

The B2B Digital Sales Blueprint

*Creating efficiency improvements in marketing and sales
by leveraging data and automation*

- Simple tips for making your B2B Sales organization successful in the digital age

Customer vision

**Avaus delivers undeniable
business results for our
customers by leveraging
data and automation in
marketing & sales**



Improve
efficiency
in marketing



Create
data
capabilities



Grow
digital
sales



Implement
sales and
marketing
technologies

Avaus snapshot

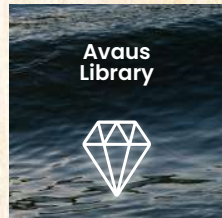
Founded: 2007
Offices: Finland, Sweden, Germany, Poland
Experts: 120

Our insight

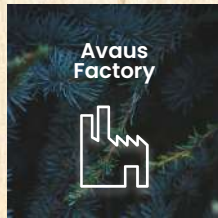
Becoming data-driven requires a strategic shift towards customer centricity, as well as an operative focus on efficiency



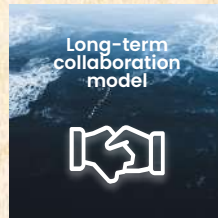
Our approach



Best-in-class **data assets**
 Tried & tested **algos**
 Broad selection of proven **use cases & journeys**



Standardized operating model **designed for speed**
 Ready-to-use **templates**
Output-based targets



Vision & strategy realization
 Shared **long-term targets**
Success and Performance-based

Our customers



9/10
 Recommend. score*

69
 NPS*



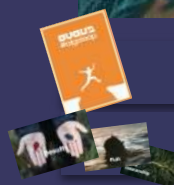
*On a scale from 1-10, how likely are you to recommend = 9.0 (December 2020). N = 54
 NPS = % of promoters - % of detractors

Whichever road you choose – we take you to Rome

...With our great team of cross-competence talent

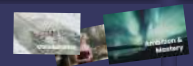
...by leveraging our methodologies and best practice assets

...With our culture cornerstones in mind



Cross competence talent

Culture Cornerstones



Avaus Methodology

Avaus Library of Best Practices



Foreword

As leaders in sales, marketing and customer experience, we are all under pressure to create more results. Digital transformation in B2B Sales is about significant, diverse improvements to your most important business metrics.

Data driven sales and marketing capabilities will be in even higher demand as there is an increasing need to do more with less and to become more efficient. Consequently, the pressure to transform and align sales and marketing behind digital capabilities has never been higher.

We strongly believe that enterprises should seek efficiency from data-driven insights (CRM, ERP, Behavioral etc) and process automation in order to **work smarter, not harder** in times of a severe economic downturn. For most companies this requires a **step-change** in how to **think, act** and **execute** (both internally and externally), but also how and where to invest going forward.

Our goal: with this blueprint is to enable you to instantly ramp up your digital sales and marketing capabilities in order to mitigate the impact of restricting influences.

This is a living document that will be updated continuously, with an increasing amount of relevant and helpful practices over time.

Sincerely,

The Avaus Team



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5. Digital Sales & Marketing Foundations
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03 Avaus' Expertise



Gartner® By 2025:

80%

Of B2B sales **interactions** between suppliers & buyers will **occur in digital channels**

50%

Of CSOs will shift their focus from being a **leader of sellers** to **one of selling**

60%

of B2B sales organizations will **transition** from experience - and intuition-based selling to **data-driven selling**

The evolution of sales

How far have you come on the journey? And where are you heading?

Sales 1.0
Product focused

- Feature and function
- Unit based sales targets
- Field & Offline sales

Sales 2.0
Customer oriented

- CRM & Loyalty
- Strategic Account Management
- Solution selling
- Customer lifetime value

Sales 3.0
Digitally enabled

- eCommerce
- Marketing Automation
- Apps
- Platforms

Sales 4.0
Data driven and automated

- Hyper automation
- AI decisioning
- Multiexperience

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Chapter 1:

Digital Sales

DUOS



Digital Sales



Online Sales Meetings

How can you boost the efficiency in your online meetings?



Digital Events & Webinars

How to host a successful digital event for clients and prospects?



Virtual Trade Shows

How can a virtual trade show boost your brand awareness?



Social Selling

Are you the first point of contact for your customer/prospects when they need help?



Know your client

Ever struggled to pierce through the crowd?



Proposal recap over video

Are you making it easy for your customer to buy?



Monitor content interaction with LinkedIn Smart Links

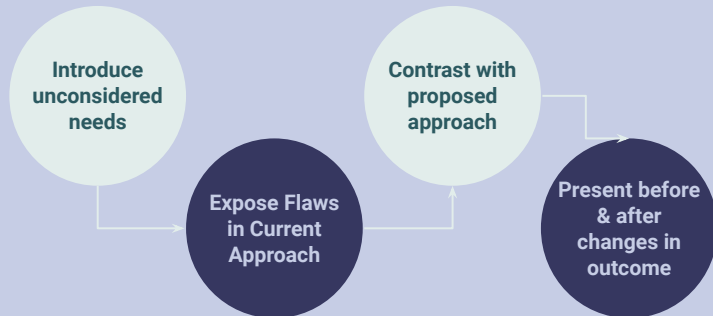
How can you learn what my LinkedIn audience cares most about?

Digital Sales

High-quality online meetings

How to boost the efficiency in your online sales meetings?

In today's business world, you're just as likely to be working with someone from a different part of the world as you are with someone from another part of your office. Selling, too, has gone digital as sales reps report a 60% rise in remote meetings over the past three years.



Purpose

- Introduction meetings with prospects & Pitch meetings
- Customer visits & check-ins

Success drivers

- A pre-qualification call helps to set expectations and to better tailor your approach
- Plan for a few minutes of casual conversation
- Include interactive aspects in the call and let everyone walk out with clear tasks and objectives to follow up with
- Agree on a date and time for the next meeting to keep your prospects committed

Online Meeting Etiquette

- Test your technology *before* the meeting
- Join via video chat
- Mute your microphone when you are not speaking
- Turn off all notifications and mute your phone
- Don't stare at your phone while others are presenting

Transform your events from physical to digital

How to host a successful digital event for clients and prospects?

Complementing or replacing your physical events with virtual alternatives increases reach, lowers your cost per conversion and creates reusable assets of high value.



Purpose

- Thought leadership & educational keynotes
- Trainings
- Product launches

Success drivers

- Send invitations via email minimum 2 weeks before the event
- Plan for multiple sends to also reach non-openers
- Keep registration simple with an online form collecting 2-5 data points
- Send a reminder to registered people shortly before the scheduled start time
- Encourage interaction during the event
- Track questions to be able to follow-up
- Make sure to record and save the session

Follow-up and nurturing

- Collect feedback in a follow-up email
- Send the recorded session to all no-shows
- Sales team: follow-up with participants and no-shows

Showcase your offerings with a virtual trade show

How can a virtual trade show boost your brand awareness?

Connecting with your target audience and showcasing your offerings on a dedicated platform, this virtual event is the online equivalent of a traditional exhibition or fair. Prospects can access your products and services from the convenience of their homes or offices - all while you cut down your costs.



