

## Philippe Lachamp, PhD

📧 lachamp.philippe@gmail.com

✉ +33 (0)6 31 96 34 89

🌐 philippe-lachamp.fr

# ACHIEVEMENTS

## OLYMPUS

**COMPANY:** Olympus (now Evident Tech.)

**POSITION:** Sales and Marketing Specialist, Advanced Systems Life Science Microscopy

**CUSTOMER TYPOLOGY:** Academics, Core Facilities

### CONTEXT AND GOALS

Olympus, a global leader in optical and digital precision technology, was aiming to enhance its brand recognition and further penetrate the high-end microscopy market, which includes cutting-edge technologies such as confocal, 2-photon systems, virtual slide scanners, and multi-modal microscopy systems. The life science microscopy market is particularly competitive, with four major players closely competing in terms of technology and performance. The goal was not only to differentiate Olympus from the competition but also to drive sales growth and strengthen the company's presence in both the French and Belgian markets.

As a Sales and Marketing Specialist, my role was to revamp the marketing strategy for these markets, create and execute marketing action plans, and devise a comprehensive sales strategy that would support sustainable business growth. The aim was to identify key products where Olympus could gain market share and solidify its leadership in advanced systems.

### STEPS AND PROCESS

#### 1. Market Analysis

A thorough market analysis was conducted to understand the competitive landscape and identify where Olympus solutions would have the most potential. This included examining the competition's focus areas, such as their targeted applications, and understanding where Olympus could excel. The analysis revealed that the competition was primarily centered around traditional confocal microscopy technologies and other high-volume, advanced techniques like super-resolution imaging. However, there were specific niche areas, such as small animal imaging and virtual slide technology, where Olympus products could thrive due to minimal competition.

#### 2. Marketing Analysis

To gain a strategic advantage, I analyzed the marketing approaches of competitors. Zeiss and Leica, for example, focused on their strong field presence, conducting advanced demonstrations with the support of highly skilled application specialists. These competitors capitalized on key opinion leaders (KOLs) and their demo setups to communicate effectively with the scientific community. Nikon, on the other hand, had a discount-based strategy but was perceived as lacking in service quality and application coverage. The competitors' successful marketing efforts also included strong participation in academic events and a robust service team. I also identified that Olympus had insufficient demo stock and specialist expertise in France, which needed to be addressed for a stronger presence in Europe.

#### 3. Identifying Growth Opportunities

After reviewing Olympus' product portfolio, we identified the multi-photon FV-MP systems and VS virtual slide scanners as critical solutions that could drive growth in the high-end market. These products were particularly well-suited to the small animal imaging and virtual slide niches, where competition was less intense.

#### 4. Defining a Marketing Strategy

With a clear understanding of the competitive landscape and growth opportunities, we built a marketing strategy that focused on fostering a user community to establish Olympus as a reputable and recognized leader in advanced microscopy. The strategy hinged on building relationships with key customers and leveraging their feedback to improve product offerings.

#### 5. Building and Executing the Marketing Plan

Based on our strategy, I developed a detailed marketing plan, which included identifying the target audience, crafting key messages, and securing the necessary resources. For example, I successfully advocated for the acquisition of additional demo equipment and collaborated with other European subsidiaries to ensure access to skilled application specialists. This approach was crucial for executing high-quality demos that would resonate with potential customers.

#### 6. Building and Executing the Sales Action Plan

The sales plan focused on leveraging leads generated through both marketing campaigns and field activities. I worked closely with highly skilled European application specialists to ensure the best possible pre-sale experience for customers. By revising our service offerings and working directly with third-party suppliers involved in system components (e.g., lasers, AV tables, chillers), we optimized the pricing and profitability of our solutions, benefiting both customers and Olympus' subsidiary margins.

### RESULTS

#### 1. Sales Growth

Between 2015 and 2017, sales of the VS and FV-MP systems grew steadily, with 2017 marking a record high. This was a direct result of the coordinated efforts between marketing and sales, as well as the successful demos conducted across key customer sites.

#### 2. Marketing and Sales Strategy Validation

The strategies we implemented in France and Belgium were so successful that Olympus' European headquarters adopted them for all subsidiaries. This further strengthened Olympus' position in the high-end microscopy market across Europe.

#### 3. Improved Training and Support

European headquarters increased the training programs for sales and application specialists, enabling them to better serve customers and continue driving business growth.

#### 4. Sustaining Leadership

The success of our demos provided valuable insights for the continuous improvement of Olympus products, enabling us to maintain leadership in the high-end microscopy market.



