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Covid 19: Change in Go-to-Market Strategy

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The resilience of our business and operating models is being tested: Are we ready for what the future has in store?

Covid-19 is a demand, supply and uncertainty shock which makes it unique and precariously dangerous

50

D&B Business Optimism Index fell to a record low in Q2 2020

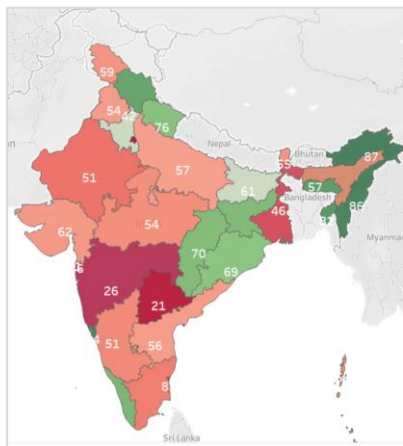
3X

3X increase in World Pandemic Uncertainty Index

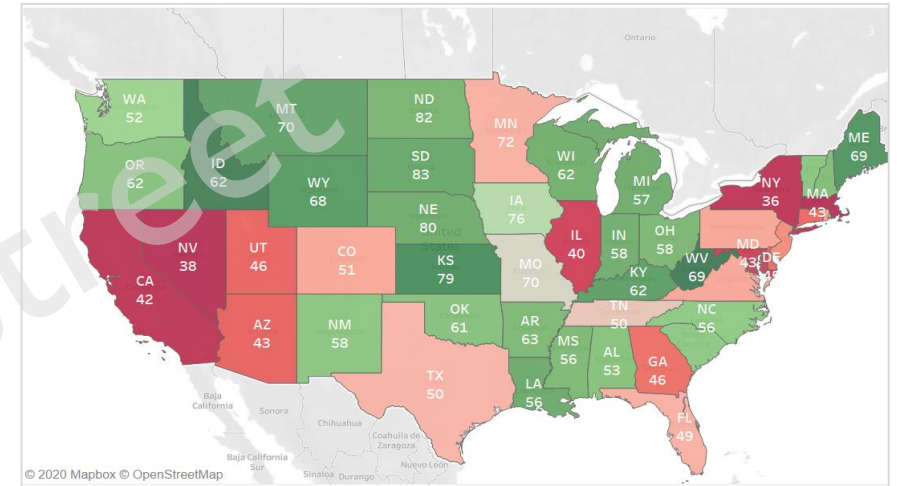
1.6 Bn

1.6 billion workers in the informal economy is at a risk of losing livelihood

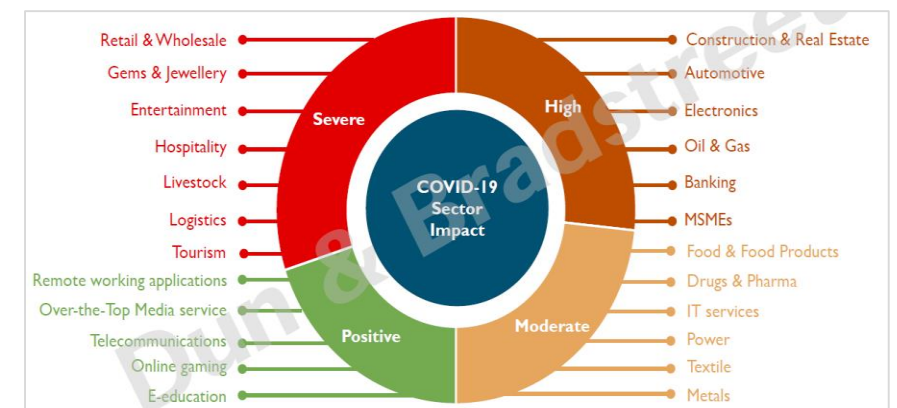
Sources: Dun & Bradstreet, Ahir, Bloom, Furceri, and ILO



- 38% of all US businesses are located in the highly impacted states, like California, New York etc.
- 39% of all impacted businesses in US belong to the Services sector, like offline entertainment
- 28% of businesses in India are located in the most impacted states of Maharashtra, Delhi and West Bengal
- Sectors severely impacted in India are Retail & Wholesale, Hospitality and Tourism



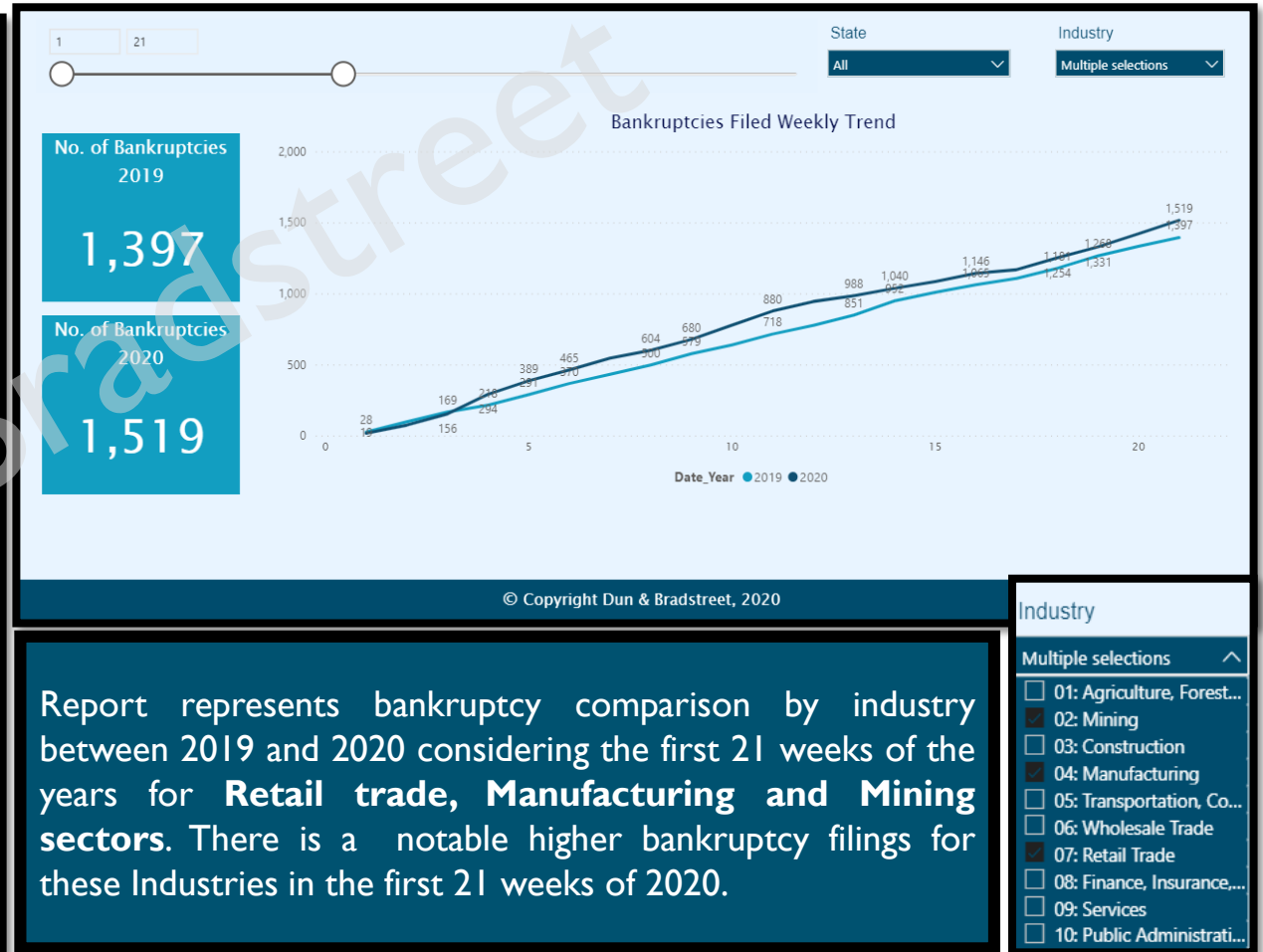
D&B Covid-19 Overall Business Impact Index for US, June 2020



