# B2B SALES REIMAGINED
## VIDEO TRANSCRIPT

1
00:00:09,140 --> 00:00:12,675
All right, it's everyone's
favorite moment.

2
00:00:12,675 --> 00:00:15,030
It's the forward-looking
statement.

3
00:00:15,030 --> 00:00:16,140
Today we'll be sharing

4
00:00:16,140 --> 00:00:18,075
some exciting news
and announcements.

5
00:00:18,075 --> 00:00:20,010
Please make purchasing decisions

6
00:00:20,010 --> 00:00:22,485
based on commercially
available products.

7
00:00:22,485 --> 00:00:24,120
Please welcome.

8
00:00:24,120 --> 00:00:26,385
Accenture Salesforce
business group,

9
00:00:26,385 --> 00:00:28,800
B2B sales offering lead,

10
00:00:28,800 --> 00:00:31,050
Brian barroom and an extensor,

11
00:00:31,050 --> 00:00:36,670
Salesforce business group
Global Sales Lead, John Carney.

12
00:00:41,680 --> 00:00:46,055
Good morning. Wow, it's
great to be in-person again.

13
00:00:46,055 --> 00:00:50,120
After a long time being
remote. Good afternoon.

14
00:00:50,120 --> 00:00:51,290
Good evening to those that are

15
00:00:51,290 --> 00:00:52,895
streaming around the world.

16
00:00:52,895 --> 00:00:54,245
My name is Brian Berman.

17
00:00:54,245 --> 00:00:56,735
I'm a Managing Director
here at Accenture,

18
00:00:56,735 --> 00:00:59,629
where I spent the last
18 years of my career,

19
00:00:59,629 --> 00:01:01,010
really guiding and leading

20
00:01:01,010 --> 00:01:02,840
our largest and most
complex clients

21
00:01:02,840 --> 00:01:05,045
through their B2B
sales transformations.

22
00:01:05,045 --> 00:01:06,905
For 14 of those years.

23
00:01:06,905 --> 00:01:08,630
I've been doing it
with Salesforce as

24
00:01:08,630 --> 00:01:10,760
the key technology enabler.

25
00:01:10,760 --> 00:01:13,400
As I reflect on the
last 18 months,

26
00:01:13,400 --> 00:01:14,780
it's obviously been challenge

27
00:01:14,780 --> 00:01:16,700
for challenging for all of us.

28
00:01:16,700 --> 00:01:19,520
But the entire landscape
of how we think about

29
00:01:19,520 --> 00:01:22,895
B2B sales has literally
changed overnight.

30
00:01:22,895 --> 00:01:24,230
And that's what gave us

31
00:01:24,230 --> 00:01:26,300
the inspiration to
actually create

32
00:01:26,300 --> 00:01:28,280
a new offering that completely

33
00:01:28,280 --> 00:01:31,579
reinvents B2B sales by bringing
it into the spotlight.

34
00:01:31,579 --> 00:01:33,230
And I'm lucky to be joined by

35
00:01:33,230 --> 00:01:35,255
my colleague and good
friend John Carney,

36
00:01:35,255 --> 00:01:37,460
who's actually sat in
the seat of many of

37
00:01:37,460 --> 00:01:38,660
the sales leaders
that we're trying

38
00:01:38,660 --> 00:01:39,950
to help. So welcome John.

39
00:01:39,950 --> 00:01:43,160
Thanks Bryan. My name
is John Carney and I'm

40
00:01:43,160 --> 00:01:45,170
the Global Sales Lead for

41
00:01:45,170 --> 00:01:48,695
the Salesforce business
group at Accenture.

42
00:01:48,695 --> 00:01:51,230
This is this is
actually my fourth time

43
00:01:51,230 --> 00:01:54,080
presenting at at Dreamforce.

44
00:01:54,080 --> 00:01:56,780
But this is definitely
the best time.

45
00:01:56,780 --> 00:01:58,730
It's so great to be back,

46
00:01:58,730 --> 00:02:01,640
analyze stage in
front of real people,

47
00:02:01,640 --> 00:02:04,190
but also being able to present
to all of you at home and

48
00:02:04,190 --> 00:02:07,505
you're hermetically sealed
rooms wherever you're at.

49
00:02:07,505 --> 00:02:09,470
It's so great to be back.

50
00:02:09,470 --> 00:02:11,720
Yeah, I'm relatively
new at Accenture.

51
00:02:11,720 --> 00:02:15,560

I spent the last four
years at Salesforce.

52
00:02:15,560 --> 00:02:17,510
I was the global head of

53
00:02:17,510 --> 00:02:20,375
the telecom and media
vertical at Salesforce.

54
00:02:20,375 --> 00:02:22,820
And prior to that,
I spent 30 years in

55
00:02:22,820 --> 00:02:25,490
the telecom world
leading sales teams,

56
00:02:25,490 --> 00:02:26,930
B2B sales teams, large,

57
00:02:26,930 --> 00:02:28,910
small, and every,
everything in between.

58
00:02:28,910 --> 00:02:30,170
I've also been a customer of

59
00:02:30,170 --> 00:02:31,700
Accenture a couple
times and Brian and

60
00:02:31,700 --> 00:02:34,460
I go way back and also a
customer of Salesforce,

61
00:02:34,460 --> 00:02:37,010
I think I've got a
unique perspective

62
00:02:37,010 --> 00:02:40,250
on this issue of B2B sales.

63
00:02:40,250 --> 00:02:44,345
But as I, as I kind of reflected
back on that experience,

64
00:02:44,345 --> 00:02:46,670
one of the things that
occurred to me is

65
00:02:46,670 --> 00:02:49,490
that much of what
we were doing was

66
00:02:49,490 --> 00:02:53,900
really improving on the
fundamental business model

67
00:02:53,900 --> 00:02:55,430
for B to B that's really been

68
00:02:55,430 --> 00:02:58,490
around since the
turn of the century.

69
00:02:58,490 --> 00:03:00,320
The last century, Brian,

70
00:03:00,320 --> 00:03:02,690
I know I was not there yet.

71
00:03:02,690 --> 00:03:05,165
Yeah, yeah, but maybe

72
00:03:05,165 --> 00:03:07,820
for you folks that might
be students of history.

73
00:03:07,820 --> 00:03:09,500
There was this guy,
John Patterson,

74
00:03:09,500 --> 00:03:13,579
who was the founder and
the first CEO of NCR.

75
00:03:13,579 --> 00:03:17,015
This is literally the late
1800s, Earth's early 9800.

