SELLING LOTUS NOTES/DOMINO SOLUTIONS

Profitability Review of Lotus

Business Partnerships

Meridian

Meridian Technology
Marketing

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Table of Contents

List of Figures

List of Tables

Executive Overview

Millions of Lotus customers around the world rely on the unique capabilities of Lotus Notes and Domino applications to meet advanced messaging, information access, and collaborative needs. Supported by the Domino R5 Web application server platform, Lotus Notes delivers an extended range of functionality that includes easy-to-use e-mail, calendaring, group scheduling, contact and task management, Web browsing, and knowledge management — all from a single, scalable, and easily customizable application. With the products' value proven over time, Lotus continues to aggressively develop Notes and Domino, working to take full advantage of new technologies and address the growing and changing needs of the user community.

Lotus Notes continues to attract a leading share of the market with more new users than its leading competitor, Microsoft Exchange. With more than fifteen and a half million new Lotus Notes users in 1999, and a growing worldwide installed base of over 56 million, Notes is holding its own against the competition. Lotus Business Partners have been a key factor in this success and, in turn, Lotus products have contributed to Lotus Business Partners' success. A steady increase in new users, combined with a partner's ability to provide value-added solutions, creates a real opportunity for an organization wishing to launch or supplement its businesses with a focus on Notes and Domino. As a result, more companies are joining the ranks of Lotus Business Partners who are successfully selling and supporting Lotus Notes and Domino solutions.

Reasons for the Study

Conducted annually over the past four years (the last two via the World Wide Web) the purpose of the Lotus Business Partner study is to provide existing and prospective partners with valuable benchmark information on the characteristics, business economics, and profitability models of Lotus Business Partners worldwide. [1]

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[1] Previous annual research reports: IDC, Lotus Domino and Lotus Notes, The Business Partner Opportunity, An IDC White Paper, 1999, 1998, 1997.

Representing the best and most comprehensive data available, this study offers prospective partners an inside look at the facts and figures behind being a Lotus Business Partner, as well as the investments required of and opportunities available to those who choose to become a Lotus Business Partner. In addition, it is designed to help existing Lotus Business Partners by presenting strategic, comparative data on how others within the Lotus Business Partner community are maximizing their success through expansion into new markets and technologies.

Survey questions were targeted to obtain key metrics on the following areas of business:

> DEMOGRAPHICS
> PROFITABILITY
> GROWTH RATES
> SALES CYCLE TIMES
> START-UP COSTS
> SPECIALIZATION

Methodology

Meridian Technology Marketing, a Boston-based strategic marketing consulting firm, conducted this survey in late 1999 on the World Wide Web, using a site in the United States. Survey questions were translated in three languages: French, German and Spanish. Email invitations were sent to Lotus Business Partners worldwide. Countries represented in the survey sample include the United States, France, United Kingdom, Australia, New Zealand, Canada, Mexico, Finland, Italy, Argentina, and Germany. The information presented here represents data collected and compiled from those who were able to respond by our target date.

Study Highlights

Lotus Business is High-Growth for Business Partners

- Lotus Business Partners expect Lotus Notes and Domino revenue to exceed their overall company's business growth. Partners expect an increase of 74% in 1999 and 56% over each of the next three years in Notes and Domino revenue.

- These high growth rates are driven by the additional business generated through selling Lotus Notes and Domino solutions, related products and services. In 1999, every dollar spent on Lotus Notes and Domino software generated an average of $10.44 on related software and services, with 60% attributed to services — some of which were high margin activities like consulting. The incremental revenue gain from selling Lotus Notes and Domino solutions is significant and has steadily increased by 46% since 1996. This factor has increased each year from $7.15 in 1996, to $8.10 in 1997, $9.70 in 1998, and $10.44 in 1999.

- Lotus Notes and Domino are riding the Internet wave, with the high growth of Internet applications driving sales of these products and related services. In response to changing market demands, e-commerce, workflow, knowledge management and document management have emerged as the primary solutions focus for over two-thirds of Lotus Business Partners.

- In addition, R5 is gaining acceptance, with significant upgrade sales and service revenue in 1999. While Lotus Business Partners' development resources are still largely focused on R4.6, their sales resources are heavily promoting R5. We continue to see a stable, consistent sales cycle with Lotus Business Partners finding that in the majority of cases they are able to close the first $100,000 in sales for a given account in less than one year.

Lotus Business Partners are very Profitable

- Overall, Lotus Business Partners have high-margin businesses, and are resisting margin pressures common for other software products. Lotus Notes and Domino related products and services profitability is holding steady against the four previous years with an average profit margin of 33%.

- Growth rates are driving the higher margins, with the upturn in Lotus Notes and Domino revenue higher than the expected changes in cost for 1999. Nearly 40% of Lotus Business Partner respondents expect no change or only a slight decrease in associated costs, leading to favorable impact on margins. Over 60% percent of respondents report they expect their costs to increase, at an average annual rate of 58% which is outpaced by the 74% expected growth in revenue.