Bankruptcy filings (US) are trending higher with May recording a steep increase in filings

Filingdate	Business Name	# Immediate Branches	Chapter
Wednesday, May 27, 2020	PQ New York, Inc.	59	11
Wednesday, May 27, 2020	Tuesday Morning Corporation	184	11
Tuesday, May 26, 2020	Advantage Opco, LLC	5	11
Friday, May 22, 2020	Dollar Rent A Car, Inc.	173	11
Friday, May 22, 2020	Hertz Global Holdings, Inc.	0	11
Friday, May 22, 2020	Hertz Technologies, Inc.	2	11
Friday, May 22, 2020	Rental Car Intermediate Holdings, LLC	0	11
Friday, May 22, 2020	The Hertz Corporation	1675	11
Friday, May 22, 2020	Thrifty, LLC	12	11
Friday, May 22, 2020	Unit Corporation	7	11
Wednesday, May 20, 2020	Akorn, Inc.	10	11
Wednesday, May 20, 2020	IntegraMed America, Inc.	8	7
Wednesday, May 20, 2020	IntegraMed Holding Corp.	0	7
Tuesday, May 19, 2020	Exide Technologies, LLC	146	11
Tuesday, May 19, 2020	Hornbeck Offshore Services, Inc.	5	11
Tuesday, May 19, 2020	Hornbeck Offshore Services, LLC	0	11
Monday, May 18, 2020	Centric Brands Inc.	34	11
Sunday, May 17, 2020	Comcar Industries, Inc.	11	11
Sunday, May 17, 2020	Commercial Carrier Corporation	19	11
Sunday, May 17, 2020	CTL Distribution, Inc.		11
Sunday, May 17, 2020	Willis Shaw Logistics, LLC	5	11
Friday, May 15, 2020	J. C. Penney Company, Inc.	28	11
Friday, May 15, 2020	J.C. Penney Corporation, Inc.	855	11

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Impact Assessment Framework: How does it work?

Includes empirical evidence-based approach with judgmental inputs to account for uniqueness of each disaster

**OVERALL BUSINESS
IMPACT INDEX IS
ASSESSED BASED ON 2
CORE COMPONENTS:**



COMPANY IMPACT ASSESSMENT

Assessing impact to the business site and HQ/Parent due to proximity to the disaster



NETWORK IMPACT ASSESSMENT

Assessing network disruptions due to site suppliers and business customers impacted by a disaster

Impact assessment for each of the components is “Z Factor” across the following business levers

FACTOR 1. LOCATION IMPACT

Location level restriction

- Lockdown
- Stay-in-home
- Shelter locations

Number of confirmed cases *(used for weighted ranking of locations)*

ACTUAL – DAILY UPDATES

FACTOR 2. INDUSTRY IMPACT

- Essential
- Can remotely operate
- Require physical presence of consumers
- Require employees at central location

JUDGMENTAL

FACTOR 3. CREDIT/NETWORK HEALTH IMPACT

- Credit Risk Score
- Failure Score
- Viability Rating

(Validated on natural disaster business closures and recovery)

EMPIRICAL EVIDENCE BASED

Interpretation of overall business impact percentiles

EXPECTED IMPACT	OBI PERCENTILE RANGE
Very High Impact	0 – 20
High Impact	21 – 40
Moderate	41 – 60
Low Impact	61 – 80
Very Low Impact	81 - 100

