

**A market research for Rocket LegaSuite with  
a perspective on increasing the market share  
in Germany**



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# Strategic Marketing Plan for Rocket LegaSuite

## Seeking the Right Strategy

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## Preface

Dear Sir/Madam,

First of all, I would like to introduce myself. My name is Shaun Roubos, 4<sup>th</sup> year European Studies student at The Hague University. For the final stage of my studies I have written a marketing plan for the LegaSuite division of Rocket Software. Rocket is a software company of American origin, which is globally active in the IT-business sector. Rocket Software develops and installs software applications and programs onto various legacy business computing platforms, which run on outdated legacy systems. Legacy computers can be described as outdated computing systems which corporations keep using as long as the system works satisfactorily. Rocket LegaSuite, being active in this sector, seeks to broaden its market in Germany, which requires a strategy to be set out, concentrating on finding future prospects.

The marketing plan I developed over the course of the past months has the sole purpose of providing Rocket LegaSuite with a better insight of the German market area and its possibilities for increasing market share. The report outlines a strategic plan on how to increase the market position in Germany and should serve as Rocket LegaSuite's guideline for the coming years.

In the process towards completing this marketing plan I received help and guidance from several people, whom I want to speak my gratitude to. First of all, I want to thank Herman Rensink for his input and guidance during the past eight months. The second person I want to acknowledge is Guus Klaus, who served as my mentor throughout the whole process. Furthermore, I want to thank all other involved employees for their time and efforts as well.

However, my special thanks goes out to Mrs. Szabo, who served as my supervisor for the entire project. All the guidance and feedback I received was really helpful and made it possible to complete the report.

Every effort is greatly appreciated and therefore I want to thank you all for your help and support. I learned a lot from this experience.

I hope you will enjoy the content of the report.

Kind regards,

Shaun Roubos

## Executive Summary

Rocket Software is an international software organization, divided into various divisions. One of these divisions is known as LegaSuite, which is the division central to this market research. LegaSuite seeks to increase its market share on the German market and the problem statement central to this strategic marketing plan is: *How can Rocket LegaSuite increase its market position in Germany?*

Throughout the report it has become clear what LegaSuite's current situation is and how it needs to act to reach the desired goal. By analyzing LegaSuite's internal and external environments the answer to the main question was found, bringing forward recommendations on how LegaSuite should act in the market.

The general focus should be laid on the western region of Germany due to its location and market size. Expansion to the other regions can be realized after business in the western region has been successfully established.

The focus should mainly be directed at the software sector, as this sector accounts for more than 50 percent of the entire database. This sector has a continuous need for software enhancements, securing a long-term business flow for LegaSuite. However, business to other sectors should not be ruled out, which should also be regularly contacted via the use of informative business mailings, surveys, and other PR- methods.

Solutions should be developed and carried out to all types of legacy platforms, as German companies run on diverse legacy systems. However, focusing on the IBMi Series should be LegaSuite's main priority, as this platform is used most frequently. Additionally, executing solutions for terminal applications is considered smart due to the frequent access of these applications via terminal emulation. Other interfaces remain equally important as well and therefore should not be forgotten either. Moreover, the answers to the survey should serve as a guideline for LegaSuite, delivering value to a variety of legacy platforms and applications.

As LegaSuite's awareness is insufficient on the German market, LegaSuite should continue to expand its network by addressing mailings to companies within the market. This will generate more company awareness, which should also be realized by utilizing Rocket's company website for products and services promotion. Aside from promotion by e-mail, there should be a regular attendance at business fairs, which would be an ideal opportunity for direct contact with customers. LegaSuite should also appoint a representative for PR-activities; while at the same time think about setting up a marketing department.

Research has shown customers value after-sales such as maintenance, product explanation, workshops and online trainings. Therefore, there should be aimed at optimizing these services. It should involve regular visits to customers, carrying out product support and improve product usability. A company representative needs to be added to LegaSuite's workforce as well. This representative should be well-skilled and speak the German language fluently. A representative will make it easier to open up a subsidiary office on a long-term.

Furthermore, trainings and workshops should not only be organized for making customers more experienced with LegaSuite's applications and solutions. LegaSuite should also organize mandatory trainings for employees, in order to keep the workforce professional and up-to date on the latest developments. Lastly, there should be an evaluation of all recommendations every six months in order to see if there is a need for adjustments.

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## 1. Introduction

Writing a marketing plan is considered an important aspect for an organization. The plan is meant to provide the organization with insight in a certain market area and comes forward with a strategic plan on how to optimize business in the preferred area. This marketing plan is written for the Rocket LegaSuite division, which is the division of Rocket inter alia responsible for automating, integrating, modernizing and providing mainframe solutions for legacy computing systems. The LegaSuite division is divided over various countries, each focusing on one or more continents. The continents LegaSuite is active on will be lined out in Chapter 1 of the report. Next to the LegaSuite division, Rocket consists of 4 other divisions which will be elaborated in the company description as well.

### 1.1. Problem Statement

This strategic marketing plan is written in order to find the right strategy for LegaSuite, concerning the development of a higher market share in the German IT-market. Due to poorly maintained marketing, LegaSuite experienced a loss of overview in the market, which the corporation is eager to regain. The strategy brought forward in this report shall outline where LegaSuite should aim for in the market. In general, a strategic plan has to be set out for LegaSuite.

The goal is to come up with a clearly formulated report, in which the defined conclusions and recommendations relate to the formulated marketing strategy.

Analyzing the problem statement, the following research question was formulated:

***How can Rocket LegaSuite increase its market position in Germany?***

This question functions as a guide throughout the entire marketing plan and will be answered step by step throughout the report.

### 1.2. Sub-Questions

In addition to the main research question, the sub-questions provide guidance on all important aspects of the marketing plan. Eight sub-questions form the basis of this marketing plan and serve as direction indicators for the entire report. All sub-questions are outlined below and will be answered gradually throughout the report.

Sub-Questions:

1. Which companies have an interest in software products and what needs and wants are these companies trying to satisfy?
2. Who are Rocket's main competitors and what makes them a threat in the market area?
3. What improvements could be made to gain attractiveness for Rocket's products on the German market?
4. What do competitive businesses do to attract customers and how can Rocket anticipate on these businesses?
5. What is the general thought and opinion towards LegaSuite's products & solutions?
6. How can Rocket's strengths and opportunities be optimized, while minimizing or erasing its threats and weaknesses at the same time?
7. What strategies should be used to successfully enter the German market?
8. Which elements of the marketing mix have a direct influence on LegaSuite's marketing strategies?

### 1.3. Research Methods

Field and desk research were used to gain an overview of the needs and wants in the German market. By sending out a survey on IT-business initiatives, answers on important questions were gathered, which was essential for finding a fitting strategy.

Several models were used to complete the report, including the business model of Abell, which provided an overview of target groups and needs within the market. The products in the business model of Abell were outlined in order to find alignment with all customers' needs. The macro environment was analyzed via the use of the DESTEP analysis, which scans through all demographical, economical, sociological, technological, ecological, and public factors within the market.

Moreover, the five forces model of Porter added value to the research as it outlines all external factors within the market area. Via this model an overview of the power of buyers, the power of suppliers, threats of new entrants, substitute products, and the degree of rivalry was established.

Furthermore, the use of a SWOT-model proved to be valuable for outlining all internal- and external factors that could either influence LegaSuite positively or negatively. Via a confrontation matrix these factors were tested, which brought strategic options forward.

As mentioned in the first paragraph, a survey was sent to customers from Rocket's shared database. The outcome provided answers to critical questions, which allowed fitting strategies to be formulated. These strategies were based on long, medium, and short-term periods and further elaborated in the marketing mix. The answers to the survey were essential for finding fitting strategies for LegaSuite and therefore an important research method.

Annual reports, company websites, PowerPoint slides, and internal sources were used to find information concerning LegaSuite, its products, its services and other company facts.

Additionally, online and offline desk-research has proven to be added value, as this type of internal and external information resulted in an overview of the German market and LegaSuite itself.

### 1.4. Report Content

The report gives an overview of the German market, including all factors that either influence LegaSuite positively or negatively. By regaining market overview of the German market, LegaSuite aims to expand its network and increase market share. The market interests are defined by analyzing the answers of the survey, which allowed a fitting strategy to be formed concerning the needs and wants in the market.

As written in section 1.3, the report is supplemented by the Five Forces Model of Porter, the model of Abell, the SWOT model, the Confrontation Matrix and the elements of the marketing mix. These models outline a clear overview of the internal and external forces, which serve a purpose in realizing a competitive advantage on the German market.

Combining the models with all information led to an overview of the market and its possibilities, along with answers to the main- and sub-questions.

The strategic marketing plan functions as a guideline for LegaSuite on how to enhance business in the preferred market area.

## 2. Chapter 1: Internal Analysis

*The internal analysis gives an overview of Rocket Software, including all internal factors. It will outline the mission and vision of the company, including a description of Rocket and its history. Furthermore, there will be an outline of products and services, followed by an outline of all strengths and weaknesses.*

*In general, chapter 1 lines out Rocket's characteristics and gives an insight in Rocket's controllable factors and influences within the market.*

### 2.1. Mission

Rocket's mission statement is described as follows;

*'Rocket strives to ensure that the organizational structure and boundaries do not get in the way in providing the best service and solutions in the industry, in order to deliver high value and solutions to the important business problems of our customers'.*

### 2.2. Vision

When Seagull was founded 24 years ago, it had a clear vision in mind. Seagull's vision was *'to become the market leader in high-performance solutions that transform mainframe business applications into service-oriented architecture assets'* (Seagull Annual Report, 2005).

Once Rocket took over Seagull in 2007, the vision remained the same. Both corporations shared a similar objective, which allowed the merged corporations to strive towards the desired goal.

### 2.3. Business Analysis

*The Business Analysis contains information concerning the history of Rocket, a general overview of the company itself and an outline of the products and services.*

#### 2.3.1. History

Rocket Software is an international software company of American origin, founded in the year 1990. The founder of the company is Mr. Andy Youniss, who is the current President and Chief Executive Officer of Rocket (Rocket Software, n.d.).

Rocket is divided into five divisions, which each provide solutions for business software in different areas. One of these divisions is *LegaSuite*, which has offices on various continents, all operating in different areas. Rocket LegaSuite Dordrecht is an important division, as it does business in central Europe.

Seagull was, just like Rocket, founded in the year 1990 by Mr. Frank van Pelt. The on the 14<sup>th</sup> September founded software company was mainly concerned with linking old mainframes to new IT-systems (Seagull Software Announces New Chairman, n.d.)

However, for Seagull there was a change of events, as Rocket Software proposed an offer to take over Seagull Software. The offer was made in 2006 and officially signed and approved in 2007 (Seagull Beëindigd Notering, 2007).



### 2.3.2. Company Profile

Rocket Software is a leading global developer of software products that serve a clear purpose. The products are developed for helping organizations, government agencies and other organizations reaching set-out technology and business goals. In order to do so, Rocket strives to meet the expectations of its clients and ensures good acquisitions with the aim on organic growth and well established business relations that ensure a long-time business with these clients.

Rocket's solutions are meant to help any organization leverage, optimize, and transform its present systems into powerful tools and applications, which the organization runs on. Combining technology and people with each other through the delivery of domain expertise and various sets of solutions help customers maximize the IT-invested value (Leverage, Optimize, Transform, n.d.).

Rocket is active on 5 continents, which are North-America, Europe, Australia, Asia, Africa and currently employs 1200 Rocketeers spread worldwide, all aimed on delivering an exceptional experience to customers (Youniss, 2014). Out of these 1200 employees, 660 people are Technical Domain Experts in software and technology platforms situated in approximately 15 Research & Development labs worldwide. The labs are located in the United States, Europe, Russia, China and Asia. Besides that, Rocket has over 20 sales offices spread across the globe which support all the major products and solutions Rocket offers.



*Image 1.1 Global Presence*

Next to this, Rocket offers more than 100 products and solutions across major technology areas and 75 percent of Rocket's business is dedicated to SystemZ and the iSeries platforms, which are the platforms Rocket creates solutions for.

The following image outlines all platforms Rocket provides and develops solutions for;

System z - Mainframes - IBM i - Linux - UNIX - AIX- Solaris - HP/UX - Windows - Hybrid - Cloud

*Image 1.2 Rocket's Platform Expertise*

LegaSuite provides solutions for all of the above stated platforms, which makes LegaSuite's area of expertise rather broad. Additionally, the broad area of expertise allows LegaSuite to have solutions for almost all business computing platforms running on old legacy systems. This gives LegaSuite a broad work area on any global market.

Furthermore, Rocket has great world coverage and consists of 5 divisions that cover a large scale of countries (About Rocket, n.d., Rocket).

The **LegaSuite** Division, which is the division this marketing plan is focused on, has an office in Dordrecht, which covers the Middle East, Africa and continental Europe.

The 4 other divisions of Rocket are: 'Rocket Business Intelligence, Rocket Database, Rocket Storage and Rocket Networks Security Search'. All these divisions are divided as well, which will be explained in the following paragraphs.

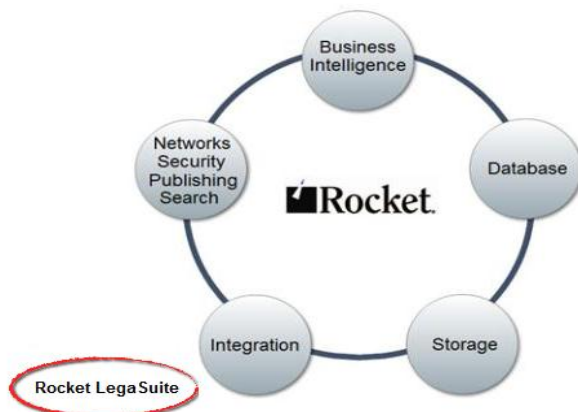


Image 1.3 Rocket's Divisions

As mentioned in the previous paragraph, Rocket's five divisions consist of various acquainted companies, each active in one of the industries outlined above. Rocket named the acquainted companies 'product families', which all operate in various countries and industries across the globe.

The product families of Rocket Software are outlined in image 1.4;

Rocket Aldon - Arkivio- AS - BlueZone/Passport - CorVu - Folio/NXT - ICluster - LegaSuite - M204 - Mainstar - R/Link - Servergraph - Shadow - U2

Image 1.4 Product Family Overview

All product families are categorized under one of the five divisions of Rocket, each providing solutions for customers in various industries. Every product family also has its own expertise, products and services. However, all unique and self-developed products and services of a product family are oriented on the expertise of its division. Moreover, the divisions of Rocket are also known as 'technologies'.

Additionally, all Rockets' divisions focus on certain aspects, which are outlined in image 1.5. Moreover, LegaSuite's section of expertise is highlighted in blue for clarification purposes.

Business Intelligence	Networks Security Publishing Research	Database	Integration (LegaSuite)	Storage
Highly Visual Applications Data Analysis Dashboards / Scorecards Ad-Hoc Query Strategy Management Performance Management Text Mining	Network Management Configuration Management Change Management Security Compliance Encryption Solutions Publish Highly Searchable Content	Database Tools Database Servers Database Performance Database Backup Recovery Access & Compliance Cloning Application Development	Application Modernization Application Integration Service Oriented Architecture Terminal Emulation Secure File Transfer Data Migration	Storage Management Mainframe Productivity Backup & Recovery Cloning Data Protection Information Archiving

Table 1.5 Division (Technology) Explanations



Furthermore, all divisions of LegaSuite are operative in diverse industries, such as e.g. the healthcare industry. The solutions each product family carries out to its customers are always focused on one or multiple of the following categories;

- Big Data Solutions
- Cloud Solutions
- Intelligent Infrastructure Solutions
- Mainframe Solutions
- Mobile Solutions

LegaSuite creates products and services for the mainframe and mobile area. LegaSuite is responsible for the integration of business computing systems and has several tasks revolving around the aspects of table 1.5. Lastly, all Rocketeers create and build solutions for clients and partners (over 10.000) – and five million end users – in the five main stages outlined above (About Rocket, n.d.).

### **2.3.3. Company Culture**

Company culture is a phenomenon which gradually evolves and is hard to change. In general, the company culture shows the everyday process within a company. The company culture changes and shapes itself throughout the history of the company.

Rocket's culture is internationally oriented, as the company is spread across the globe. In addition to that, Rocket has a flat business structure, everyone is treated equally and there is an informal structure within the company. A clear hierarchy in the Rocket LegaSuite division is not carried out and every employee has the right to speak its mind and bring input on important matters.

Furthermore, there is a lot of international communication between the offices of Rocket and many meetings are done on a daily or weekly basis via conference calls, using a webcam. All in all, Rocket has a task oriented culture, which means every employee is considered equally important. The characteristics of Rocket's culture are aimed on professionalism and task orientation, in which every department holds a large responsibility and independency. The general incentive of Rocket is achieving desired results.

### **2.3.4. Services**

Rocket offers a wide range of services based on delivering the best possible solutions to its customers. The goal is to become the long-term IT partner of any customer it is involved with.

The services of LegaSuite assist users with the integration and modernization of the new software environment, in order to establish a customized consulting support plan that fits the needs, and the budget of customers. By doing this, the focus is on simplicity, cost-effectiveness, collaboration, and achieving results (Rocket LegaSuite – Professional Services, n.d.).

LegaSuite's consultancy services are carried out to supplement IT resources, which will be outsourced to LegaSuite when the customer satisfaction has not been reached. Outsourcing allows all customers to shift project management responsibilities over to Rocket LegaSuite, including aspects such as development, questions, answers, and rollouts (Services, n.d., Rocket LegaSuite – Professional Services).

LegaSuite enables users to attend training classes in order to make customers aware of the possibilities of the renewed software environment. LegaSuite brings training classes to the website as well. Next to this, LegaSuite has an attentive customer care help desk, which offers phone support to customers worldwide. LegaSuite also allows customers to supplement existing resources, which accelerates project timelines and/or frees resources for other projects, which is called embedding.

