

eBook

**Sales-oriented
marketing
planning**

Sales-oriented marketing planning

How to make marketing sell more and better

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Introduction

Recently we started to teach a Workshop on "Sales-oriented marketing planning", where we talk about how the marketing area should work integrated with sales and, with this, not only generate demand and opportunities, but also support sales in each of the phases of the sales funnel, reducing the cycle and increasing conversion rates.

The workshop is taught by my business associate and I followed, as a listener, the first two workshops. In one of them I was impressed by the amount of notes the participant made. I believed that he would reproduce the workshop within his company, given the details of the notes.

At the end of the workshop he came to me, exhausted from writing so much, and asked if he could participate again in an upcoming workshop. He told me that the company was in a process of maturing marketing and that the workshop had not only shown him several "cake recipes" that he had never thought of, but also, throughout the day, the workshop had given him a substantial number of innovative ideas. Hence the intense "on paper" recording.

I then decided to transform the content of the workshop into a series of articles that now constitute this ebook that is also distributed to the workshop participants.

I hope the content will be useful to you and your company and as valuable as it has been to the participants of the "Sales-oriented marketing planning" workshop.

Dagoberto Hajjar - CEO
ADVANCE Consulting

With more than 2,500 clients, 500 consulting projects and 20,000 trained professionals, ADVANCE is a sales consulting and training company. We are proud to have in our client list some of the largest companies in Brazil like AWS, Benner, Cisco, Cogra, Consinco, DELL, DIMEP, Ellevo, FWC, Google, IBM, IDTrust, Intelidata, IUGU, Lenovo, Linx, Lumen (CenturyLink), Mega Sistemas, Neogrid, Neoway, Panasonic, Praxio, Propay, Quality, Salesforce, SAP, Sebrae, Semantix, Senior, Siagri, SkyOne, Softex, Synnex, Techne, Thomson, Reuters, Totvs, Vivo, Vivo, WDG (IBM), WK Systems, Zebra and Zendesk.

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1 - Marketing and sales inhabit on different planets

How marketing can be a powerful ally for the sales team

I had a boss who said that the marketing team lived on Venus and the sales team lived on Mars. For years he tried to find a "universal translator" that would get the two teams to work in an integrated manner, but he couldn't. When the Universe did not reach its goals, then Mars and Venus went to war to point out the how was to take the blame.

The Venusians complained that they did not know the sales strategies and, therefore, had great difficulty in doing marketing actions that could directly contribute to the result. The Venusians, according to them, worked hard, generated a lot of material, but the sellers did not use, did many events, but the sellers did not go to the events and did not invite their customers. The Venusians said they generated many opportunities (leads), but the sellers did not know how to take advantage of these opportunities.

The Martians complained that marketing team was talking to "their customers" on their back. For Martians, marketing was expensive and didn't work, marketing people only spent money on parties, events, giveaways and actions that only generated cold and icy opportunities.

In an act of desperation my boss decided to put the marketing team under the subordination of the commercial director. It didn't work out. The commercial director understood a lot of sales, but very little marketing. To make matters worse, he barely had time to take care of sales, so he left marketing "far aside."

It's been quite a few years, that I left my former employer and open up my own consulting firm. About two years ago I did research in the market and saw that Mars and Venus were still without communication. According to the survey, 40% of entrepreneurs said that Marketing helped very little sales teams in generating results, 50% of entrepreneurs think marketing did a BAD job of generating opportunities.

Now, what really caught my attention in this research, was to find that 85% of entrepreneurs thought that the main activity of Marketing was to do website, brochures, email marketing, endo-marketing and events. So, entrepreneurs didn't know and don't know what Marketing can do for their company. The entrepreneurs ask for very basic from marketing and end up seeing Marketing as an expense area only, and definitively not as an area that can help sales.

I went out in search of solutions and found a very interesting methodology to integrate the areas of marketing and sales. I bought the author's books, read his stories on the Internet and decided to visit him in Australia. I spent a week with him, learning all the details of the methodology and, in the end, I thought of it as an "Egg of Columbus" - a simple solution, after someone shows you how it is done.

The first day I was with him, I started introducing my company wanting to show my vast knowledge in the sales area. After about an hour I was talking like crazy, he interrupted me and said, "you talked many times about sales funnel, and about how sellers and managers should work with the funnel, but do you think the buyer knows what such a sales funnel is?". I never thought of that. Of course, the buyer should not know the sales funnel, the buyer should have in his head a "buying funnel", i.e., other steps and phases forming a "buying path" or buying funnel.

