



Sales & marketing: Major performance trends

Prof. Petri Parvinen, Ph.D.

MY TEAMS & AREAS

- + Innovation selling
- + Interaction psychology online/VR
- + Channel optimization
- + Value-based selling

Automated adaptive selling

Kaptein, Maurits; McFarland, Richard; [Parvinen, Petri](#)

2018 in EUROPEAN JOURNAL OF MARKETING (Emerald Group Publishing Ltd.)

ISSN: 0309-0566

Towards a Governance Approach to Determinants of Reseller Management Success

[Parvinen, Petri](#); Pöyry, Essi

2018 in JOURNAL OF BUSINESS AND INDUSTRIAL MARKETING (Emerald Group Publishing Ltd.)

ISSN: 0885-8624

Physicians' relationship with the pharmaceutical industry and its reflection in introduction of new drugs

Matikainen, Minna; Olkkonen, Leena; Katajavuori, Nina; [Parvinen, Petri](#); Juppo, Anne

2017 in INTERNATIONAL JOURNAL OF PHARMACEUTICAL AND HEALTHCARE MARKETING

ISSN: 1750-6123

Generating Leads with Sequential Persuasion: Should Sales Influence Tactics be Considered?

Pöyry, Essi; [Parvinen, Petri](#); McFarland, Richard G.

2017 in JOURNAL OF PERSONAL SELLING AND SALES MANAGEMENT (M.E. Sharpe Inc.)

ISSN: 0885-3134

Is more capability always beneficial for firm performance? Market orientation, core business environment

Jaakkola, Matti; Frösén, Johanna; [Tikkanen, Henikki](#); Aspara, Jaakko; Väistinen, Antti; [Parvinen, Petri](#)

2016 in JOURNAL OF MARKETING MANAGEMENT (Taylor and Francis Ltd.)

ISSN: 0267-257X

The role and impact of firm's strategic orientations on launch performance significantly

Matikainen, Minna; Terho, Harri; [Parvinen, Petri](#); Juppo, Anne

2016 in JOURNAL OF BUSINESS AND INDUSTRIAL MARKETING (Emerald Group Publishing Ltd.)

ISSN: 0885-8624

The Danger of Engagement Behavioral Observations of Online Community Activity and the Gaming Context

Kaptein, Maurits; [Parvinen, Petri](#); Pöyry, Essi

2015 in INTERNATIONAL JOURNAL OF ELECTRONIC COMMERCE (M.E. Sharpe Inc.)

ISSN: 1086-4415

Advancing e-commerce personalization: Process framework and case study

Kaptein, Maurits; [Parvinen, Petri](#)

2015 in INTERNATIONAL JOURNAL OF ELECTRONIC COMMERCE (M.E. Sharpe Inc.)

SOLITA

EURO PICNIC

LA TORREFAZIONE

picnic



Rakennus Ahola
Rakennus Oy Antti J. Ahola



CODESANDBOX
ONLINE REACT PLAYGROUND

korkia

ORIGINAL

MOLOK®



Animagi
ELÄINLÄÄKÄRIASEMA



Metsäyhdistys



MEHILÄINEN

Case: 5 years @ Kotipizza Group

Sneaker-investor

Marketer CEO

*The Marketer
Board*

Trendy Specs CFO

*Top-notch
PR/Comms*

*Multi-unit
entrepreneurs*



6 growth drivers

Wholesale to house of brands

Loc, loc, loc

Win back the ladies

Online orders

Own delivery

Performance marketing

Marketing machine

Virtuous budget cycle

*Active franchisee
marketing*

Ethical raw material

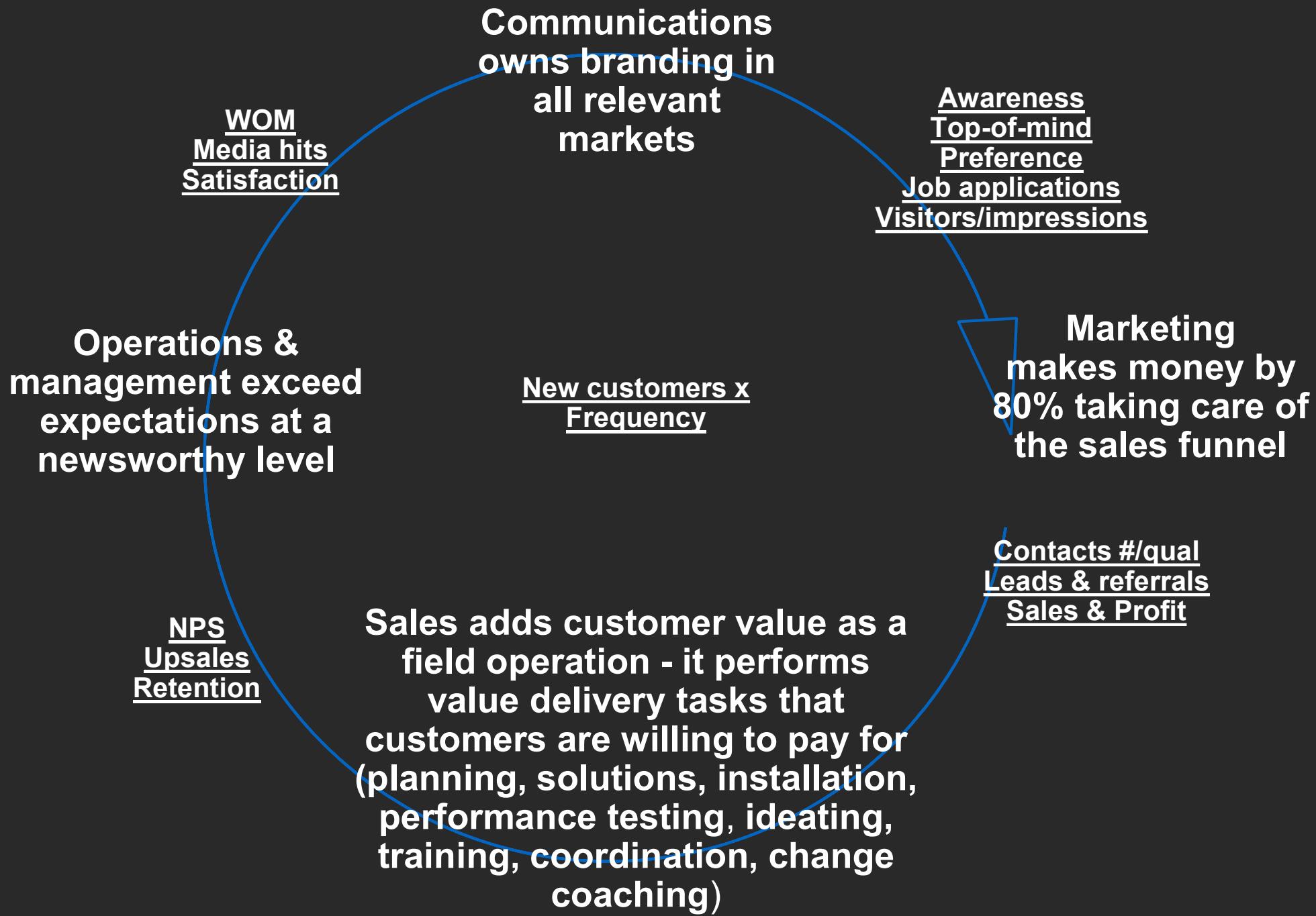
Earned media

Fun

Sales and marketing
trend # 1:

Radically changing job
descriptions

C:\>NEW WORLD ORDER



**Sales and marketing
trend # 2:**

**Value/usefulness to the
customer**

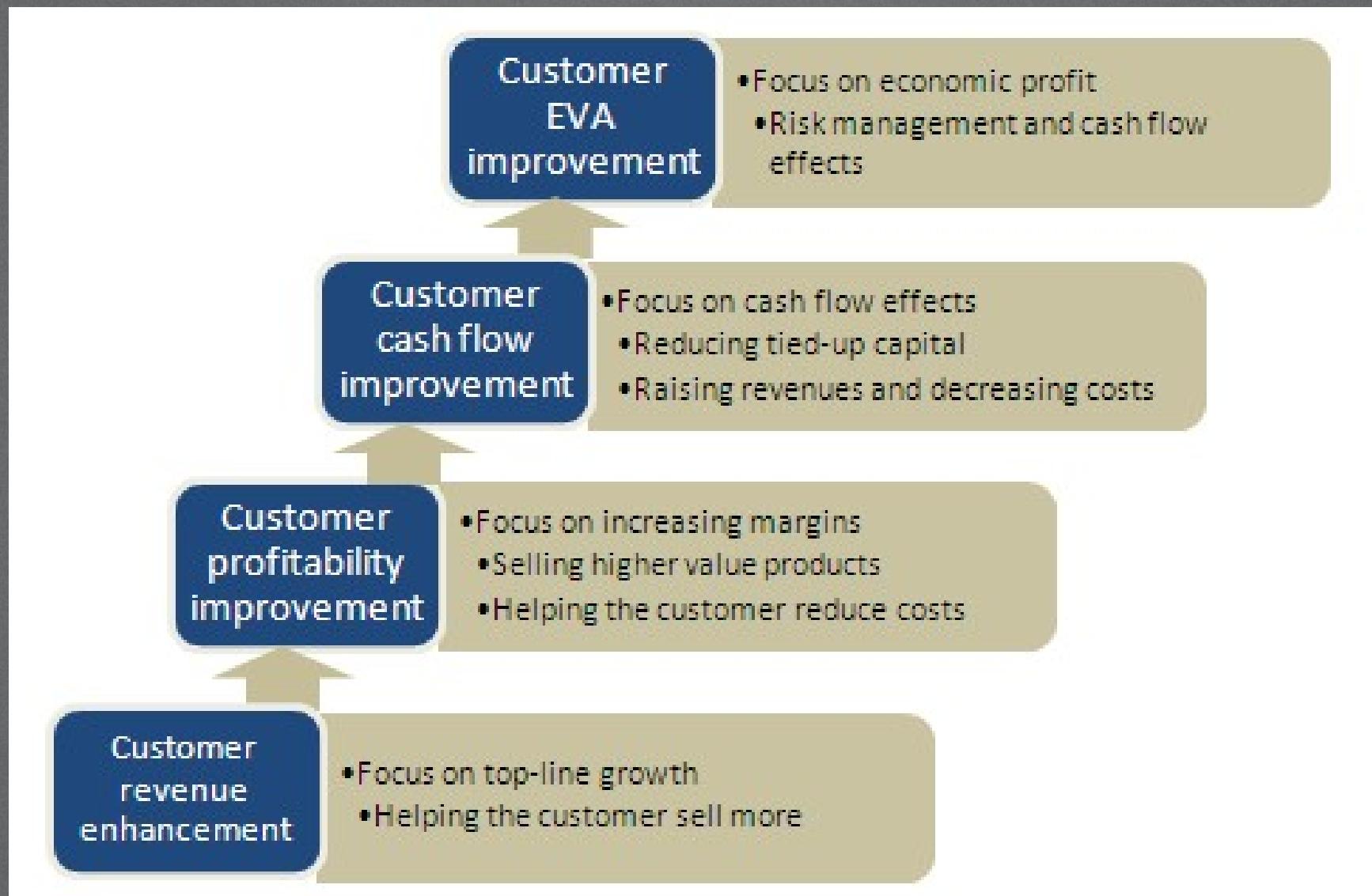
The customer notices immediately how I am able to help ("add value")

(cf. Le Meunier-FitzHugh, K., Baumann, J., Palmer, R., & Wilson, H. (2011). The implications of service-dominant logic and integrated solutions on the sales function. *Journal of Marketing Theory and Practice*, 19(4), 423-440.

- 1. Organize demand**
- 2. Push new methods and products**
- 3. Deliver information to/fro suppliers and customers**
- 4. Combine solutions**
- 5. Save time**
- 6. Instruct use**
- 7. Transport to point-of-use**
- 8. Organize supply**
- 9. Organize financing**
- 10. Entertain and please, create new phenomena**



B2B VALUE PROPOSITIONS



B2C VALUE PROPOSITION?



HOW WOULD YOU MEASURE VALUE IN EACH SEGMENT?

| www.protectpipe.fi/en/frontpage/

CHOOSE YOUR CUSTOMER CATEGORY

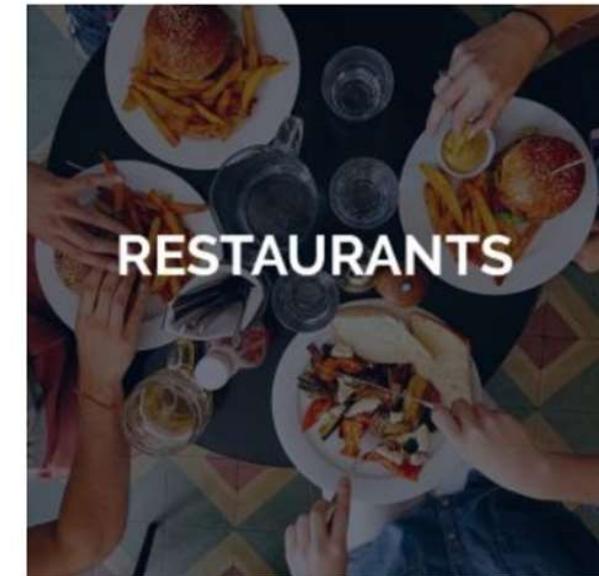
Choose the right type of eco-friendly solution from our range