Lastly, LegaSuite provides customers access to a secure customer portal. This portal functions as a comprehensive self-service resource for initiating support requests, researching technical issues, getting immediate answers to common questions, updating LegaSuite's software to the newest enhancements, updates etc.

All in all, LegaSuite supports the application modernization of a project lifecycle. Consultancy employees help customers understand the intricacies of a certain project and explain how to optimize the appliance of LegaSuite's software, in order to ensure the best results. The five important services in this area are; 'proof of concept', 'discovery', 'pilot', 'implementation', and 'maintenance'. An overview of all services is outlined in appendix A.

### 2.3.5. Products

Additionally, Rocket LegaSuite's expertise is divided into six sections. Each section is focused on delivering high customer value and quality. Additionally, the sections work together towards the same goal.

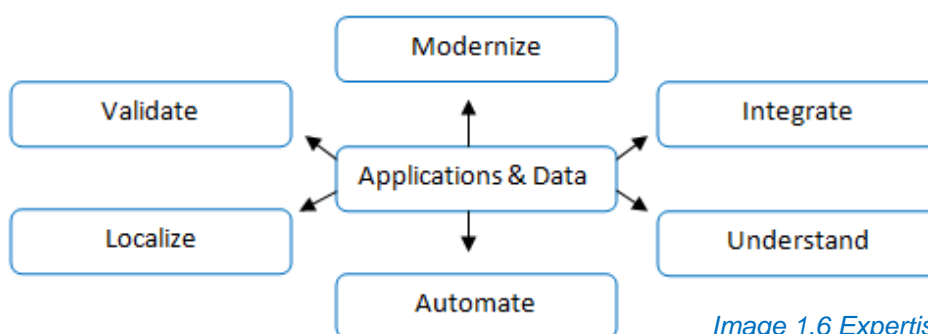


Image 1.6 Expertise of LegaSuite

The products of image 1.6 are outlined in the following paragraphs.



#### Rocket LegaSuite GUI

GUI is the solution LegaSuite uses to take the existing text-based applications to web- and mobile platforms. GUI stands for Graphical User Interface and has solutions that implement a customer's current business functionality over the internet- and in the cloud, by using a company's current hardware and applications. This improves the application workflow and integrates it with applications and desktop tools of other enterprises (Rocket LegaSuite GUI, n.d.).

GUI consists of five main aspects, which are all outlined in appendix B.



#### Rocket LegaSuite Mobile Application

The mobile application has the quickest options to develop enterprise mobile apps. It allows customers to create applications for Apple iOS, Android phones, Windows phones

and tablets. Next to this, the application is able to create HTML5 applications which run on all mobile browsers (Rocket LegaSuite Mobile, n.d.).

A brief overview of LegaSuite's mobile solutions is outlined in the appendix section of the report. The complete overview is outlined in appendix C.

### **Rocket LegaSuite Integration Tool**

The integration tool is the quickest option to make new business services out of services originating from current applications, in order to use it online.

See appendix D for an overview of all aspects of the integration tool.

### **Rocket LegaSuite Text Translation Tool**

The text translation tool helps customers translate business applications to the preferred language. The translations are quick, library-based and remember previously translated words and phrases. The tool supports all languages worldwide and efficiently translates enterprise applications into foreign languages.

The text translation tool is able to generate a variety of languages in various areas, including IBMi green-screen user interfaces, RPG applications, CL commandments, files destined for printing, and (new) user interfaces, which users develop by making use of LegaSuite's Graphical User Interface in several sections. These section are e.g. Maintenance, IBMi, OpenVMS, and UNIX (-DEX) (Rocket LegaSuite Text, n.d.).

No adjustments need to be made to original host apps, which excludes the need for coding. The tool is designed for translator usage only however, LegaSuite is able to help when a customer has no translator available (Rocket LegaSuite Text, n.d.).

### **Rocket LegaSuite Workflow Tool**

This function enables companies to automate business processes. It connects several LegaSuite solutions with one another to automate manual processes, in order to improve performances.

A detailed elaboration on the workflow tool and its aspects can be found in appendix E.

### **Rocket LegaSuite Web-app Tool**

The LegaSuite Web Apps are HTML5 applications. This means that this application is able to be accessed to all modern browsers with one solution.

A brief explanation is stated in the quadrant below;

This tool lets users develop rich web and mobile web applications, including delivering intuitive and engaging web apps, integrations with business logic, services, and databases. Next to that, there is room for deployments, and the possibility of migrations from J Walk and GUI desktop applications (Rocket LegaSuite Web, n.d.).

*Image 1.7 Web-Apps Aspects*

## 2.4. Market Delineation

The business scope of LegaSuite is outlined by using the model of Abell. The model shows which products and needs LegaSuite uses to attract its target groups. All aspects within the 3 dimensional box (see figure 1.9.) are related to LegaSuite. The target groups with the most potential are C1 to C7 (see table 1.8) and are retrieved from Rocket's database, while target group C8 (highlighted in blue) is an interesting future target group.

This group occupies no defined place in the shared database and therefore is a potential new target group to expand business towards (see 3.2.8).

The following legend shows the various aspects that are related to LegaSuite.

Needs	Target Groups (Customers)	Products
<b>N1:</b> Competitive Prices <b>N2:</b> Cloud Solutions <b>N3:</b> System Upgrades <b>N4:</b> Service / Help Desk <b>N5:</b> After Sales <b>N6:</b> Mobile Solutions <b>N7:</b> Training & Mentoring <b>N8:</b> Secure Customer Portal <b>N9:</b> Maintenance <b>N10:</b> Mainframe & Platform Solutions	<b>C1:</b> Software Sector (ISV – OEM – Software Organizations) <b>C2:</b> Financial Sector <b>C3:</b> Healthcare Organizations <b>C4:</b> Insurance Groups <b>C5:</b> Public Sector <b>C6:</b> Transportation <b>C7:</b> Automotive <b>C8:</b> Other Target Groups	<b>T1:</b> GUI <b>T2:</b> Mobile <b>T3:</b> Integration Tool <b>T4:</b> Text Translation Tool <b>T5:</b> Workflow Tool <b>T6:</b> Web-app

Table 1.8 Legend of Abell's model

In a later stadium of this report, it will be used to see if LegaSuite is focusing on the right products, needs, and target groups.

Figure 1.9 outlines the business model.

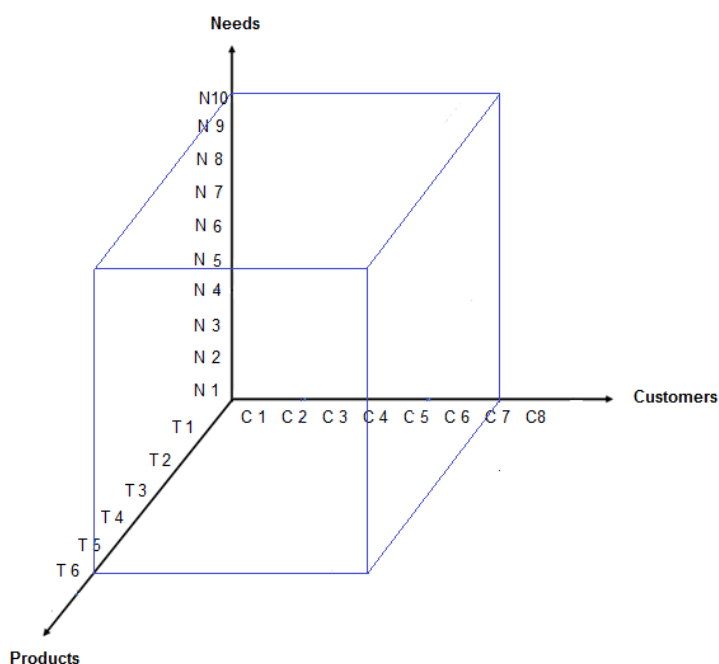


Figure 1.9 Model of Abell



## 2.5. Strengths

*The strengths of Rocket LegaSuite are identified and outlined in the following paragraphs. By scanning through Rocket's internal environment, all strengths were found and analyzed. Chapter 3 outlines all strengths in the SWOT table.*

### 2.5.1. Shared Portfolio & Financial Situation

Taking over various software companies, including Seagull in 2007, meant an increase of Rocket's portfolio. Becoming acquainted with Rocket meant more security for Seagull and led to an increase in target groups with a broader range of business prospects for all divisions of Rocket, as every acquainted company brought in customers from various areas.

LegaSuite now benefits from the resources, finances and funds, made available for future developments, which led to improved products and solutions. The healthy financial situation has put Rocket LegaSuite in the position to compete more effectively on various markets.

### 2.5.2. SalesForce & Cross-selling

SalesForce has the overview of Rocket's entire customer database, in which all customers of all divisions of Rocket are outlined. Via SalesForce, new customers can be obtained for each division, as every division is able to offer different solutions that enhance business computing performances. The LegaSuite division is e.g. specialized in integration and application modernization, where another division of Rocket focuses on storage management and data protection. If the Storage division serves a company on the German market, LegaSuite is able to benefit from it as well. It allows LegaSuite to reach out to that customer and offer mainframe solutions for the customer's business computers. This method called 'cross-selling' generates a higher profit and improves the possibilities on the market.

### 2.5.3. LegaSuite's Functional Solutions (Products)

LegaSuite's products and solutions to solve problems occurring on legacy systems are stable solutions aimed at optimizing a customer's mainframe to its full capacity. LegaSuite has developed various high quality tools that help customers reach business goals. In that event, all tools LegaSuite developed to serve customers are defined as an organizational strength, as the tools are high quality solutions that enhance business performances.

The tools LegaSuite uses for optimizing the legacy platforms of businesses aimed on modernizing existing applications by re-using these so called 'outdated' models are described in the following sentences. Amongst the functional solutions there is also the integration tool, which integrates all mission-critical applications with a customer's personal files and systems. Furthermore, there is LegaSuite Insight, which focuses on e.g. modernizing business intelligence, and the LegaSuite Workflow tool, which is designed to automate all LegaSuite's solutions.

The Text Translation Tool translates all texts of applications, messages, labels etc. to the preferred language of a user. Lastly, LegaSuite's Test Suite is a tool that tests all applications automatically, in order to keep track of the situation of all active applications.

Appendix F holds a more detailed overview of the aspects of LegaSuite's functional solutions.

#### 2.5.4. LeadLander

LeadLander is a tool which keeps track of all visits companies have made to Rocket's website. All divisions of Rocket have access to LeadLander, which allows each division to analyze the interests' companies show in certain products and solutions of Rocket's assortment.

The aspects LeadLander outlines are summed up below:

- LeadLander shows which companies visited the Rocket website
- LeadLander shows how many returns companies have made in total to a page
- LeadLander shows the specific interest of companies, based on page visits
- LeadLander shows the companies' origin and its most recent visit to the website
- LeadLander shows all search criteria companies used to find a fitting solution

LeadLander adds value for Rocket. It defines where potential future business deals lie.

#### 2.5.5. One Source Solutions

Rocket enjoys a wide range of possibilities in developing business computing software for business computers. In the suppliers favor, Rocket has the developed techniques to install a wide range of windows application software on a variety of legacy systems, which means that customers only need one supplier for all the service needs in the IT-area. Rocket is able to create solutions to any kind of problem that a customer encounters, which makes Rocket a one-source supplier. The strength of being a one-source supplier is that no extra costs have to be made to suppliers, plus it erases the danger of suppliers lowering quality and/or increasing costs in their own favor.

#### 2.5.6. Experience

Over the last 24 years Rocket has expanded itself across the globe, doing business on 5 continents with a huge amount of customers. All the experience gathered in various countries has led to knowledge of the IT-market, including the preferable needs and wants of businesses (customers) in these areas. This expanded- and developed LegaSuite's knowledge of the IT business world, its platforms, applications, desires and legacy systems. This strength opens up doors for entering other markets in a variety of areas, including Germany.

Moreover, LegaSuite's experience in providing solutions to business computing systems that run on old legacy software has developed substantially over the years, which allows Rocket LegaSuite to provide solutions to all business related software problems of a customer.

#### 2.5.7. Non Invasive

LegaSuite is a non-invasive solution, which can be defined as a strength. The non-invasive methods of Rocket have the advantage of not having to invade into a customer's personal business software environment. The methods of Rocket LegaSuite allow the original business computing systems to remain active, while building solutions over the old mainframe. The solutions enhance business performance and improve the performance of the entire computer.

The non-invasiveness of LegaSuite is a desirable work-method for customers, as a loss in files, important data and programs cannot be afforded by most companies. Therefore, the ability to solve software problems by creating innovative solutions, while at the same time keeping the old system (mainframe) intact, is a fast and efficient method to achieve a



higher business performance. The beneficial aspect concentrates itself on providing easy-to-understand tools, which are gradually integrated in order to let the users get used to the new enhanced environment.

In general, new hardware is not necessary thanks to the solutions of LegaSuite, which are installed within a short period of time. Moreover, LegaSuite's solutions have a limited level of risk and are cheap compared to buying new hardware, including the associated components.

#### **2.5.8. New Techniques**

Rocket has developed new software products that allow companies that use existing legacy systems to reduce their costs.

Decisions of a company (customer) to switch software applications for any reason can be prolonged or stopped, as Rocket has solutions that let customers reach the same goals for less money, risks and time.

As Rocket LegaSuite has the techniques and skills that cover almost every legacy platform and software application on business computers, it allows LegaSuite to serve its customers in almost every way. Rocket's techniques allow constructing new lay-outs that function properly on the old legacy systems. Next to this, money will be saved on buying new hardware, applications and trainings.

Rocket LegaSuite's techniques and skills provide upgrades on existing legacy systems, while maintaining the mainframe set-up. These techniques and skills result in cost- and time-saving solutions.

### **2.6. Weaknesses**

*The internal analysis brought weaknesses forward as well. The next paragraphs outline all weak points from the internal analysis. All strengths and weaknesses will be outlined in the SWOT matrix, in Chapter 3.*

#### **2.6.1. No Marketing Department**

The message of Seagull being acquainted with Rocket Software and changing its name to Rocket LegaSuite was not carried out sufficiently to the public, which left buyers and customers in Seagull's market areas under the assumption of Seagull being non-existent.

The lack of marketing of LegaSuite can be explained by the fact that LegaSuite does not have a marketing department for the German market in The Netherlands. Not having a marketing department has led to losing the market overview, including opportunities to expand business to potential prospects on the market. Not having a marketing department is also problematic for future business optimization, which makes it increasingly difficult to expand business.

The lack of marketing towards the German market resulted in a decline of market share on the German market. This had a negative effect on LegaSuite, as it has led to a loss of the market. Moreover, the limited overview makes it hard to define what the key areas, key players and important developments on the IT-market are. Aside from that, the unfamiliar sound of the name 'LegaSuite' makes it harder to set LegaSuite apart from competitive companies, as no historic activities can be recalled by future prospects.



Not knowing which companies might have a need for LegaSuite's solutions and where potential prospects are concentrated, puts LegaSuite in an unwanted position. Due to the lack of marketing, determining which companies have interest in the products and services of LegaSuite becomes difficult due to the fact that companies do not know LegaSuite's general capabilities and product assortment.

Additionally, the lost overview of the German market works as a disadvantage for LegaSuite, as it becomes increasingly difficult to define the chances- and customer concentration on the market. Germany has a large market area and segmenting it to the most profitable business area is hard when the overview is inadequate.

#### **2.6.2. No Established Name & Unawareness**

When analyzing Rocket LegaSuite as a globally active organization, two main shortcomings rise to the surface. These shortcomings are LegaSuite's unawareness and unestablished name on the German market, which can be explained by the inadequately transmitted acquisition of Seagull by Rocket Software. Furthermore, LegaSuite being a relatively unknown brand name on the German market can also be explained by the inadequate transmission of Seagull's takeover.

Building up a reputation is important for achieving success in a market area, however as LegaSuite's reputation is not established enough in Germany, LegaSuite will encounter difficulties concerning new customer acquisitions and gathering trust of LegaSuite's products.

#### **2.6.3. Small Organization**

In comparison with organizations such as IBM, Oracle and SAP AG, all with over 50.000 employees, Rocket is considered a relatively small company, as Rocket has a workforce of approximately 1200 employees.

The disadvantages of being a smaller company lies in the facts of having less bargaining power, a slighter financial position, lower budgets for research and development, and receiving less acknowledgement.

### 3. Chapter 2: External Analysis

*The external analysis holds the factors outside the organization that could either influence Rocket LegaSuite positively or negatively. Chapter 2 can be described as the market description, in which analyses such as the power of suppliers and the power of customers outline what LegaSuite's opportunities and threats are on the German market.*

*A macro analysis is included to create an overview of all demographical, ecological, socialistic, technological, economical, and political aspects within the German market.*

*This Chapter is supported by a number of tables and graphs.*

#### 3.1. Market Description

The market description concentrates on all external factors within the concerned market. Target groups, suppliers, competitors and possible future target groups will be analyzed.

Furthermore, in order to determine the attractiveness of the market, the five forces of Porter will also be implemented into the analysis.

##### *Demographical & Economical Factors*

After Russia, Germany is the largest country in terms of population in Europe, with a population of approximately 82 million inhabitants in the year 2013. Of this number, there were approximately 42 million people working in Germany, most of whom ranging from 20 to 64 years of age. This group made up 55 percent of the population ('Economisch Profiel Duitsland,' p. 3).

With an inflation rate of 1,6 percent and 6,6 percent of the workforce being unemployed, both percentages can be described as relatively low compared to other European countries ('Economisch Profiel Duitsland,' p. 4).

In 2013, the average income in Germany amounted to 31,400 euro's per year, which was 30 percent higher compared to the average income in the European Union.