He introduced me to all the steps of the buying funnel. We place the buying funnel next to the sales funnel, pairing the phases on one side and the other. Obviously, in a buy and sell transaction, the transaction is unique, so we have to map the unique transaction into the buying funnel and into the sales funnel. Marketing is the one who has to understand the buying funnel, how the customer buys and how to do to speed up the purchasing process.

So, we started listing all the actions that marketing could do, in each of the steps of the buying funnel, to speed up the decision process. Again the "Egg of Columbus". When marketing directly supports the sales process, it shortens the sales cycle and increases the conversion rate in the sales funnel. The success rates of this new "sales-oriented marketing planning" really surprised me. So simple! So efficient!

2 - Elevator strategy

How to show that you can solve your customers' problems

I met the president of a large Brazilian IT company. He hugged me in the middle of the restaurant and told an executive who was with him "this is the consultant who taught us the elevator strategy." It amazed me because I had never used the term "elevator strategy", but he quickly explained himself "we took the concepts you taught us of strategy elaboration and elevator speech, coupled with the fact that you told us, countless times, that the strategy should have a simple and fast communication, and we now call everything elevator strategy". In a way I felt honored.

I'm going to deal with two levels of strategy here. In the first level we have the corporate strategy, where we look at the market with its opportunities and threats, then we look inside the house with our strengths and weaknesses, we also look at the competition, and we put all this in an analysis system (SWOT) that will give us which strategies to follow, with definition of offers, distribution and marketing and sales guidelines.

In the second level we already know what the offers are and we have to define marketing and sales strategies. Here we will also have to collect a lot of external and internal information, to put in the analysis system and generate the strategies. We begin by understanding what we want to sell, that is, products or services that will solve our customers' problems. The next step is to understand who will be the consumer market or target market, that is, what types of companies are most impacted by the PROBLEM that you will solve with your products or services. Nowadays, we also define the "ideal customer profile" (ICP), that is, the set of characteristics that the executive has, within these companies, who is most affected by the PROBLEM and who will be interested in the product or service that will offer. We use the terms "audience" and "persona".

Last week I was helping a group of entrepreneurs develop their "elevator strategy". One of them stared at a blank sheet of paper for about five minutes and said he didn't know how to start. I asked, "What is the problem of the buyer that you solve?". He got confused and said he did not know, he said he knew what he offered to the customers and what the differentials and benefits were, but that he did not have a list of problems that would be solved with his offer. The new world emerges here. In the old world, the center of the sale was the "product". Today, the center is "the problem that will be solved". So you have to reposition your strategy, your communication (marketing) and your argument (sales) to address this new reality.

The time has come to look at the competition and establish its differentials, that is, what makes your company unique or better than its competitors. Companies make two very common mistakes. The first mistake is not communicating your differential to the market. It sounds absurd, but we find many companies with excellent differentials, but they just don't know how to communicate, and if customers don't know their differentials, then the customers will compare vendor only by price. The second mistake is to have a differential that everyone has, that is, it is not a differential. For example, some companies say that their differential is the technical team, but competitors also have good technical teams, so this differential is not valid. Some other companies say that their differential is to provide a quality service, delivering right on budget and on time. Well, this is also not a differential – this is the obligation of those who are selling a product or service.

With this information we will then define the marketing positioning that aims to establish a positive perception in the minds of the customers you want to serve, or, as we speak in English: mind-share. Positioning should be precise, simple and objective. The consumer wants to see a kind of label identifying the supplier, so we have to focus efforts and define a focus of action - the consumer has difficulty understanding that a company does everything for everyone, or that it is good at everything. Finally, positioning should highlight your company from other competitors through differentiating arguments.

Next step is the elevator speech, a concise description, carefully planned and well rehearsed about your company in such a way that you can talk in less than 1 minute and that anyone can understand. It should contain what is your company, what your business and your target market, its competence and differentials, its main products and services, its main customers or success stories. Strictly speaking, we should have an elevator message for every audience or persona, addressing what's important to that audience.

And so the elevator strategy is born.

3 - Marketing and sales have the same goal

How to set joint goals and objectives for marketing and sales

Last week I went to visit a company that, according to the owner, was underperforming in sales. At the end, the root of the problem was far from the sales team...

The owner welcomed me in a beautiful meeting room with the presence of the marketing and directors. After half an hour of conversation I asked the owner "how is your sales director paid". He proudly said, "low base salary, high sales commission, if the sales team performs well then he gets rich, if not he gets poor". I asked about the marketing director's compensation: "base salary, and bonuses only if the company reaches the targets" he said.

