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**Evaluation
Form**



Evaluation Form Marketing Consultancy

(Marketing Consultation Program conducted by Mr. Clehan Pulle - DPMCE)

Has this program been useful to you?

Yes
 No

Please tick in the relevant field

No.	Activity	Bad	Good	V. Good
01	Training on Sales & Marketing		✓	
02	Introduction to Marketing Tools		✓	
03	Introduction to generating Sales Leads		✓	
04	Interactive Marketing - Role Plays			✓
05	Introduction to Customer Relations		✓	
06	Developing & Closing Sales			✓
07	Developing & Closing Sales			✓
08	Guidelines given on proposal writing		✓	
09	Tips to Improve presentation Skills			✓
10	Introduction to Setup Internal Sales Tracking System & Customer Database		✓	
11	Overall Course		✓	

Name in Full : SAM NJUBA Jr

Designation (position held) : HEAD OF OPERATIONS

Other Comments :

When will you start to practice what you learned? IMMEDIATELY

Will you need assistance from DPMCE in the future? YES

S. Njuba Jr.



Evaluation Form

Marketing Consultancy

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07	Developing & Closing Sales			
08	Guidelines given on proposal writing			✓
09	Tips to Improve presentation Skills			✓
10	Introduction to Setup Internal Sales Tracking System & Customer Database		✓	
11	Overall Course			

Name in Full : DORAH KITABURAZA-KARONERO

Designation (position held) : CEO

Other Comments : This programme has been very useful. It is unfortunate that we do not have a marketing person on Board becoz he/she would

When will you start to practice what you learned? IMMEDIATELY

Will you need assistance from DPMCE in the future? Yes, esp. re: Marketing Plan for UBINnet.

Main Report

**Report on Marketing Consultancy
For**

UBIN

Uganda Business Information Network

Submitted to UNIDO

By



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<u>Contents</u>	<u>Page</u>
(1) Executive Summary	04
(2) Introduction	05
(3) Objective of the Training Program	06
(4) Detailed Study on Current Position on marketing related issues of the Company and Discussion	06
(4.1) Details of the Discussion	06
(4.1.1) Company's Objectives	07
(4.1.3) Company Mission	07
(5) Planned Corporate Marketing structure	07
(5.1) Business Locations	07
(6) Phase II of UBIN	08
(7) Current Staff Strength	08
(8) Observations of the current Status of the Company	08
(9) Conclusions of the Discussion	09
(10) Scope of work	09
(11) Sales Tools	11
(12) Set up a System	11
(13) Goals and Tracking	12

(14) Other Issues	12
(15) Closing the Deal	12
(16) Getting Started for UBIN	13
(17) Recommended Marketing/Sales Staff for Corporate Marketing Team	14
(18) Recommended Sales Commission Policy for UBIN	14
(19) Other Recommended Marketing Tools	14
(19.1) Recommended Templates for Proposal Writing	14
(19.2) Prospect and Customer Tracking System	15
(19.3) Customer Relations Management	15
(19.4) Prospective Customer Information Sheet.	16
(19.5) Daily Sales / Activity Statement	17
(19.6) Weekly Sales / Potential Sales Report	17
(19.7) Quarterly Reviews by Sales/Marketing Staff to Management	18
(19.8) Tips on perfecting the customer Presentation using PowerPoint	18
(20) Recommendations	19
(21) Additional Suggestions for Business Opportunities	20
(22) Conclusions	21

(1) Executive Summary

The United Nations Industrial Development Organization (UNIDO) in their effort to enhance competitiveness and sustainability of industrial development in UGANDA has taken the initiative in the development of a commercially viable, private sector driven establishment to provide Business Development Services. With this in mind Uganda Business Information Network (UBIN) was set up with share holding from the public and private sector organization in Uganda.

The company intends to provide services in the following areas:

- 1 Information Services
- 2 Training , Seminars & Consultancy
- 3 Enterprise Internet Solutions
- 4 Internet Access Points – (Cyber Café/ business centres)

UNIDO has entered into a contract with M/S DPMC Electronics (Pvt.) Ltd. (DPMCE) located at No 75 Hyde Park Corner Colombo 2, Sri Lanka to provide marketing consultancy to Uganda Business Information Network (UBIN) located at P.O Box 7199, Kampala Uganda.

Based on our discussions and training provided to the existing UBIN management and staff, several findings and recommendations have been highlighted in this document for reference of UNIDO, UBIN and to any other interested party.

The following report was discussed with the Chief Executive Officer Ms. Dorah K.Kabonero and Mr. Sam Njuba Jr. Head of Operations.

(2) Introduction

In order to continue to thrive, companies must acquire and keep customers. It is one of the main business function that deals directly with customers, marketing and sales has become an area where companies should increase focus to be in business and sustain the current business and moreover to grow. This situation is in our opinion an essential for companies of all sises, whether they are owned by the public or private sector which UBIN should take serious note of.

Our approach during our stay with UBIN is to provide knowledge and know-how to UBIN on how they should approach the process of marketing their services. Based on this we have identified the following process of marketing and divided them into the five steps as given below which will be an important guideline for UBIN to adopt in preparing their relevant marketing strategies for each type of service offered.

- 1 Understanding the market climate and marketing strengths and weaknesses
- 2 Developing a marketing strategy
- 3 Building a marketing plan
- 4 Implementing the plan
- 5 Monitoring the success of the plan

We believe that a real marketing strategy should provide a roadmap in creating and delivering true values to a distinct group of customers. All successful marketing strategies must begin and end with the customer and they cannot be an afterthought.

At the time of us taking up this assignment, we were of the opinion that all products and services for the 4 business units have been identified and UBIN was ready to commence marketing using the corporate marketing team. Based on this assumption we planned to provide training to the existing marketing team. However we were made to understand by the UNIDO Chief Technical Advisor that at this point of time UBIN does not have a dedicated marketing team. Therefore we were compelled to work with the Chief Executive Officer Ms. Dorah K.Kabonero and Mr. Sam Njuba Jr. Head of Operations (HOO). The understanding being that the above-mentioned will train the marketing staff to be recruited or will repeat the said programme.

On inquiring on the background of the country we were informed that Uganda is with a population of 23 million located on a land of 236,040 sq. Km. with a ethnic composition of around 12-15 ethnic groups. Religion wise divided mainly in to Roman Catholic, Protestant, Muslim and Indigenous beliefs. The labour force mainly in to Agriculture, Industry and Services.

We also understand that Uganda is a nation rich with natural resources and, unlike many in Africa, blessed with a climate for food production. Over 80 percent of the population are devoted to agriculture, but its focus on a single commodity, coffee, has limited the nation's prosperity.

The propped up currency has led Ugandan farmers to trade their coffee directly with neighboring nations for goods and services. The current literacy rate is less than 50%, however the most significant development is that the current government is giving priority to investment and ICT which brings enormous opportunities for UBIN. Further it was noted that the management was not aware of the macro economic statistics of the country which is essential for any business entity.

(3) Objective of the Training Programme

The objective of the training programme is to build a results oriented corporate marketing team for UBIN, thereby achieving the company's and shareholders' aspirations of being the most successful, market driven company offering knowledge-based services to its customers.

(4) Detailed Study on Current Position on marketing related issues of the Company and Discussion

(4.1) Details of the Discussion

A discussion was held with Ms. Dorah Kabonero CEO and Mr.Sam Nijuba Jr. HOO of UBIN in order to understand the current status of the company with regard to the marketing operations of the company. Based on this discussion we were made to understand that UNIDO has provided technical assistance to UBIN in order to set up operations with the primary intention of providing the undermentioned services as part of its integrated programme aimed to enhance competitiveness and sustainability of industrial development in Uganda for SMEs.

- 1 Information Services
- 2 Management Development/ IT training
- 3 Enterprise Internet Solutions
- 4 Internet Access Point –Cyber Café/ Business centre.

The shareholders of UBIN at present are:

- 1 Cyber World
- 2 UCDA
- 3 Uganda Investment Authority
- 4 Infocom

In addition East African Development Bank (EADB) and Uganda Telecom Ltd. (UTL) have committed to become shareholders.

(4.1.1) Company's Objectives

During the discussion we were informed that the company had the following Objectives in Mind

- 1 To establish UBIN as a Prime Solutions Provider in the market place
- 2 To Provide Quality Service
- 3 To be Profitable

(4.1.2) Company Vision

The company has a vision for it self as given below:

To be the most successful market driven company offering the knowledge based services to all its customers.

(4.1.3) Company Mission

The Company has a mission Statement as follows:

To facilitate the development of business & industry through the development of ICT for knowledge management and capacity building on a basics profitable to share holders.

(5) Planned Corporate Marketing structure is as follows

CEO – Dorah Kabonero



Marketing Manager



Account Executives – 4 (during the First year of operation)

(5.1) Business Locations

Currently the company plans to have its business units located in two locations in Kampala. namely its Information Services, Training, Corporate Marketing, Accounts & Admin, EIS division located at Coffee House while the Internet Access Point to be located at Cyber world located in a different location in the city.

(6) Phase II of UBIN

In the second phase UBIN plans to expand the business to 10 centres in Uganda. However the management is of the view that business wise it is viable to expand into the following cities in Uganda:

Jinja, Mbale, Masaka, Mbarara, Arua, and Kasese

(7) Current Staff Strength

The Company has existing staff strength of 12 including the CEO and HOO. The compositions of the staff at present are as follows:

CEO	1
HOO	1
Information Services	2
Cyber Café	5
Training	3
EIS	None

(8) Observations of the current Status of the Company

Based on the information gathered from Ms. Dorah Kabonero and Mr. Sam Nijuba Jr., we see an enormous potential in the Ugandan Market. However at present an environment conducive for marketing does not exist in the company mainly due to lack of guidance and experience due to lack of exposure of the management.

In addition there seems to be some sort of disorder in the company mainly due to the lack of planning and systems. It is also important that staff at all levels make more commitment to the business.

We have noted that the management of UBIN has made a temporary decision not to recruit a Marketing/ Sales Manager and instead the CEO and HOO to take upon this responsibility since they believe that this would financially burden the company further. However we strongly recommend that this should not be the case since the need of the hour for UBIN is a dedicated, experienced, self-motivated individual to lead the marketing effort of UBIN.

It is important that at the initial stage of the company's operation that a more experienced person should be involved in order to provide guidance and directions to the existing Management and Staff. If this is required we could provide a resource to UBIN at a cost so that handholding could be provided to the company for at least 3 months to build confidence level. This will enable us to transfer technical and marketing know how on the different business units. Thereby the learning cycle of the company could be considerably reduced.

(9) Conclusions of the Discussion

Though the management has decided that Ms. Dorah Kabonero and Mr. Sam Njuba Jr., to take the corporate marketing responsibilities of the company for the time being and as time goes on to recruit a Marketing Team consisting of a Sales /Marketing Manager and one Sales/ Account Representative who would report directly to the Chief Executive officer. In our opinion it is strongly recommended that the Marketing Manager be recruited immediately.

