



# CONVERSATIONS IN GROWTH | YUSUF TAYOB – ACCENTURE AND BILL PATTERSON – SALESFORCE EPISODE 1

## VIDEO TRANSCRIPT

- Hi, I'm Keri Brooke and I run marketing for Sales Cloud at Salesforce. As businesses focus on getting back to growth, Salesforce with Accenture are thrilled to bring you a series designed to serve as observations and perspectives for those teams who are tackling the new complexities and helping inspire us to all create the next great wave of selling. In this series, we'll cover how companies are rethinking their sales strategies. How data and defined growth formulas will fuel sales acceleration. How teams can reinvent their entire revenue cycle with high performance technology and what the future of sales looks like. In episode one, we welcome Bill Patterson and Yusuf Tayob, as they set the stage around rethinking the sales strategy. We all have an opportunity to reevaluate our sales functions and consider what is sales today and what is B2B selling in a post pandemic world. Have a listen as Bill and Yusuf discuss the art and science, plus a little bit of magic of evaluating your current routes to market, segmentation, coverage models, sales capacity, and finally, making it all come together for your customer. Over to you Bill and Yusuf.

- Hi everybody, I'm Bill Patterson, Executive Vice President and General Manager of CRM applications at Salesforce.

- Hey everyone, Yusuf Tayob, Senior Managing Director at Accenture, and responsible for the Accenture Salesforce business group.

- You know, it is great Yusuf to be joined together today to talk about really, something that's on a lot of our customers and your client's minds which is how to return back to growth. And I think as leaders in this space it just behooves us really to share perspective on what we jointly can do to really fuel this next wave of great opportunity.

- Bill, it's great to see you. You know, you and I have been talking on these topics for a while now and I know this is one that we have a great deal of personal passion around. Not just returning to growth but really you know, what is sales and what does B2B sales look like in a post pandemic world. So it's a pleasure to be back here with you.

- We're gonna have an open and frank



conversation about some of the observations and perspectives from Salesforce and Accenture about really thinking of coming up with and helping you, and entertain the next great sales strategies, how to think about re-imagining your sales force and selling forces, in a world of highly virtual selling engagements. And finally, how do we really think about the new complexities that are arising in our field? Especially in such a disciplined domain where the art of the relationship, the interpersonal and sometimes on site and personal experiences, you know, were needed to cement relationships. That world is fundamentally changed. And so I think from our conversation we're gonna mix a little bit of art, little bit of science, a lot of great conversation really to help inspire us all to invent the next great world of selling solutions.

- I'm really looking forward to this discussion because while I think there's the art and the science component to sales, and we've sort of been talking about that stuff for a number of years, what we've all experienced in the last year you know, with the global pandemic, but really the acceleration of digital capability and digital technology at a rate much faster than I think we predicted it coming, really gives us an opportunity to reevaluate the sales function, the routes to market, the way you sort of cover territory and then deliver a customer experience through the sales cycle. There's opportunity all over the place right now to rethink that in a post COVID world.

- You know, and I think it probably starts fundamentally, Yusuf and like and I have talked before just about your selling strategy. So maybe that's where we'll start, is really thinking about strategy. And the way that I think about strategy is obviously you know, you are an association of where you apply your people, where you align and hone in your products, how you think about your distribution and paths to market. Then lastly, how you really drive great systems and processes to drive that measurement. How do you see selling strategy? I think that's a great place for us to start is just honing in on that point.

- You know, many of the same areas is how we think about it as well, right? In terms of really understanding what the addressable market

and opportunity is in front of you, and then what routes people, data you want to apply to that opportunity. I think actually, probably the most fundamental place to start is even in the definition of B2B sales because it's a pretty complex and multidimensional matrix, right? First you think about your routes which is a direct B2B route but you could also have a B2B2B route, a B2B2C route, a B2C2B, a B2C2B route, and so just understanding the routes of you know, the routes to market and then how you want to engage customers in those routes I think is like, sort of critical step number one. Again, in a post COVID environment I think many, much of that is being disrupted. You see companies that have historically gone B2B2C now going direct to consumer. You see the emergence of B2B marketplaces which haven't existed before. And increasingly you see customers wanting to transact more digitally regardless of you know, where they sit in an organization, or what they've done previously, that may have required more face to face engagement. And I think just understanding the routes against what you're trying to solve for is actually step number one.

