

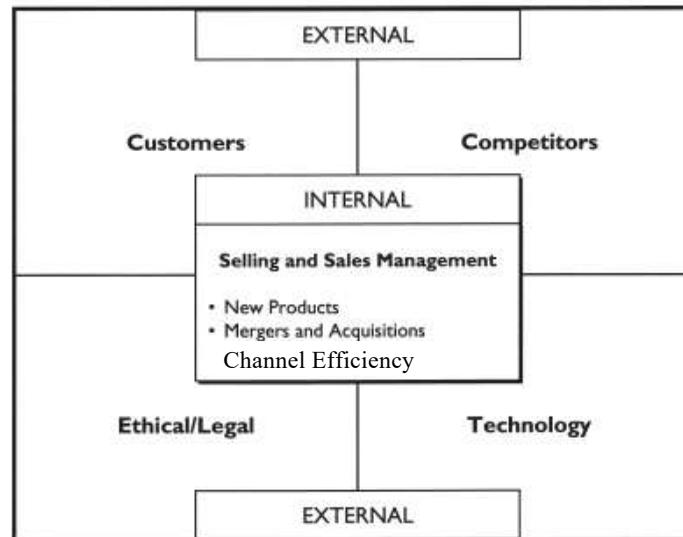
Marketing and Sales: Working together and thriving in a post-COVID world

Tom Steenburgh
Darden School of Business

Pre-COVID Selling Environment Was Already Turbulent

Old Way...

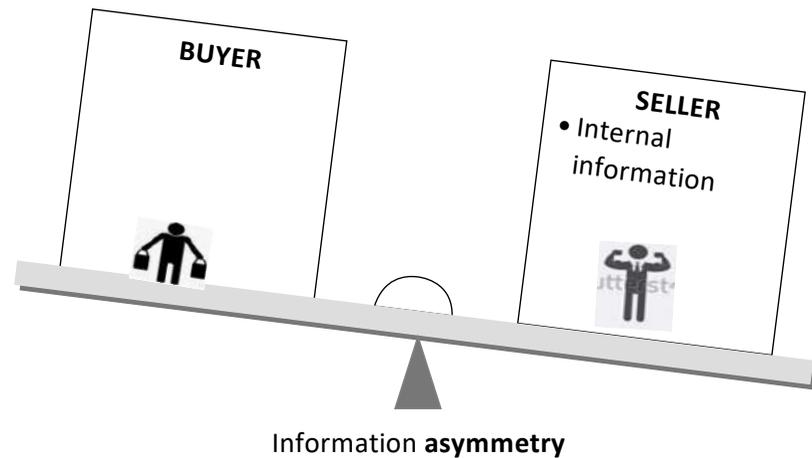
- Customer
 - Satisfaction match
 - Preference stability
 - Decision simplicity
 - Identify need/s
 - Outbound
- Competition
 - Customer Instant Value
- Technology
 - Low automation
 - No digital content
- Ethical/Legal
 - Broad claims



Pre-COVID Trends...

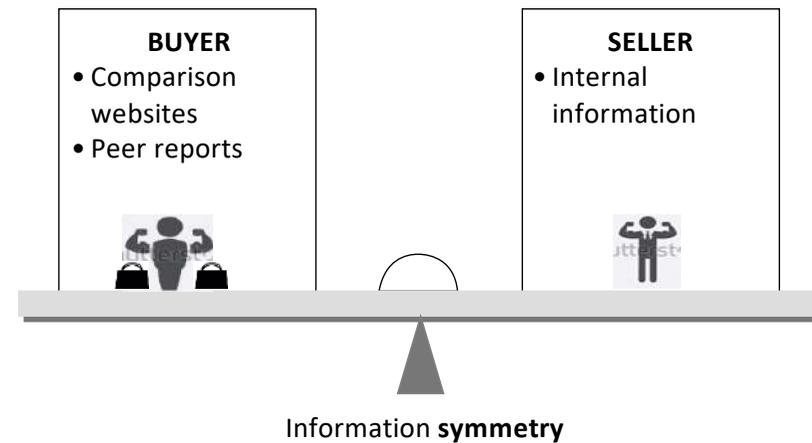
- Customer
 - Satisfaction mismatch
 - Preference turbulence
 - Decision complexity
 - Co-produce
 - Outbound + Inbound
- Hypercompetition
 - Customer Lifetime Value
- HyperTech
 - Know more, in real time
 - Digital/content marketing
- Ethical/Legal
 - Limitation on claims

Information Asymmetry: The Digital Shift



Seller Power: Caveat Emptor

- Product Feature/Benefits
- New Updates
- Engaged Early in Process



Buyer Power: Caveat Venditor

- Less Need for Salesperson
- Higher Expectations
- Engaged Late in Process



HARVARD | BUSINESS | SCHOOL

9-509-049

REV: JANUARY 24, 2011

THOMAS STEENBURGH
JILL AVERY
NASEEM DAHOD

HubSpot: Inbound Marketing and Web 2.0

None of [the old rules of marketing] are true anymore. The Web has transformed the rules, and you must transform your marketing to make the most of the Web-enabled marketplace of ideas.

—David Meerman Scott, author of *The New Rules of Marketing and PR*

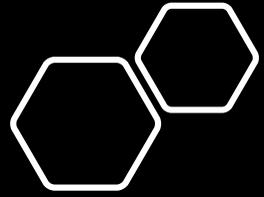
Smarketing:
Greater
alignment
between sales
and marketing
teams

HubSpot

COVID Crisis

Isolation

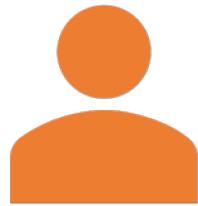
Uncertainty



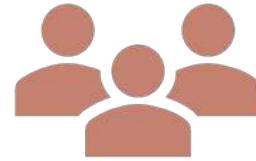
How well has
your company
adapted to the
changes
brought on by
COVID?

