

Systematically Execute Expand Selling for 2023 Growth

Thank you for joining us. This presentation will begin in just a few minutes.

A few notes while you are waiting:

- Audio: is routed through your PC – please make sure your speakers are not on “mute”
- Technical support: submit a question using the Q&A feature on your console, or contact Vanessa Lucero at vanessa.lucero@tsia.com

Housekeeping



Today's webinar is being recorded

- Link to the recording will be sent to you within 24 hours via email



Audio delivered via streaming

- Webinar controls are found at the bottom of the webinar player



Use the Q&A box to ask questions throughout the webinar

- After the webinar we will follow-up with any live unanswered questions



Enlarge the screen to full screen by clicking in the top right corner of the slide player

Today's Presenters



John Ragsdale
Distinguished Researcher, VP
Technology Ecosystems, TSIA



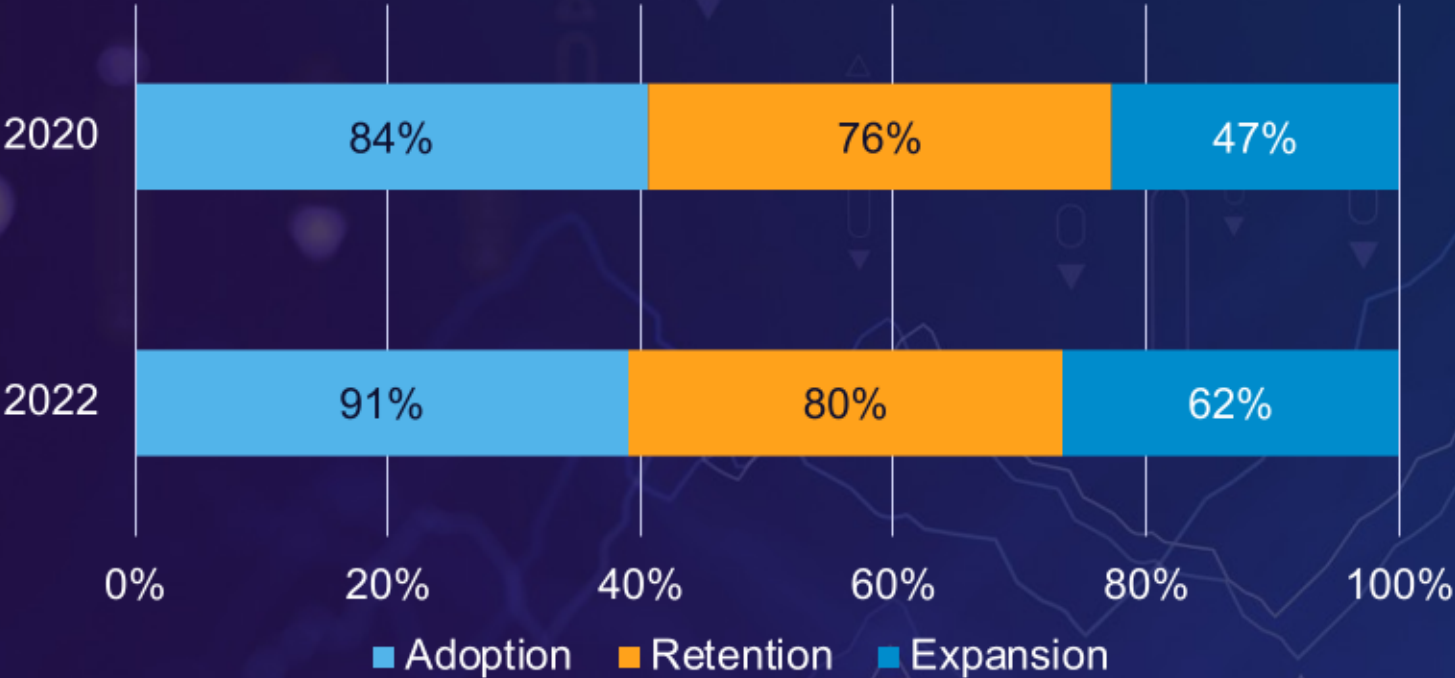
Dave Irwin
Founder and CEO,
Polaris I/O

Systematically Execute Expand Selling for 2023 Growth

John Ragsdale | Distinguished Researcher | VP, Technology Ecosystems | TSIA

Customer Success Charters Evolving

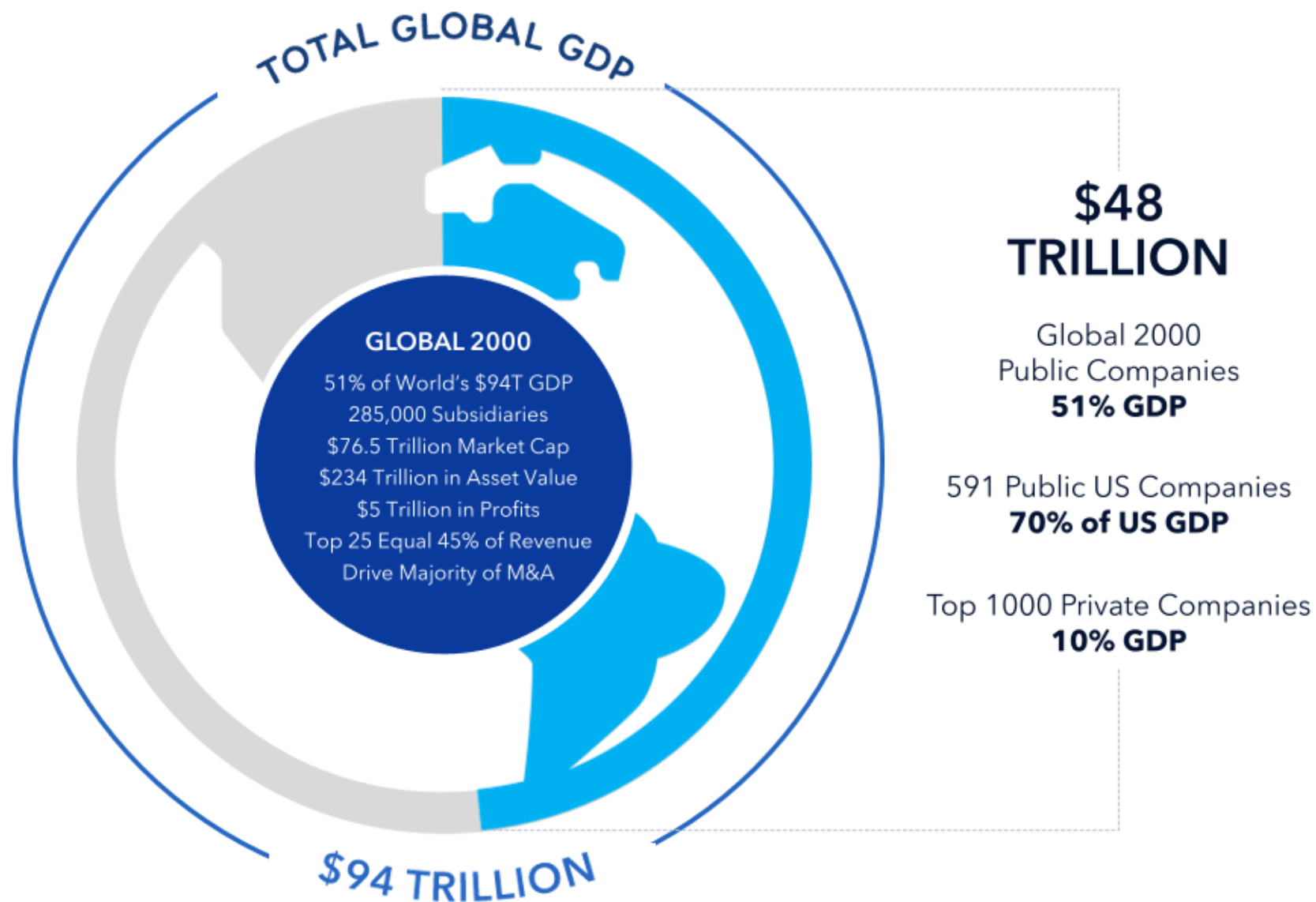
What are the charters of your customer success organization?



