

YOU CAN'T JUST SELL DIGITAL TRANSFORMATION

YOU HAVE TO DIGITALLY TRANSFORM HOW YOU SELL TO THRIVE



Digital transformation is present in almost every conversation sales has with clients and prospects. In fact, we calculated there are

14,000+ digital transformation sales conversations an hour

This works out to just over 39 million a year

If you're in sales, the following topics should sound awfully familiar:

- How do I transform my back office?
- What do we need to do to digitally transform our culture?
- How do we keep our customers at the center of our business, with real time information and insights?
- What new knowledge would allow us to charge a premium?
- How do we compress our supply chain via our customers designing the product?
- What would it take to fully digitize customer service and sales?

“Sales must lean into these conversations with intent, not just lip service, around digital transformation.”

"If you're not properly equipped to be a part of the digital discussion,



how can you sell the idea that your products and services are digitally transformative to a client?"

THIS IS NOT A SIMPLE TRANSITION

While many have attempted to equate digital transformation to a normal technology transition, it isn't the same due to two simple reasons:

Recent research from Inc.Digital and Forbes Insights shows that over 80% of executives and leaders at major US corporations see digital transformation as capable of changing how they think and do business in order to provide their organizations a revolutionary opportunity. This is transformative, not transitional thinking.

Leaders at the most successful corporations personally invest over 17 hours a week on the ideas and practices of digital transformation.

Executives have never invested this much time on other innovations, not even cloud-based technologies and certainly not other transitions.



“The ideas, the language and the passion is very different. If you can't capture that spirit all the way through the sales process, then that would be crazy.”

This shows that digital is the conversation clients are eager to have, provided you have the skills to add value to the whole process.

5

Elements sales needs to master to succeed with digital transformation selling

1

Bridge the gap from the C-suite to IT

IT runs 42% of these projects but 65% of all decisions come from the C-suite

2

Know there isn't one digital transformation journey

Primary research shows there are at least 8 journeys with differing needs and metrics

3

Realize customers have a mix of 27 metrics they care about

75% of all metrics that matter to organizations are not traditional economic ones

4

Understand the customer's industry in depth

Each industry has very different factors for success

5

Be a part of the digital transformation conversation

Only 33% of major corporations will be mostly transformed in the next three years

**Keep reading to see the ways to break through the noise
when selling digital transformation**

1

BRIDGE THE GAP WITH NEW DIGITAL TRANSFORMATION DECISION MAKERS AND TRADITIONAL IT

Selling digital transformation related products or services is not the same as selling other technologies or innovations.

As a salesperson or leader, you need to understand two key facts:

65% of all digital transformation decisions in major corporations are coming from the C-suite

42% of digital transformation projects are managed by IT

This is a change for many who have historically focused on the traditional IT function. If you want to be at the front of the sales funnel, you need to be very comfortable having deep conversations with C-suite leaders. Failure to do so means you may be caught with a myriad of other brands selling a technical function only.

You need to be able to have the C-suite conversation about digital transformation and demonstrate where you can help and add value in the process. Connecting all the pieces is vital. This takes deep knowledge and skill, not only to get the access, but to be able to talk about their industry, issues, and needs. Senior executives are looking for deeper discussions about successful organizations who are thriving with digital transformation in their industry. These leaders have neither the time nor interest to talk about individual solutions or specs, as everything connects in the digital enterprise.

GET GOOD AT KNOWING THE NEW METRICS AND JOB TITLES FOR SUCCESS

75% of the metrics from the research were not your typical economic ROI ones that have dominated traditional conversations over the last 20 years.

