MAY THE FORCE OF CHANGE BE WITH YOU

#customerfit

Stefaan Vuylsteke

a.k.a. Stefaan Skywalker

44 leading brands
8 industries
10 countries,
16 marketing automaton implementations,
4 CRM implementations
8 CRM Integrations,
150 campaigns
50 engagement programs.

The classical story of marketing automation is the story of 1.

"3 out of 4 marketing automation projects
do not reach the desired business outcome as
the **PEOPLE** side of change is not managed well."

Stefaan Skywalker

Jedi Knight

They need to do it.

Speed of adoption

How quickly are people up and running on the new systems, processes and job roles?

Ultimate utilisation

How many employees (of the total population) are demonstrating "buy-in" and are using the new solution?

Proficiency

How well are individuals performing compared to the level expected in the design of the change?

Marketing Automation net revenue: with or without.

Expected vs. poorly managed change

● Poorly managed revenue flow   ● Expected revenue

Net revenue of project period

Time

The 3 states of change.

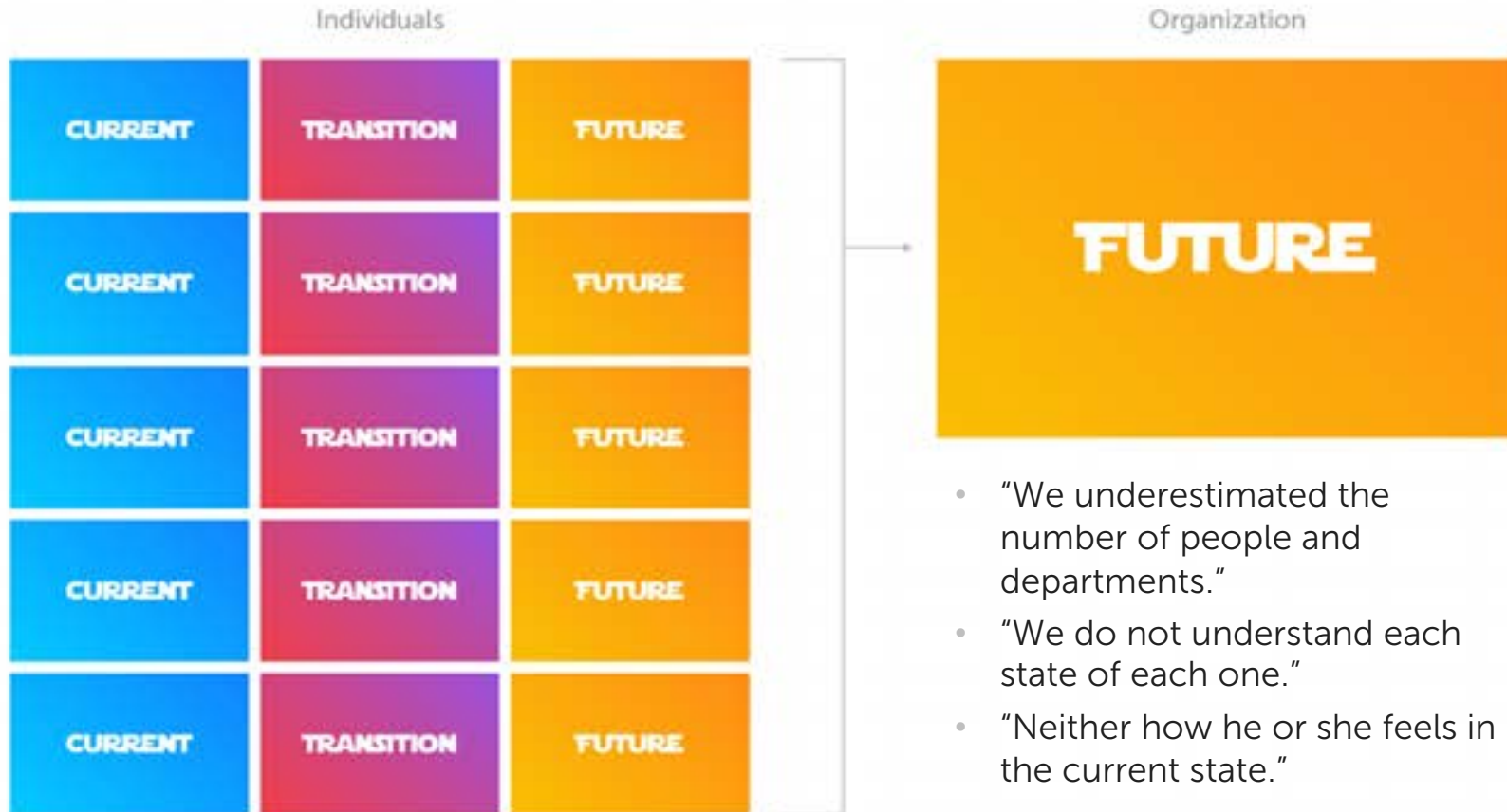"We look at the future, the bright future"

EBU Marketing supports business.

