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### **Магістерська робота**

на тему: “Developing a Competitive Marketing Strategy for Eldris  
THE KEY SUCCESS FACTORS OF A VOIP VENDOR’S ENTRY INTO A NEW FOREIGN  
MARKET”

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## ABSTRACT

VoIP (Voice over Internet Protocol) is an IP-based telephony technology that enables low-cost voice transmission. It uses the Internet as a means of disseminating material. This innovation provides excellent potential for complete functionality. However it is still less secure and reliable than conventional phones.

Despite the vast potential and possibilities, the VoIP market faces various challenges at the beginning stages. Therefore, a comprehensive marketing and sales business strategy must be in place to ensure that limited resources are spent wisely to minimize the uncertainty and succeed. Eldris is a multinational company that develops browser-based Unified Communications solutions and VoIP products. Eldris's system is a scalable solution for companies that need to upgrade their communication tools by introducing such features as video conferencing, chat, and user presence while simultaneously reducing operating costs. Eldris operations are based on an extensive network of certified business partners who install and maintain Eldris systems in Europe (Italy, France, Germany, Netherlands) and the USA. The company aims to grow its customer base by the expansion into **new markets**. At the moment, the company is focusing on entering the *VoIP market of the United Kingdom*.

This study aims *to help Eldris develop a stable marketing and new business penetration strategy and investigate and clarify the key factors that a VoIP vendor must consider when entering a new international market*. Eldris would benefit significantly from implementing this strategy to create a solid customer base by utilizing the marketing and sales tools provided in this paper.

Relevant literature has been reviewed in conjunction with the UK market analysis, competitors, and target audience. Also, a deep study of the company's marketing activity and semi-structured interviews with stakeholders in the telecommunications industry were conducted to form a credible marketing strategy that will give Eldris a competitive edge within the telecom services industry.

Based on the findings from this research, VoIP vendors face many hurdles, and only a tiny portion can manage to succeed in this highly volatile market environment. A great product combined with great marketing provides a solid foundation for the vendor to succeed. In summary, this report indicates that Eldris can grow if customer and market demands are met. Therefore, a comprehensive marketing strategy must be developed to provide the necessary structure to connect to the market and meet these demands.

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## INTRODUCTION

The paper's subject and study issue will be introduced in the following chapter. We will also go into the study's goal and methodology.

VoIP companies and vendors face many challenges in the first stages of acquiring new markets and customers. Therefore, a comprehensive business strategy must be developed for them to start on a solid basis. Today, the global business landscape has become very uncertain. Customer behavior is constantly changing, economic circumstances are unpredictable, technology is evolving rapidly, and there is a high level of competition in the market.

Eldris is an Italian company, founded in 2005, engaged in telecommunications, specializing in Voice over IP (VoIP) solutions. Eldris has been providing ready-made unified telecommunications solutions in the European and US markets for over ten years. Eldris' solution was created due to long-term research in industrial products, specifically active and productive communication solutions.

Eldris is a developing company, and a growing business must carefully plan its marketing and sales strategy to achieve its goals and objectives. The outcome of the market research divulges promising results for Eldris to succeed in the global VoIP market. However, it is almost impossible to penetrate a very demanding yet volatile telecommunication market without a strategic marketing and sales plan. This fact underlines **the significance of the study**.

Participating in this project for over a half of the year at the marketing research level has revealed that the Eldris product can succeed in the highly competitive VoIP market of the United Kingdom. However, Eldris will need to build a marketing and sales plan that will enable it to take advantage of possible opportunities. Consequently, the study's *goal is to develop a marketing and sales approach to assist Eldris in entering a new market*. The topic chosen for the thesis is Developing a Competitive Marketing and Sales Strategy for Eldris. The thesis *aims to deduce a suitable marketing strategy that may help Eldris gain the global pace for*

*technology offerings and successfully enter the United Kingdom's telecommunication market.*

***The significant study objectives include:***

- to analyze the significant challenges that the VoIP market usually faces as well as the market possibilities;
- to analyze the company's position in the external environment;
- to explore the potential target customer and their views regarding VoIP products;
- to research competitors and primary vendors;
- to analyze and critically evaluate the weaknesses and strengths of Eldris;
- to explore the UK VoIP market;
- to examine VoIP from the perspective of a marketing problem;
- to make recommendations as to gaining market entry and further penetration of more enormous mainstream market segments;
- to integrate the findings into a comprehensive sales and marketing strategy.

This paper also addresses the existing knowledge gap regarding the successfulness of market entry strategies for telecommunication vendors to present industry-specific recommendations. It is possible to determine the main reasons that significantly raise the chances of successfully joining a new global market by analyzing different internal and external factors that play a part when a VoIP vendor enters a new market. To present the technique, this study aims to answer the following question: *"What are the main factors that maximize the success of a VoIP vendor's business penetration into a new market?"*.

Multilayered research was undertaken to address the above research query and accomplish all aims, including a literature review of existing theories, a quantitative overview of the UK market, and qualitative analysis focused on interviews with potential customers. All recommendations will synthesize different theories on developing markets for innovative technology products, along with new information gathered and analysis performed as part of the methodology process of

this project. As the result of all the studies mentioned above, ***an annual Marketing Plan and strategy*** will be proposed for Eldris. We also *set a goal* to get **forty new partners** per year. Exactly this number we expect to get in a year's time.

The company profile, the background of the study, and focus are discussed below. It will provide a superficial overview of the importance of conducting marketing strategy research for Eldris.



## CHAPTER 1

### 1.1 Background of the study

Although the Voice over Internet Protocol (VoIP) has existed in various forms since creating the Internet, progress made it technologically and economically viable during the last years [1].

In the beginning, using VoIP to make a call over the Internet required a computer station at each end of the connection. Today, VoIP calls can be made using low-cost handsets with built-in microcomputers or digital adapters that exchange data between the Internet and regular phones.

What is even more important than the technological basis is VoIP's potential to disrupt the UK telecommunications industry segment with more than 15 billion dollars a year generated through local access and long-distance telephone services. Because VoIP uses the public Internet as a transmission medium, the only cost may be a monthly fee for connecting to the Internet. As a result, revenues streamed from existing telephone Service Providers for the past 100 years are at risk, which undermines the future of the conventional telephone industry.

Perhaps the greatest challenge for VoIP will be to gain market entry and then penetrate the UK telephone market. The adage that a new technology product or service is worthy will sell itself is a myth [1]. Knowledge of theory surrounding innovation adoption helps to build an understanding on which to base a methodical strategy to introduce new innovative products and gain acceptance in mainstream primary markets.

The marketing strategy and approach of a company are critical to enabling the VoIP vendor to endure this challenge. The success of marketing strategies is dependent upon how the environment in which the company operates is perceived. The decisions regarding sales and marketing directly influence the performance of new ventures and, therefore, pave a path towards further developments.

## **1.2 Eldris profile**

Eldris is a global company that develops solutions for unified communications based on VoIP browsers and products. The company relies on certified business partners who install Eldris systems in both Europe and the United States. Eldris's solution focuses on small and medium-sized businesses, from 100 to 3,500 users, who need to provide their employees with efficient but easy-to-use means of communication. The Eldris system is a comprehensive and scalable communications solution for businesses looking to improve their communications by including video conferencing, chat, and user presence while lowering running expenses.

We develop, produce, integrate information and telecommunication systems, allowing clients to use Eldris solutions in the form of high-quality, convenient, and economical communications in any place of the world.

Eldris solutions have been successfully applied in commercial facilities, government agencies, emergency services, law enforcement and have successfully competed with such brands as Cisco, Nortel, Avaya.

We exploit the full potential of new-generation networks for high-tech communication solutions. Among them are available technologies, which allow us to integrate our products into any telecommunication solutions. The most crucial telecommunication solutions are VoIP, Telefax and Short Message Service (SMS), and telephone traffic analysis tools.

Eldris began to create a telephone system like everyone else. Moreover, one day, the company decided to stop following the crowd and explore how Eldris can help companies promote their business. We found that System Integrators do not need more products to sell. They needed a way to provide and prove benefits to their clients using the Real Unified communications and collaboration (UCC) platform. We will be different from all other suppliers if we can provide our clients with the actual profitability of investment and demonstrate how it affects the profitability and profitability of their business. The conversation went from «race to the bottom» to value!

### **1.2.1 Company background**

Eldris is still gaining traction rapidly in the unified networking and interactive workspace. The business has impressive scope, with over 1.9 million users in 115 countries. Eldris also has a long history of working with Private Branch Exchange (PBX) systems. The company worked hard to blend creative growth with conventional telephony's technological excellence.

Although the platform targets the small and medium-sized business market, the platform's scalability also allows for large-scale transactions. Real-Time Communication (RTC) technology is installed in the Eldris solution, and it means that the entire system is available through the web [1]. This means that all customers can access all platform features having only connection and computer, whenever they are located.

Eldris began in 2005 as an innovation by Elder Smith. He wanted to combine his experiences in a telephone system that would be easily accessed, configured, and deployed. In 2020, Eldris successfully developed a full-fledged RTC integrated communications platform with a wide range of collaborative features for external users.

Due to browser-to-browser exchange (RTC), it does not matter which technologies are used by people outside the organization due to browser-to-browser exchange [1]. Anyone can join the Eldris platform and get a rich experience of communication.

### **1.2.2 Market focus**

Eldris set out to conquer the Unified Communications and Collaborative Suppliers (UCC) market. As far as geographical location is concerned, Eldris does not impose any restrictions. The company intends to expand its customer base and presence in all international markets. The end-users who will benefit from high-speed communications belong to any industry. The target segment of Eldris is *System Integrators and providers of telecommunication services*, and these providers are

spread all over the world. As for the European and US markets, Eldris has already been introduced and is successfully developing.

The Eldris team decided to conquer new countries and expand internationally. The company had never before been present in the UCC market in the United Kingdom, and after some analysis of this market, we realized that we could largely meet the needs of the target market and gain advantages for us. The UCC market in the UK has great potential.

**We will focus in this paper on building a strategy for the UK market.** The UCC Global and UK Market Analysis will be demonstrated in the next part of the paper. We will go through the target market's obstacles and prospects, as well as the central players.

### **1.2.3 Eldris product offering**

The Eldris Unified Communications solution provides partners with a single web interface to coordinate internal and external communication across different networks, such as:

- An entirely web-based and intuitive communication interface that can be accessed directly from the browser, with no need for end-user training;
- Audio and video calls, conferencing, desktop sharing, and business chat are all available in real-time for internal and external users;
- PC, desk phones, handsets, and handheld devices all have online access to shared phone books and presence records.

The portfolio of Eldris solutions is vast and has an enormous choice of various features. People can streamline everyday processes, increase workplace productivity, increase employee participation, and maximize customer experience by combining communication activities. Unified Communications streamlines business operations, lowers travel costs, allows for video conferencing, and ensures that workers are available at all times and in any location thanks to the mobility functionality.

**The list of solutions is provided below as well as a short description:**

- **Eldris Communications** is a web-based interface that allows staff from the company's various offices worldwide to communicate effortlessly, quickly, and securely using office phones and mobile devices.

- **Conference** — is the first professional video conference that is convenient to use. RTC was used to create the wizard, which allows for safe real-time audio and video communication between browsers. This eliminates any need for new applications to be installed on the computer.

- **Webinar** — is the browser-based webinar platform for sales. Webinar lets prospects join and enjoy webinars, and then they can be converted into customers. The webinar platform educates visitors, engages them, and turns them into profitable leads.

- Customers will use **RTC** to attract more customers by using corporate websites. Eldris Cosmo is a technical business collaboration solution built on RTC technologies that integrates Unified Communications into a website.

- **VoIP PBX: Hardware, Virtual, and Cloud.** The Eldris PBX is available as a physical or virtual appliance or in the Cloud.

Eldris Technology is enabling a more productive and dynamic work experience. *Eldris's fully Web-based, 100% Channel Focused Solution that drives increased productivity and improved employee experience, engagement, and innovation, resulting in tremendous business value and competitive differentiation.*

Eldris technology is resulting from years of long-term research. It offers the most advanced VoIP solution, including configuring and monitoring. Analyzing Eldris benefits and key features listed above, we can conclude that the Eldris solution will provide enhanced value to the customer in three different ways:

- **Technical benefit** — Boost efficiency by increasing speed. Customers will gain a lot by using this high-speed networking to boost efficiency.

- **Reduce costs to increase business value.** Moreover, though the initial prices are high, the long-term costs of maintaining VoIP are lower than traditional telephony.

- **Personal value** — Improve work-life balance. Eldris also offers remote control and monitoring of the system.

## CHAPTER 2

### LITERATURE REVIEW

#### **2.1 What is Voice Over Internet Protocol?**

Different concepts are considered and discussed relevant for the formation of a sales and marketing strategy for Eldris. This section will help provide insights into the potential marketing strategy depictions and their prospective implications for deducing a marketing strategy for Eldris.

Legacy telecommunications networks have traditionally carried voice signals over analog phone lines, necessitating installing circuit wiring to send and receive calls. A piece of advanced hardware known as a Private Branch Exchange (PBX) links internal phone extensions to the national telephone network in this situation. VoIP, or Voice over Internet Protocol, is a technology that transforms voice into digital signals that can be transmitted over the Internet as digital data packets through a customer's local area network to allow phone calls, rather than sending data packets over a conventional circuit-switched network [3].

##### **2.1.1 How does Voice Over Internet Protocol work?**

As previously mentioned, VoIP facilitates telephony over the Internet by translating analog phone signals into digital signals. VoIP involves the real-time transmission of voice and fax data information over data networks concurrently with traditional data packets. The Internet is the communications infrastructure where VoIP calls are typically carried. VoIP operators use their existing Internet access to receive and place telephone or fax calls with other VoIP users or conventional telephone users.

##### **2.1.2 What are the benefits of VoIP?**

Modern companies prefer VoIP calling service over conventional phone lines because it provides them with many benefits than just improved internal

communications. *Here are only a couple of the many possibilities VoIP can provide* [3]:

### **1. Cost Savings**

Using VoIP to set up a company communications system is a cost-effective alternative. VoIP services can use a direct IP connection to a customer's phone service provider, an existing internet connection, or a mix of the two. As a result, inside corporate communications are essentially unrestricted.

### **2. Easy to Install**

As opposed to conventional phone systems, VoIP systems can be much easier to set up and configure. All customers need to do is to connect IP phones to the corporate network via Ethernet lines.

### **3. Clear Voice Quality**

The call efficiency of Voice over IP was initially unsatisfactory when it was first launched. The most common myth about VoIP is that it has a lousy call consistency. Customers should rest easy as long as they have reliable and fast Internet service.

### **4. Mobility and Geographical Flexibility**

Over smartphones, VoIP allows companies to expand their messaging infrastructure to remote offices and on-the-go staff. For a remote team, the workplace is anywhere they want it to be as long as they have access to the Internet.

### **5. Abundance of Features**

Traditional telecommunications networks do not accept or provide some capabilities that are only available for a premium for VoIP services. These features are not all bonus features.

**Here are a few samples of the features available [3]:**

- The right to check a colleague's status (present, busy, absent);
- Video conferencing (which ensures fewer work trips);
- Control over performance;
- Simple screen and document sharing;
- Integration with other management tools.



One of the pillars of everyday company practices is effective internal and external contact. The golden law in contemporary business communications is gradually Voice over Internet Protocol (VoIP) [3]. Simply stated, it is a well-established technology that helps people to make phone calls when connected to the Internet.

As we can see from the preceding list, VoIP systems have several advantages. Furthermore, VoIP has almost no disadvantages. This powerful technology is being embraced by sophisticated companies worldwide, which recognize the significant strategic benefits it offers.

## **2.2 Market entry**

Doing business internationally provides opportunities for any company to bring innovations to the world. A company that exports faster is more productive and has employees who tend to earn more [4]. Some of the companies enter a new market gradually, whereas some start from scratch. Companies must be prepared for all operations and adapt to the demands and challenges of foreign economies to compete in the international market for a long time [4, p. 20]. An effective means of developing its industry in a new country with a solid plan to achieve its intended aim is to enter the Newmarket.

### **2.2.1 Market entry strategies**

After deciding that an organization has to enter a new market, there are various options open to do it. Cost, risk, and the degree of control that can be exercised over the alternatives can differ. Exporting through a direct or indirect method is the most basic form of entry strategy.

A market entry strategy consists of an entry and a Marketing Plan [5]. According to [5, p. 45], companies use five methods for new foreign market entry. They are as follows:

#### **1. Technical innovation strategy**

It is the strategy of perceived and demonstrable superior products. This strategy is where a company has either a truly higher-level effect or can convince its customers. We can also include a high level of technical service into this strategy.

## **2. Product adaptation strategy**

This is the strategy of modifications to existing products. It is the process in which the modification or change is made to the current product. It is made to meet the needs of different types of customers or markets.

