

<Company A> Digital Evidence Solutions Marketing Plan 2012

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I. Background and Executive Summary

There is a significant and ever-growing need within the U.S. law enforcement (LE) sector for distributing and archiving digital evidence. Federal, state and local LE agencies continue to utilize more-sophisticated digital video and audio surveillance / intercept technology to provide public safety services, protect their officers, and reduce complaints and lawsuits against their practices.

At the backend of most digital evidence workflows, there is a need to effectively distribute the evidence, as well as archive it for long-term safe keeping. In many states and at the federal LE level, archival requirements are at least five years, and sometimes evidence is kept for up to 30 years. Given these requirements, a common medium for digital evidence distribution and archive is optical media, namely DVD and Blu-Ray Disc.

While the growth in digital evidence has continued to blossom, and the use of optical media persists, there appears to be little awareness of elegant disc publishing equipment. Thus, LE agencies are often using antiquated and labor-intensive processes to manage the creation of discs. These trends and this environment present a very compelling opportunity for <Company A>, especially given our nearly 100 accounts generated in this market since 2010.

Set forth in these pages is the <Company A> plan to more-aggressively pursue the LE market in 2012, which presents a U.S. opportunity of \$100 million. The goal is to achieve a xx% increase in revenues from the state and local LE segment in 2012, providing a platform for another xx% growth year in 2013, and securing <Company A> as the dominant market share leader. While much groundwork has been laid and good success has been achieved in the past two years, 2012 will be the year <Company A> “doubles-down” in this market, using new go-to-market strategies, sales processes, additional sales tools and marketing tactics. Rather than relying solely on VAR’s and solutions integrators, <Company A> will use “pull” marketing strategies and direct sales reps to build awareness, grow a database of prospects, pursue opportunities, close deals, and grow accounts on an ongoing basis.

II. Market Opportunity

During September – October 2011, primary and secondary research was conducted to qualify the market opportunity in the LE segment. For primary research, approximately 20 face-to-face and phone interviews/conversations were conducted with existing <Company A> customers and partners. Some of these were done onsite at LE offices, and some were done at two large trade shows (ASIS International and International Association of Chiefs of Police). These efforts were all performed in the interest of determining the state of the market, the ubiquity of customer pains, and the opportunity available for <Company A>.

The results of the primary research show that the volume of digital evidence at LE agencies, particularly video evidence, continues to grow every year, and is a problem for the agencies. Additionally, it was undeniably confirmed that the predominant means for offloading, archiving, and distributing that evidence (to investigators, district and defense attorneys) is via optical disc. The reasons for using optical disc is that it is both a reliable, long-lasting, and easy-to-use medium, and also helps to enforce chain of custody requirements for evidence. Lastly, as it pertains to the discs produced by a <Company A> disc publisher, a consistent comment was how valuable the high-quality, customized, unique color labels are.

Below are some supporting customer quotes to the primary research results:

“Winning a case is not about the facts, it is about how you present the case”

“Everyone wants it nice and pretty when they go to court.”

“It is all about preserving the validity of evidence for presentation in court. We need to show a true chain of custody.”

“We (the FBI) buy 2,000 – 5,000 hard drives annually, each at 2 TB, just to capture all the video surveillance we’re doing.”

The primary research strongly indicates that there is a need in the market for disc publishing solutions, but also that police officers within smaller agencies are largely unaware that elegant equipment exists. It was very common during the onsite visits and at the two trade shows for police officers and clerks to marvel at the <Company A> machine, it’s ease of use, the “fire and forget” capability, and the professional, durable label.

In addition, the primary research shows that the <Company A> product is superior on many levels to the nearest competitive product, <Competitor X>, particularly our ease of integration, our high-quality discs, and even our pricing (which is now much more in-line with <Competitor X>). <Company A> appears to be the clear leader and partner of choice.

While primary research validates the fit in the LE market for <Company A> disc publishing, the secondary research helps quantify the size of the potential opportunity, i.e., the total addressable market (TAM).

According to a 2008 census taken by the U.S. Department of Justice, there are nearly 18,000 state and local law enforcement agencies in the U.S. Of those, 2,484 have at least 50 sworn officers. A segmentation of those agencies is shown here:

		Examples (# of officers)
State and Local Number in U.S.: 2484	Very Large >5,000 officers Number in U.S.: 8	<i>New York City Police (36,023)</i> <i>Chicago Police (13,354)</i> <i>Los Angeles Police (9,727)</i> <i>California Highway Patrol (7,202)</i> <i>Cook County IL Sheriff (5,655)</i>
	Large 1,000 - 4,999 officers Number in U.S.: 82	<i>Nassau County (NY) Police (2,732)</i> <i>Boston (MA) Police (2,181)</i> <i>Virginia State Police (1,873)</i> <i>Orange County (CA) Sheriff (1,794)</i> <i>Port Authority of NY and NJ Police (1,667)</i>
	Medium Large 500 - 999 officers Number in U.S.: 90	<i>Tampa Police (980)</i> <i>Minneapolis Police (872)</i> <i>Maricopa (AZ) County Sheriff (766)</i> <i>St. Paul Police (605)</i> <i>Minnesota State Patrol (536)</i>
	Medium 250 - 499 officers Number in U.S.: 234	<i>Madison (WI) Police (398)</i> <i>Des Moines (IA) Police (382)</i> <i>Grand Rapids (MI) Police (316)</i> <i>Rockford (IL) Police (305)</i> <i>Cambridge (MA) Police (267)</i>
	Small 100 - 249 officers Number in U.S.: 774	<i>Fort Meyers Police (176)</i> <i>Duluth Police (141)</i> <i>Rochester Police (126)</i> <i>Bloomington Police (115)</i>
	Very Small 50 - 99 officers Number in U.S.: 1296	<i>Brooklyn Park Police (96)</i> <i>Burnsville Police (75)</i> <i>Eden Prairie Police (66)</i> <i>Moorhead Police (50)</i>

