LUNDS UNIVERSITET
Lunds Tekniska Högskola

A HOLISTIC VIEW OF MARKETING COMMUNICATION OF ACCESSORIES

A case study of Axis Communications

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Preface

This master thesis represents many different things. Officially it represents the final step towards a Master of Science in Industrial Engineering and Management. But above all it represents the end of my time as a university student and five years of priceless experiences, work and fun.

During the last semester I have had the chance to apply some of the knowledge I have acquired at the university at Axis Communications, and it has given me valuable experience in many areas. I am truly grateful for this experience and I want to thank Axis Communications for giving me the chance to work with them. I would like to thank all the people who have supported me by answering questions, giving me feedback and helping me in all sorts of ways, and I would like to give special thanks to the corporate marketing department for letting me be a part of your community during this period.

Most of all I would like to thank my supervisor Sara Quarantelli for being a big support, showing enthusiasm and commitment, and spending many hours voluntarily to help me with this project.

From LTH I would like to thank my supervisor Lars Bengtsson for guidance and valuable advice as well as Henrik Nilsson for critically evaluating the final report.

Last but not least I would like to thank my family and friends your support – not only during this thesis – but also during my five years at the university. You are my inspiration.

Lund, 9th of October 2015

Erik Friberg

Abstract

Title	A holistic view of marketing communication of accessories – A case study of Axis Communications
Author	Erik Friberg, Lund University, Faculty of Engineering, LTH
Supervisors	Lars Bengtsson, Faculty of Engineering, LTH Sara Quarantelli, Axis Communications
Background	For a long time, Axis has mainly focused on network cameras. But lately Axis is turning its focus towards a different kind of approach, looking more at the customers and their needs, which has given end-to-end solutions and customer segments increased attention in different departments within Axis. A sustainable portion of Axis' offering is its accessories, but this branch of products has never received any particular interest. This case study aims to deepen the knowledge on how Axis communicates accessories and find ways to improve it both internally and externally.
Purpose	The purpose of this research is to develop a framework that underlines the areas that high-technology companies can work with in order to improve their marketing communication of accessories.
Method	The project has been conducted as a case study in combination with explorative and problem-solving approaches for the different research questions. The case study is a qualitative study based on interviews with 18 different stakeholders with insight to the marketing communication and sales of accessories at Axis Communications.
Conclusions	Existing literature offers little guidance for high-technology companies who wishes to improve their marketing communication of accessories. This study shows that there are good reasons for companies to evaluate their work, and that is why a new framework has been proposed with the intention to work as an inspiration and guidance for the companies who want to improve their marketing communication of accessories. Furthermore, a call-to-action plan has been created for Axis, which contains concrete measures and improvement areas that has been identified on the basis of the framework during the study.
Key words	Accessories, Axis, Communication, Cross-selling, Holistic marketing, Integrated marketing, Internal marketing, Network based video surveillance, Relationship marketing

Sammanfattning

Titel	En helhetssyn på marknadskommunikation av tillbehör - En fallstudie av Axis Communications
Författare	Erik Friberg, Lunds Tekniska Högskola, LTH
Handledare	Lars Bengtsson, Lunds Tekniska Högskola, LTH Sara Quarantelli, Axis Communications
Bakgrund	Axis har länge varit huvudsakligen fokuserade på nätverkskameror. På senare tid har man dock ändrat sin inställning och tittat närmare på sina kunder och deras behov, vilket har gjort att helhetslösningar och olika kundsegment har fått ökad uppmärksamhet inom olika delar av Axis. En betydande del av Axis lösningar är deras tillbehör, men trots det har denna produktgrupp aldrig fått någon större uppmärksamhet. Denna fallstudie ämnar därför undersöka hur kommunikationen av tillbehör ser ut och hur den kan förbättras både internt och externt.
Syfte	Syftet med examensarbetet är att skapa ett ramverk som belyser de områden som påverkar effektiviteten av ett högteknologiskt företags marknadskommunikation av tillbehör.
Metodik	Projektet har genomförts som en fallstudie i kombination med utforskande och problemlösande ansatser för de olika forskningsfrågorna. Fallstudien är en kvalitativ studie baserad på intervjuer med 18 olika intressenter med insyn i försäljningen och marknadskommunikationen av tillbehör på Axis Communications.
Slutsatser	Befintlig litteratur erbjuder begränsad vägledning för högteknologiska företag som önskar förbättra sin marknadskommunikation av tillbehör. Denna studie visar dock att det finns goda anledningar för företag att utvärdera deras arbetssätt och ett nytt ramverk har därför föreslagits med intentionen att fungera som inspiration och vägledning för de företag som vill förbättra sin marknadskommunikation av tillbehör. Vidare har en handlingsplan utarbetats för Axis, vilken innehåller konkreta åtgärder och områden med förbättringspotential som har identifierats med hjälp av ramverket under studiens gång.
Sökord	Tillbehör, Axis, Kommunikation, Merförsäljning, Holistisk marknadsföring, Integrerad marknadsföring, Internmarknadsföring, Nätverksbaserad videoövervakning, Relationsmarknadsföring

Contents

List of Abbreviations

B2B	Business-To-Business
B2C	Business-To-Customer
CMO	Chief Marketing Officer
CRM	Customer Relationship Management
CTO	Chief Technology Officer
HQ	Headquarter
IM	Internal Marketing
IMC	Integrated Marketing Communications
IP	Internet Protocol
RM	Relationship Marketing
SI	System Integrator
TCP	Transmission Control Protocol

Terminology

2nd tier	Collective term for SI:s and Resellers.
Axis	Axis Communications AB.
Distributor	The first step in Axis' customer hierarchy. Distributes products to SI:s and resellers.
End Customers	The customers of the 2nd tier and the users of Axis products.
System Integrator	A provider of surveillance solutions. Provides system design, installation and maintenance.
Reseller	A reseller of Axis' products.
The Channel	Axis' sales network. Consists of distributors, system integrators and resellers.

1 Introduction

This chapter aims to provide the reader with an understanding of the project. The chapter includes a background to Axis situation followed by the problem description for this project. It is then followed by the formulated purpose and the research questions of the project before presenting the disposition of the report.

1.1 Background

This project has been conducted in collaboration with Axis Communications AB – from here on denoted Axis. Axis is a Lund based company that offers products for digital video surveillance, with its main business being network video cameras. Axis has retained its position as undisputed market leader within network cameras ever since their launch of the world's first network camera back in 1996 and they have made it their mission to drive the industry shift from analogue to digital surveillance technology. In addition to network cameras Axis' product portfolio also contains a broad offering of video encoders and decoders, access control, accessories and video management software. (Axis, 2015a)

Axis' business environment is currently undergoing change. The competitor is no longer just the analogue camera technology as there are a growing number of competitors within the digital technology. (Axis, 2015f). Even though Axis is still the leading actor within digital video surveillance, the intensifying competition places new demands that Axis has to respond to. As many of their competitors compete with lower prices, with Hikvision currently being the strongest competitor (Axis, 2015b), Axis has to justify its premium pricing.

Lately Axis has started to realize that the way to meet the intensifying competition is to increase the market orientation and to understand the customer needs. End-to-end solutions and new customer segments are seen as two key areas to address, which put increased demands on Axis to offer flexibility in their product portfolio and market communication.[1]

1.2 Problem Description

Since the end-to-end solution thinking is getting increasingly important, so do accessories. They make up a substantial portion of Axis offering and offer a way for Axis to differentiate themselves from the competition by complementing other products and enhancing the total offering. Nevertheless, accessories is a branch of products that has received limited attention at Axis and it is obvious that it is not communicated in an optimal way. There is a lack of communication both internally and externally and the absence of a clear direction for the accessory communication risks sub optimizing Axis' business.[2]

[1] Corporate Marketing, 2015, *personal communication*
[2] Corporate Marketing, 2015, *personal communication*

When looking for guidance on how to improve accessory marketing communication in high-technology companies it is evident that it is an unexplored territory. Even for the closely related field of cross-selling, academic research offer little guidance (Zboja & Hartline, 2010). This makes it imperative to seek guidance in general marketing research and trying to adjust it for the purpose. Sheth and Sisodia (2006) stresses that modern marketing all to often is conducted in fragments instead of looking at the whole picture and they suggest that marketers should apply a holistic view of marketing where all relevant parts of communication are considered. Other research gives legitimacy to this idea as Ahmed and Rafiq (2002) recognize that internal marketing is a prerequisite for relationship marketing and vice versa.

Due to the insufficient offering of guidance from existing frameworks and models, and the limited research within the area, Axis would benefit from a framework that can facilitate its work with improving its accessory marketing communication. By applying a holistic approach to marketing communication of accessories such a framework can be developed.

1.3 Purpose and Research Questions

The purpose of this research is to develop a framework that underlines the areas that high-technology companies can work with in order to improve their marketing communication of accessories.

The research questions of the thesis are:

- Q1: What are the areas that affect the efficiency of the marketing communication of accessories at Axis?
- Q2: How can Axis work to improve their marketing communication efforts for accessories?
- Q3: How can other high tech companies learn from Axis to improve their own marketing communication of accessories?
- Q4: What is the rationale for focusing on accessory marketing efforts with a holistic view?

1.4 Delimitations

- This report examines marketing communication. Other strategic issues will not be dealt with.
- Axis has a broad range of products. This report is only concerned with accessories.
- This report aims to highlight the areas that are important to review in order to improve the marketing communication of accessories, but it does not offer a detailed generalizable solution in every identified area.

1.5 Disposition

The disposition of the report can be seen in Figure 1.1. The report begins with an introduction chapter, which is meant to explain the purpose of the report. The second chapter is a methodology chapter that describes and assesses how the study has been executed.

Next is the theory chapter that is divided in three main parts. The first part addresses Holistic Marketing and provides an overview of different relevant marketing theories. The second part presents theory from adjacent research areas and discusses it in relationship to Holistic Marketing. The third part is a presentation of the theoretical framework that forms the basis for the case study together with an interview guide rationale.

The next chapter presents the company studied and information about it that are important for the research and the representativeness of it. The fifth chapter presents and analyses the results of the study, whilst the sixth chapter presents and explains the final framework and Axis' reactions to it.

The seventh chapter is a discussion chapter that discusses and answers the research questions. The last chapter answers the research questions, discusses the study and proposes areas for future research.

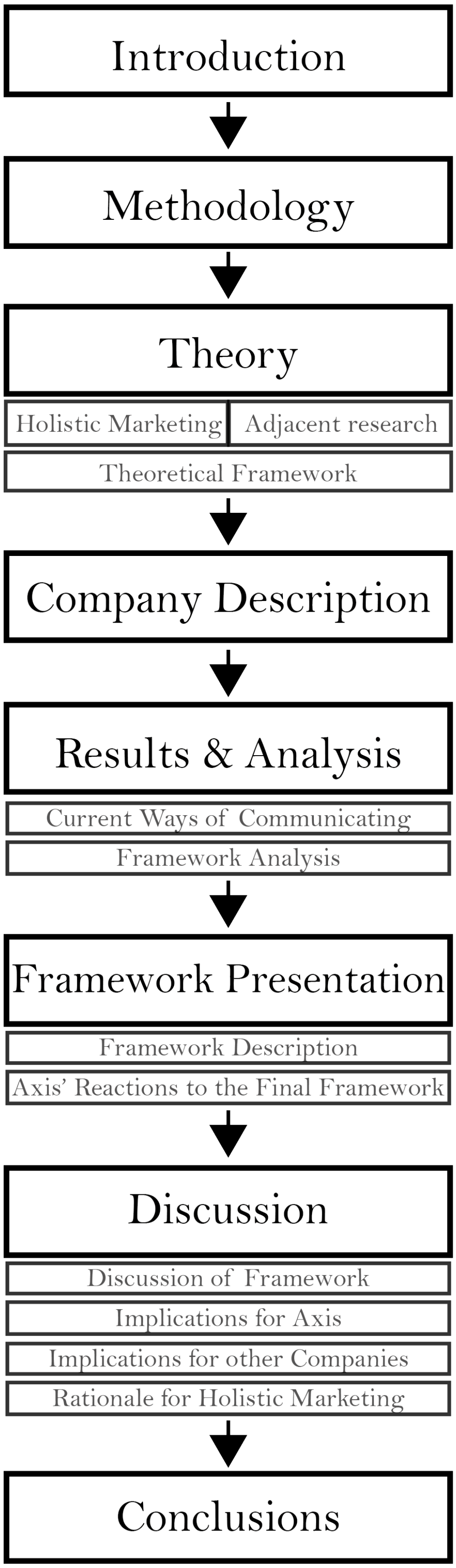

Figure 1.1: Disposition of the report

2 Methodology

This chapter describes the methodology used to develop a framework for the marketing communication of accessories. It describes and discusses the choices made. Finally, an evaluation of the credibility of the thesis and the sources used is presented.

The methodology is the underlying approach chosen to solve the identified problem. It outlines a framework and principles for how the project will be executed. It does not describe in detail what has been done, but rather helps the author to structure the work and the reader to easier understand what has been done in order to carry out the project. (Höst, Regnell, & Runeson, 2006)

2.1 The Work Process

The project was conducted with a linear approach where it was divided into five main parts, although with iterative loops between the different stages. The purpose of these loops was a constant reflection to make sure that no information or results of interest were neglected and they served as quality assurances. The work process is depicted in Figure 2.1.

Start-up

The first step of the project was to establish a structure for the process. This included solving practical issues such as applying for supervisors and deciding on forms of cooperation. The next step was to explore the problem in order to be able to formulate a research question, set goals and decide on approach. This was done in consultation with the supervisors at the university and Axis.

Research

When the research question had been formulated, the research began. Axis was examined and literature on the topics of marketing and adjacent research areas were explored and carefully considered as a framework for the project.

Data Gathering

After establishing the first version of the framework, the interview guides were written to reflect the content of it. These interview guides were formulated in consultation with Axis in order to make sure that the right questions were asked to the right people. Interviews were then held with the chosen stakeholders.

Processing

After collecting the data it had to be processed in order to see if it was possible to find any interesting patterns. The results of the interviews were then compared to the theoretical framework.

Conclusion

The last step was to evaluate the project in order to draw conclusions.

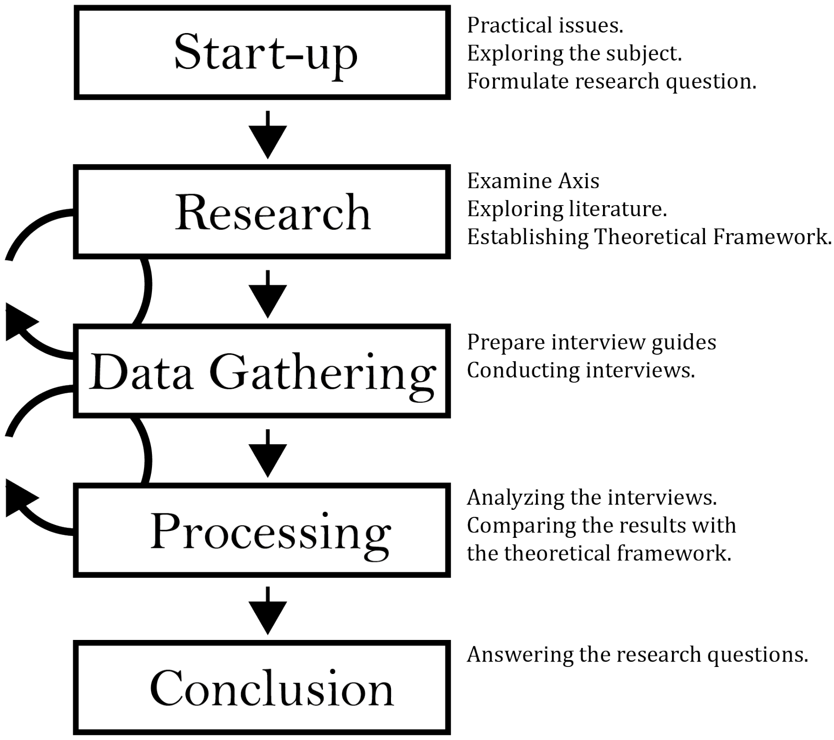

Figure 2.1: The work process

2.2 Start Up

As described in section 2.1, many practical issues had to be handled in the start up of the project, such as assigning of supervisors and the design of the project plan. An unstructured pre-study of Axis and the subject was also performed in order to understand the problem. The research questions were discussed and adjusted in order to satisfy the purpose of all parties and the approach to the project was also decided. It was decided that the project should have the configuration of an abductive case study.

2.2.1 Research approach

The purpose and character of the research determines which method that should be applied. The purpose can be said to be descriptive, exploratory, explanatory or problem solving. As the names suggests; descriptive studies aim to describe a phenomenon, exploratory studies aim to understand a phenomenon in depth, explanatory studies intend to identify causalities and explanations for a phenomenon and problem solving studies tries to find a solution to a problem. (Höst, Regnell, & Runeson, 2006)

The research questions of this study vary in their nature. Q1, that addresses what areas that affect the efficiency of the marketing communication of accessories at Axis, has an exploratory purpose. Q2, which aims at describing how Axis should work to improve their marketing communication of accessories, has a problem solving purpose and Q3 is a combination of the both previous purposes. Q4 is also mainly exploratory as it addresses a new area with limited previous research.

This mix of different underlying purposes meant that the choice of methodology was not obvious. However, the project was conducted as a case study as it aims at creating a framework from in depth analysis of one single case. In other words, not all conclusions of this report are applicable to other organizations, but further studies must be done to find evidence. (Höst, Regnell, & Runeson, 2006)

Action-based research was considered as research method in the planning of this study. However, Höst et al. (2006) stresses that an important part of an action-based research is the evaluation of the solution where it should be determined if the suggested measures have had any positive effects. As the suggested solution of this study involves quite complex and time consuming measures from the company, an action-based approach simply did not fit into the time frame of the project.

2.2.2 Inductive or deductive?

The research method is described as either inductive or deductive. The inductive approach means that you start by collecting data and from this data you will then try to find patterns and draw conclusions. The researcher tries to create theory by investigating and understanding an environment or a situation. The deductive approach starts with existing theory. The starting point of the research is to try out a hypothesis found in previous research. The purpose of this approach would be to further develop existing research in a specific area by testing it. (Wallén, 1996)

Not all projects fit into these classic approaches. A project where a mix of inductive and deductive approach is used can be said to have an abductive approach. (Wallén, 1996) Neither the inductive nor the deductive approach describes the approach of this project well, since it is more iterative than they suggest. This project has been conducted in the form of constant loops in order to use the flexible configuration of the case study. The abductive approach therefore describes the used methodology better.

The two loops of this working process are depicted in figure 2.1. The first loop is between *Research* and *Data Gathering*. This loop illustrates how unstructured interviews were performed during the research stage in order to create a basis for the qualitative study. It also illustrates how the performed literature study was further developed during the main interview process as interesting topics were brought up. As the literature study developed, the content of the interviews was also adjusted.

The second loop is between *Data Gathering* and *Processing*. As the interviews were conducted over several weeks, the processing was partly performed simultaneously with the interview process. The processing of the interviews raised some questions and many of the interviewees were contacted again in order to clarify and/or develop their reasoning. Furthermore, the results of the study were discussed and validated with members of the interviewed groups as a last step before the conclusions of the project.

2.3 Research

The start up was followed by the research. The research was divided in two parts.

- The examination of Axis
- The literature study

2.3.1 Examination of Axis

In order to perform a case study it is imperative to be familiar with the company. An examination of Axis was performed in order understand the organization and its processes better. The main sources for obtaining the needed information was:

- Axis.com – The company website
- Galaxis – The internal network of the company
- Sara Quarantelli – Supervisor and Axis employee

These sources outlined Axis' official structures and products in a good way.
The result of the company research can be found in chapter 4.

2.3.2 Literature study

The literature study is an important part of the master thesis. It is the foundation that the project is built upon and it supports the goal of developing the existing knowledge. It decreases the risk of missing out on previous knowledge and it helps the reader of the thesis to get an overview in order to review and use the results for further research. (Höst, Regnell, & Runeson, 2006)

It was clear from an early point that there was not much literature available addressing accessory marketing communication. This made the literature study more challenging and made it imperative to look at adjacent literature that could be of interest for the research purpose.

In order not to risk a biased or misleading theory section, the literature study was divided into two parts.

- A part presenting Holistic Marketing and some major features of contemporary marketing theory that will work as a basis for the study.
- A part that discusses adjacent research areas such as cross-selling in relation to Holistic Marketing.

2.3.2.1 Literature search

When searching for literature, a number of sources were used.

- LibHub – Lund University's web based search engine for academic articles, publications, magazines, reviews and more.
- Google scholar – Google's search tool for scientific publications and magazines.
- Lovisa – Lund University's library catalogue that contains all literature available at Lund University.
- Marketing Library at Axis – The marketing department at Axis holds some literature that was used for the literature study.

The main keywords used when searching for relevant literature are listed below - the words have been used in different combinations.
Accessories, Cross-selling, Cross-buying, Sales, Communication, Marketing, Internal, External, Relationship, Holistic, Integrated, Performance, Management, Knowledge, Awareness, Change.

Search results

The literature on cross-selling offers little guidance (Zboja & Hartline, 2010) and literature on accessories was not to be found. However, The Holistic Marketing components internal marketing, integrated marketing and relationship marketing are much better represented in academic literature, and these areas lay the foundation for this research.

To get a broad picture of contemporary marketing theory, Godson (2009) and Armstrong et al. (2009) were consulted in the beginning of the literature study and can be considered central. Other books such as Ottesen (2001) and Ahmed and Rafiq (2002) were also researched during the process.

Subsequently, LibHub and Google scholar were used to search for academic articles and publications. The available literature on cross-selling and other adjacent areas related to RM, IM and IMC theory were found in Marketing journals such as *Journal of Marketing* and *Journal of Relationship Marketing.*

2.3.2.2 Use of literature

As soon as the company's purpose of the study was clear, the literature study was initiated. The first literature studied treated the subject of how to execute a master thesis project, which was important in order to establish the project methodology.

Next step was to search for literature that treated the research subject. The results from the interviews in step 1 were used as inspiration on what the interesting areas might be. By investigating Holistic Marketing as well as the existing literature in adjacent research areas, a theoretical framework was established. This theoretical framework was then used as a foundation for building the interview guides that were used in the step 2 interviews.

As described in section 2.5, the theoretical framework was consulted once again during the analysis of the interviews and some minor amendments to the literature study were made in order to validate some of the findings of the qualitative study.

