


SALES EVOLUTION: DELIVERING RESULTS FROM TRANSACTIONAL & STRATEGIC SALES

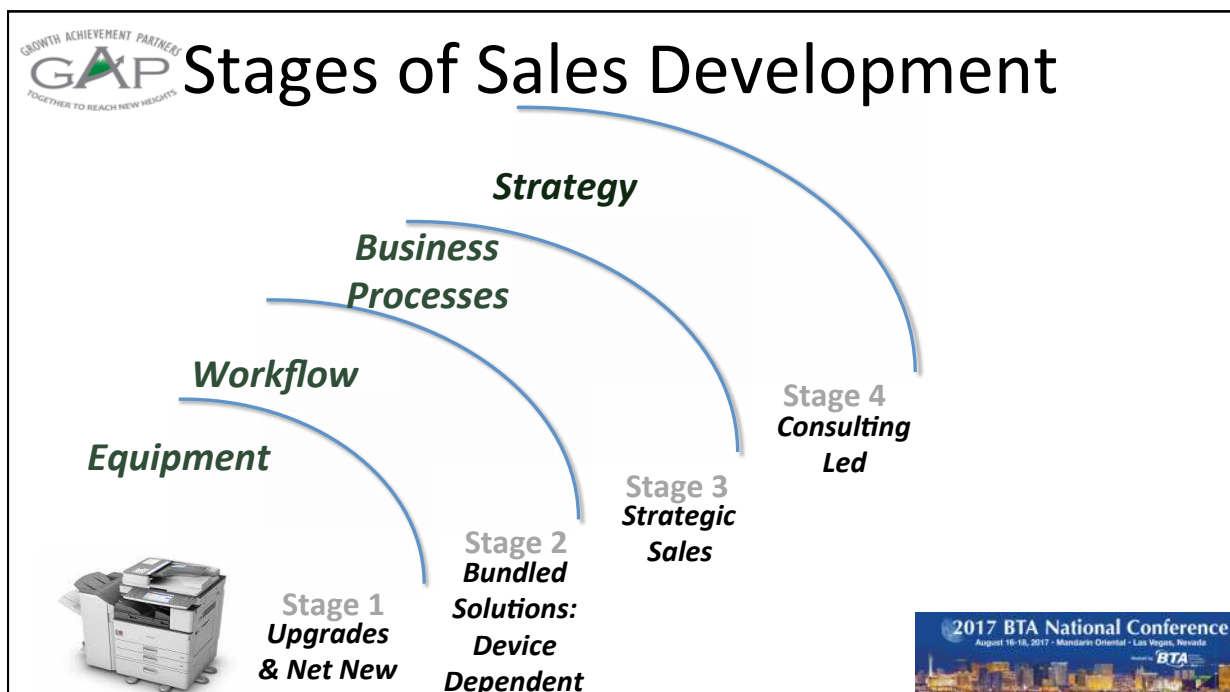
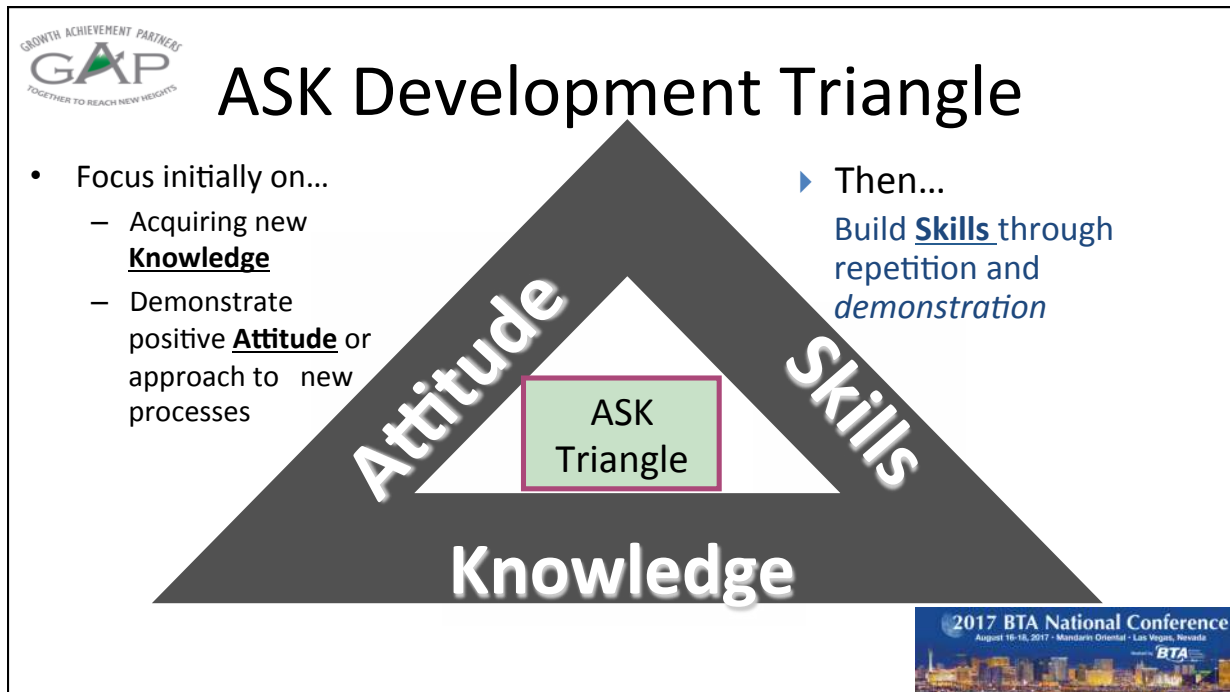


