

A Coronavirus Action Plan for B2B Sales



Stem the threat



Get on the front foot

Secure revenue

- Conduct a rapid, data-driven revenue base assessment by customer, product, channel and geography, including full pipeline reinspection
- Create an Agile team to run cross-functional sales sprints for the most critical opportunities
- Build a granular map of potential revenue, by customer and by product, to guide investment
- Convert the Agile team into a “win room” to sustain an urgent operating cadence

Tune how you deliver value

- Contact customers to demonstrate strength, partnership and availability
- Identify priority offers; tune them for value and empathy
- Reset customer expectations as needed
- Make your offers easy to digitally discover and “see-try-buy,” and launch targeted campaigns
- Seize the moment to build relationships with strategic accounts
- Use Elements of Value® to redefine your offerings for the new normal

Protect margin and optimize ROI on go-to-market costs

- Do not slash prices indiscriminately
- Consider investments in your most strategic customers
- Shift sales capacity quickly, such as from new accounts to renewals and cross-selling
- Shift spending from in-person marketing/sales events to digital channels
- Match sales capacity to new market opportunities
- Shift to lower-cost coverage and channels where possible
- Zero-base capacity and investment, justifying every role and every dollar spent

Embrace technology to sell

- Equip your sales team with technology to sell remotely
- Spur customers, partners and employees to adopt off-the-shelf tools for collaboration and self-service
- Arm your sales team with the perfect virtual pitch
- Use what you’ve learned to reprioritize your digital roadmap
- Accelerate the shift from field to inside/digital sales models

Protect and grow your skilled employees

- Reassure the sales team, particularly top performers
- Double down on the basics: one-on-one coaching, pipeline management and account planning
- Create a more virtual culture with virtual norms
- Move quickly to fill talent gaps
- Reassess the employee mix you need and what “great” looks like
- Train and enable the front line in behaviors they will need to thrive in the new environment