From product to customer driven.

EBU Marketing supports and creates new business.

Many states of change

The classic story of 1.

Individuals

CURRENT | TRANSITION | FUTURE
CURRENT | TRANSITION | FUTURE
CURRENT | TRANSITION | FUTURE
CURRENT | TRANSITION | FUTURE
CURRENT | TRANSITION | FUTURE

Organization

FUTURE

- "We underestimated the number of people and departments."
- "We do not understand each state of each one."
- "Neither how he or she feels in the current state."

Source: Prosci

How to manage each individual transition?

Be aware of potential decline in productivity and resistance.

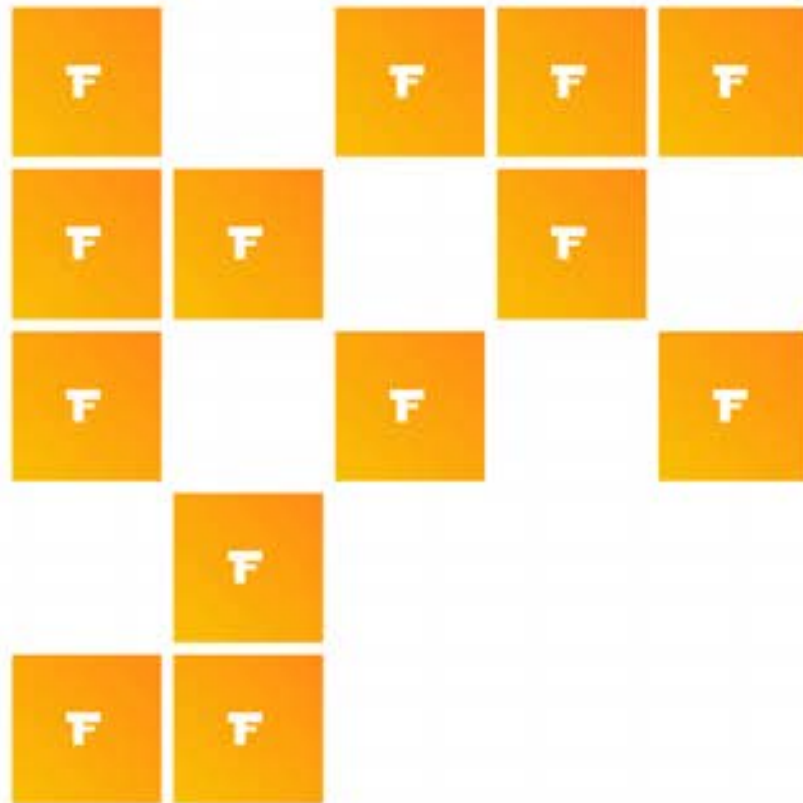**CURRENT**

TRANSITION

FUTURE

"I feel comfortable with the way things are."

"I don not feel comfortable doing this."

"You see, it does not really work out."

If you don't manage each transition

"This is not the ROI we expected, let's change tool."

Instead of

EPISODE I

The Battleship.

EPISODE II

The Troops.

EPISODE III

The Real Force Awakens.

proximus

#weareproximus

Niels Van Schoorisse

a.k.a. Obi-Wan Kenobi

Former Go-to-Marketer within the
B2B marketing team of Proximus. Now he is the
marketing automation manager, a.k.a. Obi-Wan
facing the challenges of change.

My 5 experiences based upon change management principles

proximus

Good time to change it always is.

I. Never change is too late change.

II. Different episodes of change.

III. Make time to explain, you must.

The n°1 reason why change fails is the lack of effective sponsorship.

I.   Prepare & support your sponsors.

II.   The primary sponsor takes care of the awareness.

III. Immediate supervisors take care of the desire & reinforcement.

IV.   ABC: Active visibility, build coalition & communicate.

The n°1 reason of resistance is lack of awareness.