Smaller Lotus Business Partners are also Succeeding and Growing

- Strong growth and margins are found even among the smaller Lotus Business Partners. Lotus Business Partners with less than $1M revenue reported that over 80% of their revenues and profit were driven by Lotus offerings. Small Lotus Business Partners indicated that they expect an average growth rate of over 85% for Lotus Notes and Domino solutions compared to an average of 56% growth for all surveyed partners.

- The success of small Lotus Business Partners is correlated with their ability to focus and achieve a critical mass of Lotus capability. A high percentage of their employees are certified on Lotus Notes and Domino and a high percentage of their overall business is directly related to Lotus products.

Small and Medium-sized Businesses are Increasing in Overall Importance

- As customers, small and medium-sized businesses (a large and growing market segment) are critical to Lotus Business Partners, representing 70% of sales this year. This is a striking figure when we consider that larger Lotus Business Partners, those with greater than $1M revenue, were strongly represented in this year's sample. In fact, small businesses are extremely important to the largest Lotus Business Partners and represent over 60% of their revenues.

Business Partner Demographics

This study includes Lotus Business Partners worldwide who represent a diverse mix of industries, expertise, and size. Demographic information provides detailed profile data on the kinds of companies participating and succeeding as Lotus Business Partners.

The greatest percent of survey respondents was from companies with 50+ employees and total revenues greater than $1M. One-quarter of surveyed partners are public. Many Lotus Business Partners cover a wide range of industries with the majority supporting manufacturing, banking, insurance, telecommunications, financial services, and government. It is interesting to note that Lotus Business Partners have branched out with the majority of surveyed partners participating in four or more vertical industries.

With the emergence of the Internet and e-commerce, over 80% of Lotus Business Partners now specialize in supporting customer demand for workflow and e-commerce functionality through Lotus Notes and Domino solutions. This demonstrates that Lotus Notes and Domino are flexible, multi-purpose technologies that can successfully adapt to changes in technology and developments in the competitive landscape.

While hosting revenues represented only 2% of the total Lotus Notes and Domino revenues, over 81% of Lotus Business Partners saw an increase this year in hosting Lotus applications. Given the trend toward external management of applications, these numbers may be an early indicator of a lucrative opportunity for the future.

For a given Lotus Business Partner, the number of people dedicated and certified as Lotus Notes/Domino employees as a percentage of total company employees indicates the degree to which the partner is focused on and committed to its Notes/Domino business. Small Lotus Business Partners with fewer than ten employees company-wide are highly focused on Lotus Notes and Domino business, with an average of 73% of their employees being certified.

Start-up Costs: Real but Finite

Of key consideration in evaluating any new business opportunity are the costs involved in getting started and maintaining the business. With that in mind, we have calculated survey data from this year's study to provide average investment estimations required for start-ups in the first year of business as a Lotus Business Partner. They include the following categories:

Engineering Resources	$ 83,800
Systems	$ 21,500
Training	$ 18,200
Software	$ 4,100
Partner Fee	$ 1,800
Total	$129,400

Out-of-pocket expenditures for established businesses tend to be lower than for new businesses, as engineering resources and systems are frequently reallocations of fixed costs.

Recommendations

While the factors that enable a Lotus Business Partner's success are necessarily varied and include business issues unrelated to Lotus and its products, we can draw some recommendations from this year's study.

OPTIMIZE BUSINESS MIX TO ADDRESS CUSTOMER NEEDS AND APPLICATION TRENDS

- To optimize margin and growth, Lotus Business Partners can focus on the higher value-added capabilities that enable delivery of a complete solution for the customer. Offering consulting services in e-commerce and workflow (or in specialized areas within these broad capabilities) will allow the partner to take advantage of using Lotus Notes and Domino to support these efforts. In turn, focusing on new areas may require partners to gain new skills, such as business process analysis and automation. The newer trend toward outsourced hosting and maintenance of applications may also provide a significant opportunity for organizations able to offer these services to their customers.

INVEST IN NOTES CAPABILITIES

- Lotus Business Partners are demonstrating that investing in Lotus product capability pays off. A higher percentage of employees certified in Notes and Domino seems to correlate with a higher margin overall.

BALANCE FOCUS WITH INDUSTRY BREADTH

- Only a small number of Lotus Business Partners focus on one or two industries. Most serve four or more industries, in effect providing a horizontal capability. While expertise in a specific industry always helps an organization to better serve customers in that industry, especially on the consulting side, expertise in selling Lotus Notes and Domino and developing applications using these products clearly carries over from one industry to another. Based on this data, there is no intrinsic compelling reason for a Lotus Business Partner to limit its focus to one industry.

SMALL LOTUS BUSINESS PARTNERS HAVE FOUND A MODEL FOR SUCCESS

- As was stated earlier, small Lotus Business Partners, with revenue under $1M, have demonstrated that it is entirely possible for small organizations to succeed, achieving high margins and growth. Small partners are succeeding by maintaining sufficient business focus on their Lotus-related work by investing in certifying their staff and expanding their skill set into consulting and business process areas. Smaller organizations may also have an advantage when selling to small or medium-sized businesses that historically want to do business with similar-sized organizations and who are significant consumers of Lotus Notes/Domino solutions. Small partners have found a model for success and are able to perform as well as large Lotus Business Partners who have more infrastructure.