2.4 Data Gathering

2.4.1 Qualitative approach

There are different approaches for the purpose of gathering data. They are either qualitative or quantitative, and what approach is chosen depends on the nature and goal of the research. Quantitative data are data that can be quantified, i.e. it can be counted or classified and are most often processed with statistical methods. A qualitative approach is based on words and descriptions, and is used when you want to get the details and nuances of the data collected. The qualitative data are then processed with methods that use sorting and cataloging. (Höst, Regnell, & Runeson, 2006)

Since this project was conducted with the purpose of investigating the perceived marketing communication at Axis and possible improvement areas, a qualitative approach was chosen.

2.4.2 Interviews

Interviews can be used in order to get the background material needed to answer the research question. An interview can be more or less systematic in its approach and an open configuration is the best way to get deeper answers as it allows the interview to lead on paths that could not be anticipated on forehand. (Wallén, 1996)

Interviews can be performed with the help of technical means such as telephones or computers, or in a direct meeting between the interviewer and the interviewee (Höst, Regnell, & Runeson, 2006).

In this study interviews have been conducted both through technical means and through direct meetings, simply because of the geographical spread of the interviewees. Furthermore, the interviews had an open configuration in which the interviewees had much room to express themselves as they wished and the interviews was not firmly bound to the interview guides.

2.4.2.1 The interview process and execution

The interview process was executed in three steps.

Step 1:

The purpose of the first part of the interview process was to create a basis for the qualitative study. The interviews were carried out with the initiators of the study – i.e. the marketing department - to get a clear picture of what problems they saw with the marketing of accessories and what the biggest areas of improvement was. This step was carried out deliberately in an unstructured way in which interviewees were controlling the conversation and the interviewer took a listening role.

Step 2:

After conducting the literature study and summarizing the views from the first interview step, the process of the main interview study began. The selection of interviewees and the creation of the interview guides are described in sections 2.4.2.2 and 2.4.2.3. The results from step 2 are the foundation for the final framework and the conclusions drawn from this study.

Step 3:

Step 3 was performed when the results of the interviews had been analyzed and the framework “Holistic Marketing of Accessories” had been established. The purpose of step 3 was to validate the result and to see if any adjustments should be made to the framework. This was done by a few selected interviews with stakeholders, an open exhibition, a presentation followed by a group discussion and mailings to the people that had participated in the study.

2.4.2.2 Selection of interviewees

If an interview is made for a qualitative study, the selection does not have to be based on random selection, but should rather be based on the ambition to capture all interesting and/or valuable information. The selection will be based on stratification, i.e. a number of different respondent categories are identified and interviewees are selected from these categories (Höst, Regnell, & Runeson, 2006). This project used the stratification approach, as the most important purpose was to capture information from all relevant parts of the organization, i.e. the people who work with accessories in some way.

The interviewees were selected through a systematic selection process in two steps. First, four broad groups were identified as the most important for the research topic. These were identified by studying the company's official structure followed by consultation of the stakeholders of the company. The groups identified were Product Management, Product Marketing, Sales Organization and Sales Channel - in the report referred to as 'The Channel'.

The second step consisted in identifying the individuals within each group that was appropriate to interview. The selection took several factors into account such as:

- Role – The interviewees should work with accessories and be in a position where they get a lot of impressions and where they have the opportunity to discover the potential for improvement and deficiencies.
- Diversity - The respondents within each group should have different tasks to get as many different views on the topic as possible.
- Practical suitability - Some people are easier to connect with than others. In a global company factors such as language barriers and means of communication affects the selection.

When a list of suitable candidates had been established, they were contacted for interviews. The names of the interviewees are kept undisclosed in this report since the author wanted to make sure that all interviewees felt comfortable enough to express their opinions and experiences without having to worry about their relations with external or other internal parties. However, the roles of the interviewees are listed below in order for the reader to get a good understanding of the diversity of the interviewees:

Marketing:
Product Marketing Manager
Competitive Intelligence Manager
Social Media Responsible
Partner Marketing Coordinator
Global Partner Marketing Manager

Sales organization:
Product Analysts x 2
Technical Managers x 2
Service Manager
Regional Marketing Manager

Product management:
Product Managers x 2
Product specialist
Engineering Manager

The Channel
Distributor
System Integrators x 2

A total of 18 interviewees were interviewed in the main interview round. There are two main reasons for the number of interviews:

- The obstacles described in section 2.4.2.4 limited the research population and the access to external parties.
- The views of the 18 respondents gave a clear picture and a larger number of interviewees were not considered to add considerable value to the research. Consequently it was not imperative to add more interviewees.

2.4.2.3 Interview guides

As the next step the interview guides were developed. There were two purposes of the interview guides:

1. To confirm and/or develop the framework that had been drafted after the literature study and the interviews in step 1.
2. To evaluate Axis' work with communication of accessories.

In other words, the questions chosen for the interview guide are a reflection of the results from the interviews in step 1 and the literature study.

Furthermore, the interview guides were configured in the way proposed by Höst et al. (2006). The interview guides starts with 'context' where the interviewee gets a short introduction to the project, why he or she has been chosen to participate and what the process will look like. The next part of the interview concerns 'general' questions that aims to get the conversation going and to deal with topics that are not specifically aimed at the role of the interviewee. The third part is the 'main' part, which deals with questions that are aimed specifically at the group of people that the interviewee represents. The 'final' part is a part where a couple of very open questions are asked where the interviewee has the possibility to elaborate or raise any issues about the subject.

However, it is important to point out that the interviews had an open configuration, which means that interviews often contain many more issues than those in the interview guides.

2.4.2.4 Interview obstacles

The interview study meant some obstacles to overcome. Since accessories are quite a small product group at Axis, it is not easy to find interviewees with good insight in the work related to accessories. Once stakeholders have been identified, the next obstacle is that they are scattered all over the world. This meant a lot of puzzling and creativity in order to get in contact with all of the interviewees.

The channel partners were even harder to contact as the contact has to go through Axis' sales organization and the contact with customers is considered a delicate question at Axis. The correspondence needed in order to get a hold of a channel partner was a little bit underestimated, and this has been a small limitation of this study.

The difficulty of reaching the interviewees is also the reason why step 2 in the interview process is a development of the framework at the same time as it is applied to Axis. Ideally, this would have been divided into two parts, but the assessment was that this had been practically difficult to implement. Instead the results were validated in step 3.

2.5 Processing

After the data had been gathered it had to be processed in order to generate any value. This was done using a method where both the theoretical framework and the interviewees were consulted. The processing of the results was made in 3 steps:

1. Analyzing the interviews
2. Comparison with theoretical framework
3. Validating findings at Axis

Analyzing the interviews

The analysis of the interviews was conducted by categorizing the interview notes in different stages. The first stage divided the notes in three areas:

- The present accessory communication of accessories at Axis.
- What stakeholders want to improve and why they want to do it.
- Other thoughts and opinions.

These areas were then further processed in a second stage. The answers about present communication and existing tools were collected and reviewed to create a mapping of the present communication. The mapping of the accessory communication at Axis is described in section 5.1 and depicted in Figure 5.1.

The suggestions for improvement, the motivations for it and related opinions were then categorized according to the theoretical framework in several stages. First in the overhead categories of the Holistic Framework; Relationship Marketing, Internal Marketing, Integrated Marketing and Performance Marketing, and then in another stage of subcategories which can be seen in section 5.2. The views represented in this report have been recurring items during the interviews and are not results of individual opinions.

The last category – other thoughts and opinions – features opinions that did not fit into the other two categories but provided insightful assistance during the analysis and discussions.

Comparison with theoretical framework

When the views of the interviewees had been established it was time to compare the results with the theoretical framework. This was done in order to confirm and/or adjust the theoretical framework in order to arrive at a final framework for the communication of accessories.

Validating findings at Axis

An important step of the processing is to validate the findings with the stakeholders at Axis. This is done to confirm that Axis agrees with the findings, but also to get a last chance to make fine adjustments to the framework if needed. This was done in four ways:

- Meetings with stakeholders at Axis to present the framework and collect opinions.
- Mailings to the interviewees with a summary of the framework to collect opinions.
- Open exhibition for all Axis employees where they had the chance to ask questions and give feedback.
- A presentation of the project followed by a group discussion attended by 25 stakeholders at Axis.

2.6 Conclusion

The last part of the project was to draw conclusions from the results and analysis. The conclusions are concerned with:

- Presenting the final framework
- Answering the research questions
- Reflections of the study
- Proposing areas for further research

The final framework is presented in chapter 6 whilst the remaining three points are presented in chapter 8. The conclusions are complemented by a discussion of the study in chapter 7 that motivates the conclusions drawn.

Concluding the framework

The main conclusion of this essay is the “Holistic marketing of accessories”-framework, which creates a solid ground for Axis, as well as other high-tech companies if they wish to audit and develop their accessory marketing process. The process of developing the framework has been iterative with the theoretical framework as a starting point and the interview process as a continuously adjusting instrument. The research process have been described in section 2.3, the interview process in section 2.4 and the processing of the acquired information in section 2.5.

To arrive at a final framework and avoid being biased or too influenced by any stakeholder group it was important to reach a sort of consensus where the different stakeholders as well as the theoretical framework were all considered. This demanded a thorough and careful process where the framework was evaluated, adjusted and finally validated through a number of rounds of interviews combined with a parallel validation against the theoretical framework.

The developed framework was used as a facilitating tool in the later parts of the process, allowing the interviewees to get an overview of the study and the correlations between the different sub-areas. This made it easier to reach consensus as it explained the logic and context of the study and at the same time it gave origin to new ideas to further enhance the framework.

2.7 Credibility

The credibility of a study can be discussed in many different ways. The conclusions should be well grounded, it should address the stated research issues and the results should be generally applicable. (Höst, Regnell, & Runeson, 2006)

2.7.1 Reliability

Reliability refers to the reliability of data collection and analysis. In order to achieve reliable results it is required that one is thorough in every part of the process and makes sure that no irregularities occurs. A clear description of the methodology makes it easier for the reader to access the reliability of the project. Höst et al. (2006) suggests several methods for result validation, such as third party examiners, interview feedback and triangulation.

Using a third part as an examiner in different stages of the project reduces the risk of being myopic. Fellow students or supervisors can serve as examiners. (Höst, Regnell, & Runeson, 2006).

When using a qualitative approach it is very important to make sure that all material extracted from the interviews are of good quality. This is ensured by a two-way communication with the interviewees to make sure that everything has been interpreted correctly (Höst, Regnell, & Runeson, 2006).

Triangulation is about using multiple methods or data sources to ensure the validity of the results. Triangulation can be used in many ways, such as data triangulation and theory triangulation. Data triangulation refers to the collection of data from multiple sources and theory triangulation is when multiple theories are explored (Robson, 2002).

During this project measures have been taken to ensure the result validation:

- The project supervisors from the University and Axis have served as examiners during the project and provided an objective view.
- The results from the qualitative study were confirmed through meetings and/or mailings with the interviewees.
- As described in section 2.5, the results of the study were validated with Axis employees in several ways in the end of the study.
- Data triangulation has been used during the project by including several sources; interviews, literature, and other secondary sources.

- Theory triangulation has been applied as multiple sources and search strategies have been used during the literature study.

The reliability is also ensured as this report offers a good transparency:

- The methodology section features a clear description of the research process.
- The report offers clear presentations of the theoretical study and the analysis.

2.7.2 Validity

The validity of a project is concerned with how well it addresses the stated research questions, i.e. if it measures what it is supposed to measure. (Höst, Regnell, & Runeson, 2006)

This project has been conducted with a flexible approach that allows constant reflection and minor changes in most parts of the project, see figure 2.1. The reason for this is that it was clear already at an early stage that the feedback from supervisors and stakeholders could add value during the project. This flexibility has made it possible to constantly reflect upon the goal of the project and weather or not the activities carried out supports the ultimate goal.

2.7.3 Representativeness

The representativeness of a project is very dependent on the selection when performing the empirical study. Generally a result can only be generalized for the population from which the sample is taken. Case studies are in general not generalizable, but the representativeness of the study will increase if the context where the study has been performed has been documented and described in detail, as it can be used for similar cases. (Höst, Regnell, & Runeson, 2006)

This report offers a detailed description of the context in which the project has been carried out and offers a good transparency.

- The company presentation in chapter 4 includes history, business model, internal organization and products, which provides a clear picture of the examined company.
- Chapter 5 further outlines Axis' communication related to accessories, which makes it possible to compare Axis' current communication of accessories with other companies.

Even though it is configured as a case study, this makes the results applicable for other similar cases.

2.8 Evaluation of Sources

2.8.1 Literature

All literature used in the study has been evaluated and are of high standard. Furthermore, the author has set out to use a good variety of sources, using both books and academic articles, to make sure that many sides of the subject are explored. However, as the quantity of academic literature in the area of cross-selling (Zboja & Hartline, 2010) and accessories is limited, it was not always possible to find literature that addressed all parts of the research subject directly. For these occasions, literature in adjacent research areas was consulted.

The aim has been to use as contemporary sources as possible to increase the relevance of the results, and sources that have appeared ideologically bound or biased in any other way have not been used. Nor have any of the articles given a disproportionate amount of space as this - at a misstatement of the cited article - would lead to erroneous conclusions also in this study. However, the books Godson (2009) and Armstrong et al. (2009) are both cited a lot during the literature study. This is not expected to affect the quality of the study as these books are based on recognized research.

2.8.2 Interviews

Interviews have the advantage of being primary sources opposed to the literature but there is always a risk that the interview person is biased or that misunderstandings occur between the interviewer and the interviewed person.

To minimize the risk of this affecting the outcome of this research, the results from the qualitative study have been confirmed through meetings and/or mailings in the cases where the slightest suspicion of misunderstanding exists or where further elaborations from the interviewees were needed. The interviewees were also given a chance to see the result before the publishing of the report.

Furthermore, a description of the selection of interviewees and the creation of the interview guides are featured in section 2.4. This methodical approach to the interview process ensures the quality of the qualitative study.

3 Theory

The purpose of this chapter is to present the frame of reference for this project. It is divided into two areas called 'Holistic Marketing' and 'Discussion of Holistic Marketing and Adjacent Areas', where the first part presents an overview of the areas of holistic marketing and the second part presents research and discussions of holistic marketing in relation to adjacent research areas. A theoretical framework will be presented and motivated in the end of the chapter together with an interview guide rationale.

3.1 Holistic Marketing

Although the word 'marketing' may seam clear at first sight, there are many different definitions of the word. The Cambridge University Press (2015) defines it as "the work of advertising and offering goods or services for sale" whilst Kotler (2009) writes: "Marketing is the social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others." (p.7)

These are only two of infinitely many definitions of marketing, but they show differences in views on what marketing is. The first definition represents the classical view where marketing is seen as a mechanical process - called traditional market theory - while the second definition recognizes that relationships play a big role in marketing.

As the literature offers little guidance on the marketing communication of accessories in high tech industries, it is difficult to target a specific marketing area to investigate. For this reason, the theoretical starting point of this thesis will be to use the holistic marketing framework described by Sheth and Sisodia (2006).

3.1.1 Holistic marketing framework

Sheth and Sisodia (2006) recognize that marketing is often conducted in fragments, instead of looking at the whole picture. Modern economy forces marketers to do many things and to do them right, which calls for fresh thinking and broad perspectives. The concept of holistic marketing stresses that "everything matters" and that; decisions in one marketing area affects other areas as well. It is about the activities, processes and programs that together build the marketing efforts of a company. Holistic marketing addresses four areas of marketing:

- Integrated Marketing – The purpose of integrated marketing is to create programs that use different marketing activities and maximizes their joint effects.
- Relationship Marketing – Refers to the marketing efforts that are concerned with customer relationships, loyalty and retention.
- Internal Marketing – Is concerned with the internal processes that ensure that everyone in an organization understands, accepts and implements appropriate marketing principles, i.e. IM ensures that external marketing can be done properly.

- Performance Marketing – Is about understanding and optimizing the effects that marketing activities have on other areas of the company. Includes both financial and non-financial factors such as revenues and brand equity.

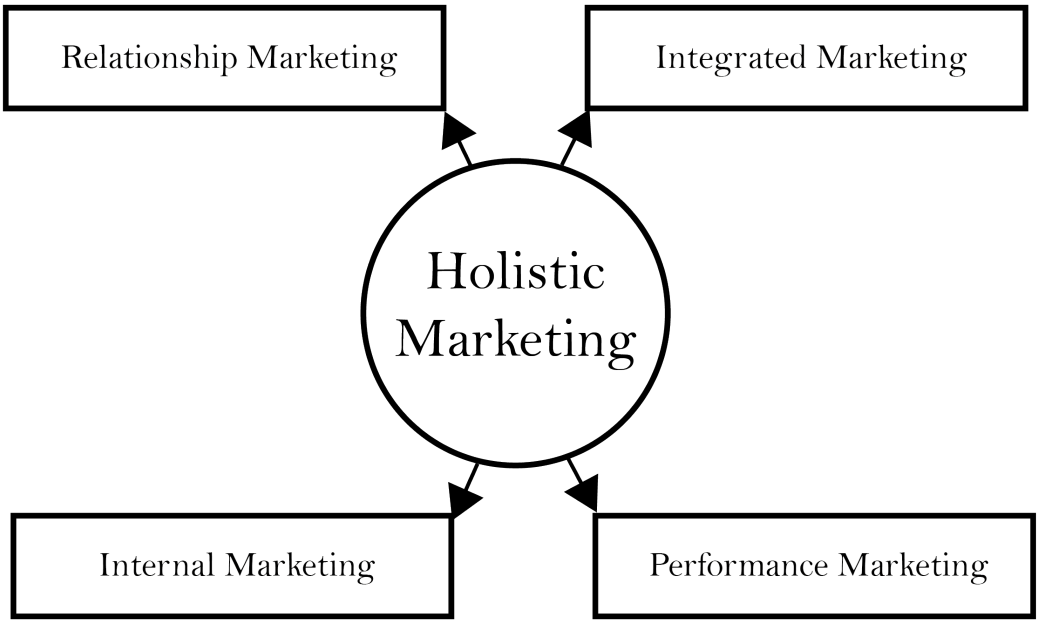

Figure 3.1: Holistic marketing framework. Source: Sheth and Sisodia, 2006

The Holistic marketing framework (Figure 3.1) describes a company's overall marketing communication, while this study aims to examine the most important areas for marketing of accessories. However, the framework will provide a good starting point for examining the marketing areas that affect the efficiency of accessory marketing.

The rest of section 3.1 will present an overview of the areas *integrated marketing*, *relationship marketing* and *internal marketing. Performance marketing* is not addressed specifically in the theory section as it is mostly concerned with corporate marketing; however, the effects of accessory marketing will be addressed later on in this report even if it is not a focus area.

3.1.2 Integrated marketing

3.1.2.1 Integrated marketing communications (IMC)

Companies have developed their skills in the more impersonal marketing tools - such as advertising and sales promotions - for a long time. The companies have reached millions of customers and billions have been invested to spread their messages. But the world is changing and so is the reality for marketers. Armstrong et al. (2009) points at two reasons for the change:

- The first one is the increasingly fragmented market that forces marketers to individualize their offerings and communications.
- The second reason is the technological improvements that allows marketers and customers to find and handle a large amount of information and gives them better tools for communication.

These two factors have brought forth a shift in which mass communication has lost some importance - although still an important tool - and where individualized marketing is increasingly important. Armstrong et al. (2009) do not expect a total shift, but rather a new way of thinking where marketing tools should be combined in a well thought out mix, often referred to as integrated marketing communications.

The customer does not think about where they get their messages from, but all the different messages it receives creates one image or message from the company. With a mix used in the right way, the company can communicate a very strong message whilst a bad approach can confuse the customer and harm the relationship. This is why it is very important for companies to make sure that the messages they are sending are aligned and makes sense to the receiver. This may sound easy, but with the communication coming from many different parts of the company, confusions may occur. (Armstrong, Kotler, Harker, & Brennan, 2009)

No matter which promotion tool is used, the customer should receive a consistent image of the company's brand. The coordination of all customer communication of a company has often been neglected in the past, and still today there are many companies without someone with an overview of all the marketing communication activities. Kitchen, Kim and Schultz (2008) recognizes that IMC can solve this problem, but they also stress that IMC demands planning and that many companies put to little effort into the planning phase.

Armstrong et al. (2009) states that IMC is all about managing customer relationships over time and companies must keep track of the answers to the two questions:

- How can we reach the customers?
- How can the customers reach us?

3.1.2.2 Marketing communication mix

A company's external communication most often consists of a mix of different marketing tools. The purpose of these tools is to communicate customer value and to build valuable customer relationships. Armstrong et al. (2009) presents the five major promotion tools:

Advertising:
This is any kind of paid form of non-personal promotion of goods, ideas or services. Advertising is often very effective as it reaches a large, geographically dispersed population at a low cost per person reached. It also allows the company to repeat the message several times. The shortcomings of advertising are that it is an impersonal approach that does not include two-way communication and is without any good ways for the customers to respond. This leaves no opportunities to build deeper customer relationships or to get feedback from them.

Sales promotion:
A sales promotion is a marketing effort that offers short-term incentives for the customer to buy a product. This attracts the customer's attention and it often gives quick results. However, the results are short lived and it seldom builds customer relationships or brand preference.

Public relations:
Is concerned with building the company's relationship with the public by obtaining good publicity and creating a favorable corporate image. News, stories, sponsorships and events are good ways to deliver messages, as they are more believable than advertising. Just as adds it often reaches many people and it can be done in a cheap way. However it takes some afterthought and creativity to do it in an effective way.

Personal selling:
The job performed by a company's sales force that means making sales and building strong customer relationships. It involves a lot of personal interaction, which gives the opportunity to observe the customers' needs and the relationships often evolves into personal friendships. The company gets valuable insights and the customer feels valued and listened to. However, personal selling requires long-term commitment and is very expensive.

Direct marketing:
Direct connections with carefully selected customers. These relationships are meant to give feedback to the company and to maintain long-term customer relationships. There are many ways to conduct direct marketing but they all share four characteristics. They are *non-public*, which means that the marketing is directed to one person/company. Direct marketing is also *immediate* – which means that messages can be prepared in a short amount of time – and *customized*, which means that the message can be designed for one costumer exclusively. The

final part of direct marketing is that it is *interactive*, which means that it is a two-way communication and that the costumer itself interacts in the communication.

3.1.2.3 Digital marketing

Mohr, Sengupta and Slater (2009) recognize that new digital marketing tools supplement the traditional marketing mix above. They mention both Internet based advertising and more interactive web 2.0 technologies as game changers and company websites are highlighted as important tools for communicating and interacting with customers.