I asked him why the marketing director didn't have the same goal and the same compensation as the sales director. There was a huge silence in the room. "Impossible" said the owner. "The marketing director has nothing to do with the sales process," he added. I felt I'd have a long day ahead of me.

We started by designing the sales funnel and placing the annual goal of USD 10 million. So we looked at the average ticket and calculated that we would need 20 closed deals to reach the goal. Unfortunately the company had no history of conversion rates in the sales funnel, so we used the average market rates that are 10 prospected opportunities, generating 5 qualified, 3 proposals and 1 closing. To close 20 negotiations we would need to prospect 200 opportunities, qualify 100 and generate 60 proposals.

The next step is to look at the average sales cycle, which in their case was 3 months. It was December and nothing was going to happen that month. So, starting the work in January we would have the first sales in March. We set a monthly goal of 2 closed transactions, 6 proposals issued, 10 qualified opportunities and 20 prospects.

"So, we only need 20 opportunities prospected per month?" asked the company owner. "Why, then, are we spending a fortune on events this year? We even put an outdoor there at the entrance to the city. We are doing marketing all wrong" he said. I explained to him he just got the secret and, from now on, we would do a mathematical marketing focusing on sales results.

We now look at the company's target market. After all, we don't want to prospect any company. We defined the market segment, size of companies and region where we would operate. We used a database company that sell customers databases and discovered 2,500 companies that met the target market criteria, so we could "fine tune" our search further. We decided to prioritize the companies closest to where we were.

We selected success cases relevant to the target market, seek approvals of testimonials, citations, and customer references. We reworked the sales arguments and marketing material by focusing on customer problems, how the company did to solve them, and what benefits its customers had already had.

We have established a series of marketing actions to ensure that we would have regular communication with potential customers throughout the year, and always with different and relevant topics.

We did the first event at the end of January, a breakfast in one of the best hotels in São Paulo (Brazil). Our experience shows that executives from São Paulo like events that start very early, so they could still be in their company at the begging of a workday. We invited the CEO of the company's largest client to give a statement and put in the invitation that he would talk about his experience, which generated great interest on other customers. We invited 30 executives and only 2 did not attend. After 2 months we had 4 closed transactions that started at that breakfast.

The owner of the company called me exuberant "we were very lucky" he said.

"Of course" I replied, "the more we plan and the better we perform, then the luckier we get." By the way, we changed the marketing goal and compensation to be the same as sales.

4 - I have no idea what the sales funnel is

How your client thinks and how to address his concerns

I was at a meeting with the sales team and said "not everyone knows what sales funnel is". Everyone looked in amazed. After all, each on the sales team were born and lived by the sales funnel, thinking about how to reduce the sales cycle and increase conversion rates in the funnel.

Well, the buyer doesn't know anything about a sales funnel. For the buyer there are other phases and concerns in the purchasing process, constituting what we call the "buyer's journey" or "buying funnel". Of course, if we place the buying funnel next to the sales funnel, we will be able to "pair" the phases on one side and the other, since the buy and sell transaction is unique to both sides.

On the side of the buying funnel we have 6 phases.

The first phase is **discovery** - the customer becomes aware of their problem and decides to seek companies that may have a solution to meet it. Sometimes the customer hears or reads about another company and discovers that they have an identical or similar problem. At this stage you can associate your company's image as a "**solver**" of that problem. In marketing, we call this phase "**generating awareness**".

The second phase is **interest** - the customer is interested in the problems you solve, the possible solutions and their qualifications, that is, the customer realizes that at least one of the problems you solve may be affecting them and is interested in getting more information. In the sales funnel we call this "**identified lead**".

The stages of **discovery** and **interest** of the buying funnel correspond to the **prospecting** phase of the sales funnel.

The third phase is **consideration** - the client begins to consider the action alternatives he has to solve the problem, including the alternative of doing nothing. Most sellers believe that at this stage they have a "**qualified opportunity**", but there is still a particularly important point that will come in the next phase.

The fourth phase is the **intention** - the customer recognizes that they need to solve the problem, because it is bringing negative consequences for their company. There is a clear "**compelling event**" and therefore we have a "**qualified opportunity**". At this stage, the size of the negative consequences that the customer perceives is what will define their view of the "**value of the solution**".

The steps of **consideration** and **intent** of the buying funnel correspond to the **qualification** phase of the sales funnel.

