M. Networks A/S

M. Networks is a rapidly growing IT company. They are facing an exciting challenge where you, as a talent, are invited to join a project of significant importance for the company. You will have the opportunity to make your mark on the company at a strategic level, as you, along with a team of 5 students, are invited to develop and test a brand-new sales strategy.

CASE: Develop a Go-To-Market strategy for how M. Networks transitions from creating IT solutions to packages and products using a three-step approach: 1. Build them, 2. Implement them, 3. Communicate them.

OVERVIEW

Company	M. Networks A/S
Location	Lyngebækgårds Álle 12, 2990 Nivå
Contact person	Mikkel Christian Beck: COO
	Rune Bak Jensen: CEO

COMPANY PROFILE

M. Networks is an IT company that has been in operation since 2001, with Rune Bak Jensen at the helm for the entire journey. For the past four years, he has been joined by COO Mikkel Christian Beck. At M. Networks, the focus is on delivering high-quality IT services, assisting customers on an equal footing, and leveraging technology to propel their businesses to new heights. Over the years, M. Networks has built a substantial client portfolio, including notable clients such as "Lagkagehuset" and "Flügger Farver." The company's commitment to employee well-being is underscored by the multiple 15-year anniversaries celebrated at M. Networks, highlighting the emphasis on creating the best possible work environment for its staff.

The company operates within three core business areas:

1. **Operations and Outsourcing**
   - Offering support and operational services.
2. **IT Projects**
   - "Projects out of the cloud." M. Networks believes in the continuous evolution of IT, a journey where the customer is supported every step of the way.
3. **Software Development**
   - Conducting infrastructure and software testing; providing assistance to NGOs with integration solutions and data transfer from point A to B.

M. Networks maintains a startup culture with an open and flat organizational structure. However, the company has reached a point where it aims to further professionalize its operations. As part of this evolution, there's a need to explore production processes, with a focus on systematic work.

The current sales challenge for M. Networks is differentiation in a highly competitive market ("Red Ocean"). The goal is not to train specialists but to bring fresh perspectives, where simple packages and products can serve as strategic sales tools. This approach is designed to facilitate meaningful conversations with customers. M. Networks distinguishes itself from competitors by

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focusing on a trinity of elements: the sales aspect, the commercial aspect, and the IT-technical aspect. Together, these three pillars form the foundation of the company's business model.

CASE DESCRIPTION

M. Networks is specifically seeking to develop a Go-To-Market strategy for transitioning from providing IT solutions to packages and products. This transition will be implemented on their website and communicated through their social media channels. As a talent working on this case, you have a unique opportunity to create and test a brand-new sales strategy.

Throughout the process, the marketing team will serve as an anchor, functioning as a steering committee for the project team, providing ongoing guidance in an agile process. The marketing team adopts a thematic approach to their marketing, focusing on spot postings. For instance, this could involve topics like data security during specific storms or summer-themed content, where the company emphasizes assistance for people on vacation. The primary channels for these marketing efforts are the company's website and LinkedIn.

The marketing team will have the opportunity to share and articulate posts on M. Networks' social media channels if it becomes relevant in the process. It's essential that the team doesn't get lost in excessive research and analysis work, as results need to be continually validated to confirm whether the project is moving in the right direction. Therefore, regular meetings with both Mikkel and Rune will be scheduled, and the project leader of the team can initiate these meetings. The project leader also can attend customer meetings if desired. This emphasizes Mikkel and Rune's engagement in the project, as they are willing to tap into their networks and "friends of the house" to help validate and align the project's direction and materials along the way.

Currently, M. Networks envisions the project progressing in three levels:

1. Packages, concepts, and services with fixed prices.
2. Packages, concepts, and services with estimates.
3. A price calculator to estimate costs according to the customer's needs.

This approach will allow the company to differentiate itself from competitors and offer a operating cost every time they provide a test cost.

To achieve the above objectives, some initial analysis work is needed, and models must be developed to identify stakeholders. Rune and Mikkel expect to have 8-10 completed concepts/product sheets at the end of the process. These should be based on internal analysis, market analysis, target audience analysis, and competitor analysis. The analyses should aim for familiarity rather than comprehensive depth. Think of each analysis as lasting a maximum of 3 days and aim to transform them into practical operational tools. An operational and agile mindset is recommended when approaching the case.

Both Rune and Mikkel enjoy being challenged, as long as the challenges come with solution-oriented thinking. If you have innovative ideas that can enhance the concept solution, they are more than open to hearing your thoughts. There are some initial examples of packages, but they are in the early stages and lack structure to transition from version 1.0 to 2.0.

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TASKS AND EXPECTATIONS

0. **Phase: Onboarding and calibration of the project**
   - 0.1. Onboarding and calibration of KPI's for the project
   - 0.2. Onboarding to the company and industry as well as the tool.
   - 0.3. Alignment between the team and company regarding the project and expectations.
   - 0.4. Calibration of time and tasks for the project.
   - 0.5. Fill out the onboarding and alignment document together with the company and relevant contact persons.

