



# INDUSTRIALIST LIVE | EPISODE 2 | HIGH VOLTAGE DIGITAL SALES

## VIDEO TRANSCRIPT

**WEDNESDAY, APRIL 21, 2021**  
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**US Central Time**

### **Event Host**

**Dave Allan**, Founder at ?What If! (now part of Accenture)

### **Accenture Speaker**

**Thomas Rinn**, Managing Director, Global Lead Industrial Industry at Accenture

### **Guest Speaker – Siemens**

**Jenny Bofinger-Schuster**, SVP Sustainability and Operational Excellence at Siemens

### **Guest Speaker – 3M**

**Karina Chavez**, Customer Operations SVP at 3M

### **DAVE ALLAN:**

Hello and welcome to Industrialist Live. I'm Dave Allan and I'm your host for the next hour. And before I introduce my fantastic guests, I'd just love to spend a minute or so explaining why we're here today.

So just a few months ago, Accenture conducted a big survey around the sales process, something we called **High Voltage Digital Sales**. And it led us to a hypothesis that

investment in sales can be the biggest transformational lever you can pull in the short term as we emerge out of the COVID crisis. In fact, in the next two to three years, in industrial, 50% of sales activity is going to go online and we estimate that 30% of sales will be direct and online.

So, in this sort of shifting world, digital sales, experience and opportunities will be the primary driver for sales and a lever of change. But the second thing that was really interesting in the survey is that, of those 500 companies surveyed, only 7% said that they were going to engage in sales transformation in the next two years.

And when we saw this fact, we were thinking, well, is this true or is this madness? Because those that do change, those that do get ahead of the curve are going to be at a huge competitive advantage, hence, the reason for today's event. It is our job today to make you one of those 7% and not one of the mad 93% who avoid what will be this critical lever of change. So, that was the hypothesis.

The next thing we asked was, well, who can talk to us about this subject with passion, with expertise? And I have to say, I'm delighted to welcome two fantastic guests and leading practitioners in the field. Both work for



outstanding world leading companies; both oversee an incredibly diverse sales portfolio, from software to frequently produced consumables, to engineer to order, to huge capital purchase or long-term contracts. And both have a deep experience and passion for the subject.

So, I'm really delighted to welcome, first, **Jenny Bofinger-Schuster**, who is the Senior Vice President of Sustainability and Operational Excellence at Siemens. And, secondly, **Karina Chavez**, who is the Senior Vice President, Customer Ops at 3M. So, Jenny, Karina, welcome and thank you so much for joining us today.

And my third guest, and also my boss, is Thomas Rinn, who is the Global Industrial Sector Lead at Accenture. Thomas has over 30 years' experience across hundreds of industrial clients who are grappling with these and other industrial challenges and Thomas is here to give us that broader perspective, as to what he's seeing in the market. So welcome, Thomas, and great to have you with us.

One final thing before we dive in, which is just for the audience, we really thank you for taking the time to join us. We hope it's going to be both an informative and entertaining sort of 55 minutes. And you will notice that you have sort of a chat box. So, if you have any questions that you would like to pose to us, please, please put them in the chat and we will come to those towards the end of our session.

So, without further ado, I'd love to start, Jenny, and then, perhaps, Karina, with you. Jenny first and then, Karina with you and just think about the last 12 months and this incredible shift that has occurred in our world.

I read the other day that it takes 40 days to form a habit and we've had 365 days of forming a whole host of new habits around how we work in business. And I was wondering if you could paint a little picture for me of the last 12 months and what has been the impact to you on your

relationship with customers? What is your organization's relationship with customers and how maybe it's reformed thinking or created some really big changes in how you interact? So, Jenny, over to you, are you happy to just paint us a little picture?

#### **JENNY BOFINGER-SCHUSTER:**

Yeah, thank you very much for having me today. And, indeed, in the last 12 or 13 months, everything has changed in the way we work and, particularly, the way we interact. And if you are in sales, the interaction with your customer is, of course, the most precious thing that you actually have.

And after having visited so many customers throughout my career, if I enter a building of a customer, I typically already get a very strong first impression and can somehow already sense how this customer is and what is important to them and, obviously, that didn't work in the last 12 months. So, we really needed to learn how to get this customer interaction to a different level and to bring this to the virtual world.

And the first thing we needed to learn is that we need to have this virtual environment and, if you look at Siemens, we have almost 300,000 employees all around the world. So, the first important step was, obviously, to bring the majority of these people in the home office situation.

And here, I have to say that, our IT Department really did a tremendous job. From the very beginning, that worked very, very well. And I believe that that was super important because it really not only gave us the technical opportunity, but also the trust and the space to then escape through this new virtual world and find new ways of interaction, and that went actually very well.

