

INTRODUCTION

My first book on the Bitsing method immediately became the number 1 best seller in the Dutch top 100 management book list. Many organisations were applying Bitsing at the time and the book spread the word. So they were quickly joined by even more businesses, institutions and other organisations. Businesses ranging from multinationals to the smallest, one-man operations were applying the method to achieve their objectives - simply and easily, in a wide variety of business sectors and in challenging markets. Bitsing appeared to work - for everyone.

The method has indeed helped many hundreds of organisations to achieve breath-taking growth in turnover and profit. In fact, it has achieved a wide range of objectives. It has also helped by maximising performance at minimal cost, increasing operating cost-efficiency without staff cuts and boosting employee performance. It assists in recruiting top talent and has effected behaviour change among stakeholders. It has even helped individuals to achieve an ideal work-life balance.

This book is my way of personally introducing you to the Bitsing method. My aim is to inspire you and make you a participant in one of the most spectacular management

methods of this time. I'll explain what Bitsing is, the results it will generate and how it works. And I'll answer some important questions: What is the real basis for the successful achievement of goals? How can I be sure that I will always achieve my goals? How do I forecast results? As ambitious as it seems - the answers to these questions are all between the covers of this book, explained with the help of many examples, explanatory charts and images.

For whom?

This book is intended for everyone involved in achieving the objectives of a company, institution or other organisation. In multinationals and one-man businesses, global brands and start-ups. You could be a CEO, entrepreneur, manager, foreman, professional or student. This book is intended to inspire and coach you.

You certainly won't be reading things you already know. You've now entered previously unknown territory. Inspiring insights will keep you reading - while logical, easy-to-understand models and charts will make you want to apply these insights immediately. And you will be able to. I have tried to write in clear, easily understandable language.

Without pretention or lengthy, theoretical discourses. Because that's just not necessary with Bitsing.

You'll come to understand that we have been making everything far too complicated. That we spend a lot of time, money and energy on things that are absolutely unnecessary. As it happens - just seven, simple factors underpin the successful achievement of your goals. Just seven. The seven Bitsing principles or, as per the title of this book, 'The seven laws of guaranteed growth'. Each law is the subject of a chapter in this book.

And each chapter, with its down-to-earth examples, will convince you again of the simplicity and logic at the base of everything you read here - and proves that you need nothing more than common sense to achieve your goals. It is possible to score in a difficult market; you can grow by a factor of three - with minimal effort. You can achieve targets that you previously only dreamed of. Read on. Your disbelief will be transformed into conviction.

YOU CAN
DO IT!



Welcome to the world of Bitsing.

Bitsing is the world's first and only method that guarantees achievement of your goals. I know it sounds too good to be true. And yet it is possible! It has been scientifically proven and is also demonstrated in the daily practice of numerous organisations.

Definition: Bitsing is a (scientific) business management method that enables businesses, organisations, institutions, employees and individuals to seamlessly achieve their goals, with a pre-predicted outcome

and (financial) return on the operations and investments that Bitsing - for the purpose of obtaining the goals - tells them to perform. In short: Bitsing means undeniably achieve goals, with an up-front predicted outcome and (financial) return.

This book is about achieving goals - in your business, institution or organisation - but, also in your personal life. Because Bitsing is effective in all aspects of life.

Why is it that this method so easily enables the achievement of objectives? Firstly, because Bitsing prescribes exactly what you have to do, while keeping you from making the mistakes made by others. Secondly, because Bitsing provides the answers to all the issues that can confront an organisation. Yes, all the answers. In other words it covers all the factors that determine success. But be prepared - after reading this book you'll regard most popular and established business methods and models as no longer relevant. Bitsing will influence every aspect of your entire organisation. All of its 'Bits & Pieces'. Regardless of how large or small it is. But do you know the real reason why Bitsing will enable you to succeed in achieving your goals? It's because Bitsing is the only method that enables you to predict results.

The Bitsing method proves its effectiveness every day in a wide variety of organisations. And the academic and scientific worlds have also embraced the method. Bitsing's revolutionary models have been taught at universities and colleges for many years. It is a standard part of the European university master's training programme, funded by the European Commission (see Foreword). This programme has been set up by four, leading European universities to, as they define it: 'Provide international students with the opportunity of solving real world problems and to learn how to initiate strategic change in complex organisations'. Let's start today on making the complexity of goal achievement - childishly easy.

I WISH YOU
SUCCESS IN GROWING
YOUR 'BITSNESS'

Frans de Groot

Others may already be higher on the stair, and very close to you. They will have already taken quite a few steps. This group of people need only a small push to meet your objective, for example to purchase. Everyone in your target audience is distributed across the six steps. You can place every individual in any given target group, whatever its size, on one of the six steps of the BITSER stair.

One step will contain more people than another and this will vary by market or target group. And each step will have to be approached in its own way - by the people in your organisation, via the organisation's internal and external activities. Some steps will contain too few people. So you will have to make sure that their numbers grow, in order to reach your goal. Most important is what the steps of the BITSER model will come to mean to you: that six activities are enough to get everything you need from everyone in your target group, in order to reach your goals. Just six!

Step by step up the BITSER stair

It's time to discover what the first letters of the six chapter titles of that significant Land Rover, MG and Mini plan stand for. This is where the six steps of the BITSER model and its stair first took form.

