

Brisson Group, Inc.
34 Aqueduct Rd.
Wayland, MA 01778
508-653-4091, 508-653-4194 Fax
david@brissongroup.com

DESKTOP MAPPING: IMPROVING THE WAY YOU SELL AND MARKET

Database management systems introduced in the early 1980s gave sales and marketing organizations the opportunity to learn more about their business than ever before and positively impact their bottom line. By extracting data in such exact detail, marketing planners, analysts, and managers worldwide have enjoyed electronic access to information about practically any customer, prospect or marketplace.

Sales analysts have used computer-based data to pinpoint their companies' leading customers, competitors, and markets. Marketing managers have developed product positioning and sales strategies from information stored in computer databases, and planners have been employing industry and demographic data to determine firms' best investment and expansion opportunities.

Still, for all their precision and promise, these databases lacked a graphical dimension to bring their contents into view. Users routinely spent days analyzing complex statistics from row and column reports or spreadsheets. Critical geographical relationships between companies and their customers or competitors were either unexplored or plotted manually on unwieldy paper maps, graphs or charts. Many times, marketing resources were committed to customers and prospects who were unlikely to

respond. Sales territories were drawn without sufficient knowledge of key customer and prospect locations operating within organizations' service areas, and sites were planned in areas remote from companies' most prosperous centers of growth.

The Advent of Desktop Mapping

Fortunately, as PC-based software matured in the late 1980s, desktop mapping solutions emerged, providing sales managers and marketers with an accessible tool to plot spatial relationships on electronic maps, charts and graphs. Affordably priced at roughly \$1,000 and integrated across multiple platforms like Windows, DOS, UNIX, and Macintosh, these menu-driven systems require minimal training and feature the flexibility of Relational Database Management Systems (RDBMS). Using an advanced SQL language, the RDBMS enables users to perform sophisticated "what if" analyses of virtually all sales and marketing information. These systems also take advantage of existing investments in data by providing smooth access to popular databases and spreadsheets like dBASE, Lotus, Excel, as well as ASCII.

With its ability to read information stored in multiple databases and spreadsheets, desktop mapping allows organizations to visually compare and analyze disparate data that would otherwise seem to have no apparent relationship. Known as layering, this feature enables sales managers and marketers to view nearly any operational or "what-if" scenario they choose. Thus, on one map, companies can see their facilities, sales territories, largest customers and prospects, leading competitors, as well as demographic and industry statistics and areas most likely to generate future revenue. With this new

visual perspective, sales and marketing strategies can be developed and implemented more intelligently. Organizational resources can be allocated to the areas of greatest need and potential, and higher profitability is now more easily within companies' grasps.

Desktop mapping solutions typically utilize data stored in databases and/or spreadsheets as well as the following visual and numerical information:

- * Detailed street maps
- * Boundary maps (e.g. states, counties, ZIP Codes, census tracts)
- * Demographics and census data
- * Economic and population statistics
- * Retail sales statistics
- * Areas of dominant influence (ADI)
- * Designated market areas (DMA)

The new systems also allow users to attach data directly to maps via graphical symbols such as points, lines, and polygon shapes. By simply selecting the symbol with their cursor or mouse, users can simultaneously view all available database information regarding the entity which that symbol represents. Customer address locations, monthly and annual sales and purchases, outstanding debt, and an array of data regarding organizational locations and customer sites are just a few examples of the statistics that can be seen and analyzed using desktop mapping.

Desktop mapping systems further enable sales managers and marketers to create thematic maps using a wide variety of color codes and fill patterns that represent specific information according to ranges of values. Customers with high sales volumes, for instance, may be shown as red. Territories with low sales volumes may be marked by another color or fill pattern. Users simply select what they want to view, and the desktop mapping system automatically finds each piece of information, and then plots the data on a computerized map for all to see.

Emerging in an era of precise micro marketing and increasing cost control, desktop mapping solutions - in the hands of marketers at every operational level - are enabling companies to make more intelligent business decisions than pre-existing technology allowed. These decisions, gleaned from visually analyzing sales, markets, and demographic data, are generating more fertile sales territories, more profitable marketing programs, and more successful site planning than ever before. Manufacturers, banks, retailers, and service organizations, among other businesses worldwide, are saving untold sums in opportunity costs, and adding millions of dollars in revenue every year.

