

BUSINESS GOAL

Increase coating sales

QUESTION

Why aren't coating sales already strong?

POSSIBLE REASONS

Splitting out of the coatings division creating animosity and lack of trust between machine sales/service and coating reps.

Ineffective incentive programs to encourage machine sales/service reps to push coatings.

Only 25% of the market seems to be aware of Tennant, as 75% is not purchasing either machines or coatings.

The Tennant brand is primarily portrayed as a maker of innovative cleaning machines that changes the way the world cleans for a cleaner, safer, healthier world . . . and . . . also produces some nice coatings.

ACTIONS TO INCREASE SALES OF COATINGS

Increase coatings sales force, mine database of existing coatings customers, and increase level of contact with them.

Sell more coatings to existing machine customers by leveraging the 900 service calls we make everyday and following up with 'warm calls', and providing reasons/incentives for the machine sales/service reps to bolster lead generation for coating sales.

Evolve the Tennant brand story from 'changing the way the world cleans' to "1+1=3" (complete coating/cleaning system for floors offering superior performance/extended life/longterm savings). This will help bolster the sales story for *both* the machine reps and the coatings reps, while creating greater cohesion throughout the entire company - everybody will be working together for a common mission.

VALUE OF EVOLVING THE TENNANT BRAND STORY



UNIQUE PRODUCTS ONLY TENNANT CAN OFFER

TENNANT BRAND STORY

1 + 1 = 3

complete coating/cleaning system
superior performance | extended life | longterm savings

TENNANT BRAND OFFERS

BUY OUR COATING

for your floor, and we will offer you a special deal on the machines to keep it clean and performing well for a long, long, long time.

BUY OUR MACHINES

and a certain percentage of whatever you spend on service costs will be credited towards your future purchase of a new Tennant coating .

TENNANT

Rough communications plan

TARGETS, RELEVANT MESSAGES, DELIVERY METHODS

Tennant Brand Message:
Complete coating/cleaning system
superior performance | extended life | long-term savings

Internal Targets

Everybody in the company

Machine sales reps

Machine service reps

Coating reps

External Targets

Facility manager
buying/switching
to Tennant machines

Facility manager
already using
Tennant machines

Facility manager
not using
Tennant coatings or
machines

Contractor
using Tennant coatings

Contractor
not using
Tennant coatings

**Outside cleaning
company**

Architect

Internal target: Tennant machine service people

SITUATION:

They just know how to fix machines

MESSAGE CONCEPT:

“Don’t just make a good impression on your next service call--make some extra money.”

- Mention we (Tennant) sell coatings, ask if you can leave literature and have our coatings representative contact somebody for a meeting
- You get a commission when they purchase a new coating and with every service call you earn something towards referral rewards

TACTICS:

- Annual Meeting** (or webcast)
- Email blast campaign**
- Direct mail** (containing pamphlets for them to give to their clients)
- Promotional product**
- Incentive/reward program** (referral based)

Internal target: Tennant machine sales representative

SITUATION:

They are concerned with selling cleaning machines and not comfortable pushing coatings

MESSAGE CONCEPT:

“Now there’s even more incentive for your customers to choose Tennant machines.”

--Because a percentage of their service costs can be credited towards a new coating

--Plus, you will get a commision when they purchase a new coating

TACTICS:

-**Annual Meeting** (or webcast)

-**Email blast campaign**

-**Direct mail** (containing pamphlets for them to give to their clients)

-**Promotional product**

-**Incentive/reward program** (referral based)

Internal target: **Tennant coatings sales force**

SITUATION:

They always want extra ways to entice potential clients to purchase coatings

MESSAGE CONCEPT:

“Now there is even more incentive for your potential customers to choose Tennant coatings: they can get a special deal on cleaning machines and service”

--When they sign up for a package deal, you'll get a commission on machine sale

TACTICS:

- Annual Meeting** (or webcast)
- Email blast campaign**
- Direct mail** (containing pamphlets for them to give to their clients)
- Promotional product**
- Incentive/reward program** (referral based)

TARGETS, RELEVANT MESSAGES, DELIVERY METHODS

Tenant Brand Message:
Complete coating/cleaning system
superior performance | extended life | long-term savings

Internal Targets

Everybody in the company

Message: We offer something nobody else does--a complete coating/cleaning system. And we're going to be launching a new communication program to tell them.

