

Universidad del Rosario



TECTA: Enterpreno-Company project

Homologación Trabajo de Grado

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Administración en Logística y Producción

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Glossary

Digitization: “Creates a digital representation of physical objects or attributes. For instance, we scan a paper document and save it as a digital document (e.g., PDF). In other words, digitization is about converting something non-digital into a digital representation or artifact. Computerized systems can then use it for various use cases. An example from manufacturing would be when a measurement is converted from a manual or mechanical reading to an electronic one.” (GUPTA, 2020)

Digitalization: “Enables or improves processes by leveraging digital technologies and digitized data. Therefore, digitalization presumes digitization. Examples of this could be as simple as PLC logic or PID control in a microprocessor-based system, sequenced logic for a batch process, automated shutdown logic, etc. It could also be something more complex, like an error in a transmitter generating a work order in the ERP maintenance system for a maintenance tech.” (GUPTA, 2020)

Craftwork: “High quality, things seen in galleries and museums and design shops. Expressive, like painting or sculpture. Or just great everyday items to live with and use: offbeat materials, giant installations, conceptual–traditional work as a value that can apply to any endeavor, be it music, gardening, food, film, even lifestyle. Certainly, it is proved a marketable notion.” (Lovelace, 2018)

Data management: “It is the process of ingesting, storing, organizing and maintaining the data created and collected by an organization. Effective data management is a crucial piece of deploying the IT systems that run business applications and provide analytical

information to help drive operational decision-making and strategic planning by corporate executives, business managers and other end users.” (Vaughan & Stedman, 2019)

Document management: “It is the process of storing, locating, updating, and sharing data for the purpose of workflow progression and business outcomes. Centralized sharing and data storage within specific servers help organizations access information efficiently and effectively, along with securing protected data. Programs and servers are used in the process of document management. Important metadata is centralized, as opposed to decentralized or difficult to locate.” (Techopedia, 2012)

Business intelligence: “Business intelligence (BI) refers to the procedural and technical infrastructure that collects, stores, and analyzes the data produced by a company’s activities. BI is a broad term that encompasses data mining, process analysis, performance benchmarking, and descriptive analytics. BI parses all the data generated by a business and presents easy-to-digest reports, performance measures, and trends that inform management decisions.” (Frankenfield, 2022; GUPTA, 2020; GUPTA, 2020; GUPTA, 2020; Techopedia, 2012)

Def: definition

DACH region: Geographical region conformed by Germany, Austria and Switzerland.

Abstract

The Austrian company TECTA, under the brand Entrepreno, former Organisazia, being one of the DACH leading companies in the data management industry, decided to look for not just new but also more profitable niches, taking advantage of the rebranding that was ready to take off as not only a simple but also a powerful name to conquer the central and western European markets by putting more effort into the topic of digitalization of potential new customers. Thanks to that, now we, students from the University of Applied Sciences Upper Austria, could put in practice our learnings by giving Entrepreno with a new range of potential customers. The project was focused on making a complete market research in the new possible customers for the company, exploring and finding new market niches.

Like any other business, the future Entrepreno customers are encountering certain difficulties as they implement new CRM technology. When developing the strategy for implementing any of kind technology for these customers, these difficulties must be taken into consideration. The initiative is to build highlighting in such difficulties from the perspectives of the customer and for the company. Finding in this way the best companies that can adapt to this solution.

Additionally, in our analysis, we specifically paid attention to five market niches: Craftwork, Construction firms, Insurance companies, Smaller forwarding agencies and Tax consultants. The project was based in the plan of data organization for the companies within the niches mentioned above.

Due to the progressive increase in the data through the last years, it is necessary to find ways to organize it and in this same way use it for business purposes. For doing so, what is necessary is to transform it into information. For this there are several software available in the market and Entrepreno is one of them.

We conducted several interviews with the possible customers and we found useful information in which of the 5 firstly denominated possible customers were going to be actually the ones interested in the product and therefore increasing the probability of purchase.

Thanks to the realization of the interviews, it was possible to find the necessary contacts for the company to expand its product to these new niches. There were interviewed several top executives in these firms and therefore a conclusion on which could be the best fit for the software was drawn.

In broad terms, there is a high recommendation to take as a first strike, the smaller forwarding agencies. This niche has been concluded to be the one with the best fit for the CRM system due to several factors including the fast need of more digital solutions. The second niche in which Entrepreno is considered that should get into is the craftwork, which uses too much paper and they do not require very difficult programs to handle their business.

Keywords: Digitalization, Craftwork, Data management, Document management, Business intelligence, Austria, Digital transformation.

Resumen

La empresa austriaca TECTA, bajo la marca Entrepreno, antes Organisazia, siendo una de las empresas líderes de la región DACH en el sector de la administración de datos, decidió buscar nichos no sólo nuevos sino también más rentables, aprovechando el rebranding que estaba preparando para despegar no sólo como un nombre más simple sino uno más potente para conquistar los mercados de Europa central y occidental poniendo más esfuerzo en el tema la digitalización de nuevos clientes potenciales. Gracias a ello, ahora nosotros, estudiantes de la Universidad de Ciencias Aplicadas de Alta Austria, pudimos poner en práctica nuestros aprendizajes dotando a Entrepreno de un nuevo abanico de clientes potenciales. El proyecto se centró en realizar un estudio completo de mercado en los nuevos clientes posibles para la empresa, explorando y encontrando nuevos nichos de mercado.

Como cualquier otra empresa, los futuros clientes de Entrepreno se encuentran con ciertas dificultades a la hora de implantar la nueva tecnología CRM. A la hora de desarrollar la estrategia de implantación de cualquier tipo de tecnología para estos clientes, hay que tener en cuenta estas dificultades. La iniciativa consiste en poner de relieve dichas dificultades desde la perspectiva del cliente y de la empresa, encontrando así las mejores empresas que se adaptan para esta solución.

Además, en nuestro análisis, hemos prestado atención específicamente a cinco nichos de mercado: Artesanía, Empresas de construcción, Compañías de seguros, Pequeñas agencias de transporte y Asesores tributarios. El proyecto se basó en la ejecución del plan de consecución de empresas interesadas en la organización de datos en los nichos mencionados anteriormente.

Debido al progresivo aumento de los datos a lo largo de los últimos años, es necesario encontrar la manera de organizarlos y de esta misma manera utilizarlos con fines empresariales. Para ello, lo que se debe hacer es transformarlos en información. Para ello existen varios programas informáticos en el mercado y Entrepreno es uno de ellos.

Se realizaron varias entrevistas a los posibles clientes y se encontró información útil en las cuales se determinó que empresas de los 5 posibles nichos denominados en primer lugar iban a ser realmente las interesadas en el producto y por tanto aumentar la probabilidad de su compra.

Gracias a la realización de las entrevistas, se pudieron encontrar los contactos necesarios para que la empresa expandiera su producto a estos nuevos nichos. Se entrevistó a varios altos ejecutivos de estas empresas y, por tanto, se llegó a la conclusión de cuál podría ser el mejor encaje para el software.

A grandes rasgos, se recomienda tomar como primer sector empresarial a entrar, las agencias de transporte más pequeñas. Se ha llegado a la conclusión de que este nicho es el que mejor encaja con el sistema CRM debido a varios factores, entre ellos la rápida necesidad de más soluciones digitales. El segundo nicho en el que se considera que debe entrar Entrepreno es el de la artesanía, que utiliza demasiado papel y no requiere de programas muy difíciles para manejar su negocio.

Palabras clave: Digitalización, Artesanía, Gestión de datos, Gestión de documentos, Inteligencia de negocios, Austria, Transformación digital.

1. Preamble

We are very grateful for having the possibility to study at the University of Applied Sciences, where not only the theoretical but also the practical aspects of our studies are in the main focus. This allows us students to see different aspects and more practical angles. Due to this fact, we are thankful that we had the great opportunity to get more insights in the field of market research and could therefore apply our theoretical gained abilities. We really appreciate that our professor Ing. Mag. Robert Füreder supported us so well concerning the project and gave us and helpful suggestions and advice. In addition to that we are very happy that we had such an interesting and great company as our project partner. Special thanks go to Mr Harald Windner, who also supported us a lot and helped us to successfully implement the project.

