



AT THE TABLE

Assaf Tarnopolsky, LinkedIn. Sandeep Pal, Citrix. Deon Newman, IBM. Danielle Uskovic, LinkedIn. Guillaume Villard, Arkadin. Ivan Londono, SAP (Moderator). Henrik Petersen, Zendesk. Sakhee Dheer, Facebook. Rashish Pandey, CISCO. Kishore Modak, HPE

LinkedIn invited 10 marketing leaders to share their views on: **HOW TO MANAGE CHANGE WHEN ADOPTING NEW TECHNOLOGY?**

1

Start with communication

Marketing must lead the way. There are two mindsets that need to be managed

“I want the new technology now.”

This group needs **expectation management**. Explain that time is needed for the rollout, with examples:

- Working out the kinks – e.g. tools that work in the US may not work in Asia
- For IT to handle security issues
- Because digital innovation has a longer gestation period than sales campaigns

With digital, you need to build relevance before expecting engagement. Sales-activated campaigns get you quicker, not necessarily sustainable, reactions. Blending these two approaches is an effective ‘farming’ strategy that balances brand and demand. That needs to be communicated and agreed! ”



SANDEEP PAL

“I dislike change. I prefer status quo.”

This group needs to **see the business impact**. Show proof, even if it’s small. Communicate clearly and succinctly with partners and sales teams. Link marketing with long-term goals at the C-level. Finally, pitch *solutions* (not the latest “shiny object”) in a simple way; the simpler the pitch, the easier to understand.

“Marketing teams are always excited about the endless possibilities of digital. In the context of internal Communication, it is essential to position Digital as “means to an end”. Explaining the end goal first and only then how Digital enables the business to achieve it.



GUILLAUME VILLARD

2 Keep aside a testing budget

To implement new technology, a pilot program is preferred over a “big bang” approach. Isolate a percentage of the marketing budget for testing. Roll out the new technology in a smaller market, that doesn’t impact the rest of the region. This will help to:

- Provide data proof
- Encounter less resistance
- Make it easier to scale when ready

Adopt a growth mindset, a mindset of test & scale. Start small, be aligned with longer term goals and prove success. It is never ever sunk cost, there are always learnings.”



SAKHEE DHEER

4 Bring resistant employees back into the family

To motivate employees to embrace change, ensure they understand their role in the company’s mission. They should feel attached to company outcomes and the value of their personal contribution.

How to do this?

- Shift the technology focus from small tasks to larger goals
- Connect regularly. Even a 5 minute call but not about work
- Initiate two-way communication. People prefer to “try” rather than “follow”
- Ask, ‘what do we celebrate, status quo or change?’ Celebrate those who have tried, failed and succeeded at change.

“Focus 80% your energy on your sponsors, early adopters and champions and making them successful, and 20% trying to ward off objections and dealing with naysayers.”



RASHISH PANDEY

3 Strategize your sponsor search

Find sponsors that are open and progressive, but before you reach out:

- **Amass an army:** work with sales and finance before approaching top brass; schedule weekly calls and meetings for transparency and trust building
- **Be prepared:** do your homework, have proof points and outcomes ready
- **Show enthusiasm:** people invest in people, not projects
- **Don’t stop at the top:** find sponsors at every other level of the company

“Don’t give up if you’re told point blank no; find another way.”



DANIELLE USKOVIC

NEED A BOOK RECOMMENDATION? HERE’S WHAT THESE LEADERS ARE READING:

“Man’s Search for Meaning”
BY VICTOR FRANKEL

“The Tattooist from Auschwitz”
BY HEATHER MORRIS

“Endurance: Shackleton’s Incredible Voyage”
BY ALFRED LANSING

“The Four”
BY SCOTT GALLOWAY

“Your Money or Your Life”
VICKI ROBIN

“Beyond the Hockey Stick”
BY CHRIS BRADLEY,
MARTIN HIRT AND SVEN SMIT

“Blink”
BY MALCOLM GLADWELL

“Thinking, Fast and Slow”
BY DANIEL KAHNEMAN

“Scarcity”
BY SENDHIL MULLAINATHAN