**DETACHED AND
SEMI-DETACHED
HOUSES**



**HOUSING
CO-OPERATIVES**



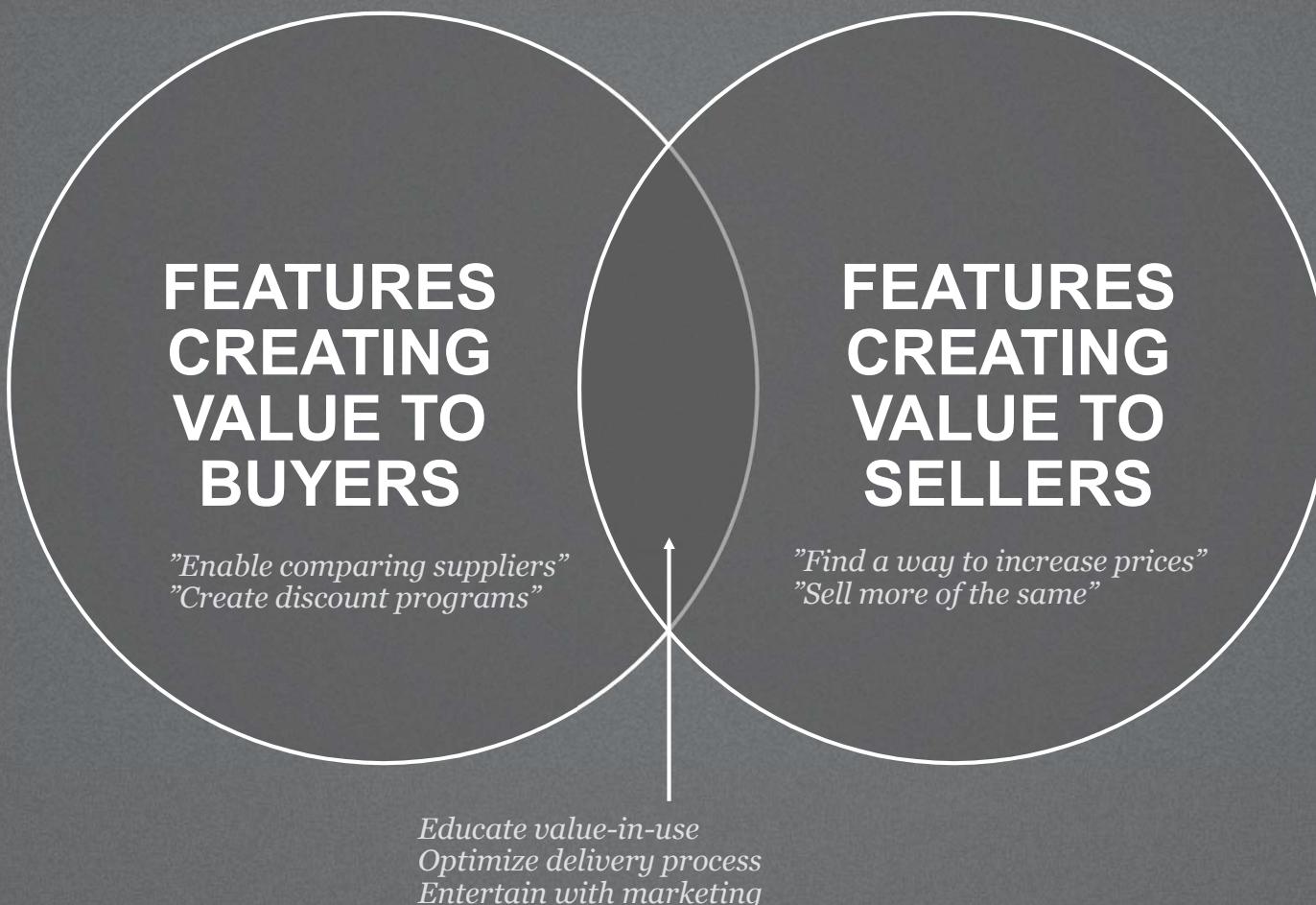
RESTAURANTS

Sales and marketing trend # 3:

Platforms need to
sell/market to both
suppliers and buyers

Platform businesses need to hack how to serve both buyers and sellers

Cf: Hollebeek et al. 2018 Beyond the Dyadic



All Hail the King: LeBron and Blaze Form a Powerful Team

Blaze scored a major coup in securing LeBron James as investor and spokesman.