52%
of CSMs are tasked
with cross-
sell/upsell

KEY ACCOUNTS ARE MASSIVE

The Global 2000 drives the vast majority of spending.



Source: IMF Bank

KEY ACCOUNTS ARE COMPLEX

Key accounts are each a market in and of themselves



WHAT POLARIS DOES

Help master the complexity of global key accounts for systematic growth

POLARIS I/O
THE GO TO CUSTOMER COMPANY



Applications for
Commercial Insight,
Growth Expansion &
Digital Communities



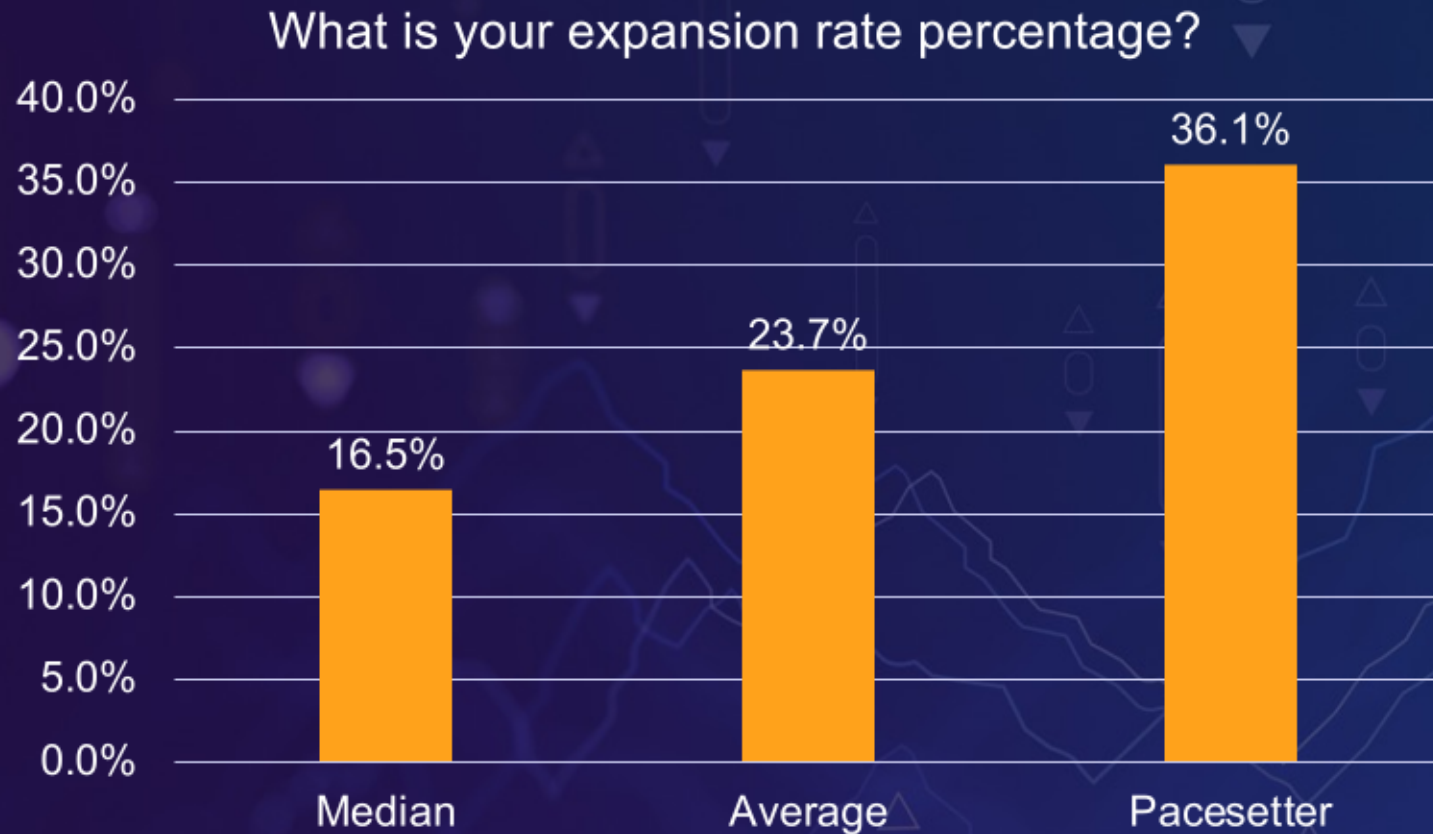
**Executive Buyer
Research & IP** to
influence buying
decisions