Sales Analysis

Desktop mapping is playing a particularly vital role in analyzing corporate sales. Compiled previously from a wide range of databases in tabular rows and columns, sales reports

were too unwieldy to be analyzed to their fullest capacity, leaving critical information unexamined and ignored.

Companies, without a visual source of analysis, were forced to establish sales territories on a "gut-feel" basis. Unprofitable territories were often sustained too long at considerable expense or loss, and many profitable revenue sources were not approached with the proper level of support and personnel.

In many instances, businesses inadvertently competed with distributors servicing the same areas as their sales force. Territory sales quotas - developed from estimates of an area's potential revenue - were also off the mark, causing many companies to set unrealistic goals and misappropriate resources.

Now, using desktop mapping, however, managers are viewing the productivity of each sales territory, salesperson, and distributor. Companies are charting and ranking their complete list of customers for every product and service, and have a clear picture of their competitors' market share. Territories are being drawn with precise knowledge of an area's existing and potential revenue, and realistic sales quotas are being set.

Territory Planning

Territory balancing may be the most popular and valuable desktop mapping application used by sales and marketers today. Formerly attempted through a circuitous

study of row and column reports, balancing is now easily achieved by viewing critical information on finely detailed street and topographical maps. Such data as sales to customers, prospects, lead volumes, and competitors' revenues may be attached in table form to territories for totaling purposes. What-if analyses identifying dynamic changes in territory variables can be obtained simply by redrawing boundaries, and sales and marketers can view the merits of every existing and potential sales area. Boundaries, as determined through desktop mapping, are always contiguous and viable geographically, and true balance can be realized according to the business criteria every company values most.

One recent example of desktop mapping's ability to develop sales territories was implemented by a regional sales manager at a leading worldwide computer company. Seeking to increase sales to large customers and leading manufacturers, the manager decided to realign his district.

First, the system plotted each customer's address (i.e. geocoded) in the firm's dBASE file. It then plotted a color coded point symbolizing each customer on an electronic county map. Customers whose annual purchases from the computer company exceeded \$100,000 were colored red, those who bought more than \$250,000 were blue, and those above \$500,000 were green.

Using an externally supplied database, the manager then commanded the system to geocode manufacturers with annual sales of 10, 15, and 20 million dollars. Plotting this customer data as triangular symbols, the system colored companies with more

than \$10 million yellow. Companies with more than \$15 million in revenues were gray, and firms exceeding \$20 million were black.

To complete the picture, the manager used the mapping system's drawing tool to chart the district's sales territories. He then plotted a data point representing each sales office, and drew a radius around the area that the representative serviced.

Viewing the exact location of his market base and sales force for the first time, the sales manager instantly discovered that his existing territory alignment overlooked several large accounts in remote areas of the district. Some sales representatives, he noticed, had too large a territory to service these lucrative accounts. Others were crowded in smaller urban centers that proved less profitable than the company had thought.

To solve these problems, the manager presented the map at a meeting of sales managers within the region, and realigned his territories so that large customers and leading manufacturers could receive maximum coverage. Upon realizing that the firm would need more manpower to service these select accounts, the manager displayed the map to upper managers, who agreed to hire two additional sales people to harvest the district's newly recognized potential.

As a result of these efforts, the district manager's sales team exceeded all quotas for the following fiscal year, establishing a large increase in new manufacturing accounts.

Today, the manager routinely analyzes sales and revises territories to suit the changing marketplace.

Other managers and planners, he reports, are performing similar applications, and the computer company is integrating desktop mapping into a number of other sales and marketing arenas.

Service oriented companies are also using desktop mapping solutions to establish sales territories. One nationwide health care company serving head injury patients, recently employed a visual mapping system to realign 26 territories manned by 300 salespeople. Striving to maintain its 100 percent growth rate, the firm wanted to increase sales coverage to hospitals in areas with large populations between ages 18 and 25.

Combining American Hospital Association data from an ASCII file, population data logged in dBASE, and sales data stored in Lotus, the company created a series of color-shaded or thematic regional maps. Hospitals were represented by color coded points indicating their number of beds and trauma units. Detailed service and accounting data was also automatically attached to each point, so that the health care company could simultaneously view any additional data for each hospital being studied.

The system also layered the 18 to 25-year-old populations thematically by ZIP Code on each regional map. To complete the picture, the firm drew its sales territories on the map, and plotted a data point representing each sales representative operating in every territory.

