

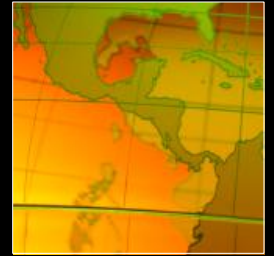
The Marketing Hat Trick: Relevant, Interactive, and Automated




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Director

July 24, 2015



A Change of Plans



**The Marketing
Hat Trick:
Relevant,
Interactive and
Automated**

Let's Talk About Sales!





Topics

- **What You Can Learn From Your B2B Counterparts**
- **What We Know Works**
- **Where to Focus**
- **Recommendations & Conclusions**

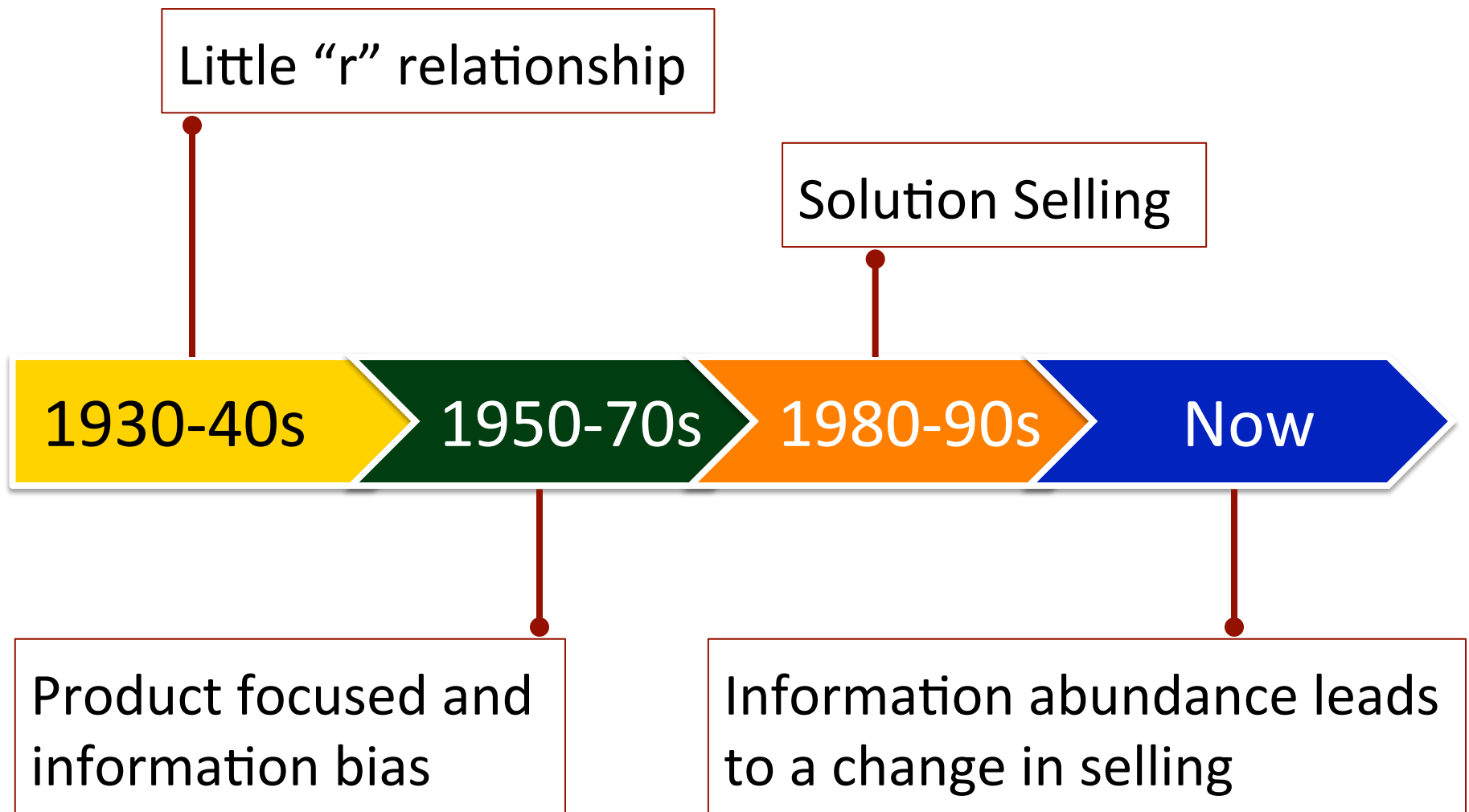
Which Type of Sale Sounds Like Yours?

Type 1 Characteristics	Type 2 Characteristics
Relationship-driven	Product-driven
Maximize the value of the relationship	Maximize value of transaction
Small, focused target market	Large target market
Multi-step buying process, longer sales cycle	Single-step buying process, shorter sales cycle
Brand identity created on personal relationship	Brand identity created through repetition and imagery
Educational and awareness-building activities	Merchandising and point-of-purchase activities
Rational buying decision based on business value	Emotional buying decision based on status, desire, or price

Different Approaches: B2B versus B2C

Business-to-Business	Business-to-Consumer
Relationship-driven	Product-driven
Maximize the value of the relationship	Maximize value of transaction
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The Evolution of Selling



4 Key Factors

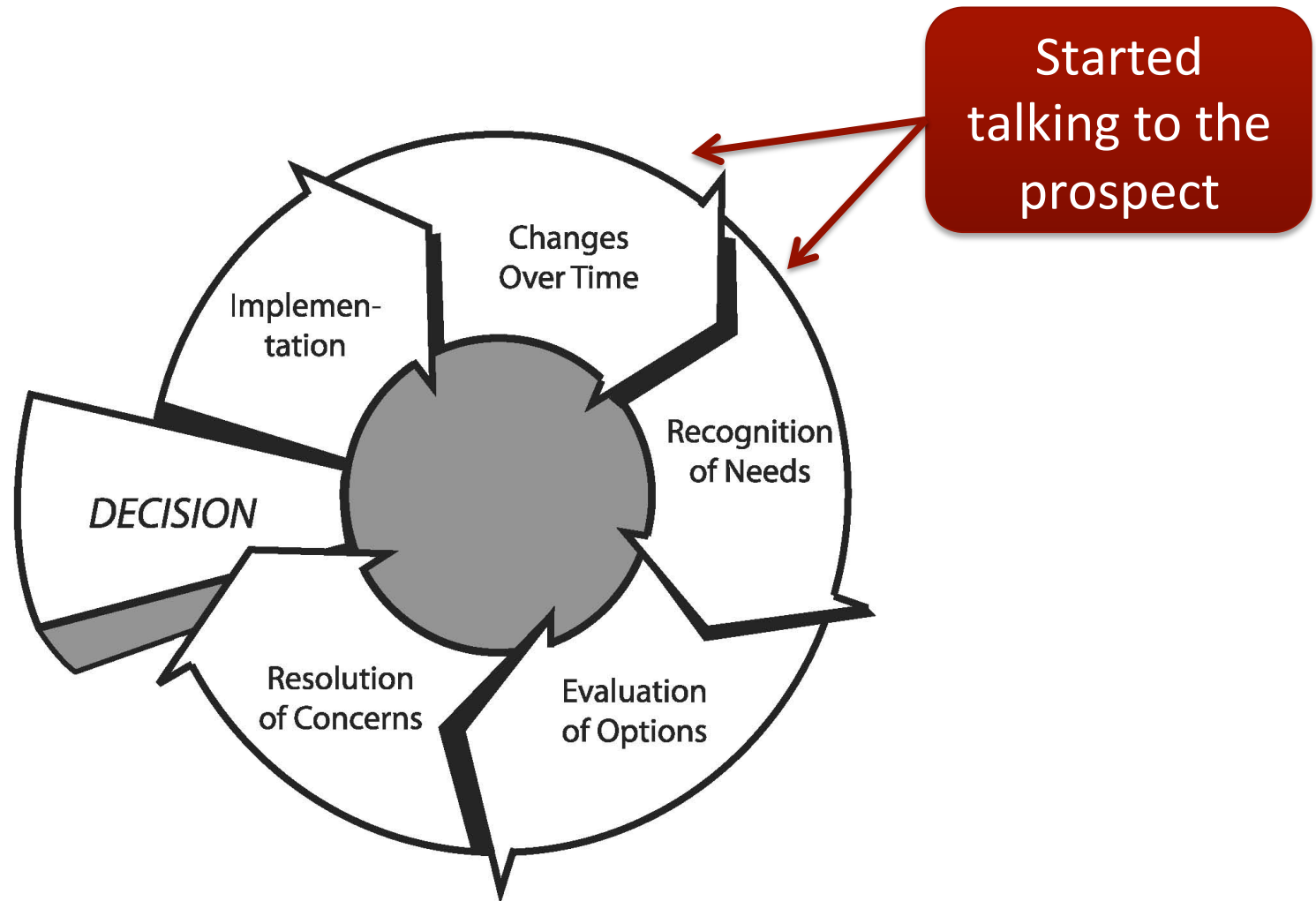
- 1. Buyers Are Smarter than Sellers**
- 2. Buyers See More Risk**
- 3. Sellers Don't Give Buyers a Reason to Buy**
- 4. Everyone Sounds the Same**





