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# AZURE UNIVERSITY

GET READY FOR BUSINESS AS A SERVICE TRAINING

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PRESENTER: **DAVID BALAZIC** | 2014 | SEPT

# Consalta Ltd.

An internationally renowned IT business enablement consultancy specializing in helping IT companies build their Cloud go-to-market strategy.



# David Balazic



## ROLE@CONSALTA

- Chief Client Satisfier
- Senior Consultant
- Managing partner

## BACKGROUND

- Electrical Engineering
- Sales and Marketing
- Executive MBA –  
Business management

## WORK

- Entertainment industry
- Energy market
- Microsoft
- Consalta

## PLEASURE

- Family
- Friends
- Sport
- Cloud computing 😊



# Samo Kanellopulos



## ROLE@CONSALTA

- Business Development Manager
- Senior Consultant

## BACKGROUND

- Informatics
- Business Management
- Executive MBA – Sales and Marketing

## WORK

- Capital Markets
- Microsoft Partner
- Consalta

## PLEASURE

- Family
- Sport
- Family sport 😊

# Agenda

TIME	CONTENT
09:00 – 09:15	<i>Welcome &amp; Introduction</i> <i>The rise of the Cloud – Understanding the opportunity</i> <i>How are Systems Integrators evolving their business &amp; offerings?</i>
10:45 – 11:00	<i>Coffee Break</i> <i>Identifying potential customers – Through understanding their buying behaviour</i> <i>Brain Power Session #1</i>
12:15 – 13:15	<i>Lunch Break</i> <i>Lead is King - Generating the demand in a traditional and non-traditional way</i> <i>Make a customer, not a Sale – The changing sales discussion</i> <i>Brain Power Session #2</i>
15:15 – 15:30	<i>Coffee Break</i> <i>Selling Windows Azure projects – Most common sales scenarios</i>
16:15 – 16:30	<i>Takeaways for a successful journey to the Cloud</i>



# Ground rules

To make most out of the day



**There are not any!**...as long as you keep your mobiles on mute and laptop lids closed 😊



Ask questions, comment and challenge at anytime!



I don't have all the answers, however might be able to get it later.



Understand the time limitation - Rome was not build in a day ;-).



# THE RISE OF CLOUD

Understanding the opportunity



....

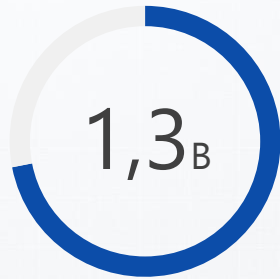
IN 1999: 38M people had broadband internet. **TODAY:** 1.2B people have it on their mobile phones

[Ctrlaltdeletebook.com](http://Ctrlaltdeletebook.com)



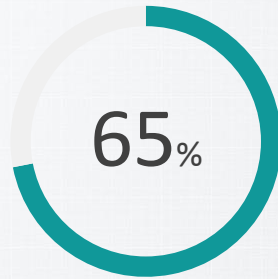
# The world ~~is changing~~ has changed

SMAC generation – **S**ocial **M**obile **A**nalytics and **C**loud



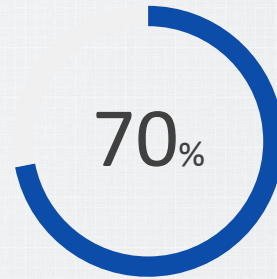
## MOBILITY

- 1,3 billion world's mobile worker population will be reached by 2015



## SOCIAL

- 65% of companies are deploying at least one social software tool



## CLOUD

- 70% of business are either using or investigating cloud computing solutions



## ANALYTICS

- Big Data market is growing 40% every year to reach \$17 billion by 2015



# IDC Predictions 2014

## IT Market Value Shifting to the 3rd Platform

- 3rd Platform will dominate growth
  - up by 15%, driving 29% of 2014 IT spending, and 89% of growth
- 3rd Platform will cannibalize 2nd Platform
  - 40-50% of 3rd Platform growth in 2014 will come at the expense of 2nd Platform
- Value migrating within 3rd Platform
  - up the stack, toward customers' competitive advantage.

# IDC Predictions 2014

The 3rd Platform Disrupts All Industries

- 3rd Platform disruption in all industries
  - By 2018, 1/3 of share leaders in virtually all industries will be replaced by new and incumbent 3rd Platform players
- IT buyer profile continues to shift to business executives
  - In 2014, and through 2017, IT spending by groups outside of IT departments will grow at more than 6% per year.



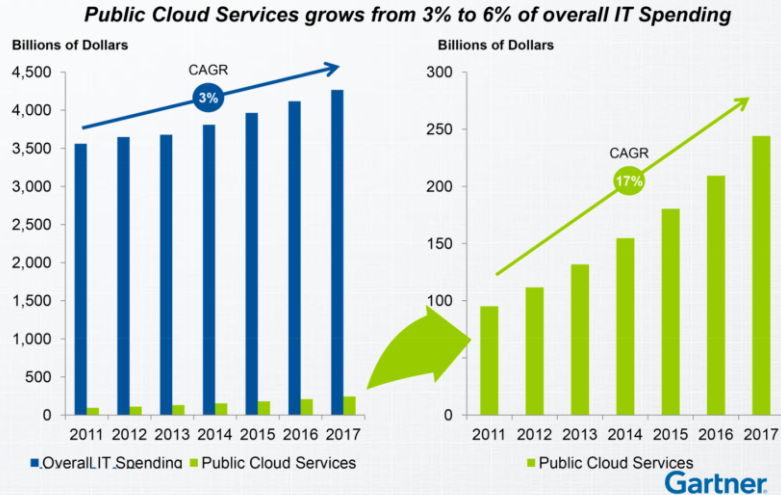
Source: IDC



# GARTNER: Cloud computing 2014

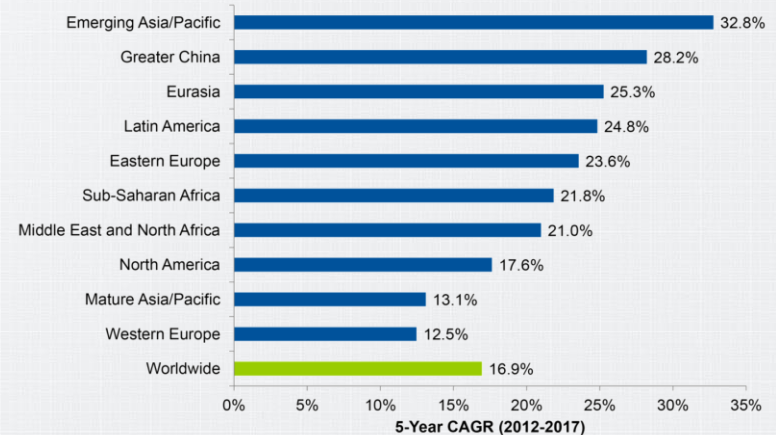
Public Cloud services spending and growth

## Public Cloud Services as a Percentage of Overall IT Spending



## Public Cloud Services, By Region

5-Year CAGR (2012-2017)

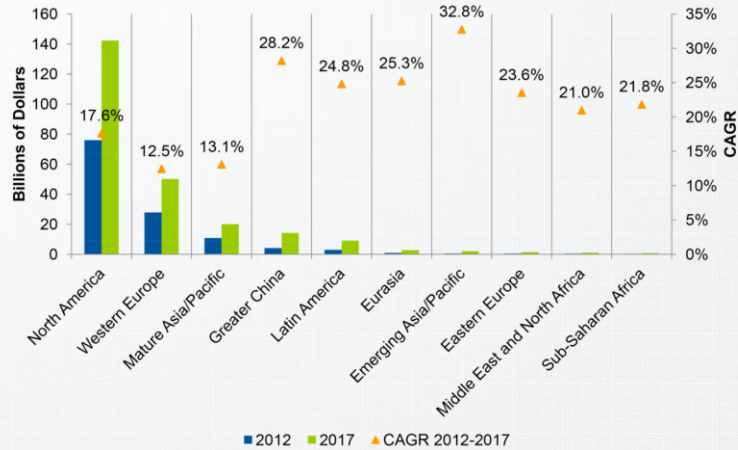


Source: Gartner

# GARTNER: Cloud computing 2014

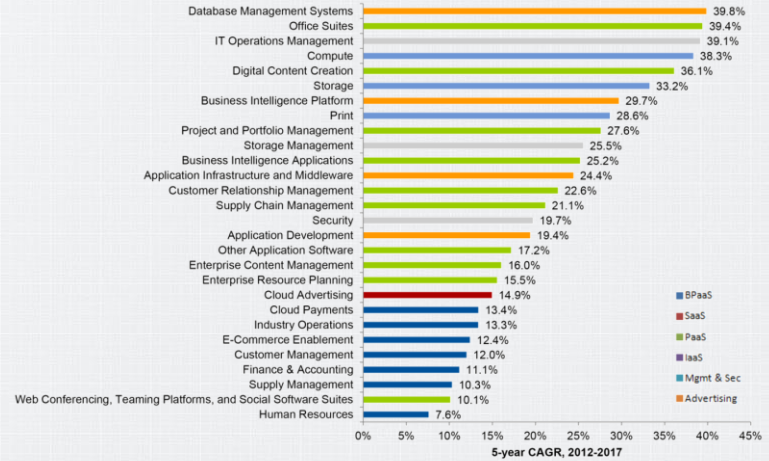
Public Cloud services spending and growth by regions and sub segments

## Public Cloud Services, By Region Total Spending (2012 and 2017) and 5-year CAGR



Gartner

## Public Cloud Services Subsegments 5-year CAGRs, 2012-2017

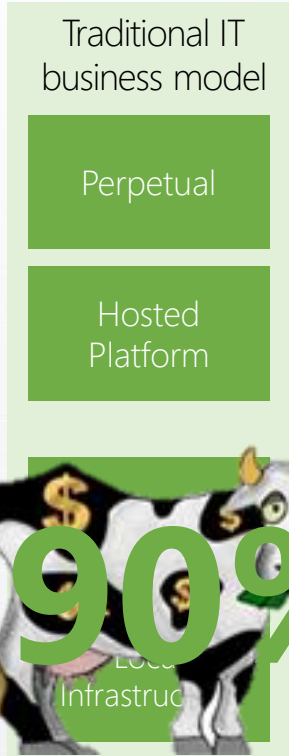


Gartner

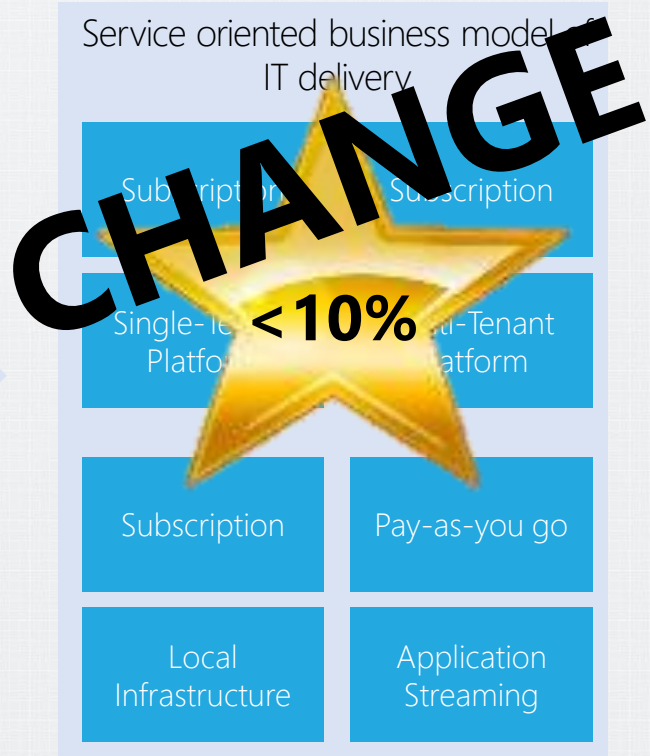
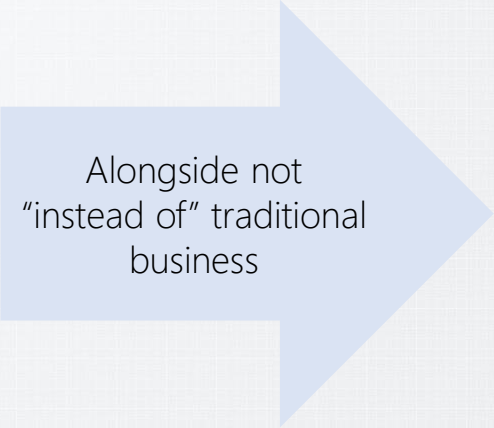
Source: Gartner

# .... The directions of Change?

How is the market evolving



> 90%



....