We'll start with the first chapter. This is the first step, at the bottom of the BITSER stair, where everyone starts:

B STEP 1

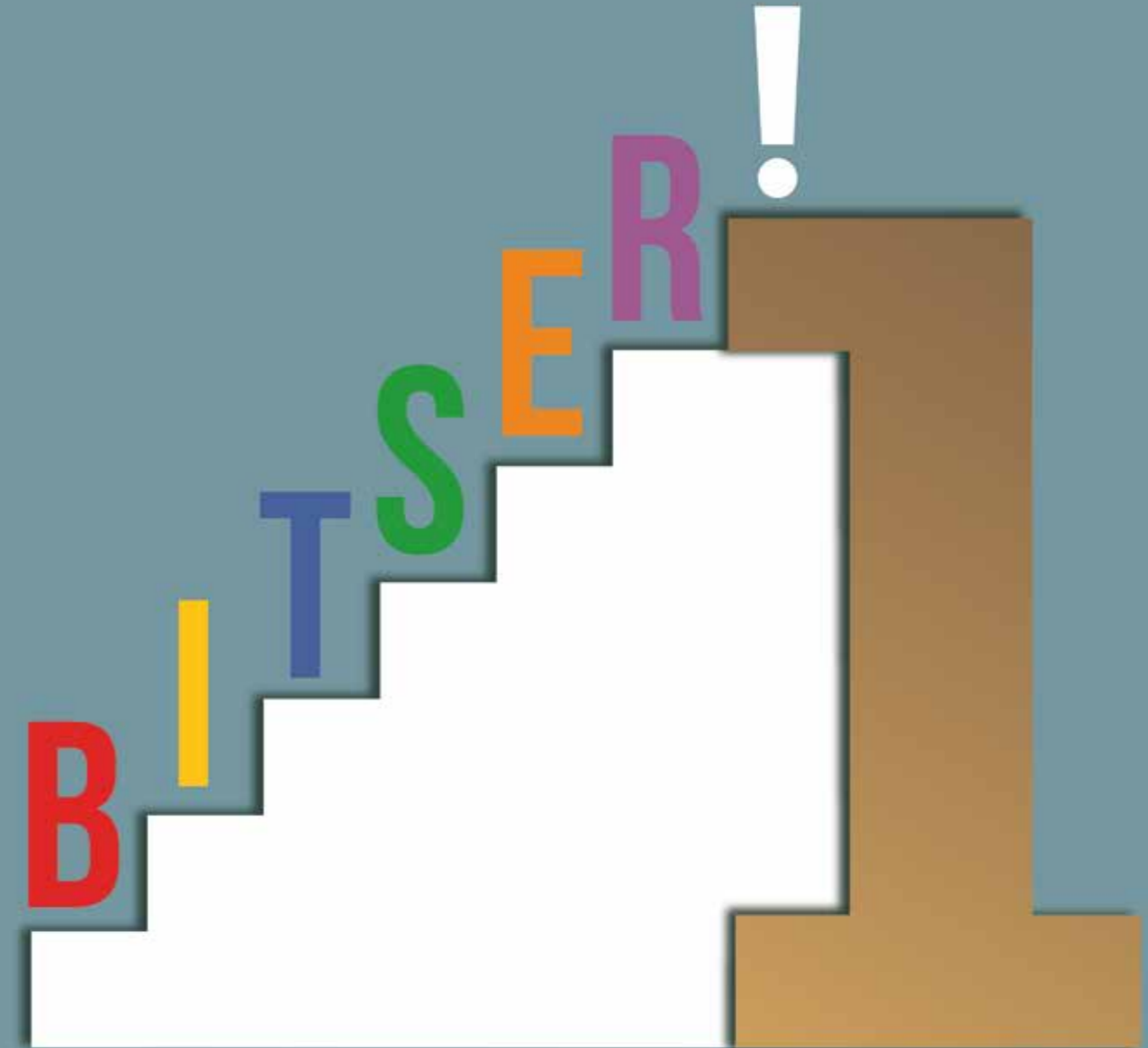
The first chapter of the Land Rover, Mini and MG plan started with a 'B'. It was entitled, 'Brand awareness - the foundation'. So B is for Brand awareness - where everything starts. If no one knows your name, you cannot expect to be recognised by anyone - let alone achieve your goals by, for instance, getting someone to buy your product or service. Have you ever been involved with someone without knowing their name? Unlikely. As unlikely as buying a product without knowing its brand name. Even a retailer's 'own brand' still carries the name of the retailer. How many people in every hundred are aware of your brand name? Those who don't are already lost to you. As mentioned, it all starts with the 'B'. So, fill the first step of the BITSER stair with people - by building your Brand name awareness.

I STEP 2

The second chapter of the Land Rover, Mini and MG plan started with an 'I'. The 'I' stands for Image. Your first task here is to move the people on step 1, who already know your name but not your image, to this second step. You want them to consider you, to 'want' you. Have you ever had a relationship with someone who doesn't want you? Again, it's unlikely - but it does illustrate how important being 'wanted' is. Which is also why I interpret the 'I' of the second step as 'I want you'. If people don't want you, it will be difficult to successfully complete the 'BITSER' journey and achieve your objective. So this step must be populated by people who already want you. Four more steps to go.

T STEP 3

The third chapter started with a 'T' - for 'Traffic in dealer showrooms'. 'T' is for Traffic - something that takes place towards and at the purchase point. It could be a visit to your shop, to your webshop, or a sales appointment. If they don't take this step, people are not going to do what



MY CONTINUITY GOAL

DREAM GOAL

HAVE YOU WRITTEN
DOWN YOUR GOALS?
LET'S PROCEED TO
LAW 2: THE GUARANTEE
THAT YOU WILL ACHIEVE
YOUR GOAL!