Purpose

- Position yourself as a thought leader & subject matter expert
- Build and nurture trusted relationships
- Discover sales opportunities
- Leverage extended networks to find multiple contact points

Success drivers

- Use of both internal and external sources for credibility
- Use of technology (ex. LinkedIn, Sales Navigator, Twitter, Leadfeeder etc)
- Bee swarming

How to get started?

Step 1: Educate yourself about customers/prospects interests and pain points

Step 2: Connect with key accounts/prospects/specific individuals on LinkedIn to stay up to date about their ongoings

Step 3: Regularly share engaging content from both external & internal sources

Step 4: Join professional groups/networks to extend your knowledge and to contribute with your views/opinions

Digital Sales

Use social selling to become a thought leader in your field

Are you the first point of contact for your customer/prospects when they need help?

As a sales rep you need to be creative and able to provide new perspectives, educate, help navigate solution landscape, how to avoid mistakes to build trust and to have an impact on the purchasing decision. **Social selling** allows you to be **a thought leader** that advises customers even when you are not meeting them f2f or directly interact with them in digital channels



Purpose

- New product launches & demos
- Brand awareness generation
- Talent acquisition

Success drivers

- Use a combination of live presentations, pre-recorded webinars, Q&A sessions, expert chats, and webcasts.
- Break up the typical 8h-conference day into two 4h live content days
- Gather insights and feedback through live surveys

Advantages over traditional fairs

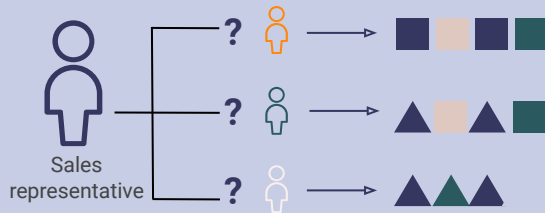
- Reach a broader audience, since geographical locations play no role
- Cost savings of 50% to 90%
- No logistical hustle
- Detailed reporting and analytics allow for smooth lead capture

Digital Sales

Know your client – set up your “intelligence center”

Ever struggled to pierce through the crowd?

Attention is a scarce resource. Personality is a complex mix of values, behaviors and experiences. For a sales rep it is crucial to quickly understand each individual's needs to develop tailored/adjusted approaches and communication to create great rapport, impactful experiences and trust. With **personality based softwares** you get personality-based advice for any meeting, phone call, or email.



Purpose

- Get insights on an individual's personality
- Understand a person's communication style
- Get alerts on recent activities connected to specific target companies and stakeholders

Success drivers

- Learn to listen
- Show empathy
- Use Personality AI tools in combination with website tracking software & real-time company data

How to get started

Step 1: Review your current sales techstack and add tools like Leadfeeder, Vainu, or Crystalknows for segmented prospect tracking

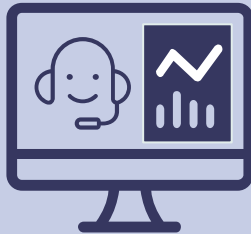
Step 2: Visit your prospect's profile on LinkedIn and get familiar with the insights

Step 3: Tailor your messaging based on the knowledge you gained

Proposal recap over video

Are you making it easy for your customers to buy?

Most sales reps spend plenty of time and effort on creating proposals, but how do we ensure that the prospect reads more than just the price, and understands the full set of benefits you are offering? Including a short video where you walk your prospect through the proposal, explain the key selling points, and proactively answer their potential questions and worries is the way to go.



Purpose

- Present your proposal without the need for a physical meeting
- Save your prospect time and effort
- Position yourself as a trusted advisor
- Share a personalized piece of content

Success drivers

- Try a user friendly and free tool like Vidyart Govideo
- Encourage your prospect to share the video internally
- Can be used as an executive summary before a meeting, to ensure that the valuable time in the meeting can be spent addressing the most important points
- Can be used as a way to collect feedback on a proposal draft prior to final submission

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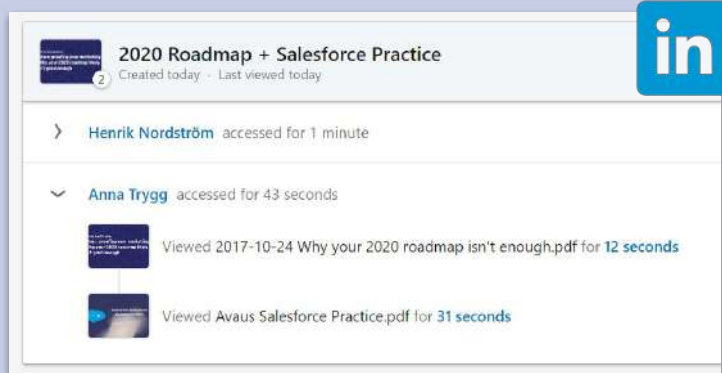
- Keep the video short, you should be able to present your key points in just a few minutes
- Make the video personal, this is not a copy and paste approach

Digital Sales

Monitor content interaction with Smart Links

How to find out what your LinkedIn audience cares about most?

This “fresh out of the oven” LinkedIn Sales Navigator feature allows cutting-edge content interaction tracking.



Purpose

- The Smart Links feature enables you to accurately monitor viewing behaviour of your content

Success drivers

- Based on what your customers looked at, you will be able to tailor your communication precisely to your customers needs
- Smart Links are mobile friendly, so you won't miss out on the big chunk of leads browsing on their phone
- Works best with PDF, Word, Powerpoint files, JPEG and PNG images
- This feature can be utilized outside of LinkedIn, for example by sending a link via email
- Your content can even be accessed by someone not registered on the LinkedIn platform - they just need to provide name and email address
- A built-in analytics feature provides real-time information

Prerequisites

- For this feature, a LinkedIn Sales Navigator subscription is required

Chapter 1

Tips & Resources

Education:

[Leading B2B companies are using digital to power sales growth](#) - McKinsey

[What Sales executives need to get right for digital success](#)
- McKinsey

[B2B, B2C purchase journeys follow similar paths](#) - Adobe

[How to overcome personality differences & build a sales relationship that soars](#) - Salesforce

[The Ultimate Guide to Remote Sales](#) - Slack

[Social Selling Guide](#) - Hubspot

[Social Selling eBooks](#) - LinkedIn

[7 Data backed Sales Best Practices](#) - Xant

Becoming a digital sales hero

- Get to know your target group
- Leverage digital tools like Crystalknows and Leadfeeder
- Use this knowledge to practice social selling
- Follow best practices for digital sales meetings, events, trade shows
- Use video and audio where possible
- Chose technologies with the right fit for digital meetings
Must-have capabilities: screen-sharing, recording, chat functionality for written questions, collaboration on documents

Tools and technology

- [Vainu](#)
- [Leadfeeder](#)
- [Crystalknows](#)
- [Vidyard](#)
- LinkedIn Sales Navigator

Chapter 2:

Demand Generation



Demand Generation



Selecting the right audience

Who do you want to sell to? Who are the typical buyer personas involved in your decision?



Demand generation setup basics

Which campaigns generate demand? Which channels to use?



Improving your demand generation efforts

How to constantly improve your demand generation campaigns?



Selecting the right channels

Which channels to use for which type of Lead?



Personalize content for high quality conversations

What does relevant content look like? How to get started with the creation?