# Our experience – The reason for Change?

Why are IT partners considering this change



Need



Greed



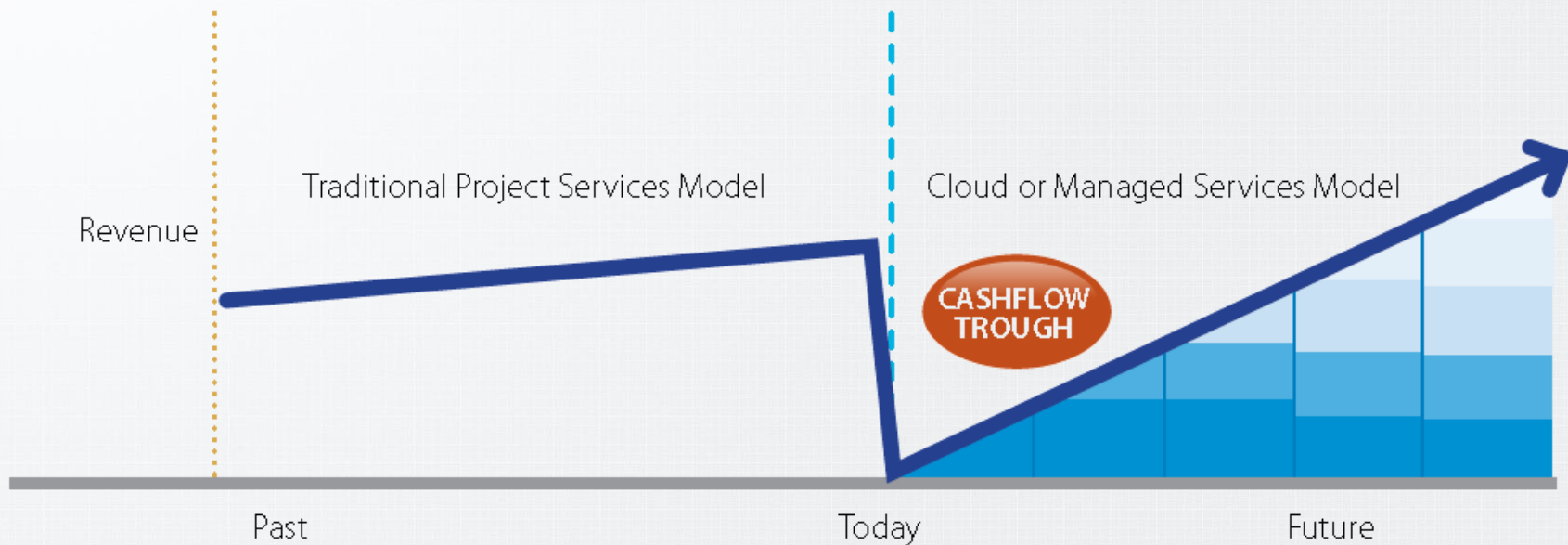
or Vision?





# IDC and Microsoft - Successful Cloud Partners

Cloud services Cash flow gap

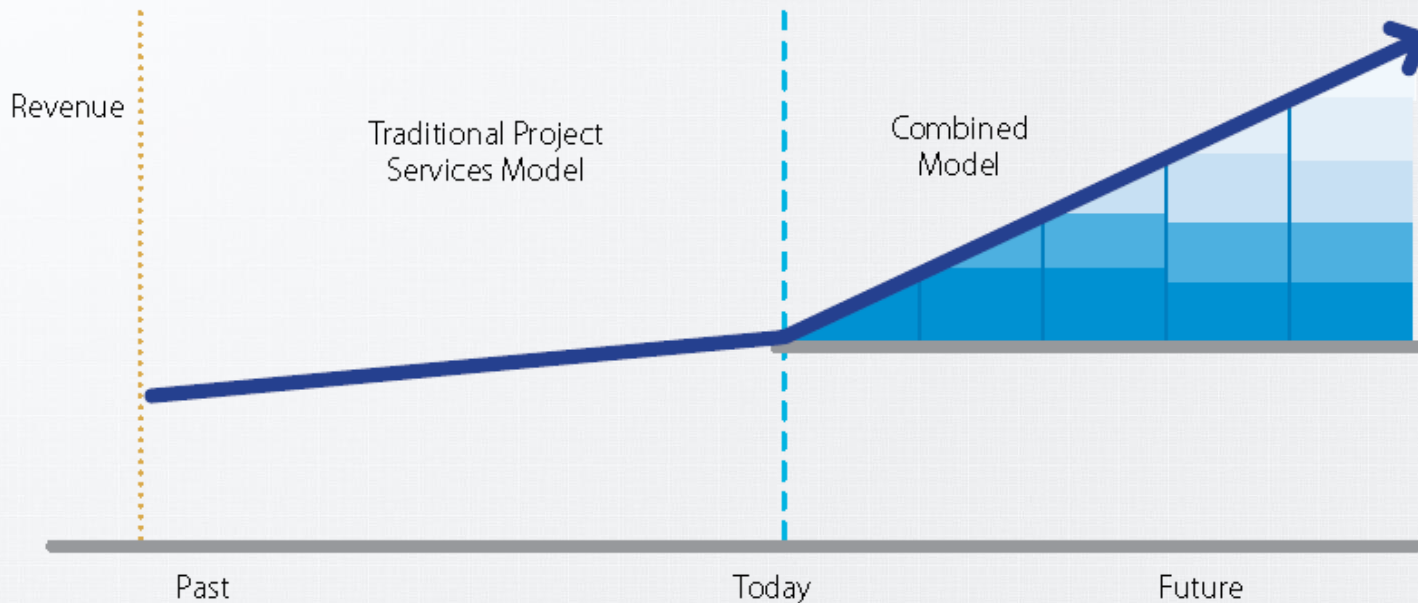


Source: IDC Channels and Alliances



# IDC and Microsoft - Successful Cloud Partners

Moving to Recurring Revenue Model



Source: IDC Channels and Alliances

# Understanding the opportunity – the GROW model



## GIVER

- **TRANSACTION:** infra + software + deployment
- **RECURRING:** maintenance & support

## RUNNER

- **TRANSACTION:** software + deployment
- **RECURRING:** maintenance & support (customer has Azure EA)

## OPTIMIZER

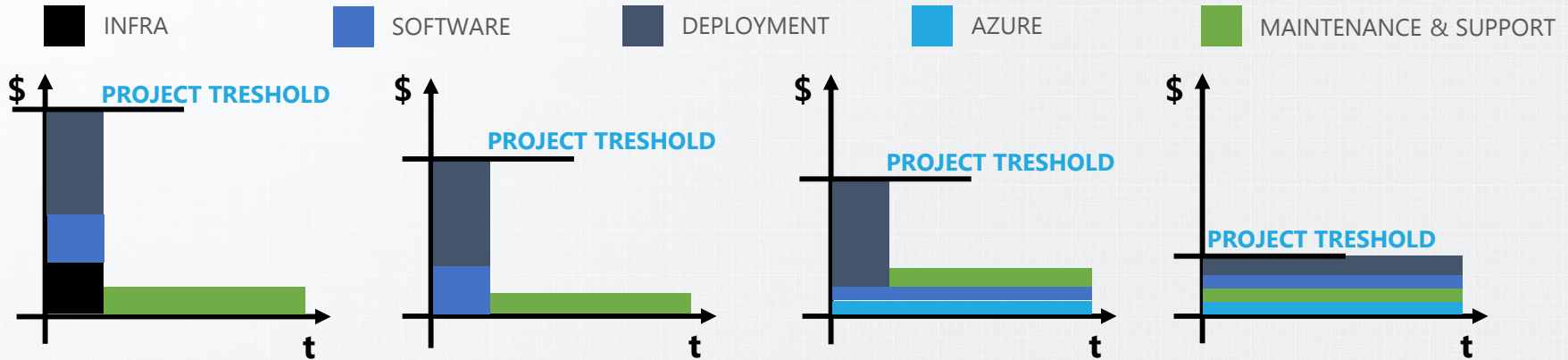
- **TRANSACTION:** deployment
- **RECURRING:** Azure services + software + maintenance & support

## WINNER

- **TRANSACTION:** /
- **RECURRING:** Azure services + software + deployment + maintenance & support

# Understanding the opportunity – the GROW model

Market reach



## GIVER

- TRESHOLD: high
- MARKET REACH: low



## RUNNER

- TRESHOLD: high
- MARKET REACH: low



## OPTIMIZER

- TRESHOLD: medium
- MARKET REACH: medium



## WINNER

- TRESHOLD: low
- MARKET REACH: high



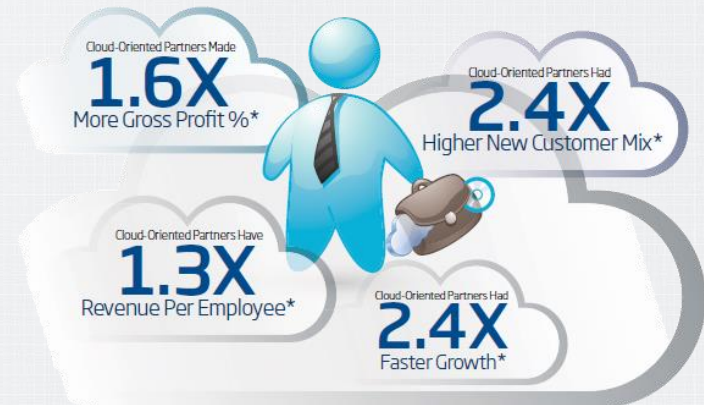


# IDC and Microsoft - Successful Cloud Partners

Cloud-oriented IT partners are outperforming their peers – global view

- Cloud-oriented partners are **outperforming their peers** in gross profit, revenue per employee, new customer acquisition, and growth.
- Successful Cloud partners don't see today's cloud offering as the final destination but as the **door opener for future (up/cross) sell!**

- The impressive business performance numbers on this page come from two different surveys, though we saw similar results. Cloud-oriented partners are outperforming their peers in gross profit, revenue per employee, new customer acquisition, and growth.