The German IT-market holds 138 billion in revenue and is currently the biggest IT-market in Europe. The market grows approximately 2 percent per year and has excellent preconditions and outlets for new entrants. (Kansen in Duitsland, n.d., p. 1).

The majority of the population is living in the metropolitan region's, which are Berlin / Brandenburg, North Rhine-Westphalia, Hamburg / Bremen, Stuttgart / Munich.

North Rhine-Westphalia (Western Germany) is the most important state economically wise, with approximately 18 million inhabitants who account for approximately 22 percent of the domestic product. About 19 of the 50 largest German companies are located in this area, including companies such as E.ON, German Telecom, Ford, Bayer and Henkel ('Economisch Profiel Duitsland,' p. 3).

In Southern Germany (Stuttgart / Munich) the major car manufacturers 'BMW', 'Audi', 'Daimler', and 'Porsche' are situated. Aside from this, the international market leaders in engineering and medical equipment are also established in this region.

##### *Social & Cultural Factors*

The German population is relatively well educated and has clear hierarchies and structures within the business environment. Moreover, the German attitude towards business approach is results-oriented, problem aware, and systematical. Germans are



less flexible and value to have everything perfectly arranged, so that no surprises appear afterwards.

German business people also value strict appointments and have a tight working schedule. It is important to arrive on time for meetings and forget about small talk, as the German business culture is aimed at going straight to business ('Economisch Profil Duitsland,' p. 9).

Furthermore, dressing in an appropriate fashion is important when visiting German partners, as well as a groomed appearance. Professionalism is highly appreciated and increases the amount of respect and acceptance.

#### *Technological Aspects*

The internet in Germany is vastly used, easily accessible, reliable, and fast, which makes website promotion and company presentation a recommendable method of reaching out to customers within the market.

Additionally, the energy supply is adequate, sufficiently present, and stable, which makes it possible to make use of a reliable internetworking, which optimizes business processes.

Moreover, Germany is a highly developed nation with its main industries always seeking for new techniques and innovations to improve products. Therefore, LegaSuite's solutions on software enhancements have a high rate of accessibility on the German IT-market.

#### *Ecological & Political Factors*

On an Ecological level it will not be an obstacle to enter the German market, as the IT product has no polluting environmental characteristics.

Politically speaking, Germany is a democratic nation with a politically stable climate, just as many other European countries. Germany is a member of the European Union and makes use of a free market economy which eases the matter of business between LegaSuite and German companies (customers) within the market area.

The German government, also on state level, has services, subsidies and programs that stimulate investments in the IT-market ('Kansen in Duitsland,' p. 2). This will make the market more accessible for LegaSuite.

### **3.2. Target Groups**

All important target groups from the database are outlined in the following sections, starting with the largest group and working towards the smaller groups. Via the use of percentages each sector's level of importance is indicated.

#### **3.2.1. Software Sector**

The software sector represents the biggest group of Rocket's shared customer portfolio and makes up 50% of the entire database. The software sector is divided into three variable sections, consisting of Independent Software Vendors, Original Equipment Manufacturers and regular companies active in the software business.

##### *Independent Software Vendors (ISV)*

ISV's are indirect customers that do business with LegaSuite to complement their personal assortment. This group approaches LegaSuite with requests for licenses for standard Rocket LegaSuite products.

Independent Software Vendors sell LegaSuite's products to its own customers and are characterized by having a specific set of wants, which often revolves around buying user interfaces. ISV's requests new licenses to legally use tools and products developed by LegaSuite for their personal business.

#### Original Equipment Manufacturers (OEM)

OEM's have a specific product wish, which they carry out to the development laboratories of a software company. The communication is handled via the software development laboratories, as this department holds the power of attorney on this type of requests.

After the product is obtained, it gets processed into the OEM's own assortment products, which thereafter gets sold to the customers of the OEM. Important OEM's are organizations such as IBM.

#### Regular Software Companies

This comprises all companies active in the software industry that are not labeled as an ISV or OEM. All in all, the entire software sector is important due to the high number of contacts represented in the database. The entire software sector holds half of LegaSuite's database, which is an important criterion.

#### 3.2.2. Public Sector

This sector is made up of ministries, government agencies, municipal institutions etc. Their needs are similar to the needs of healthcare organizations, as e.g. government agencies are dependent on functioning systems in order to store and access data of citizens. The public sector holds 9% of all represented industries within the database.

#### 3.2.3. Financial Sector

Bank groups are widely spread across the country and have offices situated in almost every town or city, regardless of size and population. Their financial position is strong and also the needs for frequent updates, including services, are a must in order to prevent system failures. A crash, a loss of information, or a temporally inaccessibility is catastrophic for these parties. Therefore, banks are a beneficial target group for LegaSuite. They account for approximately 8% of LegaSuite's database.

#### 3.2.4. Automotive

This sector is considered important for the German market, as the German automotive industry is one of German's biggest mainsprings. Germany is Europe's biggest car producer and is therefore labeled as an industry of great importance. This sector makes up 7% of the shared customer database.

#### 3.2.5. Insurance Groups

Insurance groups are widely spread across the country and have offices situated in many places. Their financial position is strong and also the needs for frequent updates, including services, are needed in order to prevent system failures. They account for approximately 6% of LegaSuite's database.

#### 3.2.6. Transportation

The transportation sector includes all sorts of transportation means, for example the transportation of goods by making use of the road, via rail, through the air, or over sea. Next to this, this sector involves public transportation organizations as well and is

considered an important sector due to the fact that transportation relies on well-functioning software. This industry makes up 5% of LegaSuite's entire database.

### 3.2.7. Healthcare Sector

The healthcare sector makes up 3% of LegaSuite's database and is considered an important group, as people live longer and the population is constantly growing. Aside from that, there is an all-time need for medical care etc., which makes the healthcare sector a target group dependable on functioning software. These organizations are broadly spread across the country and have databases which need various upgrades and services.

### 3.2.8. Others Target Groups

This short section briefly outlines potentially interesting other target groups from the database, which could be future business contacts for LegaSuite.

#### Future Target Groups

All target groups not defined as an industry, are labeled as 'other' in Rocket's shared database. These fairly big numbers of undefined companies' are interesting future sectors for LegaSuite to do business in, based on their limited presence in the database. This leaves opportunities to expand business towards in the long run. They account for 12% of all contacts in the database and vary from agricultural organizations to media industries.

### 3.2.9. The 5 W's

*This section is part of the target group analysis. The 5W's line out why the German IT-market is the preferred area for LegaSuite and sum up all the answers found throughout the research. It provides a clear overview of LegaSuite's motives for aiming on the targeted customers and the reasons for achieving success.*

This section provides answers to the following questions:

- Who are LegaSuite's current customers?
- What is the reason for the focus being on the German market?
- Where is the target group situated?
- When and how will the target group be triggered to do business with Rocket LegaSuite?
- Why would companies on the German market be interested and convinced of Rocket becoming a preferred supplier?

### 3.2.10. Who are LegaSuite's current customers?

Rocket operates on a large global scale with customers in various industries. All established customer relations are saved into an account, accessible for all divisions of Rocket Software. Aside from contacts gathered throughout the years, each division is able to close business deals with customers from other divisions of Rocket as well. This is called cross-selling, which was explained earlier in section 2.5.2 of the report.

Moreover, LegaSuite has a wide range of customers spread over the European continent, with their main businesses situated in The Netherlands, Germany and Great Britain.

As explained in section 3.2. (target groups), Rocket's customers operate in all field of business, such as the software sector, the automotive industry, transportation industry, the public sector and the healthcare industry. These groups make up approximately 88%



percent of Rocket's database and are either regular customers doing business with one of Rocket's divisions, or customers that occasionally do business with Rocket.

When focusing mainly on the German market and its current customers for Rocket Software, there are a considerable number of customers of Rocket summed up in the shared database. However, as Rocket LegaSuite's market overview and German market presence has not developed over the last 5 years, most customers are contracted by one or more of the other 4 divisions of Rocket.

LegaSuite seeks to find out which of these contacts are interested in the capabilities and services of LegaSuite, aside from the services the customer is already receiving from another one of Rocket's divisions.

A short selection of the companies LegaSuite is currently acquainted with in Germany is outlined below:

Agfa Gevaert - Audi - Generali - Dresdner Bank - Allianz - ISV's - OEM's

*Image 2.0 Short Selection of Acquainted Companies*

A list of potential new customers for LegaSuite will be made up based on the results of the survey, which will be shown in sections 5.3.3 and 5.3.4.

#### **3.2.11. What is the reason for the focus being on the German market?**

The reason for focusing on the German market is because Rocket wants to increase its revenue in Europe. Moreover, as various divisions of Rocket are already in business with companies on the German market, it provides LegaSuite with the opportunity to approach those companies as well. Additionally LegaSuite seeks to increase its personal portfolio and reach a better market position in Germany, starting by reaching out to contacts from the shared database.

The German economy is strong and has been a steady factor throughout the entire financial crisis in Europe. With a solid financial situation, it offers opportunities for foreign companies (including Rocket) to expand business to the German market. For LegaSuite the focus is all on selling business computing software to firms and other organizations, beginning with closing business deals with customers from the other divisions.

The fact that an enormous number of German businesses operate on existing legacy systems (Survey on IT, 2014), means there is a high business potential for LegaSuite, as their expertise is based on modernizing and integrating applications for this type of business computing systems.

Additionally, the rail sector, airport sector, councils, and advertising bureaus should be reviewed as potential future prospects, as well as the software sector. These groups make up a respectable amount of the German database, which is an ideal starting position for enlarging the business scope in Europe.

#### **3.2.12. Where is the target group situated?**

The target group is situated in Germany, both in West and former East Germany. The concentration of customers LegaSuite has an interest in is located throughout all of Germany, with the biggest groups situated around large cities.

The survey was sent to customers from the database and shows that the concentration of customers is divided over the country.

Analyzing the survey the following overview has been obtained. See table 3.1 for an outline of the amount of target groups per region.

Regions	Target Groups	Region Percentage
North Germany	All Types	19%
South Germany	All Types	22%
East Germany	All Types	13%
West Germany	All Types	34%
Middle Germany	All Types	12%

*Table 2.1 Location Target Groups*

Viewing the table it can be stated that all regions have market potential, with the western region being the biggest region with beneficial aspects such as low costs and a small timeframe when visits need to be made, due to its location.

### 3.2.13. When and how will the target group be triggered in doing business with LegaSuite?

As companies always seek for high value against low prices, it is LegaSuite's mission to offer high quality solutions against attractive costs. The report has shown LegaSuite's current standings in the market, its possibilities, its products, its services, its competitors, and its general power, including the associated abilities.

The strategy of sending out surveys with questions about the interests in the market proved to be a good start for triggering customers on the German market. The survey has two beneficial aspects, which are raising awareness and acquiring an overview of needs in the market. By sending the constructed survey to a large amount of companies listed in LegaSuite's shared customer database, a better understanding and overview of wants and demands on the German market was obtained, which forms a good indicator of where the chances for LegaSuite lay within the market. Next to that, it raises awareness of LegaSuite, as the companies are able to see who sent the survey, including an assembly of well formulated questions that testify of expertise.

When the companies are made aware of LegaSuite's existence via the survey, the first contact has been made, which allows future approaches to be made as well. Further contact with companies provides LegaSuite with the chance to outline its broad product assortment, including prices, maintenance costs, and benefits compared to other players on the market. Being flexible is something where a (relatively) small company holds the advantage over bigger companies, which is ideal for LegaSuite. LegaSuite is able to adjust prices, delivery time, maintenance costs, and other aspects a lot easier than e.g. IBM, SAP, or Oracle, which is favorable for approached customers. It means LegaSuite is able to play in on offers of bigger players and adjust them to the liking of a customer.

Additionally, LegaSuite should help itself become easily findable on the internet by letting the name Rocket Software pop up on the first page of Google by linking the search terms that companies often use to find legacy suppliers. Therefore, the questionnaire had a final question, which requested people to fill in all search terms that they would use to find software related solutions for their legacy systems. This provides LegaSuite with a good promotional chance.





Additionally, the wide range of products LegaSuite has in its assortment, including the ability to adjust and develop products, makes LegaSuite a flexible supplier.

#### **3.2.14. Why would German companies be interested in LegaSuite as preferred supplier?**

Rocket LegaSuite's products and services have an excellent quality and are used by many companies worldwide. Saving costs by building new computing systems over old systems is a strength of LegaSuite that allows the company to offer time-reduction to customers as well.

The solutions of LegaSuite are effective, fast, reliable, innovative, and financial feasible. The experience of LegaSuite with companies in The Netherlands, Australia, the Middle East and even some parts of Germany are helpful in realizing new future prospects and a trust in LegaSuite's capabilities.

Another attractive aspect of LegaSuite is being able to supply to every software-related need of a company. A customer does not need to do business with many software suppliers, as LegaSuite is a one source supplier and has the tools and services to enhance, modernize and upgrade the entire business performance of the business computing systems. The solutions are functional, broadly oriented, and have many beneficial aspects. Moreover, the customers enjoy a wide range of positive products and services, which are outlined below;

- One source solutions
- Cost reductive possibilities (saves the customer money on purchase & maintenance)
- The solutions are functional for all legacy platforms
- Help desk & after sales services
- 24 years of experience

Also, the cost-effectiveness of LegaSuite is high and the services included in the restructuring process are helpful for customers to get an understanding of the integrated applications and new system changes. All in all, the services of LegaSuite help customers integrate step by step into the new software environment, instead of a sudden change to an entirely new system. This service is appreciated by all companies, as users are easily integrated to the modernizations, which improves the understanding of the new environment and enhances the workflow.

German businesses are eager and enthusiastic to try new products and services, which is an ideal starting point for LegaSuite.

Lastly, Germany and The Netherlands are culturally closely linked to each other in the way of approaching business to customers. Punctuality, mentality attitude, and language knowledge are seen as important requirements in achieving successful results.

### **3.3. Porter's Five Forces**

In order to gain a clear overview of all market factors in the market description, the Five Forces Model of Michael Porter was used. The model is a brief overview of the written section of LegaSuite's supplier analysis, competitor analysis, customer analysis, new market entrants and the threat of substitute products.

The strategic model of Porter lines out all forces that determine the attractiveness of a market, which in this case is the German IT-market.



*Image 2.2 Five Forces Model*

The following sub-sections of the report go over each of the five forces in detail, starting with the power of suppliers.

### **3.4. Bargaining Power of Suppliers**

Rocket has no suppliers, as all products and solutions are developed in multiple developmental laboratories worldwide. Being able to develop products and solutions with its own resources and abilities, means Rocket has no obligations concerning suppliers and makes Rocket a one source supplier for its customers.

### **3.5. Bargaining Power of Buyers**

The German IT market is comprehensive and healthy. The market environment involves several software suppliers; however the presence of buyers is of an even larger size. Every company and industry needs a working software environment to keep the business run smoothly. Therefore, buyers of all industries need to have their software environment up-to-date in order to maintain successful business activities. The power of all buyers on the German market is variable per company, however remains relatively high due to the healthy economic situation of Germany in general.

Buyers in e.g. the software sector, which makes up a large part of LegaSuite's market share, are able to use this power to their advantage, in bargaining for better prices, conditions, and services when purchasing products and/or solutions of off LegaSuite.

Software related buyers, e.g. ISV's and OEM's can easily switch from supplier as switching costs will be low due their product knowhow and the availability of similar products and/or solutions on the German market.

This group of buyers, which are well educated on software products, compared to other buyer groups, regarding required products and solutions, will also use this knowledge when buying products and/or solutions.

With several competitors on the market supplying substitute products and solutions, buyers will use this to their advantage when purchasing products and/or solutions from the market. Buyers will also use to their advantage the less known brand name 'LegaSuite' in obtaining better prices and services. Bulk buying is a phenomenon used by buyers and has a strong influence in obtaining better pricing solutions and services when requiring products or solutions in large quantities.

### 3.6. Competitor Analysis & Degree of Rivalry

*For Rocket LegaSuite the main competitors in the German market area are 'PKS, IBM, NewLook, BCD Software, ML Software GmbH and Software AG', which altogether have a large market share.*

*In the following paragraphs an outline of each competitor will be given in detail, where after an overall outline of all aspects of these companies will be shown in two tables.*

#### 3.6.1. System Integrators

System Integrators (SI's) are individuals or companies that are able to serve every software-related need of a company. A system integrator builds computing systems by combining both hardware and software from multiple vendors (Rouse, 2007).

Companies are able to align pre-configured components and off-the-shelf software against cheap prices when making use of a system integrator. This enables companies to meet its business goals relatively cheap, instead of spending higher amounts on customized implementations that often have a need for original (re-)programming and/or manufacturing of uncommon components (Rouse, 2007).

SI's are also capable of integrating and designing customized applications or architecture, including integrating it with new or existing hardware and/or software (Rouse, 2007). Some SI's even specialize in e.g. SAP installations and upgrades, which allow more customization possibilities for certain applications to be realized.

For these reasons, system integrators are regularly hired by large firms, in order to control a company's entire IT-section. System integrators are companies such as IBM, Atos, and Fujitsu, which are all capable of influencing choices on IT-related matters within the company that hired them.

Moreover, a System Integrator with influence at a particular company has a decisive influence on whether or not this company is going to accept offers from other players on enhancing its software environment. In general, SI's control the entire basic IT-platform of a company and are able to fix and solve all problems of a company's software environment.

#### 3.6.2. Oracle

Oracle is a well-known company, which can be defined as an application deliverer. The American software company was founded in 1977 and is currently active in a variety of countries worldwide, including Germany. Oracle employs over 100.000 people worldwide, with a head office situated in Redwood City, California (Oracle Head Office, 2008, DBN\_01).

The Oracle Corporation has a broad product scale aimed on delivering new business computing systems that enhance business performance for all users. Oracle provides solutions to all kinds of areas, including Cloud solutions, Business solutions, Technology solutions, Industry solutions, midsize company solutions and Optimized solutions.