Furthermore, we would like to point out that the information we used in our report is mainly directly from our project partner TECTA/ Mr Harald Windner and of course from our interviews, we carried out. In case we got the information somewhere else, it is clearly marked.

In addition to that, we would like to point out that the file which includes our researched companies regarding the potential branches will be attached to this submission in the form of an Excel file. This file delivers further information about the companies and gives a clear overview about the companies we contacted and with which we had the opportunity to conduct an interview.

2. Introduction

Data organization is the practice of categorizing and classifying data to make it more usable. Similar to a file folder, where one keeps important documents. In broad terms, data organization refers to the method of sorting data, which includes documents, pictures, emails, calendar events and customer contact information, by category, to make raw data understandable. Organizing their data helps company understand their goals and future plans better and lets them backtrack whenever problems or issues are underlying and not easily found. It is important to do so, because data contains the key to managing the company's most valuable assets. Gaining insights out of data can help to obtain better business intelligence and plays a major role in the company's success in the long run. Specific platforms and software, like Enterpreno, can aid in the understanding of the companies rapidly growing pile of data.

In any case, examiners and directors require information and data to obtain decision-relevant information. Data organization has become very digital over the last few years which brought new developments and faster insights. Digitalization offers modern openings to create information. At first, anything that gives decision-relevant or combinable data can serve as a source for showcasing findings. Databases, homepages of companies, organizations and governments, social media, news websites, blogs etc. are valid sources of data.

As students at the FH University of Applied Sciences of the study course Global Sales and Marketing we have the opportunity of using data organization and see its applicability in the business field. Considering the fact that it is part of our learnings to execute two company projects, this semester we had the opportunity to work on the first one. Here we were assigned the company TECTA with their product Enterpreno. TECTA Entwicklungs und Vertriebsgesellschaft GmbH is a successful software company based in Linz. TECTA has developed a new software solution for data management and organization. The product

entered the market in 2010 under the name “Organisazia”, back then being mainly used for company intern applications and some key customers.

Due to the very positive response from the customers and the further development of the software, TECTA wanted to seize the opportunity and enter a broader market.

In order to appeal to the wider spectrum of customers the product name changed to Enterpreno in the beginning of 2021. Enterpreno received some additional updates and now contains the following tools:

- Email administration
- Document management
- Task management
- Newsletter tool
- Contact management
- Calendar system

The product is based on a cloud solution, so updates are done very easily. The customer could use it everywhere, as an App of this software solution is available.

3. Project Preparation

3.1. Project Aims

The aim of this project was to broaden our horizon and collect first-hand experience with the things we have learned in the course of our study program. During this project we were able to use and apply our theoretical knowledge in the real world and had the opportunity to work with a real company.

The first task was to identify some customer segments which should be focused on. In conversations and meetings with the company as well as internal team meetings we decided on some market segments that seemed to have the most potential.

We presented our findings to Mr. Windner and after some alterations and tweaks we were good to go. With that we had decided on 5 major branches:

- Craftwork
- Construction firms
- Insurance companies
- Smaller forwarding agencies
- Tax consultants

Furthering our analysis, each one of us was assigned a branch and told to look for companies that would fit into the firms target customer profile. We developed some characteristics (in terms of for instance size, growing rate, main players, access, whom to contact, selling arguments, etc.) to decide on which companies would fit the profile. In

consultation with TECTA, we agreed on some specifications that would facilitate our search for potential customers.

Another two to three meetings later we had accumulated a vast number of companies that were fit for the profile, which again we presented to Mr. Windier. In the end we dropped Insurance Agents from our list of potential target branches, as we had not been able to acquire enough fitting companies here. During that meeting we also talked about future outlooks and the next steps to be taken, such as developing and writing an interview guideline.

Over the easter break we went to work and successfully issued an interview guideline, which made the concept of cold-calling companies much more graspable. It also made it easier to realize which precautions still needed to be taken and which questions were still open.

Such as

- Which companies should be called?
- Are there going to be more than one, possibly two interviews?
- Should we record the interviews?
- Who should be called/reached?
- Who should we be representing?

Over the course of the following weeks, we contacted and called several companies. After the first few interviews we revised and perfected the interview guideline and were able to communicate changes that had to be made.

3.2. Work Breakdown Structure

In a so-called work breakdown structure, a complex project is broken down into subparts to an increasing level of detail until the list of the individual tasks required is obtained. It is basically about breaking down the whole project into smaller pieces which helps us to tackle the whole project better, which is also psychological related. The structure goes from the project level to the work packages level, to the levels of activities and tasks. In general, we have no time axis for this structure, it simply defines the scope of a project.

1. Kick Off Meeting
 - a. Precise subject identification
 - b. Definition of the questions
 - c. Consultation with company
 - d. Discussion with project supervisor

2. Research on Branches
 - a. Search potential industries
 - b. Carry out research
 - c. Find ways and means of conducting a survey

3. Realization of the Survey
 - a. Prepare query
 - b. Log results

4. Conclusion

- a. Conclude the poll
- b. Discuss outcome

5. Creation of the Sales Strategy

- a. Classical sales strategy
- b. Canvas model

6. Finalization of the Report

- a. Check uniform formatting
- b. Proofread
- c. Create final version

7. Presentation

- a. Present the project to the company and the project supervisor
- b. Discuss findings and recommendation

4. Development Stage

During the initial phase of the project our main task was to do a market research on who are the prospects with the highest potential for the company. When starting out we brainstormed as a team and with Mr. Füreder and came up with several possible branches. Afterwards, we did research in relation to the companies in these industries that could be a fit for the criteria of TECTA. Later on, we came to the conclusion that education, law firms and municipalities were not a fit for the company's desires, therefore, after a discussion with the company and the professor we researched the market of the following branches.

Some of our suggestions were the following:

- Craftwork
- Education – Leasing form
- Construction firms
- Law firms / Tax consultant
- Import / Export
- Insurance companies
- Services
- Municipalities
- Social services
- Consulting
- Leasing (staff)
- Marketing

As mentioned above, this list has been shortened and we have found potential branches that could help TECTA to enlarge their market share in the industry of software.

- Craftwork
- Education
- Construction firms
- Law firms / Tax consultants
- Insurance companies
- Municipalities

4.1. Branches

4.1.1. Construction sector

The construction sector represents around 14,000 companies across Austria with a total of around 110,000 employees. The building sector is one of the largest employers in Austria and generates a production value of around 20 billion Euro. Especially famous are the big companies like Strabag, Porr and Wienerberger.

Furthermore, has to be pointed out that the construction sector was able to brave the ongoing crisis very well. This has shown that the construction sector can be regarded as a very stable branch in general.

Overall, we came up with 130 companies in this branch. The criteria for this group were that the companies had to have between 8 to 170 employees.

Most of the researched companies were situated in Upper Austria, and worked in a variety of fields, like Planning and execution, timber structure, metal construction, groundwork and others, with overlapping fields.

4.1.2. Craftwork

The field of Craftwork includes a vast horizon of companies ranging from smaller joineries (Tischlerei) to big metal processing companies, entire furniture stores and many more. These companies are rather successful and innovative. They have mastered the act of adaptation and went with the ever evolving, globalized world. Therefore, this old millenary industry is still growing at a rapid pace, giving new participants the possibility to join the market. We saw lots of potential in this branch because there are so many different companies competing in this market. These companies mostly use the internet as their marketing tool and showcase lots of their achievements, like prices and awards, on their website. In the course of the 21st century connecting to the internet and through that reaching a whole other customer base by being much more connected to the customer network has gotten more important than ever. Here TECTA can help them to connect in a different manner, they will be able to organize their data and to update their working manners, giving them insights about quickness and connectiveness in this globalized world.

We found 132 companies that aligned with the criteria given by TECTA. We mainly researched on the WKO website, but also found some through FirmenAbc and internal connections.

Our target group of companies ranged between 10 to 200 employees, and if possible, to find out, around 2 to 20 office workers. We focused on Upper Austria and Lower Austria but also found fitting firms in Vienna and Salzburg. To get more industry specific, we researched on companies who operated in the wood and metal industry, painters, joineries and roofers (Tischler und Dachdecker).