Lead capture with Marketing Automation

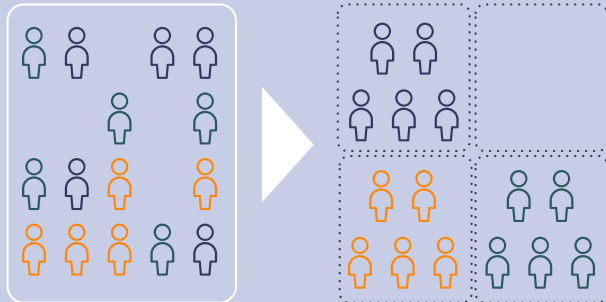
How to capture leads digitally? How to leverage

Demand Generation

Targeting the right audience

How to decide on your target audience?

Every Marketer's first impulse is to reach as many people as possible. It is yet more sustainable and cost-effective for a business to focus efforts on specific customers. Those customers are the target audience. They are the ones most likely to be interested in the product or service.



Purpose

- Reaching the right people with the right content
- Save costs & effort

Success drivers

- Customer data
- Clearly defined value proposition

Deciding on your audiences in 6 steps

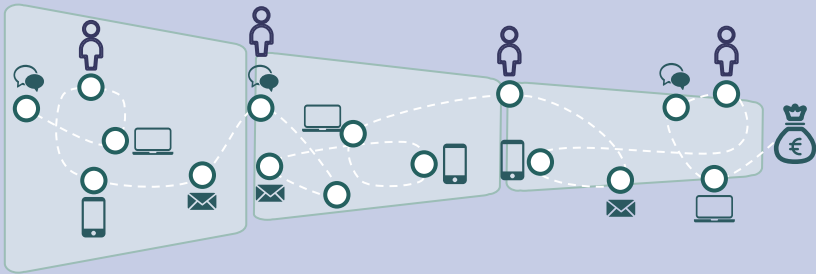
1. **Review available data:** who are your customers? What information do you have available? Demographic, firmographic, behavioural, psychographic data?
2. **Utilize your analytics tools:** who is visiting your website, interacting with your posts, downloading your content? What are the keywords people search for when visiting your website?
3. **Segment audiences:** based on available data, how can you group your audience into segments and smaller target groups with similar attributes?
4. **Observe your competitors:** Who are they targeting? Who is interacting with their social media content?
5. **Analyse your products and services:** What are your unique selling points (USPs)? What value are you offering and to who? Who are (or could be) your most valuable customers?
6. **Align with your personas:** Based on your customers (existing or prospects), what other preferences and motivators do they have? Identifying these will help crisp your communication.

Demand Generation

Demand generation Setup Basics

What campaigns should every company use and which channels should be included?

Successful digital campaigns are based on multi-touchpoint journeys. In order to allow repeated exposure without causing overexposure, a mix of channels and content types should be used in each journey.



Purpose

- Successful campaigns over all required touchpoints
- Ready-to-use campaigns in place

Success drivers

- Search engine optimisation (SEO) & Landing pages
- Display Ads
- Marketing Automation

Campaigns for every B2B company

Three campaigns you should use (if you don't already use them):

Product launch campaign

- Manually activate campaign
- Use min. 4 email deliverables (Teaser 1, Teaser 2, Launch, Reminder) in combination with Ad campaigns & SEO LPs

Reminder campaign

- Activated by time trigger (e.g. end of warranty)
- Use min. 3 email reminders in combination with an Ad campaign & a personal call

Nurturing campaign

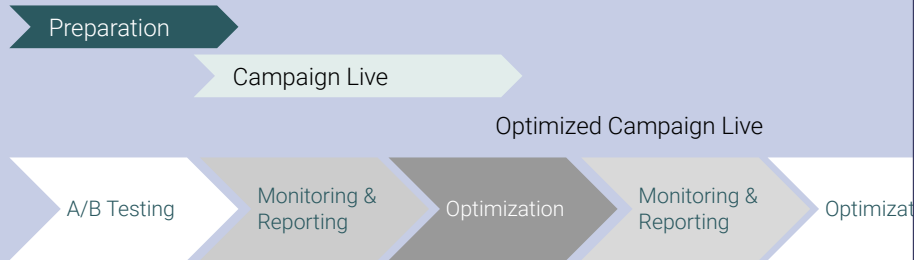
- Activate when Lead status = MQL
- Ongoing preparation of email deliverables
- Personal call when Lead about to become SQL

Demand Generation

Improving your demand generation efforts

How to improve demand generation campaigns?

In order to successfully generate demand, you should aim to deliver the best communication possible. There are three required measures that will help you to take care of your demand generation campaigns: A/B Testing, Monitoring & Reporting, Campaign Optimization.



Purpose

- Take data-based decisions
- Improve communication with leads

Success drivers

- A/B testing
- Monitoring & reporting
- Rapid experiments

A/B Testing

- Start by A/B testing your subject line
- Tools like Salesforce or Adobe have built-in capabilities to test subject lines

Campaign Monitoring & Reporting

- Set up alerts to your email address to make you aware of abnormalities in the journey
- Set up automated weekly reporting sendout to important campaign stakeholders

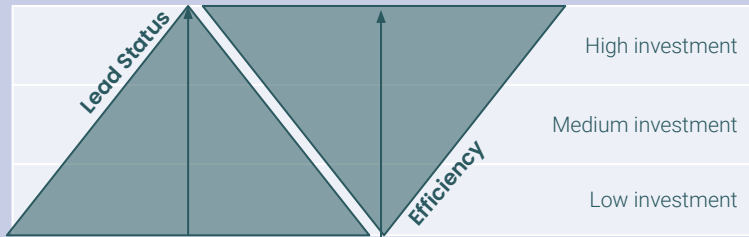
Ongoing: Optimization

- Analyze reportings in detail with a system specialist
- Basic benchmarks to improve: clicks, opens, unique visits
- Additional interesting benchmarks: mobile performance, scroll depth on page, bounce rate
- Use rapid experimenting, focusing on one specific KPI

Selecting the right channels

How to choose appropriate outbound marketing channels?

When selecting appropriate outbound marketing measures, there are two main criteria to take into consideration: effect and cost of the communication channels and the status of the lead.



Purpose

- Increase in interactions due to right choice of channel
- Decrease in costs due to smart selection of channels

Success drivers

- Segmentation per Lead Status
- Effectiveness of Channel
- Cost of Channel

Channel selection process

Status of the lead

- Segment leads into 2-3 categories: low, medium, high level of engagement
- Segmentation to be based on: reporting, scoring or nurturing

Effect of communication channel

- Assign scores to communication channels from 1=low impact to 5=high impact on your target group

Cost of communication channel

- Assign scores to channels from 1=cheap to 5= expensive

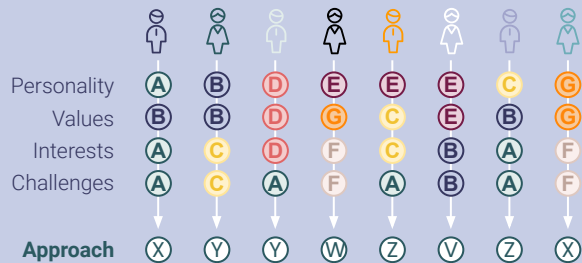
>>> Impactful, but expensive channels to be used for highly engaged leads.