**Online Learning
Center** for Selling
What's Possible™

**Polaris I/O is a holistic key account platform built
entirely Post Covid for a digitally transformed world.**

In an ARR World, Expand Selling is a Critical Driver of Revenue

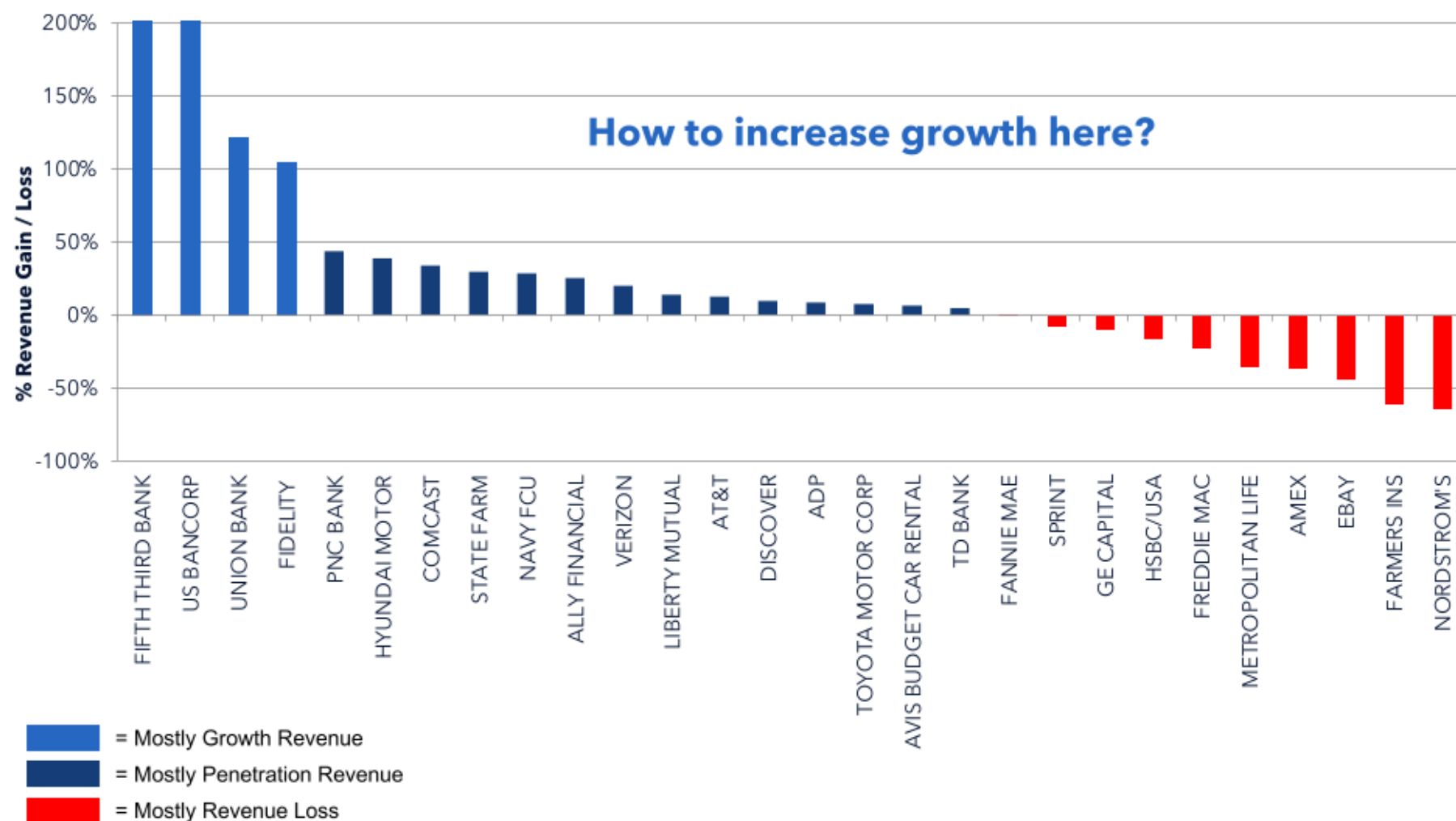


30%
of technology
subscription renewals
include an upsell

54%
Pacesetter average

A few key accounts typically drive the majority of growth

4 accounts drive 64% of a F500 companies' growth



From This

CRM supports a buyer journey of
known demand

Focus is on sales activity

Awareness > Consideration > Interest > Preference > Purchase



Product Driven

To This

Expand selling should focus on a
buyer journey of *co-creation*

Focus is on customer outcomes



Needs Driven

Sales Activity

To do this...

	Demonstrare	Admiration et alii	Pellentesque	Vivamus vitae	Consequatur
Pellentesque	\$120,146	0.007	5.24	\$99,225	24.59%
	\$40,073	0.003	1.09	\$22,345	14.25%
	\$40,073	0.004	4.15	\$76,880	10.34%
Nunc vestibulum	\$85,493	0.006	3.57	\$120,146	35.07%
	\$32,143	0.002	2.45	\$40,073	18.54%
	\$53,350	0.004	1.12	\$40,073	16.53%
Mauris risus	\$99,225	0.009	5.31	\$85,493	40.34%
	\$76,880	0.004	4.22	\$32,143	22.22%
	\$22,345	0.005	1.09	\$53,350	18.12%



Commercial Resource

Account Activity

I need to understand this...

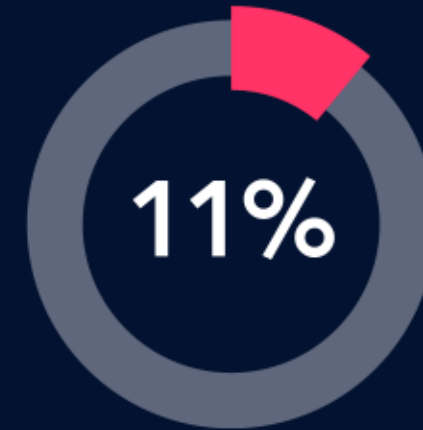


How often does this happen?

What makes a Salesperson Valuable?

The salesperson clearly shows they understand my business issues and can articulate to me how to solve them.

How often does that happen?



Source: Forrester Research and Ongoing Conversations

Executive buyers' rate knowledge & relevancy poorly

Executives and decision-makers report how well-prepared salespeople are for meetings.

Sales Report Card

Percent of executives who said sellers are usually prepared in the following ways.

