



Taking the lead in the aftermath

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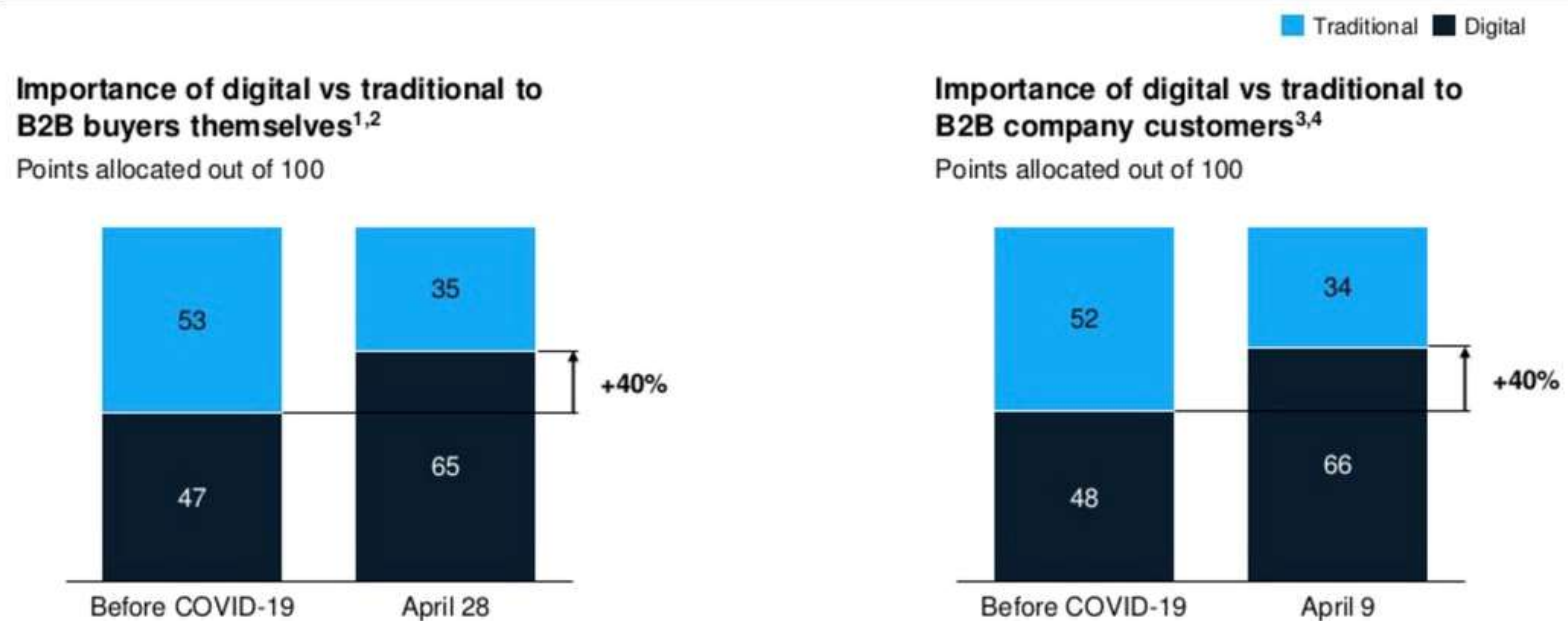
How to get started -> Webinar at the start of social distancing

1. Select active customers and/or in invest mode (touch base with all contacts)
2. Group according to same reason to buy per solution (to improve sales productivity)
3. Prioritize in terms of willingness to buy (urgency or impact)
4. Create small drip campaigns (also for existing customers)
5. Prepare and practice with colleague's (conversation and video calls demand other skills)



What trends are here to stay for sales ?

The importance of digital sales has doubled over that of traditional sales interactions since the onset of COVID-19



¹Q: Prior to COVID-19, how important were each of these methods in delivering an overall outstanding sales experience? Please distribute 100 points across these two items, giving more points to the method that you believe is more important to you personally when interacting with your suppliers.

