

SALES & MARKETING ORCHESTRATION

Same crew. More speed.

Preparing for a better, more scalable future with more impact

More selling time • Better orchestration • Scalable across teams

Business result frictions

Our research and findings show 11 frictions to orchestrate resources and build capabilities

- 01 Pipeline conversion is too low
- 02 New customer acquisition is too weak or too costly
- 03 Cross-sell / upsell potential is under activated
- 04 Share of wallet in strategic accounts is too low
- 05 Business is too dependent on too few sources of performance
- 06 Long tail cost-to-serve is too high
- 07 Margin pressure is not sufficiently offset by value creation
- 08 Innovation does not translate fast enough into commercial growth
- 09 Customer experience frictions reduce growth: retention or expansion
- 10 Commercial productivity is too low for the ambition
- 11 Growth focus does not translate into traction



Friction drains commercial performance

Breakout 1 — From separate priorities to one common business outcome

What commercial ambition for 2027 will require a different or new approach

Outcome: Define one challenge to a business outcome on which to apply today's inspiration and achieve better results thru orchestration

Step 1:

- Work individually first
- Focus on 1 specific challenge which requires sales and marketing to act as 1:
 - Why does it require reviewing or improving the approach?
 - Describe the progression you need to see before results re visual

Step 2:

- Align with your colleague to come to a joint initiative
- or
- Describe your exceptions from the other department

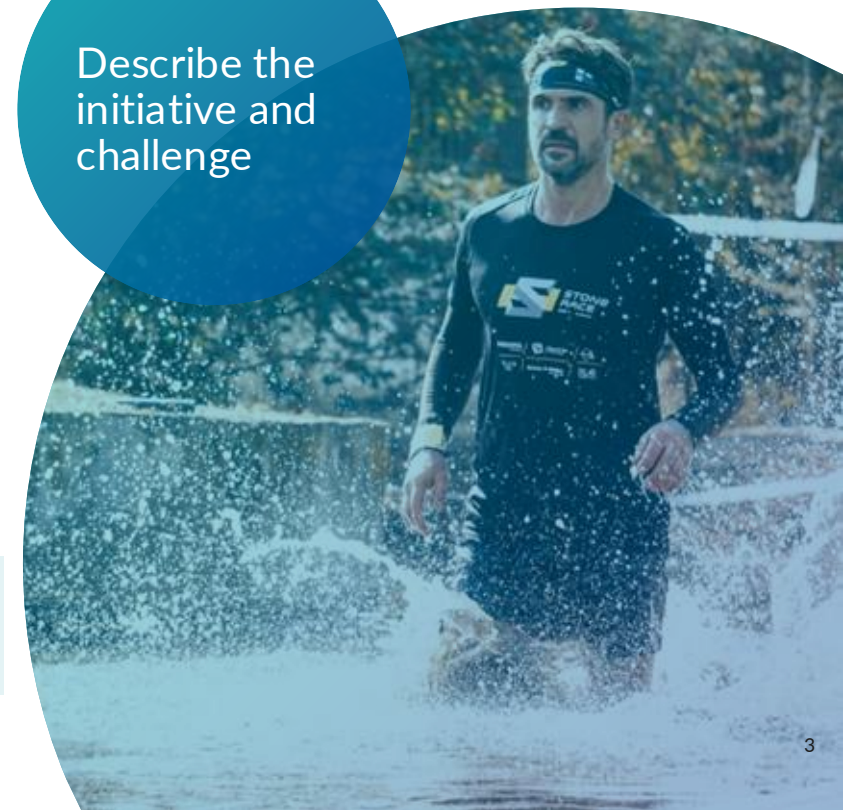
Step 3:

- Briefly share your initiative to the others (table)