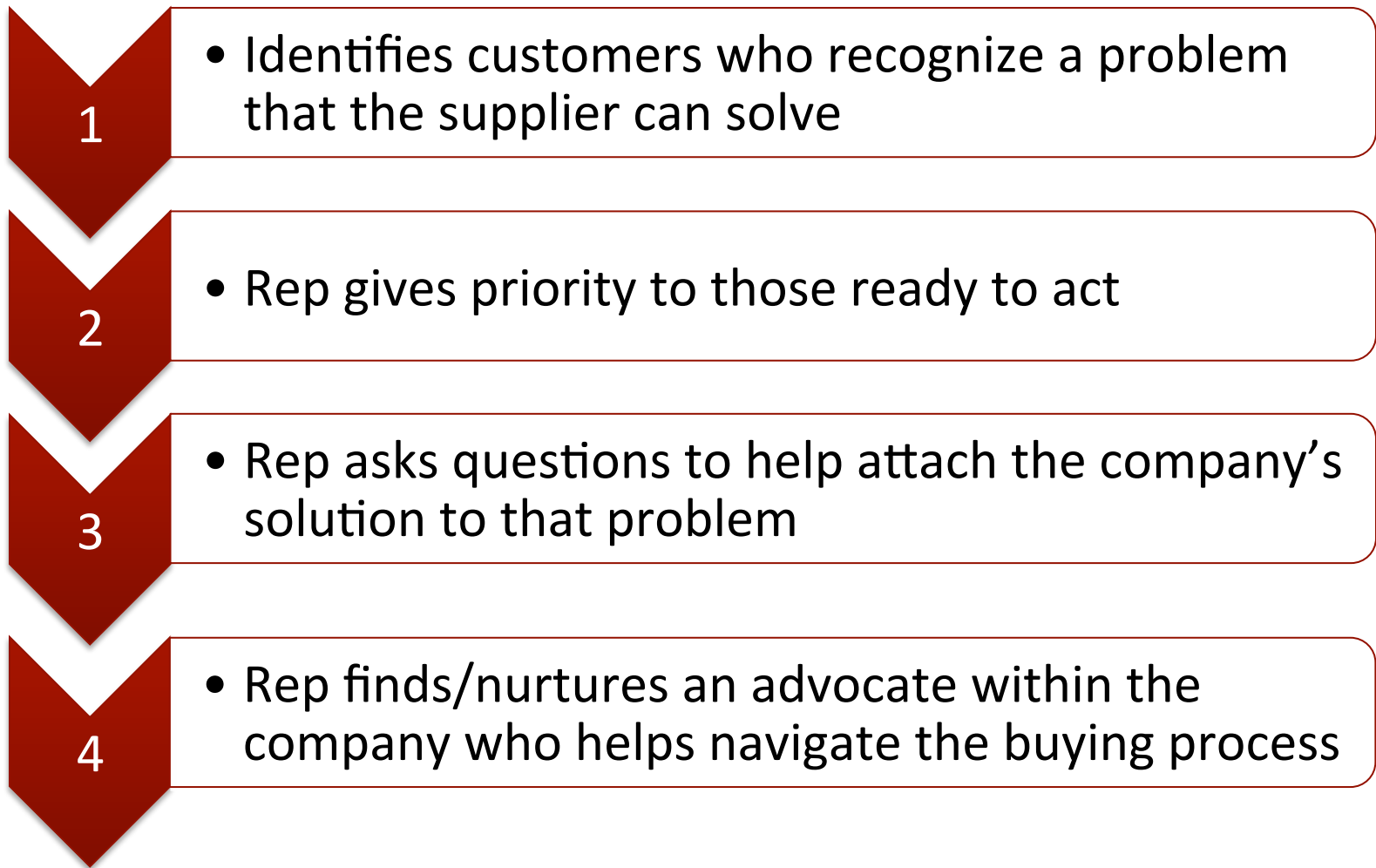
#1: Buyers Are Smarter Than Sellers

The Traditional Buying Process



Source: *Major Account Sales Strategy* by Neil Rackham

The Corresponding Sales Process





Buyers Are Doing More of The Work

77% of B2B buyers engage rep after completing internal research

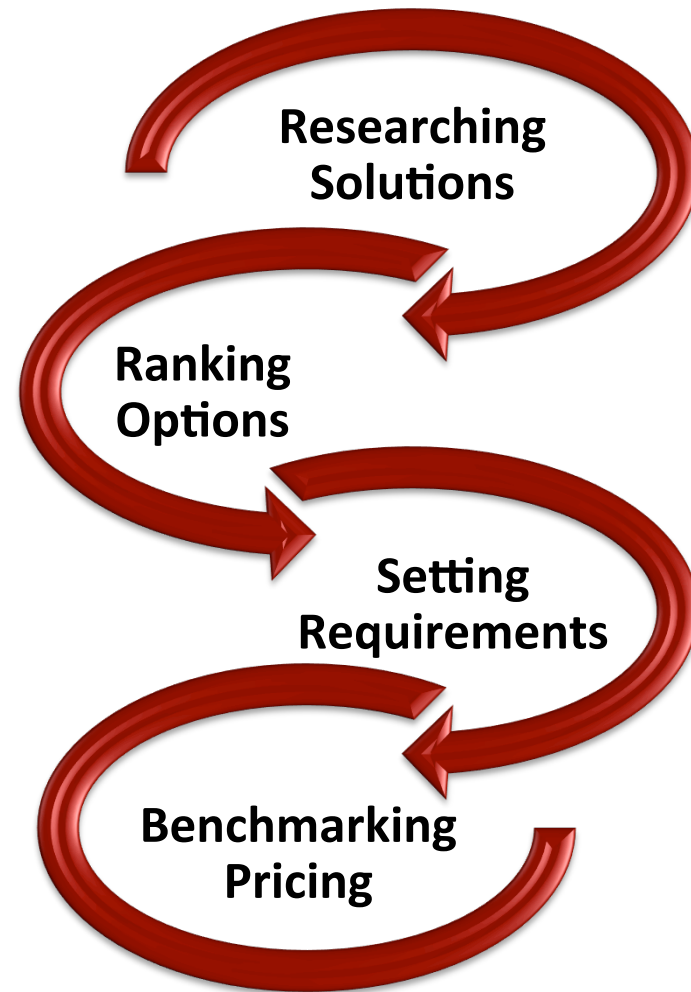
36% Do not engage a salesperson until after creating a preferred vendor list

Source: DemandGen Report

The Purchasing Process Today

60%

of the purchasing process
is completed before
having a conversation
with a sales
representative



Source: *Corporate Executive Board Study, The End of Solution Sales*, Harvard Business Review 2012



Makes It Harder for Sellers!

- **Reps find it increasingly difficult to reach decision-makers**
- **Decision-makers frequently complain that reps are woefully underprepared and seemingly not attuned to the fact that they have access to endless amounts of information and perspective prior to speaking with them**
- **Decision-makers see no reason to invite sales reps back to take the process forward**

A Power Shift

Buyers Are...

- Increasingly more educated than the seller
- Already deeply aware of their needs and the potential offerings of their solution providers

Sellers Are...

- Having difficulty adding value or convincing decision-makers to rethink their conclusions
- Being forced into more price-driven conversations



This Leads To...



67%
of sales reps aren't
making quota

Average quota
attainment is

58%





#2: Buyers See More Risk

More People Involved!

