OPTIMIZING EVENT SUCCESS THROUGH ALIGNING EVENT MANAGEMENT, BUSINESS DEVELOPMENT AND SALES

Thesis

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Abstract

Summary

Bynder is a Software as a Service company that develops and provides a Digital Asset Management tool. It was founded in 2012 in Amsterdam and it currently consists of 275 employees in offices in Boston, Amsterdam, Rotterdam, London, Barcelona, and Dubai.

The business participates in several events from fairs and tradeshows over customer events to promotion events. Each time the Marketing and Sales team as well as the Business Development Representatives have to work closely together to create the most attractive and memorable appearance. A good communication is essential for all parts involved around the event and there are several issues at Bynder. Thus, a research was conducted in order to analyze the current opportunity generation process, where it needs to be improved and how the changes can be implemented.

In the current process the departments prepare themselves for the event and only few actions are communicated with the departments. During the event, the Bynder team establishes the first contact with clients and receive their information in order to follow-up on the lead afterwards. After the event the Sales contacts the leads again and turn them into opportunities or lose them. Currently, not many opportunities are won through events.

A survey and several interviews were conducted in order to determine the viewpoints of the three parties and receive an insight into their ideas about how the communication could be improved.

Conclusion

To conclude, it is important for the teams to improve their communication. Especially, the Sales team should act more proactively and put more effort into following up and not losing the momentum. Systems from other companies can be adapted in order to work more organized and efficient.

Recommendation

For the teams to have a better communication, meetings before and after events should be scheduled. Moreover, an automated mail can be send out to the leads right after the event. Another possibility would be an inside sales person having a direct follow-up. It would be important so that the Sales team rather calls people than have written communication and consider all leads generated. Furthermore, the roles should be clearly divided and behavior rules during the event are required. Providing a Workflow for each campaign improves the structure and communication.

Abbreviations

Etc.	Et cetera
e.g.	For example
US	United States
UAE	United Arabic Emirates
SaaS	Software as a Service
DAM	Digital Asset Management
BDR	Business Development Representative
CRM	Customer Relation Management
CSM	Customer Success Management
CFO	Chief Financial Officer
CEO	Chief Executive Officer
SQL	Sales Qualifies Leads
SDR	Sales Development Representative
CAE	Corporate Account Executive
%	Percent

Figures and Tables

Content

1. Introduction

1.1. Background

Digital Asset Management (in the following DAM) is the storing, organizing and sharing of digital assets such as pictures, videos and documents. To find the needed property, such as pictures, videos or documents, metadata taxonomy is applied, which are words that describe the asset to search and distribute them quicker and easier. Currently, most data are saved on hard drives or Data Center Servers. (Rama, 2018) However, if data is saved that way, it can get lost either through e.g. deleting it accidentally, a virus, power failure or many more cases. It is difficult to share the files and the storage has a limit. The solution for those occasions is cloud-based software. Data is saved automatically as soon as it is uploaded or worked on. Furthermore, it can be accessed from any location. Companies have to engage with the matter since everything is running digitally nowadays. It concerns every department in a company and cloud-based software helps them to work more efficiently, structured, and economical.

This kind of software is gaining popularity since it often comes with unlimited or ample storage space, provides access to everyone at the same time from any location, and creates a more organized work environment. Moreover, the possibility to access all assets from any computer creates a more flexible working situation for employees. Over the next six years the percentage of small and medium-sized businesses using cloud-based software will increase from 37% to 80%. (Pierson, n.d.) The general DAM market's Compound Annual Growth Rate is estimated to increase by 20% from 2017 to 2021. (Science, 2017)

1.2. Company and Product

Bynder is a B2B Software as a Service company (in the following SaaS) founded in 2013 by Chris Hall in Amsterdam. Over the years, the business extended to Boston, Barcelona, London, Rotterdam, and Dubai. Currently, Bynder employs 275 staff members. The enterprise itself is divided into the following departments: Product, Development, Marketing, Sales, Solution, Implementing/ Onboarding, Customer Success Management, Support, Legal, and Finance.

The Product team creates, maintains and improves the software and implements new ideas. Thereafter, the Development department creates the new features. Afterward, Marketing is

promoting the latest additions or product changes. The Sales team contacts potential or existing clients to either sell the product or the new feature. Once a deal is closed, which takes from around six months to one year, the Solution team creates the customized software in tandem with the client, which is then designed by the product and development team. After the product is created the Implementation/ Onboarding team helps the client on-site to launch the new software. Moreover, they receive a training on how to use it. This can take from a few weeks to several months, depending on the client needs. Once the software is in use the Customer Success Management (in the following CSM) department continues the process. Whenever a client has questions or needs help with handling the software, the CSM team is the first contact that will try to find a solution. The Support department is required when changes need to be made on the customized product. Finally, Legal and Finance are involved in most steps over the process.

The company was not willing to give information about their turnover or profit.

In February 2018 Bynder acquired the competitor Webdam, which is a US-based DAM company. Their main focus is on small and medium-sized businesses in the US whereas Bynder concentrated on large enterprises. Through Webdam Bynder has gained 80 more employees.

Bynder offers two products to its clients. Firstly, Flagship is Bynder's original DAM software and companies pay a monthly license fee, which depends on the customization, which modules they want to have integrated, such as templates and workflow, and the size of the storage. The methodology of calculating costs varies by client/company. Once the deal with the client is negotiated the developers adapt the software to the wishes of the customer if small changes are needed. Thereafter, members of the onboarding team will instruct the clients on site, which can take between four weeks to six months until everyone is trained, and all assets are uploaded. To transfer all assets into the cloud-based software one just has to push the upload button in the program and choose the assets he/she would like to have uploaded. Through Artificial Intelligence the program recognizes itself what is shown in photos or what the topic of a document is, and can, therefore, create to find the asset later on. The CSM team provides an aftercare service.

The software is very complex but the elementary functions will be described in the following. Clients upload their assets, which are automatically tagged. If desired, tags can be added manually. The marketing department of a company mostly uses the program as its improved search and storage functionalities, coupled with branding components, make it useful solution when running campaigns. Moreover, people are able to create workflows. When creating a new marketing campaign many people are involved, internally and externally, from the first to the last step. This part of the software organizes these steps with the people affected and step by step the campaign can be created and

approved from all parties participating. Moreover, Flagship offers templates to the client. If a certain poster was used by a travel agency for example, the price, background picture and destination can be changed within minutes and no new formatting is needed. Furthermore, if changes are made on assets, all versions are saved and can be accessed at any point in time. Those are the most important features of the software.

In January 2017, the second product, Bynder Orbit was released. It is a freemium version of the Flagship. The software is used by smaller businesses and works more a s a do-it-yourself product since no Bynder employees will personally help the companies to work with Orbit. Moreover, the storage and features are limited.

To gain more customers, Bynder works with inbound and outbound leads. Inbound includes all marketing activities such as events and PR works in form of fairs, roadshows, newspaper articles, blog, etc. Outbound leads are made through the Business Development Representatives (BDR) actively contacting potential clients. Their main target group is large companies with many digital assets, some of which are fashion and apparel, automotive, and travel and hospitality companies that produce a great number of advertisement. On the other hand, many photographers and designers are Bynder Orbit users.

1.3. Literature Review

In the following section concepts and models are being discussed to put the current research topic in a broader context.

The Digital Asset Lifecycle helps the reader to understand how this software can be used and how digital assets in general are handled.

The two following models, the Customers Journey and the Marketing and Sales funnel, examine the process from the first interaction between a potential customer and a company until the customer loyalty. The concepts were chosen to determine which part of the process rather concerns the Marketing department and where Sales takes over. Furthermore, it will give an impression where the departments have to work together most frequently.

The Marketing and Sales Synergy model presents the most important elements in which both departments need to be aligned and work together. It enforces a strong communication between both parties.

Finally, the Business Process Management model was chosen by the researcher to describe how the change of the current situation should be implemented. Moreover, it shows that a one-off change will not solve the problem but a constant improvement will be necessary.

1.3.1. Digital Asset Management

Digital Asset Management is the modern way of storing photos, videos and documents. There is cloud-based software that supports the different steps of the Digital Asset Lifecycle. As mentioned in the introductions DAM improved the asset organization of a company and makes file sharing easier. ("What is Digital Asset Management", 2017)
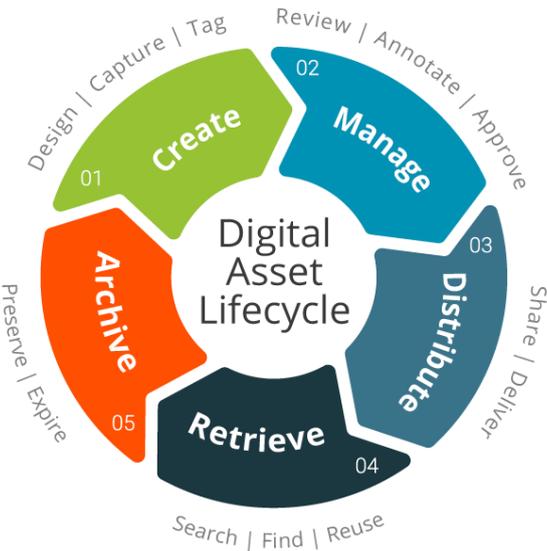
Fig. 1: What is Digital Asset Management? (Filecamp, 2017)

1.3.2. Customer Journey

The Customer journey is a model that describes the process of the first contact of a potential customer until he/she becomes a loyal client. The model separates digital (above the line) and physical (below the line) touchpoints. The model shows which touchpoints occur in which stage. Therefore, it is a simple way for businesses at which stage a certain customer stands and how he/she can be further attracted. (Rapkins, 2017)
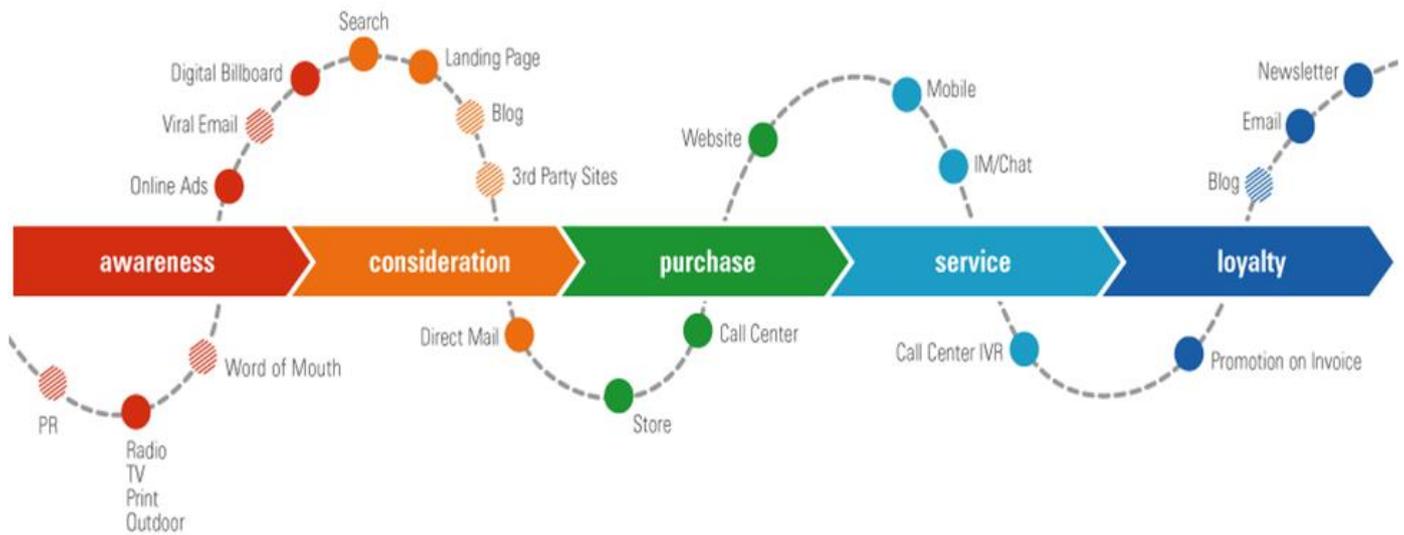
Fig. 2: 6 different Types of Bynder Journey Maps (Maarketeer Kapost, 2017)

1.3.3. Marketing Funnel

The marketing funnel is a similar tool to the customer journey. However, it describes more closely the path of the first awareness to the actual purchase. With a clear funnel, the chances to turn a lead into a customer are increasing. Furthermore, it shows the importance of cooperation between sales and marketing. (Agius, n.d.)