So, I think if we all had these COVID moments where, for example, you meet a customer for the first time and all of a sudden, there is the child of the customer in front of the camera. Or there is a customer who would share his favorite vacation



spot in the background and you would speak with this person about his vacation patterns and would very quickly connect with these customers; maybe sometimes this would be even faster and more flexible and more open than you would have done in the old world.

And then, of course, also the requirements from our customers changed tremendously. And there were many, many customers that really needed also to change their core processes in the last 13 months and we needed to help them quickly. Just to give you two examples.

So it is, for example, a beer producer in Australia and they were producing kegs and all of a sudden, no one needed kegs anymore. So, it was our task, and we needed to react quickly here, to help them bring this production to cans because cans were still able to sell.

Or if you look into pharma and the production after vaccinations, obviously, these were super important. We were there to help with digital solutions to really shorten the time to markets and support customer with bringing vaccination faster to society than they could be before.

So, that said, I do believe it was super challenging and sometimes I really felt it was a tough year, but overall, successful and in some cases; it helped us really to even move closer to our customers.

**DAVE ALLAN:** Fantastic. And, Karina, similar stories or some differences too?

**KARINA CHAVEZ:**

Well, probably there were some activities that we needed to do to engage our salesforce to help them across the chasm, if you will, into the digital world. And so, we did create some engagement programs and one contest like, for example, around virtual sales, virtual sales contest and who could do the most virtual sales calls and have a little bit of reward and recognition after that.

We also saw how that changed. The behavior also was changing and evolving on our customer side. So, on the retail perspective where we used to do line reviews on a quarterly basis with our big box retailers. The line review process did shift, which was unthinkable. If you needed to be in Bentonville or you needed to be at Loews headquarters, at Home Depot's headquarters to close the sale for the full year in advance, that also changed virtually, progressively over time, I might say.

And the other aspect of our go to market model is very demo intensive. So, switching some of those demos that sales used to on the shop or on the ground with the customer, needed to shift into a virtual setting. So, some of the engagement of whether customers needed a little bit of a push, if you will, to help encourage more of our traditional sales teams into that more virtual setup.

**DAVE ALLAN:**

Got you. And as you look at this sort of fundamental change and this shift, what do you think's not going to change now we live in this new world? So, as we move forward, as we come out of COVID, where you point to, look, this is now the real world as it is today and we're not going to go back? Could you just talk to that maybe, Karina and Jenny, a little bit?

**KARINA CHAVEZ:**

So, we can see that customer preferences for a virtual setup, now that they have tested, well like into a year in some cases or over a year, they're not going to go back. So now, we can identify and segment customers. It's not designed by 3M, but designed by a customer preference on pure play digital models, where you can see like the gamut of how the customer wants to be interacted, how the customers wants to get product information, portfolio marketing information from 3M.

And our side as well, it allows us to future fine-tune our sales effectiveness model, depending



on again, the tiers, the different customer needs and so on. So, I can definitely see that that swing that we had already seen in the making for a number of years, just went full pendulum in a super fast way and it's not going to come back.

At the same time, we hear from our employees as well that most of them feel pretty comfortable working from home and some of them just don't want to go to the normal set up as we used to do.

So, it's a little bit of both and we're finding that, in that intersection, there is a great opportunity for redefining our sales effectiveness model, as well as our engagement model with our employees.

**DAVE ALLAN:** That's fascinating. And, Jenny, are you seeing similar things and changes in accelerations?

**JENNY BOFINGER-SCHUSTER:**

Absolutely. I can very much relate to what Karina had just said. We had really very similar experiences in the last 13 months. And, of course, everything will be more digital. There has been a great acceleration from this pandemic and the acceptance for digitalization. I am very strong believer that the speed will stay, also the expectations from the customers that we are fast and that they get a very fast response. I'm sure this will stay. Yes, there will be reduced travel.

In terms of how much do people love home/work office? I think there are different opinions on this and actually, we already have a new solution and we already set that also for the long term, we will offer for 140,000 employees, the opportunity to work from home for 2 to 3 days. So, we kind of want to give everyone the flexibility to also adapt a little bit on what you prefer and whatnot.

I personally, I really miss the interaction with my colleagues and teams. So, I miss it, but I do also, of course, see the preference of being home from time to time.

**DAVE ALLAN:** I know I think we would agree with you. Thomas, like having listened to that and just stepping back and looking more broadly at what you see, any big things to highlight or other things that you'd want to point a finger at?

**THOMAS RINN:**

Yeah, first of all, as a consultant, you know that I'm used to travel and in that COVID period, I gained efficiency in an unbelievable way and I really fear that traveling might come back and we will lose this efficiency again. And I'm also responsible for sales, of course, at this point in time.

Looking at our customers, it's a very different environment and they have coped with the situation very differently in the last couple of months. We see that a lot of them have huge problems with the digital customer experience journey to be set up. We see that they did everything to get better, but still, they would all have loved to be much more digital in this journey. And that's something we see everywhere at this point, looking at CRM, looking at online shops, looking at how we interact with our customers, looking at how we sell complex products in comparison to more easy products at this point.