It was agreed that we would cover the following aspects in training, during our stay at UBIN. At the end of the training programme UBIN should be in a position to use the guidelines given and adopt it to real time application in the day to day business of UBIN.

(10) Scope of work

- 1 Identifying Market Opportunities
- 2 Generating leads and developing a potential customer base
- 3 Customer relationship building
- 4 Proposing solutions and setting expectations
- 5 Negotiating sales and closing sales
- 6 Ensuring timely delivery and customer satisfaction

In addition guide lines and advice were given to UBIN to prepare the following:

- 1 Advice to build a performance oriented corporate culture.
- 2 Assist in developing a corporate marketing plan based on target markets. Guide lines will be given so that the plan will include marketing objectives, strategies to be adopted, activities to be carried out, targets to be achieved and key performance indicators for management.
- 3 Assisting to create job descriptions for the corporate marketing team members together with a set of general guidelines to be followed in general office environment.
- 4 Provide a guideline to develop templates with the involvement of the existing staff so that the corporate marketing team when in place could use the same for proposal writing.

At the outset of the training programme the participants were told that Life is sales. Therefore it is important to plan it, because the company will either be bringing sales in or chasing them away. Unfortunately, it is often difficult to know the difference. But there are some key factors that one should understand that can make a big difference.

It was highlighted to the participants that there are a couple of key factors that will make or break a successful sales presentation. Especially in business environment like UBIN is involved, the main key of a Sales Person is knowledge. A strong knowledge base provides a means of accelerating the sales process. Having the ability to provide the appropriate information in the most efficient manner eliminates or reduces the time needed to complete the sales process. We believe that in Selling Service like the nature of business what UBIN is planning to be "Knowledge is Power" when we say knowledge it means Product knowledge. Product Knowledge is where features and benefits come into play. The ability to address the strengths and weaknesses of your products/services enables you to move through a conversation to the sales opportunity.

It is essential that all marketing staff of UBIN know their company and have a working understanding of the company. Where it has been? Where it is going? What is its focus and the core competencies?

Once the Marketing Staff is fully aware of this it is important for a marketing person to know what their customer is doing (Customers Business). This knowledge highlights the best approach for a sales presentation and helps determine what to present first. If you can identify potential needs based on the customer's business model and current circumstances, you can bring forward a more focused approach for sales. In the process of knowing your customer it is important to find out more about what you will be addressing and as much about the customers current projects and circumstances as possible. By having a sense of what they are striving to accomplish, you can present your products or services in a way that will seem more relevant.

With this brief introduction a detailed presentation was carried out for the participants covering the following aspects of sales and Marketing

- 1 Customer focus
- 2 Leadership
- 3 Involvement of people
- 4 Process approach
- 5 System approach to management
- 6 Continual improvement
- 7 Factual approach to decision making
- 8 Mutually beneficial supplier relationships.

The Slides used in the Sales and Marketing Presentation are Enclosed in this Report as **Appendix A**

(11) Sales Tools

It was emphasised to the team at UBIN that it is important to have the right and reliable tools to get the job done. In sales this often includes a computer, pens, briefcase, paper and account files. Keep notes and build databases. Over the years, powerful businesses have been built through the collection of data and the subsequent integration of that data into information. Information on your customers and their companies, products, services, connections, needs and wants, as well as what is coming up in the immediate, near-term, and long-term futures are critical tools for successful sales. There are many systems to do this: database programs, Palm Pilots, Note Cards, Day-Timers, etc. So the Staff was advised to use something that they found comfortable to use.

(12) Set up a System

Put a method to the madness. It is very clear that in the case of UBIN every sale will be different since UBIN will be catering to different needs of their customers and most of the needs of a customer will vary from customer to customer. However there are a number of processes that are similar or the same from one situation to the next. Being able to look at what is involved in each sale and see where the processes can be streamlined or making it more efficient is an important means of increasing the throughput of the sales process. What are your resources? Take an inventory, then evaluate, sort, and choose. In sales there are always a lot of potential resources. It has been identified that the following resources need to be put in place.

Literature: Products and service literature, corporate media, corporate reports, industry reviews, etc.

Customers/Accounts Existing customers, lost customers, potential customers, leads, referrals, cold calls, etc. Track your success.

Customer Interactions: Conferences, interactions, presentations, displays.

Human Resources: attention should be given to Executives, Sales and Marketing Management, Product Management, Technical Support, Research and Development. Since in a operation of the nature of UBIN the most important asset the company will have is their People and maintaining their morale at a very high level is very important at all times.

(13) Goals and Tracking

Set Goals

What is the real purpose of goals? They pull you forward like an elastic cord. Having a sales target is essential to establish a sales plan. We often recommend looking at what is beyond reasonable, and not something unreasonable. There are some key things to consider. One is who can work with me to achieve these goals and what incentive is their for them? The other is how can the management communicate their goals to their customers so that they can support us in a win- win situation.

Track Your Success

It was emphasized upon the UBIN staff that if they have no compass, you couldn't tell if you're moving in the right direction. One of the pitfalls of sales is focusing on the sales and not on whether you are moving with each conversation forward. It was also stressed that UBIN should have a system to know where each existing and potential sale is in the sales process. A sample recommended system was presented to the participants. The samples are attached in **Appendix B**

(14) Other Issues

The participants were told of the benefit of their appearance looking good, smelling good, sounding good, and smiling ear to ear. First appearances, second appearances, and every appearance count a lot. Presenting your self is often as important as presenting your products or service. Being well groomed is extremely important as continuous education. The only problem with the learning curve is that it stops when you think you are at the top. It was once again stressed that in the field of business UBIN is involved there are many great resources to make themselves more useful to UBIN, their customers, and themselves. Sources include formal educational institutions, certification courses, self education, corporate training initiated by the company or marketing staff, industry organisations, industry publications, seminars, conferences, the Internet and most importantly, your customers- the most important resource which many do not understand.

(15) Closing the Deal

Ask for the sale! Ask for the sale! Ask for the sale!

This is the ultimate test. It was stressed upon the UBIN staff that it is always important to ask for the sale. The point is not so much the answer as it is a chance to give the customer an opportunity to make the commitment to buy or not, and to find out what are the appropriate actions needed to complete the process or when to follow up. They were told that unless they check on where they are in the process, it could be difficult to know

where to go or what to do next. Finally, they were told to remember that the big sale that they have been waiting for is only a conversation away. It is just a matter of having the right conversation. The question is always going to be which conversation are you in? One of the best ways to determine this is to ask yourself: "What am I focused on?" Is it the customer or yourself? Whose issues and concerns are you addressing, the customer's or yours? You can only be in one conversation at a time. If you are focused on yourself, your issues, your concerns, what you have to do in an hour, next week, etc., you will not be focused on the customer, his needs, issues, or concerns. Therefore the team was advised that effective sales are directly proportional to the amount of time you spend focused on your customers.

(16) Getting Started for UBIN

Since this is the first time UBIN will be preparing a marketing plan, it may seem daunting. You may not have all of the pieces of information that are listed above. Remember that this is a process and the information and analysis will improve over time. First, find out what information you already have and what you need to obtain. Then, gather all the information you can for this year.

For the information that you are not able to obtain, because it would require a research study, include it as a planned tactic in the research and evaluation section of the marketing plan.

In the case of UBIN the person who writes the marketing plan and lead the marketing planning process should be Ms. Dorah Kabonero and Mr. Sam Njuba Jr. for the time being and once the Head of Marketing is recruited together with the recommended Corporate Marketing Team and the different business unit managers they should also be included in reviews and thereafter in preparation of the Marketing plans for the subsequent years.

A Sample guideline to a Marketing Plan is given in **Appendix D** that could be used by UBIN in order to prepare the Marketing Plan.

(17) Recommended Marketing/Sales Staff for Corporate Marketing Team

For the first Year of operations

One Marketing Manager and in 3months time One Sales (Account) Representative should be recruited. Additional staff to be recruited based on demand.

A detailed Description / recommendation for Marketing / Sales Manager, Account Representative and general work rules recommended for UBIN is enclosed in **Appendix H**

(18) Recommended Sales Commission Policy for UBIN

It is our recommendation that UBIN should pay commissions based on sales procured. The rates of commission, as well as the required profit margins, should be given to each Account Representative /sales employee at the time of hire. This value should be decided by the Management in consultation with the Marketing /Sales Manager. The company should reserve the right to change commission rates and profit margin requirements as needed to protect the financial integrity of the company.

UBIN should make every effort to pay commissions on a monthly basis, and only on final sales. UBIN should pay commission only when the final payment is collected from the customer. Commission should be paid only when 100% of the money is collected. At the same time if any collection delays occur due to negligence of the Marketing staff a penalty should be imposed.

(19) Other Recommended Marketing Tools

(19.1) Recommended Templates for Proposal Writing

Given below are the main topics that should be covered in a proposal:

- Non Disclosure
- Cover Letter
- Overview of Service / Product offered

- Methodology to be used in Implementing of the Proposed Training program / Seminar / Information Services / Consultancy /Or any other product or service offered
- Areas covered in the Training programme / Seminar / Information Services / Consultancy /Or any other product or service offered
- Financial Consideration
- Time plan for the delivery of the Training programme / Seminar / Information Services / Consultancy /Or any other product or service offered
- UBIN Company Profile
- Terms and Conditions of the Sale

(19.2) Prospect and Customer Tracking System

It is very important that UBIN's Corporate Marketing team keeps track of the history of a existing customer and also all activities of all prospects that they are working on. In this regard it will be appropriate to maintain a Customer & Prospect Database with the ability for Marketing / Sales Staff and higher Management to have the option of tracking the status of each customer or prospect. The Staff or Management also should have the ability to sort the data base by product or service offered, by Customer category and so on. Enclosed is sample of such Application, which UBIN could use as a sample to build a suitable application for the internal use in the Company. See **Appendix – B** (This Sample is based on a real time application currently been used at DPMC Electronics (Pvt.) Ltd. Colombo Sri Lanka)

(19.3) Customer Relations Management

It is equally important that UBIN gives High Priority to their existing customers and maintains a High level of service at all times. Also as mentioned in the Sales and Marketing training conducted, it is very important for the account representative to have a clear understanding of the customer business, his activities and also history of the customer in terms of the business and services offered to him by your company and other competitors. Therefore a proper MIS system should be implemented for this purpose so that staff at all levels will have access to this important information and thereby will be able to provide excellent customer support and build customer loyalty. Enclosed is sample of such Application, which UBIN could use as a sample to build a suitable application for the internal use in the Company. See **Appendix – B** (This Sample is based on a

real time application currently been Used at DPMC Electronics (Pvt.) Ltd. Colombo Sri Lanka)

(19.4) Prospective Customer Information Sheet.

When a Sales / Marketing Person visits a new customer it is important that most of the under mentioned information is collected with regard to the customer and the organization.

Customer / Prospect Information Sheet

It is highly recommended that UBIN Marketing staff maintains a document for each prospect and customer and keeps up dating the said form on regular basis. The information collected in the process should be entered to a database and could be used as valuable MIS information for the Management as well as for the Marketing staff.