Rakic and Rakic (2014) also concludes that the digital environment has changed the IMC. They recognize that IMC today is a mix of traditional promotion tools and digital promotion tools, and they see the change towards an environment where customers interact more. A good combination of traditional tools and new digital tools will help to customize the communication and create value.

3.1.2.4 Push or pull?

There are two main promotion mix strategies – a company can either push or pull when they are marketing their products (Armstrong, Kotler, Harker, & Brennan, 2009):

"Push" strategy:

The basic idea of a push strategy is to push the product through the marketing channels until it reaches the customer. The producing company directs its marketing efforts towards their sales channel in order to make them promote and sell it to the final customer.

"Pull" strategy:

A pull strategy works the opposite way. The marketing activities of the producer are instead directed towards the final customers in order to make them request the product. In turn, the sales channel will then demand the product from the producing company. In other words, with this approach the idea is that the end customers pull the products through the channel.

"Push- and pull" strategy:

There is however a middle path where companies can use a combined strategy. A company that sells through many intermediaries may experience that it is hard to "push" the products, as the end customers are a few steps down the channel. On the other hand some products are not optimal for a "pull"-strategy because of the products characteristics or challenges in communicating them. (Ottesen, 2001)

Armstrong et al. (2009) also point to the fact that "push" strategies are used frequently in B2B marketing - as the products often are more complex and the channel short - whilst pull strategies are often applied in B2C marketing as the conditions there are often the opposite.

However, sometimes other characteristics are combined and there may be a need for combining the two approaches. An example may be when a company sells complex products through long sales channels. For these situations, Ottesen (2009) suggests a "push and pull"-strategy that directs its marketing efforts towards both the channel and the end customer.

3.1.2.5 Marketing mix, 7P's and 4C's

A classic view of marketing is the marketing mix – often called 7P's. When a company has decided on the overall marketing strategy, they have to look at their marketing mix, which is a more tactical tool with different factors that can influence the demand of the product. The 7P's stands for *product, price, place, promotion, people, process* and *physical evidence*. (Armstrong, Kotler, Harker, & Brennan, 2009)

Product	*Refers to the goods or the service sold.* *Factors: Quality, features, design, packaging etc.*
Price	*Is simply what the customer has to pay for the product.* *Factors: List price, discounts, payment period, etc.*
Promotion	*Activities that communicates the product.* *Factors: Advertising, PR, personal selling etc.*
Place	*How is the product available to customers?* *Factors: Channels, locations, inventory etc.*
People	*The people communicating the product in some way.* *Factors: Skills, knowledge, customer contact etc.*
Process	*What processes are in place?* *Factors: IT-support, customer focus etc.*
Physical evidence	*How can we provide evidence of our product's superiority?* *Factors: Tests, user cases etc.*

It can be argued that the 7P's are too focused on the seller's view of the market. In order to turn the focus around Armstrong et al. (2009) changes the first 4P's to the 4C's:

Product	→	*Customer solution*
Price	→	*Customer cost*
Place	→	*Convenience*
Promotion	→	*Communication*

3.1.3 Relationship marketing

Relationship marketing (RM) is a marketing approach that has gained attention over the last 20 years. Some has argued that it marks a fundamental shift in the marketing area, while others mean that there is nothing new about it. Regardless of view, it is not easy to define RM as it covers a wide range of areas, including customer relationships, customer value management, retention and loyalty. Godson (2009) describes it as “a marketing approach, which is based upon networks, interactions and relationships” (p.5).

3.1.3.1 Relationships

The word ‘relationship’ has a lot of different meanings and people associate the word with different parts of their private and professional lives. The Cambridge University Press (2015) defines the word as “the way in which things are connected or work together”. Godson (2009) offers two alternative definitions where the first is “People being linked together in some way, where the behavior of one (or both) of the parties will have some impact on the actions, behaviors or feelings of the other” (p.40) and the second is “Two or more parties interacting with each other” (p.40). In other words, to define a relationship and the scope of it might be tricky. In business there are a lot of different types of relationships. They might involve human contact, but it is also possible that they do not. (Godson, 2009)

3.1.3.2 Perceived benefits of relationships

It is not possible to force someone in to a relationship. Instead there must be incentives for all parties to enter it. An expression that is often used to describe these incentives is ‘value added’. Godson (2009) describes value added as “the difference between the perceived benefits and the perceived costs of a relationship” (p.41).

In other words, a prerequisite for working successfully with RM is to create a win-win situation. The obvious benefits for a supplier are often related to customer loyalty and retention whilst it might be harder to find as obvious incentives for the customer. According to Godson (2009) there are three main areas in which the customer can get value from this kind of relationships:

- By getting closer to the customer the company can create more customized solutions that fits the customers requirements better. This will also involve some added risk for the supplier, which evens out the relationship.
- As the relationship gets deeper, the supplier is creating a bond of trust and commitment that will enable the parties to do business with great confidence in each other. This removes most worries about choices made.
- With a deeper relationship, the ‘human touch’ in the relationship will also be more significant. If you are a small customer with a shallow relationship, you will often be

nothing more than a number in a balance sheet, whereas if you have a close relationship, the supplier will make an effort to enhance to quality of all service and interactions with you.

In order to make the customer interested in engaging in a relationship Morris, Pitt and Schindehutte (2009) stresses that the benefits for them should be clearly communicated. Mitussis, O'Malley and Pattersson (2006) also argues that a strong incentive for engaging in relationships for all parties is the potential for creating sustainable competitive advantage, as competitors do not easily imitate strong relationships.

3.1.3.3 From mass marketing to customization

A major factor when attempting to create closer customer relationships is how the company communicates with their customers. In traditional marketing there have been an extensive use of mass marketing where promotional media such as TV, newspapers and billboards have been used. This type of marketing is a one-way approach that adds little or no value for the customer and there is no attempt at relationship building (Godson, 2009). In the theory of RM more factors have been taken into consideration. When using a RM approach companies should customize their communication considering the type of product they sell and whom they are selling to.

This is recognized by Mitussis et al. (2006) who argue, "A company´s ability to create customer relationships lies in an organization's ability to understand their customers, their individual preferences, expectations and changing needs." (p.575) They also acknowledge that the complexity of contemporary markets makes this difficult. Consequently, tools for collection and analysis of information about the customers is crucial in order to engage successfully in relationships.

It is not only the customers that differ. Belanche, Casaló and Guinalíu (2013) argue that the role of communication differs a lot depending on target market and product category. Using an example from B2C marketing, they argue for the difference between the marketing of drinks and health insurances. Drinks are related to happiness, social life and positive feelings and are very easy to understand, whereas health insurances are related to illness and negative emotions and are not as intuitive. These differences make it suitable to focus on different aspects of the market communication. The company that sells drinks should probably focus on satisfaction-based campaigns, whilst the company that sells health insurances should focus more on trust-related aspects when deciding on their communication strategy.

3.1.3.4 Customer satisfaction and retention

A cornerstone in relationship marketing is the importance of customer retention and long-term relationships. 'Relationship'-based marketing focuses on building strong relationships in order to get the customer to buy repeatedly opposed to 'transaction'-based marketing where the efforts are concentrated on making a single sale. But in order to sell repeatedly to a customer the firm must make sure to retain it, and in order to retain the customer the firm has to make sure that the customer is satisfied with the products or services offered by the firm. (Godson, 2009)

Customer satisfaction

Keeping your customer satisfied is a key area when it comes to customer retention. After all, a customer will rarely come back for more if it is dissatisfied. Godson (2009) describes how two areas affect customer satisfaction:

- The product quality
- The service quality

First, the product is very important. If the product does not do what it is supposed to do, the customer will never be satisfied. Second, the quality of the services performed in all interactions with the customer is paramount. In most companies, these interactions take place before, during and after the purchase. (Godson, 2009)

The tools for making sure that a company's interactions with the customer is of high quality, is addressed in other parts of this report such as IM and cross-selling.

Customer retention

Studies show that there are many potential gains from working with customer retention. One huge incentive is the cost of acquiring new customers. The exact number differs, but there is no doubt that successful customer retention efforts have positive impact on a company's profitability. (Godson, 2009)

Godson (2009) lists other incentives for working with customer retention:

- Long-term customers are more likely to enter into collaborations, which is a great opportunity for companies to improve their product portfolio.
- Satisfied long-term customers are likely to be less price-sensitive. If a customer is satisfied with a supplier's products and services, it is less likely to change supplier only because of the price.
- Long-term relationships make business planning easier. If you have regular customers, it is much easier to plan your own business and to foresee the demands, which is both time and cost effective.
- Satisfied long-term customers are likely to give referrals. There are few marketing tools that are as effective as a recommendation from an exiting customer.
- Long-term customers are more forgiving. If a company experiences problems, the long-term customers are most often more forgiving than the customers that are focusing on short-term solutions.

3.1.3.5 Loyalty levels

Relationships do not happen over night. A relationship is a result of efforts from both customer and company over time. Morris et al. (2009) present their view on how relationships are formed, which can be seen in Figure 3.2.

Basically, Morris et al. (2009) suggest that all relationships start with one transaction that is then repeated. During these first interactions, the customer is mostly affected by different marketing stimulus – such as the 7P's discussed in *traditional marketing*. In this stage, companies can try to "lock the customers in" by offering incentives for repeat buying, such as volume discounts or similar.

Loyalty is the next step and it must be more than a result of "lock in" efforts. To be considered loyal, the customer should buy the company's products because of personal preferences and make an effort to buy from the same supplier. In this stage however, customers will still listen to other suppliers, but will only change supplier if another supplier offers a product of superior value or to a much lower cost. (Morris, Pitt, & Schindehutte, 2009)

Moving from loyalty to investing in a relationship is where the basic unidirectional stimulus is abandoned. Instead, a two-way approach is adopted and both parties are aware that the other has certain objectives with the relationship. There is not only an exchange of money and products but also knowledge, information and social interaction. (Morris, Pitt, & Schindehutte, 2009)

Mitussis et al. (2006) also stresses that the willingness to engage in information exchange and adapt processes is evident in relationships, even though every relationship is unique.

Some relationships transforms into strategic partnerships. This is when firms decide to invest in joint ventures and/or create products together. (Morris, Pitt, & Schindehutte, 2009)

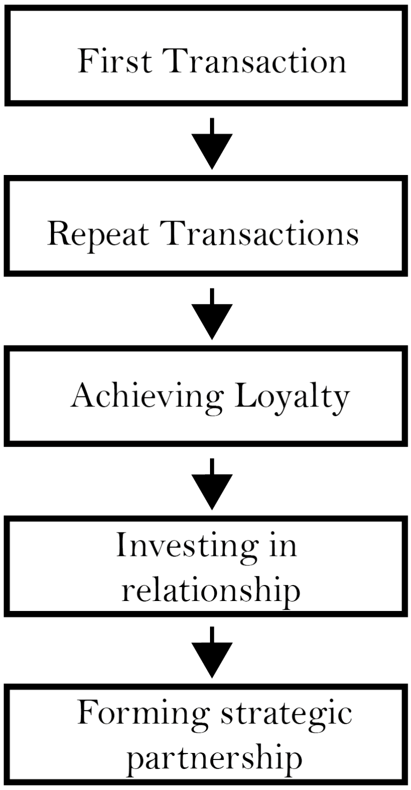

Figure 3.2: Customer relationships levels. Source: Morris et al., 2009.

Godson (2009) offers a similar "ladder of loyalty" but adds a couple of steps. Godson suggests that companies should use the ladder of loyalty in order to assess on what step their customers are and where they would like them to be. In this way companies can create strategies for the different segments and direct their marketing activities accordingly.

Godson (2009) also raises the question of the customer's viewpoint. An organization might experience relationship marketing myopia if they do not recognize that not all customers are interested in engaging in deep relationships with their suppliers. This view is shared by Mitussis et al. (2006) that also points to the fact that customers are more willing to engage in relationships with companies that have more experience of customer relationships.

Godson (2009) recognizes that there are four different kinds of customers that companies can segment:

- Seekers – Actively seeks close long-term relationships with their supplier
- Exploiters – Use all the benefits of loyalty, but gives nothing back
- Loyal buyers – Customers who remain loyal, but do not want a close relationship
- Transaction buyers – Exhibits no loyalty and are not interested in a relationship

Kumar and Reinartz (2012) describe how the early approaches to RM were very focused on creating customer loyalty as a loyal customer was automatically seen as a profitable customer. However, it would later appear that this relation is not entirely correct as some customers – by Godson (2009) referred to as *Exploiters* – are both loyal and unprofitable at the same time.

By keeping track of (1) what kind of relationship the company has with a customer, (2) what kind of relationship the company wants to have with the customer and (3) what relationship the customer is interested in – the company can direct its efforts in the right direction (Godson, 2009). The practical work of handling these questions and other relationship-based issues are most often referred to as Customer Relationship Management and it is described in the next section.

3.1.3.6 Customer relationship management

Customer relationship management (CRM) can simply be described as the implementation of RM through the management of customer data and the use of technology. In other words, if RM is a philosophy or theory, CRM is the practical implementation of it. (Mohr, Sengupta, & Slater, 2009)

A central concept of CRM is the concept of customer value and the ultimate goal of CRM is in some meaning to optimize the marketing efforts to reach higher customer values. Simply put, this is done by collecting and analyzing information about the customers and creating customized strategies. (Kumar & Reinartz, 2012)

In reality this can be quite complex, and CRM spans over a large variety of research areas, such as IMC and Knowledge management (Godson, 2009). CRM theory often divides CRM in two or three levels. Different authors call them different things, but the meaning does not differ significantly. Godson (2009) refers to them as:

- Analytical CRM
- Operational CRM

Analytical and Operational CRM

The analytical CRM is concerned with the strategic use of customer data and are closely related to the term knowledge management. By analyzing collected data about the customers, the vendor can decide on multi level strategies to maximize the customer value (Godson, 2009). By conducting successful analytical CRM, companies can form the basis for sustainable, hard-to-imitate competitive advantage (Kumar & Reinartz, 2012).
The operational CRM involves the processes and systems that are used on a daily basis for customer activities such as shipments, enquiries, orders etc. (Godson, 2009).

CRM Software

Today, different software plays a big part in both analytical and operational CRM (Mohr, Sengupta, & Slater, 2009). The CRM systems allow companies to collect and analyze huge amounts of data, which further allow them to customize their customers on an individual level. A successfully implemented CRM system increases the overall marketing effectiveness while decreasing the marketing spend. However, there are many cases of companies that have failed with implementing CRM systems and even if most companies have a lot to gain from CRM systems, the implementation of a CRM system should be done carefully. (Kumar & Reinartz, 2012)

3.1.4 Internal marketing

An organization's effectiveness in external markets is not only determined by efforts made in direct contact with customers. Instead the marketing efforts of a company most often start by creating internal activities and relationships that gives the prerequisites needed to perform on external markets. These activities are most often referred to as 'internal marketing'. The concept of IM has contributed to the development of marketing, but there are different opinions about what it is and how it should be conducted. (Godson, 2009).

Armstrong et al. (2009) define IM as "marketing by a service firm to train and effectively motivate its customer-contact employees and all the supporting service people to work as a team to provide customer satisfaction." (p.601). This insinuates that it is only pure service firms that would benefit from thinking in terms of IM, but Godson (2009) gives the concept a wider meaning by proposing that most organizations can work more effectively on external markets if they improve their IM.

3.1.4.1 Internal marketing and service

Godson (2009) displays the difference between internal and external marketing by presenting the 'service marketing triangle' (see Figure 3.3). This clearly shows how important the connection between the service/sales personnel and the customer is, as it is often the only – or one of few – direct meetings and two-way communications with the customer. These meetings and the performance of the front line personnel can be very decisive for the overall customer satisfactory level.

George (1990) recognizes that IM is the best approach for creating a service-orientated organization as IM focuses on effective exchanges of information and knowledge, which is a prerequisite in order to be successful in the external market.

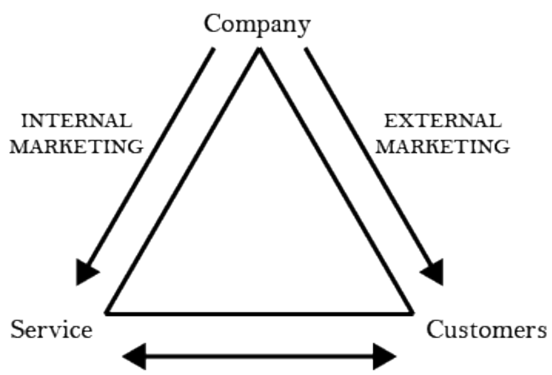

Figure 3.3: The service marketing triangle. Source: Godson, 2009.

3.1.4.2 Approaches to internal marketing

There are a couple of different approaches to IM. Godson (2009) describes how it has developed from the idea that "happy employees lead to happy customers" (p.271) into the notion that IM can be used as a strategic tool in various areas. Two main directions of IM can be distinguished:

- An internal market where employees are seen as customers and suppliers
- All employees being externally customer oriented

The two approaches have a couple of similarities. The aims of them are the same – to motivate the employees to be more customers oriented by applying marketing techniques. Both of them also demand that the organization has a holistic view of communication and understands the importance of relationships and their impact on the performance in the external market. (Godson, 2009)

But of course there are differences as well as described in Figure 3.4. The two approaches are further explained in 3.1.4.3 and 3.1.4.4

Internal market	**Customer-oriented employees**
• Employees see each other as customers and suppliers. • Concerned with internal processes. • Focuses on employees' relations with each other and the management.	• Employees see the external customer as their customer. • Concerned with the external customer interface. • Focuses on employees' relations with external customers and the managers' ability to influence these.

Figure 3.4: Differences between internal market and customer oriented approaches. Source: Godson, 2009.

3.1.4.3 Internal market

Gummesson (2002) views the internal market as any other market, with the same characteristics and functions. This view implies that traditional marketing theories meant for external customers can also be applied internally. A central concept of the internal market approach is the concept of the 'internal customer'. Godson (2009) describes it as "a concept whereby employees are looked upon as customers – of each other and of the organization itself" (p.273).

In order to view the internal market with the same eyes as the external market, some relationships must be established. Godson (2009) offers the following:

- Employees as customers of the organization

- Employees as suppliers and customers of each other
- Market mechanisms inside the organization

Employees as customers of the organization

Today most companies put a lot of effort into communicating their brand and everything that comes with it to their external customers. While doing this, it is a common mistake to assume that their own employees automatically knows what the management is trying to achieve, and that everyone are working towards the same goal. The mistake of thinking that vague mission statements and overhead values of the company automatically make the employees aligned can be costly – particularly in times of change. (Godson, 2009)

By viewing their employees as customers, the management of a company can change their own thinking of how they can communicate values, objectives and directions. Godson (2009) suggests that companies can bring traditional marketing tools into the organization and uses 7Ps as an example. For communicating different kinds of information to the employees, the following view can be applied:

Product	*The Information*
Price	*The time and effort of the employee*
Promotion	*The mean of communication*
Place	*The timing of the delivery*
People	*The people delivering the information*
Process	*The fit of the information into the current systems*
Physical evidence	*Evidence that makes it interesting*

Employees as suppliers and customers of each other

The concept of viewing employees as customers and suppliers of one another is easy to relate to. The image that comes to mind first is often the value chain of Michael Porter, which maps the processes in a company as a fairly linear process between the different functions. This view of 'internal customers' however is misleading. It extends much further than a production line with overhead functions. (Godson, 2009)

Gummesson (2002) points out that a view like this can make organizations less aligned with departments working against each other. The fact that they work for the same company can easily be forgotten if all different parts of the company treat each other as suppliers and customers, often leading to inward-looking and self-absorbed parts of the company.

All parts of the organization should focus on internal RM, which recognizes the fact that everyone has both internal and external customers to serve. For the different parts of the organization to be as effective as possible they should use the expertise and knowledge of each other in order to get feedback and produce the best result. (Gummeson, 2002)

Gummesson (2002) suggests an approach where the functions and activities are put into a matrix instead of a linear process. E.g. the marketing department could probably give some valuable feedback to the R&D department, and the R&D probably have knowledge about the products that can be useful for the marketing department.

This way of working with internal customers are in line with the methods proposed in RM theory for external customers.

Market mechanisms inside the organization

The final aspect of the internal market is the market mechanisms between different departments and/or business units in the organization. This is mainly concerned with the financial structure, where Gummesson (2002) argues that it might sometimes be suboptimal when you are running a company with an internal market and all parts are trying to maximize their profit. Instead it is important that there is a structure that rewards actions that enhances the overall financial performance of the company.

3.1.4.4 Customer-oriented employees

The second approach to IM is concerned with the focus on the external customer. As mentioned earlier in the paragraph about the service-marketing triangle, a high quality interaction with the customer is a powerful tool in order to reach high customer satisfaction. To reach the wanted quality it is important for companies to align their employees' thoughts and actions, and to prepare them for the task. The job of IM in this case is to make sure that the employees have the required knowledge, resources and attitude for the job. (Godson, 2009)

Categorizing employees by customer influence

It is easy to think of sales personnel or marketing people when thinking about customer focus, but there are a lot of other people within an organization that interact with customers in different ways. Godson (2009) makes a distinction between four groups of employees (see Figure 3.5) depending on their *contact with customers* and if they have a *role within customer service or marketing*.

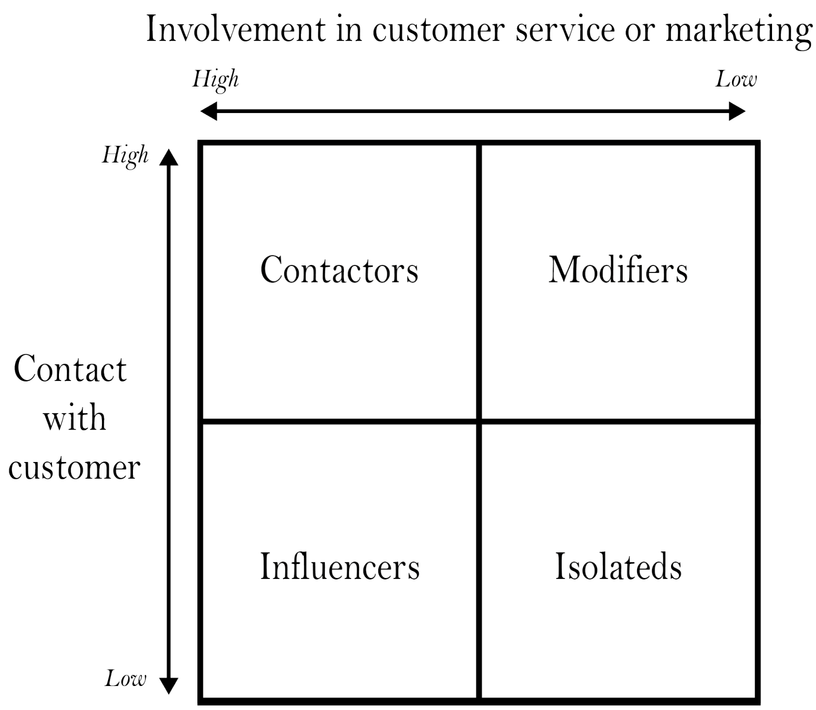

Figure 3.5: Employee influence categories. Source: Godson, 2009.

