

Viamed Export Plan 2012

Added by John Lamb sent to Steve Nixon

I would like to call a meeting on Thursday 22nd March or the Friday 23rd. The objective is to forward plan a 5 year strategy for Viamed exporting. I plan to explore all potential opportunities and to reach an agreement on a written 5yr plan with the relevant actions to be taken, and milestones of objectives to be reached. Having looked at our product range, our investment so far in exhibitions, existing distributors, Viamed's reputation, and healthcare in developing countries my objective is to see export sales reach 5 times the UK sales in 5 years. Once the plan is agreed and written down the investment necessary will be discussed with Derek at a separate meeting and a plan instituted to find the investment required. I would appreciate both you and Ryan coming to this meeting fully prepared, just so as there is no misunderstanding the meeting format will be as follows. Question: Does an export plan already exist in a written format? Can the targets I have set be achieved within this plan? If yes I would like to see the plan and discuss it. If not I want a plan to be formulated at the meeting.

Existing sales

Year	Export sales	Special export sales	Total
2006	£500K		£500K
2007	£506K		£506K
2008	£760K		£760K
2009	£882K	£153K	1,035K
2010	£803K	£132K	£936K
2011	£787K	£195K	£982K
2012	£899K		

Why a 5 year plan?

This allows slow and controlled growth instead of knee-jerk reactions and allows valuable time to address any fundamental changes in global growth or, individual country problems, or distributor changes. It allows a sensible timetable to be constructed with mileposts and objectives both short and long term to be set and monitored.

Why now?

It is only now that intrastats has achieved the required high level of stability and accuracy that will allow continuous unobtrusive monitoring of goals, achievements, expenditure and stock control without placing a huge burden on any individual. Once set up the system will monitor allowing the export sales to be free of day to day overseeing by a dedicated individual. It is foreseen that regular reporting into the system by export sales and quarterly management meetings will be sufficient to effect control. Short individual meetings using the Ad-hoc system will ensure day to progress in unheeded.

Is the target of £5m in 5yrs achievable?

Working on the assumption that the EU is 6 times the size of the UK.

The USA accounts for around 30% of world medical sales.

The UK is now in 6th position globally.

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The BRICK countries Brazil, Russia, India, China and Korea are the fastest growing, outstripping the EU by several % points in growth of GDP

Even third world countries are moving into manufacture and developing a middle class that requires and demands good health care.

Viamed appears to have a range of good products, highly QA'd, well manufactured, reliable in use and in demand in the medical environment. We have a image on the world scene I.e Medica and Arab Health and with it an outstanding reputation.

There have to be reasons why growth is not more automatic.

Price is one reason but this should be exploited.

Quality goes with cost as does functionality, back up service and customer/distributor support

It is highly possible we need to re-examine our current distributors more closely as well as our current promotion of sales.

Export investment

No venture costs nothing and investment will be required if exports are to be increased.

We are starting from a good base and no massive increase in financial investment will be required.

If growth is controlled the increase will be substantial but over a period whereby increasing sales are funding it. This does not mean taking one country at a time it means taking the whole market one step at a time on a planned and strictly monitored course of action

How do we expand our current market?

We have existing sales.

Are the current distributors box shifters or are they dedicated medical sales people

Do they understand their market.

Do they understand the technology of our products

Can they sell. Do they need help to improve or do they need changing.

Do we need to supply better or more intense training.

Do we need better backup material

Do we need more pro-active input from ourselves,

More emails, more visits, more exhibitions.

Can we realistically grow sales with these distributors.

Are they covering the whole range? If not why not as most of our products are interlinked.

Do they carry demonstration models?

Do they carry stock?

Can we have more than one distributor per country.

Are our distributors exclusive in both directions?

How do we expand into the global market?

We need to question the products.

Are they priced accurately?

Do they fit the markets we are in. e.g. Capnographs may not be suitable for the Afghan government hospitals but they are for the US and UK military in Afghanistan.