I. Start early in the process.

II. Don't assume they know why.

III. Ongoing communication.

IV. Adapt the message to the receiver.

V. Preferred sender is the primary sponsor.

Don't underestimate the desire.

I. WIFM (What's In it For Me).

II. Some will, some won't.

III. Make them feel the pain.

Give people the ability & reinforce their actions

I. Pair coding.

II. Test & learn – Test & Learn – Test & Learn.

III. Ongoing.

IV. Different speeds.

ADKAR is
your force
to change.

Your force of individual change

A	D	K	A	R
Awareness	**Desire**	**Knowledge**	**Ability**	**Reinforcement**
of the need to change.	to support and participate in the change.	of how to change.	to implement the change.	to sustain the change.

Source: Prosci

Temperature check
spot the barrier point
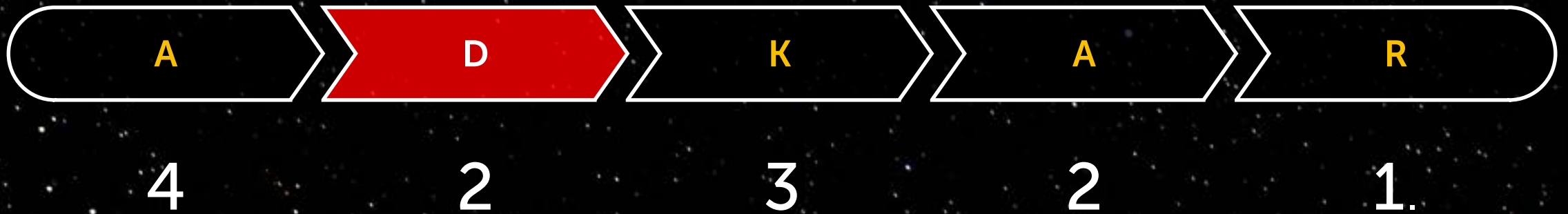
A	D	K	A	R
4	2	3	2	1.

"I understand why…"

| A | D | K | A | R |

Awareness
of the need to change.

"I have decided to..."

A → **D** → K → A → R

Desire

to support and participate in the change.

"I know how to …"

| A | D | K | A | R |

Knowledge
of how to change.

"I am able to …"

A → D → K → **A** → R

Ability
to implement the change.

"I will continue to..."

A	D	K	A	R

Reinforcement
to sustain the change.

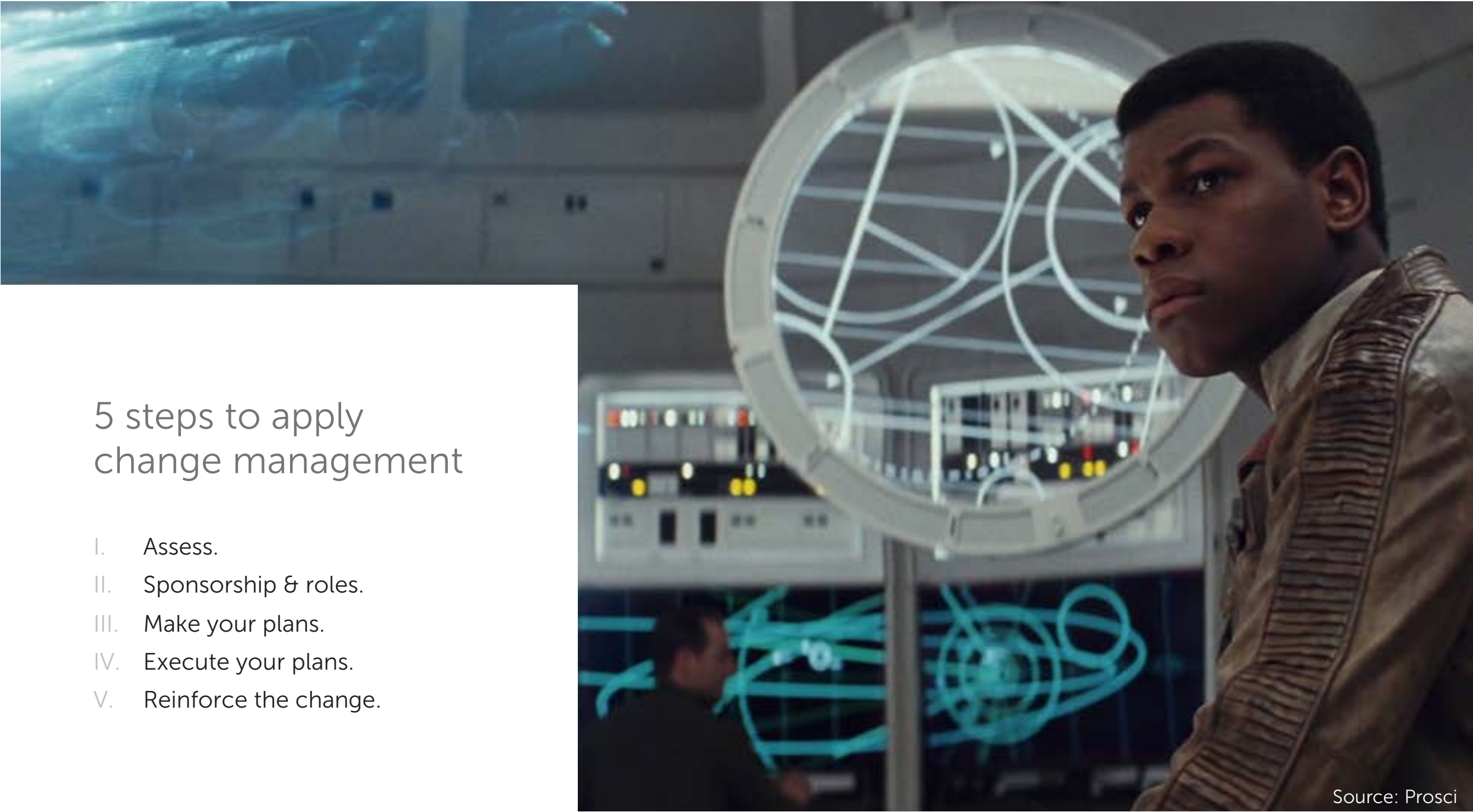# The modern story of marketing automation is the story of many to become 1.

