

# CASE: ACTIVE B2B SALES — VENDING COMPANY DEVELOPMENT — NICHE: COFFEE MACHINES

Development & Active Sales Manager

Vladislav — Your B2B Active Sales Manager

## 1. PRODUCT & POSITION

Position: Development manager for a vending company — rapid deployment manager. Don't wait for incoming applications — find placement locations, partners and clients from scratch. Working in coordination with your team, parallel to the existing department. To sell today, work had to start 2 months ago — acting ahead.

Product: Placement and servicing of coffee machines: equipment sales, rental with servicing, turnkey vending solutions. Premium-class machines (bean-to-cup), standard (powder) and combined (coffee + snacks).

Parameter	Value
Average ticket (sale)	from 150,000 to 800,000 per unit of equipment
Average ticket (rental)	from 15,000 to 45,000/month per service location
Deal cycle	7–30 days (placement), 14–60 days (equipment sale)
Seasonality	Stable demand year-round, peak — fall/winter (cold season)
Specifics	Key factor — location traffic. Landlords often receive % of revenue

Target segments:

- Owners and managers of business centers and office complexes
- Shopping centers and food courts
- Manufacturing enterprises and factories (staff rest areas)
- Educational institutions: universities, colleges, training centers
- Medical facilities: clinics, hospitals, outpatient centers
- Transport hubs: train stations, airports, bus terminals
- Government institutions: administrations, MFCs, courts

## 2. IF I WERE YOUR MANAGER: OPERATING PRINCIPLE

I am a rapid deployment manager. From day one, I start building the system: don't wait for calls, find placement locations and equipment buyers myself. I usually contact 50–120 new potential partners per month. In vending, speed of location capture is everything: whoever occupies the location first gets the traffic. So I act ahead.

## 3. PRELIMINARY STAGE: PRODUCT DEEP DIVE & MARKET ANALYSIS

Studied the coffee machine model range: manufacturers, types (bean-to-cup, capsule, powder), throughput, cup cost, margin. Analyzed the vending market: who are the main operators, which locations are taken, which are free. Calculated unit economics for each type of location: average traffic, number of sales, revenue, margin, payback period.

WHAT I DID: Full decomposition of the product line, unit economics for each type of location, competitive market map with zoning by districts.

WHAT IT GAVE: In negotiations, I operated with numbers: "In a business center with 300 people, a machine makes 80–120 cups per day, revenue — X per month, payback — 6 months." This eliminated 90% of objections.

WHY IT WAS NEEDED: A landlord won't buy "a coffee machine" — they'll buy "an additional service for tenants and income without investment." Without numbers — the conversation is empty.

Ready to discuss your challenge. Reach out and I will respond personally.

**Vladislavs Mamonovs**

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#### 4. POSITIONING & CLIENT PROFILE

Vending business is two types of sales simultaneously: selling placement (B2B — convince the landlord to allow the machine) and selling equipment (B2B — sell a machine to a beginning vending operator). For each direction — its own ICP:

Segment	ICP and DM
Business centers	Offices with 200+ employees. DM: manager, administration. Model: rental + % of revenue. Key: service for tenants
Shopping centers & food courts	Traffic 5,000+ people/day. DM: commercial director. Model: area rental. Key: premium bean-to-cup machines
Factories & production	Staff 300+ people. DM: director, HR director. Model: turnkey servicing. Key: employee social package
Universities & colleges	Students + faculty 1,000+ people. DM: deputy rector for facilities. Model: rental + servicing. Key: affordable cup price
Equipment buyers	Beginning vending operators, entrepreneurs. DM: owner. Model: sale + training. Key: ROI and support
Medical facilities	Clinics 100+ visits/day. DM: facilities manager, chief physician. Model: servicing. Key: hygiene and certification

WHAT I DID: Two sales directions with separate ICPs. 6 segments with detailed profiles, DMs, monetization models and key arguments.

WHAT IT GAVE: Each type of client gets their own language: business center manager — "service for tenants," factory HR — "social package," beginning operator — "ROI in 8 months."

WHY IT WAS NEEDED: A business center manager doesn't want "a coffee machine" — they want "convenience for tenants and additional income." If I don't translate the product into their language — they'll decline.

#### 5. OSINT MARKET ANALYSIS: INTELLIGENCE ON LOCATIONS AND COMPETITORS

In vending, OSINT is location intelligence. I used:

- Maps and directories — searching for business centers, shopping centers, universities, factories by district with traffic assessment
- Legal entity registries — identifying management companies and building owners
- Competitive monitoring — which operators are already at the location, what equipment, reviews
- Social media and vending operator forums — trends, problems, unmet demand
- New facility monitoring — under-construction business centers, opening shopping centers, new productions = new locations

WHAT I DID: OSINT Business Radar for locations: city zoning, competitor map, register of free and promising locations. 200+ potential locations identified.

WHAT IT GAVE: Knew where competitors are and where the "gaps" are. Reached managers of new facilities before their opening — got first-contact advantage.