Moreover, all Oracles' solutions are oriented on providing new software platforms to users that request software enhancements.

### 3.6.3. SAP AG

SAP was founded in 1972 and is a software developer and application deliverer of German origin, with its headquarters situated in Walldorf, Germany. Its subsidiaries are in Berlin, Munich, Ratingen and St. Ingbert, as well as a development center with a cosmopolitan environment ('Zakelijk Innoveren met IT,' n.d.).

With offices in 130 countries and business activities with more than 250.000 customers spread over 188 countries, SAP is the 3<sup>rd</sup> largest software manufacturer worldwide. Operating in 25 industries, SAP provides innovative solutions which do not need regular disruptive upgrades and are easily understandable for all users ('SAP at a Glance,' n.d.).

In general, where LegaSuite has solutions for old legacy systems in the form of modernizing, enhancing, and increasing accessibility for all users, SAP simply provides a new system to the customer. The systems of SAP are new, modern, and fully equipped, however require longer implementation processes.

### 3.6.4. PKS

PKS is a company of German origin situated in Germany with many distributions in Austria, Switzerland, Asia, Pacific, Japan, U.K. and the United States. PKS has established its marketing very well and has developed name-and brand awareness, especially in Germany. PKS offers very similar solutions as LegaSuite to its customers. However, by being experienced in the German market area, doing excellent marketing, and providing sustainable solutions PKS poses a threat to Rocket LegaSuite. Being a German originating company gives PKS an edge, which works to PKS's advantage.

PKS creates intelligent tools that are made in Germany and guarantees optimal cost-effectiveness against a limited risk for its customers. This guarantee is realized by achieving a high degree of automation with custom-tailored tools of the highest quality. Next to this, PKS implements solutions with a high degree of specialized knowledge and traction. By mutual collaboration PKS realizes success via a combination of technological know-how and application quality. Lastly, the customers have a deep trust in the services and applications of PKS (PKS – Pharsight Knowledgebase Server, n.d.).

### 3.6.5. IBM

IBM stands for '*International Business machines Corporation*' and is one of the biggest IT-businesses in the world. It has over 433.000 employees and had revenue of approximately 106.9 billion in 2011 (Waseem, 2013).

IBM has its main office situated in Armonk, New York and is familiar for putting the first personal computer on the market. The core activities are varied in designing and selling hardware, software, technology and providing services to the IT-sector.

IBM is the world's market leader in the sector of IT-software solutions and concentrates itself on IT projects, Hardware, Software, Business & IT Consulting, Business Process Outsourcing, Finance, General Maintenance, Application Development & Maintenance, Education and Continuity & Recovery Services. IBM is active in over 160 countries and holds the world record of patents by big investments in fundamental science and research for 20 years (Waseem, 2013).



### 3.6.6. Newlook

Newlook is a company of Australian origin which has established itself in the IT-sector. Founded in 1995 and active on the German market, NewLook has created solutions to modernize AS400, iSeries, System I and IBMi 5250 applications. Solutions of Newlook are concentrated on GUI's (which are user interfaces) of RPG, COBOL and third party applications. Next to this, Newlook provides desktop and business integration, web services such as publishing & consumption and workflow enhancements (Products, Newlook).

The solutions are addible on modernization, integration, mobilizing, extending and developing new IBMi software applications and are simple and effective. The products and solutions are designed for completing big projects with ease and without heavy training beforehand. Besides that, the software applications are usable as services that transform the legacy apps for a company. Next to modernizing, Newlook also develops application software.

### 3.6.7. BCD Software

The BCD Software Company (Business Computer Design) creates tools for a wide range of computer software. BCD has over 30 years' experience in the IBM midrange segment and offers products and services against good prices that help companies modernize software applications and increase efficiency.

AS400, System I, iSeries applications and processes are applications of BCD. These applications are specializations of BCD and the solutions are deliverable as a wholly- or separately integrated suite. Moreover, the company has developed a ClearPATH Modernization Suite that allows customers (users) a range of options to meet the modernization demands. BCD Software offers similar products and solutions as LegaSuite offers to legacy users (Products / Solutions, BCD Software).

### 3.6.8. ML Software GmbH

ML Software GmbH is a well-known German company with over 30 years of experience and is situated in Karlsruhe. ML Software GmbH has strong developing tools and add-ons, which are similar to LegaSuite's products. ML Software GmbH has many partners, such as IBM and Microsoft, with whom it has created software solutions, modernized middleware and integrated heterogenic environments. The company optimizes current processes and supports users with a focus aimed on planning and implementing IT-solutions (ML-Software GmbH, n.d., XING).

ML Software uses ML4 Windows as its programming system and uses several other technologies such as the iNext Suite and the iNext Add-ons modern. ML Software is specialized in using the ML4 Windows, the iNext Suite and the iNext Add-ons for Modernization, Development and Integration which run on IBM Middleware (AS400) systems, System I, iSeries etc. Next to this, ML connects the Microsoft and IBM world to each other, in order to get as much advantage as possible (ML-Software GmbH, n.d., XING).

### 3.6.9. Software AG

Software AG is a German software company founded in 1969 and is currently active in 70 countries. It has over 5000 employees and is the 7<sup>th</sup> fastest growing technology company worldwide (Bloomberg Business week, n.d., SoftwareAG). Software AG has the title 'leader' in many categories and has earned over one billion in revenue in 2012.

More than 70 percent of the globe uses products of Software AG and it is well represented in many areas worldwide. Moreover, according to Software AG, no one is able to match the global reach, financial strength or width and depth of its products (Software AG at a Glance, n.d., SoftwareAG).

It has leading brands named 'ARIS, WebMethods, Adabas, Natural, CentraSite, Terracotta and IDS Scheer Consulting', which all represent a unique portfolio of integrating, designing, creating process strategies and controlling.

### 3.6.10. Product & Industry Tables

Analyzing the table below, it is possible to state that all competitors can supply the mentioned products. The difference lies in the fact that Rocket, PKS, ML Software GmbH, Software AG, BCD Software, and NewLook are all able to upgrade and integrate existing legacy systems, whereas Oracle and SAP supply entirely new systems. IBM is capable of both upgrading systems and supplying customers with new systems.

The following table outlines the products considered important for upgrading and enhancing the capabilities of legacy computing systems.

Companies	Products					
	Modernization	Mobile	Integration	Translations	Workflow	Web-App
Rocket LegaSuite	X	X	X	X	X	X
PKS Software	X	X	X	X	X	X
IBM	X	X	X	X	X	X
Newlook	X	X	X	X	X	X
BCD Software	X	X	X	X	X	X
ML Software GmbH	X	X	X	X	X	X
Software AG	X	X	X	X	X	X
SAP AG	X	X	X	X	X	X
Oracle	X	X	X	X	X	X

Table 2.3 Competitor Product Overview

As the table shows, all competitors are capable of delivering the necessary products needed to enhance the business performance of legacy systems.

The following table shows in which industries LegaSuite and its competitors are active on the German market.

The columns that are left blank are industries in which a particular software organization is either not active in, or industries that are not outlined on the company's website.



Companies	Industries						
	Software Sector	Financial	Healthcare	Insurance	Public Sector	Transportation	Automotive
Rocket LegaSuite	X	X	X	X	X	X	X
PKS Software			X			X	
SI (IBM)	X	X	X	X	X	X	X
Newlook	X	X	X	X	X	X	X
BCD Software	X	X	X	X	X	X	X
ML Software GmbH	X	X	X	X	X		
Software AG		X	X	X	X		
SAP AG	X	X	X	X	X	X	X
Oracle	X	X	X	X	X	X	X

Table 2.4 Industry Overview

### 3.7. Threat of New Market Entrants (Entry Barriers)

New market entrants are ambitious and eager to accomplish success when entering a new market. New market entrants seek markets which are not dominated by key players, such as e.g. IBM, Oracle and SAP, which is why new entrants often seek business opportunities in smaller markets with lower entry barriers. The German IT-market is one of these low-barrier markets, in which government regulations, policies, laws, and restrictions are not present for software organizations, which makes entering the market all the more easier for new entrants.

The German IT-market holds 138 billion in revenue and with a market growth of approximately 2 percent a year, is a profitable industry for LegaSuite, which will attract other new entrants as well (Internationaal Ondernemen, n.d., Dnhk).

The entry of new competitors on the German IT-market will result in more competition and less profit. New entrants will affect the market share in Germany, as new entrants enter the market with an equal product against a better price in order to awaken interest of buyer groups on the market.

Furthermore, the upfront investments for entering the German market are low, as software developers do not need factories or stores for manufacturing and selling products. The fact that software organizations are able to operate from its own

developmental laboratories and offices, makes the entry barrier for new entrants significantly low as well.

By means of comparable products and services, combined with attractive pricing, new market entrants will awaken buyer interest and thus propose a direct threat to present software suppliers like SAP AG, Software GmbH.

Moreover, when switching costs are low, it will attract new entrants as the entry barrier lowers as well, which poses a direct threat to existing software suppliers in terms of customer attraction, sales, and profits.

### 3.8. Threat of Substitutes

The threat of substitutes on the German market is strong, as the key competitors are supplying similar products (see table 2.3) and services as Rocket LegaSuite. The specific difference between the competitors mentioned in table 2.3 lays in the fact that Rocket, ML Software GmbH, PKS, Software AG, and NewLook all upgrade existing legacy systems, whereas Oracle and SAP supply entirely new systems. IBM is capable of doing both solutions and is able to offer package deals concerning hardware and software.

These upgrading companies who are able to supply substitute products that are equal or superior to LegaSuite's products are a serious threat. If customer switching costs are low due to the availability of substitute products, this is also a threat.

When substitute products prove to be cheaper against LegaSuite's products, the customer's interest will be triggered, which results in less business opportunities for LegaSuite. Product performance is also an important aspect. If a substitute's product performance is better than LegaSuite's products, this will affect LegaSuite's market.

### 3.9. Opportunities

*The following sections provide an insight of all opportunities of Rocket LegaSuite. All opportunities will be analyzed and summarized in the SWOT matrix in chapter 3.*

#### 3.9.1. Legacy

The specialization of Rocket LegaSuite is in upgrading existing legacy computer software. In general, this type of software is outdated, however still meets the conditions and requirements for a lot of users. Legacy software has proven its reliability and stability since it has been introduced over the years.

Legacy software is often used in production environments to prevent re-writing other related programs. The interface of a legacy computer can be adapted to optimize the software. However the original technique and computing platform remains intact. The only thing that changes is the lay-out, or interface.

As many companies in Germany run on computing systems that are legacy-based (Survey on IT, 2014) and require frequent upgrading, it creates business opportunities for LegaSuite. Also, the integration and modernization of legacy systems are quicker to realize in a company's software environment compared to the slower implementation processes of new systems from e.g. Oracle or SAP.



### 3.9.2. ISV's, Banks, Healthcare, OEM's, Insurance Sector etc.

As explained in earlier sections of the report, LegaSuite's current revenue is largely made up from selling software to Independent Software Vendors (ISV), which opt for buying licenses of off Rocket which enables them to sell LegaSuite's software as their own product to customers. According to internal sources, both ISV's and OEM's together account for 50 percent of Rocket's database. Therefore, the software sector is a definite opportunity for LegaSuite.

Aside from the Independent Software Vendors and OEM's, LegaSuite reaches out to inter alia banks, insurance companies, the automotive sector, and healthcare organizations. These target groups are often still active on legacy systems and need fast, high quality, and easy solutions to keep their system running, which is important in these types of industries, as errors or crashes could be fatal. Especially banking systems are active on IBMi Series, Mainframe, or UNIX systems and need software developers to control their systems to prevent crashes, optimize system capabilities, and enhance business performance. These mentioned groups are related to LegaSuite and ensure business opportunities due to their legacy systems.

All in all, LegaSuite has a huge database of customers, ranging from banks to e.g. transportation businesses. The other groups in the database leave opportunities to expand, as there are also industries, such as the agricultural and media industry, which are not largely represented in the database.

### 3.9.3. Cost Savings

As long as a company runs its entire IT environment on a legacy business computing system, LegaSuite has the ability to bring solutions to all problems, specific needs and desired adjustments of a certain platform. It does not matter whether a company runs on e.g. a Mainframe or a UNIX system, as LegaSuite has solutions to all legacy platforms. The goal is simply to reach the level of preferred supplier, which is achieved by setting out products and services against attractive prices. The solutions are effective, non-invasive and quick.

Moreover, in the process of delivering solutions to a company, there are price related encounters between the supplier and the buyer, which all relates to product quality, product efficiency, product reliability, maintenance costs, the pace of installing software, and in what way the solutions enhance business performance.

Furthermore, the one source solutions of LegaSuite save companies huge expenses on considering other options, such as off-the-shelf solutions or high switching costs when switching platforms. LegaSuite has the strength of one source solutions, which allows LegaSuite to carry out the opportunity of cost savings for customers, as no extra parties need to be involved. LegaSuite is able to fix all problems against affordable prices, without lowering quality and efficiency. LegaSuite is able to offer customers' savings up to 50 percent on product and maintenance services (Rocket Software, n.d.)

Furthermore, LegaSuite is also able to reduce the amount of MIPS (Millions Instructions per Second) of all big data programs, thanks to the development of a program called 'Zipp Offload'. MIPS is a method that determines the costs of all executed data actions and is a very expensive unit of measure. By using LegaSuite's Zipp Offload, these significant costs can be reduced.

#### 3.9.4. Good Preconditions & Revenues

The German IT-market has high revenues and is the biggest market in Europe with a growth percentage of 2 percent a year. Germany is hardly affected by the financial crisis, which means most businesses have a healthy financial situation that stimulates them to make more investments on improving their I.T. platforms. This results in more opportunities for LegaSuite.

#### 3.10. Threats

*The following sections provide an insight of all threats of Rocket LegaSuite. All threats will be analyzed and summarized in the SWOT matrix in chapter 3.*

##### 3.10.1. Application Suppliers (SAP – Oracle)

Application suppliers are companies which have solutions for all IT systems and platforms. These companies do not modernize the platform a company runs on; however deliver an entirely new model instead. SAP and Oracle are categorized under this group and are experienced players on the German IT-market. Back in 1988 SAP and Oracle decided on a cooperative pact, which lasted 10 years.

Application suppliers such as SAP and Oracle are able to be compared as competitive rivals for LegaSuite, as the two companies are operating in the same branch. These competitive companies are able to form a serious threat on the IT-market, as the size and reputation of these players is extremely high.

##### 3.10.2. System Integrators (IBM – Atos – Fujitsu)

System Integrators (SI's) are companies that are able to serve every software-related need of a company and therefore are often hired by large firms to control their entire IT-section. This person or company builds business computing systems by combining software and hardware from multiple vendors. This enables companies to align cheaper and pre-configured parts to meet business goals, instead of customized implementations that may require original programming or manufacturing of unique components (Rouse, 2007).

System integrators are companies such as IBM, Atos and Fujitsu, who have a big influence on IT-related matters within the company that hired them. When LegaSuite awakens the interest of a company and gets invited to present itself and its solutions, the System Integrator who works at/for the particular company has a decisive influence on whether or not the company is going to accept the products and solutions of LegaSuite.

In general, SI's control the entire basic IT-platforms of a big firm and are able to fix and solve all problems of the company's business software. Therefore, Software Integrators are a threat for Rocket LegaSuite as this group is able to solve software-related issues by using both the highest quality products in software and hardware within a short timeframe.

##### 3.10.3. Substitute Products

LegaSuite is the division of Rocket responsible for the integration and modernization of software for existing legacy systems. The solutions are concentrated on application modernization, application integration, data migration etc.

The competitors ML Software GmbH, Software AG, PKS, BCD Software, and Newlook are all capable of supplying substitute products on existing legacy systems and therefore are a serious threat for LegaSuite.

Next to that, SAP AG and Oracle are organizations that can be defined as substitute providers as well. Where IBM is able to offer package deals to companies, SAP and Oracle are able to provide customers with new systems instead of modernizing and integration solutions on a customer's current platform.

#### **3.10.4. Threat of single-handed Solutions**

LegaSuite's solutions are concentrated on legacy systems (e.g. AS400 models) and develop solutions to enhance the business performance of these business computing systems. The solutions allow the old platform to remain running, while at the same time building new interfaces and applications to improve the performance of the business computers.

However, a selective group of customers (mainly smaller companies) have little capital, which disallows them to invest in LegaSuite's products and services. This group integrates solutions to software-related problems single-handedly, with the motivation aimed on saving in costs and bypassing contractual obligations.

Single handed solutions mean a loss of potential- or existing customers for LegaSuite.

#### **3.10.5. Experience of (local) Competitors**

The experience and long-time position of other software companies on the German market forms a threat as well. Competitive companies have built up a relationship with many customers and developed a partnership, which makes it difficult for Rocket to mingle itself in between, let alone become a preferred supplier.

Competitive companies such as ML Software GmbH, NewLook, BCD Software, Software AG, and PKS have established itself on the German market, are locally represented and know the German business values and processes and therefore form a real threat to Rocket LegaSuite, which makes it more difficult for Rocket to enter the market.

#### **3.10.6. New Market Entrants**

New market entrants are able to suddenly arise on a market. New entrants are ambitious and eager to accomplish success and therefore seek to distinguish themselves by offering attractive prices in order to awake customer interest. New market entrants are able of establishing itself on the market with a new or slightly different product or service that sets them apart from the current players on the market.

According to Van der Meer (n.d.), the German IT-market is interested in Dutch software companies due to creative and innovative solutions (DNHK, n.d., Internationaal Ondernemen). Therefore, other software companies originating from The Netherlands, such as UNIT4, Afas, Exact, and Centric pose a threat to LegaSuite. The fact that the German IT-market is currently Europe's largest market with the highest revenues makes the presence of new market entrants a danger for other players on the market, including LegaSuite.