22% Longer sales cycle in the past 5 years with 3 more decision-makers



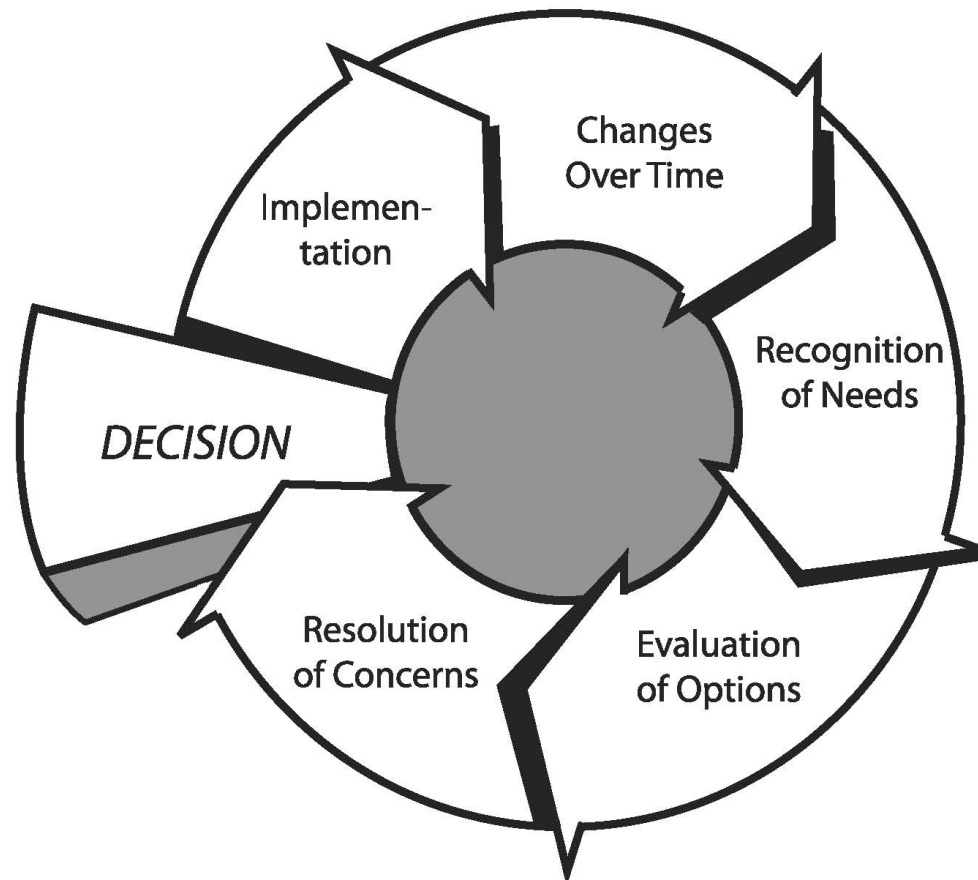
Source: *SiriusDecisions Sales and Marketing Benchmarking Study*, SiriusDecisions, Southport CT

Fear of Risk

- More people are involved in decision-making to dilute the risk
- Buyers want sellers to take more of the risk
- Buyers demand more customization, putting more pressure on the seller's margin

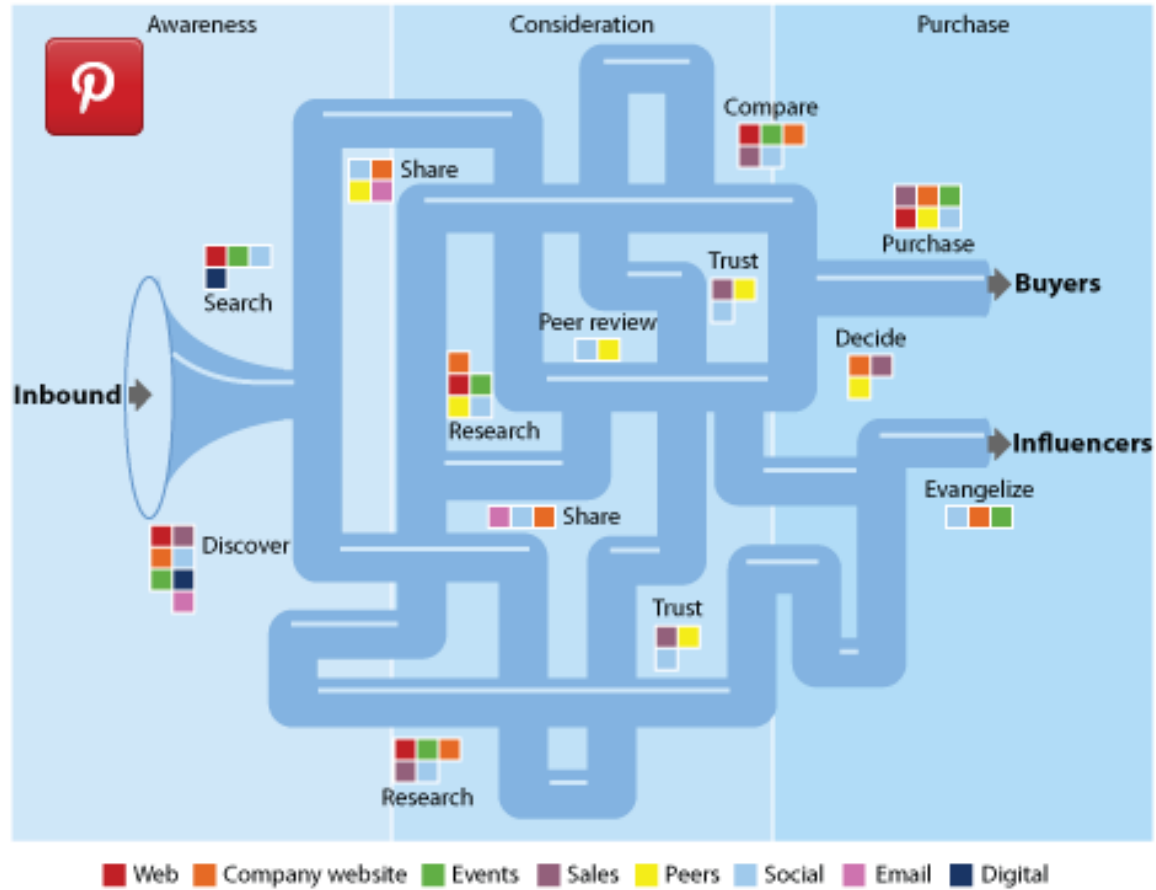


Process Goes From This...



Source: *Major Account Sales Strategy* by Neil Rackham

To This!



Source: *Buyer Behavior Helps B2B Marketers Guide The Buyer's Journey*, Forrester Blogs



#3: Sellers Don't Give Buyers a Reason to Buy

Differing Definitions of Value



Research Has Shown...

- Customers put the highest value on salespeople who make them think, bring new ideas, and find creative and innovative ways to help their business
- In short, customers are demanding more depth and expertise!



As many decision-makers prefer to have discussions about business trends, business issues, and business insights than traditional product knowledge-driven sales conversations.

There are Two Types of Value Today

1

**The return the
customer realizes
from what you sell**

2

**The process you
use to help them
see the value**

When You Do This Right...