Much to its marketing manager's surprise, the firm found that many territories lacked contiguous borders, leaving large gaps in the firm's sales coverage. Moreover, many choice markets were receiving coverage from too many salespeople, while other areas of opportunity weren't receiving enough. Consistent with its new marketing strategy, the firm promptly corrected this imbalance by creating new territories that optimized its ability to reach its customers. As a result, the health care company's phenomenal rate of growth has been sustained, and the firm is still continuing to prosper.

Sales Quotas

Sales management typically involved with designing territories, are also using desktop mapping to establish sales quotas. Traditionally arrived at through an exhaustive analysis of sales figures and market potential, sales quotas have often been inaccurate yardsticks to measure success. Unable to view their revenue sources, companies seldom saw a complete picture of the market, and typically set sales goals based on past performance rather than realistic territory potential.

Using desktop mapping solutions, however, many companies are turning this archaic process around. One recent example is a major U.S. manufacturer that developed regional, district, and territory quotas using a desktop map. Charting the firm's existing customers, distributors, and mail order houses, as well as all Fortune 500 companies, the firm's marketing specialist overlaid the company's regions, districts

and territories. He then plotted sales customers as points, distributors' customers as triangles, and mail order customers as squares, and attached color codes representing each customer's annual purchases from the firm. Next, he plotted color coded star shaped symbols to signify each distributor and mail house, and its annual sales.

With all this data in full view, the sales manager employed the desktop mapping system's RDBMS to analyze detailed statistics from individual regions, districts, and territories. Using the RDMS "what if" capability, he then graphed the percentage of sales from the largest region to the smallest territory and assessed the market potential in each area. The ability to quickly generate and analyze this data on a map enabled the manager to complete the process in "record time". The company, as a result, was able to formulate more realistic sales quotas that upper management believed in and the sales force could achieve. This led to an improvement in the sales force's morale, which translated into a more positive and productive performance.

A Global View of Sales

Companies analyzing sales via desktop mapping usually begin by capturing a visual overview of their customers. One recent example is a Fortune 500 office products company which sought to pinpoint its leading business regions. Unable to obtain a detailed view of its marketplace in the past, the firm geocoded customers by Zip Code on a U.S. map, and thematically shaded the map according to its sales to these customers. Areas where the firm's sales exceeded \$750,000 were shaded

green. Areas with more than \$300,000 in revenues were marked red. Areas with more than \$100,000 were in green, and areas with more than \$50,000 were blue.

Simply by studying the map, the firm discovered that sales were stronger than expected in California and in Texas - then mired in a recession - and it soon hired additional sales representatives and opened new offices in each state. The visual analysis, which captured concentrated areas of customers and sales revenues, revealed early signs of Texas's economic recovery, and led to a significant sales increase there as well as in California.

A large auto-maker, seeking to fairly and efficiently prioritize vehicle allocations to more than 500 U. S. dealers, recently performed a similar task with equally positive results. First, the sales analyst plotted each U.S. dealer by ZIP Code on a national map. Then, he created individual maps charting each distributor's three-month sales for the company's eight-model fleet. Dealers were color coded according to the percentage of sales quota each attained.

In just three hours, the analyst was able to view data that ordinarily took up to three days to gather using standard tabular reports. The visual process, which neatly displayed the sales volumes for each dealer, dramatically accelerated the auto-maker's ability to respond to dealer requests, and marketing managers began using the maps to identify dealerships that required more sales support.

The automotive company also used its desktop mapping system to analyze sales by competing dealers. Designed to inform distributors of their competitive position, the firm's sales analyst had the system draw a five-to-60-mile radius around each dealership's service area. He then plotted the competitive dealers within each circle, and color coded them by their previous six-month sales taken from externally supplied databases.

The analyst repeated the process for each competitive model, and using desktop mapping's graphics capability, created a pie-chart showing the percentage of each competitor's sales in every model. Distributors, as a result, were given a precise view of their entire marketplace and took remedial marketing action whenever possible.

Market Analysis

Desktop mapping is being widely used by companies striving to gain a clearer understanding of their markets. Many firms, which once relied on tabular reports stored in a variety of un-relatable databases, are now making marketing decisions by viewing sales, market, and demographic data on desktop maps, charts, and graphs. Marketing programs emerging as a result are more finely targeted to customer segments, and companies are maximizing the application of their marketing budgets.