**COMPANY:** Photon Lines SAS

**POSITION:** Head of Sales, Research Market

**CUSTOMER TYPOLOGY:** Academics, industrial R&D, defense

### CONTEXT AND GOALS

Photon Lines SAS is a distribution company focused on high-end photonics solutions, with a diverse range of products addressing several markets, including research and industry. However, the company's heavy dependence on a few key suppliers, particularly within the research market, posed a significant risk to its revenue stability. My role as Head of Sales for the Research Market was to restructure the company's offerings, reduce supplier dependency, and diversify market focus to streamline revenue and ensure long-term growth.

## ANALYSIS AND ISSUES IDENTIFIED

### 1. Dependency on Research Market

The research market, which accounted for more than 60% of the company's revenue, was volatile due to fluctuating government funding, which could be affected by political and economic changes.

### 2. Supplier Concentration

Most of the company's revenue came from just four suppliers, out of a total of 52, creating a significant risk if any supplier relationship were to end. This was an unsustainable situation that needed to be addressed to ensure the company's future growth and stability.

### 3. Sales Team Structure

The sales team was organized by market type rather than geographical coverage, leading to inefficiencies in customer engagement, excessive travel costs, and poor field presence. Furthermore, the sales team was overwhelmed by low-value tasks, such as generating quotes for small orders, which reduced their ability to focus on more strategic, high-value activities.

## ACTIONS

### 1. Supplier and Market Diversification

To mitigate the risks associated with supplier dependency, we diversified our supplier base by introducing new high-potential partners, while phasing out those that no longer aligned with our strategic objectives. We also targeted more stable markets, such as defense and aerospace, which offered greater consistency in revenue compared to the research market.

### 2. Sales Team Restructuring

The sales team was reorganized to focus on smaller, more manageable territories, allowing them to be more present in the field and to better serve both the research and industry markets. Additionally, I introduced a new role to handle small quotations and CRM maintenance, freeing up time for the sales engineers to focus on strategic initiatives.

### 3. Collaborative Supplier Relations

I established stronger relationships with suppliers by conducting in-depth SWOT analyses of their products and services, aligning them with our company's strategic goals. This also involved securing new dealership agreements with suppliers within the same group, leveraging synergies to address new markets and expand our product offerings.

## RESULTS

### 1. Increased Revenue Stability

By diversifying our supplier base and market focus, Photon Lines reduced its dependency on the research market and increased revenue consistency. This contributed to a 15% increase in overall revenue over three years.

### 2. Improved Sales Team Efficiency

The sales team became more motivated and efficient due to the revised structure, leading to better customer engagement and higher revenue generation. Cross-training within the team further enhanced their ability to support one another and handle technical inquiries across different markets.

### 3. Supplier Collaboration Success

Our strengthened relationships with suppliers, particularly those within the same group, led to increased support and more favorable distribution agreements. This enabled Photon Lines to secure larger contracts and further grow its business.



**COMPANY:** Tibidabo Scientific Industries

**POSITION:** Expert Consultant in Business Development Management (ECBDM)

**CUSTOMER TYPOLOGY:** OEM & large integrators, academics, defense and space

## CONTEXT AND GOALS

Tibidabo Scientific Industries is an investment group that had recently acquired several companies specializing in digital imaging and X-ray technologies, including PSEL, Photek, and Lambert Instruments. Despite strong synergies in their applications and markets, these companies were underperforming due to a lack of structured sales and marketing efforts. My role as an Expert Consultant in Business Development Management (ECBDM) was to streamline their operations, align them with the group's strategic objectives, and develop their sales and marketing functions to drive growth.

## ANALYSIS AND ACTION PLAN

### 1. Sales and Marketing Gaps

None of the companies had a proper sales structure in place, and marketing efforts were minimal, with websites outdated and no metrics to gauge performance. Additionally, production processes were inefficient, and R&D teams were not adequately aligned with market needs.

### 2. Improved Communication and CRM Implementation

A unified CRM system was implemented to streamline sales operations and track customer interactions across all three companies. Regular meetings were established between sales, marketing, and R&D to ensure better communication and faster response to market opportunities.

### 3. Hiring and Training

New hires were made in sales, R&D, and production to address skill gaps, improve efficiency, and increase focus on new product development. Training programs were also put in place to ensure that inside sales teams could handle customer inquiries more effectively.

## RESULTS

### 1. Sales Growth

The CRM system allowed us to collect valuable sales data, which improved our marketing efforts and contributed to an increase in sales opportunities. Sales closing rates rose significantly by the second year of the engagement.

### 2. Stronger Market Presence

With a better-aligned team and improved sales and marketing strategies, the group gained a stronger foothold in the scientific imaging and X-ray markets, enabling it to compete more effectively with established players.

### 3. New Product Development

The closer collaboration between sales, marketing, and R&D led to the development of new products that better met market needs, increasing both revenue and market share.