## **3. Availability and security strategy**

This strategy is a process by which a company can control transportation risk in two ways. The first is to provide all services such as delivery, installation, maintenance, and security, while the second is to convince the customer that they are not crucial.

## **4. Low price strategy**

It is the strategy of penetration price. This low pricing strategy is where a company puts a meager price to restore the demand and gain value in market shares.

## **5. Total adaptation and conformity strategy**

The strategy of total adaptation is when foreign vendors take an integrative approach to do all that the customer needs in terms of products, development, and delivery [5, p. 50].

We can ascertain several market entry strategies from the above, which companies may use to enter new international markets. All of them have several positive and negative features. They all must be considered carefully by businesses before they enter new markets. This exact approach to the definition of market strategies was chosen as the most relevant for the Eldris case.

In terms of exporting modes, we can summarize different market entry into the following significant groups [6, p. 2]:

- **Direct Exporting** — piggybacking, trading companies, export management companies, domestic purchasing [6];
- **Indirect Exporting** — distributors, agents, direct marketing, franchising, management contracts [6];
- **Cooperation strategies** — joint ventures, strategic alliances [6];

- **Direct Investment** — own subsidiary, acquisition, assembly [6].

The entry modes refer to whether the company will establish relations directly with the customers or indirectly via an intermediary (e.g., a distributor or an agent). The strategic approach of Eldris so far has been to enter foreign markets either through *System Integrators or distributors*. The company prefers to work with System Integrators, as they are more connected with telecommunications and can provide complete assistance, help, and installations. The distributor is a local independent sales organization that takes the title and maintains inventories of specialized or diversified products and resells them at a margin above its cost [6, p. 10]. Usually, distributors also offer credit terms, provide assembly and after-sales, and maintenance services. Since distributors are very limited in the services they can provide and have such a giant list of resellers, it is hard to trace where our solution was installed and how to fix it. Also the number of distributors are pretty limited on the territory of the UK. We can not exclude them though, but we do not choose them as the main target. In addition, considering the corporate decision of maintaining production only in Ukraine limits us to few options of entry modes.

Therefore, we will focus on System Integrators as an entry mode opportunity. However, the company still does not exclude the distributors from penetrating their product into the UK market. The market entry mode of Eldris is **indirect exporting**. The significant advantages of using this entry mode are local knowledge and skills, well-established and operating networks, and a lower level of technological risks and resources invested. However, the company's control is more down in direct exporting than direct Investment [6, p. 5].

We also used the **Ansoff Matrix** [7, p. 201] to better understand the risks and choose the best approach. Since Eldris products already exist and the market of VoIP, according to the matrix, we need to use a *Market Penetration strategy*. It is concentrated on the sales of already existing products to an existing market. It concludes decreasing prices and increasing promotion and distributors efforts. Eldris combines two: *low price and technical innovation approach* in terms of foreign market entry strategies. Since it is still a young company, its prices are much lower

than competitors' one. The pricing system and licenses are also way more straightforward and cheaper than the one other vendors can propose. The company also is very beneficial for the partners in terms of margins as it does not have any limitations and allows them to earn their interest as much as they want. Concerning the innovation approach, after a detailed examination of the market and target audience, we did choose this approach as it is one of our competitive advantages. Innovative technologies and a broad spectrum of features differentiate Eldris's solution out of all vendors. As it will be mentioned below, in the analysis of the UK VoIP market, the new regulation about the General Data Protection Regulation (GDPR) can also be very beneficial for Eldris. As the company's solution is "secure by design," we decided that the company will upgrade this function to the target market's needs and highlight this in the communication and positioning. In the next chapter of the paper, we will analyze and describe marketing activities, competitive advantages of the company, market entry strategies, and create a Marketing Plan for Eldris.

### **2.3 Marketing and sales development**

According to Kotler [8, p. 86], there are eight different steps for introducing a new product or technology. The first step is the main idea and how it differs from the other pre-existing areas. The next step is to extend the understanding of how the development of the concept may prove to be an objective viewpoint. The third major step is product testing and the accumulation of product components to be tested. A marketing strategy comes at the fourth step, which veers the focus off from the product and concentrates on the potential customers and markets. We followed this pattern to introduce Eldris products to the new market and build a successful marketing strategy. Successful formation and implementation of a marketing strategy determine the company's profitability and provide valid reasons for furthering the process.

## 2. 4 Understanding B2B markets

As opposed to commercial markets, business-to-business (B2B) markets are unique [10]. Since future buyers are businesses, it is essential to consider how the business-to-business industry functions and how it varies from the consumer market. Some key factors make B2B markets particular and different from consumer markets [9]:

### 1. B2B Markets have a more complex decision-making unit

Each team member will have different interests and motivations, making the decision unit much more complex.

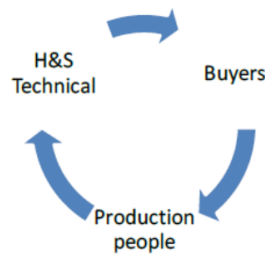


Figure 1. A typical decision-making units in B2B environment [10]

### 2. B2B More rational buyers

Consumers buy whatever they want and do not think about ROI, but they always have to think about the profit when one purchases for the company.

### 3. B2B products are often more complex

Most of the industrial products have specific requirements. No one would buy VoIP solutions because they look nice. Since these solutions must be incorporated with organizational systems, technological problems must be considered before making a purchase decision.

### 4. In B2B markets, there are a limited number of purchasing units

A small number of customers dominate a sales ledger.

### 5. There are fewer behavioral and needs-based segments of B2B markets

Since the target audience in the B2B market is small, this is one reason why B2B has few segments. Also, the behavioral and needs-based segments that emerge in B2B markets are frequently similar across industries [10].

### **6. Personal relationships are more critical in B2B markets**

A small customer base that regularly buys from the B2B supplier is relatively easy to talk to. Sales and technical representatives visit the customer and hence build personal relationships, and trust develops [9].

### **7. B2B buyers are longer-term buyers**

Long-term purchases are much more common in B2B because capital machinery, components, and continually used consumables are prevalent.

In B2B markets, the target audience is small, and buyers place more emphasis on relationships than brands when making purchasing decisions. It has also been identified that the product quality and design alone do not create success unless they are followed by a credible sales and marketing strategy because the product alone may not make a difference unless it is bought and utilized by the consumers. *Therefore, a reasonable marketing strategy appeals to consumers and respects their feasibility.*

Since Eldris's potential customers are business enterprises, we used this data to understand the target segment better and create a relevant B2B approach. Business-to-business marketing focuses on *satisfying the demands* of other companies, but eventually, demand for these businesses' goods is likely to come from consumers in their homes [9, p. 20]. Understanding of needs and differentiation of the target segment is crucial for the company. Eldris has a very developed indirect go-to-market strategy, which means we sell the product only through the approved partners and distributors. The relationships we build with partners are one of the competitive advantages. Therefore, this classification helped the team better understand how to highlight this advantage and present the product to the target customer. *For example, we realized that we need to concentrate on which profit we will bring to our customers, that we need to present our product in numbers and facts,*

*also we need to build long-term close relationships with our partners, and also we need to be sure that we approach only decision-makers.*

A review of different studies and theories suggests that innovative and value-oriented VoIP vendors hold the highest potential to compete in the market. However, there are still some obstacles that make vendors vulnerable when facing market failures. It has also been identified that the product quality and design alone do not create success unless they are followed by a credible sales and marketing strategy because the product alone may not make a difference unless it is bought and utilized by the consumers. Therefore, a reasonable marketing strategy appeals to consumers and respects their feasibility.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Research approach**

This chapter includes details about and justifications for choosing the future methodological designs. The chapter explains the practical research approach and the rationale for selecting a method appropriate for Eldris. Besides, the chapter includes other relevant details relating to research design, data collection strategies, data analysis, and sampling strategy.

We obtained basic information about the current scenario from the firm before we built our key problem and research difficulties. Eldris lacked any prior knowledge of lucrative market niches to service, prominent industry players, or market circumstances in the target nation. We used an abductive methodology, which is a hybrid of inductive and deductive methodologies, to organize, constitute, and develop these critical components. To decode the legitimate responses to our study questions, our thesis employs a mix of pre-existing hypotheses. We also contextualize our empirical findings in terms of appropriate market entrance techniques, shifting back and forth between theory and empirical data throughout our research.

#### **3.2 Case study design**

We did choose a case study strategy as we can assume it is the most practical approach. The structure of a case study has an implicit, if not explicit, research design [11, p. 281]. K. Yin further describes five components of the case study design [11]:

1. The study's question;
2. The propositions;
3. The research units;
4. The reasoning that connects the data to the hypotheses;
5. The criteria for interpreting the findings.



We must distinguish between single and numerous units of analysis. In the instance of Eldris, a variety of elements might influence the company's manner of entrance, which must be considered. As a result, our whole design process is a single embedded case study. Using this method, we may add breadth and depth to our data gathering by combining numerous sources of information.

### **3.3 Data collection**

This sub-chapter describes the methods used to gather the information necessary for answering the research questions [11]. The different data collection tools used in qualitative research surveys include semi-structured interviews, participant observation, in-depth interviews, questionnaires, and purposive sampling. The present study consists of both primary and secondary sources of data collection.

When collecting data for our study, we employed interviews in combination with an open approach, utilizing open interviews as a strong data-gathering tool. When engaging with VoIP providers and decision-makers, this unstructured method was adopted. We **aimed to identify potential customers and uncover how we can meet their demands**. We decided to conduct open interviews, which allowed us to find hidden questions that could only be revealed via additional discussion. Our accessible interviews were also based on the fact that the complex sections of our case study and interviews highlight the relevance of potential consumers when entering a new industry. Therefore our open interviews took more of a casual feel, in which the interviewees had to answer simple questions about their industry and their problems.

### **3.4 Data analysis**

Data analysis is considered a complex process of consolidating, reducing, and interpreting the gathered information through constant going back and forth between concrete bits of data and abstract concepts, inductive and deductive reasoning, between description and interpretation. For case study research [12, p. 40] there are

three basic levels for conducting the analysis. The first level includes chronological or topical sorting, organizing, and descriptively presenting the data. In the next level, the research moves from the description to the more abstract category construction, which is the classification of data into groupings — categories or themes. The final third level involves making inferences, developing models, or generating theory. In our case, the theoretical framework and the empirical data were used to analyze the meaningful information that was collected [12]. The ability to jump between both sections allows us to formulate adequate meaning when performing our data analysis. It also stimulates and contrasts methods when trying to draw out conclusions.

### 3.5 Survey results

The results from surveys are narrated and discussed within this subchapter. The results obtained are transcribed and presented collectively to give a coherent and understandable view of the findings. The significant focus in the survey is laid upon investigating the *factors that cause industry professionals and providers to choose separate VoIP vendors*. Emphasis is laid upon identifying the **needs** that cause them to choose a particular provider and what exactly they **look at** when opting to get a VoIP supplier into their portfolio. The results identified could viably be integrated with the marketing strategy for Eldris to play as a global provider.

Semi-structured qualitative interviews were conducted from December 20, 2021, through to March 9, 2021, with representatives of several United Kingdom incumbent telephone companies and providers. The interviews were done over the internet and lasted anywhere from 20 minutes to an hour. The question collection used for each of the group's interviews is mentioned in the *Appendix A*. Additionally, impromptu follow-up questions were employed to delve further into specific themes and ideas. The data was collected from a relatively small group of respondents and is not conducive to statistical analysis. **The interviews served as a tool to identify attitudes and perceptions about VoIP, the needs of companies, obstacles they meet, their target audience, their plans and vision of the future, the decision process, their marketing strategies and obstacles.** For reasons of confidentiality,

the results of these interviews are presented in descriptive form only. No sources are identified beyond attributing some information to specific stakeholder groups.

Interviews were carried out to gain further data and information about VoIP solutions and vendors. The groups that were interviewed were individuals representing the prospective VoIP providers. All participants were recruited through the posting and email distribution of the promotional advertisement on social media. We chose VoIP providers and System Integrators as our focus group since it is our target audience, and our survey aimed to find *the needs of providers* and *what they want to see in their portfolio* of vendors.

Some key distinctions came to light throughout the interviews. First, there are two main categories of VoIP users, and the two are pretty different. One is *enterprise users of VoIP*, and the second is *consumers*. The enterprise users segment includes all business telecommunications users ranging from small office-home offices to large organizations with several thousand employees. Consumer segments are those individual telephone users usually located in private residences. Even though Eldris is working in the B2B segment, it is still essential to understand what our partners care for and their motivation when choosing a new vendor on board. These distinctions provided us with information for our target audience description. We subdivided our target person into more segments and described them separately.

The second distinction learned is that incumbent telecommunication providers are also looking for vendors with a strong support team. Even though they have their engineers and service workers, they find it very beneficial to have a vendor who can provide them with twenty-four hours a day support. Since each solution is different and has a different technology base, it is essential to contact vendor technicians and engineers.

Another distinction learned was that VoIP providers usually choose few brands and work only with them. Usually, they are the most significant players in the VoIP industry. So it is hard sometimes to become a part of this and persuade the provider to sell our solution. They also work as resellers and distributors.

One more distinction we learned was that providers usually are more interested in the Operating Expense (OpEx) business model of cooperation. When it comes to the financial aspects of any telephone system, we can mention two terms [10]:

- **Capital Expense (CapEx)** — is for large expenditures traditionally depreciated over time;
- **Operating Expense (OpEx)** — is for writing off costs as incurred [10].

Massive network upgrades and telecom networks have traditionally been lumped together with utilities, making them capital investments, or "CapEx" for short. Long-term borrowing, bond financing, and savings were often used to cover these expenditures, seldom known as operating expenses, or "OpEx" for short. When a company has a PBX system on-site, it has some substantial financial commitments. Purchasing PBX equipment is not the same as buying a computer. Without any issues, the corporation will automatically pay off 100 percent of the cost of a computer. That is not how PBX equipment works. The issue is that purchasing or leasing equipment ties up cash either quickly or over time. Companies would not be able to repair or update their infrastructure until they pay a higher price. After the survey, the company mainly concentrated on the OpEx model. It has such benefits as *cost-saving, accommodation of internal changes, accommodation of innovations, and simplicity of the financial process*. After a detailed analysis of the target audience and their needs, we can conclude that providing our customers with an OpEx model can be beneficial and profitable and bring us a competitive advantage.

To sum up, the VoIP industry can be classified based on industrial applications. This chapter has identified the viewpoints of industrial professionals regarding the need and requirements for VoIP solutions. These findings may help Eldris to adopt an appealing marketing strategy to acquire a substantial customer base. In addition, all information gathered through the interviews we used in the description of our target audience and customer journey map.

## CHAPTER 4

### EMPIRICAL STUDY

#### 4.1 Global VoIP market overview

This chapter presents the case company with empirical findings from the field research done on the target market. The information presented in the chapter results from secondary and primary data gathered during the conducted field research.

In 2015, the global smartphone VoIP industry was worth **USD 27.5 billion**. The mobile VoIP industry is expected to expand due to low data speeds, low calling costs, and robust network infrastructure. The use of these services is growing as social media platforms become more widely adopted [1].

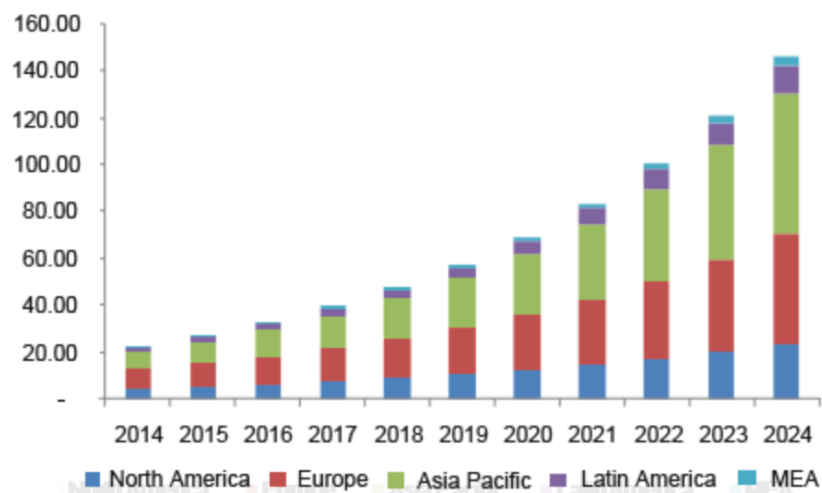


Fig. 4.1. From 2014 to 2024, the global mobile VoIP market will be segmented by area (USD Billion) [1]

A rise in smartphone penetration is fueling the growth of the mobile VoIP industry [1]. Smartphone manufacturers are developing devices compliant with VoIP services. Furthermore, the growing success of creative and user-friendly apps like Skype, Viber, Line, and WhatsApp is boosting demand for mobile VoIP services. These applications improve mobile communication, messaging, and entertainment capabilities, allowing the user to reach its maximum potential.