60%

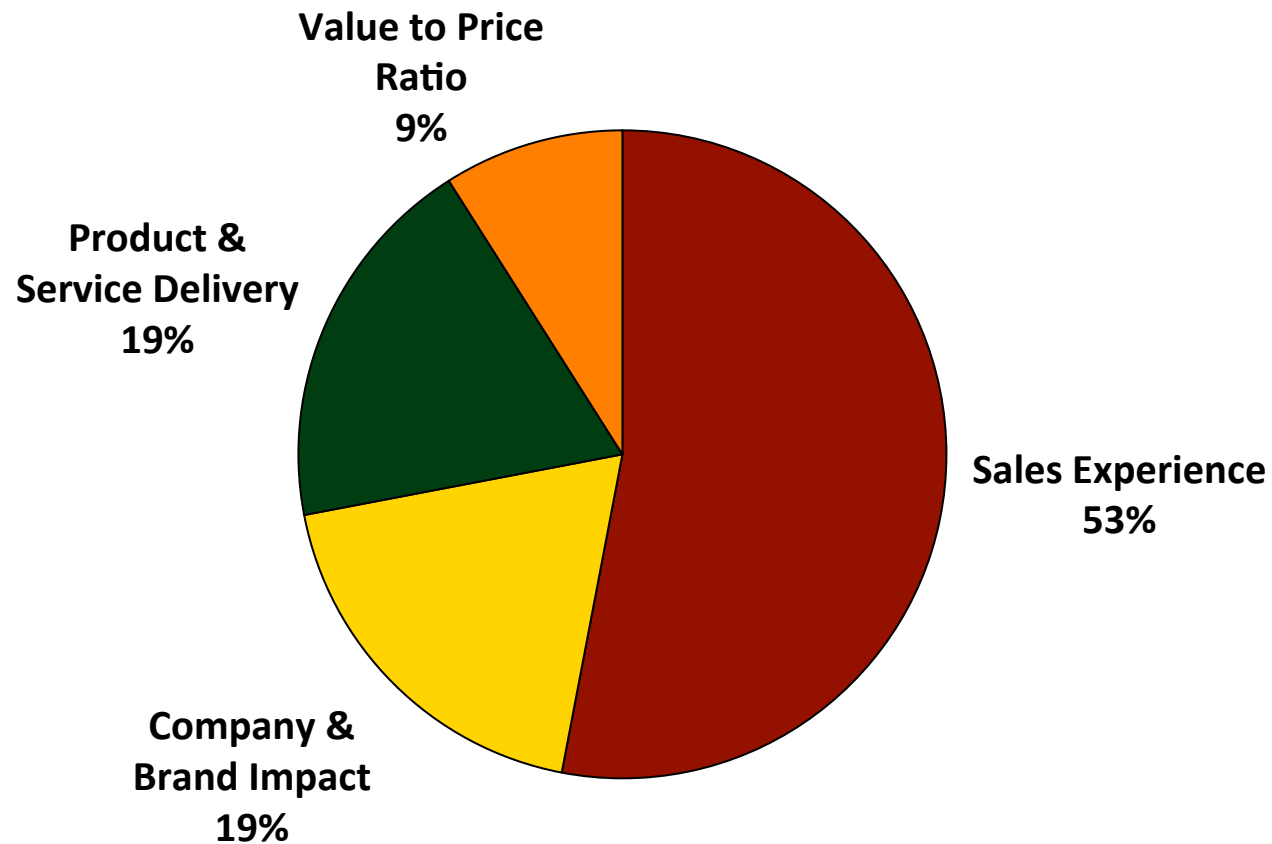
of customer loyalty is a result of not *what* you sell but *how* you sell it.

Buyers are three times more loyal to sellers who proactively bring opportunities to their attention.

3X

Source: The Rain Group, *Your Guide to Insight Selling Success*, Mike Shultz & John Doerr

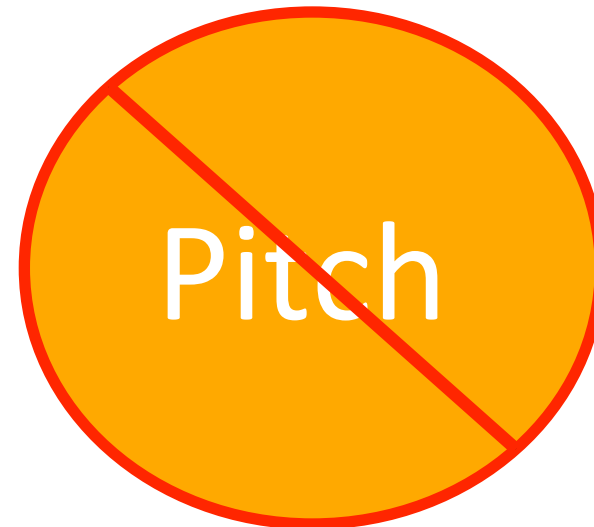
What Drives Today's Purchasing Decisions?



Source: Corporate Executive Board

Successful Sellers Do This!

- Instead of leading with your solution, use insight to lead to your solution!



There is Value In The Process

- Rep offers unique and valuable perspectives
- Rep helps build consensus
- Rep helps navigate alternatives
- Rep helps avoid potential landmines
- Rep coaches buyer on how to buy





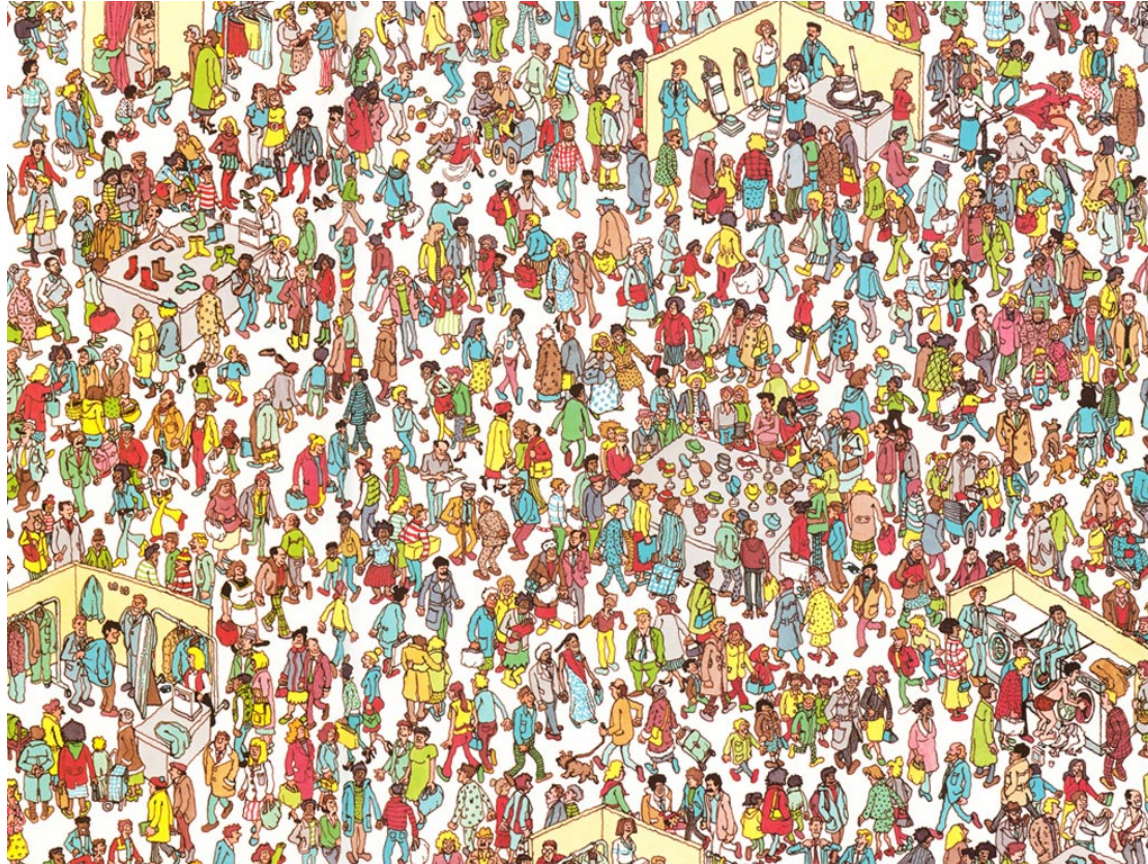
#4: Everyone Sounds the Same

This is What Sellers Think



“We’re
completely
different!”

This is What Buyers See



Few Have Figured How To Stand Out!



When Value Isn't Clear...



Applying These Lessons To Your World



Buyers Are Smarter!