All executive buyers (N=319)

Knowledgeable about their company and products

62%

Knowledgeable about my specific business

24%

Can relate to my role and responsibilities in the organization

23%

Understands my issues and where they can help

22%

Has relevant examples or case studies to share with me

21%

Source: Forrester Research and Ongoing Conversations

Current state: Highly manual, decentralized & time-consuming



Information Overload

CURRENT STATE

- Google Searches
- Hoovers Reports
- Linked In Look-Ups
- Financial Reports
- Investor Calls
- Trade Articles
- Newspapers
- Social Media



5 - 8 hours per week of
manual research



Irrelevant Conversations

CURRENT STATE

- Create an Opportunity
- Research Stakeholders
- Explain Plan to Team
- Create Pitch Materials
- Review with Team
- Explain Status to Mgmt
- Explain Strategy to Mgmt
- Review with Mgmt



6 - 8 hours per week to
develop a new opportunity



Internal Fragmentation

CURRENT STATE

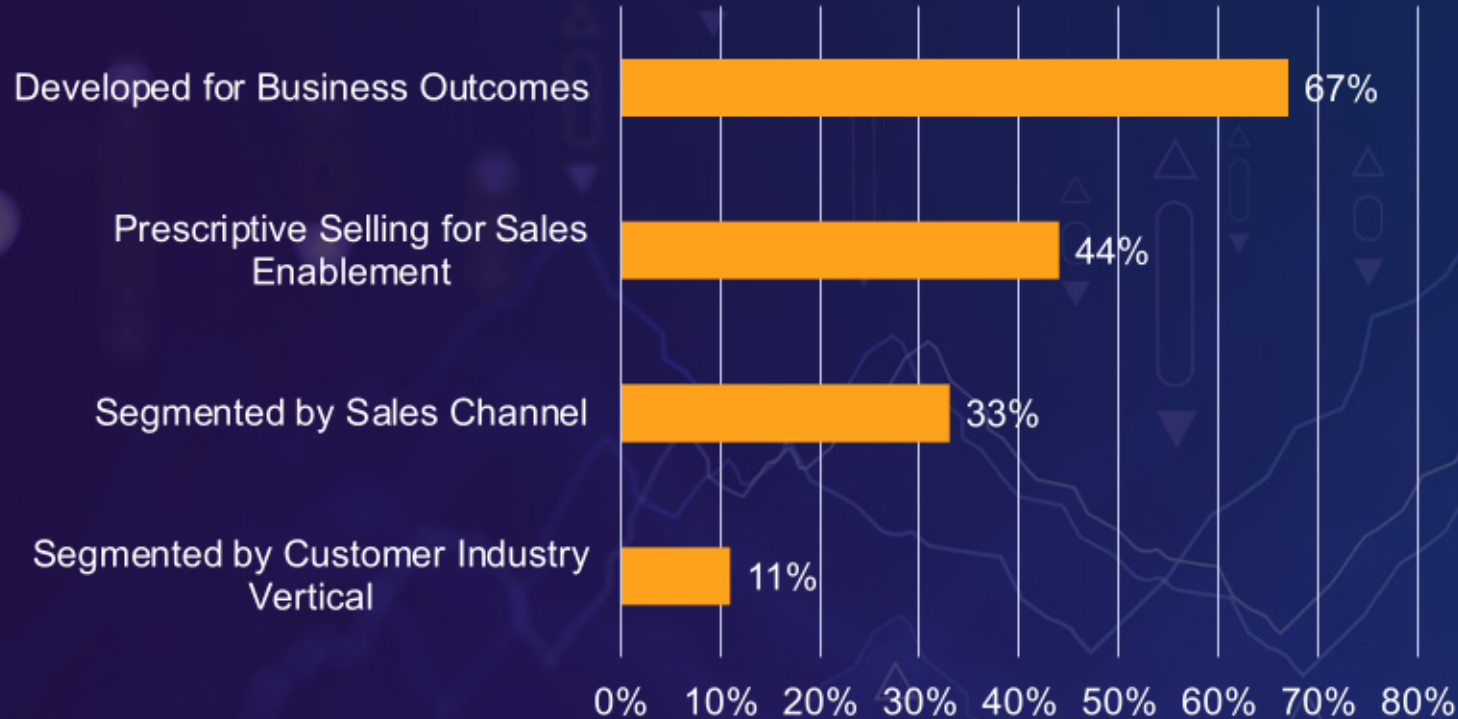
- Email Notes & Updates
- Explain History
- Onboard New People
- Look For Files
- Email Files to Team
- Review Stakeholders
- Track Changes
- Explain Team Needs



5 - 8 hours per week of
manual searching / sharing

Accelerating Time to Value: Outcome-Based Expand Selling

What strategies are you using to ensure the right customer success service is sold?