The fifth phase is the **evaluation** - the client begins to evaluate its solution offer, as well as the alternatives it has, including its competitors and the possibility of making the project internally. Here the customer establishes the list of criteria for evaluating and selecting vendors. In the sales funnel it corresponds to the phases of "**solution presented and tested**" and "**proposal presented**" and it is when the strategy and competitive differential is established.

The sixth phase is the **purchase** - the customer has preference for their solution and negotiates with vendors. In the sales funnel this is the step of the "**accepted proposal**" where all negotiation with the client is made.

The marketing team must understand the buying funnel, its phases and customer concerns for each phase and then set up a series of strategies and actions to address each of the phases and concerns of the customer's or potential customer's buying funnel. But, marketing has to understand and work, too, with the sales funnel, generating actions for each phase of the funnel in such a way as to shorten the sales cycle and increase conversion rates.

So, it's one eye on the buying funnel and another eye on the sales funnel.

5 - Most used tactics in the buying funnel

Choosing the best marketing tactics to achieve your sales goal

Last week I was with a company's marketing team. We talked about the buying funnel and each of its phases, that is, discovery, interest, consideration, intent, evaluation, and purchase. One of the participants asked me "don't you have checklist, so we know what the most used tactics in each phase of the buying funnel are?". So, here is the checklist...

The objectives of the **discovery** and **interest** phases are to get potential customers to discover your business and what problems it solves, to get contacts from ideal customers within your target market, and to make potential customers understand the problems your company solves, your value proposition and identify with them.

The most used tactics in the stages of **discovery** and **interest** are: institutional communication, brand marketing, Search Engine Optimisation (SEO - search engine optimization), Search Engine Marketing (SEM - search optimization marketing: Google Adwords, Bing Ads), blog use, use of social networks (Facebook, Twitter, LinkedIn, Instagram, Google+, Path, Tumblr, etc.), publication of specialized articles, presentations at fairs, congresses, third-party events, landing pages on the website with forms to capture interested parties, and acquisition or research of lists of companies in the target market.

The objectives of the **consideration** and **intent** phases are to make potential customers recognize that they have a problem that can be solved by their business, and to make potential customers recognize that if they don't solve the problem, they will have negative consequences.

The most used tactics in the phases of **consideration** and **intention** are: presentation of Success Cases, customer testimonials, market studies showing the effects of the problems that your company solves, tools for calculating losses and gains, statements and tasting of the product with emphasis on the results obtained with the use of seminars, webinars and lectures.

The objectives of the **evaluation** and **purchasing** phases are to make the lead recognize that you understand the need for it and that you have the solution they need, make the customer prefer your solution other than any other market alternative, and get the customer to make the purchase.

The most used tactics in the **evaluation** and **purchasing** phases are: phone calls and meetings with sellers, to "listen to the customer", understand the selection criteria of the solution, change the selection criteria of the solution to favor it, material that shows the critical elements to solve his problem (based on his experience), use of the marketing trousseau (brochures, White Paper, presentations of solutions), reviews (or comparisons) made by the press or customers, send email to all who have influence in the purchase reporting what was agreed, contact with reference customers (phone call, visit, lunch), meetings with senior executives, use of competitive material and send piece of marketing, champagne type with message "we are sure of your decision".

The methodology for the buying funnel says, among other things, that when the customer receives a proposal, he has to compare it with something. You can compare with proposals from your competitors, or with other projects and investments that will be made and, in this case, ROI (return on investment) will be extremely important. If the customer does not have a comparison basis, then he will not make a decision. The methodology recommends, then, that as soon as the seller delivers the proposal, the marketing team begins to send success stories that will work, in the customer's head, as an element of comparison, giving comfort and speeding up decision making. Companies that adopted this tactic had 50% increases in the conversion rate between proposal and closing. Of course the seller had presented success cases at the beginning of the negotiation, but at that time the client was not concerned with making the comparisons. Success cases at the beginning of the negotiation were used to generate confidence and credibility in the seller and supplier.

We have to use marketing as a strong ally to SELL.

6 - The short-circuit effect on Marketing

How to increase the probability of sales through marketing

If I had to give a single piece of advice on Marketing, I'd say "short-circuit". I'll start by exemplifying when you pass by in front of your boss's office and he yells "John, glad you passed by here. I need to talk to you." Well, actually, your boss wasn't thinking about you. He had a problem with his head and when he saw you.. boom!!! Short-circuit. He saw you as the solution to his problem.