Given below are the most critical information that should be included in the said form. However in addition to the information requested below UBIN may add any other information that they would need as time goes on.

- Date of first Visit :
- Name of Prospect /Customer (if Organisation Name of Organisation)
- Address
- Telephone Numbers
- Fax Numbers
- Name of first Contact Person
- Designation of First Contact Person
- Name of First Contact Person's Supervisor
- Telephone Numbers
- Fax Numbers
- Name of CEO of the Organization
- Telephone Numbers
- Fax Numbers
- Names of other Directors of the Organization
- Names of Divisional Heads of the Organization
- Brief Description Business activities of the Establishment
- No of Branch office if and all contact details of the Branch office including names and contact of all Branch Manages
- No of Employs at head office and at each branch office
- Annual revenue for the past 5 years
- Type of IT infrastructure currently available
- What Budgets are available for IT Resources
- If budgets are available are the funding it or is some one else funding it

- Details of funding Organisation
- IT Requirements – Hardware, Software, Training, Internet Based Services, Information Requirements.

(19.5) Daily Sales / Activity Statement

It is also important that the Marketing Manager for the time being and once the Account Representatives are recruited maintain the above-mentioned document on a daily basis. This document should be over looked by the CEO for the time being and as the operation matures this responsibility should be taken over by the Marketing / Sales Manager.

Given below are the most critical information that should be included in the said form. However in addition to the information requested below UBIN may add any other information that they would need as time goes on.

- Name of Sales Manager / Representative :
- Date
- Name of Customer
- Location
- Type of Product offered By UBIN
- Name of Person Visited
- Remarks of outcome of Visit
- Visit / Call / Mailer

A sample Document is attached in **Appendix E**

(19.6) Weekly Sales / Potential Sales Report

This Document will be helpful for the Marketing Manager as well as for the Management of UBIN to get a clear understanding of the potential sales that could be expected for a given month. This document will also be helpful for the management of UBIN to know up-front the status of the company's sales and if there are any short falls corrective action could be taken in advance. The following information is recommended for this document. However in addition to the information requested below UBIN may add any other information that they would need as time goes on.

- Name of Sales Manager / Representative
- Period of Review
- Name of Customer
- Product Line

- Brief Description of Product offered
- Received
- Purchase Order (Yes / No)
- Amount to be invoiced
- Potential Amount to be invoiced Next week
- Total Invoiced to date - (B/F for the Month)
- Amount to be Invoice for the week
- Balance Potential Sales for the Month (Sales to be closed for the Month)
- Comments of Marketing Manager
- Comments of CEO
- Signature of CEO
- Signature of Marketing Manager/ Representative

A sample Document is attached in **Appendix F**

(19.7) Quarterly Reviews by Sales/Marketing Staff to Management

It is strongly recommended that the Management ensures that the marketing staff makes a Presentation and Reviews the Activities carried out during the Previous Quarter and thereafter highlights the up coming months/Quarter activities. This will give the management a Better understanding of the operation and also will be able to identify any Potential Threats and opportunities to UBIN

The Sales Review should cover the aspects mentioned in **Appendix D**. This provides a Sample Quarterly review Presentation which could be adopted to UBIN's requirements.

(19.8) Tips on perfecting the customer Presentation using PowerPoint

A Business presentation is a vital tool for sales, marketing and education. However, since a presentation is a high-stakes tool, it comes with high stakes of risks. Presentation audiences are like people who go to auto races to see some good individual performances, but really they hope for a dramatic pile-up with no injuries.

Learn to look for trouble before trouble comes looking for you. Here is a checklist for UBIN, the next time you're headed off to a big presentation. The following tips should help you evade trouble before UBIN's next major presentation. A detailed Description on Building a Presentation is provided in **Appendix C**

(20) Recommendations

- 1 A Marketing Manager / Sales Manager should be recruited ASAP
- 2 One Account Representative should be recruited within 3 months from now.
- 3 The Detailed Marketing Plan as per guidelines given in this report should be prepared within One Month from this Date i.e.: end March 2002.
- 4 The annual Budgets indicated in the Marketing Plan to be prepared as per guidelines given by first week in April , 02 and should be approved by the Board of Directors within 10 days of presenting to the board
- 5 Quarterly sales Conferences should be held chaired by the CEO and Marketing team should be critically evaluated on Performance
- 6 The Corporate Marketing office should be made available with the following minimum facilities
 - Telephone Fixed Dedicated Line for Marketing
 - Suitable mode of contactability when on field.
 - Meeting room or room for Marketing Manager so that this could be used as a Customer Meeting Room
 - Note Book for Marketing Department to be used for Presentations
 - Multimedia Projector for Presentations
 - Suitable transportation Facilities for Marketing Staff
 - Internet Access for Marketing staff
 - PC and Printer for Marketing Department
 - Fax Machine for Marketing Department
- 7 It is Recommended to maintain a Separate file per Customer
- 8 A Proposals sent file for all Prospects
- 9 Once the proposal is approved a file should be opened for the customer and all proposals and other information in relation to the customer should be included in the same.
- 10 A sales Kit to be maintained for each Business Unit. And at least Two Copies of the Sales kit should be available
- 11 All Marketing staff should follow the General Behavior rules Mentioned in this report.
- 12 It is strongly recommended that all staff keep to Time in terms of meeting appointments, preparation of proposal etc.
- 13 The company need to give Importance to Service in it's Mission statement.
- 14 To Identify all Multinationals Operating in Uganda and make a list of the same. This should be the first target for UBIN. All these companies should be visited and Presentations should be made on UBIN and its Service offerings.

- 15 A similar list should be made on all the foreign Missions existing in Uganda the same procedure should be followed for the foreign missions as above.
- 16 A list of all NGO's should be compiled and the above procedure should be adopted.
- 17 UBIN also should look at approaching all Financial and Banking Institutions in Uganda.
- 18 It is Important that a Minimum of 15 Customers should be visited per week per person and a Minimum of 75 Direct Mailers Per week should be sent.
- 19 One Customer Presentation on the products and services offered by UBIN should be carried out per week by the Marketing team
- 20 The company should have a policy of sending out proposal within 48 hours of meeting the customer.
- 21 Introduce an Independent Portal site. If UBIN is in interested in creating a Portal Site Such as VIPLANKA.COM we could extend our assistance.
- 22 Convert Cyberworld in to a Business Center

In terms of prospecting the order of priority should be as per the numerical order given in 14, 15, 16, & 17.

(21) Additional Suggestions for Business Opportunities

- 1 Sale of Diskettes at the Cyberworld (Current Internet Access Point)
- 2 Sale of Pens at Cyberworld
- 3 Introduce Customer Loyalty Programmes Across all Products offered
- 4 Introduce CD Copying at Cyberworld
- 5 Create a second Internet access Point at coffee House
- 6 Introduce Photo / Picture Album Creations on CD
- 7 Undertake Business Report & Bio Data Creativity and Typing / Printing
- 8 Set a minimum usage time at the Internet Access Point

(22) Conclusions

In conclusion we see that the Ugandan market has a great potential for the type of services UBIN is planning to offer. However there seemed to be a lack of commitment or lack of confidence on the part of the UBIN Management in terms of looking at the market in Uganda at the beginning of the training. We are glad to comment that this situation improved during the period of training and the enthusiasm has increased towards the later part of the training. It is also important that proper systems are introduced across the company in order to maintain discipline in the organisation.

We also wish to note that we were not utilised to the maximum by the UBIN management since the necessary marketing staff was not on board and only 4 hours training was possible that too on working days excluding Saturdays, Sundays and public holidays. It also should be noted that the ideal situation should have been that UBIN should have recruited the Marketing / Sales Manager and all other recommended Marketing / Sales staff prior to this training Programme.

It is observed that UNIDO has provided the necessary capacity building for UBIN to operate the four business units however due to a management decision UBIN has still not recruited the necessary staff to take responsibility and deliver the services of the company. Under this circumstance we strongly recommend that UNIDO should look at assisting UBIN by having a resource person / company with strong marketing skills who could handhold for a period of 3 months provided UBIN shows its commitment by recruiting the Marketing / Sales manager and all other relevant staff. In this regard DPMCE could assist UBIN at a cost.

We have enclosed herewith a document filled by the UBIN participants at the marketing training programme.

Appendix A

Marketing Program

Sales

Role Play

Identifying Market Opportunities


Generating leads and developing a potential customer base

Customer relationship building

Proposing solutions and setting expectations

Negotiating sales and closing sales

Ensuring timely delivery and customer satisfaction



Building a performance oriented corporate culture.


Developing a corporate marketing plan based on target markets. The plan will include marketing objectives, strategies to be adopted, activities to be carried out, targets to be achieved and key performance indicators for management.

Developing a sales kit with the involvement of the corporate marketing team to effectively position and sell the full range of services offered

Providing job descriptions for the corporate marketing team members together with a set of general guidelines to be followed

Developing templates with the involvement of the corporate marketing team to be used by the corporate marketing team for proposal writing


- 1 Customer focus
- 2 Leadership
- 3 Involvement of people
- 4 Process approach
- 5 System approach to management
- 6 Continual improvement
- 7 Factual approach to decision making
- 8 Mutually beneficial supplier relationships



Customer focus

Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

Key benefits:




Customer focus Key benefits:

Increased revenue and market share obtained through flexible and fast responses to market opportunities.

Increased effectiveness in the use of the organization's resources to enhance customer satisfaction.

Improved customer loyalty leading to repeat business.



Applying the principle of customer focus typically leads to:

Researching and understanding customer needs and expectations.

Ensuring that the objectives of the organizations are linked to customer needs and expectations.

Communicating customer needs and expectations throughout the organization.

Measuring customer satisfaction and acting on the results.

Systematically managing customer relationships.

Ensuring a balanced approach between satisfying customers and other interested parties (such as owners, employees, suppliers, financiers, local communities and society as a whole).

Leadership

Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives

Key benefits:



Leadership Key benefits :



People will understand and be motivated towards the organization's goals and objectives.

Activities are evaluated, aligned and implemented in a unified way.

Miscommunication between levels of an organization will be minimized.

Applying the principle of leadership typically leads to:

Considering the needs of all interested parties including customers, owners, employees, suppliers, financiers, local communities and society as a whole.

Establishing a clear vision of the organization's future.

Setting challenging goals and targets.

Creating and sustaining shared values, fairness and ethical role models at all levels of the organization.

Establishing trust and eliminating fear.

Providing people with the required resources, training and freedom to act with responsibility and accountability.

Inspiring, encouraging and recognizing people's contributions

Involvement of People

People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit

Key benefits:



Involvement of People Key benefits:



Motivated, committed and involved people within the organization.

Innovation and creativity in furthering the organization's objectives.

People being accountable for their own performance.

People eager to participate in and contribute to continual improvement.

Applying the principle of involvement of people typically leads to:

People understanding the importance of their contribution and role in the organization.

People identifying constraints to their performance.

People accepting ownership of problems and their responsibility for solving them.

People evaluating their performance against their personal goals and objectives.


People actively seeking opportunities to enhance their competence, knowledge and experience.