This made it all very difficult for a lot of companies. And as we've heard already, the topic of speed was a very essential one. There are companies out there that really transformed in an unbelievable fast way, but there are also companies that just were watching what others were doing instead of moving ahead themselves. So very, very different environment at the moment.

**DAVE ALLAN:**

Fantastic. So, look, we painted this picture of change of the world not going back, that digital interaction engagement just being the norm now, the world we live in and the acceleration and the opportunities that that creates. I wanted to shift now from that sort of relationship picture, just a



little bit more to the sales story as a strategic competitive advantage. And in this new reality, I'd just love you to talk about a couple of things. One is about the role that sales now plays in the strategies of industrial companies and where it is moving up that agenda. And then, secondly, a little bit about the role of technology within that.

So, maybe, Karina, you could start and just give us a flavor of where sales sits now for 3M over this next 12-to-24-month period and the role of tech and digital within that?

**KARINA CHAVEZ:**

So, for sure, I just wanted to start by saying what Thomas shared is so critical and essential to the journey and how we're repositioning sales in the company. So, certainly tying in technology into everything that we do and redefining what the customer experience is, as the key cornerstone of how we're repositioning sales. And again, it's not something that we didn't see coming. It's just this accelerated need for change in a compressed timeframe to keep leading the sectors that we are and taking share where we can.

So, the redefinition is really being a little bit more specific as to how the intersection between the different go-to-markets that we have at 3M, our four business groups within our geographies and within the customers' needs for that accelerated service.

So, now, what we're doing is to consider how our sales team is changing from just the sale of a product to the sale of an experience that also includes the delivery of a service. And so, as we understand digitization and technology and so on, we are considering that end-to-end experience, including marketing to cash processes, incorporating portfolio activation with our marketing teams, as well as just the full delivery of our products as well as the way that even we do collections.

So, the sales function in the future are as we're reshaping it, we'll become so much smarter just

by definition of the speed that is needed by the newer expectations that we have and the nuances that technology and this virtual setup has for all of us really.

**DAVE ALLAN:** Makes complete sense. And, Jenny, from your point of view, just dwell a little bit more on how the priority and technology goals? So, what are the benefits you're starting to see from this sort of acceleration?

**JENNY BOFINGER-SCHUSTER:**

I mean that really establishes the benefits because this is why we're doing this, right? We need to ensure that our customers can benefit from increased the customer experience and I see that the customers want us to be fast, they want us to be easy to do business with, they want to be understood, so that we also know everything that we should know about them. And on the other hand, they also want to have customized solutions and answers. And I do believe that, of course, technology is very much helping us to get there. And for us, this also hasn't been new. So, we've been on this journey obviously before COVID and again, COVID is now rather accelerating this and is helping us to enhance this traditional more relationship-based model with the virtual and using really innovation technology and almost data science to come to this much more interaction with the customers.

And if we look for the technology stack, it's really incredible to see which technologies are also out there that help us both, helping us to have this different interaction in a virtual way with the customer, but also in supporting our sales teams to be in the best shape and have everything attained and ready that they need to serve the customer best and quickly.

So, with this, we really see the super strong acceleration and also, a lot of work to really then select the right levers, the right technologies for our teams to be prepared in the best way for this.

**DAVE ALLAN:** And thank you, Jenny. And,



Karina, for you, any other benefits beyond the ones that Jenny's highlighted that you'd like to sort of shine a light on?

**KARINA CHAVEZ:**

So, I think it also has the internal benefit. I think the external benefit speaks for itself with the productivity play that that has to enable and refuel part of that freed up productivity into our new products. So, we're a company that focuses a lot of its growth on new product innovation and R&D investment.

So, part of the digitalization and the opportunity that this provides through better segmentation, better technology, automation, artificial intelligence, incorporated into our offering will also allow us to free up resources needed, much needed, to keep on fueling marketing and new product innovation.

**DAVE ALLAN:**

Makes complete sense. So, Thomas, I know this is an area close to your heart and one that you're passionate about and that you commissioned this survey. Can you helicopter us beyond Siemens and 3M into the broader world and just give us a sense of what the survey was about and what were the big things that we've been seeing?

**THOMAS RINN:**

Yes, I'm happy to and that's also the reason, Dave, why I was really shocked about the results of our study. When I read that 7% of the company's industrial think about transforming sales in the next one or two years, I said, hey, guys, what are you waiting for? Waiting two years, and 93% are waiting for two years, in the digital age is like waiting for half a century. And this is something I just couldn't believe based also on the experience many, many companies had during the COVID times.

Very easy to say at this point though is what it means to really move to high voltage digital

sales and that was clearly the result of the survey. There are five areas that come out and one we have touched already and we have heard this from Karina and Jenny that the digital end-to-end customer engagement plays an even more important role, and it will continue to do so in the future, to really allow for this digital customer experience journey and to make it truly happen.