MARKETING & PROMOTIONS | JANUARY 2019 | SAM OCHES

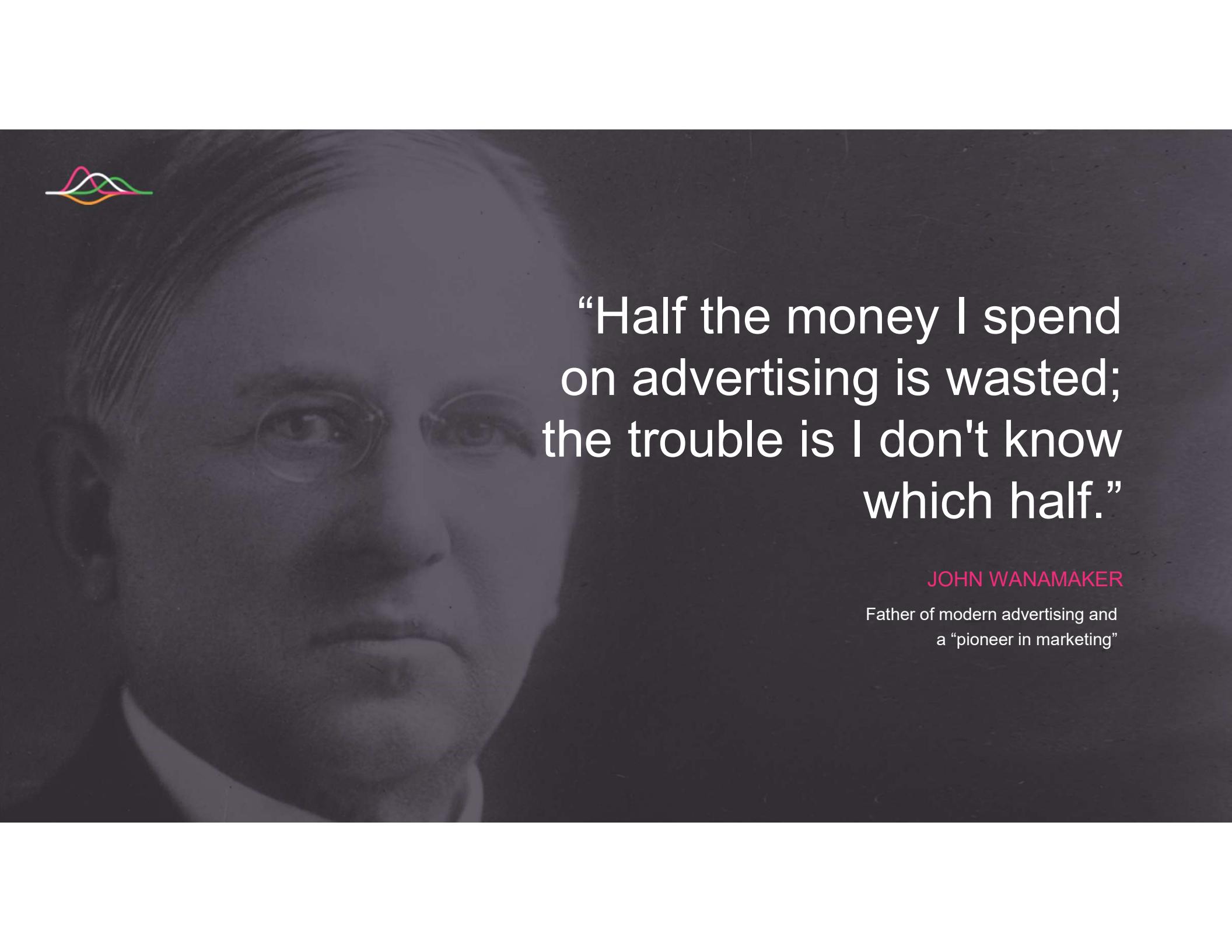


BLAZE PIZZA

Los Angeles Lakers star LeBron James was one of Blaze Pizza's founding investors, and now serves as brand spokesman.

Sales and marketing trend # 4:

Quantitative
performance marketing
is a new norm

A black and white portrait of John Wanamaker, an older man with glasses resting his chin on his hand.

“Half the money I spend
on advertising is wasted;
the trouble is I don't know
which half.”

JOHN WANAMAKER

Father of modern advertising and
a “pioneer in marketing”

"Return" – Profit or revenue? Marginal or total cost?

"Return on" – Payback orientation? Constant?

"Investment" – Assumes balance sheet and depreciation?

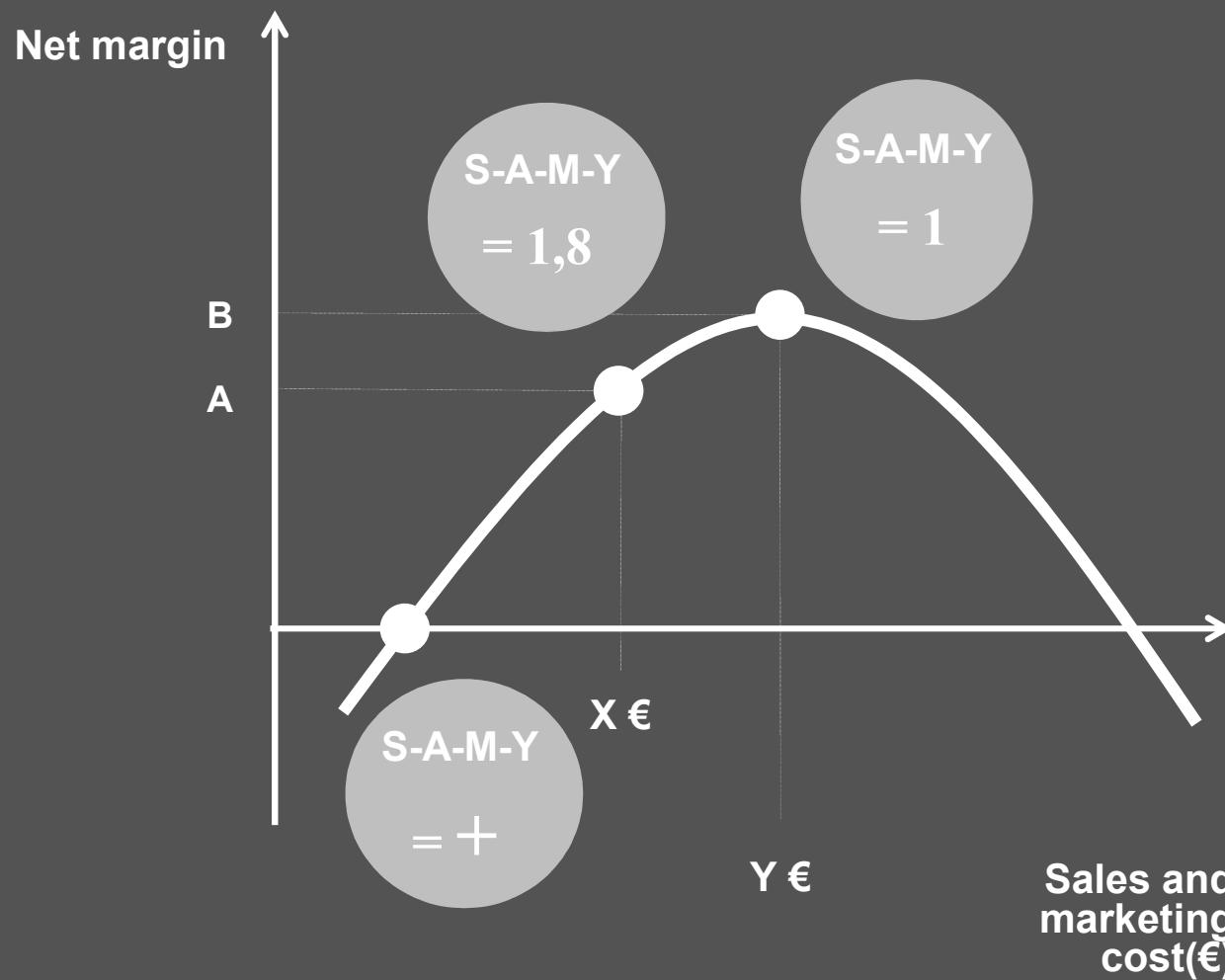
ROI % – Maximize efficiency, not yield? Select the best?