People freely sharing knowledge and experience.

People openly discussing problems and issues.

Process approach

A desired result is achieved more efficiently when activities and related resources are managed as a process.

Key benefits: 

Process approach Key benefits: 

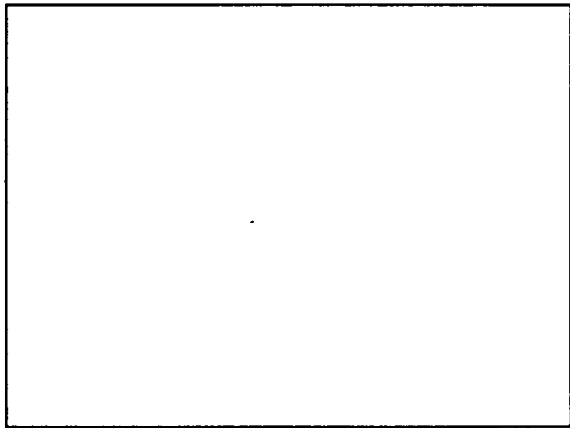
Lower costs and shorter cycle times through effective use of resources.

Improved, consistent and predictable results.

Focused and prioritized improvement opportunities.


Applying the principle of process approach typically leads to:

- Systematically defining the activities necessary to obtain a desired result.
- Establishing clear responsibility and accountability for managing key activities.
- Analysing and measuring of the capability of key activities.
- Identifying the interfaces of key activities within and between the functions of the organization.
- Focusing on the factors such as resources, methods, and materials that will improve key activities of the organization.
- Evaluating risks, consequences and impacts of activities on customers, suppliers and other interested parties.



System approach to management


Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives.

Key benefits: 

System approach to management Key benefits:

Integration and alignment of the processes that will best achieve the desired results.

Ability to focus effort on the key processes.

Providing confidence to interested parties as to the consistency, and efficiency of the organization effectiveness 

Applying the principle of system approach to management typically leads to:

- The interdependencies between the processes of the system.
- Structured approaches that harmonize and integrate processes.
- Providing a better understanding of the roles and responsibilities necessary for achieving common objectives and thereby reducing cross-functional barriers.
- Structuring a system to achieve the organization's objectives in the most effective and efficient way.
- Understanding organizational capabilities and establishing resource constraints prior to action.
- Targeting and defining how specific activities within a system should operate.
- Continually improving the system through measurement and evaluation.

Continual Improvement

Continual improvement of the organization's overall performance should be a permanent objective of the organization

Key benefits:



Continual Improvement Key benefits:

- Performance advantage through improved organizational capabilities.
- Alignment of improvement activities at all levels to an organization's strategic intent.
- Flexibility to react quickly to opportunities.



Applying the principle of continual improvement typically leads to:

- Employing a consistent organization-wide approach to continual improvement of the organization's performance.
- Providing people with training in the methods and tools of continual improvement.
- Making continual improvement of products, processes and systems an objective for every individual in the organization.
- Establishing goals to guide, and measures to track, continual improvement.
- Recognizing and acknowledging improvements.

Factual approach to decision making

Effective decisions are based on the analysis of data and information

Key benefits:



Factual approach to decision making Key benefits:

- Informed decisions.
- An increased ability to demonstrate the effectiveness of past decisions through reference to factual records.
- Increased ability to review, challenge and change opinions and decisions.




Applying the principle of factual approach to decision making typically leads to:

- Ensuring that data and information are sufficiently accurate and reliable.
- Making data accessible to those who need it.
- Analysing data and information using valid methods.
- Making decisions and taking action based on factual analysis, balanced with experience and intuition


Mutually beneficial supplier relationships

An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value

Key benefits: 

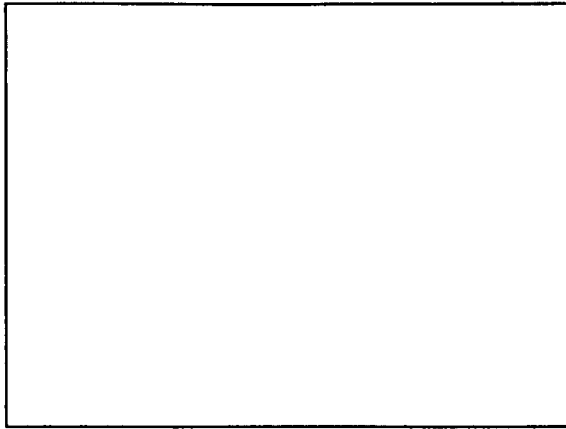
Mutually beneficial supplier relationships Key benefits:


- Increased ability to create value for both parties.**
- Flexibility and speed of joint responses to changing market or customer needs and expectations.**
- Optimization of costs and resources.**





Applying the principles of mutually beneficial supplier relationships typically leads to:


- Establishing relationships that balance short-term gains with long-term considerations.
- Pooling of expertise and resources with partners.
- Identifying and selecting key suppliers.
- Clear and open communication.
- Sharing information and future plans.
- Establishing joint development and improvement activities.
- Inspiring, encouraging and recognizing improvements and achievements by suppliers.





Life is sales. 


Knowledge is Power 


Know Your Product 


Know Your Company 

Know Your Customer 


Know Your Competition 


 **Knowledge can be a Weakness**


 **Listen Don't Speak**


Questions Not Answers 


Questions bring people together, and answers take them apart.


Uncover the Problem, Don't Cover It 


Establishing Relationships 






No Effort Goes Unnoticed 

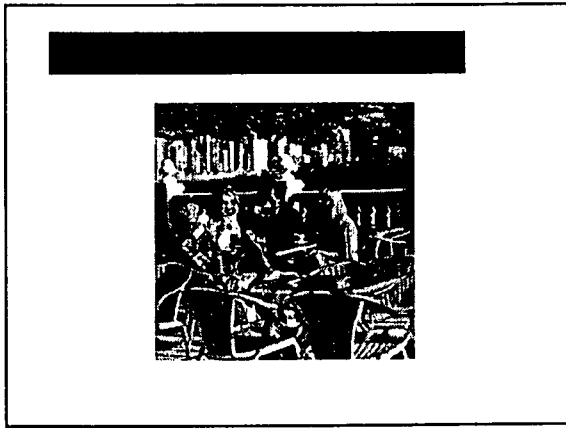
The Customer Is Always Right Even When He's Dead Wrong 

Get the Referral 

Follow up 

Add-ons

Build a Rapport with Your Peers - They Will Be on Your Side Tomorrow



Marketing

Sales and marketing are often spoken of in the same breath, and for good reason.

Effective marketing is key to successful sales.

In sales there are some guidelines for assessing how to effectively sell and market your products and services.

What Have You Got to Work with?

What Can You Create or Gather?

Are They Accurate and Up-to-Date?

How to Package and Present It?

What's Enough?

Sales Tools

Set Up a System

Literature:

Customers/Accounts:

Customer Interactions:

Human Resources

Goals and Tracking

Ask for the sale!

Ask for the sale!

Ask for the sale!

Role Play

The Sales and Marketing Training Included Two Sessions of Role Play – the Role play included the following two scenarios.

Role Play One: The requirement is to Call on a corporate customer and introduce UBIN as a Leading Professional Training Institute involved in providing Professional IT Training to it's clients. The participants need to first of all get an appointment with the CEO of the organization by giving a brief introduction of UBIN and emphasizing credentials of the company and there by getting an appointment to meet up with the CEO and his HR Manger. Once this appointment has been obtained the participants were requested to Roll Play the Manner in how they will present them self at the customers office and the approach to closing the Sale.

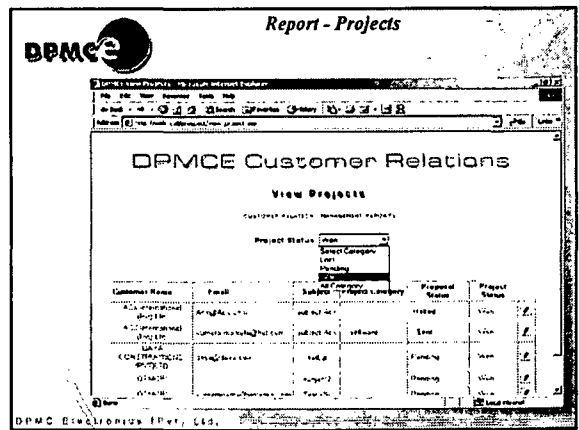
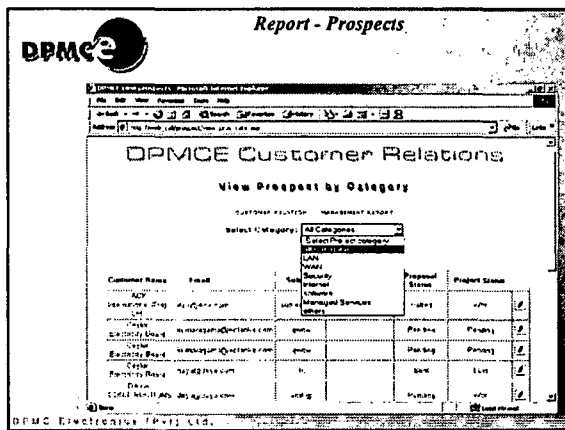
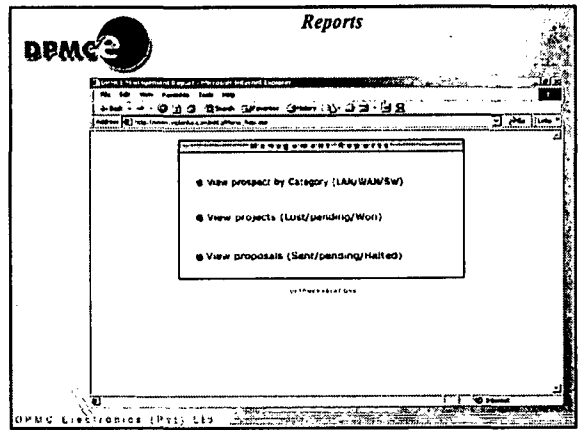
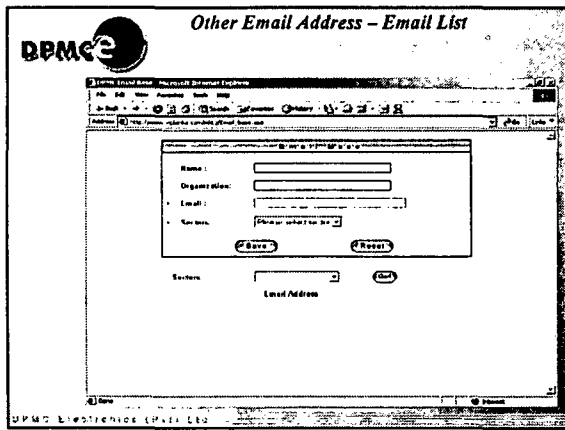
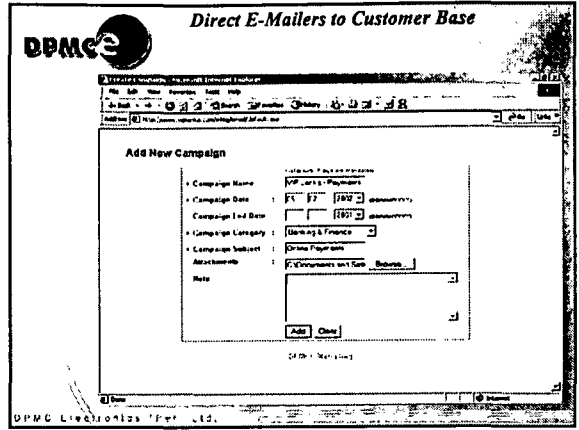
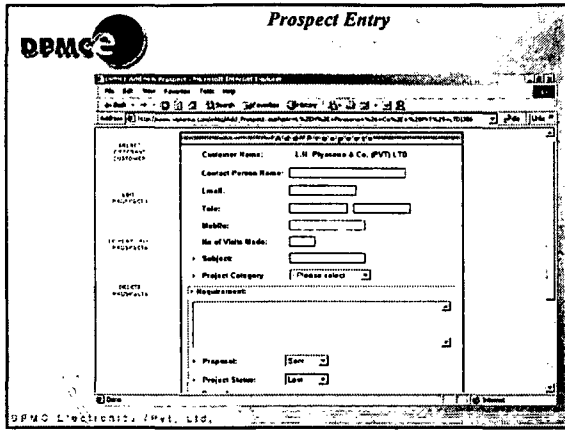
Ms. Dorah Kabonero and Mr. Sam Njuba Jr. participated in this Roll Play.