Study Results in Detail

This section examines issues regarding Lotus Business Partners on a question by question basis. The details provided by this study will be useful to existing partners who want to maximize their Lotus Notes and Domino business by gaining valuable insight into the success of other Lotus Business Partner models. The study details will also be valuable to prospective Lotus Business Partners who want to understand the level of investment required to be a partner as well as the opportunities for success selling Lotus Notes and Domino solutions.

Partner Profile

Figure 1 indicates the sample data for the study was predominantly from the United States, which contributed over 60% of the respondents. Europe, Middle East, and Africa (EMEA) represented 22% of the sample, with Asia/Pacific accounting for 8%, and Latin America the remaining 1%.

Figure 1
Lotus Survey Demographics

APAC 8%
EMEA 22%
1% Latin America
69% North America

n=86
Source: Meridian Technology Marketing, 1999
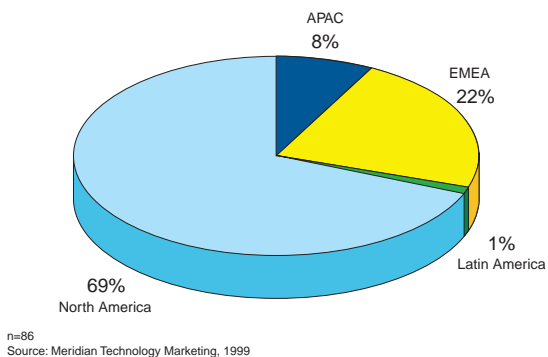
This year's survey data includes a greater percentage of large Lotus Business Partners compared to prior years' studies. The greatest segment of survey respondents was from companies with 50+ employees and total revenues greater than $1M. Figure 2a and 2b illustrate the majority of partners have been in business for less than ten years and most have two to six years of experience as a Lotus Business Partner. Figure 2c shows that over half of the Lotus Business Partners who responded in this year's survey were small businesses with less than 50 employees.
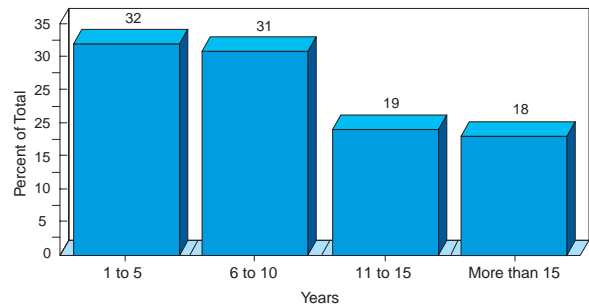
Figure 2a
Number of Years in Business

n=88
Source: Meridian Technology Marketing, 1999

Figure 2b
Number of Years as LBP

n=86
Source: Meridian Technology Marketing, 1999

Figure 2c
Number of Employees

n=81
Source: Meridian Technology Marketing, 1999

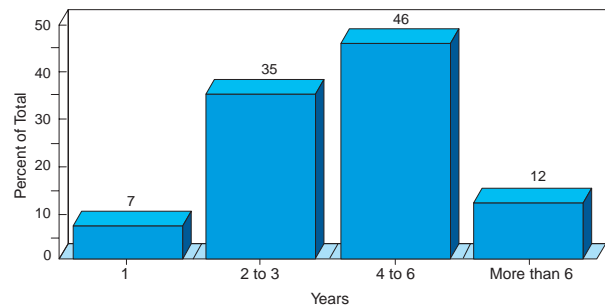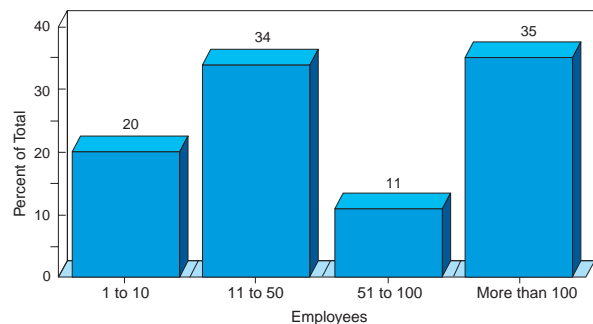## A Dedicated, Certified Workforce Makes a Difference

Success as a Lotus Business Partner is directly tied to the quantity and quality of those dedicated to the sale and support of Lotus Notes and Domino solutions. Figures 2d-2e illustrate that the majority of surveyed partners have more than 20 employees dedicated to selling and supporting Lotus Notes and Domino solutions, with nearly 70% having up to ten employees who are certified as Lotus professionals.