Additionally, a 2004 census identified 49 federal agencies and offices that have at least 50 sworn officers; segmentation showing here:

		Examples (# of officers)
Federal Number in U.S.: 49	Very Large 10,000+ officers Number in U.S.: 4	<i>U.S. Customs and Border Patrol (27,705)</i> <i>Federal Bureau of Prisons (15,214)</i> <i>Federal Bureau of Investigation (12,424)</i> <i>Immigration and Customs Enforcement (10,399)</i>
	Large 1,000 - 5,000 officers Number in U.S.: 10	<i>Drug Enforcement Administration (4,400)</i> <i>Administrative Office of the U.S. Courts (4,126)</i> <i>U.S. Marshals Service (3,233)</i> <i>U.S. Postal Inspection Service (2,976)</i> <i>Bureau of Alcohol, Tobacco, Firearms (2,373)</i>
	Other 50 - 999 officers Number in U.S.: 35	<i>U.S. Fish and Wildlife Service, Division of L.E. (708)</i> <i>Pentagon Force Protection Agency (482)</i> <i>U.S. Mint (376)</i> <i>Amtrak (317)</i> <i>Environmental Protection Agency (209)</i>

<Company A> equipment has successfully been sold and implemented into most of the segments shown above, including LE agencies with 50 – 99 officers. Thus, we can say with confidence that there is available market opportunity *across this LE spectrum*. To put a quantitative estimate on that opportunity, estimates were made around the probable distribution of deal sizes (using actual deals closed in 2011 as references), and through that, the following models result:

State and Local

Agency Segmentation (from 2008 DOJ census)					
	Percent	Number			
1,000 or more officers	0.5%	90			
500-999	0.5%	90			
250-499	1.3%	234			
100-249	4.3%	774			
50-99	7.2%	1,296			
25-49	13.4%	2,412			
10-24	23.9%	4,302			
5-9	19.2%	3,456			
2-4	17.9%	3,222			
0-1	11.8%	2,124			
Year 1 Deal Sizes @ MSRP (including 3-yr maintenance contract and one-year consumables)					
	25%	50%	15%	10%	
	Low	Med	High	V-High	
1,000 or more officers	\$20,000	\$80,000	\$125,000	\$250,000	
500-999	\$10,000	\$20,000	\$50,000	\$100,000	
250-499	\$10,000	\$20,000	\$50,000	\$100,000	
100-249	\$10,000	\$20,000	\$30,000	\$50,000	
50-99	\$10,000	\$20,000	\$30,000	\$50,000	
Total Addressable Market (Year 1)					
	Low	Med	High	V-High	Total
1,000 or more officers	\$450,000	\$3,600,000	\$1,687,500	\$3,375,000	\$9,112,500
500-999	\$225,000	\$900,000	\$675,000	\$1,350,000	\$3,150,000
250-499	\$585,000	\$2,340,000	\$1,755,000	\$3,510,000	\$8,190,000
100-249	\$1,935,000	\$7,740,000	\$3,483,000	\$5,805,000	\$18,963,000
50-99	\$3,240,000	\$12,960,000	\$5,832,000	\$9,720,000	\$31,752,000
	\$6,435,000	\$27,540,000	\$13,432,500	\$23,760,000	\$71,167,500

Federal

Agency Segmentation (from 2004 DOJ census)					
		Agencies	Offices		
10,000 or more officers		4	-		
5,000-9,999		-	-		
4,000-4,999		3	-		
3,000-3,999		1	-		
2,000-2,999		5	-		
1,000-1,999		1	-		
500-999		3	-		
250-499		5	4		
100-249		8	7		
50-99		3	5		
		33	16		

Year 1 Deal Sizes @ MSRP (including 3-yr maintenance contract and one-year consumables)					
	60%	20%	10%	10%	
	Low	Med	High	V-High	
10,000 or more officers	\$2,000,000	\$5,000,000	\$7,000,000	\$12,000,000	
5,000-9,999	\$2,000,000	\$4,000,000	\$6,000,000	\$10,000,000	
4,000-4,999	\$1,000,000	\$2,000,000	\$3,000,000	\$5,000,000	
3,000-3,999	\$1,000,000	\$2,000,000	\$3,000,000	\$5,000,000	
2,000-2,999	\$500,000	\$1,000,000	\$1,500,000	\$2,500,000	
1,000-1,999	\$20,000	\$80,000	\$125,000	\$250,000	
500-999	\$10,000	\$20,000	\$50,000	\$100,000	
250-499	\$10,000	\$20,000	\$50,000	\$100,000	
100-249	\$10,000	\$20,000	\$30,000	\$50,000	
50-99	\$10,000	\$20,000	\$30,000	\$50,000	

Total Addressable Market (Year 1)					
	Low	Med	High	V-High	Total
10,000 or more officers	\$4,800,000	\$4,000,000	\$2,800,000	\$4,800,000	\$16,400,000
5,000-9,999	\$0	\$0	\$0	\$0	\$0
4,000-4,999	\$1,800,000	\$1,200,000	\$900,000	\$1,500,000	\$5,400,000
3,000-3,999	\$600,000	\$400,000	\$300,000	\$500,000	\$1,800,000
2,000-2,999	\$1,500,000	\$1,000,000	\$750,000	\$1,250,000	\$4,500,000
1,000-1,999	\$12,000	\$16,000	\$12,500	\$25,000	\$65,500
500-999	\$18,000	\$12,000	\$15,000	\$30,000	\$75,000
250-499	\$54,000	\$36,000	\$45,000	\$90,000	\$225,000
100-249	\$90,000	\$60,000	\$45,000	\$75,000	\$270,000
50-99	\$48,000	\$32,000	\$24,000	\$40,000	\$144,000
	\$8,922,000	\$6,756,000	\$4,891,500	\$8,310,000	\$28,879,500

The key takeaways of these two analyses are as follows:

- The TAM within U.S. law enforcement is ***an attractive \$100 million***
- In the state and local segment, there is a \$50 million opportunity within the 2,080 agencies that have between 50 and 249 officers
- In the federal segment, the overwhelming majority of the opportunity is within the 10 largest agencies

These key takeaways from the secondary research, combined with the findings in the primary research, strongly indicate that with additional investment in 2012, <Company A> can capitalize on the market opportunity and increase sales.