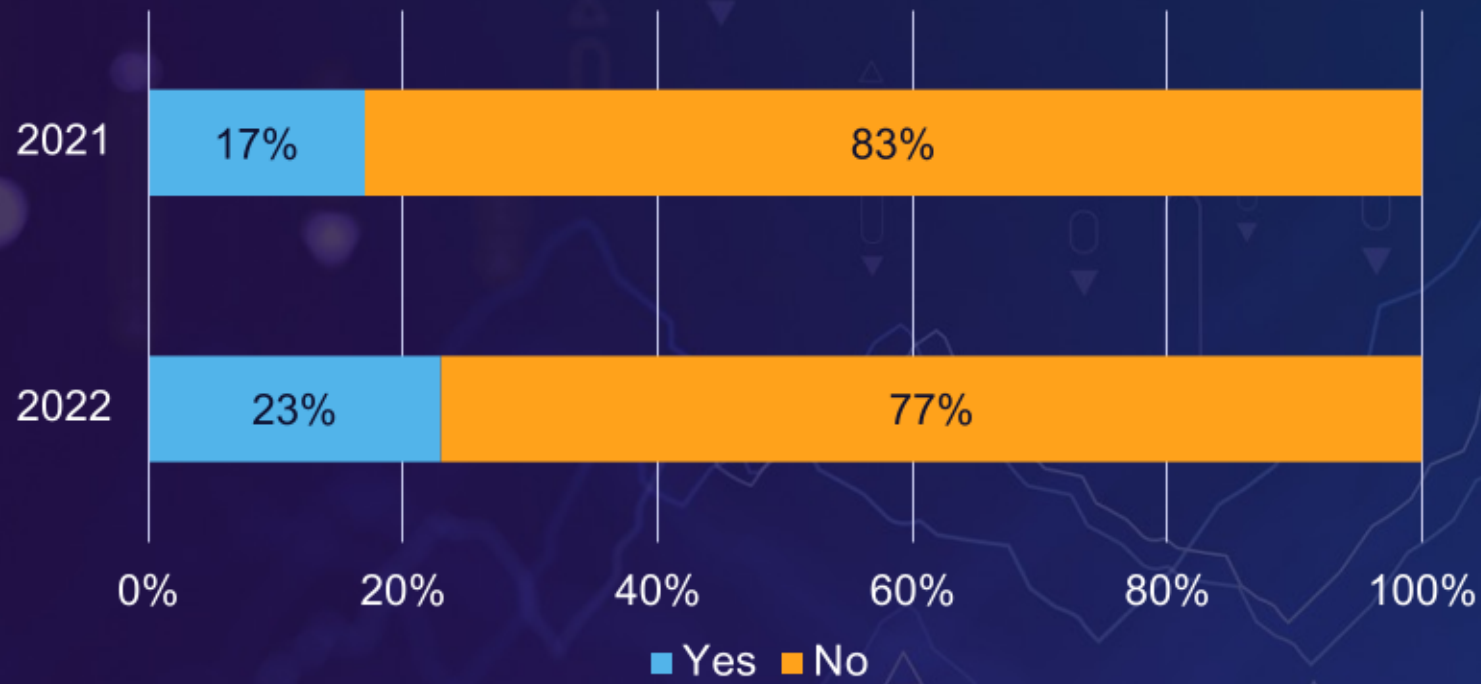


Only
28%

of sales teams are
required to capture
customer's desired
business outcomes

Customer Journey Analysis

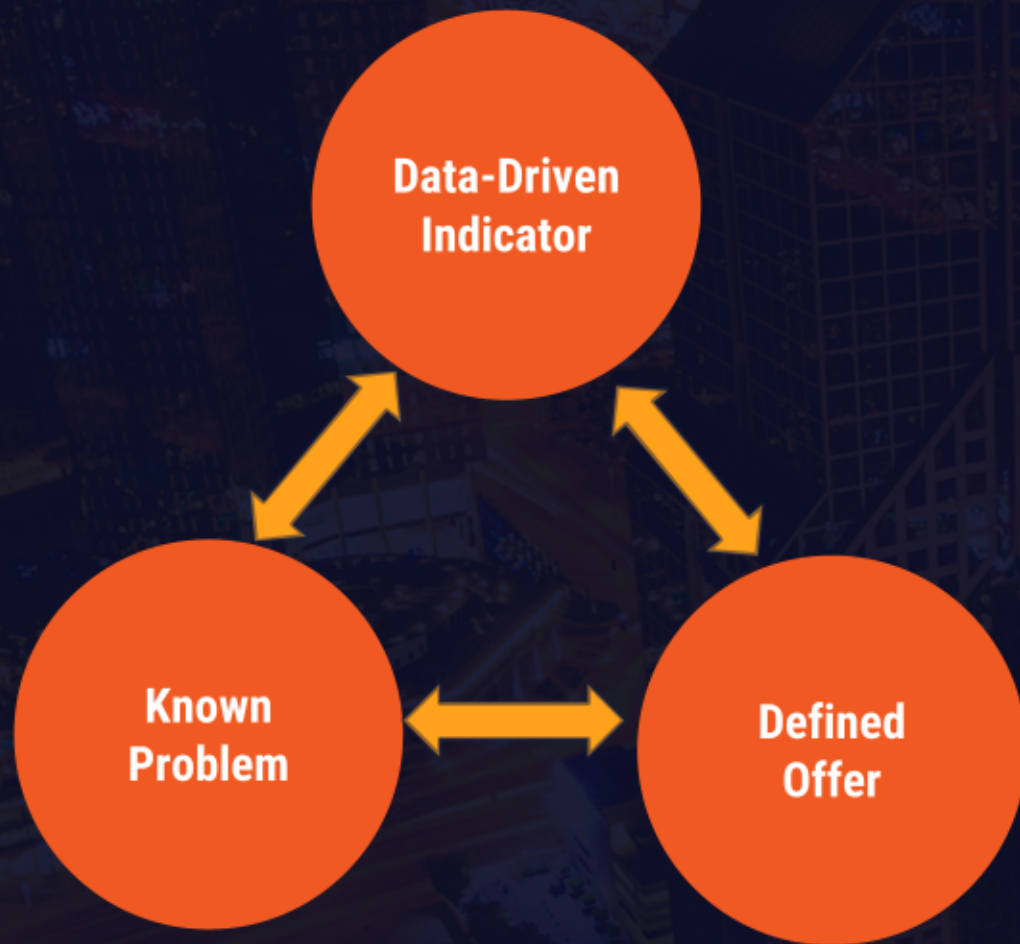
Do you use predictive analytics models for expansion sales opportunities?



Analytics Required:

- Mine the history of accounts to identify patterns of land and expand by various demographics.
- Understand logical expansion plays depending on where a customer is in their journey.
- Recommend offers for CSMs to extend to customers that are personalized and contextual.

Turning Customer Data into Account Intelligence: Data-Driven Selling



Data-driven selling automation automatically identifies expand selling opportunities throughout the customer journey.

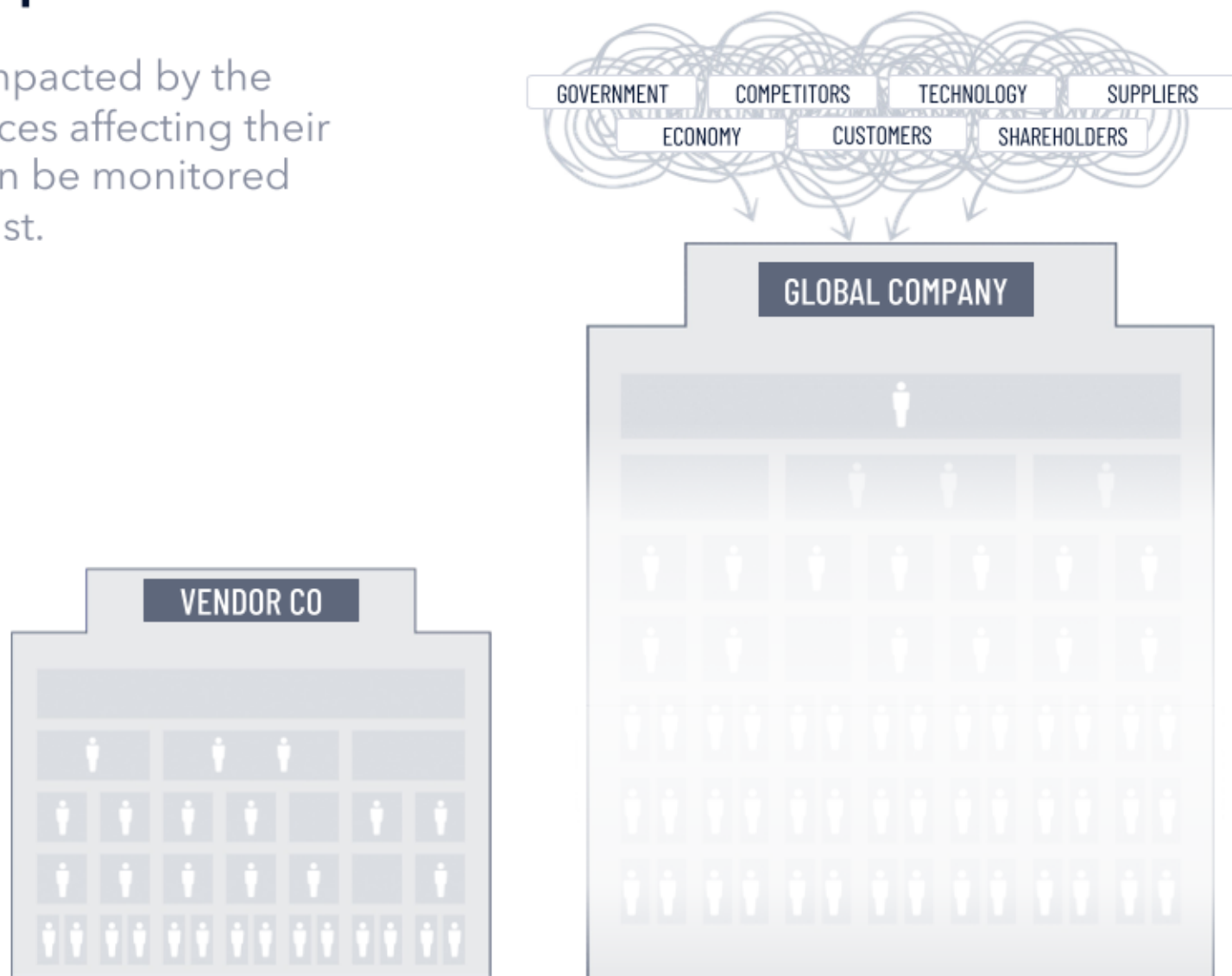
Many customer conversations provide clues to relevant expand selling offers