The number of people dedicated and certified as Lotus Notes/Domino employees as a percentage of total company employees shows how focused and committed a Lotus Business Partner is to its Notes/Domino business. Figure 2f shows that smaller partners are focused on Lotus Notes/Domino solutions. Lotus Business Partners with fewer than ten employees company-wide are highly focused with an average of 73% being certified.

Figure 2d
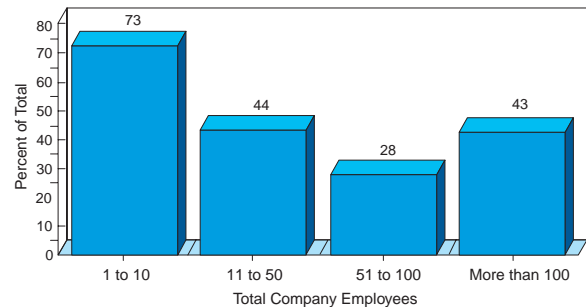Number of Lotus Notes/Domino Employees
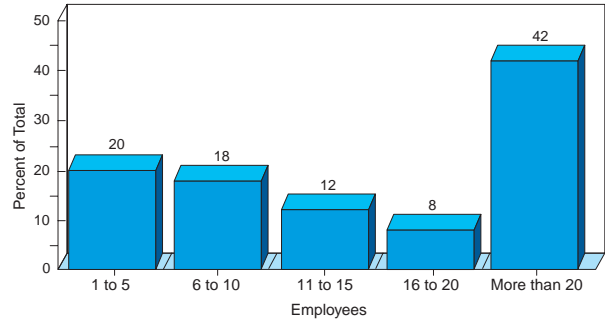
n=85
Source: Meridian Technology Marketing, 1999

Figure 2e
Number of Lotus Certified Professionals
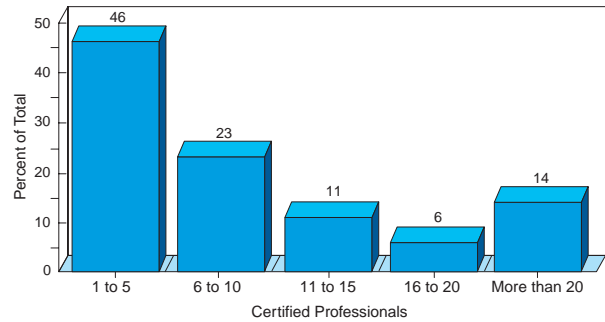
n=85
Source: Meridian Technology Marketing, 1999

Figure 2f
Percent of Lotus Notes/Domino Employees
that are Certified

n=78
Source: Meridian Technology Marketing, 1999
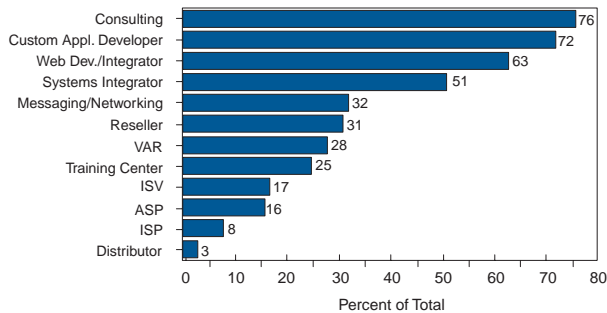
Business Categories and Specialization

Lotus Business Partners support a wide range of industries, employing advanced technologies, applications, and even hosting services to effectively meet diversified customer needs. Lotus Notes and Domino applications lend depth and breadth to the solution offerings of both large and small Lotus Business Partners. Together, these powerful applications provide a foundation from which advanced solutions can be deployed.

Figure 3 shows the categories that best describe the model of Lotus Business Partners today. Many Lotus Business Partners work in multiple areas. Most partners specialize in consulting and custom application development, with 76% and 72% respectively. Web development and system integration follow as leading categories with 63% and 51% respectively. The concentration of Lotus Business Partners in these areas show that Lotus Business Partners focus on adding value with their services and knowledge expertise across vertical and horizontal markets.
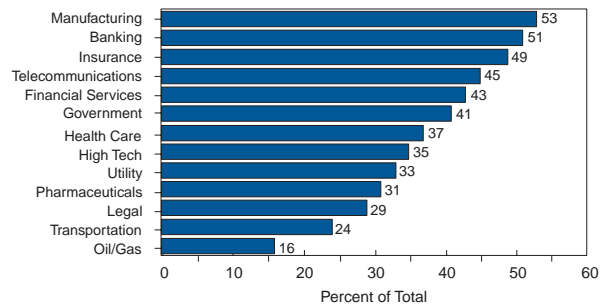
Figure 4 indicates that Lotus Business Partners cover a wide range of industries with the majority supporting manufacturing, banking, insurance, telecommunications, financial services, and government.