Contactors *Employees whose job is to work close to the customers and that meets customers a lot.*

Influencers *Employees that work with customer communication – typically in marketing – and have a big influence on customers, but rarely or never have direct contact with them.*

Modifiers *People whose job is not to communicate with the customer, but does it a lot anyway. A typical example is receptionists or drivers. What these people say or do can influence the customer a lot.*

Isolateds *These are the employees that do not meet nor influence customers. For these employees the concept of internal customers make a lot of sense, since it is easier to focus on someone you can relate to.*

Managing customer-facing employees

When an organization has made a similar categorization, it should have good knowledge of which employees that interact a lot with customers – in this case the *contactors* and the *modifiers*. For a company, these employees should be particularly important to focus their IM efforts on. As a first step, the company should assess if all these employees are suited for representing the company externally and see if there are any employees that would be better suited for another type of work with less customer contact. (Godson, 2009)

As a second step, the company should ensure that the employees perform and add value when interacting with the customer. Godson (2009) has summarized the activities that can be used by companies:

Smile campaigns
Smile campaigns refers to an attempt to standardize a behavior of the employees facing customers. The name comes from the service business where a positive approach is desirable, but the concept is as important in other types of companies. Some standardized approaches from the employee will send out whatever message that the company wishes.

Reward and recognition
Another activity is to reward the employees to perform best when interacting with customers. The performances can be measured in many ways and the reward can be either qualitative or quantitative. This approach works better in some cases than in other.

Training and personal development
The smile campaigns and employee rewards are good tools, but in order to add real value, the employees must be competent and have a deeper commitment. In order to ensure that the employees have the right competence they must be continuously trained. By sending employees to train their skills you will not only get more skilled personnel but also a more committed work force as they feel more valuable.

Empowerment and involvement
To empower the employees and give them green light to make decisions themselves, will enhance the customer experience since it makes processes easier, but also because the employees will feel more trusted and valued. It is important though – in order to lower the risk - that there are clear restrictions about what the employees can make decisions about.

Potential for employee conflict
All these activities somewhat assume that the employees does not already perform in a customer oriented way, but in reality a big part of the employees working close to the customers do it because they want to please the customer and perform their job well. The last activity is to make sure that these employees are not prevented from pleasing the customer by to tight bureaucracy and rules.

3.1.4.5 Communication paths

Regardless of which approach to IM a company chooses, there are three types of communication within the organization that they have to keep track of. (Godson, 2009)

Upward communication:
This represents the communication from the employees to the management. By listening to the employees and giving them the chance to contribute the management will receive

valuable knowledge about their business and improvement areas. As mentioned earlier, this will also make the employees feel more involved, which have a number of positive effects on the business.

Sideways communication:
The communication sideways is the communication between employees. It's mostly about complement the official communication paths by networking and giving the employees a sense of belonging. By organizing social events and encouraging social initiatives, a company can open up communication channels that directly contribute to the company's operations.

Downward communication:
This is the communication from the management to the employees. It includes a lot of different kinds of information that the management wants to communicate. Examples may be information on how the company is performing, newsletters, policies etc. Companies should use this type of communication wisely as misuse of downward communication will create a hierarchal organization.

3.2 Discussion of Holistic Marketing and Adjacent Areas

3.2.1 Cross-selling

Despite the fact that most companies have a lot to gain from improving their cross-selling performance in terms of customer relationships and financial results, the academic literature offers little help for companies that search for means to improve. The offering of articles on how managerial tools can be used to enhance cross-selling performances is especially bad. (Zboja & Hartline, 2010)

Nevertheless, some of the research that has touched upon the subject will be handled in this section as well as research in adjacent areas. But, what is cross-selling?

Cross-selling refers to the action of selling additional services and/or products to the same customer (Shah, Kumar, Qu, & Chen, 2012). In other words, it is about selling more to the same customer than what has been requested from the beginning. The literature shows that there are reasons for both the customer and the supplier to engage in cross-selling/buying.

3.2.2 Reasons for cross-selling

The reasons for cross buying/selling are many seen both from the buyer's and the seller's perspective. Shah et al. (2012) list a few possible positive effects of cross-selling:

- Increased selling frequency
- Increased contribution margin per order
- Deepening the customer relationship
- Extending the duration of the customer relationship

All of the points above results in increased customer profitability and/or positive effects on the customer relationships.

However, there are situations when cross-selling are unprofitable. For the seller a cross-selling situation might be unprofitable if the customer makes unreasonable demands for customer service in order to make the buy or if the customer is only targeting loss-leader products. However, cross-selling/buying relationships are most effective in the long term, and a relationship can only be seen as unprofitable if the negative characteristics persist over time. (Shah, Kumar, Qu, & Chen, 2012)

Shah et al. (2012) states "habits by definition help establish a routine through which future customer behavior becomes consistent with the past behavior" (p.80). The consequence of this is that profitable cross-selling will most likely stay profitable over time as far as the customer influence goes. The same goes for unprofitable customers. If they do not show signs of changing their ways in an early stage, they will probably never become profitable customers. (Shah, Kumar, Qu, & Chen, 2012) This is in line with the findings of RM theory where some customers have been found to be unprofitable to engage in any kind of relationship with (Kumar and Reinartz (2012); Godson (2009)).

3.2.3 Integrated marketing communications and cross-selling

Li, Sun and Montgomery (2011) question the way that cross-selling communication is performed today. In their opinion, cross-selling focuses too much on individual campaigns and to little on the dynamic effects of a customer centric approach. They recognize that cross-selling campaigns can be improved if companies assess their customers purchase behavior and understand their needs.

Shah et al. (2012) also recognizes that an important step in enhancing the cross-selling performance is to realize that not all customers are the same. By trying to find a strategic or tactical middle ground that fits all customers you may lose your current customers or accidently making customers unprofitable. Instead they propose that companies should try to customize their cross-selling activities for different kinds of customers in order to make all customers as profitable and satisfied as possible. For example, some customers might need a personal selling initiative in order to cross buy, while others should be directed to the company website.

This is supported by Liu-Thompkins and Tam (2013) who suggest that cross-selling initiatives should be more customized with the focus on the customer's drivers and preferences.

In conclusion, companies should develop their tools for cross-selling communication, and Li et al. (2011) stress that an effective work with cross-selling communication will not only result in short term gains but also enhance long-term relationships and optimize profits over time.

In section 3.1.1.3, the concept of IMC is presented, which recognizes a major shift from mass marketing to customer centric and interactive marketing approaches. (Kliatchko, 2005).

Kliatchko (2005) states that IMC is not just a concept, but also a process. The IMC process should (1) be audience focused, which means that the communication should address the needs and wants of the audience. It should also be (2) channel centered, which means that it effectively manages multiple communication channels to create the optimal marketing mix. And finally, (3) the results should be measurable for companies to be able to improve the efforts.

The statement of Kliatchko (2005) about IMC is in line with the opinions of other research (Li et al. (2011); Shah et al (2012); Liu-Thompkins and Tam (2013)) for how cross-selling promotion should be managed. It also brings legitimacy to the usage of CRM systems to improve cross-selling as Kumar and Reinartz (2012) stress the importance of CRM systems in order to individualize the marketing efforts of companies.

3.2.4 Loyalty and cross-selling

Associations are often made between cross-selling and a high degree of customer loyalty. The question is if customer loyalty entails cross-selling or if the relationship is reversed. Reinartz, Jacquelyn and Bascoul (2008) discuss the relationship and present different views.

A customer that buys a lot of different products from one firm should experience a greater attachment to the firm as they use more products. The fact that they buy a lot of products from the same company implies that they have a high customer satisfaction and that they prefer to have few suppliers. The more products that are bought from the same company the higher will the switching cost be, and in that way it can be argued that loyalty and customer retention increases.

On the other hand it can be argued that a loyal customer should be easier to convince to buy more products. If a firm succeeds to create a good relationship with a customer and the customer shows loyalty to the firm, then a logical reasoning is that it should be easier to convince the customer to buy more products.

Reinartz et al. (2008) also presents a third possibility, namely that each activity affects the other and that it is not a one-way relationship.

However, their research establishes that customer loyalty precedes cross buying. This goes against much of the cross-selling theory, and the result isn't fully generalizable, but it underlines the importance of customer loyalty and retention in order to enhance cross-selling performance. The theory that suggests convincing customers to cross buy in any stage of the relationship can be questioned and focus can shift over to creating customer value and long-term relationships. (Reinartz, Jacquelyn, & Bascoul, 2008)

This is supported by Liu-Thompkins and Tam (2013) who showed in three subsequent studies that customer loyalty increased the effectiveness of cross-selling promotion.

3.2.5 The role of relationship marketing and internal marketing

The insight of Reinartz et al. (2008) is to primarily focus the cross-selling efforts on customers with whom you have good relationships, hence the relationship should be prioritized, and if the relationship is managed in a good way, the cross-selling will increase.

George (1990) recognizes the fact that marketers have shifted focus from customer recruitment towards cross-selling to existing customers. As the relationship gets a central role, a service marketing orientation is crucial to succeed. This means that all employees, wherever they work shall be included in this mindset. The people working close to the customers – by Godson (2009) referred to as *contactors* – are frequently outnumbered by people with other professions. The customer orientation and service mindedness of these employees is a critical area in order to reach customer satisfaction and patronage.

Gummesson (2002) refers to these employees as *part-time marketers* to describe their status and he stresses that systematic IM is the best way to maintain them as service minded and customer oriented employees. Grönroos (1990) agrees with this view and points out that these principles apply regardless of whether the company is a pure service company, or if it is a manufacturing company with service and sales staff.

In a study conducted in the service industry, Conradie, Roberts-Lombard and Klopper (2014) discuss the importance of IM and its effects on the external performance. The study stresses the importance of management attention and understanding of the internal processes because of their effects on the interaction points with customers. This view is shared by George (1990) who sees IM as the best approach for establishing a service orientation at a company.

When Conradie et al. (2014) examined what factors affected the customer experience and loyalty, the internal processes were highly rated. It affects a company's ability to absorb customer feedback, communicate values and avoid mistakes in the interaction with the customers. This view is shared by Ahmed and Rafiq (2002) who recognize that the success of all RM is highly dependent on employee attitudes, commitment and performance. Hence, RM efforts are highly dependent on a company's IM initiatives in order to be successful.

Turning the plate, Ahmed and Rafiq (2002) also recognize the importance of RM efforts in order for IM to be successful. To establish internal relationships and processes, there is a need for loyalty and trust within the organization, and just as in the case of external customers, delivering on promise is central. Ballantyne (2000) even calls IM "relationship marketing turned inward" (p.284).

In other words, both IM and RM are important tools in order to enhance a company's interactions with their customers. Both Godson (2009) and Ahmed and Rafiq (2002) links customer service quality to customer satisfaction, which further leads to loyalty. The effects of customer loyalty are described in general in section 3.1.3.4 and for cross-selling in section 3.2.4, where they are closely linked to improved profitability.

Because of the positive effects of IM, Conradie et al. (2014) suggest that service companies should review their internal communication from time to time, initiate training programs and measure overall performance. They also emphasize on the management's attention in order for them to keep the organization customer focused. Godson (2009) also recognizes the management role of IM as he discusses the concept of viewing the employees as customers of the organization. This was presented in section 3.1.4.3.

3.2.6 The role of knowledge management

A large part of both RM and IM is knowledge management. Ahmed and Rafiq (2002) stresses that IM are holistic and is closely related to knowledge management, as the success in both areas are dependent on each other.

Ballantyne (2000) stretches it even further by claiming that the common denominator of all IM literature is knowledge renewal – meaning generating and circulating new knowledge. However, when thinking about it, it is obvious that the meaning of IM is to circulate new, value-adding knowledge opposed to circulating conventional knowledge that is easily accessible. Ballantyne (2000) also states that the limits to generating and spreading new knowledge lies wherever you want to put them, within internal or external communication, or in the borderland between the two. All parts are important. He recognizes the importance of constellations and the role of catalysts, as parts of providing consistency of purpose and maintaining a sense of legitimacy for the internal network.

This is also acknowledged by Ahmed and Rafiq (2002) who recognize that knowledge starts and finishes with individuals, and that sharing is not a natural activity. This makes it important to establish roles and channels for facilitating communication but also to establish a sense of personal relevance in order to incentivize knowledge and information sharing.

3.2.7 Managing sales personnel

Ballantyne (2000) discusses the borderland between internal and external communication as potentially limiting for knowledge sharing. This area is most often the domain of the sales organization and they play an important part in cross-selling performance and knowledge spreading.

Zboja and Hartline (2010) researched the topic of management-initiated activities to enhance cross-selling. According to the article, this is the first study of its kind and the result is considered generalizable. It offers interesting managerial implications. When examining what managerial initiatives that had effect on the cross-selling performance, the study resulted in three insights:

The first is the effectiveness of training. In the study, it was clear that many sales employees felt that they lacked training and that they did not have the tools needed in order to cross sell effectively. Consequently, companies should train their employees and continuously develop their training programs in order to improve the cross-selling performance. (Zboja & Hartline, 2010)

Second, even though economical incentives are a debated issue, the study shows that it is effective for improving cross-selling performance. What is even more important is to assess the present incentives to make sure that they are not contra productive regarding cross-selling. The ideal way to design the incentives is a way that make the employees promote value adding solutions and bundles that maximizes the cross-selling and the customer satisfaction at the same time. However, this requires good knowledge about the products, which requires training. (Zboja & Hartline, 2010)

Shah et al. (2012) also promotes the idea of using the total customer profitability as an indicator instead of some cross-selling ratio that is only focusing on cross-selling. Their research shows that it allows the sales personnel to see the whole picture, and the task for the management will be to train and educate the sales organization in order to make them understand the value of cross-selling.

The final insight of the Zboja and Hartline (2010) research is that people are different. Self-efficiency and motivation is important in cross-selling, and different employees have different driving forces. The training and incentives will be powerful tools to motivate the employees, but the management must remember that the communication with their employees is the final touch that makes the effort succeed.

3.2.8 The role of change management

As with all other initiatives within a company, the move towards improving the marketing communication of accessories demands change management. In a study by Finney and Scherrebeck-Hansen (2010), the relationship between IM and change management is discussed. They conclude that IM is a useful tool to introduce change in many areas, but that the change initiators have to understand that it is not enough to just use marketing mix programs. Instead, the engagement of the initiators is important to manage factors such as resistance, power and control.

Kelemen et al. (2007) also acknowledge this as they state that managers need to realize that IM is not a quick fix for change but rather a tool to use together with commitment in a continuous cycle of change. As companies operate in an ever-changing environment, the organizational change can never stop.

3.3 Theoretical Framework

From examining the many adjacent areas of cross-selling of accessories, it is clear that the approach of this study – to apply a holistic view of communication – is highly relevant. Kelemen and Papasolomou (2007) conclude; "customers and employees need to be seen as part of a virtuous circle in which attention given to one reinforces attention given to the other" (p.760) while Ahmed and Rafiq (2002) stress the intrinsic bond between RM and IM. These are only a couple of all the statements that together make it obvious that the contemporary marketing landscape makes it imperative to review many parts of a company's marketing communication.

However, the aim of this research is not to only conclude that this is a complex issue, but to offer guidance on what areas to examine. The framework below (see Figure 3.6) is adapted from Sheth and Sisodia (2006) and adjusted to be used as the theoretical starting point for the examination of Axis. The theoretical motivations for the selected areas are presented below.

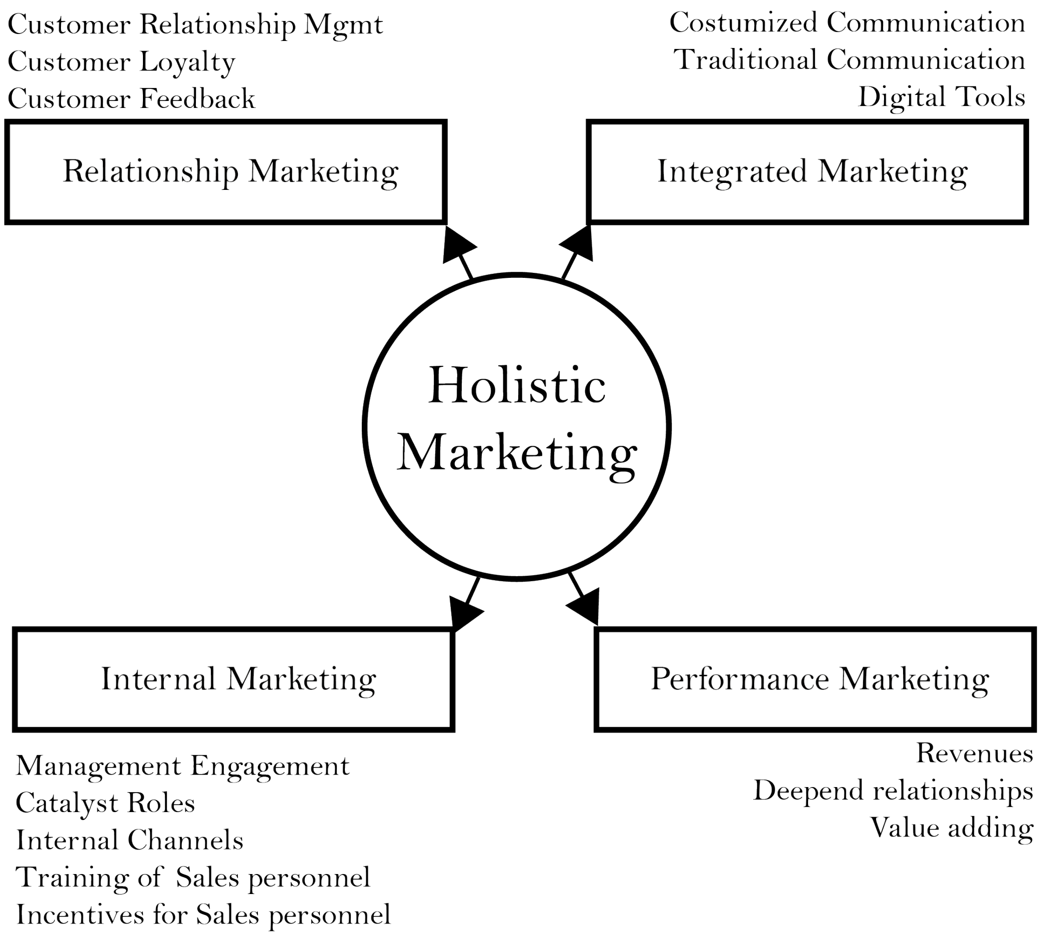

Figure 3.6: The theoretical framework that forms the basis for the analysis.

3.3.1 Motivations

This section features short motivations for the chosen areas. All motivations are built on the foundation of the conducted literature study.

Internal marketing

AREA 1: MANAGEMENT ENGAGEMENT

The first identified area is concerned with the management's role in the communication of accessories. The literature of IM acknowledges the role of the management as internal marketers and highlights their duty to communicate values, objectives and directions (Godson, 2009). Conradie et al. (2014) also stresses the importance of management attention and their understanding for the internal processes in order to succeed with IM efforts, while Kelemen et al. (2007) recognizes that an ever changing environment demands constant change from companies, which makes management commitment imperative.

The conclusion drawn from this is that if a company is going to improve its accessories efforts, this ambition needs to be communicated and facilitated by the management who has an important role to initiate and control change.

AREA 2 and 3: CATALYST ROLES AND INTERNAL CHANNELS

The IM theory stresses the importance of knowledge dissemination and communication throughout the organization (Godson (2009); Gummesson (2002)). This is also recognized by Ballantyne (2000) who stresses the importance of establishing catalyst roles for knowledge dissemination in order to maintain focus. Ahmed and Rafiq (2002) recognize that information sharing is not a natural activity and that it is important to establish internal roles and channels to incentivize knowledge and information sharing.

This leads up to the conclusion that a company that wishes to improve their accessories performance must look at the internal knowledge sharing processes; what roles and channels that exist for this purpose.

AREA 4 and 5: TRAINING AND INCENTIVES FOR THE SALES PERSONNEL

The RM theory recognizes that the service quality is an important part of the work towards customer satisfaction, while IM theory highlights the importance of the customer facing employees, suggesting different activities in order to manage their performance (Godson, 2009). Furthermore, Zboja and Hartline (2010) discuss the role of the sales personnel in cross-selling, and conclude that it is important to educate and train the sales personnel in order to improve cross-selling performance. Zboja and Hartline (2010) also discuss incentives for cross-selling and the optimal design of them. It is concluded that economic incentives can be effective, but also that incentives that allow the sales personnel to see the whole picture are better. This view is shared by Shah et al. (2012) who recognizes that it is better to focus on the total offering and training of the sales personnel in the advantages of accessories, than rewarding pure accessory focus.

It can be concluded that sales personnel has an important role to play in accessory selling, and how to do this should be examined in order to improve the accessory selling performance at a company.

Integrated marketing

AREA 1, 2 and 3: CUSTOMIZED COMMUNICATION THROUGH TRADITIONAL AND DIGITAL TOOLS

Contemporary marketing theory keeps returning to the fact that there is a shift going on towards more interactive communication with customers (Godson, 2009). Mohr et al. (2009) discuss IMC and the importance of creating a mix of traditional and digital communication tools in order to address the needs and wants of customers. This is also recognized by Rakic and Rakic (2014) who see an emerging environment where customers interact more, and where digital tools are central parts of the transformation.

All in all, it is clear that the communication mix of accessories; the way they use different digital and traditional tools in order to communicate the accessories to the customer, is an important part to examine.

Relationship marketing

AREA 1,2 and 3: CUSTOMER RELATIONSHIP MANAGEMENT, LOYALTY AND FEEDBACK

A prerequisite for successful business today is to work with customer relationship management. In order for companies to understand their customers and their needs, there should be a structured way of managing the relationships (Kumar & Reinartz, 2012). Furthermore, studies of Reinartz et al. (2008) and Liu–Thompkins and Tam (2013) describe how customer loyalty and relationships enhances cross-selling performance and how there is a strong bond between cross-selling and customer relationships.