76
00:03:17,015 --> 00:03:20,119
And he actually invented a lot
of the business processes,

77
00:03:20,119 --> 00:03:22,580
the B2B sales models,
the incentives,

78
00:03:22,580 --> 00:03:26,705
the training that we're
really still using today.

79
00:03:26,705 --> 00:03:29,240
And as you mentioned in your,

80
00:03:29,240 --> 00:03:32,120
in your intro, We're in
a very different time.

81
00:03:32,120 --> 00:03:36,515
We're at an inflection point
where this post COVID is it,

82
00:03:36,515 --> 00:03:38,135
are we post COVID are still in,

83

00:03:38,135 --> 00:03:40,550
I think we're still in
COVID unfortunately,

84
00:03:40,550 --> 00:03:43,610
but definitely a
digital first-world.

85
00:03:43,610 --> 00:03:46,145
And what's happened is that

86
00:03:46,145 --> 00:03:50,675
the B2B buyer has
changed dramatically.

87
00:03:50,675 --> 00:03:53,630
And so the B2B sellers
also have to change.

88
00:03:53,630 --> 00:03:57,260
Now this term, the new normal
that we hear all the time.

89
00:03:57,260 --> 00:03:59,210
It's an interesting
way to think about it,

90
00:03:59,210 --> 00:04:02,525
but for me it implies kind
of a return to something.

91
00:04:02,525 --> 00:04:04,730
I heard another term recently,

92
00:04:04,730 --> 00:04:07,400
which is this idea
of the new, new.

93
00:04:07,400 --> 00:04:09,140
Because what we're
really dealing

94
00:04:04:09,140 --> 00:04:11,135
with here is a reinvention.

95
00:04:11,135 --> 00:04:12,860
It's the new, new.

96
00:04:12,860 --> 00:04:16,925
So in the new new,
Where are you?

97
00:04:16,925 --> 00:04:19,235
Are you showing up?

98
00:04:19,235 --> 00:04:21,320
Are your sellers, are your brand

99
00:04:21,320 --> 00:04:23,480
showing up where your
buyers are buying?

100
00:04:23,480 --> 00:04:26,239
A recent survey done in 2020,

101
00:04:26,239 --> 00:04:31,850
one of B2B buyers said that
70 percent of B2B buyers

102
00:04:31,850 --> 00:04:34,790
prefer to complete
their needs and

103
00:04:34,790 --> 00:04:39,035
solution analysis before they
even talk to a salesperson.

104

00:04:39,035 --> 00:04:42,680
Now, if you were trained
like I was as a seller,

105
00:04:42,680 --> 00:04:45,710
you know that the needs
and solution part

106
00:04:45,710 --> 00:04:48,905
of the process is the most
important part of the process.

107
00:04:48,905 --> 00:04:51,005
Sellers aren't even being gay,

108
00:04:51,005 --> 00:04:52,550
being engaged by buyers

109
00:04:52,550 --> 00:04:55,140
until they're ready
to buy something.

110
00:04:55,140 --> 00:04:58,000
Are you providing
the enablement and

111
00:04:58,000 --> 00:05:00,610
the tools to raise

112
00:05:00,610 --> 00:05:03,610
your sellers to be
subject matter experts.

113
00:05:03,610 --> 00:05:08,425
That same survey found
out that buyers rank

114
00:05:08,425 --> 00:05:11,260
salespeople nine out of 10 as

115
00:05:11,260 --> 00:05:15,260
a source for subject
matter expertise.

116
00:05:16,710 --> 00:05:19,450
Speed of change is accelerating.

117
00:05:19,450 --> 00:05:21,985
We hear that and we
know it, we feel it.

118
00:05:21,985 --> 00:05:24,115
Can you detect it?

119
00:05:24,115 --> 00:05:29,095
And more importantly, can you
react to it in real time?

120
00:05:29,095 --> 00:05:30,790
Now the question I have

121
00:05:30,790 --> 00:05:32,800
asked every time I've
been on a stage at

122
00:05:32,800 --> 00:05:38,470
Dreamforce is what if
Amazon or Alibaba or eBay.

123
00:05:38,470 --> 00:05:40,960
Were to come into
the B2B world in

124
00:05:40,960 --> 00:05:43,540
some categories that's already
happening in there, right?

125
00:05:43,540 --> 00:05:45,370

Would you be able to sense
it in your category?

126
00:05:45,370 --> 00:05:48,170
Would you be able to
do something about it?

127
00:05:49,050 --> 00:05:51,790
And what is your strategy

128
00:05:51,790 --> 00:05:56,770
for artificial intelligence
and machine learning?

129
00:05:56,770 --> 00:05:59,455
You know, there's
this age old debate.

130
00:05:59,455 --> 00:06:00,760
I've had it my whole life,

131
00:06:00,760 --> 00:06:02,950
but his sales and
art or a science,

132
00:06:02,950 --> 00:06:06,220
I've always come down
on the side of science

133
00:06:06,220 --> 00:06:07,390
maybe because I'm not

134
00:06:07,390 --> 00:06:09,610
a natural born seller
like you are, right?

135
00:06:09,610 --> 00:06:12,730
I, you know, I really
had to lean in to

136
00:06:12,730 --> 00:06:16,240
processes and be able
to look at data,

137
00:06:16,240 --> 00:06:19,990
be able to really rely
and trust the process.

138
00:06:19,990 --> 00:06:22,055
But today,

139
00:06:22,055 --> 00:06:23,570
arguably,

140
00:06:23,570 --> 00:06:26,540
cells is more science than
art than ever before.

141
00:06:26,540 --> 00:06:28,070
I know John Patterson.

142
00:06:28,070 --> 00:06:29,930
If he saw what was
available with

143
00:06:29,930 --> 00:06:32,255
artificial intelligence
and machine learning,

144
00:06:32,255 --> 00:06:35,120
he would be the first mover to

145
00:06:35,120 --> 00:06:39,000
use that to help his sales
teams to be more successful.

146
00:06:39,610 --> 00:06:42,380
And then there's this,

Bill Gates said,

147
00:06:42,380 --> 00:06:46,235
when disrupt, disruptive
technology evolves,

148
00:06:46,235 --> 00:06:49,070
we tend to overestimate
the impact and

149
00:06:49,070 --> 00:06:50,855
the first two years and

150
00:06:50,855 --> 00:06:53,735
underestimate the
impact in ten years.

151
00:06:53,735 --> 00:06:56,750
You know, AI ML has been
around for 60, 70 years.