²Q: Now, thinking about the next two weeks given the environment with COVID-19, how important are each of these methods in delivering an overall outstanding sales experience? Please distribute 100 points across these two items, giving more points to the method that you believe is more important to you personally when interacting with your suppliers.

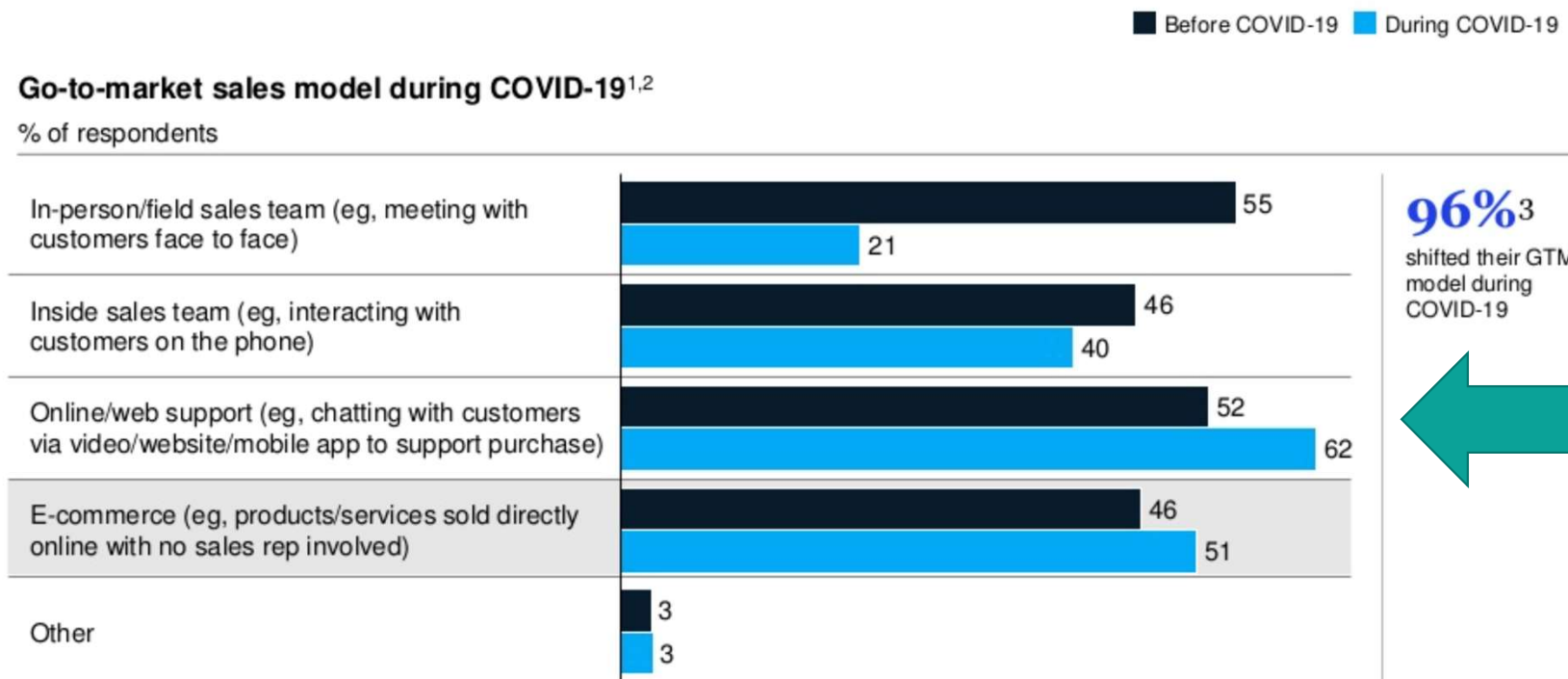
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What trends are here to stay for sales ?

The majority of companies that serve other businesses have shifted their go-to-market model in response to the COVID-19 crisis



¹Q: In what ways was your company's product or service sold before COVID-19?

²Q: Now today, in what ways is your company's product or service sold during COVID-19?

³Q: Which of the following statements best describe the changes your company has made to its commercial and go-to-market model during COVID-19? Figures may not sum to 100% because of rounding.