4.1.3. Insurance companies

We chose Insurances as a potentially interesting and profit yielding branch because smaller insurances work with lots of customer data sometimes even with rather sensitive data. They need to keep order on their desktops and cannot afford to lose data or spend hours looking for older data. Austria has approximately 140 insurance companies, including 52 Austrian insurance companies, 59 Austrian small mutual associations, and 25 branches of EU/EEA-insurers. Health insurance. All insurance institutions are members of the main association of Austrian social insurance institutions. When doing research in this field we only found 39 companies ranging from 5 to 10 employees, with some outliers who had a minimum of 4 employees and a maximum of 43 employees. When selecting these companies, we were looking at the employee number, if they were part of a bigger insurance group and in terms of location, we were looking for companies operating in Upper or Lower Austria and some in Vienna. Research was mostly done on the WKO website, this research yielded the following outcome: We found 9 companies in upper Austria, 16 companies in lower Austria and 14 in Vienna. As this number of companies is sadly not big enough to get a conclusive picture of the market, we decided not to do further research into this branch.

4.1.4. Small forwarding agencies

This is about smaller companies that offer warehouse logistics and are responsible for deliveries of shipments and parcels. We have to distinguish between the very big players (forwarders/ logistics like DB Schenker, Dachser or DHL), which are not of interest for us. And on the other hand, the smaller ones which fall exactly into our target group. With smaller ones we mean forwarding agencies with up to 30 office employees. This group in particular is very interesting for us, as this area is currently on the rise.

Among other things, due to the Corona crisis - more parcels than ever before are handled every day and here not only the big players are in demand, but also the smaller ones. Unfortunately, these smaller transport companies often lack a good IT solution, because larger systems (e.g., SAP) are not tailor-made and also the financial aspect has to be considered. In addition, it is very important in this industry to have a good filing system, which allows documents to be found quickly and easily, even after many years and position changes. We found around 50 potential customers and found them via the WKO or FirmenABC and also proved their web appearance on their homepages. The companies we picked are mainly located in Upper Austria (some in Lower Austria/ Salzburg/ Vienna) and in our opinion these companies look quite potential at first glance.

4.1.5. Tax consultants

In this branch we found lots of smaller companies that had to work with highly sensitive data and many office workers. We came to the conclusion that this is the best customer segment for the company considering the fact they are always in contact with different companies, and they are always recommending tech solutions and because they are working with them in such a sensitive topic like taxes, the companies trust them and go for the recommended tech solution which in exchange will increase the customer data base of the Enterpreno.

Overall, we came up with 73 companies in this field. All of the research done in this sector was completed on the website of the KSW, the Kammer der Steuerberater und Wirtschaftsprüfer. The criteria for this group were that the companies had to have more than five employees, that they were not part of any bigger groups, that they were not already using the program BMD and that they had a trustworthy looking website.

Most of the researched companies are situated in Upper and Lower Austria and have between 10 to 20 employees.

5. Interview

5.1. Theory and Methodology

We were entrusted and tasked with the creation of an interview guideline for the cold calls we would have to do. We decided to carry out an “Expert/In-Depth Interview” because we want to gain more insight in how companies in the chosen branches organize for example their documents and which technologies they have established. For us, this approach is the best way to go because asking the customers certain questions personally will make it easier for us to find out more about their IT situation and which aspects can be improved.

In general, an in-depth interview is a type of qualitative research involving an unstructured personal interview with a single respondent, conducted by a highly skilled interviewer. The purpose of in-depth interviews is to understand the underlying motivations, beliefs, attitudes, and feelings of respondents on a particular subject.

When designing the questions for the in-depth interview we implemented in total four categories in order to give the interview more structure. We carefully decided on which questions we want to ask to get the most information about what the current data management situation is like in our selected companies, which is the main reason for this research.

For each of our branches we decided to pick 10 to 15 companies where we want to carry out an interview in order to get more insight of them.

This fact leads us to the determination of our target group. We really want to focus on companies located in Upper Austria, also some in Lower Austria. Nevertheless, we also included some interesting companies from other parts of Austria as well.

By carrying out the interview, we could really find helpful results and directions and could get a clearer picture regarding our research question: What are the biggest problems or difficulties with organising, managing and accessing your data and do you have programs to fix these?

5.2. Guideline

- ⇒ **Research question: What are the biggest problems/difficulties with organising, managing and accessing your data and do you have programs to fix these?**
- ⇒ ***Forschungsfrage: Was sind die größten Probleme/Schwierigkeiten bei der Organisation, Verwaltung und dem Zugriff auf Ihre Daten und haben sie spezielle Programme, um diese zu beheben?***

First Call/First Contact with the companies

- **We are students at the FH Steyr and we are doing a study on Data Management/ organisation in office work. Would you be interested in partaking in the survey? Answering a few questions?**

Wir sind Studenten an der FH Steyr und machen eine Studie über Datenmanagement und Digitalisierung im Office. Wären Sie daran interessiert, uns ein paar Fragen zu beantworten?

Introduction to the Interview

- Ice-breaker question
- How well did your company adapt to the changes in the corona crisis?
Wie gut ist Ihr Unternehmen mit den Veränderungen durch die Coronakrise umgegangen?
- What are the noticeable changes due to Corona in your work?
Was sind wesentliche Änderungen an Ihrem Arbeitsplatz bezüglich der Corona Situation? Wie hat die Corona Situation Ihren Arbeitsalltag verändert?
- Is your work more digitalized because of the Corona situation?
Ist Ihre Arbeit nun mehr digitalisiert als wie vor der Corona Situation?

Personal Situation

- Studies show that a lot of working time is spent on searching for data or redoing something not properly saved, is this also part of your experience?
Studien haben gezeigt, dass viel Arbeitszeit auf die Suche von Daten und die Neuerstellung nicht richtig gespeicherter Dokumente verschwendet wird, haben auch Sie damit Erfahrungen?
- How much time do you spend searching data?
Ist es leicht für Sie Dokumente und Daten zu finden und wie viel Zeit nimmt es in Anspruch?
- In case a colleague of you is not in the office – can you find data/messages?
How is this handled (in case of illness/holidays)?
Für den Fall, dass ein Kollege aus gesundheitlichen Gründen oder wegen eines

Urlaubs nicht arbeitet – wie leicht ist es für Sie Unterlagen zu finden? Wie ist es derzeit geregelt?

- How important do you think is that data is available for everybody?

Wie wichtig ist es für Sie, dass die Dokumente für jeden zugänglich sind?

- How easily do you find older data that has been stored for a longer period of time?

Wie einfach ist es für Sie auf ältere Daten zuzugreifen bzw. Diese zu finden?

- Which other struggles you face when organizing your data?

Welche weiteren Probleme haben Sie in der Organisation von Daten oder dem Zugriff auf Daten?

- Where is your data stored currently? How safe is the current storage of your data?

Wo befinden sich die Daten Ihrer Firma im Moment?

Wie sicher ist dieser Speicherort?

- How long does your data need to be stored?

Wie lange müssen Ihre Daten gespeichert werden?

Current IT Situation

- Do you currently have specific programs that help you with finding and storing data?

Haben Sie derzeit spezielle Programme die Ihnen beim Finden und Speichern von Daten helfen?

- How content are you with that system? Are there any disrupting aspects, or would you like additional functions?

Wie zufrieden sind Sie mit Ihrem derzeitigen System? Gibt es Aspekte, die Sie stören oder hätten Sie gerne zusätzliche Funktionen?

- How do you feel about using lots of different data management tools/programs at work? (Does it make work easier or more complicated?)

Nutzen Sie viele verschiedene Datenmanagement Programme und hilft dies, Ihre Arbeit leichter oder weniger kompliziert zu machen?

Office Employees

- How many employees use office IT solutions on a day to day basis in the company?

Wie viele Computerarbeitsplätze haben Sie in Ihrer Firma im Moment?

Tax Consultants

- How secure does the storage of your data have to be?

Welche Sicherheitsstufe muss die Lagerung Ihrer Daten haben?