\*Comparison of cloud-oriented partners vs. others. Cloud-oriented partners are defined as having over 50% of their revenue related to the cloud. Others are defined as having less than 50% of their revenue related to the cloud.



# Cloud services from a PROVIDER perspective

## BENEFITS

- Potential to reach new customers (broader/global market reach)
- Opportunity to sell directly to business decision makers (without going through IT)
- More predictable revenue stream (versus traditional projects)
- New areas for monetization (applications, support, consulting)
- Gives you more insight /feedback (about how customers use the service)
- Potential to enrich your partnership with a customer (through trusted advisory partnership)

## RISKS

- "Cannibalization"
- Must demonstrate real value up-front (customers can easily try the software)
- Revenue builds up more slowly (due to initial investment and typical Cloud services pricing models)
- New sales related challenges (customer resistance to cloud computing)
- Requires more agility and mentality shift (solution, not project orientation)
- Requires changes in your business (proposal process, sales process, channel etc)
- Target audience is changing (build your new relationship map)



The rise of Cloud – Understanding the opportunity

# THE CUSTOMER PERSPECTIVE!

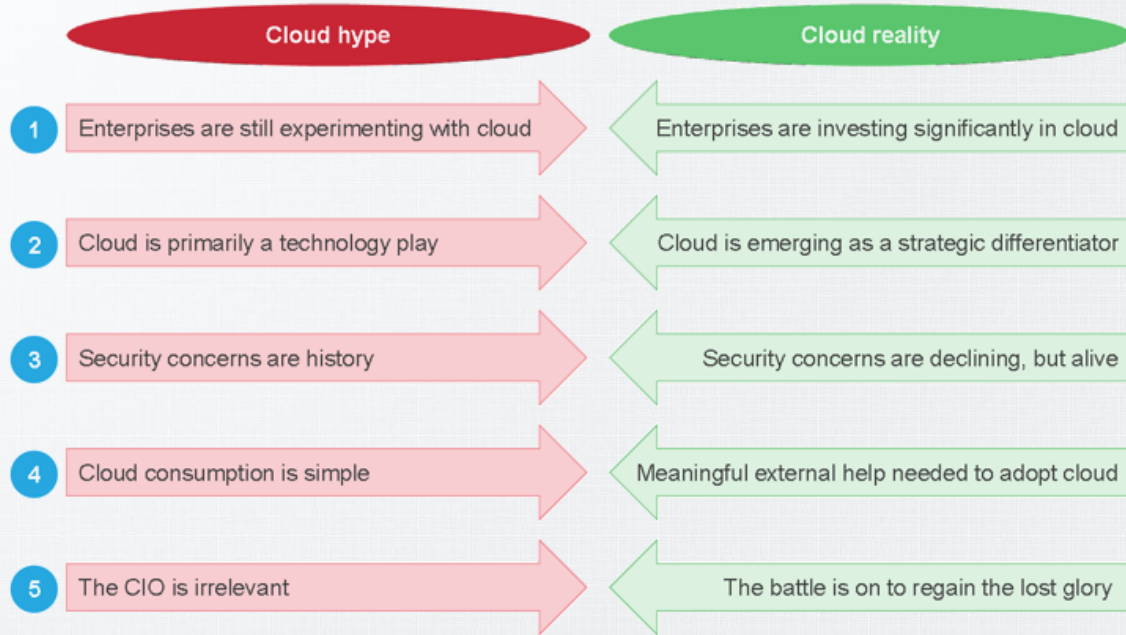
....

“When asked what “the cloud” is, a majority respond it’s either an actual cloud, the sky, or something related to weather.”

Citrix Cloud Survey Guide

# Enterprise Cloud Adoption

Distilling hype from reality



Source: Everest Group & Cloud connect





# GARTNER's advice to the customer of IT

What Should You Do Tomorrow!

## Do:

- ✓ Focus on business outcomes.
- ✓ Explore innovations from other industries.
- ✓ Look for disruptive opportunities at the intersection of the Nexus of Forces.

## Don't Do:

- ✗ Focus on technologies first.
- ✗ Focus on technology strategies in isolation.
- ✗ Expect old approaches to IT delivery to support Nexus scenarios.

## Redo:

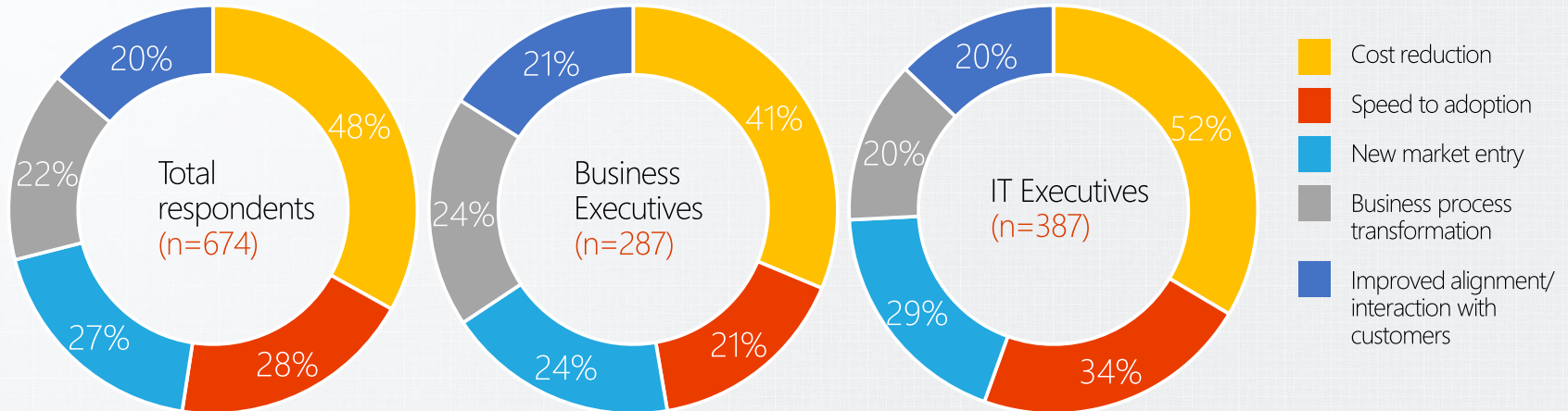
- ↻ Your individual development plan: What do you need to do to be indispensable in a Nexus world?
- ↻ Your internal PR plan: What can a reset IT department offer to the business?

## Undo:

- ← What the rest of your organization thinks of IT.
- ← Prescriptive IT.
- ← Techno-speak.

# KPMG - The cloud takes shape

The key objectives behind your approach to cloud adoption?



“Business executives are starting to appreciate the potential transformative value of cloud.” *Rick Wright, Global Cloud Enablement Program Leader.*

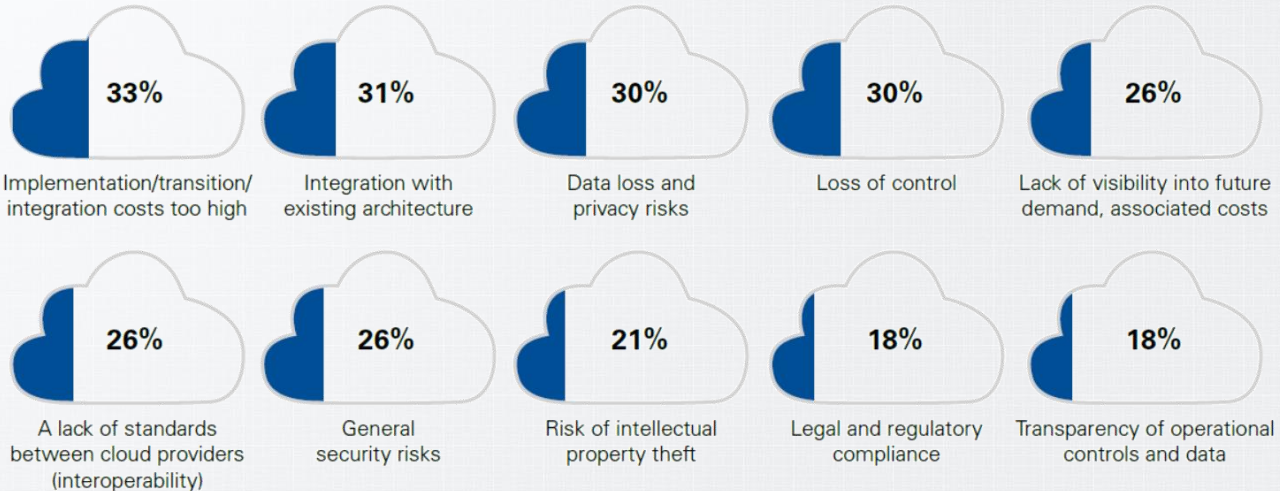
Source: [KPMG](#)

# KPMG - The cloud takes shape

## Global cloud survey: the implementation challenge

### Which of the following are the key challenges of your approach to cloud adoption?

Total respondents (n = 674)



Source: KPMG International's Global cloud survey: the implementation challenge

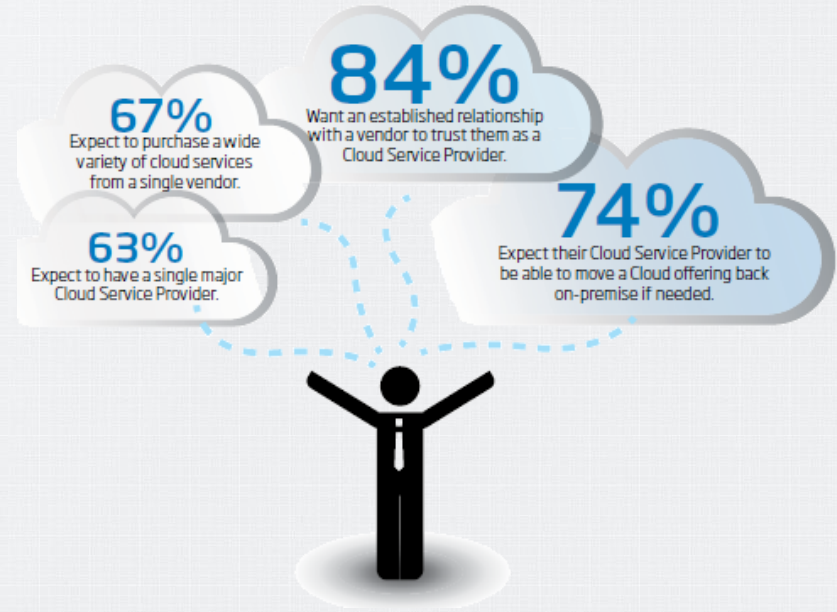
Source: [KPMG](#)



# IDC and Microsoft - Successful Cloud Partners

Customers prefer to work with a single Cloud provider

- 84% customers want an **established relationship** with a vendor to trust them as a Cloud Service Provider
- 74% customers expect their Cloud Service Provider to be able to **offer comparable on premise expertise** or move a Cloud offering back on-premise if needed!



