



The Unified Business Model

London HubSpot User Group



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Introduction

I'm going to split my session into two parts. One is to lead right into some of the key points and questions raised about how do I do this? HubSpot has done this and how would I replicate that? How might I do the flywheel? I'm going to switch into geeky mode briefly to show you some examples of people who are doing it really well.

I'm Pete, I run HubDo and I live in the partner community? I'm a HubSpot platinum partner, and operating roughly a third of my business here in Europe, a third in Asia Pacific and a third in the US but a little bit different in that I support other partners rather than customers directly. I get to work with a lot of partners and the challenges that they face in doing exactly what's being raised in those questions.

This unified business is because this is what you need to become in order to embrace inbound and become an inbound organisation.

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CHAPTER ONE

Smarketing



Smarketing

The whole smarketing movement of how do you get sales and marketing working well together, where for sales they want to see the leads. So could we put a goal on the, the marketing department of how many leads they're going to deliver.

Sales can make their quota. And the other side of the coin there is marketing saying, sales need to follow up these leads. So let's put an SLA on how quickly that could happen. It's been moving these parts around to try and make two units operate far more functionally trouble is a whole chess board. This game, the chess boards gone kind of blind to the fact that customers took the whole chess board away. We're trying to operate and set ways of measuring things and yet the chessboard belongs to the customer.



Now we spoke just briefly then about, how, how vital it is that your happy customers are really your marketing department. But then when it's manage when service and we say how to promote that, we kind of default into where we should put some more blogs together that we've written. You shouldn't be writing those blogs because we've already said that's not where it should come from cause nobody's going to believe them anyway. It's about the whole community engaging that. So it's quite challenging. I've put the picture of a night up here because you can have a chest piece that moves in a coordinated way, two spaces, one space in a coordinated way. But if you take the board away, there's only one chest piece that you want to be and that's the queen cause it's the only piece that can move in any direction.

They can see any opportunity. To have a fast running flywheel that is taking friction out of your business and all those things. How do you get to become a queen that can move that way? Now this is a little scary because if you've been in the marketing area as an eye shape person, not a T-shaped person is Brian described. So you know marketing really well, but suddenly you're expected to know sales and customer service and all of these other disciplines.

Do you want to become more T-shaped? How do you do that? A business that gets this right becomes almost unbeatable. Amazon was mentioned. Let's look at a couple of others. It's both scary and it's an opportunity because it's an opportunity. If you get this right, you can accelerate because a lot of other companies will struggle to change their behaviour because they're stuck in, there are shaped sales.



A Tesla looks like any other car. It does what a car does, but it doesn't have an exhaust pipe. It's taken a lot of years of engineering to do that. But now you see the auto industry scrambling to pick up the pace and, and compete there. So that's perhaps a B2C example B2B. If you're into launching satellites, then you've got what space x has done in engineering. The Falcon Nine rocket does a fantastic job. It's like the Amazon delivery of satellites. It'll go and put the satellite exactly where you want it to be, but then it turns around and lands itself and it didn't happen overnight.

Ton of work has happened into making that a fantastic customer experience. If you're launching satellites, you're putting it on a rocket that can carry twice the payload at a third of the cost. So if you're any other rocket company, how do you compete with that? But that doesn't happen overnight. Of course, there's a lot of engineering work has gone into having this queen.

I'd say both of these are like the picture of a queen. These companies could move after any opportunity that sit in their field of vision and execute amazingly well and scary to be a competitor to those and Amazon. That didn't happen overnight either, but of course now it's, it's unstoppable and the customer experience is paramount.



CHAPTER TWO

I-shaped & T-shaped

I-shaped & T-shaped

I want to share with you some human stories because what part of what brought me to the UK with this company, Cisco, is that we spotted a massive big bang of technology that was happening at the time because we take it for granted today that we can speak on this device and we can see each other on this device and we can email on this device. For 20 years ago that was not the case at all. You had a phone on a desk, the computer, nothing was connected, but as a technology company we knew that everything was becoming software, the Internet was changing everything and so these technologies could converge in ways that were so much better for end users.

On the left is Frank Frankston. I-shaped person. Frank works in a hundred year old industry, which is the telephony industry. So in telephony, frank knows for his company how to install a new PBX system, how to scope all the wiring and all of the connections into the public switched telephone network to handle maximum peak load through the day. All of those things. And then around 15 years ago, frank is going home to his wife because he's been in a meeting talking about the fit out of the new office.



And Frank's fearful because he didn't understand half of the conversation who can relate to that if some maybe lived through some of that experience. That was a really scary time for someone like Frank because he was held in high regard by his employer because he knew his technology really well. But when things converge, it gets confusing really fast. So Frank either had to go and work for another company that was going to stick with traditional PBX voice systems or become T-shaped and embrace the change to figure out that voice and video and data. We're going to converge. So at the time we built an architecture for that. It was called Avid architecture for voice video and integrated data.