- Have you found ways to coordinate with others, colleagues and customers, despite the isolation?
- Have you found ways to keep learning despite the uncertainty?

What can we learn from how companies manage uncertainty when selling new products



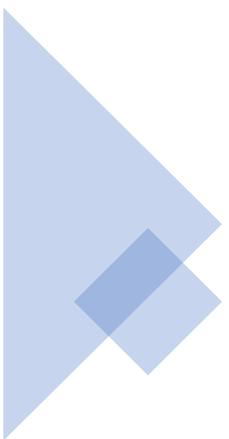
Right People



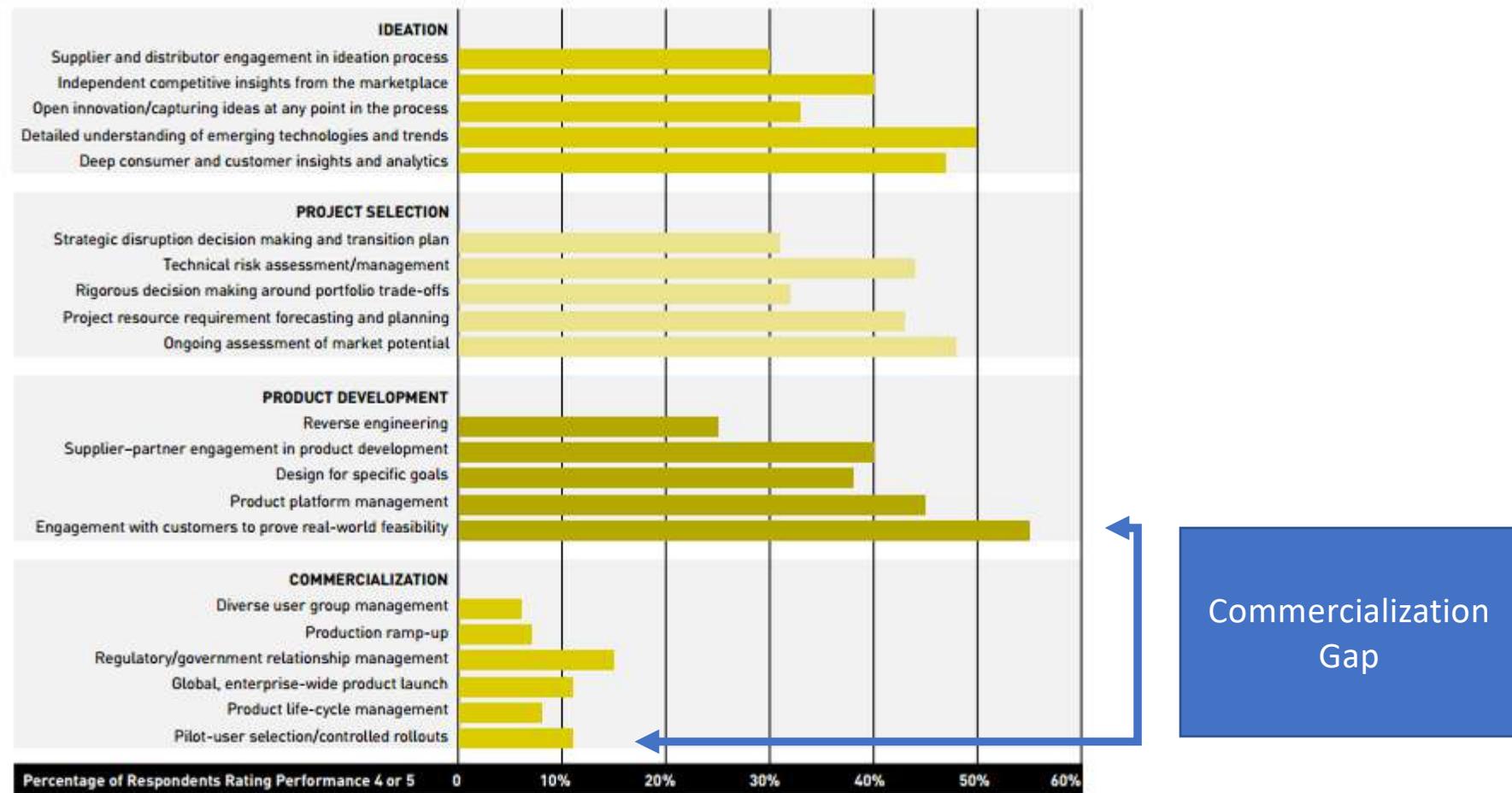
Right Organization and
Culture



Right Processes



Many companies have a gap in their process when commercializing new products



Source: Booz & Company

Stars see different barriers

Others	Stars
Lack of Descriptive Product Knowledge	Lack of Evaluation Criteria
Mixed Information about the Product	Switching Costs
	Need to Maintain Status Quo