Figure 3
Business Category

Category	Percent
Consulting	76
Custom Appl. Developer	72
Web Dev./Integrator	63
Systems Integrator	51
Messaging/Networking	32
Reseller	31
VAR	28
Training Center	25
ISV	17
ASP	16
ISP	8
Distributor	3

Percent of Total

n=88
multiple responses accepted
Source: Meridian Technology Marketing, 1999

Figure 4
Specialization by Industry

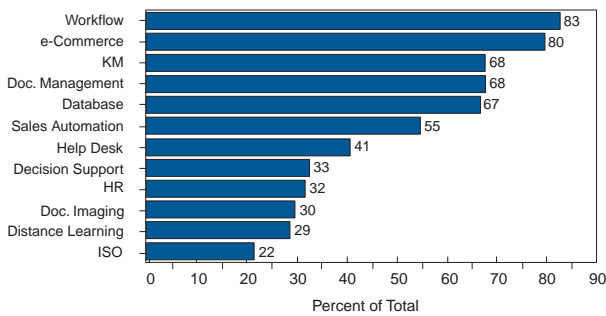| Industry	Percent
Manufacturing	53
Banking	51
Insurance	49
Telecommunications	45
Financial Services	43
Government	41
Health Care	37
High Tech	35
Utility	33
Pharmaceuticals	31
Legal	29
Transportation	24
Oil/Gas	16

Percent of Total

n=49
multiple responses accepted
Source: Meridian Technology Marketing, 1999

With the emergence of the Internet and e-business, Lotus Business Partners have responded quickly to changes in technology and in the way companies do business by utilizing the power of Lotus Notes and Domino solutions for e-business and the Internet. More than 70% of Lotus Business Partners specialize in e-business and the Internet compared to 30% in data warehousing and ERP.

The emergence of the Internet has also impacted Lotus Business Partners specialization by horizontal application (Figure 5) with more than 80% of partners focused this year on workflow and e-commerce.
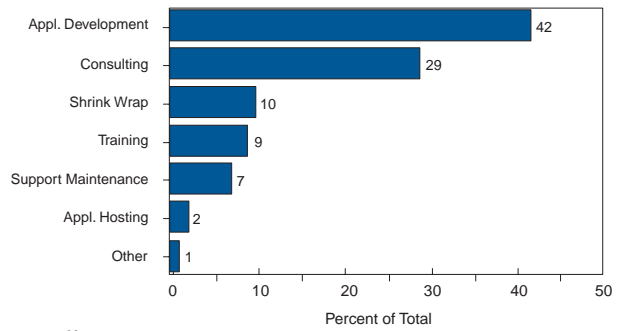
Lotus Business Partners are clearly adding value with high-end services in application development and consulting. As Figure 6 states, application hosting is only 2% of the total Lotus Notes and Domino revenue; however Figure 7 indicates that 81% of partners experienced an increase in hosting this year.

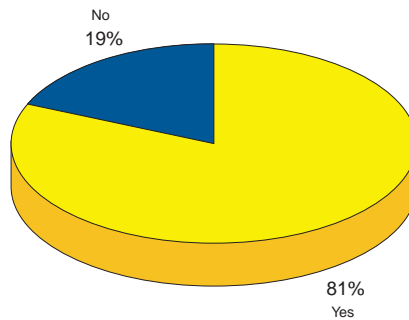### Figure 5
Specialization by Horizontal Application

Category	Percent
Workflow	83
e-Commerce	80
KM	68
Doc. Management	68
Database	67
Sales Automation	55
Help Desk	41
Decision Support	33
HR	32
Doc. Imaging	30
Distance Learning	29
ISO	22

Percent of Total

n=69
multiple responses accepted
Source: Meridian Technology Marketing, 1999

Figure 6
Lotus Notes/Domino Business Mix

Category	Percent
Appl. Development	42
Consulting	29
Shrink Wrap	10
Training	9
Support Maintenance	7
Appl. Hosting	2
Other	1

Percent of Total

n=88
Source: Meridian Technology Marketing, 1999

Figure 7
### Business Increase from Hosting

No
19%

81%
Yes

n=78
Source: Meridian Technology Marketing, 1999

Revenue Highlights

Figure 8 and Table 1 back up the Study Highlights section within the Executive Overview by providing graphical representations of revenue data obtained from this year's survey. Because the survey data had a wide range of partner revenues, Table 1 shows the average total revenue of Lotus Business Partners grouped by size. Figure 8 illustrates that North America accounts for 63% of the revenue for Lotus Business Partners. This year's sample of Lotus Business Partners indicates an increased global presence with higher sales in Europe, Middle East, and Africa (EMEA) 25%, Asia 7%, and Latin America 5% compared to last year's data of 21%, 1%, and 0% respectively.

Figure 9 and Table 2 show the relationship between size of customer and size of Lotus Business Partner. In fact, small and medium-sized customers are very important to large and small partners alike. The slight correlation in size of customer and size of partner reflects the tendency of organizations to partner with and buy from organizations of similar size.