Role Play Two: The second Roll Play was a scenarios where a customer has called your office and requested you to let him know as to whether you could develop a WEB Site for him. You are supposed to make a call on the customer and convince him that you are the most capable company to handle his requirements though your cost is almost three times the other competitive bids he has received. The customer is from the Motor vehicle selling industry.

Appendix B

Customer Relations

Customer Profiles



DPMC *Report - Proposals*

Internet Explorer

DPMC Customer Relations

View Proposals

Customer Status: All proposals

Customer Name	Email	Subject	Category	Proposal Status	Project Status
ACT INTERNATIONAL PVT LTD	ACT@ACT.COM			Not bid	Not bid
DATA FORGETS CHECKS	DATA@FORGETS.COM			Not bid	Not bid
CONCEPTS	CONCEPTS@CONCEPTS.COM			Not bid	Not bid
CONCEPTS	CONCEPTS@CONCEPTS.COM			Not bid	Not bid
CONCEPTS	CONCEPTS@CONCEPTS.COM			Not bid	Not bid
CONCEPTS	CONCEPTS@CONCEPTS.COM			Not bid	Not bid

DPMC Electronics Pvt. Ltd

DPMC *Details of a Report Item*

Internet Explorer

DPMC Customer Relations

Details of a Report Item

Customer Name: ACT International Pvt Ltd

Contact Person Name:

Email:

Phone:

Mobile:

No of Views Made:

Subject:

Project Category:

Project Status:

Proposals:

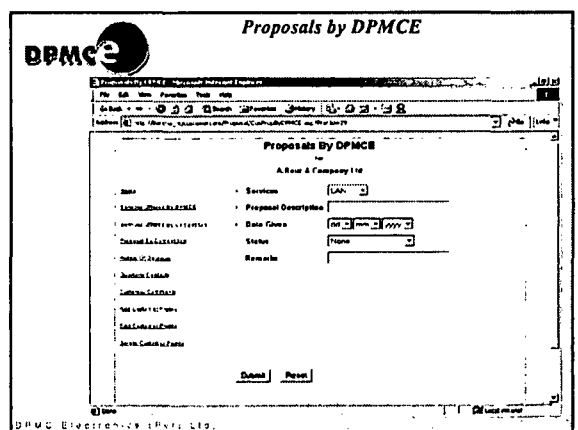
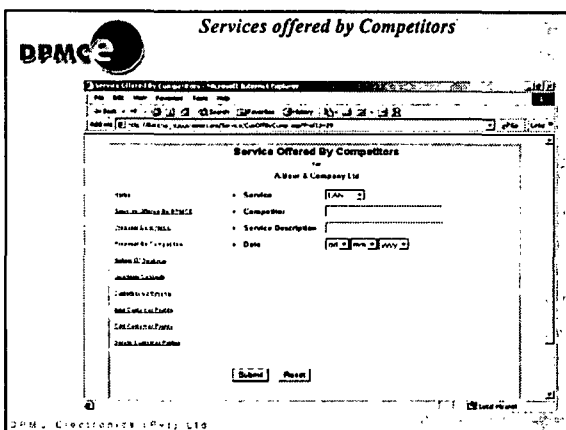
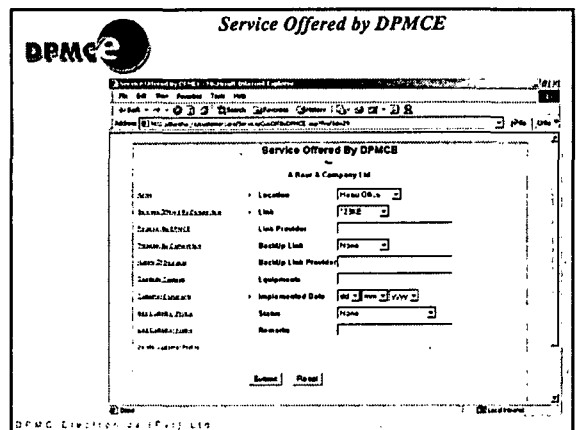
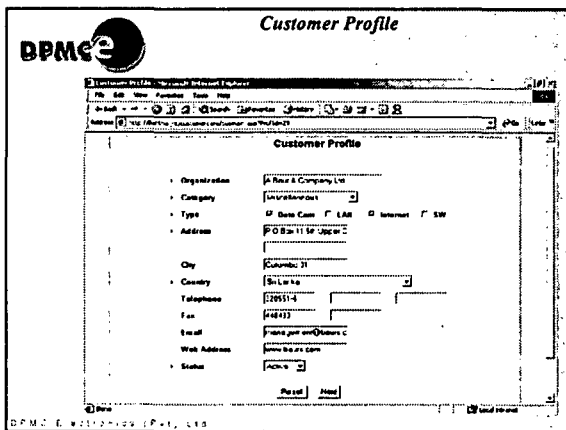
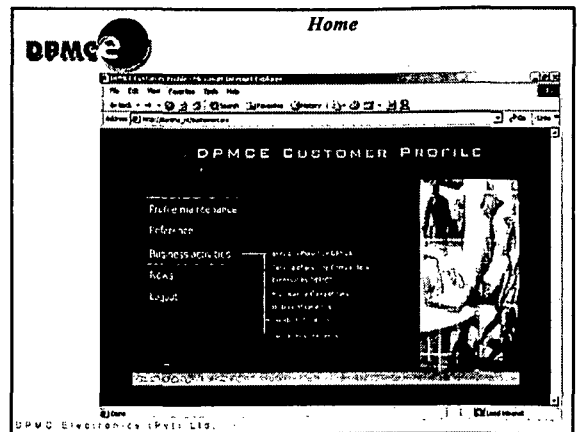
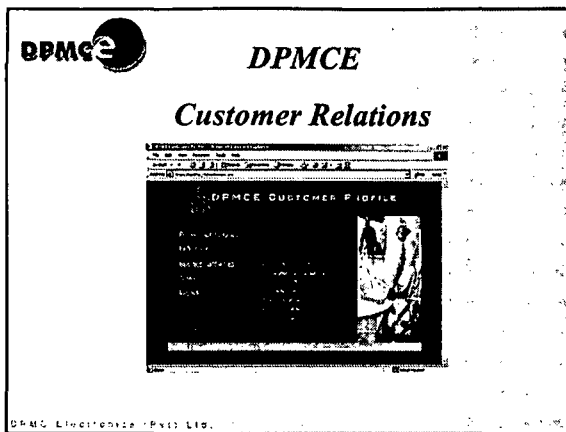
Save

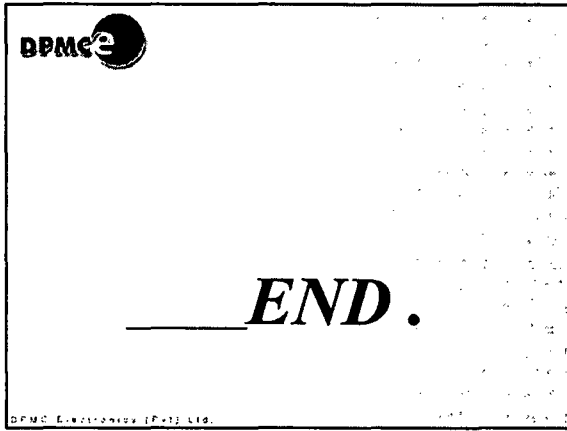
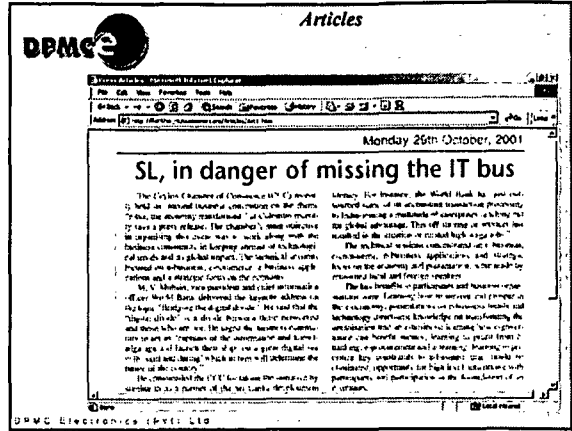
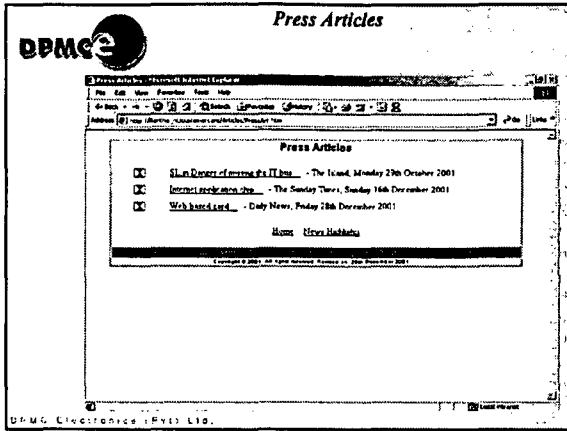
DPMC Electronics Pvt. Ltd

DPMC

END.

DPMC Electronics Pvt. Ltd





Appendix C

Building Presentations

Guide Lines to Preparing a Marketing Plan for UBIN

Building a Presentation

What's keeping UBIN from taking presentations to the next level? Time? Resources? A champion to start the process?

Spend time crafting the message (story line) to suit your audience before you spend a lot of time simply explaining what UBIN does. Without putting your message into relevant context, your company doesn't matter much.