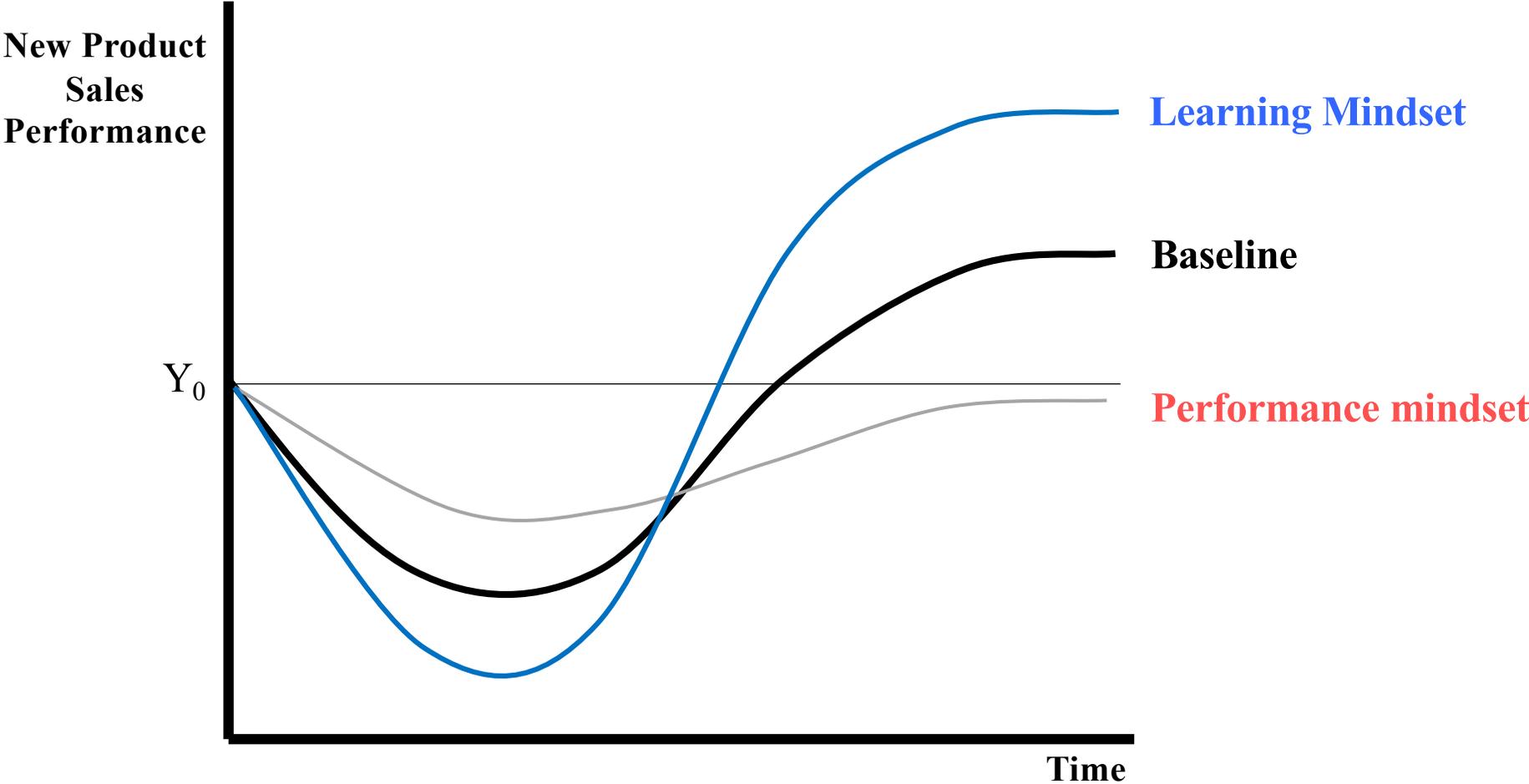


Stars have different traits and characteristics

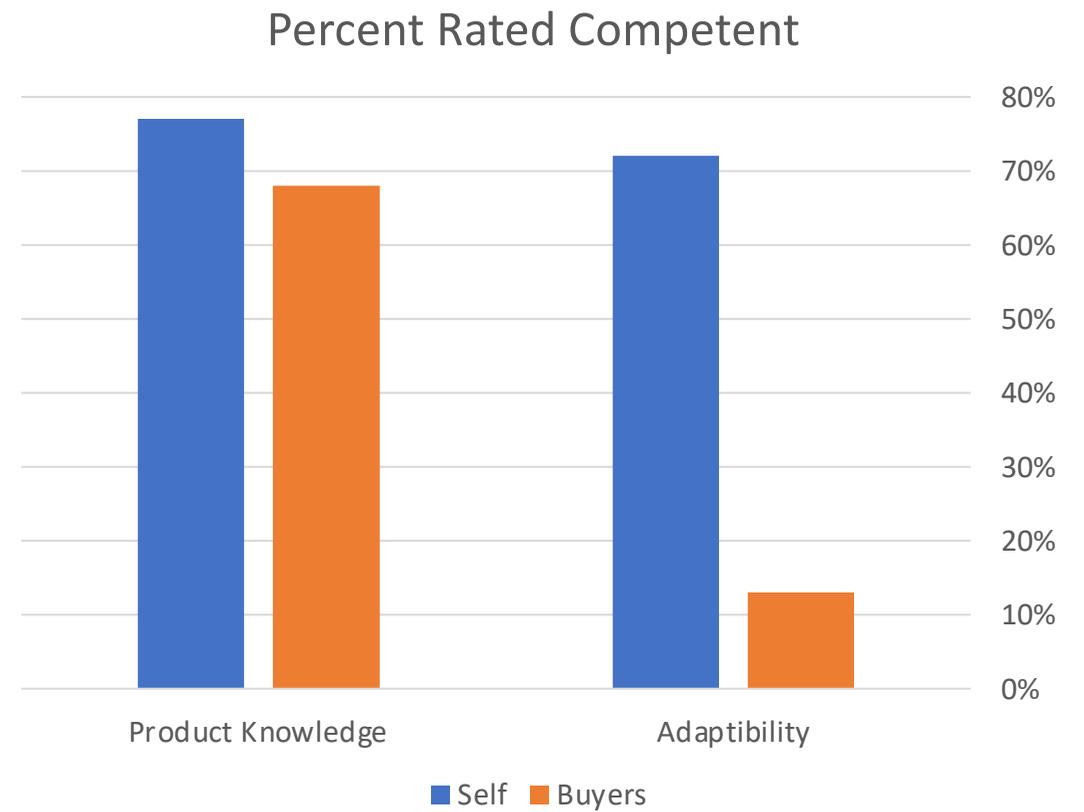
- **Product Knowledge** – an understanding of the product
- **Market Knowledge** – an understanding of market trends and competitive dynamics
- **Learning mindset** – a desire to improve their abilities and master difficult tasks
- **Customer focus** – a predisposition to meet customer needs above and beyond what is required
- **Adaptability** – an ability to adjust processes and styles quickly according to feedback