OUR 2027 ORCHESTRATION OPPORTUNITY

If we connect _____ and _____ around _____, we expect to improve _____

Describe the initiative and challenge

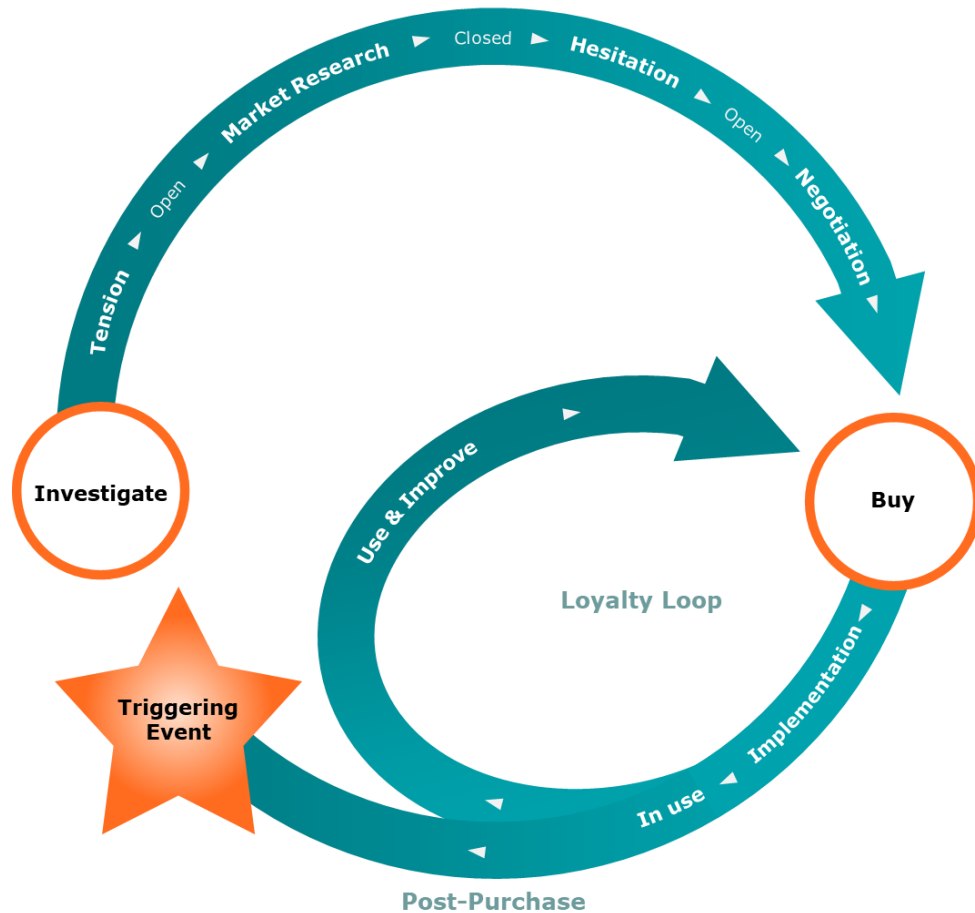


Why step of sales or linear processes no longer work

More-informed, multi-stakeholder buying → Unpredictable vendor engagement timing



Pre-Sales Experience



Every buying cycle is unique