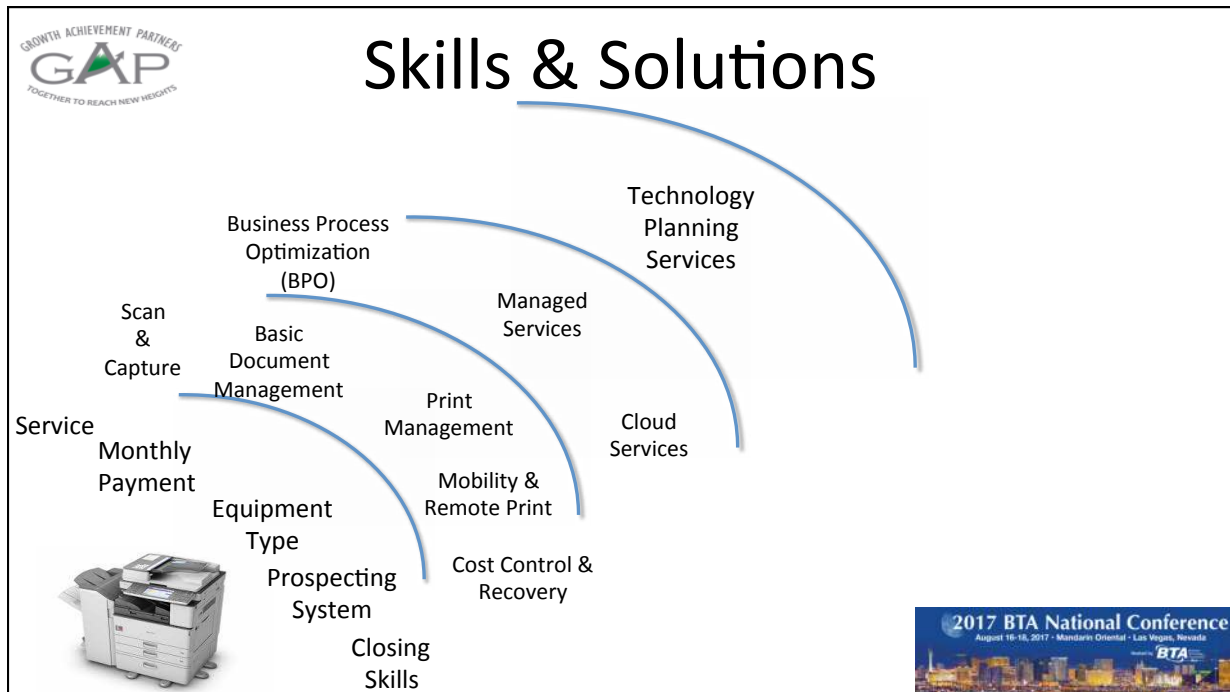


Agenda

- Phases of Sales Development
- Technology Perfect Storm...leading to **DISRUPTION**
- Getting Appointments...it's all about **RELEVANCE**
- Territory Planning & Execution...Transactional & Strategic Accounts
- Strategic Sales Process
- Managed Services Direction









What does this all mean???