However, the industry's growth is projected to be hampered by the insufficient capacity of high-speed networks. Furthermore, stringent rules are prohibiting the usage of VoIP services in a few economies.

#### 4.1.1 Industry trends

The VoIP market was valued at over **USD 20 billion in 2018** and is expected to expand to 12 percent from 2019 to 2025 [1]. Over the next few years, the growing popularity of working from home would drive up demand for VoIP.

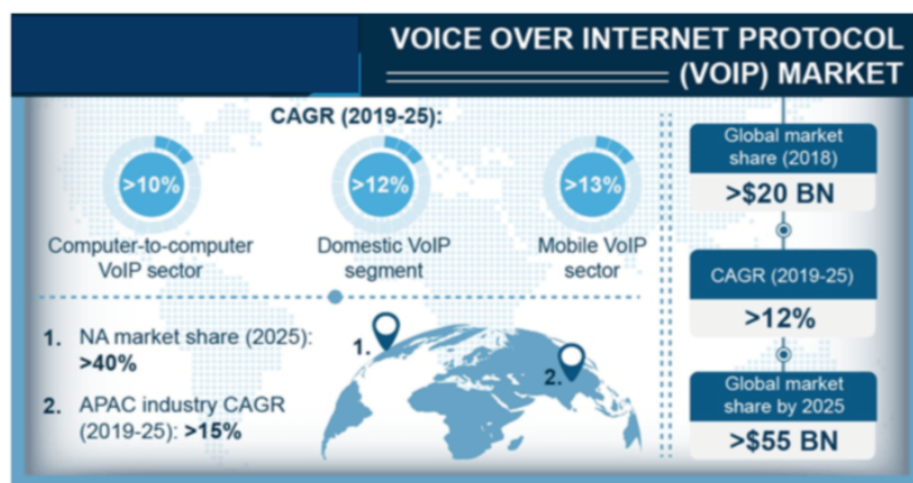


Fig. 4.2. Global Market Insights [1]

The increased use of cloud-based VoIP services due to **cost-efficiency is related to government and private-sector attempts to improve wireless communications networks**. Low audio quality and lengthy delays are common problems for businesses with weak connectivity networks, which can hurt efficiency. As a result, they migrate from existing phone networks to cloud-based phone systems that are specifically designed to manage voice mails and calls to facilitate connectivity.

The **growing pattern of worker mobility** is another factor driving VoIP industry demand. Businesses can boost efficiency by implementing VoIP technologies that enhance connectivity and coordination among workers and remote users. *The VoIP market value is expected to be fueled by integrating centralized communication*

*networks and enterprise VoIP to allow live-chat, video-conferencing, and other calling capabilities.*

Over the last two decades, the global VoIP industry has grown at an unprecedented rate. The sector shows no signs of slowing down, thanks to continuing technical advancements, government funding, and market adoption. Despite the pandemic's volatility, the rise of remote working will propel the VoIP industry forward in the coming years. In terms of consumption, market share, and sales, it seems to be going faster than ever. This is primarily because VoIP patterns are now shifting toward 5G adoption, Unified communications as a service (UCaaS) rise, and increased Artificial intelligence (AI) use [3].

Since more companies rely on VoIP Service Providers for their primary communications, it is critical to keep up with VoIP market patterns to see how our organization is taking full advantage of this technology. Businesses of all sizes and scopes will capitalize on these market trends in the coming years to get the most out of their technology investments.

The modern era has cultivated a world in which everything is available on demand. Cost-effective connectivity technologies that enable corporate mobility are becoming increasingly important to businesses. VoIP devices can help with this.

In conclusion, *by 2025, the VoIP market is expected to reach \$55 billion* [1]. After all, as companies become more multinational, they may need to increase connectivity and teamwork with remote workers. As a result, demand for VoIP devices like IP phones and low-cost calling plans rises. Furthermore, governments and private businesses worldwide are pouring money into cellular telecommunications technology like 4G and the upcoming 5G network. Higher transmission rates for high-quality voice and data services for enterprises are the result of these innovations.

**As a result, we should expect the VoIP industry to continue to develop and have a significant impact on how global business is conducted.**

## 4.2 UK market overview

### 4.2.1 The opportunity

The UK IP Telephony industry was worth **1.50 billion dollars in 2020**, which is expected to rise at an annual rate of 8.1 percent to reach US\$ 2.74 billion by 2025 [1].

British Telecom (BT) is set to switch off the UK's telecommunications network by 2025, causing a major shock to companies that rely on telephone lines. Despite the fact that most of the industry is aware of the incident, many small companies are also unsure of the emerging global activity. *The circumstance gives IP telephony industry leaders a chance to show off their innovative marketing campaigns, which will help them raise visibility and expand their business opportunities.* Integrated Services Digital Network (ISDN) is being phased out in the UK and is projected to provide a significant growth opportunity for the IP telephony sector, which is bolstered by the UK's growing number of Small and medium-sized enterprises [1]. Small or medium-sized enterprises (SMEs) who are looking to extend their companies internationally are likely to use VoIP facilities, as outsourcing of existing offices abroad can be costly and time-consuming at first [1]. As a result, industry participants should expect a plethora of profitable prospects in the UK IP telephony market in the coming years.

The new regulation that shook the entire telecom industry in recent time, the **General Data Protection Regulation (GDPR) regulation** is, on the contrary, expected to provide the IP telephony market players with growth opportunities. Up till now, IP telephony and its flexibility and several other advantages come with an array of vulnerabilities [3]. The advent of GDPR compulsorily addresses these vulnerabilities, particularly those that directly impact the privacy aspect. The trend will attain its popularity in the future years due to the opportunities gained by the pioneer Service Providers, who will then be able to meet the GDPR compliance and reassure secured privacy to their customers. This in the future would provide a significant competitive advantage, which would gradually become a requirement as the influence of GDPR over voice would become well known and widely enforced.



*As a result, the UK IP telephony market is poised to offer numerous profitable business opportunities for market players during the forecast period [1].*

To summarize, the UK market is very beneficial and lucrative for Eldris. It has many potentials for Eldris to develop its product there. New government regulations, innovations, and trends can provide a significant growth opportunity to the IP telephony market of the UK. We should also highlight the recent law which became a trend, the GDPR. Eldris can use this as its differentiation and competitive advantage of their solution. One of the key characteristics of the Eldris method is that it is "encrypted by nature," which ensures that data and voice are protected by native encryption.

#### **4.2.2 The challenge**

Besides possibilities and advantages, some challenges do not permit vendors from developing in the UK market. The global telecommunications market is a thriving industry that is constantly changing to embrace emerging technology and networks, including Cloud, 5G, and others. There were 7.7 billion active mobile broadband subscribers worldwide at the start of 2020 [1]. Changing technology, on the other hand, presents several adaptation problems. Some of them listed below:

- Telecommunications businesses and internet providers are improving the quality and diversity of their offerings while diminishing profit margins.
- Telecom businesses must modernize their IT and network infrastructure and focus on providing high-quality, affordable, and dependable voice and data services.
- Because millions of users, the delivery of a wide range of products, including VoIP services and solutions, has become increasingly complex.
- 5G, becoming mainstream in 2021, supports a massive increase in connected devices per unit area.

- Challenges posed by COVID-19.

VoIP has measurable market advantages. On the one hand, VoIP can be a cost-effective solution to conventional phone and email networks for small enterprises. Big companies, on the other hand, may use that to improve the way they manage business calls and sales purchases. In the coming years, VoIP could very well become the mainstream technology for business communications. These technologies, like all other digital technology, are still evolving. In a few years, industry disruptors such as 5G networks, UCaaS, AI, and RTC will undoubtedly alter the playing field. Furthermore, a growing number of businesses have begun to test innovative networking strategies such as smartphone systems, intelligent assistants, and video chat facilities.

After analyzing the global VoIP market and the UK VoIP market separately, *we can conclude that the VoIP market will experience significant growth between 2019 and 2025 due to a bright future and lower connectivity costs.* The telecom industry's major analog equipment expenditures are being reduced due to advances in technology and the widespread availability of high-speed internet. VoIP is adapting to the era and strengthening its existence. Eldris has many potentials to penetrate its product into the UK market of telecommunications. **It has a solution that covers all needs of the target audience and many competitive advantages.** The UK market has many benefits for Eldris and can bring a high income and growth for the company. After analyzing the UK VoIP market, we agreed to build a strategy to enter this market as it has way much more benefits for the company than was expected before.

### **4.3 Competitors analysis**

This chapter includes findings based upon corporate and governmental reports regarding the needs of key market players for the VoIP market. The analysis of global market opportunities will help develop a marketing strategic plan to help the company gain a competitive advantage. *As presented in the theoretical framework,*

*complete competitor analysis will denote the weak and strong points of companies manufacturing and offering on the local markets a class of products that are close substitutes to Eldris's products.* Also, we will compare Eldris's pros and cons to build our **competitive advantage** and develop a successful marketing strategy.

In the Appendix B, we will provide Eldris's two significant competitors and compare the solutions. In the table (see Appendix B), we provided a comparison of our two main competitors, Cisco and Avaya. We compared our solution and proposition to the competitors. This analysis will be beneficial in building our marketing strategy and **highlighting our competitive advantages and positioning**. In the table, we highlighted our strong points toward our competitors. *They are mainly security benefits, support team, and a vast number of valuable features.* They will be used for building our positioning and communication. Below we will take a detailed look into two main competitors. Information was gathered partly through the interviews, and some data was collected through the other available sources.

### 1. Avaya description

- **Mission**

Avaya's goal is to provide the best messaging tools in the world to help companies succeed.

- **Segments of Customers**

Avaya's market model is *segmented*, with minor variations between consumer groups. Small to medium companies, large corporations, and government agencies are among the company's clients.

- **Value Proposition**

Accessibility, price, cost savings, and brand are the four key value propositions offered by Avaya. Accessibility is provided by the company's open standards-based technologies.

- **Channels**

The majority of Avaya's clients are acquired by the company's own sales force. *Dealers, manufacturers, coalition partners, value-added resellers, device integrators, and cellular Service Providers are among the company's **indirect distribution** market*

*partners*. The corporation presents its services on its **website**, and promotes them by organizing **webinars** and other interactive activities, **attending conferences** and trade shows, and sponsoring sporting, musical, and philanthropic events.

- **Customer Relationships**

Avaya's customer experiences are often automated and self-service. Customers buy and use the company's products and services with no interaction with staff. On the company's website, self-help resources such as animations and case studies are available.

- **Key Partners**

The three basic types of relationships that Avaya maintains are as follows:

**Global Service Provider** — Avaya's agreements with key telecoms service providers to market its goods and services, particularly its Cloud-based Communications-as-a-Service (CaaS) offerings.

**Global Systems Integrator** — Avaya's agreements with System Integrators for the sale of its products and services.

**Ecosystem** — Avaya collaborates with leading IT and telecoms firms to build solutions that integrate the benefits of each company's capabilities.

- **Cost Structure**

Avaya's *framework is cost-driven*, with the goal of *lowering prices* while providing **low-cost value propositions**.

- **Revenue Streams**

Avaya generates income from two sources:

**Service Revenues** — Revenues from the selling of the company's hardware and services.

**Revenues from the selling of supplies**, mainly support for the installation, deployment, testing, and troubleshooting of the company's goods.

Funnel Avaya's Integrated Marketing Communication approach is a combination of different promotion techniques at its disposal. The five forms of marketing are advertising, sales promotion, personal selling, public relations, and direct marketing. Avaya uses *public media, direct marketing, the internet, and online*

*promotions* to promote their new goods and services. It also uses *social media platforms* like networking and blogging to advertise and expand their offerings to a wider audience.

## 2. Cisco description

- **Mission**

Cisco's goal is to shape the Internet's potential by providing unrivaled value and opportunities to its clients, staff, investors, and ecosystem partners.

- **Segments of Customers**

Cisco's market model is segmented.

**Enterprise** — This category includes companies with 1,000 or more staff and several sites.

**Service Providers** — This category includes enterprises, utilities, governments, and customers with data, video, voice, and mobile services.

**Commercial** — This category includes businesses with less than 1,000 workers. Non-private bodies such as the federal, state, and municipal governments and educational agencies make up the public sector.

- **Value Proposition**

Cisco's main value propositions are the brand, status, and usability. The organization offers its goods across several outlets, including **direct sales, service suppliers, and resellers**, to make them more available to consumers who may have trouble locating or accessing them. It also caters to a wide variety of sectors through its services.

- **Channels**

The majority of Cisco's products are sold by **distribution partners** such as systems **integrators, resellers, Service Providers, and distributors**. Direct sales are used to sell the rest of the company's products. The firm also promotes its products and services through its **website and various educational programs and activities**, such as **seminars, trade shows, and webinars**.

- **Customer Relationships**

The customer experience at Cisco is essentially that of personal assistance. The business provides various consulting services, including implementation and

conversion, to help consumers get the most out of their goods. It also provides phone and email assistance.

- **Key Partners**

Cisco has two categories of affiliate schemes to choose from:

**Solution Partner Service** — This program allows businesses to merge their products with Cisco's technology and architectures, then market the resulting solutions to consumers.

**Cisco's Channel Partner Scheme** allows businesses to buy Cisco's goods and services and resell them to consumers.

- **Cost Structure**

Cisco has a **value-driven** structure that emphasizes consistency and personal experience because its staff engages with consumers often. Sales and promotion costs, which are **fixed costs, are the most significant cost factor**.

- **Revenue Streams**

Cisco has two revenue streams:

**Collaboration**, Service Provider Video, Data Center, Wireless, Security, and Other Products are among the products available.

**Services** provide Strategy and Analysis, Assessment, Design, Validation, Deployment, Migration, Product Support, and Solution Support.

Cisco extensively markets its products, establishing the impression in the minds of buyers that there is no networking issue for which Cisco does not have a remedy. Cisco places *ads on news, industry, and technology websites* in order to draw the interest of businesses looking for alternatives and electronics individuals. Cisco's most considerable communication is carried out through their **website**, which features *video tutorials by technology experts*. Cisco *collaborates with several renowned engineering colleges* worldwide to recruit top talent, which helps them market themselves and develop their companies. Cisco promotes their goods through a variety of channels, including **direct mail, telephone, telemarketing, e-marketing, and other technologies** that enable them to engage directly with their clients. Cisco uses a variety of targeted marketing tactics, such as internet shopping and cable

television infomercials, to receive a direct reaction from their target customer to achieve their demand generating objectives.

The competitor analysis of the UK market indicates quite tough competition. Additionally, the behavior of all the big foreign players appears to be very similar. Cisco and Avaya apply analogous strategies on the target market primarily because of the *geographical proximity, similar economic, political, social, and cultural development*. Further, the two major players are very similar to each other. *They all can contribute from well-known brand names, economies of scale, wide distribution networks, and product lines*. Usually, these features help them maintain leading market players and, in the meantime, bitter rivals for years. As the theory constitutes, the more similar their strategies and goals, the more they compete [13, p. 20]. As far as the local competitors are concerned, they cannot compete with Eldris in *innovative and modern solutions*. **Their major strengths are the well-known local brands with good traditions, knowledge, and established relationship networks.**

Additionally, it is important to stress that financial support provided to some customers can be accepted as an excellent convincing factor in the target country. This has to do with typical national cultural assumptions — through any form of additional support. The supplier shows its more robust commitment, special attention, and willingness to have stable and long-term relationships [13].

We did choose these two companies for analysis since they are the most popular and most successful in the UK market. We concluded the detailed comparison of solutions highlighting the substantial benefits of our product. In addition, we did study the mission, value proposition, segments of customers, channels, customer relationships, cost structure, revenue streams, and key partners. The approaches to the formulation of mission and value proposition Eldris and two competitors are pretty similar. All highlights mainly help gain companies' goals, providing more opportunities, cost-saving, and value for their businesses. Segments of customers are also the same among almost all VoIP vendors. They are usually: small to medium companies, large corporations, and government agencies. Cost structure and revenue streams are also similar. Competitors and Eldris mainly have

main revenue streams through the selling of hardware products and service revenues. In terms of customer relationships, competitors are identical, but we noticed that they lack a managed portal. Since Eldris has one, we decided to highlight this as our competitive advantage. Our portal can provide partners with all information about their purchases, updates, bills, warranty information, and billing system. It is very comfortable for them and does not require additional action and time-wasting. Channels also coincide with ours. They did concentrate on the indirect distribution. It does prove that we did choose the proper market entry strategy since these companies are successful.

Marketing activities of the two companies coincide considerably. They are mainly *ads on technology websites*, **direct mail**, **telephone**, **telemarketing**, **e-marketing**, **own websites**, *direct marketing*, and public relations. In our marketing strategy, we are planning to use the same channels and activities.