Figure 8
LBP Revenue by Geography 1998
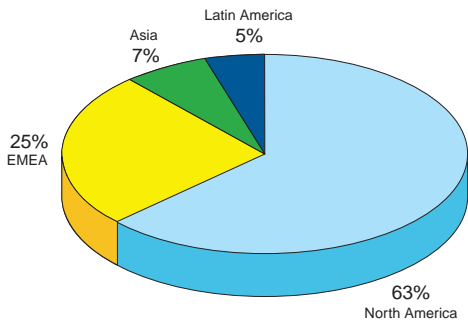
n=87
Source: Meridian Technology Marketing, 1999

Table 1
Average Total Revenue 1998

	Average Total Revenue	% of Total Sample
LBP's with less than $1M	$417,693	31%
LBP's with $1M to< $20M	$7,236,150	43%
LBP's with $20M to< $100M	$44,111,200	19%
LBP's with $100M or more*	$165,095,333	7%

n=80
* One company with revenue of $5.3 Billion not included
Source: Meridian Technology Marketing, 1999

Figure 9
LBP Revenue by Customer Size 1998
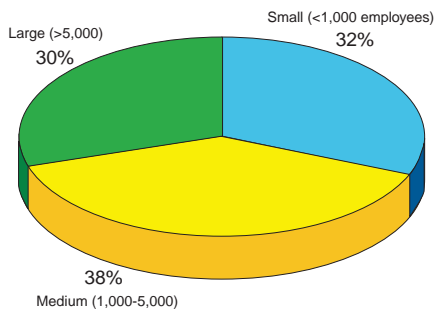
n=86
Source: Meridian Technology Marketing, 1999
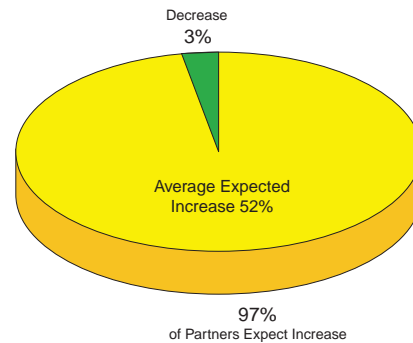
Table 2
Customer Size by LBP Size

	Total Respondents	Total Revenue Less than $1M	Total Revenue $1M to < $20M	Total Revenue $20M or more
% of small customers (<1,000 employees)	32%	45%	25%	25%
% of medium customers (1,000 to 5,000 employees)	38%	37%	40%	37%
% of large customers (> 5,000 employees)	30%	18%	35%	38%

n varies per question
Source: Meridian Technology Marketing, 1999

Positive Annual Growth

Lotus Business Partners expect that Lotus Notes and Domino sales will exceed overall business growth over each of the next three years with anticipated Notes/Domino revenue growth of 56% compared to overall business growth of 52% (Figures 10-11). Lotus Business Partners' optimism is fueled by expectations related to installed base, the number of new clients, sales projections and customer acceptance of R5, and the fact that many are ramping up sales efforts. Table 3 provides an overall snapshot of key metrics from across the Lotus Business Partner community.

Figure 10
Partner Total Business Growth Expectations
Next 3 Years

Decrease 3%

Average Expected Increase 52%

97%
of Partners Expect Increase

n=78
Source: Meridian Technology Marketing, 1999

Figure 11
Partner Lotus Notes/Domino Growth Expectations
Next 3 Years

Decrease 1%

No Change 6%

Average Expected Increase 56%

93%
of Partners Expect Increase
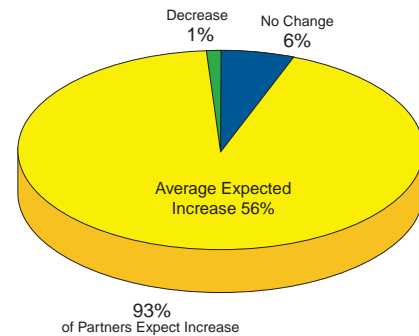
n=76
Source: Meridian Technology Marketing, 1999

Table 3
LBP Key Metrics by Company Size

	Total Respondents	Total Revenue Less than $1M	Total Revenue $1M to < $20M	Total Revenue $20M or more
Average # years as LBP	4	3	4.5	4.5
Average Notes/Domino revenue	$2,232,926	$284,235	$2,076,961	$7,855,714
Average Notes employees	36	12	28	78
Revenue/Notes employees	$62,025	$23,686	$74,177	$100,714
% Revenue from Notes/Domino	50%	81%	44%	18%
% Profits from Notes/Domino	54%	83%	70%	22%
% Margin from Notes/Domino	33%	39%	28%	38%
Notes/Domino Annual Growth Rate next 3 years	56%	87%	41%	33%
% of small/medium customers	70%	82%	65%	62%

n varies per question
Source: Meridian Technology Marketing, 1999

Timely, Stable Sales Cycles

Good news for Lotus Business Partners is that sales cycles are tracking consistently and provide partners with the opportunity for predictable business as well as repeat business. Table 4 illustrates that 75% of the time, Lotus Business Partners close the first $100,000 in sales for a given account in less than one year. In 23% of the cases, the time to complete the initial sale of $100,000 into a single account takes less than six months. Once a partner has established a foothold into an account, the ability to sell an additional $100,000 rises to 39% within six months. The sales cycle trend implies that customers are satisfied with the product capabilities of Lotus Notes and Domino as well as the partner's ability to provide real value-add in terms of solutions. It also indicates there is a sizeable opportunity for partners to get repeat sales from customers and penetrate accounts for further business of Lotus Notes and Domino as well as other sales of hardware, software, and services.