Importance of a learning mindset



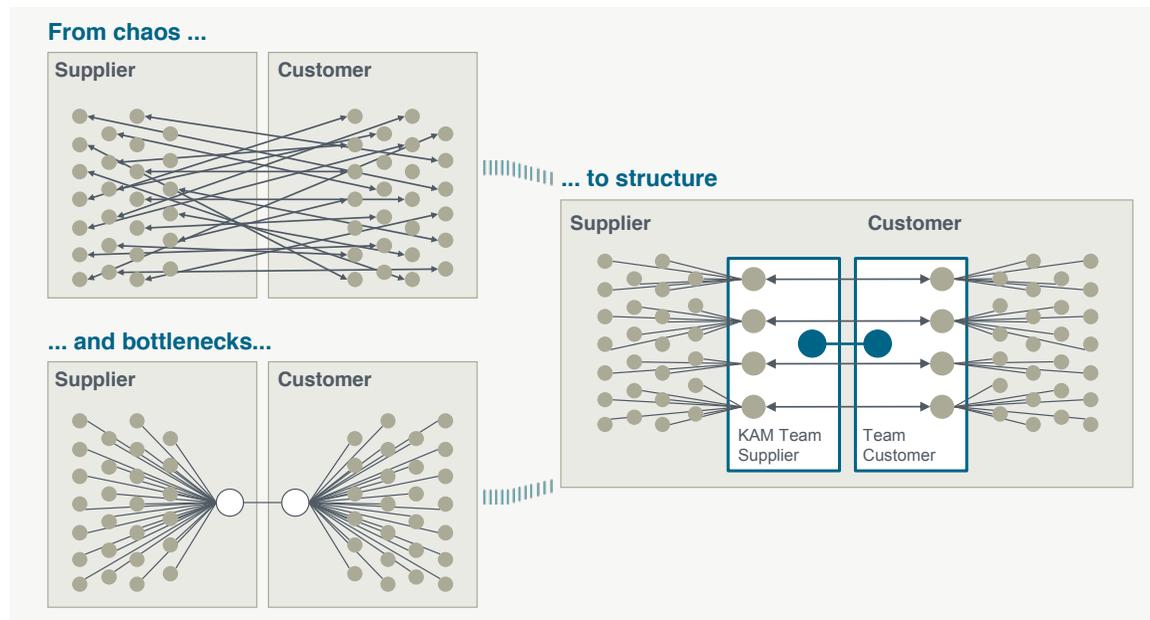
It's helpful to get outside perspective





“Our salespeople could assess the customer’s needs and offer appropriate solutions. But the disruption in the digital market was so overwhelming that they did not feel clear about what they were supposed to do. They were stuck in place until we could get them over this hurdle. To help them cope, we asked them to reflect on what their role was and was not. We found that it was helpful for them to write down their thoughts in a journal. We needed them to recognize that they did not have to be an expert in all things.”