III. Market Segmentation and Prospect Profiles

As seen above, the market divides across federal, state and local agencies, as well as by size of agency. Additionally, within any given LE agency, there are likely numerous sources of digital evidence, and potentially unique workflows stemming from each. These include:

- In-car video surveillance
- Body-worn audio/video recording devices, aka electronic surveillance (ELSUR)
- Audio/Data intercepts
- Stationary overt/covert video surveillance (e.g., pole cameras)
- Incoming hard-drives and optical media from a crime scene or captured via a search warrant
- Interrogation room audio and video
- Still/motion camera images/video

Typically, there are IT/software-savvy officers within an agency, and usually they are solely responsible for technology (in other words, they are not patrol officers or investigators). A common term for these offices is “tech agent” or “tech ops officer.” Based on data provided by a <Company A> customer, there are approximately 5,000 tech ops groups in the U.S.

Below are common titles and descriptions of the people that <Company A> needs to be familiar with in the LE sector and their influence in the buying cycle:

- Federal Tech Agent – typically college educated; often has done police patrol and/or case agent work and has moved into a technical role; handles all kinds of technology for the agency and specific cases, include surveillance, intercepts, video management systems, in-car video systems; responsible for deploying technology out in the field, in the streets, and then ensuring it works properly and maintaining it over its lifetime; also responsible for making sure the data/video/audio is properly distributed when it is needed for an investigative or litigation case
- Federal Case Agent – college educated and has some smarts; orchestrates investigations and has to be clever in order to catch the bad guys; not very technology savvy, but will use it and like it when it is simple and helps him/her with their job
- Detective or Investigator – same as Federal Case Agent, but at a state, county or municipal agency; additionally, within very small and small agencies, can be a catalyst for purchasing new tools/technologies that aid in the investigative process
- Technology Operations personnel – similar to a Federal Tech Agent, but at a state, county or municipal agency; these people typically hold an Investigator or Sergeant title
- ELSUR/Property Clerk – can be at federal or state/local agency; typically high-school educated and a “low talent” worker; does what they are told; that being said, they have an important job of being the first to receive original case evidence (e.g., video surveillance footage, audio intercept devices), follow the chain of custody process, and make original and duplicate copies of the files on optical disc
- Chief of Police – the “top dog” of a municipal (city) police department; usually a lifetime police officer, one who did mostly beat cop work early on and then worked his/her way up to more supervisory roles
 - within large police agencies, this person is a public figure for the city, holds court with the mayor and city council, and does plenty of “politicking” for police

department needs and funds; while he/she may want to invest in a technology solution for the department, a series of approvals would need to be gathered for large capital purchases (say, a new in-car video system); also, he/she is probably not a user of technology themselves, and in fact may not be that tech savvy at all

- within smaller agencies (say under 250 officers), the chief of police will likely have their hands on the pulse of everything that's going on, including the technology / capital equipment they're investing in

IV. Branding and Positioning

In lieu of the voice of market we've conducted, combined with the success we've established in the LE segment, it is appropriate to revise our positioning at this time. While the broader positioning of <Company A> Disc Publishing needs to be considered and inherited, a derivative must be created for the LE market, so that we're laser-focused in all of our communications, messaging, and lead generation efforts.

Deciding on a simple, short, and meaningful positioning statement is a key artifact, which will drive all outbound communications and interactions with the customer. Having this honed will strengthen our ability to quickly give the customer assurance/comfort that <Company A> understands their world, and is ready to help them solve problems.

A tried-and-tested framework of defining a positioning statement is from Geoffrey Moore's "Crossing the Chasm:"

For	(target customers)
Who are dissatisfied with ...	(current alternative, pains/problems)
Our product is a ...	(new product category)
That provides	(key problem solving category)
Unlike	(the alternative)
We have assembled	(the whole product features of our solution)

For <Company A> Digital Evidence Solutions, our positioning statement is as follows:

For	law enforcement officers managing digital evidence
Who are dissatisfied with	the manual and tedious process of collecting, archiving and distributing evidence needed by investigators and attorneys
Our product is an	easy to use multi-function desktop system
That	automated records and prints case-specific, permanent, photo-quality CDs, DVDs and Blu-ray Discs
Unlike	disc-making processes using handwriting or ink-jet labels, or volatile storage solutions like unpowered disk drives or flash memory
We have assembled	a turnkey solution that adapts to existing workflows and provides a streamlined way to collect, archive and distribute digital evidence

Another way to think about it is that we want to revolve our positioning around a simple claim of "We are the best in the world at <abc>." Or, put another way, what is the ***one thing*** we want to be known for by the LE segment? In that regard, our positioning would be:

<Company A> evidence systems record and print the highest-quality discs for archiving and presentation of evidence in court

And, as a tagline:

Best evidence optical discs

Our value proposition to the LE segment is pretty simple:

- Save time spent burning discs
- Be prepared for the growing volume of digital evidence being captured

- Insure better cataloging and storage of discs associated to cases
- Create a high-quality product for attorneys to use in court

From a branding standpoint, we are currently using “<Company A> Digital Evidence Solutions.” This should be changed to speak more directly to the customer, and to what our product does (since many of the people we’re communicating to will not know what <Company A> is). Our new brand will be **<Company A> Evidence Disc System**.

V. Key Messages / Message Map

Stemming from our positioning is a deeper layer of messaging. This layer drills into the user pain points, and should enable our communications to “connect” with the buyer/user at an emotional level. Messaging is at the persona-level, so we need to develop messages targeted at all key buyer and user personas.

Our key persona that we’re targeting is the tech agent, tech ops agent, or technical officer. We want to have very detailed messages we can drive towards those people, because they are most often the buyer and the key administrator of the <Company A> machine. Sometimes, they may even be the main user, but we should assume that the main user will be someone less technical than the tech agent, and is someone the tech agent has in mind when considering the solution they’re going to purchase.