Source: IDC Channels and Alliances

# Cloud services from a CUSTOMER perspective

## BENEFITS

- Faster deployment and time to market (less local installation and maintenance)
- Service based pricing (pay per "usage")
- Less Financial risk & easier budgeting (lower up-front costs & predictability)
- Reduced need for on premise resources (servers, IT staff & skills)
- Easier upgrades (no/less on-premise software to update)
- Affordable ad-hoc capacity (short term projects, initiatives on departmental level...)
- Clarified provider responsibility (support, maintenance...)

## RISKS

- Requires trust in Cloud services provider (availability and data security)
- Legal or regulatory concerns (data outside customer's premises)
- Loss of control & internal resources
- Can be harder to integrate (with existing on-premises applications)
- Understanding the value (lower costs, CAPEX vs OPEX...)
- Can have lower performance (versus on premises deployments)



# What are our clients - "traditional" partners saying?

*"My customers are not ready yet and reluctant to discuss Cloud..."*

*"Data privacy & security acts are preventing us to sell cloud services..."*

*"We are not getting any leads, cloud is not selling..."*

*"Our sales representatives don't believe in Cloud and are not motivated to sell it..."*

*"Margins are too low - it's not a profitable business..."*

*"Our customers are used to and want to buy big projects..."*

*"It's too cheap..."*

*"It's a good alternative for a small businesses not that much for bigger companies..."*



....

“People who don’t like change shouldn’t work in technology business!”

David Chappell,  
Principal of Chappell & Associates



HOW ARE SYSTEMS INTEGRATORS EVOLVING  
THEIR BUSINESS AND OFFERINGS

Our industry does not respect tradition -  
it only respects innovation

Satya Nadella

# How are Systems Integrators evolving the business?



Swim Lane 1 - "Resale"	Swim Lane 2 - "Hybrid"	Swim Lane 3 - "Born in Cloud"
<ul style="list-style-type: none"> <li>• Product resale – margin focused</li> <li>• Rely heavily on vendor</li> <li>• Project-based</li> <li>• Services are close to the box</li> <li>• Many vendors represented</li> <li>• Managed services focused on support and maintenance</li> <li>• Limited cash to invest in business</li> </ul>	<ul style="list-style-type: none"> <li>• Swim Lane 1 – Plus:</li> <li>• Integrated a few specific cloud services</li> <li>• Logical investments with existing providers</li> <li>• Resell cloud services</li> <li>• Little software development capabilities</li> <li>• Project-based / recurring revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Professional services and system integration core business model</li> <li>• Heavy custom app. and software development</li> <li>• Recurring revenue significant</li> <li>• More closely aligned with cloud service providers</li> <li>• Cloud Service Brokerage (CSB)</li> </ul>



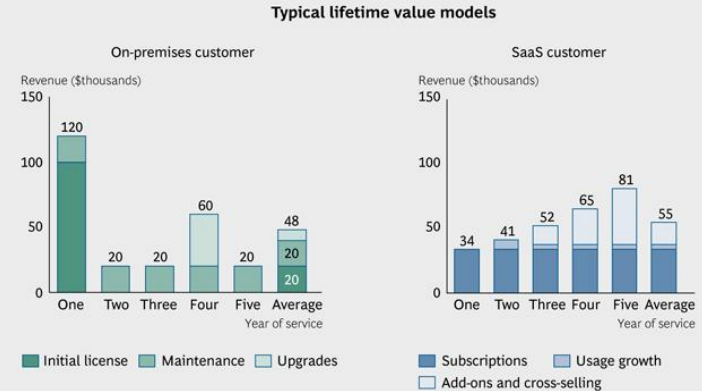
# 1. Cultural & mentality shift

- The real significance of the Cloud movement is that it **fundamentally changes** the vendor-customer relationship.
- Cloud **shifts the responsibility** of successfully deploying and maintaining solutions from the customer to the vendor.
- If Cloud services don't work, customers are not obligated to continue to use them because **they haven't made a significant upfront capital investment** that needs to be amortized.

## 2. Business transformation

- Maintain existing contracts for revenue generation **while investing in new areas** of business, like security as a service, disaster recovery, etc.
- Create business plans to get **higher margins from smaller contracts** with a cloud portfolio.
- **Identify existing contracts for possible replacement** with cloud SaaS solutions or migration to a private or public cloud infrastructure.

EXHIBIT 2 | The Economics of Cloud Software Differ from Those of On-Premises Software



Source: BCG analysis.

Note: The on-premises figures are based on data from a representative vendor; the SaaS data are based on analysis of one invoice-processing software provider.

### 3. Portfolio Diversification

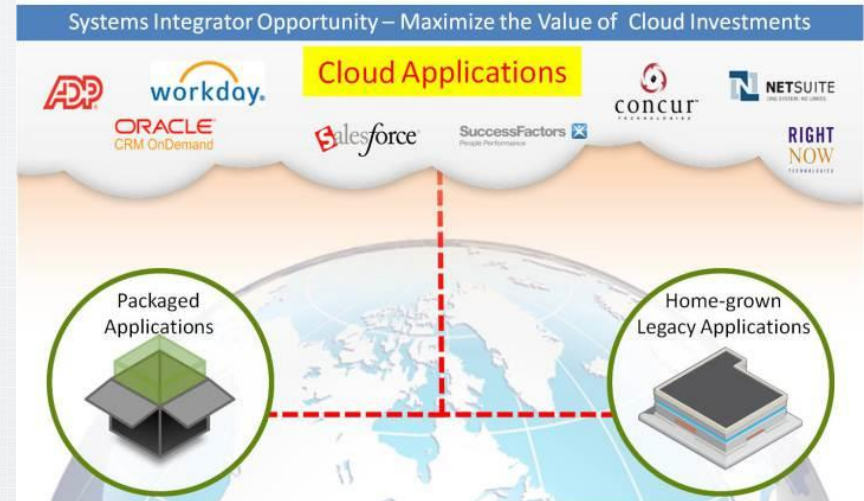
- Cloud services are increasingly assembled with capabilities derived from a variety of services.
- Integrating these services requires unique capabilities, like for example addressing security concerns.
- In 2013, customer relationship management (CRM) has edged past enterprise resource planning (ERP) as the top application software investment priority.
- Security software topped infrastructure software investment priorities.
- Virtualization infrastructure software, ranked as the third-highest priority for increased spending.



Source: Gartner

## 4. IT as a Service Brokerage

- The integration role, calls for the **broker to link cloud services and on-premises systems**
- Customization involves the **tweaking of cloud services** to meet the customer's needs or the creation of applications to run in the cloud setting.
- SI's are already in the business of helping companies get computing **systems to work together**.
- **Cloud brokerage and aggregation** is today's version of systems integration.

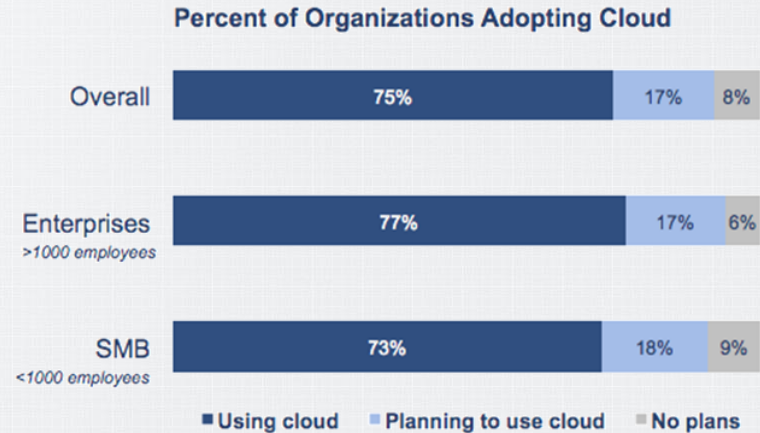




## 5. Flexible offerings

- Cloud computing, allows customers to maintain choice and control over how and where services are utilized.
- As cloud computing vendors are usually charged on a pay-as-you-go model, SI companies that leverage the cloud can also provide flexibility to their customers with subscription-based charges.
- System integrators can provide subscription-based services in order to increase the “stickiness” of their customer relations and open up a more constant revenue flow.

Source: RightScale



Source: RightScale State of the Cloud Report 2013





# SI roles – cloud application services

Providing cloud services across the consult-build-deploy-manage spectrum

## CONSULT/DESIGN

- Consulting services include readiness assessment, cloud adoption roadmap and design, selection of SaaS solutions



## BUILD

- Development of green field applications with cloud features
- The application's architecture allows it to leverage core cloud principles of scaling-up and down



## DEPLOY/MIGRATE

- Implementation, customization, and application development for integration with existing systems.
- Migration and consolidation of existing applications to a cloud-based platform



## MANAGE

- Managing and monitoring cloud applications



# SI roles – cloud infrastructure services

Providing cloud services across the consult-build-deploy-manage spectrum

## CONSULT/DESIGN

- Consulting services include readiness assessment, cloud adoption roadmap selection of cloud platform and infrastructure solutions



## BUILD

- Development of cloud-based infrastructure with features to scale-up and down, and meet unplanned workloads



## DEPLOY/MIGRATE

- Creating a virtualized private cloud environment generally on client's assets
- Providers may host the private cloud on their own assets and may have branded offerings
- Migration to public clouds (e.g. Windows Azure).



## MANAGE

- Management of public, private, or hybrid cloud environments including service migration, orchestration, helpdesk services, etc.
- Hosting of buyer's cloud solution by provider on its own / third party datacenters.

# Addressing different types of opportunities

		Approach	
		Incremental	Transformation
Driver	Business	New Application capability with limited IT investment/involvement Best place for Infrastructure & Consulting partners to sell	New disruptive business model Best place for Consulting Partners to sell
	IT	Best place for Infrastructure partners to sell Incremental improvement in infrastructure agility & cost	Best place for Consulting & custom app dev partners to sell Wide scale IT modernization & transformation