AMBITION GOAL

SURPRISE!
YOURSELF!

*Before you start with law two, I would like you to answer a question.
You'll find it on the web page at www.bitsing.com/growth.
It will take you a few seconds to answer this question, but the result will motivate
you for the rest of your life. Do it before you continue with law 2.
At the end of the book you'll make use of this answer – and you'll be surprised
at what's happened to you as a result of the Bitsing method.*

LAW 2

ENSURE
THAT YOU
ACHIEVE
YOUR GOAL

method. Hundreds of organisations use it, across the thousands of projects based on this method. In the process I discovered that unbeatability is supported by eight pillars. I'm going to share them with you here. And I can assure you that each, successive pillar will surprise you more. Get ready to be inspired!

THE 1ST STEP

Overcome barriers - not your problems!

Unbeatability starts with overcoming barriers, not your problems. Do you know that the only barriers to achieving your turnover goal are those that reside in your target group? There are no others. If these barriers did not exist, everyone would be doing what you want them to do, everyone would be a customer, every employee would do what you ask and your continuity turn-over target would have been achieved long ago. However, this is not often the case. Yet many organisations continue to make their own problems more important than the obstacles they encounter in their markets and target groups. Most marketing campaigns communicate the organisation's problems, rather than clearing obstacles. Some examples of these messages - and their real meaning: 'Big discounts' -

we have a sales problem. 'Tell others how good we are' - we do not get enough word-of-mouth. 'We are honest' - we have been involved in some scandal. 'Take a test drive' - we have too few showroom visitors. 'The best service' - please keep hoping for it. Almost all marketing campaigns expose the advertiser's problem. Just analyse the examples around you. You will, like me, conclude that almost everyone just communicates their problems - and are therefore not busy removing the barriers that stand in their way. Yet that is exactly what they should be doing: removing barriers. And after all, who wants to hear about someone else's problems?

THE 2ND PILLAR

Always fights three barriers

Although we tend to act as if there is only a single barrier in a marketplace or audience - namely who should buy my product or service and does not do so - one unconsciously confronts another two unknown barriers. These are often much bigger obstacles - and I deliberately use the plural here. There is more than one barrier - in fact there are three. In every market and in every target group you will always confront the same three barriers:

- THOSE WHO 'DO NOT WANT'
- THOSE WHO WANT BUT 'DO NOT BUY',
- AND FINALLY THOSE WHO HAVE BOUGHT, BUT 'DO NOT STAY'.

'Do not want', 'do not buy' and 'do not stay' are the three barriers that you will encounter everywhere. In other words, someone must first want you before he buys and must buy before he stays on as a customer. So you will have to overcome all three of these barriers to successfully achieve your continuity goal. I have labelled these three barriers, for clarity in our later discussion.

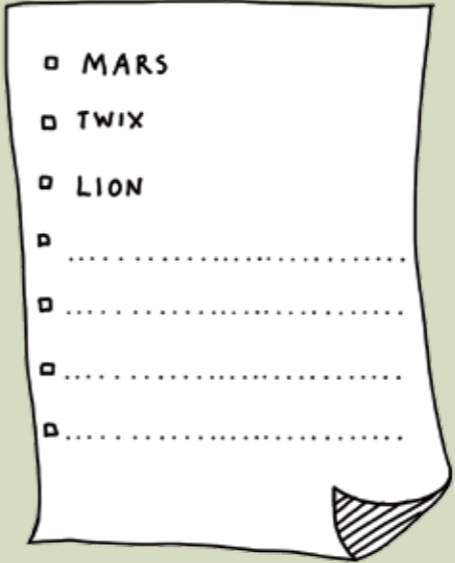
You will always have to deal with:

- THE PREFERENCE BARRIER,
- THE BUYING BEHAVIOUR BARRIER,
- AND THE LOYALTY BARRIER.

The preference barrier (do not want)

Someone has to want you first, have a preference for you. If you're not on their list of preferences, you'll never be bought. Take a car brand, a fashion brand, a perfume, a supplier, or any other product or service. How many of the brands in each group are on your preference list? Not all brands. Preference does not guarantee purchase, but without preference there's certainly no purchase. Preference is the foundation - on which purchase may take place.

HOW PREFERENCES WORK!



To do business with someone they should first of all want you, have a preference for you.

If you are not on their list of preferred brands you will never be bought.

People often have several preferences, with a number of alternatives on their list. They shop around. Look at your own behaviour. Take a make of car, a fashion label, a perfume, a supplier and the like. How many brands in this group would be on your preference list? Preference is no guarantee that you will buy, but without a preference you certainly won't. I will first have to 'want' a certain political party before I vote for them. Preference is necessary as the basis for purchase. Getting someone to 'buy' or 'purchase', as these terms are used in this book, means getting them to do what you want them to do.

The purchasing behaviour barrier (do not buy, do not do what you ask)

Although there is always a group of people that already want you, it is not often that they will immediately buy you. At the outset, there is no buying behaviour. People just won't automatically buy. To get them to do it you also have to do something. You have to stimulate buying behaviour among the people who already prefer you but do not buy. This is for example the phase in which you will recruit new customers. Buying behaviour is needed in order to lay the foundation for them to remain.