- Process problems identified during implementation
- Adoption barriers discussed in QBRs
- Support cases linked to a lack of training or assistance needed with customization or integration

Customers who report these issues can be passed along to expand selling specialists automatically for follow up.

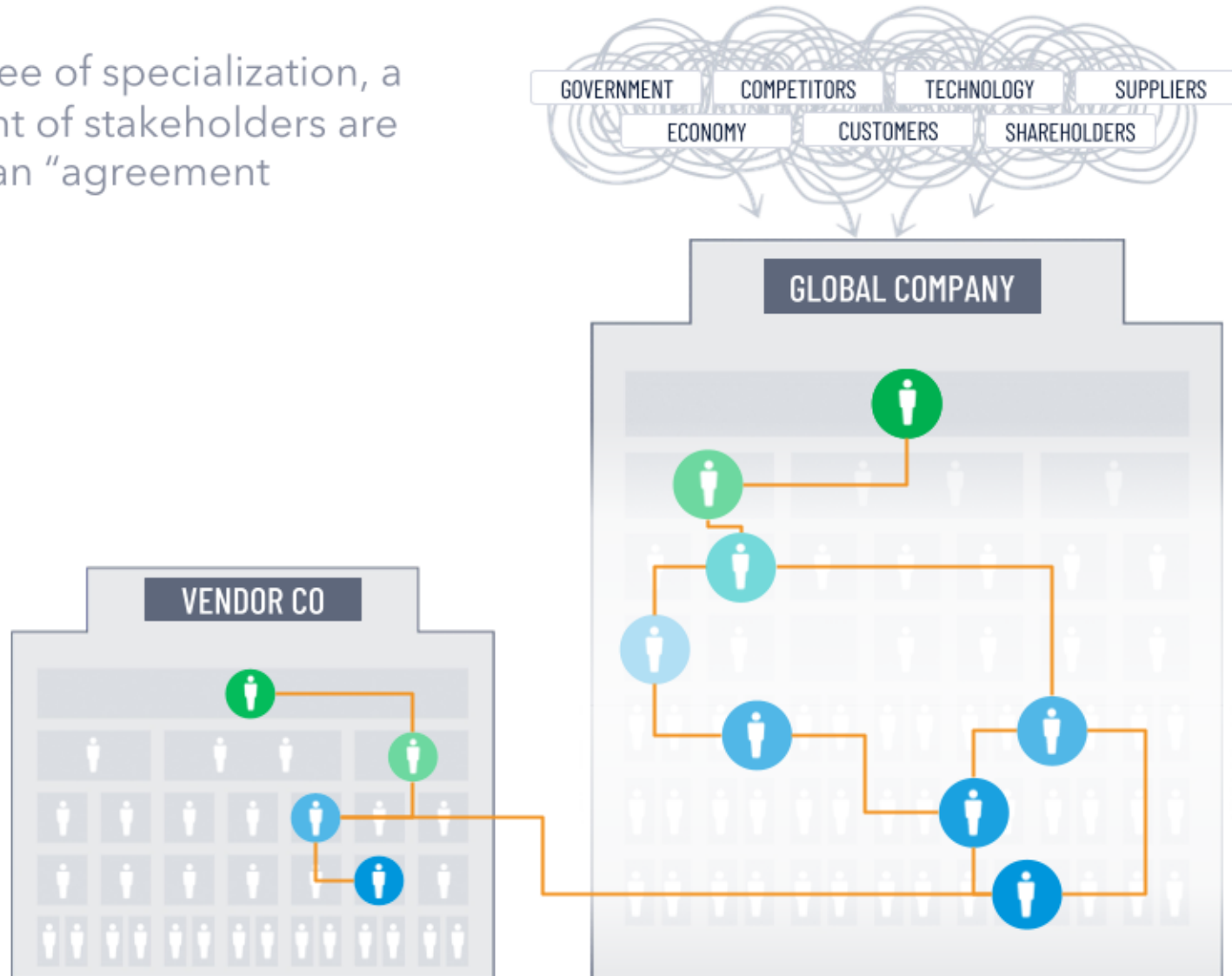
Market forces are predictable and can be captured

Each company is impacted by the same knowable forces affecting their industries which can be monitored and actioned against.



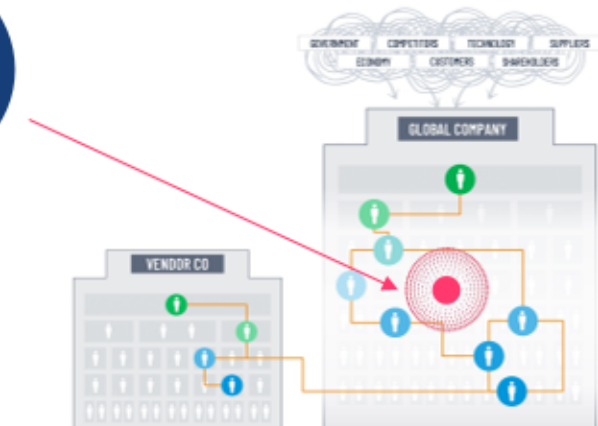
Managing agreement networks is how you succeed

Due to a high degree of specialization, a tremendous amount of stakeholders are involved; creating an “agreement network.”






