

Sales & Marketing

THE IBM DIGITAL SALES STORY

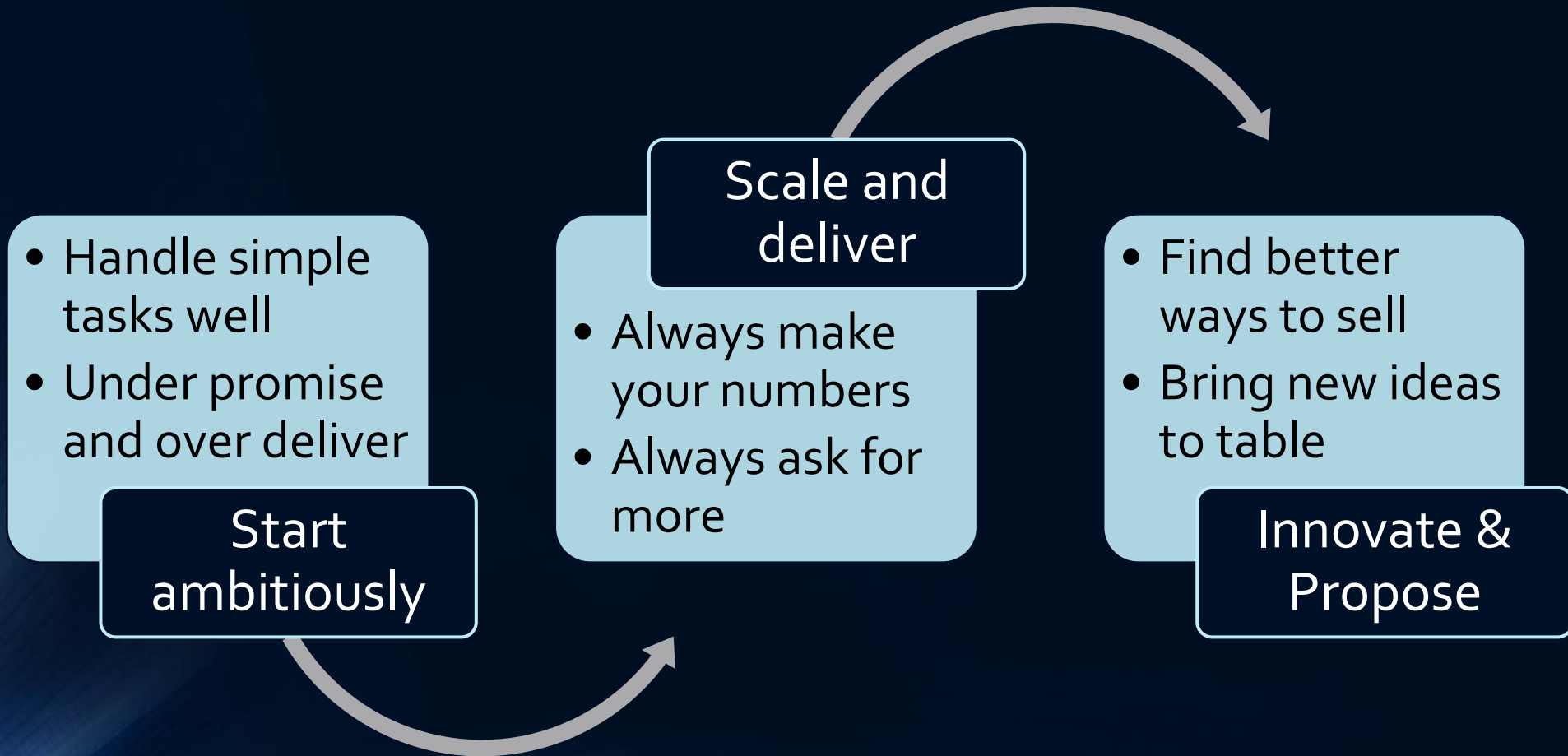
Agenda

- Background
- History of the business and what we've built
- Core and new business models
- Lessons for the future