The words proactive, predictive and automated, I think are quite clear and this is something digitization very often enables. And it also does it in sales. And especially looking at field forces, at the way we get information about our customers. We see or get details about decision making processes and so on. We feel that all of those levers should be pulled to really allow for high voltage digital sales.

Last but not least, at the end, there needs to be collaboration. There needs to be a feel for the customer what as to what is happening. There is still the trust-based topic that needs to be there when you interact face-to-face, one-to-one or through wired digital channels.

Overall, I think speed is key and if we really believe or if we won't believe that 93% are still waiting for one or two years, there has never been a better time to achieve a competitive advantage and really rock on this one and move on and really accelerate the sales transformation as fast as possible and that's a clear advice that I can give talking to many, many people in the industrial space and companies. The good ones are really moving on this journey with extensive speed and they get the benefits and will take the lead.

**DAVE ALLAN:**

Makes complete sense. And it's really interesting; I think in life as these changes come, the most flexible part of a system is human beings. We are the people who adapt and change the fastest. And what I'm hearing from this conversation is that people have moved on, they're not going back, they are on this journey



of change and they now expect it. They get it in their home lives, they get it from other organizations and they now just expect it as a day-to-day experience.

And as you've all said, what COVID has done is created the acceleration, not at a 1X rate, but a 10X rate. And I think generally that narrative is understood. Generally, people are nodding along and saying that, despite the results of our survey. But what I then ask is, well, how do you do it? Like this is a tricky thing and, Jenny and Karina, the reason that we had you here and that we were so delighted you could come is you oversee some of the most complex sales portfolios in any organizations possible. So, I'd love for you, in the last sort of section of our discussion, just to sort of start to paint a picture of how do you do this? It's a real, real challenge. And maybe, Jenny, you could start? There's obviously no perfect answer, but can you give us some sense of what a sales transformation journey looks like for you at Siemens? Maybe a little bit about the contrast between the old and the new and the big changes for you and your customers that you're trying to engineer on that journey?

**JENNY BOFINGER-SCHUSTER:**

Yeah, of course. You said that already that we really have a pretty rich portfolio, so it differs depending on which customer we are facing. You could buy a smoke detector from us for a building, but you could also get our digital experts to have your industry optimized or if you want to, you could also buy a train. So, it really differs on who the customer is and what the needs of this customer are. And so, what we really focus on and I think this is really key is this customer journey and as individual as possible and really understanding all-digital, but also physical touchpoints and ensuring that you really, first of all, understand these touchpoints, but then really optimize them and that's a very detailed work that you have to do and you have to then look into.

And what we then see here is actually two

extremes and obviously everything in between. One is that for standard products, the customer expects the same buying experience very much online as they do in the B2C. So here, it's about making sure that you have an easy to deal with online and buying experience and ensure everything of information is available quickly and so on.

And then, on the other hand, if you look into the not so much standardized offerings, if it's maybe about really optimizing an entire factory and then, it's really about ensuring that the salespeople are advisors, trusted advisors, really understanding the core processes and the strategy of the customers and are there to then redefine very individualized and fitting solutions, which might even be a consulting project.

So, completely different patterns that we have there. But in our cases, there is a much higher degree of digital involvement and that's what we have to focus on. And, again, we have to focus on this on both sides. So, ensuring this better customer experience by having the right tools and platforms for our own people, but then also enabling this in the sales interaction. And what we, of course, then also have to do is ensure that we have the right trainings, which we do, also online; have the right digital learning platforms for our people to help them also to develop to this.

**DAVE ALLAN:** Fantastic. And, Karina, similarities or a few areas of difference you'd like to point to?

**KARINA CHAVEZ:**

I'll probably focus – so complete alignment with what Jenny said. I would just point to a little bit of the differences that we have at 3M just based on our journey. We evolved or we're evolving from an international base or country-based approach into a globally-led business model, go-to-market-led execution. And so, because of the differences or to your question on -- what are the differences between the old and the new? -- we're evolving from a geography-based



approach to a business-model-led approach that it's scalable globally.

And for that, that creates again the opportunity for greater efficiencies and that permeate all the way down to how do you develop training by specific go to market or business model. And so, I would say that what is changing and the opportunity for greater alignment is who runs and who manages platforms that can be seamless and deployed across the whole company. And then, how do you layer specific activation by business model that are specific to a sector? How is different healthcare than an automotive market, than a – I don't know - a retailer and so on?

So, I think where we're still fine-tuning our model is how do you define a global set of capabilities and platforms that are there to pick and chose and activate the different business models that we then activate at a global level?