**“I know
what I
want.”**





Key Areas of Focus

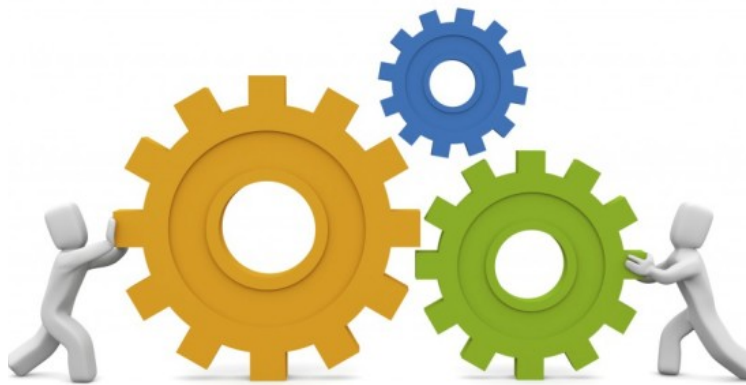
- 1. Start earlier. Get there first and actually talk to prospects early in the process!**
- 2. Engage their “buying teams” from the start and build consensus.**
- 3. Lead them to your school not with your school.**
- 4. Coach them through the process.**



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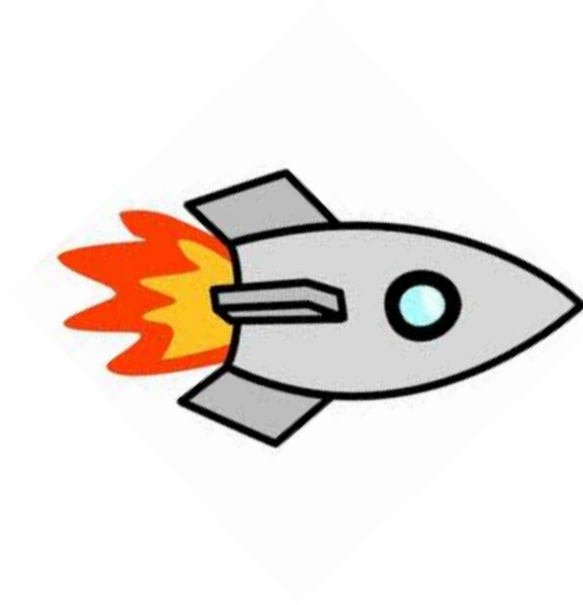
Key Strategy #1: You Need A Process AND People!



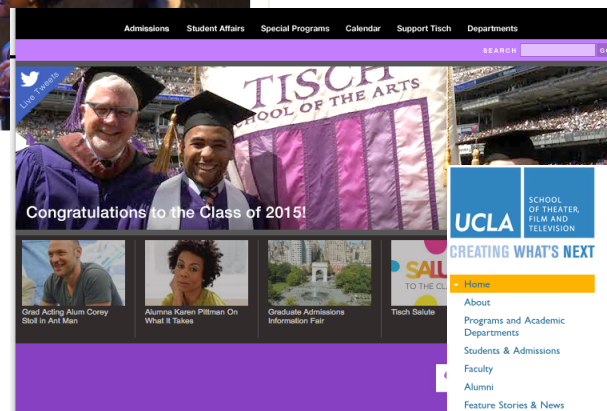
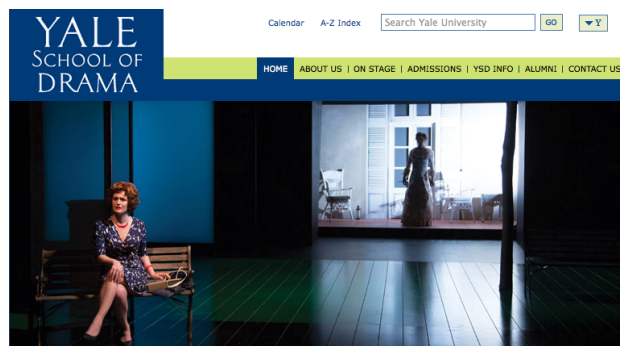
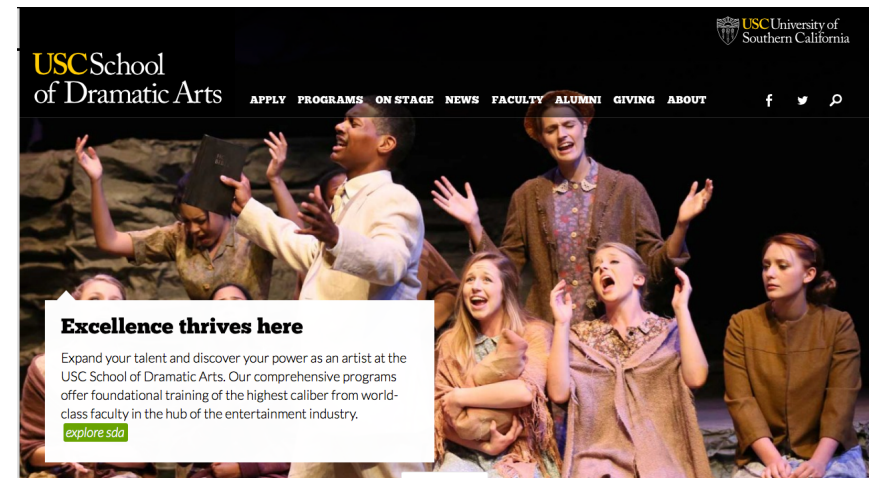
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Timing is Everything!



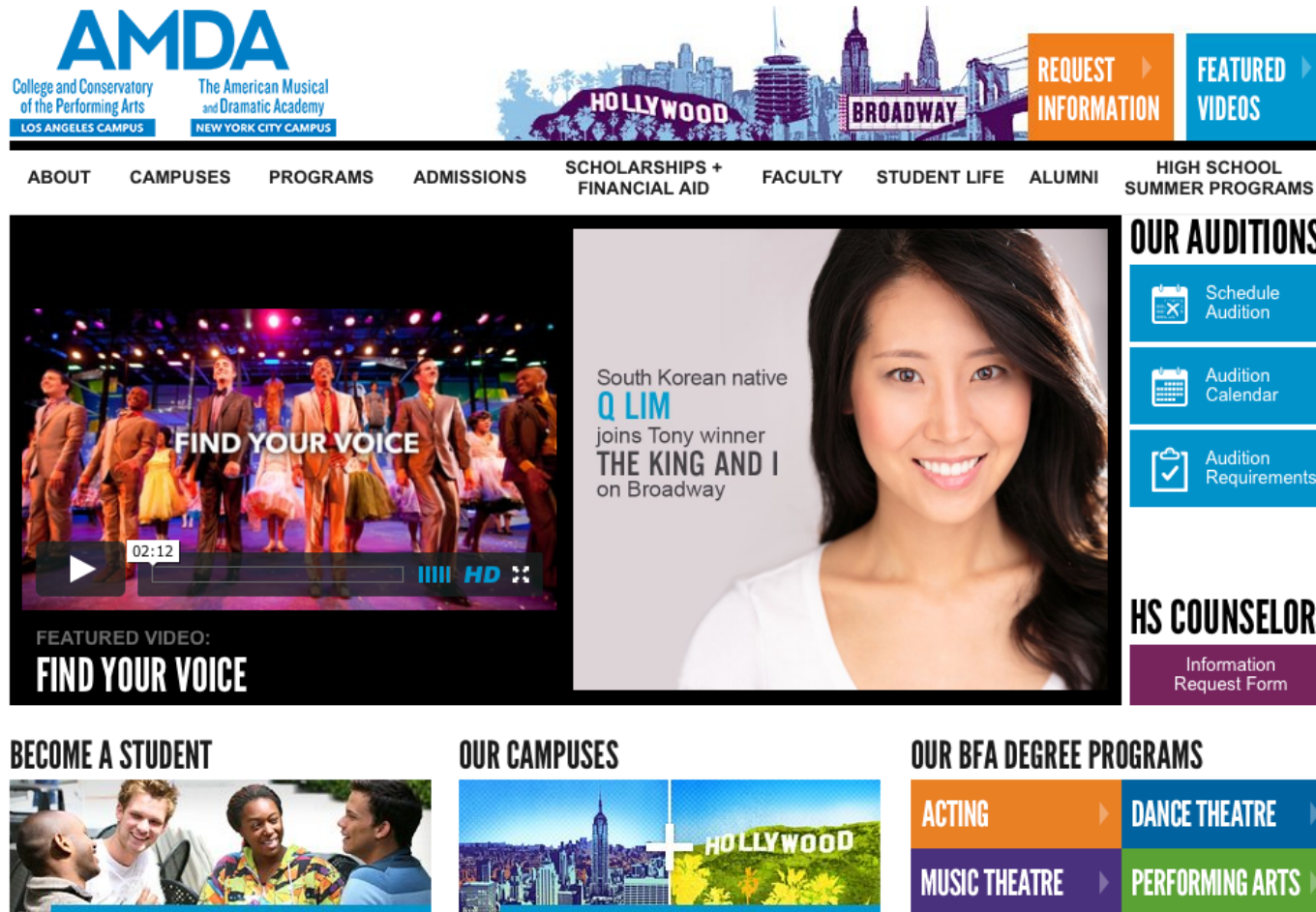
She's Interested in Theatre



She Will Have Many Choices!