- Awareness/lead generation phase: marketing campaigns, events, tradeshows or social media
- Interest phase: emails, targeted content engagement
- Consideration phase: product information, case studies, free trials
- Intent/lead nurture phase: product demos
- Evaluation phase: marketing and sales work together to promote their product
- Purchase/Sales phase: sales transaction completed
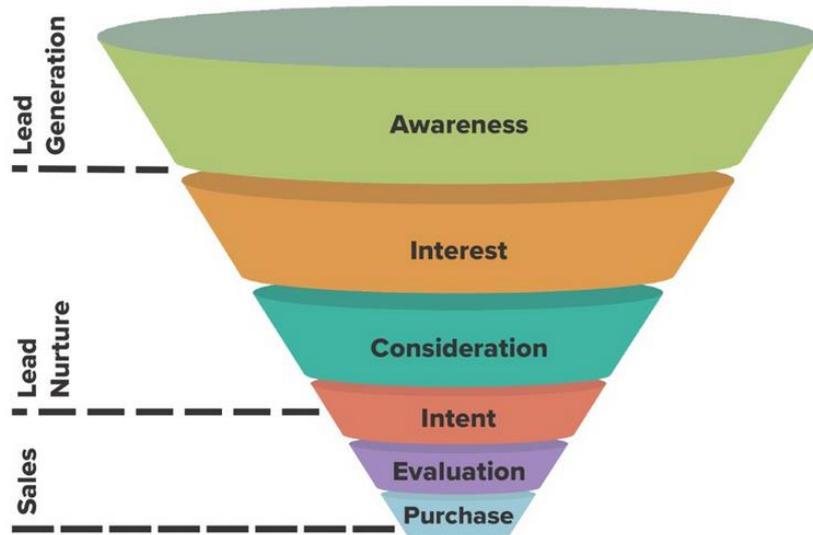
Fig.3: 5 customer activation emails to add to your funnel (in2sight, n.d.)

1.3.4. Marketing and Sales Synergy Model for SaaS Companies

The Marketing and Sales Synergy model approaches the importance of coworking of the marketing and sales department in SaaS companies. (Tashjian, 2016) Therefore, four steps were developed by David Tashjian:

1. Education: Marketing needs to understand the work of sales. Therefore, it is crucial to understand their processes, and what their keys initiatives and goals are. Moreover, the sales team can assist the marketing department in finding the most attracting offers for leads, what they like or dislike.

2. Revenue Language: The marketing team needs to understand the words used by the sales staff, when they talk about opportunity leads, buyer's journey or what numbers are needed to hit the acquisition target. Both departments need to be aligned to work most efficient.

3. Communication: It is important for the marketing team to have a clearly defined vision and a precise game plan. To communicate the change correctly, several channels should be used; such as meetings, written communication, seminars, and other events. A change in two departments is a long-term process. Moreover, the sales team needs the right motivation to put an extra effort in their work.

4. Shared goals: Finally, the overall goals of both parties should be the same. They include an increase in leads, opportunities and revenue.

The Marketing & Sales Synergy Model

Education
- Goals
- Initiatives
- Sales Process
- Team
- Pipeline
- Meetings/Calls

Revenue Language
- Quota
- Acquisition
- Opportunities
- ADS
- Revenue

Communication
- Create a vision
- Create s shared Game Plan
- WIIFM
- Communicate, Communicate, Communicate

Shared Goals
- Goals
- Copmensation
- Structure

Fig. 4: How Marketing and Sales Synergy Model works for SaaS companies (Incredo, 2016)

1.3.5. Business Process Management

Business Process Management helps to ensure, that a company works most efficiently and effectively. Constant observation and monitoring are needed to see where processes need to be changed in order to work the most profitable. ("What is Business Process Management", n.d.)
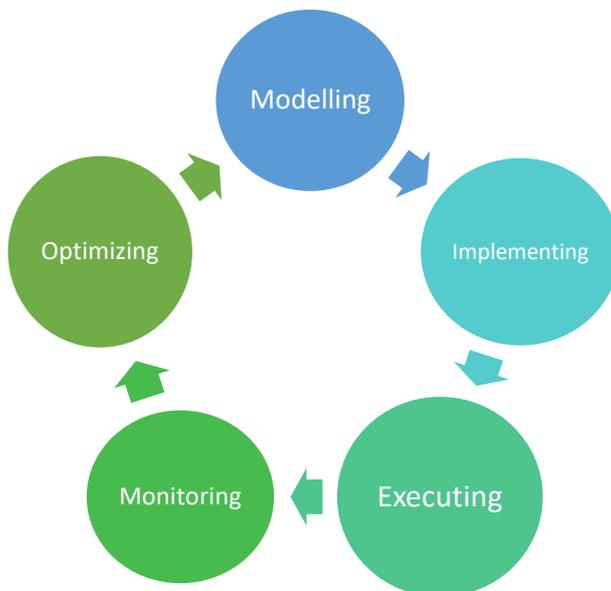
Fig. 5: Business Process Management (Dittert, 2018)

1.3.6. Conceptual model

A conceptual model is a qualitative and descriptive model that puts all variables, that are important for the research, into a context. In this case it helps the reader understand what topics are in relation with the problem.

Fig. 6: Conceptual Model

1.4. Problem Analysis

Bynder promotes itself at different events each year. In 2016, the company attended eight events, the year after eleven and so far, nine participations are planned in 2018. The size of the events differs depending on the type. Roadshows with existing and potential customers host 70 participants and cost € 25,000, whereas the largest event organized by Bynder has 1,700 prospects and costs € 365,000. Generally, the Marketing department spends around € 690,000 on events each year. However, after generating 10,000 leads in 2016, only eight deals were made of 250 in total. In 2017 5,000 leads were noted and six clients joined Bynder through the events. By the end of the year they closed in total 372 deals. (Vries, 2017)

The largest fair Bynder joins each year is DMEXCO in Cologne. It concerns innovations in the digital marketing market. It is host to more than 1,000 exhibitors and around 50,000 visitors. Bynder spends € 40,000 for their participation with a 24m² stand. ("DMEXCO", 2017)

The fairs often concern newest marketing trends or digital innovations. On average three Sales people, one BDR and the Event Manager participate in the event. The costs arise from the participation fee of the event or rent for a location, the booth set up or event, the give-aways, the travel and accommodation of the Bynder team.

The Marketing department would like to participate in more fairs and similar events. However, as upper management cannot see the positive results of past participation, they do not feel the necessity of engaging more in events. However, increased involvement with a well-thought-out lead capture strategy can create more opportunities and expand the company's profit.

Bynder has been using an event documentation system since they started organizing events about two years ago in 2016. During the fairs the event manager, three representatives of the Sales department and one member of the solutions or business development department operate the booth. The leads they create are entered into Salesforce, the customer relationship management software that Bynder uses, to ensure that contacting potential clients after the event is easier and quicker.

Salesforce describes Customer Relationship Management as "[…] a strategy for managing an organisation's relationships and interactions with customers and potential customers. A CRM system helps companies stay connected to customers, streamline processes, and improve profitability." (Salesforce, n.d.)

However, over the years the Sales department lagged behind when following up the leads which might have arisen from a lack of a structured follow-up process. Therefore, a significant number of leads had no chance to turn into an opportunity or deal. The researcher noticed that less than half of the contacts collected during the events in 2018 were followed-up. It is worth mentioning that the Sales team did not have a manager from January until May 2018.

The two parties mostly involved in the follow-up process are Marketing, in this case represented through the event management, and Sales departments. As the events are generating leads, the Sales staff is supposed to follow up on those leads. Since this does not happen, a communication problem between the Event Management and Sales team occur. Moreover, the CFO and CEO are involved in the problem, since they cannot see the results an event can have.

Furthermore, if deals were negotiated and signed through a fair it is not noted. This causes a problem for Erik Strömbäck, the Event Manager since he only ascertains about deals through word of mouth.

1.5.   Problem Statement

The event management department of Bynder cannot justify the expenses they have for each event. The budget is getting smaller for the same number of events.

Moreover, the event manager has issues proving how successful his events are. It cannot be proven how many useful leads are really coming out of an event.

1.6.   Research Question

"How can the event process of Bynde's events be optimized so that the Sales team can close more deals and Sales, BDR and Event Management can develop a profitable event strategy for the long-term?"

1.7.   Sub-Questions

In this chapter, the sub-questions are presented. These can be seen as steps that need to be taken in order to answer the research question. The researcher decided to invest four areas closer as seen in the following.

1. What does the current event process look like?
2. Why is the current process not being followed?
3. Where is the communication issue between the event management and the Sales team?
4. How can the event marketing and sales department work better together?
5. How do other companies organize the event prosses?

1.8.   Research aim and objectives

The thesis aims to create a new working process for the sales and event teams to follow that can help to improve the opportunity generation during and after events to subsequently close more deals.

Objective 1: To examine which opportunity generation process exist.

Objective 2: To analyze the current actions taken to report the opportunities made or deals closed.

Objective 3: To examine how the system can be improved.

Objective 4: To analyze the communication between the Sales and Marketing department.

1.9. Environmental and ethical aspects

Since the research includes several interviews with different people, transparent communication is essential. Moreover, all participants need to be respected and their privacy protected. Additionally, no misleading information should be given. During the survey no personal questions have been asked and all participants were anonymous. No one was forced in any way to participate in the research. Everyone knew the purpose of the survey and why their participation was needed. Finally, only the researcher and supervisor have a direct insight into the answers.

The research does not include any environmental aspects since it only touches internal communication points.

1.10. Reading guide

The following part will give the reader an overview of the thesis.

Before, an introduction into the market, the company and its product were given. Moreover, the researcher explained in detail where the problem lays that will be handled with in this thesis. Furthermore, a theoretical base was provided through the Literature review. The reader gained first insights into the direction of the research. Additionally, these models will help to analyze the problem in the following.

The next chapter will discuss the methodology used in which way the situation will be analyzed and how the researcher is planning to find information who will be involved in the process. Most importantly, the research and sub-questions will be introduced and each individually further elaborated to give the reader an exact insight of the research process.

Thereafter, the result chapter will present the findings of the interviews and survey that the researcher will have conducted. Each sub-question will be explained separately in order to have a good overview of the findings and give it a structure.

In the discussion section, the results will be compared with the models provided in the Literature Review and it can be clarified which models correspond with the findings and where the differences are. This will clarify the actual issues and therefore help to answer the research question.

In the conclusion, the reader can find the answers of the sub-questions and consequently the solution to the research question.

Finally, in the recommendation part the researcher give advices to the company on which steps they should take in order to solve the issues and improve their situation. Moreover, the researcher will reflect on the thesis and provide improvements and ideas on how the research could be followed-up from another person.

2. Research Method

The research method chapter describes how the different sub-questions were investigated. The options reach from interviews over surveys results to desk research depending on the subject.

2.1. Research Design

The research design includes a research strategy. In this case, it was a combination of descriptive research in form of a survey and an action research. Saunders divides the action plan into three parts: the management change, cooperation between practitioners and researcher, and that the project goes beyond the current findings. (Saunders, Lewis, Thornhill, 2009) Therefore, it is important that the researcher is on-site during the projects, she works closely with the three departments involved and promoted her solutions that can later on be implemented and change the current structure of the opportunity generation process. The Sales department participated in a survey because all members should give their position towards the current situation. A survey was an easier approach than interviewing every employee and asking the same questions. (Saunders, Lewis, Thornhill, 2009) Since the research concerns a change in the company an action plan was needed. A change in the cooperation between the Marketing and Sales department should be executed by the end of the change process. (Saunders, Lewis, Thornhill, 2009)

Furthermore, the research design includes a mixed method, which means that a combination of qualitative and quantitative research was applied. These occur next to each other and were not mixed. (Saunders, Lewis, Thornhill, 2009)

2.2. Research Types

The research was conducted using a mixture of different approaches. Firstly, it is partly exploratory as interviews with different parties were conducted to receive a clearer overview of the issue. However, is it also descriptive, because an accurate and detailed overview of the situation will be presented. Therefore, a survey was executed to obtain as much information as possible. (Saunders, Lewis, Thornhill, 2009)

2.3.   Research Units

The main research units were the Event Manager Erik Strömbäck and the BDR Hylke Muntinga. They provided most information through interviews. However, another important part was the survey with the 31 Sales representatives. To be a valid survey a certain sample size needs to be granted. For this research it was calculated via the home page Raosoft. ("Sample Size Calculator", 2004)

What margin of error can you accept? 5% is a common choice	5 %
What confidence level do you need? Typical choices are 90%, 95%, or 99%	75 %
What is the population size? If you don't know, use 20000	31
What is the response distribution? Leave this as 50%	50 %
Your recommended sample size is	**26**

Fig.7 Sample calculator (Raosoft, 2018)

The Figure presents that 26 people have to participate in the survey to have the perfect sample size. Since the target group was rather small, it was important to receive an answer from everyone.

2.4.   Data collection

The data needed were collected through in-depth interviews with Mr. Strömbäck and Mr. Muntinga. A private meeting room was booked to speak freely and in person. The interviews were recorded, with the permission of the interviewee, in order to be transcribed later on. The interviewee did not see the questions beforehand but knew the topic. The questions were formulated carefully and topic related. Moreover, the researcher did not want to create more than 15 questions since the interviewees have only a limited amount of time for non-work-related activities.