Capturing outcome patterns makes expansion sales repeatable

Identifying and observing outcome patterns by the agreement network makes expand selling repeatable.



Expansion sales can vary widely by altitude and role

	 Call Center Manager	 Enterprise Architects	 CIO
WHAT THEY BOUGHT	Automating Functionality	Roadmap of next generation network	Business benefits of the whole vision
WHAT THEY SPENT	\$50,000	\$250,000	\$2,000,000
SALES APPROACH	"Product" Sale	"Solution" Sale	"What's Possible" Sale
	1x	5x	40x

Bridging the gap to successful expansion requires new knowledge

What account teams need to know

- WHAT:** What are the account's relevant problems and challenges?
What conditions are impacting their business?
What altitude level in their organization needs to be navigated?
- WHO:** Who are the stakeholders involved and what do they think?
Who is the wallet owner and how much budget is available to them?
Who else must be in agreement and what are their relationships?
- WHEN:** When are these problems getting active attention?
- WHERE:** Where in the organization do I align capabilities and resources?
- HOW:** How broad is our opportunity across the account?
How do I grow this opportunity across various revenue groups and regions?

Pattern match business needs and outcomes to make it repeatable

Model Needs

BUSINESS DIMENSIONS

- | | |
|---------------|------------------------|
| 1 Industry | 4 Financial & Investor |
| 2 Competitors | 5 Subsidiaries |
| 3 Company | 6 Conversations / QBRs |

Match Outcomes

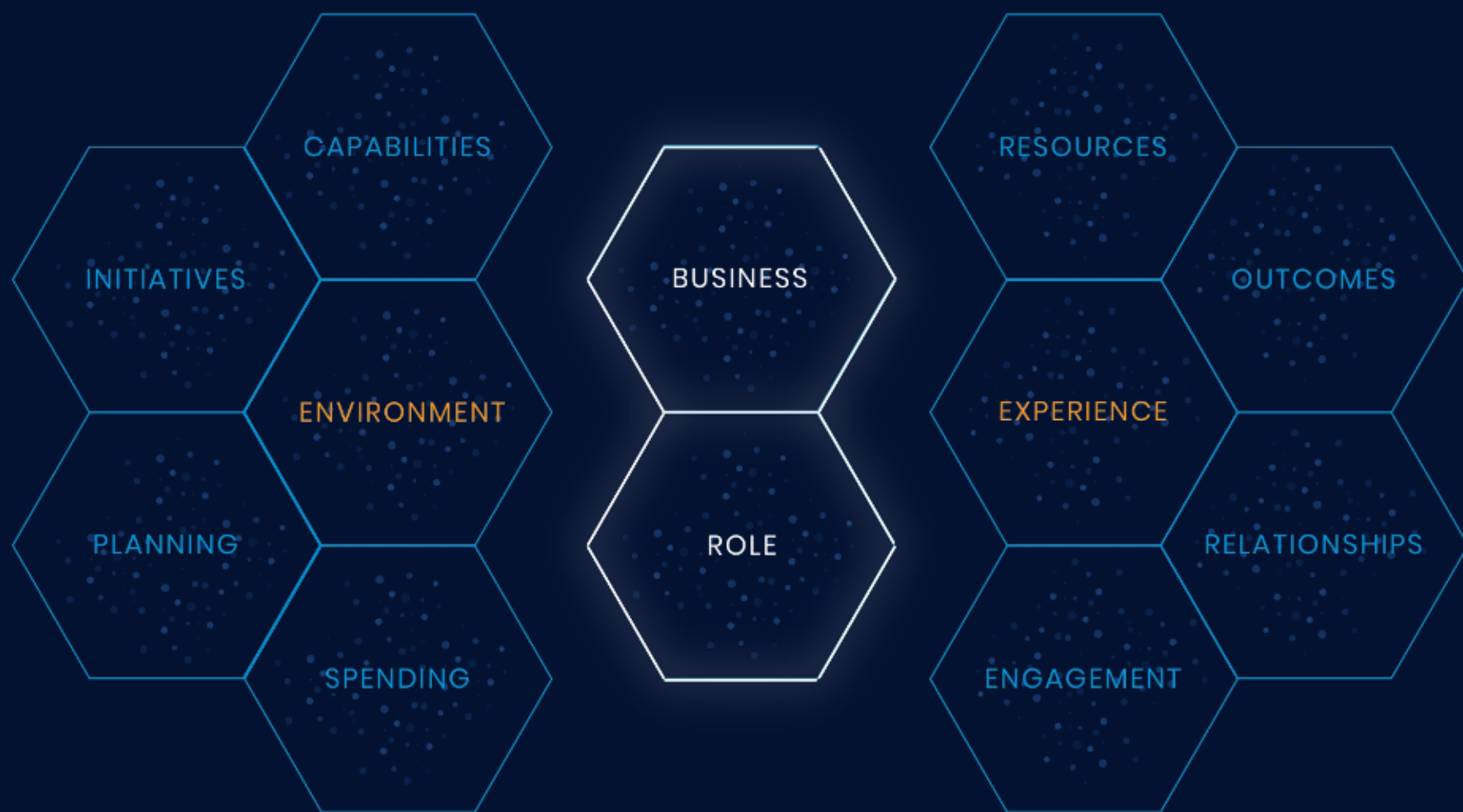
ROLE DIMENSIONS

- | | |
|--------------|-------------------|
| 1 Title | 4 Connections |
| 2 Department | 5 Relationships |
| 3 Background | 6 Buying Networks |



**Map the right play;
measure what works,
and pattern match
what's been successful
before to new
expansion opportunities
by type**