152
00:06:56,750 --> 00:06:59,420
There's, There's a lot
of cynicism about it for

153
00:06:59,420 --> 00:07:04,550
some reason in the B2B
world, it's really lagging.

154
00:07:04,550 --> 00:07:09,995
You know, we take AI for
granted in our daily lives.

155
00:07:09,995 --> 00:07:12,020
You know, Brian, if
it wasn't for AI,

156
00:07:12,020 --> 00:07:14,420
I'd still be standing

in Chicago right now,

157
00:07:14,420 --> 00:07:16,760
probably trying to hail a cab.

158
00:07:16,760 --> 00:07:17,315
Right?

159
00:07:17,315 --> 00:07:19,730
I mean, yeah, we live with this,

160
00:07:19,730 --> 00:07:20,765
but for some reason,

161
00:07:20,765 --> 00:07:25,085
B2B is not quite sure
how to deal with that.

162
00:07:25,085 --> 00:07:26,870
But despite all of that,

163
00:07:26,870 --> 00:07:28,100
despite all of that,

164
00:07:28,100 --> 00:07:30,350
There's some amazing stories of

165
00:07:30,350 --> 00:07:33,680
transformation over the
last year and a half.

166
00:07:33,680 --> 00:07:38,670
My own personal experience
with this was at Salesforce.

167
00:07:39,310 --> 00:07:43,730
Salesforce is really
perfected the art of selling.

168
00:07:43,730 --> 00:07:48,740
They've really perfected the
face-to-face presentation.

169
00:07:48,740 --> 00:07:52,790
They invest heavily in live
events like Dreamforce.

170
00:07:52,790 --> 00:07:56,059
This was the way that we
did business at Salesforce.

171
00:07:56,059 --> 00:07:59,840
And I remember right
before the COVID lockdown,

172
00:07:59,840 --> 00:08:01,580
I had a ticket to
go to Barcelona,

173
00:08:01,580 --> 00:08:02,960
to go to Mobile World Congress,

174
00:08:02,960 --> 00:08:05,240
which is one of our major
events that we do every year.

175
00:08:05,240 --> 00:08:07,700
And I got the email like
everybody else that

176
00:08:07,700 --> 00:08:11,960
said we're not traveling
anymore or not going.

177
00:08:11,960 --> 00:08:13,940
And it was this moment of like

178

00:08:13,940 --> 00:08:15,950
a deer in the headlights, right?

179
00:08:15,950 --> 00:08:17,180
And you could feel it throughout

180
00:08:17,180 --> 00:08:19,700
the entire tire
sales organization.

181
00:08:19,700 --> 00:08:22,460
So the first thing that

182
00:08:22,460 --> 00:08:24,965
Benioff and the leadership
team did is they,

183
00:08:24,965 --> 00:08:27,410
they realized that the
sellers were kinda frozen.

184
00:08:27,410 --> 00:08:30,440
So they put out this audacious
goal which was to have

185
00:08:30,440 --> 00:08:32,450
1 million meetings over

186
00:08:32,450 --> 00:08:34,880
the next 12 months,
a million meetings.

187
00:08:34,880 --> 00:08:36,140
Now that we're going
to be virtual,

188
00:08:36,140 --> 00:08:38,255
we had no idea really how
we were going to do that,

189
00:08:38,255 --> 00:08:41,630
but it really kind of
unstuck the sales team.

190
00:08:41,630 --> 00:08:43,670
The second thing we
did is we really

191
00:08:43,670 --> 00:08:45,530
had to lean in to the tool.

192
00:08:45,530 --> 00:08:48,380
I mean, this is what we do,

193
00:08:48,380 --> 00:08:52,535
but we really had to rely
on it more than ever.

194
00:08:52,535 --> 00:08:54,020
Because think about it.

195
00:08:54,020 --> 00:08:56,570
We used to do these 345

196
00:08:56,570 --> 00:08:58,850
and maybe even
multi-day presentations

197
00:08:58,850 --> 00:09:00,440
at that beautiful
Salesforce Tower

198
00:09:00,440 --> 00:09:02,510
wherever it is right
down the road.

199
00:09:02,510 --> 00:09:05,660
And now when we were calling

customers, it's a yeah,

200
00:09:05,660 --> 00:09:07,400
we'd love to hear your story

201
00:09:07,400 --> 00:09:09,875
will give you 30
minutes on Zoom.

202
00:09:09,875 --> 00:09:12,965
So now we had to
really target in,

203
00:09:12,965 --> 00:09:17,690
really hit exactly what needed
to be said in that moment,

204
00:09:17,690 --> 00:09:19,445
that, that 30 minute moment.

205
00:09:19,445 --> 00:09:21,785
The second thing is, is that

206
00:09:21,785 --> 00:09:24,410
we had to figure out
how to collaborate

207
00:09:24,410 --> 00:09:27,050
really in a virtual
environment to

208
00:09:27,050 --> 00:09:30,080
create these presentations
were all in separate places.

209
00:09:30,080 --> 00:09:32,255
We can go to a whiteboard
and the sales for star.

210
00:09:32,255 --> 00:09:34,010
So we really leaned into quip,

211
00:09:34,010 --> 00:09:36,690
we really leaned into Slack.

212
00:09:37,450 --> 00:09:40,280
The last thing that I

213
00:09:40,280 --> 00:09:42,140
think is really important
to notice that we

214
00:09:42,140 --> 00:09:44,180
realize that to be

215
00:09:44,180 --> 00:09:47,180
successful and to have our
customers be successful,

216
00:09:47,180 --> 00:09:48,410
we had to rely on

217
00:09:48,410 --> 00:09:51,605
our key partners more
than ever like Accenture,

218
00:09:51,605 --> 00:09:54,515
we had to reach out and develop

219
00:09:54,515 --> 00:09:59,795
preconfigured industry specific
processes, data models,

220
00:09:59,795 --> 00:10:01,730
AI trained AI, AI

221

00:10:01,730 --> 00:10:04,040
models so that we could
bring customers up and

222
00:10:04,040 --> 00:10:10,080
get them to their value as
fast as possible, virtually.

223
00:10:10,270 --> 00:10:13,100
So what happened in

224
00:10:13,100 --> 00:10:15,110
Salesforce had one of the
best years ever accentuated,

225
00:10:15,110 --> 00:10:16,190
one of the best years ever that

226
00:10:16,190 --> 00:10:18,065
wasn't supposed to happen.

227
00:10:18,065 --> 00:10:21,065
You might say you might
say, Well, you know what?

228
00:10:21,065 --> 00:10:23,500
That Salesforce, I mean,
that's what you guys too.