1. **Phase: Current solution (internal analysis)**
   - 1.1 Which solutions is the company working with today?
   - 1.2 Which customers does the company have?
   - 1.3 How are these customers segmented? (The group should collaborate with the marketing department, which already has an internal system for the company's "customer types.")
   - 1.4 Invite Rune to go through the PowerPoints he has about the project's rationale and the desired project goals.
   - 1.5 Explore the package examples that have already been developed in version 1.0, possibly in collaboration with Rune.
   - 1.6 Investigate how the marketing group currently brands and communicates.

2. **Phase: Market, Customer, and Competitor Analysis: (The group can benefit from working on these to expedite the process)**
   - 2.1 Conduct a market analysis with the purpose of gaining market knowledge.
   - 2.2 Investigate what M. Networks has previously learned from the market.
   - 2.3 Examine the overall market for IT services and solutions.
   - 2.4 Identify growth trends, market size, and regional variations.
   - 2.5 Analyze the key segments in the market and their needs.
   - 2.6 Conduct a customer analysis with the purpose of gaining audience knowledge.
   - 2.7 Perform an analysis of M. Networks' existing and potential customers, considering the perspectives formed based on "customer types" identified in Phase 1.
   - 2.8 Identify the demographics, behavior, and preferences of the target audience.
   - 2.9 Evaluate whether it makes sense to further segment the target audience to tailor the communication of the new products.
   - 2.10 Conduct a competitor analysis with the purpose of gaining competitor knowledge.
   - 2.11 Identify the key competitors in the IT industry, including their strengths and weaknesses.
   - 2.12 Assess how competitors differentiate themselves.
   - 2.13 Evaluate how competitors' price their services.

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3. **Phase: Product Plan/Process Model** (It's important to work iteratively in this part of the process)
    3.1   Develop the 8-10 products and packages to be built and implemented, based on insights from previous phases, including customer needs.
    3.2   Define and determine where the pricing should be set, based on insights from previous phases, including the competitive situation.
    3.3   Test the results with "friends of the house" to ensure the products accommodates customer needs and quality standards. Make sure to align with Rune and Mikkel before reaching out.
    3.4   Evaluate if any changes are needed after the results of the pressure testing.
    3.5   Get the products and packages on the website, in collaboration with the marketing department.

4. **Phase: Execution, Sales, and Branding**
    4.1   Develop (potentially in collaboration with the marketing department) a sales strategy to introduce and market the new products and packages.
    4.2   Align on how the finished products and packages will be communicated on the company's social media channels.
    4.3   Create a branding and communication strategy that defines how M. Networks will position itself in the market.
    4.4   Coordinate with the marketing department to determine if other materials, such as product sheets, presentations, and other online content, need to be developed.
    4.5   Consult with Mikkel and Rune to decide if the sales team should receive an introduction to the new products, so they understand how to use them in their customer meetings.
    4.6   Continuously evaluate the results and adapt the strategy as needed.

OBJECTIVE AND DESIRED OUTCOME FOR THE COMPANY

Wanted outcome after 12 weeks:

- ✓ A process model/product plan
- ✓ A template for their finalized concepts (8-10 completed concepts)
- ✓ A website where the concepts have been implemented, along with accompanying sales materials
- ✓ A sales strategy that communicates the concepts

RELEVANT AREAS OF COMPETENCE

- ✓ IT understanding
- ✓ Communication, rhetoric, and presentation skills
- ✓ Well-developed analytical sense
- ✓ Creative mindset
- ✓ A "think outside the box" attitude and a willingness to challenge M. Networks, providing solutions

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- ✓ A genuine interest in entrepreneurship
- ✓ A "really-care-about-the-problem" student (the problem should be solved correctly and the work should be done accurately)
- ✓ A project leader who takes the lead in the group and serves as an anchor for the process

TALENT PROFILE

M. Networks is looking for 5 strong talent profiles who can come in with fresh perspectives to solve the case. These talents will physically work at the office in Nivå. There's a short video on M. Networks' website that introduces both the physical workspace and the welcoming atmosphere in the office. Lunch is provided, and talents will have the opportunity to partake in the lunch arrangement.

As a talent, you'll become part of a dynamic work culture characterized by agile working methods. If you engage enthusiastically in the project, you can expect a good recommendation and assistance with future job searches.

For the first 14 days, it's expected that you can be physically present on-site. Physical presence is crucial for understanding the company's culture and DNA. After this period, there will be opportunities to work remotely. In principle, as a talent, you always have the right and the opportunity to ask anyone in the company for help. The organization is very flat, and everyone is always willing to assist one another.

If you're ready to be a co-creator as M. Networks develops their new sales strategy, then this case is definitely for you!

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