In addition to receive information about other companies interview via phone were held with Judith Wilps who is working as a field Sales at Fresenius Krabi for twenty years. Fresenius is a multinational company with more than 270.000 employees in 100 countries. ("Group Overview", 2017) She gained experience through participating in several events each year.

Another interview via phone was executed with Laura McClourg, who is the Sales Manager of Webdam, the acquired DAM company in St. Mateo, California. She worked as an Account Executive before and therefore also attended different shows representing the company.

The survey was created through https://docs.google.com/forms/u/0/ which provides a template for the questions. Questions and answer options can easily be entered into the template. Moreover, an introduction about the topic can be provided. The program is easy to use and everyone at Bynder is familiar with the Google products since they are used on daily base. (Dittert, 2018)

Again, the researcher decided to ask only 12 questions since the participants do not have the time for long questionnaires. Moreover, it was first tested by three other colleagues to fix issues that arose.

The survey was spread via the internal communication software, Slack. That way all participants could see the message directly and could ask quick questions if needed. Google Forms creates automatically diagrams and collects all the answers in order to create a representative outcome.

In the following the researcher describes more detailed how every sub-question was researched individually.

2.4.1. Sub-Question 1

What does the current event process look like?

To answer the first question, two in-depth interviews took place. Firstly, Alex Seignette gave a better overview of the problem via his perspective. He does not join the events but overviews the leads generated within the Salesforce program and what the process afterwards should look like. The other interviewee was Hylke Muntinga who, as our BDR, joins every event. His perspective gave the first clear insight in the sales team's viewpoint. Moreover, he has worked at Bynder for five years - thus, he is very experienced.

2.4.2. Sub-Question 2

Why is the current process not working?

The survey created gave a viewpoint from different members of the Sales team concerning this topic. Since it was anonymous, no specific names could be provided. To receive different perspectives Erik Strömbäck, Alex Seignette and Hylke Muntinga were asked about the same topic. Therefore, each involved party could give their standpoint.

2.4.3. Sub-Question 3

Where is the communication issue between the Event Management and the Sales team?

Since the communication includes everyone, each party was asked about their opinion. Not every member of the Sales team is at the events, however, it is everyone's responsibility to follow up on the leads. A survey was the best method to obtain as many perspectives as possible and everyone has the chance to present their opinion. The personal interviews with Mr. Strömbäck and an informal conversation with Mr. Seignette gave further insights.

2.4.4. Sub-Question 4

How can the Marketing, BDR and Sales department work better together?

To receive the viewpoint of all people involved. the interviews with Mr. Muntinga and Mr. Strömbäck were used. Furthermore, the survey of the sales people provided the insight from their position.

2.4.5. Sub-Question 5

How do other companies organize the event prosses?

In order to gain valuable insights into other company's follow-up process the researcher will interview the Sales Manager of Fresenius Lower Saxony Judith Wilps who worked for 20 years as in Sales at the company and therefore participated in many events. Fresenius is a large multinational Pharmaceutical company. The second interview will be with Laura MyClourg, the Sales Manager of Webdam. Since Bynder acquired the company and they are smaller but from the same field Laura McClourg, the Sales Manager, will provide an inside of their event processes.

2.5. Data analysis

To analyze the interviews, a transcript of each record was written. Therefore, trends can easily be detected. The questions of the second interview with Mr. Strömbäck was already related to the findings of the first conversation with Mr. Muntinga.

The answers of the survey were automatically transformed into pie charts or listed if comments had to be given. Therefore, it was easier to compare the different answers.

2.6. Operationalization

The operationalization describes exactly how variables were turned into interview questions. The interviews were in-depth with direct questions to the interviewees' position in the company. However, when people of different departments were asked about the same topic, comparable questions were designed. The survey was created at Google forms whereas the interviews were executed in person to secure that many people participate, and that the answers are easily comparable.

For open questions where the indicator is a personal experience or opinion similarities/a trend can be derived since several answers might be the same and an itemization will be provided.

Variable	Dimension	Indicator	Question
Time spent at Bynder		Less than 6 months 6-12 months 1-2 years 2-3 years More than 3 years	For how long have you been working in the Sales department of Bynder
Participation in event	Actual Participation	Yes no	Have you ever attended an event?
	Would like to participate	Yes no	Would you like to attend a Bynder event?
Usefulness of events	Good for lead generation	Yes No	Do you think the event was useful for the lead generation
	Deals/Lead	Yes no	Where you able to close a deal? When attending an event, did you generate any leads?
Proper lead follow-up	Follow-up	Yes no	Did you follow up after the event?

	How	Explain process of how the individual follows-up	How did you follow up? How did you handle a lead?
Preferred events	Type of event works best for individual	Personal preference of the individual	Which type of events work best for you? (e.g. roadshow, fair…)
	Type of event most suitable for company	Personal preference of the individual	What type of events do you think are most useful to generate leads/ get opportunities?
	Industry	Marketing Technology Fashion Tourism Design Automotive Food and Beverages Others	Which industry verticals do you think are most suitable for our events?
Improvements	Easier way to follow up	Individual idea of each participant	What would make it easier to follow up on the leads?
	Advise	Individual idea of each participant	Do you have any advice or feedback for the event department to help us help you?

Fig. 8 Operationalization Table Survey

Variable	Dimension	Indicator	Question
Company	Experience/Position	Personal experience	What is your position in the company?
	Duration	Personal experience	For how long have you been working at your company?
Events	Amount	Personal experience	How many events, more or less, have you attened?
	Type	Personal experience	What kind of events have you attended?
Process	Preparation	Personal experience	Was there any kind of preparation with all departments involved before the event?
	On-Site	Personal experience	What do the Sales people do during the event?
	Tools	Personal experience	Which tool or software is used to take notes of the leads made?
	Aftercare	Personal experience	How does the process continue after the evet? Are there any kind of feedback or meetings to resume the event?
Variable	Dimension	Indicator	Question

Difficulties	Communication	Personal experience	How does the communication work during the event phase? Do you have personal meetings with everyone involved?
	General Difficulties	Personal experience	Where do you think is the process not working?
Improvements	Ideas	Personal experience	What could be done to improve the situation?

Fig. 9 Operationalization Table Interviews (questions summarized)

2.7. Reliability and Validity

Reliability implies that the results the researcher has found could be the same in another occasion. Moreover, the results are true and the raw data transparent. The research is reliable since many parties are involved in the data collection. Including all members of the Sales department for the survey is the highest reliability one can reach. Moreover, all interviews will be made with several employees to receive information from different perspectives. Furthermore, when doing desk research, several sources will be compared to come to a final conclusion. (Saunders, Lewis, Thornhill, 2009)

It is valid research since the correct data collection methods were chosen for the topic of the thesis. Moreover, all participants volunteered to be part of the project and are not pressured to answer in a certain way since the survey with all sales members will be anonymous.

2.8. Limitations

The most significant limitation of this research was time. Since the internship lasted 18 weeks, only a small insight into the current situation could be obtained. Furthermore, when implementing a change in a company it takes a long time until it is properly executed by everyone. The researcher will no longer work in the company to see if the suggested change works.

Moreover, only a small number of events could be analyzed since Bynder has more participation in the second part of the year.

Finally, Bynder is not a large company and maximum 34 people could participate in the entire research. Therefore, it is important that everyone takes part which cannot be guaranteed.

3. Results

To gather the most information on the current situation, several interviews and a survey were conducted. The questionnaire was answered from 26 Sales peoples and the interviews with Mr. Strömbäck and Mr. Muntinga gave additional insight from different perspectives. The results will be presented in the order of the sub-questions. The most significant results were collected through the survey. Of 31 potential participants, 26 people of the offices in Boston, London and Amsterdam took part in the questioning. 47,4% of the respondents have been working at Bynder between 1-2 years. Whereas evenly, 21,1% quoted they have been working in the company for 2-3 or even more than three years. Just two people joined the team less than one year ago. These data help to determine how many events people might have joined before and therefore, how experienced they are with event follow up.

3.1. What does the current opportunity process look like?

This sub-question can be answered through the responses collected during the survey. The participants were asked how they follow up their leads. Moreover, the researcher received a first-hand experience by joining a fair in London. Additionally, both, Mr. Muntinga and Mr. Strömbäck presented their opinions regarding the process.

The procedure starts with the first contact at an event where Sales and BDR representatives take the first step and actively talk to attendees. If they show interest, a demo can be presented and prospects enter their contact information into the Salesforce system that Bynder uses. For each event, a new campaign is started in order to track which event attracted which lead and who is responsible for it. Furthermore, a comment can be added about how interested the prospect was, or if they expressed any specific wishes.

After the event, the responsible Sales persons make contact with the interested parties. The survey presented an open question for the participants to detail how they follow up. (see Appendix 3) The most common answers were emailing and calling; 12 sales people gave those options as an answer. Only two others suggested to schedule a meeting or a demo, and one person tried to get in contact via LinkedIn to receive more information.

If the prospect is interested in receiving further information it turns into a hot lead. Once the Sales person starts designing a product fitting to the prospects demand and discussing the costs for the software, the hot lead turns into an opportunity. At this point the sales people have to convince the

potential client to be able to close the deal. It can take several months from the first contact at an event to close a deal.

Concerning the research question this information creates the base for further changes of the opportunity generation process. It is noticeable that the Sales team is the most important factor for closing the deal. However, the BDR is supporting to convince potential customers and find out what exactly they are looking for.

3.2.   Why is the current process not working?

Mr. Muntinga gave great insights concerning this topic. Nevertheless, he is a BDR and it is his perspective. Therefore, more information was collected via the interview with Mr. Strömbäck. Furthermore, the answers of the sales people present their point of view. Thus, all parties involved in the process can give their opinion.

Generally, Mr. Muntinga, three Sales people, and Mr. Strömbäck are joining an event.

The survey presented that, in the eyes of the Sales team, the process should start with the first interaction with the potential client at the event, thereafter the follow-up through e-mailing or calling and setting up future meetings or demos to present the product and deliver more information should take place. Nevertheless, members of the Sales team criticized themselves by demanding more proactivity during events and, therefore, seek to create more leads through better—and more frequent—conversation with attendees.

It was mentioned that it would be profitable if BDR handles the first follow-up and try to find out what the potential client is searching for in order to give the sales person the opportunity to prepare themselves.

During the survey, a participant pointed out that some of the events they visit are not suitable and, therefore, leads generated are not followed up since they are not fitting. Since Bynder is mostly focussed on enterprises, they do not concentrate on smaller companies and thus, do not follow up the leads of medium and small-sized companies.

In addition, the Sales team does not have enough time to prepare themselves adequately for upcoming events since the planning of who is joining is usually short.

Mr. Muntinga pointed out that it is the task of the BDR to create relationships and prepare leads to make them Sales Qualified Leads (SQL). During the event he have conversations with attendees but

cannot provide a demo. Afterwards, he contacts all people via LinkedIn to create a personal connection. When handing a SQL to the Sales team he states;

"[…]at the moment that the sales guys are calling again to those guys and they don't immediately find positive reaction, they're letting them go." (Muntinga, personal conversation, 2018) This might occur through bad preparation and communication between the BDR and Sales. Furthermore, Mr. Muntinag expects from the Sales team that they get in contact with more people of the targeted company to have a higher chance in winning one of them over. If the contact only takes place with one person and he/she is not answering anymore - or is not convinced - the lead gets lost.

In the interview he further stated that the volume of leads generated is too high for the number of Sales members the company has. There is no time to follow up every lead with the same vigor. Therefore, Sales people decide themselves who they think has the highest potential and only focus on those, but, therefore, might lose a good lead due to inaccurate evaluation.

Mr. Muntinga pointed out, that there is a lack of communication. No meetings are held before or after the events to exchange opinions, ideas and feedback. Therefore, no one knows in which stage the other people are.

Finally, he would expect a better preparation from the Sales team to schedule meetings during the events and undertake more research about the attendees beforehand. Therefore, they could not prepare for important people that might come to the event and they could have a meeting with.

Mr. Strömbäck stated a problem that occurs already during the event "They don't put in the necessary effort and they sit behind the computer or sitting on their phone sending emails on separate sales conversations." (Strömbäck, personal communication, 2018) Therefore, in his opinion, the process already starts unpleasantly.

When the follow up was discussed in the interview he said: "There should be calls going on constantly and it's not happening. Sending a cold email or sending an email to follow up isn't an effective manner of following up I think. Maybe people need to get a bit more hands on." (Strömbäck, personal conversation, 2018) He made similar remarks as Mr. Muntinga concerning the work engagement of the Sales representatives after an event.

In the contrary to the BDR, Mr. Strömbäck does not think that the volume is too big. When three Sales people join an event and 80 leads are being made each person has about 28 to follow-up. During the process of researching the companies afterwards, unsuitable businesses can be organized separately and calling the others to see if first interest is there is not difficult. In his opinion it is their job as Sales representative.

Since the researcher was able to participate in an event and organize one herself she made her own observations.

There was no preparation meeting before the event. Just the day before the Salesforce campaign was discussed and how contacts need to be entered into the system.