Create professional caliber graphics. The illustrations can be as engaging as the spoken story line. When there is a significant disconnect between the look of the graphics and the significance of the story, there is discontinuity for your audience. Using cheesy clip art or bad photos to sell to a major account makes little sense.

Deliver the presentation with the same passion you want your audience to have about your topic. Nervous presenters will create anxious audiences. Those who simply read presentations cease to convince. They only convey. Know your presentation story inside and out so it becomes conversational and involves your audience whenever possible. Involved audiences share a critical stake in the outcome of your presentation.

Although the stakes are higher than ever, the process of creating content, constructing graphics, and delivering those critical presentations has changed very little in the last ten years (short of newer versions of Microsoft PowerPoint). Web sites are chock-full of Flash animation, and company brochures are a classy four-color act, but the presentation process has remained the same in many companies. Too often, executives – using their varying skill levels with PowerPoint slides -- create their own presentations that may or may not match a company's overall marketing and sales tools.

At some point, UBIN Marketing /Sales staff need to get control of the presentations that illustrate the company's identity to the outside world. Typically, when those staff members decide to take control of the situation, they should have some variation of three questions for whatever presentation they do whip the company PowerPoint slides into shape.

Question #1:

"Our presentation process seems flawed these days. What's wrong?"

Question #2:

"The graphics in our presentations don't look very good. What's the problem?"

Question #3:

"Those who deliver our presentations are okay but not great. Can a good-looking presentation overcome that issue?"

Question #1:

"Our presentation process seems flawed these days. What's wrong?"

The important thing to remember is that a good presentation is simply a well-told story. It has a crisp beginning, it should convey some level of passion or enthusiasm, it should be well illustrated, and it should be concluded by pulling together all the critical pieces. The delivery should be clear and articulate. You should remember eye contact and body language make it easy for the audience to engage with the presenter. That's the ideal.

Weary often the reality for many presenters is that the "story" has been written by many different authors. The story lines don't fit together well and the illustrations have received little critical assessment. As a matter of fact, many of the presentation's pictures have come out of the company's stock picture files and have been dropped into the presentation in nice little boxes. The audience has seen many of them before. To make things worse, the presenter is also using the same template that thousands of other storytellers are using for their presentation. It's basically a cookie cutter presentation. Would you sit patiently through that story?

Question #2:

"The graphics in our presentations don't look very good. What's the problem?"

The artwork used in a presentation signals the level of importance placed on this key communication tool. For example, in a well-crafted annual report or product brochure, audiences expect to see clean, professional chart treatments. Revenue growth, return on equity, and market segmentation charts are all expertly created, informative and impressive. Text is cleanly laid out, logos are crisp, and alignment is flawless.

Generally it's common to see numerous fonts with inconsistent sizes, capitalisation rules change from slide to slide, and annoying jumps in identical text to occur as the slides advance. Not only that, presenters are often guilty of illegally snatching logos off the Internet, distorting pictures by resizing them improperly, and creating gigantic presentation files that load extremely slowly because their images haven't been optimized.

Question #3:

"Those who deliver our presentations are okay but not great. Can a good-looking presentation overcome that issue?"

Being a successful presenter these days requires more than just pretty slides. All the parts need to work together. For example, even if you have a great car with a perfect engine and new tires, if you aren't a good driver, you'll likely get into an accident. It's the same for your presentation. If it looks good that's great, but how well you deliver it is absolutely key. It can be the difference between making a critical deal, or losing it to someone else.

Here's the reality. In an effort to prop up marginal delivery skills or bolster basic insecurities with presenting, many presenters attempt to direct attention towards the presentation graphics and away from themselves by using elements like screeching tire sounds or text and graphics that fly in from every corner of the presentation. These presenters may think they're "just trying to have a little fun," but they've actually just turned a very serious presentation into a three-ring circus act. The "fun" wears off very quickly for the audience. It's the equivalent of lettuce in the teeth for the presenter — everyone notices how silly he looks, but no one wants to say anything. So be careful of this fact and take serious note of the above fact.

10 Presentation Rules

Using the right visual elements in your presentation can be a powerful way to enhance your message. Adding the wrong visual elements or too many of them can easily ruin what you have to say. Every element in your presentation should complement your message, not compete with it.

The following ten tips should help you avoid some of the most common problems:

1. Use compelling pictures

Avoid using too many pictures, pictures that are too small or average pictures with not enough visual punch. Poor visuals will not only distract your audience, they will also detract from your message and make you look less professional. Make sure the pictures you choose suit your identity and the message you want to convey.

2. Keep the copy short

As a rule, if it's on-screen, they'll read it from start to finish. So, think about introducing each new bullet with a mouse click. This cuts down on the amount of information they'll be introduced to at one time and helps you to explain your point before the audience can make any prejudgments. Outline your points briefly and effectively on each slide using short phrases and sentences no more than five bullets per page and five words per bullet.

3. Keep graphs and tables simple

If an audience has to spend more than about ten seconds trying to decipher a graph or chart, it's too complicated. A quick scan of your creation should give the audience an easy understanding of what you're trying to explain. Make all on-screen elements as simple to understand as possible.

4. Focus each slide on a few critical ideas

Giving much information will overwhelm the audience and distract them from the message. For maximum impact, keep the number of visual elements down to three per page. For example, on one slide, you might include four bulleted points, a headline, and one graphic. Above all, go for simplicity.

5. Watch the color combinations

It may be tempting to combine wild colors, especially with so many to choose from. But different colors convey different meanings. Do you know what they are? Make sure your color choices are simple. It's best to stick to two or three colors per presentation — not per slide. For maximum impact, use the same color combinations in all of your marketing materials.

6. Don't ignore fonts

Using all caps, all Italics or a type-size that's too small and difficult to read will not win over your audience. Note that "sans serif" is the easiest font to read on-screen. A good rule of thumb is to use 24 point for the body text and 28 point for headlines.

7. Don't change the "look" from slide to slide.

You might think that a good jolt will keep your audience awake, but your presentation will pack more power if it flows together easily, so keep your visuals consistent.

8. Move beyond the templates that come with your computer.

Would you like to be unique, or just lope along with the rest of the pack? If you use the same old templates, your presentation will likely get lost with everyone else's.

9. Don't experiment with too many slide transitions.

The transitions should be so seamless that the audience doesn't even notice them. Use a maximum of two transition types and stick to them.

10. Don't overdo the animations and sound effects.

Animations and sound effects can be a nice addition to your presentation but remember that your goal is an effective presentation, not a three-ring circus. Don't just add dazzling effects because you can. As with everything else, use them sparingly and make sure they fit your message.

Recommended Last Minute Checks

Don't exceed the capabilities of your laptop

With the notebook computers that are rolling off the shelves today, horsepower is rarely the issue.

The wild card now is the amount of memory (RAM) your computer has. Manufacturers still seem to sell their laptops with a minimum compliment of memory hoping they'll get an add-on sale. Microsoft Windows and PowerPoint seem to have a greater appetite for memory and if you have a number of applications running look out. It is important that your Notebook computer should have 96-128 MB of memory. Even better if you could have 256 MB of memory .

Tip: before you present, reboot your computer and only have your presentation application open.

Double-check your cables

Generally you face a multitude of possible connection problems for a presentation. For example, if the video cable on the back of a Notebook comes loose, the partial signal creates an interesting multi-colored effect. Before the big presentation, check out all the cable connections and thread them into place where you can.

Make sure your Notebook and projector have compatible resolutions

One of the largest sources of personal frustration for traveling presenters is trying to consistently get the same image off the projector that you see on your screen. If you're counting on someone else to provide the projector, get there early. Most challenges occur when the resolution of your projector doesn't match with the resolution of your Notebook.

Know your projector's resolution (usually found in the user manual), and if necessary, change the settings on your Notebook to correspond. To make this simple change, right-click your desktop, click "Properties" from the pop-up menu, and click the "Settings" tab. Change the "Screen Area" setting (for example, 800x600) as required.

To add further confusion, simply altering your Notebook's resolution may not quickly solve your problems. With some Notebooks, setting the resolution from 1024x768 to 800x600 can leave a black box around the edge of your picture. Depending on the kinds of pictures in your presentation (high quality photos), you may also have to adjust the color settings (again, within the "Settings" tab).

For presentations using video, the refresh rate of your projector can be a factor. Full motion video will not display correctly if your projector isn't able to handle it.

Tip: Turn your computer on first, and then your projector.

Burn a presentation backup

For those big presentations, it's great insurance to burn an extra copy of your presentation to CD-ROM. Since most folks have access to a CD burner, the investment makes more sense than just saving it to a Zip disk. In an emergency, the odds of finding someone who just happens to have a Zip drive attached to their Notebook is pretty slim. It's also not a bad idea to print a set of handouts for your own reference.

Remember the little extras

Must-have all items in a Notebook computer's travel bag:

Extra batteries for the remote pointing device.

Duct tape for last minute emergencies such as taping down cords or holding in loose plugs.

An extra bundle of business cards, just in case.

If disaster does occur despite all your planning, try not to panic.

Appendix D

Frame work of a Marketing Plan

Guide lines to preparing a Marketing Plan for UBIN

It is important that UBIN prepares a formal marketing plan with immediate effect. Currently though a business plan exists, a proper marketing plan does not exist, However it should be noted that the existing business plan caters mainly to the investors.

Our recommendation is that the core marketing plan document should be clear, concise, and state the few key strategies that the organisation will be undertaking.

It is recommended that the formal marketing planning process should provide structure and rigor to decision-making at UBIN. It culminates in a written plan that should be prepared once a year or prior to a significant new marketing activity that requires an investment of budget and/or internal resources.

In order to make the planning process straight forward the marketing plan should gather and distill the learning of UBIN in one document and charts a path to achieve business objectives. To make the planning process more effective and easy since UBIN is preparing the marketing plan for the first time it is our recommendation that the persons involved in the marketing plan should answer the under mentioned questions and also gather the information requested in the questions in order to commence the planning process:

1. What economic and business environment are you experiencing in Uganda?
2. What opportunities and problems are you facing?
3. What business objectives do you expect to achieve?
4. What exactly do you sell?
5. Who are your customers?
6. Why should they buy your product or service rather than your competitors'?
7. How will you communicate your product or service to your customers?
8. Who will do what, when? (Action Plan)
9. How are you going to measure your progress so you can learn from the experience?

Some reason identified to create the marketing plan for UBIN are as follows:

1. To provide greater discipline in the planning process
2. To provide strategic direction for UBIN and its 4 business unit
3. To provide an action plan for marketing-related activities
4. To provide a formal record of marketing-related decisions
5. To request budget
6. To request internal resources
7. To create dialogue with senior management
8. To communicate marketing priorities to other parts of UBIN

The Marketing Planning Cycle

While technically the marketing plan should be written at a particular point in time, typically prior to budget approvals, it is also a year-round process. Therefore it is recommended to develop the Marketing Plan at the beginning of a Financial Year. In the case of UBIN the process should start immediately, though it could be made effective for the up coming financial year commencing April 2002 to March 2003 and thereafter update or revive the marketing plan at the beginning of each financial Year, or at a time when new products are introduced or the company feels that the marketing plan should be reviewed prior to the end of a financial year.