Table 4
Time to Complete $100,000 Sales
to Single Account

	Initial $100,000	Next $100,000
Less than 6 months	23%	39%
6 to less than 12 months	52%	30%
12 to less than 18 months	12%	14%
18 to 24 months	5%	5%
More than 24 months	8%	12%

n = 75
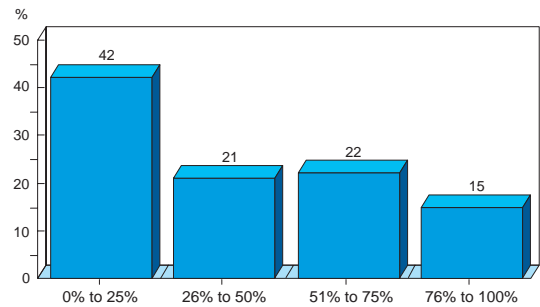Source: Meridian Technology Marketing, 1999

The Business Impact of R5

While Lotus Business Partners development resources are still mostly focused on version 4.6, sales resources are leading development and are evenly split between 4.6 and R5, as indicated in Figures 12-12b. Figure 13 shows sales efforts have shifted attention to R5 with 62% of new customers and approximately a third of existing ones transitioning to R5.

This year's study data showed a small decline in the overall share of Lotus Notes and Domino solutions to first time purchasers (35% down from 40% in the previous year) as partners briefly shift focus to accommodate R5 upgrades within the installed base. While we did not specifically ask partners about their efforts and their customers' efforts to prevent Y2K problems, the increased revenue share from existing customers may reflect a general reluctance to implement newer technology in the months approaching January 1, 2000, especially for those organizations not yet familiar with Lotus Notes / Domino.

Figure 12
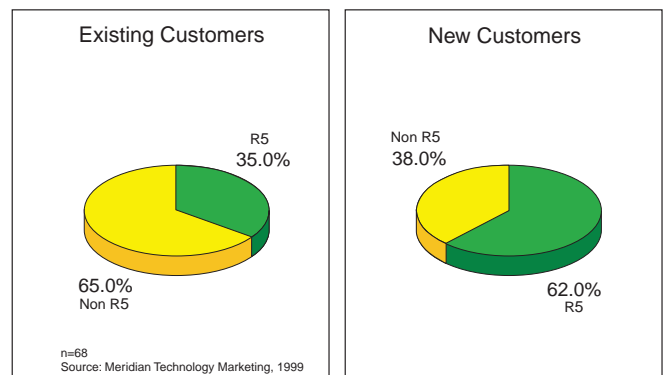% of Respondents Shifting Development Focus from
Version 4.6 to R5

n=85
Source: Meridian Technology Marketing, 1999

Figure 12b
% of Respondents Shifting Sales Focus from
Version 4.6 to R5
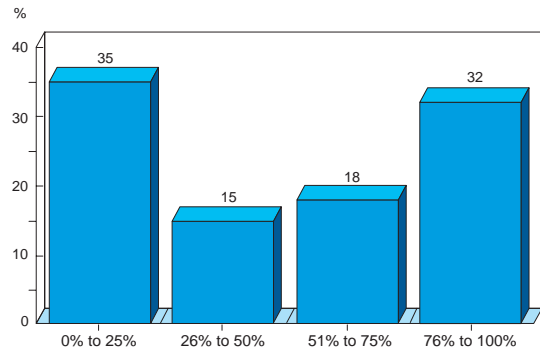
n=85
Source: Meridian Technology Marketing, 1999

Figure 13
Percent of Sales that is R5-based

n=68
Source: Meridian Technology Marketing, 1999

Additional Business from Lotus Notes/Domino Solutions

Existing and prospective Lotus Business Partners should be aware of the significant opportunities for add-on sales associated with Lotus Notes and Domino solutions. Since 1996, Lotus Business Partners have experienced a consistent, increasing trend of receiving additional add-on sales from Lotus Notes and Domino implementations.
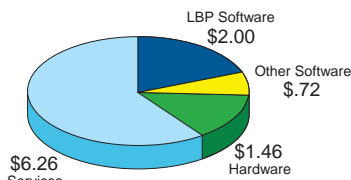
In 1999, every dollar spent on Lotus Notes and Domino software generated for Lotus Business Partners an average of $10.44 on related software and services, with 60% attributed to services — some of which were high margin activities like consulting. The incremental revenue gain from selling Lotus Notes and Domino has steadily increased by 46% since 1996. This factor has increased each year from $7.15 in 1996, to $8.10 in 1997, $9.70 in 1998, and $10.44 in 1999.