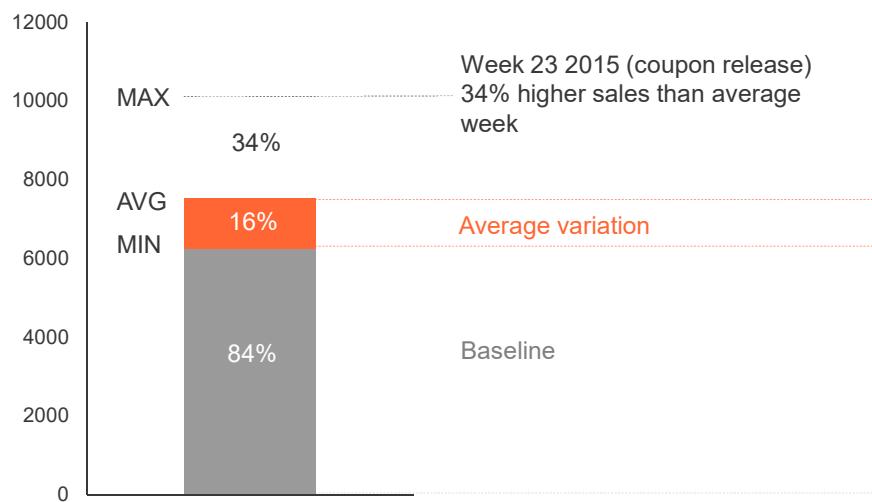
RETURN-ON-MARKETING-INVESTMENT

SALES-AND-MARKETING-YIELD

Tip-off point identification: overspend and cut off



Go big or go home – model baseline vs. discount vs. gain



Omnichannel brain-scale theory: 2-3 messages in 2-3 channels

HYGIENE LEVEL –
FIRST MONEY SPENT
PER CHANNEL
CREATES NO SALES
ONLY AWARENESS
AND ATTITUDES

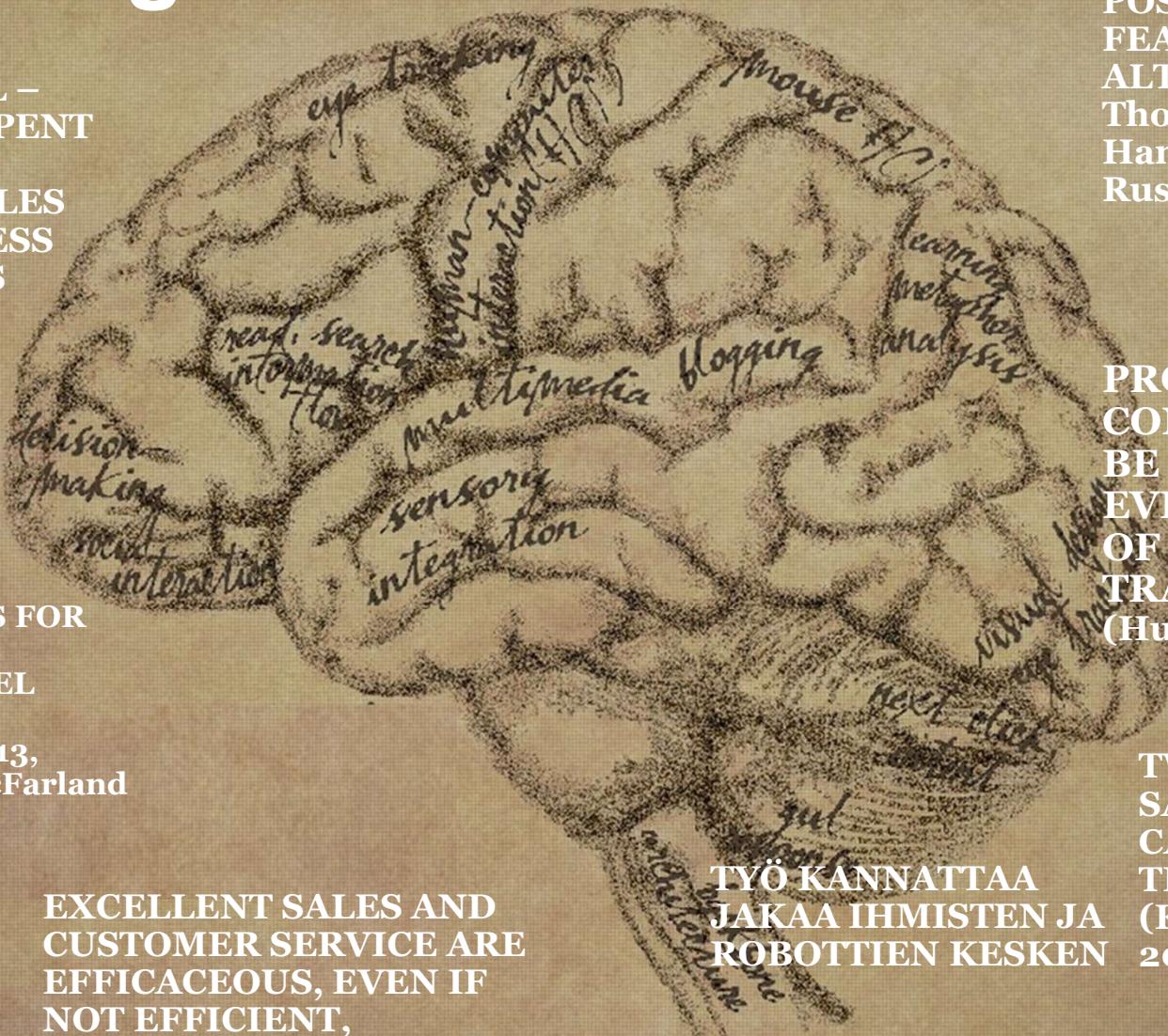
DSRM – DRIVE
MARKETING LIKE
SOFTWARE

DIFFERENT TACTICS FOR
SEQUENTIAL
AND MULTI-CHANNEL
APPROACHES

Pöyry & Parvinen, 2013,
Pöyry, Parvinen & McFarland
2015

EXCELLENT SALES AND
CUSTOMER SERVICE ARE
EFFICACEOUS, EVEN IF
NOT EFFICIENT,
MARKETING

HUMANS TAKE CARE OF
EMOTIONAL CHANNELS,
ROBOTS RATIONAL (Pöyry,
Parvinen & McFarland 2018)



MAX. 3
POSITIVE
FEATURES
ALTOGETHER
Thompson,
Hamilton &
Rust, 2006

PROCESSES AND
CONTENT NEED TO
BE CONSISTENT
EVEN AT THE COST
OF BREADTH AND
TRANSPARENCY
(Huang et al. 2019)

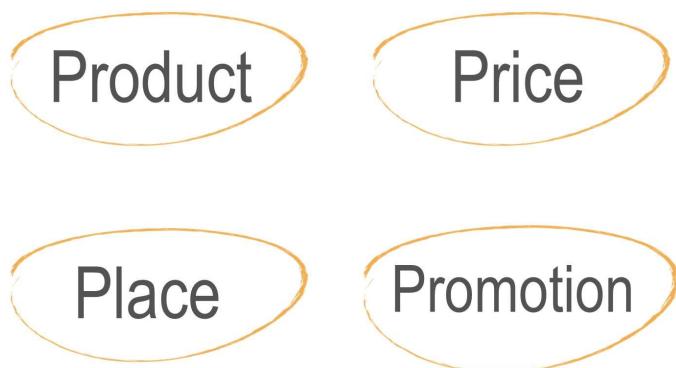
TWO IN THE
SAME CHANNEL
CAN HALVE
THE EFFECT
(Kaptein et al.
2010)

TYÖ KANNATTAA
JAKAA IHMISTEN JA
ROBOTTIEN KESKEN

Sales and marketing
trend # 5:

Leadership & strategy
with/through customers

How could **picnic** create better value with *sales/marketing*?