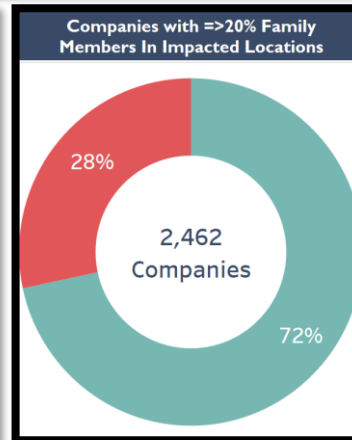
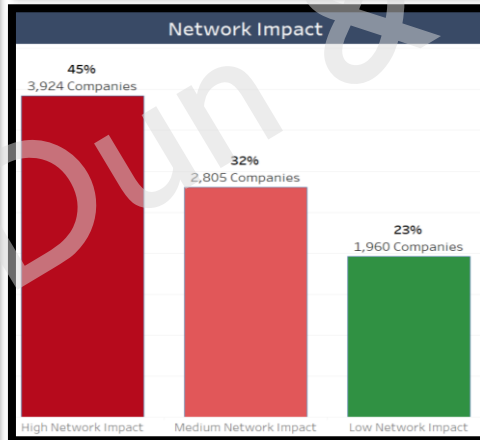
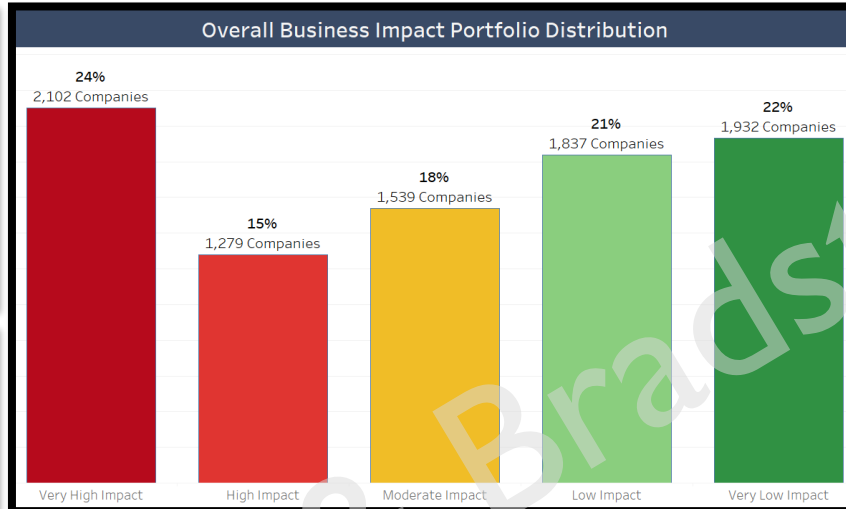
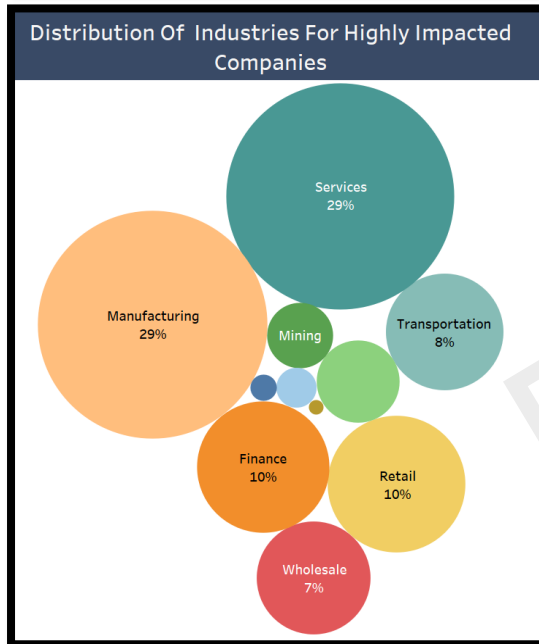
*0 is highest Impact and 100 is lowest Impact
Only scored when D&B risk scores are available*

Company Impact and Overall Business Impact are percentile ranks so they closely align on overall distributions.

However, businesses with limited company impact can have a heavy network impact leading to a significantly different OBI which should be considered for strategic decisions.

EXAMPLE
<ul style="list-style-type: none">– Business Name - Jacobs Engineering Group Inc.– Location – Texas, USA– Industry – Engineering Services– Company Impact Index = 71– Overall Business Impact Index = 27– Reasoning: Jacobs Engineering Group Inc. as a company is less impacted <i>but</i> due to its highly impacted network of suppliers and customers, it has a high network impact

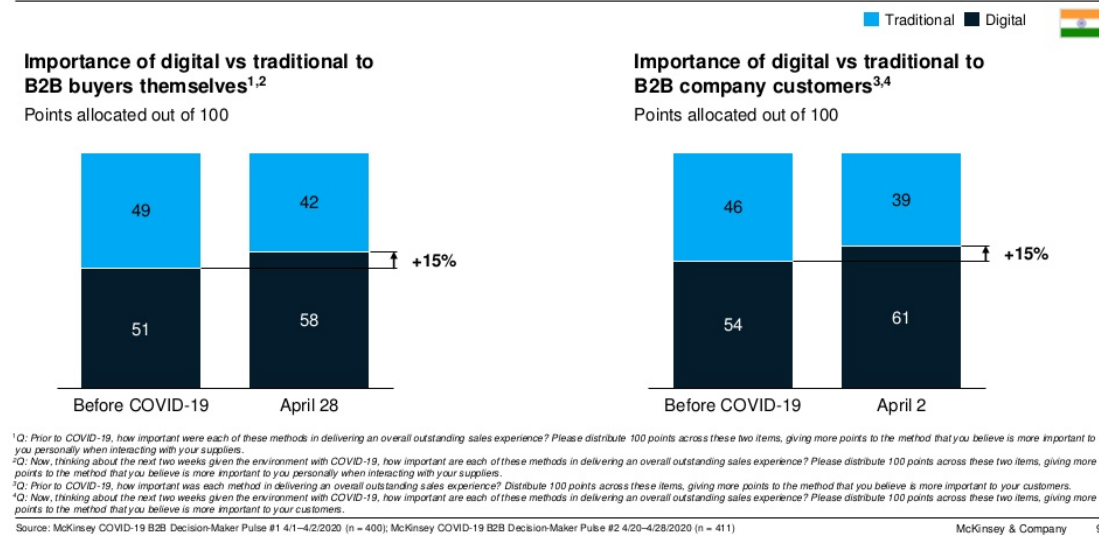
High signs of financial distress: slower payments, unpaid debt and worsening business viability