These new market entrants will select markets which are not dominated by key players and seek business opportunities in smaller markets, in which LegaSuite is active as well. Therefore, this group poses a threat for LegaSuite.

Moreover, financial resources are needed for establishing a desirable place on the German IT-market. If a software company has a healthy financial environment, the entering of the German IT-market will occur.

## 4. Chapter 3: Strategic Choices & Options

*In this chapter the strategy for Rocket LegaSuite will be developed. It starts with the SWOT analysis, followed by the confrontation of all strengths, weaknesses, opportunities and threats.*

*This will provide several strategic options, of which the most suitable strategic option will be chosen via a critical selection procedure.*

### 4.1. SWOT Analysis

Table 2.6 shows all factors from the internal and external analysis in a brief overview. The most important internal and external factors are highlighted in blue.

These factors are considered the most important and will be further elaborated in the confrontation matrix.

<b>Strengths:</b> LeadLander Shared Portfolio Financial Situation SalesForce & Cross-selling Assortment of Functional Solutions One Source Solutions New Techniques Non-Invasive Experience	<b>Weaknesses:</b>  No Marketing Department No Established name Small Company
<b>Opportunities:</b>  Preconditions & Revenue Legacy Systems Cost Savings Software Sector, Public Sector & Financial Sector	<b>Threats:</b>  Application Suppliers System Integrators Single-Handed Solutions Experience of Competitors New Market Entrants Substitute Products

*Table 2.5 Overview of internal & external factors*

The following pages contain the confrontation matrix, including the elaboration.

### 4.2. Confrontation Matrix

After the SWOT matrix is created, including all strengths, weaknesses, potential opportunities and threats, combinations for each of the four quadrants of the matrix can be constructed.

The different strategies that will be constructed by combining the four factors are outlined below:

- The Strength – Opportunity Strategies
  - o These strategies outline all possible advantages of the opportunities that fit in with the strengths of the organization.
- The Weakness – Opportunity Strategies
  - o These strategies must enable solutions to overcome the discovered weaknesses, while utilizing the opportunities.
- Strength – Threat Strategies
  - o These strategies allow the organization to use its strengths to the fullest, while reducing or elimination all the threats at the same time.
- Weakness – Threat Strategies
  - o These strategies provide a solution for eliminating all the weaknesses and preventing all the external threats.

The matrix outlines the strategies able to be formed with LegaSuite's most important strengths, weaknesses, opportunities and threats. The most important internal and external factors are combined, in order to form the right strategies. The value of each factor is ranked with a 1, a 3, or a 5, of which 5 is considered the most important.

See the confrontation matrix in the framework below;

Table 2.9 Confrontation Matrix		Opportunities			Threats		
		Cost Saving	Legacy Systems	Software Sector, Financial & Public etc.	Application Suppliers	System Integrators / Local Competitors	New Market Entrants
Strengths	Functional Solutions	3 b	5 d				
	One Source Solutions	5 a	3 e				3 q
	SalesForce & Cross-selling				1 l	3 n	5 p
Weaknesses	No Established Name			5 g	3 k		1 r
	No Marketing Department		1 f	3 h		5 m	
	Small Company	1 c		1 i	5 j	1 o	

Table 2.6 Confrontation Matrix

## 5. Chapter 4: Strategy Planning

*This chapter focuses on the goals & objectives established after the strategies in the confrontation matrix and the environmental scans, both internal and external. The combinations made in the confrontation matrix will be explained and outlined in section 5.1.*

### 5.1. Strategic Options

Reviewing the confrontation matrix, the following strategies can be formulated. Each quadrant describes strategies to one- or several combinations from the matrix. The strategic options are categorized as long, medium, and short-term options and each strategic option consists of a number and a letter. The combinations ranked with a 5 are considered most important and the letters indicate a specific section of the matrix.

#### Short Term Strategic Options

5d). How can LegaSuite use its functional solutions to answer to the needs of legacy users (systems) in the market area?

##### Strength – Opportunity Strategic Option

The Survey has shown that many businesses in Germany operate on legacy systems (Survey on IT, 2014). These existing systems require regular updates, maintenance, and adjustments, in order to fully comply with the needs and wants of customers.

LegaSuite's functional solution products are developed for this purpose and have proven their effectiveness and reliability over the past 24 years of business on the IT-market. Customer's needs and requirements can be fulfilled without high investment costs, as the existing systems are upgraded instead of being replaced.

Therefore, LegaSuite should use this to its advantage by intensively aiming on the right target groups, which are inter alia ISV's, banks, healthcare industries, OEM's, and insurance companies.

5a). How can LegaSuite use its one-source solution ability in convincing customers of cost-reduction?

##### Strength – Opportunity Strategic Option

LegaSuite's one source solutions have been developed and introduced to minimize costs on existing legacy systems. Enhancing the performance of outdated legacy systems is the goal of LegaSuite's solutions and has the benefit of being quicker than switching platforms as well. Moreover, LegaSuite's one-source solutions require no other involved party, which makes the process of upgrading a legacy platform quick and cheap, with the advantage of being able to remain online during the process.

Existing-and new customers must be made aware of LegaSuite's cost saving methods. This can be done by directly contacting, informing, and explaining the cost-saving solutions to customers. Prior to these actions, LegaSuite should also follow up on these actions by making appointments with the contacted customers.



5g). How can LegaSuite improve its un-established name, in order to attract more customers?

#### Weakness – Opportunity Strategic Option

The unawareness Seagull's takeover by Rocket Software was not sufficiently transmitted to the market, which resulted in a sales decline in several areas, including the German market.

Existing and all potential new customers should once again be informed of the takeover and name change, while at the same time be clarified of the benefits of the takeover for them. Specifically, stressing on the stronger financial situation, cost savings, new technologies, and experience. Fairs, promotional items, and mailings should be used to gain awareness on the market and product specifications and all beneficial aspects of LegaSuite's solutions should be outlined in IT-magazines and other commercial items.

5p). How can LegaSuite use Salesforce and the additional cross-selling opportunities to minimize threats of new market entrants?

#### Strength – Threat Strategic Option

LegaSuite's access to Rocket's general database (SalesForce), which is made up of customers from each Rocket division of Rocket must be used to its maximum potential, in order to minimize the threat of new entrants. By cross-selling, LegaSuite should try to reel in customers from other divisions of Rocket, carrying out the message of Rocket being a diversified company with various kinds of expertise. Based on previously (or currently) done business with Rocket provides LegaSuite with an advantage over other players within the market.

Moreover, the enormous database will make it difficult for new entrants to conquer a spot in the German software market, as Rocket already covers a considerable group of customers, which LegaSuite can more easily bind itself towards thanks to the established relationship by another divisions of Rocket.

As each division has its specialized solutions, all areas of a software market can be covered, which allows every request to be fulfilled on legacy-based systems. By means of cross-selling, the different divisions keep each other informed on potential customer needs and requests. This way the threat of other software suppliers and new entrants is minimized.

5m). How can LegaSuite provide a solution without a marketing department, in order to avert threats from system integrators (IBM – Atos – Fujitsu)?

#### Weakness – Threat Strategic Option

The lack of not having a marketing department in Dordrecht led to a market decline of business in Germany, which resulted in a limited overview of the market. This made it hard for LegaSuite to define the key areas, key players, and the wishes of customers, whereas competitors will respond/act strongly on these issues. Over the last 3 – 5 years no new customer relationships have been established.

Therefore, using LegaSuite's Salesforce (Cross-selling opportunity) in addition with brand promotion, mailings, surveys, and visits to customers should be considered.

5j). How can LegaSuite, as a small company, minimize threats from application suppliers (SAP & Oracle)?

#### Weakness – Threat Strategic Option

In comparison with companies such as IBM, Oracle, SAP, and Atos, Rocket Software is relatively small. To compensate LegaSuite's small size, the company should focus on all its strengths, in order to secure its market position against the big competitors.

Functional- and one-source solutions, cross-selling, experience, and cost-saving solutions should be used to minimize threats from application suppliers as well.

Moreover, LegaSuite should use its small size to quickly respond to the variable needs within the market. LegaSuite has the advantage of having less protocol regulations within the company, which will enable a faster way of working compared to e.g. IBM.

3b). How can LegaSuite show its customers that its functional solutions are also cost-saving?

#### Strength – Opportunity Strategic Option

LegaSuite's functional solutions have been developed to upgrade existing legacy systems, instead of replacing them. This can be achieved without high investment costs, which results in cost savings. With the aid of a PowerPoint presentation, mailings, and information on business fairs this process can be visualized for customers.

3e). How can LegaSuite inform legacy users within the market about the attractiveness and benefits of LegaSuite's one-source solutions?

#### Strength – Opportunity Strategic Option

Existing-and new customers must be made aware of LegaSuite's one-source solution abilities. This can be done by directly contacting, informing, and explaining the cost-saving solutions to customers. Prior to these actions, LegaSuite should also follow up on these actions by making appointments with legacy users within the German market.

3q). How can LegaSuite use its one-source solutions to minimize threats from new market entrants?

#### Strength – Threat Strategic Option

By using the one-source solution method, threats from new market entrants can be minimized. The method rules out the need for additional suppliers to fulfill the requirements or requests and is therefore less time-consuming and more cost saving. Together with the more than 24 years of experience, it will minimize threats from new market entrants.



3n-1l). How can LegaSuite optimize its Salesforce and cross-selling methods to deal with the threats of local competitors and application suppliers?

#### Strength – Threat Strategic Option

LegaSuite should use the results of the survey to see what specifications are preferred in the German IT-market. By using cross-selling methods to reach out to customers from the database, LegaSuite will be able to create a competitive edge over some other players.

Knowing exactly what the most-used platforms are and what the preferences are on software enhancements, LegaSuite is on top of the current events in the market concerning software improvements. LegaSuite should act quickly on these wishes within the market, as this knowledge accounts for a higher success rate over its competitors.

Moreover, tackling competitors can be achieved by keeping each division of Rocket up-to date on events in the market, which increases LegaSuite's knowledge of the market's wishes. LegaSuite should be able to respond much quicker on the needs of the target groups of the shared database because of these factors.

#### Medium-Term Strategic Options

3k-1r). How can LegaSuite reduce threats from application suppliers and new entrants within the market without an established name?

#### Weakness – Threat Strategic Option

LegaSuite should mainly focus itself on customers from the shared database. These contacts have previously done business with Rocket, which gives LegaSuite the opportunity to carry out solutions to these companies, using Rocket as reference.

Building a reputation should start by carrying out solutions that cover the entire software environment of a company in a quick and efficient way. Therefore, LegaSuite should raise name- and brand awareness by using Salesforce as main source for customer acquisition. Over time brand awareness will be raised and LegaSuite will become an established name on the market.

By optimizing the possibilities of Salesforce, including cross-selling, LegaSuite should be able to compete effectively with new entrants and current application suppliers on the market.

3h). How can LegaSuite reach out to the different sectors without a functioning marketing department?

#### Weakness – Opportunity Strategic Option

With the aid of Rocket's general Salesforce database and its Cross-selling methods, potential future prospects can be reached. The database is easily accessible and compensates the lack of a marketing department.

With the additional aid of LeadLander, all interested external groups can be monitored, which provides LegaSuite with insight of product requirements and desired solutions.

By using LeadLander, LegaSuite is able to categorize all customers on importance.

1c). How can a relatively small company as LegaSuite make customers in the German market more aware of LegaSuite's cost saving methods?

#### Weakness – Opportunity Strategic Option

LegaSuite's one source solutions have been developed and introduced to minimize costs on existing legacy systems. Existing-and new customers must be made aware of LegaSuite's cost saving methods. This can be done by directly contacting, informing, and explaining the cost-saving solutions to customers. Prior to these actions, LegaSuite should also follow up on these actions by making appointments with the contacted customers. Additionally, LegaSuite should attend fairs and other events in Germany to show overviews of LegaSuite's characteristics and specialties.

#### Long-Term Strategic Options

1f-1i). How can LegaSuite, as a small company, attract all targeted sectors within the market with its lack of a marketing department?

#### Weakness – Opportunity Strategic Option

LegaSuite should contact, inform, and explain customers from the database about the possibilities of its products and solutions. Companies should be made aware of LegaSuite's professional- and equivalent solutions by showing functional- and cost-saving methods that help legacy systems reach their full potential. Showing the effortless adaptability of a smaller company will help LegaSuite to establish a flexible reputation on the market, which results in becoming a preferred business partner for a number of companies.

Additionally, LegaSuite should consider regular visits, follow-ups, and business appointments after potential future customers are evaluated. This is highly appreciated in Germany and should account for a secure long-term relationship.

1o). How can LegaSuite minimize the disadvantage of being a small company and keep local competitors at a distance?

#### Weakness – Threat Strategic Option

LegaSuite should once again use its small size to its advantage. Responding quicker to the needs within the market can be achieved more easily, as LegaSuite has less regulatory obligations than e.g. IBM or SAP AG. The shorter time-frame of LegaSuite enables the company to more quickly adjust to the needs of a customer, which gives LegaSuite a little edge over several other players.

Moreover, keeping local competitors at a distance should be achieved by focusing on the customers Rocket already established relationships with. This gives LegaSuite a rather secure business environment and creates chances for LegaSuite to expand in size on a long-term by shifting from database customers to newly discovered companies.

As each division has its specialized solutions, all areas of the software market are covered and every request can be fulfilled on legacy-based systems. By mean of cross-selling, the different divisions keep each other informed on potential customer needs and requests. This way the threat of other software suppliers is kept to a minimum.

## 6. Chapter 5: Marketing Strategy

*Chapter 5 describes the constructed marketing strategy, reviewing all researched content from previous chapters, including the survey results. A detailed overview of the survey questions and its answers, worked out in percentages, can be found in appendix B.*

### 6.1. Survey Evaluation

Reviewing the answers given to the survey questions an overview of most valued aspects could be established, as well as an overview of semi-valued and least valued aspects. An outline of the customer concentration will be given as well, based on the information of the customer database. It should also be kept in mind that the respondents were able to choose multiple answers per question.

Although, only four percent of all sent surveys came back, this makes the answers given to the questions all the more valuable.

#### 6.1.1. Regions

Analyzing the customer database, the concentration of the selected target groups becomes clear. According to the database, many companies are located in-or nearby the larger cities in Germany, whereas the less-represented companies of Rocket's shared database are often situated in less-known and/or smaller places (SalesForce, n.d., Rocket).

Referring back to table 2.1 in section 3.2.12 of the report, it becomes evident that the concentration of potential future customers is largely divided amongst all areas of Germany. The table shows that the largest percentage of LegaSuite's target groups is situated in western Germany, with a percentage of 34 percent. The northern and southern regions of Germany share an almost equal amount of interesting target groups for LegaSuite and make up 19- and 22 percent of the total, whereas east and central Germany hold a respectable 12- and 13 percent of all target groups.

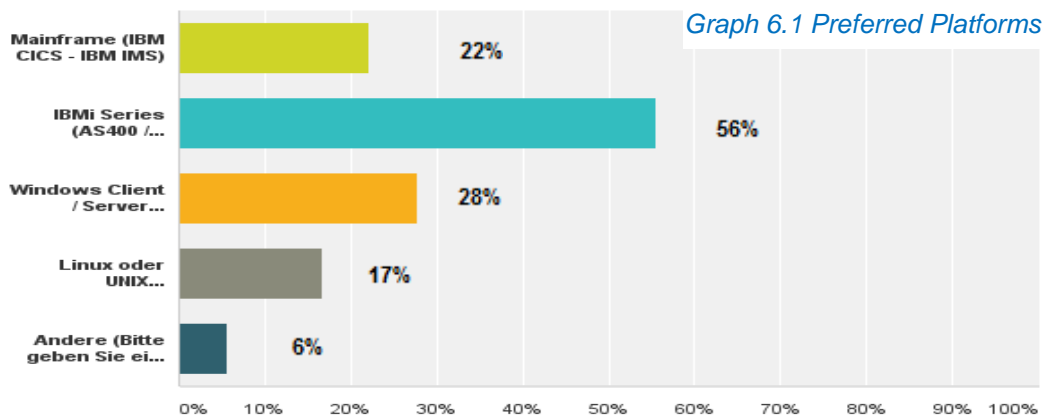
Reviewing the above it is evident that on the short term, the focus should lay on the western region due to its location and market size. The large cities in this region are relatively nearby and, therefore, more easy to visit. The western region has the highest potential success rate due to its majeure of settled companies.

All other regions should extend along with the western region and should frequently be contacted, either by mailings, surveys, or via direct contacting methods. On the long term, target groups in smaller cities and towns should be further evaluated on possible business opportunities.

#### 6.1.2. Most valued Aspects

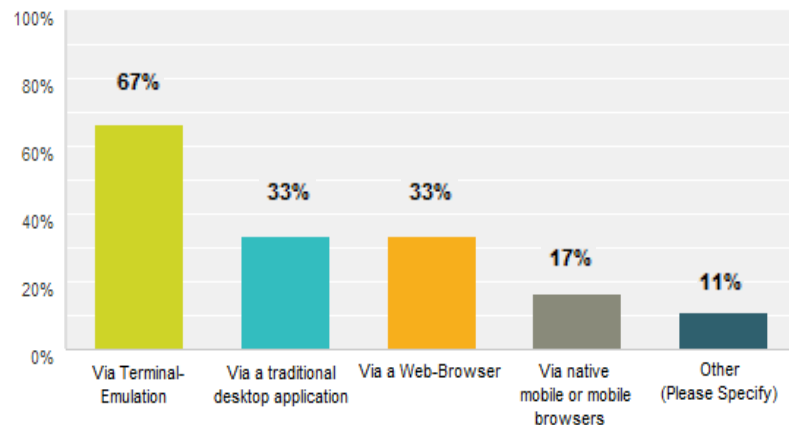
Analyzing the results of the survey, it becomes evident that most companies run their entire software environment on the IBMi Series, which is a legacy based platform also known as AS/400.