*No one knows...
...it has never happened before!*

BYOD

Cloud Computing

2017 BTA National Conference
August 16-18, 2017 - Mandalay Oriental - Las Vegas, Nevada



What does this mean to your customers?

“If you are a leader in today's world you have to focus on the fact that this is the biggest technology transition ever.

The digital era will dwarf everything that has happened before...

If you don't talk about the speed of innovation, you will get disrupted...

the majority of companies will not exist in a meaningful way in 10-15 years”



*John Chambers
Cisco Systems
Executive Chairman*



Digital Companies

Three time horizons:

1. 2000-2010: Adoption- eCommerce era
2. 2010-2015 *(and beyond)*: Build-up of “delivery system” that includes Social, Mobile, Cloud, Big Data
3. 2015 forward: Transformation, as products and services become digital and companies have to invent their own future





“With the overwhelming, unprecedented growth in **social media, mobility, and cloud computing**.....if all companies don’t see the impact on every facet of their **business** and their **lives**, they simply are not paying attention.”

Marc Andreessen
Andreessen, Horowitz



February, 2017



All Things D

“I am seeing a series of disruptions at a faster pace than I have seen in my career... the “Internet of Things” will bring 50 billion connected devices by 2020.”



John Chambers
Cisco Systems



Jeff Immelt
GE

“The Industrial Internet leverages the power of the cloud to connect machines with sensors and sophisticated software to other machines...they will deliver the right information to the right people, all in real time...this opportunity will bring \$15 trillion to the global GDP by 2030...the equivalent of adding another US economy to the world.”





Disruption

- New ways of doing things that overturn the traditional business methods. *Business Dictionary.com*
- Advances will transform life, business, and the global economy. *McKinsey & Company*
- 12 leading technologies will have a potential economic impact of up to \$33 trillion by 2025 *McKinsey Global Institute*



12 Leading Disruptive Technologies



Mobile Internet

Increasingly inexpensive and capable mobile computing devices and Internet connectivity



Automation of knowledge work

Intelligent software systems that can perform knowledge work tasks involving unstructured commands and subtle judgments



The Internet of Things

Networks of low-cost sensors and actuators for data collection, monitoring, decision making, and process optimization



Cloud technology

Use of computer hardware and software resources delivered over a network or the Internet, often as a service



Advanced robotics

Increasingly capable robots with enhanced senses, dexterity, and intelligence used to automate tasks or augment humans



Autonomous and near-autonomous vehicles

Vehicles that can navigate and operate with reduced or no human intervention





12 Leading Disruptive Technologies



Next-generation genomics

Fast, low-cost gene sequencing, advanced big data analytics, and synthetic biology ("writing" DNA)



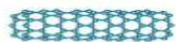
Energy storage

Devices or systems that store energy for later use, including batteries



3D printing

Additive manufacturing techniques to create objects by printing layers of material based on digital models



Advanced materials

Materials designed to have superior characteristics (e.g., strength, weight, conductivity) or functionality



Advanced oil and gas exploration and recovery

Exploration and recovery techniques that make extraction of unconventional oil and gas economical



Renewable energy

Generation of electricity from renewable sources with reduced harmful climate impact

ference
Nevada



Disruption

What's Happened


- Internet Based "Disintermediation"
 - Examples: Borders Books, Blockbuster, newspapers
- Advertising Industry
 - Billions of dollars shifted from traditional media to social and apps
- Sharing Economy
 - Uber, airbnb

What's Next ????

- Solving Business Problems using Technology
 - Every Industry, Everywhere



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Software Is Eating the World



"Andreessen Horowitz Executive Briefings have been and will always be my preferred source for innovative discussion"

— Kevin Humphries
SVP, Enterprise Infrastructure Services, FedEx

a16z Executive Briefing Center

Our Executive Briefing Center brings corporate executives and government leaders together with the most talented entrepreneurs and technology companies driving the next wave of innovation.