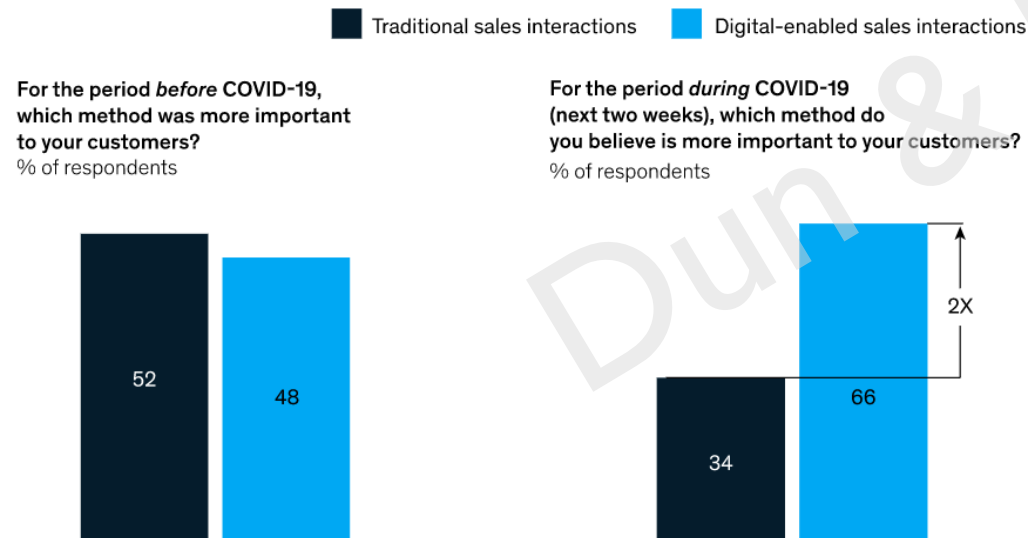
We analyzed a sample of 6,000+ customers of leading Indian IT companies:

- 39% of the portfolio include customers who have a very high to high estimated impact due to Covid-19
- 45% of the portfolio includes customers who have a high network impact
- 28% of your portfolio include customers who have greater than or equal to 20% of their family in impacted locations
- Sectors highly impacted include Manufacturing, Services, Transportation and Retail

This importance of digital sales is now 1.4X that of traditional sales interactions since the onset of COVID-19

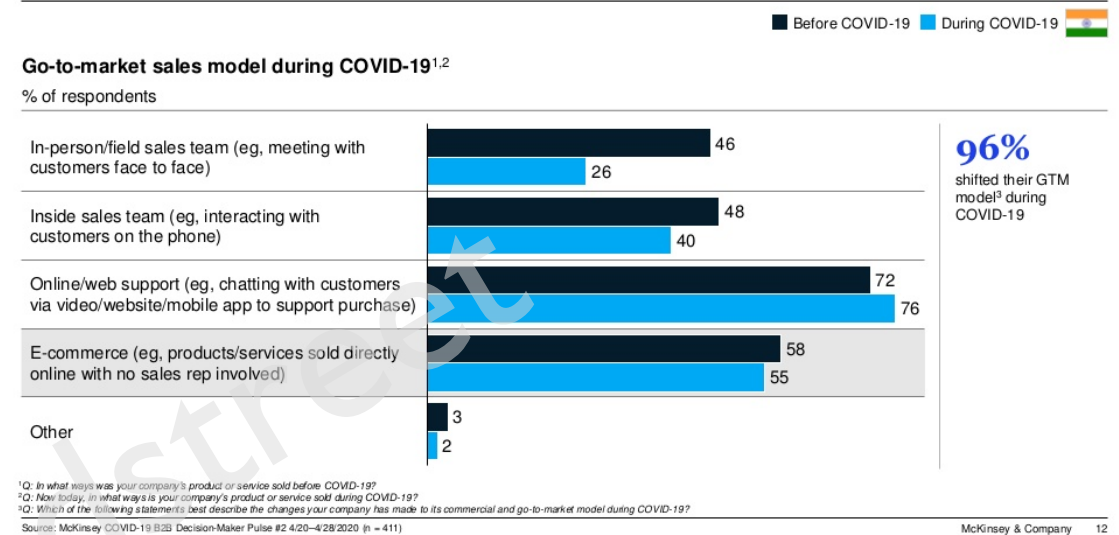


Digital interactions are twice as important.



Source: McKinsey B2B Decision Maker Pulse Survey, April 7, 2020 (n = 3,619)

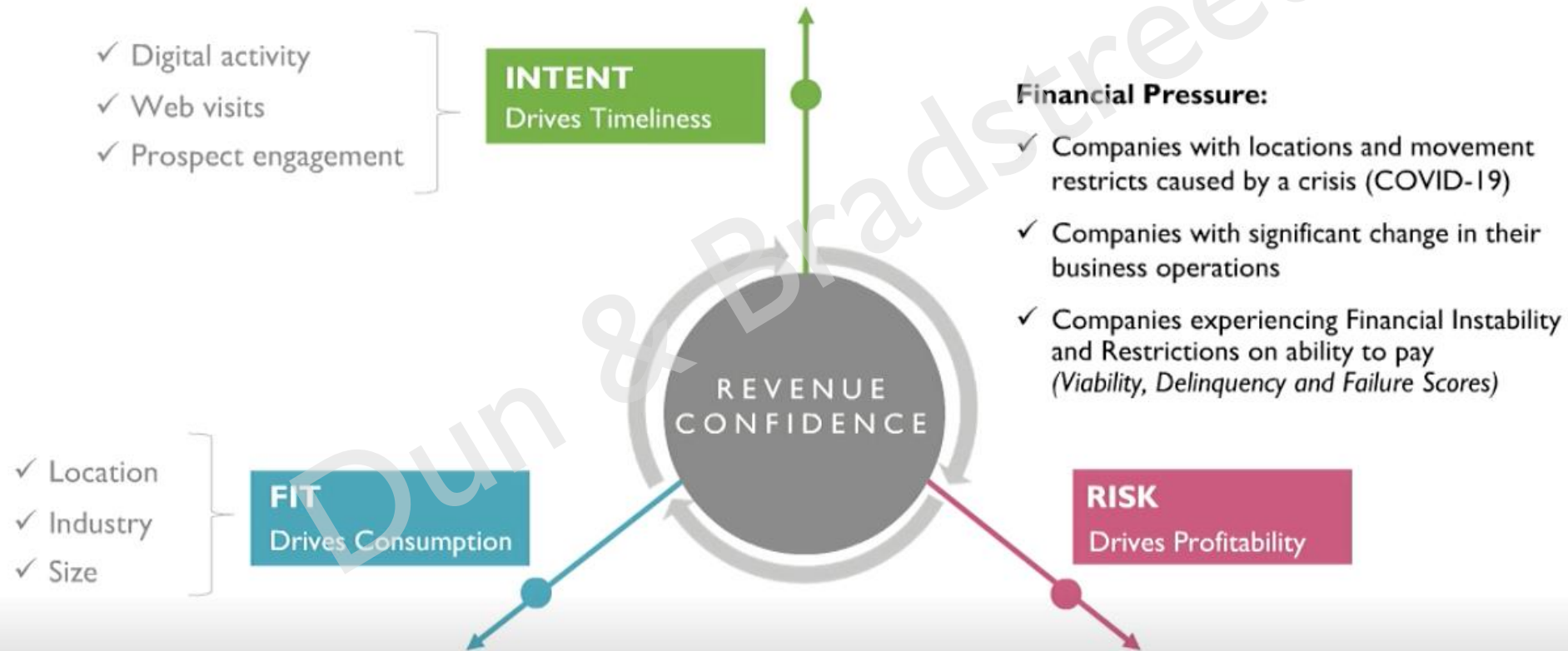
The majority of companies that serve other businesses have shifted their go-to-market model in response to the COVID-19 crisis