It was my job in the UK and Ireland to make sure that that happens successfully. We had 130 engineers and we want it to make sure that that new technology went to market really, really well. And it was all through a partner community. It was ultra-part of the community. So we had to take the partners that will like Frank as well. Take the whole ecosystem of through that change so that that's been done. It's game over. If you're not doing community wide communications these days, then it's really hard to compete. So it was an opportunity and was a threat.

Caroline's in the audience. Handling Thousands of partners in that space to take them through that change, to do solutions selling the chip in the middle, let's call him Michael. There were a lot of Michael's that I was helping to take through another change because Michael's a computing expert. He would put all the large computer systems into the server rooms, have an office that held all the company's data and ERP systems and processing systems. And around 10 years ago, Michael went home to his wife because he was in a meeting where he didn't understand half the conversation because it was all about virtualisation and unified fabrics and whole changes in storage architecture.



He was an odd shaped person in server technology. He knew Hewlett Packard computers really well. I had to put, put a phone call into my colleagues over at Hewlett Packard when I was in Asia Pacific at the time leading this change to say, I'm sorry but we were friends with you yesterday and we're now enemies today because we're going after the unified computing market because all these technologies are converging.

I'll see a parallel there of where computing and these other technologies converged. So if you pitch yourself as Michael, it's a frightening place to be. You do something really well, your whole kind of self-worth is built on how well you know your topic and suddenly someone takes your chessboard away. So you are the default to standard behaviour, what you know and stick with a company that stays in, plays it safe, but you know you can't stay there. You need to become T-shaped to go through that unified computing and we started with unified communications and this is why I'm calling this unified business because I see sales and marketing and all of these parts are forcing change and it's the customer that's forcing that change in the software is enabling it and HubSpot's in a fantastic position to be that platform to allow you to do that and add on applications to that.

Angela is a marketing manager.

Let's pretend these faces to her. Her next to an hour's colleagues is that Frank is the sales manager now who has a quota to hit and it's thumping the table to Angela to say I'm not getting enough leads or the leads that you're getting me are not good enough. And in a centre is Michael who runs customer service and everybody's talking about the best possible leads are going to come from happy customers. So it's actually Michael potentially that they should be pounding the table and saying, where's my leads? Not Angela, but unless you can get out of the silos, you end up with that kind of dysfunctional way of operating and I do see businesses, many businesses that run this way because we know our core of expertise. What we need is all these people to become T-shaped so that they can sit around the table and agree on something. I don't want to align marketing and sales together if potentially I just create something that's even more dysfunctional because not it's not aligned to any one thing.



CHAPTER Three

“Why”

“Why”

What are you here to do? What's your contribution? What do I get the same answer from each person I talk to now, HubSpot. And as we align closely with HubSpot, we love the company because we believe what they believe. For HubSpot, there's a very clear reason isn't it? It's to make the world more inbound so that business is more empathetic and more human and more personable. So that aligns with what we like to do. To becoming unified business, the question came up with Brian, how do I do the flywheel? If the centre of your hub is already really well-oiled and joined up and people are aiming to achieve the same mission and your company. But it's really hard to do if the centre is dysfunctional. So if that part's not working well, you might have to go there so that you can spin up your flywheel even better.

Let me give you some examples of how you might do that and some companies that are doing that, one way you can become a unified business is just go and buy one, go and buy a franchise. The sales, marketing and customer service, it's all figured out already. Not everybody wants to become a franchise, but there's a business in a box. That's one way to do it. Let's say you don't want to become a franchise, then you've got to come back to the core. Hopefully most in the room are going to know Simon Sinek and start with why. Because for over 10 years we've had the value of people don't buy what you do. They buy why you do it. Apple Computer. I'm a bit of an Apple Geek because I believe what they believe. I like disrupting the status quo. But I like to lead people through it.



Frank and Michael shouldn't be left without a job. They should be able to embrace the change. So I start with why then moved to the how, because the how is going to really deliver that fantastic customer experience where no matter who in the company, the customer touches, you're going to find that same sort of ethos. Because this is how we do things around here, whether it's marketing or sales or service. They are going to have a similar experience with that. How then you could look at the what and you can really spin up the flywheel. So think of the why as the compass that you want everybody to align to.

I can't align sales and marketing and customer service to each other unless I first can align them to one thing. And that's what does this company here to do? What's our purpose? Why Deliver Ma managed when service for example, it's not actually about the management service, right? It's why and how you do that. The Simon Sinek team, having done this hundreds of times, I've said the best way that you can phrase your why is to blank. So to whatever your contribution is so that whatever your impact is going to be. I've known fortunately through this exercise that my why, which is what hub do was built on.

Is to give good business and unfair advantage. That's my why. I sound a bit strange, but I like giving good business an unfair advantage. What is a good business? It's one that enriches the lives of everyone that had touches so that it is ethical companies that support our future. I feel that aligns really well with HubSpot is, and so I feel that's a great company to be a partner with. This is where you want to get. If you can get your why so that everybody at your organisation knows why you exist.