Your briefing

Here's how it works. You choose whether to spend a few hours or an entire day with us. We design a custom briefing based on your business and technology priorities. We'll start the briefing sharing our perspectives on innovation, and learning more about yours, followed by discussions tailored to topics that align to your business (e.g. big data, mobile, social, cloud, security). The goal is to arm you with vital insights on the areas that matter most to you, and to develop a strong relationship between our firms.

Why schedule a briefing?


- Get an insider's look at the technologies reshaping your industry
- Discover solutions that can benefit your business
- Uncover opportunities for partnerships, collaboration and corporate development
- Build relationships with key innovators and Andreessen Horowitz partners

[Request a briefing](#)



Technology has become embedded in Strategy

- Back in 2007, only 40% of CIOs were involved in Strategic Planning;
- Now they're regarded as some of the most integral members of the C-Suite.





Where does this shift leave most businesses?

- Spending 6% to 8% of their revenue on technology
 - Normally in the top 3 expense categories behind payroll and rent
- “Technology” is top-of-mind for senior leadership and has moved from “operational” to “strategic”
- Organizations don’t want to fall behind, but can’t afford to make a mistake
- More Technology Aware (and dependent) than ever, yet most don’t have a formal “Road Map” in place and are looking for guidance



“This all sounds great, and I get it. But
how do I *OPERATIONALIZE* this
message ?”

*a/k/a What do I say in my
appointment at 9:00 AM tomorrow?*





What would John say?

1. The message needs to start with connecting with their industry technology trends
2. The message needs to connect with the level we are at in the organization
3. The message needs to incorporate how they view your company and you



*John Chambers
Cisco Systems
Executive Chairman*



Getting Appointments

Its all about RELEVANCE





The title of this session should be...

**“Using the
Technology Perfect Storm
to Get Appointments”**
(even if the end goal is really to slam a box)



Today's Reality...

- Prospects are not interested in a discussion on copies per minute, service lead times, and lease expiration dates.
- An increasing number (but not all) know technology matters, and they recognize they need help.
- Your reality is that you need to demonstrate relevance to get appointments
 - But let's be real...you want to sell gear.





Your talk track...

- Sales has gotten decidedly vertical
- It has also become focused on technology
- In all industries
- With all companies that are paying attention
- Sometimes they don't pay attention because they are stuck in the day-to-day whirlwind
- The higher up you go, the more strategic the message can (and should) be.



Why do clients buy these services?

First Gate...

**TECHNOLOGY HAS TO
MATTER**





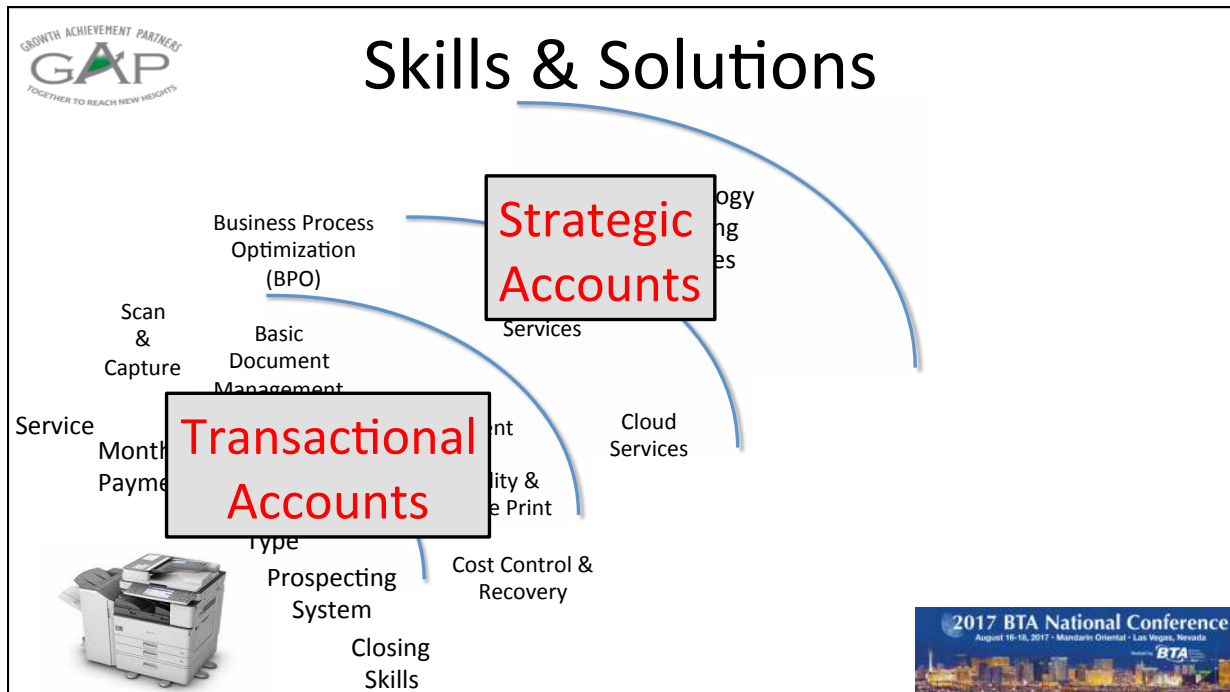
This is “Our Program”