Effective networks help surface problems and spot new opportunities



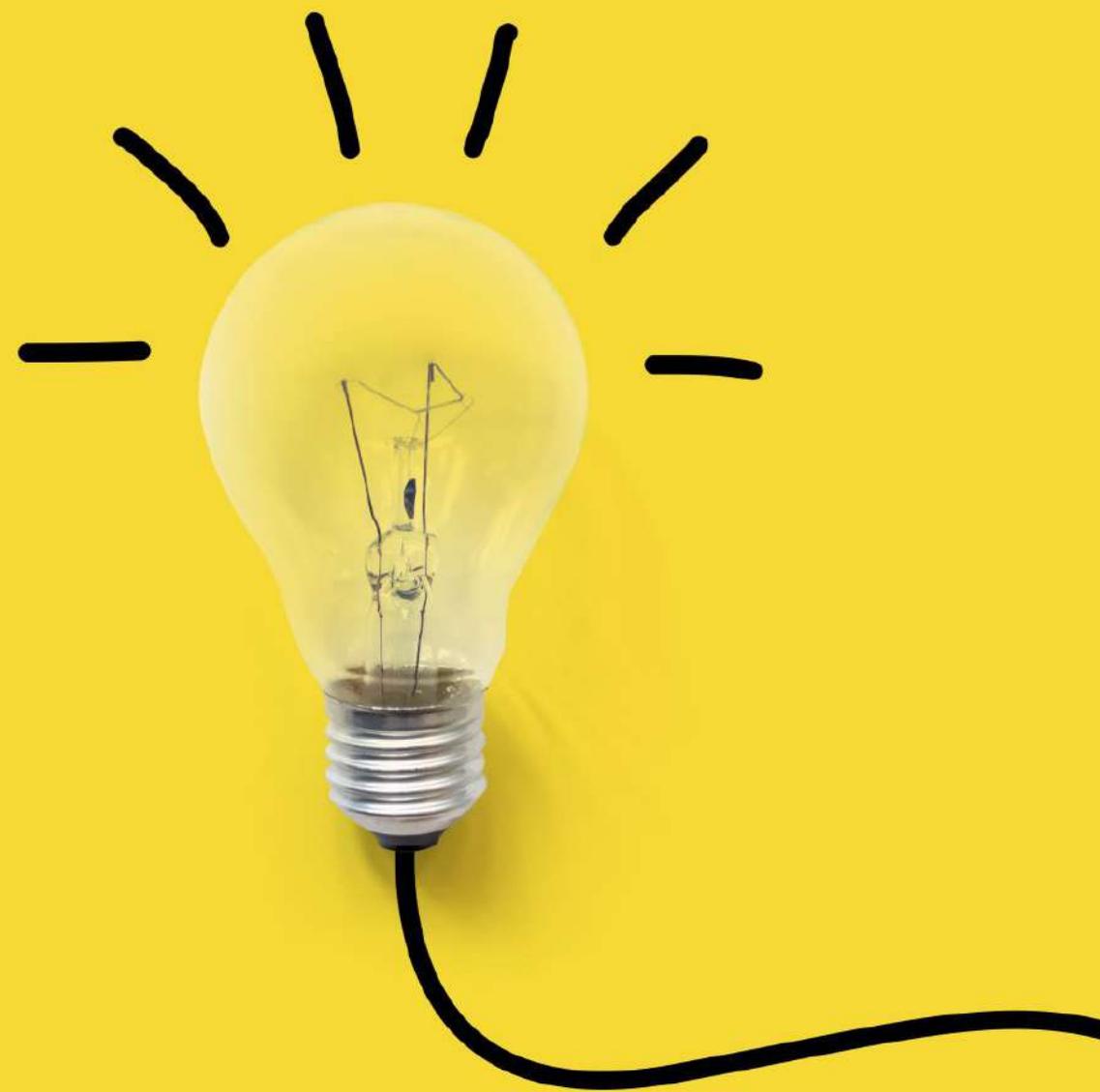
“Once a business unit told me that the customer was not interested in energy storage technologies. They had asked the wrong people. I put them in contact with the customer’s R&D center, where I knew that a team of eight people worked on storage innovation, and that team was indeed interested in cooperating with us.”

Collaboration between senior leaders break down key barriers to adoption



“The involvement of the board shows our commitment to customer centricity. It builds trust between the board and the customer’s top executives and provides the board a more direct view of what customers want. This program gives the SAMs further strength via our top management inside and outside the organization.”

Creating an
effective
learning
environment
in the middle
of a crisis



1) Start by reflecting on your principles and values



The Darden School improves the world by inspiring responsible leaders through unparalleled transformational learning experiences.



Values and principles critical to achieving excellence are:

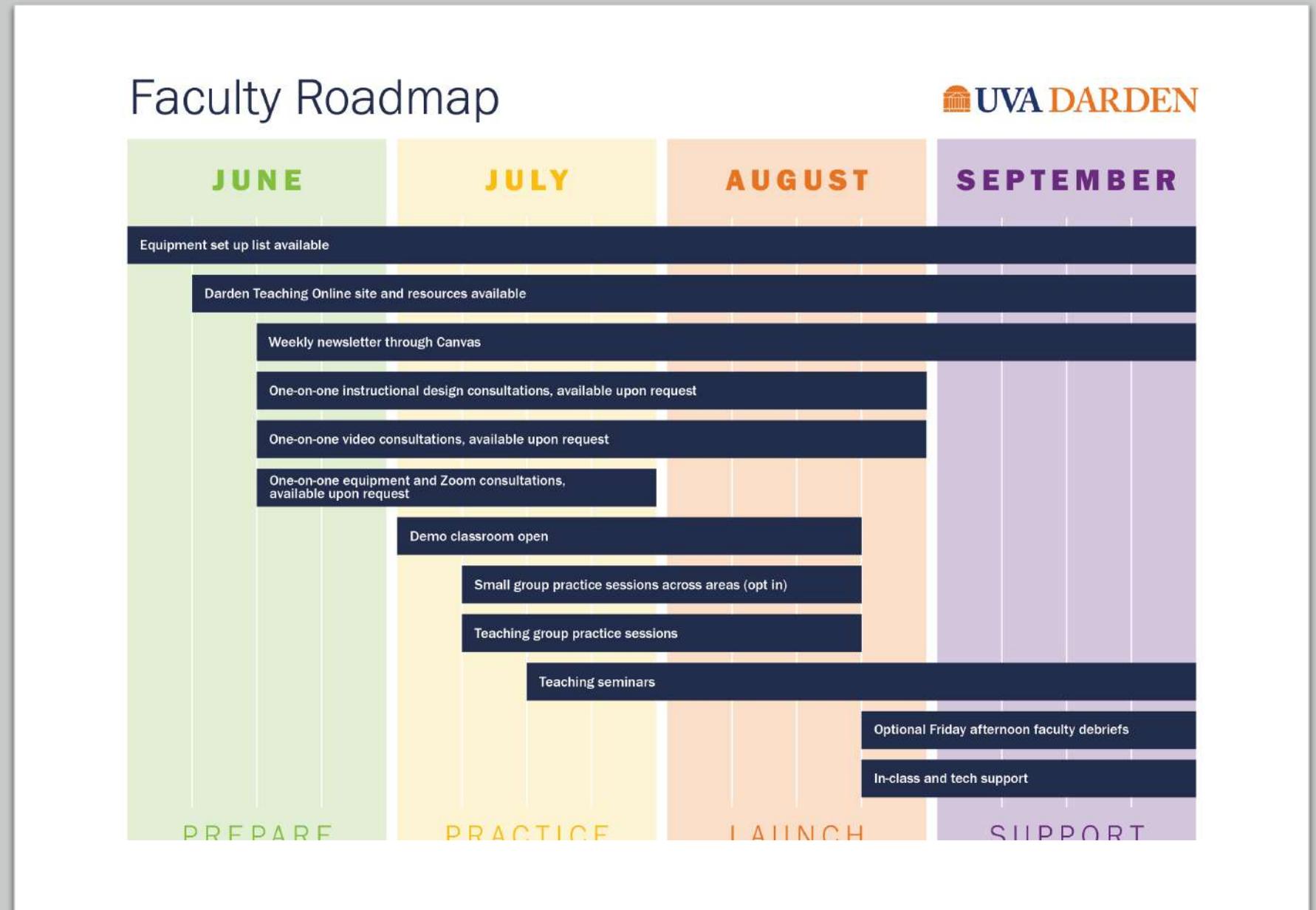
Innovative and rigorous education that develops discerning judgment and the ability to act decisively