- Digitization: Changing consumer behavior
- Increased Localization, reskilling, New jobs
- Business drivers: Remote working, Digital Business Model
- Increased Government Support
- Iterative Operating Model

Digital “Data” & Financial Risk as a key pillar of any GTM strategy

Revenue confidence necessitates a GTM strategy intersecting fit, engagement, and risk



Cultural shifts and the forces affecting global environment

CUSTOMER BEHAVIOUR

The buying process is evolving, and we're starting to see a new trend. A trend where company owners and executives want more control over what they buy, and more importantly, who they're working with.

DIGITAL INNOVATION & INVESTMENT

Advanced analytics and machine learning have given sales executives access to historically unprecedented amounts of data, allowing them to predict with a high degree of precision the most valuable sales opportunities. The fastest-growing companies are using advanced analytics to radically improve their sales productivity.



BUSINESS MODELS

Traditionally, winning in the B2B arena has been a matter of being in the right markets, offering superior products and services, or being the lowest-cost producer. As these advantages have come under threat from increasing global competition, many companies will now have to invest in new business models.

CULTURE CHANGE

Successful customer-experience transformations is no a small and isolated journey optimisations. They require program management and a portfolio of initiatives to encourage frontline change that addresses issues in performance management, employee mind-sets and behaviors and organisation

Marketers are / were Pursuing Many Forms of Transformation

BETTER SEGMENTATION

(Due to Risk of Budget Cut Amidst Economic Uncertainty)

“AGILE” MARKETING

(To align marketing’s cadence to that of sales and others)

BETTER PARTNER TO CRO

(As CRO and CMO get aligned on empowering sales)

SIMPLER TECH STACKS

(Due to Unsustainable Proliferation of ‘Tools’ 2014-2019)

CUSTOMER-LED JOURNEYS

To get faster at responding to customer signals at first and third-party sites)

RAPID ACTIVATION

(Increased automation / CDP owners seek to get value from their investment)

EMPOWERED EMPLOYEES

(Due to Opportunities to Reduce Work through Easy Automation)

“B2C CUSTOMER EXPERIENCE”

(To meet emerging customer expectations for relevance and speed)

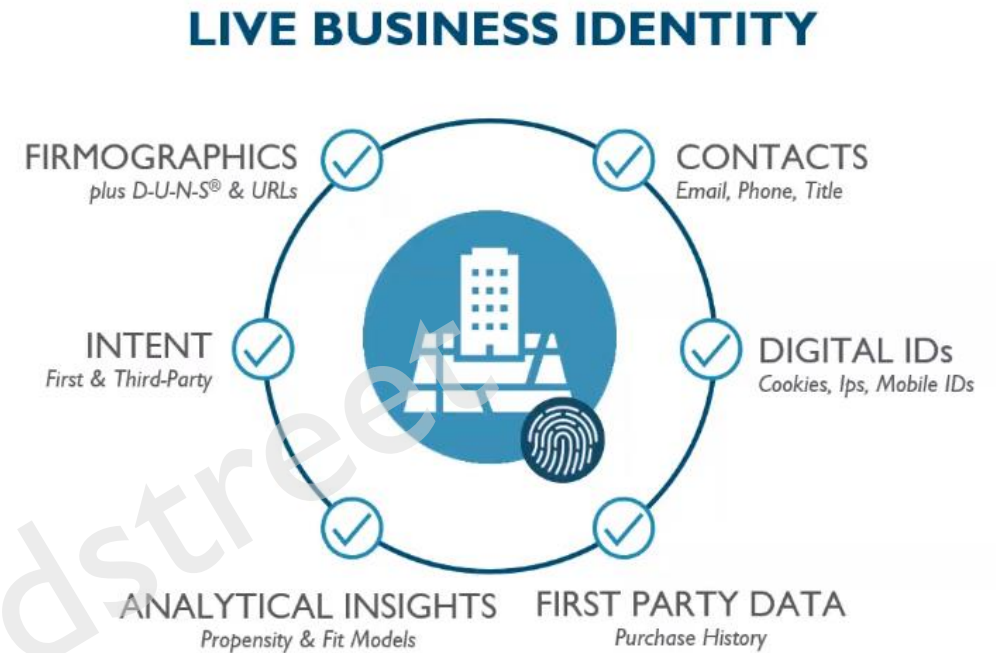
SCALE ABM

(As ‘Enterprise’ ABM showed major value and goal to scale)

GAIN 360 VIEW

(To enable most thorough understanding and best response)

