

market-partners

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“After decades of intense focus on... back-office “cost side” operations, businesses are in a frenzy to streamline the revenue-generating side of the ledger”¹

Achieving Optimal Sales and Marketing Systems

WHY HAS THE “RE-ENGINEERING” OF SALES AND MARKETING ORGANIZATIONS RESULTED IN SO LITTLE SUSTAINED SUCCESS? The issue in most companies has little to do with a lack of skills, and even less to do with a lack of activity. It is how these skills and activities are coordinated with one another, and how they are aligned to the overall purpose of the business: *to create and keep a customer*².

A consistent observation from our experience and research is that the vast majority of individuals in today’s high technology companies are neither lacking in the amount of activity they undertake, nor the prerequisite skills of their particular career path. Working long hours and often passionate about their work, they dedicate significant time and energy to their activities. Indeed most high-tech companies will tell you with legitimate pride, that their number-one resource is their people. This being so, why are so many of these organizations falling short of expectations? Why will over 25% of the world’s software companies fail within the next 12 months? Why do only 1% of software companies achieve a successful IPO when the North

American average is over 15%? Why, after the initial flush of success, do so many high-tech companies fail to sustain growth?

It is our belief that the missing components are the coordination and alignment of all activities within the chosen strategy, and the inherent effects on the overall mission of the company. We even see that many organizations suffer from the compounding negative effects of duplication of effort, as different groups diligently and often unknowingly strive to solve the same problems and in doing so negate each other’s work. This invariably leads to dire results in the market, where their customers may

¹ Intelligent Enterprise – The Twelve Most Influential Companies in IT

² Peter Drucker – [Management: Tasks, Responsibilities, Practices] defined the purpose of a business as creating a customer.

Theodore Levitt – [The Marketing Imagination] developed this further, offering that the purpose of a business is to create a keep a customer.

receive conflicting and confusing messages and perceptions of the organization.

We propose that there is a significant benefit for most organizations to align and coordinate their resources, energies, and activities. We contend that companies could better focus and direct these activities by implementing specific processes. These processes would offer the organization a template; a road map of not only how to work, but how to work *together*. They offer a foundation of clarity in terms of the overall goals, and the optimal manner in which to work towards these goals. We would hasten to underscore that these processes do not engender bureaucracy, do not micro-manage individuals, and should neither encourage a lack of responsiveness and creativity, nor discourage or limit the ability to change. In fact, quite the opposite should occur.

With such processes in place, individuals working in the organization are free to direct their energies to the work at hand, rather than worrying about how to do the work. These processes bring a new level of clarity to the organization and indeed reduce the counter-productive politics and frustration found in many of today's companies.

To understand this concept more thoroughly, we offer the metaphor of the Rubik's cube. First introduced in 1974, over 100 million of these cubes had been purchased by the early 80's. Few of us haven't twisted and turned the cube in an attempt to bring order to the scrambled colors, and yet few succeeded in solving the puzzle. Those who did were often on national TV and a select few, able to solve the puzzle in under a minute, gained a fleeting measure of international fame.

Were these individuals gifted with warp-drive motor skills, able to twist the sub-cubes faster than the rest of us? Were they designated from birth as "*cube-savants*"? The answer is clearly no. These cube-masters had developed and were following a *process*. By rigorously following this process they were able to approach any newly shuffled cube and bring order within seconds, beating those who

solved the puzzle by either luck or sheer persistence by several orders of magnitude.

We believe that this is an apt analogy for today's high technology companies. In order to bring the puzzle to its logical resolution with each of the six facets correctly aligned and coordinated, the underlying sub-cubes must also be correctly aligned and coordinated. If "solving the puzzle" is how organizations survive and prosper in today's market, a systematic and therefore sustainable and repeatable process is required. As we've previously stated, we believe that most organizations already possess the required "sub-cubes," already have the desire and willingness to "work" the components, and already know how the puzzle should look upon resolution. While some companies may solve the puzzle once or twice through luck or time-consuming persistence, the inherent velocity of today's business environment will not consistently reward these methodologies. The only viable solution is the utilization of a proven process.

Our many years of experience in high technology organizations, managing sales and marketing groups, crafting new styles of alliances, and working with a wide range of clients, combined with our continuous research, have led us to build a systematic approach to the revenue generating function. We call it **THE SCIENCE OF SALES AND MARKETING™**.

This approach has at its heart, the goal of aligning and coordinating all activities that lead to creating and keeping a customer. It embraces four major, and co-dependent, processes.

The **BUSINESS** process sets a clear and credible direction for the organization, ensures that the resources are made available to achieve the agreed upon results, and that the organization returns a predictable and sustainable value to the stakeholders.

The **MANAGEMENT** process builds and maintains a performing organization, knowledgeable and energized about the direction and work, accepting

accountability, and working effectively and collaboratively.

The **MARKETING** process, through continual market research and analysis, determines the strategic intent for each selected market, and then develops the strategy and programs that will ensure success in achieving goals.

The **SALES** process provides the optimal sequence of activities for effectively developing opportunities, and then delivering value to each customer, in a consistent and predictable fashion.

These four processes are bound together by two channels of information flow. The first is concerned with the external influences. What is happening in the market place? How are the company's products and services being received by customers? What new opportunities or threats are appearing on the horizon? The second channel represents the internal business issues and their associated pressures. Are the resources being deployed to maximum return? Is the organization meeting short and long term forecasts? How are various product lines, sales territories, or support groups performing against expectations?

When implemented, these processes provide the optimal approach to achieving the desired results. Though each process should not be considered as unchanging, each one should be rigorously implemented and maintained. Furthermore, it is important to note that this engineered approach to sales and marketing takes nothing away from the unique and creative aspects of individuals within the organization. It might be natural to assume that marketing and sales professionals may not willingly embrace process and discipline, but we have found that these individuals actually welcome the clarity that such process brings.

They find that they gain a superior understanding of the strategy and direction of their company. The methodology allows them to confidently justify those long fought-for resources and tools. They find that the management and general organization becomes more strategic and less reactive. In fact, we have found that most marketing and sales people welcome these processes as valuable road maps providing the shortest way through the maze, and it is usually these individuals who are among the first to benefit. Indeed, it is this foundation of clarity that allows creative energy to flourish.

With the implementation of these processes, the time available can be dedicated to the work itself, and the organization becomes energized and free to accomplish its goals. All activities are coordinated and aligned towards the purpose of creating and keeping a customer.

While the Rubik's cube offers a staggering potential of 4.32×10^{19} combinations, it is also overwhelming to consider the number of variations, both internal and external, that face today's high technology sales and marketing organizations. **The Science of Sales & Marketing™** does not seek to replace the basic building blocks found in the organization. What it does offer is a method to coordinate and align the activities of those blocks into systematic, sustainable, and repeatable processes, thereby enabling the organization to achieve and maintain the optimal sales and marketing system.

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