Source: McKinsey COVID-19 B2B Decision-Maker Pulse #2 4/20–4/28/2020 (n = 3,755)

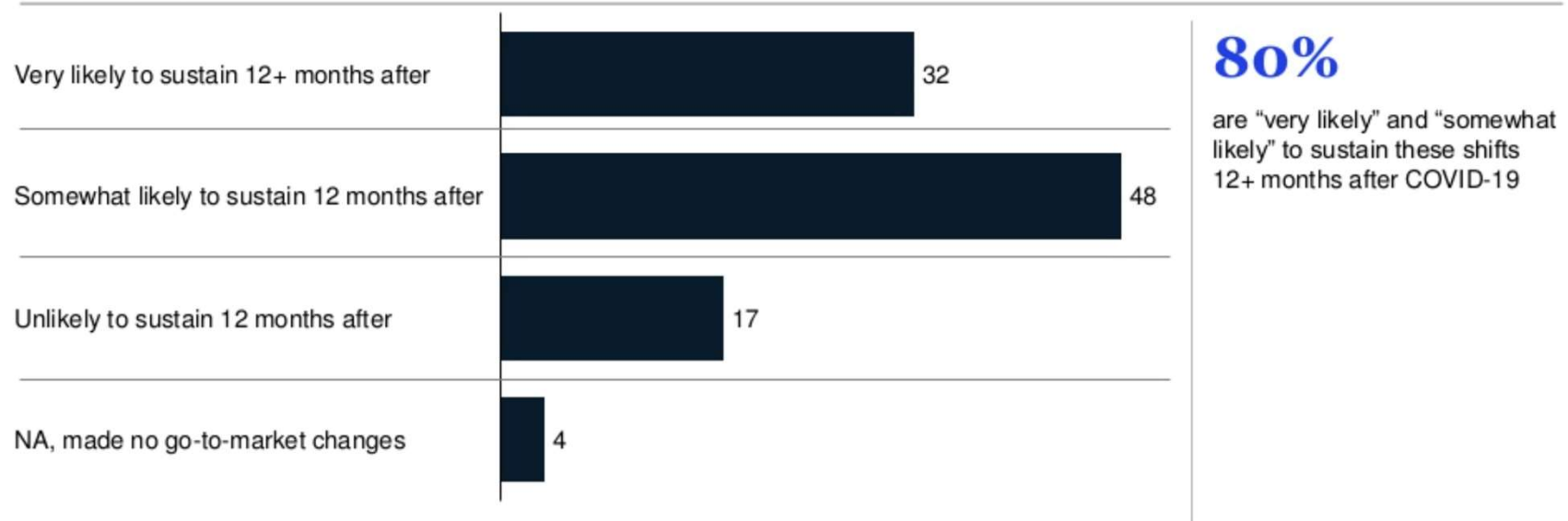


What trends are here to stay for sales ?

Companies are likely to keep their new sales model for more than 12 months after the onset of the COVID-19 crisis

Staying power of new sales models¹

% of respondents



¹Q: Which of the following statements best describe the changes your company has made to its commercial and go-to-market model during COVID-19? Figures may not sum to 100% because of rounding.

Source: McKinsey COVID-19 B2B Decision-Maker Pulse #2 4/20–4/28/2020 (n = 3,755)