**DAVE ALLAN:**

So, I love this way you're integrating business strategy with sales and the ways enabling those two. So, as you think beyond that, if that's the sort of the beginnings of the journey and some of the things that regardless of which area that there are in common, can you give us a sense of how do you take the company on this journey? So how do you get started? Has this been a single orchestrated vision or is this something that you're building as you go along? And are there any stages on the journey you'd sort of highlight?

**KARINA CHAVEZ:**

So, for sure, we started with a vision that our CEO created with this business-model-led approach a couple of years ago, but as we are now in the process of operationalizing and fine-tuning, now you get to really dive into the details on really defining what are the platforms that the whole company should run on? You cannot have different CRMs for the whole company, otherwise, you lose the benefit of the scale that I

was mentioning before.

So, having clear line of sight of where corporate makes sense, where an enterprise-wide approach makes sense and where does the business model flavor kicks in is critical to enabling the whole service offering that will impact our customers. Because that's why as a backbone, we have layered our customer experience deployment as well, to make sure that regardless of the approach, regardless of the geography or the go to market, we're still keeping as critical guiding posts what our customers are telling us.

So, hopefully, I answered your question and it makes sense.

**DAVE ALLAN:** It made complete sense. So, Jenny, from your point of view, are there any things that you'd point to in terms of how you start, how you build the momentum in the organization?

**JENNY BOFINGER-SCHUSTER:**

Yeah, I mean it sounds also very similar here. So already in 2014, when we kicked off our Vision 2020 program, we actually also included in there an initiative for sales excellence. And again, the key is really focusing on the customer journey which was the starting point and then, all other steps really were based upon this. And if there was one key topic that I would like to share in this round today, then it was the change in our CRM system.

So, in 2017, we then started to put the entire sales teams on Salesforce and we deployed this in 108 countries in an agile way. So really, starting in one country, taking the learnings and already applying them, then also, in the next country. And this was really key and it's now also really the basis for any additional change. This is now really to have a core of the sales machine, and it's connected to our marketing platforms and much more.

And, of course, the sales teams can also use it



on their mobile devices. So, I think this was really one of the key steps on this journey to ensuring that we have a very good CRM system here in place for everyone. So, this was key.

And you know this is, of course, also a journey already did a big IT project and obviously, this is a journey and, obviously, the key is to have the right data to ensure that the people also enjoy using it and that they see the benefit of putting data in because data is really key and this was one very big and tremendous step in our journey so far.

**DAVE ALLAN:**

Jenny, thank you. I love that we're beginning to think about the people piece. But before we do do that, Thomas, having listened to that and just as someone who see this sort of technology sales journey across multiple businesses, is there anything that you've heard that you'd go, look, these are imperatives and are there any things that you would say, and here's a couple of other things to think about?

**THOMAS RINN:**

You know there's one clear imperative at this point, Dave, and I think complexity for sales will increase based on the new definition of the product: What is the product? Is just a hardware? Is it software? Does it include service? Does it include financing? What do we do with data? Who owns the data and all those points? And at the end, if we want to sell value in a B2B environment to our customers, it's quite clear that there is a major change in sales ahead, which also means that actually this journey needs to be thought through from a customer perspective and needs to be integrated end-to-end and connected.

And that's something where I could just can say, let's all think from a customer perspective and, secondly, on how do we manage this complexity by changing our sales team, by changing or educating our people and by making this a real integrated process also from a digital side of the

coin.

I think that's key and that's something we clearly heard from both our guests here in this call.

**DAVE ALLAN:**

Thank you, Thomas. So, look, we painted the big picture. We begin to understand the increasing complexity, the role of technology, how it fits with the strategy and something you've all mentioned is people. And I'd just love to switch our focus to that part of the journey now. So we've talked technology. We've talked strategy a bit. Can you talk people and how you create the mindset and behaviors and the change in those people and maybe some of the big sort of learnings that you've had on this journey? So, Karina, perhaps, I could come to you first on that?

**KARINA CHAVEZ:**

So, I think our approach now is going at this at different angles. So, for sure, top down direction does the initial part of it. But what we realized and what I was referencing at the beginning is that you need part of that engagement process to help some of those, let's say, traditional salesforce that we have in the company, help them bridge or cross the chasm or how to approach that new digital way of doing businesses. So, whether it's goes something like what I was mentioning before. We did again a virtual call challenge where we rewarded those inside sales reps with the most virtual sales call over a time period. And we had recognition by our senior executives of that and that really created some of the engagement and the willingness to keep on driving some of that. So, what I'll say is, top down direction helps.

Formalizing a curriculum around digitization and how to use the new tools. Layering on that, backbone of curricula that should be seamless and consistent across the board for any sales professional. Then, you need to layer the specifics that are applicable by business model.



So, it's as relevant to have the formal direction, plus the formal training, in addition to a way of engaging and recognizing the employees and have that done consistently across the board and communicated throughout the organization where we're seeing that we can make the biggest stride to complement the harder direction or the straight forward direction that we have at 3M.