Moreover, Morris et al. (2009) describes the 'Ladder of Loyalty' and the way that customers interact in the different stages. High-level relationships are more likely to turn into collaborations where valuable knowledge can be extracted. Ballantyne (2000) acknowledges this important part of knowledge management and the importance of customer feedback.

In conclusion, relationships do play a big part in marketing, but what role do they play in the marketing of accessories? This will be further examined.

Performance marketing

AREA 1,2 and 3: BENEFITS OF ACCESSORY SELLING

There are several benefits of cross-selling, including the ones discussed by Shah et al. (2012). The benefits are concerned with effects such as customer relationship development, increased revenues and value adding.

To get a deeper understanding of why accessory selling is important, the direct and indirect effects will be further investigated.

3.3.2 Connection with interview guides

The interview process and the making of the interview guides are described in the methodology chapter, under section 2.4. However, to elucidate the connection between the theoretical framework and the interview guides, this section will present the rationale of the interview guides in short.

3.3.2.1 The interview guide rationale

The general objective of the interview guides is to address all the areas of investigation without making it obvious what any potential hypotheses might be. In other words, the interview guides should address all areas in some way without affecting the outcome of the answers. Figure 3.7 exemplifies how the different marketing areas are connected to the different question areas for the product management interview guide.

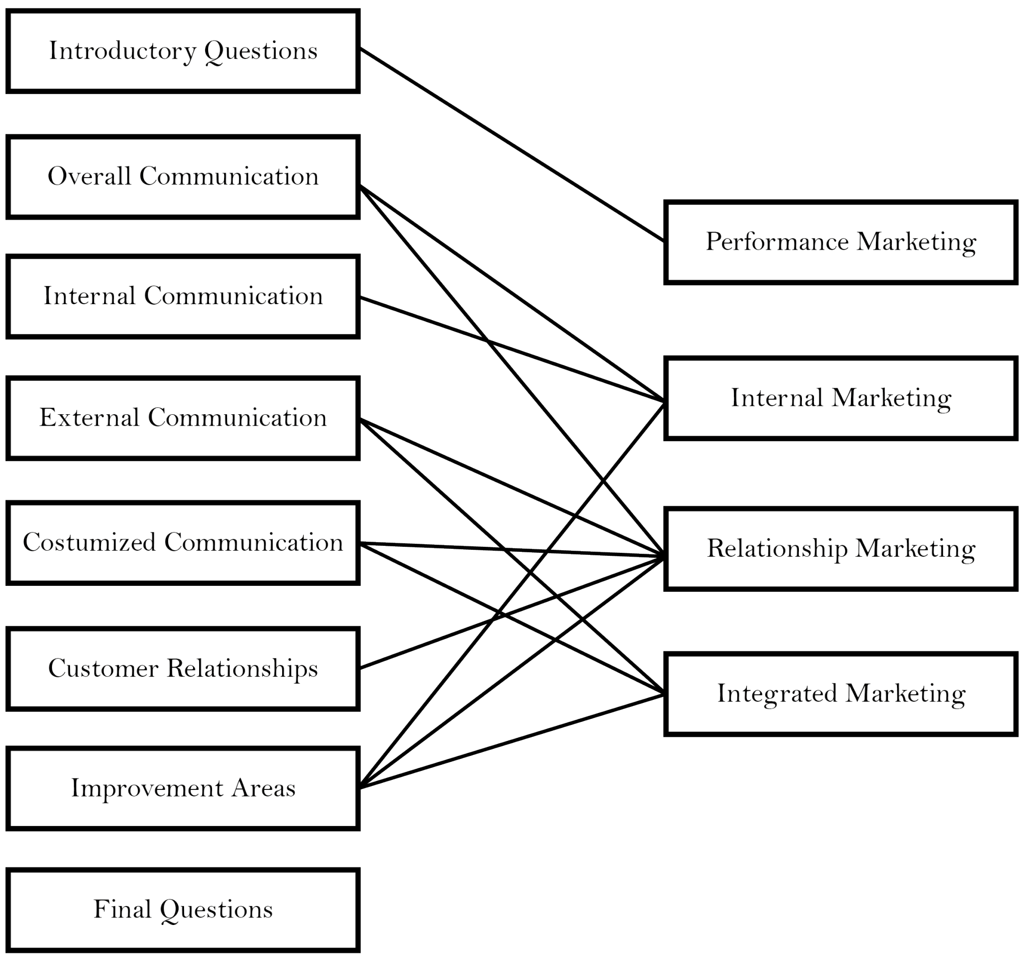

Figure 3.7: Connections between interview guide areas and research areas

As can be seen in Figure 3.7, all areas are addressed in more than one way, and the questions are aimed to:

- Map Axis' current communication
- Extract potential areas of improvement
- Generate general thoughts and opinions

The idea is that the answers in these areas will provide an understanding of how Axis work and how they can improve their accessory marketing, which will provide an understanding of accessory marketing communication in general.

The interview guides differ depending on the interviewed group's organizational position and their presumed knowledge within the different areas. An example of this is the channel that does not get questions about IM, as the answers would not generate much value to the research. Furthermore, there are many different roles within the interviewed groups and it is hard to know on forehand exactly what interesting topics that will be discussed during the interviews. This made it imperative to keep an open configuration of the interviews, and the interview guides only outlines the general topics.

4 Axis Communications

This chapter presents the examined case company. The presentation begins with some general topics about Axis and later moves on to describing their business model and internal organization. The last section presents an overview of Axis' accessories.

Axis is a Swedish company that offers security solutions. Their offering includes network cameras and encoders, video management software and different kinds of accessories. As a global market leader within network video they have been driving the industry forward with new innovations ever since they launched the world's first network camera back in 1996. (Axis, 2015a)

4.1 History

The two entrepreneurs Mikael Karlsson and Martin Gren founded Axis back in 1984. Already from the beginning they decided to always sell their products indirectly with a two-tier model, and even though the products have changed over the years, this strategy has always been a cornerstone in the company's strategy. Axis' first products were its printer servers that allowed connection of PC printers to IBM mainframe networks. Most of Axis' subsequent products have also been based on TCP/IP connectivity and over the years they have introduced multi-protocol printer servers, optical storage solutions and more, before launching the world's first network camera as a side project in 1996. (Axis, 2015c)

By the millennium Axis saw a decline in the market for printer servers and the focus shifted quickly. With its indirect sales model, knowledge within TCP/IP connectivity, global partner network and entry into the security and surveillance market, Axis made a fast transition into world leader within network video. The company has been driving the shift from analog to digital video ever since and today its business has expanded beyond network cameras to include software and different accessories for video surveillance. (Axis, 2015c). Some of the key events in Axis' history are depicted in Figure 4.1.

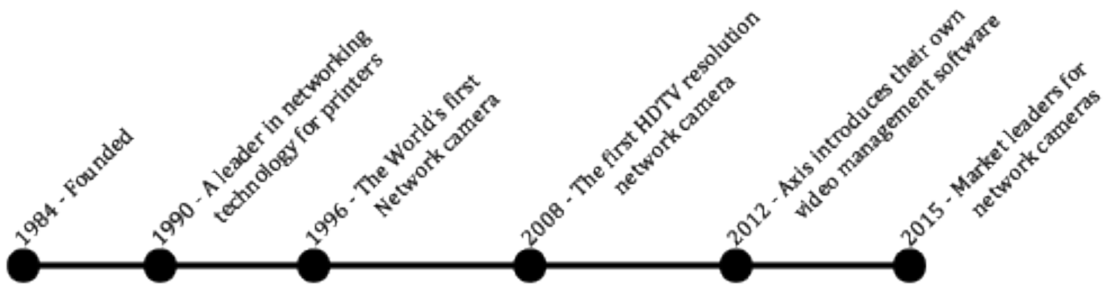

Figure 4.1: Axis' timeline

4.2 Axis Today

Rapidly growing ever since the start, Axis has developed into a global player with partners in 179 countries and 1 941 employees spread over 49 countries. In 2014 they had a turnover of 5 450 SEK million – up from 4 700 SEK million in 2013 – with a growth in turnover on all their markets and a profit margin of 13 percent. Axis divides its business into the three markets; Americas, Asia and EMEA, where Americas is the largest market in terms of sales with 50 percent, whereas EMEA and Asia represents 37 and 13 per cent respectively. (Axis, 2015b)

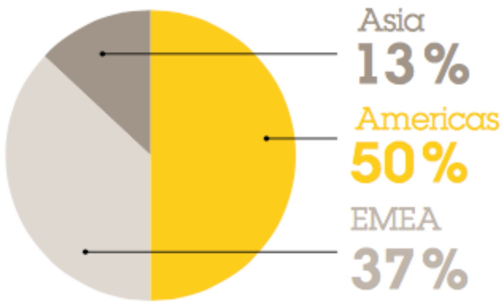

Figure 4.2: Share of turnover in Axis' markets. Source: Axis, 2015b

Axis divides its offering in three segments based on the system size; small-sized systems, medium-sized systems and enterprise systems. This is not an official industry standard, but Axis defines a system of less than 16 cameras as small-sized and a system with up to 80 cameras as medium-sized. Systems with more than 80 cameras are regarded as enterprise-size. Historically Axis has been - and continuous to be - very strong in the enterprise segment. However, today network video is seen as the natural choice in the enterprise segment and Axis is giving the small- and medium-sized segments increased attention in order to drive the change and utilize the growth potential. This puts further demands on the Axis offering of simple, user-friendly and cost-effective systems, which accessories are an important part of. (Axis, 2015b)

4.3 Business model

As mentioned in the 'History' section, Axis' business model is widely recognized as an important component of their success. At an early stage they understood how much there is to gain from relationships with partners and customers, and they were not afraid to give their partners advantages in order to win their loyalty. (Axis, 2015c)

The structure of Axis business model (see Figure 4.3) is a two-tier approach where all products are sold through distributors to system integrators or retailers before it reaches the end customers. (Axis, 2015b)

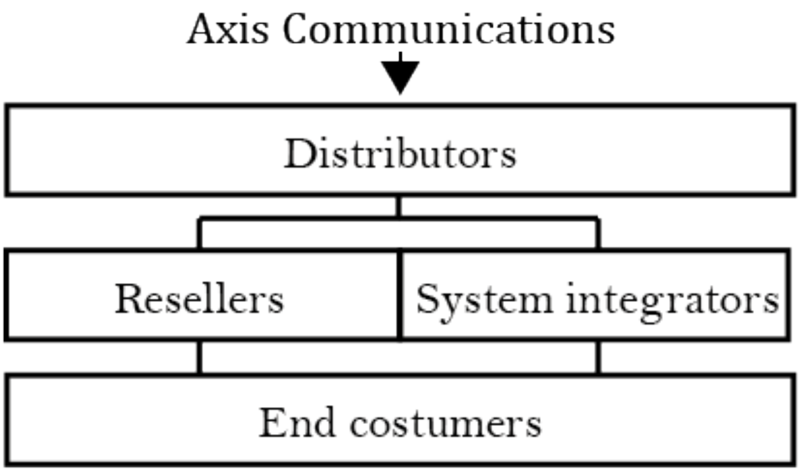

Figure 4.3: Axis' business model

In quantitative measures the business model means that Axis has over 75 000 partners in over 179 countries. These include the entire sales channels as well as development partners and suppliers. To satisfy the international market, Axis has built up a solid sales organization working around the world with distributors present in 70 countries. (Axis, 2015b)

4.3.1 The channel

"The channel" is a concept at Axis and in this report, which describes the two-tier sales approach. The distributors and the 2nd tier – i.e. the resellers and system integrators - share many characteristics in the way they communicate with Axis and it can be said that they are the real customers of Axis as they are the ones that Axis communicates with and that orders products. (Axis, 2014b)

Axis lists a number of reasons for why a company should engage in a relationship with Axis. In short, these reasons are described in six offerings (Axis, 2014b):

- Channel integrity – As described above, Axis always sell through its channel and never direct to the end customers in order to remain partners and not compete with its channel partners.
- Innovation leadership – Axis has been an industry pioneer since the start, and they state "While others copy, we innovate". This provides its partners with the best products available.
- A true network of Opportunities – Axis has an extensive network with hardware and software vendors, system designers and more. As an Axis partner you get the opportunity to be a part of the network and deliver complete solutions.
- World-class training & professional certification – Axis educates its partner network in its products and validates their competence through Axis Communications' Academy.
- Competent and caring professionals – With well-educated professionals, Axis offers dedicated employees that support the partners in all processes.
- Global recognition for excellence – Axis has a strong reputation of quality, innovation and partnership commitment.

4.3.2 Channel partner program

The Axis Channel Partner Program is a CRM program for the 2nd tier partners. It is designed to help the channel partners accelerate their sales of Axis products and rewards the partners for their sales performance. The benefits for Axis' channel partners include discounts, information, training, education, partner events and more. (Axis, 2014b)

Basically, a company is a part of the partner program as soon as it starts selling Axis products, however, there are three different partner levels that decide the requirements and benefits for the partner. (Axis, 2014b)

Authorized Partners

As soon as a company starts selling Axis products, they are considered authorized partners. The authorized partner is not given much attention on an individual level. However, it gets information mailings, discounts, education material, training and access to Axis' network and sales tools. It will also get access to local promotions and events.

Silver Partners

The silver partners get more attention, but do also have more requirements to fulfill. The requirements are concerned with revenue commitments, offering of total solutions and staff participation at Axis' training programs. The benefits are more individualized though. Silver partners get a dedicated key account manager, more opportunities for co-marketing, regional events and stronger economical incentives such as rebates and product replacements.

Gold Partners

Gold partner is the highest partner level and both the requirements and benefits are many. The revenue and training requirements are higher than those for the silver partners and it is required to turn in an annual marketing and sales plan. However, the benefits are generous when it comes to economical incentives, service and individualized communication.

4.3.3 Axis Communications Academy

Axis Communications' Academy is a big part of Axis' offering towards partners. In addition to Axis' certification program - which is a program to achieve an Axis certification – Axis offers training in three learning tracks (Axis, 2014c):

- Sales and business development – For partners who wish to increase their confidence in recommending and selling security solutions.
- System design – For partners interested in designing efficient video surveillance solutions for end customers.
- Installation and configuration – For partners who need technically focused understanding to create efficient installations.

However, these trainings offer very limited information about accessories and how they can be used.

4.3.4 Economical incentives

The economical incentives for the distributors are designed to focus on the customer solution more than specific products. The partners are rewarded in two categories:

- Revenue Rebate – Based on the total selling of Axis products
- Value Incentive Rebate – Based on special selling targets set up by Axis to enhance the customer value. Does not promote specific products.

Axis base the marketing contribution for distributors on their last year's sales. This means that the more a distributor sells the more money Axis will invest in joint marketing the next year. (Axis, 2015e)

4.4 Internal Organization and Roles

Axis also has an extensive – and rapidly growing – organization of its own, with employees in over 49 countries. They have a lot of different competencies in-house, but this report will focus on the categories that are most relevant when examining the communication of accessories. The departments that have been identified as most relevant are *products, corporate marketing* and *sales* (see Figure 4.4). (Axis, 2015e)

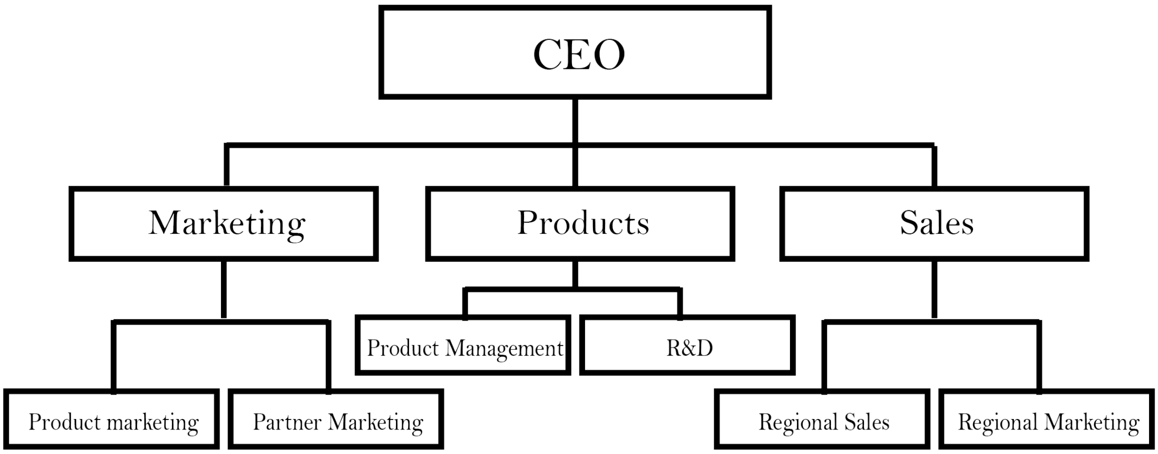

Figure 4.4: Organizational chart of Axis' accessory organization.

4.4.1 Products organization

'Products' is the department responsible for the actual products. Led by the CTO of the company it has a broad spectrum of responsibilities. This study focuses on the product managers and the engineering manager responsible for the product category accessories. Their relation can be seen in Figure 4.5.

Product Manager

There is a product management team responsible for every product category that is developed and sold by Axis. The task of the product managers is to plan, create and manage the product portfolio. The business plan for every product category maps market opportunities, strategic directions and the product portfolio. The business plan is then used as a base for the product road maps. In other words it is the product managers that order new products from the R&D department and that decide when a product should be removed from the product portfolio.

The product managers' job requires a broad understanding of the products and their life cycle from development to sales. Therefore they should have a good understanding of how the communication works between the different parts.

R&D – Engineering Manager

When there is a need for new products, the product managers turn to the R&D unit responsible for accessories. The engineering manager is the head of this unit and consequently works closely with the product managers.

Accessories can either be developed in-house, modified from available products or "bought off the shelf", which means that they are basic products that are already available and that Axis just puts its logo on.

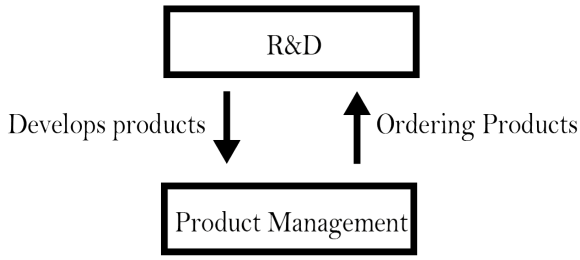

Figure 4.5: Products organization

4.4.2 Corporate marketing organization

Led by the CMO, the corporate marketing department is responsible for all marketing communication at Axis, except the local marketing initiatives that are handled by regional marketing departments. This study focuses primarily on the product marketing and the channel marketing roles, although a couple of other roles have been consulted in order to capture potentially important insights. The marketing organization can be seen in Figure 4.6.

Product Marketing

The product marketing team works with the marketing of specific products. They develop the marketing strategies, activities and material that clarify the value of the products and help the sales organization sell the products. The material developed includes white papers, brochures, advertising, videos and more.

Officially there is no product marketing manager entirely dedicated for accessories, although unofficially, there is a division of the different products and one product marketing manager that works more with the accessories than the others.

Channel and Partner Marketing

The other interviewed part within corporate marketing is the channel and partner marketing department, which is responsible for the communication with "the channel". As the responsible for the channel and partner communication they can affect the channel's knowledge and activities related to accessories.

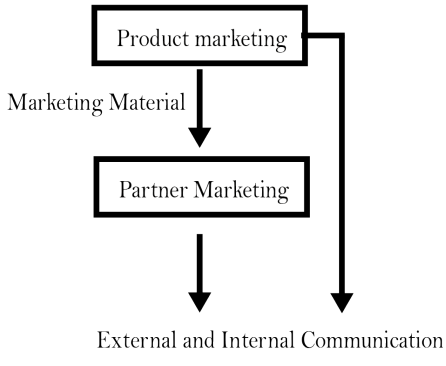

Figure 4.6: Corporate marketing organization

4.4.3 Sales organization

The sales organizations are the ones that ultimately communicate with 'the channel' and they have an important role as they act as the link between Axis and its customers. The regional sales organization looks different depending on region, and accessories are not very developed in all regions. However, all regions have functions for marketing and sales and some representatives from these functions have been carefully selected for this study. The sales organization can be seen in Figure 4.7.

Regional Marketing

The regional marketing departments in the different regions are responsible for the region specific marketing activities such as events, campaigns, workshops, education, PR and more. Depending on the size and maturity of the market, they have different roles and activities, which is the whole idea of having regional marketing departments.

Regional Sales

Regional sales work with the actual selling of products and have a close contact with the channel. Axis has two different types of account managers – DAMs and KAMs – which stand for Distributor Account Managers and Key Account Managers. The DAMs are responsible for the contact with the distributors and the KAMs are responsible for the contact with the Silver and Gold solution partners. There are also ISMs, which stands for Inside Sales Managers who are responsible for the Authorized solution partners. However, this study has focused on the product analysts, technical managers and service managers, as they have close contact with the ISMs, KAMs and DAMs, as well as the Axis HQ and should have a better understanding of the communication of accessories.

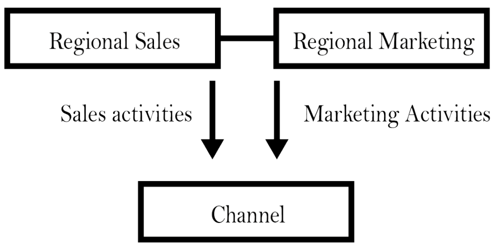

Figure 4.7: Sales organization

4.4.4 The accessory organization

By connecting the different parts of the internal organization it is clear how the product information travels from the development until it reaches the customer. The details of the communication between the different departments are examined in the qualitative study and will be presented in chapter 5.

It can be concluded that the only officially dedicated roles for accessories are the product managers and the engineering managers. In the other functions, marketing and sales, they have no people dedicated to accessories. The accessory organization can be seen in Figure 4.8.