"Change management is the application of a structured **PROCESS** and set of tools for leading the **PEOPLE** side of change to achieve a desired **OUTCOME**."

Stefaan Skywalker
Jedi Master of Prosci Management

5 steps to apply change management

I. Assess.
II. Sponsorship & roles.
III. Make your plans.
IV. Execute your plans.
V. Reinforce the change.

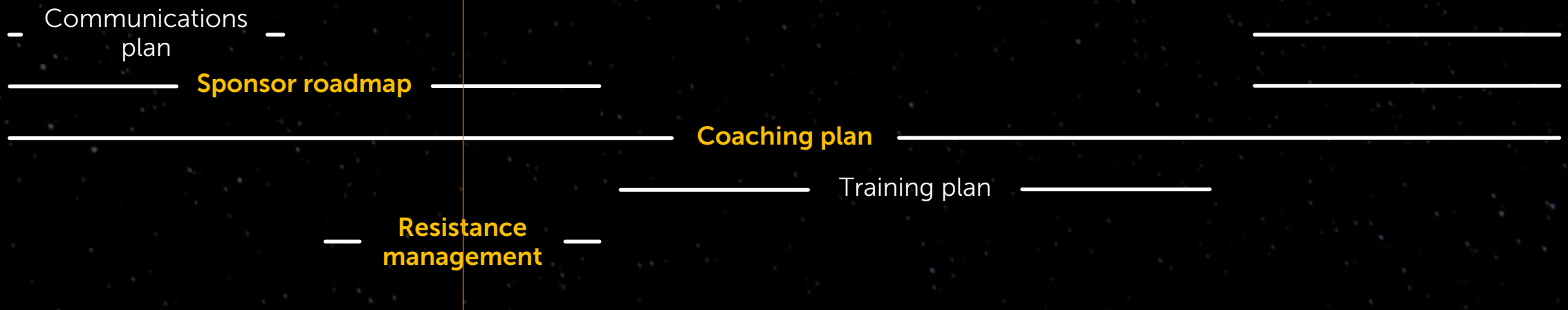Source: Prosci

Planning for results.

Individual:

Awareness	Desire	Knowledge	Ability	Reinforcement

Organisational:

Communications
plan

Sponsor roadmap

Coaching plan

Training plan

Resistance
management

Planning for results.

Individual:

Awareness → **Desire** → Knowledge → Ability → Reinforcement

Organisational:

Communications plan

Sponsor roadmap

Coaching plan

Training plan

Resistance management

CHANGE MANAGEMENT IS...

A. smoothen the transition state

B. training people

C. reactive

D. coaching

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