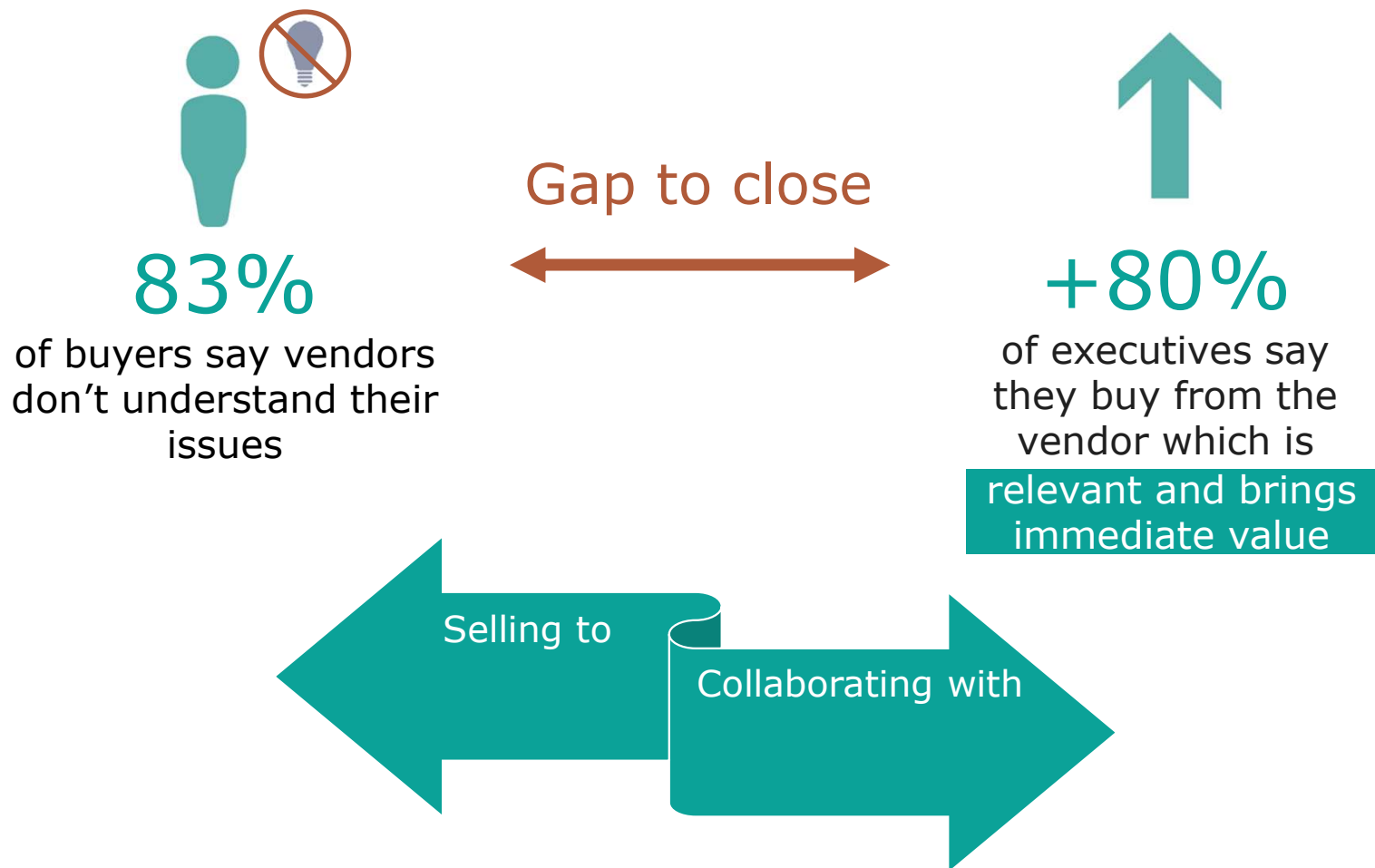


How do buyers behave in these Corona times ?