When the event started the Sales team was rather in the back and the BDR and the researcher were most responsible for the first contact with the attendees. As Mr. Strömbäck mentioned, the Sales people spend quiet an amount of time on other projects on their computer or phone. During the event current opportunities came to the Bynder booth but the Sales team was not prepared to see them and sometimes even forgot that someone from Bynder is in contact with the company.

Since the event was in London the researcher could not see how the Sales team followed up after the event, however, four opportunities out of 85 leads were generated through messaging via LinkedIn and calling. However, as Mr. Muntinga mentioned, no follow up meetings took place. In the Salesforce system it was noted that less than half of the leads were followed up.

During the preparation for the event in New York, again the Sales team did not put any effort in inviting SQL or opportunities. Therefore, the event team and BDR were working even harder to achieve the necessary number of people.

The results of this sub-question gave the researcher the opportunity to discover the current problems defines by the different parties involved. There seems to be a strong issue regarding the Sales team's actions towards event preparation and following up the leads. Moreover, the BDR needs to have a more defined role to distinguish between Sales and BDR.

3.3. Where is the communication issue between the event management, BDR and the sales team?

The third sub-question will be answered through the researcher's own observations, the survey, the interview with Mr. Muntinga, and conversations with Mr. Strömbäck outside the official interview.

Every party does their own job without knowing what the others are working on. The researcher noticed through the different interviews and general observations that communication is desired by everyone- but no one makes the first step. However, as mentioned, no meetings are being scheduled between the departments to create an opportunity of communication. The only way to find out what the other people are working on is through small chats on the side. The departments do not know from each other what the others are expecting them to do.

The survey revealed that the Sales team would appreciate a better insight into the event planning. This would help the coordination and communication between all parties. Moreover, the role of the BDR should be defined more clearly to provide better information before the Sales people enter a meeting with a client.

During the event itself, Mr. Strömbäck is expecting a higher pro-active participation of the Sales team. However, the biggest communication struggle occurs after the event. Since there is no post-event meeting the parties cannot exchange their experience or opinion of the event.

The Event Manager can only see afterward in the system how many leads were generated, how many turned into opportunities, and eventually deals. However, there is no insight into which leads were followed up and the reasons why others were not.

Moreover, Mr. Muntinga follows the leads he makes himself and even closes deals without communicating it to the Sales team.

There is no real communication between the departments, except the decision about who is joining the event. Through the interview with Mr. Strömbäck it was noticeable that all departments acknowledged the same issues but no one feels responsible or is taking the initiative to change the situation.

3.4. How can the event marketing, BDR and sales department work better together?

The methods used for this question were the interviews with Hylke Muntinga and Erik Strömbäck and the survey results of the Sales team.

The participants of the questioning pointed out that an automatic mail should be sent from the Marketing team as soon as a contact is entered in the system. Furthermore, the BDR team should take no more than a week after the event to work dedicated on the leads made to not lose the momentum. This aligns with a feedback question in the survey where a participant mentioned that one person should work off-site and contact prospects right away.

 Moreover, a catch up following the meeting with all three parties was a requirement not only by the Sales team but also from Mr. Muntinga. Additionally, the survey shows that the Sales team would like to have a better handover by the BDR team. This includes creating more contacts in the prospects' company and finding out what the most important aspect for the potential client is in order to have a successful meeting or call with the prospect.

Furthermore, an annual overview of the upcoming events would help everyone to schedule their actions and decide in which they would like to participate. Therefore, the sales people could easily get in contact with Mr. Strömbäck to plan the next steps and prepare themselves. Through a better communication and thus preparation, more target leads can be made and, therefore, the chance that the conversation will turn into an opportunity is bigger.

Additionally, feedback meetings after the event can help Mr. Strömbäck decide if the chosen event should, or can, be visited again since a large amount of opportunities was created. Furthermore, the feedback will help everyone to see where improvements need to be made

over too quickly and more information is needed.

Mr. Muntinga stated "I think the event team could in the end have a little overview, a little discussion right after the event because I didn't experience that one at Marketing Week live. Also, after that have a meeting after three weeks. And then really after three weeks say, ok guys, great event, where are we?" (Muntinga, personal conversation, 2018) In addition, not losing the momentum and reaching out to contacts directly will help to keep Bynder in the prospect's perspective.

Concerning the meetings, Mr. Strömbäck mentioned that there are several pre-meet ups depending on the size of the event. However, for him the necessity of a post-event meeting is not high, at least for the event department. Nevertheless, he has no issue joining it. Yet, it is his belief that the initiative has to come from the Sales department itself since they have to get in contact with the leads and not the Marketing department.

Summarizing the results, one can see that all parties involved would like to have a better communication and preparation. The Sales team should take events more serious and act more proactive. It would improve the communication if more meetings took place and information is shared. However, it was also mentioned that all departments should clarify who is responsible for which part of the process and to which extend

3.5.   How do other companies organize their event process?

To analyzes how other companies structure their events an interview with Judith Wilps from Fresenius Krabi was conducted to gain an insight how large companies process leads generated on fairs. On the other hand, Laura McClourg was willing to present her event and follow-up experience from the acquired company Webdam.

Firstly, the process at Fresenius will be describes. Generally, they participate in about ten fairs and conferences each year. Ms. Wilps joins around two per year since they are in her region. The Sales team is divided into outside and inside Sales. At every fair a booth leader is selected who is the contact person for the event department and decides which field Sales people will join. Moreover he/she is the first one on-site, checking if the booth and all the promotion material is correct and sufficient. In preparation, the field Sales people invite clients and hot SQL or opportunities to the event in order to strengthen their relationship, inform about new products or discuss new deal options. Therefore, often during the morning and noon hours of a fair the field Sales team rather talks to attendees of the event and in the afternoon to existing contacts. During the conversations the Sales people fill out a booth report form with information about the attendee's company, what kind of product he/she is looking for, what information they need, and if they would like a personal demo. Generally, they try to firstly, have a large booth with food and beverages and a game to attract people. Moreover, a seminar or symposium of an expert is offered to especially create an interest for hot leads.

After the event the field Sales people take the forms and write a personal mail to all the leads generated. Thereafter, the paper gets handed on to the inside Sales in order to fulfill the wishes of the attendee and provide them with the information needed or schedule meetings.

However, if the inside Sales team has the opinion that a lead is not important enough, they do not follow up. Moreover, there is no feedback reporting system between the inside and field Sales in order to align which leads need to be followed up in which way. Moreover, Ms. Wilps mentioned that communication issues between the Event and Sales department occur where not enough give-aways or promotion material was delivered to an ever.

The parties involved are therefore the two Sales departments, the Event department and Marketing. The Sales Manager decides which events should be participated and which promotion material and the amount will ne needed. The Event Department has no influence on these decisions. The Marketing team will then provide catalogues and other information material such as short instruction videos or booklets.

Concerning the process of Webdam it is important to mention that the company does not have an Event Management department but the Marketing team is taking over this task. Since Webdam has only 80 employees the department is smaller. At Bynder about 32 people work in the Marketing department.

Looking at the shows joined by Webdam, meetings with the people participating are organized. "For the events generally one Account Executive or two Account Executives and then somebody from Marketing." (Laura McClourg, personal conversation, 2018) For clarification an Account Executive or Corporate Account Executive (CAE) at Webdam is comparable to a Sales Person at Bynder and BDR is called Sales Development Representative (SDR).

Before the event starts the team will receive the attendee list for the show and, therefore, the Marketing team writes a general email to everyone if someone would like to book a demo during the event. Moreover, if clients or opportunities are joining, they will be invited to strengthen the relationship and inform about changes if necessary.

During the event the Marketing person joining will be responsible for the event logistics and production. When the CAEs have conversations, they note the wished and ideas from the attendees on their business card and collect those to, afterward, create a Google sheet with all the information of the lead. Sometimes a batch scanner is used to collect the contacts. However, they do not work all the time and the show organizers sometimes need weeks until they send the lists with the contacts and therefore, the momentum is lost. Creating the final lists is done by the SDR once the event is over. Moreover, they write personal mails to the leads and stay in contact with them asking if they wish a call or demo. The Marketing team will write another mail to all the other attendees of the event and start a nurturing campaign where a mail is send every month to remind the people of Webdam. When someone answered the SDR reply with a very personalized mail, even without any Webdam branding, so the lead really has the feeling to be addressed individually.

After the event all members who joined the event meet again and discuss the outcome of the weekend and give feedback. Furthermore, they decide if the event was successful and can be visited again.

The answers of the interviews presented two other companies, once a multinational giant, versus a smaller company of the same field of working. Bost businesses present similar but still slightly different processes than Bynder. It needs to be analyzed which steps can be taken from which company and, thus, create a perfect process.

4. Discussion

In the following chapter, the result found in the previous chapter are applied to the five models mentioned in the Literature Review; the DAM model, the Customer Journey, the Marketing funnel, the Marketing and Sales Synergy and the Business Process Management model. Moreover, the researcher describes what changes could be made if the research would have to be executed again.

The DAM model is a general description of the Bynder product which is being marketed during events. To advertise and sell the product in-depth knowledge is needed from all participating parties. It should help the reader to receive a clear overview of the product. Therefore, it corresponded with the research concerning the topic but not necessarily with the research question itself.

Nevertheless, by reviewing the Customer journey model one can detect the cooperation between the results and the theory. The potential lead is entering the process during events at the awareness stage. A few prospects already informed themselves ahead and are therefore in the consideration phase, however, they are the exemptions. During the awareness phase, the Sales people and BDR generate the leads and enter them into the Salesforce program for processing later. In the consideration phase, the lead is supposed to be contacted again. However, since this is not properly being taken care of, many potential opportunities are dropping at this point. They are being taking care of or informed enough to make a decision. The few that turn into an opportunity receive more information from the sales team to turn the conversation into a deal in the purchase process. If the deal was made, the client is forwarded to the solution team, which crated the perfect product for the clients. The product and development team try to develop all the wishes and after implementation of the Onboarding team which can be seen as service point in the model. The customer loyalty gets secured by the CSM. The customer journey helps to understand the customer's perspective and therefore, where difficulties in the company appear. In Bynder's case and considering the research question, the most crucial and difficult step is the consideration phase. The model corresponds partly since it presents clearly which actions belong to which step of the process. Therefore, it provides a helpful add on to the following model, Marketing and Sales funnel.

The Marketing and Sales funnel presents the lead generation until closing the deal. The model corresponds very well with the research.

The lead generation develops during the events. Conversations with potential customers are held and their information entered into the Salesforce system. Thereafter the lead needs to be nurtured. Especially Mr. Muntinga described the necessity of nurturing to not lose the momentum. Getting in contact with several people of the lead's company can increase the chances of closing a deal. However, Mr. Muntinga also mentioned, that the Sales team itself needs to be nurtured to follow up their leads.

Therefore, as seen in the Customer Journey model, there are difficulties in the Consideration phase. Since the model is called Marketing and Sales model, it is difficult to say where Marketing ends, and Sales begins. However, it was said in the results from the Sales team and Mr. Muntinga that it is the task of both teams to guide the lead through that phase. Contrary to the Sales team's perspective, Mr. Strömbäck stated that the Marketing tasks end after the awareness phase.

This model shows clearly that the lead nurturing is an important factor in the generation of opportunities. The interviews and survey supported that fact that not only the lead nurturing but also the in-company motivation is needed to not lose the momentum. However, the model also makes a clear separation between the lead generation and the nurture. During the research, it became clear that the Event Marketing sees the lead generation only partly as their task since they organize the events and participate but, once the event has concluded, Sales and BDR should take over. Nevertheless, this process is not clear to everyone yet and causes issues.

The following model focusses specifically on the Sales and Marketing cooperation in a SaaS company. Since this is the core of the research, this model applies the most to help defining the problem and finding a solution. Through the researches executed, it became visible that the communication between the two departments is not existing. The model describes that both departments need to know from each other what their goals and processes are and meetings need to take place. In the interviews, it was mentioned by Mr. Muntinga that regular meetings between the event department and Sales would be important to understand where the process is going. On the other hand, Mr. Strömbäck pointed out that he is only responsible for the events and not the process afterwards. He is willing to participate in meetings, however, the first initiative has to come from the sales staff that joined the event.

The model also suggests the interaction between the two departments concerning attractive offers. They should work together and therefore generate the best leads. In the survey, a participant answered that he/she would like to have an overview of the events coming up over the year and also give suggestions about in which other events the company should participate. This proposal was accepted positively from Mr. Strömbäck.

Generally speaking, all parties involved have the same revenue language. Everyone knows how to participate in the process. Nevertheless, BDR and Event mentioned, that the Sales team is not active enough in generating or nurturing leads.

Communication is an important topic concerning the current issue. Since neither the departments - nor the company itself - have a real strategy, mission or vision it is difficult to pinpoint in which direction the business is going and what is expected from each person. No common game plan is

created. Not even the teams are properly aligned - everyone just does his/her job without paying attention to the other members. Since this problem already occurs just within the department, certainly it does not work better overarching between Sales and Marketing. As mentioned before, no meetings with both parties take place which could set a base for a functioning communication.