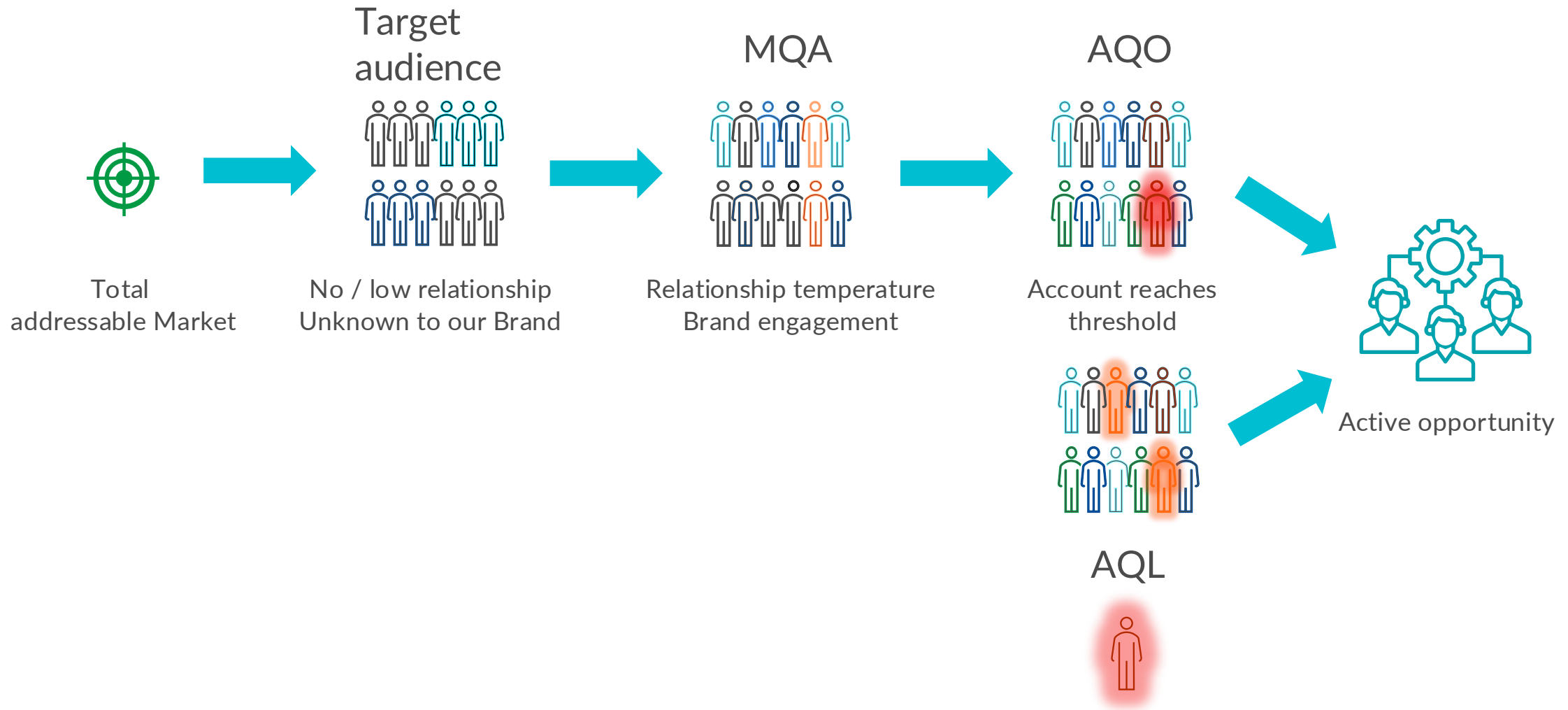
Topic experience

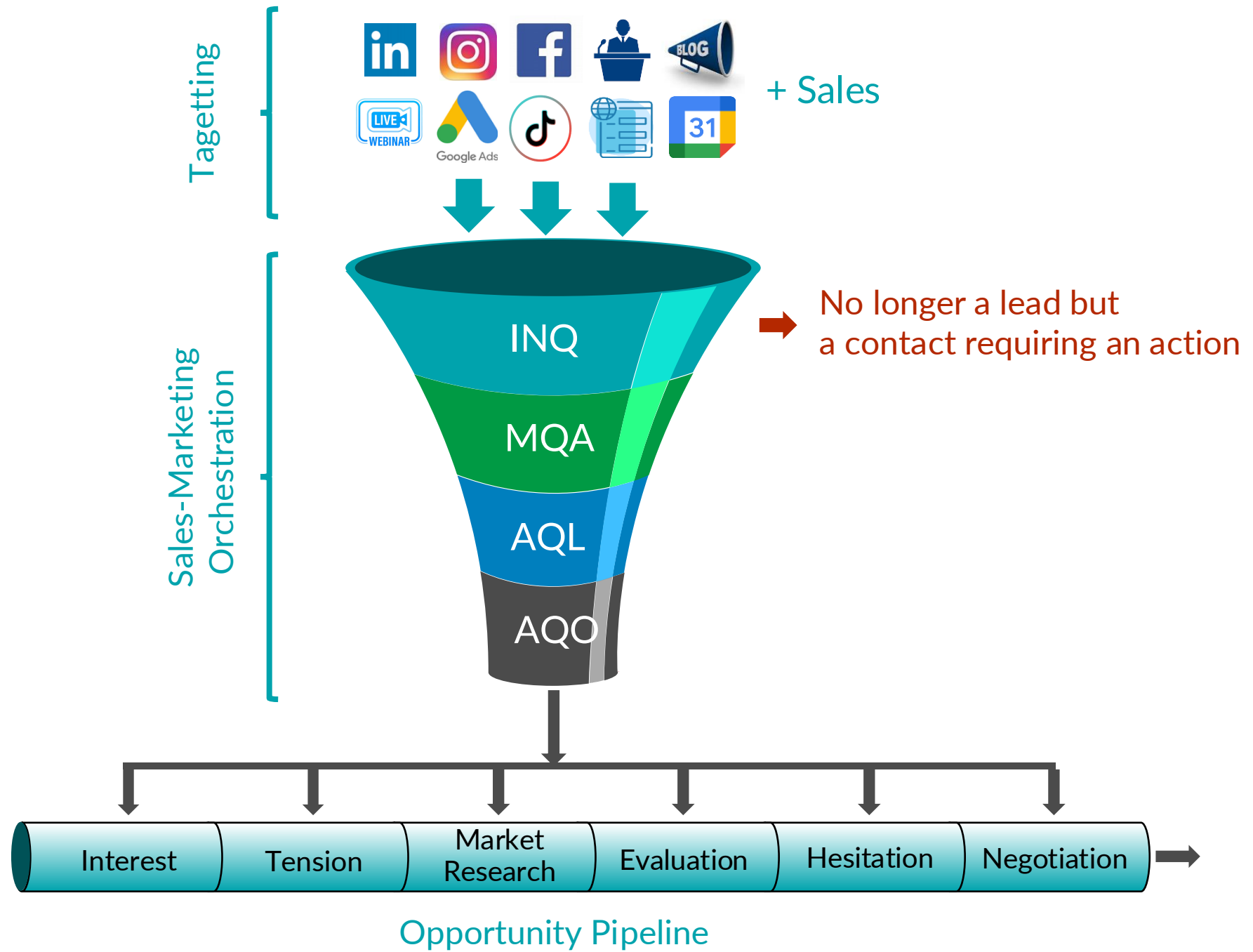
Impact: personal and business

Who else is involved

Account based @scale versus lead based working

Solving the buying group complexity with sales-marketing orchestration





The just-in-time commercial approach: customer progress as the organizing principle

Orchestrating the next relevant contribution, at the right moment, with the right people and resources.

Start from CUSTOMER PROGRESS

Decide on the NEXT RELEVANT CONTRIBUTION

Mobilize the RIGHT PEOPLE & RESOURCES

Act at the RIGHT MOMENT

Key components to maximize your growth potential

Identify the smallest combination that needs to work together to improve the business result.

