

# Marketing Beyond the Product™

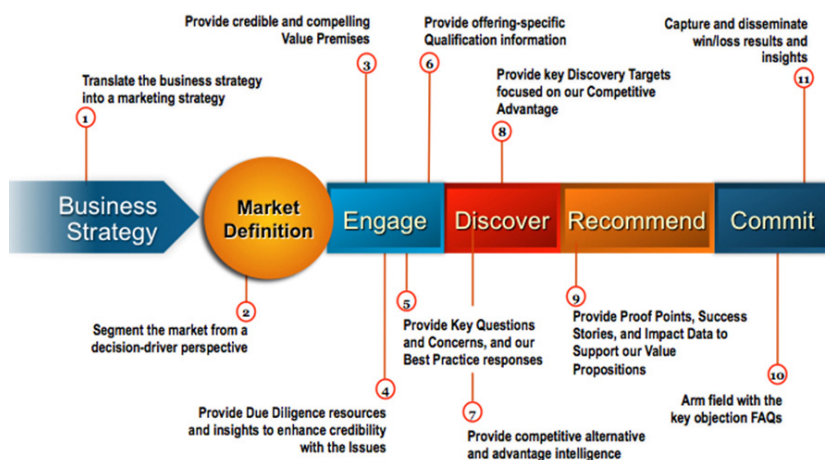
Marketing Beyond the Product™ is a

process designed to enable marketing people to construct deliverables that more readily and directly meet the insight and information needs of sales people trying to sell complex solutions into complicated buying processes in competitive situations.

Prospect. Qualify. Present. Close. Repeat.

In complex selling environments, this time-proven model is not sufficient for success. Simply “showing them our stuff” does not work in selling situations where the problem to be solved is ill-defined or perhaps poorly understood, the decision process long and complex, or the advantages of your solution not well accepted nor immediately obvious. In these environments, demand for your competitive differentiation needs to be created, not simply fulfilled.

The knowledge requirements to support a demand creation selling process go beyond the simple understanding of our products and services. Successful demand creation requires a deep understanding of customers’ environments and applications, of the business and technical implications of our solutions, and the fluency with both to link them in compelling ways. Demand-creating sales teams need more from their marketing organizations than simple product fact sheets and slide presentations.



## Program Content

### 1. THE VALUE-ADDED STANCE

- What are the different types of customers and applications that make a difference for our solution's value?
- What are the characteristics of customer situations that define good opportunities where our solution has clear value advantage?
- What are the characteristics of customer situations that define the poor or non-opportunity for our solution advantage – what should we run from?
- What are the key elements of the customer's world-view – terminology, processes, workflows, trends, and current challenges – with which sales people need to be fluent in order to be compelling and credible?

### 2. ENGAGING

- What are the best sources of due diligence in order to credibly and efficiently engage the individuals and the issues?
- What are the customers' Key Questions and Concerns about this solution? How should we address them?
- What are the late-stage objections to this solution that are typically avoided? How should we address them early and confidently?

### 3. DISCOVERING

- What are the most critical competitive alternatives to our solution?
- What are our relative strengths and weaknesses compared to each of the most important competitive alternatives?
- What are the common compelling mechanisms that motivate customers at different organizational levels to contemplate a change?
- How do we “change the game” and in what direction do we change it?
- What are the most important business and technical issues for us to explore across all perspectives of the customers' application and situation?
- What are the most fruitful Discovery Targets for our solution advantage?
- What are the best strategies to guide a customer to look differently at their application and our solution?

### 4. RECOMMENDING

- How can we position our competitive advantages at the different levels of Problem, Approach, and Solution?
- What are the best stories and anecdotes to support the business and technical value advantages over the customer's alternative courses of action?

### 5. COMMITTING

- What are the most frequent and difficult objections to our solution and our process and how should we address them?
- What are the proven strategies to overcome late-stage obstacles?

## OVERVIEW

What is the potential role of your marketing organization in supporting the sales team transition from one of a focus on product features and Powerpoint pitches to a value-adding, solutions-oriented process?

Aberdeen Research characterizes the challenge facing most marketing organizations as follows:

*"Marketing's efforts to build a consistent, compelling brand experience are frequently undermined by salespeople pressing for the next deal, whereas salespeople broadly view sales collateral and support materials as off-target. Aberdeen research suggests that in many B-to-B firms, as much as 25 percent of sales reps' available selling time is spent searching for and assembling the information required for their sales calls, and as much as 70 percent of marketing's investments in sales collateral are going unused. Finally, salespeople often fail to find what they need on a timely basis, and thus – to the consternation of marketing – begin to create their own materials, with predictably uneven results."*

Marketing Beyond the Product aligns the output of your marketing team with the input needs of a demand creating sales team.

## PROGRAM SUMMARY

Selling Beyond the Product (SBP) is a learning experience designed to educate salespeople with the skills and processes necessary to develop trusting customer relationships and to then influence customers' perceptions of and perspectives on their business and technical problems and opportunities – creating demand for your differentiated value.

Marketing Beyond the Product (MBP) is a two-day working session in which product marketing and product management people come to understand the sales person's perspective on the customer's environment, and learn ways in which they can support the insights and the knowledge requirements necessary to be credible with customers. This hands-on, action-learning workshop consists of seven integrated modules that enable the marketing team to develop and deliver the insights and knowledge required to efficiently and successfully create demand.

- The Marketing Alignment Challenge
- The Root Cause of the historical 'Chasm' between Sales and Marketing
- The Different World Views of Sales and Marketing
- Demand Creation defined as an organizational and individual competency
- The necessary and sufficient conditions for Consultative Demand Creation
- Marketing Output as "Sales Performance Support"

## OUTCOMES

Upon completion of Marketing Beyond the Product, participants will have developed:

### Participant Outcomes

A clear set of qualification criteria for the product or solution set area of responsibility.

Common questions that typical customer types have about our view of the problem, our approach to a solution, and our solutions themselves.

A structured framework of information to support the sales team's efforts to develop to a comprehensive insight across all domains of the customer's situation.

Clear Discovery Targets to raise the visibility and value consequences of the strengths of your solution over those of the competitive alternatives.

Clear Discovery Targets to raise the visibility of the negative consequences of the weaknesses of the competitive alternatives.

A better understanding of the information and insight needs of the sales force.

A list of the most difficult pre-cycle and in-cycle objections and the best practices for handling these objections both early and late in the decision cycle.

## PARTICIPANT MATERIALS

Participant guide, Job aids, soft copy Scratchpads



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