Job titles are also changing

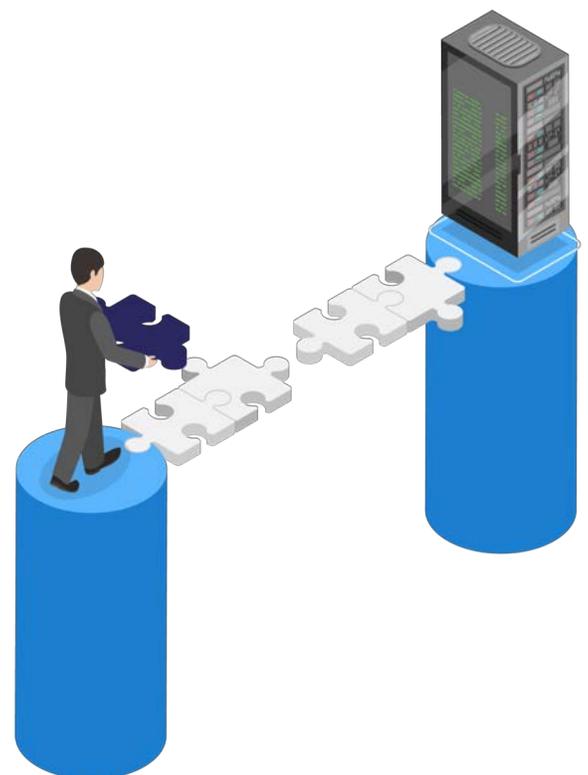
You need to be able to access a range of job titles that are now holding the digital purse strings. In fact, we are seeing that there are key digital ownership job titles in each industry. For example, in consumer product companies, research shows there is usually a chief digital officer, as well as a VP of digital technologies. In other industries, these job titles may not be as dominant. For B2B Industrial product companies, there is typically a chief customer experience leader who is as important as the chief digital officer. Understanding these roles is critical to not only selling to the right people, but to understanding the digital needs of the whole organization.

Understand that IT still has a role, but it is changing. For decades the IT function has done great work selling the power of technology across the organization, mostly in the background. Today, many of these IT leaders are trapped and struggling to tie both business processes and digital innovation together with the new vision for the business.

42% of digital transformation projects are still going to be led by IT.

But that leaves a big gap of those that aren't. Smart digital sales teams get this and have the ability to bridge the divide between IT and business to create a win-win for both groups. However, to be successful, the sales team and its leader must be seen as a trusted advisor with the skills of empathy and knowledge to add value in the process.

If you want to be at the front of the sales funnel, then you need to be very comfortable having deep conversations with C-suite leaders.



More than 80% of executives and leaders at major US corporations see digital transformation as something capable of changing how they think and do business.

2

DIGITAL TRANSFORMATION HAS MULTI-DIMENSIONAL OUTCOMES THAT DEMAND DEEP CONVERSATIONS, NO MATTER WHAT YOU ARE SELLING

18% of major US corporations are making hay with their digital transformations. This was measured across four areas and 27 metrics, including changing their brand and culture, using digital as an engine of growth, and pure economic performance. This means conversations about effective digital transformation need to go beyond immediate ROI. Successful sales teams need to understand how their client's internal business models work in the short, medium and long term.

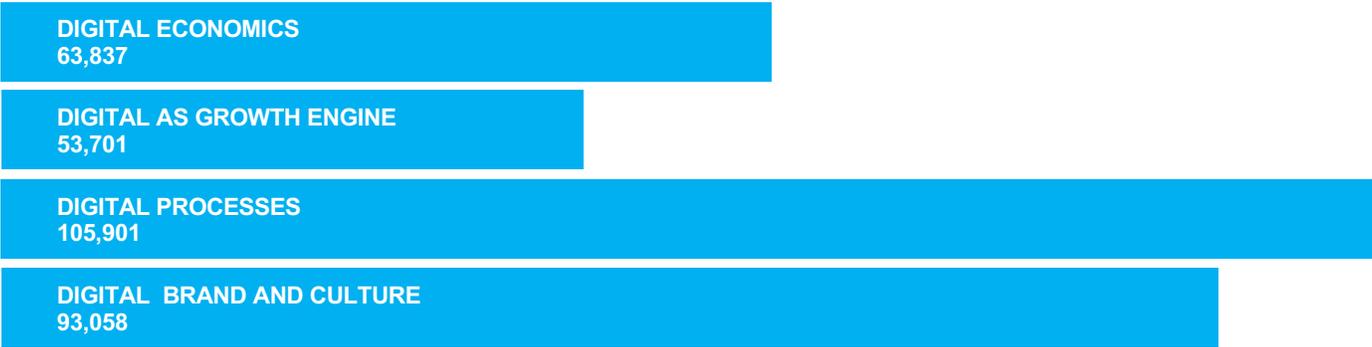
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DIGITAL MAKES UNUSUAL COMBINATIONS COMMON THEREFORE YOU NEED TO EVOLVE YOUR SALES CONVERSATIONS

In the research, we measured business success using the idea that each positive change represents a “digital transformation unit.” Each leader surveyed went through an exercise in four major areas (see graphic below) to identify the amount of positive outcomes. The performance of the most successful digital transformation cohort shows us the disparate nature of the success (digital processes and digital brand and culture).