- We seek clients where “technology *matters*”
- Our clients seek high performance, “bullet proof” systems & technology
- **Our Program** keeps systems updated, patched, monitored and secure
- Our clients employees have reliable systems and always have someone to reach out to with any issue
- Technology Plans are always in place
 - They are aligned with Business Plans to help our client achieve Business Goals & Objectives



Territory Planning & Execution







Review the List of Accounts and Prospects

- Our goal will be to maximize the *current* and *future* sales opportunities within your base of accounts and prospects.
- Your territory is your business...your job is to maximize the opportunity within your business.
- The goal is to consistently assess the opportunities for “higher and wider” strategies

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Identify & Close Both Transactional AND Strategic Deals



Walk &
Chew Gum

Slam Boxes
&
Go Deeper and Wider





Transactional and Strategic Accounts

• Transactional Account

- Utilization of technology is “operational”
- Non-dynamic environments and industries
- Views technology as a commodity
- Focused on price
- Technology is an EXPENSE

• Strategic Account

- Utilization of technology is both “operational” and “strategic”
- Dynamic environments and industries
- Views technology as a tool
- Focused on Business Efficiency and Strategy
- Technology is an INVESTMENT

Rely on “traditional” selling strategies

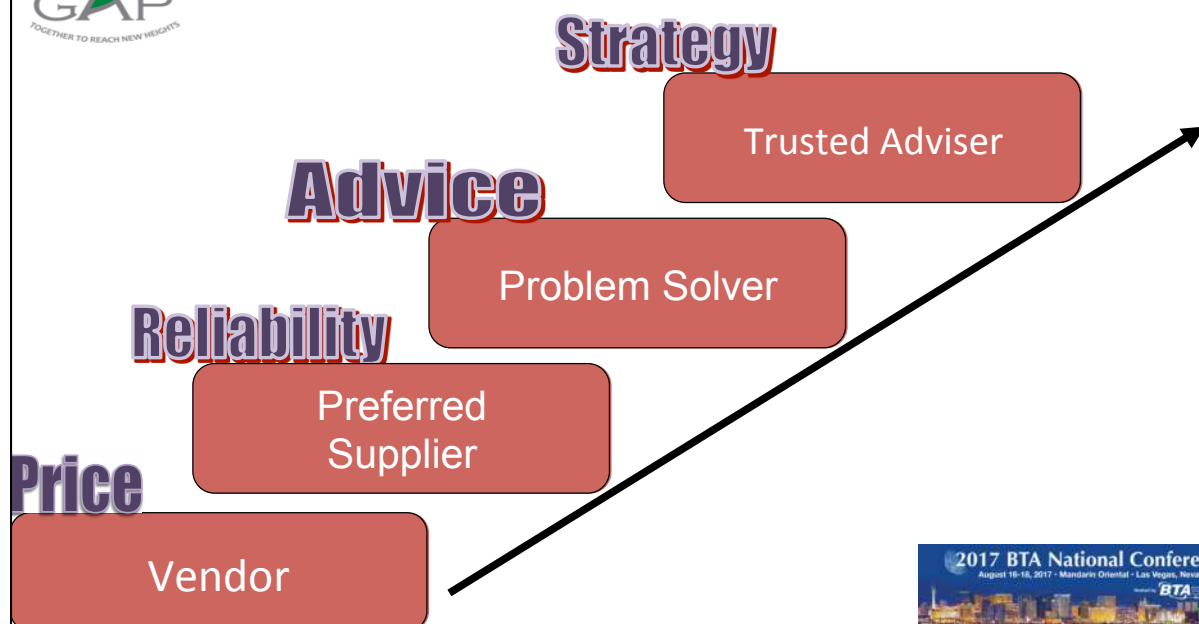
Build new relationships with new processes