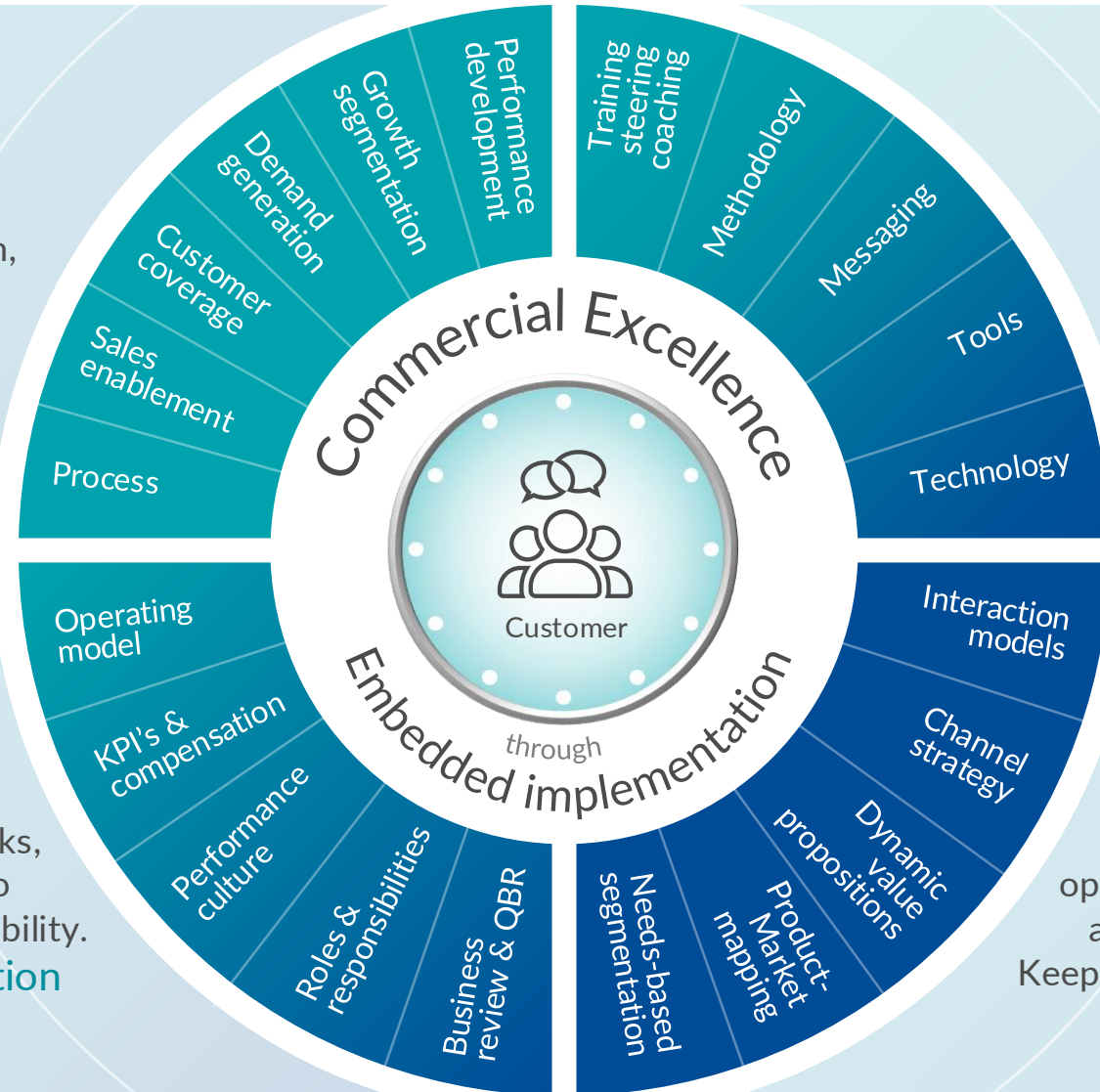
Sales, Marketing & Support execution

Drive predictable results

Building the right support system, identify prioritized pockets of growth and equip teams for customer-centric execution. Enable selling value, integrated marketing, & strategic account development.

How you are organized

Structure for clarity, ownership, and agility. Implement adaptive roles, decision-making frameworks, while leveraging OKRs or ROA to enhance scalability and accountability. Mobilize the entire organization to maximize market impact.



People development

JIT Competence development and at the same time upgrade the commercial context. Engage the right stakeholders at the right time with the right conversation.

How you engage

Go-To-Market: Attracting the right customers capturing high-potential opportunities with a tailored solution and the best engagement channels. Keeping strategy and execution in sync. Faster results, lower cost, higher margins.

Breakout 2 — Orchestrate one real 2027 priority

For each

Outcome: Have clear applied insights on your challenge based on your experience, combined with insights from the session and sharing experiences with peers.

Step 1:

- ▮ Work individually first
- ▮ Decide how to apply from your responsibility
 - ▮ What has to progress and how will you know?
 - ▮ How to reenforce each other? Eg. intertwined human and digital touchpoints

Step 2:

- ▮ Discuss and enrich with your colleague
- or
- ▮ Do the same exercise based on your expectations from the other department
 - ▮ Prepare 1 question for the table on which you would like suggestions

Step 3:

- ▮ In group: Answer the questions by giving suggestions 1 by 1 without discussion

Apply insights
on your
initiative



Plenary harvesting





Where would better orchestration make the biggest difference in your 2027 plans?

3 things to remember