However, in terms of key partners, we noticed one critical distinction. As we mentioned above, we were mainly targeting System Integrators or distributors. We noticed, though, that competitors work with Service Providers, IT companies, and Solution Partners. We already discussed in previous chapters who distributors are and that they are pretty limited in functions. A systems integrator, on the other hand, is a firm that specializes in putting component subsystems together into a whole and ensuring that they work together, a process known as system integration [3]. They have more benefits for us and can provide full assistance and maintenance to our product. But we did not take into account Service Providers, IT companies, and Solution Partners. The last one can be a good chance for us to show our integrations since they mainly combine different solutions into their products and then sell them as separate integration. Consulting, legal, real estate, communications, storage, and processing are all services that Service Providers give to corporations. It is also a big group of companies that can be our target and buy our solution, since they do consult as well, we decided it would be a good channel to communicate about our brand and our solution. In addition, IT companies are a huge number of companies that are not mainly concentrated on VoIP, but they do sell corporate programs for companies and



provide integration. We decided to include these three segments into our target companies' types since it is a large number of companies that we potentially can lose.

To sum up, we highlighted the most significant competitive advantages of Eldris. They are primarily **innovative technologies, vast features set, a wide range of integrations, totally web-based, intense partnership programs**. Our twenty-four-seven support team, on the other hand, is one of the most important advantages. Other competitors are lacking this component. Besides advantages, we noticed that we lack free trials for our solution. It was noted and taken into consideration by the technical department.

#### **4.4 SWOT analysis**

This subchapter will discuss the strengths, weaknesses, opportunities, and threats of the target market. After a detailed analysis of our target market and competitors, we built a SWOT matrix for Eldris.

Eldris administrators may use a SWOT analysis to conduct situational research of the organization, an essential strategic planning method. It is a valuable tool for analyzing Eldris's existing Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T) in its current market setting [14].

Eldris is one of the young organizations in its industry. SWOT analysis is a highly collaborative method that necessitates efficient collaboration among numerous organizational divisions, including marketing, finance, logistics, management information systems, and strategic planning. Internal strategic factors such as strengths and disadvantages and external strategic factors such as opportunities and risks are identified using the SWOT Analysis method [14].

The SWOT matrix's primary goal is to figure out what tactics a company should use to take advantage of potential opportunities, fight risks, draw on and defend Eldris's strengths, and eliminate its vulnerabilities.

#### **Strengths of Eldris — Internal Strategic Factors**

Eldris has numerous strengths that enable it to thrive in the marketplace. These strengths help it protect the market share in existing markets and assist in penetrating new markets. *Some of the powers of Eldris are the following:*

- It's **Go To Market** strategy for its goods has been highly fruitful.
- Technology Leadership. The brand invention has a successful track record in designing innovative technologies.
- Superb performance in New Markets.
- Strong in contact centers and support areas.
- Sole corporate focus on enterprise networking solutions.
- It has advanced network technology and devices and successfully establishes and fully applies intelligent network environments and consulting strategies.
- A well-planned partnership strategy.
- A well-planned training strategy.
- Prices are moderate.
- Strong customer loyalty — the firm has a high degree of customer satisfaction with current customers and intense brand value with prospective customers thanks to its committed customer experience management staff.

#### **Weakness of Eldris — Internal Strategic Factors**

Weaknesses are the areas where Eldris can improve upon. Strategy is about making decisions, and vulnerabilities are situations where a company can boost its competitive edge and strategic positioning by using SWOT analysis.

- Not a good recognition of the brand.
- Not a high market share in all products.
- The Supply Chain strategy needs to be revised, as it is causing order delays.
- All products depend on the continued growth of Internet-based systems.
- Still struggles with indirect channel management.
- More money should be put into emerging technology. With its scope of growth and the various geographies it plans to enter, Eldris will need to invest more in technologies to automate processes around the board. Currently, technology spending is not keeping pace with the company's ambition.

- Organization structure is only compatible with the present business model, thus limiting expansion in adjacent product segments.

#### **Opportunities for Eldris — Factors of External Strategic Importance**

- The ability to invest in neighboring commodity markets is made possible by stable free cash flow. The corporation will invest in emerging technology and product markets with more cash on hand. This should provide Eldris with new opportunities in other product categories.
- Eldris will use the latest technologies to implement a differentiated pricing approach in the new industry. It will allow the company to retain current customers while also adding new customers through other value-oriented propositions. Other value-oriented propositions.
- New environmental regulations — The new possibilities would level the playing field for all business participants. It is a fantastic chance for Eldris to demonstrate its technological leadership and win market share in a different product segment.
- The growing technology sector will increase the demand for the company's products.
- Increasing adaptability of cloud security solutions will increase the demand for relevant company solutions.
- Strategic alliances.
- It is enhancing current products to stay in competition with others and maintain its market share.
- A great emphasis on professional services provides additional revenue opportunities.

#### **Threats Eldris Facing — External Strategic Factors**

- Different countries have different liability rules, and Eldris may be subject to various liability lawsuits if regulations in those markets shift.
- Changing consumer buying behavior from online channels could threaten the existing physical infrastructure-driven supply chain model.

- Intense rivalry — Over the past two years, stable profitability has expanded the number of competitors in the market, placing downward pressure on profitability across the board.
- New technologies introduced by a rival or a business disruptor may pose a severe threat to the medium's medium to long-term viability.
- Risk due to rapid technological and market developments.
- Risks related to cybersecurity threats and incidents.
- Global presence exposes the company to currency fluctuation and other international market risks.
- Telecommunications regulation and tariff changes could harm the company's future sales.
- Consolidation in the UK market telecommunication industry.
- Uncertain Global Economy.
- Entrance into new markets exposes Eldris to more competition.
- Innovating through new products and enhancing current products will affect operational results.
- Eldris adopts the strategies of selling the whole set of products to consumers. The semi-compulsory thought of hegemony will probably make consumers averse, thus affecting brand awareness.

Despite its widespread use as a strategic planning instrument, the SWOT analysis has some drawbacks. For instance, an organization's strengths or variables may be both a strength and a limitation at the same time. Changing environmental regulations may be both a benefit and a liability for a company. It can also be an opportunity to enable the company to be on a level playing field or at an advantage to competitors if it can develop the products faster than the competitors [14]. Furthermore, a SWOT analysis could cause an organization to emphasize a single internal or external factor when developing strategies. SWOT does not show interrelationships among the main internal and external influences, which may be critical in developing strategies. SWOT also focuses on particular importance rather than how they are collectively important and impact the business holistically.

Because of the shortcomings of the SWOT analysis described above, corporate executives agreed to give each internal strength and weakness of the organization equal weight. Organizations also assess the likelihood of events in the coming future and how strong their impact could be on their performance. Eldris managers focused on the most critical factors and discounted the non-important ones. It also addresses the long list dilemma, which occurs where an entity has a long list, but none of the components are considered vital.

After analyzing Eldris's strong points, we decided to concentrate on them even more and highlight them in our positioning for entering a new market. There is always room for improvement, so we noted our advantages and will continue developing them. Analyzing weak points, we identified which aspects of the business each weakness is related to. Pinpointing where the problem is coming from can help to plan how to address it. For example, not a good recognition of the brand, not a high market share in all products, and weak market penetration outside Europe, except call centers are all connected to the fact that there is a high-level competition on the market as well as some marketing gaps or lack of marketing communications.

Further, we analyzed which of our threats are related to our weaknesses and if they are caused by something we can change. For example, "not a good recognition of the brand" and "not a high market share in all products" are weaknesses that are related to the threat of "entrance into new markets exposing Eldris to more competition." "both goods are dependent on the continued growth of Internet-based systems" and "more investment in emerging technology" is linked to "new technologies introduced by competitors, or market disruptors, could pose a significant threat to the industry in the medium to long term future" and "risk due to rapid technological and market change." As well as "the financial crisis brings some impact on the stock market" is related to the "uncertain Global Economy." Such study helps us understand what we can improve and what we can not, what we can influence, and what is impossible to do. This analysis was constructive for Eldris, and the results were successfully used in planning the strategy for Eldris.

## CHAPTER 5

### ANALYSIS

#### 5.1 Eldris strength and benefits

In this chapter, the empirical findings described in the previous parts of the thesis will be analyzed following the theoretical framework. The analysis includes the internal environment of the case company, the external institutional environment focusing on the major players on the product market in the target market segments, and the entry strategy for the UK market.

This chapter also offers marketing strategy options for Eldris. In light of the global market analysis, it becomes clear that innovation alone is not appealing to consumers unless supported with an enthusiastic marketing strategy that must align innovation with their needs and requirements while keeping the feasibility of using the core concern.

Once an opportunity to satisfy an unfulfilled customer need is identified, a strategic plan known as the marketing strategy is developed to pursue the opportunity [14]. Market research is used to gather information to target specific market segments and provide these consumers an optimally positioned product with an increased customer value proposition. Devising a worthy customer value proposition should be the focus of VoIP providers. The marketing strategy, therefore, involves the steps of 1) segmentation, 2) target market selection, 3) product positioning within the target market, and 4) creating a customer value proposition tailored for the target market strategy [15, p. 40].

In this part, we will go through the advantages of the Eldris approach and some additional comparative advantages. Since we deeply analyzed the target market and competitors, we realized that a more comprehensive description of our advantages is needed.

Eldris's systems offer suitable solutions for many industries that deal in large or medium high-speed communications. The introduction of Eldris products may

prove to be advantageous for any IT and system provider. Eldris solutions are easy to operate and offer adjustable stiffness and damping, which has made them a priority option for communication applications and use. *However, why is the Eldris solution different?*

The Eldris Cloud solution was created to resolve the stated problems, bringing Cloud all the Eldris Unified Communications system functions.

Eldris Cloud has the following characteristics in addition to overcoming the shortcomings of the previous points:

- Single Vendor solution, no third parties to deal with for support issues, all hardware is supplied and supported directly by Eldris;
- We deliver higher margins and revenues. We value the partnership;
- Simple pricing;
- Free twenty-four-seven tech-support. We take care of the software's issues;
- Software assurance;
- Five-year warranty. Our unconditional warranty backs all the hardware;
- Technology relationship — work directly with us.

The Eldris solution is a profitable alternative to the low-margin telephone systems that are putting a company's future at risk.

A detailed product description and a description of the target audience are two essential documents based on which a marketing strategy is built. The analysis we provided above highlighted our weak sides, which were noted and taken for further improvement. On the other hand, our strong sides were also depicted, and they further were used to show our competitive advantages and communicated in the positioning of the company. In addition, after the study of weak places in our solution, we started to update and upgrade it to improve the solution. Such problems as network configuration, tracing, and debug were eliminated.

As it is no longer sufficient to establish a brand, a plan for its promotion and growth, and work on positioning in the hopes of gaining customer loyalty and affection. The customer wants to trust the company without risk. Therefore, we found

this analysis very beneficial. Our company needs to present its competitive advantages to the potential client, showing that we can satisfy the needs.

## **5.2 Eldris positioning and unique sales points**

The position of a company in the consumer's mind and how it is differentiated from competing brands are referred to as positioning. Companies may highlight their brand's distinguishing features or attempt to build a suitable appearance through the marketing mix to place products or brands. Once a brand has achieved a strong position, it can become difficult to reposition it [16].

- **100% secure, easy-to-use, professional web-based UCC system.**

Eldris is a Unified Communication for 50 to 1000 users businesses that want a solution that's *easy to use, web-based, secure, and facilitates business with built-in RTC technology*. Eldris is a secure-by-design platform for companies looking to improve efficiency.

### **Three unique sales points of Eldris are listed below:**

- **Eldris helps to win more customers**

UP TO + 38% MORE SALES VIA WEB.

With Eldris's solution, fewer and fewer customers will call companies on the phone to make a purchase — they will find them on the internet. Companies can turn their websites into distribution centers, particularly though they do not have e-commerce, by clicking on the site and navigating around a bit. Eldris is the only PBX device that allows website users to make phone calls, launch text or video chats, exchange information, and more, all from the website.

- **Eldris brings more productivity**

UP TO 19% SAVED TIME.

Thanks to Unified Communications, companies can streamline employees' daily processes. Managing incoming calls, eliminating clogged lines, exchanging information quickly, keeping employee "status" up to date, and beginning video conferences to prevent travel are just a few of the remedies for tiny, everyday office problems. It is also compatible with every company's management tools. Eldris



provides a device that is still up to date, intuitive, and simple to use, allowing businesses to maximize efficiency while lowering costs. Eldris is the first entirely web-based solution that is still mobile-first: the Eldris App runs on every smartphone operating system, at the workplace, at the airport, or everywhere else where users have access to the internet.

- **Eldris is secure and encrypted**

100% SECURITY WITH NO FURTHER APPLICATIONS.

To function remotely, traditional PBXs and UCCs need security infrastructure — these are defenses that shield the server from cyber threats and foreign viruses. They are not included with a standard PBX kit, and they need continuous care and commitment to keep the data secure. Customers can end up spending more and still expose themselves to high risk: a failure to update these infrastructures **can bring million-dollar damage. PBX must be inherently safe without needing additional infrastructures.** Eldris is secure by default. Since it is built with a native encryption method, speech and data are both secured.

All the functionalities that offices require are integrated with company software through custom-designed cloud solutions based on **RTC technology, with a five-year warranty and clear, transparent contracts.** Only Eldris helps companies grow with 100% secure products that put the latest technology at their service. After a detailed analysis of the target market, competitors, and target audience, we collected data and strongly highlighted the positioning and communication of the company. According to the UK trend of GDPR application, we strongly emphasized that Eldris solution is secure-by-design, that it brings positive Return on investment (ROI), saves time, and brings more efficiency. All these statements were carefully created after a detailed and specific examination of our target audience and our competitors. We highlighted almost all our competitive advantages and tried to focus on the needs of our target audience.

### 5.3 Eldris target audience

Since VoIP can be used in any industrial applications, Eldris has the opportunity to target industries operating in different areas. Thus, the high demand and applications of the provided product have given Eldris a competitive edge to sustain marketing in other industries. This entails that Eldris may viable form a substantial base of customers. Even though our end customer range is so vast, our target is pretty limited.

After analyzing the target market and after many interviews we conducted in the VoIP industry, we were able to make a detailed description of our target audience and create detailed portraits of target customers.

Users will only access the platform through licensed partners, thanks to Eldris's indirect go-to-market approach. The corporation carefully selects business partners that share its principles. Each partner helps customers get the best out of the software. The Eldris platform provides complete pre-sales assistance and contracts registration advice to partners involved in selling Eldris. *There is no direct consumer approach, and partners prosper from the lack of direct distributor rivalry.* The Eldris offering is ideal for businesses with a large client base that needs a consistent cloud migration strategy.

Our main target audience is **Managed Service Providers, IT providers, or System Integrators**, who find themselves supplying easily accessible solutions that bring value to clients and suffer from *reduced margin retention*. We also added the **Service Providers** after the analysis of competitors. **The main problem that we solve and cover is that we increase margins and grow revenue for our partners.**

**The target person must have at least:**

- approximately **40 employees** (at least five salespeople and five tech people).
- At least **500 installations** (end-users).
- Location: **UK and Ireland.**
- Net Assets: at least **500K GBP.**
- Cash in Bank: at least **200K GBP.**

To provide a detailed description of our target audience, we created three portraits. We are targeting the *decision-makers* of the companies, so the portraits were developed portraits for the following decision-makers:

- **Partner — Owner;**
- **Partner — Sales Manager;**
- **Partner — Tech Director.**

For the description and analysis of the target audience, we used the Value Selling framework. It includes a review of a person, demographic characteristics, motivation, role in the buying process, analysis of the problems and the solutions, content, and motivation maps. Below we will demonstrate pictures with the description of the key target person — *the owner of the target company*. Since they coincide, the other two portraits will be provided in *Appendix C*.

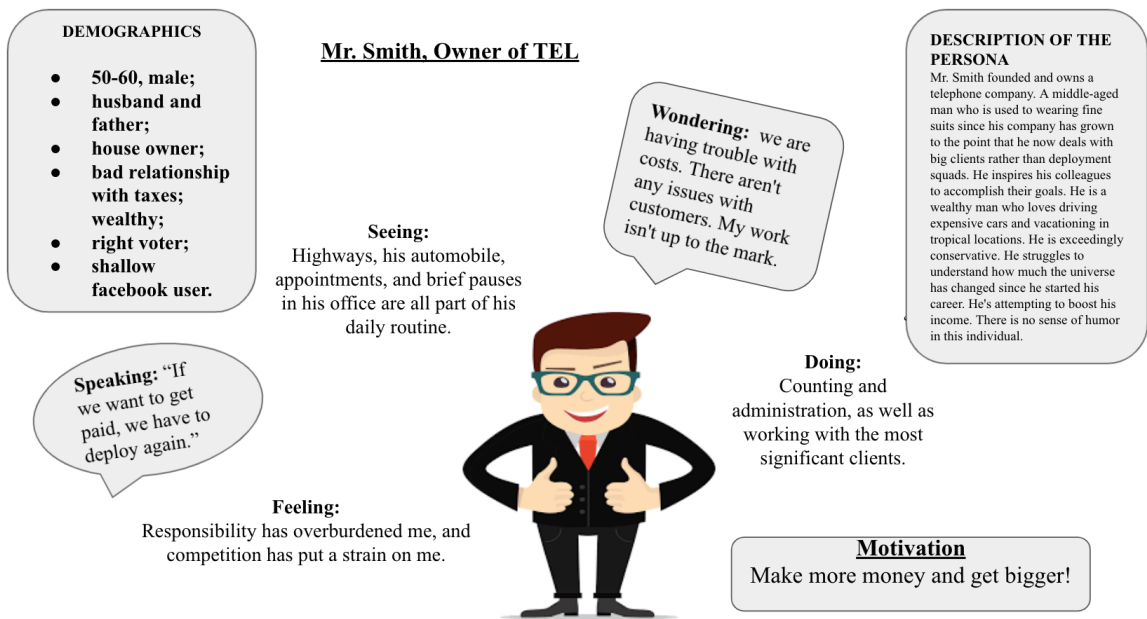


Fig. 5.1. Portrait of the Target Audience

Table 5.1.

