp; ROI tracking by program Spending/reporting/leads tracking: Top 10 partners within 6 M Leads acceptance rate &gt; 60% DG focus program &gt; 70% New prospect &gt; 20%</li> <li>4. Marketing certification: VAD, Gold, Selected Silver</li> </ol>





# 规划的核心： GoalPOST

# 什么是GoalPOST

- Goal - 目标
- Profile - 目前的情况
- Objective - 要达到的目的
- Strategy - 采取的战略
- Tactics - 怎么做

## Profile - 目前的情况



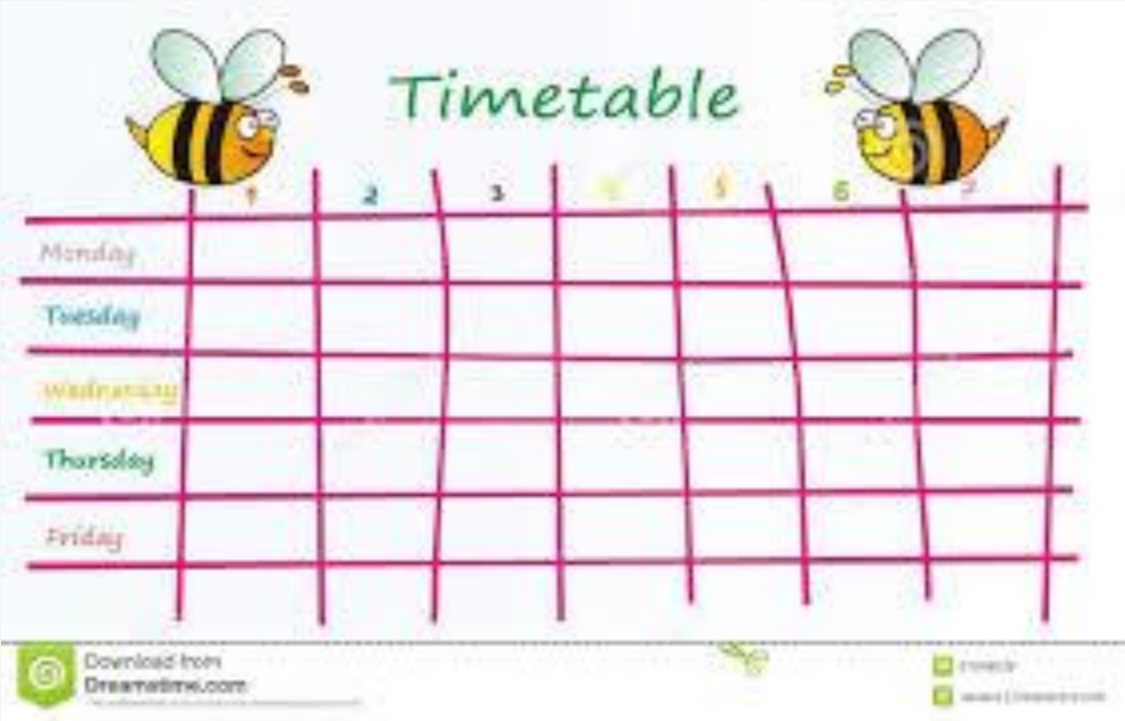
# Objective - 要达到的目的



# Strategy - 采取的战略



# Tactics - 怎么做



# Example: AEC FY15 business Goal #3: Continue to grow and win AEC Ecosystem

<b>P</b>	<ul style="list-style-type: none"><li>• Government is promoting BIM and making related standards: National, provincial, vertical industries</li><li>• Increasing industry solutions providers are committed to BIM and have strong intents to partner with Autodesk for BIM solution co-development</li><li>• Owners are mandating BIM increasingly but lack consistent requirements and metrics</li></ul>
<b>O</b>	<p>Maintain and strengthen BIM leadership position in industry ecosystem</p> <ul style="list-style-type: none"><li>• Key trusted advisor of government : nation and selected regions</li><li>• Key trusted advisor and leading BIM technology provider to owner in BIM mandates and design-in</li><li>• Leading BIM technology provider to industry solution developers in BIM solution co-development</li></ul>
<b>S</b>	<ul style="list-style-type: none"><li>• Continued proactive engagement in Government BIM standards development as trusted advisor</li><li>• Work with most influential owners to drive Owner's BIM mandates and design-in</li><li>• Develop and deepen strategic partnership with leading industry solution providers in design/construction/rail / hydro</li></ul>
<b>T</b>	<ul style="list-style-type: none"><li>• Continue to support MOHURD BIM standards development &amp; CECS vertical industry BIM standards development</li><li>• Promote Beijing BIM standard and support selected regional governments to develop specific regional standards</li><li>• Support to promote and implement MOHURD BIM mandate guidance document</li><li>• Work with SOHO China, WANDA, Longfor to drive BIM mandates/design-in and enterprise level work flow changes</li><li>• Strengthen existing partnership with PKPM/Hongye/YJK etc. and develop new partnership with Glodon in construction and identify proper partnership in rail and hydro</li></ul>





# 分组讨论：

## Goal：增加Subscription 用户数

# 制定Goal 模板

	Goal	Measurement
1		
2		
3		

# Goal POST 模板

## Goal 1:

P	
O	
S	
T	



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