Pain Points:

- Tech Agent / Tech Ops
 - o Very time consuming to render many forms of DE down to optical disc for distribution/preservation – embrace automation
 - o Needs technology to be reliable and work when needed
 - o Master many types of technology/devices and needs to be extremely simple to use
- Case Agent
 - o Very time consuming to render many forms of DE down to optical disc for distribution/preservation – embrace automation
 - o Needs technology to be reliable and work when needed
 - o Not technical. Needs to be very easy to use with no training
- ELSUR Clerk
 - o All day/every day is spent processing digital evidence while maintaining chain of custody. Believe in process and adopt automation very slowly
 - o Make many copies of optical media on a daily basis and most locations use manual process and sharpies to write on evidence.
 - o Not technical at all. Systems/Solutions need to be idiot proof and work when needed. No time for failures

VI. Go to Market Approach and Process

Over the past two years, <Company A> has sold to the law enforcement segment via direct sales and through other technology companies (which we call solution integrators, or SI’s), and this has been mainly a U.S. focus. The <Company A> direct sales force in the U.S. has mainly been <Person 1>, <Person 2>, and <Person 3>, with little involvement from other <Company A> sales resources (e.g., Field Sales and Inside Sales). On the SI front, <Company A> has established good relationships with twelve companies that sell directly into the law enforcement segment; 10 of these companies are focused on the U.S. market, and two are in China.

In 2012, our approach in the U.S. will involve the entire U.S. <Company A> sales force ecosystem, and will use a “Sales 2.0” / Inside Sales process to generate leads, qualify opportunities, and close deals. This will work in tandem with a concentrated marketing lead generation effort in this space (see section VIII), and is premised on the belief that <Company A> can sell its systems using the phone and the web (i.e., without making a house call visit to demonstrate the product). By selling over the phone and web, <Company A> can save significant dollars on travel expense, and get more leverage out of its sales force.

With Inside Sales, the plan is to focus one full-time rep on the U.S. LE market, with a focus on the state and local agencies; we plan to hire this rep in Q1 2012. This rep will be incented to both generate opportunities and to close deals on their own. While not all opportunities will be owned-and-closed by the Inside Sales rep, every opportunity generated will result in some compensation to the rep. More specifically, the Inside Sales rep’s job will entail the following:

1. Calling and emailing into existing <Company A> accounts/contacts to “check-in” and hunt for new system opportunities (but also consumables and service)
 - new system opportunities will likely be in other departments of the agency ... for example, we may have a system in the crime lab, but we don’t have one yet with their in-car video program
 - check-ins will be regular, such as every 3-4 months
2. Following up on newly-generated leads from marketing programs
3. Qualifying leads and working to turn them into opportunities
4. For agencies over 250 officers, passing the opportunity to the RBM (who will manage the opportunity from that point and attempt to close the deal)
5. For agencies under 250 officers, keeping the opportunity and attempting to close the deal via phone and web
6. For any opportunity where an SI’s solution is already in place, passing the opportunity to the SI
 - and then, either an RBM (agencies over 250) or the Inside Sales rep (agencies under 250) will overlay and work the opportunity to close
7. Throughout all of this, populating and managing their book of business in SAP CRM
8. Also, throughout all of this, working closely with <Company A> Service to be aware of any issues, service calls, or training requests made by an account

For U.S. RBM’s, there is not much of a new role to play, other than that they’ll be working with LE agencies both directly and with SI’s, striving to close deals.

For <Person 1>, there also will not be much new; he will focus on the Federal LE sector, and be brought into all opportunities that are greater than 5 systems.

Exact compensation structures will be determined in January 2012.

The chart below brings this all together, identifying our go-to-market approach and activities for each of the segments:

		Examples (# of officers)	Rimige Sales Force Assignments			
			Inside Sales	Account Owners (RBM's)	Executive-level sales rep	
Federal Number in U.S.: 49	Very Large 10,000+ officers Number in U.S.: 4	<i>U.S. Customs and Border Patrol (27,705)</i> <i>Federal Bureau of Prisons (15,214)</i> <i>Federal Bureau of Investigation (12,424)</i> <i>Immigration and Customs Enforcement (10,399)</i>	n/a	n/a	* Manage existing relationships * Generate leads and opportunities * Populate and manage SAP CRM * Overlay for deals involving Solution Integrators * Close deals	
	Large 1,000 - 5,000 officers Number in U.S.: 10	<i>Drug Enforcement Administration (4,400)</i> <i>Administrative Office of the U.S. Courts (4,126)</i> <i>U.S. Marshals Service (3,233)</i> <i>U.S. Postal Inspection Service (2,976)</i> <i>Bureau of Alcohol, Tobacco, Firearms (2,373)</i>	n/a	n/a	* Manage existing relationships * Generate leads and opportunities * Populate and manage SAP CRM * Overlay for deals involving Solution Integrators * Close deals	
	Other 50 - 999 officers Number in U.S.: 35	<i>U.S. Fish and Wildlife Service, Division of L.E. (708)</i> <i>Pentagon Force Protection Agency (482)</i> <i>U.S. Mint (376)</i> <i>Amtrak (317)</i> <i>Environmental Protection Agency (209)</i>	* Phone call and email check-ins w/existing accounts * Phone call and email new accounts * Populate and manage SAP CRM * Generate leads and opportunities * Pass opportunities to Account Owner (RBM) or SI's	* Take opportunities from Inside Sales * Manage SAP CRM * Overlay for deals involving SI's * Close deals	* Overlay for deals involving more than 5 systems	
State and Local Number in U.S.: 2484	Very Large >5,000 officers Number in U.S.: 8	<i>New York City Police (36,023)</i> <i>Chicago Police (13,354)</i> <i>Los Angeles Police (9,727)</i> <i>California Highway Patrol (7,202)</i> <i>Cook County IL Sheriff (6,665)</i>	* Phone call and email check-ins w/existing accounts * Phone call and email new accounts * Populate and manage SAP CRM * Generate leads and opportunities * Pass opportunities to Account Owner (RBM) or SI's	* Take opportunities from Inside Sales * Manage SAP CRM * Overlay for deals involving SI's * Close deals	* Overlay for deals involving more than 5 systems	
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	Small 100 - 249 officers Number in U.S.: 774	<i>Fort Meyers Police (176)</i> <i>Duluth Police (141)</i> <i>Rochester Police (126)</i> <i>Bloomington Police (115)</i>	* Phone call and email check-ins w/existing accounts * Phone call and email new accounts * Populate and manage SAP CRM * Generate leads and opportunities * Close deals	n/a	* Overlay for deals involving more than 5 systems	
	Very Small 50 - 99 officers Number in U.S.: 1296	<i>Brooklyn Park Police (96)</i> <i>Burnsville Police (75)</i> <i>Eden Prairie Police (66)</i> <i>Moorhead Police (50)</i>	* Phone call and email check-ins w/existing accounts * Phone call and email new accounts * Populate and manage SAP CRM * Generate leads and opportunities * Close deals	n/a	* Overlay for deals involving more than 5 systems	
	District Attorneys Offices Top 100 Counties	Very Large >3,000,000 people Number in U.S.: 6	<i>Los Angeles County, CA (9,818,605)</i> <i>Cook County, IL (5,194,679)</i> <i>Maricopa County, AZ (3,817,117)</i> <i>Orange County, CA (3,010,232)</i>	* Phone call and email check-ins w/existing accounts * Phone call and email new accounts * Populate and manage SAP CRM * Generate leads and opportunities * Pass opportunities to Account Owner (RBM) or SI's	* Take opportunities from Inside Sales * Manage SAP CRM * Overlay for deals involving SI's * Close deals	* Overlay for deals involving more than 5 systems
		Large 1,000,000 - 2,999,999 people Number in U.S.: 27	<i>Miami-Dade County, FL (2,496,435)</i> <i>Dallas County, TX (2,368,139)</i> <i>Suffolk County, NY (1,493,350)</i> <i>Hennepin County, MN (1,152,425)</i>	* Phone call and email check-ins w/existing accounts * Phone call and email new accounts * Populate and manage SAP CRM * Generate leads and opportunities * Pass opportunities to Account Owner (RBM) or SI's	* Take opportunities from Inside Sales * Manage SAP CRM * Overlay for deals involving SI's * Close deals	* Overlay for deals involving more than 5 systems
		Medium Large 600,000 - 999,999 people Number in U.S.: 67	<i>Honolulu County, HI (952,207)</i> <i>Milwaukee County, WI (947,735)</i> <i>Lake County, IL (703,462)</i> <i>Bucks County, PA (625,429)</i>	* Phone call and email check-ins w/existing accounts * Phone call and email new accounts * Populate and manage SAP CRM * Generate leads and opportunities * Pass opportunities to Account Owner (RBM) or SI's	* Take opportunities from Inside Sales * Manage SAP CRM * Overlay for deals involving SI's * Close deals	* Overlay for deals involving more than 5 systems

The above focuses only on the U.S., which is where the market opportunity has been validated and the <Company A> sales resources exist to capture more market share. For <Company A> EMEA and APAC, there will be no new go-to-market approach in 2012. In EMEA, we will rely on <Person D> to cultivate the existing opportunities and hunt for new ones. In APAC, we will continue to work with our two SI partners, <Partner 1> and <Partner 2>, to grow the business and learn the nuances of the market in China.

All-in-all, <Company A> has cultivated twelve relationships with SI partners, and is working on another seven, including two very high-potentials in the in-car video space: Motorola and Panasonic. As our U.S. Inside Sales team prospects for and qualifies opportunities, it will be imperative to identify if a SI partner's solution is already in place or is being considered. It is also important to know where our reference integrations/installations are, in order to give the prospective customer confidence in our partnership. The table below shows the landscape of current SI partners and ongoing progress:

System Integrator	World Area	Segment	Getting started	Agreement signed integration commit	Integration complete Ready to sell	Launch
	US	In-Car	X	X	X	X
	US	In-Car	X	X	X	X
	US	ELSUR	X	X	X	X
	US	Digital Evidence	X	X	X	X
	US	Digital Evidence	X	X	X	X
	US	Interrogation room	X	X	X	X
	APAC	Forensics	X	X	X	X
	APAC	Interrogation Room	X	X	X	X
	US	Intercept	X	X	X	X
	US	Intercept	X	X		
	US	In-Car	X	X		
	US	In-Car	X	X		
	US	In-Car	X			
	US	In-Car	X			
	US	In-Car	X			
	US	Intercept	X			
	US	Intercept	X			
	US	Forensics	X			
	US	Forensics	X			

VII. Pricing

Provide the full price list, including discounts given to partners.

VIII. Lead Generation Tactics

As mentioned above, it appears as though there is fairly low awareness in the LE segment that elegant disc publishing equipment even exists. It is also apparent that once awareness is generated, the value proposition of a <Company A> system is very clear in the buyer's mind. Given that, we intend to execute on a rich set of marketing programs in 2012, aimed directly at the LE segment, where our goal is to generate awareness and leads.

The overarching philosophy for lead generation will be to position <Company A> as a thought leader in the discipline of LE evidence management. We will aim to create a large library of valuable artifacts, which will be used in email blasts, newsletter sponsorships, banner ads, blog postings, and during the qualification and sales cycles. (See section IX below for more details.)

The central location for all of these artifacts will be the <Company A> website, where we intend to re-position the products to the LE segment, and make the site a rich source of worthwhile content. A centerpiece of this content will be customer testimonials, both in print and video formats. We will update the website to make the testimonials more front-and-center, along with our new positioning.