In other words we need to match our products to the market.

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This is not too difficult as we have about 200 countries and 30 main products (if we are really ruthless we can reduce this to start with 5-10 products) so a database is quite straight forward to construct.

Country, GMP, medical expenditure, distributors, level of medical expertise.

Conclusion we need to match our products to a market. I.e. basic marketing.

As the basic tenant of marketing is to match products with customer requirements and the ability to pay we need to re-evaluate our marketing strategy. This was to be the future for Sarah.

As we do not have in depth marketing in-house we need to revert to our original methods which although slow were successful.

The first step is to locate which parts of the world are growing in medical advancement.

Which countries are expanding.

Which of these countries have medical exhibitions.

Which are on our list of distributor enquiries

Starting with the last first.

We should contact every distributor who is in Goldmine.

If they are a current customer we need to learn whether or not they are happy with us and our products.

Do they wish to become more pro-active and sell more of our range,

Do they have sales people,

What other products do they sell etc.

In the current climate we need to establish there ability to pay.

If however they are just a name in Goldmine, a visitor to an exhibition etc.

Are they still in the medical business.

Are they interested in new products. Spell out they are not necessarily cheap but good sound products.

If they are interested we offer them training.

If they agree we send them a questionnaire.

See section Distributor profile

Do they have sales people,

What other products do they sell etc.

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See section Distributor profile

Stock control

If export sales start to grow a different problem with stock control evolves to that in the UK. In the UK we deal with individual hospitals so we can see sales spread over several customers with different time scales. If the distributor is doing his job correctly he sees that, we do not, and he places orders , perhaps in bulk, at irregular intervals. It is very conceivable that we will need to hold stock for export (separately) as we do for large UK customers. In this case export predictions need to be as accurate as possible. It may be that the person directly responsible for the exports need to stipulate stock held for them. This is a deviation from current practice but Intrastats and regular monitoring should keep it in check.

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Introduction to a new distributor

History of Viamed Ltd

Viamed was formed in 1977

We are located in the centre of the UK near Leeds.

Main aims

It is Viamed's aim to be more than just a supplier.

Although we may not always succeed, it is our intention to try and work with our distributors as partners. We believe you know your local market much better than we ever can and we have the both product knowledge and technical backup. We can assist sales in many ways and have experience of sales and problems in other countries, which we can share with you.

Our main aim is to sell our products into your country and for both of us to be profitable.

Exclusive Agreement

Ideally we would like a mutually exclusive agreement however there are responsibilities required of both parties. Viamed Ltd. will guarantee to work with only one distributor in the designated area if exclusivity is honoured by both parties. As a relatively small company who also distributes in the UK we recognise that not all distributors are capable either financially. Technically, or in product knowledge to handle the whole range and we are prepared to be mutually selective.

Although our agreement will be exclusive it is recognised that in the world today distributors may have existing agencies, which over time may come to be viewed as potential competitors due to corporate takeovers and mergers.

We expect our distributor to be aware of this and to discuss any possible conflicts of interest before they occur. We would therefore ask you to be honest and tell us of any conflicts existing now and any that may emerge in the future.

The market

In order to sell our products it is important to know the market and the existing competition.

If a product is new to you we can supply you with the general main sales areas likely to be interested. We would like from you regular market appraisals and updates on the competition. This is extremely important as pricing throughout the world is becoming transparent and the Internet is making international trading easier. We would like to be aware of any market changes affecting our products that you foresee.

Demonstration Models & Stock

We expect our distributor to purchase sufficient demonstration equipment in order to promote the product. Exact quantities will depend on the number of representatives actually selling the product and the projected market size.

We can supply product information and artwork for your own promotional literature.

All technical manuals etc. are available electronically and can be down loaded to you.

Due to the nature of some of our products, being life limited and date coded it will not always be possible to take excess stock back. On products returned they must be in original supplied condition with unopened original packing. There will be a re-stocking charge of 25%

We intend to work closely with you to prevent overstocking.

