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Events

16-19 April 2009, **COFES**, Scottsdale, USA
19-22 April 2009, **GITA**, Tampa, Florida, USA
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24-26 June 2009, **DMS**, Tokyo, Japan
25-28 June 2009, **Inter mold 2009**, Bangkok

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Quote for Today
The purpose of life is a life of purpose
Robert Byrne

Feature Article: Cambashi Country Observatory predicts future growth in global expenditure on software for technical applications

This quarter's Cambashi Country Observatory shows how the trend in spending on technical application software products - not surprisingly - is downward in general terms and particularly in some of the more mature markets of Western Europe and the US. However, taking a closer look at the data shows there are pockets of growth to be seen in the emerging markets - fuelled by government sponsored development programmes that will have the best chance of surviving efficiency measures elsewhere.

While the outlook for 2009 is little short of grim, the upswing will come as recovery programmes targeting infrastructure development and refurbishment come on line. And they will. Governments in the emerging nations are conscious that now is the time to ensure their low-cost workforce is best placed to deliver services to the corporations of the west; governments of the developed nations cannot allow their economies to face recession without intervention. All of this work needs planning, design and management, and this will drive continuing investment in robust application software.

For sales and marketing teams, this makes 2009 the most challenging year for a very long time. Patterns of demand are changing, so keeping marketing initiatives relevant is harder and resource plans have to track these changes. In a downmarket it is more important than ever that these things are right - because every sale will be fiercely contested.

Every potential customer is focusing on ways to improve efficiency. Reducing internal costs is the first step and possibly the most direct - I expect we have all seen travel bans, recruitment freezes and investments held back. Gaining attention for even strong business cases becomes far from straightforward.

It will be important to remember that demand, though reduced overall, is still there. Segmentation to find the best opportunities will help focus value propositions and marketing initiatives. Sales teams need the right industry knowledge, a compelling business case and a clear line of sight to the opportunities to equip them for success against increasingly intense competition.

The Cambashi Country Observatory is one of a suite of resources that enable clients to assess market size, growth, movement and potential. Specifically aimed at the technical application software market, these tools can be used alone or in combination to support business planning at local, regional and global levels. Latest conclusions from the Cambashi Country Observatory Q1 09 release can be seen in the [press release](#).

[Christine Easterfield](#)

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Hot Topic: Every silver lining has a cloud

Motivated by recent discussions with IBM on their 'Cloud' strategy I pondered over potential opportunities. I suppose it's only fair to set the scene on the 'Cloud' phenomenon. What is it? Well, there are many descriptions but basically I see it as the delivery through a browser of a virtual computing capability that is dynamic and scalable. The essence of the cloud is that it shields the user (and the application software author) from the intricacies of the computing infrastructure (aka IT plumbing).

This is no new phenomenon. The 'Cloud' is an evolution; a capability enabled through technology developments from many disparate sources including those of open source. What it does do is enable those with significant computer infrastructure to use it more efficiently, and those without to have the opportunity to run software applications without the capital expense of (often large) scalable computing infrastructures. The deliverable is often a service level agreement for compute capability in a similar manner to that provided by our utility companies (water, power etc).

The advent of cloud heralds an interesting business opportunity for the likes of IBM, Amazon and Google. There is obviously opportunity in selling technology to build and run a 'Cloud', namely the infrastructure as well as the computing 'utility' product itself. But what I find interesting is the opportunity to leverage the

principle of the cloud to deliver infrastructure that in the past has been unavailable for all but the largest enterprises.

What does this mean? Well, for one thing it's easier to see how to beta and subsequently provision a rapidly expanding application; Facebook being an example. More interesting to many, specifically in smaller software houses and indeed those in the third world, there now exists a mechanism to launch and deliver capability to the user on a scale to suit demand. Not only that, but as the 'Cloud' infrastructure can be built on distributed networks, there's little to stop like-minded groups creating their own 'Cloud clusters' to deliver resource for specific purpose or based on shared capital budgets.

Whilst many see 'Cloud' as slightly ethereal, I see it as an opportunity for many to compete in a manner not envisaged before. I anticipate those in emerging economies will be amongst the leaders in its take up as they strive to better existing companies set in their ways of less flexible existing computing models.

[Allan Behrens](#)

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Book review: Getting to VITO by Anthony Parinello. John Wiley & Sons, ISBN 0-471-67519-9

This book sets out to be a practical guide for a sales person who is selling a product or service valuable enough to justify face to face sales calls. The emphasis is on Information Technology sales.

VITO is Tony Parinello's acronym for the Very Important Top Officer. His approach is to change the rules of engagement. His concept is that the sales person should start by selling to the top man, the approver, to change perceptions of the transaction, rather than working through recommenders, influencers and decision makers. The book suggests that VITOs are risk averse, and that key selling activities should communicate that your solution reduces VITO's risk.

The book is based on Tony Parinello's experience as a trainer since the early 90's and claims to be based on feedback from hundreds of real sales situations. It is very pragmatic, in that it details tactics for each stage of a sale, in ten steps, to the close.

Personally, I found the positive thinking cum southern preacher's exhortation style a significant barrier. Despite the way that put me off, I stuck with the text. I then found the psychological analysis of the various players' motivations, the detailed actions to take, and the tactical advice was sound.

There are two serious omissions. There are no indications about how marketing activities would facilitate selling. Also, the book is very light on those steps that establish that the sales person's offer meets the suspect's need - it does not cover how a sales person would establish a value proposition.

In most cases, I rather doubt that VITO is the right place to start selling, though this book would be useful if for some reason you do need to talk to VITO. For example, if your company is trying to break into an account with an established supplier in place and the normal selection criteria and processes would leave you with negligible chances of success. In this case, provided that the rules permit, getting to a VITO before responding to the Request For Quote, could be a way in.

However, on the whole my experience is that if there is a good reason to talk to VITO then they see that too and setting that up is not a big problem. On the whole I therefore can't recommend this book.

[Mike Evans](#)

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Noticeboard

Meet Cambashi at the following events

COFES combines insight together with formal and informal networking to create unique value proposition for attendees. This year Cambashi provides insight into some of the trends and opportunities with a focus on international as opposed to domestic US situations. As a frequent participant and keynote speaker at this event Allan Behrens sees attendance as an opportunity to cultivate new ideas, friendships and discuss common challenges and opportunities. Attendance by senior executives from the IT industry, end users, and the analyst and press communities provides numerous opportunities for peer to peer discussions and, as ever, Allan is available throughout the event for meetings and discussion. Although the event thrives on impromptu conversations, Allan would also be delighted to put aside time for those that request it.

Hanover Fair: We'll be attending the 2009 Hanover Fair in April and leading the Enterprise Integration day in the Manufacturing Executive Leadership Forum, which promises to offer a fascinating look at the current picture of enterprise integration, including the results of Manufacturing Automation's recent survey on integration priorities and projects. Tony Christian will give the keynote presentation and Julie Fraser will participate in the subsequent panel discussions.

Tony's keynote will look at the issues confronting integration projects in the current difficult climate. When times were good, integration projects were compelling, with some tangible benefits articulated but many others taken on faith. Now companies must look much harder at the case for investment in enterprise integration projects. We'll attempt to address such questions as: How can IT investments be prioritised and justified? How do they relate to the actions being taken by the business to ensure survival and future prosperity? What are companies doing in the short term about their integration strategies?

We are looking forward to sharing ideas and participating in the discussions on Enterprise Integration, as well as taking the opportunity to learn about the many other areas of activity covered at Hanover. If you plan to go (follow [this link](#)), we'd be delighted to see you there!

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