Insightful research that advances knowledge and impacts practice

Inclusive community, united by honor, that enables its global and diverse members to collaborate and excel

Enduring relationships that support individual and organizational growth

2) Develop a learning roadmap and plan for bumps



Make the problem as small as possible

The Zoom logo consists of a solid blue square with the word "zoom" written in white lowercase letters in the center.

zoom



canvas

Add when you see fit



Quincy Lake Clinic Planning Exercise

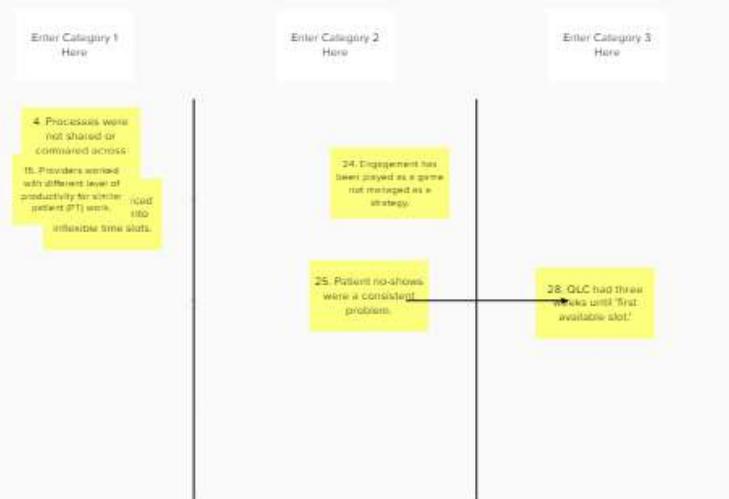
The issues listed in Exhibit 4 of the case are reproduced below.

Team Tasks:

1. Group the ideas in similar categories in the template to the right.
Create more categories, if necessary. Duplicate an idea if necessary.
2. Name the categories in order to identify them.
3. Create issues from the case material that complete your story.
4. Where possible, use the arrows below to show cause and effects among the ideas, either within or between categories. Move the sticky notes as needed to show the logical relationships.
5. What has Olga learned that is critical to building a successful strategy?

Exhibit 4 Issues

1. Providers built their own processes.	2. Nurses assigned to an individual provider.	3. Communication quality problems between staff and providers.		5. Front staff and nursing did not operate effectively across department sites.
6. Nurses were not operating at the top of their licenses.	7. The clinic culture was fluidly but cliquish and site-based.	8. Firefighting was celebrated.	9. CMO position was ineffective as a substitute for support of Clinic Wide Stream Flow.	10. No documented processes existed.
11. Financial processes, reporting requirements, and systems were not standardized.		12. Referral process was a labor intensive, quality problem.	14. Provider schedules were set based on provider needs.	
15. Process training was hospital and dependent on On-Job Training.	17. Human Resource processes were unclear and changed with great frequency.	18. The clinic schedule was not patient-centric.	19. Hiring additional primary care providers was not an easy option.	20. Incoming messages and mail process in disarray.
21. Providers underutilized the standard "three room promise."	22. Providers had singular focus on their own clinic.	23. Patient records were requested with a "shotgun" approach.		
26. Managerial processes and processes were not standardized or well documented.	27. Providers scheduled in a standard time slot.		29. Patient records processed by insufficiently trained staff.	30. No standard communication methods.