**DAVE ALLAN:** Thank you. And, Jenny, from your side in Siemens, how have you engineered the people journey within this change?

**JENNY BOFINGER-SCHUSTER:**

Yeah, I mean really this whole very much accelerated journey now to the future of sales also puts our sales teams in a very prominent focus. And I think this is positive that their work gets even more recognized and valued and the customer relationship gets more and more into the focus of what we do and what we focus on and I think this is fantastic. And if we then look into our people, what we do see there and I might be here in a bit of a lucky situation, as you are also selling digitalization and innovation to our customers ourselves, obviously, there is in general, a very high interest and acceptance if it comes to also that innovating ourselves in the way that we work. So, I think overall, this is a very positive starting base and nonetheless, it's important to have a clear vision in mind to share this early on to also share the milestones that we have to take to get there. And then, of course, also to ensure that you have the right communication means to ensure you really have everyone informed about the steps and then, of course, also to have the right trainings and I said that before, so we really invested into this digital learning platform to ensure that everything is available for them. And so, with that, I do have the impression that we move very quickly and also, in a very positive way and also, the directions that we do receive from our customers throughout the last year are very positive, which is then, also a good sign that we are on the right track. And, again, it's a bigger journey, so there's also still a lot of work in front of us that we are

happy to then also tackle in the next months and years.

**DAVE ALLAN:**

Fantastic. So, look, you painted a wonderful picture. You painted a picture of change, of acceleration, of the opportunities that this creates through technology linked to business strategy to sales to shift change. You've told us the story of the journey that you're on and you begin to sort of give us a flavor of the people journey that exists and drives all of that.

In the final three minutes, I'm going to ask you a little bit of an unfair question because I'll sort of give you a minute each, if that's okay, but having talked about all of those things, if you just sat down with our audience and you had one piece of final advice that you could give them, it would be great if you could just sort of say, it might be one thing you choose to emphasize or one extra thought that you choose to give them, what would be the sort of the final thought that you would leave the audience with? And, Thomas, I'm going to come to you.

**THOMAS RINN:** Yeah, a very easy point. Don't protect your sales department too long for change. You need to change faster.

**DAVE ALLAN:** Look at that, 20 seconds, not even a minute. Fantastic. So, Jenny, you've got more time.

**JENNY BOFINGER-SCHUSTER:** Yeah, I guess that I might be a bit biased on this question because I actually spent most of my career in consulting. So, I think it's for me it's very obvious and it stays key for what I learned from the very first day in consulting is to put yourself into the shoes of your customer and really understand the customer, listen to your customer and then, find the best solution to your customer. I think if you focus on this, then also this bigger transformation journey will be a success and will then also bring the benefit for your customer and with that and also to your company.



**DAVE ALLAN:** Great advice. Karina, the final word of advice please?

**KARINA CHAVEZ:**

Yeah, I'll probably reflect as well or share as well what our lessons learned are right because just like Jenny, I would agree that lead with customer experience or lead with customer expectation and reengineer on the back.

And the second one that I would offer that is also lesson learned is you can gain so much scale and speed if you narrow on prioritization and alignment organizationally as well. Because even though I said, well, yeah, the differences between the platform and each of the business groups and so on, you can imagine that there's a fair amount of dialogue as to the different layers that exist in the organization. So, having that squared out and what the goal post is and how to operationalize the digitization platform that is not only sales activation, but it's the whole offering that touches our customers is really, really critical.

**DAVE ALLAN:**

Fantastic. So, I want to sort of give the three of you a break now. So, first of all, thank you. You've been absolutely brilliant. Your passion, your insight has shown through. And I'd just like to turn to the audience now and we're going to try a little bit of an experiment. So, there are two things. The first thing is if you have any sort of questions that you'd like to ask the panel, please, please, put those in the chat now. And then, secondly, there should be a little window on your right-hand side of your screen, a pop-up window on the right-hand side of your screen, where we're going to ask you a question. And what we'd like to do is to create a little word cloud and what we're asking you in that question is the sort of two or three things that stood out to you as an audience most in this conversation?

So, what are the big aha moments? The big things that stood out that you think as an audience that you want to takeaway from this?

And we just want to get a sense of what were the big messages that came out for you? So, while people grab a quick drink, take a drink or give our speakers a rest. If you could just spend the next two minutes either sending as a question in the chat or just filling in the word cloud, just giving us your opinion on what you've heard, that would be great. And we'll give you a minute or so now. So, thank you.

So, I'm looking at the emerging word cloud now. A few simple concepts, customer experiences obviously come out as the number one thing. We have speed, change now, don't wait, the people story and also, this sense of are things really good which is we're shifting from product to experience and, therefore, the need for a dialogue with customers. That this is no longer a static thing. It's a real living, breathing relationship.

So, we'll wait just a couple more seconds. And then, in the last sort of five minutes, we will come to some questions. Thank you very much for that feedback.