The same thing happens to customers. The customer is there with a huge problem without knowing exactly who to turn to. All of a sudden he looks at his desk and sees your company's brochure... BOOM short-circuit... he sees your company as the solution to his problem and calls you at once. So to increase sales we have to increase the chances of short circuits, i.e. TOUCHING customers. If we can play or be present when the customer is in trouble, then... Boom - short-circuit.

The big challenge is to maintain a frequent communication process with the client, to increase the number of TOUCHES and increase the chance of our short circuits, without becoming annoying. If the customer labels your communication as BORING it will at once send to physical junk or junk mail. From there, everything he receives from your company will go to junk basket.

Believe me, the hardest thing is to recover a customer who has classified their communication as junk. Customers today receive too much information. All companies want to touch customers with direct mail, publications and events, visits from sellers and telesales phone calls. Quite often the customer receives different messages and material from different departments of same company. I've been with a salesman visiting his customer. We got there and the customer had just received a very nice brochure from the seller's company talking about a new product. Surprise, surprise... the seller did not know about the brochure or the new product.

There are some companies that sends e-mail marketing talking about a particular product, then invites the customer to take part in a breakfast where the theme will be another product, and the seller, who has quota to beat, speaks of yet ANOTHER product. This type of TOUCH confuses the customer. And when the customer gets confused... The customer takes time to understand what is being offered, it takes time to decide, and it takes time to buy. So the sales cycle gets longer and the risk of selling not closing increases. Worst of all is when the customer is so insecure that he ends up looking for another supplier who has a clearer, concise message and makes it safer.

So, the marketing area has the noble function of organizing communication to the market and the customers, making sure all the TOUCHES are synergistic and coherent. We organize communication using the concept of campaigns - a set of actions with a theme as a focal element around which the materials will be generated. Marketing campaigns aim to optimize communication with the market (customers and potential customers), coordinate all company activities, and increase mind-share with customers. In short, marketing campaigns serve to increase sales.

The key point here is to establish a theme for each of the campaigns. Let's talk about an example: In March we will do the PRODUCT1 campaign. The customer or potential customer will receive an email marketing talking about the PRODUCT1, he will receive a call from the telesales team talking briefly about the product and inviting him to attend a breakfast or scheduling a visit for the seller, if the customer has a lot of interest in the product. The breakfast event main theme will be PRODUCT1 and the website will be redesigned with emphasis, on that month, on PRODUCT1. I'm not saying it's forbidden to talk about other products. What I'm talking about is that the theme is an excuse to TOUCH the customer and talk about THE PRODUCT1 and, if there is space and interest, talk about the other products.

In May we will change the campaign and change the main focus to PRODUCT2. Then we'll touch the customers again, but with another message. If every month we touch the customers with the same message, he will classify us as junk. By touching customers with different messages, we increased the chance of short-circuiting without getting boring. The challenge is to set up the communication grid with customers, establishing the themes for each of the months.

Today we have even a higher level of sophistication. We understand that we are not talking to a company on the other side, but with people who have different understandings and concerns. Thus, the "personas" (ICP or "ideal customer profile") appear - definition of who we want to reach within the company so that our communication is ACCURATE and EFFICIENT. Perhaps the campaign grid is not established by product, but by topics of interest and "personas".

Finally, remember that the short circuit has to be high voltage and organized in a strategy way to increase your sales.

7 - "Your Marketing Sucks"

Marketing will have a single goal: to sell

I once won a book with the curious title of "Your Marketing Sucks" by author Mark Stevens. I would summarize the message of the book to the phrase "if you invest USD 1.00 in marketing and it does not generate at least USD 10.00 in sales, then Your Marketing Sucks".

For me, the book marked the beginning of a fantastic new phase, where marketing and sales began to be treated mathematically. I saw that my academic background in mathematics was going to help me design management models and predictability in the sales funnel.

Unfortunately most companies understand that the marketing department is responsible for web-site, brochures, email marketing, endo-marketing, events, giveaways and end-of-year partying. That is, marketing is a "spend money" department without any commitment to sales.

When we look at companies with high performance rate we see that their understanding of marketing is totally different. Marketing has direct responsibility, co-participatory, with the sales goal. So all marketing actions and tactics are aligned with sales objectives, not only generating demand and opportunities, but supporting the sales team at all stages of the sales process, reducing the cycle and increasing the conversion rate.