### Role in the Buying Process of the Target Persona

Business issues	Problems	
	That anyone can solve	That only we can solve
<p><b>Make more money with fewer resources and strengthen his company's operational capabilities.</b></p> <p><b>NOTES:</b> He is concerned about margins and has expanded his product line to serve a wider range of customers, as well as competitors who keep prices low and low.</p>	<ul style="list-style-type: none"> <li>● I want items that are dependable.</li> <li>● For licensing, I require scalability.</li> <li>● I'm in need of some training.</li> <li>● I require technical assistance.</li> </ul>	<ul style="list-style-type: none"> <li>● I want to utilize a private pricing list to increase my margins.</li> <li>● I require assistance with marketing initiatives.</li> <li>● I require a significant margin edge.</li> <li>● I require a simple deployment, which implies no additional time-consuming tasks.</li> <li>● I want a longer warranty.</li> <li>● I am looking for something unique to offer my clients.</li> </ul>

*Mr. Smith is a decision maker — he is at the top of the process.*

Table 5.2.

### Solving the Problem of the Target Persona

Solving Mr. Smith Problems	
<p><b>Customer's Vision of the Solution</b></p> <ul style="list-style-type: none"> <li>● Products and selling strategies that can guarantee larger profit margins;</li> <li>● Capacity to acquire ever-increasing amounts of money from products;</li> <li>● Products that are simple to use.</li> </ul>	<p><b>Our Unique Capabilities To Bring the Vision to Life</b></p> <ul style="list-style-type: none"> <li>● Licenses that are renewed on a regular basis to keep consumers paying;</li> <li>● Installation is simple and quick;</li> <li>● Training is simple and quick to turn a technician into an expert;</li> <li>● Adaptability.</li> </ul>
<p><b>Business Value</b></p> <ul style="list-style-type: none"> <li>● Reduce time-consuming processes, obtain strong support, and increase profit margins.</li> </ul>	<p><b>Personal Value</b></p> <ul style="list-style-type: none"> <li>● Reduce the enormous amount of tension and tension in life.</li> </ul>

### Communication plan for the Target Persona

<b>How to Communicate with Mr. Smith</b>	
<b>Key Messaging Points</b>	<ul style="list-style-type: none"> <li>● Clients get more for their money, but the costs are reduced.</li> <li>● Recurring income.</li> <li>● Simple to set up.</li> <li>● End-user satisfaction is high.</li> </ul>
<b>Short Summary</b>	Increase your revenue and make your business self-sufficient with the only web-based PBX business dedicated solution, which is simple to use and deploy, 100 percent secure by design, and comes with a simple licensing system.
<b>Sphere of influence</b>	Magazines: Eldris magazine. Web sites: blog. Conferences: Webinars. Analysts and other influencers: Forrester, Gartner, competitors of Eldris. Other: Case studies.
<b>Common Objections</b>	I constantly have other items for sale. My clients don't want it. We don't have the skills to install it. We don't have a sales representative.

*To summarize the description, we can create Action Plan for Mr. Donuts:*

- To create ValuePromoters for Sales;
- To complete Buyer Persona;
- To collect and identify content (video, third party reports, and infographics);
- To generate assets;
- To set timeline and metrics for success;
- To generate a target list of accounts and people;
- To plan campaigns.

The key to promoting any product is the correct understanding of its consumers. The wrong definition of the target audience can be expensive and

contribute to an actual failure because no business will work without buyers and clients.

To conclude, we did a very detailed description of the target audience and provided detailed portraits of potential partners. We tried to describe all processes our target audience does while choosing a new vendor for their company's portfolio. It helped us to understand the motivation, needs, and pains our customers may have.

After all, precisely the closure of customer needs — rational or emotional — lies at the heart of successful business projects. This is not so difficult to do. The main thing is to understand the value of the customer's product and explain it to the buyer. All information gathered through the analysis was used in the positioning of the Eldris and further development of marketing strategy for our company. We learned that such business issues as getting more margins, level of deployment, type of warranties, and licenses are widespread for the target customers. We highlighted them and provided our solutions to these issues. We also provided a motivation map, which depicts the progress of the interest in our product. We finalized the description with an Action Plan to gain this person from prospect to the customer.

### **5.3.1 Customer journey map**

A customer journey diagram is a graphic illustration of the steps a customer or target takes to reach a business objective. We will get a feel of their motivations, expectations, and pressure points with the aid of a consumer journey diagram.

After a detailed study of our target audience, we could finalize all gathered information into a general journey map. We built the map to detail the path stages that the client must go through to solve the problems. *Appendix D* will demonstrate the result of the analysis.

To summarize, in the Appendix D, we provided the journey map of Eldris's potential customers. Due to the multitude of channels and behaviors, the customer journey looks complex. We used this tool better to understand the whole process of interaction with our company, and it is also an effective way to understand what turns the observer into a regular, loyal customer.

The map (see Appendix D) displays the stages that the clients go through, the points of interaction with the brand, and the difficulties that prevent them from achieving the goals. It provides us with information about customer behavior and feelings, pains, and the stages they can arise. Knowing the path of our buyer, we can clearly understand how to improve the product, service, and what to add to the marketing strategy. Moreover, how to enhance the aspects that cause the wow effect and level out the negative factors that affect the decline in sales. The customer journey map empowers each business unit to understand the customer experience and find ways to improve it. So the company can always keep the customer and their needs in focus.

At each stage, we highlighted the channel that Eldris would use in order to win the attention of customers. The data was also collected through the competitor's analysis and the channels that they use. As we can see in the table above, on the stage of *awareness*, we are concentrating on **bringing attention to the problem**. We use an online approach towards our target audience. That means we use blogs, online articles, webinars, and press releases. Also, we regularly publish articles about Eldris in industry magazines, we promote our Facebook group with useful information about the VoIP industry. It even has Q & A sessions with our CEO. On the *investigation* stage, we **provide solutions to a need**. We are using case studies where we will show how our solution helped other companies and what they got from cooperation with us. We will use trade shows, videos, blogs, webinars, and many other channels. In the *evaluation* stage, we need to **remove any doubts** that only our solution will solve the problem. In order to prove this, we will use testimonials from our existing partners, personal meetings, video tutorials, product videos, partners stories, and video interviews. In the last stage of *commitment*, we need to **demonstrate the value we bring**. We will use case studies which will show one more time how Eldris has solved the problem and the provided benefits. We also will show our ROI calculator. It is a good benefit that we can provide for partners who really need to see what they will earn with us. Channels we use are already examined by Eldris in other countries and we know that they work and can bring new partners.

This map (Appendix D) is the result of in-depth interviews of VoIP providers and analysis of the target audience; on each stage, we indicated content that may convert interested prospects into loyal customers.

#### **5.4 Eldris marketing mix**

Being a network-based company, Eldris uses demographic segmentation variables to serve its customers in a better way and augment its growth proposition. To make its IT-based goods and services available and tailored to the needs of its clients, the firm employs a differentiated targeting approach. It uses a *value-based positioning* strategy to establish itself as a trusted partner in the world that is interconnected via networks.

The Marketing Mix of Eldris analyses the brand and company across 4Ps (Product, Price, Place, Promotion) and explains the Eldris marketing strategy. Several marketing strategies like product and service innovation, marketing investment, customer experience, etc., have helped the brand grow.

A marketing strategy helps companies achieve business goals and objectives, and the marketing mix (4Ps) is the widely used framework to define the strategy. A marketing mix is defined as "the tactical tools that the marketers use to implement their strategies mixing the controllable elements of a product's Marketing Plan which are commonly termed as 4P's: product, price, place, and promotion" [17, p. 90]. These elements are adjusted until a balanced proportion is found that serves the customers' needs while generating optimum income.

#### **Product in the marketing mix of Eldris**

Eldris provides networking solutions in the form of various products and services for medium businesses and enterprises. The company's strategic positioning and repositioning allow it to grow its brand image in tandem with sales while maintaining a solid customer relationship. Eldris has gained from its brand placement in the following ways:



- **Brand measure:** This is improved brand equity via branding campaigns for enhanced sales.
- **Market share:** Its market share had improved by 72 percent in switching and 80 percent in routing products. For increased market penetration, Eldris provides innovative products that are customized to provide customer solutions.

**Eldris must offer a product that would stand out in terms of:**

- **Expectations** — probably the product would not only meet but also exceed customer expectations.
- **Benefits** — Eldris products would add tremendous value to the customer in productivity and cost reduction.
- **Functionality** — Eldris VoIP's support unlimited speed.
- **Reliability** — an extremely reliable product, as no maintenance is required.

**Eldris Product Strategy:**

The following is an explanation of the product approach and blend used in the Eldris marketing campaign. Eldris offers a diverse variety of goods and services for corporations, medium businesses, and individuals. Eldris, which is largely a product firm, incorporates services into its marketing mix product strategy through its goods. Products are divided into three categories: corporate, business, and residential solutions. Eldris VoIP services paired with VoIP telephones is one of the most popular products, mostly utilized for communication in offices. Eldris provides certification for IT professionals. These certification courses help professionals gain competency for a career in the VoIP industry.

**Place in the marketing mix of Eldris**

This is the platform by which Eldris sells its goods and services to all types of consumers. It is worth noting that the preset channels will vary based on the type of client. Eldris reaches its customers directly through an online portal called “*Portal*”. Customers may use this portal to buy goods and pay for services right now,

depending on their needs. Eldris uses the internet as a delivery platform for direct marketing. This media markets products as per consumer requirements, thereby increasing sales and improving profit margins.

### **Eldris Place and Distribution strategy:**

Eldris has a wide global presence, which shows its strong place and distribution strategy in its marketing mix. The selling procedure varies across segments for Eldris as each piece has different buying choices and requirements. Eldris's sales team is always in search of big enterprises looking for network solutions. Thus it becomes easy for such organizations to do a Business to Business (B2B) deal and also helps Eldris to pitch in their products to any prospective customer [10]. For small business networking solutions, Eldris's website provides a comprehensive methodology for buyers looking for answers. Also, it gives detailed procedures for the buyer to get in connection with Eldris representatives and thus make a purchase.

### **Price in the marketing mix of Eldris**

Eldris uses various pricing approaches, including Cost-Based Pricing, which is based on commodity manufacturing costs, and Competitor Pricing, which is based on competitor demand. Eldris uses a cost-based pricing approach in which it charges the lowest price for a good to meet the breakeven stage. This may mean maximum cost pricing in some cases, assuming that revenue would meet the projection.

Whatever the technique or model used by Eldris, its product **prices reflect quality, value for money, and affordability**. Eldris must analyze customer needs and value perceptions and then set the price based on matching the customer's perceived value. "Good value" does not necessarily mean low cost, but it means that if the customer places great value on the product, the seller can set the price at the level that the customer is ready to pay. Customers are prepared to pay a premium price to get real value from a UCC system. The price is the last step of the decision process. **Customers look at pricing because they do not see any differentiation in vendor offers**. With the traditional UC vendors, the only option is to sell products

instead of benefits, but benefits make a tremendous difference in the customer's choice [17].

### **Eldris Pricing Strategy:**

Eldris has a wide range of offerings, which leads to various pricing plans. Depending upon the type of industry and the products, Eldris's prices vary. The primary determinant of prices is the product sold, market conditions, and expenses of similar products manufactured by its competitors. High price products include network gateways, servers, and infrastructure platforms sold to business enterprises and are sold in bulk. As Eldris products come with high quality and since Eldris has a high brand value, products cost a bit higher.



Fig. 5.2. Value based pricing strategy [17]

### **Promotions in the marketing mix of Eldris**

Promotion educates consumers about the commodity and persuades them to use it. Eldris uses advertising to communicate with consumers and introduce new goods. Facebook, blogging, web promotions, direct marketing, and public relations are all used for advertising. Eldris prohibits the use of intermediaries by using direct marketing. E-marketing, the internet, telemarketing, and direct mail are examples of direct marketing strategies for targeting new clients. "Activities that convey the merits of the goods and convince target consumers to purchase it" are described as "promotion" [17, p. 56]. One of the reasons that influence a customer's purchasing behavior is promotion. It aids in the dissemination of information about the product and its use. Eldris is launching its brands in a variety of ways around the world. It uses advertising as the primary tool to introduce new products and to connect with potential customers. It advertises its latest products and services through public

relations, direct marketing, the internet, and online promotions. Eldris also uses social media channels such as networking and blogs as a tool to promote and extend their products to a larger audience. *Eldris follows the following elements for its promotion strategy:*

- **Direct Marketing**

By eliminating intermediaries, direct marketing will capture consumers. Eldris promotes its goods using a variety of channels, including direct mail, telephone, telemarketing, e-marketing, and other forms of direct communication. In terms of direct mail, we will send the packages with our branded bags, books, cloth and brochures. It will vary depending on time of the year and holidays. Eldris runs various targeted marketing programs, including internet shopping and cable television infomercials, to help them get a quick reaction from their target customers to achieve their demand-generating objectives.

- **Advertising**

Eldris can be grouped under the product-oriented advertiser category, highlighting product features, services, and prices through various advertising channels such as the internet, magazines, television, and e-marketing.

**Eldris Promotion and Advertising Strategy:**

Eldris and its distributors heavily support Eldris, giving consumers the impression that there is no networking challenge for which Eldris does not have a solution. Eldris advertises on news websites, business websites, and technology websites in order to attract businesses searching for solutions and tech-savvy individuals. Eldris promotional activities are done via their website, where they host video instructions by technology experts. Eldris Networking academy publishes books related to the current IT challenges and solutions. Eldris partners with various prestigious engineering colleges worldwide to tap into high-end talent, which in turn help them promote themselves and gain businesses. Hence, this covers the Eldris marketing mix.

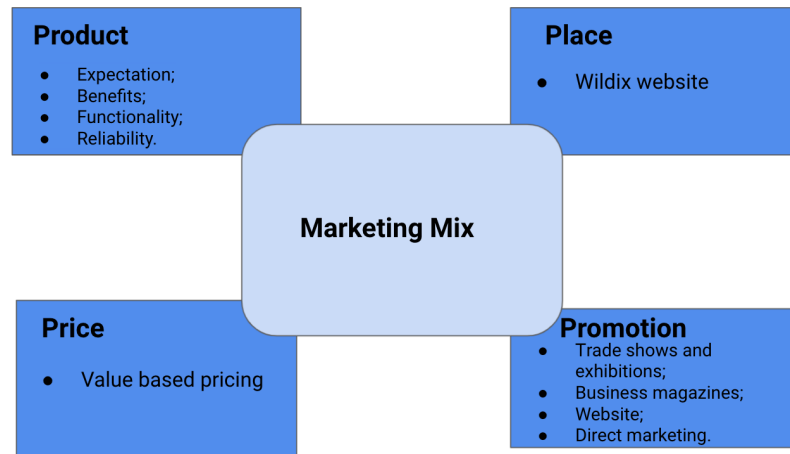


Fig. 5. 3. Eldris Marketing Mix

This chapter has identified the marketing essentials for Eldris and what the company is currently lacking. There is excellent competition ahead, and the marketing strategy for Eldris may prove one significant way to pave a sustainable path and increase the competitive appeal. We deeply analyzed the company's marketing activities and highlighted what Eldris should add to enter the target market. Figure 5.3, which was mentioned above, shows the general picture of the marketing mix of Eldris.

### 5.5 Key success factors for Eldris

Based on the analysis in the previous sub-chapters, we will summarize the essential critical abilities Eldris needs to enter successfully and prosper there-the key success factors. They are formulated in the figure below as indicated in our theoretical framework. Evident capacity to differentiate the goods' distinctive technological superiority; and demonstrate the image of a dedicated, loyal, and trustworthy business partner; developing a well-balanced company offer that combines excellent quality with a fair pricing and exceptional service; establishing permanent partnerships with experienced service providers and interest groups, which may further expand the organization's knowledge and abilities about the local

markets, and use applicable marketing strategies in the various segments are all *among the strategic talents to be heeded.*



Fig. 5.4. Key Success Factors for Eldris

Having formulated the critical success factors and analyzed in detail the external to the case company environment on the country target market, we can evaluate the most appropriate legal form of market entry in the subsequent subchapter.