Hugh O'Byrne

- Digital Business Consultant
- Mentor for Enterprise Ireland
- Chairman of Plato Start-up Network in Dublin
- IBM Global VP – built and ran IBM's largest Digital Sales & Marketing business globally for 14 years. 800 people in Dublin, 120 in Bratislava
- Long history in Sales, Operations and SW Development

The journey to 800 people

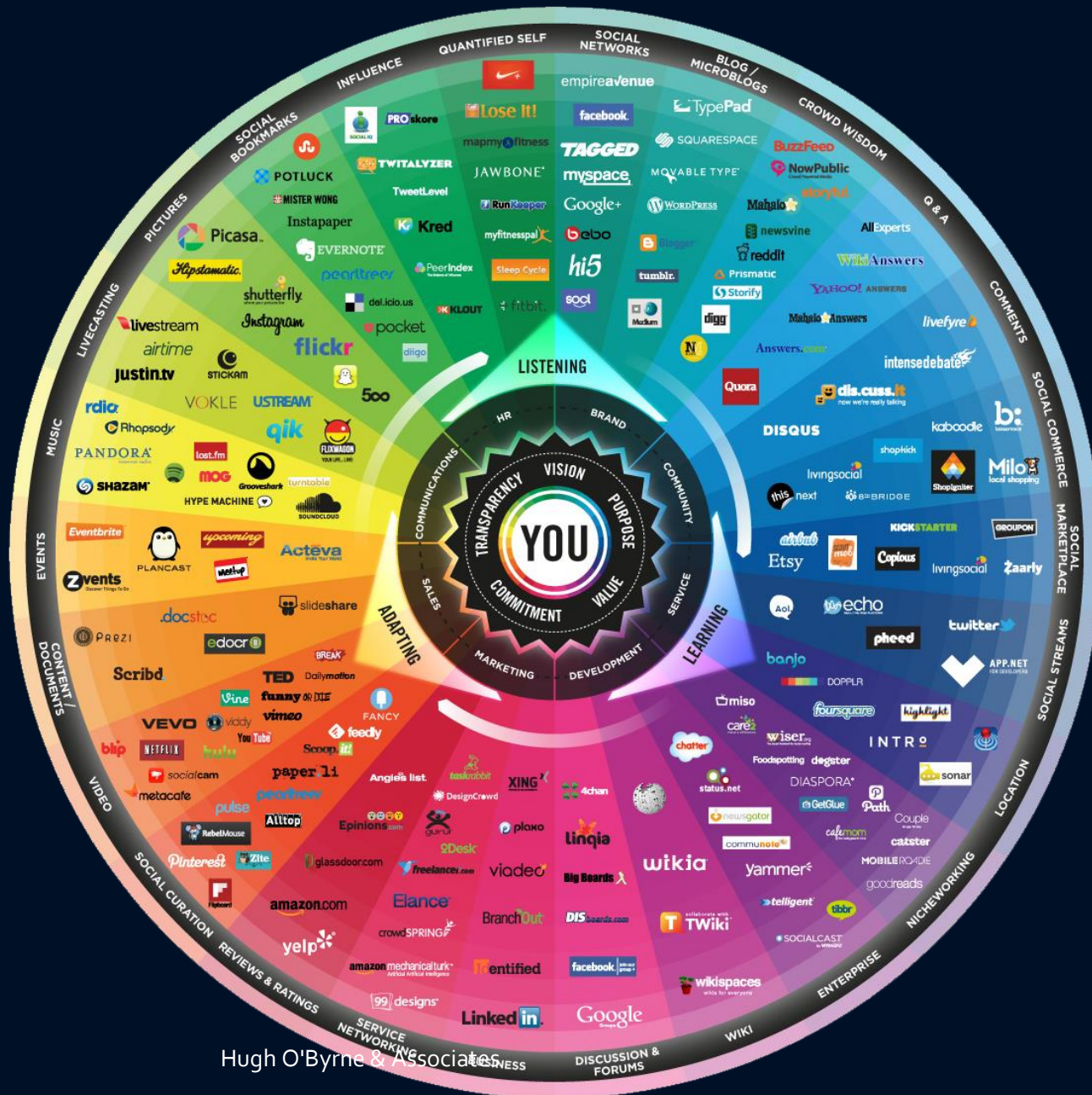


Technology is changing our world
Does anyone make a decision without Google ?