WHY IT WAS NEEDED: In vending, the winner isn't the one with the best machine, but the one who first occupies the best location. OSINT provides this advantage.

#### 6. BUILDING DATABASE & CREATING AUDIENCES

Collected database of 780 contacts: 520 — potential placement locations, 260 — potential equipment buyers. For each contact — direct DM, not a general number.

Level	Description
Hot (A)	New facility opening within 2 months, or current operator leaving the location. Confirmed contact
Warm (B)	Manager showed interest, there's traffic and need, but no urgency. Requires warming up

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Level	Description
Cold (C)	Location fits ICP, but contact not yet established or DM not identified

WHAT I DID: Database of 780 valid contacts, divided by two directions and three readiness levels.  
 WHAT IT GAVE: Conversion from first contact to dialogue — 18%. In vending, this is a high indicator, as managers are accustomed to a flow of proposals.  
 WHY IT WAS NEEDED: Speed of location capture is a competitive advantage. A ready segmented database allows acting faster than competitors.

### 7. PREPARING SALES MATERIALS

Two material packages for two sales directions:

Material	Content
USP for locations	"Additional income without investment: machine + servicing + % of revenue." "Service for employees/visitors: coffee in 30 seconds"
USP for buyers	"Ready business in 48 hours: machine + location + training + support." ROI calculator: payback from 6 months
Commercial proposals	Modular CPs: rental model, sales model, turnkey model. Revenue calculation for the specific location
Visual materials	Photos of installed machines, 3D renders in interiors, video of coffee preparation process
Scripts and sequences	Cold calls for managers, email sequences for operators, handling: "we already have a machine," "we don't need it," "too expensive"

WHAT I DID: Full package: USP, CPs, visual materials, scripts — for both directions. ROI calculator for equipment buyers.  
 WHAT IT GAVE: CP with revenue calculation for the specific location converted in 40% of cases. The manager saw not "a machine," but a specific income amount.  
 WHY IT WAS NEEDED: Without specific numbers for their location, the manager will say "I'll think about it" and forget. With the calculation — makes a decision in 1–2 meetings.

### 8. DIGITAL INFRASTRUCTURE: LANDING PAGES & ADVERTISING

Landing	Focus
For landlords/locations	"Additional income for your facility" — revenue calculator, installation cases, application form
For equipment buyers	"Vending business from scratch in 48 hours" — machine catalog, ROI calculator, turnkey packages
For HR directors	"Coffee for employees without equipment costs" — servicing model, photos, reviews

Contextual advertising for queries "buy coffee machine," "vending business," "office coffee machine." Targeting business center managers and HR directors. Lead magnet — "Vending Business Profitability Calculator."

WHAT I DID: 3 landings + contextual + targeting + email-remarketing. Lead magnet with profitability calculator.  
 WHAT IT GAVE: Landing conversion for buyers — 11.4%. For landlords — 8.2%. Inbound flow steadily generated 15–20 applications per month.  
 WHY IT WAS NEEDED: In vending, decisions are made quickly — if a client visits the landing and sees the payback calculation, they call themselves.

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## 9. CREATIVE OUTREACH — REACHING DECISION-MAKERS

In vending, the DM is a building manager, facilities manager, HR director. People attacked by dozens of sellers every day. My hooks:

- "Calculated the location profitability in your business center: 380 cups/day × average ticket = X/month. You get 15% without investment. Interested in seeing the calculation?"
- "Saw that your building has a [competitor] machine — by tenant reviews, the coffee is weak. Can install a bean-to-cup machine for a free 2-week trial"
- "Your new business center opens in 3 months — I can prepare a coffee zone placement project with 3D visualization free of charge"
- For buyers: "Compiled a case: an operator with 5 machines in your district earns X/month net. Want to see the model?"

WHAT I DID: Value-first approach: free calculation, trial period, 3D visualization, ready cases with figures. Multi-channel outreach: calls, messengers, email, visits.

WHAT IT GAVE: Response to personalized messages — 32%. Conversion from trial period to permanent contract — 75%.

WHY IT WAS NEEDED: A manager receives "proposals" every day. My approach is not a proposal, but a ready solution with figures for their specific facility.

## 10. NEGOTIATIONS & NEEDS DISCOVERY

Market Mixology: different approach for each segment. For landlords — SPIN (identify dissatisfaction with current operator). For buyers — Insight Selling (show opportunities they hadn't thought of):

- To business center manager: "How many complaints from tenants about lack of coffee do you receive per month? And how many tenants does this affect in their decision to renew?"
- To HR director: "How much time do employees spend going for coffee? 15 minutes × 3 times × 200 people = 150 hours/day of lost productivity"
- To equipment buyer: "Have you considered a model with two hoppers? The second beverage (cocoa/tea) increases location revenue by 25%"
- OSINT Business Radar: "Saw that your current operator delays servicing — tenants are complaining. Ready to replace with seamless service"

WHAT I DID: SPIN + Insight Selling + OSINT. Created need where the client didn't see a problem. Used intelligence data for precise approach.