## 5.6 Market entry strategy

As a result of the comprehensive market research, we can examine the most appropriate entry strategy for the target market. Initially, the choice has been set between a **distributor** or an **own sales company** due to the corporate decision to maintain production only in Turkey, thus excluding greenfield and brownfield investment as an option. Moreover because of the unique product line and international experience of the company, joint ventures and alliances as modes can also be excluded. First of all, according to the theoretical concepts, the sales company as a direct entry mode requires bigger investments and risks, but in the meantime gives bigger control and revenues for the mother company [4]. However, such a mode is appropriate when bigger sales are forecasted, and the future market potential can compensate for the initial investment made by the mother organization. Therefore, it

is not very appropriate at the moment to use this internationalization mode [5]. Further, the company is not known in the markets, and due to the currently tough competition and customer behavior, it might take time to register substantial sales volumes.

In contrast, theory accepts indirect modes via an *intermediary* as a less risky and resource-committed mode that coincides with the entry node [4]. *Although the control of the mother company is generally lower, it is an approach that can facilitate Eldris in managing the local languages, cultural, legal, and other differences effectively.* Therefore, the most relevant entry strategy for Eldris at this moment is to enter the markets via a **distributor and technical partner**. The latter could be a *local services provider company* that can sell Eldris's solutions to incomplete projects both in the public and private sectors. Moreover an experienced services provider with a broad customer portfolio and well-established networks is capable of convincing customers of the benefits of Eldris's products. As mentioned before in the analysis, the first impression is crucial. There are potential solvent customers, so it is a matter of targeting the right ones in the very beginning [4]. Moreover the well-established business network of a distributor can add up to the company's capacity, facilitate its adaptation process, and efficiently expand its local networks in the future [5].

The indirect go-to-market strategy for Eldris means that users can only access the platform through **approved partners**. The corporation carefully selects business partners that share its principles. Each partner assists consumers in getting the most out of the solution. The Eldris platform provides complete pre-sales assistance and contracts registration advice to partners involved in selling Eldris. There is no direct consumer approach, and partners prosper from the lack of direct distributor rivalry. The Eldris offering is ideal for businesses with a large client base that needs a consistent cloud migration strategy.

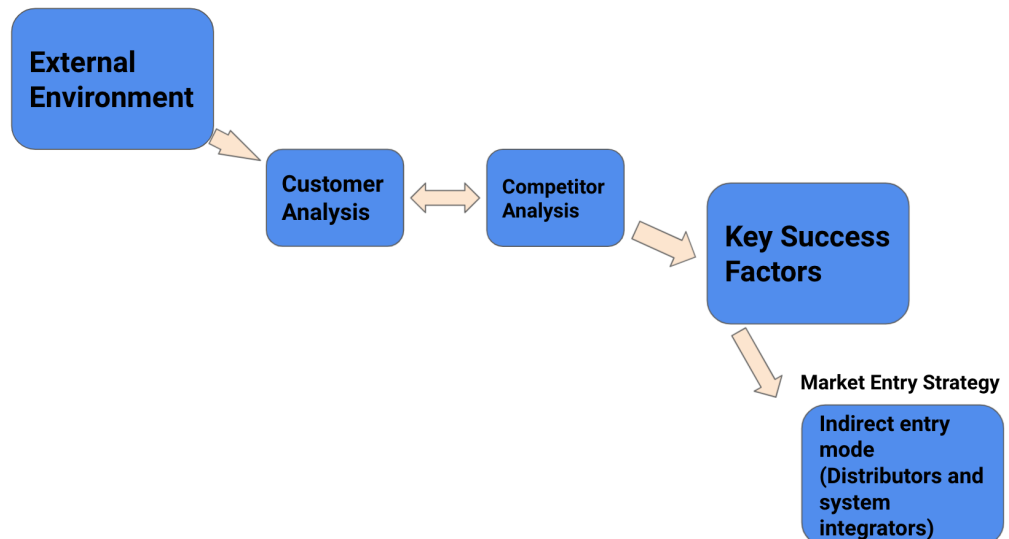


Fig. 5.5. Market Entry Strategy for Eldris

### 5.7 Sales strategy

Positioning the products in a way consumers expect is probably the best way to differentiate the company offerings. The process involves value creation achieved through the development and pricing, communication of value, referred to as promotion, and the delivery of value. Marketing strategies are developed based on the competition level, product or service value offering, and company's objectives.

Eldris is in the phase of developing a marketing strategy, including selling. The core concept of the Eldris strategy is to continuously create value for the customer by offering the most advanced technology in the market. Research findings indicate that the *VoIP market is price-driven*, and, therefore, innovative products are not good enough. The Eldris product must also be price competitive. VoIP is very closely associated with high prices, *so Eldris has aimed to lower the costs to gain price competitiveness from the start*. There are two options to enhance Eldris's sales: *pull and push marketing strategies*.

- **Pull (inbound) marketing**

Pull marketing is a method advertising companies use to get consumers to find the company independently. The idea is that people will see the company because the company could build a successful brand. This indicates that the brand has



provided a valuable commodity and gained sufficient social media exposure to become everything that people desire [18, p. 30]. In the case of Eldris, a pull strategy would be to educate the end-users about VoIP so that they would request the product down the supply chain.

- **Push (outbound) marketing**

Push marketing is a strategy for getting ads in front of people who are not generally familiar with the brand. Push marketing strategies may involve cold calling, advertising banners, or generating referrals. They are designed to get others to promote the company and "push" its idea as something of value [18, p. 60]. Eldris can utilize the push strategy simply by contacting either System Integrators or VoIP resellers directly and pushing the selling up the supply chain.

Eldris should adopt *Customer Intimacy* as the primary sales strategy. It is the most appropriate strategy for Eldris, e.g., identifying potential customers and building a solid relationship. Eldris faces strong and well-established competitors in the VoIP market that have already developed telecommunication technology. Therefore, the Product Leadership approach certainly is not suitable for Eldris. Bringing the *costs down* and *gaining price competitiveness* paired with *relationship building* with key customers is the only way for Eldris to maintain a healthy start and prosper in the VoIP market.

### 5.7.1 Eldris sales channels

To push the product to the market, Eldris must utilize all potential sales channels. The more channels Eldris uses, the more opportunities there are to sell. The following sales channels would be the most appropriate for Eldris:

- **Online marketing**

Eldris has to create a website where potential customers can browse through and purchase the products. The website has to be continuously updated and has to provide relevant content about the VoIP industry. The web page should be helpful for the target audience. Through the Search engine optimization (SEO) optimization of

the website, Eldris can also grow organic traffic. A VoIP marketplace is another channel that Eldris could utilize to push the product to the market.

- **Telemarketing**

Telemarketing might be an option, but not the best one for Eldris because business enterprises are less likely to make purchases over the phone. As mentioned earlier, in the B2B market, decision-making is more complicated than in the B2C market, and quite often, many people in an organization are involved in purchasing industrial products. Therefore the buying decision takes much longer than in the consumer market.

- **Distribution**

Distributors (System Integrators) are another sales channel. They have access to and good knowledge about the bearing market and are willing to purchase Eldris solutions. Therefore Eldris must utilize this channel as an additional source to push its product to the market. This channel would also assist Eldris in reducing marketing costs as distributors themselves would take care of marketing and advertising.

- **Value-added resellers**

This channel refers to companies that buy a product, add value to it, resell it, or integrate it into a more significant product and sell it as a whole solution.

## **5.8 Marketing plan**

After a detailed analysis of the market and target audience, taking into account all information gathered through the interviews, we concluded a yearly Marketing Plan for Eldris. This plan includes webinars, visits to events and tradeshows, conferences, and conducting our own events. It also includes PR channels like magazines and websites by publishing blog, and articles. It also includes our marketing campaigns like direct mails that were mentioned above, email broadcasts and press-releases. The channels from the Customer Journey map are covered in the plan.

In our strategy and plan, we included a wide variety of marketing activities. Eldris uses advertising to communicate with consumers and introduce new goods.

Facebook Ads and organic posts, blogging, web promotions, direct marketing, Google Ads, SEO, and public relations are all used for advertising. We highlighted the best magazines in the industry for placing our press releases. **They are:** "UC Today," "Comms Business," and "Comms Dealer". They are the most popular on the target market. We also included a few events which are best known among industry professionals in the UK. "Channel Live" is the most popular exhibition for the UK VoIP distributors, and we will present our solution there. In the plan, we also included our webinars, Eldris magazine publication, and press-releases publications. Sales letter also our direct mail campaign, where we will send physical branded letters with information about our brand. As a part of the activities, we will participate in the competition for the best VoIP vendor in the UK. We will present our solution there, and it will bring more attention to the brand since this event is happening very often, and many industry leaders and distributors pay attention to this event.

Eldris prevents intermediaries by using direct marketing. E-marketing, the internet, telemarketing, and direct mail are examples of direct marketing strategies for targeting new clients. Cable television infomercials and online shopping are two such direct marketing strategies that are included. These are necessary for eliciting immediate responses from the target market.

All activities are divided into months and dates. The description of the budget is included. The company's annual gross sales entirely determine Eldris's campaign budget. The selling of their goods consumes about 15% of their annual gross sales. Below the table of the schedule for the first quarter is provided as a sample. The annual marketing plan is presented in the *Appendix E*.

Below we provide the Plan for the Q1. It mainly includes activities that will take place during the first three months. The information is based on the collected data from analysis of the competitors and target market.

Table 5.4.

**Marketing Plan Q1 for Eldris**

	<b>January</b>	<b>February</b>	<b>March</b>
<b>Marketing Activities</b>			
<b>TRADE SHOWS</b>			<b>Channel Live</b>
<b>ROADSHOWS</b>	-	-	-
<b>Potential Partners WEBINARS</b>		“Pricing” Webinar	“Value” Webinar
<b>EMAIL CAMPAIGNS</b>	<b>Comms Business</b>	Emails prior to webinars	Emails prior to webinars
<b>SALES LETTERS</b>	“Brand” email	-	-
<b>MAGAZINE</b>	<b>Magazine N</b>	-	-
<b>MARKETING CAMPAIGNS</b>	Branded packages	Branded letters	-
<b>AWARDS</b>	<b>COMMS BUSINESS AWARDS Virtual</b>	-	-
<b>PR (Press-Releases/ PR contributions/ Editorials)</b>  <b>MAGAZINES PR:</b> <ul style="list-style-type: none"> <li>● UC Today</li> <li>● Comms Business</li> <li>● Comms Dealer</li> </ul>	<b>VoIP Event</b>	UC Today: “Topic”	UC Today: “Topic”

As was mentioned above our Marketing Plan also includes expenses we used for all marketing activities we are planning to do during the year. Below is the picture of the calculated expenses. They are included in the Marketing Plan.

QUARTER 1 2021		TOTAL FOR ALL ACTIVITIES	Q1 expenses
		£122.97	
<b>VoIP Event</b>	5 Pop Up Banners	£103.14	
	100 Magazines to be printed 90 magazines were sent out. 100 Magazines + Sales Letters are being sent out. 100 parcels are being sent out. Printing - £3.24 x 264 = £855.36 Dispatching - £472.80 (incl VAT)	<b>£1,317.64 (no VAT)</b>	
<b>Magazine N + direct mails</b>		<b>£256.80 (incl VAT)</b>	<b>£ 2, 577. 24</b>
		<b>£518.40 (incl VAT)</b>	
		<b>£484.40 (incl VAT)</b>	
<b>Magazine N - March 2021</b>		£472.80 (incl VAT) + £855.36 = £1,328.16	
<b>Google Ads</b>		£71.94 + £22.50 + £174.25 = £ 268.60	<b>£268.60</b>
<b>Facebook Ads</b>		£465.37	
<b>Pop Up banners</b>	10 items	£ 263.94 (VAT included)	
<b>UC Today Premium Package</b>	UC Today Premium Package 8 articles + 2 videos + Sponsored posts + Market Guides	£12,000 + VAT = 14,400.00	<b>£ 3,000 per Quarter</b>
			<b>£5,845.84</b>

Fig. 5.6. Budget Q1

As we can see in the Marketing Plan, we included all possible channels. Since, according to the restrictions caused by COVID-19, we had to avoid all offline activities, which were a massive part of our plan, and they could bring the most potential partners to the company. However, we still managed to create some online events, which will prove that even strict restriction is not a problem for VoIP. In the plan, we have a few upcoming events where we will take part. That means we will communicate that among all potential partners as well as on social media. We will demonstrate our solution and talk about the benefits of working with us. We also include topics of letters, webinars, and magazine articles since they should be submitted in advance. We also planned a few marketing campaigns. It is a surprise for potential partners and branded letters. We will send branded stuff for our partners to include books and brochures about our company. We will change this each season or according to the holidays.

Besides the activities mentioned in the plan, we also have a daily promotion routine as social media posts and ads. All team members are supposed to make two posts per week about VoIP news and product updates.

In our Marketing Plan, we also included our **planned quantitative indicators** of the Plan's success. It is the number of *contracts signed per year* and *the Monthly Recurring Revenue* (MRR) target. Eldris set a goal to get 40 new partners per year — exactly this number we expect to get in a year's time. Once the target company agrees to be our partner we sign the contract. It is an agreement between Eldris and the company where all points are indicated: level of partnership, MRR number and rebates. We calculated the number of potential partners, Marketing Qualified Leads, and expected revenues, applied the expected conversion, and got the number 40.

Also, we target the MRR numbers. Eldris has a three-level partnership: Basic, Medium, and Advanced. According to each level, we have a separate MRR target that partners need to accomplish. We divided this into four quarters.

Table 5.5.

#### Target quantitative indicators

Potential Partners TARGET	Goal 2021 (New Partners)	Marketing Qualified Leads (MQLs)	% closure rate (New Partners* 100/MQLs)	MQLs conversion rate (MQLs/New partners from MQLs)	Customer Acquisition Cost	Total marketing expenses	New contracts 2021	New contracts <b>NOT</b> direct contact from sales
<b>916</b>	<b>40</b>	<b>50</b>	<b>19%</b>	<b>5.2</b>	<b>£649.54</b>	<b>£5,845.8</b>	<b>13</b>	<b>10</b>

In the table above we provided our target numbers and the way we calculate them. Also the table demonstrates the result we already get in 2021. Currently we have a closure rate of 19 percent. That indicates that we chose the right way and will manage to meet the target number at the end of the year. MQLs conversion rate indicates that the marketing must provide 5.2 leads to get one contract (one new partner).

## CONCLUSIONS AND RECOMMENDATIONS

This chapter concludes the findings from the market analysis and surveys. Key points are discussed which can feasibly be integrated into the marketing strategy for Eldris. In this section of the thesis, conclusions will be made based on the analytical findings to solve our main research problem and provide practical case-specific results. The section begins with answering the main research question and, consequently, the main research problem. Next, recommendations will be given for the case company.

### Discussion

Today's VoIP networks are more competitive than ever before. Direct sales, a channel of manufacturers, IT service suppliers, and agents, or a combination of both, is the most effective communications strategy for them. *As a result, offering IP Communications networks that save money and provide more flexibility than traditional telecommunications services is more akin to selling some other good or service, which means vendors must consider the time-tested aspects of Product, Price, Distribution, and Promotion.* No service is so popular that it can avoid the usual business problems of dealing with customer acquisition and retention initiatives, which include brand management, demand generation, direct and online marketing, advertising, promotions, marketing communications, and public relations.

Hunting for ideal channel partners is more of an art than a science compared to the sophisticated messaging that environment suppliers should deliver to their clients. Similarly, media communications that address the needs of a variety of small companies can be more of a psychological experiment than a number-crunching exercise.

One of the most successful ways to persuade consumers to use VoIP was to provide free trials before purchasing a long-term VoIP support plan. Of course, since

the small business IP communications industry is so fragmented, it benefits if a vendor can deliver a diverse set of offerings and plans to prospective clients.

A successful IP Communications marketing approach for providers combines infrastructure, channel partners, salesmanship, branding, and perhaps unconventional thinking. Today's VoIP industry is incredibly competitive, and there is no sign of it slowing down anytime soon. Working as a VoIP distributor, reseller, or Service Provider is still a rewarding and profitable profession, considering the current and established rivals.

### **Academic conclusions**

This subchapter will provide answers to the main research questions — *"What are the key factors that increase the success of a VoIP vendor's market entry into a new market?"*. Finally, a solution to the primary research problem will be given.

In the era of rapid globalization nowadays, expanding domestic borders towards giant potential developing markets is an opposite way to conceptualize fast corporate growth. There are generally numerous perspectives in the VoIP industry given the rising energy prices, increasing environmental concerns, regulations of national and EU governments, technical and technological development of the sector [1].