The following graph shows an overview of the various platforms legacy-based computers run on, including an outline of the most preferred (most frequently used) platform(s).



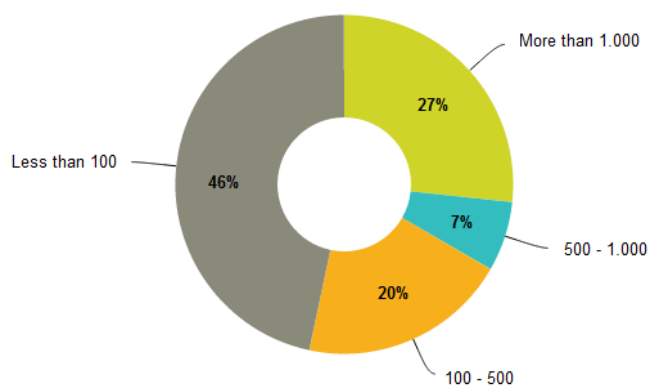
According to graph 6.1, the IBMi Series run on 56 percent of the business computers in Germany and therefore this platform is considered most interesting for LegaSuite.

German companies access their enterprise applications mostly via terminal emulation (67%) (Graph 6.2) and 27 percent claim to have over 1.000 people using terminal applications daily.



*Graph 6.2 Application Access*

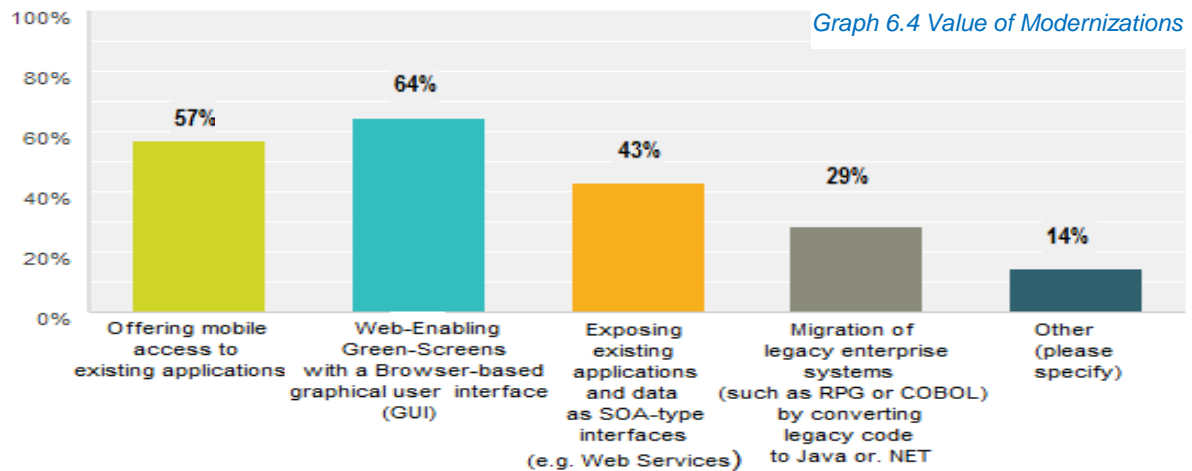
This respectable number is accompanied by other companies (46%) which have approximately 100 terminal application users on a daily basis (Graph 6.3.)



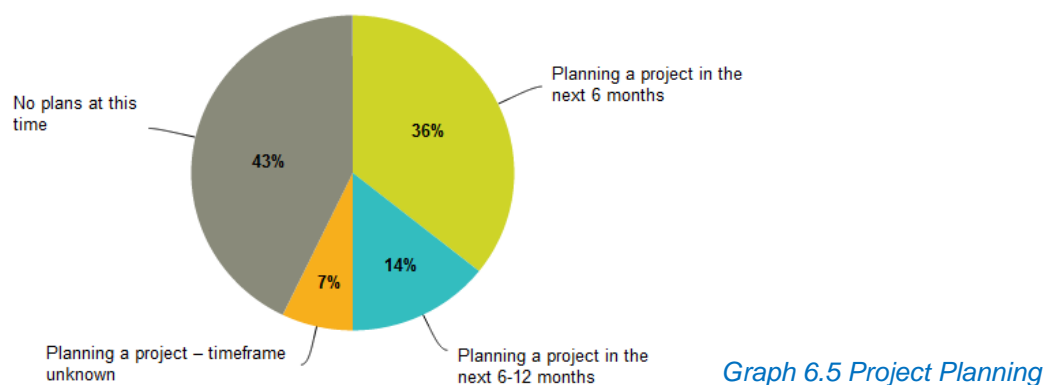
*Graph 6.3 Terminal Application Users*

Furthermore, the term '*application modernization*' and all its components and solutions seems to be well-known by the customer, as the respondents appear to have clear ideas concerning the meaning of application modernization.

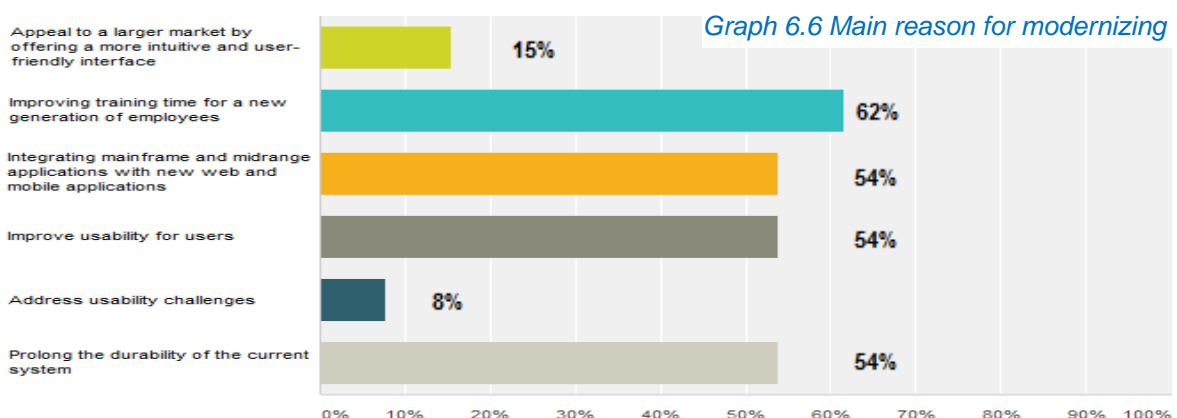
Customers value modernization of Web-enabling Green-Screens with a Browser-based Graphical User Interface (GUI) the most, closely followed by offering Mobile access to existing applications and exposing existing applications and data as Service Oriented Architectural (SOA) type interfaces.



Further analysis has shown that 35 percent of the respondents are planning a project in the next six months, which tells LegaSuite to quickly respond to the needs of these companies, as there is a definite rate of short term success to be acquired.

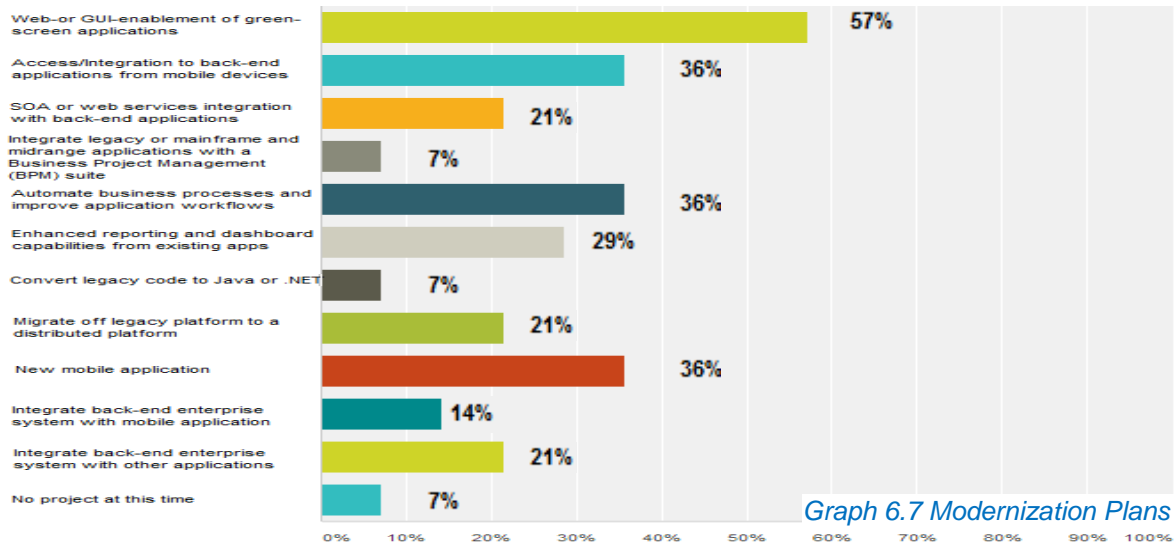


When addressing companies on the German market, there has to be kept in mind that the main reason for modernization is to improve training time for a new generation of employees (62%). Three other equally valued aspects are prolonging the durability of the current system (54%), improving the usability for users (54%), and integrating mainframe and midrange applications with new web- and mobile applications (54%).



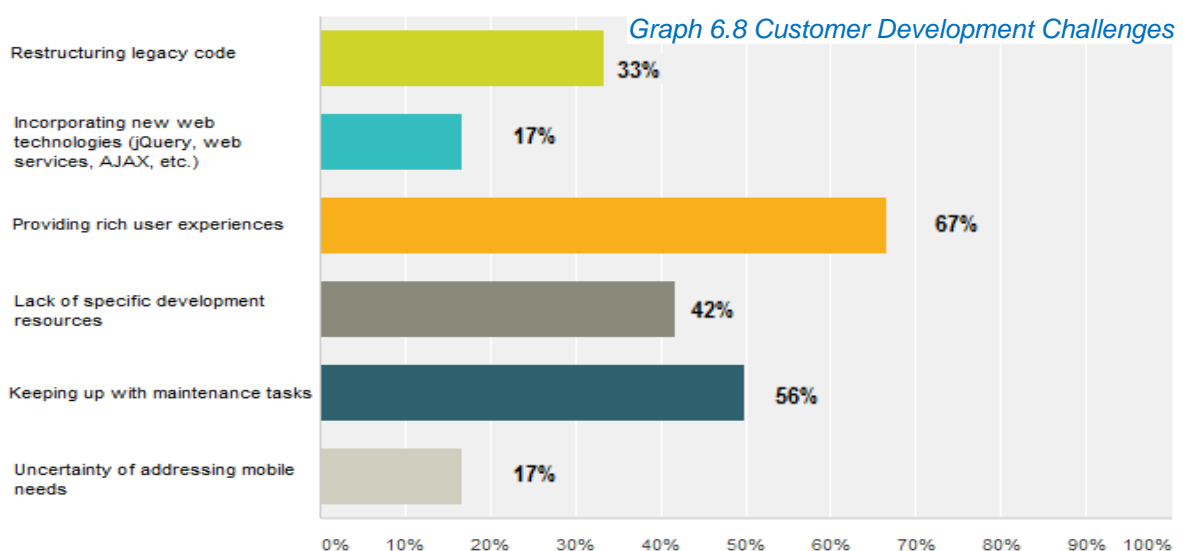
Taking a look at the plans for modernizing enterprise applications, companies value the Web- or GUI-enablement of green screen apps the most (57%), followed by integrating towards back-end applications from mobile devices (36%), and developing new mobile applications (36%).

Lastly, the automation of business processes and the improvement of application workflows are considered equally important (36%).



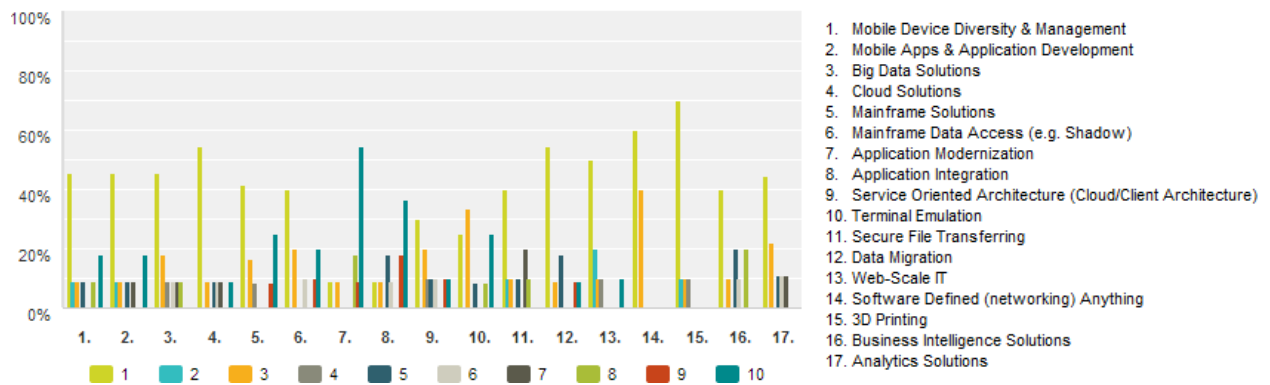
It is also important to lay the focus on providing rich user experiences (67%) and periodically execute maintenance tasks (56%), as companies consider this highly important (see question 8).

There is a lack of specific developmental resources as well (42%), which needs to be addressed when becoming the trusted partner of a customer.



Finally, there are the trends of Gartner, which can be found in question 10 of the survey. Every year Gartner constructs a list of important software trends for the coming year, which serves as a guidebook for software companies.





Graph 6.9. Valued Gartner

Based on Gartner's trends, companies value the following trends the most; application modernization, service oriented architecture, mainframe solutions, terminal emulation, and mainframe data access. Other important aspects are 'mobile device diversity & management' and 'mobile apps & application development'. The scores range from 1 to 10 and an overall balance was found by listing scores from 1 to 5 as unimportant and scores ranging from 6 to 10 as important.

#### 6.1.3. Semi valued aspects

The following two sections outline the semi- and least valued aspects of the survey. For an explicit overview see graphs 6.1 till 6.9 in section 6.1.2 of the report.

Next to the IBMi Series, there are the Windows Client / Server (27%) and the Mainframe platforms (22%) that are used regularly by a number of companies as well.

Accessing enterprise applications is not only done via terminal emulation, however also by traditional desktop applications (33%) and via the use of Web-Browsers (33%).

The survey also outlines that 29 percent of the respondents values the migration of legacy enterprise systems, which is still a considerable amount.

LegaSuite should also take longer timeframes into account, as 14 percent states to plan a project in the next 6 – 12 months. This group desires should be thoroughly inspected, in order to align the needs with mid-term strategies.

Furthermore, addressing usability challenges is an interesting mid-term goal for LegaSuite, as eight percent believes this to be important for modernizing the business computing environment.

As for the planning of companies concerning the improvement and modernization of enterprise applications, respondents indicate the value of enhanced reporting and dashboard capabilities from existing apps with 29 percent. Migrating off legacy platforms to distributed platforms and integrating back-end enterprise systems with other applications are both categorized as important as well (21%). Also the integration of SOA or web services with back-end applications is valued as rather important (21%).

It is important to address the restructuring of legacy codes as well, as 33 percent of the targeted customers' value this aspect. The same applies to incorporating new web technologies (17%) and the uncertainty of addressing mobile needs (17%).

Lastly, there are the preferences of the respondents based on Gartner's trends. Big data solutions are considered semi-important, as well as cloud solutions, secure file transferring, data migration, web-scale IT, and business intelligence solutions.

#### **6.1.4. Least valued aspects**

Analyzing the platform usage once more, Linux / UNIX come forward as the least used platform (17%).

Interfaces that are used to a lesser extent to access enterprise applications are the native mobile or mobile browsers (17%), which are methods to increase the attractiveness off in the future.

Furthermore, seven percent of the respondents say to plan a project, however with an unknown timeframe. This group can be reached out to on the long-term.

Reasons for modernizing that are considerably less valued on the German market are appealing to a larger market by offering a more intuitive and user-friendly interface (15%). This percentage is higher than addressing usability challenges (8%), which is categorized as a semi-valued aspect because of the more consuming timeframe.

Moreover, the plans that are least valued for improving and/or modernizing its enterprise applications are the integration of back-end enterprise systems with mobile applications (14%), converting legacy codes to Java or .NET (17%), and the integration of legacy or mainframe and midrange applications with a business project management suite (7%).

Another seven percent claims to have no project planned in the near future.

Lastly, the least valued aspects of the strategic trends of Gartner are outlined in this paragraph. Software Defined Networking (Anything), 3D printing, and analytics solutions receive little to no value from the respondents, which exclude this group from any short- or mid-term strategy.

## **6.2. Strategies**

The following sub-sections outline strategies applicable for a short-term period, a mid-term period, and a long-term period.

### **6.2.1. Short term Strategies**

After evaluating the survey it becomes very obvious that LegaSuite's core of business complies with all customer needs, requirements, and standards.

There are several short-term strategies to be formulated, which are outlined in the following paragraphs. All strategies should be closely followed in order to reach the desired market share in the German market.

#### **Strategy 1**

LegaSuite needs to lay the focus on the western regions of Germany, as this is where the biggest customer concentration is situated (50%). Aside from the software sector, it is important to keep focusing on other sectors as well, especially the public- and financial sector, which both hold a respectable share of the market.



### Strategy 2

LegaSuite should aim for solutions on all platforms, with a main focus on the IBMi Series, as most companies run software on this platform. Companies access terminal apps frequently via terminal-emulation, which forms a large market for LegaSuite to focus on. LegaSuite must divide its focus to other interfaces as well.

### Strategy 3

There is a considerable need for improving the training time, usability, and the integration of new mobile apps and applications for a new generation of employees. By making use of LegaSuite's functional- and one source solutions these needs can be fulfilled. Training classes, workshops, and after sales should support these needs.