STAGE 9 SPECIFIC UNCOPYABILITY SELECTION

Following on what you did in phase eight, selecting the ‘most difficult-to-copy’ market pillars, you now again have to rank these: also from ‘hardest to copy - to ‘easiest to copy’. You will find that two to three market pillars will top your uncopyable selection. The selection result for the global aircraft maintenance company, which I mentioned earlier, was that they were left with two market pillars:

NO. 1 HISTORY EMOTIONAL NO. 2 TRACK RECORD RATIONAL

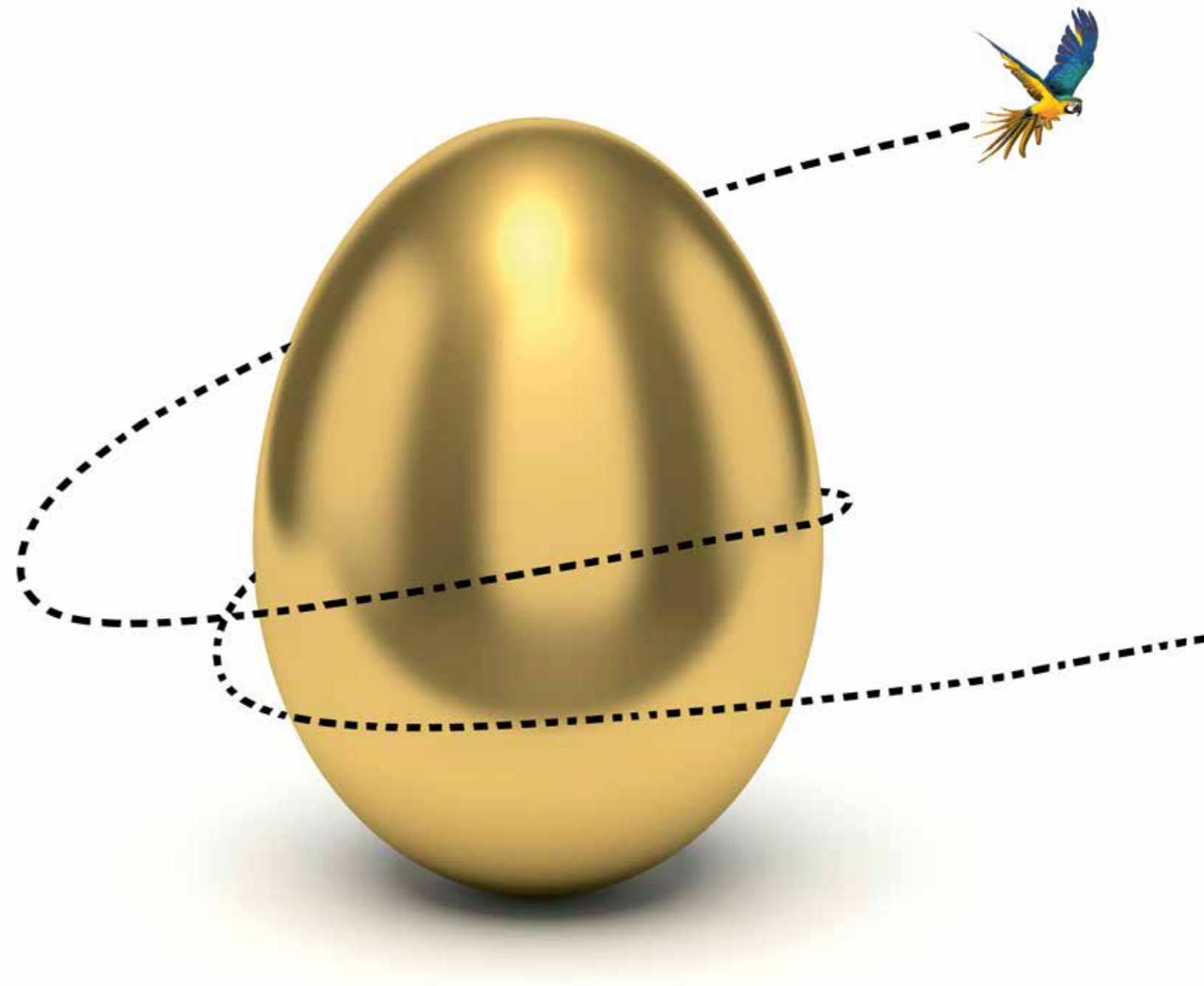
One emotional and one rational market pillar remained. It will be the same for you. Which of the remaining market pillars is now uncopyable? As you will see, selection is not without difficulty. This is always the case. And reason for it, which I am happy to have discovered, is interesting. Selecting the last two latest market pillars is not difficult. Using the scorecard analysis it’s not too difficult to whittle down approximately sixty market pillars to last two difficult-to-copy pillars. The issue now is which of the two is uncopyable. And the difficulty, I know, is that the remaining market pillars are always an emotional and rational one, as we saw with the aircraft maintenance

company. People who go for immediate results in the short term – rather today than tomorrow – almost always choose the rational variant as being the uncopyable market pillar. The one with the ‘track record’, as in the situation of the aircraft maintenance company. Usually these are employees in the organisation directly involved in sales – for instance, the sales teams. The rational variant is in fact very clear. You can work with it straight away. The track record of the maintenance company simply shows that the business has a good track record. It cannot be clearer. It is different with the emotional market pillar; it’s about feeling and not easy to rationalise with supporting arguments. The history of the maintenance company? What do you mean by history? What is that . . . and which history? It is not clear and therefore not immediately applicable – and so one cannot immediately score with it. However, it is often possible to build up an emotional market pillar using multiple rational pillars. Knowledge comes from history and experience comes through history. In any event, the choice for the emotional pillar as the uncopyable variant often lies with people with a vision of the future, strategists and decision-makers. Whether the emotional or rational pillar should be selected as the number one,

uncopyable pillar is easy to determine – with the knowledge that the rational pillar is always the result of the emotional pillar. Without the emotional market pillar the rational pillar could never exist. The rational ‘track record’ of the aircraft maintenance company is the result of its emotional ‘history’. History is thus the uncopyable market pillar. The uncopyable market pillar is always the emotional one!