Our leading tactics for generating leads will be email marketing (both our own, and using 3rd-party e-marketers), direct mail, PR, trade shows, local "road show" forums, and warm and cold calling. Each of these is described in more detail below:

Email Marketing

Using our existing customer lists as well as lists we purchased in 2011, we will create our own email blasts, offering valuable content to the reader. We will utilize Marketo to organize target lists, create the email content, generate landing pages, blast the emails and collect leads.

Besides the <Company A>-created emails, we may also use third parties, such as trade publications (both print and online), to promote our content to the LE community. While there will be additional cost to use third parties, their lists will be different than ours, and the reader will already be familiar with the publication, so won't be as likely to delete the email.

At a minimum, we intend to run at least one unique email blast each quarter in 2012; our content calendar will create fresh artifacts to support this.

Direct Mail

Given the nature of the LE buyer, and their affinity towards the purchase of physical goods (e.g., guns, ammo, uniforms, equipment, cars, radios, etc.), we believe there is a rare opportunity to leverage direct mail to generate leads. While the ideas still need to be vetted out, we can envision sending police officers a DVD in the mail, nicely packaged, that conveys a message and provides a wealth of valuable content. This may be particularly effective at conveying our value proposition of "permanent, color, custom labels," as we could send them something they can actually touch and experience.

Our leading thought is that we could produce the mailing 100% with in-house marcom resources, and our only cost would be the postage. (Note: the mailing addresses of most police agencies are available for free on the internet.)

Public Relations / Press Relations

There appears to be a rich set of online and print publications aimed exclusively at the LE segment, and thus, we intend to leverage these organizations to get our message out and add to our library of content. More specifically, we will aim to leverage these avenues with the publications:

- byline articles
- highlighted in “New Products” sections
- customer success stories
- annual buyers guides / vendor lists
- list purchases and/or e-marketing promotions
- e-newsletter sponsorships
- getting mentioned in editor’s blogs
- “Top” lists and awards (e.g., “Top 100 Digital Vendors for Police”)

Trade Shows

We have identified the following trade shows and conferences for 2012:

- Milestone Worldwide Sales Meeting, January (exhibit and speaking engagement)
- Southwest NATIA Conference, January (exhibit)
- Milestone MIPS, February (exhibit)
- UK Home Office Counter Terror Conference, March (exhibit)
- ISC West, March (exhibit)
- NATIA, July (exhibit; possibly speaking engagement)
- ASIS, September (attend only)
- IACP, October (attend; possibly speaking engagement)
- Northwest NATIA, November (exhibit)

As stated above, we intent to submit proposals for speaking engagements at NATIA and IACP.

Road Shows and Customer Visits

There appears to be a very strong “in the club” mentality amongst LE officers; they enjoy knowing each other and learning from people that are in their same line of work. There is also a tendency for smaller police agencies to follow the lead of the larger police agencies, when it comes to purchasing products (be they pistols, in-car video systems, or disc publishing). We have observed that police officers like to take time away from the office to attend “educational” forums, where they can meet other cops and discuss their common issues.

Given that, we intend to put on a series of breakfast forums, centered on managing digital evidence, with at least one existing customer as a focal point presentation during each forum. These forums will be conducted either on-site at a police office, or at a hotel conference room, and will include existing and potential customers. We may partner with an SI for some of these forums, and our goal will be to facilitate learning and networking amongst the police officers. We also will hold “focus groups” of existing customers, to conduct voice of customer research and get their feedback on where <Company A> can improve. (Note: This tactic seemed to work quite well in Phoenix, Arizona in 2011.)

Possible cities where we will conduct these forums in 2012 include:

- Chicago
- New York
- Los Angeles
- Dallas
- Washington DC
- Seattle

Along with the road shows, we will continue to visit new customers to help with go-lives / implementations, and also conduct 1-2 Federal Summits in Washington DC with our Federal LE customers.

Warm and Cold Calling

While our goal is to drive enough leads into Inside Sales to keep the rep busy, we also believe there’s a need to do some warm and cold calling into LE agencies. With warm calling, the goal is

to call our existing customers, establish a relationship, make sure things are going well, and ask for other areas of the agency that we could get referred into. With cold calling, the goal is to hunt for the right person in the LE agency (the person responsible for technology and digital evidence), establish a relationship, and begin tracking the lead in the CRM system and adding them to our marketing database in <marketing automation software>. Ideally, of course, we can find real opportunities and close some deals too! Since obtaining lists of police agencies is not difficult, and our story is compelling and reference accounts numerous, we should use cold calling to get the message out and connect with these accounts.

IX. Content Library

As mentioned above, we intend to spend significant time creating a rich library of content targeted at the LE community. This will help us position <Company A> as a thought leader, and continue to build awareness of our company and solutions. The artifacts will also be very useful during the sales cycle, providing numerous areas for “leave behinds” and “hooks” to get the prospect committed. Below is our plan for the library:

Customer Testimonials / Success Stories

Early on in 2012, we will identify reference customers who will agree to do one or more of the following:

- have their success story written (<Company A> collateral)
- have their success story written (by-line article in a trade magazine)
- be quoted in a press release
- be in a case study video about them
- offer to allow other officers to visit them and see the <Company A> machine in action
- act as a reference, allowing prospective customers to call them
- do a speaking engagement at a conference
- speak about their success and environment at a road show event

Using that list, we will plan to create one success story per month in print, as well as one video per quarter. The videos will be 2-4 minutes, and will essentially be an interview with the customer on what their challenges were before using <Company A>, and how <Company A> has since added value.

White Papers

These are traditional documents, which will have a catchy title and revolve around topics that are of real concern and interest to our target personas. We will use titles such as “The Top Ten ...” Or “Five Ways Your Digital Evidence ...” to grab the person’s attention, and entice them to opt-in for the download.

e-Books

These are PowerPoint presentations, which are more visual in nature, and provide more of a story-telling experience than a white paper. Typically they are 10-20 slides, and are meant to be educational for the reader.

Surveys and Resulting Research Reports

We will run two surveys of our existing customer base of LE officers, with the intent to publish the results of the surveys in a short-to-mid-length research report. These research reports can be leveraged in all the same ways as a white paper and e-Book, and can also spawn press releases, webinars, infographics and videos.