Demand Generation

Personalize content for high quality conversations

How to create impactful sales experiences with personalized content?

Most B2B companies struggle to convert their content in to high quality conversations due to too much focus [still] on products/services. Instead your focus should lie on problem solving and value adding to attract, acquire, and engage clearly defined and understood target audience(s) – with the objective of driving profitable customer action.



Purpose

- Create value based content that resonates with customer target audiences
- Decreased effort & cost of content creation
- Identify opportunities based on activation & engagement

Success drivers

- Customer data
- Customer matrix → Joint effort between sales and marketing
- 1.5.20 - efficient content creating & distribution process

How to get started?

Step 1: Develop a customer matrix and identify:

- What are the customer segments and personas?
- What are their key motivations & concerns/pain points/priorities?
- What key questions need to be answered for each phase of the buying cycle
- Where in the buying cycle does each segment/persona need to be addressed?

Step 2: Create value propositions based on step 1

Step 3: Map out existing content and decide what can be reused and what should be created?

Step 4: Utilize the efficient content creation and distribution process 1.5.20

Demand Generation

Lead Capture with Marketing Automation

How to leverage Marketing Automation in order to generate more leads?

Filling the upper funnel is an ongoing task for a healthy business. The most important task is, to identify the people who are interested in your business, but who you don't know yet. Marketing Automation offers several options to identify anonymous website visitors.



Purpose:

- Identify interested leads
- Fill the upper funnel

Success drivers

- Website tracking
- Gated Content
- The right tech stack

Using your website to capture leads

Progressive Profiling

Use progressive profiling on your website forms: Asking more information from visitors every time they fill out a form

Gated Content

Get people to offer their data in exchange for content: make content available for people who fill out a form only

Scoring

Implement a scoring model to see which visitors are more valuable - combine it with your nurturing

Leadfeeder

Use technology like leadfeeder to see which companies visit your website

Chapter 2

Tips & Resources

Education:

[Do you really understand how your business customers buy?](#) - McKinsey

[Four ways to get more value from digital marketing](#)
- McKinsey

[Fixing the B2B Sales-Marketing divide](#) - MarTech Today

[The right way to personalize your content](#) - Forbes

[How to Make Your Content Personalized but Not Creepy](#) -
Content Marketing Institute

[The Avaus Content Marketing Tactics Gallery](#) - Avaus

[Market segmentation in B2B markets](#) - B2B International

[Deep Dive Video: Churn risk classification](#) - Avaus

Boost your demand generation

- Decide on your objectives & how to measure them
- Decide on the type of campaign
- Decide on the audience, based on personas / segments
- Decide on the communication channels
- Create content specific to the audience and the channel
- Monitor your campaign
- Optimize the campaign based on your observations
- Use ABM for key accounts

Tools and technology

- Google Adwords
- Google Keyword Planner
- Google Analytics (or similar website analytics tool)
- [Answer the public](#)
- [SEMrush](#)
- [Leadfeeder](#)

Chapter 3:

Digital Account Management



Digital Account Management



Supporting your key accounts

What measures to take to create highly personalised communication?



Identifying new opportunities

What use cases to implement in order to identify new opportunities?



Selling additional products/services to your customers

Which use cases to implement to automate cross- and upsell?



Churn prevention tactics

Which options are there to decrease your customer churn rate?



Learning from your strengths and weaknesses

How to leverage digital tools to get client feedback? What tools to use?

Supporting your key accounts

How to provide value to your key accounts through highly personalized interactions?

75% of customers prefer personalized offers - yet, personalization can become very expensive. This is why we recommend focusing on your key accounts when it comes to high personalisation, following the Account Based Marketing (ABM) approach.



Purpose

- Generate more qualitative rather than quantitative leads
- Align marketing & sales efforts
- Be present “everywhere” for your target accounts

Success drivers

- Account Based Marketing approach
- Customer Data

Getting started with ABM

How to get started?

- Have data about the customer ready (e.g. from CRM)
- Select a few target customers to test ABM
- Set up account strategy incl decision unit mapping i.e identify all personas and their needs
- Create tailored value propositions

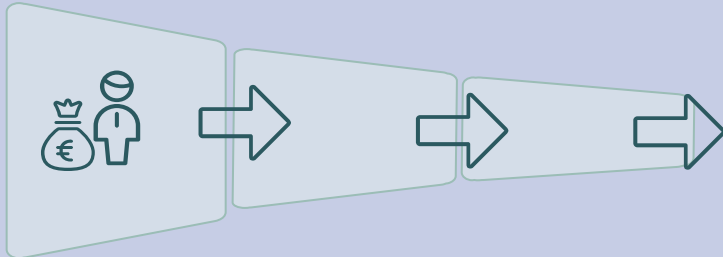
Three measures you can implement now

- **Personalizing content for each stakeholder**
Personalize the content in email nurturing and paid advertising to each stakeholder in a target company
>>> use technology like Crystal to analyse people’s profiles
- **Sales alerts**
Set up automated alert emails to sales about relevant changes in target company behaviour

Identifying new Opportunities

Where in your market can you find new opportunities?

New opportunities can be found either in your already existing database - like website visitors who were about to purchase but never did; or you will find new opportunities in target groups that are very similar to yours.



Purpose

- Identify new sales opportunities
- Decrease Marketing costs

Success drivers

- Customer data
- Segments

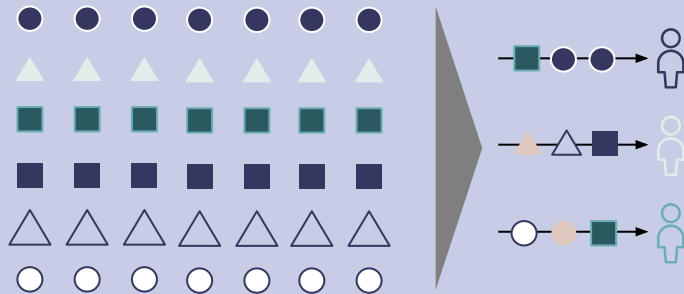
Measures to identify new opportunities

- **Targeting & Retargeting with Ads**
Targeting Ads with demographic & behavioural information (e.g. in LinkedIn, Google Adwords); Placing retargeting tags to webpages to target ads based on existing lead data
- **Nurturing**
Add MQLs to a nurturing cycle until they are ready to purchase → spot the ones with most potential (most active)
- **Triggered messages**
React immediately with an automated message on expressed interest e.g. download of a report, visit of a pricing page
- **Look-alike audiences**
Target audiences similar to yours (in demography, behaviour) in with LinkedIn look-alike audiences
- **Abandoned Cart**
React immediately with an automated message to an abandoned cart / interrupted purchase.

Selling additional products/services to your customers

What options do companies have to target customers who could buy more?

Customer data is the basis for identifying up- and cross-sales opportunities. Campaigns can be based on behavioural data like website visits or the behaviour of similar customers, as well as sales data like contract expiration date.