But the key challenge remains:
buyer data lives everywhere



AND ASSEMBLING IT FOR SEGMENTATION AND TARGETING IS PAINFUL

30%

Marketing budget
allocated to tech

Gartner

21

Average number of
vendors used in B2B
marketing

FORRESTER®

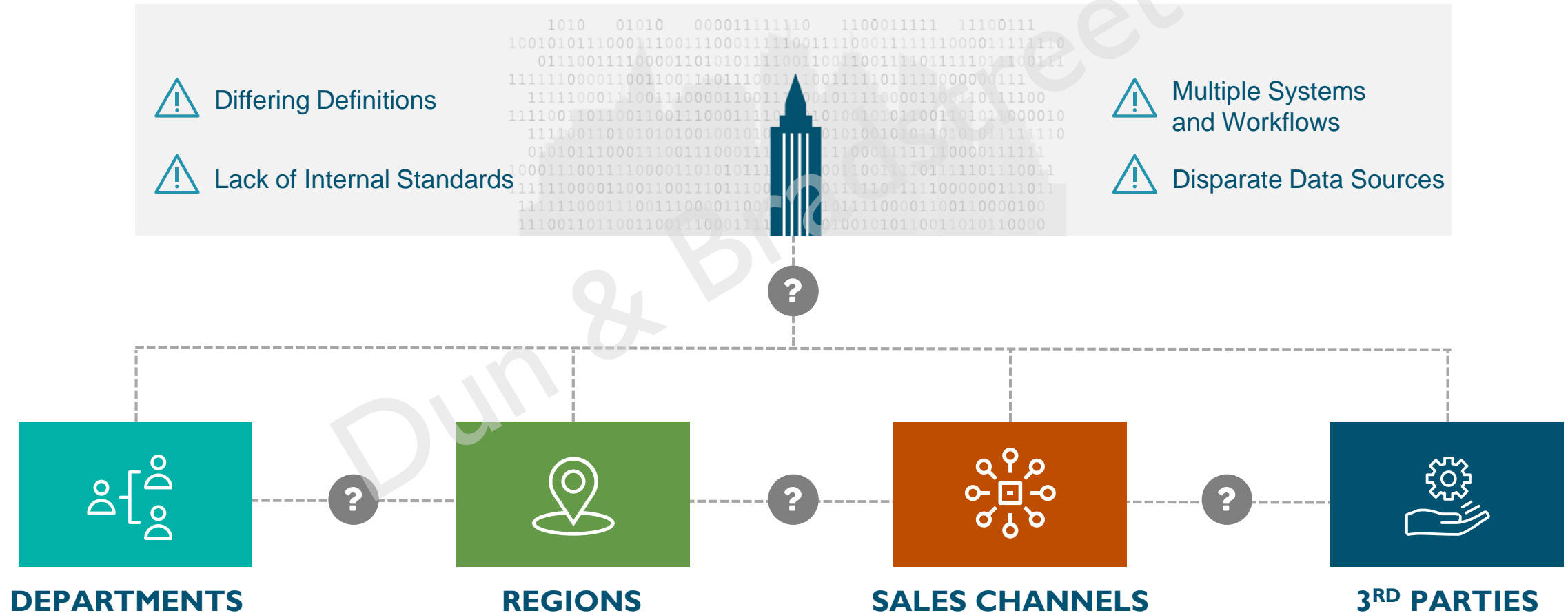
50%

Teams spent more time
on data prep than analysis

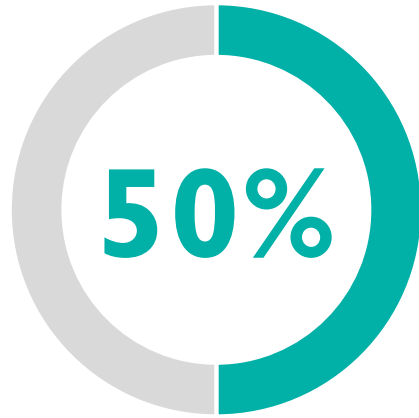
Gartner

data silos are the outcome

Creating barriers to enterprise-wide insights ABOUT your business relationships



The negative impact when companies lose control of their data



OF KNOWLEDGE WORKERS

are wasting time hunting for data, finding and correcting errors, and searching for confirmatory sources for data they do not trust¹



OF DATA SCIENTISTS

spend time cleaning and organizing data²



MORE MONEY TO RECONCILE BAD DATA

after the original record is recorded³

DISCONNECTED

ALL DISPARATE SILOS



WHO IS BUYING?



WHO IS ENGAGING THROUGH EMAIL?



WHO IS SEEING ADS?



WHO IS SHOWING INTEREST/INTENT?



HOW DO I CONNECT TRANSACTION DATA?



HOW DO I CONNECT 3RD PARTY DATA?



MANUAL SEGMENTATION

TO IDENTIFY BEST TARGETS



BEST LEADS FOR SALES



BEST DIRECT MAIL TARGETS



BEST TARGETS FOR EMAIL



BEST TARGETS FOR DISPLAY



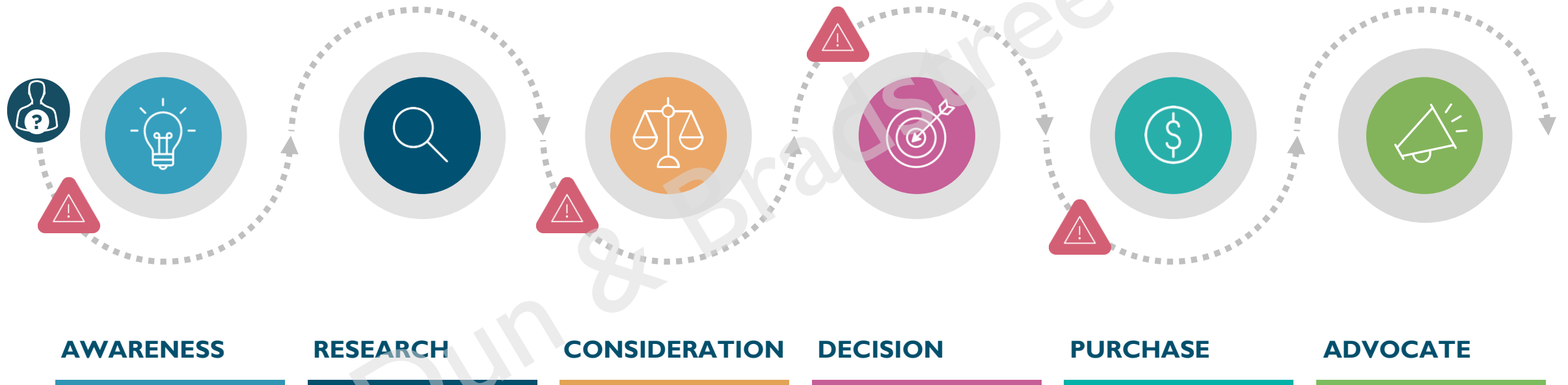
BEST TARGETS FOR SEARCH



BEST TARGETS FOR SOCIAL



RESULTING IN MANY PLACES TO LOSE CUSTOMERS AS THEY STRUGGLE THROUGH THE BUYER'S JOURNEY



RISKS at CRITICAL ENGAGEMENT POINTS

Customers are not finding you

Right offers not appearing at right time

Customer's online experience not personalized or relevant

Sellers are not finding the right prospects

Businesses can't understand or retain their customers

CONNECT...