Marketing Plan Structure

It is recommended that the marketing plan for UBIN to be based on two key components:

1 The Situation analysis

The situation analysis should be the factual document and should analyses the information that you have gathered in preparation for writing the marketing plan. It answers two key questions:

- 1 What economic and business environments are you experiencing?
- 2 What opportunities and problems are you facing?

In our opinion a marketing plan is not complete or credible without a proper situation analysis as the situation analysis provides the rationale for the decisions being made in the marketing plan. A comprehensive situation analysis is especially important for UBIN at this stage since it is starting its business operations and year on year the marketing plan will be built on this document.

Therefore we have identified the following key aspects that should be included in the situation analysis that should be prepared by UBIN to include the following:

1 Macro environment (the big picture)

This section should include facts related to economic, demographic, cultural, technological, and / or political forces that are outside your control but will have an effect on your business. In addition to presenting the facts, answer the question, "what does this mean to my business?"

2 Market (size, share, growth, segmentation, seasonality trends, etc.)

Here it should define and describe your market. The question of “what market are you in” is quite simple but requires some thought.

What is your geographic market – specific regions of a country or nationwide? What market or industry are you in? Since UBIN is in the Business of Providing Access to Technology, are you in the IT industry, the Internet industry, Training Industry or the communication industry?

The answers that UBIN will determine the amount and type of analysis that UBIN will do in this section. Once they have defined their market, they should gather the facts to answer the following questions to describe the market.

How is your industry structured? As for UBIN as we see is in the Industry of providing Information Access. Then they should describe the concentration or fragmentation of the competitors (other Organizations in the same Industry or offering similar products and services), the suppliers (those who supply the Leased Lines, Equipment, Internet, etc.), and the buyers (end users, dealers and other vendors). This analysis should indicate the amount of power that each player can exert on others.

The next question is how big is your market?

Since UBIN has different segments in there market? For example, UBIN have the training Business, the Information Brokering Business, Cyber Café Business, and Enterprise Internet Solutions Business, in addition aspects like Consultancy, Seminars and so on exist. Therefore each of these segments should be analysed separately.

- 1 What are the overall trends and developments in your industry?
- 2 What is the rate of market growth or shrinkage over time?
- 3 Are there any differences in market growth by time of year?
- 4 How big are your competitors? A market share table should be included here.
- 5 What are the key factors for success in the market?

For each of these questions, ask the additional questions “why” and “what are the implications for UBIN’s business.”

3 Internal Trends (sales volume by month and annually, revenue, profits)

In this section UBIN should analyses internal sales and profitability trends of each product or service, grouped by market segment as defined in the Market section above.

It should be noted that we know that UBIN Business is a fast changing one, the timeframe you use for trending should be as short as a few months. The specific questions to answer include the following:

- 1 What are the volume and profitability trends by product or service?
- 2 What are the volume and profitability trends by market segment?
- 3 What are the volume and profitability trends by type of customer?
- 4 What is the market share for each product or service?

For each of the above questions, remember to ask the additional questions “why” and “what are the implications for my business.”

4 Product or Service (Description of the products or services you are selling)

Here we describe and analyses UBIN’s products or services. The specific questions to be answer include the following:

- 1 What products or services do you currently provide?
- 2 What are the strengths and weaknesses of your current products or services compared to your competition?
- 3 What new products or services are you considering providing?
- 4 What are your organisation’s capabilities of providing these new products or services?
- 5 How would these new products or services compare to your competitions’?

For each of the above questions, remember to ask the additional questions “why” and “what are the implications for my business.”

5 Competition

Here we review and analyses each key competitor and organizations that are considered leaders in the market (key competitors and leader organisations may be the same in many instances).

We should consider key competitors in terms of those organisations that provide a similar product or service as UBIN and target the same customer or consumer. Leading organisations are those that are the most successful (largest, more profitable, and/or most innovative). Analysing leading organisations may generate ideas to help UBIN improve.

The specific questions to answer include the following:

What products or services do they offer?

How do they differ from yours?

How does their pricing compare to yours?

How are they positioned?

What marketing activities do they use? How successful have they been?

What are their strengths and weaknesses compared to yours?

For each of the above questions, remember to ask the additional questions “why” and “what are the implications for my business.”

6 Consumer or Customer (segmentation, attitudes and behavior)

Here we will review and analyses your consumers and/or customers.

If UBIN sells their product or service to a business and that business is the end-user, then they would call in this section as “Customer”. Or if UBIN sells their product or service directly to consumers, then they would call this in section “Consumer”

If UBIN sells their product or service to business that then re-sell it to consumers, the again refer them as “Consumer” in this section. Then, we describe “Distribution Channels”, and analyse those businesses that distribute your product or service to the consumer.

The specific questions to answer include the following:

Can your consumers or customers be segmented based on common characteristics? For example, you could segment by usage such as heavy user, medium user, or light user.

You could segment consumers by demographics such as age group, gender, urban versus rural, income, etc.

You could segment customers by industry group such as the Kampala, Ford Portal, Lira, Masaka, Mbale, Mbarra, Mubende, Public Sector, Small Scale Business, Large Scale Business to your market.

Quantify each consumer or customer segment by size, frequency, profitability, and any other grouping that makes sense in UBIN's business.

For each segment, especially the largest and / or most profitable segments ask these further questions about the consumers or customers within them (if you have some very important customers who may make up a large percentage of your business: it is good to analyse their key characteristics individually)

- 1 Who are they?
- 2 What are the demographics of your consumers?
- 3 What products or services do each buy?
- 4 How do they buy your products and services?
- 5 Where do they buy your products and services?
- 6 Why do they buy your products and services?
- 7 What are their attitudes toward your product or service versus your competitors'?

For each of the above questions, remember to ask the additional questions "why" and "what are the implications for my business."

7 Distribution Channels (direct and indirect channels)

Here we list and analyse each distribution channel you plan currently to use or are considering using.

The distribution channels could include direct sales channels (such as sales force, direct mail, Internet, direct responses and television advertising) and indirect distribution channels (such as wholesalers and retailers).

The specific questions to answer include the following:

- 1 What are the characteristics of each distribution channel?
- 2 What are the trends and new developments in each distribution channel?
- 3 What are the strengths and weaknesses in each distribution channel?
- 4 How successful is your organization in each distribution channel?
- 5 What percentage of sales does each distribution channel contribute to your business?
- 6 How cost-effective is each distribution channel?
- 7 What is your share within each distribution channel compared to your key competitors?

For each of the above questions, remember to ask the additional questions “why” and “what are the implications for my business.”

8 Evaluation of Previous Marketing Initiatives

Here we look at analysing the successes and failures of previous marketing activities to apply the learning to the marketing plan. This should be used in the second planning process and need not be considered for the first time since the company has carried out no previous marketing initiatives.

For each initiative, the specific questions to answer include the following:

- 1 What were the quantifiable objectives for this initiative?
Briefly describe the initiative.
- 2 How did the initiative perform against the objectives?
- 3 What was the key learning from this initiative?
- 4 What are the recommendations about continuing, discontinuing, or changing this initiative?

9 Strengths, Weaknesses, Opportunities, and Threats

We recommend that the above is carried out with a group planning session. Preferably the entire staff of UBIN

Prior to this planning session, we recommend that the individuals participating review the previous sections of the situation analysis. At the planning session, participants discuss and prioritise the strengths, weaknesses, opportunities, and threats.

The questions you should answer in this section include the following:

What internal strengths does your organization / product / service offering have, compared to your competition, which will improve sales?

What internal weaknesses does your organization / product / service have, compared to your competition, which will hinder sales?

What external opportunities are open to your organization / product / service that will improve sales?

What external threats (over which your organisation may have no control) are facing your organization / product / service that you may have to react to?

It is important for the Members of UBIN who will be involved in preparing the situation analysis to remember that the situation analysis is a factual document so you should use quantifiable information wherever possible and always state your sources (so you can find them again next year or delve deeper into the information at a later date).

2 Marketing plan

The marketing plan will lay out the objectives, strategies, and sub-strategies for a specific timeframe, in the case of UBIN one financial year. In order to prepare this document UBIN should answer the following questions:

- 1 What business objectives do you expect to achieve?
- 2 What exactly do you sell?
- 3 Who are your customers?
- 4 Why should they buy your product or service rather than your competitors'?
- 5 How will you communicate your product or service to your customers?
- 6 Who will do what, when?
- 7 How are you going to measure your progress so you can learn from the experience?

Here to we recommend that the Marketing Plan should consist of the following headings

1 Objectives

This section should analyse all the learning from the situation analysis and should lay out a few key issues that your organisation / product / service needs to address in the marketing plan.

Remember, as the situation analysis is a factual document, the issues analysed should not presume a particular course of action. Rather, it should include only the major problems that need to be addressed.

The objectives are the quantifiable results that you expect your marketing plan to achieve.

Objectives are typically stated as sales volume, market share, profitability, or consumer awareness to be achieved by a specific timeframe, compared to a previous timeframe. In the case of UBIN it should new objectives in this instance.

When setting objectives, choose ones that are realistic and achievable, yet challenging. Make sure that the objectives you set can actually be measured. For example, do not choose market share as an objective if you do not have a method of measuring it.

A sample objective could read as follows:

To achieve sales of US\$ 50,000 of all products and services marketed by UBIN in 2003, an increase of 20% over 2002. We recommend that UBIN's marketing plans should have one to three overall objectives. Within the plan, each tactic may have its own objectives that contribute to the overall objectives.

2 Strategies

Strategies should describe the broad direction UBIN will take to achieve the stated objectives. Strategies are generally longer term while tactics are short-term actions to achieve the implementation of a strategy. The questions UBIN's should consider in order to arrive at the strategies should answering are as follows:

- 1 What market will UBIN be competing in?
- 2 Who are UBIN's target customers or consumers?
- 3 How will UBIN's products / services be positioned?
- 4 Why should consumers or customers buy UBIN's product or service rather than UBIN's competitors'?

5 What broad changes do you plan to make to your product, price, distribution, advertising and promotion, and research and evaluation?

Sample strategies to achieve the above objective could read as follows:

Market definition: Information Services

Target consumers:

Small Medium Enterprises

Foreign Investors

Persons 18 to 65 years of age, living in cities of Kampala

Positioning:

Be the Most Reliable Service Provider.

Product: Tailor make the solution based on the customer requirements.

Price: Price competitive to similar Offerings.

Distribution: Add direct distribution to current method of selling, direct mailers, Cold calling.

Advertising and Promotion: Increase advertising and promotion budget by 40% to launch new distribution channel.

It is very important for those people whose areas of responsibilities will be affected by the marketing strategies should be involved in helping to develop these strategies. They will make the difference between a successful marketing plan and one that is a failure.