STAGE 10 FIND THE ‘GOLDEN EGG’

The tenth and final stage of the score card-analysis is the description of the factual evidence of uncopyability, your ‘golden egg’. This will prove why the emotional market pillar is the number one uncopyable pillar. The concept of ‘history’ is not sufficient, as shown by the aircraft maintenance company example; there is much more to it. The evidence behind it describes the ‘uncopyable factor’: your ‘golden egg’. The ‘golden egg’ – the one relevant characteristic that makes you uncopyable – is the evidence behind the number one, emotional market pillar. Don’t use insubstantial arguments as to why this market pillar is uncopyable: be factual, tangible, clear. Say it as it is. It’s how you define the true, uncopyable factor. It seems hard, but it’s not. Record as many arguments as you can think of. The number of arguments has a function.



You will see a thread, evidence of a recurring fact that will form the basis for description of your uncopyable factor. In the example of the global aircraft maintenance company, the brainstorming was done to prove why their 'history' was uncopyable. And together with them I could see a common thread running through the numerous arguments constructed to deliver the evidence of that. One word kept on emerging as a common theme: 'building'. You will recognise a similar recurring element in your own selection process. I asked the people in the maintenance company, 'Keep the idea of 'building' in mind - now tell me: why is your history uncopyable?' The answer was immediate: 'We are the only aircraft maintenance company in the world that has built aircraft.' And someone added: 'We've actually been building aircraft for at least a hundred years.' And so the aircraft maintenance company found their 'golden egg':

The only aircraft maintenance company in the world that has built aircraft.

'So your competitors didn't construct aircraft?' I asked. 'No', was the reply, 'They can, at most, perhaps fly one.' 'So your greatest competitors, who stole contracts right under your nose, have never built aircraft - and yet they maintain

airplanes?' Well, then I know who I want doing my aircraft maintenance; the people who have built them.

The old, copyable slogan of the aircraft maintenance company was 'knows how'. Now you know where that 'know-how' comes from. The golden egg was immediately translated into an uncopyable market positioning:

'What we put into your aircraft is more than know-how. It's the heritage of one hundred years of building aircraft. We are built on solid ground.'

At the start of the scorecard analysis I asked the maintenance company which market pillar would be uncopyable. A few were mentioned, but not 'history'. Of the sixty factors that collectively determine the success of a company such as theirs, only one pillar remained - which immediately led to discovering their 'golden egg'. How special is that? This will also happen to you.

Being 'unbeatable'

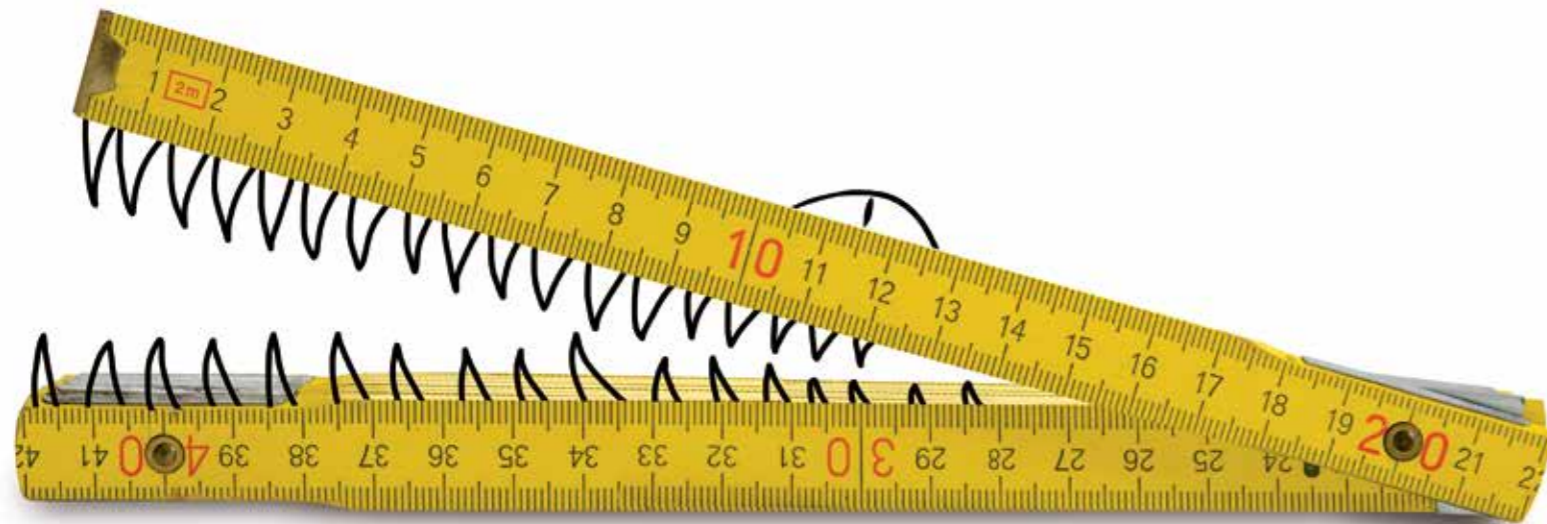
The 'golden egg' makes you uncopyable. Of course, this will be the central theme in all your communication. But above all it will render your propositions credible.