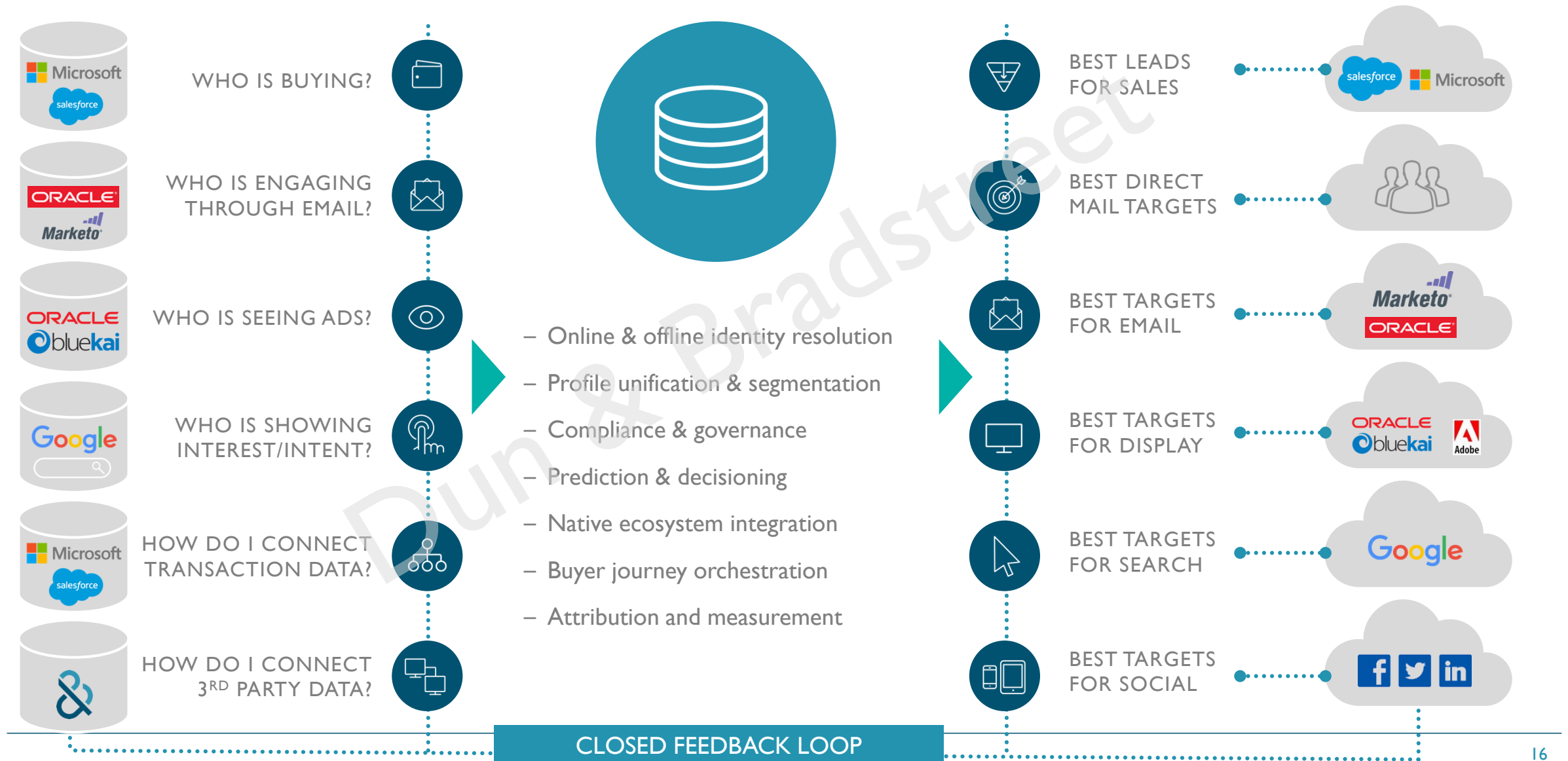
ALL DISPARATE SILOS

SEGMENT...

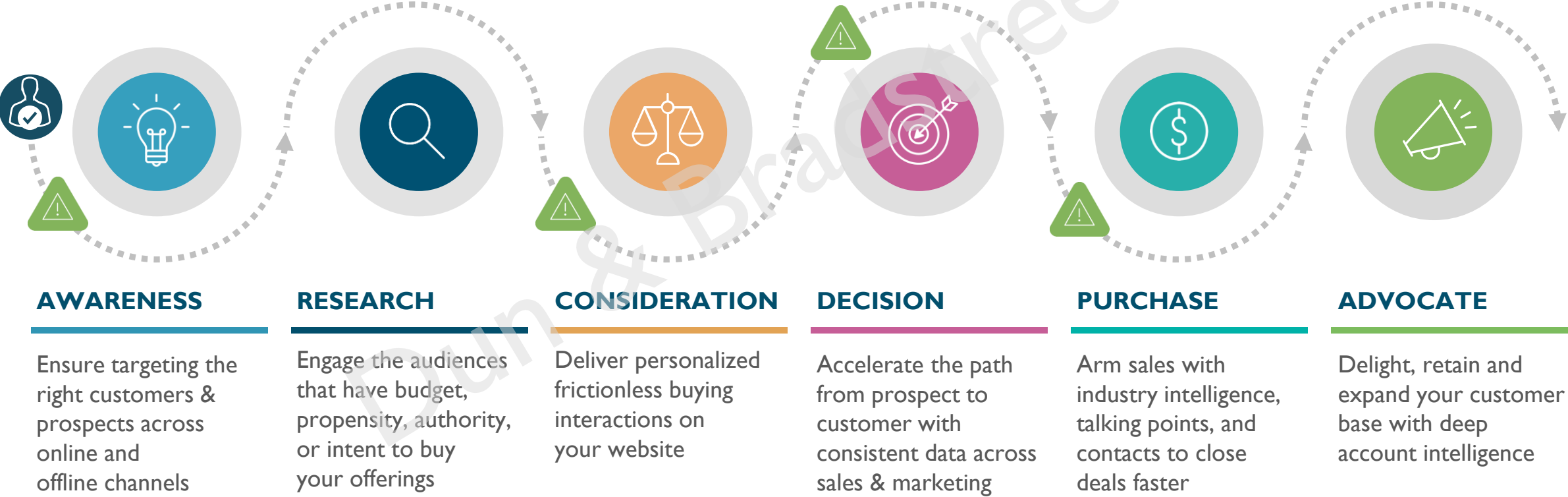
WITH ANALYTICS & AI

ACTIVATE...