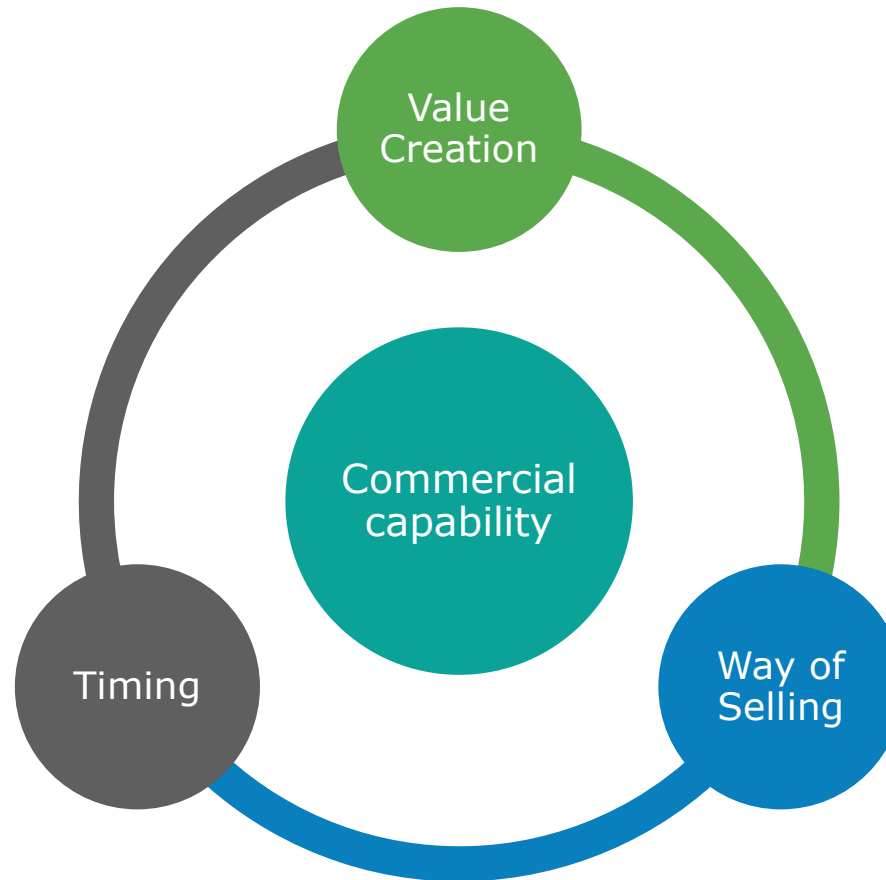
- Buyers are putting off non-essential purchases.
- Buyers are looking for continuity in the supply-chain and for alternate sourcing.
- Buyers are looking for new insights into value creation from their suppliers- need not always be about new product innovations, it can be about process innovations, sourcing innovations, financial innovations, etc.
- Buyers are overloaded with information from suppliers
- Buyers do not like aggressive approaches by salespeople

Source: Interviews with sales professionals and buyers- April 2020, Ball State University

What research tells us

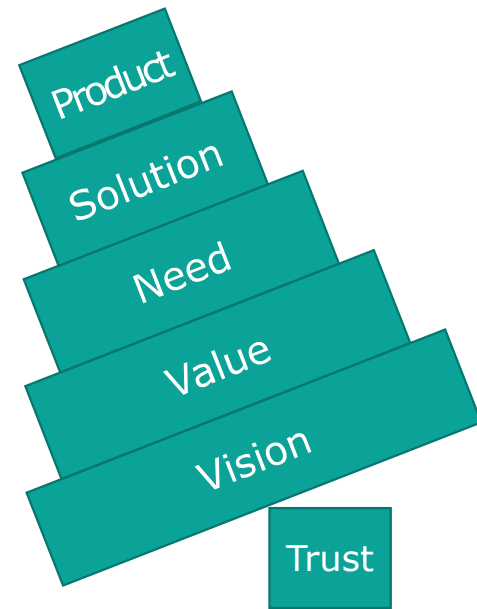
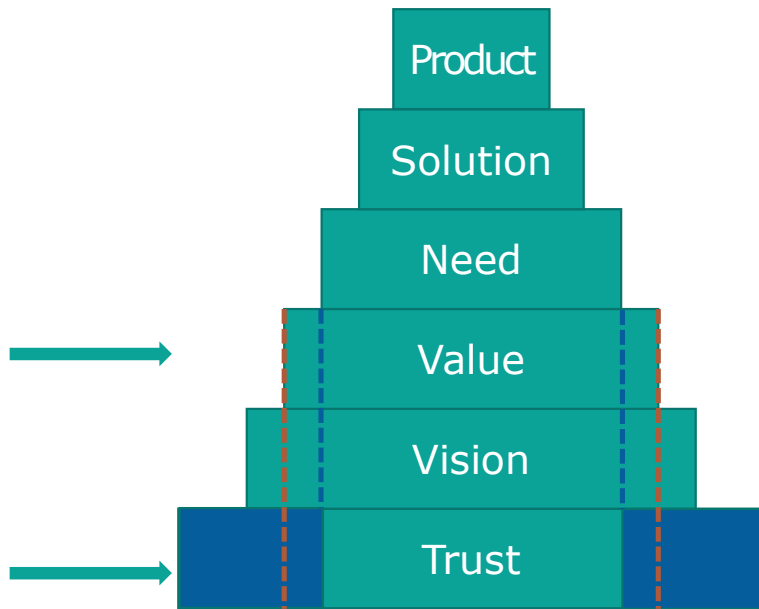