Purpose

- Identify customers that could buy more
- Increase sales

Success drivers

- Scoring
- Marketing Automation
- Predictive models

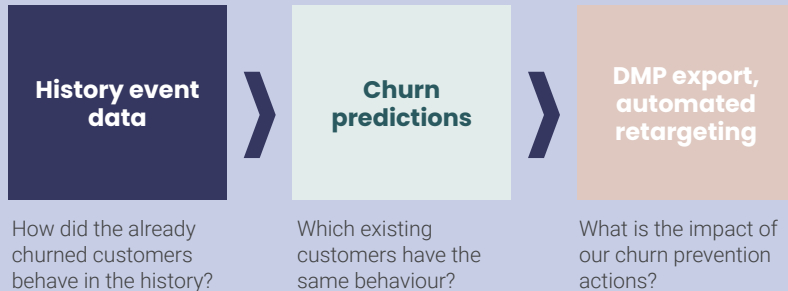
Must-have Use Cases for cross- & upsell

- **Automated sales alert**
Send alert to sales if customer visits a certain webpage
- **Next-best offer**
Create a statistical model that calculates “customer who bought X also bought Y” & send results to customers
>>> more in [“Avaus Cookbook - AI in Marketing & Sales”](#)
- **Contract renewals**
Triggered email or alert to sales: Proactively approaching customer 4-5 weeks before expiry of contract

Churn Prevention Tactics

What measures prevent customers from abandoning your products or services?

Predictive churn management and early enough actions enable marketers to increase the effect of their churn prevention actions by up to 5-35%. Therefore, it is key to work with a set of churn prevention tactics.



Purpose

- Avoid losing customers
- Maximise the ROI of customer retention

Success drivers

- Data x Algo x Action

Types of Churn prevention tactics

- **Predict optimal email sendout frequency**
→ avoid annoying customers
- **Predict churn risk**
→ identify reasons for churning & create measures to prevent churn
- **Prevent churn with a targeted surprise action**
→ create personal “surprise & delight” actions
→ Calculate who is worth spending resources on saving from churn

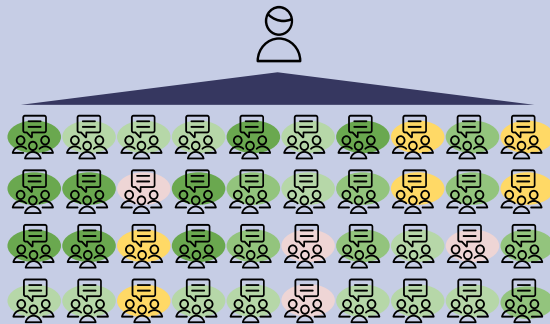
For a detailed approach on the three tactics, please check our [“Avaus Cookbook - AI in Marketing & Sales”](#).

Learning from your strengths & weaknesses

How to collect customer feedback?

Many people don't like to give honest face-to-face feedback - especially when it comes to criticism.

Therefore, we recommend implementing a digital feedback process. This enables you to see the results in summary and react to them.



Purpose

- Improve customer relationship
- Improve on weaknesses in customer communication

Success drivers

- Survey tool
- Defined reaction processes

Using digital feedback tools

Choose a tool that fits your needs, for example:

- **Google Forms**
Very quick & easy creation
Send directly from survey or as a link
- **SurveyMonkey**
More advanced options
Compatible with advanced analytics software (e.g. SPSS)
- **Your Marketing Automation Tool**
Possible: Automated processes as response to low scores

Tips & Tricks

- Use a mix of scales & open text fields
- Include clickable links to your website
- Setup a process "How to react to low scores"

Chapter 3

Tips & Resources

Education:

[How digital is powering the next wave of growth in key-account management](#) - McKinsey

[Unlocking the power of data in sales](#) - McKinsey

[How to execute account based marketing at scale](#) - MarTech Today

[Account Based Marketing](#) - Marketo

[ABM builds intimacy with B2B customers](#) - Adobe

[Customer Satisfaction Surveys & Research](#) - B2B International

[How to reduce customer churn](#) - HubSpot

Manage your accounts like a pro

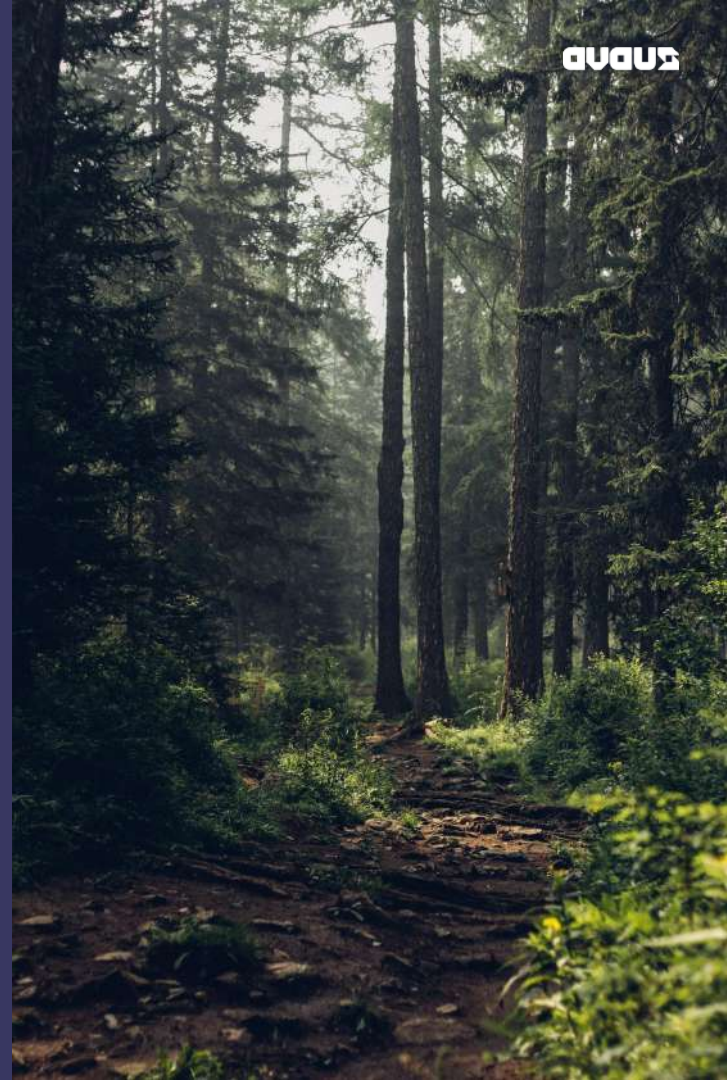
- Be highly personal with your Key Accounts (ABM)
- Setup Use Cases to automatically identify new opportunities
- Support your cross- and upsell efforts with automated follow-ups and alerts
- Know who is likely to churn and use Marketing Automation to prevent them from doing it
- Learn where your performance has room for improvement and use this knowledge

Tools and technology

- [Crystal](#)
- [SurveyMonkey](#)
- [Google Forms](#)

Chapter 4:

Digital Inspiration & Change



Digital Inspiration & Change



Internal Webinars

When is a webinar the right choice for your internal communications?



Internal Newsletters

How can your company benefit from internal newsletters?



Digital Jamboree

How to ace team and/or customer relationship in digital channels?



Instant Communication Channels

How can instant communication tools contribute to constructive communication in the workplace?



Daily Stand-Ups

How can daily stand-ups keep your team in the loop?