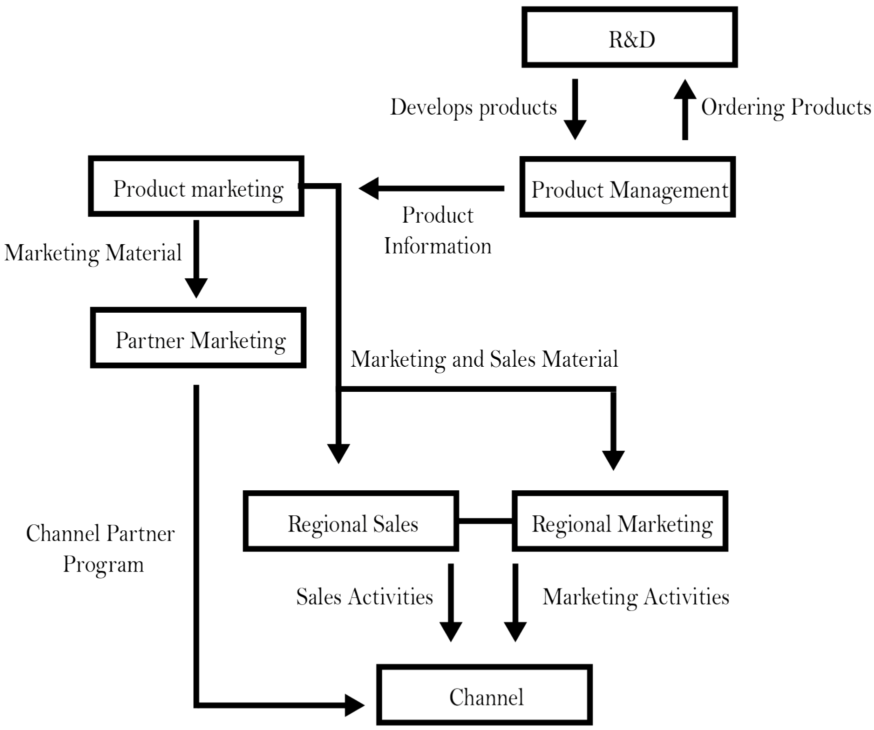

Figure 4.8: The Accessory organization

4.5 Economical Structures[3]

There are several economical structures within Axis that affects the work with accessories. This section describes the internal budget and bonus systems in just enough detail to get a picture of Axis' economic structures, as the company does not want to disclose any detailed information.

Budget

The budget structures related to accessories depend on the type of accessory. The product management has to present its business plan to the company management who then approves or rejects the proposal. The approved proposals then get a budget for development at the R&D department.

The next step is to communicate the product internally and externally. The marketing department gets different budgets depending on the classification of the product release. The products are classified as minor, medium or major releases where major releases get the largest budgets, which enables more marketing material and activities.

The regional sales organizations have to present their own budgets every year. The approved budget depends on last years result and the planned activities for the upcoming year. The regional sales organizations have quite a lot of freedom to run various promotions that suit their regions.

Bonus

For the Axis employees at the HQ there is a bonus system based on the overall company performance. The system does not consider the role of the employees or what products they work with.

For the sales organization a part of the wage is performance based and generally the closer to the customer they work, the bigger is the commission-based part of the salary. However, the sales organization's bonus system does not consider different products either as the commission is given on the account of total sales.

Accessory financials

There are no public figures on the accessory sales or budget, and Axis does not want to reveal too much. However, accessories make up roughly 5 % of Axis' annual turnover, and currently it increases faster than the overall company sales.

[3] This information has been prepared through discussions with Axis employees.

4.6 Accessories

Axis offers a wide portfolio of products with the main focus on its network cameras – a product category in which it is the global market leader. Nevertheless, video surveillance involves more products than just cameras, which is why Axis also offers video management software and different kinds of accessories (Axis, 2015d). This project focuses on the accessory segment. Axis' accessories give the customers the possibility to optimize the application of Axis' cameras. Every customer has its own unique needs, and the accessories offer many possibilities.

Because of the complexity and variation of the accessories, it is not reasonable or useful to describe the full product categorization here. However, a short description of the categories will be useful in order to use the results in future projects.

Basically, the accessories are divided into four different categories called *mounting, connecting, add-on devices* and *tools and extras*.

4.6.1.1 Mounting

Mounting contains all the mounts needed for installation of cameras on walls, poles, ceilings, etc. It also includes camera housings and enclosure cabinets – made to protect cameras.

Figure 4.9: Mounting accessory. Source: Axis, 2015d.

4.6.1.2 Connecting

These are products that allow the network video products to receive data or power from different medias. Includes products such as media converters, cables and power adapters.

Figure 4.10: Connecting accessory. Source: Axis, 2015d

4.6.1.3 Add-on devices

Add-on devices are products such as lenses, illuminators, microphones and products that simply change the characteristics of a camera in some way.

Figure 4.11: Add-on accessory. Source: Axis, 2015d.

4.6.1.4 Tools and extras

As the name suggests, this is a category that contains different kinds of tools and extra equipment. The ‘tools’ part include tools both for installation of products but also tools such as joysticks and panels that are used to control other Axis products. The ‘extras’ part is simply miscellaneous things such as cleaning equipment and bags.

Figure 4.12: Tools and extras accessory. Source: Axis, 2015d.

5 Results and Analysis

This chapter collects and analyzes the interviews that have been held. It is divided in two parts. The first part, 'Current ways of communicating', features a presentation of the current communication related to accessories. The second part, 'Framework Analysis', is where the subjective views and opinions of all interviewed groups are presented in the framework categories.

5.1 Current Ways of Communication

Axis does not have any clear plan or strategy for the communication of accessories, which makes it hard to get a clear picture of it. In order to get a better picture, one part of the interviews was dedicated for this purpose. The structure of Axis and its business model is presented in chapter 4, and a good understanding of these is a prerequisite for understanding this analysis.

As a part of the interviews with the internal interviewees – i.e. all the interviewees except 'the channel' – they were asked to draw and describe their picture of the communication of accessories at Axis today. Opinions were diverged at certain points, and of course the respondents have better knowledge of the communication that they participate in than the communication that they observe in other parts of the organization. However, by combining the interview answers, the communication scheme depicted in Figure 5.1 was created. Apart from the depicted communication, there is sporadic communication between different parts of the organization. However, this communication is to unstructured and ineffective to be integrated in this study.

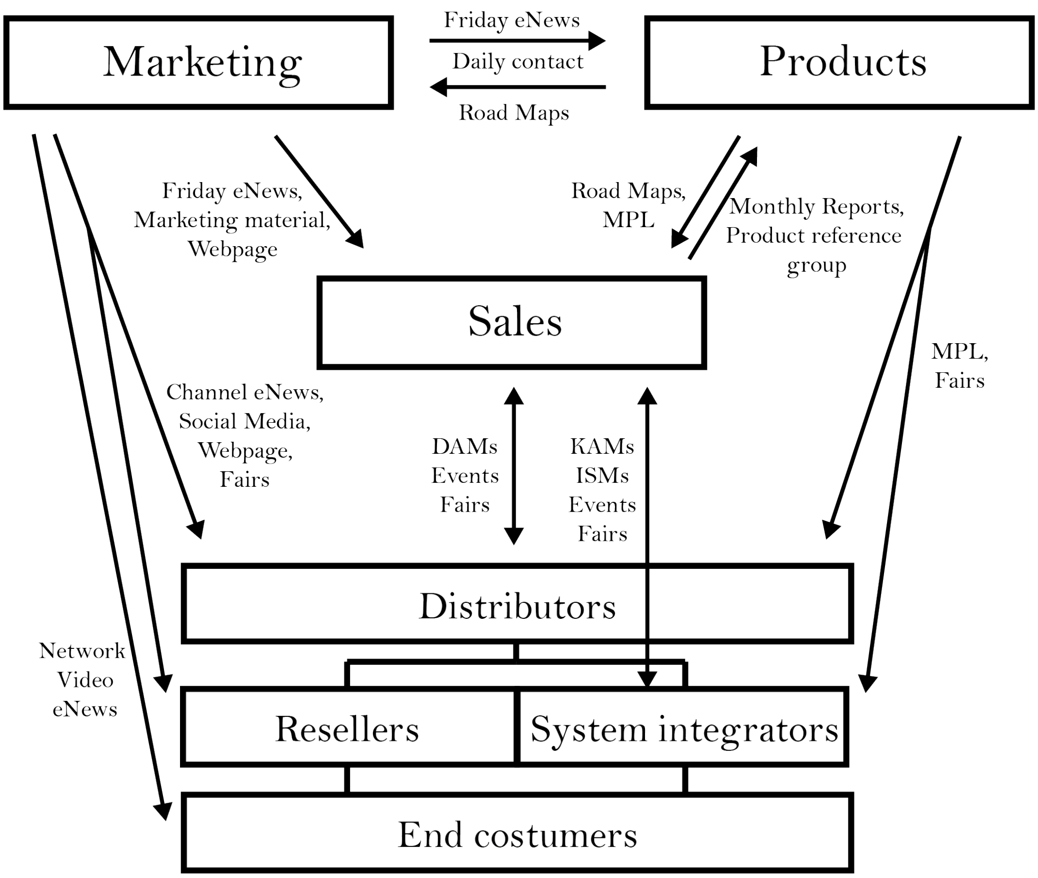

Figure 5.1: The internal and external marketing communication of accessories.

5.1.1 Tools for communication

The following are descriptions of the structured tools of communication that is concerned with accessories and have been presented by Axis employees during the interviews. The information inside the brackets in the headings indicates between what groups and in which direction the communication is used.

5.1.1.1 Portals

Galaxis (Internal)

Galaxis is the internal web portal at Axis. This is where Axis employees can find internal documents, colleagues, product information etc., and it is used for some of the communication described in ‘internal communication’.

Partner pages (External)

The partner pages are the external web portal where partners (the channel) can log in to view their communication and activities. This is used for some of the communication described in ‘external communication’.

5.1.1.2 Internal communication

Friday eNews (Marketing → Internal):

These are weekly information mailings from the corporate marketing department. It reaches all Axis employees and it features the internal projects and recently released products from all product categories.

Product Roadmaps (Products → Internal):

The product management produces product roadmaps for its upcoming products, which are then presented and sent to all parts of the organization for information. This is done once a year for every product group.

Monthly Sales Reports (Sales → Products):

The sales organization reports the sales performance back to the product management for every product group.

Product Reference Group (Sales → Products):

A group consisting of product analysts (sales), the competitive intelligence group and product managers whose objective is to work as a channel for product feedback from the Channel. The role of product analysts is to be a catalyst for information between Axis HQ and the customer, while the competitor intelligence group works with evaluating competitor products.

5.1.1.3 External communication

Channel eNews (Marketing → The Channel):

Corresponding to the internal Friday eNews, this is the external tool for letting partners know about Axis news and new products. It also contains information about the partner program, upcoming events, trainings etc., and it is sent once a month.

Fairs (Internal → The Channel):

There are several big industry fairs where people from *marketing, product management* and *sales* are present to promote Axis products.

Partner Events (Sales → The Channel):

These are events where channel partners are invited in order for the sales organization to promote new products and develop their relationships with the partners.

KAMs, ISMs and DAMs (Sales → The channel)

The sales organization communicates with the channel through its KAMs (Key account managers), DAMs (Distributor account managers) and ISMs (Inside sales managers.

- DAMs are Axis' contact towards the distributors. The contact is managed in all possible ways through e-mail, telephone, direct meetings etc.
- KAMs are Axis' contact towards the Gold and Silver channel partners. Just as with the DAMs, the contact is managed through multiple channels, and often face-to-face contact.
- ISMs are Axis' contacts towards authorized partners. These contacts are not as individualized and are most often managed through e-mail or telephone.

5.1.1.4 Internal and external communication

Webpages & Accessory selector tool (Marketing → Internal & The Channel):

Axis' website is an important tool for communicating both internally and externally. This is where their products are found and it features Axis' newly updated Accessory selector tool. The Accessory selector tool is a software that focuses on the customer solution instead of the product itself and it lets you combine the camera with the environment in order to offer you the correct accessories.

The webpages and the selector tool is a very important communication path as it is used both by Axis' sales people in the field and by the customers that are trying to find accessories.

Press release (Marketing → Internal & The channel):

Depending on how important a product is considered (major, medium or minor) a press release will be sent out when the product is launched. This means that not all products will get a press release, and accessories are in many cases not considered enough important.

Social Media (Marketing → Internal & The channel):

Axis uses different types of social media as a communication tool. However, this tool is seldom used in relation to accessories.

MPL - Master Price List (Products → Sales & the channel)

The product management sends out a list of all the available products, in which they are described briefly together with the price, part numbers etc. This is done in the end of every month for all product groups.

Network Video eNews (Marketing → End customers)

Directed to the end customer, the Network video eNews is a shorter version of the channel eNews, focusing on the products. Just as the channel eNews, it is sent out once a month.

5.1.2 Previous accessory efforts

Axis is a growing company that constantly develops its products and processes in order to improve its offerings and result. Many of the overhead changes also affect the performance of accessories positively, but there are few measurable initiatives that have been exclusively focused on accessories. However, last year (2014) Axis in North America decided to run a campaign to increase the awareness and sales of accessories.

5.1.2.1 North American accessory campaign

The idea of the campaign was to make a timed effort where constant messaging and reminders of Axis accessories both internally and externally would increase the interest for accessories, which would generate sales. The planned efforts of the campaign included:

- Weekly Twitter post – 12-week plan where the North American twitter account focused on accessories.
- Internal eNews submission – An internal newsletter dedicated to accessories during 2014.
- Accessory web banners – Web banners were created to feature in security publications and internal mailings.
- Accessory themed button – A pin button was created with Axis colors and the text "Keep calm and accessories on". It was then distributed at sales meetings.
- Axis Golden ticket – Axis golden ticket is a monthly package that is sent out to the sales organization in North America. It contains information and a little give away, and in July/August it contained a little Axis bag and information about accessories.
- Accessory book – The accessory book was a printed book that was used as a sales and marketing tool. It contained all Axis accessories with descriptions of the products, their compatibility and applications.
- Webinars and Training – The plan was to perform webinars and trainings for the sales personnel in order to enhance the knowledge within the organization. However, the time and resources became an issue.

The campaign was considered a success at the American office as all efforts received good reviews and the accessory sales increased by 15 %. All of the efforts were also performed at little to no additional cost, except the accessory book. However, the accessory book was also the deliverable that received the best reviews. The campaign is discussed more in the framework analysis.

5.2 Framework Analysis

This section aims to describe and analyze the points taken from the interviews on the basis of the theoretical framework described in section 3.3. The central information, thoughts and opinions of the interviewees have been processed and summarized in order to improve the framework and Axis' work with accessories. The four areas described are not separated from each other - which is why it is important to have a holistic view of the communication - but they make up a good structure for presenting the results of the interviews.

5.2.1 Introduction

In the very beginning of the interviews all interviewees were asked if they saw any potential for accessories at Axis and if they had any key areas that they thought should be improved in order to improve Axis accessory performance.

It was interesting to find that all interviewees – both customers and Axis employees - saw large potential for accessories with varying motivations. It was also interesting to see how many different areas of communication were brought up, suggesting that the holistic approach to examining Axis' communication of accessories is appropriate.

5.2.2 Performance marketing

Performance marketing is concerned with the financial and non-financial returns of the marketing activities. During the interviews it was evident that the marketing and sales of accessories brings many positive effects for a company. The increased revenues and large profit margins were brought up during several interviews, and these are positive effects that are associated with accessories and cross-selling, however, several other effects of accessory selling were brought up.

Value adding effects

It is clear that the understanding of the value adding effects of accessories are starting to increase within the Axis organization as many of the interviewees bring up the accessories as an important part of the total solution.

In a competitive environment where other actors are starting to catch up with Axis on some levels, Axis has to keep improving in other areas to maintain their market position. An example is the low budget cameras from mainly Asian companies that historically have not been competitive because of their bad quality. Nowadays, they are starting to catch up in the quality area, and Axis is looking for new ways to gain competitive advantage, such as superior service and solution thinking. Accessories have an important part to play in this environment. This is also recognized by the channel interviewees who state that Axis' accessories are far ahead of the competitors and that it can be a decisive factor when choosing camera brand.

Tactical tools

Representatives from the sales organization discussed the use of accessories as a tactical tool for winning biddings in complex environments. In large project sales there is often a complex bidding where detailed specifications are drawn in order to satisfy the needs of the project. By offering unique or superior accessories, Axis can cover the specifications and win the contract. In some cases the customer even writes the specification deliberately to fit Axis portfolio. One of the sales interviewees explains:

"Some companies and public institutions are forced by law or internal policies to follow special procedures for procurement where price often is a decisive factor. Sometimes the customer wants to buy Axis products but has its hands tied by these procedures. On these occasions a unique accessory can be used as an argument for choosing Axis even when the price is not the lowest"[4]

Deeper relationships

After examining the academic literature and conducting the interviewees at Axis it can be concluded that it is hard to determine whether cross-selling precedes relationships or the other way around. However, the Axis channel partner program rewards buying more from Axis by offering more benefits and requiring more dedication from the customer, which automatically ties them closer. In other words, with the right mechanisms, it is clear that relationships can be developed by cross-selling of accessories. This is further discussed in section 5.2.5.

5.2.3 Integrated marketing

It turns out that the social media responsible has not had a single request for accessories in over 5 years, which can be interpreted as a total lack of interest from the customers. Another way to look at it is that Axis has not made its customers aware of the accessories, which is the general opinion of the interviewees. A big part of enhancing the awareness is to develop the marketing tools and the way that they are used.

Communication mix

A crucial part of Axis' communication mix is their sales force that works on three levels with DAMs, KAMs and ISMs. These personal selling roles make it possible for Axis to pursue deep relationships with its customers and to communicate customer value. As many of the interviewees point out, this is a great way to customize the marketing communication as sales personnel with the right training can customize their approach for each customer.

However, the small customers does not get as much attention as the big ones, and even the big customers may need other sources of information than the personal sellers. There are

[4] Sales Organization, 2015, *Personal communication*

three main things that are brought up by the interviewees as effective ways to communicate accessories.

The first one is the use of visual communication such as pictures, graphics and videos to display the accessories. Axis put a lot of thought into its accessories in order to make the products better and the installations easier and faster for its customers. Sometimes it is hard to communicate these values, but a picture or a short video can do this without demanding too much time or effort from the customer.

The second thing that was brought up was smart ways to feature the accessories with other products, such as having a best-seller list of accessories connected to every camera at the website or featuring the accessories more in the camera marketing material. User cases for total solutions was also brought up by every interview group as a good way to enhance the interest for accessories and their many applications.

The last thing that was brought up is the use of social medias, as they offer a way to raise awareness at little or no cost. The North American campaign used Twitter as a tool for reminding and informing about the accessories for 12 weeks and got great results. The use of blogs are also brought up as a global accessory blog could be used to present customer cases and similar unconventional material to raise awareness of the many applications of accessories.

Intuitive tools

Being a high-technology company that uses an extensive network of intermediaries, Axis means of marketing communication differs a lot from B2C marketing. As the channel partners are both customers and vendors of Axis products, the communication towards them must be more educating and intuitive than just brand oriented.

Most interviewees recognize that Axis' tools for accessories historically have not been sufficient and that there are a lot of things to work on. However, recently there have been some improvements in this area.

One of the deliverables during the North American accessory campaign was the accessory book, whose purpose was to offer the sales personnel and the channel partners an easy tool to present and discover the accessories. The book was a success both in terms of sales and reviews, but an issue raised by some of the interviewees is the rigid design of an actual book. Many of them would like to see a digital catalogue instead, and Axis is currently working with digital tools for different product categories.

An example of such a tool is the accessory selector tool that was updated for the first time in seven years in 2014. The interviewed channel partners and the sales organization made it clear that this is a very important part of Axis' accessory communication and that many of them uses it daily. However, in order for the accessory selector tool to fill the same function as the accessory book did in North America, it has to be further developed. Further filtering functions and better compatibility with digital hand devices such as tablets and smartphones are mentioned as examples. One of the interviewees also suggests integration of the accessory selector tool into the main product selector tool[5]:

"If I am a casino owner, I want to be able to search for casino and find appropriate products. I also think that the accessory selector tool should be integrated in the ordinary product selector tool in a smart way so that you are offered accessories even when not searching for them."[6]

Timing and focus

Something that was not directly addressed in the literature study but was very evident during the interviews is the question of timing and focus.

As accessories are not the main focus of customers or vendors, the efforts must be timed smart and synchronized in order to get through the buzz. The timing is both concerned with the timing in relation to other products, but also the timing for different accessory communications.

An example brought up by the product management is that the launches of accessories are seldom timed with the launches of the products that they are meant to complement. Timing the launches better would make the accessory easier to understand for the customers and the product management argued that the accessories could get free exposure by being featured in the camera ads or similar. This would not only be favorable for the accessories, it would also highlight the total solution better.

The North American campaign is a good example of how timing can be used as a powerful tool. By using several basic communication tools in a synchronized effort they managed to get good results without spending too much money and without stealing to much attention from the other products.

The focus dimension refers to the need to identify the right markets and customers for the accessory campaigns as many factors in the interviews points to the fact that the accessory market differs from the camera market. As an example, the sales organization in Asia stated that they do not work with the accessories as Asian companies buy cheaper Asian brands instead. This differs a lot from the North American market, which makes it imperative to customize some of the efforts for each region.

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[5] *A tool similar to the accessory selector tool, but for network cameras*
[6] Corporate Marketing, 2015, *Personal communication*

5.2.4 Internal marketing

As described in the theory, IM is a prerequisite for successful external marketing. By talking to Axis employees, this theoretical knowledge is confirmed by many. One of the interviewees stated:

"If customers understand our accessory offering they will realize the possibilities that are out there. The problem is that I don't think our internal team even realizes the sheer volume and variety of accessories we offer."[7]

Overhead strategies

The theoretical framework stresses that management engagement is important to successfully develop a company and its processes. This is confirmed during the interviews as discussions regarding priorities and resources are brought up as an issue related to accessories. One interviewee stated:

"For example, there have been occasions where accessory projects have been of so low priority that the accessory has been launched nearly a year late. Most often accessories are considered minor releases and sometimes they are linked wrong in the homepage."[8]

Consequently, if the accessories are under prioritized in too many parts of the company, it will be impossible to work successfully with them in the long run. It is clear from the interviews that no one thinks that accessories will be the number one priority at the expense of other products, but there should be a dedicated strategy to work in a smart way and create channels and tools where accessories does not have to compete with the other products.

However, such a strategic plan demands commitment from the top management in order to align the different departments and allocate the resources needed.

Internal Channels

A prerequisite for knowledge dissemination is to have the right channels for it. The accessories campaign in North America showed how an internal eNews mailing dedicated for accessories got good reviews and generated results. This shows how digital channels can be used effectively and at a low cost. Another measure - suggested by the product management team - is an internal fair for accessories once a year where the Axis organization get to see all accessories and their applications in order to improve the internal knowledge and awareness.