However, internationalization to the fully mature UK market requires extensive market study before entry. Therefore, we do this study by analyzing the external environment concentrating on the product field (customers and competitors). We looked at the most important institutions impacting the example company's ability to adapt, learn, and use external information, as well as the most important resources and competencies it needs to use to develop strong customer connections, as the latter is the key to effective performance in a new market, using the inter-organizational method.

After studying the external environment of the target country, namely the legal system, professional associations, business mores, financial market, and



government, we have concluded that the target market has relatively *stable macroeconomic and legal conditions* that do not hinder the investment decision. The specific culture and business mores are firmly influential institutions that shape the business behavior within the country to a significant extent. The widespread use of social networks and high value of good reputation and first impression are all factors that require clear abilities of the entering UK telecommunication market to establish stable relations with key interest and professional associations and local businesses which can positively act as a *source of local knowledge and skills, facilitator in the process of adaptation, brand image creation and customer relationship building* [1].

The primary rivals on the local market's competitive advantages include well-known brand names and years of exceptional performance, large distribution networks, economies of scale, low to average market pricing, a well-diversified product range, and comprehensive project implementation, according to the findings.

Therefore, a new company entering the market has to follow a *product differentiation and lower cost* strategies and invest many resources in *building strong local networks* to accurately face the growing market trends towards entire engineering in the VoIP market and provide relevant customer support and services. The potential customers in the target country were investigated by analyzing in detail their needs and product requirements, characteristics, regulations and bureaucratic procedures, interaction processes, and uncertainties. The buying behavior analysis has concluded that a new VoIP manufacturer needs to differentiate its *unique technical competencies* and have the capacity to engage in *personal contacts*, regular interaction with the engineering personnel, provide outstanding references, sample products, etc. Additionally, the growing market trends towards complete engineering in VoIP and the pattern of purchasing all VoIP solutions from a single producer to offer well-balanced solutions and form solid relations with an experienced local VoIP services provider [1].

Further, participation in fairs, professional exhibitions, telecommunication industry events, nonprofit consultancy events, etc., has become crucial for the popularization, positive company image, and establishment of customer relationships.

The findings of the entire investigation have aided in the accurate assessment of the best entrance approach. Adhering to the specific internal characteristics of the competitors, the study concluded the *indirect mode* via an intermediary as a better alternative than the direct investment in a sales subsidiary because a local third party can facilitate and speed up the process of adaptation and organizational learning and exploiting company competences fully without exposing to considerable financial and market risks [1]. As we mentioned in previous chapters, the company did choose System integrators and distributors as entering the mode, but after analysis of the competitors, we realized that we skipped a few other segments of target customers that can be beneficial to us. We added them to our target audience and will try to find ways to convert them to our customers.

In conclusion, to successfully enter the UK market, a highly specialized multinational company needs to apply its **leading resources** and capabilities in acquiring substantial preliminary knowledge about the external institutional environment and performance of competitors as well as the buying behavior of customers in particular market segments so that it can accurately evaluate the most appropriate entry mode and establish stable customer relationships [2].

### **Recommendations**

In this subchapter, we will provide case-specific recommendations that Eldris should consider before entering the UK market.

- **Establish relations with local businesses**

As this study concluded, there is a clear opportunity to establish connections with VoIP services companies in the target country. Plus, these companies expressed open interest and willingness for future cooperation. Therefore, the first step Eldris should take is to approach the people in charge with extensive technical data and calculations, *good references* from other successful projects in different segments, and price lists [2]. We consider the best initial performance of Eldris could be such a massive public event and exhibitions so that the positive first impression and feedback afterward will work as a multiplier for other projects and end customers.

Moreover, having in mind the boom in the telecommunication industry is forecasted to continue in the next few years. There could be plenty of sales opportunities if the right local partner is chosen. When approaching VoIP services providers in the United Kingdom, we recommend careful investigation before contact because the size, capacity, experience, and type of customer portfolio are the significant factors determining the company's potential to sell Eldris's products.

- **Establishment of relations with interest associations**

The constantly organized activities in the VoIP sector, the workshops, seminars, professional fairs, exhibitions are just a few examples of the many events that Eldris can take part in. Plus, most of these organizations have regularly issued electronic and paper bulletins, brochures, and magazines where advertisements [4]. Events have proved to be credible sources of gaining market insights. Since they provide a single platform for suppliers, manufacturers, and distributors, they offer great opportunities for marketing researchers to gain insights into the key players they are offering and how far the competition falls. Eldris may encapsulate its offering in brochures, as it proved to be a credible form of information that the target audience will accept. Eldris may market the credibility of its innovation. Therefore, it is recommended that Eldris will optimize its market penetration by *participating in global marketing events*. Besides, technical details, as well as costs, are of core importance. Appealing technical information is those that are accompanied by the perspectives of environmental sustainability and price feasibility.

- **Approaching potential end customers**

Companies in any industry can be prospective end customers due to the significant volumes of regular purchases. We recommend personal contacts with the engineers in charge, providing detailed technical data, references, and sample products [4]. However, depending on the company's decisions and capacity, this initiative could be done simultaneously. The graph below exemplifies the practical step approach we suggest as a continuation of our research. This stepped approach indicates three main steps, which, of course, could be further extended towards the ultimate goal of establishing stable, successful business operations [4]. However, as a

result of the experience during our meetings in the United Kingdom and the overall willingness and positive attitude of the interviewed people, we advise Eldris to make these next steps to decipher the real business potential of the target markets fully.

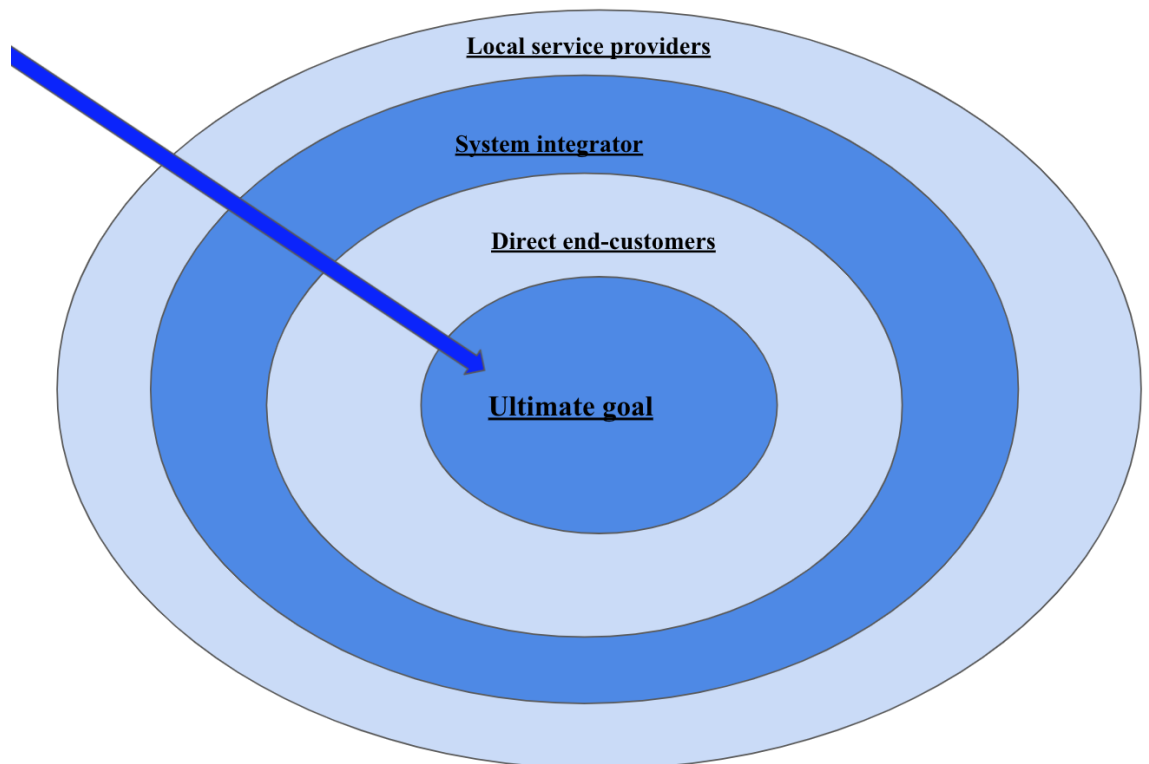


Fig. 6.1. Market Penetration Steps

To summarize, a brand that connects with the market and communicates better within the global context becomes a leader. Connecting with followers requires relationship building. Market connections facilitate consumer understanding of the product, thereby increasing the chances of reconfiguring their setups with a new innovative product.

Eldris has a long way to go. Success is, however, dependent upon the mode the VoIP meets industrial demands. Core emphasis is required upon communication, sustainability measures, product reliability, and costs and sustainability.

The general marketing concept states the focus should be on the customer, with sales being just one element. **The selling process starts with the creation of a product that meets the needs of the consumer.** While not widespread, there is present evidence of marketing activities that influence front-end product

development. Recognition of VoIP underperformance issues is leading to secondary line marketing strategies. Selling VoIP as a first-line replacement will generally result in a product that does not meet most customer's minimum service requirements. Concerning hardware products, information gathered suggests manufacturers are proactive in developing VoIP products that will meet future needs. To this point, VoIP's value proposition has been about cost savings, mainly in the area of long-distance calling. However, this stance alone will not succeed in penetrating larger mainstream markets.

It is difficult to predict what challenges marketing VoIP to the early and the late majority will present. Data and information gathered for this project suggest VoIP will not be under a shortened life cycle like some technological innovations. All indications are the cycle for VoIP, and other forms of IP telephone will be a long one, comparable to the conventional telephone service, which has been around for more than a century.

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## APPENDICES

### Appendix A – Interview Questions

- 1) Tell me about your organization and the business challenges it sees over the short to medium term. What do you see as the key emerging trends in voice telephone services?
- 2) What do you identify as the key components of a VoiP provider's marketing strategy?
- 3) What in your view are the key product attributes of VoiP, and how can each be emphasized in a successful marketing strategy?
- 4) What are the disadvantages of VoiP and how do providers mitigate them?
- 5) Who takes part in the decision making process?
- 6) What specific requirements do you have for VoiP vendors? How long does this process usually take?
- 7) Do you look for external technical assistance from suppliers or other organizations or do you rely only on the engineer in charge within the company?
- 8) What factors influence your final decision? Can you rate them from the most to the least important?
- 9) Considering the numerous suppliers and products, do you often have uncertainties regarding the technical characteristics of the VoiP solution and the supplier or are you easily persuaded to make straight, easy and quick decisions?
- 10) Do you prefer working with many suppliers in order to have many choices for strong long-term relations with them or do you prefer exclusive suppliers?
- 11) What do you see as your firm's core advantages for introducing new product offerings like VoiP into the marketplace? How will your organization make the most of each of its core strengths? What markets will you pursue initially, and why?
- 12) What strategies are you presently using to market VoiP service offerings? What strategies have been the most successful and are there any new strategies you will plan to use in the future?



13) What are the main marketing challenges your firm is experiencing when selling VoiP services to businesses and individuals who are conventional telephone users? What types of businesses, organizations and individuals are you finding to be more receptive to switching to VoiP?

14) Do you consider the users and user groups just described as niche or primary market segments? What new market segments do you plan to target in the future?

15) Is there anything we have just discussed which you feel is highly confidential in nature and that you want to draw to my attention so I consider this when writing my paper?

Source: composed on the basis of the collected data [1].

## Appendix B – Competitors Analysis

Table B.1.

### Competitors Analysis

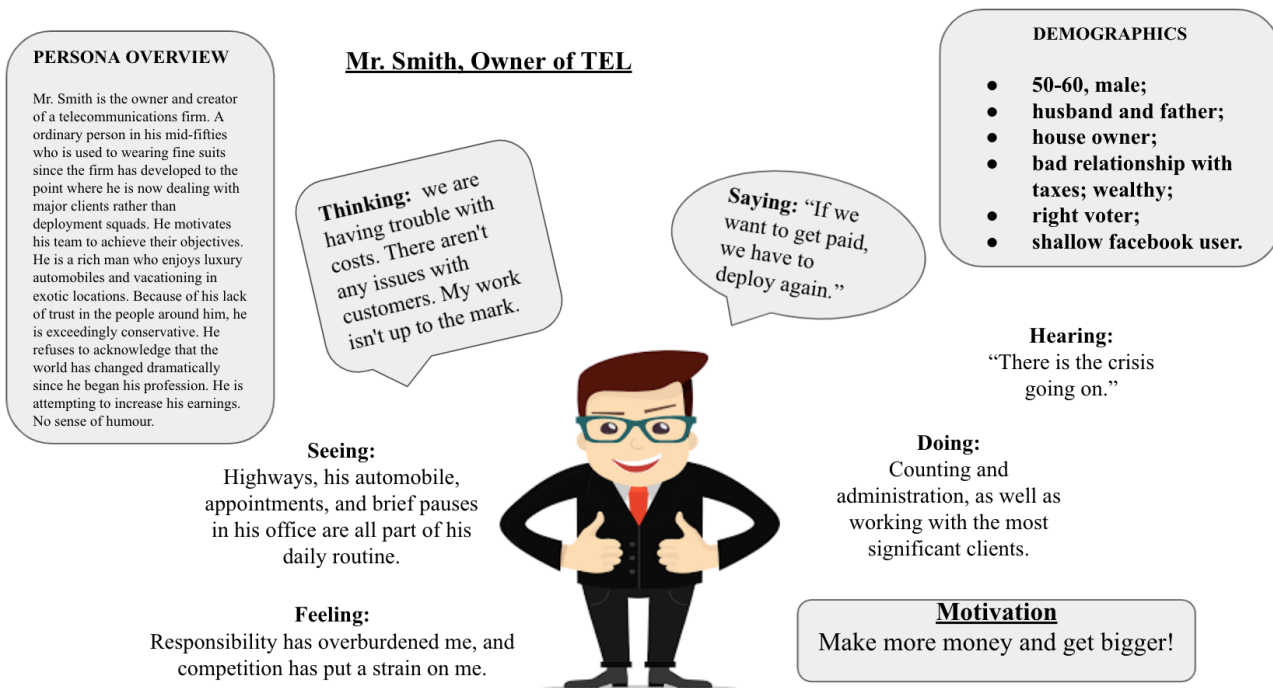
Platform characteristics	Eldris	Avaya	Cisco
<b>Installation, usage, and configuration</b>	<ol style="list-style-type: none"> <li>1. Easy to install and also low maintenance costs.</li> <li>2. No software installation is required.</li> <li>3. <b><u>No apps or clients to download.</u></b></li> </ol>	<ol style="list-style-type: none"> <li>1. Remote-friendly.</li> <li>2. Mobile and browser apps.</li> <li>3. Easy management on-premises or hosted.</li> <li>4. <b><u>Software requires a download.</u></b></li> <li>5. The system is very rigid in its configuration, very complex integration.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b><u>It is hard to manage.</u></b></li> <li>2. Its desktop is not as easy to navigate. Customers have to upgrade it all the time.</li> </ol>
<b>System interface and technology base</b>	<ol style="list-style-type: none"> <li>1. Complete and scalable solution.</li> <li>2. Intuitive Web and smartphone interfaces.</li> <li>3. <b>First UCC vendor to integrate RTC in a UCC platform.</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Open-platform and fully compatible with popular IP phones.</li> <li>2. The service can be removed or drastically modified without any warning in the release notes.</li> <li>3. <b><u>Complicated user interface.</u></b> <b><u>They have mobile and browser apps.</u></b></li> </ol>	<ol style="list-style-type: none"> <li>1. Phone system goes down frequently.</li> <li>2. Very poor synchronization of desktop chat and mobile application.</li> <li>3. The system will not allow anyone to send messages to offline users.</li> <li>4. <b><u>Its desktop is not as easy to navigate.</u></b> <b><u>Customers have to upgrade it all the time.</u></b></li> </ol>
<b>Features set</b>	<ol style="list-style-type: none"> <li>1. Video conference, chat, users presence, voice, video, file sharing, and Real-Time Communication.</li> </ol>	<ol style="list-style-type: none"> <li>1. Call queues, built-in video calls, web conferencing, and all others as well.</li> <li>2. They have only one address book, and it does not have the concept of a slave-like Eldris. It only has a failover.</li> </ol>	<ol style="list-style-type: none"> <li>1. Have like nine types of Collaboration and solutions for contact centers.</li> </ol>
<b>Integrations</b>	<p><b>Wide range of integrations.</b> Hotels, hospitals, websites, shops, desk pot, CRM.</p>	<p>Customers can integrate website live chat, <b>Facebook</b>, and text <b>messages</b> all in one system.</p>	<p>Not many. Usually only hotels.</p>

<b>WEB</b>	<b>Totally web based.</b>	Web based.	Not web based.
<b>Support</b>	<ol style="list-style-type: none"> <li><b>1. Eldris's own support. No third parties.</b></li> <li>2. Free tech- support twenty-four-seven, and we take care of the software's issues.</li> </ol>	1. Weak support. Not live and not twenty-four-seven.	1. Their support is not good. Customer service is undertrained and rude, the acct.
<b>Partnership</b>	<ol style="list-style-type: none"> <li><b>1. No end-users selling.</b></li> <li>2. We deliver higher margins and revenues.</li> <li>3. We have a portal to access machines remotely from anywhere.</li> <li>4. Partner community available.</li> </ol>	<ol style="list-style-type: none"> <li>1. Selling to end-users.</li> <li>2. Margins might not be that high as ours.</li> <li>3. No community for partners. Our partner's community is on a higher level.</li> </ol>	<ol style="list-style-type: none"> <li>1. No community for partners.</li> <li>2. Partnership system is too difficult to follow.</li> </ol>
<b>Warranty</b>	<ol style="list-style-type: none"> <li><b>1. Software assurance.</b></li> <li><b>2. Hardware warranty.</b></li> </ol>	Customers need to pay to have a software warranty.	Warranty is included into the licences.
<b>Licenses and price lists</b>	<ol style="list-style-type: none"> <li>1. Simple pricing, with no hidden costs.</li> <li>2. Hidden prices.</li> <li>3. Simple 3 level license system.</li> <li><b>4. NO FREE TRIAL.</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Not a fair licensing model and it is difficult.</li> <li>2. Not protected prices. Public.</li> <li>3. Not cost-effective.</li> <li>4. Customers pay for simultaneous calls, no per licensing.</li> <li><b>5. FREE TRIAL.</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Billing and invoice issues.</li> <li>2. The amount of credit applied to the account is no comparison to the amount of money lost when the phone system goes down.</li> <li><b>4. NO FREE TRIAL.</b></li> </ol>
<b>Security</b>	<b>Secure by design! No need for an additional VPN downloading.</b>	VPN is needed.	VPN is needed.
<b>Hardware</b>	<ol style="list-style-type: none"> <li>1. Complete range of Hardware.</li> <li>2. Could be some problems with compatibility.</li> </ol>	<ol style="list-style-type: none"> <li>1. No hardware.</li> <li>2. Difficulties in managing devices of different brands.</li> </ol>	<ol style="list-style-type: none"> <li>1. Have their hardware.</li> <li>2. Phones are expensive.</li> </ol>

Source: composed on the basis of the collected data [1].