Internal webinars

When is a webinar the right choice for your internal communications?

Webinars are an established and commonly used way of communicating with your prospects and customers. However, only few companies have recognized the opportunity to leverage the benefits of webinars for internal communications.



Purpose

- Lunch & Learns
- Training Sessions
- All-Hands Company Meetings

Success drivers

- Webinars offer a great alternative to regular online meetings as they allow you to speak to up to 5k of people at one
- At the same time, they ensure a distraction-free presentation, as attendees can be put on “listen only” mode
- A chat box gives your attendees the chance to share input or ask questions - without interrupting the presenter mid-presentation

Useful capabilities

- Many webinar hosting platforms come with built in analytics capabilities, such as:
 - Recording feature for later on demand access (e.g. if your employees work across different time zones)
 - Attendee lists
 - How long your attendees remained in the webinar
 - If and how they responded to polls
 - Feedback tool after the webinar ended

Internal Newsletters

How can your company benefit from internal newsletters?

Much like the newsletter you send to your clients and prospects, internal newsletters need to earn the reader's attention with engaging, valuable, and informing contents. While there are unlimited possibilities regarding design and tone of your newsletter, The rough outline of your newsletter should be



Purpose

- Easy and creative way to keep your staff informed, motivated, and engaged

Success drivers

- Lower the invisible boundaries between departments by highlighting employees in different roles from different departments
- Act as a conversation starter which might lead to better cross-team collaboration

Ideas for your newsletter

- Keep your staff in the loop about the current ongoings - from sharing a peek of a new prototype to announcing a recently sealed partnership or acquisition
- Amplify your company culture - share your strategy, vision, and reinforce your values
- Introduce new team members and extend your warm welcome with the whole staff
- Give credit to team members by share motivational stories of successfully completed projects, closed deals, or other milestones
- Congratulate long standing team members on their work anniversaries or promotions
- Share corporate social responsibility (CSR) achievements and show your employees that the company cares for a social cause

Digital Inspiration & Change

How to ace team / organization relationship with Digital “Jamboree”

It's not easy to keep a team/an organization together - what can you do?

One of the struggles enterprises face is how to keep a tight, aligned and flourishing team/organization, not seldomly with geographical spread. Digital Jamborees are a great “tool” as it offers a scene across organization levels, functions and geography to inform, exchange ideas and opinions, learn and develop, socialize and most of all - celebrate and have fun together!



Purpose

- Create awareness and alignment across the organization
- Inspiration and collaboration across competences
- Forum for celebration, socializing, learning and development

Success drivers

- Jamboree steering committee
- A clear plan

Holding an engaging Digital “Jamboree”

When is a digital “jamboree” suitable?

- Several actions need to be discussed
- Issues have been escalated
- Planning sessions/workshops
- Celebrations and/or virtual socializing

Preparation for a respectful environment:

- Share agenda beforehand
- Agree on platform & system to be used (allow everybody to be heard)
- Turn off other communication channels - turn on your camera

Example Agenda

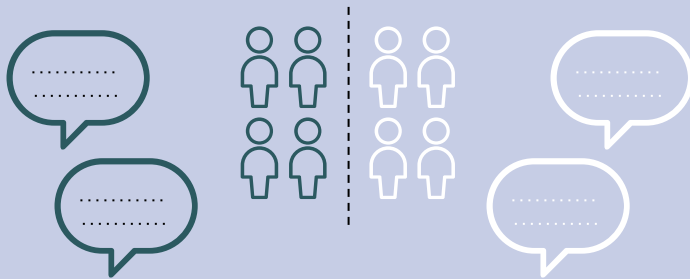
- 1 - **Icebreaker**: Share an interesting fact you learned this week
- 2 - **Status Update**: The current situation
- 3 - **Interactive part**: Chat FAQ
- 4 - **Status Update**: Our new product
- 3 - **Interactive part**: Group Discussion
- 4 - **Team Fun**: Kahoot!

Digital Inspiration & Change

Instant communication channels"

How can instant communication tools contribute to constructive communication in the workplace?

For some, instant communication apps have almost entirely replaced email as the go-to form of internal written communication.



Purpose

- Improve engagement, productivity, and collaboration
- Better organise conversations between teams or groups

Success drivers

- Make sure to communicate to your team members how the app can make their life easier - this helps with adoption

Popular instant communication apps

- **Google Hangouts**
Seemingly integrates the other applications of the Google G-Drive including Sheets, Docs, Slides, Drive, Calendar and more
- **Slack**
Voice calls and video conferencing, an advanced search feature and quick navigation define this app
- **Microsoft Teams**
Different projects or campaigns can be organised in different channels separated from each other. Integrates Microsoft Office apps
- **Flock**
Can connect multiple teams in a single chat window for data sharing, messaging, and virtual meeting

Digital Inspiration & Change

Daily Stand-ups

How can daily stand-ups keep your team in the loop?

Stand-up meetings are meetings in which participants usually update each other on the progresses of the projects. The meetings rarely exceed a length of 30 minutes and attendees participate while standing.



Purpose

- Short but frequent meetings to keep your colleagues in the loop and keep the progress in mind
- Ensure collaboration, alignment, communication

Success drivers

- Make sure that the attendees are actually standing. The discomfort will keep the meetings short - as intended

Recommended Structure

Three simple questions generate the structure of the meeting, and every participant should get the chance to answer them to the team:

- What did I work on yesterday?
- What am I working on today?
- What issues are blocking me?

Chapter 4

Tips & Resources

Education:

8 Tools that will help you create your employee newsletter
- Bananatag

Instilling a company-wide growth mindset - McKinsey

Customer Case: Wärtsilä - Avaus

How can you create a culture of innovation? - Adobe

Stand-ups for agile teams - Atlassian

How to pick the most effective communication channels at work - Slack

Ramp up your digital communication

- Encourage recurring use of new tools to foster quick adaptation
- Internal trainings help your staff get started
- Consistency is key

Tools and technology

- Mailchimp (Newsletter)
- SnapComms (Newsletter)
- CleverReach (Newsletter)
- Zoom (Webinar)
- GotoWebinar (Webinar)
- Microsoft Teams (Instant Communication)
- Slack (Instant Communication)
- Flock (Instant Communication)
- Google Hangouts (Instant Communication)
- Kahoot (Digital Quiz)

Chapter 5:

Digital Sales & Marketing Foundations



Digital Sales & Marketing Foundation



Customer Classification & Strategy

Create a foundation to decide on different tactics to enable the sales and key account teams.



Marketing & Sales Alignment

Break down interdepartmental silos and pull together



Marketing & Sales Technology

A tech stack suiting your needs should be on top of your list of priorities

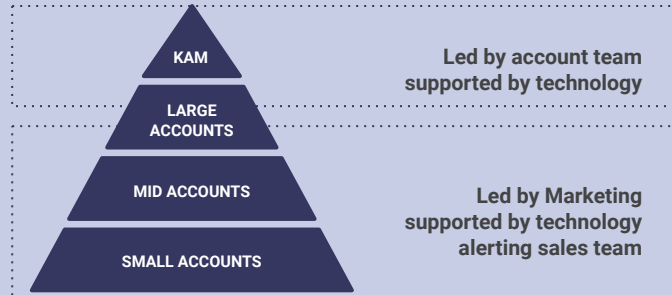


Data Strategy

Put your customer at the center of your operations with a best-in-class data strategy

Customer classification & strategy

The **average B2B buying journey today involves almost 7 stakeholders** that will look at products and services from different perspectives. In order to support Sales teams with digital marketing capabilities it's crucial to reach the right customers and stakeholders with the right content. Having clear segmentation and account plan is the basis for effective marketing support as they derive different tactics to enable the sales and key account teams.