WHAT IT GAVE: Price stopped being the main factor. 65% of deals closed not at the lowest price, but based on better service and argumentation.

WHY IT WAS NEEDED: In vending, a client often doesn't realize the problem: "we already have a machine." My task — show that their current solution is costing them money.

## 11. MANAGING THE DEAL TO CLOSE

In vending, a deal goes through specific stages:

Stage	My Actions
Location audit	Traffic measurement, electricity and water supply assessment, location photo, potential calculation
Commercial proposal	Individual calculation: machine model, quantity, placement, revenue forecast
Trial period	2-week installation at no cost. Collecting sales statistics, feedback
Terms agreement	Rental/servicing contract, % of revenue, servicing schedule, SLA
Handover	If needed, transfer client to your technical team for installation and launch

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WHAT I DID: Audit → CP → trial → contract. Managed every stage, recorded in CRM. Trial period as a conversion tool.  
 WHAT IT GAVE: Conversion from trial period to contract — 75%. From CP without trial — 35%. Trial = best salesperson.  
 WHY IT WAS NEEDED: Vending is a trust business. The landlord must see that the machine works, the coffee is good, the service is precise. The trial proves it.

## 12. BIG TICKETS & STABLE FLOW

Focus — on large clients with a network of facilities: management companies with a business center portfolio, shopping center chains, large productions with multiple sites. One such client = 5–30 machines.

- Proactive work: monitoring client's new facilities, proposing before they start looking
- Up-sell: expanding the range (snack machines, water, combo zones)
- Cross-sell: servicing + ingredients + consumables
- Loyalty program: priority servicing, free replacement when expanding

WHAT I DID: Focus on network clients. Monitoring new facilities, up-sell and cross-sell, loyalty program.  
 WHAT IT GAVE: Repeat sales and expansion — 65% of turnover. Average large client LTV — 12–20 machines per year.  
 WHY IT WAS NEEDED: One network client replaces 20 one-time installations. Stability and predictability = business scaling.

## 13. CRM & AI AUTOMATION

CRM funnel: contact → audit → CP → trial → agreement → contract → servicing. AI bots for:

- Follow-up after audit: "Prepared calculation for your location — when is convenient to discuss?"
- Trial period monitoring: automatic sales report for the trial 2 weeks
- Reminders about contract renewals and equipment replacement
- Predictive analytics: deal forecasting, optimal contact time, up-sell recommendations

WHAT I DID: CRM funnel with 7 stages. AI for follow-ups, trial monitoring, contract renewals and predictive analytics.  
 WHAT IT GAVE: Reduced manual tasks by 50%. No trial period ended without a contract offer. Forecast accuracy — 82%.  
 WHY IT WAS NEEDED: In vending, there are dozens of locations, hundreds of contacts, trial periods — without automation, chaos is guaranteed.

## 14. COMPANY INTEGRATION

I work in parallel with your team: service department, logistics, technical department. All communications transparent, reporting — in CRM dashboards.

Traffic Type	Description
Cold outbound	OSINT location intelligence, facility visits, cold calls to managers
Hot outbound	Working warm leads, expanding with current clients, up-sell
Cold inbound	Applications from landings, contextual advertising, lead magnets
Hot inbound	Referrals from partners, repeat inquiries, word of mouth

## 15. QUARTERLY PLAN

Month	Contacts	Dialogues	Audits	Trials/CPs	Contracts
Month 1	100	28	12	6	3
Month 2	120	38	18	10	6
Month 3	140	50	25	15	10

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Scenario	New Contracts/Quarter
Pessimistic	12-14
Realistic	19-22
Optimistic	28+

- Month 1 — product deep dive, OSINT location intelligence, database building, first contacts and audits
- Month 2 — active negotiations, launching trial periods, funnel building, start of digital campaigns
- Month 3 — converting trials to contracts, scaling, repeat sales, up-sell to current clients

## 16. RESULTS

In three months, I built not just sales, but a vending company development system: from OSINT location intelligence to CRM management and AI automation.

- ✓ Database of 780 valid contacts (locations + equipment buyers) developed
- ✓ First contact conversion — 18%, trial to contract conversion — 75%
- ✓ 3 landings created and advertising campaigns launched for both directions
- ✓ OSINT monitoring system for new facilities and competitors established
- ✓ Entire cycle automated: from follow-up to trial period monitoring
- ✓ Scalable model of location capture and equipment sales formed

This case was designed as real — for an active client in the "vending equipment — coffee machines" segment. For commercial security and confidentiality reasons, some data has been slightly changed: certain figures, company names and geography have been adjusted. The work structure, methodology, tools used and sequence of stages reflect real experience and approach to building active B2B sales systems.

Want to build a system of active B2B sales?  
Bring me in — I'll launch sales in 4-6 weeks.  
Working in parallel with your team, recording everything in CRM.  
Don't need me — disconnect without risk.