## Appendix C – Portraits of the Target Audience

### 1. Tech Director



*Mr. John Role in the Buying Process: He has the power to veto!*

**Fig. C.1. Portrait of Tech Director**

**Table C.1.**

#### Role in the Buying Process

Business issues	Problems	
	That anyone can solve	That only we can solve
<p><b>How to install systems in a way that saves up to 25%-30% of the time normally required. If an issue arises, he requires immediate assistance and solutions.</b></p>	<ul style="list-style-type: none"> <li>• New features are required.</li> <li>• AI capabilities are required.</li> <li>• Do we require technical assistance?</li> </ul>	<ul style="list-style-type: none"> <li>• Solution that is simple to implement.</li> <li>• Designed to be secure.</li> <li>• Tech assistance is available 24 hours a day, 7 days a week.</li> <li>• The Ecosystem (Partners help Partners).</li> <li>• Transparency and open documentation.</li> </ul>
<p><b>NOTES:</b> Mr. John values his time.</p> <p>Mr. John places a high value on trust.</p>		

**Table C.2.****Solving the Problem**

<p><b>Customer's Vision of the Solution</b></p> <ul style="list-style-type: none"> <li>• It's a simple solution to set up and administer.</li> <li>• Good tech assistance that is always available and can be relied upon;</li> <li>• Excellent documentation.</li> </ul>	<p><b>Our Unique Capabilities To Bring the Vision to Life</b></p> <ul style="list-style-type: none"> <li>• It's simple to set up;</li> <li>• It has a great ecosystem and a great support team.</li> <li>• Everyone has access to transparency and open documentation.</li> </ul>
<p><b>Business Value</b></p> <ul style="list-style-type: none"> <li>• During the deployment of a new system, customers can save up to 30% time.</li> </ul>	<p><b>Personal Value</b></p> <ul style="list-style-type: none"> <li>• Less stressful job to do.</li> </ul>

**Table C.3.****Communication plan**

<b>How to Communicate with Mr. John</b>	
<p><b>Key Messaging Points</b></p>	<ul style="list-style-type: none"> <li>• Solution = simple to implement.</li> <li>• Solution = simple to handle.</li> <li>• Secure and stable are the two words that come to mind when thinking about a solution.</li> </ul>
<p><b>Short Summary</b></p>	<p>The solution that allows me to deploy in a time-saving (25-30%) manner in order to have satisfied clients who don't disturb me...</p>
<p><b>Sphere of influence</b></p>	<p>Magazines: ICT Magazines (online and print). Web sites: Blogs, Influencers. Analysts and other influencers: trusted friends - i.e. other technicians.</p>
<p><b>Common Objections</b></p>	<p>Can I put my trust in Eldris? Is the system dependable and secure? Why do I need to utilize Facebook in order to have access to certain information? I despise Facebook.</p>

## 2. Sales Director

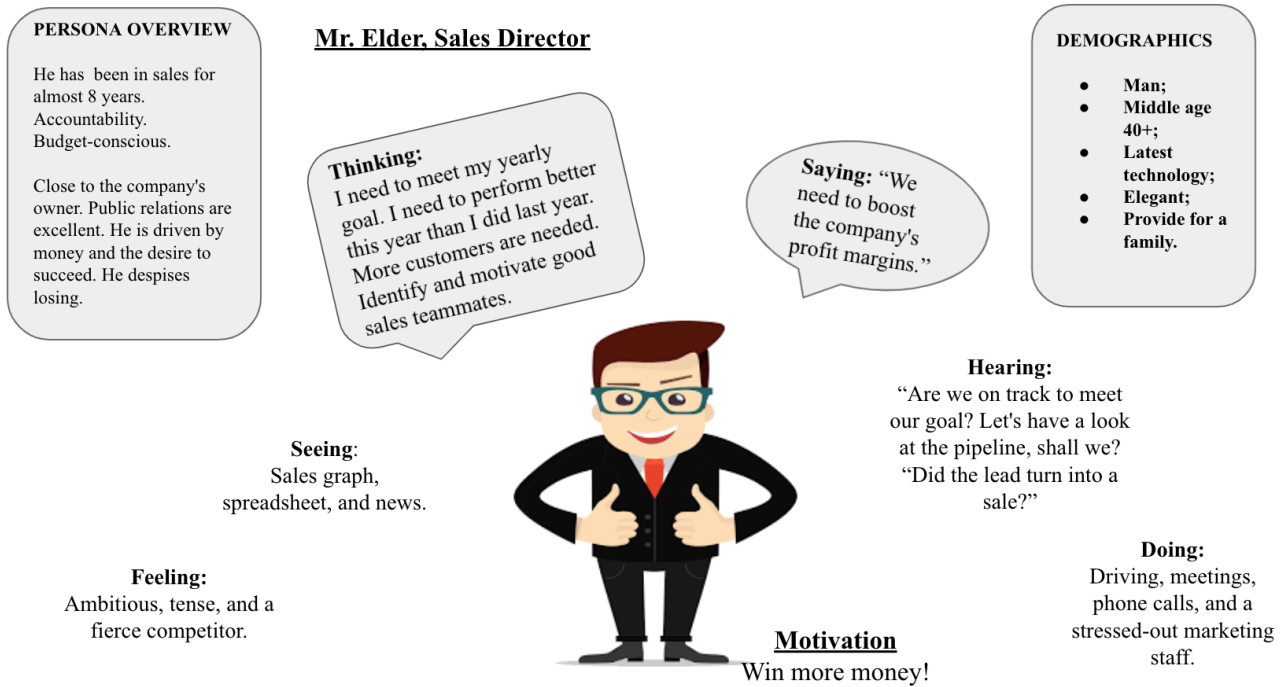


Fig. C.2. Portrait of Sales Director

Table C.4

### Solving the Problem

<p><b>Customer's Vision of the Solution</b></p> <ul style="list-style-type: none"> <li>• He is free to choose his own price.</li> <li>• There is less competition.</li> <li>• The things we sell are reliable.</li> <li>• A simple pricing list and a small number of references are provided.</li> <li>• An annual discount is available.</li> </ul>	<p><b>Our Unique Capabilities To Bring the Vision to Life</b></p> <ul style="list-style-type: none"> <li>• There is no public pricing.</li> <li>• There are no distributors for our items, and we have a large assortment.</li> <li>• A five-year warranty is included.</li> <li>• There are less than 200 references.</li> <li>• Program for participation.</li> </ul>
<p><b>Business Value</b></p> <ul style="list-style-type: none"> <li>• Revenues have increased.</li> <li>• Collections will be faster.</li> <li>• Increase our profit margins.</li> </ul>	<p><b>Personal Value</b></p> <ul style="list-style-type: none"> <li>• Obtain a raise.</li> <li>• To receive the bonus, we must first reach the objective.</li> <li>• To be regarded by the market as an expert.</li> </ul>

**Table C.5.**

**Role in the Buying Process**

<b>Business issues</b>	<b>Problems</b>	
<p><b>I need to boost my revenues by X% and my margins by X%. Attain 100 percent of my annual goal. This year, I need to bring on X new clients.</b></p>	<b>That anyone can solve</b>	<b>That only we can solve</b>
<p><b>NOTES:</b> Attain 100 percent of his goal. Reduce the quantity of deals we offer.</p>	<ul style="list-style-type: none"> <li>● Is it true that I can't sell Cloud PBX?</li> <li>● My staff is hesitant to market this product.</li> <li>● My staff lacks the necessary sales expertise to market this product.</li> <li>● I'm having trouble finding a new customer.</li> <li>● I'm not large enough or well-staffed to take on larger clientele.</li> <li>● I don't have any equipment to sell.</li> <li>● We don't do a good job of following up with our clients.</li> </ul>	<ul style="list-style-type: none"> <li>● I can't compete with larger players who decrease costs, such as resellers.</li> <li>● Is it true that I can't set a pricing that permits me to make money?</li> <li>● I can't guarantee the dependability of the goods I'm selling?</li> <li>● I'm afraid I'll never be able to simplify my pricing list.</li> <li>● It takes too much time to develop an offer when I'm negotiating with my suppliers.</li> <li>● We have an excessive number of references.</li> <li>● I have an excessive number of competing items.</li> <li>● There are far too many integrators selling the same product that I sell.</li> <li>● I spend too much time negotiating with my suppliers for discounts.</li> </ul>

**Table C.6.****Communication plan**

<b>How to Communicate with Mr. Elder</b>	
<b>Key Messaging Points</b>	Choose a partnership that will increase the margins and allow us to reach the target keeping the team motivated.
<b>Short Summary</b>	Eldris is the first browser-based UCC solution that has helped his partners to enhance earnings by up to 20%.
<b>Sphere of influence</b>	Books : Economique, Sales Management, Sales and Marketing Technique. Magazines: Telecom Market Specialist Magazine, Business Magazines. Web sites: Strategies.com Conferences: Supplier Convention, Award Trip. Analysts and other influencers : IT Journalist. Other: Telecom Groupement - LinkedIn.
<b>Common Objections</b>	What is the status of the telecom market? Who are the newbies? Is there a new entrant? What can I do to improve my sales? Who are we looking to sell?

Source: composed on the basis of collected data [1] and interviews presented in the *Appendix A*.



## Appendix D – Customer Journey Map

Table D.1.

### Customer Journey Map

ALL RELEVANT TACTICS				
MARKETING FOCUSED		SALES FOCUSED		
	AWARENESS	INVESTIGATION	EVALUATION	COMMITMENT
<b>Definition</b>	<b>Bring attention to the problem</b>	<b>Provide solution to need</b>	<b>Remove doubt that solution solves problem</b>	<b>Demonstrate value</b>
<b>CONTENT TYPES AND TRUSTED SOURCES</b>	Third party blogs (blog published on third-party websites related to our industry);  <b>Online articles;</b> Social media;  <b>Press Releases in the media;</b> Peers.	<b>Case studies;</b>  Videos;  <b>Webinars;</b>  <b>Trade shows;</b>  Blogs;  Whitepapers.	<b>Testimonials from partners;</b>  Customer meetings;  Branding (we provide branded things, with Eldris logo and other merch).	<b>Case studies;</b>  <b>ROI and Sales Revenue Calculator;</b>  Benefits statements (rebates system);  Contests (who will boost more sales);  Best practises.
<b>INVENTORY</b>	<b>Regular article publications about Eldris in Trade Magazines;</b>  Eldris blog (company, product and market news);  Eldris magazine (online and printed, quarterly, case studies, marketing section,	Tech webinars;  <b>Eldris Magazine and Tech Articles;</b>  Eldris Blog; Facebook group for users networking, there is information about Eldris products, news, updates, feedbacks and problem reports);	<b>Video tutorial and videos of support experts;</b>  One2One meeting with sales representatives ;  Trade shows; Virtual shows;  Product videos with technical content (technical	Tech Webinars;  Best Practices;  Special offers with benefits;  Offer Letters;  Benefits statements (Quarterly meeting);  Support and training.

	<p>testimonials, stories and Eldris people);</p> <p><b>Facebook and Social Media posts (Eldris groups with market news and Q&amp;A session with CEO, product updates and support questions);</b></p> <p>Website;</p> <p>Webinars for networking (Q&amp;A, business development discussions).</p>	<p>Sales letters (direct mail);</p> <p>Software Factory case studies (email and remarketing);</p> <p>Road shows and Trade shows (now in online mode);</p> <p><b>Brochures;</b></p> <p>Sales webinars (about solutions);</p> <p><b>Participation in IT events and fairs (online as well).</b></p>	<p>features, showcase and tutorial);</p> <p>Demo requests;</p> <p><b>Partners stories;</b></p> <p><b>Video interviews with different CEOs;</b></p> <p>Video blog.</p>	
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Source: composed on the basis of collected data [1] and interviews presented in the *Appendix A*.

## Appendix E – Annual Marketing Plan

Table E.1.

### Marketing Plan Quarter 1-2

	January	February	March	April	May	June
<b>Marketing Activities</b>						
<b>TRADE SHOWS</b>	-	-	Channel Live	-	-	-
<b>ROADSHOWS</b>	-	-	-	-	-	-
<b>Potential Partners WEBINARS</b>	-	“Pricing” Webinar	“Value” Webinar	-	“Brand” Webinar	“Value” Webinar
<b>EMAIL CAMPAIGNS</b>	Comms Business	Emails prior to webinars	Emails prior to webinars	2 Emails prior to webinars	Emails prior to webinars	Emails prior to webinars
<b>SALES LETTERS</b>	“Brand” email	-	-	“Topic” email	-	“Value” email
<b>MAGAZINE</b>	Magazine N	-	-		Magazine N to separate groups	
<b>MARKETING CAMPAIGNS</b>	Branded packages	Branded letters	-	Branded letters	-	Branded packages
<b>AWARDS</b>	COMMS Business AWARDS Virtual	-	-	-	-	Preparation to Awards (pr+emails)
<b>PR (Press-Releases/ PR contributions/ Editorials)</b>	VoIP Event	UC Today: “Topic”	UC Today: “Topic”	UC Today: article “Topic”	UC Today: article “Topic”	-

Table E.2.

## Marketing Plan Quarter 2-3

	July	August	September	October	November	December
<b>Marketing Activities</b>						
<b>TRADE SHOWS</b>	Margins in Comms as a Service 2021 paid 2020	-	CHANNEL LIVE 2021 to be paid	-	COMMS VISION 2021 to be paid	-
<b>ROADSHOWS</b>	-	-	-	-	-	-
<b>Potential Partners WEBINARS</b>	Webinar Manager 1	Webinar “Topic”	Webinar Manager 1	Webinar “Price”	Webinar Manager 1	Webinar “Topic”
<b>EMAIL CAMPAIGNS</b>	Emails prior to webinars	Emails prior to webinars	Emails prior to webinars	Emails prior to webinars	Emails prior to webinars	Emails prior to webinars
<b>SALES LETTERS</b>	to be decided	to be decided	to be decided	to be decided	to be decided	to be decided
<b>MAGAZINE</b>	-	-	Magazine B	-	-	Magazine C
<b>MARKETING CAMPAIGNS</b>	Branded letters	-	-	Branded packages	-	-
<b>AWARDS</b>	-	-	UC Awards 2021	-	-	COMMS BUSINESS AWARDS Virtual
<b>PR (Press-Releases / PR contributions/ Editorials)</b>	to be decided	to be decided	to be decided	to be decided	to be decided	to be decided

Source: composed on the basis of collected data [1] and interviews presented in the *Appendix A*.