Taking the lead requires 3 components

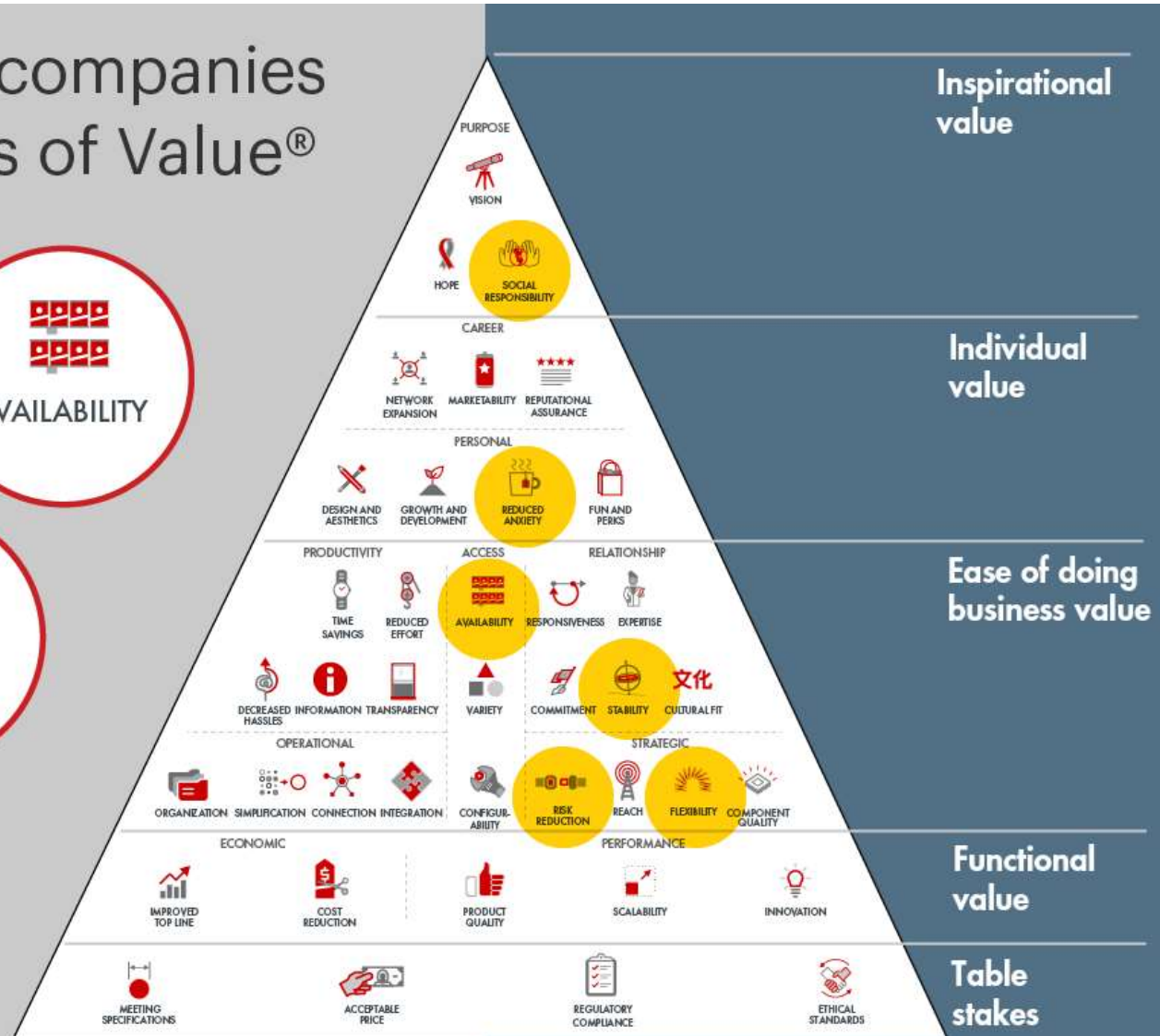