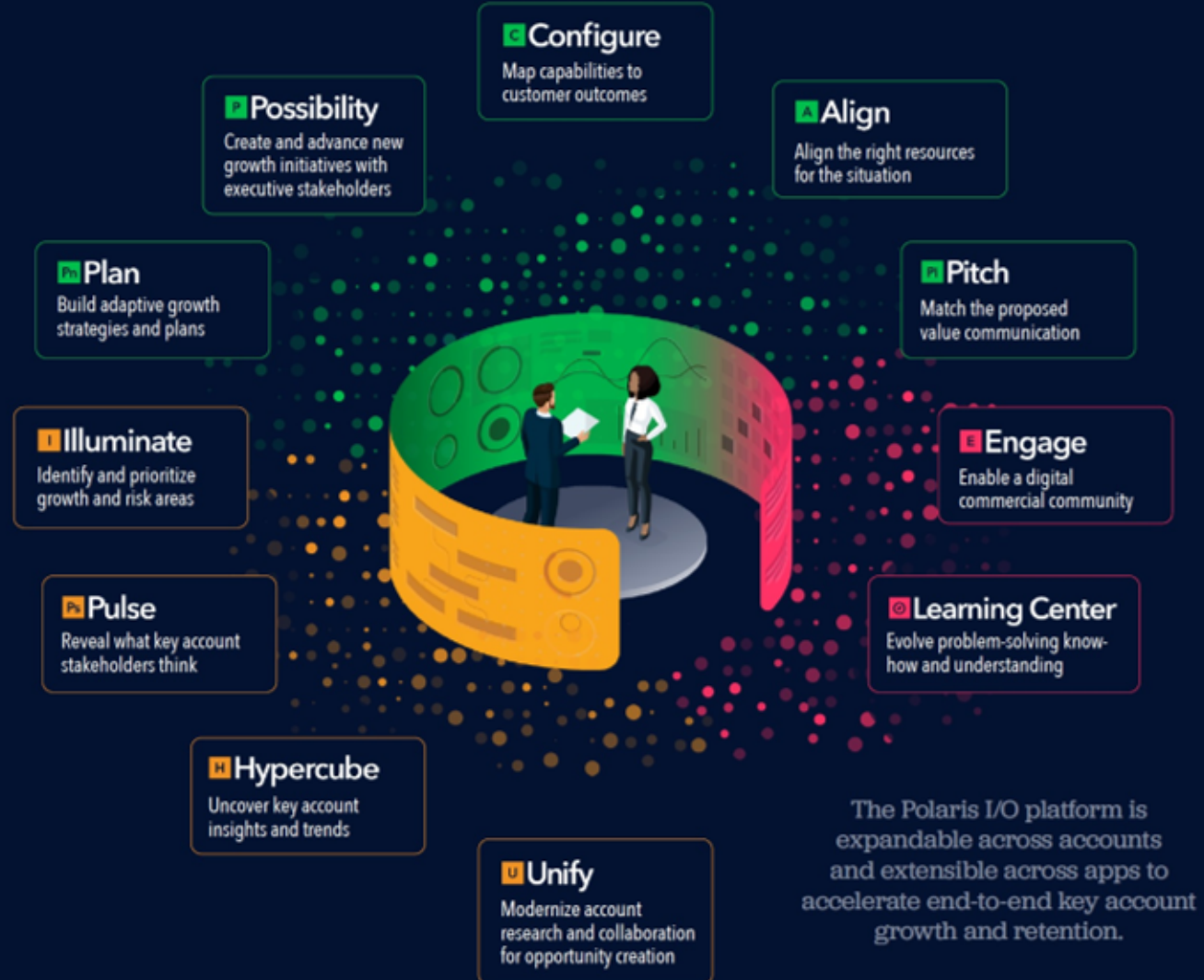
Comprehensive knowledge across the account landscape provides a strong foundation for continuous expansion



WE EMPOWER ACCOUNT TEAMS

- Relevant and adaptive
- Collaborative and coordinated
- Efficient and productive
- Systematically increase pipelines
- Drive revenue growth faster
- Centralize tribal knowledge
- Prevent risk and loss

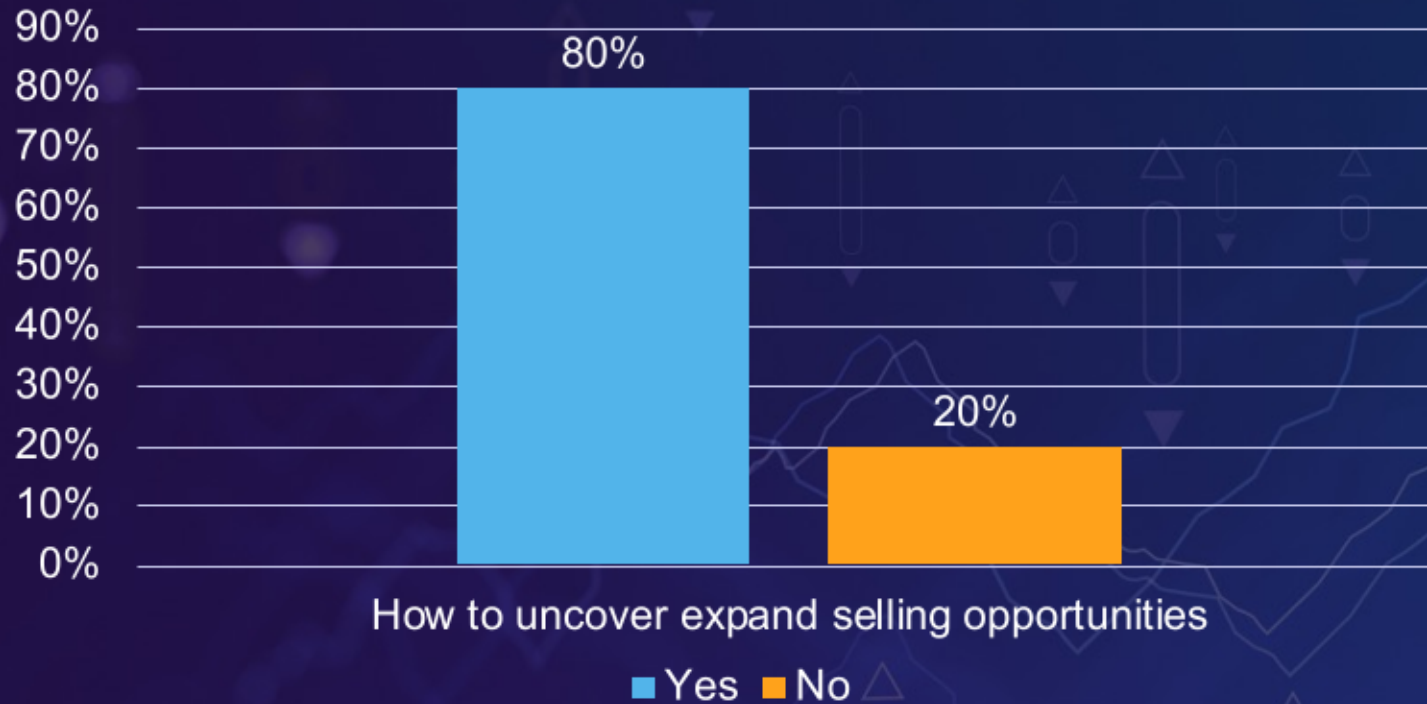
Unlock a new frontier of growth in your key accounts.



Providing CS Frameworks to Reseller Partners

Tech firms hoping to boost revenue through resellers need to enable them with content and best practices beyond “Land.”

Which of the following training programs do you offer for your XaaS reseller partners?



The right insights, at the right time.

Thank You