229
00:10:23,500 --> 00:10:26,059
That's that's what
Accenture does.

230
00:10:26,059 --> 00:10:27,710
And you know, one
of the things I've

231
00:10:27,710 --> 00:10:29,390
learned in my travels

232
00:10:29,390 --> 00:10:32,150
and talking to customers and
doing it, doing it myself.

233
00:10:32,150 --> 00:10:33,800
This stuff is hard.
There's a reason

234
00:10:33,800 --> 00:10:36,545
why B2B is kind of lagging.

235
00:10:36,545 --> 00:10:38,645
And the reason is
it's hard to do.

236
00:10:38,645 --> 00:10:40,400
It's really hard to do,
especially if you've been

237
00:10:40,400 --> 00:10:43,325
doing it a certain
way for a 100 years.

238
00:10:43,325 --> 00:10:46,415
So you really can't
do it on your own.

239
00:10:46,415 --> 00:10:50,870
You need help. And
so Brian, I'd,

240
00:10:50,870 --> 00:10:52,475
I'd love to hear how,

241
00:10:52,475 --> 00:10:55,805
how Accenture is viewing
this issue and an end.

242

00:10:55,805 --> 00:10:58,130
Tell us, how do we do this?

243
00:10:58,130 --> 00:10:59,720
Yeah, It's Thanks John.

244
00:10:59,720 --> 00:11:01,850
It's a great setup and

245
00:11:01,850 --> 00:11:04,340
appreciate all the perspectives
and the data points.

246
00:11:04,340 --> 00:11:07,250
It really does highlight
the fact that B2B sales

247
00:11:07,250 --> 00:11:10,745
is really lagging when it
comes to being in the future.

248
00:11:10,745 --> 00:11:12,710
The most important thing for

249
00:11:12,710 --> 00:11:14,360
us to think about
as we look at doing

250
00:11:14,360 --> 00:11:17,060
these transformations
is to really understand

251
00:11:17,060 --> 00:11:18,890
the complexity that
our clients are

252
00:11:18,890 --> 00:11:21,440
dealing with around
the B2B market.

253
00:11:21,440 --> 00:11:24,980
Most people have sort of
a generic interpretation.

254
00:11:24,980 --> 00:11:27,785
It's a very direct relationship
based type of model.

255
00:11:27,785 --> 00:11:29,240
But the reality is there are

256
00:11:29,240 --> 00:11:31,385
dozens of different types
of routes to market.

257
00:11:31,385 --> 00:11:33,665
Some that are directed,
some that are indirect.

258
00:11:33,665 --> 00:11:35,510
We have to help our
clients think about

259
00:11:35,510 --> 00:11:37,430
the different types of
segmentation that we're

260
00:11:37,430 --> 00:11:40,460
dealing with and what those
customers expect and want is

261
00:11:40,460 --> 00:11:42,410
different when you're
a global account

262
00:11:42,410 --> 00:11:44,030
or when you're stay at home,

263

264
00:11:44,030 --> 00:11:46,010
dad running a business
out of their den.

264
00:11:46,010 --> 00:11:48,380
Those are the same
type of customers

265
00:11:48,380 --> 00:11:49,490
that we have to figure out

266
00:11:49,490 --> 00:11:51,005
different ways to
do business with.

267
00:11:51,005 --> 00:11:52,850
And this is all
happening while we're

268
00:11:52,850 --> 00:11:54,680
dealing with these
workforces that are

269
00:11:54,680 --> 00:11:56,090
helping power and support

270
00:11:56,090 --> 00:11:57,890
the sales organization from

271
00:11:57,890 --> 00:11:59,810
what has traditionally
been field.

272
00:11:59,810 --> 00:12:01,280
Now they're pretty much remote,

273
00:12:01,280 --> 00:12:02,945
maybe hybrid, if you're lucky,

274
00:12:02,945 --> 00:12:04,790
you've got inside
sellers that can be

275
00:12:04,790 --> 00:12:07,295
calling direct or supporting
field sales teams.

276
00:12:07,295 --> 00:12:10,925
But there's this idea of the
emerging digital workforce

277
00:12:10,925 --> 00:12:12,590
that can be anything from

278
00:12:12,590 --> 00:12:15,170
creating a digital buying
experience to being

279
00:12:15,170 --> 00:12:16,370
an AI assistant that's

280
00:12:16,370 --> 00:12:18,500
supporting our sellers
throughout their journey.

281
00:12:18,500 --> 00:12:21,920
And that's becoming a very
pervasive capability.

282
00:12:21,920 --> 00:12:24,199
So we usually tell our clients

283
00:12:24,199 --> 00:12:26,090
after we understand
that level of

284
00:12:26,090 --> 00:12:28,280
complexity that you
have to think about

285
00:12:28,280 --> 00:12:30,890
the transformation in
a very holistic way.

286
00:12:30,890 --> 00:12:32,735
There are multiple
elements and i'll,

287
00:12:32,735 --> 00:12:34,400
I'll sort of breeze
through these.

288
00:12:34,400 --> 00:12:36,905
But, you know, business
operations is critical.

289
00:12:36,905 --> 00:12:39,890
This is about reinventing
your operating models,

290
00:12:39,890 --> 00:12:42,980
thinking about your sales
talent and your workforces.

291
00:12:42,980 --> 00:12:45,050
In order to actually re-imagine

292
00:12:45,050 --> 00:12:47,225
these buying and
selling experiences,

293
00:12:47,225 --> 00:12:49,610
one of the biggest
challenges our clients

294
00:12:12:49,610 --> 00:12:53,090

have is making those
products easy to buy,

295
00:12:53,090 --> 00:12:55,430
to sell. They're
really complicated.

296
00:12:55,430 --> 00:12:59,435
And so having a strategy
to simplify and rationale,

297
00:12:59,435 --> 00:13:02,720
rationalize your products and
pricing is very important.

298
00:13:02,720 --> 00:13:05,435
And lastly, it's
about expanding your,

299
00:13:05,435 --> 00:13:07,130
your commercial models,

300
00:13:07,130 --> 00:13:09,695
finding new routes
to get more demand.

301
00:13:09,695 --> 00:13:11,570
That's probably the number
one thing that I'm hearing

302
00:13:11,570 --> 00:13:13,820
right now from
sales leaders is I

303
00:13:13,820 --> 00:13:15,965
need to get back to
growth were coming

304
00:13:15,965 --> 00:13:18,410

out of this crazy situation.

305
00:13:18,410 --> 00:13:21,320
And I need to fill my funnel
and I need to drive growth.