1. Prospecting
2. Preapproach
3. Approach
4. Presentations
5. Overcoming objections
6. Close
7. Follow-up

Their revised set of steps (still 7) was:

1. Customer retention and deletion
2. Database and knowledge management
3. Nurturing the relationship (relationship selling)
4. Marketing the product
5. Problem solving
6. Adding value/satisfying needs
7. Customer relationship maintenances

Engagement has overtaken markets in creating profitable growth

Slater & Narver, 1998, Blocker et. al. 2011, Cui & Wu 2016

	Customer orientation	Market orientation	Customer management
Strategic orientation	Expressed wants	Latent needs	Engagement
Adjustment style	Reactive	Proactive	Value-based
Temporal focus	Short-term	Long-term	Lifecycle
Objective	Customer satisfaction	Customer value	Customer value appropriation
Learning type	Adaptive	Generative	(Emotionally) intelligent
Learning process	Key accounts Focus groups Concept testing	Lead-users Experimentation Selective partnering	Laddering Grand tour White-boarding

DOING-MARKETING AND SOCIAL CUSTOMERS

Perreault & Mosconi, 2018

	Customer orientation	Market orientation	Responsiveness
Strategic orientation	Expressed wants	Latent needs	Conversation Customer management
Adjustment style	Reactive	Proactive	C2C interaction Engagement
Temporal focus	Short-term	Long-term	Expressed commitment Lifelong value
Objective	Customer satisfaction	Customer value	EWOM Customer value appropriation
Learning type	Adaptive	Generative	Continued intent (Emotionally) intelligent
Learning process	Key accounts Focus groups Concept testing	Lead-users Experimentation Selective partnering	Recommendation& Promotion Grand tour Participation



Asiakas mukaan remonttisuunnitteluun

LIIKENNE | Turun Sanomat 20.5.2013 06:01 | 1 Suosittele 2

Toukokuun alussa Turussa toimintansa aloittanut Motonet-korjaamo pyrkii matalaan kynnyksen autokorjaamoksi. Uusi, riippumaton korjaamo tuo myös uutta kilpailua seudun korjaamobisnekseen.

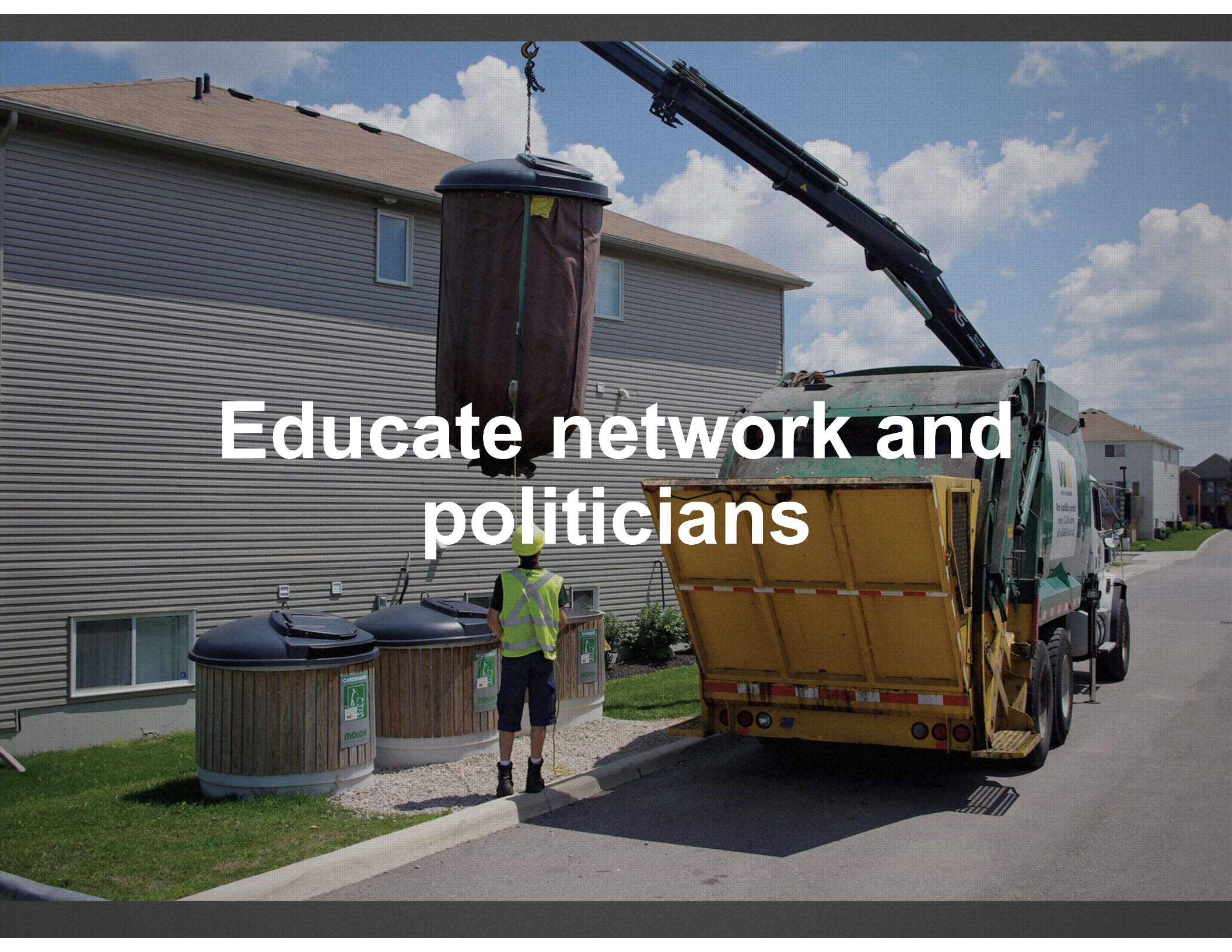
Moneton-korjaamon yrittäjä **Ossi Rosten** haluaa puhaltaa alalle tuoreita tuulia ja toimintatapoja. Yksi niistä on asiakaslähtösyys.

– Asiakas ja työn vastaanottaja ovat samalla puolen pöytää, ja näin asiakas pääsee mukaan suunnittelemaan auton remontointia ja vaikuttamaan myös kustannuksiin.