One leading example is a Fortune 100 consumer products company, which recently began using desktop mapping to develop micro-marketing strategies to America's growing ethnic communities. Starting simply, the firm charted America's African-American, Hispanic, and Asian population centers by ZIP Code on a U.S. map.

Areas where African-Americans, Asians, and Hispanics exceeded 40% of the population were all color-coded. Areas where more than one ethnic group constituted 40% or more were also shaded, providing the firm with a demographic view of its target markets.

Next, the mapping system's drawing tool charted the firm's 55 sales territories, and the company layered industry and corporate sales data from a diverse number of databases. Grocery stores which carried the company's products were plotted as stars and stores which did not carry their products appeared as dots. Areas where the company or its competitors had more than a 7%, 12%, and 15% market share were shaded as fill patterns to complete the thematic map.

Upon discovering that 80 percent of its ethnic customers were located in 18 areas, the firm then opted to analyze key grocery stores in major ethnic markets starting with Chicago. This time, charting census-tract data on a street map of Cook County, the company shaded areas where one or more ethnic groups comprised more than 20% of the national average. The system then plotted color coded symbols for the grocery stores in each area, and added fill patterns representing the company's sales volumes in each store.

Now, targeting specific direct mail campaigns and in-store promotions more precisely, the company is getting more mileage from its marketing programs. Thousands of dollars are being saved in Chicago as well as in other cities which the company has visually analyzed.

Buoyed by these results, the firm next used desktop mapping to rank 10,000 small grocery stores targeted in its nationwide telemarketing program. First, the system plotted each store on a U.S. ZIP Code map. Then, it shaded each ZIP Code by the level of within it. The firm then viewed the visual data on a spreadsheet, ranked the ZIP Code areas to determine priority markets, and communicated the information to the telemarketing force. In addition to doubling telemarketing efforts in its most successful locales, the firm reduced programs and expenditures in areas where it was least likely to succeed.

Site Analysis

Companies' ability to forecast customer demand is also taking a giant step forward through desktop mapping. Formerly developed using larger and more complex GIS systems or paper maps, many investment decisions today are being formulated through a desktop visual analysis. One leading example is a Fortune 100 petroleum company currently using desktop mapping to determine where to build, renovate or remove its U.S outlets.

Layering 150 data elements - including axle volumes, numbers of dispensers, sales per product, and gallons sold per month - onto street maps, the firm's marketing analyst creates a visual display of every outlet's operating conditions. The analyst then draws a 1.5 mile circle around each station and plots color coded points symbolizing each competitor within that radius. Pricing per product, entrances and exits, and sales throughput are also charted. To complete the equation, the analyst then layers population, income, and real estate zoning data on the

electronic map. Finally, the desktop mapping system ranks each friendly and competitive outlet. Outlets are highlighted with various colors to depict those with superior to below average market strength.

The process, reports one of the firm's marketing planner, enables the company to make a more timely withdrawal from poor investments, and has played a significant role in the rising success rate of new outlets - which cost roughly \$1 million to build.

In another example, a leading sand and gravel supplier is enjoying similar investment success through desktop mapping. The firm, which owns several rock quarries and coal mines, routinely acquires new quarries and mines to sustain a bountiful product supply to the six state region it services.

In the past, the process of locating new sand and gravel sources was a slow, circuitous task. The company used push-pins on enlarged highway maps pasted on a wall in its corporate office, and manually plotted all quarry, gravel and coal reserves, as well as existing customers and competitors. Regrettably, the map was so muddled, planners often missed choice buying opportunities, causing the company to lose valuable revenue resources to its rivals.

Now, using an electronic desktop mapping system, the firm is taking advantage of every buying opportunity. Simply by juxtaposing its own product sources with its customers, competitors, and available reserves, the company has a clear view of every investment option. Recently facing stiff competition from five companies for a major

account, the firm identified several local gravel pits on a desktop map, made conditional offers to their owners, and presented a proposal demonstrating its newfound ability to service the customer. A few days later, the prospect allied itself with the sand and gravel company, and has since become a leading client.

Desktop mapping is also playing a lead role supporting companies striving to consolidate with other firms. One West Coast municipal bank, seeking to acquire smaller branches in outlying areas of its expanding service area, recently evaluated a number of potential acquisitions with its desktop mapping system. After plotting each prospective acquisition on an electronic street and county map, the bank charted the average deposit level of every branch, then layered income and demographic data within a five mile radius of each branch.