306
00:13:21,320 --> 00:13:23,360
And you need to find the
right ways to do it,

307
00:13:23,360 --> 00:13:24,875
to not just build the growth,

308
00:13:24,875 --> 00:13:27,470
but do it in a profitable way.

309
00:13:27,470 --> 00:13:29,540
So the question really is,

310
00:13:29,540 --> 00:13:32,285
how are we advising our
clients to get there?

311
00:13:32,285 --> 00:13:35,450
We have a very strong point
of view that AI is going

312
00:13:35,450 --> 00:13:38,675
to be the thing that
powers this reinvention.

313
00:13:38,675 --> 00:13:40,235
The technology exists.

314
00:13:40,235 --> 00:13:41,660
John, you talked
about it, right?

315

00:13:41,660 --> 00:13:43,580
Whether it's telling us when

316
00:13:43,580 --> 00:13:46,070
our Uber is going to
arrive, telling us when,

317
00:13:46,070 --> 00:13:48,710
you know, what specific song
we should be listening to on

318
00:13:48,710 --> 00:13:51,710
my playlist, that
technology exists.

319
00:13:51,710 --> 00:13:53,750
But in the context of B2B sales,

320
00:13:53,750 --> 00:13:55,640
it's been really slow to adapt.

321
00:13:55,640 --> 00:13:57,560
And it's about time
that we change that.

322
00:13:57,560 --> 00:14:00,560
And so we're imagining
a future world that's

323
00:14:00,560 --> 00:14:03,890
powered by AI for B2B sales.

324
00:14:03,890 --> 00:14:05,990
Imagine a world where

325
00:14:05,990 --> 00:14:09,965
your sales talent isn't solely
based on who you hired.

326
00:14:09,965 --> 00:14:12,949
The artist, the natural
born great sellers.

327
00:14:12,949 --> 00:14:14,780
Maybe even the knowledge
of their product or

328
00:14:14,780 --> 00:14:17,240
the relationships that
they, that they have.

329
00:14:17,240 --> 00:14:19,310
One stat that continues to blow

330
00:14:19,310 --> 00:14:21,500
my mind is that on average,

331
00:14:21,500 --> 00:14:23,750
only 57 percent of sellers

332
00:14:23,750 --> 00:14:26,660
actually attain their
quota for the year.

333
00:14:26,660 --> 00:14:30,530
That's a failing grade by
most scales and standards,

334
00:14:30,530 --> 00:14:33,815
but that's become acceptable
in the sales world.

335
00:14:33,815 --> 00:14:37,550
So instead, let's imagine
that every seller actually

336

00:14:37,550 --> 00:14:39,500
has a chance to be
a high performer

337
00:14:39,500 --> 00:14:41,570
because we partner them with AI.

338
00:14:41,570 --> 00:14:43,460
Because we give
them the assistant

339
00:14:43,460 --> 00:14:44,930
to actually coach them,

340
00:14:44,930 --> 00:14:46,909
guide them through
the sales process.

341
00:14:46,909 --> 00:14:49,580
That's the world that we
think we should be living in.

342
00:14:49,580 --> 00:14:52,460
And we need to give
them more time to sell.

343
00:14:52,460 --> 00:14:56,270
You know, if you look at sales
time and motion studies,

344
00:14:56,270 --> 00:14:58,400
we find that typically
sellers are spending

345
00:14:58,400 --> 00:15:02,165
about 35 percent of their
time on non sales activity.

346
00:15:02,165 --> 00:15:03,920
That's almost two days a week.

347
00:15:03,920 --> 00:15:06,740
These are people who we
rely on to drive growth,

348
00:15:06,740 --> 00:15:10,235
whose paychecks are dependent
on them actually selling.

349
00:15:10,235 --> 00:15:12,260
And we're making them
spent almost two days a

350
00:15:12,260 --> 00:15:15,230
week on things that
don't align to that job.

351
00:15:15,230 --> 00:15:17,330
Well, we know that the
best strips that we

352
00:15:17,330 --> 00:15:19,835
have are taking advantage
of that selling time.

353
00:15:19,835 --> 00:15:20,930
They're doing their homework,

354
00:15:20,930 --> 00:15:22,040
they're prepping for meetings,

355
00:15:22,040 --> 00:15:24,515
they're researching their
clients, they're following up.

356
00:15:24,515 --> 00:15:27,350
Those are all kind
of elements of of

357
00:15:27,350 --> 00:15:28,610
sales activity that aren't

358
00:15:28,610 --> 00:15:31,055
necessarily face-to-face
customer actions.

359
00:15:31,055 --> 00:15:33,230
We need to find a way
to give them more of

360
00:15:33,230 --> 00:15:35,240
that and strip away
the administration.

361
00:15:35,240 --> 00:15:38,930
And so we're imagining a world
where a seller wakes up.

362
00:15:38,930 --> 00:15:40,640
And Alexa tells them,

363
00:15:40,640 --> 00:15:42,200
here's what your days like.

364
00:15:42,200 --> 00:15:43,640
Here's the important meetings

365
00:15:43,640 --> 00:15:44,735
that you have on your calendar.

366
00:15:44,735 --> 00:15:47,450
Here's where you should
have prep time schedule.

367
00:15:47,450 --> 00:15:50,330
Here's a news that broke
last night that impacts you.

368
00:15:50,330 --> 00:15:52,145
Here's a new lead
that came through

369
00:15:52,145 --> 00:15:55,145
this morning that's hot and
important for you to look at.

370
00:15:55,145 --> 00:15:58,145
What if I never had to actually
submit a forecast again,

371
00:15:58,145 --> 00:16:01,295
because I've got AI and
analytics to do that for me.

372
00:16:01,295 --> 00:16:03,530
Now we may think
that's futuristic,

373
00:16:03,530 --> 00:16:05,015
but I'll share with you guys,

374
00:16:05,015 --> 00:16:06,830
Accenture has actually recently

375
00:16:06,830 --> 00:16:09,395
changed our policy for
Forecast submission.

376
00:16:09,395 --> 00:16:11,975
No sales leader is
expected to do it anymore.

377
00:16:11,975 --> 00:16:14,944
All being driven through
AI and analytics.

378

00:16:14,944 --> 00:16:17,765
So now that we have
supercharged talent,

379
00:16:17,765 --> 00:16:20,195
we have more time for

380
00:16:20,195 --> 00:16:21,440
our sellers to actually get

381
00:16:21,440 --> 00:16:23,389
there and be in
front of customers.