Webinars

We will run one webinar per quarter, which will center on a topic that mirrors one of our white papers, e-Books, or research reports. Each webinar will ideally have a third-party speaker (e.g., editor, analyst), a customer, or both. We will produce the webinars ourselves using WebEx.

Byline Articles

We will opportunistically look for ways to get our customer success stories, our thought-leadership messages, or our research reports included in articles written by trade publications.

"How To" Videos

To both enable our existing customers to better-utilize our system, as well as to use during the sales cycle (particularly with our Inside Sales rep), we will create a series of "How To" videos that explain how our system works and how to perform many of the key functions. We will film these videos in a new studio at <Company A>, and will include the narrator standing up in the video demonstrating the product.

Press Releases

We will look to use press releases to highlight customer success stories, announce product launches, and announce results of our surveys/research. We will strive to tie the press releases into the big trade shows we're exhibiting at.

ROI Calculator

To be used as both a lead generation tool as well as a tool in the sales cycle, we will create a one-page ROI Calculator, which helps a police officer think through how they'll save time and money using a <Company A> machine. This tool will read like a spreadsheet with numbers, but will essentially bullet-point out some of the key features, functions, and differentiators of the <Company A> system.

RFP Template

To be used as a lead generation tool, we will create a 2-3 page RFP Template for a Law Enforcement VMS. We will co-create this with Milestone, and use this in joint marketing programs. The tool will read like an RFP, but essentially hitting on key features, functions and differentiators of Milestone and <Company A>.

X. Master Calendar, Work Plan and Budget

The following is a calendar, by quarter, of the lead generation and marketing communications we intend to do.

	Nov-Dec 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012
Lead Generation Thought Leadership Artifacts	<ul style="list-style-type: none"> • Revamp website and SEO • Revamp existing collateral (white papers, success stories) • Revamp existing videos (re-title) <p>→ begin identifying key trade publications → identify reference customers for success stories</p>	<ul style="list-style-type: none"> • Webinar • Success Stories (2-4); paper and video • Byline article • "How To" videos (3-5); aimed at customers and at prospects • Press release (timed with ISC West) • New white paper "Top 10" • ROI Calculator 	<ul style="list-style-type: none"> • Survey and resulting downstream artifacts <ul style="list-style-type: none"> • Webinar • Paper / e-Book • Video • Press release • Infographics • Byline article • More "How To" videos (3-5) • RFP Template • Product launch press release • Product launch "articles" in trade pubs 	<ul style="list-style-type: none"> • Webinar • New white paper "Top 5" • Press releases (timed with NATIA, ASIS) • Byline articles (2) • Success Stories (2-3); paper and video • Product launch press release • Product launch "articles" in trade pubs 	<ul style="list-style-type: none"> • New survey and resulting downstream artifacts • Success Stories (1-2)
Programs	<ul style="list-style-type: none"> • Email blast with existing white paper • Buyers Guides advertisements • Blog posting 	<ul style="list-style-type: none"> • Email invites to webinar • Email blast with white paper • Email blast with "How To" videos (to existing customers) • E-newsletter sponsorship with white paper offer or ROI Calculator • Blog postings 	<ul style="list-style-type: none"> • Email blast stemming from Survey • Email blast with "How To" videos • Banner ads with Survey • Direct mail program • E-newsletter sponsorship with Survey offer or RFP Template • Blog postings 	<ul style="list-style-type: none"> • Email invites to webinar • Email blasts with white paper • Blog postings 	<ul style="list-style-type: none"> • Email blasts stemming from Survey • Direct mail program
Trade Shows and Conferences		<ul style="list-style-type: none"> • Milestone WW Sales Conference (Jan) • SW NATIA (Jan) • Milestone MIPS (Feb) • UK Counter Terror (Mar) • ISC West (Mar) <p>→ submit speaking proposals for NATIA and IACP</p>		<ul style="list-style-type: none"> • NATIA (July) • ASIS (Sept) 	<ul style="list-style-type: none"> • IACP (Oct) • NW NATIA (Nov)
Road Show Forums and Customer Visits	<ul style="list-style-type: none"> • Federal Summit 	<ul style="list-style-type: none"> • Road Show Forum <ul style="list-style-type: none"> • Minneapolis • Las Vegas? 	<ul style="list-style-type: none"> • Road Show Forums <ul style="list-style-type: none"> • Chicago (2) • New York (2) • LA (2) • Texas (2) • Seattle or Portland • Wash DC or Atlanta 		<ul style="list-style-type: none"> • Federal Summit
Product Launches			<ul style="list-style-type: none"> • Professional Series 	<ul style="list-style-type: none"> • Producer Series 	

Below is a line-item budget for 2012:

#	Program	Budget Items	Budget
1.	Email marketing	<ul style="list-style-type: none"> Promotions with third parties (e.g., trade pubs, e-newsletter sponsorships) Additional list purchases 	\$10,000 \$2,500
2.	Direct mail	<ul style="list-style-type: none"> 2 programs @ \$3,000 	\$6,000
3.	Trade shows	<ul style="list-style-type: none"> Milestone WW Sales (Jan) SW NATIA (Jan) Milestone MIPS (Feb) UK Counter Terror (March) ISC West (March) NATIA (July) ASIS (Sept) IACP (Oct) NW NATIA (Nov) 	\$6,000 \$2,000 \$6,000 \$10,000 \$6,500 \$8,500 \$1,500 \$1,500 \$2,000
4.	Road Show Forums	<ul style="list-style-type: none"> Chicago New York Los Angeles Dallas Washington DC Seattle 	\$2,000 \$2,500 \$2,500 \$1,500 \$2,000 \$2,000
5.	Public Relations / Press Relations	<ul style="list-style-type: none"> Advertising in buyer guides, vendor listings Press releases – 6 @ \$1,000 	\$2,000 \$6,000
6.	Customer success stories (videos, webinars)	<ul style="list-style-type: none"> Travel/entertainment for customers 	\$8,000
7.	“How To” Videos		\$0
8.	Cold calling lists		\$2,500
		Trade Shows	\$44,000
		Other	\$49,500
		TOTAL	\$93,500