3 Tactics (Product , Price, Distribution, Advertising and Promotion)

Now we should describe in detail the tactics or short-term actions we will use to implement the strategies outlined in the strategies section. The categories for UBIN's tactics should include:

Product

Price

Distribution

Advertising and Promotion

UBIN should have several tactics in each category. Each tactic in each category should be described in enough detail to answer the following questions:

- 1 What quantifiable objectives do you plan to achieve? (If there are any that can be quantified separately from the overall objectives)
- 2 What exactly do you plan to do?
- 3 Why do you plan to do this?
- 4 How will this improve UBIN?
- 5 Who will be responsible for each action?
- 6 How long will it take and when will it be done?
- 7 How much will it cost?
- 8 What evaluation mechanisms will you use?

Use common sense to track the effectiveness of each tactic – the measurement should be dependent on the size and importance of the tactic. In other words, do not measure a tactic if it will cost more to track than it will to implement in the first place.

4 Research and Evaluation

Now we would start to describe the ways you will measure the overall objectives, summarise the evaluation tools you will use to track the effectiveness of the strategies and tactics, and describe the research you will use to obtain any information that you were unable to obtain for the situation analysis of this marketing plan.

You should list the research and evaluation methods, responsibility, timing, and cost.

5 Financials (budget and profit & loss statements)

Our recommendations should be that the financials should include two documents:

- (1) Marketing budget
- (2) Profit and loss statement.

The marketing budget will include all the costs associated with the strategies and tactics that fall in the marketing area of responsibility.

The profit and loss statement essentially demonstrates the financial effect of the initiatives in the marketing plan. It covers the business unit or product category that is the subject of the marketing plan.

Revenues include forecasted volume by month, quarter and cumulative for the yearly expenses include cost of sales, distribution, and marketing expenses (from the marketing budget).

1.0 Executive Summary

Our target markets include:

- Corporate Customers
- Banks
- Multinationals
- Foreign Missions

2.0 Situation Analysis

2.1 Market Summary

Target Market Growth:

2.1.1 Market Demographics

2.1.2 Market Needs

2.1.3 Market Trends

2.1.4 Market Growth

2.2 SWOT Analysis

2.2.1 Strengths

2.2.2 Weaknesses

2.2.3 Opportunities

2.2.4 Threats

2.3 Competition

2.4 Services

2.5 Keys to Success

2.6 Critical Issues

2.7 Macroenvironment

3.0 Marketing Strategy

- 3.1 Mission**
- 3.2 Marketing Objectives**
- 3.3 Financial Objectives**
- 3.4 Target Marketing**
- 3.5 Positioning**
- 3.6 Strategy Pyramids**
- 3.7 Marketing Mix**
 - 3.7.1 Services and Service Marketing**
 - 3.7.2 Pricing**
 - 3.7.3 Promotion**
 - 3.7.4 Service**
- 3.8 Marketing Research**
- 4.0 Financials, Budgets, and Forecasts**
 - 4.1 Break-even Analysis**
 - 4.2 Sales Forecast**
 - 4.3 Expense Forecast**
 - 4.4 Linking Sales and Expenses to Strategy**
- 5.0 Controls**
 - 5.1 Implementation Milestones**
 - 5.2 Marketing Organization**
 - 5.3 Contingency Planning**

Appendix E

Daily Sales Activity Statement

Daily Sales Activity Statement

UBIN

Name of Sales Manager / Representative

Date.....:

	Name of Customer	Location	Type of Product offered By UBIN	Name of Person Visited	Remarks of Out come of Visit	Visit Call Mailer
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
20						
21						
22						
23						
24						
25						

Signature

Appendix F

Weekly Sales / Potential Sales Report

Weekly Sales / Potential Sales Report

UBIN

Name of Sales Manager / Representative :

Period of Review.....:

	Name of Customer	Product Line	Brief Description of Product offerd	Received Purchase Order Yes / No	Amount to be invoiced	Potential Amount to be invoiced Next week
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
20						
21						
22						
23						
24						
25						

Total Invoiced to date - (B/F for the Month) 0

Amount to be Invoice for the week

Balance Potential Sales for the Month (Sales to be closed for the Month)

Comments of Marketing Manager

Comments of CEO

Signature of CEO

Signature of Marketing Manager Representative

Appendix G

Perfecting a Power Point Presentation

Perfecting the PowerPoint Presentation

Question #1:

"Our presentation process seems flawed these days.
What's wrong?"

Question #2:

"The graphics in our presentations don't look very good.
What's the problem?"

Question #3:

"Those who deliver our presentations are okay but not great.
Can a good-looking presentation overcome that issue?"

The following ten tips should help you avoid some of the most common problems in Making Presentations:

- 1. Use compelling pictures
- 2. Keep the copy short
- 3. Keep graphs and tables simple
- 4. Focus each slide on a few critical ideas
- 5. Watch the color combinations
- 6. Don't ignore fonts
- 7. Don't change the "look" from slide to slide.
- 8. Move beyond the templates that come with your computer.
- 9. Don't experiment with too many slide transitions.
- 10. Don't overdo the animations and sound effects.

Last Minute Checks

- Don't exceed the capabilities of your laptop ✓
- Double-check your cables ✓
- Make sure your laptop and projector have compatible resolutions ✓
- Burn a presentation backup ✓
- Remember the little extras ✓
- Must-have items in a laptop computer's travel bag: ✓
- Extra batteries for the remote pointing device. ✓
- Duct tape for last minute emergencies such as taping down cords or holding in loose plugs. ✓
- An extra bundle of business cards, just in case. ✓
- Extra long sound cords for your laptop and several types ✓
- of adapters for the house sound system. ✓

Appendix H

Job Descriptions

General Work Rules

Job description for the Corporate Marketing / Sales Manager

Position : **Corporate Marketing/Sales Manager –**

Reports To : **Chief Executive Officer**

Position Summary : Marketing / Sales Manger has responsibility for the day to day activity of the Sales / Marketing team.

Responsibilities :

- Achieve companies monthly, quarterly and Annual Sales Target.
- Daily tactical leadership of all prospective and existing customer accounts within a Business Units of UBIN
- Keep a daily track of large strategic accounts of the company.
- New Product introduction and positioning of the same
- Ensuring that all delivery time frames confirmed to the customer is met by the company.
- Ensuring overall data accuracy with respect to pricing and proposal's submitted to customers, including in helping of the setup and BOM maintenance
- Cross-functional coordination
- Responsibility for day to day activities of Marketing Division
- Working with the Business unit Manager to develop solutions
- Attending key meetings and representing Business Manager at meetings and/or conference calls with customer(s)
- Determining component specifications with the client, preparing quotation and obtain project approval by all parties before Submitting Proposal to customers.
- Using project management tools to monitor each stage of a project and there by ensuring that they are implemented on time.; resolve any difficulties by liaison with various managers in other departments
- Carrying out promotional activities for all Products of the company
- Preparing of the Companies annual Marketing Plan
- Conducting Product presentations to customers
- Identifying new Market Segments
- Identifying new customers
- Interacting with other company personnel, outside suppliers and customers, to ensure that the project specifications accurately reflect the customer(s) expectations and delivery schedule
- Collecting Information on competition
- Planning and Writing Direct mailers for customers
- Updating Sales kits
- Preparation of the Promotional plan for all product lines of the company
- Resolving corrective actions and identifying trends:
- Monitoring inventory levels for any saleable items
- Control obsolete and excess inventory for the above

- Developing internal and external reports accurately; Proof all reports prior to going to customer for accuracy
- Prepare invoices as required
- Collation for dues to the company from it's customers
- Divide the workload among the Account Representatives , providing guidance and monitoring them
- Review (or provide input for review) team members
- Setting Company targets to submit Proposals
- Other duties as assigned by management

Skills / Requirements:

- Demonstrated leadership skills and interpersonal effectiveness
- Excellent communications skills (written and verbal)
- Strong analytical skills; use of problem solving skills and knowledge of Customer Care
- Knowledge of PCs and applications
- BA ,B.Sc. or Diploma in Marketing preferred
- Proven ability to provide high service levels
- Demonstrated inclination toward initiative
- Demonstrated business knowledge
- Experience in a similar Business will be advantages
- Age below 30 Years of age

Job description for the Corporate Account Representative

Position : **Corporate Account Representative**

Reports To : **Corporate Marketing /Sales Manager**

Position Summary : The Corporate Account Rep is responsible for day to day account activities in the division. Project / Product setup and introduction and timeline communication to the division.

Responsibilities:

- Achieve companies Monthly, quarterly and Annual Sales Target set by the marketing manager.
- Keep a daily track of customer accounts allocated by the manager.
- Ensuring that all delivery time frames confirmed to his/her customer is met by the company.
- Preparations of Customer Proposals
- Attending meetings and representing Business Manager at meetings and/or conference calls with customer(s)
- Carrying out promotional activities for all Products of the company
- Preparing of the Companies annual Marketing Plan
- Conducting Product presentations to customers
- Identifying new Market Segments
- Identifying new customers
- Collecting Information on competition
- Handling of Direct mailer campaigns to customers
- Updating Sales kits
- Preparation of the Promotional plan for all product lines of the company
- Prepare invoices as required
- Collation for dues to the company from it's customers
- Other duties as assigned by Marketing Manager

Skills / Requirements:

- Demonstrated interpersonal effectiveness
- Excellent communications skills (written and verbal)
- Strong analytical skills; use of problem solving skills and knowledge of SPC helpful
- Knowledge of PCs and applications
- BA , B.Sc. or Diploma in Marketing preferred
- Proven ability to provide high service levels
- Demonstrated inclination toward initiative
- Demonstrated business knowledge
- Age : Less than 25 Years

Recommended General Work Rules for the Corporate Marketing Team

It is our recommendation that the Management of **UBIN** should encourage a safe and pleasant work atmosphere for the Corporate Marketing team so that this will contribute to the increase Staff Morale and thereby Improve Productivity. This can happen when everyone cooperates and commits to appropriate standards of behavior.

The following is a list of behaviors that the company should consider unacceptable.

Any employee found engaging in these behaviors should be subject to disciplinary actions including reprimand, warning, layoff, or dismissal.

1. Failure to be at the work place, ready to work, at the regular starting time.
2. Willfully damaging, destroying, or stealing property belonging to fellow employees or the company.
3. Fighting or engaging in horseplay or disorderly conduct.
4. Refusing or failing to carry out any instructions of a supervisor.
5. Leaving your workstation (except for reasonable personal needs) without permission from your supervisor.
6. Ignoring work duties and responsibilities during working hours.
7. Coming to work under the influence of alcohol or any drug, or bringing alcoholic beverages or drugs onto company property.
8. Intentionally giving any false or misleading information to obtain employment or a leave of absence.
9. Using threatening or abusive language toward a fellow employee.
10. Punching another employee's time card or falsifying any record.
11. Smoking contrary to established policy or violating any other fire protection regulation.
12. Willfully or habitually violating safety or health regulations.
13. Failing to wear clothing conforming to standards set by the company.
14. Being tardy or taking unexcused absences from work.
15. Not taking proper care of, neglecting, or abusing company equipment and tools.
16. Using company equipment in an unauthorised manner.
17. Possessing firearms or weapons of any kind on company property.