Strategic vs. Operational

- What is a Strategic Discussion with a customer or prospect?
- What is an Operational Discussion with a customer or prospect?





Territory Review

- Which accounts meet the Criteria today ?
(List)
- Of those accounts...
 1. Which accounts are you a Trusted Adviser today ?
 2. Which accounts do you have credibility, bring value, and could have access ?
 3. Which accounts meet the criteria, but you have work to do to get there ?

- ✓ *Technology matters*
- ✓ *We seek expansion*
- ✓ *Stronger relationships will eliminate competitors*
- ✓ *We seek access "higher and wider"*



Sales Process





Where we are today (and tomorrow)...

- Your mission is to close business
 - Equipment sales will drive your commissions for as far as the eye can see
 - The industry is flat, to slightly declining
 - Likely will be at 80-85% of current size in 5 years
- You will not be able to increase income by selling *only* equipment
- This process will allow you to:
 - Differentiate (*your competitors see this too*)
 - Increase retention
 - Go deeper and wider
 - Increase commissions
- The ultimate goal is Revenue per Customer

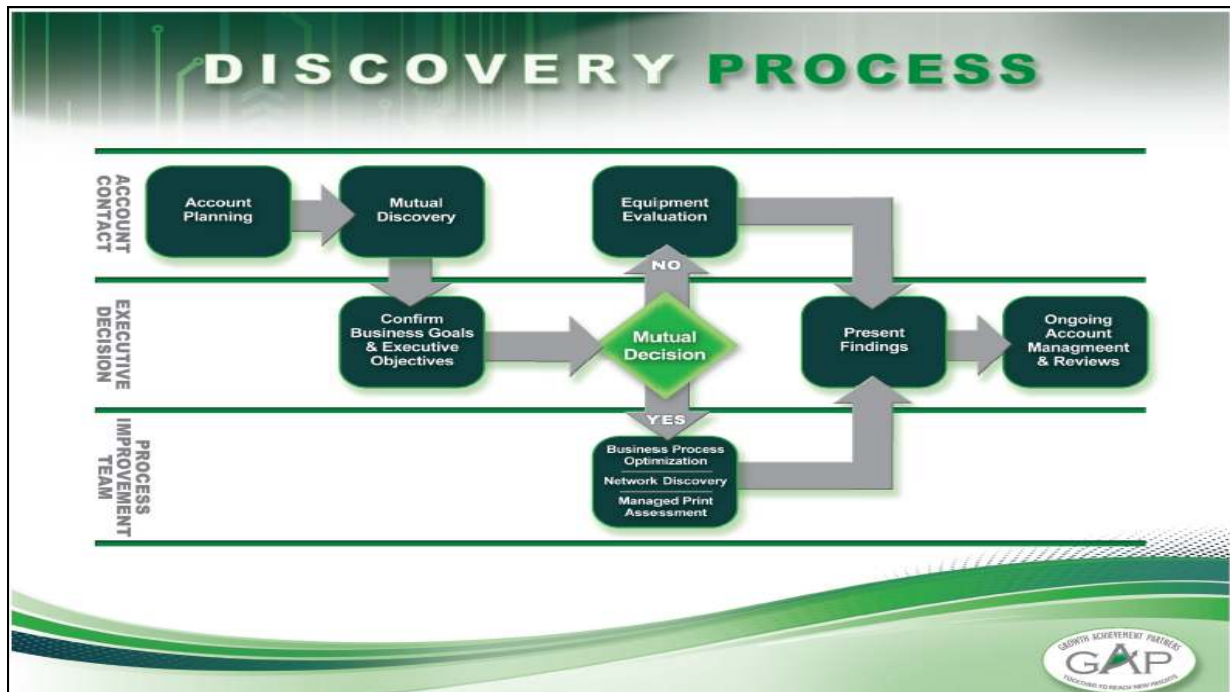


What is Strategic Sales ?