382
00:16:23,389 --> 00:16:25,625
What do we do at that time?

383
00:16:25,625 --> 00:16:28,895
It's this idea of
customer telepathy.

384
00:16:28,895 --> 00:16:31,610
Being able to actually
understand what

385
00:16:31,610 --> 00:16:32,840
our customers want when

386
00:16:32,840 --> 00:16:34,595
they want it and
how they want it.

387
00:16:34,595 --> 00:16:36,710
One of the realities
of social media and

388
00:16:36,710 --> 00:16:39,605
the digital marketplaces that
it really gets to know you.

389
00:16:39,605 --> 00:16:41,120
Oftentimes probably a little

390
00:16:41,120 --> 00:16:42,215
more than we're
comfortable with.

391
00:16:42,215 --> 00:16:43,520
We've all had that moment where

392
00:16:43,520 --> 00:16:45,050
you're having a conversation,

393
00:16:45,050 --> 00:16:47,210
pop open social media, and all
of a sudden there's an ad,

394
00:16:47,210 --> 00:16:48,920
therefore it, we're
all kinda going,

395
00:16:48,920 --> 00:16:50,495
whoa, that's kinda crazy.

396
00:16:50,495 --> 00:16:52,235
But what if your sales reps

397
00:16:52,235 --> 00:16:54,229
had access to that information?

398
00:16:54,229 --> 00:16:55,790
Imagine that every seller could

399
00:16:55,790 --> 00:16:58,595
understand their customers
communication style,

400

00:16:58,595 --> 00:17:01,025
how to engage them,
even their mood.

401
00:17:01,025 --> 00:17:04,070
There is technology that exists
that can do that for you.

402
00:17:04,070 --> 00:17:07,430
And so to sum this up, before
I talk about the solution,

403
00:17:07,430 --> 00:17:09,230
I think about an article that

404
00:17:09,230 --> 00:17:10,910
Gartner released
about a year ago.

405
00:17:10,910 --> 00:17:12,800
And they said within five years,

406
00:17:12,800 --> 00:17:16,130
there will be no separation
between sales process,

407
00:17:16,130 --> 00:17:18,950
applications, data
and analytics.

408
00:17:18,950 --> 00:17:21,380
Instead, there's going to
be one single concept.

409
00:17:21,380 --> 00:17:23,345
And that's AI for Sales.

410
00:17:23,345 --> 00:17:25,075
And that's exactly why we

411
00:17:25,075 --> 00:17:27,140
partnered with Salesforce
to build a market

412
00:17:27,140 --> 00:17:29,404
leading B2B sale solution

413
00:17:29,404 --> 00:17:32,210
that puts you on the path
to future sales success.

414
00:17:32,210 --> 00:17:34,085
What we started
out this endeavor,

415
00:17:34,085 --> 00:17:35,900
our goal was to create

416
00:17:35,900 --> 00:17:37,820
something that brought
both the best of

417
00:17:37,820 --> 00:17:40,310
Salesforce but also
the best of Accenture

418
00:17:40,310 --> 00:17:43,505
through unique IP and
different ways of working.

419
00:17:43,505 --> 00:17:45,845
And so I'm excited to
kind of tell you through,

420
00:17:45,845 --> 00:17:48,095
take you through all the
different elements of that.

421

00:17:48,095 --> 00:17:49,910
But at the foundation
of this solution,

422
00:17:49,910 --> 00:17:52,010
of course, is Salesforce.

423
00:17:52,010 --> 00:17:53,990
It's all the great
Salesforce capability

424
00:17:53,990 --> 00:17:55,130
that we know and love,

425
00:17:55,130 --> 00:17:58,625
but we've really supercharged
it and put it on steroids.

426
00:17:58,625 --> 00:18:00,590
And we did that by
creating what we

427
00:18:00,590 --> 00:18:03,020
call intelligent
sales experiences.

428
00:18:03,020 --> 00:18:04,670
Think about these is best of

429
00:18:04,670 --> 00:18:08,150
breed B2B sales processes
and experiences that we've

430
00:18:08,150 --> 00:18:10,550
captured through
literally decades of

431
00:18:10,550 --> 00:18:13,895
experience in B2B

sales at Accenture.

432
00:18:13,895 --> 00:18:17,450
That's really the science
John, that Nasser.

433
00:18:17,450 --> 00:18:19,355
But we've also modernized it.

434
00:18:19,355 --> 00:18:20,945
We paired it up with Einstein.

435
00:18:20,945 --> 00:18:23,030
We created virtual
selling assistance

436
00:18:23,030 --> 00:18:24,500
that help our sellers

437
00:18:24,500 --> 00:18:26,315
guide through the process

438
00:18:26,315 --> 00:18:29,225
and shape their path
to high-performance.

439
00:18:29,225 --> 00:18:32,060
You know, John, it always amazes

440
00:18:32,060 --> 00:18:34,430
me this idea of the
brilliant basics,

441
00:18:34,430 --> 00:18:37,325
the things to get right,
consistent sales processes.

442
00:18:37,325 --> 00:18:40,910

It's, it's always amazing to
me when I talk to clients

443
00:18:40,910 --> 00:18:42,635
who are really struggling

444
00:18:42,635 --> 00:18:44,360
with putting that
stuff together.

445
00:18:44,360 --> 00:18:45,875
I know you've got a great yeah,

446
00:18:45,875 --> 00:18:47,480
I like this idea.

447
00:18:47,480 --> 00:18:50,780
Brilliant base sixes is
right on, on target.

448
00:18:50,780 --> 00:18:53,255
When you're looking
for improvements.

449
00:18:53,255 --> 00:18:57,410
It's not always the big
magical things that you find.

450
00:18:57,410 --> 00:18:59,510
It can be kind of
obvious things,

451
00:18:59,510 --> 00:19:00,770
particularly in hindsight.

452
00:19:00,770 --> 00:19:02,630
And one of the biggest
problems that I

453
00:19:02,630 --> 00:19:04,565
see in almost every account I,

454
00:19:04,565 --> 00:19:05,690
I've I've worked on over

455
00:19:05,690 --> 00:19:07,280
the last five or six years is

456
00:19:07,280 --> 00:19:09,830
the disconnect between
marketing and sales.

457
00:19:09,830 --> 00:19:12,080
Now you're spending
billions of dollars to

458
00:19:12,080 --> 00:19:14,675
driving demand into
the top of the funnel.

459
00:19:14,675 --> 00:19:18,410
And then those leads kinda
get lost in the process.

460
00:19:18,410 --> 00:19:19,880
And this is a problem.