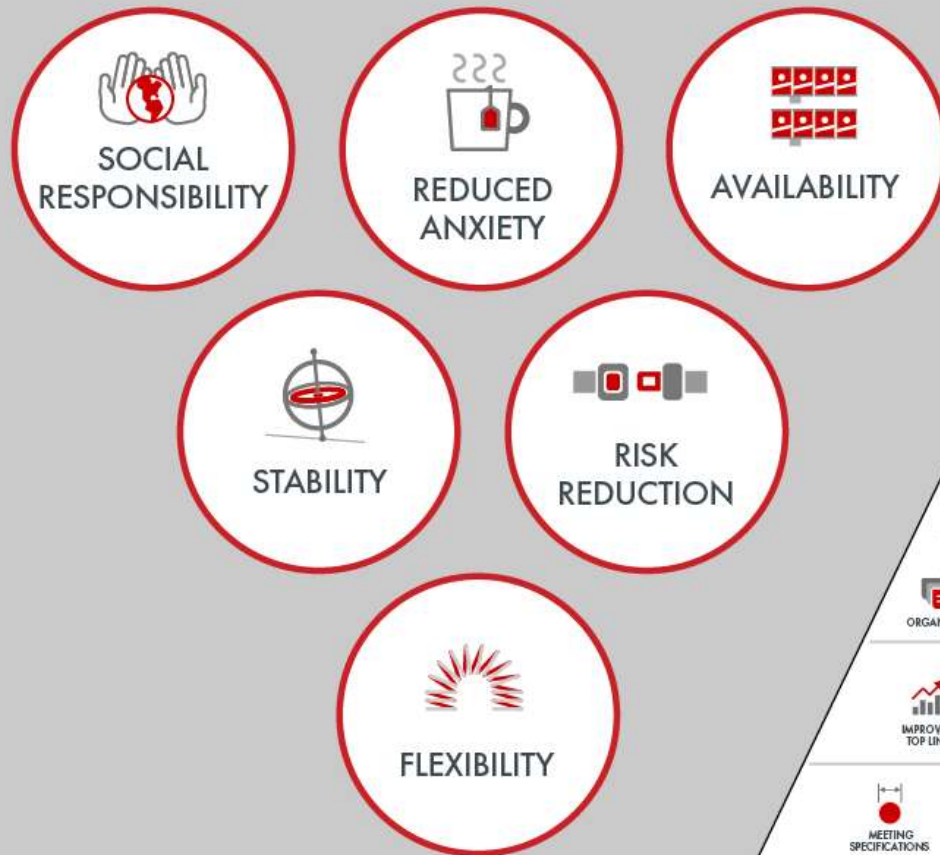




