



“Business Turnarounds - The Products and Services Section of Your Marketing Plan”

André Larabie

When you sit down to devise a plan to turn your company around, you will need to develop a marketing plan. This marketing plan needs to be distinct from the overall turnaround plan such that you can extract it from the turnaround plan, print it out, and distribute it to investors as a standalone unit. In my opinion, the most important component of that marketing plan is the *Products and Services* section.

To illustrate what should be included in this section, I will use a fictitious company called XYZ Medical Equipment (XME).

Products and Services

The primary product offering will be the training class. These classes are currently available to the installed base of XME and delivered as part of a new or existing laser installation.

Typically, when a new laser or a laser upgrade is sold to a customer, XME includes some core classes (taught at XME facilities) and printed educational material. Customers have the option of coming to XME, or paying extra to have an XME trainer visit their site. We plan to still offer these products on the customer location.

To facilitate the drastic expense reduction requirements required by this restructuring, we will phase out all training at our locations and only offer electronic products and training classes at the customer locations.

Prior to the restructuring the company, classes were developed at the education facility in the Newark, NJ office of XME. Most classes were distributed on CD and DVD mediums via Federal Express, UPS, or US Postal Service mailings.



We will phase out internal development of these non-electronic products. These products will still be available, but the creation and distribution will be handled by subcontracting the relevant processes.

To reduce expenses, all development activities of the restructured company, XYZ Medical Equipment Training (XMET), will be electronic in nature and distributed over the Internet. Post-restructuring, all classes will be developed in the employee home offices, keeping product development and distribution costs at a minimum.

The primary service offerings of XMET will be training classes at the customer location and delivered live over the Internet.

Over the first four or five years after the restructuring, XMET will also be involved in training the government organizations that are taking over all US manufacturing processes related to medical equipment. We expect that there will be a tremendous opportunity for very high profits given the proprietary nature of our products and the lack of oversight in government programs.

Our education products and services will generate a tremendous amount of profits during this transition period. The exact nature of the products and services we will offer to the government agencies is not known at this time, due primarily to the infancy of the program, but we will be developing these offerings post-turnaround as more information becomes available, and will update this plan accordingly.

We also plan to continue offering various service and support agreements for all laser products that will be manufactured by the government. The pricing structure will remain the same, but we will subcontract any support services that are required at the customer location.