SCALIX

Scalix Corporation
The Evolution of a Sales Model

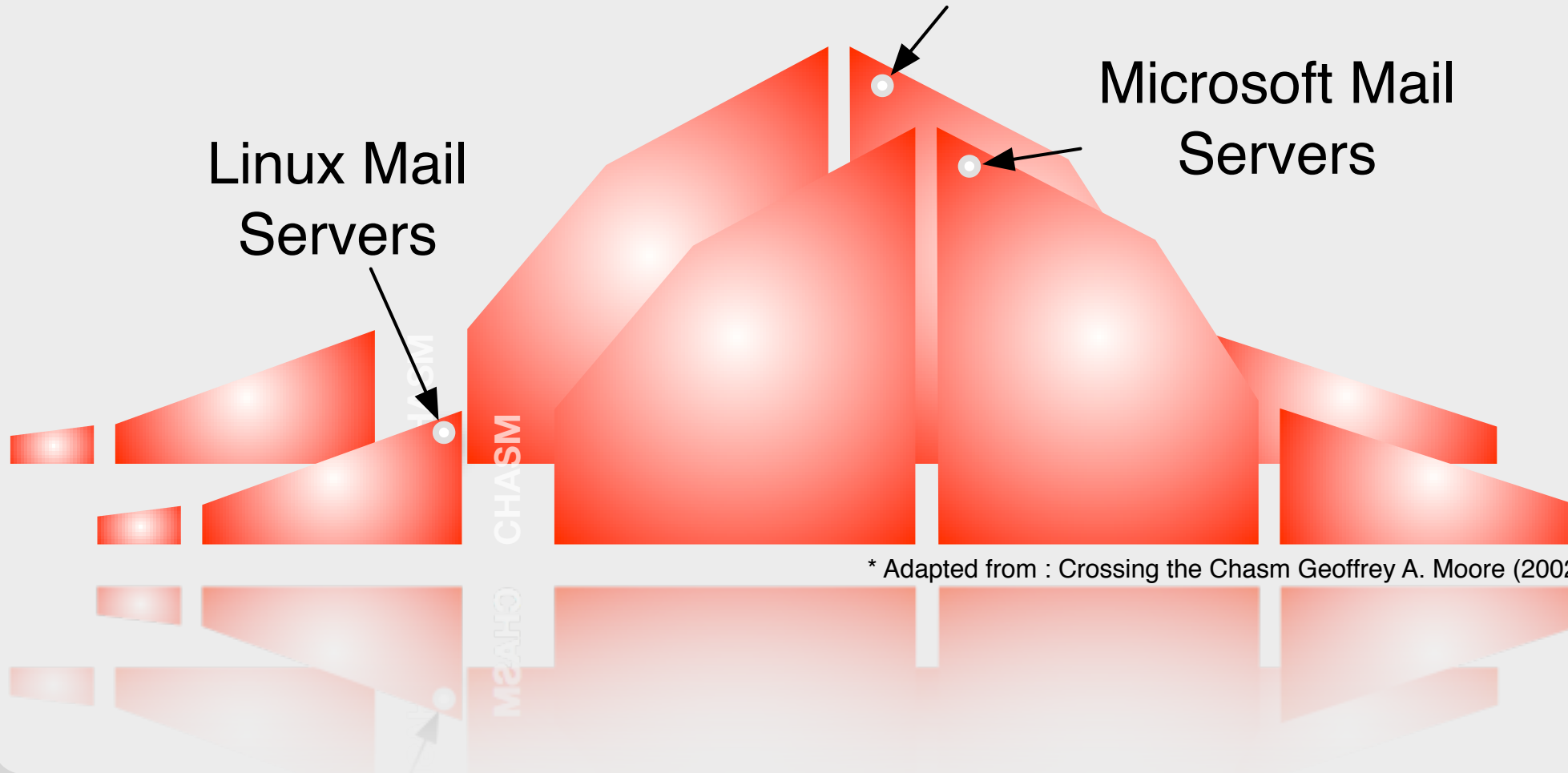Team Decision3

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E-Mail
Solutions

Microsoft Mail
Servers

Linux Mail
Servers

CHASM

* Adapted from : Crossing the Chasm Geoffrey A. Moore (2002)

What Space ?	Use	Maintenance
Convenience	Microsoft	Scalix

* Adapted from : W. Chan Kim and Renée Mauborgne, Knowing a Business
Idea When You See One (Harvard Business Review), 2000

T.A.L.C.
What Space

Decision

- Optimize Scalix's sales force

- Focus on the new sales target

- Use this new niche as a bowling pin strategy

- When the Linux Mail Server technology crosses the Chasm then target again LME's

A new sales target

- Small enterprises
- Public sector
- Non profits organizations
- NGO'S

Product

Price

Target
Market

Place

Promotion

* Adapted from : The Marketing Mix, http://www.netmba.com/marketing/mix/

Maintainable, Mature, Open platform, ~~Vendor lock-in~~

Lower TCO than others

Telesales, Word of mouth, High volumes/ Low revenues, Fast

Download free/ commercial, Third parties

* Adapted from : The four P's (Kotler, 1988)

Total Addressable Market

Strengths

- Low TCO
- Good tech expertise
- Reliability
- Not MS (Linux based)
- HP technology

Weaknesses

- Small, Young, Startup
- Not polished enough
- Wrong target market (ME,LE)
- Integration problems

Opportunities

- SE, PS, HS, NGO
- Good adoption trend for linux
- 3rd party vendors
- Master e-mail domain
- optimize/change sales model
- Focus on niche markets

Threats

- MSCE and windows platform
- Exchange 2003
- SuSe and RH have their own collaboration/email solutions

S.W.O.T.

Risk	Mitigation Strategy	Contingency	Probability	Severity
Risk 1 — People don't buy Linux or don't want to switch from Microsoft/Novell/.. platforms	Partner with migration solutions provider, write white papers	Develop a Windows platform version	4	3
Risk 2 — We can't deliver/technical problems	Hire more engineers, simplify the product	Improve QA, better engineering management	3	4
Risk 3 — Other Linux solution provides are not accepting us	Invest into their integration with us	Make new partnerships	3	4
Risk 4 — We don't get another round of venture funding	Focus on sales rather than R&D	Try to sell the company to a major vendor (like HP)	4	4

Reality test matrix

Market, Product, Value Chain, Big Picture