Companies with high performance rate know that marketing must listen to the market, understanding the movements and trends of customers and potential customers, vendors, distributors and influencers, and competition. Marketing has to contribute, in a significant way, with facts and data so that the company can assemble its growth strategy, designing and positioning new offerings.

In the last couple of years, Marketing has gained great and important allies: Big Data to get information about customers and potential customers, Digital Marketing to establish communication with the market with investments much smaller than traditional marketing, and marketing automation tools to organize and coordinate communication with the market. Putting together marketing campaigns, now with these tools, is much easier and cheaper. And what I like most, in this new way of working, is that you can monitor results in real time and change strategies, actions or activities that are not giving good results.

Measuring and monitoring are words that have gained fundamental importance within Marketing. Today it is possible to talk about "return on investment" for marketing campaigns, allowing the other directors of the company to be able to see, analyze the planning and results of this new sales-oriented marketing.

You can present each campaign including the importance that the campaign will have for sales, investment and expected return, and each of the activities or tactics that will be done in each of the phases of the buying funnel or sales funnel, with their respective forms of measurement and monitoring, responsible and dates. Then, as the campaign is running, we can see the performance of each activity or tactic. It's a fantastic world, totally mathematical.

I have a client who used a politically incorrect metaphor, but who exemplifies the change: "We used to hire a kid with a ponytail to take care of our PPTs and marketing material, today we are hiring an executive with great knowledge about our target market, and able to strategically discuss our company and our sales."

Of course it is not easy to find a marketing executive with these skills and competences, even because we are at the beginning of this new stage of marketing. In a few years this will be "part of the basic package of the marketing professional". The professionals who come out ahead will have better chances of success and guaranteed employability.

8 - Far beyond the end of the funnel

How to sell more often to the same customer

Last month I got the call from a client who hires us once every 2 or 3 years to put together the company's strategy. This time, the owner of the company told me that he had recently hired a very good marketing director and he would like me to meet him.

The marketing director was a tall, charming, and very talkative guy. He called George. He started complimenting me and saying that he had studied my LinkedIn and read several articles of mine on the Internet. Then he said he'd present his marketing ideas for the company. Here a yellow light lit on my head "will present ideas or plan?". I had a boss who said that "ideas without a plan, are pure hallucinations."

Well, George started out talking like hell, teaching us about what the buying funnel is and about every step of the buying funnel. I felt like I was back in the classroom. After 1 hour of torture I decided to interrupt: "George, what comes after the end of the buying funnel, after the customer has signed the agreement?". He was totally mute and frozen. Opss, I think George missed the class about the inverted funnel with the four post-purchase phases.

The first phase is value **recognition - where** the customer has to recognize that their problem was solved by the purchased solution. The objectives here are to make the customer use the purchased solution in the proper way, and make the customer recognize the benefits that the solution brings to his company. The most commonly used tactics are: letter or thank you email to the customer highlighting the benefits he should get, letter to the President, training material, training videos, online tutorials, and scheduled phone calls from the support team to assist the customer in using the solution.

The second phase is **expansion** - where the customer expands the use of the solution to other areas and people within your company who can benefit from it. The goals here are to make customers expand the use of the solution to more people or other areas of the company, and make the customer acquire other solutions from your company. The most used tactics are: the opportunity map, cross-selling map, cross-selling or up-selling marketing campaigns, in-customer seminars and internal success cases, newsletters, product "usage tips," other customers' success stories, and sales staff touch plans.

The third phase is **loyalty - where** the customer considers that he cannot give up the solution for any other alternative.

The fourth phase is **defense or indication - where** the customer defends the qualities of the solution and the supplier and indicates to those who believe they can benefit.

The objectives of the **loyalty** and **defense** phases are to make customers loyal to the company, and to make the customer indicate the company internally and externally. The most used tactics here are: relationship marketing (invitation to your company's events, third-party events and invitation to present this client's success case), "jubilee" commemorative gifts, regular presentation of results reports, and participation in user groups.

Of course, these "**most commonly used tactics**" are not the only ones or those that should be used by all companies. The marketing director has to know his target market, establish the best strategy and positioning, and then choose the tactics that make the most sense for your business. Remember to establish the forms of measurement and monitoring to ensure that the result is satisfactory, or to exchange tactics that are not giving good results.

"So, George, what are your ideas for making the company sell more and better?" Again the silence was made and then he came the worst possible answer: "I think we have to think of a new logo to reflect our changes and joviality". George will have to go back to school. Marketing has changed impressively. There is no more place for marketing that spends money, only for marketing that brings money to the company.