### Strategy 4

By using promotional means, such as mailings, flyers, and web methods, targets should be made more aware of Rocket Software Inc. and its presence on the German market.

### Strategy 5

It must be made clear that LegaSuite's one source supplier capabilities enable LegaSuite to easily anticipate to the needs within the market, which has beneficial aspects for a customer. This involves fast, stable, and financially attractive solutions to any business computing platform.

### Strategy 6

The survey has also shown that a large group of customers are making plans on integrating new software projects within the next 6 months. These customers need to be contacted directly, in order to establish which new software projects are required.

## 6.2.2. Mid-term Strategies

### Strategy 1

The survey response shows that brand- and company awareness needs to be promoted more. LegaSuite should focus on participating in IT-related business exhibitions and trade-fairs. The development of promotional items is required as well.

### Strategy 2

Customers planning a project in the next 6-12 months need to be targeted and kept aware of LegaSuite's presence on the market. All available resources such as direct contacting, securing appointments, followed up by meetings and visits, should be carried out.

### Strategy 3

Product durability is highly valued by companies. Therefore LegaSuite should develop and improve its products and applications by using its laboratory facilities. Feedback concerning survey results and customer information must always be given to the laboratories.

### Strategy 4

It is recommendable to employ a company representative who can follow up on established contacts, requests, and specific needs. This representative must be well-skilled and speak the German language fluently. A representative for the German market makes it easier to open a subsidiary office on the long term due to the representative's achieved network activities on the market.



### Strategy 5

It is important to keep track of Gartner's yearly trends, which involve almost any aspect of legacy integration and modernization. By listing the trends according to importance, LegaSuite should be able to focus itself on the right aspects preferred by the customers within the market. Review Gartner's trends every 6 months and if necessary make adjustments to LegaSuite's market strategy.

### 6.2.3. Long term Strategies

#### Strategy 1

Due to the low survey response of only four percent, it can be stated that LegaSuite's brand- and company awareness in Germany is insufficient. This should be raised by a continuous flow of business in the market. On the long term there is also a definite need for a marketing department, which should focus more on brand name, experience, product range, and new techniques.

#### Strategy 2

Opening a subsidiary office in Germany should be considered, in order to gain a better overview of the market. This enables LegaSuite to penetrate the IT-market in a more direct manner, which also gives a more detailed insight of competitor's activities and possible new market entrants on the market.

#### Strategy 3

Developing a call center should be reviewed as an option. A call center adds value by means of direct contacting to possible future target groups, carrying out brand awareness and product possibilities.

#### Strategy 4

On the long term LegaSuite should also review aspects such as 3D-printing and software defined networking, in order to see if there has been a growth of interest concerning these trends.

### 6.3. Marketing mix

The marketing objectives and strategies that should be used by LegaSuite for achieving success on the German market have become clear. Implementing the marketing mix strategy an assessment can be made for LegaSuite, concerning product, price, place, promotion, and personnel.

#### 6.3.1. Product

LegaSuite's products serve a broad range of legacy computing systems. The solutions are aimed at optimizing business performances and enjoy a variety of advantageous aspects. LegaSuite's product will remain unchanged on the German market, as the needs within the market are all aimed at the aspects LegaSuite focuses itself on.

Companies running on legacy computers work on various platforms. In order to prolong the business workflow on a legacy platform, updates and maintenance are required. Most companies are satisfied with the satisfactorily functioning system, which means changing the system has no added value for the owner. Moreover, replacing legacy systems is an often ruled out option due to its complexity and/or monolithic characteristics. Next to that, retraining on a new system is a highly costly and time consuming option, which excludes this as an option for most owners. Legacy systems require a nearly constant availability

and designing a new system with the same level of satisfactorily characteristics and accessibility is costly, risky and time consuming. LegaSuite should anticipate to the companies that are planning a project within 6 months and offer its cost-saving, high quality, and durable solutions, including regular maintenance.

LegaSuite develops products and carries out solutions that fit the needs of almost all computing systems, which complies with the necessities for well-functioning business computers. Developing software to carry out mobile solutions, application modernizations, integration of applications, and workflow enhancement tools are all examples of solutions that enhance business performances of companies. LegaSuite should aim on delivering these solutions to companies by making companies aware of LegaSuite's expertise and know-how.

Next to that, LegaSuite's should use its after sales program, maintenance, workshops to increase knowledge of the improved systems, and warranty, to satisfactorily respond to the wishes of customers.

Almost all of LegaSuite's products are legacy and/or mainframe oriented and meet the requirements on the market. The quality of the products is high and LegaSuite should use its capabilities concerning integration and modernization to serve all software related needs in the market by combining expertise with one-source and functional solutions.

The 24 years of built-up experience on various markets contributes to Rocket's general product and service reliability.

#### 6.3.2. Price

In general, there are no fixed costs associated with upgrading legacy platforms and software applications. The difference between the types of platforms and all related specifications is too variable to link it with fixed amounts.

Therefore, price agreements for upgrading legacy platforms are mutually arranged between the two parties involved. This means there are no concrete prices for software upgrades on legacy platforms, which makes it difficult to compare prices.

However, upgrading a legacy platform with improved software and applications will pricewise always be more advantageous than replacing and renewing an outdated platform. This way LegaSuite can be cost-saving for its customers, which is needed to realize a competitive edge on the market.

LegaSuite's products and/or solutions are based on upgrading existing legacy systems, which simply means the original platform remains intact, while the software is optimized. This method is cost saving, as there is no new hardware required to realize a similar result. When a legacy platform needs optimizing, the system remains operative and there will be no need for a shut down.

Lastly, LegaSuite's product costs are also controllable, as all research and development is done in LegaSuite's own laboratories and workshops. No third party is needed to develop or complete the product, which saves money for the customer as well.

#### 6.3.3. Place

The German market is one of the most growing –and financial healthy markets of Europe and therefore is a desirable country to operate in for many organizations. In order to reach a higher market share, LegaSuite seeks to expand its business towards Germany as well.



Analyzing the results of the regions and the survey, LegaSuite's aim should mainly be focused on West Germany, as these areas contain most of the companies responsive to the survey.

Naturally, the aim should be on this group of customers, as this region has a high success rate due to the presence of many attractive industries. The location of West Germany is beneficial as well, as the distance between The Netherlands and West Germany is rather small. Expansion to other areas in the market can be realized in a later stadium after satisfactory business with the western German customers has been established. At the time, LegaSuite will be made more aware on the market, which will increase the future chances.

The placement of distribution channels is not relevant for LegaSuite, as LegaSuite is active in the IT-business sector. This means that all products are catered to customers via the sale of licenses and installments on location. In general, LegaSuite develops an application or builds a solution for a mainframe, a platform or a mobile device, after which a software engineer installs it onto the motherboard of a company's computing network.

Another option is digitally send the needed software to the customer, who in its turn activates and installs it on the computing system.

#### **6.3.4. Promotion**

The results of the survey indicated that the awareness of LegaSuite on the market is undeveloped, which is what LegaSuite should increase on a short, medium, and long term.

In order to make the German market more aware of LegaSuite, including its products and solutions for business software environments, raising brand awareness is an important step.

For the sake of regaining market overview and brand awareness in Germany, a survey was set up and sent to 600 contacts. The survey had two main goals, of which the first goal was to get a clearer overview of the needs and wants in the German IT-market, in order to see if LegaSuite is able to fill those needs. The second advantage a survey has is that it increases awareness on the market, which is what LegaSuite needs, with regard to conquering a respectable market share.

Achieving success via the survey with current contacts opens up opportunities for expanding business to other industries and companies on the market. Delivering quality products and services to companies that agreed upon doing business with LegaSuite, as a consequence of responding to the survey, is important for future business purposes. The level of satisfaction of these contacts needs to be high, as this will spread brand and product awareness via word of mouth.

It is also important for LegaSuite to send out mailings to companies with information on new solutions, prices, enhancements, and updates. Chances are that a customer forwards e-mails to other companies as well, which broadens LegaSuite's network and raises brand awareness. The same goes for social media such as Facebook, which can be used to carry out messages and increase the company's network. By utilizing Rocket's company website it is possible to present and promote LegaSuite and its products and services.

Aside from online advertising and promoting, there are methods such as business fairs and sponsors. Fairs attract a lot of companies and are a great opportunity to awaken



interests of all types of organizations. Promotional items are free to take, as well as flyers and other business leaflets, which help to build a name on the market.

Lastly, it is recommendable to send out representatives and carry out various PR-activities.

#### **6.3.5. Personnel**

Currently Rocket employs over 1.200 people, active in a variety of industries on multiple markets. The actual number of employees per division is indefinable; however LegaSuite employs approximately 100 people in various locations.

LegaSuite (Rocket in general) has its own developing team, creating products and solutions for a wide range of software problems and is therefore able to provide quality solutions for almost every software related issue.

The more than 24 year-experience of the company makes Rocket (LegaSuite) a specialist in the IT-business world, which it is able to pursue on the German market once the market overview and business contacts are restored.

LegaSuite's current personnel are able to meet the demands on the market based on expertise in other markets and by adding services that distinguishes LegaSuite from its competitors. LegaSuite should focus on trainings for its personnel, mainly to retain an understanding, working, and know-how of all products and solutions. By signing employees up for mandatory trainings and workshops, LegaSuite secures a highly professional workforce, which will be able to pass on product know-how and other knowledge to LegaSuite's customers.

Currently, LegaSuite takes good care of its customers by offering quality-price related products and solutions, including after sales services, which it should continue to carry out to new customers on the German market. Furthermore, the personnel are eager to accomplish results within the market and therefore are motivated and work together towards the same goal.

Also several well skilled company representatives follow up on contacts, requirements, leads etc. in the German market. For the German market, LegaSuite should appoint a new sales representative. This person should focus on visiting customers, closing business deals, expanding the company network, promoting products, carry out information on maintenance and solutions, and maintain customer relations.

## 7. Chapter 6: Conclusions & Recommendations

*This chapter finalizes the report and consists of the conclusions and recommendations brought forward by the report. The conclusions are based on the answers to the sub-questions and the main research question. The recommendations are derived from the conclusions and serve the purpose of increasing Rocket LegaSuite's market position in Germany.*

### 7.1. Conclusions

Research has shown that all targeted target groups show an interest in software products running on legacy based platforms. Moreover, the survey shows that LegaSuite's product range is sufficiently meeting the needs of users within the market.

The survey also shows that after sales, trainings and assistance via a helpdesk are considered important as well.

Analyzing the competitor analysis, the report shows that LegaSuite's main competitors in the market are carrying out solutions for the same platforms, covering fitting products and solutions for various legacy platforms. This means there is a presence of similar and substitute solutions on the market, which is threatening for achieving success for LegaSuite.

Rocket LegaSuite's direct competitors are PKS, ML Software GmbH, Software AG, BCD Software, and NewLook, as all these companies are capable of carryout out solutions similar to the solutions of LegaSuite. PKS, ML Software GmbH, and Software AG have also the advantage of being of German origin.

It should also be kept in mind that IBM and Oracle are competitors with a wide range of capabilities, including system renewal. Both companies have a large influence in the software market and are well-established brand names.

Further analyzing the report, it becomes obvious that a lack of a proper marketing department has resulted in a market decline for Rocket LegaSuite. Insufficient promotion, presentation activities, brand awareness, and acquisition can be held responsible for the market decline-and loss in Germany.

Other players in the market such as IBM, Oracle, and Software GmbH make use of these marketing tools to keep target groups aware of their presence. Informative and attractive company websites, as well as business fairs complete competitor's PR-activities. Their continuous activity and (in some cases) German origin has also helped competitors to build a reputation and raise product and brand awareness on the German market.

Furthermore, Rocket LegaSuite's products and solutions cover every element of customer's requirements concerning legacy-based platforms. This has been clarified in the survey responses and confirms that Rocket LegaSuite's core of business is correct and complies with the needs of customers in the market.

Using Salesforce for an overview of customers in the market, in combination with cross-selling to these contacts proves to be an excellent method for achieving business opportunities in the market. Also, LegaSuite's one-source solutions and functional products and solutions are reliable strengths to work with.



The German IT-market holds 138 billion in revenue and has a market growth of approximately two percent per year. Therefore, the German market is considered the healthiest market in Europe, which makes Germany a desirable country for operating.

The survey also shows that western Germany has the largest concentration of software related companies, which therefore is an interesting area for LegaSuite. This area also involves other industries, such as the public- and financial sector.

Moreover, sending out a survey has proven to be a very useful asset in establishing what kind of needs and requirements customers are experiencing.

## 7.2. Recommendations

### Regions

It is evident that on the focus should lie on the western region due to its location and market size. The large cities in this region are relatively nearby and, therefore, more easy to visit. The western region has the highest potential success rate due to its majeure of settled companies.

Expansion to other areas in the market can be realized after satisfactory business with the western German customers has been established. At the time, LegaSuite will be made more aware on the market, which will increase the future chances.

In general, all other regions should extend along with the western region and should frequently be contacted via the use of mailings, surveys, or via direct contacting methods.

### Target Groups

LegaSuite's main focus should lie on the software sector, which accounts for 50 percent of the entire database. This sector has a continuous need for software enhancements, which secures a continuous business flow for LegaSuite.

It is also important to keep broadening the range of target groups, in order to gain a wider work area on the German market. Therefore, focusing on the public- and financial sector is recommendable, as this will result in more business opportunities.

### Products & Solutions

LegaSuite should aim for solutions on all platforms, with a main focus on the IBMi Series, as most companies run software on this platform. Terminal applications are frequently accessed via terminal-emulation, which therefore forms a large market for LegaSuite to focus on. However, LegaSuite must divide its focus to other interfaces as well.

Moreover, LegaSuite should focus on the products considered valuable by the respondents of the survey. Therefore, the focus should lie on a variety of legacy solutions.

### Promotion

It is recommendable to send out regular mailings to companies with information on new solutions, enhancements, and updates. This increases the possibility of a customer forwarding LegaSuite's e-mails to other companies as well. This expands the network and raises brand awareness for LegaSuite. The same strategy applies for social media such as Facebook, which can be used to carry out messages and increase the company's network. By utilizing the company website it is possible to present and promote LegaSuite and its products and services.



Aside from online advertising and promoting, there are methods such as business fairs and sponsors. Fairs attract companies and are an opportunity to awaken interests of all types of organizations. Promotional items are free to take, as well as flyers and other business leaflets, which help to build LegaSuite's name on the market.

It is recommendable to send out representatives and carry out various PR-activities as well. Over time, setting up a marketing department should also be taken into consideration.

Additionally, LegaSuite should add the terms used to find software solutions to the search criteria in Google (Appendix B3 – Question 11). This will redirect a person directly to Rocket LegaSuite's webpage, finding an overview of solutions for the problem this person is experiencing. Popping up on the first page of Google will highly increase company awareness and increases LegaSuite's reputation.

### After-Sales

Customers value after-sales services, including maintenance, product explanation, workshops and online information.

Therefore, LegaSuite should focus on improving training time for customers, improve the usability of its products and solutions, and carry out general product support. The workshops should be regularly organized and regular visits to customers should be made as well.

### Personnel

It is recommendable to employ a company representative who can follow up on established contacts, requests and specific needs. This representative must be well-skilled and speak the German language fluently. A representative for the German market makes it easier to open a subsidiary office on the long term due to the representative's achieved network activities on the market.

LegaSuite should organize mandatory trainings and workshops for employees as well. This will secure a highly professional workforce, which will be able to pass on product know-how and other knowledge to LegaSuite's customers.

Reviewing all the above, it is advisable that every 6 months an evaluation needs to be performed on all the recommendations, including executing necessary adjustments if needed.



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## 9. Appendices

### Appendix A – Five Important Services of LegaSuite

#### Proof of Concept

This means Rocket offers a 1-2 week offering which validates that LegaSuite works in the unique environment of a customer.

#### Discovery

LegaSuite offers a 2 to 6 week engagement that reviews the project infrastructure and needs of a customer and develops a customized architecture, including a high level project plan. If a project is an integration project, the required services are first identified. Moreover, process automation project are identified in workflows and for GUI projects, UI designs are established, plus redesigns of specifications are made.

#### Pilot

The pilot service validates all results of discovery engagements with either a part of the defined project or with a limited number of users. It also gives the internal staff members a training with skills transfers. How long the pilot engagement is, depends on the scope and level of professional services the customers chooses. This can vary from completely-outsourced projects to projects that are embedded to mentoring.






#### Implementation

This service is customized. The length is dependent on the role a customer wants Rocket's professional services consultants to play.

#### Maintenance

Maintenance involves checking the configuration settings and providing help and assistance with solution maintenance. In general, maintenance engagements range from 2-5 days and occur (recommendable) 2 times per year.

### Appendix B - Aspects of GUI (Graphical User Interface)

 <p>Access the computer at any time &amp; any place.</p> <p>This solution allows delivering green-screen applications to GUI, Web, and Mobile clients.</p> <p>This allows employees, partners, and customers to access the applications at all times and places.</p>	 <p>Modernize Web &amp; desktop applications.</p> <p>This tool creates dynamic Web GUI's out of existing green-screen applications.</p> <p>Improves functionality, increases application workflow, and integrates all databases, web and desktop applications.</p>	 <p>Re-use (almost) any green-screen application.</p> <p>Has the power to extract more value out of the current green-screen applications, such as IBMi, mainframes &amp; UNIX systems, by transforming them to new GUI's, Web, and mobile applications.</p> <p>The solution allows customers to stay on the current platform, instead of changing to another platform, or buying off-the-shelf solutions, which only solve a part of the need.</p> <p>Plus, the solution is cheaper, risk-free, and shows fast results.</p>	 <p>Be a team player.</p> <p>Sharing and supporting is the key to success. Therefore, LegaSuite provides solutions for the transformation of green-screen applications to GUI, Web and Mobile clients.</p> <p>LegaSuite offers to extent the benefits to all application users of a company by providing collaborative features, such as e-mail notifications and SMS integration.</p>	 <p>Implementation choices galore.</p> <p>Deploying GUI solutions from almost all platforms that support an application server and access it from all devices people use for work (or free time).</p> <p>It includes the following applications: data center, Cloud, Internal server farm, Virtual or physical hardware, mainframe, or IBMi.</p>
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## Appendix C – Mobile Aspects of LegaSuite



### Fast cross-platform mobile user experiences.

LegaSuite Mobile features an easy-to-use design tool which allows for rapid customization of mobile user experiences, which can be implemented to mobile devices across other popular platforms.