Purpose

- Improve top and bottom line growth
- Segment your audience to improve targeting
- Align your marketing and sales efforts

Success drivers

- Customer Data
- Market Research

Three main approaches to classification

- **A Priori Segmentation**
This simple approach clusters your customers based on available characteristics like company size, industry, or location
- **Needs-based Segmentation**
A more sophisticated method which segments your customers based on shared needs, pain points and expressed interest for specific services or products. The needs are discovered and validated through market research
- **Value-based Segmentation**
The economic value is the pivotal characteristic in this segmentation approach.

Marketing & Sales alignment

Why is breaking down interdepartmental silos so crucial?

Many companies in virtually every industry still face the long-standing challenge of separated operations among departments. The alignment of marketing and sales has become indispensable and is more urgent than ever to serve the increasingly digital and self-directed customer.



Purpose

- Design buyer journeys and improve the customer experience
- Shorten sales cycles
- Increase conversion rates along with better forecast accuracy

Success drivers

- Install cross-functional teams to replace departmental silos
- Integrated processes and way of working
- Joint metrics and KPIs

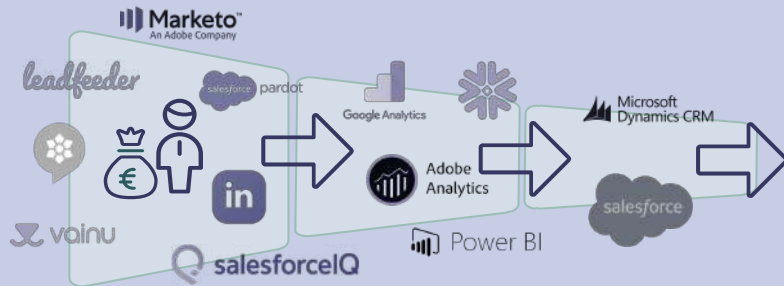
Getting started

- Agree on a customer persona and design your customer's journey
- Use a "marketing first" approach. Let marketing 'warm up' the your leads through information and nurturing *before* your sales staff steps in to close the deals
- Agree on and track mutual important KPIs - new accounts, pipeline development, contract renewals - just to name a few
- Take the perspective of your customers and keep your messaging consistent
- Create marketing assets specifically crafted to support the sales team in the late stage of the buyer journey and brief them how they should use the content

Marketing & Sales Technology

What technology do I need to be future-proof?

It doesn't matter if small start-ups, medium-sized companies, or large enterprises - if you want to drive growth in this digital era, you need the right marketing and sales tech stack.



Purpose

- Migrate and facilitate complex processes
- Track the impact of your marketing and sales activities
- Drive more efficient spending

Success drivers

- A technology stack tailored to your needs

Essential for each stage:

• Early Funnel

Generate, track and identify leads, collect and store information from web, social and other available channels

• Nurturing

Use predictive prospecting and establish a conversation. Email is still a key communications channel and often built into marketing automation platforms.

• Conversion to sales

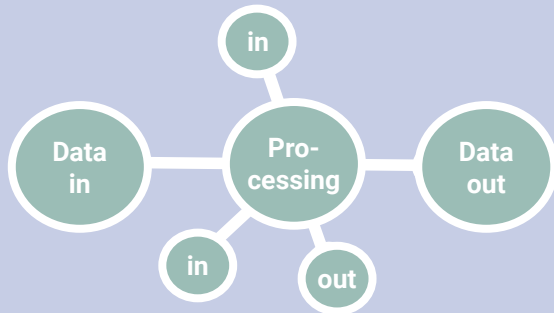
Determine and track factors that deliver the biggest impact on sales velocity, win rates, and opportunity size. Marketing Automation can deliver key incremental insights.

• Customer Stage

CRMs are crucial in tracking how your campaigns influence your pipeline and to retain customer relationships

Data Strategy

At the very heart of any Marketing and Technology capability enabled sales process lies high quality insights and data. **A best-in-class Data Strategy puts the customer at the center** in an independent data platform, capturing all relevant insights and information for an efficient and relevant omni-channel interaction in one place. This data can then be leveraged for automated or user-driven decision making.



Purpose

- Improve the way you acquire, store, manage, share, and use data
- Support communication, collaboration, and sharing data methods and practices across systems and projects

Success drivers

- Independent Customer Data Platform

Five core components

- **Identify**
Be able to identify and understand data regardless of its structure, origin, or location
- **Store**
Store your data in a structure and location that allows easy and shared access and processing
- **Provision**
Set up rules and access guidelines. Package data for it to be reused and shared internally
- **Process**
Combine and migrate data from separate system to provide a unified data view
- **Govern**
Establish and communicate data policies

Chapter 5

Tips & Resources

Education:

[Four pathways to digital growth that work for B2B companies](#) - McKinsey

[How to succeed in B2B Marketing](#) - Adobe

[Customer Segmentation: A Step By Step Guide For B2B](#) - Open View Partners

[Marketing Technology: What it is and how it should work](#) - McKinsey

[The 5 essential components of a Data Strategy](#) - SAS

[Customer Case: Anticimex - Rapid demand generation](#) - Avaus

Kickstart your data-backed decision making

- Communication is key - keep everyone who is affected by structural changes informed
- Embrace a culture driven by data
- Prioritize and facilitate a move together of previously separated departments

Tools

- [Salesforce](#)
- [SAP](#)
- [Zoho](#)
- [Marketo](#)
- [Adobe Campaign](#)
- [Emarsys](#)
- [Tealium](#)

Chapter 6:

Getting Started



Digital Sales & Marketing Foundation



Digital Task Force

Set up a multi-competence team to quickly and effectively drive change



Digital Sales Coach

A guide and advisor for teams both in management and operational capacities



Digital Center of Excellence (COE)

A key role in supporting operationalizing and governing common best practices and tools



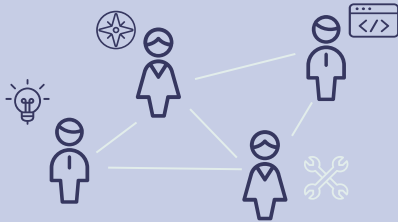
Sales Excellence Programme

Multiple projects and streams that aim to deliver transformation through leading edge sales capabilities and ways of working

Digital Task Force

Task Forces are Teams working towards highly prioritized goal and objectives to drive change and rapid business impact. These Teams are absolutely instrumental in ramping up capabilities fast, considering all influencing factors represented by key team members, experts or advisors.

An effective Task Force will closely align with Program Leadership, Steering Groups, Advisors and operational leadership with a mandate to execute change within agreed authorized limits.