However, the model presents the common goal as increasing leads, opportunities, and revenue. This is the case at Bynder, however, it is difficult to pinpoint who is responsible for which point of the process.

The Marketing and Sales Synergy model in combination with the results demonstrates that Bynder cannot fulfill great communication and synergy between the departments. Therefore, drastic changes are needed. The interviews and survey showed that the departments are willing to change and work closer together but do not know how to start the process. Since the sales team has been without a manager for three months, it increases the problems.

The final model concerns the Business Process Management which adapt to the Marketing and Sales Synergy model. The researcher combined two models to reach the most fitting version. To start a change, it first needs to be created. In the presented case, there should be a first meeting with the new sales manager, Mr. Strömbäck and Mr. Muntinga to develop a communication strategy for all departments. Thereafter, the Sales team needs to be pitched about the changes in their behavior concerning the follow up after events and the communication with the other two departments. Since the Event department and BDR only consist of one employee and one intern each, no further internal meetings are necessary. The execution follows after the events when post-event meetings take place and the leads and the event itself are being evaluated in order to see where improvements could be done. Moreover, it needs to be clear who takes over which task in the follow up process. After the first event the process can be monitored and any improvements or changes identified. Finally, the model shows the optimization option. When the first entire process took place and the next event is coming up, there may be changes on how to proceed after the next event. Therefore, it is always important to adapt to the different types of events and stay dynamic. With a functioning communication this should be no issue.

The models chosen by the researcher fit the research and sub-questions. The results could be placed very well on the different models. Moreover, they are useful for the recommendation at what part improvements can be made.

As a critical remark, it would have been helpful to interview the sales manager. He just started his position, therefore, does not have a great overview of the situation yet, nevertheless he was part of the Sales team before. The research process could have been improved through more interviews and

therefore confronting the different parties involved with the statements of the other parties. Another helpful step would have been an interview with a member of each department to give the option of a lively discussion about the topic and raise more awareness of the subject. If the research would be done again the researcher would put more effort in the correct planning of the process. Through a loose scheduling, things have been overlooked that could have been researched in more detail.

5. Conclusion

In this chapter, the answers to the sub- and research questions will be presented.

It was noticeable that the current opportunity generation process is not functioning as it is supposed to. The parties involved are struggling to fulfill their tasks and work together as a team. During the research it was discovered where the biggest issues lay.

The greatest problem mentioned by several people was the follow up attitude of the Sales team. Both interviews made with Bynder team members proved the point that the Sales team is not proactive enough, neither during nor after the events. At fairs they are more occupied by working on different projects on their computers and after events, if they even follow up, it mostly happens through mailing, which can come across as cold to the potential client.

Furthermore, it was stated that the Sales team gives up too easily if a lead does not show enough interest. It is their task to keep convincing people and nurture them. Since they only make contact with one person of a company, it would be helpful to get in contact with more people and therefore have a bigger reach.

Moreover, the Sales is not convinced that Bynder is visiting suitable events. This creates weak leads that are not worth following up. They would like an annual event calendar to discuss which events are suitable so that everyone can prepare themselves on time.

Additionally, it was discovered, that the departments are restricted by strong communication issues. Every departments works by itself which creates a difficult work environment. Only the individual sales person that talked to a lead knows if it turns into an opportunity or not. Therefore, Mr. Strömbäck has no overview of how successful an event was or how many opportunities were generated.

To answer the main research question: **"How can the event process of Bynde's events be optimized so that the Sales team can close more deals and Sales, BDR and Event Management can develop a profitable event strategy for the long-term?"** it can be most importantly stated that a clear communication between the departments, a well-defined role and responsibilities breakdown will help to increase the cooperation and therefore lead to more success.

To answer the question further one can take the interviews with Ms. Wilps and Mrs. McClourg into account. Comparing the three processes it is possible to determine advantage of each process and, thus, create a perfect process for Bynder's entire event process with focus on the follow-up. Mrs. McClourg mentioned prior meetings with all participants to discuss the procedure during the event,

which promotional material is needed and who is joining when. Moreover, same as at Fresenius, the attendee lists are being checked and existing clients or opportunities are invited for further meetings. Since the researcher worked at Fresenius before, she noticed that the atmosphere at the booth during the event was very professional and the focus was fully on the attendees and clients. Therefore, it is important for the Bynder Sales people who join the events to adapt to that professionalism. Using the Salesforce campaign to save the leads generated during the events is the best option of the three companies. Both other interviewees explained that their way of writing on the business card or using paper forms are not very suitable.

Concerning the follow-up, Webdam is using a very efficient procedure. Through direct mailing and contacting not only the leads generated but all people on the attendee with a personalized message keeps the momentum and creates more awareness for the product. Moreover, they do it only focus on the leads they think are important since at the end a deal could come out of every lead generated. Through a strong personal contact more leads turn into opportunities. The company was not willing to publish any numbers. However, during meetings it was said that Webdam's sales rate is higher than Bynder's.

Moreover, after the event Webdam has a post-event meeting in order to give feedback and talk about the outcome and success of the event. Ms. Wilps also mentioned that in her case the inside Sales team has to report to the field Sales people if and how people have responded. However, this process does not work properly.

Once more opportunities and deals are made through events, the budget will be increased and, therefore, the event team can organize greater participations in events. Another option would be to cross out certain events that might be expensive and therefore rather participate in two others that might be cheaper.

To summarize the conclusions, one can say that the communication between the three departments at Bynder needs to be improved. If more ideas are shared the process can be improved faster and everyone can approve. A more proactive work attitude from the Sales team would increase the cooperation. Moreover, the company can learn from the processes from other businesses. Especially, through the acquisition of Webdam, they can combine their experiences and therefore, create a successful process. Once it is created and tested, improvements can be made at any point in time, however, they need to be communicated with every department involved.

6. Recommendations

The recommendation chapter will give the reader a quick overview of the steps that can be taken to improve the current situation and solves the issues mentioned in the research question.

Firstly, a meeting with all people involved should take place in order to announce changes in the event process. The process includes the early preparation for events, the proactive actions during the events, the direct follow up afterwards, the nurture of the lead through calling and mailing and furthermore the follow-up meetings with all people involved in the event. Thereafter, the position of each person should be made clear in order to prevent further confusions about responsibilities in the future. The Sales team can receive a small training about the lead generation process. Certainly, each person has their own technique on how to close a deal, however, certain guidelines will help to create a better process. This will include the calling instead of mailing, contacting more people in a company and nurturer the lead to not lose the momentum. Additional contacts can easily be found on a company's homepage on social media platforms such as LinkedIn.

Secondly, BDR should create an automated emailing the lead receives directly after entering his contacts into the Salesforce system. Therefore, the potential client has a direct connection to Bynder. The email should be addressed directly to the person and not generally. Therefore, the lead feels treated more personally.

Thirdly, it is recommended that Mr. Strömbäck provides the opportunity for BDR and sales to give ideas for potential events. Thereafter, he compares them with his chosen events and creates a calendar of the potential events. A vote can take place about which event to visit. Yet, it is important that only the event manager has the budget, therefore the final decision is on his side. When the events have been chosen, the sales people can be divided to them and start preparing themselves. Thus, demos or meetings can also be scheduled at the events. This keeps the Sales team busy and therefore they will not work on other projects on their laptop or phones. Concerning this topic, it should be formally stated in the company that people who are joining events do not work on other projects during an event but work more proactively with the attendees on-site.

Fourthly, the day after the event finishes, a meeting will all participants should take place to exchange their experience at the event and how they will proceed. This give the opportunity for everyone to give each other tips or help out. Moreover, responsibilities can be made clear again. Two follow-up meetings – directly after the event and another in three weeks - should take place to see how the processes worked out and explain why leads get lost. Therefore, improvements in the future can be

made. Furthermore, it gives Mr. Strömbäck the opportunities to have a better overview of which leads turn into opportunities after the event.

Fifthly, a Workflow for each campaign should be created in order to remind everyone to follow up on their task and everyone can see how the lead is being processed. Peoples that are supposed to execute a task can be reminded every week.

Finally, after six months and after one year a resume should be made in order to see how many opportunities or deals were made through which event in order to have a perfect overview of the event situation at Bynder.

Appendix

Appendix 1: Interview BDR

Transcript - Hylke Muntinga

Wensday, 28.03.2018, Bynder Office Amsterdam

I = Interviewer

H = Hylke Muntinga

I: Alright, so what the entire thesis is about is that Erik has the issue that Sales are not following up properly the leads that are made during events and it's my task to kind of find a solution for that, how can we make that happen? What issues do the sales people have? Why they are not doing that and how can that be solves. Pretty much. And since I know that you are attending many events I you were like the most suitable person to get a first overview and first ideas about sales department to event. So, what exactly is your position at Bynder?

H: I am responsible for business development and outbounds. So, none of the inbound leads but outbound leads creating it itself. So that's or network events or outbound cult cover.

I: Ok, and for how long have you been working for Bynder?

H: For five years.

I: Was it always in the same position?

H: Yeah.

I: Ok, and do you join every event?

H: Most of them. Most of them who are interesting.

I: And can you estimate how many deals you've made through attending events?

H: I do have an overview. I can share that with you. Yeah, quite big ones: Dubai Tourism, Sigenta, Acorn and a couple of the stocklist companies. Other than that, there are also companies that we have attended several events to be able to make the deal. So, yeah.

I: Ok. So, what do you think; so, the following questions are more about your personal opinion and what you believe; is the best way to get leads at an event?

H: So, like there is two things. First of all, there is a difference between business development and sales. So, my goal is to make relationships. Leads are relationships. And out of those leads, relationships there is a project coming. So, sales qualified leads, SQLs, that is what you're targeting for and then hopefully on the event itself you already see there is an opportunity. And also, that needs to be followed up. Biggest challenge is that once, in what I see for myself for sales guys, once they have talked with some guy, and the guys were interested, might not be the most appropriate person but they were interested and at the moment that the sales guys are calling again to those guys and they don't immediately find positive reaction, they're letting them go. The sales people are very eager but not eager when the project is not totally down. So, you need to nurture them. You need to nurture those leads towards a moment that the momentum is there for the whole group. So, you need to make sure that not the leads immediately getting send to the sales guys but all the departments in squats are actually following up the leads and say like, ok, if I have met Alex and Alex says I am interested but I am not having a project yet I am not gonna give that lead to sales guys because it's not nurtured yet. I do want to introduce immediately him and some other colleagues of that company to that person. So, you kind of have a sandwich approach if he is not responding then we can do this. And what the problem is if we all come to funnel into one specific person then once that person is not reacting it's not gonna work. So, I think the most important thing is that you need to make a power map. We are actually now talking about the enterprises. All the mid market or SEB leads I think everybody should just follow up, do some follow up tasks in there, but if they don't react then it doesn't matter. If the enterprise leads finding interesting there is a possibility worth make sure you have a huge power map. Everybody who is meeting a specific person and has a connection with, keep on working with your connection, keep on working on that relationship, but pass it through without any knowledge because that's happened the last 5 years. Sometimes Alex is passing it to Roger, Roger is connecting, Roger and the specific person doesn't have any kind of relationship. The other guy it like: oh yeah, I met your colleague, no I am not interested right now; gone! Make it, nurture it and on the other thing make sure every time you have an event, especially with the enterprise things make sure that you follow up on everything. We've been working on that for two years. Dubai tourism, our first client in Dubai, we were working on that for a year, going to three events and at one point, knowing so many people at that

opportunity, that at one point, you know, you are part of the family. They know the relevant team. And the decision makers, you are putting on to decision maker, maybe you have to call some other people that know the decision makers and then it will form. So, there is kind of a structure

I: Do you think it would help to provide a training for the sales people to get again into: ok, how do we follow up on a lead properly?

H: I think yeah. I think it might be interesting to. So, it's not gonna be a how to qualify, it's not a qualification call you know because you are not going to talk about like what Bynder is but you might need to learn, how to make relationships and how to maintain those Sales guys are having a lot of pressure working on opportunities, so for them in advance it's nice but after an event it's deal or no deal and if it is no deal, they are just falling away. Also, I think it's good for them to train how do I just keep that in one loop. Also, in a squat talk about certain events, even immediately after the event and also once in a month for example what's going on with these leads, what's going on with that lead. So, I am trying now, with for example the last event that we attended the Marketing week live having good conversation with everybody with the sales guys and then talking what everybody and doing and then a few weeks later just like ok let's just have a quick call, what's happening with these guys. For example, I am talking now with the procurement from Honda, they just said, I will pass it through; no maybe it's better, because I have a good connection, I am talking with the procurement, you guys talk with the other guys and then combine that and then after a few weeks they say like, hey so what is the best quotes. But I think it's good to keep on going with the group sessions. Because if you lose the group sessions, sales are losing their lead and no one has that grip.

I: Ok and in London, you know people typed in the connections they made at the fair it went directly into Salesforce. Do you think Salesforce is a good program to work with?