In just minutes, the bank's executives realized one particular branch with an above average deposit level, had a large percentage of professionally employed customers. They then decided to buy the branch and it has since become a leading source of deposit and loan revenue.

Direct Response

Desktop mapping is extremely adept at targeting and tracking customers for direct response campaigns. In addition to displaying the best potential sources for a direct

mailing, free standing insert (FSI) or telemarketing program, desktop mapping systems can also chart customer responses.

One prominent horticultural products company recently developed an entire direct mail program for its new warm weather plant catalog using desktop mapping. In this case, the firm's objective was to identify ZIP Codes for several of the Department of Agriculture's temperature-based planting zones. These temperate areas are scattered across 20 southern states, but do not include every ZIP Code within each state. According to the firm's direct marketing analyst, the company had never isolated these zones by ZIP Code, and the task would have cost thousands of dollars if performed by other means.

Using desktop mapping, however, the analyst drew the zones on a U.S. map, and automatically plotted every ZIP code located within each zone. In less than a month, the application was finished, and the firm was able to precisely target its new catalog mailing to customers most likely to buy its products. The firm also saved \$50,000 in mailing costs alone, and has since identified every ZIP Code in each additional agricultural zone in preparation for a spate of other regional catalogs it plans to launch.

Bolstered by this experience, the horticultural company recently employed desktop mapping to track results of its spring and fall catalog mailing to 200 million consumers. Simply by creating a thematic map of sales by ZIP Code onto a U.S. map defined by agricultural zones, the analyst charted high, medium and low volume sales

from its previous mailing. The application instantly revealed a number of areas where sales were extremely low, enabling the firm to eliminate thousands of customers from future mailings. Today, the company is maximizing marketing efforts to customers in high priority zones, and expects to shave an additional \$50,000 in mailing costs this year.

Desktop maps are also being utilized to target trade show and seminar mailings. One stereo manufacturer regularly plots all leading stereo dealerships within 250 miles of every trade show location. Existing customers are symbolized by points; prospects are charted as squares. The company then color codes each point and square according to the annual sales of the company it symbolizes. High volume customers and prospects are usually sent free passes. Medium volume customers and prospects are sent informational letters, and low volume prospects are sent post card announcements. Since first employing the application, the company reports a 20% increase in sales leads generated from trade shows, and a 6% increase in sales.

An engineering company reports similar success for a series of semiconductor seminars presented to engineers in six U.S. locations. The seminar's marketing manager simply plotted all corporate and university customers within a 100 mile radius of each seminar location on a state and county map. He then drew a 60-mile circle around the seminar site and charted all existing customers whose purchases exceed \$5,000 annually as well as all major universities within the area. With the name and address of each prospect in hand, the manager then generated a finely targeted promotional mailing

for each seminar. Today, seminar attendance rose 15% over previous yearly averages, and the firm has netted several new customers from the events.

Direct Sales

Desktop mapping's precise targeting of customers and markets is also boosting organizations' direct sales efforts. Companies, now able to capture key visual market data, are distributing maps to their sales force displaying key prospects in every territory.

One major credit card company routinely prepares maps of customers for every salesperson in the firm. Sales managers use the mapping system to draw a 15-mile radius around each sales territory, and plot all major retail stores within the circle on an electronic street map. High priority stores are marked by stars, medium priority stores are triangles, and low priority stores are either presented as dots or deleted from the map.

Sales managers then meet with each salesperson, and plan weekly sales routes targeting priority customers displayed on the map. The marketing analyst who developed the application reports a 25% average increase in sales calls per day and a 7% rise in sales. The firm is also saving a significant dollar amount in unprofitable customer contacts. Unproductive driving time has been dramatically reduced, and travel reimbursements have remained constant despite the higher level of sales activity.

Marketing managers located at corporate offices are also using desktop mapping to distribute sales leads garnered from various marketing activities including advertising, public relations, direct response programs and trade shows. In the past these leads have often been misdirected or lost. Now, however, managers are geocoding each lead, plotting it on a map with the firm's sales territories, and sending it to the appropriate sales manager and representative. Desktop mapping is providing these managers with a broad view of their marketing activities are paying off.

A marketing consultant to the retail industry who has recommended the application to several clients calls it "a major competitive asset." Leads are being acted upon while fresh and timely, he explains, and companies are gaining a stronger position with new clients in advance of their competition.