However, all channels are not used to spread knowledge about the product. In order to improve the processes related to a product it is important that all departments working with the product gets feedback on their work. During the interviews with the corporate marketing

[7] Corporate Marketing, 2015, *Personal communication*
[8] Product Management, 2015, *Personal communication*

department it turned out that they got little or no feedback of their marketing material, as there are no communication channels or forums. At the same time the regional marketing states that they get a lot of feedback from the channel, which means that this broken communication link sub optimizes the marketing communication. The product reference group is a good example of a communication forum where Axis has solved this problem in another part of the organization, which makes it a case of implementing internal best practice.

A link between the regional marketing departments and corporate marketing would also provide a chance for communicating the accessories in a way that gives the regional marketing managers an opportunity to plan a regional communication strategy around new products.

Catalyst Roles

The theory points out the importance of catalyst roles in order to spread information and knowledge though organizations. When examining Axis it becomes clear that this is an important area where they have done some successful work, but where there is more to develop.

One example of a successful implementation is the role of product analysts, whose job is to work as catalysts between Axis HQ and the channel. They collect feedback, ideas and wishes from the customers and communicate them to the product management teams in the ‘product reference group’ forum. The product analyst role is only a couple of years old, and it is not focused on any specific product segments, but it enabled structured communication that is extremely useful for the product management when they decide on product portfolios and strategies. A further development of the role and to introduce it in more regions is something that is brought up by several interviewees and not least by the analysts themselves.

The competitor intelligence group was also discussed. Their main task is to keep track of competitor products and evaluate their performance, which is done to make sure that Axis products are competitive and to stay updated on technological development. But the group does not work much with accessories and some of the interviewees highlights a reason for doing so, namely to assess what arguments that can be used in a sales situation, which requires good knowledge of competing accessories. But this requires more resources for the competitor intelligence group.

Another role that exists at Axis, but not for accessories is the ‘product introduction manager (PIM)’. Their responsibility is to manage all internal product communication for launched products, and their target group is the sales organization. They can be said to be the ‘IM managers’ in the sense that they educate the internal organization about Axis’ products as well as how and what they should communicate to the customers. Many of the interviewees bring up the need for a PIM role dedicated to accessories in order to enhance the understanding of accessories within the organization.

Training of sales personnel

A central part of selling accessories is to train and educate the sales personnel about the products and their applications. This was recognized when the North American accessory campaign was planned, even though never implemented. It is also recognized by Axis for other products as they have PIMs who work with the training and education of their cameras and software.

The subject is brought up by many of the interviewed groups who thinks that Axis is to reactive in its sales of accessories and that it is partly because the sales personnel do not have the knowledge about the products, their applications and how to sell them and use them effectively in a tender.

Incentives for sales personnel

Sales incentives are a debated issue in many industries, which was evident in the literature study. However, Axis already has a sales incentive system in place, which the accessories selling must conform to. Since the system is based on the overall sales performance, many interviewees raise the question of promoting the accessories internally and making the sales personnel understand the benefits of selling accessories and how it can strengthen their sales performance.

The North American campaign showed how a simple awareness campaign generated results by just reminding the sales personnel that accessories exist. Simple pin buttons, golden tickets and web banners was enough to enhance the result, which makes it clear that the incentives do not have to be that complicated. As one of the interviewees put it:

"*If you serve the sales staff something on a silver platter, they will take it. Simply explain what problem the accessory solves and what the incentive for selling it is.*"[9]

5.2.5 Relationship marketing

Axis is known for its business model and their way of building its business around its customer relationships. The company has partly built its success on its understanding of the importance of relationships and the limitations of transaction based marketing.

CRM programs

The way that Axis handles its customers through the Channel Partner Program has been a huge part of its success. The combination of benefits, requirements and communication has been pointed out as a good way for Axis to make sure that its channel partners are dedicated and delivers value to the end customer. One of the product managers acknowledges the importance of the SIs and distributors by saying:

[9] Corporate Marketing, 2015, *Personal communication*

"The distributors and SIs have a lot of power. Simply put, if they push to sell Axis accessories, Axis will sell a lot of accessories. This is why the communication with them are so important."[10]

However, for accessories there are still a lot to improve. It is required for Axis' Channel Partners to gain an Axis Network Video Exam, but the role of accessories in this training is very limited. As total solutions are getting more and more important, the emphasis on accessories towards channel partners should be stronger.

Another communication possibility with the customers that is not used in an optimal way is the partner and distributor events. During these events Axis has the chance to inform its partners about its products and topics related to them, but accessories are seldom addressed in these events. This would be an ideal opportunity for knowledge dissemination.

CRM software

CRM software is a crucial part of managing a company's customer relationships. At Axis they are very good at collecting information about customers, and because of their close partner relationships they have even got access to the data from the end customers, which is not common in the industry.

However, when discussing the topic with the interviewees it becomes evident that the Business Intelligence software does not allow Axis to make use of all the collected information. Furthermore, Axis' project tool – that allows them to collect information - is not optimized for accessories, which makes it harder to track customer behaviors and similar information that is needed to direct marketing efforts. While examining Axis it is evident that many of the interviewees sees large potential for direct and customized marketing if they got a better analytical system to work with.

Customer loyalty

It is evident that loyalty and customer relationships have a strong correlation with the ability to sell more accessories. The sales organization was unanimous in their opinion that it is easier to cross-sell to customer with whom the company have a strong relationship. The channel partners confirmed this by saying that it is easier for them to buy from a vendor with whom they have a close relationship for many reasons, such as convenience and trust.

This makes sense in many ways as the interviewees point out that customer with whom they have closer relationships, also know the Axis portfolio better, which makes them more observant to improvements. The loyal customers are most likely loyal for several reasons and

[10] Product Management, 2015, *Personal communication*

not only for the products they usually buy, and accessories should both use and strengthen these overhead values.

As system integrators often strive towards having a simpler purchase process, they are also likely to favor suppliers who can provide complete solutions. During the interviews it is pointed out that repeat customers often turns into loyal customers if their incentive for sourcing for products are removed. Accessories are one important part of these solutions.

Customer Integration

Axis has realized that its customers can generate value in more ways than just money, and they are catching many of the opportunities as they appear. The KAMs and the DAMs are good ways for Axis to catch thoughts and opinions of its customers, and by establishing groups such as the 'product reference group' Axis has created good ways to get feedback from the customers, even if the group is not focused on accessories.

There is also a number of examples when Axis has developed products in collaboration with customers, and it is apparent that Axis is developing towards becoming increasingly market oriented. The interviewees explained that this type of collaboration has many advantages. In addition to getting valuable knowledge from the customer, there is also an effect where the customer often commits to buying the product, which has both monetary and communicational values.

During the interviews the topic of integrating customers in the accessory development was discussed – not least by the product management team. But they acknowledged that this is done in an unstructured way where big customers are contacted occasionally.

6 Presentation of Framework

This chapter presents the final framework of the study and the different subcategories that has been identified. It also contains a brief presentation of Axis' reactions to the final framework.

The final version of the framework is the result of the process in which the previously developed theoretical framework adapted from Sheth and Sisodia (2006) has been modified by the case study of Axis Communications. The final framework is presented below (Figure 6.1) and descriptions of the subcategories addressing Q1 and Q3 are described in the subsequent section.

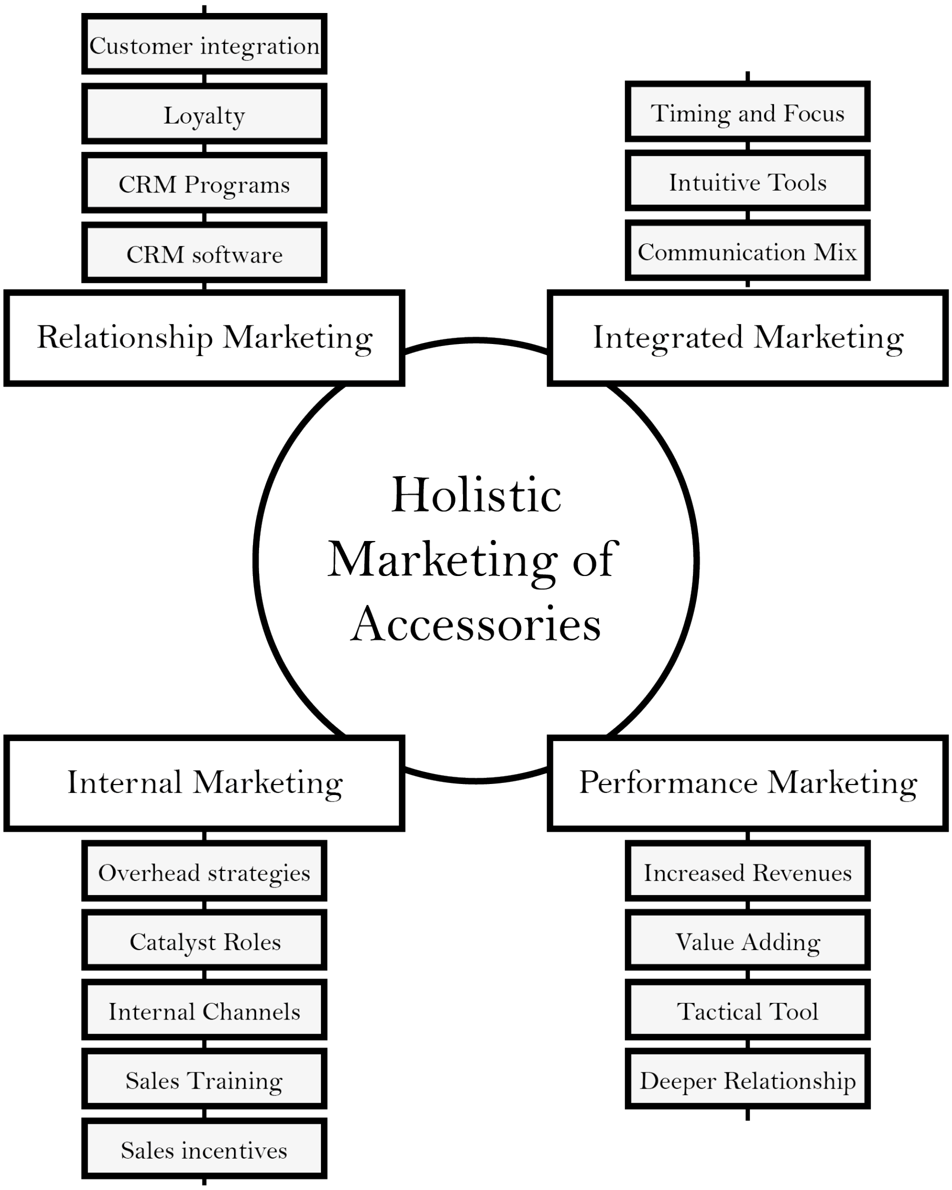

Figure 6.1: The framework 'Holistic Marketing of Accessories'

6.1 Framework Description

The areas are structured according to the structure in Figure 6.1.

6.1.1 Relationship marketing

6.1.1.1 Customer integration

Ultimately, the purpose of accessories is about adding value to customer solutions by improving them and/or solving problems. While this may sound easy in theory, the hard part for a company is to identify these problems and areas for improvement, as they do not use their products themselves. The customers are a valuable source of knowledge in this area. By integrating them already in the concept stage of the product development and keeping them engaged throughout the product life cycle, companies do not only improve their product portfolio, but also deepen their customer relationships.

6.1.1.2 Loyalty

Loyalty is a central word in general when it comes to marketing. However, for accessories the word loyalty is extra important. There are two implications for companies related to accessories and loyalty. Firstly, loyal customers of other products should be targeted for accessories as they are already exhibiting an appreciation for the company and its characteristics. Secondly, customers that are not considered loyal, but have been buying products repeatedly should be targeted, as the accessories' contribution to the total solution might be the decisive factor in their choice of supplier.

6.1.1.3 CRM programs

A central part of achieving loyalty is to give the customer incentives for being loyal. Using CRM programs that give incentives on many different levels can do this. In an initial stage of the customer relationships it is used as a tool for establishing contact, whilst in a more mature customer relationship it can be used to give financial and/or non-financial incentives for buying products. In order to sell more accessories it is favorable to have incentives that make the customer benefit financially from buying a lot from the same firm, but it is also important to have non-financial incentives to improve the knowledge and awareness of accessories.

6.1.1.4 CRM software

CRM software is a prerequisite for many of the other areas of the framework. In order to work with CRM programs or direct a company's marketing efforts at the right customer, it is imperative to have software that keeps track of all the customer details. There are many different kinds of CRM software, but to improve the accessory marketing efforts the software should enable the company to extract and keep track of customer behaviors and identify different segments to direct its efforts on.

6.1.2 Integrated marketing

6.1.2.1 Communication mix

Needless to say, the communication mix must be carefully evaluated in order to improve the overall accessory selling performance. The most important thing to keep in mind when creating the communication mix of accessories is that the goal of accessories is to make other products and/or the total solution better. As most accessories cannot be communicated optimally through advanced technical specifications, the goal of all marketing communications should be to communicate what problems the accessory solves and what opportunities it offers. As the customers often do not realize the opportunities, these must be communicated in an explanatory and easily accessible way, preferably together with the product that the accessory is supposed to complement. This can be done through personal selling, where the sales personnel explains the possibilities, but it should also be complemented by other tools such as videos, pictures and web 2.0 technologies to raise awareness.

6.1.2.2 Timing and focus

Another dimension of the communication mix is the question of timing and focus. As accessories do not get the same amount of attention that the main products do, the communication space must be used wisely. Timing is concerned with two things. The first one is the timing in relation to other products, to make sure that the accessory is launched and marketed together with the product that it is supposed to complement. The second timing issue is the timing of different accessory communications. By combining many small efforts simultaneously, a strong message can be created.

The focus dimension relates to the importance of focusing on different markets and segments. Accessories have different characteristics that are suitable for different customers, industries and environments. This should be recognized in the marketing of accessories as well and ideally a customer should only have to pay attention to the accessories that are relevant for its own situation.

6.1.2.3 Intuitive tools

When working with intermediaries and high-technology accessories it is important to understand that some communication tools are pure working tools. The customer is often a customer, supplier and user at the same time, which makes it imperative to provide good tools for working with the accessories. Examples of such tools might be mobile applications, catalogues, search tools or any other gadget that makes it easier for the intermediary to find and understand the accessories.

6.1.3 Internal marketing

6.1.3.1 Overhead strategies

A prerequisite for the success of all other initiatives is the existence of overhead strategies for the marketing communication of accessories. A clear strategy and/or plan is a good way for the management to communicate their intentions and directions for accessories. An outspoken strategy will give all the affected departments and individuals the sense of purpose that is needed to achieve a potent effect on the accessory marketing performance and justify the efforts made. This framework demonstrates many of the key components to address in such a strategy, but these also need to be supplemented by adequate resources and a behavior of the management that signals the importance of the measures.

6.1.3.2 Catalyst roles

For IM efforts to be successful, different catalyst roles for information spreading are important components. The tasks of these roles vary, but they are needed to facilitate upward-, downward- and sideways communication. This involves of course the classic roles in marketing, product management and sales organization, but also the less obvious roles that are not available to all companies. Examples of such catalyst roles that are important for accessories are roles that facilitate feedback from customers and roles that educate the sales organization about accessories.

6.1.3.3 Internal channels

Closely related to the catalyst roles, there is a need for internal channels for knowledge dissemination. The distinction between roles and channels is made, as even in the cases where roles do exist it is not certain that they have the right means to communicate accessories in an optimal way. The channels can be in the form of a technical tool such as official mail channels or internet-based forums, but they can also be recurring physical forums such as conferences. The important thing is to prevent knowledge losses and to take care of the opportunities for organizational learning.

6.1.3.4 Training of sales personnel

The training of sales personnel is an important part of accessory selling success. There are two main components that should be addressed in the training. The first component is the learning of the products, its characteristics and - in particular – what problems the accessory solves. The second component concerns how to sell accessories and how this differs from the selling of other products. Both of these components are important to ensure that the sales personnel are optimally equipped for selling accessories in a way that benefits both the company and its customers.

6.1.3.5 Incentives for the sales personnel

There is a need for giving the sales personnel incentives to focus on accessories. The incentives might be both financial and non-financial, but the result of correctly designed incentives is increased willingness of the sales personnel to sell accessories. One part of the incentives can be seen as a third component of the sales training as it is important to communicate how accessories can help enhancing the salesman's overhead sales performance. However, most often there must be an underlying economical incentive –direct or indirect - that motivates the sales personnel.

6.1.4 Performance marketing

Performance marketing is concerned with thinking of all surrounding effects of the marketing activities. As the scope of this research does not include an evaluation step where the effects can be measured, it does not claim to do so. However, some positive effects of accessory marketing have been identified and will be presented briefly.

The first effect is *increased revenues*, which is partly a direct effect of increased sales of accessories and partly a result of the other effects; *Value adding, Tactical tool* and *Deeper relationships*. Value adding refers to the fact that accessories add value to other products, which increases the sales of those products. Value adding also refers to the value added to the brand equity as a result of a better product portfolio. Tactical tool is a question of using the accessories in a smart way in tenders in order to win contracts, which of course generates revenues. Deeper relationships derives from the notion that many customers want to have few suppliers, which is possible to achieve by choosing suppliers with broad product portfolios. A broad product portfolio also communicates good customer understanding and solution thinking.

6.2 Axis' Reactions to the Final Framework

The purpose of this study was to develop the "Holistic Marketing of Accessories"-framework and as the framework has been developed it is interesting to document how it was received by Axis and what usability they saw for it.

The framework had legitimacy from the beginning as it was developed from interviews with stakeholders at Axis, and it was never really questioned whether the areas brought up were important areas for accessory marketing. The response came more in form of discussions about the issues raised. As the framework has a broad scope it gave rise to deeper discussions on the different sub areas, such as the development of business intelligence systems or the marketing mix. It was obvious that most of the issues raised had been on different peoples minds for a long time, but they had not been raised in any common forum. Consequently, the overall response was that the framework is a useful and facilitating tool to use as a basis for discussions and brainstorming on how to improve the marketing performance.

It was also discussed how the framework could be used as a basis for auditing the work of any product category and not solely accessories, even if the focus would be different. Many of the areas highlighted in the framework – if not all – can be applied to any product even if the approach and outcome of the project would differ. The accessible format of the framework would also allow a person who does not usually work with marketing or adjacent areas to quickly understand the environment and engage in discussions.

However, many of the stakeholders are specialists in their own areas and it was noticeable through the whole project that they would all have wanted a projected directed at their area alone. For example, the design of Axis' CRM software or an assessment of Axis' internal communication channels could easily have been a wide enough scope for a master thesis. So, the broad scope of the framework was considered both the greatest strength and weakness of the study.

Furthermore, the recommendations given upon the basis of the framework are not as general as the framework itself and so they gave rise to many discussions when they were presented. Internally, there are different views on how things work and what actions that are most important to consider. After all, many of the problems Axis face in its work with accessory marketing originate from insufficient communication or a lack of consensus. An example of this is the situation where the regional marketing department felt that they gave the headquarter feedback whilst the corporate marketing department never received it and consequently felt that it was a problem area. But raising issues and creating discussions was also one of Axis' main purposes when initiating the project, so the lengthy discussions were seen as a success factor.

Another thing that was considered a success factor was that the idea of a dedicated strategy for accessory marketing was spread through the company. The stakeholders that work with accessories every day has long wanted to spread the notion that accessories are different from other products and thus need to have a dedicated strategy. By breaking down the problem in different parts, the framework exposed the problem areas and made it more clear even to other people within the company that this is an important issue.

In summary, Axis had a large part in creating the framework and it is a result of numerous interviews with stakeholders within the company. In this way the reactions to the framework's contents was rather predictable and so the focus was set on presenting the findings in a way that was as useful and educational as possible. The feedback given after the final presentation of the project made it clear that this objective had been achieved.

7 Discussion

This chapter is divided in four parts. The first part discusses how the developed framework that addresses Q1 and Q3 has changed on the basis of the case study. The three remaining parts address Q2; how Axis should work to improve their marketing communication of accessories, Q3; what other companies can learn from Axis' case to improve their own efforts, and Q4; the rationale for focusing on accessory marketing communication with a holistic view.

7.1 Discussion of the Framework Development

This section discusses how the final framework was developed from the contribution of the case study. Looking at Axis' work - what they have done and what they want to do – and comparing it with the theory have spawned a final framework.

There are two things that should be established:

- Axis is a market leader within network video products, and their accessory policies are said to be the best in the industry. Even so, they still have a lot to work on to optimize their marketing effort.
- As the theoretical framework is built on knowledge from adjacent areas of marketing due to the lack of academic literature in the area, the results of the case study do offer some changes.

7.1.1 Changes from the Theoretical Framework

The base for the framework depicted in Figure 6.1 is the theoretical framework adapted from Sheth and Sisodia (2006) and presented in section 3.3, which has then been adjusted in line with the result from the case study. It was clear from an early point that all of the marketing areas had to be reviewed in order to evaluate the marketing of accessories, but the subareas have been adjusted during the study. This section will describe and motivate the changes in the different areas.

7.1.1.1 Relationship marketing

The RM area has been changed on some points even though the case study mostly confirmed the original areas. The Loyalty area is intact as the case study provided a strong confirmation of the hypothesis that loyal customers should be the primary group to target for companies who want to improve their cross-selling performance.

The area previously called 'customer feedback' has been reconfigured to 'customer integration' as it was evident during the case study that not only feedback, but also collaboration is an important part of accessory communication efforts. This was discussed in the literature study as well, but it was not highlighted in the original framework. It is also closely related to the loyalty area, as customer loyalty is a prerequisite for close collaboration and valuable feedback.

The last change in the RM area is concerned with the dividing of the customer relationship management area into two different areas called “CRM programs” and “CRM software”. This was done to highlight the importance of having both structured incentive programs for handling the relationship with the customers, but also to develop CRM software that allows you to keep track of customer behaviors and offers the possibility to customize the marketing efforts for different markets, segments or customers.

7.1.1.2 Integrated marketing

The IMC column has undergone some changes. This is mainly because the literature study provided a very broad picture of IMC while the case study allowed the framework to be adjusted to high tech firms and accessory selling.

The underlying mission is still the same, to achieve powerful communication that raises awareness and presents the accessories in the best way. The difference is the focus areas. The interviews showed how three things were extremely important for the promoting of accessories.