Business Information

We can find out anything we want to know about you and your company.
We do not need to talk to you!

- You and your staff
- Your company health
- Your products and services
- Your reputation
- Your competition
- Your strategy



In a B2B world how does Digital impact our business ?

92% of B2B buying decisions are influenced by digital

53% of B2B buyers gather information on their own – they do not talk to Vendors before choosing a shortlist

This means that unless you are where they can find you, there is a strong possibility you may not get considered

We don't trust Brands

We trust **people & communities**





This is the best way to engage



Digital Sales & Marketing

We learned that:

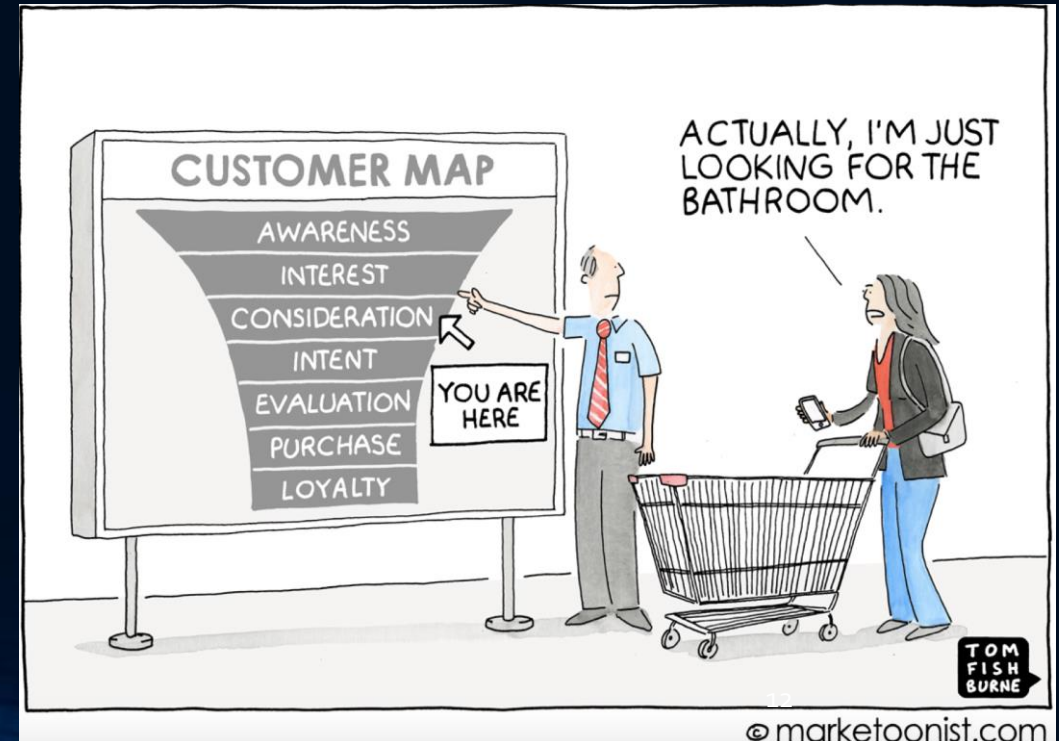
- Your **website** matters – your content needs to be fresh, relevant and offer insights on how best to use what you sell – stories help
- Your **presence** matters – if you choose to play in Facebook, Snapchat, Twitter, Communities – understand the protocols and work to them. Do not give this to a summer student to manage
- Select how and where you want to **engage** – do not take on too much
- Your **people** matter – everyone who works for you can learn what customers are doing, customers love experts, get them online and engaged, train them, trust them
- The world is **Digital** – whether you choose to join in or not does not change how the world now behaves

So what about Sales & Marketing ??

- The world is Digital and we have plenty of choice
- Getting considered is hard and we know customers need to be touched multiple times before choosing a supplier
- You need to offer them reference cases, white papers, webinars, industry documents – anything to keep their interest while they browse
- Customers want to talk to well educated people because they have already educated themselves on what they are looking for
- Traditional sales & marketing empires struggle to make impact because of long processes, complicated handoffs etc – the business needs a fast return

So how should you start ?