H: Yes, I think it is good. It's good to not losing the momentum. I think that is a big think also for Erik like how not to lose the momentum. So, you need to put immediately relevant information in. So, I will send it to my team and say like; hey guys immediately process it. But most what's in there is how to make an off-site. So, it's always good to have your own trail or own kind of vision; What is my initiative or what is my objective. I mean, so what is out of this event, some of them are very interesting, I'm just going to put my teeth in there, keep on calling for ten, twenty times and you need to make your time. You need to free-time to really just like target your kind of true incomes. Is Salesforce good? Yeah, it's good but maybe for yourself it's nice to also have some clear oversight of which ones you don't want to lose. Also, especially for the events we are spending quite a lot of money. So, it is

important that opportunities are deals. So, you need to really feel ownership also for certain leads or opportunities that are raised by that and I've seen that sometimes people don't feel the connection as much as they should have.

I: So, it would be great to kind of in a sense try to personalize Salesforce more for the individual sales people. Would you say there is something missing or too much, too complicated on Salesforce that might be irritating for some sales members?

H: I think like, so on an event you have a pre-event prospecting then you have your event connection and then you have your post-event prospecting. Those are three campaigns running through each other with a lot of leads. You might lose your overview, because of the volume. I think volume might be a problem. I don't know if Salesforce can help that, maybe it can, but it is good to tell yourself and also to the squat, ok guys this is what we have. These guys were interested more focus on especially the big one's strategy. We know those persons. And also not passing away the leads immediately to sales guys and say like: oh, he was interested without any kind of loophole just give it to them and then say like,...cause that's what's marketing. The whole purpose of Marketing is gathering leads, generating leads and then give it to sales and that's actually not their job. So, their job is done when their lead is gone and over. I think everybody should be responsible for, you know, you kind of like have to see that somebody who is entering your family not on personal base with the others. But could be, I don't know exactly what the best thing is but it's my personal view.

I: Ok, and do you think maybe we should visit different types of events or maybe yeah different targeted groups that maybe therefore the sales would put more effort in the following up?

H: There are always events that are happening that we should maybe attend because they are more advanced than we are attending. So definitely have a good overview. I just had that conversation yesterday and I said like guys, I'm gonna share like my like kind of Marketing event list which we are attending, which is around 10. I mean I have around 12 so that's 22. So then again, a lot more people will have ideas of kind of events that might be useful. All put in one list and then just see which is most appropriate. Also, not everybody can work on events because not everybody is as outgoing or feels so comfortable in events. So also, really make sure who wants to go there? Who is good in that? Is it an event specifically on project manager or CMOs or maybe it's more to CEOs or even more to end users. You know just put that into one big overview and then discuss it.

I: OK cool. Do you think there is something that the event team could do to make it easier for the sales team?

H: I think at this moment it has been...No, not really. I think the event team could in the end have a little overview, a little discussion right after the event because I didn't experience that one at Marketing Week live. Also, after that have a meeting after three weeks. And then really after three weeks say, ok guys, great event, where are we? A lot of leads will completely disappear it's like a natural thing, it's an organic thing that of course the momentum has left and some leads are not as good as you thought it were be but like you need to follow up. You need to kind of recapitulate and see what's going on

I: Do you think from the event management perspective you have those kind of follow up meetings after three weeks or something and you notice there were maybe leads where you thought, ok, why did that get lost? So, we could try to recommend to pick it up again?

H: Yes, like what's important is like it that lead on the right person. Was it on the business development. Maybe it should have kept more at the BDRs and not on the sales, because that's what Business Development stands for. You know you develop a lead towards sales qualified lead and some leads are not so qualified yet so sales guys are like, what the fuck are you giving me? Sometimes it's going from sales to BD but then you know because it's switched offer, it's like switching your girlfriend for one friend to another. I mean what's going on? I mean who has the connection with who? So, I think that it is good to see and also have an evaluation of, are those guys as big as we thought they would be? Is there another event coming actually that we could retouch them? So, I think that is also good. I know a little bit what the marketing team, like where you guys are attending. But maybe also update the sales teams on upcoming events. Now my plan is in the upcoming few weeks just give a little update during the sales meeting, where am I going to? Maybe more people, also in the States, can say ok, this is where I am going to because maybe it is a lead which Matthew or Ali or Curtis are actually working on and it's always well, to touch one of their upper stakeholder and say like, hey, who of my colleagues have you been talking to? So, I've been doing that at the ITB for Kevin, he is working on Europecar. I said like, hey, we are busy with you guys, you know it's exciting. Just adding one more stakeholder to that opportunity is always good because you have 8% more chance to win a deal if there are six or seven stakeholders in an opportunity. The deals that we have lost, you see that you only had one or two. So, you know, one person is like really excited. You know we keep on going, keep on going. At one point it's gone and then how save that deal? We can't. So, I think it is important to centralize i because

you can frustrate opportunities as well. It's not that somebody can just jump in and that's his own process. But centralizing that is a very important thing.

I: Ok, perfect. So those were already all the questions. This was really really great to get a better overview. Thank you very much.

H: Thank you very much.

I: I might come back to you at some point if other questions come up.

Appendix 2: Interview Event

Tuesday, 24.04.2018, Bynder Office Amsterdam
I = Interviewer
E= Erik Strömbäck

I: Ok, so, my thesis is about how to improve the opportunity lead generation process and to see why there are communication issues maybe in between event, sales and BDR and how to improve that and therefore like participate in the right events and therefore maybe get better leads, more opportunities and better deals out of the events so you can justify to get more budget and take part in more. That's kind of the idea behind it. So, what does the opportunity lead generation process look like in your eyes, like in your point of view. So, like at the event they make the first contact and then the process after, what does it look like for you, what is done by BDR and so on.

E: Can you repeat the question? Sorry, Jen is writing me. Sorry, give me one moment. She is in a meeting and asking me urgent. Ok, Sorry.

I: All good, don't worry. So, the question is kind of, what does the opportunity generation or like after the contact was made at the fair, what does process afterwards look like.

E: There is no standard operated procedure there. At the moment it's fast and loose. Basically, well traditionally what happen is that, it really depends on the market really. If it's in the US they will probably let for instance if you bring sales representatives to an event then the sales reps would probably be able to cherry pick the leads they would want and then whatever they can't handle would

then put into normal lead distribution for the rest of the sales team. So, and if it is in Europe, generally yeah, it's pretty much the same I would say.

I: And then they follow up usually via mail or calling or…

E: Yeah, usually via email. I'd like to see more calling.

I: Ok, and where do you think is the process like really not working or like, why is it not working?

E: People have different ideas on how the process should be done. So, people are doing their own thing. The BDR team who are keen to nurture leads, for as a lot of the sales reps just say no, just as soon as you have a lead, hand it over to us. It's not up to me to decide that but I do think it's important that we figure out that situation.

I: Do you think it'd like helpful to get a basic training for all the sales people?

E: Not necessarily. It's not about training. I think it's just telling that's the way it is and this is how it's gonna work from now on. And it goes for both, sales and meet up There needs to be a play book.

I: Ok, so, you know I interviewed Hylke before about the same topic and he said that, cause I was wondering why so few leads got a follow up. I mean Alex showed me that there was like an event and they made 16 leads and only two were followed up after two weeks. So, Hylke told me that he thinks the volume of leads generated is too high for the amount of sales people we have. Do you think that's the problem?

E: I don't agree. I think that the amount, or better that the sales people are reluctant to follow all leads. If it comes to picking up the phone most of them won't do that. Everybody that sits in the sales wing now and the marketing team will know that the sales team is never on the phone which is a weird proposition when you're in a sales company. There should be calls going on constantly and it's not happening. Sending a cold email or sending an email for follow up isn't an effective manner of following up I think. Maybe people need to get a bit more hands on.

I: Alright. So, you know I did the survey with the sales people and they answered that for them in a way it would be helpful to have an annual overview over the events that are coming up and where they're gonna be to then see which event they might join and then they could inform themselves, who are the potential clients. Generally, everyone wants to join events but not everyone has joined an event yet. Is it possible for you to public an annual event overview or is it just that over the time events might be added?

E: I'd like to be able to publish an annual events calendar. It's not always that simple. We don't always book a year in advance. If you don't book the event it's a weird thing communicating it, cause then

people will get disappointed if we make the decision to not make events. But yeah, I think it's not a huge problem actually to provide an event calendar. In terms of everybody wanting to go to an event. I think that's maybe what they say but ultimately that's not true. I think the interpretation, a lot of times, of sales perspective is, it's gonna be fun to events but ultimately when they are actually there, they realize this is a real hustle. I very much believe in kind of like a meritocracy when it comes to events. If you deserve to be at events you should be at events. If you don't deserve to be at events then you don't go to events.

I: Alright, and do you generally have like pre-event meetings with the people who join to like all update each other what's kind gonna happen?

E: Yeah, depending on the event we have between 4 and 2 meetings before the event. Something like that.

I: Ok, and do you think it might be helpful to make post-event meet ups, like directly in the week after the event and then like after maybe 3 weeks to see if leads were followed up, if not why not and just like to have this communication between sales, BDR and event.

E: I do but I am not sure if that is relevant for the events perspective. This is a sales' initiative and I think a lot of people kind of look at this as, how do you say, as a marketing point of, how do you say, responsibility. But ultimately that is not how it works. It's sales responsibility to follow up. We give them the means to get leads We can't dial the phone for them or this kind of stuff. That's simplifying things. I am sure there is a point in doing it and I am happy to do it, but yeah, the initiative has to come from sales too to actually have to be the ones to make the most out of events.

I: But would it be maybe also interesting for you to get feedback of the sales like kind of what they thought about the event? If they thought it was good leads or something like that.

E: I usually talk to people during the events and after the events to see what people thought. It's kind easy to get the vibe. If it was a good event or not.

I: OK, and would you be interested in ideas of the sales team or something about which events to join if they say like, oh wow, I saw this super cool event over there, can we maybe go there?

E: I am open to suggestions that's one thing I want to make clear. Ultimately, it comes down to us having any form of experience with the event. If we haven't been to events it's really difficult for me ok, yeah let's go there based on you heard something or they were ready a pop-up mail. It's really for me that, ok we really need to be there. There needs to be proper motivation, our competitor is there, that's usually a key indicator, that's probably a good event to go to. If competitors aren't there we have nothing to go on. Target audiences or attendee profiles can be quite misleading and it's often

like, how do you say, they put a lot of make up on by saying oh we have so many decision makers and all of them are CSO but that's usually like lots of crap. I mean yeah, like I said if somebody has first hand experiences with an event and they left like that would be a great fit for Bynder then I would love to listen and follow up that conversation with actually reaching out to the conference. But if it's just somebody or someone read an advertisement, oh that looks cool, visited the landing page, then I probably not gonna follow up on this, cause we have a certain amount of budget per year which is both in human resources and monetary.

I: Ok, and is there anything you would like from the sales people or BDR that they would do to make your job easier? Or is there something they could improve to make the cooperation between the three parties better?

E: I guess, yeah, my biggest pin point would probably be at the event make sure that you are there and motivated and target to make the most out of it so bring that kind of energy. Second of all just do the follow up, cause otherwise there is no point of us going to events.

I: Ok, That's already it. That's all the information I needed.

E: Cool.

I: Thank you.

Appendix 3: Sales Survey

For how long have you been working in the Sales Department of Bynder?

19 responses

- less than 6 months
- 6 - 12 months
- 1 - 2 years
- 2 - 3 years
- more than 3 years

21.1% 21.1% 47.4%
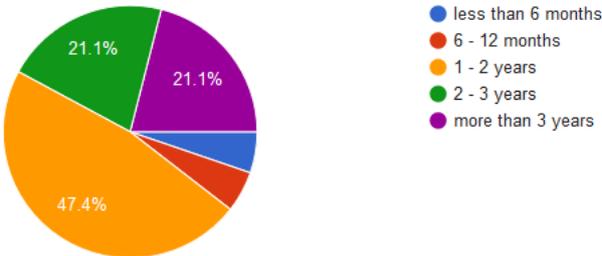
Have you ever attended a Bynder event?

19 responses

- Yes
- No

84.2%

15.8%
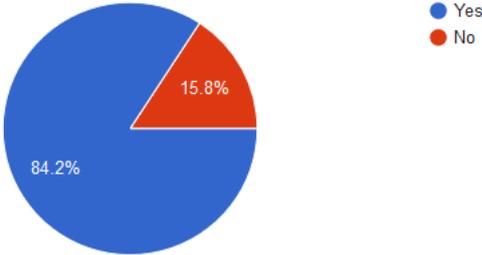
Would you like to attend a Bynder event?

19 responses

- Yes
- No

100%
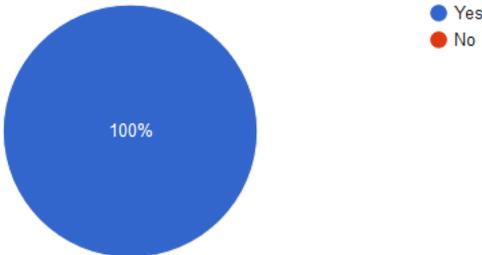
Do you think the event was useful for lead generation ?