Engaged Early, One-to-One



The screenshot shows the AMDA website homepage. At the top, the AMDA logo is displayed with the text "College and Conservatory of the Performing Arts" and "The American Musical and Dramatic Academy". Below the logo, there are two buttons: "REQUEST INFORMATION" and "FEATURED VIDEOS". The main navigation bar includes links for "ABOUT", "CAMPUSES", "PROGRAMS", "ADMISSIONS", "SCHOLARSHIPS + FINANCIAL AID", "FACULTY", "STUDENT LIFE", "ALUMNI", and "HIGH SCHOOL SUMMER PROGRAMS". The featured video section shows a video titled "FIND YOUR VOICE" with a play button and a progress bar. To the right of the video, there is a profile of a South Korean native named Q LIM, who is a Tony winner and is joining "THE KING AND I" on Broadway. Below the video, there are three sections: "BECOME A STUDENT" with a photo of students, "OUR CAMPUSES" with a photo of the Hollywood sign, and "OUR BFA DEGREE PROGRAMS" with a grid of buttons for "ACTING", "DANCE THEATRE", "MUSIC THEATRE", and "PERFORMING ARTS". On the right side of the page, there are two sections: "OUR AUDITIONS" with buttons for "Schedule Audition", "Audition Calendar", and "Audition Requirements", and "HS COUNSELORS" with a button for "Information Request Form".

AMDA
College and Conservatory of the Performing Arts
The American Musical and Dramatic Academy
LOS ANGELES CAMPUS NEW YORK CITY CAMPUS

HOLLYWOOD BROADWAY

REQUEST INFORMATION **FEATURED VIDEOS**

ABOUT **CAMPUSES** **PROGRAMS** **ADMISSIONS** **SCHOLARSHIPS + FINANCIAL AID** **FACULTY** **STUDENT LIFE** **ALUMNI** **HIGH SCHOOL SUMMER PROGRAMS**

FIND YOUR VOICE
02:12 HD

FEATURED VIDEO:
FIND YOUR VOICE

South Korean native **Q LIM**
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OUR AUDITIONS
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BECOME A STUDENT

OUR CAMPUSES

OUR BFA DEGREE PROGRAMS
ACTING **DANCE THEATRE**
MUSIC THEATRE **PERFORMING ARTS**

Stalled Momentum

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PERFORMING ARTS

Program Spotlight Series : Performing Arts Program



#EMERSON


Program Spotlight: Performing Arts

Take an inside look at the Performing Arts Program at Emerson College!

PERFORMING ARTS DEPT. NEWS

From film roles and theater productions to arts education programs and award-winning set designs, see what Performing Arts students, faculty, and alumni are creating in Boston and around the world.

[READ MORE](#)



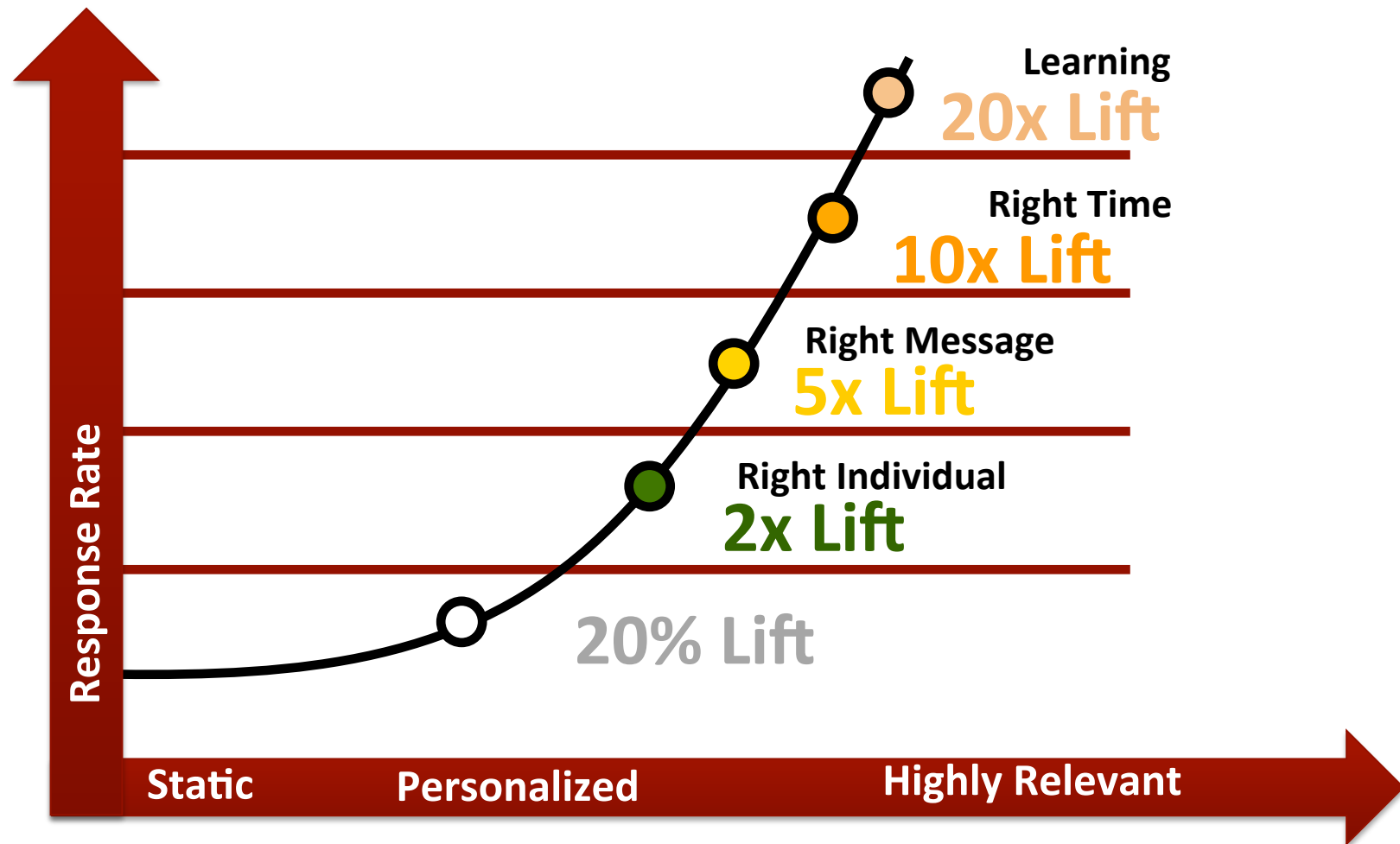
Get to know Emerson's Performing Arts Department Professor and Chair Melia Bensussen!

[>>Watch Here<<](#)

SEE US IN PERSON
SCHEDULE A CAMPUS VISIT

We have several visit options available

Increase Your Chances of Success With Each Interaction



Source: Caslon & Co.



Lesson #1

- **Figure out how your staff can actually talk to more prospects early in the process.**
- **Your print and digital information is differentiated and your conversations with prospects should be too.**
 - Share insight that make them think differently about their options
 - Besides answering their questions, ask them questions.
 - Lead them to your institution, not with your institution