So, Jenny, I have a question for you first, which I've got here, which is at Siemens, B2B sales usually requires intensive talks with customers about complex technical details. Do you think that this is possible in this new future environment as we digitize the sales process?

**JENNY BOFINGER-SCHUSTER:**

That's a very good question. And I'm not sure whether I can give you the full answer and how much I would bet on also giving the super correct answer, but let me try.

And so, I think, first of all, it's our job to reduce this complexity. So, yes, you are, of course, right that if you sell a very technical portfolio, that there is complexity behind, but our job is to reduce this complexity for the customer. And so, we can do this, of course, also online. We know that today a lot of the buying decision is actually already done before we even have the first touchpoint with the customer. So let's make sure



that we give the right information in a very good digestible and ideally already kind of customized way to our customer.

Is that then sufficient and will all technical B2B sales be just 100% online and digital in the future? I mean there are many, many studies out there on whether this is possible or not. If you ask me, I kind of doubt it. But this can also be because I was super extrovert person, so I also really just like the interaction with the customer. So I also maybe personally really have time to get used to this idea of everything is purely digital.

So I would say for particularly for the non-standard say there will be still the need and that's also good to have this conversation with the customers.

And then, at the end, I mean it's not so important what I believe in and what I want to do, but my personal preferences are, but again, we also hear what is important is can the customer actually imagine having a buying process purely digital on a more complex and technical buying decision. And if the customer is willing to do so and wants that, we will, of course, adapt to this and we'll make sure that we can fulfill this.

**DAVE ALLAN:**

I'd love to follow up on that. Just as we say, how far can you go? So this question of will they just be the Amazon of industrial sales? Karina, what's your perspective on that? And are there any areas that have surprised you with just how far customers are willing to go in terms of their digital sales experience?

**KARINA CHAVEZ:**

Yes, and to your question, I would say that I can see where there are customers or sectors of business models that will never be 100% digital. But it doesn't mean that within the whole sales process there's no chance of it that can be 100% digitized.

So as I was saying at the beginning, we have seen even for spec in kind of businesses where you would have started by a regular set of meetings at the customer site to understand pain points, some of that now can be digitized or done virtually.

For sure, you still will require the technical team, for example, to go in there and try all those specific parts in a car, in a specific machinery, whatever it takes. But what I do want to bring to the table is that the spectrum of the sales process and the spectrum of the transformation is very broad. It's not limited to just like the sales interaction or the sales to customer interaction. There's more pieces to it and I think that where our biggest opportunity lies is how do we simplify, how do we transform, how do we digitize some of those pieces that not necessarily need that customer contact or find another avenue in which we can do that, like what I was saying. You can start with virtual calls before you actually need to make the trip, send the part, test it out. So I would say that while I can see that for some sectors, again, specifically on our industrial arm or healthcare that requires regulatory pieces of it or demos built in, probably the scope narrows, but it doesn't mean that it doesn't exist. And it doesn't mean that it cannot be transformed to where it is right now.

**DAVE ALLAN:** Makes perfect sense. Thomas, perspectives from you?

**THOMAS RINN:**

Yeah, I think I would like to add on one specific thing and we see that our clients are changing behavior on the one side, a lot of efficiency driven where we have those Amazon like platform topics for standard, easy to sell products and we see this, of course, based on this drive for efficiency increasing. Their cost plays a major role and we are come from a usage plays a major role and so on. So this is the one aspect.

On the other side, we also see the configuration



tools that are rising up because we see customers are demanding specific solutions for their jobs for their problems that creates specific value for them. That means sales will be more complex or there will be something like complex sales with huge interactions to it continuing, but both areas will be on a digital customer experience journey.

And I think we should really differentiate the digital customer experience journey with ecommerce at this point in time because in the end for some products, ecommerce makes sense even for all products, the digital customer experience journey is the thing to go for.

**DAVE ALLAN:**

Thank you. So I have another question just come in here, which is about actually milestones and on this transformation journey, have you had a series of critical milestones that you've been working towards and can you give us a sense of what they are and what they might be in the future? And perhaps also a sense of what have been the biggest sort of challenges in terms of reaching them? Karina, are you happy to start us off?

**KARINA CHAVEZ:**

Yeah, I can step in. So, I can see that some of those are not necessarily tied to the sales organization, but how we understand our customer base and how do we understand coverage. And so, definition of customer of stratification or service differentiation or sales expectation by tier, by business model is the first milestone on saying how were things before and how are things going to change, so that we can then fine-tune what our offering looks like for each of these.

On the sales specific front, yes, we have targets or set expectations around how much of our coverage is expected to come out of, let's say, an inside sales or a virtual sales kind of model versus other kinds of mechanisms as well as completely virtual or low touch?

So, yes, we have set milestones specific to the transformation within how do you get sales in and how do you define contact with the customer, as well as specific milestones which are constantly evolving. We have set some for this year and we want to keep on evolving that for the years to come on how do we understand our customer base on how we expect to be treated and the service that they expect from us from an overall customer experience standpoint.