Initial purchase

Exact product mix will depend on the distributors choice of product ranges to be handled

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Agreement

A standard Agreement will be sent to you if you seriously want to work with us.

Pricing

We are always aware that pricing has to be competitive and we do our best to get the best prices from our manufacturers and suppliers. If you have any local pricing problems please discuss them with us. I do not promise to always be able to solve the problem but I have been in the business long enough to know that your isolated problem today could be our international problem tomorrow.

Exhibitions

International travel is still time consuming and relatively expensive. We try to combine visits and training with local exhibitions and if possible adjoining country visits. It is not always possible due to conflicting arrangements but it would be helpful if you let me know if you are attending any local exhibitions.

Training

Most of our products require a minimum of training to actually get initial sales. However good training and product knowledge always helps to increase sales. We would be happy to visit you whenever convenient to carry out product training.

Terms of Sale

Our current Terms and conditions of sale are now on our website : About us

Payment

With new distributors we need to establish a sound working relationship and trust.

Normally for the first few purchases we would expect either a Pro-forma invoice or payment by Credit card.

Once we have become established our normal terms are 30 days from Invoice.

We prefer to Invoice in \$US

Information required

We would like you to send us your Full address for shipping:

Name of the finance person responsible for payment. Name of the Sales person responsible for promoting our product range ; Name of your engineer.

Distributor profile

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Company Name	
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English Speaking Contact	
Street Address of Head Office	
Postal Address of Head Office	
Head office Telephone Number	
Head office Fax Number	
E-mail	
Website	
Do you have any branch offices	
Year company formed	
Type of organization: Wholesaler Agent: Distributor: Manufacturer	
Number of years in the Health Care Industry	
Total number of employees	
Number of Service/Field Engineering Employees	
Number of Field Sales Employees	
Annual Turnover	
What percentage of this is medical equipment	
Do you have any previous experience of selling medical equipment	
Geographic area covered	

Key product	Supplier	Nationality	Exclusive Yes or No?
Main competitors			

Addresses of sub-distributors (if applicable)

Organization structure (please attach an organisation chart).

Name and position title of Senior Marketing executive (please also attach a brief CV)

Name and position title of Senior Sales executive (please also attach a brief CV)

Name and position title of Senior Engineering/Service executive (please also attach CV)

Company referees (please provide contact names at principle suppliers)

Any other comments that you may wish to add on a separate sheet

Position

Date

Note: All information provided in this profile will be treated as Strictly Confidential

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Where products can be sold

Depts	O ₂ Sen	SpO ₂ Sen	O ₂ Mon	SpO ₂ Mon	O ₂ Hood	O ₂ Hood	Microsti m	Resus Cab	Tom Thumb	CO ₂
Operating Rooms	Yes	Yes	Yes				Y			Y
Recovery Rooms	NO	Yes	NO				Y			Y
Intensive Care Units	Yes	Yes	Yes				Y		Yes	Y
Neonatal Units Incubators Oxygen Hoods Ventilators	Yes	Yes	Yes		Yes	Yes		Yes		Y
Children's Wards	Yes	Yes	Yes		Yes	Yes				
Surgical Wards	NO	Yes	Yes							
C.C.U	NO	Yes	NO							
Psychiatric wards	Yes	Yes	Yes							
Ambulances	Yes	Yes	Yes			Yes				
Accident & Emergency	NO	Yes	NO							Y
Respiratory Units CPAP	Yes	Yes	Yes							
Dentists	Yes	Yes	Yes							
Day Surgery Units	Yes	Yes	Yes							
Neurological Units	Yes	Yes	Yes							
Bio-Engineers	Yes	Yes	Yes						Yes	
Home Care	Yes	Yes	Yes							
Sleep Studies	Yes	Yes	Yes							
OEM's									Yes	