Esimerkiksi varaosavalinnoissa voidaan ottaa huomioon auton ikä, kilometrimäärä ja se, miten paljon autoa käytetään. Vanhaan ja vain

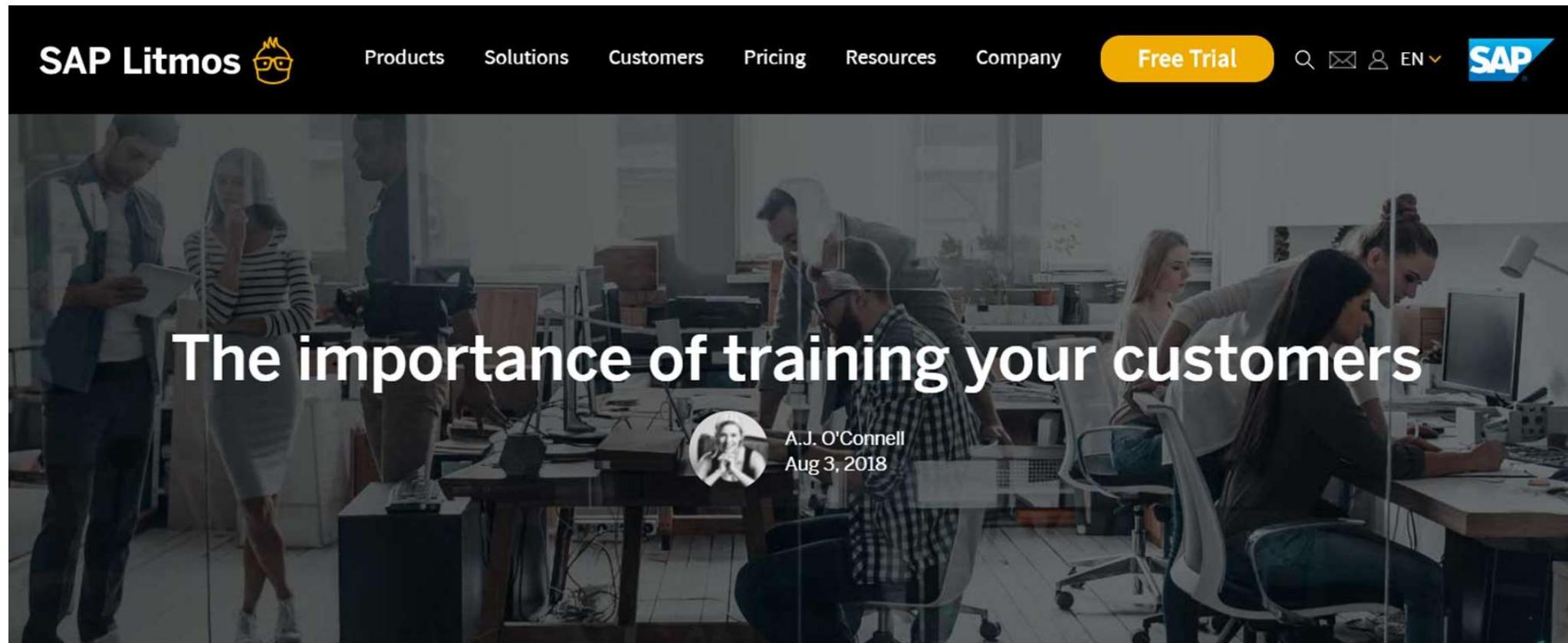
**Sales and marketing
trend # 6:**

**Teaching and lobbying
with a sense purpose**



Educate network and politicians

Customer teaching integrated into production



The importance of training your customers

A.J. O'Connell
Aug 3, 2018

SAP Litmos logo

Products Solutions Customers Pricing Resources Company Free Trial

EN SAP

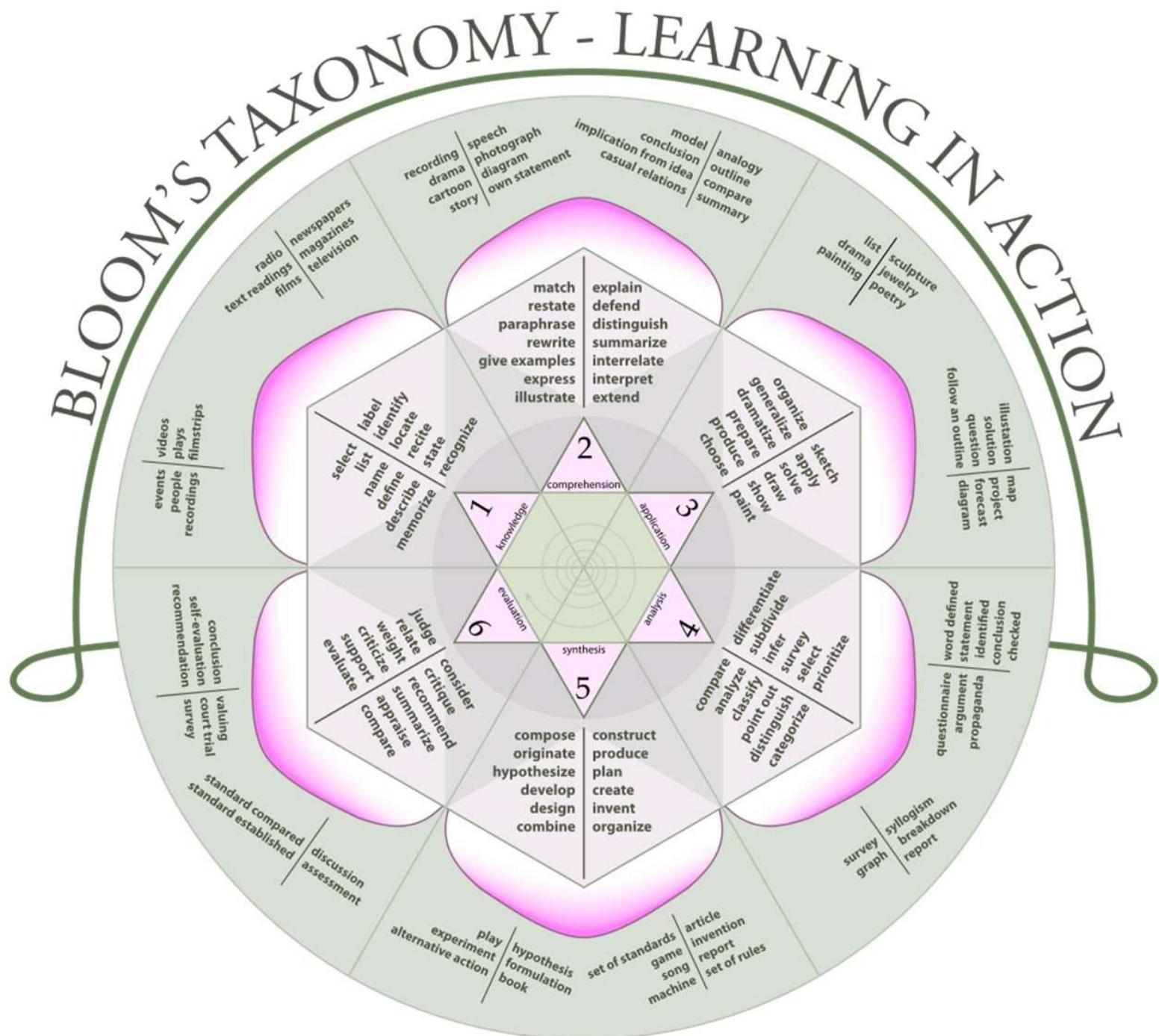
Home > Blog > The importance of training your customers