The 'golden egg' - your uncopyable factor - is the ultimate proof that your proposition is true: This aircraft maintenance company has an uncopyable track record, as a result of a heritage of one hundred years of aircraft construction.

The most important thing you've now come to know is what policies you need to generate the indispensable brand preference, product or service purchasing behaviour and loyalty that you want from your markets and target groups. You also know how to deploy them relative to each other. You know which propositions you will use in battle, to eradicate and overcome all three barriers in your target market. And, most importantly, you have discovered your 'golden egg', with which you will leave your competitors behind. Using these propositions and your golden egg, you will develop marketing programmes which will delight you with their positive results. I'm now going to tell you how to use this to get the utmost from every person in your target groups.

LAW 4

MAKE THE MOST OF EVERY PERSON IN YOUR TARGET GROUP



A FOCUSED MESSAGE GETS A LISTENING AUDIENCE

One of the wisest lessons I've learnt is from the world's leading business school, Wharton University in Pennsylvania: 'There are three reasons why good strategies fail - implementation, implementation and implementation'. You can make the best plans, but poor execution will deliver a debacle. It took me many years before I realised what good implementation of a plan actually requires. Throughout my career I have been involved in the development and implementation of hundreds of business plans, marketing plans, communication plans, financial plans, organisational plans and of course 'Bitsing plans'. I have learned a huge amount and will share this knowledge with you.

In this chapter I'll deal with the secrets for successful implementation of your Bitsing plan and, as part of that, your BITSER activity plan. You will discover the most powerful ways of transforming the words of your plan into successful activities.

The only thing a Bitsing plan does not do

Your entire organisation will get involved in the execution of your Bitsing plan - and yet it won't add to anyone's workload. Which is the only thing that a Bitsing plan won't do! It's almost self-completing, in particular because it is so obvious. I can promise you that it will save anyone a lot of time, without hampering growth in any way. It will inspire and motivate them - and your (potential)

customers - and all the other people in your target groups."Bitsing remains impressive in its simplicity and accuracy", says Sven Kramer, one of the strategy leaders in one of the world's largest companies, Shell International. And yet it is a complete business plan, which explains everything that is needed and exposes the information needed to achieve your goal. Whether you work alone or with tens of thousands of employees, it is now clear to you that they need only concern themselves with six activities to ensure the continuity of your organisation. How efficiently can you guide and lead your organisation if you only need to focus on six clear activities? And how effectively will you execute the activities if

1 CHARACTERISTICS OF B MEDIA TEASING

These media are effective in the context of the B programme because they have impact and can attract attention. Stimulating media will be relevant to and 'cover' the majority of a target group. This is because these media are rather general by nature - but very effectively attract attention. It is difficult for their audience to 'avoid' them and they are also not easily displaced by competing stimuli in the environment. Hardly anything will be able to distract attention from your message. A teasing medium can achieve great effect in a short period of time (though for this very reason is effective only in the short term).

B MEDIA CHARACTERISTICS

- Q - MASS
- ℓ - UNAVOIDABLE
- C - FLEETING, FAST
- d - NO NOISE

2 CHARACTERISTICS OF I MEDIA POSITIONING

Positioning media are effective in the context of the I programme because of their dynamic ability to stir the emotions. Positioning media are selective and 'emotive'. Capable of expressing/stimulating emotion

and conveying (emotive) images. These media must be matched to a clearly defined target group, consisting of people with a particular profile. The positioning medium must also fit the personality of your brand. If your brand is for golfers choose a Golf TV programme or golf magazine. If your brand fits accountants select the medium that reaches this group. Positioning media also often have a social 'position'. They may have authority - often coupled with subscription to a magazine title, a digital TV channel, etc. As with teasing media, positioning media can have a big effect in a short period of time.

I MEDIA CHARACTERISTICS

- Q - SELECTIVELY DEPLOYABLE
- ℓ - CAPABLE OF CONVEYING IMAGES
- C - DYNAMIC
- d - EMOTIVE

3 CHARACTERISTICS OF T MEDIA ACTIVATING

The media best suited to the T programme provide the opportunity for a direct response. Activating media are directly aimed at the target group member - and are tangible. Activating media are not personal in the sense of 'knowing' the target person's identity, but they do communicate in such a way

that individuals feel personally addressed. And they can reach an exact number of people - something that is virtually impossible to achieve with the previous two media types, which are aimed at groups. Activating media 'take you by the hand'. They work in the personal environment, generate a physical response and are directly accessible. There is no separation between you and the medium, so you can interact with it. As these media present an opportunity to react your message should therefore include an opportunity to respond.

T MEDIA CHARACTERISTICS

- Q - DIRECT
- ℓ - (RE) ACTIVE
- C - RESPONSIVE
- d - ACCESSIBLE

4 CHARACTERISTICS OF S MEDIA CONVINCING

These media are confrontational, fleeting and therefore well fitted to stimulating sales. They are impactful, persuasive and always found at the point of sale, near the product or service. These media are characterised by their temporarily nature. They are actually only relevant at the moment of the decision to purchase, when the transaction can actually be concluded.