XI. Sales Training, Tools and Collateral

In order to quickly and effectively on-board a new Inside Sales rep, as well as continue to educate the entire U.S. <Company A> sales force, we will need to create some new tools and artifacts. Some of these are mentioned above in the Content Library (section IX), but the following is an all-inclusive list:

- This document
- Competitive matrix and competitor’s positioning towards the LE segment
- Solution Integrators matrix, including their offerings, integrations with <Company A>, existing joint customers, and go-to-market positioning
- Product brochures / data sheets
- White papers
- E-Books
- Research reports
- “Canned” sales demos / videos (“How To” videos)

- ROI Calculator
- RFP Template

XII. Revenue Goal

For the U.S., our total revenue goal is \$3.1 million, of which \$2.75 million is hardware. Below is a bottoms-up analysis of how we can achieve that number:

	Hardware Revenue					Service Bookings			Grand Total
	Quantity	Deals	System Type	Price	Total	Price	Attach Rate	Total	
3-Letter Agencies									
	25	1	5400	\$10,000	\$250,000	\$1,300	75%	\$24,375	\$274,375
	10	1	8100	\$29,000	\$290,000	\$3,000	75%	\$22,500	\$312,500
	10	1	8100	\$29,000	\$290,000	\$3,000	75%	\$22,500	\$312,500
	10	1	5400	\$10,000	\$100,000	\$1,300	75%	\$9,750	\$109,750
	5	1	8100	\$29,000	\$145,000	\$3,000	75%	\$11,250	\$156,250
Total	60	5			\$1,075,000			\$90,375	\$1,165,375
In-Cab Sis									
	40	30	5400	\$4,700	\$188,000	\$1,250	75%	\$37,500	\$225,500
	40	30	2400	\$3,000	\$120,000	\$950	75%	\$28,500	\$148,500
	10	8	5400	\$4,700	\$47,000	\$1,250	75%	\$9,375	\$56,375
	10	8	2400	\$3,000	\$30,000	\$950	75%	\$7,125	\$37,125
	5	4	5400	\$4,700	\$23,500	\$1,250	75%	\$4,688	\$28,188
	5	4	2400	\$3,000	\$15,000	\$950	75%	\$3,563	\$18,563
	5	4	5400	\$4,700	\$23,500	\$1,250	75%	\$4,688	\$28,188
	5	4	2400	\$3,000	\$15,000	\$950	75%	\$3,563	\$18,563
	10	8	5400	\$4,700	\$47,000	\$1,250	75%	\$9,375	\$56,375
	10	8	2400	\$3,000	\$30,000	\$950	75%	\$7,125	\$37,125
	4	3	5400	\$4,700	\$18,800	\$1,250	75%	\$3,750	\$22,550
	4	3	2400	\$3,000	\$12,000	\$950	75%	\$2,850	\$14,850
	4	3	5400	\$4,700	\$18,800	\$1,250	75%	\$3,750	\$22,550
	4	3	2400	\$3,000	\$12,000	\$950	75%	\$2,850	\$14,850
Total	156	120			\$600,600			\$128,700	\$729,300
Intercept Sis									
	10	4	5400	\$7,700	\$77,000	\$1,250	75%	\$9,375	\$86,375
	25	5	5400	\$7,700	\$192,500	\$1,250	75%	\$23,438	\$215,938
	0	0	5400	\$7,700	\$0	\$1,250	75%	\$0	\$0
	0	0	5400	\$7,700	\$0	\$1,250	75%	\$0	\$0
Total	35	9			\$269,500			\$32,813	\$302,313
Other Sis									
	50	2	5400	\$7,700	\$385,000	\$1,250	75%	\$46,875	\$431,875
	5	5	5400	\$7,700	\$38,500	\$1,250	75%	\$4,688	\$43,188
	5	5	5400	\$7,700	\$38,500	\$1,250	75%	\$4,688	\$43,188
	3	3	7100	\$18,000	\$54,000	\$2,600	75%	\$5,850	\$59,850
	3	3	5400	\$7,700	\$23,100	\$1,250	75%	\$2,813	\$25,913
Total	66	18			\$539,100			\$64,913	\$604,013
State & Local (Top 25 markets)									
Law Enforcement (15 cities)	30	30	5400	\$7,700	\$231,000	\$1,300	75%	\$29,250	\$260,250
Schools (5 Cities)	5	5	5400	\$7,700	\$38,500	\$1,300	75%	\$4,875	\$43,375
Total	35	35			\$269,500			\$34,125	\$303,625
3-Letter Agencies	60	5			\$1,075,000			\$90,375	\$1,165,375
In-Cab	156	120			\$600,600			\$128,700	\$729,300
Intercept	35	9			\$269,500			\$32,813	\$302,313
Other SI	66	18			\$539,100			\$64,913	\$604,013
State & Local	35	35			\$269,500			\$34,125	\$303,625
Total	352	187			\$2,753,700			\$350,925	\$3,104,625

XIII. Team Members and Roles

Identify the key roles that are needed, including sales, sales engineering, marketing management, inside sales, market research, partner management. Use RACI matrix to assign people to roles and tasks.

XIV. Competitive Landscape

List the competitors in the disc publishing space, providing a quick synopsis of their products, their strengths/weaknesses, pricing, and routes to market. Also list other storage mechanisms, NVR's, VMS's, and emerging cloud solutions like evidence.com.

XV. Why We Will Win, Why We Will Lose

Identify the top 3-5 reasons we should win deals. And, 3-5 reasons we might lose.

XVI. Risks and Assumptions

Document key risks to successfully executing this plan, and assumptions made in conceiving this plan. Include risks / assumptions related to the other departments in <Company A> that play a role in the LE segment (e.g., manufacturing, service, product management, engineering).