CHAPTER FOUR

Become T-shaped

Become T-shaped

Let's look at some ways I used to become T-shaped because it's so vital, your organisation probably looks more like the wheel on the right as far as all the parts of the company that your customer might touch because they own the rule book now. So all of the people within that you want to become T-shaped if possible. In reality, that's really hard to do to out to every single individual. But the leadership team, at least it should become T-shaped. One of the ways that we fixed that at Cisco to become T-shaped. We take somebody, let's say indirect sales, into say who didn't understand the channel and we make the run the channel. It's poacher turned gatekeeper strategy. You give the job to somebody and they sure as heck understand it pretty quickly.

To become T-shaped, to be able to see in 360, I'd recommend reading. If you're in sales, what are the books that you should be reading to understand more about marketing? It could be several of the books by Brian's friend David Meerman. I think the new rules of PR and marketing are a great place to start if you want to understand more marketing. He also has a book of new rules of, of sales and service. If you're in B2B, the challenger sale, and also the challenger customer. Those are really good books that you can read. And on the customer service side, if you don't know that much about NPS, read the Ultimate Question by Fred Reicheld. This way is just simply having common knowledge to get round the table and be able to plant.



There's also a shortcut you can do. I'm going to give you a little cheat here. Sarah will recognise a side cause I borrowed this, you heard Sarah had a question earlier from tribal impact. Fantastic company on the south coast here in the, in the UK. Tribal impact maps your organisation, the individuals into how comfortable they feel in social media and their ability to engage and what you can get this on the website. Why does tribal impact exist? Tribal impact exists to raise the voices of employees so that brands and companies can build true, genuine human trust relationships with customers.

Why aligns with ours. So we love working with tribal. Here's an example of the impact that this can have. This is like a shortcut to prime the pump on becoming T-shaped because you can quickly get everybody involved in social selling and it really pays off. This example, a hand call that that Sarah shared with me, this is a big exercise, is the 300 plus sales and marketing teams and over the course of the duration, how long did this run for Sarah? This is a project, six months, six months. So 12 million euros worth of new pipeline. Two to four years as is the norm for procurement and everybody getting on board to agree amazingly, that happens a whole lot faster when social selling has mobilised to the whole company and that was achieved in half the time that was expected. So becoming T-shaped, lots of reading, all of that. That sounds like it's fairly slow moving thing. If you look into social selling for your organisation, it can quickly get a lot of people on the same page.

If the hub is really solid, then absolutely go to like our flywheel.com that's where you can get the flywheel tools from HubSpot where you can identify how do we make a fantastic customer journey right round the experienced cycle and have the whole company together on that. I think that's really hard to do if the company's not operating as one. It tends to default back into usual behaviour with people just thinking in their silos and not thinking T-shaped. So there's somehow toss of things that do work really well.



It's a video that can make the technology be human. Because it's HubSpot. There's dashboards that show the business all sorts of stages of, of how this automation is running through and how many of these situations are or which stage, let's look at the bottom line because it's about helping these businesses become more profitable and getting some time back. The labour that's involved, the cost of the cash for keys program.

If we just sum up what that one thing out of the many pots of this system will do. It saves about a thousand dollars a day, which is pretty darn significant. If you were looking at a standard marketing agency trying to justify what the charge for their services, this changes the game completely because it actually makes the whole business more efficient on the lease expiring and renewals. There's a to go through on how do you handle that. So the system automatically sends text messages, Zapier and some automation.

PandaDoc is key here. If you've heard a PandaDoc, probably been because thinking of it as a proposal software tool and that's a very narrow minded, I-shaped person way to look at it. A T-shaped person looks at all the things that PandaDoc can do across the whole business. You put all this together. This is the chest piece. This is a queen.

There's so much good stuff in there, but the savings or end of the day of what they were aiming to do and they're doing all that on HubSpot. So there's T-shaped expertise, there's HubSpot as a platform. How do you cloud, which is our part, this is where the PandaDoc and other pieces come into play. We make that easy to plug that in.



I do have one quick example, but just based on time. I mentioned Myrna who is also in the US who focuses on travel helping travel agencies because she believes that she could make the world a better place because travel helps to do that. Why isn't helping travel agencies and she's doing like what Rent Bridge. I've done building a complete business system for travel agencies, not just looking at marketing, the sales, customer service right around to complete the customer experience. So the travel agencies would be crazy not to work with her.

If you're not sure how you would apply a flywheel to your business because the hub doesn't seem that well-oiled today and that sales and marketing customer service aren't all singing from the same sheet and align it to your why. I highly recommend that as an exercise. There's some great tools. In fact, Simon Sinex website, there's a set of tools that you can now use online to do a personal way, but there's also a book called find your why and that gives a company and a team the methodology to find your way to align to.

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