Convincing media are therefore present at the moment and in the place where the deal is done. In other words in the store, or during the sales pitch.

S MEDIA CHARACTERISTICS

- Q - CONFRONTATIONAL
- ℓ - ON THE SPOT
- C - TEMPORARY
- d - AT THE MOMENT OF THE DEAL

5 CHARACTERISTICS OF E MEDIA SATISFYING

The service-oriented character of these media means they are able to assist in the process of making the client feel valued. Satisfying media are personal and work within the personal environment of the recipient. Satisfying media are capable of communicating appreciation. These are media that bring something instead of taking it away. They are media that must be capable of being of service to the buyer. They are rewarding. And they are often generated from within the organisation and not from outside it. Helpdesks and customer outings are examples.

E MEDIA CHARACTERISTICS

- Q - PERSONAL
- ℓ - GIVING
- C - SERVICE-ORIENTED
- d - APPRECIATIVE

6 CHARACTERISTICS OF R MEDIA RELATIONAL

R media are required for implementation of the R programme. They have a special capacity to connect and bind. Relational media are focused on the individual, but underline that the organisation and individual interact, do things together. They are therefore more like 'live entertainment' than a static medium. They 'entertain' because you can more easily ask your customer to help you when you are both in a neutral, non-commercial environment. The theatre, a football match, dinner and so on are examples - away from the business environment. These media strengthen the relationship with the customer, while keeping distance from your business relationship. This is about people and the bond between them, which these media can facilitate.

R MEDIA CHARACTERISTICS

- Q - INDIVIDUAL
- ℓ - INVOLVED
- C - ENTERTAINING
- d - TOGETHER

People and BITSER programmes

In many organisations people do work that they are actually not good at. They may seem to be suited to their position, if you look at their experience - but not if you look at who they are, inwardly. You can, however, set up your organisation or department to conform to the requirements of the BITSER model. Each step of the model represents a person. Look at the required techniques, per BITSER programme, described above. What type of person fits these requirements best? Numerous reorganisations have taken place based on the BITSER model. It is a number of years since the first retail chain was organised according to the requirements of the Bitsing method and BITSER model.



ANALYSES FOR PREDICTING YIELD

- 1 CALCULATE PROFIT
- 2 DETERMINE THE BITSER EXPENDITURE CEILING
- 3 QUANTIFY THE BITSER EXPENDITURE PLAN
- 4 PREDICT YIELD (ROS)

How do you handle unexpected expenditure?

It can happen that you have to deal with unexpected costs. An unpleasant task. In foreseeable situations one is able to postpone additional expenses, or simply not incur them, but unexpected expenditure can be unavoidable. Always therefore monitor actual programme expenditure in relation to Remain On Spend (ROS) and the expenditure ceiling. If you stay within positive ROS, additional costs will not negatively impact your profit. However, if extra costs exceed the expenditure ceiling, losses will be incurred. These touchstones enable you to quickly decide whether unforeseen additional expenditure will or will not be incurred.

BITSER PROGRAMME
SHARE OF TURNOVER

Each of the BITSER programmes are responsible for part of the turnover to be achieved.
Omit a programme and you run the risk of losing a substantial slice of your turnover.
The programme strategy helps you calculate programme share. The chart below presents an example. The business has a turnover goal of 250.000.000 euros.

	BITSER PROGRAMME	FOCUS STRATEGY	SHARE OF TURNOVER *
B	PROGRAMME	20%	€ 50,000,000
I	PROGRAMME	30%	€ 75,000,000
T	PROGRAMME	25%	€ 62,500,000
S	PROGRAMME	10 %	€ 25,000,000
E	PROGRAMME	5%	€ 12,500,000
R	PROGRAMME	15%	€ 37,500,000

* TOTAL TURNOVER EXCEEDS TURNOVER GOAL BY 5% DUE TO ROUNDING.

Scrapping the I programme would expose the business to the risk of losing 75.000.000 in turnover. If the business were to focus exclusively on sales and only use the S programme, it would only be certain of making a turnover of 25,000,000 euros, i.e. 17% of the goal.

IGNORANCE IS FAR FROM BLISS

Measurement is vital!

I'm tempted to say that measurement is the most important aspect of the Bitsing method, were it not that the other aspects are equally important. It is, however, vital. Without measurement you can't operate on the basis of facts - and factual information is the backbone of this methodology. Circumstances change - and the answers provided by the Bitsing method change with them. I try to have a healthy lifestyle, without denying myself anything. I believe in enjoying life, experiencing it to the full. But in a way that allows me to live as long as possible - otherwise there won't be time to do what I still want to do. So it's a question of balancing pleasure and health, one might say. There are times when it is hard to find that balance, when pleasure takes the upper hand. And there are times I look at the scale - which never fails to tell me when it's time for a little lifestyle adjustment. So I adjust. I exercise more, eat healthier, get more sleep.

Organisations also have lives. They should also do everything they can to live as long as possible, without denying themselves some pleasure. An organisation will therefore also have to regularly bring itself back into balance, in order to remain healthy and keep its employees happy.

We weigh ourselves, so why don't organisations check how they measure up? If you do not know that there is something wrong, you can do nothing to fix it. Ignorance is far from bliss.


So measure!