461
00:19:19,880 --> 00:19:21,650
We've, we've really resolved it.

462
00:19:21,650 --> 00:19:23,855
A structured,

463
00:19:23,855 --> 00:19:27,185
automated way to make sure
that all leads that come in,

464
00:19:27,185 --> 00:19:28,700
get put to the right spot.

465
00:19:28,700 --> 00:19:30,290
And we get to see what

466
00:19:30,290 --> 00:19:32,690
happens to those leads
through the entire process.

467
00:19:32,690 --> 00:19:35,180
And it's amazing how
much improvement

468
00:19:35,180 --> 00:19:38,600
you can get just by connecting
marketing to sales.

469
00:19:38,600 --> 00:19:42,319
It's an age old problem.
And most organizations

470
00:19:42,319 --> 00:19:44,285
still struggle with connecting,

471
00:19:44,285 --> 00:19:45,530
marketing qualifying leads,

472
00:19:45,530 --> 00:19:47,000
defining sales qualified leads

473
00:19:47,000 --> 00:19:48,485
having a formal definition.

474
00:19:48,485 --> 00:19:49,760
So I love that example.

475

476
00:19:52,475 --> 00:19:54,350
And to sort of round out

477
00:19:54,350 --> 00:19:57,455
the Salesforce experience
as part of our solution.

478
00:19:57,455 --> 00:20:00,005
Accenture brought
our creative talent

479
00:20:00,005 --> 00:20:01,070
and our user experienced

480
00:20:01,070 --> 00:20:04,430
teams and really focus
them on B2B sales.

481
00:20:04,430 --> 00:20:07,355
And by using Tableau
and Tableau CRM,

482
00:20:07,355 --> 00:20:08,840
we've created a set of persona

483
00:20:08,840 --> 00:20:10,910
based cockpits that really help

484
00:20:10,910 --> 00:20:12,620
our sellers and sales leaders

485
00:20:12,620 --> 00:20:15,785
navigate their sales journey.

486

00:19:49,760 --> 00:19:52,475
It's very basic, but
it's highly impactful.

00:20:15,785 --> 00:20:19,819
So we know that sales
process and governance,

487
00:20:19,819 --> 00:20:21,320
those are really
important things

488
00:20:21,320 --> 00:20:22,550
and core for the solution.

489
00:20:22,550 --> 00:20:23,900
Again, i'll, I'll
call that a lot of

490
00:20:23,900 --> 00:20:26,300
the science that we
know works, John.

491
00:20:26,300 --> 00:20:28,745
But without it, you know,

492
00:20:28,745 --> 00:20:31,415
you may just end up
with a bunch of tech.

493
00:20:31,415 --> 00:20:33,860
But Accenture actually has

494
00:20:33,860 --> 00:20:35,330
some pretty amazing technology

495
00:20:35,330 --> 00:20:36,830
that we're bringing
to the table.

496
00:20:36,830 --> 00:20:39,245
And it's not typically
something that people think

497
00:20:39,245 --> 00:20:41,960
about Accenture as
having their own IP,

498
00:20:41,960 --> 00:20:43,490
their own software
capabilities that

499
00:20:43,490 --> 00:20:45,485
we can plug into
packaged software.

500
00:20:45,485 --> 00:20:48,260
And so we've partnered
with our solutions dot

501
00:20:48,260 --> 00:20:50,240
AI capability and brought

502
00:20:50,240 --> 00:20:51,980
that into the heart
of Salesforce.

503
00:20:51,980 --> 00:20:53,780
There are really three
parts to the solution.

504
00:20:53,780 --> 00:20:55,355
There's the big data universe,

505
00:20:55,355 --> 00:20:57,905
there's the AI and the
machine learning models.

506
00:20:57,905 --> 00:21:01,505
And then there's the
orchestration of the signals,

507

00:21:01,505 --> 00:21:04,040
the insights, and the
actions that really

508
00:21:04,040 --> 00:21:06,710
power that new experience
for our sellers.

509
00:21:06,710 --> 00:21:08,615
And so by starting
with the data,

510
00:21:08,615 --> 00:21:11,780
What's unique here is
that we not only pull in,

511
00:21:11,780 --> 00:21:13,970
call it hundreds of
different data sources,

512
00:21:13,970 --> 00:21:15,770
some of it will be
first-party data,

513
00:21:15,770 --> 00:21:18,710
what you get from
a client CRM tool,

514
00:21:18,710 --> 00:21:21,140
the Salesforce instance
from their ERP,

515
00:21:21,140 --> 00:21:23,840
third-party data maybe
that they've purchased or

516
00:21:23,840 --> 00:21:27,365
have a relationship with the
heart Hanks or a, D, and B.

517
00:21:27,365 --> 00:21:30,425
We also then capture what
we call it dark data.

518
00:21:30,425 --> 00:21:33,290
These are the hidden
signals that are out in

519
00:21:33,290 --> 00:21:34,970
the digital universe that

520
00:21:34,970 --> 00:21:37,085
we're able to
scrape and pull in.

521
00:21:37,085 --> 00:21:38,810
And most importantly, actually

522
00:21:38,810 --> 00:21:41,060
structure it in a
way that we can

523
00:21:41,060 --> 00:21:44,855
then pair up our AI
models on top of to drive

524
00:21:44,855 --> 00:21:49,565
unique experiences that
ultimately create the actions,

525
00:21:49,565 --> 00:21:50,870
the insights,

526
00:21:50,870 --> 00:21:53,165
the virtual assistant
recommendations

527
00:21:53,165 --> 00:21:55,715

that are now powered
inside Salesforce.

528
00:21:55,715 --> 00:21:57,575
So John, tell a little bit about

529
00:21:57,575 --> 00:22:00,605
that client of ours that
That's been using this AI.

530
00:22:00,605 --> 00:22:02,090
And one of the problems
that we help, Yeah,

531
00:22:02,090 --> 00:22:06,665
Its are working with a major
food delivery platform

532
00:22:06,665 --> 00:22:11,645
that was wanting to expand
into emerging markets.

533
00:22:11,645 --> 00:22:15,320
And their sellers were
having trouble because their

534
00:22:15,320 --> 00:22:17,120
lead lists that they were using

535
00:22:17,120 --> 00:22:19,205
when they were calling,
there was nobody home.

536
00:22:19,205 --> 00:22:21,500
Literally there was nobody
answering the phone.

537
00:22:21,500 --> 00:22:25,745
And they pulled an Accenture

and we were able to use

538
00:22:25,745 --> 00:22:27,800
our data source is
match that up with

539
00:22:27,800 --> 00:22:31,070
their data sources and really
enrich that lead lists.