Closing

- How do you see the incoming months with the coronavirus situation for your enterprise?

Wie sehen Sie die kommenden Monate für Ihre Firma in Bezug auf die Corona Situation?

6. Findings

6.1. General Aspects

Generally, it can be said that it was quite an interesting market research, which enabled us to get a good overview regarding the data management processes and data organization in the four sectors we picked in the beginning: Construction, craftwork, smaller forwarding agencies as well as tax consultants. All in all, we called around 165 companies and could carry out a total of 48 interviews. Those companies gave us their opinion and described their personal situation when it comes to internal data management. Based on these insights, we could figure out which branches were using latest technology for handling their data and that there are a few which do not really adapt to the digital standards yet.

It was quite hard to reach the final decision makers with our cold calls, as they were mostly out of office or too busy to take a call. In our case we mostly talked to secretaries and assistants, which were easier to reach and talk to. Possibly getting to the management would have provided us with even more conclusive findings, as for some cases the secretaries and assistants did not work with the software and therefore could not provide us with all the information. Nevertheless, we without a doubt managed to get a closer look at the companies and understand their individual situations and problems better.

6.1.1. Construction sector

In this certain branch, we talked to 15 companies that work in the construction sector, which were all located in Upper Austria and have around 10- 50 office employees.

Changes through Covid-19:

It proved to be true, the construction sector is a very stable and consistent branch. This sector only had small losses and the future outlooks are very bright. An interesting fact is, that the this was one of the few branches that had hardly hat to cope with lockdowns. This was due to the fact that most of the companies don't have open space offices.

General Situation:

Generally, it has to be mentioned that most of the companies in the construction sector are very dependent on a good working IT solution. This is mainly due to the fact that the orders are sometimes very complex, and many people have to work on them at the same time. Another point is that construction plans, and bills have to be available for a very long time in this sector. This is crucial when it comes to refunds.

Another interesting aspect we got to know due to the interviews that many companies in the construction sector have to cope with blackmailing and hacker attacks in general. This may be one point why they are very conscious about their IT solutions.

Interest in Future Improvement:

Most of the companies stated that they don't have problems with their current IT solution. Hence, they often claim that the usability is not that good and if mistakes are made in the filing it is very hard to find the data again. This is definitely a point that can be improved.

Furthermore, there is the increasing need for safety, an opportunity for improvement. Generally, it has to be mentioned that companies can create a competitive advantage with modern IT solutions.

6.1.2. Craftwork

In this sector, out of the 70 companies we called, we were able to do the interview with 12 of them, which were mostly located in Upper Austria and some in Lower Austria and Salzburg. They ranged from 12 to 50 employees and had between one and 25 office employees.

Changes through Covid-19:

Here the answers varied quite heavily, however, it can be said that most of the companies had handled the impact of the corona crisis well and had not had to change their working behavior tremendously. Of course, for a while the workspace shifted, and many people were in home office, but currently most of the companies are back to on-site working. A majority also didn't have to change their data management and data organization process for this specific situation and were able to keep doing things the way they had done it before. Regarding a change to more digitalization, we can overall conclude that the Corona Crisis did not lead them to invest more in digital tools but rather to use their existing ones more. Instead of visiting customers they used calls and video calls and generally they unsurprisingly were more hesitant to leave their houses than before.

General Situation:

It is clear that by conducting these interviews we were only scratching the surface of these issues at hand, however we were still able to gain a clear picture and retrieve valuable information, allowing us to draw interesting conclusions. Most companies are completely fine with their current working situation and the organization of their workspace and therefore

rather reluctant to consider changing anything about it. Handling, usage and storage of data is sufficient for the employees to work with and also the search does not seem to take up more time than necessary. Regarding the programs that are in usage, these vary quite a lot as does the general level of digitalization in the companies we interviewed, and presumably over the whole sector.

Interest in Future Development:

Generally, entering this market would rather be a challenge for TECTA, as the companies to a big portion do not see the need for a new software to better manage their data. Although several among them are not actually using a perfectly digitalized solution, their respect and reluctance in regard to new tools make them stay very loyal to their current situation.

6.1.3. Smaller forwarding agencies

In this certain branch, we talked to 11 potential smaller forwarding agencies, which were all located in Upper Austria and have around 3-15 office employees.

Changes through Covid-19:

Basically, it can be said that due to the current pandemic the daily work of the smaller forwarding agencies has not really changed. This also applies for the data management and data storage. The companies handle this issue like before the crisis, so they did not invest more in the field of data storage and digitalization during the pandemic.

General Situation:

In general, it has to be mentioned that most of the companies surveyed in this field are generally not so truly digitized yet and basically handle their filing with traditional common Microsoft programs and also still via physical papers and folders. Furthermore, the companies stated that with their current method, digital files can be found quickly and without major effort.

If a certain employee is not in the office, colleagues have the authorization to access the mail account or computer account and search for data. In case some mails should not be visible for colleagues, special folders can be locked with a code.

The files in general are kept for seven years and then get archived. In most of the interviewed companies, the data is located on a server, where backups on a regular basis are done.

Interest in Future Improvement:

Nevertheless, there is interest in the future to invest further in the area of digitization and to find customized, compressed solutions also especially when it comes to data management. Most of the companies surveyed knew that there are currently subsidies available from the Austrian government but have not yet really dealt with the issue due to the high number of orders.

6.1.4. Tax consultants

In the branch of tax consultants, we were able to interview 10 out of the 51 contacted companies, these were located in Upper Austria and in Lower Austria. The number of employees ranges from 6 to 17 workers within the contacted firms.

Changes through Covid-19:

In general, they have had a busier work schedule than before COVID 19 with constantly changing regulations and more questions from their customers on how to proceed. Thanks to the already high level of digitalization a change from working in the office to working in home-office only took most questioned companies merely a few hours. The biggest change however is that the usual face-to-face meetings were changed to online.

General Situation:

As already mentioned above, tax consultants already work very digitally and have except for a few all of their documents stored digitally in a place where everyone that needs the documents and has the necessary permission can access said documents, thanks to this they also barely have problems if a co-worker is sick or on maternity/paternity leave. All of their gathered information needs to be legally stored for 7 years however, most of the questioned firms told us that they do not really have any very sensitive data because they accept only the data that they need from their customers.

Interest in Future Improvement:

Generally, there is a potential for TECTA to enter this market however, it will be difficult due to existing programs like BMD that mostly cover the areas that TECTA is specialized in.

7. Classical Sales Concept

In general, the classical sales concept focuses on the needs of the seller. Therefore, it involves planning how to go about selling the products of the company and increasing profits. These strategies are developed in collaboration with the company administration, the sales and marketing managers as well as the administration managers. The sales concept is different from industry to industry, however no matter what your product or service is, you will always have to focus on your target market, your sales channel, what value your product brings to the consumer as well as the middle and long-term perspective. All these factors are taken into consideration when developing a sales concept.

7.1. Description of the Product

Basically, it is an independent office management especially for small/medium sized companies. Therefore, the Austrian company Tecta offers a great solution, which guarantees overview and control for employees and management. Connections between customers, companies and industries are visible and can be filtered. This includes the management of e-mails. Contacts, calendar, documents, tasks, newsletters, search and online help. In addition, the focus is on the customer with 24/7 customer support and regular updates and maintenance. With the search function a very fast and efficient search in all folders, documents, groups etc. with only keywords can be found. Within a very short time, all documents that have ever been stored in Enterpreno can be found. Furthermore, this tool is independent from the current IT system in the company due to a European cloud solution. The data is stored in Germany and Finland, but no telemetry data is stored.

7.2. Description of each Segment

7.2.1. Construction sector

This sector represents around 14,000 companies across Austria with a total of around 110,000 employees. In general, the construction industry is one of Austria's largest employers and, with around 3,000 apprentices, makes a significant contribution. Here has especially to be pointed out that this sector will grow in the following years due to government spending's. Further positive factors for this sector are the low interest rates and the increasing awareness for nice housing space due to the crisis.