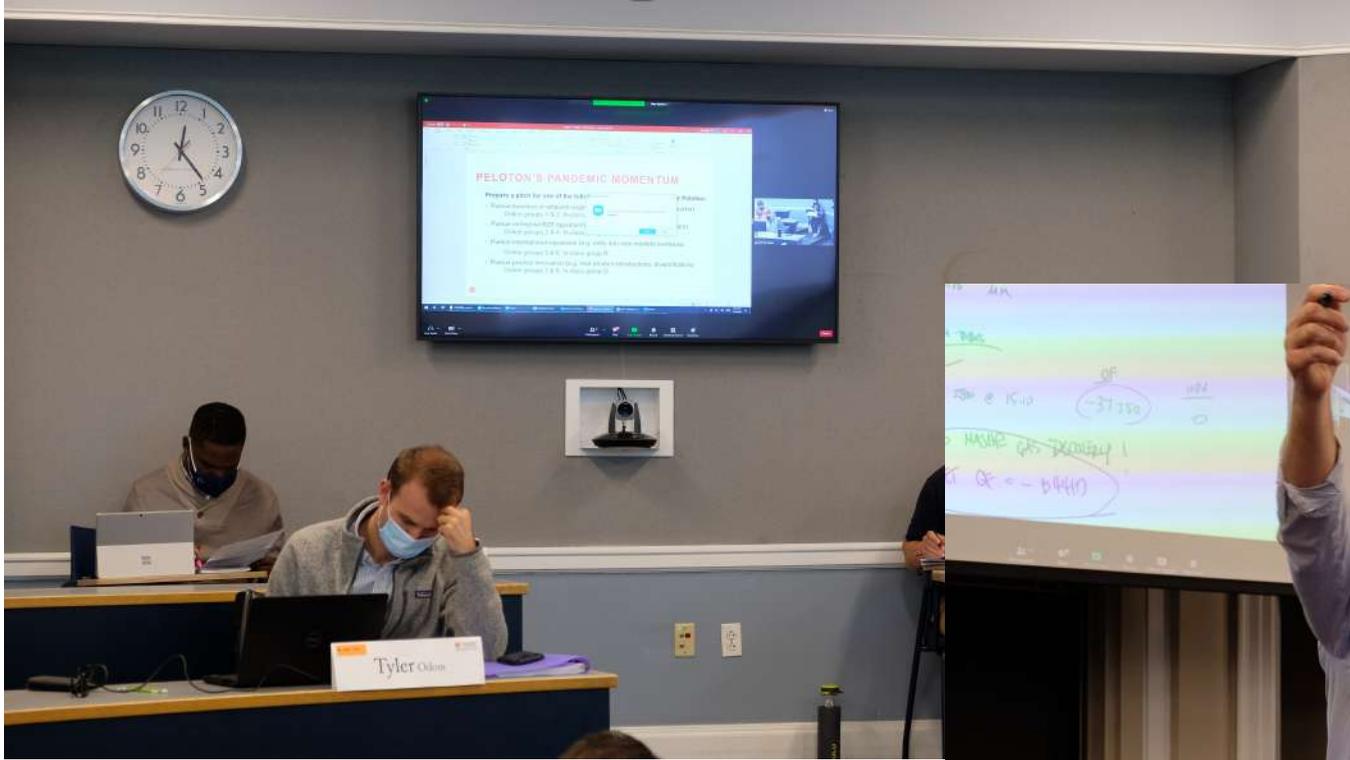


Collaborative Learning can be very effective and engaging

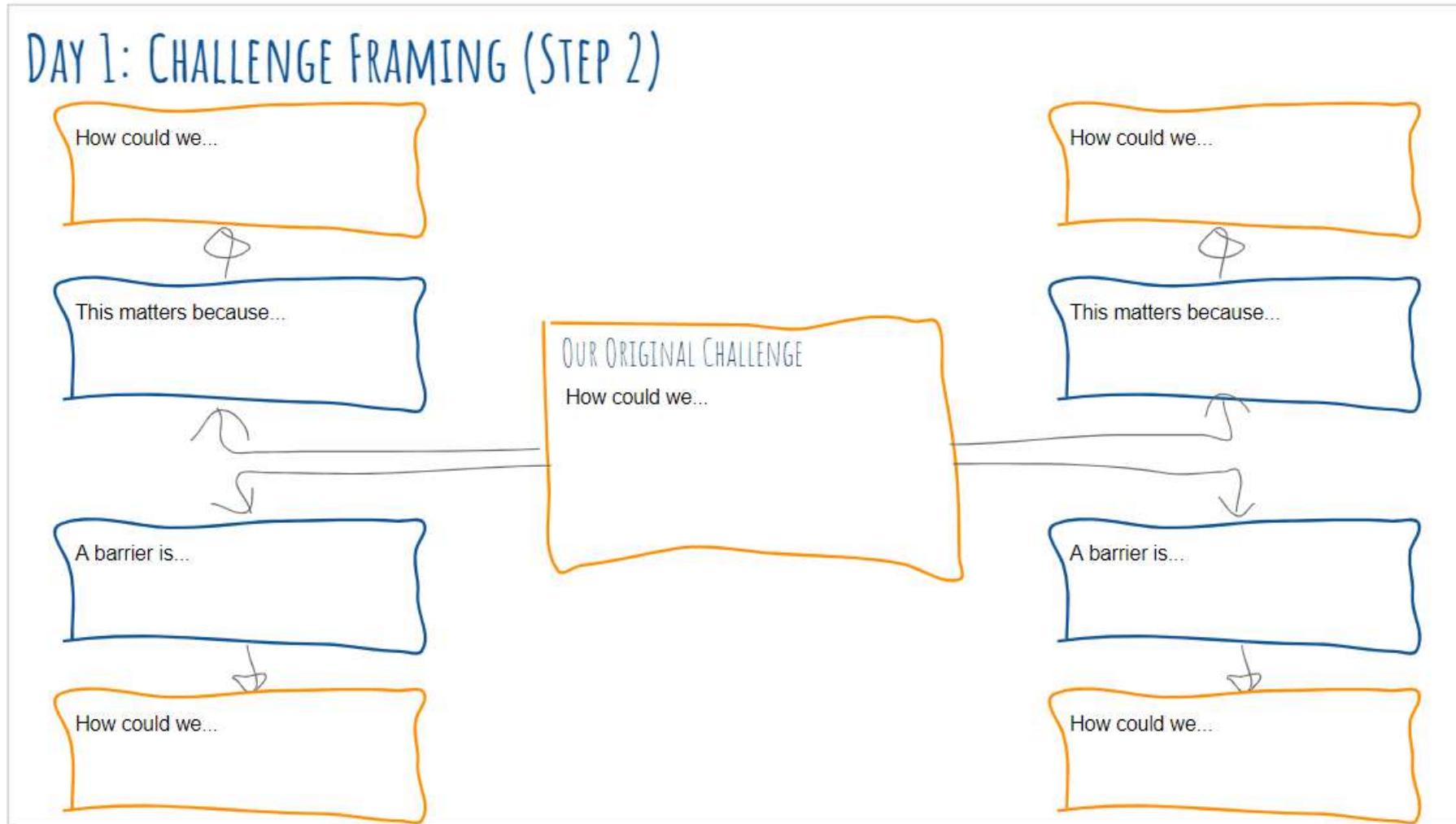
Similarly, fit the technology to your comfort level