Purpose

- Drive decision making & rapid capability development and deployment
- Sharing and reapplying best practices across the organization
- Driving change and new ways of working

Success drivers

- Use a multi-competence team to consider all relevant aspects and stakeholder needs
- Follow a daily stand-up methodology
- The Task Force needs to have a mandate to drive change supported by management and steering groups
- Prioritized time allocation of all members

Setting up a taskforce

- Identify existing projects, programs and streams to align the scope
- Define guiding objectives and desired target state capabilities
- Define success criteria for the Task Force and mandate to execute change
- Set governance and cadence with key decision makers, forums and stakeholders
- Staff Task Force with representatives of operational teams supported by internal and external advisors and experts
- Tip: identify early adopters as ambassadors for change

Digital Sales Coach

While a Task Force is driving decision making and change to deliver results fast, a Digital Coach has less to no authority to implement change actively but rather guides and advises teams both in management and operational capacities. A Digital Coach understands the relevant best practices and helps by enabling the organization to embrace new ways of working, processes, tools and mind set by supporting to adapt to individual needs where required.



Purpose

- Spotting capability gaps and inspiring target state
- Sharing internal and external best practices
- Enablement of organization

Success drivers

- Full access to all collaborating teams, processes and documentation
- Ideally in close collaboration with decision makers or teams with the mandate to drive & implement change
- Access to and support by management teams to demonstrate an embracing change readiness mindset

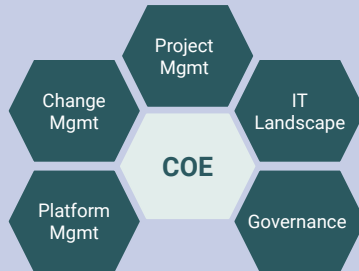
Why a digital coach adds unique value

- Especially in crisis situations organizations fall back into an internal focus that can amplify the disconnect
- A Digital Coach can highlight insights about existing gaps and connect them to industry or domain leading best practices
- Utilizing a Digital Coach enables drawing in external references and best practices to inspire disruptive change
- In contrast to outsourcing capabilities to a vendor, a Digital Coach will enable to build domain leading expertise within the organization
- Typically coaches are available on flexible basis enabling to adapt to the organizations capacity to drive change in peak and slow periods

Digital Center of Excellence (COE)

A center of excellence is a highly internally staffed cross competence team that develops best practice capabilities for their organizations taking into account internal processes, requirements and limitations.

Key benefits are connected to the creation of domain leading capabilities in large organizations with limited local resources. A center of excellence plays a key role in supporting operationalizing and governing common best practices and tools.



Purpose

- Centralizing leading domain capabilities and expertise
- Leading internal best practices and enabling end users
- Developing highly tailored best practices closely considering individual market dynamics and organizational requirements

Success drivers

- Sufficient time allocation of team members, ideally fully allocated to centrally developing capabilities
- Cross competence insights and best practices represented by specialists from all relevant functions
- Close collaboration to corporate objectives and local requirements in the development of capabilities

Objectives for a COE

- Prioritizing capabilities with highest business impact
- Supporting the definition and execution of governance
- Enabling local teams to complete tasks efficiently
- Forum for sharing and reapplying best practices
- Challenge internal inefficiencies enabled by external advisory
- Developing standards and templates for local adaptation
- Safeguarding holisticity and coherence in communication

Sales Excellence Programme

A Sales Excellence Programme consists of multiple projects and streams that aim to deliver business transformation through leading edge sales capabilities and ways of working. Successful programmes deliver prioritized capabilities, directly linked to corporate strategy and objectives representing the biggest business impact. Marketing and Sales alignment is absolutely critical and commonly prioritized capabilities, targets and objectives increase the likelihood to succeed twofold.

4 Key aspects to succeed with your programme:

Business & strategy focus



Customer centricity

Technology & data



Organization & enablement

Purpose

- Driving business transformation enabled by sales
- Creating a prioritized vision and roadmap
- Delivering key capabilities and business impact short and long term

Key initial success drivers

- Marketing and sales alignment
- Centralized programme management
- Close collaboration with executive and steering groups
- Clearly defined strategies and objectives translating into prioritized capabilities and use cases

Why Sales Excellence Programmes typically fail

- Lack of clear objectives and targets
- Disconnect between Marketing and Sales teams
- Lack of commonly prioritized capabilities and use cases
- Ineffective common governance of individual projects
- Inconsistent change management focused on few groups
- Insufficient enablement & adoption plan
- Lack of data strategy and customer centric data requirements
- Lack of focus on value realization and business impact
- Insufficient persona and customer journey insights
- Outdated operating and governance models

Chapter 6

Tips & Resources

Education:

[Sales Coaching for the Digital Age](#) - OpenView Partners

[How to Create a Digital Center of Excellence](#) - LeadCrunch

[What is a digital center of excellence](#) - Centric Digital

[Unleashing long term value through operations excellence](#)
- McKinsey

Setting the stage for change today

- Decide on a dedicated team to drive change
- Get support from a coach for management & operations
- Get support from digital project tools like Trello
- Set up your very own Center of Excellence
- Enable business transformation by starting a sales excellence program
- Aim for measures that incorporate Sales AND Marketing in collaboration

Tools and technology

- [Asana](#) - Efficiency Tool
- [Trello](#) - To Do List Tool
- [Jira](#) - Project Management Tool

Contents

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02 Digital Sales Blueprint

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2. Demand Generation
3. Digital Account Management
4. Digital Inspiration & Change
5. Digital Sales & Marketing Foundations
6. Getting Started

>> 03 Avaus' Expertise



Avaus' Expertise
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What we can help you with

Vision & strategy

Creating a vision and strategy for becoming data driven, including business, organization, technology and change management perspectives

Explore, plan & prioritize

Creating a clear plan based on business potential and feasibility with a use case based approach, and following Avaus core methodology

Capabilities & operating model

Data readiness assessment and plan to scale & execute

Team readiness assessment, organizational skillset & action plan creation

Operating model, defining target state and roadmap for data driven marketing/sales

Performance Accelerator

Through a pragmatic audit and customer data analysis, identify 5-15 use case quick-wins to boost business performance and start implementing the first use cases after 4 weeks

Augmenting your team to scale

Strategic cooperation to execute a prioritized roadmap to generate measurable results.

Data x Algo x Action
-experts from Avaus to improve time to value and ROI



Turning data into business results.

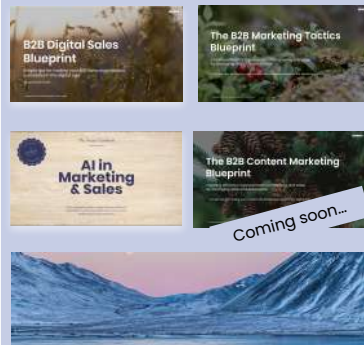
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B2B Blueprints

Tips and tricks for creating efficiency improvements in marketing and sales by leveraging data and automation

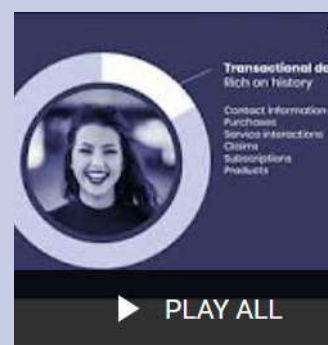
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HEAR FROM YOU!**