



Middlebury, Vermont - Office of Business Development & Innovation

| Category | Capability | Description | Assessment Criteria |
|--|---------------------------------|---|--|
| Market Intelligence & Understanding | Market Sizing | The realistic potential market in which the firm's product/service can fulfill needs. | <ul style="list-style-type: none"> • Thoroughness • Relevancy • Realism • 3rd-Party validation |
| | Competitive Assessment | Analysis of relevant competitors seeking to fulfill the same needs in the same market space. | <ul style="list-style-type: none"> • Competitive list • Strengths/weakness analysis • Future competitive threats |
| | Customer Segmentation | Breakdown of specific groupings of customers by relevant sorting criteria, e.g., geography, company size, purchase behavior, early vs. late adopter, etc. | <ul style="list-style-type: none"> • 1st level customer segment descriptions • 2nd-3rd level customer sub-segment descriptions • Prioritized by revenue and profit potential |
| | Decision-Maker Profile | Detailed description of who makes and influences decisions in the targeted market segment. | <ul style="list-style-type: none"> • Decision-maker job roles, descriptions • Influencer job roles, descriptions • Contact information |
| | Needs/Desire Assessment | Documentation of the customers' felt and latent needs and desires; includes both functional and emotional. | <ul style="list-style-type: none"> • Functional needs list • Emotional needs list • Market validated |
| | Buying Criteria and Process Map | Step-by-step process by which customer considers prioritized buying criteria, including identified opportunities for influence by the marketer. | <ul style="list-style-type: none"> • Buying criteria documented • Buying process documented • Marketing investments mapped to priority criteria |
| | Distribution/Sales Channels | Where and how customers acquire the product or service. | <ul style="list-style-type: none"> • Distribution/sales channels listed by revenue potential • Channel success requirements |



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| Brand Development | Differentiated Value Proposition | A brief, clarifying statement about the unique value promised by the product/service. | <ul style="list-style-type: none"> Market-tested value proposition statement |
| | Brand Framework - Messaging and Imagery | Market-validated brand message points and images that embed the brand's core value promise into the minds of prospective customers. | <ul style="list-style-type: none"> Brand tagline Brand value pillar descriptions (statements that support the brand promise) Brand image gallery and guidelines |
| Customer Engagement | Engagement Plan | How the message will be packaged and delivered for maximum response from targeted audiences. | <ul style="list-style-type: none"> Media plan, including interactive (promotions, banners, email, etc.) Media reach and engagement goals Measurement and optimization plan |
| | Web Presence - Search/Social | Web site optimized with priority key words, content and link strategy leading to highest possible ranking on search engines; targeted paid search keyword and social media programs. | <ul style="list-style-type: none"> Keyword list Optimized meta tags, page titles, content, etc. Analytics and reporting |
| | Influencer Strategy and Plan | Engagement with industry influencers who affect the decisions of relevant segments of the target market. | <ul style="list-style-type: none"> Influencer list Influencer engagement plan Influencer results measurement |
| | Sales Tool/Collateral | Library of effective sales tools for customers and channel partners, including spec sheets, brochures, case studies, etc. | <ul style="list-style-type: none"> Sales tool library Case study library |
| | Media/PR Story and Reach Plan | Short list of targeted media outlets, reporters/bloggers and relevant storylines for earned media programs. | <ul style="list-style-type: none"> Media outlet list Priority media contacts list |



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| Customer Care and Growth | Customer Data Capture and Management | Priority customer data elements and a process/platform for capturing and managing them for future targeted communications and offers. (e.g. CRM) | <ul style="list-style-type: none"> • Customer data fields map • Data capture platform • Data capture process • Data reporting and analysis • Campaign utilization of customer data |
| | Customer Satisfaction and Loyalty/ Commitment Plan | Detailed action plan that works to ensure a superior consumption experience that generates satisfaction, loyalty and long-term commitment to the brand. | <ul style="list-style-type: none"> • Satisfaction/loyalty/commitment drivers list • Customer experience goals • Product/service activation and conception incentives |
| | Repeat Customer/ Growth Plan | Repeat, up-sell and cross-sell program. | <ul style="list-style-type: none"> • “Next likely product” list • Customer growth program |
| Marketing Performance Management | Marketing Objectives | Clear achievement statements for the marketing team and individual campaigns/ programs. | <ul style="list-style-type: none"> • Marketing objectives – team • Marketing objectives – campaign/program |
| | Marketing Performance and ROI Metrics | Numeric goals assigned to objectives that measure progress towards successful results and overall return on investment for the program. | <ul style="list-style-type: none"> • Campaign/program performance metrics reporting process • ROI goals and relevant metric alignment |
| | Marketing Skills Assessment and Training | Systematic assessment of relevant marketing skills within the team and associated vendors; development plan to improve priority skills. | <ul style="list-style-type: none"> • Priority skills list • Assessment process • Development programs |