540
00:22:31,070 --> 00:22:33,709
So we can add in, for example,

541
00:22:33,709 --> 00:22:37,340
the operating hours of
the restaurants and also

542
00:22:37,340 --> 00:22:39,859
enrich the contact information

543
00:22:39,859 --> 00:22:42,095
of the people that they
were trying to contact.

544
00:22:42,095 --> 00:22:45,230
So we we literally called
them when they were home.

545
00:22:45,230 --> 00:22:48,380
And it increased dramatically

546
00:22:48,380 --> 00:22:49,970
the hit rate off that lead list.

547
00:22:49,970 --> 00:22:51,050
I mean, once again,

548
00:22:51,050 --> 00:22:53,495

another kind of
an obvious thing.

549
00:22:53,495 --> 00:22:57,215
But these things are big value
in short amount of time.

550
00:22:57,215 --> 00:23:00,110
Yeah, I, I agree. I
love that example.

551
00:23:00,110 --> 00:23:01,280
It's so simple in nature,

552
00:23:01,280 --> 00:23:03,665
but, but truly impactful.

553
00:23:03,665 --> 00:23:04,955
And sort of the,

554
00:23:04,955 --> 00:23:07,190
the last part of our
solution that brings

555
00:23:07,190 --> 00:23:10,430
some unique Accenture
capability to the table is

556
00:23:10,430 --> 00:23:13,160
how we bring in intelligence
operations that helps

557
00:23:13,160 --> 00:23:16,400
fill gaps for our customers
and their businesses.

558
00:23:16,400 --> 00:23:18,710
We have a world-class
synapse capability.

559
00:23:18,710 --> 00:23:20,420
Think of that as
like a control tower

560
00:23:20,420 --> 00:23:22,055
for all things operations.

561
00:23:22,055 --> 00:23:23,540
But what most people might not

562
00:23:23,540 --> 00:23:25,190
know about Accenture
is that we can

563
00:23:25,190 --> 00:23:26,270
do a number of

564
00:23:26,270 --> 00:23:28,895
different operational
components for your business,

565
00:23:28,895 --> 00:23:30,680
can run inside sales for you.

566
00:23:30,680 --> 00:23:32,810
We can produce creative content

567
00:23:32,810 --> 00:23:34,640
to support marketing activities.

568
00:23:34,640 --> 00:23:36,350
We can manage all of

569
00:23:36,350 --> 00:23:38,510
the operational elements
from sales and marketing.

570

00:23:38,510 --> 00:23:40,625
We can even run
customer success.

571
00:23:40,625 --> 00:23:42,530
And so that allows
our clients to

572
00:23:42,530 --> 00:23:44,825
focus on their
core competencies.

573
00:23:44,825 --> 00:23:47,360
While we helped not
only drive down OpEx,

574
00:23:47,360 --> 00:23:49,715
but really support the
revenue growth that,

575
00:23:49,715 --> 00:23:51,335
that our clients
are looking for.

576
00:23:51,335 --> 00:23:53,779
And so when you pile
that all together,

577
00:23:53,779 --> 00:23:56,810
the engagement layer
that's codified with

578
00:23:56,810 --> 00:23:58,430
pre-packaged
capabilities that are

579
00:23:58,430 --> 00:24:00,709
using the best and
greatest of Salesforce,

580
00:24:00,709 --> 00:24:03,065
the Accenture AI capability,

581
00:24:03,065 --> 00:24:04,805
and our intelligence operations.

582
00:24:04,805 --> 00:24:06,410
This is how we believe
we're going to

583
00:24:06,410 --> 00:24:09,725
redefine and reinvent B2B sales.

584
00:24:09,725 --> 00:24:13,070
Now the results that
we've seen are very real.

585
00:24:13,070 --> 00:24:15,470
In fact, what better way to

586
00:24:15,470 --> 00:24:17,810
actually show the results

587
00:24:17,810 --> 00:24:19,730
than to drink a little
bit of our own champagne.

588
00:24:19,730 --> 00:24:21,710
And so the results that you see

589
00:24:21,710 --> 00:24:23,945
up here, that's Accenture.

590
00:24:23,945 --> 00:24:27,560
We deployed elements of
this solution internally.

591

591
00:24:27,560 --> 00:24:30,545
And we saw significant
win rate improvements.

592
00:24:30,545 --> 00:24:32,810
And when predictability
improvements

593
00:24:32,810 --> 00:24:35,135
at a global social
media company,

594
00:24:35,135 --> 00:24:37,340
we saw tremendous
improvements in

595
00:24:37,340 --> 00:24:40,100
lead quality and
lead conversion.

596
00:24:40,100 --> 00:24:42,680
And add a multinational
software company.

597
00:24:42,680 --> 00:24:44,465
Well, the results
speak for themselves

598
00:24:44,465 --> 00:24:46,745
and you can read what
our client has told us.

599
00:24:46,745 --> 00:24:49,280
So ultimately, what
can you expect

600
00:24:49,280 --> 00:24:52,070
to get from employing
one of these solutions?

601
00:24:52,070 --> 00:24:54,590
It's going to come with
meaningful revenue uplift,

602
00:24:54,590 --> 00:24:57,350
sizable reduction and
operating expense,

603
00:24:57,350 --> 00:24:59,570
and the readiness that
you need to really help

604
00:24:59,570 --> 00:25:02,795
your B2B sales teams
leap-frog the competition.

605
00:25:02,795 --> 00:25:04,730
Yeah, Brian, I I hope

606
00:25:04,730 --> 00:25:06,605
that we don't have
another disruption.

607
00:25:06,605 --> 00:25:07,130
I do too.

608
00:25:07,130 --> 00:25:08,300
Like COVID, I mean,

609
00:25:08,300 --> 00:25:10,130
that was a tragic time period,

610
00:25:10,130 --> 00:25:12,620
but one thing I'm
certain of is that the

611
00:25:12,620 --> 00:25:15,170
B2B world's going to

continue to be disrupted.

612
00:25:15,170 --> 00:25:17,195
And I think the
question for you is,

613
00:25:17,195 --> 00:25:19,145
are you going to be a disruptor

614
00:25:19,145 --> 00:25:20,900
or you're going to be disrupted?

615
00:25:20,900 --> 00:25:22,910
So thanks for listening today.

616
00:25:22,910 --> 00:25:23,720
I appreciate it.

617
00:25:23,720 --> 00:25:25,410
Thanks, everybody.