You train your [employees](#) and sell to your customers, right? Well, yes, but you should be training your customers, too.

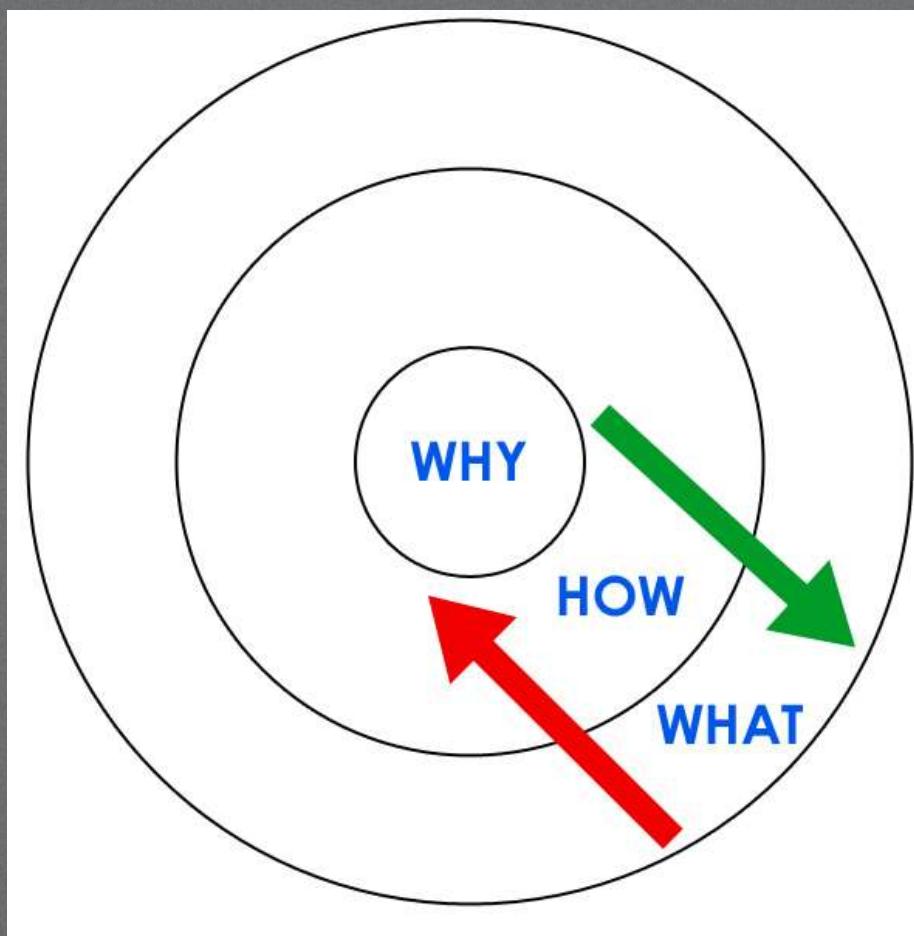


E-Learning Blog

RECENT POSTS



WHY WILL NEVER HAVE A CHANCE
IF **HOW** AND **WHAT** ARE MESSY (cf.
Sinek 2009)



**Sales and marketing
trend # 7:**

**Entertainment and
attention
= go big or go home**



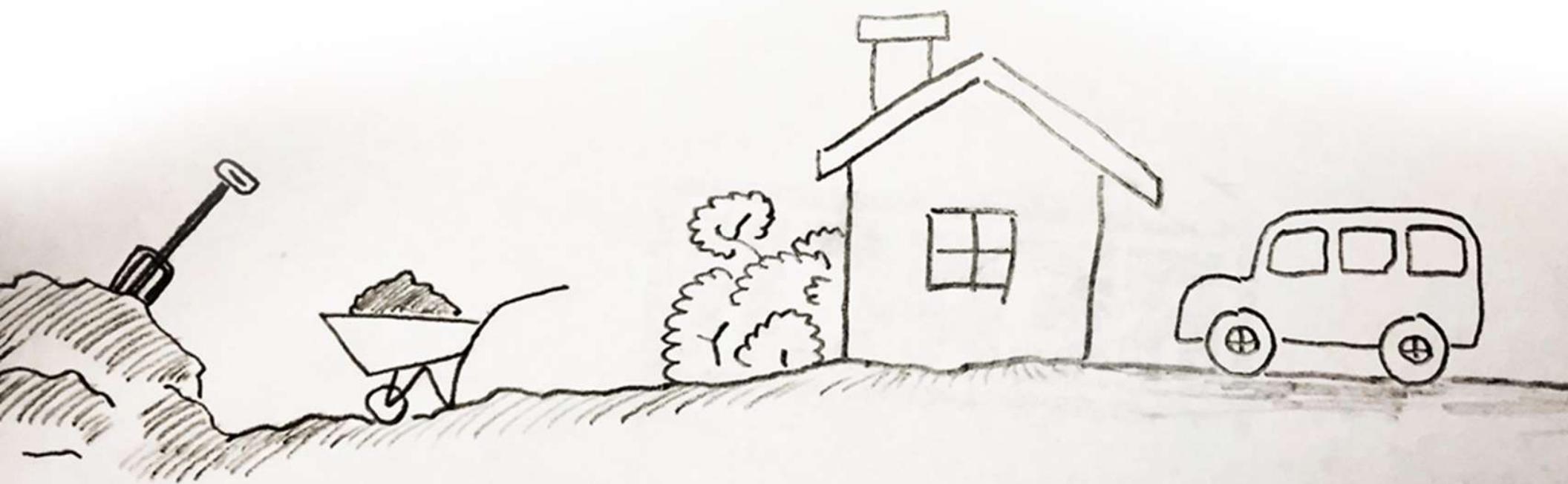




RIVERFRONT PANORAMA



In a startup, put your first 10k into testing your sales and marketing





Thank you!

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