 Most Common

 Less Common



How are Systems Integrators evolving their business and offerings

# OFFERINGS EVOLUTION

# There are no silver bullets yet!

Accenture	Avanade	CDW	Softel	ATOS	Informatica	Dimension Data	Comcast	CSC	Level 3
<ul style="list-style-type: none"> <li>Cloud Migration</li> <li>Cloud Opportunity Assessment Tools</li> <li>Cloud Insights</li> <li>Industry Cloud Enterprise Architecture</li> <li>Cloud Enablement / Operating Model</li> </ul>	<ul style="list-style-type: none"> <li>Application Lifecycle Management</li> <li>Application Modernization</li> <li>Cloud Applications</li> <li>Cloud Application Management</li> <li>Cloud Application Development</li> <li>Digital Marketing</li> <li>Mobile Applications</li> <li>Aggregated Services</li> </ul>	<ul style="list-style-type: none"> <li>Office Productivity</li> <li>Cloud &amp; Collaboration</li> <li>Security</li> <li>Cloud &amp; Cyber Services</li> <li>IoT</li> <li>Converged Infrastructure</li> <li>Cloud</li> <li>Microsoft public, private &amp; hybrid solutions</li> </ul>	<ul style="list-style-type: none"> <li>Blockchain &amp; Distributed Ledgers</li> <li>Integrations &amp; Aggregation Center of Excellence</li> <li>Security</li> <li>Mobile Analytics &amp; Cloud (MAM)</li> <li>Enterprise Mobility, IoT Services</li> <li>Big Data &amp; Services</li> <li>Cloud</li> <li>Cloud, Development, Asset Pack</li> <li>Microsoft public, private &amp; hybrid solutions</li> </ul>	<ul style="list-style-type: none"> <li>Cloud Managed Private Cloud</li> <li>Cloud Enterprise Migration</li> <li>Cloud Migration Management</li> <li>Cloud Security Platform</li> <li>Cloud Infrastructure Services</li> <li>Cloud Managed Application Infrastructure</li> <li>Cloud Managed Infrastructure</li> <li>Cloud Managed Application Infrastructure</li> <li>Cloud Managed Application Infrastructure</li> <li>Cloud Managed Application Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Informatica Cloud Connect (under Free Cloud Integration services)</li> <li>Private MCP</li> <li>Cloud Data Architectural Capabilities (including for automation of complex workflows)</li> <li>Cloud Data Migration (Automated)</li> <li>Cloud Data Migration (Automated)</li> <li>Cloud Data Migration (Automated)</li> <li>Cloud Data Migration (Automated)</li> <li>Cloud Data Migration (Automated)</li> <li>Cloud Data Migration (Automated)</li> </ul>	<ul style="list-style-type: none"> <li>Public Managed Cloud Platforms</li> <li>Private MCP</li> <li>Hybrid Cloud (Application)</li> <li>Hybrid Cloud (Application)</li> <li>Hybrid Cloud (Application)</li> <li>Hybrid Cloud (Application)</li> <li>Hybrid Cloud (Application)</li> <li>Hybrid Cloud (Application)</li> </ul>	<ul style="list-style-type: none"> <li>Cloud Strategy &amp; Consulting</li> <li>Cloud Application Services</li> <li>Cloud Infrastructure Services</li> <li>Cloud Software Services</li> <li>Cloud Managed Private Cloud</li> <li>Cloud Managed Private Cloud</li> <li>Cloud Managed Private Cloud</li> </ul>	<ul style="list-style-type: none"> <li>Cloud Managed Private Cloud</li> <li>Cloud Managed Private Cloud</li> <li>Cloud Managed Private Cloud</li> <li>Cloud Managed Private Cloud</li> <li>Cloud Managed Private Cloud</li> <li>Cloud Managed Private Cloud</li> <li>Cloud Managed Private Cloud</li> </ul>	<ul style="list-style-type: none"> <li>Internal Services</li> <li>Content Delivery Network</li> <li>Content Networking Solutions</li> <li>VPN</li> </ul>
<ul style="list-style-type: none"> <li>CRM</li> <li>Sales Force Automation</li> <li>Partner Relationship Management</li> <li>Customer, Contact Center, CRM, Sales &amp; Call Center</li> <li>Social Media Marketing</li> <li>Human Resource Management</li> <li>Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Collaboration Strategy &amp; Enablement</li> <li>Partner Relationship Services</li> <li>Customer, Contact Center, CRM, Sales &amp; Call Center</li> <li>Social Media Marketing</li> <li>Human Resource Management</li> <li>Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Client Virtualization</li> <li>Server Virtualization</li> <li>Storage Management &amp; Virtualization</li> </ul>	<ul style="list-style-type: none"> <li>Cyber Security Governance Risk &amp; Compliance</li> <li>Cyber Security Transformation Architect</li> <li>Cloud Security</li> <li>Cloud Security</li> <li>Cloud Security</li> <li>Cloud Security</li> <li>Cloud Security</li> <li>Cloud Security</li> </ul>	<ul style="list-style-type: none"> <li>Converged VMs</li> <li>Virtualization</li> <li>Virtualization</li> <li>Virtualization</li> <li>Virtualization</li> <li>Virtualization</li> <li>Virtualization</li> <li>Virtualization</li> </ul>	<ul style="list-style-type: none"> <li>Software Defined Center, Or, design, consolidation, refactor</li> <li>Software Multi-Cloud Consolidation &amp; Cloud Quality web services</li> </ul>	<ul style="list-style-type: none"> <li>Technology Lifecycle Management</li> <li>Software Defined Networking</li> <li>Software Defined Networking</li> <li>Software Defined Networking</li> <li>Software Defined Networking</li> <li>Software Defined Networking</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft (centralized repository for managing infrastructure and digital assets)</li> <li>Microsoft (centralized repository for managing infrastructure and digital assets)</li> <li>Microsoft (centralized repository for managing infrastructure and digital assets)</li> <li>Microsoft (centralized repository for managing infrastructure and digital assets)</li> <li>Microsoft (centralized repository for managing infrastructure and digital assets)</li> </ul>	<ul style="list-style-type: none"> <li>Cloud Hybrid Cloud Services (as a Service)</li> <li>Cloud Hybrid Cloud Services (as a Service)</li> <li>Cloud Hybrid Cloud Services (as a Service)</li> <li>Cloud Hybrid Cloud Services (as a Service)</li> <li>Cloud Hybrid Cloud Services (as a Service)</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration Services</li> <li>Managed Private Cloud</li> <li>Managed Private Cloud</li> <li>Managed Private Cloud</li> <li>Managed Private Cloud</li> </ul>
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A smiling man with short brown hair, wearing a light blue button-down shirt, is pointing his right index finger upwards. The word "idea" is written in a white, serif font in the upper right corner of the image. The background is a solid, muted blue-grey color.

idea

IDENTIFYING POTENTIAL CUSTOMERS

Through understanding their buying behaviors

“Talent hits a target no one else can hit;  
Genius hits a target no one else can see”

Arthur Schopenhauer

# Challenge of today's selling?

Changes in buying behaviors

## Unprecedented Changes in Buying



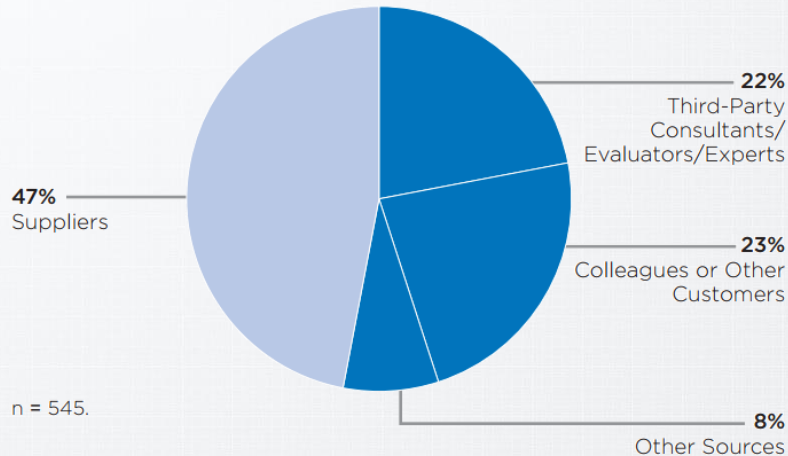
Source: Marketo

# Don't call us, We'll call you...or not

Buying behaviors are changing

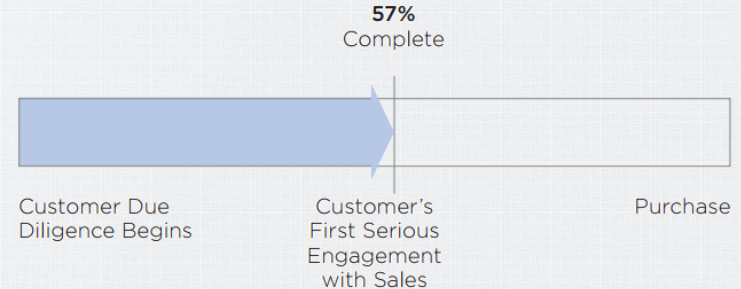
Customers increasingly look to non-supplier sources to guide purchase decisions...

Sources of Information Customers Use



...and delay serious engagement with Sales while self-diagnosing their problems.

Customers' Progress in Purchase Decision-Making Before Engaging Sales

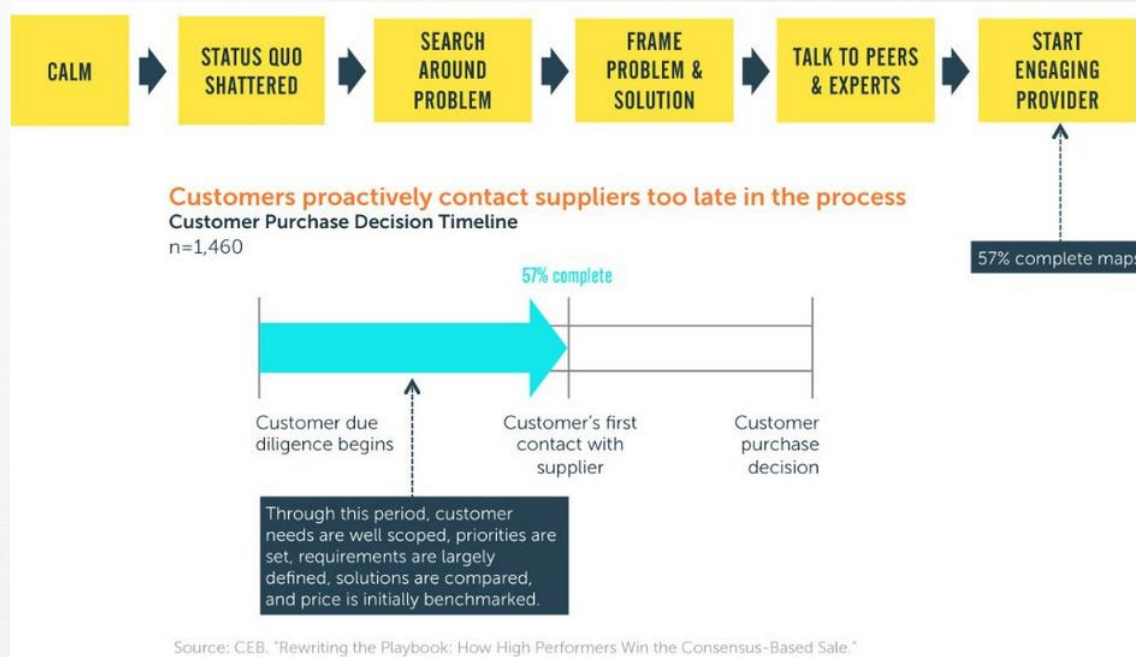


n = 1,399.