7.2.2. Craftwork

The craftwork sector is also a quite large sector in Austria containing mainly companies in the wood and metal industry including smaller joineries and metal processing companies. It is one of the oldest sectors but is still growing and adapting to the globalized world. Some companies are still working with paper data storage and do not own a company website, whilst others have established a very digitalised base and are comfortable using software solutions.

7.2.3. Smaller forwarding agencies

This is about smaller companies that offer warehouse logistics and are responsible for deliveries of shipments and parcels. We have to distinguish between the big logistic agencies like DB Schenker or Dachser and the smaller ones, which are responsible for the organization of parcels locally. This group in particular is very interesting for us, as this area is currently on the rise. Among other things, due to the Corona crisis - more parcels than ever before are handled every day and here not only the big players are in demand, but also the smaller ones.

7.2.4. Tax consultants

The sector of tax consultants covers firms that help their clients make financial decisions and help them fulfil all governmental required tax topics. We thought that this sector could be very interesting since tax consultants have a wide variety of customers themselves and are usually seen as figures of trust with would make any potential forms of Word-of-Mouth even more powerful.

7.3. Hard Facts

- Construction Sector

- Expected growth in 2021: 2,54 % (WKO, 2022)
- Craftwork
 - Expected growth in 2021: 3,7 % (Handwerk magazin, 2021)
- Smaller Forwarding Agencies
 - Expected growth in 2021: 6,5 % (Pakulniewicz, 2021)
- Tax Consultants
 - Due to lack of information, it was not possible to find an expectation regarding the growth in 2021 in this branch. Hence, according to our interviews and research it can be assumed that this branch also an emerging branch.

7.4. Main Issues

- Spam Emails
- Server failure/breakdowns
- Security issues
- Dependence on a stable internet connection
- Multiple storage of data
- Too many updates
- Hacker-attacks

7.5. Selling Arguments

- Customized Solutions
- Flexible and adaptable for the needs of the company
- Easy access to older data
- Easy access to collective data
- Little time expenditure for the search of data
- Plug and play – effortless usage of the software
- Regularly, automatic update

7.6. Solutions

- Easily usable solutions
- Access to all relevant data
- Little expenditure when using the solution
- Affordable solution – both in acquisition and maintenance

7.7. Channels

7.7.1. Direct channel

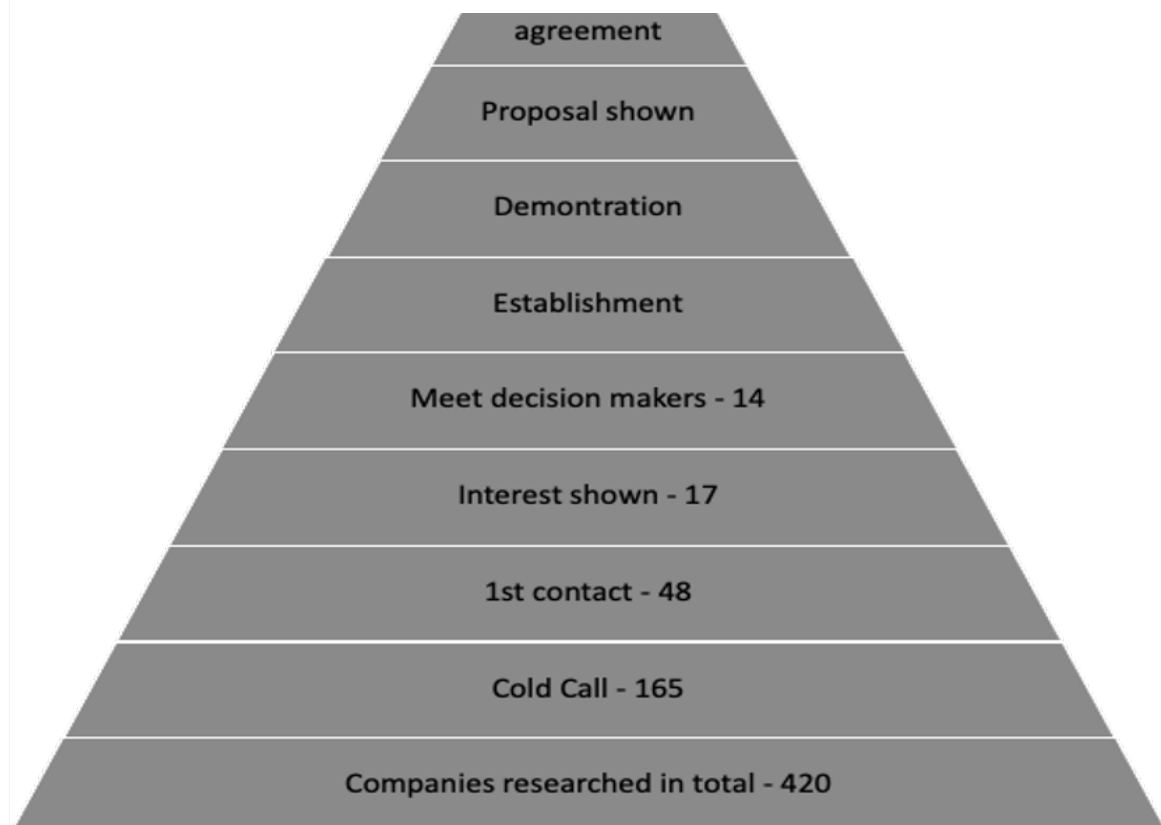
Here the product is sold by the manufacturer directly to the end user. This is usually done by a professionally trained field sales force. Because the selling consultant works on their own, it helps retaining the freedom to run a business on the company's own terms.

- Advantages
 - Direct contact to end-customer
 - Collect valuable data on consumer buying habits
 - Distinguish yourself from the competition
 - Respond to product performance through direct consumer feedback
 - Faster delivery to the customer
 - No third-party distributor à no shared profits
 - Long-term relationship to the customer
 - Easier management and more direct control of the sales process
 - Direct (personal) communication with end users
 - Facilitated branding and customer loyalty
- Disadvantages
 - Personnel-intensive
 - High fixed costs
 - High own sales organization costs
 - Mass distribution only possible to a limited extent
 - Increased internal workload
 - Raised fulfilment costs
 - Reduced distribution channel options

7.7.1.1. Sales funnel.

Figure 1
Sales Funnel

Figure 2
CANVAS business model
Figure 3
Sales Funnel



Source: Author's own work

In general, a so-called sales funnel shows very good the progress and the different steps from more or less the first contact on to a successful conclusion of the contract. All in all, due to our research we could find in total 420 potential companies. In order to find out more about their need for the product, we cold-called 165 companies. Out of these companies we interviewed 48 and according to these interviews 17 showed interest in an improvement of their current data management situation. From this moment on we were only able to make assumptions concerning the following steps of the sales funnel. However, we assume that it really depends on the skills and the capabilities of the salesman and therefore we can only

make assumptions how high the rate of accepted contracts will be. In our opinion, we guess that with five companies we could successfully conclude a contract in the end.

7.7.1.2. Definitive geographical area

- DACH Region
 - Special focus on Northern Austria (Upper Austria, Lower Austria, Salzburg)

7.7.1.3. Sales structure (geographical, product, customer,...)

- The geographical sales structure is based on the area of responsibility defined by the territory assigned to the salesperson. This type of sales structure assigns each salesperson and their area of responsibility to a specific geographic area.
- This structure is in our case not only the most effective, but also the most cost-efficient strategy.
- Our sales area is Northern Austria- especially Upper Austria, Lower Austria and Salzburg.

7.7.1.4. Cost of product

The pricing of the product is shown here in a simplified manner and is as follows:

- 10-15€ à Basis license; no support included
- 15-25€ à Company license; including support and a 50 GB document management per company
- 20-30 € à Corporate license; including online-support and extended (>50 GB) document management

These prices are all based on a monthly fee, cost for the installation of the product have not been defined yet, nevertheless the size of the customers company has to be taken into consideration. Companies with less than 5 employees can usually implement the software themselves, without support, while bigger companies might need help with the installation.

7.7.1.5. Cost of a salesperson

Our calculations are based on a fixed gross salary between 2.500-3000 € per month per employee. The employer must pay 32% wage taxes in Austria, meaning the employee would cost the employer $2.500 \text{ €} * 1,32$ equaling 3.300 € per month, or respectively 3.960 €.