19 responses

- Yes
- No

68.4%

31.6%
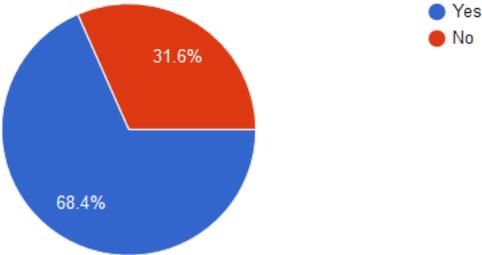
If no, why not?

ja haaaallooo!

We had mixed feeling with the event, I think the target audience wasn't prepared properly and our Booth was not in the right location and not attractive which made it difficult to attract people

It was all reactive, not proactive. We didn't do and due diligence around who would be there, try to set up meetings with current prospects out there. Just waiting for people to come to us, gave a demo, and followed up with them. I don't think we did much to really stand out from the crowd or engage the attendees in different ways as compared to the other competitors there.

did not attend

I have not been to an event

It is definely good for lead gen, but it needs an outbound approach. Most events people are not specifically looking for a DAM, but you can get their attention.

OnBrand is focused more on the brand presentations and not as a lead gen event. While demos are presented to those interested, that's not the intended purpose, however, it could be.

The event was OnBrand - it is great for brand recognition, but hard to generate actual leads/opportunities during the actual event

When attending an event, did you generate leads?

19 responses

- Yes
- No

78.9%
21.1%
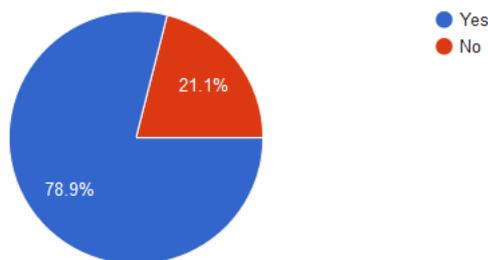
Did you follow up after the events?

19 responses



- Yes
- No
- Sometimes

84.2%
15.8%
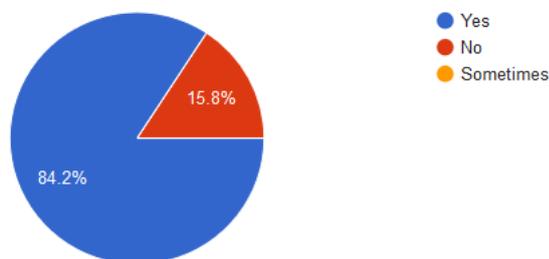
How did you follow up? How did you handle a lead?

19 responses

Email & Call follow up in the next days to arrange another introduction call

Called leads. Scheduled Demo.

email, call, meeting

Call and e-mail depending on what info we had

First email, then call to follow up

Email/call follow ups

did not attend event

I did not attend

Email/Phone Call to set up a demo

Email & Call

Call, e-mail, refer to event.

Primarily through email - most seemed happy to be in touch, but did not have a concrete need for DAM at the time

Emailed and called to follow up on the event specifics and further info on Bynder

I followed up with a recap email of what we discussed, and suggest a call to move forward.

Booked meeting

Phone/ Email

Email a collection or connect on Linkedin and ask for a call

Were you able to close a deal?

19 responses

- Yes
- No

63.2%

36.8%
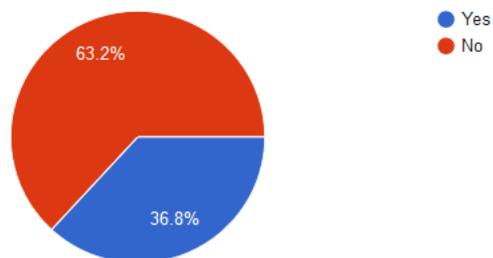
If yes, how?
9 responses

xox
By deal; I scheduled demo's.
N/A
did not attend event
There was already an active project and we were at the right time at the right place
They were interested in Bynder
Built a business case with the prospect to show the benefits/ROI of Bynder to the exec team
Sales Process
perseverence

Which type of events work best for you? (e.g. fair, roadshow,...)
19 responses

Roadshow (2)
xo
N/A
Fair.
Conference
Conferences
Road show, Marketing Masterclasses, Networking events (Chamber of Commerce)
Havent been to an event yet
did not attend event
I have not been to any events
On-topic events like MarTech, Henry Stewart etc.

Dmexco
DAM specific events
I have only attended OnBrand, and cannot speak to the other events
Customer and prospect events were my most successful
Trade show
Fair
Tradefair - show

What would make it easier to follow up on the lead?

19 responses

An automated follow up for leads (via marketing) and a tailored approach by Sales for the potential opp or key account

Handheld Barcode Scanner so we can capture more leads, more efficiently.

The correct contact infio

Again I don't think it was necessarily following up with the lead, more around how we were engaging that lead prior to and during the event.

To have a dedicated BDR for a week after the event not to lose momentum

if there was a conversation at the event with the prospect. active project info or what prompted their research

did not attend event

Getting more information

It would be helpful for the BDRs to take the leads to work more angles at the company. Often times the person visiting the event is not the champion or decision maker for the company. Using the event lead to find out about their DAM search and then reaching out to all kinds of people at the company would be really helpful

Responise leads ;)

I think most leads that were generated and not followed up properly just were not good enough leads to spend the effort on.

The way in which a lead is captured, entered into SF, and distributed to be followed up in a timely manner.

An easier way to transfer business card information into a lead in Salesforce

Cadences and reminders

To have a more marketing materials

More information

N/A

To effectively store business cards online and automatically create follow up campaigns with their given emails.

What types of events do you think are most useful to generate leads / get opportunities?

19 responses

Fair (2)
xox
Roundtables / Fair dedicated to our industry / Event with Partners
Marketing/Brand/Tech events.
Conferences
Conferences or events that we personally host
Road shows with government organizations
unsure
did not attend event ever before
onBrand and tradeshows by MarComm or Henry Stewart
On-topic events - DAM focused or MarTech focused
roadshows/tradeshows
DAM specific events
Roadshow would be beneficial, I believe
Trade shows or tech conferences
Customer and prospect
Trade shows
Relatively big events with many vendors preferably something similar to Henry Steward.

Which industry verticals do you think are most suitable for our events?

19 responses

- Marketing
- Technology
- Fashion
- Tourism
- Design
- Automotive
- Food and Beverages
- Others

63.2%
15.8%
10.5%
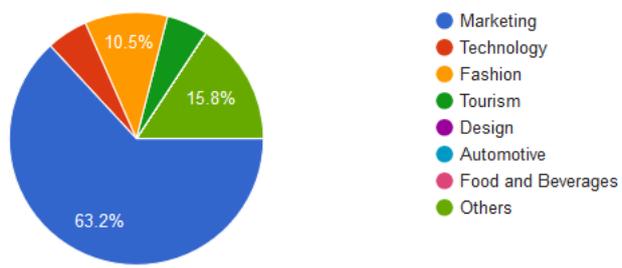
If others, give examples.

9 responses

oktoberfest 2018
Also, technology.
Agencies
Government
All of the above^^^
fashion, food and beverages
Marketing ; Technology ; Fashion ; Food and Bev
Our strongest verticals being Fashion, Tourism/Travel, Food/Bev, and Automotive/Manufacturing
I don't think its mutually exclusive to one industry. It really depends on the event and the timing for the prospect.

Do you have any advise or feedback for the event department to help us help you?

19 responses

It would be great to have a better overview of the event in preparation in order to see if prospect from other region are attending. Some discussion between the Event Department and local marketing would also be useful in order to prepare regional event.
Bring back Popcorn Machine & more swag for events.
na
Not really
the atEvent app is great! I think 1 dedicated person for an event who is "on duty" off site would help to assist the on site sales rep. Also for instant or very short term followups
more US events
no
No
n/a
professional booth, lead IQ tool, sales material, having prep time

Sales people need to be prepared when going to an event. Have meetings already scheduled before the event. This means a proper allignment with BDR, etc.

I think the event department has done a good job thus far in positioning Bynder at these sort of events. It's a great initiative to have BDR's attending moving forward to hunt/gather prospective leads, and the events seem to be better as we gain more notoriety within the DAM market.

It seems that only certain individuals from Sales are informed about events that we are attending. It would be nice to allow some other from the Sales team to attend the events, unless of course there is a strategic reason as to why certain individuals always attend

Work with sales to plan events properly. In my opinion, there is nothing more tragic than spending money on an event and not having the right preparation and planning in place. The best events are when all departments are working together (Sales, marketing, CS etc), so make sure that A) the event is beneficial for all parties and B) that you continuously work as a team before, during and after the event.

Have a list of events for the upcoming year available on our Brand Portal so Sales Execs can check which one would be relevant for them. It might be an idea to include a company list along with these events so we can check in advance who is going to be there and double check in Salesforce in case someone is already working on an opportunity/prospect.

nope

Changes to stand (Client logos etc).

Create a large master sheet with all events planned including some of their major visitors so sales can check if their opps are in there and you guys can reach out if momentum is lost

Appendix 4: Interview Fresenius Krabi

Transcript – Judith Wilps

Tuesday, 29.05.2018, phone call

I = Interviewer

J = Judith Wilps

I: Hallo Judith, wie geht es dir? Danke, dass du dir Zeit für das Interview genommen hast.

J: Ja, gar kein Problem. Du musst halt nur sehen, was du aufnehmen willst, also grade bei der ersten Frage Deborah, da kannst du einfach grundsätzlich schreiben, dass ich seit 1987 immer in wechselnden leitenden Positionen in unterschiedlichen Betriebsbereichen verantwortlich war. Seit zwei Jahren bin ich eben Leiterin der Gesundheitsregion in Niedersachsen.

I: Du hast ja auch an verschiedenen Events teilgenommen, oder?

J: Ja, genau. Ach da gings jetzt um die Events. Also Events waren bei uns Messen und Kongresse. Also in der Regel größere, nationale Kongresse und Großveranstaltungen wie zum Beispiel die Altenpflegemesse hier in Hannover.

I: Wie viele Events sind das so ungefähr im Jahr?

J: Also so ungefähr zwei im Jahr an denen ich teilgenommen habe. Sonst waren es ca. fünf bis sechs Großveranstaltungen in unserer Region; deutschlandweit natürlich mehr.

I: Soweit ich mich erinnere habt ihr ja immer Termine vor den Veranstaltungen vereinbart, mit potentiellen Kunden.

J: Ja. Also mit den Kundenkontakten war das so, dass ich teilweise mich vorher dann mit Leuten verabredet habe, in der Regel waren das aber auch Kunden, die ich schon kenne. Manchmal haben sich da natürlich auch weiterführende Gespräche ergeben, wenn die was Neues wissen wollten und manchmal war es dann halt einfach nur Kontaktpflege. Aber wenn ich dann bei dem Eventstand war, da sind dann natürlich auch andere Kunden gekommen; fremde Kunden, deren Belange wir dann eben über die Standbesuchsberichte aufgenommen haben.

I: OK, also hattest ihr quasi teilweise vorgeplante Termine und Laufkundschaft.

J: Ja, genau. Vorgeplante Termine grade mit Großkunden und die fanden das dann auch immer gut, wenn sie wussten man war da und dann haben die sich eben so zum späten Nachmittag haben die sich dann angemeldet.

I: Und was wurde bei euch in die Standbesuchsberichte geschrieben?

J: Also es wurde reingeschrieben in so einen Bericht welche Abteilung sich drum kümmern soll, was möchte der Kunde haben, Prospekte, Filme oder Promotion Material oder möchte er Besuch von einem Außendienstmitarbeiter. Die Berichte gingen dann meist zum Innendienst, der das aufgenommen hat und es dann weitergeleitet hat. Wir haben es aber häufig so gemacht, dass die Vertriebsleute am Stand schon direkt am Ende des Tages die Standberichte mit nach Hause genommen haben, damit es einfach schneller geht.

I: OK, also war das quasi bei euch gabs da einem den Außenvertrieb wo du halt gearbeitet hast und dann wurden die Papiere zum Innendienst weitergeleitet. Der hat die dann weiterverarbeitet und…

J: Ja und der hat die dann in der Regel, weil natürlich nie alle Mitarbeiter aus Deutschland dabei waren…also vieles ging an den Außendienst. Du hattest ja noch nach Abteilungen gefragt. Da waren natürlich immer Anfragen an Marketing und an unsere Abteilung Recht und Gesundheit. Juristische Fragen waren häufig auch sehr relevant und die haben wir dann weitergegeben. Also das waren die drei Abteilungen, die für uns zur Nachbereitung am wichtigsten waren.

I: Und wo hast du den Prozess dann wieder aufgenommen?