Source: CEB

# •••• The Buyers journey

Customers proactively contact suppliers "too late" in the process

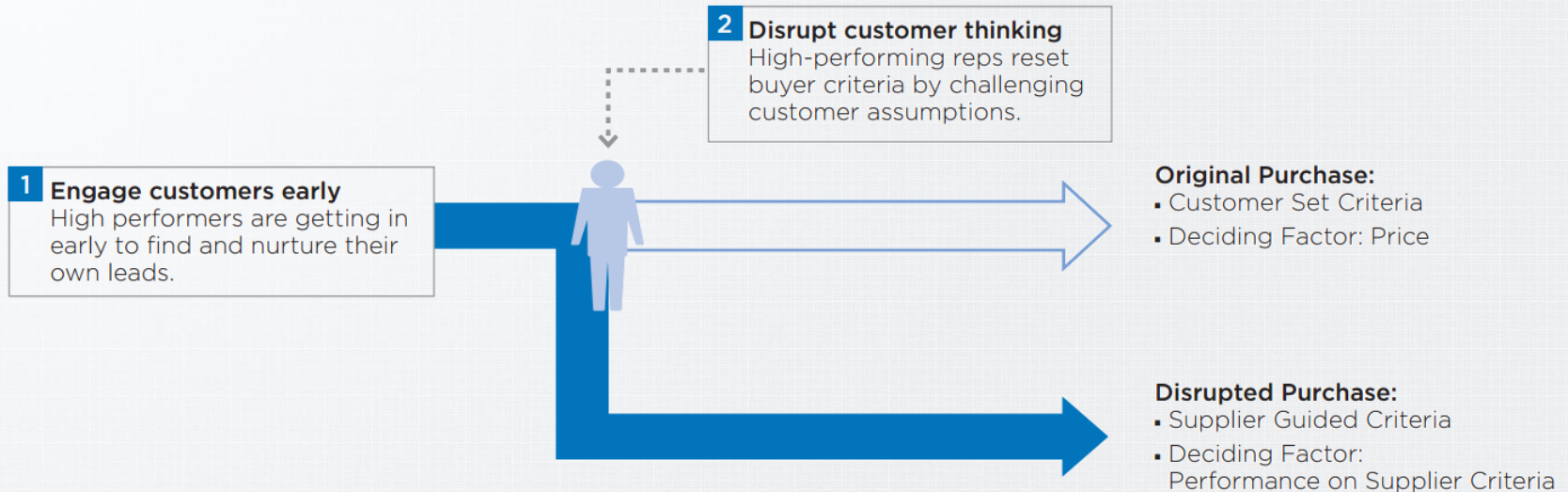


Source: CEB



# ...and the Challenger Sale

## Significant Changes in Hi-Per Rep Behaviors



Source: CEB

# Profiling the customers - traditional

Driven primarily by Sales teams

- Demo- and geographic centric
  - Company size
  - Number of employees
  - Vertical industry
  - Yearly income
  - IT expenditure budget
- Focus on **given facts and number(s)** about the company

	CONSOLIDATED STATEMENTS OF OPERATIONS		
	(In millions, except number of shares which are reflected in thousands and per share amounts)		
	Years ended		
	September 29, 2012	September 24, 2011	September 25, 2010
Net sales .....	\$156,508	\$108,249	\$ 65,225
Cost of sales .....	87,846	64,431	39,541
Gross margin .....	68,662	43,818	25,684
Operating expenses:			
Research and development .....	3,381	2,429	1,782
Selling, general and administrative .....	10,040	7,599	5,517
Total operating expenses .....	13,421	10,028	7,299
Operating income .....	55,241	33,790	18,385
Other income/(expense), net .....	522	415	155
Income before provision for income taxes .....	55,763	34,205	18,540
Provision for income taxes .....	14,030	8,283	4,527
Net income .....	\$ 41,733	\$ 25,922	\$ 14,013
Earnings per share:			
Basic .....	\$ 44.64	\$ 28.05	\$ 15.41
Diluted .....	\$ 44.15	\$ 27.68	\$ 15.15
Shares used in computing earnings per share:			
Basic .....	934,818	924,258	909,461
Diluted .....	945,355	936,645	924,712
Cash dividends declared per common share .....	\$ 2.65	\$ 0.00	\$ 0.00

See accompanying Notes to Consolidated Financial Statements.

# Profiling the customers – digital age



**Meet: Rebecca**

**Age:** 33

**Job:** Office Administrator, for "SEO and Beyond"

**Worldview:** "In addition to my other responsibilities, I handle all of the HR activities for our organization including hiring, payroll and benefits. "

**Out-sourced HR**  
Office Administrator Persona

**Motivation:**

"Our company is growing. I need to make sure that the HR process can scale in a way that is manageable and cost effective."

**Looking For:**

"I'd like to hire a company who can oversee our finances, help hire new employees, and take care of employee benefits. "

**Pain Points:**

"As we add more staff, I'm finding it difficult to keep up with the HR workload in addition to my office management responsibilities."

"I enjoy being involved in the process, but I am not a trained HR professional and I worry that I might be missing something important."

**Her Questions:**

"How can I make sure that the benefits package we offer our employees is the best one we can get with the budget we have?"

"How much control will I have over the HR processes if I hire an outside agency?"

"How much will I be involved in the screening of new employees? How can I be sure that they have been screened properly?"

"How much will this service cost? Can we afford it?"



- Holistic view on the customer:
  - Demo- and geographic
  - Value, needs and pain points
  - How they make buying decisions
  - Who makes buying decisions
  - Buyer personas
  
- Focus on the **people, buying behaviors and motivation**

# Profiling the customers – what is the difference

Learning from other industries

## Two Views of the Same User



### Demographic Overview

- Mom
- Age 25-34
- Household Income \$70K+



### Psychographic Overview

- Woman
- First child between -5 months and 9 months
- Spends \$1,500+/mo. online
- Lives 1,000+ miles from parents and in-laws
- Lives within 3 miles of existing facility

## BUYER PERSONA PROFILE

Demographic or Firmographic

Pain Points

Values

Research habits

Priorities

Identifying Factors

Psychographi Characteristics



# ...not to forget...Changing influencers

From traditional to emerging

1 CONSULTANTS

2 SYSTEM INTEGRATORS

3 HOSTING PARTNERS

4 VALUE ADDED RESELLERS

5 RESELLERS

Target audience: [CIO](#)

6 MOBILE PROVIDERS

7 DEVICE SUPPLIERS

8 SOCIAL NETWORKS

9 SOCIAL ENGINES

10 CLOUD SERVICES PROVIDERS

Target audience: [Business user](#)





# Profiling the customers – make the difference

Go a step (or two) ahead of your competitors



## FIRMOGRAPHIC

Size of the company, industry, data from financial reports, budget, expenditure etc.



## PAINS & VALUES

A problem or a need to be solved?  
Aspiration to grow the company?



## PSYCHOGRAPHIC

Early adopters or apathetic toward technology? Buying behavior insights?



## IDENTIFYING

What makes your buyer persona different? How do you distinguish hot leads?

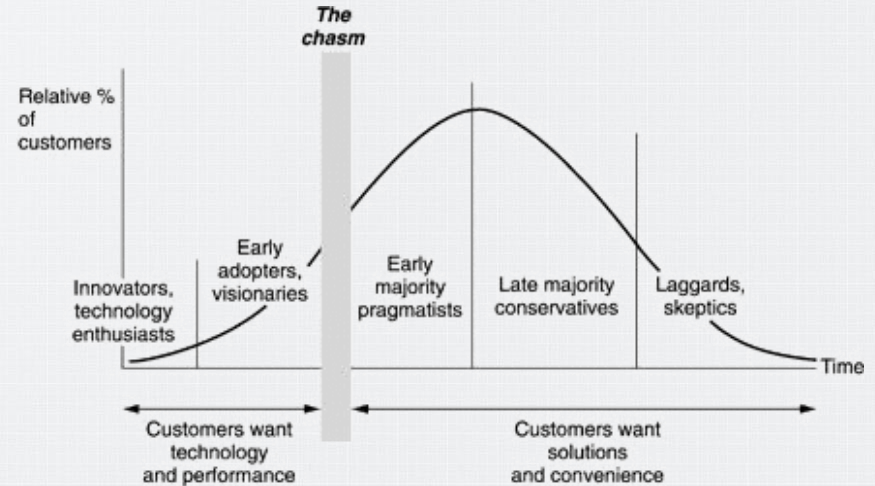
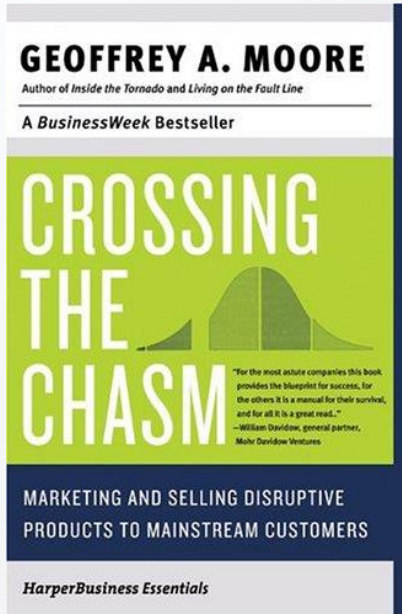