Advertising

Desktop mapping is also supporting advertising decisions. Coupling a visual display of key markets with a view of media outlets in those areas, organizations are making more strategic use of their advertising dollars.

A large southwestern community hospital which recently developed a billboard campaign targeted to cardiac patients is one noteworthy example. The hospital marketing director, seeking to place the advertising in key locations within the institution's service area, began by drawing a 100-mile radius

around the hospital on an electronic county map, and plotting all available billboards. He then thematically layered American Hospital Association data detailing the numbers of cardiac patients within the area. High volume areas were colored blue, medium volume areas were green, and low volume area were red.

Next, using an internal ASCII data file, he created fill patterns representing the hospital's percent of cardiac patients in each area. Checkered patterns represented volumes of more than 3%, diagonal lines signified areas with more than 5%, and square patterns symbolized areas with more than 7%.

Having identified the areas with cardiac patients most likely to patronize the hospital, the marketing director then overlaid street maps on five possible sites. Three of the billboards, he noticed, were on heavily trafficked streets, one was on an overpass overlooking a downtown expressway, and another was in an urban area undergoing renovation. Several weeks later, the hospital placed billboards at all but the latter site, and the highly visible campaign has reportedly been a huge success.

In a related application, a leading mid-western newspaper with several "zoned" editions routinely presents visual demographic data to advertisers. A marketing manager typically prepares a map displaying data for each zone based on customer criteria. The sales representative then delivers the map to the customer, who then decides in which zoned editions to place advertising. The application has been particularly advantageous

to specialty stores which cater to highly specific market segments, and the newspaper has often discovered enlightening demographic data that has endeared advertisers and won their loyalty.

One national running shoe company was extremely surprised to learn that a neighborhood thought to be populated largely by senior citizens earning less than \$25,000 a year, also had a burgeoning population of 30-to-45-year-olds - 35% with earnings above \$50,000 per annum and children five to 15 years of age. A short time later, the firm purchased advertising space in the zoned edition covering that neighborhood, enabling the newspaper to accrue billings it otherwise would not have gained.

Recruitment

Desktop mapping is also being utilized by organizations seeking to recruit specialized staff in specific markets and customer locales. One 315-bed acute care hospital in a major U.S. city, for instance, consistently employs its desktop mapping system to select affiliate physicians in seven specialties from oncology to pediatrics. These admitting physicians are the sources for most of the hospital's patients, and must be strategically positioned within its 150 mile service area for the institution to remain profitable. Originally targeted through an imprecise manual process, these invaluable specialists are now identified via a streamlined desktop mapping process developed by the hospital's marketing manager.

In a recent search for cardiologists, for example, the analyst geocoded addresses of cardiology patients treated in the prior 24 months, and created a thematic map of their geographical distribution across the institution's service area. Areas with more than 15% of the total number of cardiology patients were shaded red. Areas with more than 25% were colored green. Areas with more than 35% were marked blue, and areas with more than 50% were black.

Using fill patterns, the analyst then overlaid market data displaying the hospital's cardiology market share in each area on the map, graphically discerning the locations where the hospital had more than a 1% market share, a 2% to 5% market share, and a 6% to 10% market share.

With the cardiology marketplace in full view, the analyst next plotted data points representing the hospital's existing affiliate cardiologists and all non-affiliated cardiologists.

In minutes, he identified several areas of opportunity and a number of cardiologist prospects within each area. To qualify each prospect, the analyst juxtaposed data on each physician using the desktop mapping system's dynamic electronic windowing capability. He then submitted the refined prospect list to the chief of cardiology for review.

As a result of this and similar recruiting processes, the hospital is attracting more qualified physicians in every health care service it provides, and gaining ground in an extremely competitive market.

Conclusion

Desktop mapping is a technology breakthrough whose full potential is just beginning to be tapped. Functional on any ordinary desktop computer and affordably priced, these high performance visual systems are already changing the way sales and marketers look at information. Organizations worldwide, gaining a clear view of resources and markets via desktop mapping, are developing more effective business strategies and targeting sales and marketing programs more intelligently as a result. Budgets are being conserved and applied more efficiently, and above all, profits reported by desktop mapping users are consistently on the rise.

Placed in the context of today's business environment and the dramatic advances that characterize this computer age, desktop mapping is a tool that sales and marketers looking toward the 21st century may no longer want to do without.