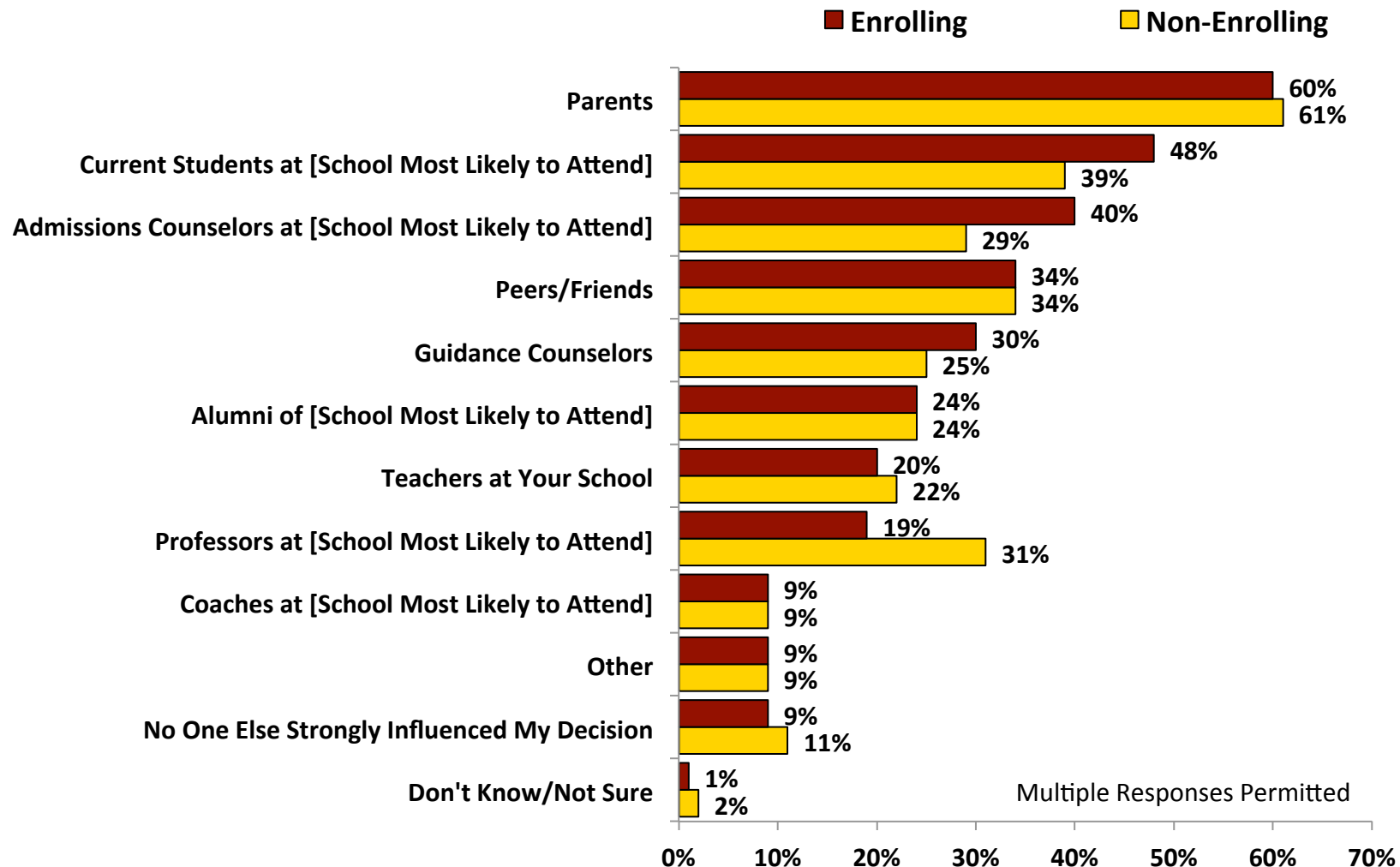


Key Areas of Focus

1. Start earlier. Get there first and actually talk to prospects early in the process!
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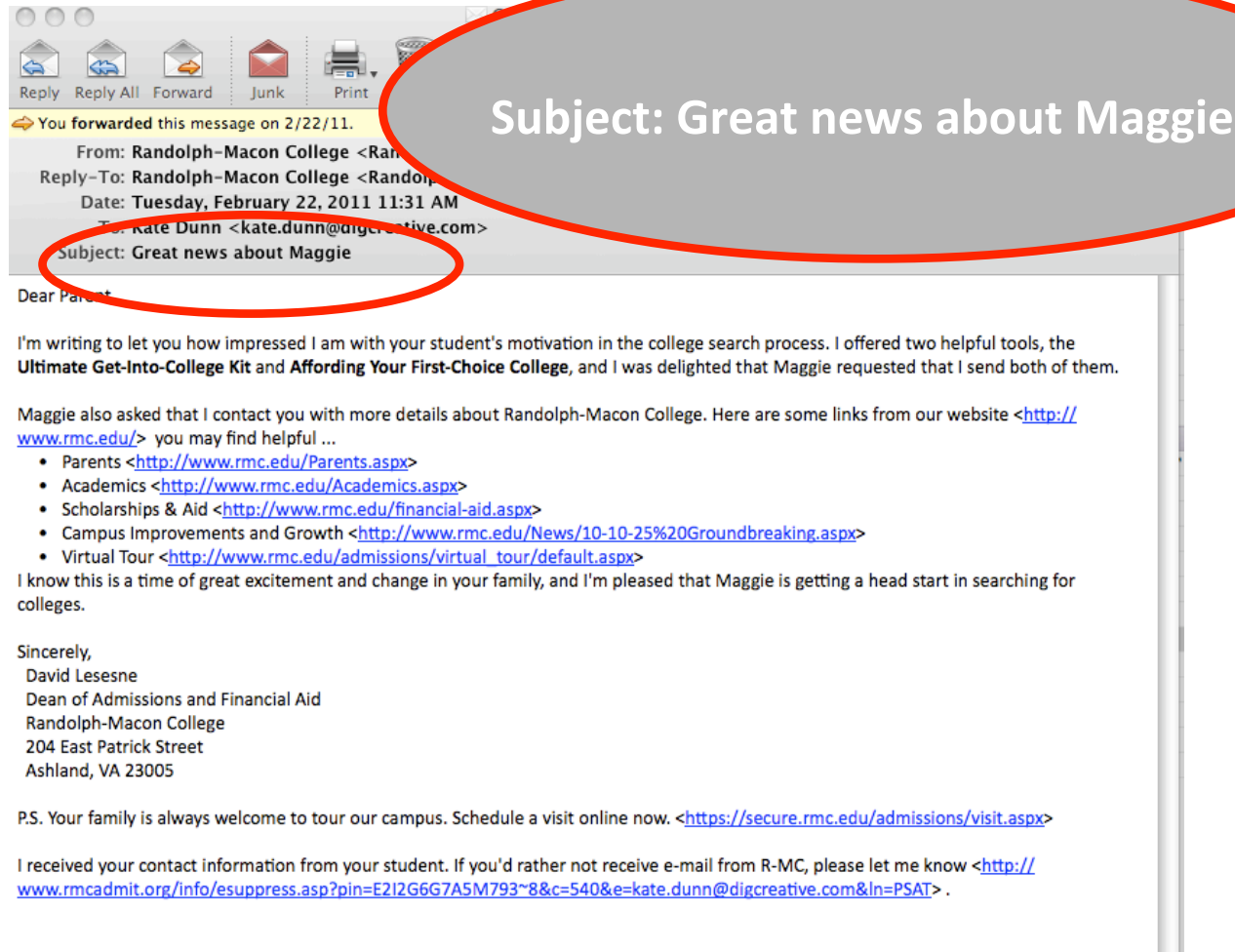
Key Strategy #2: Engage the Buying Team Early

Which of the following people strongly influenced your enrollment decision?