- It's a Philosophy
 - Helping customers solve their Business Problems
 - Aligned with how buyers buy
- It's a Map
 - End-to-End series of next steps to follow
- It's a Methodology
 - Tools, techniques, and job aids designed to close more sales *faster*

Higher level of customer satisfaction and
increased sales productivity





Sell the sizzle...

- You need appointments
- Your customers need these capabilities
- Use the talk track to get in...



Use these to open doors

- Print Assessment
- Scan & Capture Study
- Business Process Optimization
- Technology RoadMap



Business Process Optimization

“From the time the door opens in the morning to the time it closes at night every business is a series of Business Processes a company has to achieve its objectives.

At XYZ, we help companies streamline business processes, then use technology to optimize.”



Operational & Strategic

Operational Stability & Performance

Proactive Management	Current Technology	Standards
System Documentation	Monitoring & Remediation	Security

Strategic Technology Planning



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Strategy

- Align technology plans to business plans
- Focus to industry trends & business goals
- Keep moving technology forward in a proactive, planned fashion



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Managed Services (MSP) Market

Current State

- Managed Services market growth of 30% per year showing signs of softening
- MSP Business Model well defined with 50% MRR and 14% OI
- Dependent on strong Pre-Labor services margin

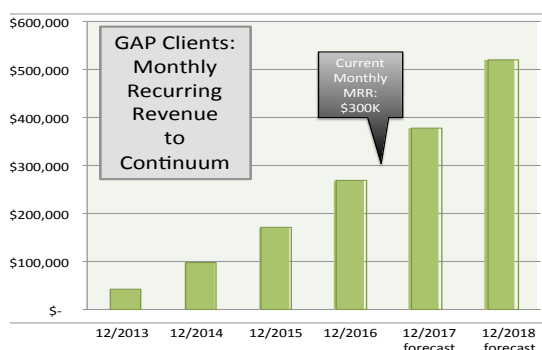
Future Trend

- “On-Prem Server” based market will lack growth, and become crowded
- Cloud Services providers prefer to “disintermediate”
- Retaining margin, expanding contracts, and staying with market trends are critical strategies



Where We Have Been

3rd Platform Continuum Growth



- GAP clients have MRR of 5.26 times the average Continuum MSP
- A GAP client has won MSP of the Year and also Fastest Growing MSP each of the last 2 years
- GAP clients represent 4 of the top 10 Continuum revenue partners, all in less than 5 years.





Strategic Offerings

1. Hosted Voice
2. Managed Security
3. Big Data Analytics
4. Desktop as a Service

Futureproof Your Business



You Might Need Some Help





BTA Strategic Sales Semester

Next Session Begins October, 2017

BTA.ORG

Online training to help sales teams shift to strategic sales

BTA Business Technology Association®

BTA Managed Services Workshop

Detailing the Updated Managed Services Business Model v2.0



Are your managed IT services sales numbers not meeting expectations?

Are you looking for tools that deliver results instead of just hearing more about what you should be doing?

Have you just entered the market — or are planning to — and need to make up for lost time and avoid mistakes?

Attend this executive workshop to gain a clear understanding of the business and the tools to succeed within the four most relevant topics in managed services today:



The Managed Services Business Model 2.0 for Maximum Performance

Key metrics, targets and actions for execution on profitability, revenue, contracts, sales activity and pipeline, head count, compensation and operational performance



The Sales Process That is Generating 4x Results Versus MSPs Not Using It

Has also helped increase total managed devices by 297%



MSP Acquisition Trends, Critical Success Factors & Best Practices

Gain insight into this growth strategy as well as the Z-GAP Strategic Alliance MSP Acquisition Program's exclusive benefits with special guest Mike Dudek of Zygoquest Group



vCIO Development

How to attract, identify, hire, develop and maximize the impact of this key position within your successful managed services program



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