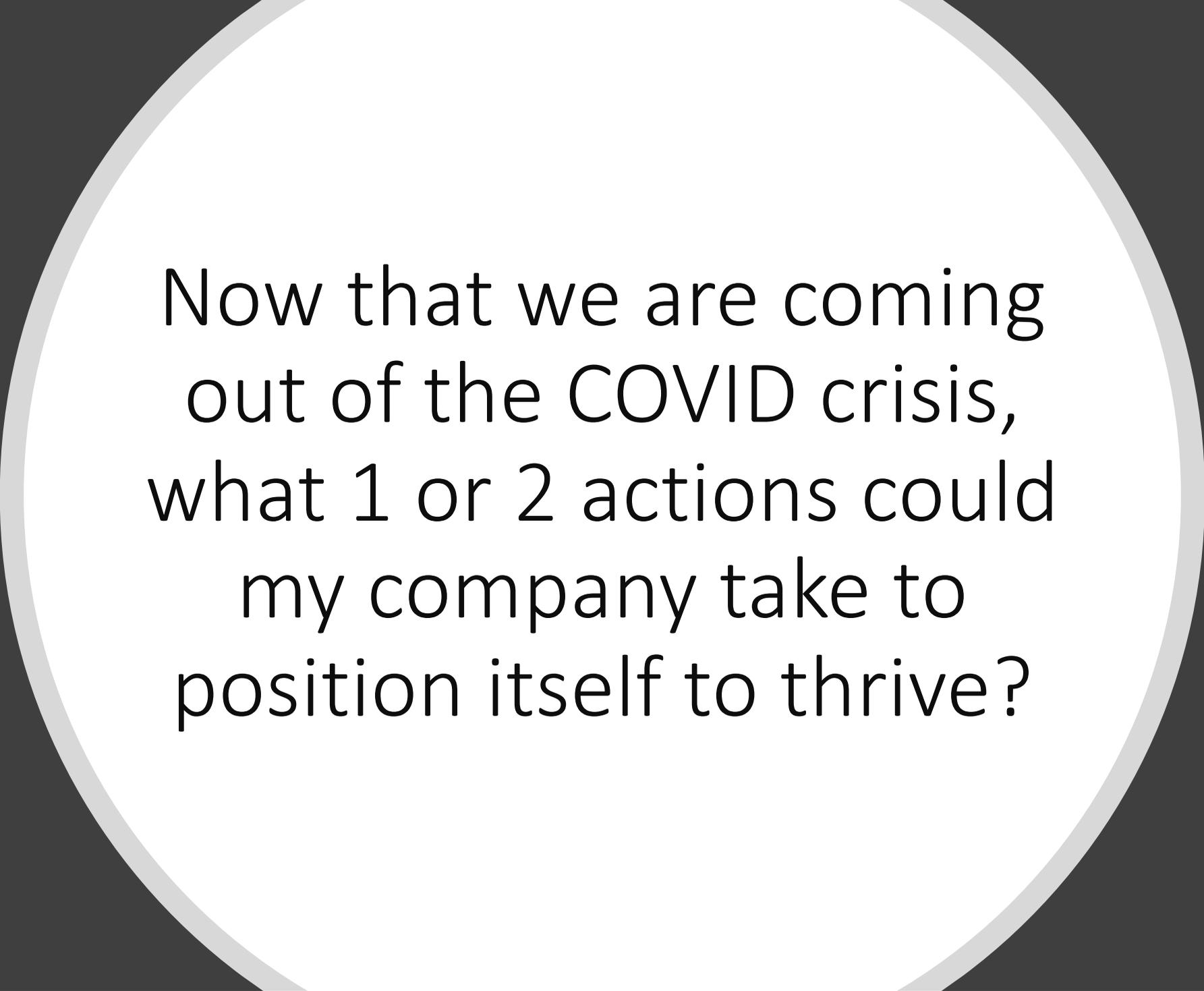


You will be successful only if you're confident



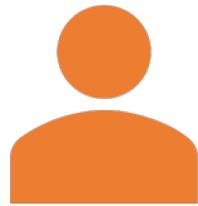
3) Reframe the way you present ideas



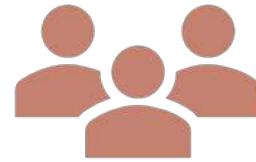


Now that we are coming
out of the COVID crisis,
what 1 or 2 actions could
my company take to
position itself to thrive?

Thank you!



Right People



Right Organization and
Culture



Right Processes