The first was the choice of communication mix. Mixing traditional tools such as personal selling and advertising with new tools, such as web 2.0 technologies, in the right way is a key area to address. This is in line with the original framework that pointed to the importance of a mix between digital and traditional tools.

The second thing is the timing and focus of these efforts. By focusing on the right customers and/or markets and timing the campaigns, the marketing efforts will be much more effective. This is in line with the original framework, which stressed the importance of customization, but it adds the importance of the time dimension.

The third thing is concerned with the intuitive accessory tools. It could be argued that these tools fit into the communication mix. However, the case study made it evident that these tools are not about messaging, they are working tools. In a high-technology firm, there must be smart ways to find the right accessory for the arisen needs. In industries where customers – and sometimes even the employees - are not always aware of the possibilities, there must be intuitive ways to discover the offerings.

7.1.1.3 Internal marketing

The IM framework was quite accurate in its design from the literature study. The case study at Axis showed the importance of internal roles and channels for knowledge dissemination and feedback, and it was evident that these are key areas for making the internal communication work.

The importance of the sales personnel was also highlighted by the case study. Both the training and incentives are clearly issues that need to be addressed in order to successfully sell accessories.

The only area that has been modified in the IM column is the area previously called ‘management engagement’. An area called ‘overhead strategies’ has replaced this area. This does not mean that management engagement is not important, but rather highlights the output that is needed from the management to enhance accessory selling. During the case study it was evident that the concrete plans and resources are needed, and it makes the framework more concrete as the word engagement can be interpreted in many different ways.

7.1.1.4 Performance marketing

The three anticipated areas of benefits from accessory selling were confirmed by the case study. The interviewees saw large potentials for increased revenues from both accessory selling and its value adding effects on other products. It was also evident that a company can tie customers closer by offering the whole package and simplifying their processes.

The area that was added to the performance marketing column is the ‘tactical tool’ area. This was highlighted by the case study as an important function of the accessories portfolio in high tech firms.

7.2 Implications for Axis

Chapter 5 provides a picture of the present communication and potential areas for improvement at Axis. This section will address Q2 by suggesting concrete measures for Axis to improve its accessory marketing communication. At the request of Axis, this section is designed as a call-to-action, which is a list of concrete measures that will contribute to a better whole.

7.2.1 Call to action

7.2.1.1 Internal marketing actions

Establish long term marketing plan for accessories

Establish a plan that outlines how the accessories fit into the overall communication of Axis. This report should be used as a starting point for the communication plan.

Create a dedicated internal channel for accessories

To increase the knowledge of accessories within the Axis organization, an internal accessory fair where the Axis organization get to see the accessories can be arranged and/or a quarterly accessory eNews that summarizes the launched accessories and explains their applications.

Create a link between corporate marketing and regional marketing

Establish official communication channels between regional marketing and corporate marketing to make sure that the corporate marketing department gets feedback from the customers to improve their work. This would also allow the regional marketing departments to receive more information about new accessories so that they can create communication plans for the latest accessories.

Establish a product introduction manager for accessories

A PIM for accessories would help to spread the knowledge about accessories within Axis and educate and train the sales force.

Incentives for sales personnel

Make the sales personnel aware of accessories and explain the benefits of selling them. Use the North American campaign as an example.

Competitive intelligence manager for accessories

The competitive intelligence group should develop their work with accessories. The task should be to learn more about the competitors' accessories – not primarily for the sake of developing Axis' accessories – but to learn in what ways Axis is better than its competitors, which can be used in sales and marketing.

7.2.1.2 Integrated marketing actions

Increase use of visual communication

Using pictures, videos and animations make it easier to understand and embrace accessories for employees as well as customers.

Feature accessories in smart ways

Accessories are made to complement other products. Make sure to feature them together with their parent products in ads, on the website, at events and other marketing material.

Explore social medias

The use of social medias comes at little to no cost and offers an unconventional marketing channel to complement the traditional marketing channels. Create a social media activity plan for accessories, which could be as simple as sending out twitter chats about a new accessory.

Develop accessory tool

The accessory selector tool is one of the most important parts of Axis' accessory offering. Even so, there is a need for further development in order to fill the function of an accessory book. Otherwise an accessory book is an option.

Timed and focused campaigns

The North American campaign showed how well timed and market focused campaigns can raise awareness and improve the accessory selling performance. Timing the launch of a camera specific accessory together with the camera is of highest importance.

7.2.1.3 Relationship marketing actions

Focus on loyal customers

Loyal customers are more likely to buy accessories, and to focus the accessories' campaigns on loyal customers are therefore more likely to succeed than broad customer campaigns.

Create Axis' project tool and business intelligence for accessories

It is important that new functionality is added to the project tool for entering information about accessories so that customer information can be extracted. By doing so, together with modifications made on the Business Intelligence software, analytics and statistics can be run to understand customer behaviors and patterns.

Incorporate accessory training in Axis Communications' Academy

To communicate a solution thinking, accessories should be more included in the Axis Communications' Academy training.

Closer collaboration with partners during product development

A standard procedure where partners or end customers are consulted in the product development process would potentially improve the product development and deepen the customer relationships.

Increased focus on accessories at partner and distributor events

To include accessories more in distributor and partner events would be a good opportunity to inform about their possibilities and applications. Conducting workshops or accessory presentations at partner events and driving customized campaigns with distributors to raise awareness and increase their sales are good examples of possible actions.

7.2.1.4 Performance marketing actions

Increase the understanding of the effects of accessories

This project is focused on describing how everything affect the accessory marketing communication, however, it is important that Axis employees also understand how accessories affect everything else. This can be covered by some of the other recommendations, but it is mentioned here once again as it should not be forgotten.

7.3 Implications for Other High-technology Companies

Q3 raises the question of what other companies can learn from the case study at Axis. The first implication for other high-technology companies is the relevance of reviewing their accessory marketing effort, which is discussed in section 7.4. To do this, the developed framework presented in chapter 6 can be used as a starting point.

As the framework represents a collection of viewpoints from both the literature study and the qualitative study, it provides the holistic approach that is needed in order to work successfully with the marketing of accessories. Different companies have different prerequisites and organizational structures, and the framework should be seen as a facilitating tool rather than a rigid recipe for accessory selling success.

When it comes to marketing communication, many organizations and departments tend to be myopic (Godson, 2009). The focus is often set on short-term objectives and fragments of the communication preventing them from seeing the big picture (Sheth & Sisodia, 2006). For accessories this is extra evident as both the lack of available literature and the case study show how accessories is a piece of the marketing puzzle that is rarely given the adequate attention.

This study aims to highlight a long-term mindset where high-technology companies start to see accessories as an important part of their solutions and there are a few things that other companies can learn from Axis. The first thing is its firm belief in its business model and its focus on customer relations and retention. It is noticeable that even though Axis has done far to little to promote its accessories, the product group has still had a good development. To explain this, many stakeholders points to the fact that Axis has a trusted brand and a distribution network that realizes that they gain from selling more Axis products. In other words, Axis is a good example of how the first action for any company should be to assess its basic customer relations and related capabilities.

Nevertheless, the Axis case also shows how even an industry-leading firm had many improvement areas to address in order to enhance its accessory selling performance. Despite the company history of being innovators and pioneers in the way they understand and manage their customers, the marketing communication of accessories were far from optimized. Two things that were obvious was that (1) knowledge dissemination and internal communication is crucial and (2) that companies need to take a different marketing approach for their accessories compared to their main products.

The problem with insufficient internal communication (1) was clearly a problem that concerned accessories more than other categories, as the accessories was the product group that was consequently under prioritized in the communication bottlenecks. The problem with the marketing approach to accessories (2) was that they were marketed in approximately the same way as the main products without a specific strategy that led to sub optimized marketing activities. The key learning for other companies related to this is to have dedicated recourses, channels and strategies for accessories that create a focus on accessories without cannibalizing on the main products of the offering.

7.4 Rationale for Holistic Marketing of Accessories

This section addresses Q4 as it discusses the rationale for a company to evaluate its marketing communications of accessories and why it should be done with a holistic view. Even though there is limited previous research to base any conclusions on, the performed case study provides some insight to the issue.

When examining the developed framework, it is easy to go through the different subareas and find that many of them are not different from the marketing of other products. The question is if this implies that it is unnecessary to use the framework and to pay any attention to this matter. The lessons learned from this study indicate the opposite; that there are good reasons for examining the marketing communications of accessories.

The first reason is this; despite the fact that there is much to gain from accessory marketing efforts, accessories are not - and will never be – the main focus of attention at most companies. This was evident in the performed case study where the internal best practice was not used for accessory marketing, due to insufficient focus on the area.

The second reason is the communication characteristics of accessories. While high-technology firms often communicate their products with technical specifications that can easily be compared to competitor offerings, accessories have to be presented in alternate ways. The accessories are made to complement other products and enhance the total solution, and so the communication must be focused at showing how they add value to the solution. By highlighting the opportunities that accessories offer, the customer perception of accessories can change from nice-to-have to need-to-have, but it demands a smart approach to marketing.

Consequently, even if accessory marketing share many characteristics with marketing of other products, the differences together with the focus as an end in itself, are reasons enough for shaping a marketing strategy for accessories. Furthermore, paying attention to accessory marketing provides a new perspective, which can result in both solution improvements and new business opportunities.

The question remains, however, whether the holistic approach is a good way to assess accessory marketing communication. Sheth and Sisodia (2006) described how modern economy forces marketers to consider many factors and maintain a broad perspective as "everything matters".

This case study has shown that their idea is highly relevant for accessories as well. Despite the fact that Axis is considered to have a strong accessory policy compared to the industry standard, concrete areas of improvement were found in all research areas. Furthermore, the improvement areas are connected in many ways, suggesting that Sheth and Sisodia's (2006) concerns about the weaknesses of investigating marketing in fragments can be considered true for accessories as well. That accessories have such a close relationships with the other products, and the importance of understanding these relationships, makes the holistic approach even more relevant.

In conclusion, the study of Axis has shown how the initial intention of this thesis could be effectively addressed with a holistic approach and that there are clear reasons for high-technology companies to examine their accessory marketing efforts.

8 Conclusions

This chapter concludes the project by discussing the results in relation to the initial purpose and research questions. It is divided into three parts. The first part discusses general reflections of the study and how well it addresses the research questions. The second part discusses the limitations of the project, and the third part suggests ideas for further research.

8.1 Findings and Reflections of the Study

It was clear from an early point of this project that there was close to none research made on accessory marketing in high-technology firms and not even the closely related area of cross-selling offered much guidance. Due to these conditions a broader approach to the problem had to be applied, and the case study was conducted using research from several adjacent research areas as inspiration. The limited offering of academic literature indicates that this is an underdeveloped area, and that there are still much to learn about the marketing communication of accessories.

Using the holistic approach as a starting point, a number of areas were concluded to affect the marketing communication of accessories at Axis. These areas are presented in chapter 6 where they are described in general terms to make it applicable to other firms as well. This does not mean that the framework is fully generalizable - as only one firm has been examined - but the framework can still work as a starting point for other companies that want to improve their accessory marketing performance. The main benefit of the framework is that it mixes conventional knowledge from different research areas with lessons from the case study and results in an easily understandable tool that can be used as an inspiration even for companies that are different from Axis.

Furthermore, Axis was analyzed upon the basis of the developed framework. This was done both to validate the usefulness of the framework, but also to provide Axis with a concrete call-to-action plan. It resulted in a large number of recommendations, somewhat evenly distributed over the different areas of the framework, which proves that the framework can generate results and that the chosen areas are relevant to investigate. Even so, it does not prove that this is the best or only way to investigate accessory marketing communication, as this would require further research.

The rationale for examining the marketing communication of accessories is based on understanding a couple of characteristics of accessories. It was evident from the case study that accessories were under prioritized in every part of the organization, which makes an increased focus an end in itself. In addition to this it was clear that the communication of accessories should be performed in different ways than other products to improve the efficiency of the communication and make it more effective. This calls for more reflection and attention on how to communicate the accessories.

The question whether the holistic approach to accessory marketing is appropriate was also addressed. As areas of improvement were found in a broad spectrum of categories - affecting each other in many ways - the relevance of the holistic approach was validated. By applying a more narrow approach, the underlying reasons for the identified problems would probably never have been addressed.

We live in a time where everything accelerates and it is important to constantly question the way that your company works in order to respond to the changes in the market. In the video surveillance industry there is a shift towards increased customer focus and solution thinking, which demands a broader view of marketing communication and the product portfolio. Today Axis is the world-leading producer of a product that started out as a side project, and they have embraced the transformation in a very good way. As the industry changes once again, Axis must be as responsive to change as it has been in the past, and improving its accessory marketing communication is a part of that transformation.

8.2 Limitations

As Axis is a large company it was imperative to define an organizational scope in the beginning of the project and the interviewed groups were selected as the most relevant stakeholders of the accessory marketing communication. The results are reflections of the statements of these groups and hence, there is a risk that the results are biased. As the interviews were performed with an open configuration, there is also a risk that the ideas of the interviewer may have affected the direction of the interviews. The approach to reduce the risks related to interviews has been to validate the results and make sure that no conclusions have been drawn from a single interviewee’s opinion.

Another limitation is the fact that only one company has been studied in a complex industry where the structures and methods of the companies differ a lot. The combination of these factors makes it imperative to note that the results of this study could be applicable to other companies, but should also be used with caution before more research has been done on the subject.

8.3 Further Research

It was clear from an early point of this project that the research within the area of cross-selling and accessories is limited with the result that this project had to be built on the theory of adjacent research areas. The results of this project shows how there are numerous ways for a company to improve its accessory marketing, but further guidance must be provided. This thesis aims to provide such guidance by offering a framework for holistic marketing of accessories, but more case studies should be conducted to find evidence for the findings. Once the generalizability of the framework has been validated, it would be interesting to explore each of the identified areas on a deeper level to further develop the framework and provide additional tools for accessory marketing. An important activity would also be to measure the effect of implementing accessory strategies on the basis of the framework through action-based research. By a thorough investigation of different areas, such research would also develop the performance marketing area of the developed framework.

Throughout this project there has been a notion that the interest and understanding of accessory marketing varies widely depending on the maturity of the company and its markets. It would be interesting to explore this further to determine if the maturity should be a dimension when deciding on accessory marketing strategies.

As the results of this research explains the rationale of dedicated accessory marketing efforts, it would also be interesting to examine the barriers that prevent high tech companies from developing their marketing of accessories and how to overcome these barriers.

Above all, the marketing of accessories in high tech firms are unexplored territory in the academic literature, and further research should be conducted to assess the potential in this area.

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10 Appendix

A1 Interview Guide – Product management

Short introduction to the research:

This interview is a part of a master thesis performed for the marketing department at Axis Communications HQ. The goal of the thesis is to assess the current status for all communication related to Axis' accessories and to find areas for improvement. The approach is to have a holistic view of the communication related to accessories and you are handpicked for this research as you represent an important part of the communication chain.

Your identity will be undisclosed in the final report.

Introductory questions:

In what way are you connected to Axis accessories?
(I.e. what is your role and – in short – what does it include?)

Do you see any potential for increasing the sales of accessories?
If yes: What would be the key areas to improve on for Axis in order to increase the sales of accessories?

Overall communication

Please describe the communication you have with *marketing, the sales organization* and *the channel*? Do you communicate, and is it a one- or two-way communication?

Is there any specific communication path that you think should be developed?

Internal communication:

How do you work with spreading information about accessories within Axis?

How do you work with getting feedback about your work with the accessories from other parts of Axis?
(e.g. the competitor intelligence group, marketing, the sales organization, etc.)

External communication:

How do you work with spreading information about accessories to the channel and the end customers?

How do you work with getting feedback from the channel and end customers?

Do you think that the accessories are sold with a reactive or proactive approach? (*I.e. are the sales organization pushing to sell accessories or are they just sold when asked for?)*

Customized communication:

Does Axis have a specific marketing strategy for Accessories? If yes: What does it look like?

Does Axis have different marketing strategies for different customers? If yes: In what way?

Customer relationships:

How do you work with customer relationship management for accessories customers? *(i.e. do you have any structured way of handling customer relationships?)*

Do you think that closer customer relationships would help you in communicate your products better and/or get better feedback or are you satisfied with the current level of relationships?

Improvement areas:

Do you have any suggestions for ways to improve and/or increase the knowledge about accessories within Axis? *(e.g. by improving and/or creating forms of communication)*

Do you have any suggestions for new marketing material or formats to present Axis accessories portfolio externally?

Do you have any other suggestions for ways to directly or indirectly increase the sales of accessories?

Final questions:

Is there anything related to the subject that hasn't been addressed by any of the questions and that you would like to add?

A2 Interview Guide – Marketing

Short introduction to the research:

This interview is a part of a master thesis performed for the marketing department at Axis Communications HQ. The goal of the thesis is to assess the current status for all communication related to Axis' accessories and to find areas for improvement. The approach is to have a holistic view of the communication related to accessories and you are handpicked for this research as you represent an important part of the communication chain.

Your identity will be undisclosed in the final report.

Introductory questions:

In what way are you connected to Axis accessories?
(I.e. what is your role and – in short – what does it include?)

Do you see any potential for increasing the sales of accessories?
If yes: What would be the key areas to improve on for Axis in order to increase the sales of accessories?

Overall communication:

Please describe the communication you have with *product management, the sales organization* and *the channel*? Do you communicate, and is it a one- or two-way communication?

Is there any specific communication path that you think should be developed?

Internal communication:

How do you work with spreading information about accessories within Axis?

How do you work with getting feedback about your work with the accessories from other parts of Axis?
(e.g. the competitor intelligence group, marketing, the sales organization, etc.)

External communication:

How do you work with spreading information about accessories to the channel and the end customers?

How do you work with getting feedback from the channel and end customers?

Do you think that the accessories are sold with a reactive or proactive approach?
(*I.e. are the sales organization pushing to sell accessories or are they just sold when asked for?)*

Customized communication:

Does Axis have a specific marketing strategy for Accessories?
If yes: What does it look like?

Does Axis have different marketing strategies for different customers?
If yes: In what way?

Customer relationships:

How do you work with customer relationship management for accessories customers?
(i.e. do you have any structured way of handling customer relationships?)

Do you think that closer customer relationships would help you communicate your products better and/or get better feedback, or are you satisfied with the current level of relationships?

Improvement areas:

Do you have any suggestions for ways to improve and/or increase the knowledge about accessories within Axis?
(e.g. by improving and/or creating forms of communication)

Do you have any suggestions for new marketing material or formats to present Axis accessories portfolio externally?

Do you have any other suggestions for ways to directly or indirectly increase the sales of accessories?

Final questions:

Is there anything related to the subject that hasn't been addressed by any of the questions and that you would like to add?

A3 Interview Guide – Global sales organization

Short introduction to the research:

This Interview is a part of a master thesis performed for the marketing department at Axis Communications HQ. The goal of the thesis is to assess the current status for all communication related to Axis' accessories and to find areas for improvement. The approach is to have a holistic view of the communication related to accessories and you are handpicked for this research as you represent an important part of the communication chain.

Your identity will be undisclosed in the final report.

Introductory questions:

In what way are you connected to Axis accessories?
(I.e. what is your role and – in short – what does it include?)

Do you see any potential for increasing the sales of accessories?
If yes: What would be the key areas to improve on for Axis in order to increase the sales of accessories?

Overall communication

Please describe the communication you have with *marketing, product management* and *the channel*? Do you communicate, and is it a one- or two-way communication?

Is there any specific communication path that you think should be developed?

Internal communication:

Do you think that the accessories are communicated well from the Axis HQ?

How do you work with giving feedback about accessories to other parts of Axis?
(e.g. the competitor intelligence group, marketing, product management, etc.)

External communication:

How do you work with spreading information about accessories to the channel and the end customers?

How do you work with getting feedback from the channel and the end customers?

Do you think that you are selling accessories with a reactive or proactive approach?
(*I.e. are you pushing to sell accessories or are they just sold when asked for?)*

Customized communication:

Does Axis have a specific marketing strategy for Accessories?
If yes: What does it look like?

Does Axis have different marketing strategies for different customers?
If yes: In what way?

Customer relationships:

How do you work with customer relationship management for accessories customers?
(i.e. do you have any structured way of handling customer relationships?)

Do you think that closer customer relationships would help you in communicate the products better and/or get better feedback or are you satisfied with the current level of relationships?

Improvement areas:

Do you have any suggestions for Axis HQ to improve in order to increase your knowledge about accessories?
(e.g. by improving and/or creating forms of communication)

Do you have any suggestions for new marketing material or formats to present Axis accessories portfolio externally?

Do you have any other suggestions for ways to directly or indirectly increase the sales of accessories?

Final questions:

Is there anything related to the subject that hasn't been addressed by any of the questions and that you would like to add?

A4 Interview Guide – The Channel

Short introduction to the research:

This interview is a part of a master thesis performed for the marketing department at Axis Communications HQ. The goal of the thesis is to assess the current status for all communication related to Axis' accessories and to find areas for improvement. The approach is to have a holistic view of the communication related to accessories and you are handpicked for this research as you represent an important part of the communication chain.

Your identity will be undisclosed in the final report.

Introductory questions:

In what way are you connected to Axis accessories?
(I.e. what is your role and – in short – what does it include?)

From your point of view - What would be the key areas to improve on for Axis in order to increase the sales of accessories?

Overall communication:

Please describe the communication you have with *Axis HQ* and *the sales organization*? Do you communicate, and is it a one- or two-way communication?

Is there anything specific in the communication that you think should be improved and/or developed?

How do you find information about Axis accessories today?

Do you think that the information you get about accessories today is sufficient or is there anything you miss?

Do you think that it is easy for you to give Axis feedback on their accessories and products in general? Do you feel that Axis listen to it?

Do you think that the accessories are sold with a reactive or proactive approach?
(*I.e. is Axis actively trying to sell accessories or is it just when you ask for them?)*

Customer relationships:

Do you think that Axis have a structured way of managing the relationships with you?

Do you think that a closer relationship with Axis would help you get better information about Axis products and/or give better feedback or are you satisfied with the current level of relationships?

Improvement areas:

What kind of marketing material is most useful for your business? Do you have any suggestions for new marketing material or formats to present Axis accessories portfolio and that would help you?

Can Axis do anything more to help you sell accessories? *(E.g. would you like other information or the same information in a different way?)*

Final questions:

In your opinion: How competitive are Axis' accessories compared to competitors? And how competitive is Axis' total offering compared to competitors?

Is there anything related to the subject that hasn't been addressed by any of the questions and that you would like to add?