Furthermore, we need to take other expenses, like a company car, which would be around 300-500 € per month for fuel based on 50.000 kilometers travelled a year, into consideration. The overall costs for this car would sum up to around 700 € per month.

Other expenses would include a smartphone and a tablet or a laptop, totaling around 120 € per month including software. We also need to add a fully furnished office to the total

cost, totaling around 500 € per month. All together we come to a sum of 4620 € or 5280 € respectively, without commission.

This would total about 55.400€ per year, adding two extra salaries of 6.640 € is 62.040 € per year, without commission. Due to the high fixed income, we assumed a 5% commission, which would leave us with $62.640 \text{ €} * 1,05 = 65.142 \text{ €}$ per year, per employee.

7.7.1.6. Break-even for salesperson

- If we invest around 70.000 € per year into the salesperson, how long does it take us to break-even and regain the money?
- We calculated an average profit margin of 30 % break even without commission would be $65.124 \text{ €} / 0,3$ (0,25 considering commission) = 19.537 €. That gives a target turnover per employee considering one month holiday $65.124 \text{ €} / 11 = 19.740 \text{ €}$.
- One licence costs the costumer between 20-30 € per month, taking the 70.000 € per employee per year (70.000 € per year : 200 working days = 350 € costs per day -> $350 \text{ €} * 20$ working days a month = 7.000 € costs per month for the sales person) into consideration this means, that one salesperson, working for approximately 200 days per year has to sell 2810 licenses per year.
- Profit = (Selling Price – Variable Expenses) x Quantity – Fixed Expenses
 Profit = Contribution Margin x Quantity – Fixed Expenses
 $0 = 30\text{€} \times \text{Quantity} - 7.000 \text{ €}$
 $7.000 \text{ €} / 30\text{€} = \text{Break Even quantity (per month)}$

Break Even quantity= 234 licenses/ month → 12 licenses/ day → 2.344 licenses/ year

7.7.2. Indirect channel

This involves the use of a third-party distributor to market and retail goods or services to end users. Examples for an indirect sales partner could be affiliate networks, re-sellers, independent salespeople and various forms of retailers.

- Advantages
 - Requires few own personnel
 - Sales organization tasks are partially transferred to intermediaries
 - Mass distribution possible
 - Cost efficient
 - Increased speed to market
 - Established logistics à streamline, scale, focus
- Disadvantages
 - Less control of the sales process
 - (Partial) Dependence on intermediaries
 - More difficult communication with end users
 - Break of the personal connection between seller and buyer
 - Inability to monitor and track the goods independently
 - Dependence on the company's reputation on the behaviour of the intermediary
 - What partners could be used
 - % of profit

- Solution provided by the partner

7.7.3. Multi-channel

Using multi sales channels a company has to set up two or more sales and marketing channels to reach one or more customer segments. Through multichannel retailing, for example, the company can sell similar products across different platforms, hereby the firm is reaching down to the customers along the choice of convenience of the consumer.

- Advantages
 - Improved customer perception
 - Customer loyalty
 - Protects merchants from relying on a single sales channel
 - More flexibility for the company
 - Improved customer satisfaction
- Disadvantages
 - Complex logistics
 - Higher control effort
 - Risk that the individual channels are not perceived as part of the same company
 - Concurrent Channels --> same product via the same market in the same geographical area BUT different price --> conflict situations

7.8. Sales arguments

- Companies want to move completely to digital solutions and away from traditional paper filing systems.
- Until now, the companies surveyed have not had any customized programs and it is often very difficult to find old files.
- Access to data of persons who are not physically present at the moment (illness, vacation, etc.)
- The time spent on looking for data on average (studies show that 30-40% of the working time is spent on looking for documents)
- Possibility of a free trial period (1-2 weeks)

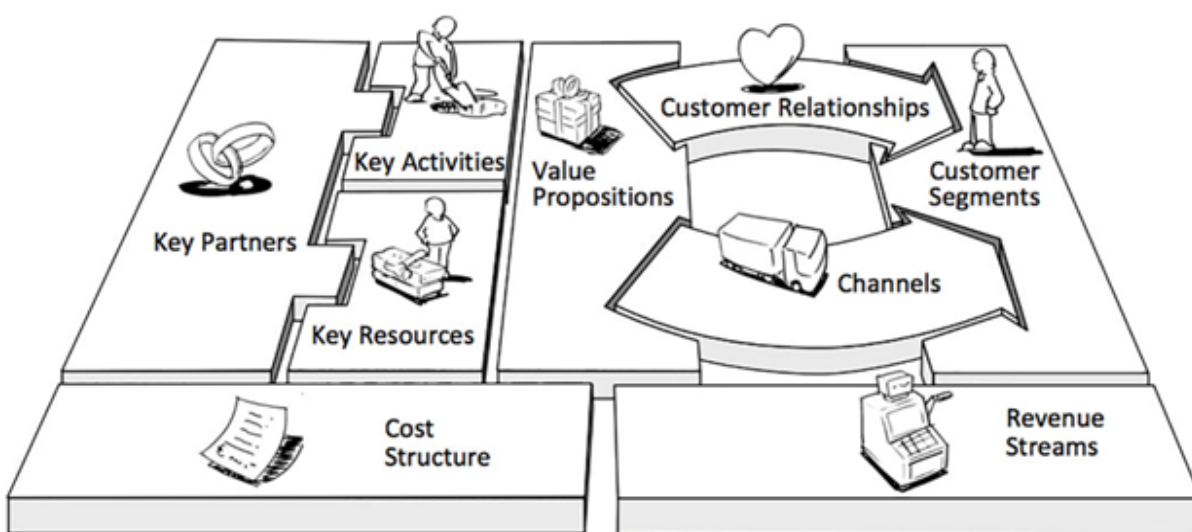
7.9. Middle and long-term perspective

The first year is going to be difficult since there are not many potential customers and the rate of loss of potential customers is rather high. For example, if it were possible to contact 1000 customers per day, every 8th company would say yes to an interview and out of those, only 1% would be actively in search for new solutions and consider a purchase. Furthermore, considering Enterpreno is not yet well known on the market, customers would be likely to hesitate before buying and need more reassurance and after sales services, which, in turn, would lower the revenue.

8. Canvas Business Model

In order to visualize and to truly understand all aspects of how selling Enterpreno can work for TECTA, the Canvas business model is of great help. With its easily understood segments this strategic management template aids in developing the business model of a business idea like this and at the same time documents what already is established. The key elements of the business can be identified and comprehended, while on top of this it also clearly shows how they relate. Canvas connects and explains all the necessary building blocks for Enterpreno to be sold successfully. The most profitable customer segments are identified, and with that also the relationships and channels by which they should be approached as well as the exact value proposition they are being offered. Moreover, it describes which key resources and key partners are worked with, the key activities that are to be executed and of course the revenue streams and the cost structure TECTA has.

Figure 4
CANVAS business model



Source: www.businessmodelgeneration.com

8.1. Customer

Enterpreno could be of use for many different kinds of companies, also of different sizes but SMEs fit especially well. More precisely this means that the number of employees who have office spots should be around 4 to 20. To be able to delve deeper into the most important segments and thereby also find potential customers, we have identified these to be the construction sector, craftwork, tax consultants and small forwarding agencies. These fit into our criteria of having companies of the adequate size, as well as a fitting level of digitalization that would lead them to benefit from Enterpreno.

8.1.1. Craftwork

This segment is the most heterogenic one out of the ones we have researched, as there are companies ranging from smaller joineries (Tischlerei), painters, roofers and bigger metal processing companies to a variety of other enterprises producing in various subdivisions of the sector. Just like their fields of working and their sizes differ, so does their level of digitalization and their potential responsiveness to Enterpreno. To a big part they are very satisfied with the systems currently in use, only a minority is looking to find more efficient alternatives.

8.1.2. Construction sector

The construction sector is a constantly growing sector that covers around 14,000 Austrian companies. This is supported by current and future government spendings, low interest rates and an increasing interest in nicer housing space. There is an increasing need for cyber security in this sector, they are also facing issues in terms of usability and possibility of mistakes being made. In this branch there is potential for TECTA to enter, but they would be met with many difficulties due to the strong, already existing competition.