Evaluating your programmes' results equips you to enter the next phase. However, the aspects that affect your choices change. All the issues I described in seven laws will change over time. Which means you have to change your reaction to them, by updating your Bitsing plan. This is the only way you can ensure that future turnover targets will continue to be achieved, with yield. What would happen if a new product or service becomes dominant in terms of its share of your turnover? It will have to become the new topic in your purchasing behaviour programmes. What if the average customer order amount changes? It will influence the number of customers you need to recruit and retain, therefore, the prediction of your programmes' results. In short, monitoring, measurement, evaluation, learning from experience and adapting are all essential for the continuity of your organisation. Investigate whether the facts on which your Bitsing plan is based have changed, draw lessons from this and make the necessary

adjustments. The contents of this book are your best guide to what has to be measured and how.



INTERVIEW 1 HEWLETT PACKARD ENTERPRISE



“IF YOU DO WHAT
YOU’VE ALWAYS DONE,
YOU GET WHAT YOU
ALWAYS GOT.”

MARTIJN BOERMANS

Bitsing is mainly based on information, data. Populating the models with data produces answers, which tell you what to do to achieve your goal. But what is data, actually? We’ve all heard of ‘big data’ ... that organisations are sitting on extremely large amounts of data. But what happens when that amount is **really** big? When it’s from several sources. When there is so much of it that you no longer know what to do with it, or how to apply it?

Massive data volume

Let’s visit one of the world’s largest IT companies, Hewlett Packard Enterprise (HPE). They own the largest volume of large-business client data in the world.

How does HPE handle this amount of data? How do they select the right data from this mountain of information and apply it in such a way that the company grows?

I call on Martijn Boermans, Sales Program Manager EMEA (Europe, Middle East & Africa). Martijn initiates date-driven sales programmes and is responsible for their international rollout.

He’s also a big Bitsing fan, so I start our conversation with this question:

“HPE is not only the largest IT company in the world, it also has an immense amount of data tucked away in various corners of the organisation. How do you structure this data - and then effectively and efficiently make it work for your organisation?”

Martijn: “It’s not a simple task to work out what’s useful, what you need for each task,

how to make choices, set priorities and know the extent to which you have to focus on them. These are the common problems with data. As are the issues of how to calculate your potential turnover and work out which resources will be most effective in extracting the maximum benefit. The Bitsing method and its models have helped me enormously in this. I’ll try explain how I’ve applied it in my work with our international team.”

Fully integrated Bitsing model

Martijn continues: “I started using Bitsing after reading your book. It was given to me by a business contact. This triggered me to deepen my understanding and take a master’s course at Nyenrode University. There I was exposed to the background of the Bitsing method and got hands-on experience in applying the method to current HPE data. Which was very inspiring.

Significant start - significant insights

“It was clear from the start that the model and the methodology of information management yielded so many data points that I could make good use of the Bitsing scientific method. I extracted and converted the data relevant for Bitsing from our big data. I formed this into a single, integrated overview covering regions, countries, markets, customers, product lifecycles,

related sales activities and so on. Three substantial insights emerged from this:

Focus and clear prioritisation

We could immediately see which programmes were necessary for the coming year, as well as the relevant priorities and planning requirements. This focus clarified things enormously. The big data analyses and HPE information flows, in conjunction with our self-developed Bitsing overview, now direct our selection of the right product/market combinations. At the same time we get a visualisation of our strategic focus, our tactical product and operational marketing programs and, most importantly, the continuous turnover stream produced by these programmes.

Results, conversion ratios and the relative importance of our regions

What I really like is the insight we get into the development of the conversion rates, per Bitser step, as we roll out the various components of our sales programme (marketing, sales enablement, sales cycle management and after sales programs). We also get a great view of results by region and country. We can see conversion from prospect to lead and from lead to opportunity (the B, I and T scores).

And we can see the scores of the various sales stages within the pipeline and the conversion from pipeline to actual opportunities gained (S, E and R scores). The conversion ratios that emerge appear to be correct and are also in line with my results predictions.

Action to be taken

And finally, the third benefit of the model is, of course, a very clear view of what we have to do, at each of the six Bitser steps. As a result, the alignment of marketing processes at HPE has considerably improved.

As a result I’ve been able to link our targeted results to a continuous process of activity programme development. The programmes ensure continuity while maximising results.”

Measurement!

I was impressed. **“So you’ve really derived your own model”**, I said to Martijn. “Yes”, he said. “It’s still your, specific method - but basically I have developed systems that make it workable at HPE. The KPIs appear in my dashboard, with recaps showing actual results. You can immediately see where you’re behind, where you’re ahead and if your organisational focus is still correct. In fact, you can immediately

see the results of your efforts, your current situation and what you have to do next. Our self-developed dashboard literally shows red, amber or green lights. This happens automatically, via a live link with our sales information system, which gives access to the sales activities in our programmes and to current results. This also makes the dashboard interesting for our management. The information streams show, for instance, whether a country or region underperformed on certain programmes. Which we means we can offer help there.” He laughs, “The benefit of Bitsing, huh!”

Martijn continues: “Regardless of what you take into account in your management process, when it comes to managing your programs the system tells you when your numbers need adjusting. So you see where the gaps are. Take the Bitser steps, for instance. There must be enough people on each step to sufficiently populate the next step, in order to achieve your goal. My Bitsing dashboard shows the types of red flag situations that develop. For example, if you have simply implemented too few promotions in the lower part of the BITSER ladder, the consequence will be that too few target group people end up in my BITSER pipeline. So if you have set your targets and want to achieve them, on a guaranteed