Identifying potential customers

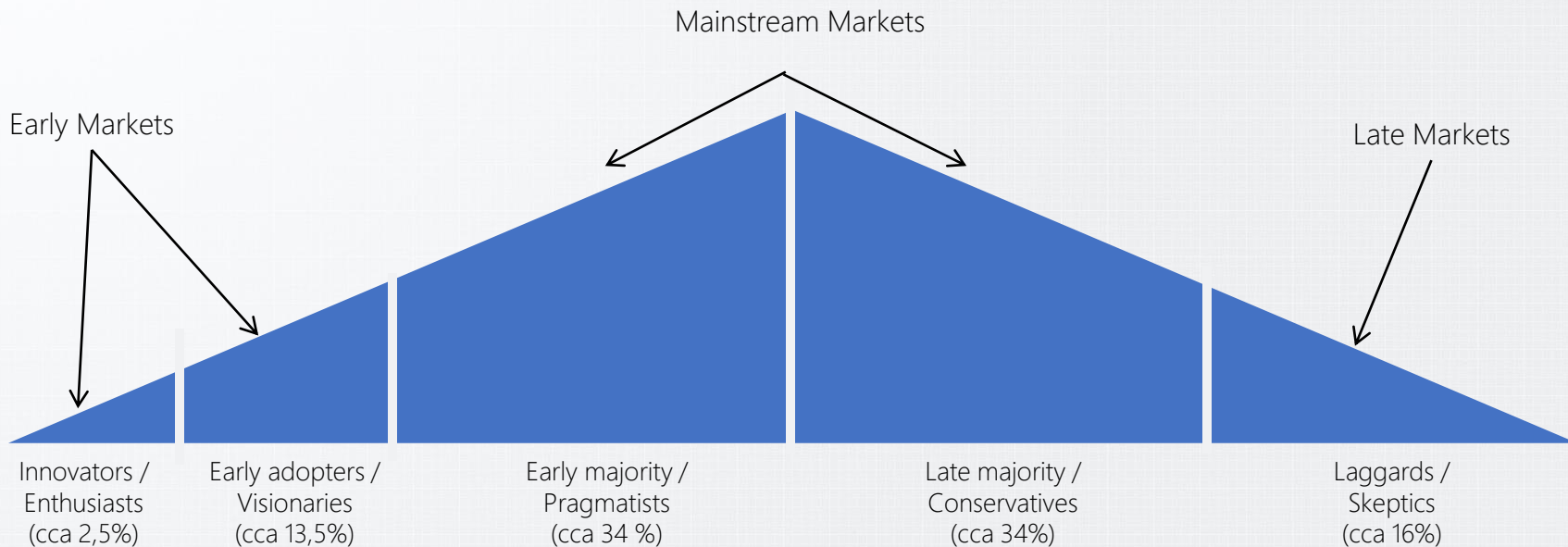
# THROUGH UNDERSTANDING THEIR BUYING BEHAVIOR

# Crossing the chasm – technology adoption lifecycle

Back to basis

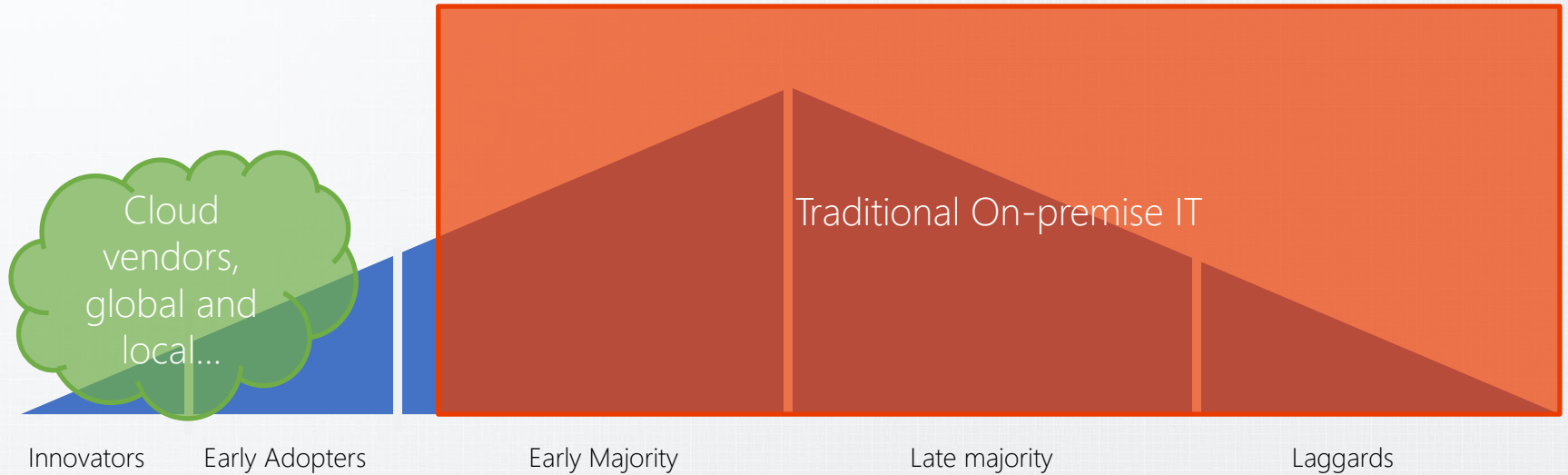


# Technology Adoption Life Cycle



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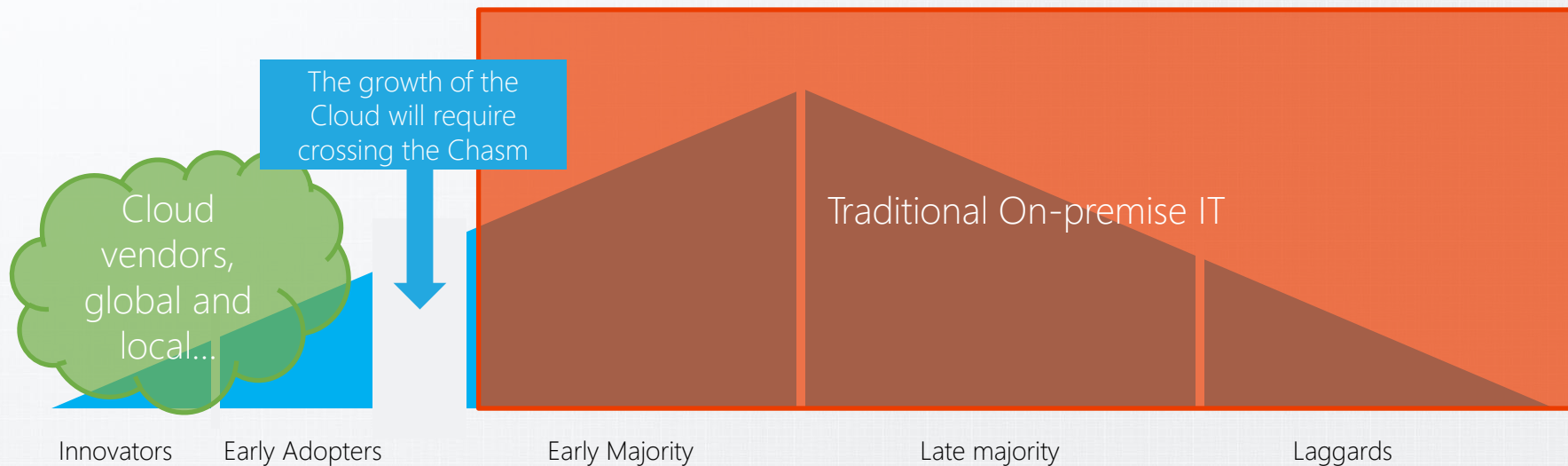
# Current Cloud Services players





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# Growth by Cloud Services crossing the chasm



# Why is the chasm important?

## Reasons for purchase (basis for sale) are radically different

- Early adopters: willing to take risk, first to try new ideas
- Early majority: pragmatists, looking for productivity improvements (case studies, support...)
- Early adopters are useless as references for pragmatists, and pragmatists won't buy without references.

## Jump represents a market shift

- From early to mainstream market
- You invade someone's territory and eat their budget – fight!



# How to cross the Chasm

## Target a niche and dominate it!

- Concentrate on “fanatical support” to keep competitors out of that niche
- Use success in that niche to establish a broader base

## View your product differently!

- Visionaries will often prefer to deal with the generic product, building their own unique system around it to maximize the benefits
- Pragmatic customers expect the product to come with a complete support system around it – room for partners and allies

## “Choose” your target competitor

- For pragmatists, competition is a fundamental condition to purchase
- They want alternatives to choose from to keep costs under control, get better support etc.

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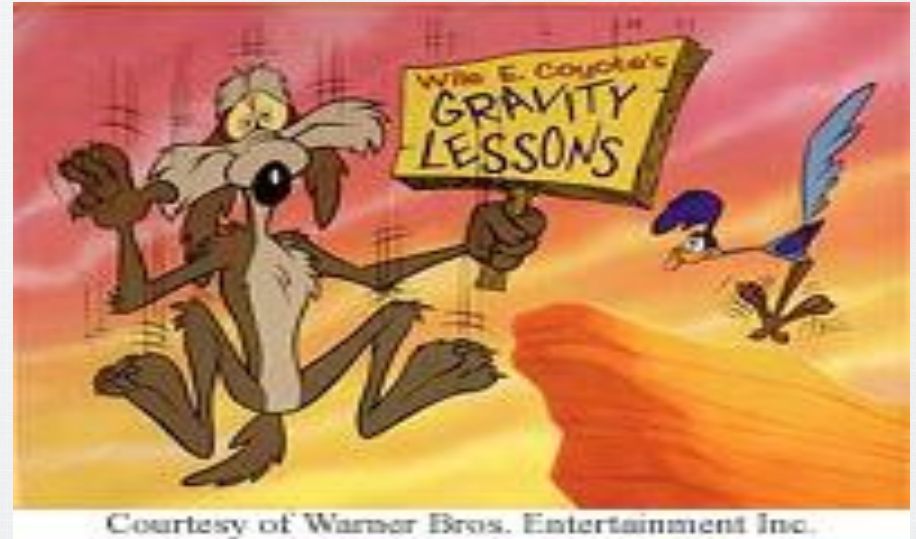
# Last but not least...Curve is not smooth!

- The transition from [innovators to early adopters](#):
  - will only happen if the idea/technology can be translated into some form of strategic/competitive advantage
- The transition from [early to late majority](#):
  - Can get stuck if too much effort is required to use the product/service.
  - Early majority will put in effort to learn, late majority expect it to just work.
- Ignoring feedback from [laggards](#) (as often happens):
  - can lead to missed opportunities for future growth

....

# SUMMARY: Technology adoption lifecycle!

- Is about your (potential) customer's **buying behaviors!**
- It enables you to address the **right people** with the **right message** at the **right time** – efficient selling!
- It enables you to **plan well in advance!**
- Regardless to whether you like it or not, it will have **implications to your business!**