8.1.3. Tax consultants

This segment is the most homogeneous sector out of all the ones researched. It covers firms that help their clients make financial decisions and help them fulfil all governmental required tax topics. They also have a wide variety of customers themselves and are usually seen as figures of trust with would make any potential forms of Word-of-Mouth even more powerful. Tax consultants in general are very satisfied with their current IT solutions however, they are a very promising market.

8.1.4. Small forwarding agencies

These are smaller companies that offer warehouse logistics and are responsible for deliveries of shipments and parcels. Due to the Corona crisis more parcels than ever before are handled every day and this sector is on the rise, making it very interesting for us. Moreover, this Branche is the least digitalized one with a definite need for better working systems and they could clearly benefit from Enterpreno.

8.2. Relationship

In this part we want to analyze people of which positions inside of the companies could serve as contact persons for TECTA to reach out to. By this we also have to consider who are the deciders for such a purchase and responsible for the required area of working. Moreover, we need to clarify which relationship is the preferred one for TECTA to stay in contact with their customers. Here we should keep in mind whether it is Important for them to just sell Enterpreno or if the goal is to offer warranty, create customer loyalty and offer service support. If they want to appear as more of a long-term consultant instead of just a one-time supplier this significantly changes the relationship and improves word of mouth.

Since the companies who can be considered potential customers are more on the smaller side, the adequate person to contact would mostly be the CEO or any individual in a managerial position. In SMEs they are likely to be the responsible people to make such a purchase. Furthermore, due to TECTA providing a software to their customers, we would recommend the relationship to be of a long-term consulting status with continuous service

support. In such an area there can always come up the necessity of small adaptations and improvements, plus also personalization is a possibility.

8.3. Value Proposition

Next to simply discussing the value proposition, we also believe it is essential to show a description of the product and to use this as a base for a comparison to the competition, taking into account the efficiency in data management and all-encompassing access to data as the main value offered to users of Enterpreno.

This software guarantees the organization and storage of data in a smooth manner with simple usability. It thereby covers the need that it is important for all people of the company to have access to the relevant data in order to achieve maximum time efficiency.

Communication inside the company as well as with clients is made to work as successfully as possible. Enterpreno not only helps to save time accessing data different people inside the company are working with, on top of it all it makes the search for data highly efficient and by doing so enables companies to use the many hours they would spend on the search in more productive ways. In all this, the daily working with data can be made much easier, faster and more convenient for companies working with Enterpreno.

Furthermore, as a local, in global comparison small company, TECTA can attend the needs and specific requirements of their SME customers much better and allow them to rely on an independent, Europe based solution.

8.3.1. Product description

Enterpreno is a 100% independent office solution for SMEs offering clear structure and accessibility for all, so that everybody in the company can find and access all relevant data without problems or waste of time. In this it combines many different functions such as the management of E-Mails, contacts, documents and calendar entries. Furtherly tasks can be managed, there is a newsletter tool and online help. Very important also is the search function, able to efficiently retrieve data from all different sources. On top of all of this, Enterpreno is entirely based in Europe and has its servers in Germany and Finland, independent of all large software providers.

8.3.2. Comparison to competition

When searching for Data Management programs on the internet the suggestions include a website displaying the top management softwares of 2021. Some of these are:

- Data Fabric
- Funnel
- WATS
- SPDocKit
- Echobot

The pricing of these range between 100 € per month to 1.000 € per month. Most also have the option of paying yearly. Another important point is that all of them are offering free

trials for up to 14 days. Program-wise they cover most of what Enterpreno is doing with additions like assistance in marketing.

As Enterpreno is an Office software, of course the first name that comes to mind is Microsoft, which unsurprisingly a lot of companies we have talked use.

What could be an advantage of Enterpreno compared to Microsoft is the fact that it is small, independent and has its servers in Europe. Because of this, it could seem more trustworthy and also has the ability to attend to the specific needs of their customers better. Yet, it is important to add here that Microsoft is not a direct competitor of TECTA as the clients can of course continue using their familiar Microsoft software and have Enterpreno as an additional tool to overall improve their data management.

Next to this, Enterpreno can also be compared to CRM software as their functions greatly overlap. Following the recommendation website Canterra.com, we found the 10 main players in this sector globally in the moment are:

- Sales force
- Monday.com
- Pipedrive
- Freshworks CRM
- SmartSales
- Rooftop
- Scoro
- Onlinepipe
- Bitrix24
- TecArt

Moreover, shown in this research was one CRM system called Solastis, which is completely focused on Austria. Furthermore, it is important to bear in mind that Enterpreno must have the following features to be competitive in the market because all the software mentioned above have them:

- Calendar/Reminder System
- Email Marketing
- Internal Chat Integration
- Lead Qualification
- Marketing Automation
- Task Management
- Territory Management

8.4. Revenue

There are three different models of licensing TECTA offers:

8.4.1. Basic license

The price of the basic license lies at 10€ to 15€ per month and here no support is included. This will allow the company to have a passive income monthly talking and that will be very useful for the company to maintain a cashflow basis month after month not allowing themselves to arrive to any liquidity trap.

8.4.2. Company license

For the company license users have to pay from 15€ to 25€ monthly and can benefit from the included support, as well as 50 GB for document management. This is highly beneficial as people always need more and more documents to be managed and thereby also increases the revenue for TECTA.

For precisely this reason, document management for the company license can also be extended to over 50 GB, which raises the charge to 20€ to 30€ per month and adds the offer of online support.

Furthermore, there are the following regulations regarding the installation and implementation:

8.4.3. Standard installation

A standard installation is free of charge as it does not include anything users cannot do themselves. It can be of help to the marketing side of the company because this being free of charge makes a clear intent to have a higher customer retention.

This will help the company to leverage their marketing investment, by spending each time less money in the expensive task of keeping customers, the money can be invested in the

customer attraction part, allowing the company to earn more customers and therefore, more revenue.

8.4.4. Support for implementation

For bigger customers, as in companies with five or more employees, charged support for implementation of Enterpreno is offered. This could also be done with charged digitalization support for big customers. In case customers do not want it handled per account but automatized with a user list, there can also be additional support for this for big companies. These customized services will not only attract the slightly bigger SMEs but also help to increase TECTA's revenue and to be profitable in the long run.

8.4.5. Support updates

Support updates are happening every two to three weeks, allowing customers to always use the most recent version. For these no visits or additional charges are necessary as the updates basically run by themselves.

8.4.6. Free trials

As a last point in this revenue section, it can be added that offering free trials would definitely be a great opportunity to get customers interested in Enterpreno and to reduce their hesitation. Clearly, this could only be an option if it is technically feasible for a software like Enterpreno. If this were to be the case, granting potential customers a time-limited usage for free will definitely increase the likelihood of them wanting to stay with Enterpreno as compared to their previous solutions, having experienced how it actually works.

8.5. Channels

For the important channels we have to consider the sales channel as well as the communication channel.

8.5.1. Sales channels

When considering sales, due to Enterpreno not being well-known and there not being an immediate or desperate need for it, direct channels would be preferable over indirect ones. Especially in the beginning, they really have to make sure to pull the customers in, which can simply be achieved better by selling directly.

Direct Sales

Further advantages of direct sales over indirect sales include the fact that they can be controlled better and give the company immediate information about the customer's opinions and preferences. It also gives full control over price setting, marketing, any services provided and over making the sales process as efficient as possible. However, especially in the beginning, direct sales are more costly to set up and with all the independence also comes the need for TECTA to establish all customer relationships themselves.

Of course, there also is the possibility to combine both direct and indirect sales, which could especially be beneficial in the beginning as the existing knowledge, connections and reputation of distributors can be used. What is to be considered here is to avoid the two types overlapping in the same areas and thereby creating unnecessary competition, which is why it would be advisable to separate them by regions.

8.5.2. Communication channels

In order to be able to sell, TECTA also has to communicate Enterpreno's benefits via marketing channels. Since it is a very specific B2B software, we would argue that online channels make a lot of sense here, to specifically target potential companies.