**DAVE ALLAN:** Thank you. And, Jenny, so if those are the milestones, can you highlight maybe just a couple of the biggest challenges that you faced on this journey?

**JENNY BOFINGER-SCHUSTER:**

The challenges that we've faced on this journey. Okay, so I mean if you are on such a big journey in such a big company, you have to see we have some 300,000 people all around the world. We have a revenue volume of some 60 billion. So if you now want to change the way you do sales, you really have to reach many, many people in many, many countries. So I do believe one challenge is, indeed, to making sure that you reach out and that you get all of them. And that someone in a very, very far away country, I don't want to name now a specific country, also gets on this journey and sort of rides the same bus as everyone else.

And so, I think this is an overarching challenge that holds then true for many of these topics. So we really wanted to make sure that they're involved, so that you have an overarching project team around this. Again, that you have communication and change around it, that you fully use the digital and possibilities that are out there having this new learning platform. But also, having this joint tool that we now have and having all needed data in there. So this is one of the challenges. And I believe this is very similar to any other bigger transformation you would go through. And so far, it works very well.

**DAVE ALLAN:**



Thank you. So, look, I am aware of time. And we're coming to the last sort of two or three minutes. So what I wanted to do first and foremost. Oh, we have one last question come in which I've been asked to ask. So, look, this is from Mike Cubby and he says, the final question, we'll just do this. Can you speak to the issue of alienating the existing salesforce as the direct customer and digital sales experience grows? Do you risk losing experienced sales professionals to the competition? A really nice question there.

So, Jenny, do you want to just give us 30 seconds, 60 seconds here and, Karina, to you and then, we will finish.

**JENNY BOFINGER-SCHUSTER:**

Again, the upskilling and making sure you take your people on this change and on this journey is absolutely crucial to ensure that we stick to the knowledge, the deep experience, the deep customer relationships that we have and so this is key and we do everything to ensure that this is then also realized.

**DAVE ALLAN:** Thank you. Karina.

**KARINA CHAVEZ:**

I would say that managing the mix and communication, managing the mix of our salesforce and how do we expect that to change, as well as communicating and being open about what the strategy lies ahead is a key lever not to let people go off the bus or alienate people as the question suggests.

The other thing that I might add is that if you ask our business groups right now if they have the right amount of sales, nobody will tell you, oh, I have too many sales reps. So part of that is repositioning, repurposing and confirming what are the targets and how are activation strategies that we can take with our existing sales team.

So I do think that in the absence of good communication and a lack of roadmap, yes, the

risk is there. That could quickly turnaround with an engagement strategy well-communicated with clear objectives going forward.

**DAVE ALLAN:** Thank you. Thomas, any final comments before we close?

**THOMAS RINN:**

Yeah, I would also like to comment on this question quickly. You know, really good and experienced sales professionals will be looking forward to use the digital possibilities. And if they're really fighting for it and accelerating, you will not lose them. And if there are others, you might lose them and maybe it's not that bad.

**DAVE ALLAN:**

A very astute final thought. So I have to two minutes to close things down. The most important job here is to say thank you. First of all, Jenny, Karina, a big, big thank you on behalf of the audience, on behalf of Accenture. We clap here, but there's a virtual applause from us. You have brought passion, you have brought insight, but most of all, you brought real experience to bear in not just the theory, but what this really takes. And I know it's a never-ending journey, but thank you so, so much for sharing with us. It has been deeply, deeply appreciated.

Thanks to Thomas for sort of lifting us up and sort of sharing the perspective beyond Siemens and 3M and for sort of making this point which is in this world, two years in the digital world is half a century and we can't wait. And I do think that is one of the critical, critical messages. Which brings me back to the overall theme that if there truly are just 7% of organizations thinking about making this change in the next two years and listening to the experience of Siemens and 3M and seeing the sort of definitive shifts that it's creating in their organizations and more importantly, the opportunities to the future, my hope is that at least half of the audience are now saying I'm going to join that 7%.

So to the audience, I would just like to say thank



you. We know your time is precious. This is part of Accenture's Industrialist Outreach Program. We're seeking to build a community of professional in the industrial space to offer thought leadership, to offer dialogue. We have a monthly digital publication which spotlights key transformation leaders. This month it's Jay Timmons from the Manufacturing Institute which we're trying to create insight, we're trying to bring innovation stories and we would love you to engage in that.

And so, at the end of this, if you want to know more, please contact Thomas and I or subscribe to the publication and hear what's going on. But just to finish, I think 30 seconds late, I want a final thank you to Karina, to Jenny, to Thomas. Thank you for your time. Thanks to the audience. Have a great rest of your day wherever it be morning, afternoon or evening an we hope to see you at the next Industrialist Live. Thank you.

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