It includes a drag-and-drop design tool, which lets users quickly engage with intuitive mobile applications for iPhone, iPad, Android, and Windows Mobile devices, based on a company's trusted enterprise applications.

LegaSuite Mobile's focus is on quick development and re-use of proven assets, which cuts in costs and expenses of mobility initiatives ([Source Website Rocket](#)).



### Integrating with all enterprise systems.

This tool allows mobile application to cooperate flawlessly with enterprise information. Therefore, the integration tool enables real-time integration between enterprise systems and a mobile application. The existing SOA layer or vendor API's is never a pre-requisite ([Source LegaSuite website](#)).

The mobile integration tool has the ability to easily and quickly create RESTful web services, which integrate with all systems, databases, or live applications.



### Implementation of mobile apps internally and externally.

Another function of the mobile solutions is that it is able to build enterprise mobile application running on multiple mobile platforms. It allows users to make mobile-friendly web apps, which do not have a need for an app store. Furthermore, the application can create a cross-platforms or native app, which can be accessed by devices that use an enterprise or public app store ([Source Website Rocket](#)).

Moreover, there is a continuous contact between the mobile phones and the enterprise systems as long as the applications are running. The LegaSuite mobile apps interact in real-time with enterprise systems through the LegaSuite mobile, and integration server.

([Source Rocket Website](#))



### Fast market entering.

Implementing business logic is a hard aspect of mobile applications. LegaSuite mobile is aimed on re-using existing application portfolio into the renewed mobile applications ([Source Website Rocket](#)).






This solution removes the difficulty of re-designing old business logic, while enabling the user to obtain mobile application solutions, in order to market faster, including less risks and costs ([Source Rocket Website](#)).








### Encryption & the support of mobile device management.

This aspect offers the newest industry standards concerning encryption techniques. This ensures the security of user data from source applications to mobile devices. Next to that, it allows users to install or erase native LegaSuite mobile applications by using standard mobile device management solutions ([Source Rocket Website](#)).

## Appendix D – Integration Aspects of LegaSuite

 <p>Expose mainframe, midrange, and client/server apps as web services.</p> <p>This tool allows users to combine complex enterprise application with new developments. LegaSuite allows users to quickly and easily provide web services from critical mainframe, IBMi, UNIX, and client/server systems. This ensures instant access key information.</p> <p>(Source Rocket Website)</p>	 <p>Bringing Zero Changes to business-critical apps.</p> <p>LegaSuite has the power to integrate existing mission-critical application with Web sites, partner portals, business process management, customer relationship management, and other applications without making changes to the mission-critical code(s).</p> <p>(Source Rocket Website)</p>	 <p>Re-use of existing apps with BPM &amp; ESB platforms.</p> <p>The integration tool also allows users to accelerate between platforms and business-critical applications.</p> <p>Furthermore, blending business processes and data from several platforms, including providing it in a SOA-accessible way, is possible as well. Moreover, the business logic is still executed the same on the original platform (Source Rocket Site).</p>
 <p>Designing web services and supporting infrastructure make the architect of a company content.</p> <p>LegaSuite offers customers SOA developments that are requirements-driven, top-down, bottom-up, and technology-driven. SOA stands for Software Integrated Architecture, which is a software/architecture design pattern based on distinct software pieces that provide application functionality to other apps. Also, SOA is independent from vendors, products, and technology.</p> <p>SOA technology lets all Web services fit in with the company's software etc.</p>	 <p>Green-screens and CICS transactions are fast systems, which lets customers harness the speed of applications on their original platforms.</p> <p>It has several features such as session pooling and automatic scaling, which is based on real-time workloads and response times that guarantee reaching the service level agreements.</p> <p>Moreover, detailed logging makes certain of proof.</p> <p>(Source Rocket Website)</p>	 <p>Deployment Choices Galore.</p> <p>Deploying all solutions from any given platform, including aspects as Data center, Cloud solutions, Internal sever farming, Virtual or Physical hardware, or IBMi, mainframe, or Windows.</p> <p>Users are able to create hybrid deployments, which direct costly XML processors towards merchandise platforms. This can be done while maintaining the core processes in the original applications.</p> <p>(Source Rocket Website)</p>

## Appendix E – Workflow Aspects of LegaSuite

 <p>The manual processes are automated with the workflow tool and have a people-centric focus. The modernized applications help users to work with a customer's applications at any moment, at any place. The GUI modernization is taken a step further by automating the workflow across various applications and people, creating a unified user experience for complex processes.</p> <p>It also lets users incorporate Web services from LegaSuite Integration and dashboards, as well as reports from the Insight department of LegaSuite.</p>	 <p>United people &amp; systems.</p> <p>This tool makes it possible to automate processes with one LegaSuite user experience, which includes automating notifications and approvals.</p> <p>The workflow tool is a solution that erases the need for making phone calls, sending e-mails, and other applications in order to get something done and tell co-workers about it. It is a tool that eases the workflow process and makes it faster.</p> <p>(Source Rocket Website)</p>	 <p>Every user, person, co-worker etc. has a role, therefore assigning and delegating roles to individuals, departments, and others improves the workflow.</p> <p>Automation based on dividing roles makes sure the appropriate persons are able to step in and work with any process.</p> <p>Next to that, the concept 'work' does not end because a co-worker is on vacation for example.</p> <p>(Source Rocket Website)</p>
 <p>LegaSuite's workflow tool makes it possible to leverage standards.</p> <p>Standards are necessary in enabling users to drop LegaSuite's workflow tool into the LegaSuite modernization project.</p> <p>A few examples are outlined below:</p> <p>BPMN for process Design XPDL for process Storage LDAP for user Authentication + role Assignment</p> <p>(Source Website Rocket)</p>	 <p>The workflow tool offers users compliance when needed.</p> <p>It logs all business processes and events automatically, it stores logs, and it process data in multiple databases. This includes servers such as SQL, DB2, and Oracle.</p> <p>Users are handed all needed material to demonstrate process compliance at all times.</p> <p>(Source Rocket Website)</p>	 <p>Integrated development.</p> <p>The workflow tool incorporates team-based development and stays with all of the components of Rocket LegaSuite's workbench.</p> <p>Aside from that, the workflow tool generates user interfaces in GUI and a SOAP interface can be made use of when users have a need to go beyond LegaSuite.</p> <p>Lastly, it has plug-in development included, which is available via Java etc.</p>

## Appendix F – Functional Legacy Application & Mainframe Solutions

### Modernization

Offering modernization on existing applications by re-using them is the most affordable way for enabling new business capabilities, including a guarantee on low risks. LegaSuite's modernization tools empower customers to modernize mainframes, midrange frames, UNIX systems and Windows applications. Next to this, business performance will be improved and the value and ROI (return on investment) from applications that already support the customer's company goes up.

Furthermore, Rocket LegaSuite builds GUI (Graphical User Interface) interfaces over old green-screen applications and makes the old interfaces look and act as web and mobile applications. The modernized interfaces will change the appearance of the old interface, improve its behavior, update the application workflow and integrate with other desktops, web and mobile applications in order to create an attractive and functional user experience.

Moreover, LegaSuite helps to design to the customer's need with the aim on providing solid solutions by re-using the applications the customer already own. The experience with hundreds of customers and projects helps to design interfaces and applications fit for the purpose.

### Integration

The integration tool integrates all mission-critical applications with the customer's website, partner portals, business process management, customer relationship management and other applications that need access to back office function. The integration tool saves the customer time, as it does not recreate business logic in any other language.

### Insight

LegaSuite insight is the tool that focuses on the modernization of business intelligence and reports. Rocket provides the web-based dashboards and drill-down reports that belong to the modernized LegaSuite GUI experience. LegaSuite insight is used for instantly saving data locally in multiple formats. This includes PDF, Word and Excel and gives users the ability to understand the data.

### Workflow

LegaSuite workflow is a tool designed for processing automation for LegaSuite solutions. GUI enables the users to work with their apps at any place or time and automates workflows across various roles and applications. It also creates unified user experiences for difficult processes and ensures process compliance.

### Text Translation Tool

This tool translates the language of application texts, labels and messages that are displayed into another language. Every application is able to be translated into multiple languages by using TTT with GUI.

### Test Suite

It focuses on automated testing for the LegaSuite applications. Applications that run on Windows desktops are able to be tested and are able to build, schedule and execute full test plan, where after the results can be tracked. The entire focus lays on automating quality and consistency to the preferred areas.

All in all, Rocket LegaSuite provides many capabilities that modernize a large and broad variety of computing platforms. This is done by re-using old material and building new systems over it. It is the quickest, safest and cheapest way of improving the business capabilities and is very effective.



## Appendix G – Survey on IT- business initiatives

### Appendix G1 - E-mail that was sent to all selected contacts from the customer database

Dear Sir/Madam,

Rocket Software is to determine the implementation of a customer survey on IT-business initiative on the German market. The aim of the survey is to determine the your core business software requirements and to gain a better understanding of where our solutions fit into the software infrastructure of your company.

Completing the survey will take no longer than 5 minutes of your time and will help our company to reach a clearer overview of the interest and needs in your market geography.

The survey focuses on several IT-related aspects, including application modernization, software integration, platform definition, as well as future plans and projects.

We like to thank you in advance for your time and cooperation.

Kind regards,

Shaun Roubos  
Rocket Software Inc.

The link to the survey:

[https://www.surveymonkey.com/s.aspx?sm=9zi\\_2bqJG0YYKCODZ\\_2bM5LXLQ\\_3d3d](https://www.surveymonkey.com/s.aspx?sm=9zi_2bqJG0YYKCODZ_2bM5LXLQ_3d3d)

Note: If you don't want to receive e-mails from us anymore in the future, please click on the link below. You will then subsequently be removed from our list.

[https://www.surveymonkey.com/optout.aspx?sm=9zi\\_2bqJG0YYKCODZ\\_2bM5LXLQ\\_3d3d](https://www.surveymonkey.com/optout.aspx?sm=9zi_2bqJG0YYKCODZ_2bM5LXLQ_3d3d)

### Appendix G2 - Survey Introduction

Dear Sir/Madam,

The following survey consists of 11 questions on inter alia application modernization, platform definition, software integration and several other themes.

Answering the questionnaire will approximately take 5 minutes of your time and will help us understand the needs and wants within the German market.

Via this survey we hope to gain a better insight into your corporation, in order to find out how our solutions are able to support your software equipment.

We want to thank you in advance for your cooperation.

Kind regards,

Rocket Software Inc.



## Appendix G3 - Survey Questions

### Survey on IT-business Initiatives

1. Please fill in your contact information

- ☐ Name: \_\_\_\_\_
  - ☐ Corporation: \_\_\_\_\_
  - ☐ Title: \_\_\_\_\_
  - ☐ E-mail address: \_\_\_\_\_
  - ☐ Telephone number: \_\_\_\_\_
- 

2. On which platform do your applications currently run? (Note: Multiple answers are correct)

- ☐ 22% Mainframe (IBM CICS - IBM IMS)
  - ☐ 56% IBMi Series (AS400 / iSeries / System i)
  - ☐ 28% Windows Client / Server (PowerBuilder, CA: GEN etc.)
  - ☐ 17% Linux oder UNIX (einschließlich AIX, Solaris, HP/UX, VMS)
  - ☐ 6% Other: \_\_\_\_\_
- 

3. What types of application user interfaces are in use in your enterprise OR? How do users access your enterprise applications?

- ☐ 67% Via Terminal-Emulation
  - ☐ 33% Via a traditional desktop application
  - ☐ 33% Via a Web-Browser
  - ☐ 17% Via native mobile or mobile browsers
  - ☐ 11% Other: \_\_\_\_\_
- 

4. Only answer this question if you answered question 2 with "Terminal Emulation". How many employees in your organization use terminal applications on a daily basis?

- ☐ 27% More than 1.000
  - ☐ 7% 500 till 1000
  - ☐ 20% 100 till 500
  - ☐ 47% Less than 100
- 

5. What does the term Application Modernization mean to you? (Note: Multiple answers are correct)

- ☐ 57% Offering mobile access to existing applications
- ☐ 64% Web-Enabling Green-Screens with a Browser-based graphical user interface (GUI)



- 43% Exposing existing applications and data as SOA-type interfaces (e.g. Web Services)
  - 29% Migration of legacy enterprise systems (such as RPG or COBOL) by converting legacy code to Java or .NET
  - 14% Other (please specify): \_\_\_\_\_
- 
6. What are your organizational plans for integrating new software applications to your existing environment?
- 36% Planning a project in the next 6 months
  - 14% Planning a project in the next 6-12 months
  - 7% Planning a project – timeframe unknown
  - 43% No plans at this time
- 
7. What would be your **main reason** for modernizing? (Note: multiple answers are possible)
- 15% Appeal to a larger market by offering a more intuitive and user-friendly interface
  - 62% Improving training time for a new generation of employees
  - 54% Integrating mainframe and midrange applications with new web and mobile applications
  - 54% Improve usability for users
  - 8% Address usability challenges
  - 54% Prolong the durability of the current system
  - 2% Other (please specify): \_\_\_\_\_
- 
8. Which of these best describes your organization's plans for improving and/or modernizing its enterprise applications? (Please select all that apply)
- 57% Web-or GUI-enablement of green-screen applications
  - 36% Access/Integration to back-end applications from mobile devices
  - 21% SOA or web services integration with back-end applications
  - 7% Integrate legacy or mainframe and midrange applications with a Business Project Management (BPM) suite
  - 36% Automate business processes and improve application workflows
  - 29% Enhanced reporting and dashboard capabilities from existing apps
  - 7% Convert legacy code to Java or .NET
  - 21% Migrate off legacy platform to a distributed platform
  - 36% New mobile application
  - 14% Integrate back-end enterprise system with mobile application
  - 21% Integrate back-end enterprise system with other applications
  - 0% Other (please specify): \_\_\_\_\_
  - 7% No project at this time
-



9. What application development challenges are you experiencing within your organization? (Please select all that apply)

- ☐ 33% Restructuring legacy code
  - ☐ 17% Incorporating new web technologies (jQuery, web services, AJAX, etc.)
  - ☐ 67% Providing rich user experiences
  - ☐ 42% Lack of specific development resources
  - ☐ 56% Keeping up with maintenance tasks
  - ☐ 17% Uncertainty of addressing mobile needs
  - ☐ 1% Other (please specify): \_\_\_\_\_
- 

10. The following aspects stated below are Gartner trends for 2014. To what extent are these trends important for your company? (1 is the least important – 10 the most important)

	1	2	3	4	5	6	7	8	9	10
1. Mobile Device Diversity & Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Mobile Apps & Application Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Big Data Solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Cloud Solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Mainframe Solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Mainframe Data Access (e.g. Shadow)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Application Modernization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Application Integration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Service Oriented Architecture (Cloud/Client Architecture)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Terminal Emulation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Secure File Transfer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Data Migration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Web-Scale IT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Software Defined (networking) Anything	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. 3-D Printing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Business Intelligence Solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Analytics Solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	1	2	3	4	5	6	7	8	9	10
1	45%	9%	9%	0%	9%	0%	0%	9%	0%	18%
2	45%	9%	9%	0%	9%	0%	9%	0%	0%	18%
3	45%	0%	18%	9%	0%	9%	9%	9%	0%	0%
4	54%	0%	9%	0%	9%	9%	9%	0%	0%	9%
5	41%	0%	16%	8%	0%	0%	0%	0%	8%	25%
6	40%	0%	20%	0%	0%	10%	0%	0%	10%	20%
7	9%	0%	9%	0%	0%	0%	0%	18%	9%	54%
8	9%	0%	9%	0%	18%	9%	0%	0%	18%	36%
9	30%	0%	20%	10%	10%	10%	0%	0%	10%	10%
10	25%	0%	33%	0%	8%	0%	0%	8%	0%	25%
11	40%	10%	10%	0%	10%	0%	20%	10%	0%	0%
12	54%	0%	9%	0%	18%	0%	0%	0%	9%	9%
13	50%	20%	10%	10%	0%	0%	0%	0%	0%	10%
14	60%	0%	40%	0%	0%	0%	0%	0%	0%	0%
15	70%	10%	10%	10%	0%	0%	0%	0%	0%	0%
16	40%	0%	10%	0%	20%	10%	0%	20%	0%	0%
17	44%	0%	22%	0%	11%	11%	11%	0%	0%	0%

11. What search terms would you use on the web to find more information regarding:

- ☐ Application Modernization: GUI – App – Datenbank – All Platforms – Single Solutions - Web
- ☐ Web-scaled solutions: Web – App – Datenbank – All Platforms – Single Solutions
- ☐ Software Integration: Integration – App – Datenbank – All Platforms – Single Solutions - Web
- ☐ Migration Services: Umwandlen – App – Datenbank – All Platforms – Single Solutions - Web
- ☐ Mobile Solutions: Handy – Mobile Anwendungen – Datenbank – All Platforms – Single Solutions
- ☐ Cloud Solutions: Cloud – Cloud Lösungen – Cloud Apps – All Platforms
- ☐ Additional terms: Zusatz zu IT-Lösungen

That concludes our survey, thanks again for your cooperation.