- You think about what used to be inside selling versus you know, outside and field based selling. Maybe that's a good place to hone in a little bit right now is this transformation of the inside seller and the outside seller, field seller now to become the virtual seller. How do you think about that you know, and the clients that you're working with? And what are the kind of questions that are really on their minds in terms of this transformation toward a virtual selling?

- Well look, I think if this past year has taught us anything it's that most of us can sell and work from anywhere and that's the proposition Salesforce puts forward all the time. But the question then, is how do you really differentiate selling experience with the buying experience from a customer's perspective? That's what our clients are asking us about quite a bit. How do I differentiate my experience, my sales experience, how do I differentiate what my sales people bring to the process, such that even in a virtual environment a customer can really appreciate sort of that personal experience. At the heart of that, at the core of that is data. And you know, we're talking a lot about the



importance of the richness and the completeness of customer data. Both the data you have, and the data that you know, you can infer. Also, the concept of applying more AI to the sales process, and again, making it more scientifically driven, you know, so that activities can be spent where there's the highest propensity you know, to get sales done. And then finally, you know, it's sort of the magic aspect. I'm always thinking a couple of weeks, months, quarters ahead so that you know, in this virtual environment, we're also planning for what's coming next.

- So I agree, I agree, data is such an important characteristic and really having these data moments that matter you know, into the selling world of today, I think are really, really great things. Because for a lot of people, and I know clients that maybe we've worked with for a long time, they've set segmentation strategy decades ago and now they're really starting to ask these questions for coming back to the fundamentals. You know, how should we segment our customer relationships for the future. So I'm sure that's another one that your clients are asking you about as well.

- All of that has been upended because you know, regardless of how large a customer or organization may be, they may prefer to transact with you digitally. In the same way, regardless of how far away they are, in this new virtual selling environment, we can connect the best experts from our organizations with you know, customers anywhere around the world. And so it really does give you an opportunity now to match the right seller with the right customer and that of course, has you rethink you know, segmentation entirely as well.

- Yeah, the right customer the right seller, the right time, the right medium. You know, these are all, I think these great factors today that sales leaders need to be thinking about. And it's not just, you know, the simple number of account reps and in what markets are they in that we have to be really honing into. It's a lot more scientific you know, today that we have to hone in and get to that data. So why don't we do this? Why don't we summarize for sales teams today some key insights that we can maybe guide you know, sales teams on how they need to

think about coming back to this world of growth and accelerating through it. Number one on my mind, and I think it's something you and I talked about, is this data driven world. I think there is no shortage, or no shortfall of data today but we need to turn that data into great information and insights in those moments that matter.

- Absolutely, I mean, I think, I think you said it really well Bill. And I think you know, data as currency in the sales process is an imperative. You know, probably just as important to me as listening to what your customers have to say. You know, whether we're thinking about segmentation or routes to market, or the medium in which they want to interact with us customers have strong points of view on what they want the buying process to feel like. And I think as we reenter you know, the physical world, as we try and blend these hybrid ways of working, asking our customers how they want to buy from us and what engagement model they want to see, is critically important as well.

- But I think one other thing I would just add onto that is yes, you really have to hear what they're saying. Sometimes I work with a lot of organizations that just do everything that the customer tells you to do and not really challenge and become a great partner to your customer, to really hear what they're trying to achieve and manage really towards those outcomes, if you will. You know, I also know that's a skill. And one of those skills that I think equipping our talent, our teams to redevelop in this time is also really important and really meaningful. So maybe the final thing I would say in terms of thinking about the selling of now, is how do we reequip our teams to thrive in this digital first world? And I think you have to do that by assessing your talents, assessing their needs, and not just judging them based on their lack or talent gap.

- As much as we need to blend the art and humanity of taking care of our teams, I think there's always more opportunity to put more science into how we manage sales talent as well. And so you know, one of the things we talk with our clients a lot about is taking an analytics based approach to how you align the right talent with the right opportunities based on their skillsets, their behaviors, the



inherent characteristics, you know, within their personalities. And data and science, you know, can really help create the right connections there.

- Yusuf, it's always great to talk with you about these incredible conversations. How we can help the world, how we help our clients, our customers really re-accelerate growth. I know we'll have a number of other conversations you know, later on this topic. But for now, I just want to say thank you for joining us in such an engaging conversation.

- Thank you Bill. It was a pleasure to talk to you.

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