Source: Eduventures, Inc. 2014

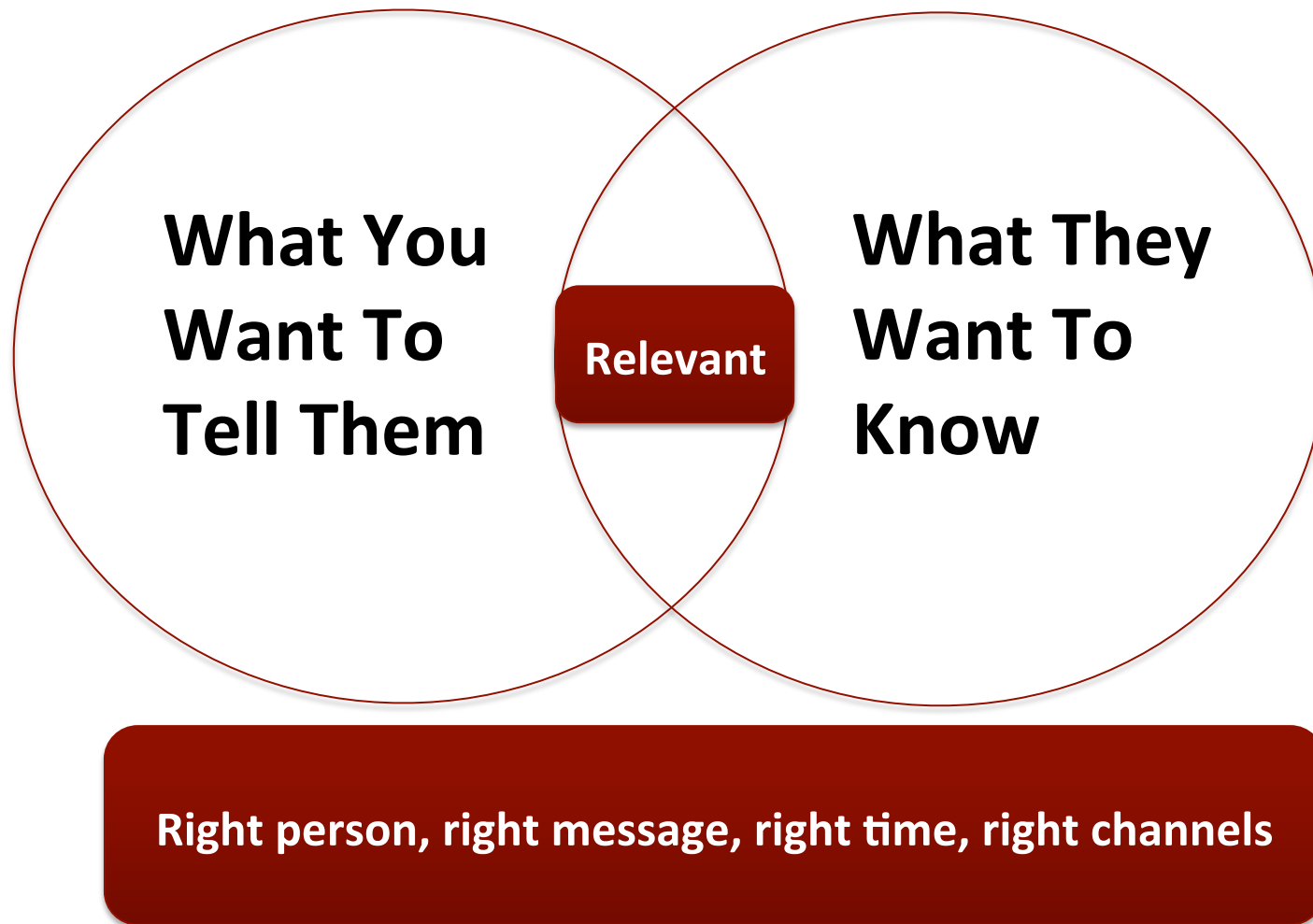
Engage Your Prospect's Buying Teams



What Do Your Conversations Sound Like?



This Applies to Everyone on the Buying Team



Build Consensus

Get Creative!
Conference Calls
Web
Conferencing
Tools
Go Beyond Visits!





Lesson #2

- **Be creative and engage their buying team both digitally and personally.**
- **Go beyond what your competitors are doing!**
 - “What to Expect When You’re Expecting Model”
 - Make it multi-media!
 - Auditory, Visual, Kinesthetic
 - Give them tools



Key Areas of Focus

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Lead Them To You!

- **CEB defines a commercial insight as “a compelling, defensible perspective from a supplier that materially impacts a customer’s performance and directly leads back to their unique capabilities.”**
 - What does your school believe students will need in the future?
 - What experiences does your school believe are important to shaping tomorrow’s workforce?
- **Impacts** – Your insight should clearly show how your prospect’s life will be impacted as a result of either making a decision to attend your school or not doing so
- **Unique** – Your insight should be unique to your prospect and not generic information.

There's a Format

- **Factual context relevant to the prospect**
- **Your prospect's objectives**
- **Your insight**
- **A compelling question that starts a two-way conversation**
- **Tell a story!**



Lesson #3

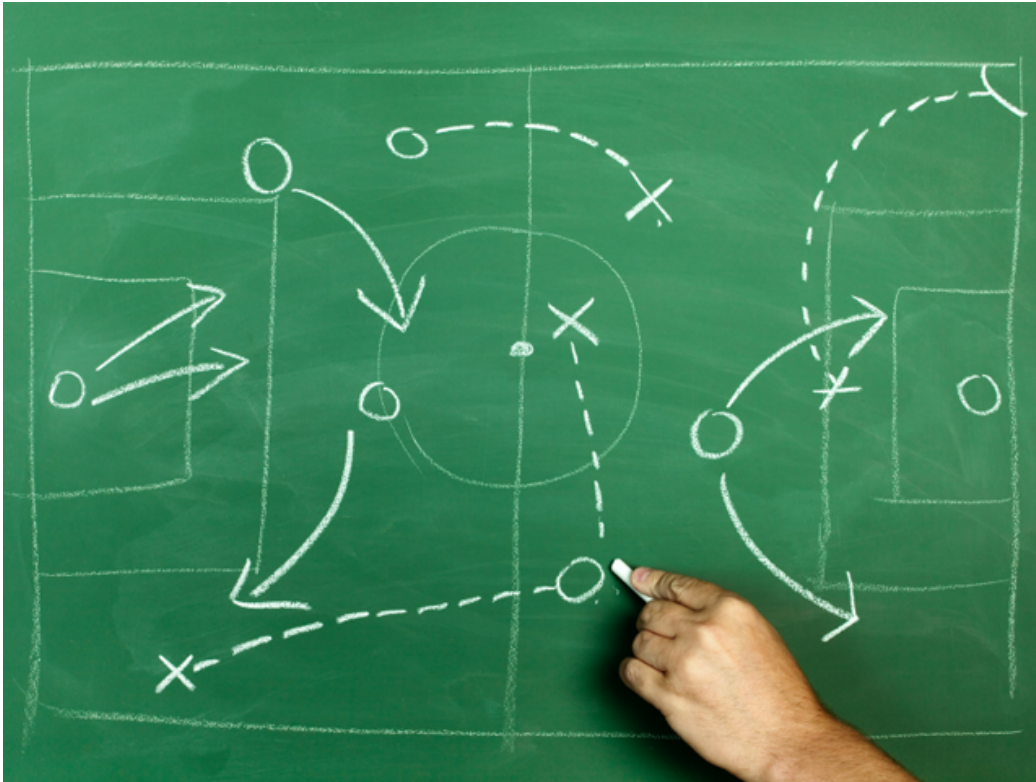
- Rather than leading with open-ended questions about your prospect's needs, lead them with a relent hypotheses about their needs, informed by your own experience and research.
- Paint a picture of how students like them used the process they are using and failed to consider things that might have lead them to a better fit.
- Your goal is to have them ask “how does it work at your school?”



Key Areas of Focus

1. Start earlier. Get there first and actually talk to prospects early in the process!
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4. **Coach them through the process.**

Key Strategy #4: Coach Prospects on How to Buy!



- Educate about evaluation criteria
- Provide alternatives
- Help them avoid pitfalls
- Build widespread support
- Minimize the risk

Which Bucket Are You In?

- *“Yeah, I just wasn’t feeling it.”*
- *“Really? I thought that was your perfect fit.”*
- *“Yeah, me too at first. But he didn’t really even get to know me. You know what I mean? Like, he was treating me like I was everyone else. He never even asked me about what I really like to do or what I want to do in my life or anything.”*
- *“What a jerk!” “So, now what?”*
- *“Oh, it’s all good. I have enrolled at XYZ University. The admissions counselor was amazing, she asked me tons of questions about what I like to do and what my friends are like and what I see myself doing in the future. She really cares about me. Next week I am going to a summer program there where she said I’ll meet lots of other freshman students like me. I can’t wait!”*

Source: The Best Admissions Teams Know: “It’s Not (about) YOU, it’s (about) ME!”



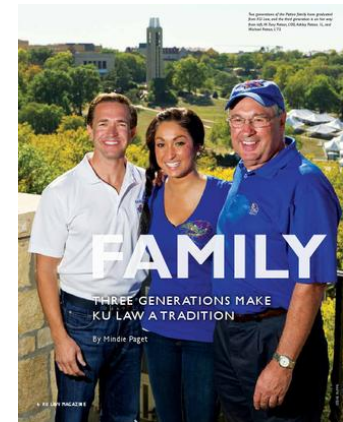
Lesson #4

- **This is the first time the student is making a decision.**
- **You have been involved in many decision processes and seen all kinds of takes on how to do it – what worked well and what didn't.**
- **You have insight that they don't have about the decisions of other students and their outcomes.**
- **Use what you know to educate them, lead them to consider things they have not, and differentiate the process you use to help them.**

Use Your Sales Process to Differentiate!

60%

of customer loyalty is a result of not *what* you sell but *how* you sell it.



Source: The Rain Group, *Your Guide to Insight Selling Success*, Mike Shultz & John Doerr



Summary

- **This is a “lifetime value” transaction and a complex sales cycle.**
- **It’s a big decision with lots of risk associated with it.**
- **There is a buying team with many influencers.**
- **EMP gives you the tools to differentiate your communication and gives you the data to prioritize your personal interactions.**
- **Make your personal interactions as memorable as your print and digital communication!**



Thank You!

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