ALWAYS-ON, OMNICHANNEL CAMPAIGNS













BETTER DATA & INSIGHTS DELIVER PRECISION ACROSS THE JOURNEY



CRITICAL ENGAGEMENT POINTS

Digital use cases



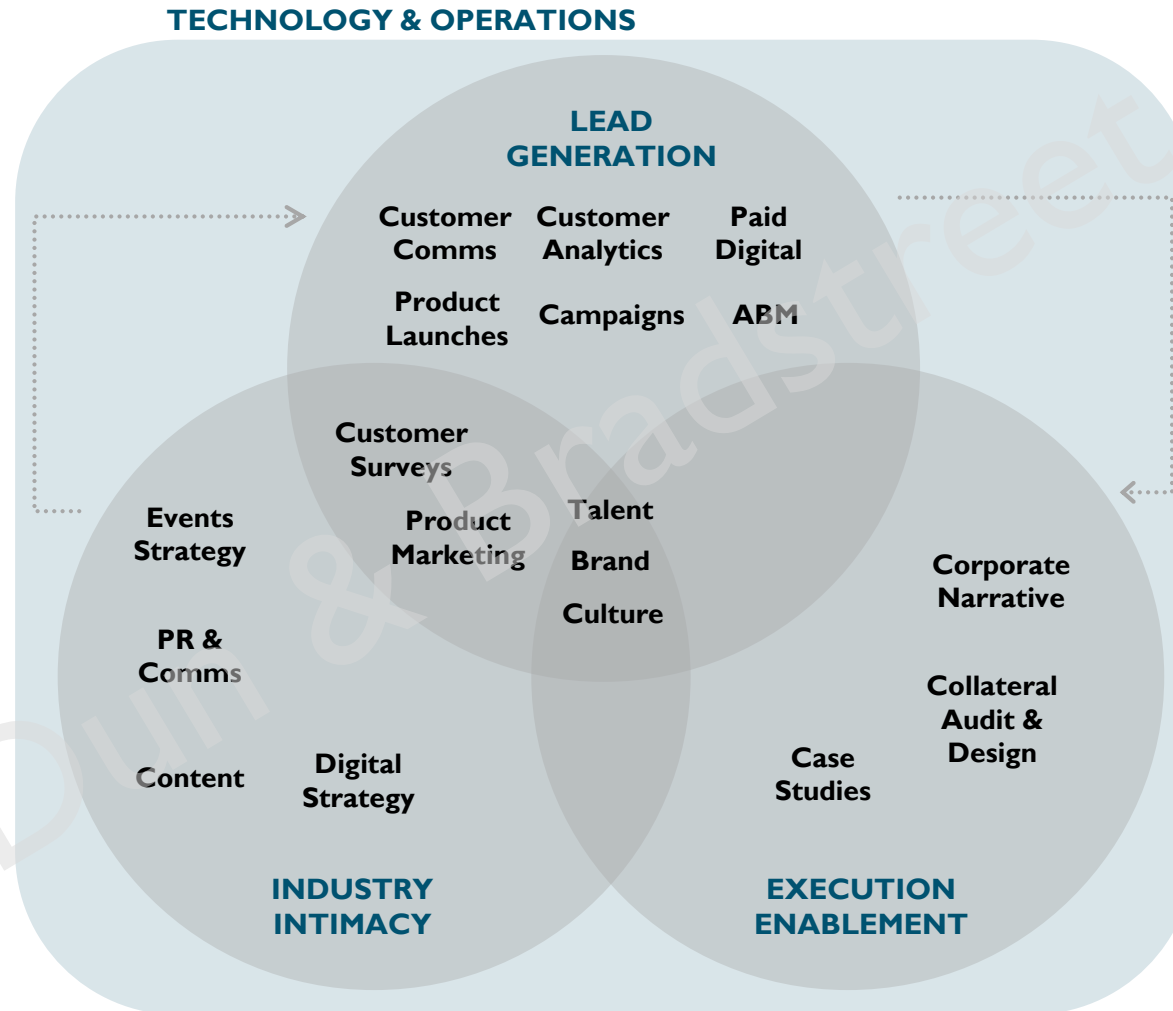
-  Build-out Addressable Market
-  Data Cleansing, Enrichment
-  Customer 360
-  Lead & Account Prioritization
-  Acct-Based Web Analytics
-  Web Personalization, Form Fill
-  Account-Based Advertising
-  Omnichannel Activation
-  Account-Based Sales
-  Cross-Sell, Up-Sell, and Retention

- % Increase Reach**
- % Fill Rate**
- % Engagement Rate**
- \$ Increase in Inbound Yield**
- % Increase in Target Leads**
- % Increase in Engagement / Conversions**
- % Increase in Close Rates / Lead Funnel**
- % Increase in Revenue per Rep**

Momentum: The new engine for growth...

LEAD GENERATION –
with the privilege of having **goodwill**, it is your mission to create **opportunity**.

INDUSTRY INTIMACY –
you need to be in every room.
In every conversation even when
you're not there. You need to
build networks and relationships
to generate **goodwill**.



EXECUTION ENABLEMENT –
you must ensure that those you
serve internally (Sales & Mgmt)
have the right tools and
capabilities to execute against
the **opportunities** created to
generate **revenue**.

Thank You!

謝謝

Dankjewel

merci

ありがとう

धन्यवाद