J: Ja also, wenn ich eine Aufgabe hatte, ich sollte mich bei einem Kunden melden, dann habe ich da den Kontakt auch aufgenommen und das Thema was da besprochen werden sollte und habe es dann zur Kenntnisnahme entweder an den regionalen Mitarbeiter weitergegeben, der auch mit dem Kunden arbeitet und für das Tagesgeschäft verantwortlich ist, oder eben, wenns was ganz Wichtiges war an die Vertriebsleitung. Das wurde meist über einen Bericht per E-Mail beantwortet

I: OK, und hast du dann quasi manchmal am Ende nochmal nachgefragt „Ja, hat alles funktioniert?"
oder so, oder hast du es einfach komplett abgeben?

J: Ja, also das mit dem funktionieren… Wenn dann so ein Nachgespräch war, das ist dann natürlich alles
so ein bisschen hängen geblieben. Wenn ich mich jetzt nicht immer darum gekümmert hätte… Ich habe
da natürlich auch häufig geschrieben „wäre schön, wenn ich bis zum so und so vielten eine
Rückmeldung hätte", aber du kannst dir natürlich vorstellen, dass das viele nicht gemacht haben, weil
die einfach auch voll waren. Und da finde ich eben, so einen Workflow gut, der einen dann auch immer
wieder erinnert, alle zwei Wochen „hier, das ist noch offen". Das haben wir zum Beispiel bei meinen
Zeugnissen. Also wenn ich hier Zeugnisse für Mitarbeiter schreibe, werde ich alle zwei Wochen
erinnert, dass ich das Zeugnis noch schreiben muss und so lange, bis ich das eben erledigt habe.

Nochmal was zur Standgestaltung. Ein guter Stand hängt natürlich nicht nur von der Besetzung ab. Also
natürlich sollten genug Leute da sein, auch welche mit Erfahrung, aber wir machen unsere Stände jan
tauch nicht mehr allein, sondern teilen sie mit Partnern, weil Fresenuis ja einige Unternehmen
aufgekauft hat. Und was sich immer bewehrt hat, dass man irgendein Event noch zwischendurch hat,
wie zum Beispiel ein Symposium mit einem experten oder besonderen Gastredner, denn man muss
sich ja irgendwie absetzen. Das sollte natürlich vorher an die Kunden weitergeleitet werden. Die sind
immer enorm besucht gewesen. Das bringt mehr als viel Promotionsmaterial zu verteilen. Also da
haben wir eh extrem runtergeschraubt. Wir wollen auch mehr, dass sie unsere digitalen Medien
nutzen. Das ist übrigens auch etwas was sich immer mehr bewehrt hat, zu bestimmten Zeiten
Einführungen für die Kunden zu zeigen. Also es ist wichtig, dass man sie auch quasi in das Intranet
einführt, einfach um mehr kreative Informationen geben zu können.

I: Habt ihr auch manchmal, dass, wenn ihr eine Erstkommunikation bei einer Messe habt, dass dann
daraus auch Deals am Ende entstehen?

J: Ja, haben wir, aber sehr selten. Also es passiert, aber ich denke in den letzten zehn Jahren vielleicht
fünf Mal. Da können wir immer nur mit Fortbildungen in verschiedenen Bereichen Punkten. Natürlich
erzählen wir ihnen wie die Produkte richtig angewendet werden. Also das ist ein ganz wichtiger Punkt.

I: Ok. Wie sieht das denn aus, habt ihr auch Kommunikation mit den Eventmanagern?

J: Also im Grunde genommen habe die rein organisatorisch Funktion und sind ausführende Organe für
den Vertrieb. Also, wenn der Vertriebsleiter sagt an der Veranstaltung nehmen wir teil, da haben die
auch kein Recht da groß dazwischen zu reden. Da kriege ich hier auch immer so ein bisschen mit, dass
die bei einer Veranstaltung in Bremen viel zu wenig Material zu Verfügung hatten. Da ist irgendwie
eine neue Mitarbeiterin in der Veranstaltungsabteilung und die sollte sich auch eigentlich mal mit dem
Vertrieb abstimmen was so im letzten Jahr benutz wurde, damit nicht ständig nachbestellt werden

muss. Das hat wohl irgendwie überhaupt nicht geklappt. Also die müssen sich eigentlich, aber mit Rücksprache mit dem Vertrieb, abstimmen, was wir mitbringen sollen oder was eben von ihnen geliefert wird und dann macht die Abteilung da natürlich auch die Vorbereitung. Also bei großen Ständen, die werden ja alle schon einen Tag vorher aufgebaut. Ach ja, wir haben immer eine Standdienstleitung. Also ein Vertriebsmitarbeiter, der für die Region zuständig ist. Der kümmert sich eben auch ein bisschen um die Promotionsmaterialien, um die Standbesetzung. Der sagt auch wie viele Mitarbeiter benötigt werden und wer. Der nimmt auch die Ware ab, wenn die angeliefert wurde, dann ist er eben auch bei dem Standaufbau dabei. Die bestimmen dann auch, wenn man Blümchen kaufen darf oder Plätzen, dass das vor Ort ist. Natürlich im Endeffekt bestellt das dann die Veranstaltungsabteilung, aber der Standdienstleiter hat da halt auch was zu sagen.

I: Alles klar, ganz lieben Dank, dass du dir Zeit genommen hast!

J: Ja gar ein Problem, Deborah. Immer wieder gern.

Appendix 5: Interview Webdam

Transcript – Laura McClourg
Tuesday, 30.05.2018, phone call
I = Interviewer
L = Laura McClourg

I: Hi Laura, how are you?

L: I am good. Just getting the day started here. Well, I am happy to help you out. You wanted to know something about events and follow-ups and all that?

I: Yes, so what I would be interested in is, well first of all, what's exactly your position at Webdam?

L: I am a Sales Manager. So, I overview the Sales Development Representatives (SDR) and BDR team and our corporate account executives (CAE)

I: OK, and how many events does Webdam visit every year. Is it like five or six?

L: Yeah, I would say five or six events. Mostly in the US, I would say about 90%. I think we do one in the UK.

I: Ah ok, and do you participate in many of them?

L: I don't go myself. We generally send someone from Marketing and CAE to go.

I: How do you guys usually prepare before events? Like do you make appointments already with potential clients before you get there or do you just go there and have a look who is coming?

L: So, it depends. Each show is a little bit different but we can get a list of all the attendees beforehand. Our SDRs are extremely busy. They have a lot of follow up, they have a lot of accountants that we want them to target. So, I almost don't want them to focus all their time on you know, we have a list of 100.000 tradeshow attendees. So, what we do is actually marketing; so, before the show happens, Marketing will send Webdam branded content out to those attendees and then Marketing will also send a more personalized email that comes from one of our SDRs. So, the SDRs don't actually have anything to do with the pre-reach out. It looks like they are doing it but it's all coming from Marketing. So we would write them like "Hey, come to our booth so we can show you a demo" and explain where our booth is and ask if they want to schedule an appointment.
That's how we get at least a few calls ahead of time. But again, this is all happening through Marketing. And then if somebody does respond then the SDR will reach out to them and actually call.

I: OK, and do you also sometimes invite clients or hot leads or opportunities so you can catch up with them during an event?

L: Yeah, so, generally, you know like, for the Henry Stewart event, we know, you know, a lot of our clients will go to those shows, so we do reach out to them. If you are working with somebody and you know they are in New York, we would say like "Hey, our CAE gonna be there, we heard you will go to Henry Stewart, do you want to schedule a meeting there?" Also, there is extension opportunities and I count that is a good way to reach out to them and maybe the person they are directly working with isn't at the show but they can at least connect with Webdam and see our team and kind of get that exposure to us.

I: OK, and so then during the event, who is joining? Is it just Sales people or is somebody else also joining?

L: For the events generally one Account Executive or two Account Executives and then somebody from Marketing. So, he does like set up and logistics for the show. So, they are there to make sure that packages are there and the booth is set up correctly and all that stuff.

I: Ok, and when you have a conversation with an attendee from the event and they are interested, hwo do you take their information? Do you have some kind of report system to put in their information and what the customer would be looking for or how do you do that?

L: Yeah, so there is a couple of things we do. I am going back to sending the emails prior to the show. If somebody does respond and gonna be like "Hey, I'm gonna be at the show and I can stop by the booth around two o'clock." Or maybe someone responds "I will be at the show but I don't know what my schedule is, I'll stop by the booth at some point." We make a Google sheet of all the people that responded and we send that over to the people that are at the show. So that's kind of, for any pre-work, that's how we've communicated that.
We also try to schedule demos on site. So, people will come by. We show them a quick, you know, three minutes overview of Webdam or answer some questions that they have. And then the Account Executives then say "We would love to set up a demo with you. Is there any particular time next week that would work?" or they would just send the contact information over to the SDR and the SDR will reach out directly and will say like "Hey, so you stopped by the booth, how does Wensday 4 o'clock sound for you for the demo?"

I: OK, cool. Do you have something, like for us, for an event we open a Salesforce campaign and then during the event we open Salesforce and put the information into it so that kind of everybody can reach to it if needed. Do you also have some kind of software or Excel sheets or I don't know, to note down everybody you talked to?
L: Yeah, so that's a really good question and an are that we significantly need to improve. Only at one show this year we've used Salesforce and that was probably the best way we've ever done it because the leads went directly to an SDR. Everything was already planed and easy to track the reporting on it
So that's, I think, moving forward the way I wane go. What we are doing now is so aquic. We basically write on people's business cards what their need was, you know he is now really interested in portals and templates and we write it on the business card which is ridiculous. Sometimes we set up this Google sheet and say that this person stopped by, this is what they are interested and this is their email. So generally, it's a pretty bad situation. Once we get back to the office we divide them to the

territories and then generally those leads go to the Account Executives that went to the show but again a lot of it is region based.

I: OK, and once the Sales Executive has the information, how do they proceed. Do they send an email, do they call them or how do they get in contact with the lead and keep nurturing it?

L: Yeah, so, if we have specific names, so people stopped by the booth and we have their card, the SDRs will follow up with them individually with very personalized messaging. "Hey, so you had a chance to chat with Sarah at our booth at the Henry Stuart show. She mentioned you were interested in seeing a demo about dynamic templates. Are you available at this time?" So, it's very specific to what they wanted. Also, the Account Executives, they are generally having the conversation at the show. So, a lot of times they want to reach out to them because they have a better relation ship, they know them at that point. So that's when the dividing becomes trickier.

Well, and obviously not everybody stops by out booth. So, then we target through Marketing again the larger list. So, all the attendees at the show, Marketing will put a nurture campaign and they send follow up like "Hey, thanks stopping by the booth but we didn't have the chance to show you a demo.", some call for action in the first email and then they send it and put it on a Marketing campaign on a monthly basis. Then we do the same thing from the SDRs. "Hey, we didn't get the chance to connect at the booth. Let me know if you want a demo." It is more personalized. It is not Webdam branded. It looks like it's coming from an actual human. That way we can get that list out without doing that much manual work.

Then SDRs go through the list again and see interesting brands or brands we'd like to get into or really good titles, then reach out to those people individually as well.

I: So, do you have something like a feedback meeting after the events with all people who joined the event to say like, ok that went well, that didn't or is it more something they talk about over a coffee during lunchbreak?

L: No, absolutely. We do have a meeting with everybody involved prior to the show. So, talking about the show logistics, the tone of the show, who is gonna be there and after the show we do a debrief. You know, if we can get a lot of leads from the show, we talk about why, if there were bold issues with the internet, if there, I don't know, whatever could go wrong, we talk about it. Then we also debrief on the quality of means whether or not we wanna do the show next year.

I: Ok, and so for you, you don't have a designated Event Manager, like the events are just organized by the Marketing team?

L: Yes, we have a pretty small Marketing team. We have a Marketing coordinator. We have two on the creative side and then one lead gen, one copy writer and a communications person. Generally, the coordinator and the communications would do that together, plan the show.

I: So, where do you thing, between the departments during the event phase, are like, communication situations that could need improvements?

L: Yeah, so we certainly experience that. At the end of the day you gonna weight how successful it was based on the amount of closed deals you eventually get from this. So, when you get a lead from the show, you nurture that, then SDR follows up with them, then they might close years later. So, it's really hard to determine what actually comes from the show. When I came into the management position one year ago I thought we needed extensive improvement on the follow-ups.

So, I told you Marketing would send out emails and when people were replying, it didn't go into anybody's inbox. It went into some general account that no one had access to. For the first show we did, we couldn't even see who is responding to those emails, which was ridiculous. So, we fixed that. Then there is that with the, we do a lot of scanning at the show, I don't know if I should mention that. So, we do get a scanner so we can scan people's batches and you know we wouldn't get the list back from the show until weeks later and, you know, by that point the show is not fresh in people's minds and people have gone back to work so there wasn't really that much response from the trade show. It was hard to track or get responses from the people who attended the show. We just didn't have a streamline process at all. We figured a lot of this out but there is still room for improvement.

I: Ok, thank you so much Laura. This was already the information I needed pretty much.

L: OK, good. Have a nice day.

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