These are not traditionally paired conversations, but digital makes the esoteric commonplace. This creates a new reality for any sales conversation. High performing sales teams, in any discipline, must be as fluid in their technology and process knowledge as they are in culture, brand and industry knowledge. This is the only way to engage senior leaders and truly deliver the best practices they are seeking.



3

DIGITAL TRANSFORMATION IS A JOURNEY AND CLIENT SUCCESS LOOKS DIFFERENT AT EACH PART OF IT

Each organization is on its own digital transformation journey. Helping and selling to any company requires the sales team to take into account where in the process the organization is today because overpromising will lead to mutual failures. There are four very different organizations with different needs that sales teams need to consider. They include:

Digital Core: 18% of major corporations that are deeply committed and succeeding with a system-wide digital transformation as the core of their business. At these organizations, sales can have a deep and complex architectural conversation as they are well on their way to outstanding success. Here, best in class delivery and integration is vital. Being able to fit into strong internal conversations and processes with leading edge vision of your own will drive sales success.

Digital Velocity: 10% of major corporations that have significantly invested in digital transformation. While they perform very well, these organizations are still missing key undiscovered ingredients for success. Sales conversations here must focus on adding value to the process with insights around gaps that need to be filled, as well as ideas for the future that need to be explored. Identifying quick wins is vital here. The client will move on if you miss the opportunity to show what the possibilities could look like with your brand. Act fast, show value quickly, and get tied into their people, processes and vision.

Digital Something: 38% of major corporations that have a lot riding on digitally transforming, but aren't getting key components right in the design, delivery or usage. All or some of these areas need deeper discussions with your client to show where they need to to apply the brakes and where to redirect their strategic focus. Sales conversations and processes with clients need to strike a balance between product or service selling, and orchestrating careful conversations around deeper issues for success. Focusing on the drivers of digital change, key challenges they might be facing and starting discussions around the right frameworks are the keys for success. Smart sales teams create the opportunity for these discussions and orchestrate a gap analysis with the client to show the right next steps.

Digital, Not Serious: 34% of major corporations that are still struggling with the magnitude of the opportunities and/or threats from competitors. These look like bountiful green field opportunities, but sales needs to be careful as these organizations are either experimenting only, focusing in small areas or still planning for next year. If you do not have access to the C-suite or you only have later stage digital transformation offerings, these organizations are not a good target at all. Only sales teams prepared to patiently work these businesses and invest significant time in helping them understand what could happen and where they can start should even think of tackling these organizations.



4

THE POWER OF SELLING DIGITAL TRANSFORMATION IS AS MUCH ABOUT GUIDANCE AND ARCHITECTURE AS IT IS ABOUT DELIVERY

One of the biggest conversations we hear with clients is:

“HOW DID AN ORGANIZATION LIKE OURS DO THIS?”

To answer this, think about two simple rationales:

1. You need to look inside each industry segment because what makes a winner in one category doesn't necessarily apply to others. Empirically proven evidence from our research within 11 industry segments showed distinctive variables that define success in each sector
2. Clients don't always know what they need or what they don't know. It takes subtlety and patience to get clients to understand and recognize their own gaps. Therefore, successful sales teams and leaders know how to help and get below the surface quickly.



5

THERE IS ALWAYS ANOTHER DAY

Digital transformation is a long process and there is always going to be another day to sell. The smart move is seeing sales exploration as a way to map the future opportunities with a client. This is going to be a long-term play, and getting the skills now ensures you and your teams will be having the conversations for years to come.

32% of organizations told us that they believe they would be mostly digitally transformed by 2021. This shows there is a lot of room for growth and opportunity.

Every day is an opportunity to go back and discuss digital with your clients and prospects. Even if you don't get the first sale, there will be more to come if you are persistent. But truly managing the account over a sustained period of time requires that digital skills and knowledge are a vital part of the conversations and interest, starting today.

Read everything you can on digital and talk to as many people as possible. The knowledge you gain now will serve you and your teams for years to come.



THIS ISN'T JUST A TRANSITION IN SALES TECHNIQUE, IT'S A SALES REVOLUTION

Just think about all the new ways sales has to function to be successful in the Digital Age. There are different decision makers, multiple levels of outcomes, and each client is potentially at a different stage in their journey. This presents a myriad of potential obstacles and opportunities for success.

But remember, this is a \$1.7 trillion plus opportunity with more being added each day.

The conversations are happening with clients who are searching for partners to educate and enlighten them. Are you going to be the one to do it or will it be the other team?