Online Marketing

Online marketing is very important these days so Enterpreno can only benefit from it if TECTAS decides to invest into it. Having your own website is a good way of showing all your products in one place. Another point in favor for online marketing is that possible competitors are also using this sales channel. If Enterpreno wants to have a chance and be

compatible on the market this is the way to do so. Online marketing also makes it easier for customers to get into contact with Enterpreno and ask any questions that may arise. Having advertisements on other websites that use cookies could be another way of getting into contact with customers as this makes it easy to identify and specifically address those who could be interested in and benefit from Enterpreno.

Social Media

Social media marketing like online marketing is very important, especially if Enterpreno wants to attract young companies and gain loyal customers who will spread the word that Enterpreno was the solution to their problems. Here channels like Instagram, LinkedIn, Facebook and YouTube can help. Social media is a great way of getting discovered and contacted by potential customers.

Calls and E-Mails

Traditional forms of getting into contact with customers like calling or writing emails are still very relevant and widely used. Benefits of these are that they are more personal and potential customers feel like getting into contact with an actual person they can establish a relationship with as well as that it is a very direct and transparent way and gives an immediate impression of what the customer wants. A downside of course is the fact that it is very time-consuming and therefore more costly.

8.6. Key Resources

TECTA possesses physical Servers in Germany and Finland which can be considered to be the most valuable resource they can count on. As an intangible asset there is the

software itself, which can also permit TECTA itself to be more precise in their tasks and more efficient when the problems are being solved.

With intellectual assets such as their know-how and experience as an established company, TECTA can use what they already know and are capable of in order to be able to perform well in the sector and to create a profitable customer journey also for Enterpreno.

As the human capital we have the establishers of Enterpreno and the management of TECTA on the one hand and the salesforce of the software on the other. They all should be informed sufficiently on the workings of the tool and how to communicate it to the outside.

Financial resources unsurprisingly consist of cash and other financial means TECTA holds and can work with. They are influenced by the revenue they will make as well as the costs that they have to cover and can definitely be expected to grow over the course of actively selling Enterpreno.

8.7. Costs

When looking at the costs, we first of all have to consider the costs of the salesperson taking over the direct distribution. Other than that, costs are not completely able to be defined yet as there are potential spendings for further development of the product as well as customer specific requirements.

8.7.1. Cost of the salesperson

The gross salary of the salesperson can be expected to lie between 2.500 and 3.000€ monthly, together with the additional 32% Austrian employers pay in taxes this comes up to 3.300€ to 3.960€.

Other employee expenses that need to be considered firstly are a company car with costs of about 300 to 500€ a month in fuel and overall roughly 700€. Moreover, costs for necessary devices like smartphones, tablets or laptops can be calculated to about 120€ monthly and those of a fully furnished office to 500€.

Summed up, we hereby come to a monthly total of between 4.620€ and 5.280€ without commission. Considering this expense per year gets us to 55.400€ and together with the two extra salaries we arrive at 62.040€. Lastly, when adding the commission of 5% due to the high fixed income, the yearly costs of one salesperson ends up being 65.142€.

8.8. Key Activities

In order to actually reach the customers and be able to make profit with selling Enterpreno, it is important to successfully establish the sales and communication channels. It has to be worked out how many employees should be responsible for selling and promoting Enterpreno and they have to be adequately trained. Also, the online channels have to be set up, like setting up the website and social media accounts as well as getting into contact with the websites on which Enterpreno should be advertised. For clear and effective

communication, they also have to conclusively put up and state their pricing options and service packages. To furtherly improve how the customers perceive Enterpreno, references of already satisfied users can be a decisive tool.

As Raiffeisenbank is among the existing customers, with their consent this can be an important message to convey in the marketing for Enterpreno. Summarized in clear bullet points, this would lead to the following activities:

- Selection and training of salespeople
- Set up sales structure (potentially also indirect)
- Own website and social media accounts
- Advertisements on fitting websites
- Clear pricing and service options
- References (Raiffeisenbank)

8.9. Key Partners

8.9.1. Existing customers

Existing customers of TECTA who are using Enterpreno could be very essential Key Partners as they are already familiar with the software. Not only do they have the power to share their positive experiences with others, but they can also actively contribute should there be any problems or ideas to make TECTA even better.

8.9.2. Server providers

Server providers are TECTA's key partners because they provide them the basis on which their whole program runs on, servers for storing data. Currently TECTA has two server providers, one of them is located in Germany, the other is in Finland. Placing both of them in Europe has been a strategic decision because there is the concern of data falling into the wrong hands if the servers were in a different continent due to the strict regulations the EU has in terms of data security.

9. Conclusion

To conclude our journey working on this project, we once more want to recap on everything we have done. The first task was to identify some customer segments which should be focused on. In conversations and meetings with TECTA and internal team meetings we decided on some market segments that seemed to have the most potential.

We started off by brainstorming which branches could be in need of such a software and were able to identify five possible branches: Craftwork, Construction firms, Insurance companies, Small forwarding agencies and Tax consultants. When we started researching these branches more thoroughly and creating some characteristics by which we would identify possible customers and interviewees, it was clear that the insurance branch was not a fit for our project, so we decided to drop it altogether and use the four other branches. After the initial kick-off meeting and various talks with the company we started to develop the questionnaire and the data collection. During the development phase of the question guideline, it was critical to keep an eye on the aim of the interview, moreover, on what we were looking to yield from the conversation we would be having with the different companies.

We had to have a close look on details when creating and casting the questions, since we were using the in-depth interview as our primary source of research. Going into the interviews we did not have high expectations, as we knew that we would quite possibly get many cancellations and declines from the companies, which is the price you pay, when conducting cold calls. However, we were positively surprised by our results, in quantity as well as in quality.

We found out that the companies in these four sectors are very different from each other, depending on the market they work in, for example we could see that the construction sector was well digitalized, whilst the small forwarding agencies were still using paperwork on many of their projects, meaning that even though it seems important for the future, in the present their budget is not IT focused.

This resulted in further learnings as we were unable to identify a definite need for this product in any of the branches, however it is not impossible to enter the market. The smaller forwarding agencies might not be on the technical level that they were looking to be on and might need more time to adapt to newer surroundings, but with the right marketing and sales strategy, this branch could be very lucrative for the company.

Additionally, we noticed a spark of interest from some craftwork companies and them letting us know all the different problems that come with their current IT set-up, so we also saw an opportunity opening for TECTA which can be important to consider in a long-term strategic plan. Others, like the construction sector and the tax consultants could possibly be excluded, as based on our research they are rather established in their fields and comfortable with their IT solutions. Nevertheless, even they have the potential to become customers of Enterpreno, due to the never-ending digitalization in every branch and the constant need for upgrades of IT solutions.

9.1. Recommendations

In general, we really recommend starting with the smaller forwarding agencies concerning the right sector for the market entry. We regard this branche as the most potential

one because more digital solutions are requested there, followed by the craftwork companies, which partly rely on paperwork and overly simple systems and could therefore benefit from improvement. The construction sector is already really digitalized and has the latest solutions, which makes us say that it will be very hard to enter this branch, although it is a branche with a very good future outlook due to their current boom.

Furthermore, we would consider the direct sales channel to be the best possible option in terms of sales channels as it gives TECTA more direct insight into the customers behaviour and the inner workings of their respective companies. It also means the company has better control over the overall sales process and can manage it in a simpler way, since there are no third parties involved. Furthermore, the company has the chance to distinguish itself from the competition by building a long-term relationship to their customers and in turn, gaining their trust, loyalty and respect. Other aspects that make the direct sales channel approach so appealing are that they can respond to the customers feedback directly, based on their reactions and behaviour. Based on this evidence, we think that direct channel selling would be very beneficial for the company.

In addition to that, we recommend implementing a geographical sales structure and regarding which regions to tackle, we would suggest starting with selling in Upper Austria, Lower Austria and Salzburg and to establish the sales structure there first. In case sales are successful and bigger target groups would be needed, it can be expanded to Austria as a whole, additionally include Bavaria or even span over the entire German-speaking region (DACH region).

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