- Start with your customer and understand the **customer journey** for your business – draw it out on the wall, get everyone involved
- Decide what you want customer to learn about your products or services and what to offer them depending on where they are in the journey
- Align your management system to that process – can be as simple as you want – measure each stage so you know where your business is, where it comes from
- Decide where Digital fits into your business strategy
- Understand your customer touch points
- Understand why the customer says no
- Obsess about customer feedback
- Analyse the data, use analytics to make decisions



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WHAT - outcomes

Execution Status for Prospects

Task Status	Custs	%	IMT	Total
Not Started	1496	80%	Benelux	1
In Progress	71	4%	Benelux	95
Deferred	20	1%	France	14
Canceled	106	6%	Italy	9
Completed	171	9%	Italy	15
Grand Total	1864	100%	UKI	37
			Grand Total	171

Where did we execute best?

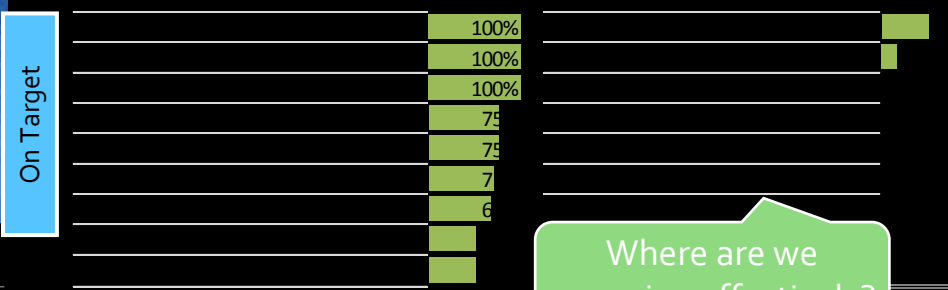
o/w Outcome/Feedback Status for Prospects

STATUS	Outcome	%	Total
Completed	1) Wrong Solution	3%	5
	2) Client has no Budget	1%	3
	3) Client has no Sign-Off/Approval	3%	5
	4) Client has no compelling Need	34%	59
	5) Not within current Timeframe	19%	33
	6) Client with Competition	6%	10
	7) Opportunity already in system	7%	13
	8) New Opportunity Created	6%	10
	9) Nurturing for future engagement	19%	33
Completed Total		100%	171

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WHERE - industries

Completed Engagements with Positive Outcomes



Hugh O'Byrne & Associates

Where are we engaging effectively?

Off Target

6% Oppty Conversion

38% Lead Conversion

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WHY - patterns

Proportion of Customers with Positive Outcomes per Lead Indicator

Lead Indicator	%
PTB Cloud Service Security	86%
PTB Implement Advanced Cloud Infrastructure	83%
PTB Big Data	77%
Storage	77%
PTB Cloud Computing - Virtual Environment Management	74%
Power	51%
PTB Data Center	44%
Oracle Rdbms	44%
Linux OS	44%
PTB Platform Computing	17%
HP X86	14%
Oracle Apps	14%
Oracle HW	14%
Sun Manuf	3%
Oracle Services	3%

On Target

Off Target

What proved to be significant?

What proved NOT to be significant?

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WHERE NEXT - Q1 prospects

Where should we focus?

Where should we de-focus?



Consider combined teams on the same target

- Monday morning meetings to find out what worked for sales, marketing team attends. Clarify where leads came from, what worked, what did not work
- Agree changes required – new search words, new content, new stories, new media – Marketing team goes off, makes the changes and implements them in 24-48 hours
- Sales & Marketing monitor new leads, sales focuses on closing those leads already received
- Do it all again next week. This is done at line manager level, no high level reviews, just get it done and make your joint numbers

Three things to take away

- Understand your customer journey – all of you work together on it
- Work out what content and contact is required at each key stage
- Map the organisation to those steps – get moving
- Look again at traditional marketing , obsess about why the customer said no
- Consider joint marketing and sales teams to accelerate growth
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