Delivery: Annual Meeting | Webcast | Email

Machine sales reps

Message: Now there is even more incentive for your customers to choose Tennant machines: a percentage of their service costs will be credited towards a new coating.

Message: You will earn an incentive reward when your customer buys a new coating.

Delivery: Email | Direct Mail

Machine service reps

Message: Don't just make a good impression on your next service call--make some extra money

Message: You will earn an incentive reward when your customer buys a new coating.

Delivery: Email | Direct Mail

Coating reps

Message: Now there is even more incentive for your potential customers to choose Tennant coatings: they can get a special deal on cleaning machines.

Delivery: Email | Direct Mail |

External Targets

Facility manager
buying/switching
to Tennant machines

Facility manager
not using
Tennant coatings or
machines

Contractor
not using
Tennant coatings

Architect

Facility manager
already using
Tennant machines

Contractor
using Tennant coatings

**Outside cleaning
company**

External target: **Facility Manager** buying/switching to Tennant machines

SITUATION:

They either newly recognize the quality of the Tennant brand, or they got a good deal.

MESSAGE CONCEPTS:

“You made a good choice—we make the best floor cleaners out there. When you’re ready for a new floor, make another good choice –because we make the best floor coating out there.”

“These top quality machines will help you get the maximum life and performance out of your floor. But when your floor can’t go on any longer, we’re ready to help you again with top quality coatings.”

“Our machines will pay off in more ways than one: they will protect and extend the life of your floor/ investment, plus you can earn credits towards a new floor.”

TACTICS:

- Brand brochures** delivered with the machines (market centric)
- Sticker on machine** reminding them about our complete coating/ cleaning system
- Promotional product** leave-behind as constant reminder with points of contact
- Email** after delivery of machines
- Trade print** brand campaign
- Social media** awareness campaign
- Tennant brand offer:** sign up now for quarterly updates on Tennant coating systems, and a certain percentage of whatever you spend on service costs for your new machines between now and then, will be credited towards your new Tennnant coating purchase.

External target: **Facility Manager** already using Tennant machines

SITUATION:

They respect the quality of the machine and the service they receive.

MESSAGE CONCEPTS:

(For end-users whose floor coating is near the end of its life cycle) **“If you like our cleaners, you’ll love our floor coatings.”**

(For end-users who have many years left in the life of their floor coating) **“Our machines are extending the life of your floor. Here’s another way they are going to pay off: earned credits towards a new floor one day.**

TACTICS:

- Service representative** drops off brochure (market centric)
- Brand brochure** goes out with billing for that service call (market centric)
- Sticker placed on machine** reminding them about our complete coating/cleaning system
- Promotional product** leave-behind as constant reminder with points of contact
- Trade print** brand campaign
- Social media** awareness campaign
- Tennant brand offer:** sign up now for quarterly updates on Tennant coating systems, and a certain percentage of what you just spent on service today plus whatever you spend on service for your machines between now and then, will be credited towards your new Tennnant coating purchase
- Email** after each service call
- Coating credit update info** on every service call invoice

External target: **Facility Manager** not using Tennant machines or Tennant coatings

SITUATION:

They may think we're too expensive, or it may be lack of awareness about Tennant

MESSAGE CONCEPTS:

“Top quality coating + top quality cleaners = better floor performance + long term savings”

“When it's our floor, we care even more. So we offer coating/cleaner package deals”

TACTICS:

- **Trade print** brand campaign

- **Direct mail campaign** (market centric) with and without the contractor, containing a promotional product

- **Email campaign** (will help gather future leads)

- **Brand video** on Tennant cleaners, coatings and service posted on website and YouTube

- **Phone calling campaign**

- **Social media** awareness campaign

- **Tennant brand offer:** purchase the package when you buy your new floor, and we will offer you more frequent/addtional machine service options at special savings

External target: **Freshly hired Maintenance Manager**

SITUATION:

Wants to impress/do a good job at his new place of employment

MESSAGE CONCEPTS:

“Congratulations. How can we help you gain the respect of your boss/crew?”