Foundation: A strong business relationship



This is the time for B2B companies to focus on six Elements of Value®



Covid: Bain's generic value element definitions which matter most



SOCIAL RESPONSIBILITY

Definition: Helps the customer be more socially responsible

Example: Dental and medical products wholesaler Henry Schein organizes its employees, customers and industry partners to participate in philanthropic programs.



REDUCED ANXIETY

Definition: Helps buyers and others in the organization feel more secure

Example: FM Global provides engineering services to help reduce the incidence of catastrophes in business operations.



AVAILABILITY

Definition: Ensures the good or service is available when and where needed

Example: FedEx's delivery and business services are available almost anywhere in the US.



STABILITY

Definition: Is a stable company for the foreseeable future

Example: A large, international customer base at insurance carriers such as Chubb and Lloyd's of London provides stability for years to come.



RISK REDUCTION

Definition: Protects the customer against loss or unnecessary risk

Example: Aon provides a suite of insurance and consulting services designed to reduce risk for its clients.



FLEXIBILITY

Definition: Moves beyond standard goods or services to allow customization

Example: Bosch's engineering arm carries out more than 800 custom projects each year.

Source: BAIN & COMPANY B2B Elements of Value™

Covid examples of value creation on each of the 6 elements



SOCIAL RESPONSIBILITY

Profit share donation to buy laptops ensuring children have access to education from home



REDUCED ANXIETY

Automated cloud back-up and disaster recovery added to standard maintenance agreements



AVAILABILITY

Single point of contact with more autonomy to take decisions



STABILITY

Supporting customers to be more agile in responding to continuous change



RISK REDUCTION

How to integrate risk management into operational processes



FLEXIBILITY

Allow for pay per use – Broader choice in delivery models

Source: **BAH & COMPANY** B2B Elements of Value™



Act now and take the lead in the covid-19 aftermath

▮▮ The 4 biggest commercial risks:

▮▮ Companies acting too slow

▮▮ Remain largely in reactive mode






▮▮ Knowledge and competency gaps

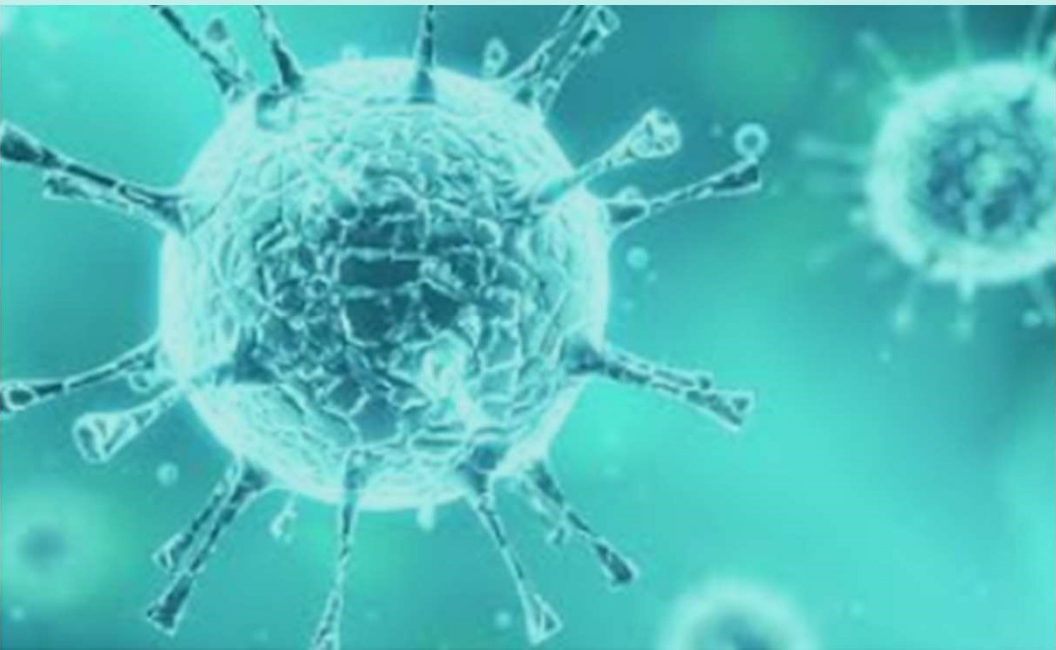
▮▮ Lack of open mindset and steering and coaching dialogues



Act now and take the lead in the covid-19 aftermath

Required capabilities:

-  Commercial building bridges for our customers
-  Talking to customers with the beginner's mindset
-  Commercial capable to perform other and changed activities
-  Able to structure and act on unfiltered information
-  Making sure to close the knowledge and competency gaps



Conclusion: Taking the lead means

Crisis
Oppportunity
Value
Insights
Deliver



Leading in the Aftermath – next webinars

- ▄▄ **Value creation in erratic times** on June 18th
- ▄▄ **How to acquire new customers today** on June 25th
- ▄▄ **Dealing with an unpredictable forecast** on July 2nd

 05:00pm - 05:45pm CEST



Watch the on-demand session