Cost Considerations

Over 60% of Lotus Business Partners expect Notes/Domino costs to increase an average of 58% in 1999, with the leading drivers being investment in engineering resources and payroll. These figures are not surprising given the dependency on the quantity and quality of people in the equation of success as a partner, and the relative shortage of skilled software engineers. The good news for Lotus Business Partners is that cost increases contrast favorably with expected revenue increases of 74% leading to a positive margin impact.

Table 5
Lotus Notes/Domino Leads to Other Revenue

	1999	1998	1997	1996
$1 leads to other revenue	$10.44	$9.70	$8.10	$7.15

Additional $10.44 by category 1999

n=75
Source: Meridian Technology Marketing, 1999

Figure 14
Annual Cost of Lotus Notes/Domino Business

n=88
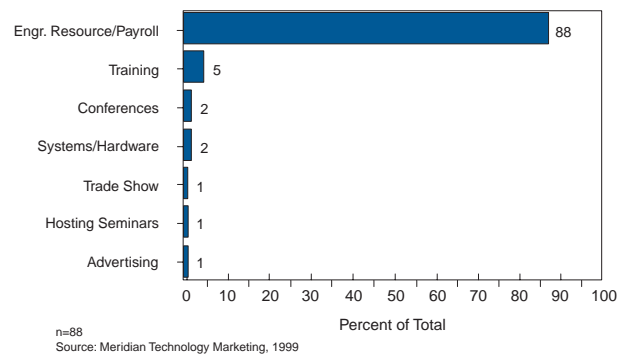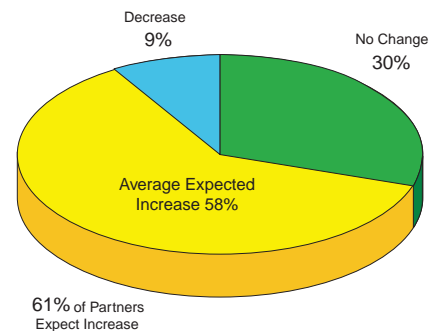Source: Meridian Technology Marketing, 1999

Figure 15
Partners Lotus Notes/Domino Cost
Expectations
1998 to 1999

n=69
Source: Meridian Technology Marketing, 1999

Future Opportunities for Success

This year's study indicates that as a group, Lotus Business Partners are logging very healthy growth and high margins across the board, findings that are consistent with prior years. Even in 1999, a year when many IT dollars were devoted to the later stages of Y2K remediation and testing, growth in Notes and Domino sales has been strong. As expected, Lotus Notes is riding the wave of the Internet, with increased emphasis on Internet applications such as e-commerce. Notes and Domino continue to be used horizontally and vertically, with Lotus Business Partners focusing on a variety of industries. As Notes and Domino and their applications receive wider acceptance in the market, value-added services such as consulting, custom programming, and training become an even more important part of the business, providing additional opportunities for Lotus Business Partners. Small and medium-sized businesses are also a very important part of partners' customer base, representing 70% of overall business.

While there is a finite startup cost to becoming a Lotus Business Partner, and an ongoing cost to ensure that a critical mass of engineering resources are certified and dedicated to Lotus-related business, experience proves that the investment leads to a satisfying return. The benchmark of a stable sales cycle is also encouraging for organizations seeking predictable revenue streams. Organizations of any size can succeed and grow as Lotus Business Partners, though the smaller organizations will need a higher proportion of their resources dedicated to Lotus business in order to achieve critical mass. While any organization entering a new business must be cognizant of a variety of business factors such as the need to provide a compelling customer value proposition and to differentiate from national and regional competition, these studies help to prove that a significant business opportunity exists.

For current Lotus Business Partners who have found success with Lotus products and related services, the messages in this year's study are clear:

- Develop offerings that take full advantage of increased customer demand for Internet-related applications such as e-commerce, workflow, and knowledge management.

- Enhance high-end value-added services such as consulting, and consider whether your business could support hosting of customer applications.

- Continue to concentrate a critical mass of resources on Lotus products.

- Develop sales efforts targeted at small and medium-sized businesses as well as larger ones.

ABOUT MERIDIAN

MERIDIAN TECHNOLOGY MARKETING is a strategic marketing consulting firm that helps technology companies maximize return on their marketing investment while accelerating execution of ambitious business plans.

MERIDIAN'S CLIENTS RANGE from startups on the launchpad to established technology enterprises transforming themselves to meet the challenges of the INTERNET economy. MERIDIAN'S proven approaches are based on our consultants' years of experience leading marketing efforts for fast-moving technology companies. LEVERAGING expertise in corporate marketing, product marketing, and channel development, MERIDIAN works with the client's management team to build an innovative marketing strategy and lead its practical execution.

MERIDIAN'S clients have included COGNOS, ECREDIT.COM, FRICTIONLESS COMMERCE, IBM, NAVINET (A CMGI COMPANY), PLATINUM TECHNOLOGY, SYMBOL TECHNOLOGIES. MERIDIAN was formed in 1993 in BOSTON, MA, and in 1997 became part of the OMNICOM GROUP.

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