- Better machines, convenient service plans, better performing coating
- We can help you impress the bean counter with a specially priced package plan for coating/machine/service
- Your many years at your new job will be easy, because we'll be there with you to entirely handle any floor issues

TACTICS:

- Letter mail** campaign
- Social media** awareness campaign
- Testimonial video** featuring long-time Tennant customers extolling how we made life easy on them and made them look great to their boss
- Direct mail campaign** (market centric) containing a promotional product

External target: **Contractor** using Tennant coatings

SITUATION:

Always wants a chance to do more business

MESSAGE CONCEPTS:

“Make a little extra money on your next job.”

--Just drop off a Tennant Maintenance brochure featuring our machines, and if your customer buys, you'll get 5% commission on our sale

“We're teammates, so let's help each other”

--To help you make the sale, let your client know that because they are buying a new Tennant coating installation, they can get a special deal on a new Tennant cleaner

TACTICS:

-**Lead generation campaign** with contractor co-branding

-**Incentive/reward program** for contractors

-**Brand loyalty** co-branded program

-**Email** push

-**Promotional product**

External target: **Contractor** not using Tennant coatings

SITUATION:

Has a good relationship with his old client and has no motivation to push Tennant products . . . so we have to show the contractor how we can make that relationship even better, and even help the contractor pick up new clients/relationships

MESSAGE CONCEPTS:

“Now you can offer your clients a complete coating/cleaning system.”

--And your clients are going to be hearing about it anyway, because we're going to be emailing them, so you might as well be the 'knowledgeable' one to first bring your clients this opportunity

TACTICS:

- Incentive/reward program** for contractors
- Email** push
- Direct mail** containing a promotional product

External target: **Outside cleaning companies** using Tennant machines

SITUATION:

They are in the business of cleaning floors, not pushing our coatings

MESSAGE CONCEPTS:

“Now is your chance to use Tennant to clean up even more”

--Drop off Tennant coatings promotional material and you'll receive a commission or reward if we make a sale

TACTICS:

- Email blast campaign
- Direct mail (containing pamphlets to give to their clients)
- Incentive/reward program
- Direct mail containing a promotional product

External target: **Architect**

SITUATION:

Wants their buildings to look and perform well to maintain their reputaton as a good architect

MESSAGE CONCEPTS:

“Don’t stop at specifying the best coating--use the best coating/cleaning system”

--Will help your work go on for a long time

TACTICS:

-Lunch’n’learn

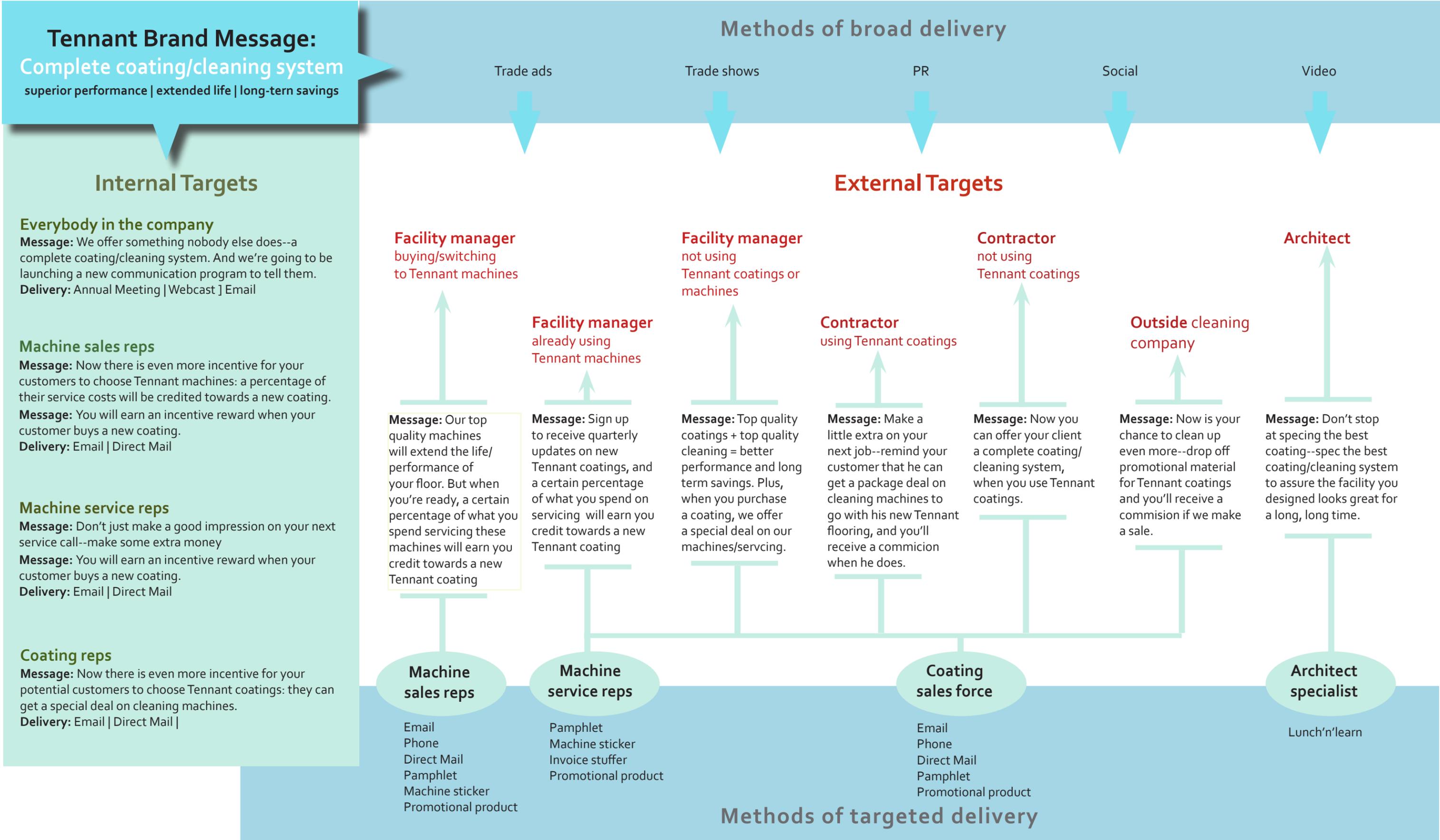
-Display advertising

-Sponsorship of conferences

-Trade Shows

-Direct mail campaign containing a promotional product

TARGETS, RELEVANT MESSAGES, DELIVERY METHODS



Sales and Marketing **Connection Plan** for: **Facility Manager** already using Tennant machines



Sales and Marketing **Connection Plan** for: **Facility Manager** buying/switching to Tennant machines



Leveraging the value of the Tennant Brand proposition: Airline Industry

REINVENTING THE NARRATIVE

What a hanger facility manager will hear...

from our competitors:

"Our top quality coating will keep your hanger floor looking fantastic for 4-5 years."

Because our competitor only offers coatings, the hanger facility manager will still have to worry about keeping his floor clean over the next 4-5 years, and then paying for another new coating after that period. This means a constant cycle of paying to service--and occasionally replace--cleaning machines punctuated by the need to pay for a whole new floor every five years or so.

from Tennant:

"For a set fee each quarter, you will have a beautiful, no-worry floor for the next 20 years."

Because Tennant can offer a complete coating/cleaning/servicing package, the hanger facility manager will know that with one set price per quarter, he does not have to worry about servicing or replacing machines, or planning or budgeting for fresh coatings for the next 20 years, because Tennant will be taking care of it.

MEANINGFUL PROPOSITION:

Instead of selling coatings, we are leasing top-performing floors