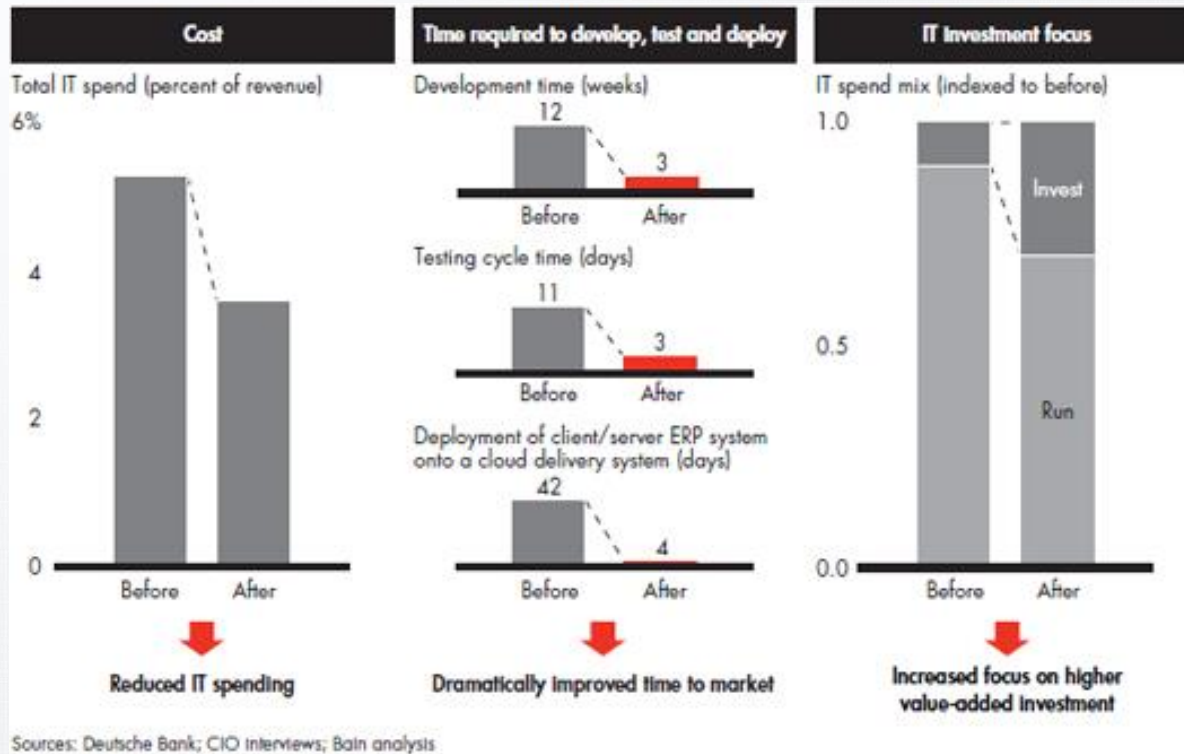




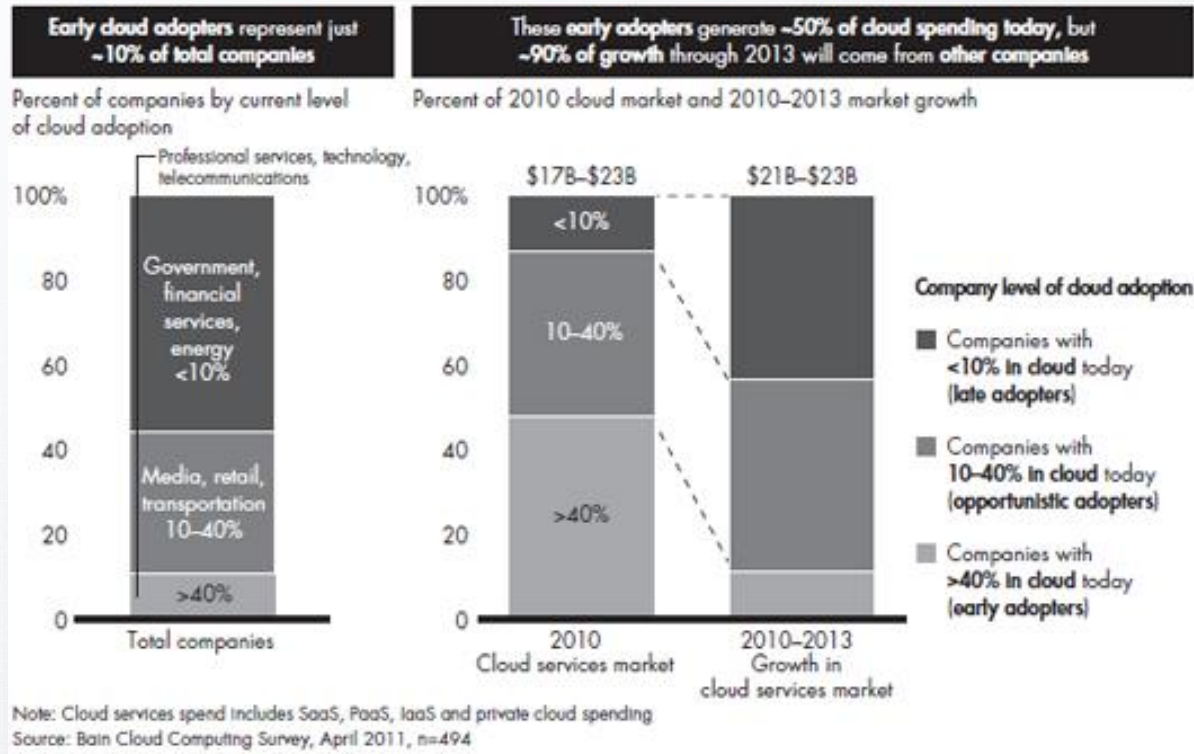
Identifying potential customers – Who buys Cloud and how

# THE FIVE FACES OF THE CLOUD

# The five faces of the cloud – customer's benefits



# The Five faces of the cloud - Customers



# The Five Faces of Cloud

	Transformational	Heterogeneous	Safety-Conscious	Price-Conscious	Slow and Steady
	← Early Adopters		Opportunistic Adopters		Late Adopters →
Percent of companies	11%	11%	22%	12%	44%
2010 percent of IT in Cloud	44%	13%	14%	5%	1%
2013 percent of IT in cloud	49%	42%	26%	19%	10%
2010 Cloud Spend	€9B	€3B	€5B	€1B	€1B
2013 Cloud Spend	€12B	€8B	€10B	€5B	€8B
Primary Cloud Model	Public	Public	Private & Hybrid	Public	Private & Hybrid
Top IT Priority	Transforming IT Environment	Evolving IT over time	Balancing security With growth	Lowering total cost of ownership	Minimizing disruption
CIO Perspective	Change agents on a mission	Optimize many factors for individual workloads	Both aggressive and cautious, depending on risks	See IT as a cost center; all about savings	Let early adopters take risk and see how they fare
Business Needs	Business depends on efficient, flexible IT capabilities	IT is critical to business but highly complex	IT manages particularly sensitive data	IT delivers basic functionality; not a differentiator	Barriers like regulation constrain IT decision making

Note: Cloud Services spend includes SaaS, PaaS, IaaS, and private cloud spending

Source: *The Five Faces of Cloud*, Bain & Company



# Company cluster: Transformational

**BUSINESS NEEDS:** Business depends on efficient, flexible IT capabilities.

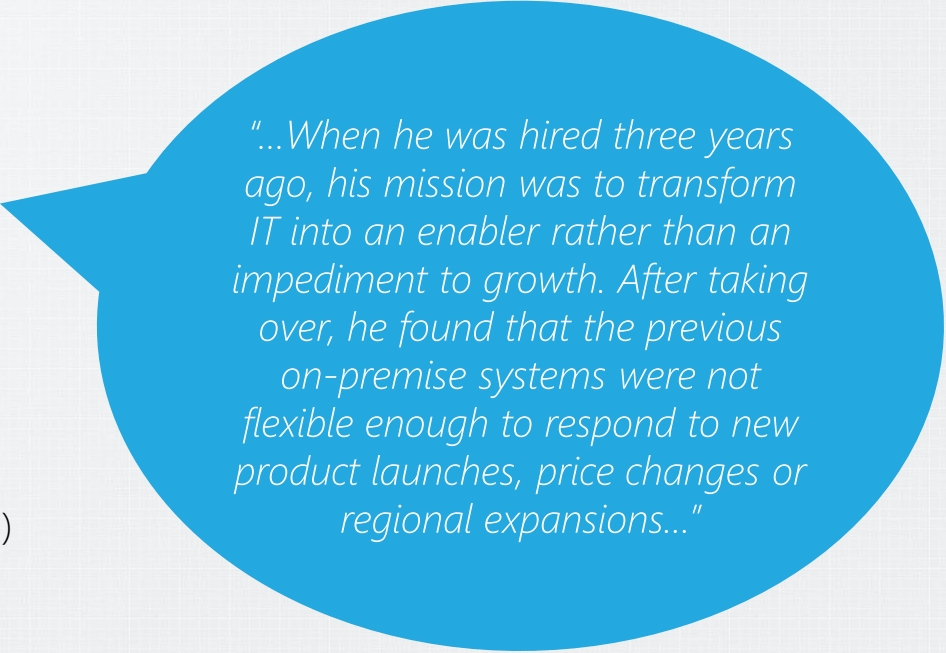
**CIO PERSPECTIVE:** Change agent on a mission. Transforming IT environment.

**% OF IT IN CLOUD (2010 vs 2013):** 44 vs 49 %

**PRIMARY CLOUD MODELS:** Public

**% OF COMPANIES:** 11 % (Professional services, ecommerce, technology and telecommunications...)

**WHAT IT ALL MEANS:** Cloud already captures a quite large share of spending.



*"...When he was hired three years ago, his mission was to transform IT into an enabler rather than an impediment to growth. After taking over, he found that the previous on-premise systems were not flexible enough to respond to new product launches, price changes or regional expansions..."*

Source: ***The five faces of Cloud***, Bain & Company





# Company cluster: Heterogeneous

**BUSINESS NEEDS:** IT is critical to business but highly complex.


**CIO PERSPECTIVE:** Optimize many factors for individual workloads. Evolving IT over time.

**% OF IT IN CLOUD (2010 vs 2013):** 13 vs 42 %

**PRIMARY CLOUD MODELS:** Public

**% OF COMPANIES:** 11 % (Professional services, ecommerce, technology and telecommunications...)

**WHAT IT ALL MEANS:** Largest increase in cloud penetration.



*"...He has been in the position for 10 years, and before that time he worked for 30 years in a business unit. He knows how to balance the demands for speed and responsiveness with the challenges of managing a complex environment created over many decades and acquisitions..."*

Source: ***The five faces of Cloud***, Bain & Company



# Company cluster: Safety-conscious

**BUSINESS NEEDS:** IT manages particularly sensitive data.

**CIO PERSPECTIVE:** Both aggressive and cautious, depending on risks. Balancing security with growth.

**% OF IT IN CLOUD (2010 vs 2013):** 14 vs 26 %

**PRIMARY CLOUD MODELS:** Private and Hybrid

**% OF COMPANIES:** 22 % (Media, retail, transportation...)

**WHAT IT ALL MEANS:** Biggest opportunity for private cloud providers.

*"...Hired six years ago from another firm in the industry. Organization had been slow to respond to business unit demands and consistently ran over budget on critical projects. He turned to an outsourcing partner to get the situation under control, but continued to have a large problem with "shadow" projects happening outside the central IT organization..."*

Source: ***The five faces of Cloud***, Bain & Company



# Company cluster: Price-conscious

**BUSINESS NEEDS:** IT delivers basic functionality; not a differentiator.

**CIO PERSPECTIVE:** See IT as a cost centre; all about savings. Lowering total cost of ownership.

**% OF IT IN CLOUD (2010 vs 2013):** 5 vs 19 %

**PRIMARY CLOUD MODELS:** Public

**% OF COMPANIES:** 12 % (Media, retail, transportation...)

**WHAT IT ALL MEANS:** Significant cloud adoption expected, but toward lower margin offerings.

*"...He has spent 20 years in IT and has lived through waves of cost reduction. In a slow-growing industry, his eye is always on the bottom line. He has encountered his share of dramatic new technologies, but if they don't save him money, he won't buy. "I'm tired of the hype about cloud," he says*

Source: ***The five faces of Cloud***, Bain & Company



# Company cluster: Slow and Steady

**BUSINESS NEEDS:** Barriers like regulation constrain IT decision making.

**CIO PERSPECTIVE:** Let early adopters take risk and see how they fare. Minimizing disruption.

**% OF IT IN CLOUD (2010 vs 2013):** 1 vs 10 %

**PRIMARY CLOUD MODELS:** Private & Hybrid

**% OF COMPANIES:** 44 % (Government, financial services, energy...)

**WHAT IT ALL MEANS:** Largest segment, but most opportunistic in how they adopt cloud.

*"...He has occupied his position for more than a decade, and he has worked in IT at the company for virtually his entire career. He manages a large mainframe environment and eight highly virtualized data centres, but he does not use a public cloud today nor does he have plans to create a private cloud..."*

Source: ***The five faces of Cloud***, Bain & Company

# Key questions to ask?

## Business context?

- Companies growing faster than 10% per year use **145% more cloud services** than slower-growing companies.

## CIO philosophy?

- CIOs who have moved into the position within the past 12 months use **141% more cloud services** than leaders with greater than six years on the job
- CIOs with diverse business experience use **82% more cloud services** than those who have spent their professional careers predominantly in IT.

## Workload characteristics?

- Workloads for which IT administration represents **more than 10 percent of the total cost of ownership** show the highest rate of cloud adoption (custom web applications, websites, email, and development and test (dev/ test) applications

## Economics

- Is a company considering a **new workload or one in need of an upgrade**?
- Price conscious companies make up only 12 percent of customers, they have a high likelihood of purchasing if they can reach **20 percent TCO savings hurdle**.

Source: *The five faces of Cloud*, Bain & Company



# AZURE UNIVERSITY

Brain power session #1



Who could be your customer(s)

Group work

....

# Who could be your customer

	<b>FIRMOGRAPHIC</b>	<b>PSYCHOGRAPHIC</b>	<b>IDENTIFYING</b>
Enterprise			
Mid-market / CAS			
....			



# LEAD IS KING

Generating the demand in a (non)traditional way

....

“A man who stops advertising to save money is like a man who stops a clock to save time”

Henry Ford

# Working with IT partners for the last 3,5 years we've realized:

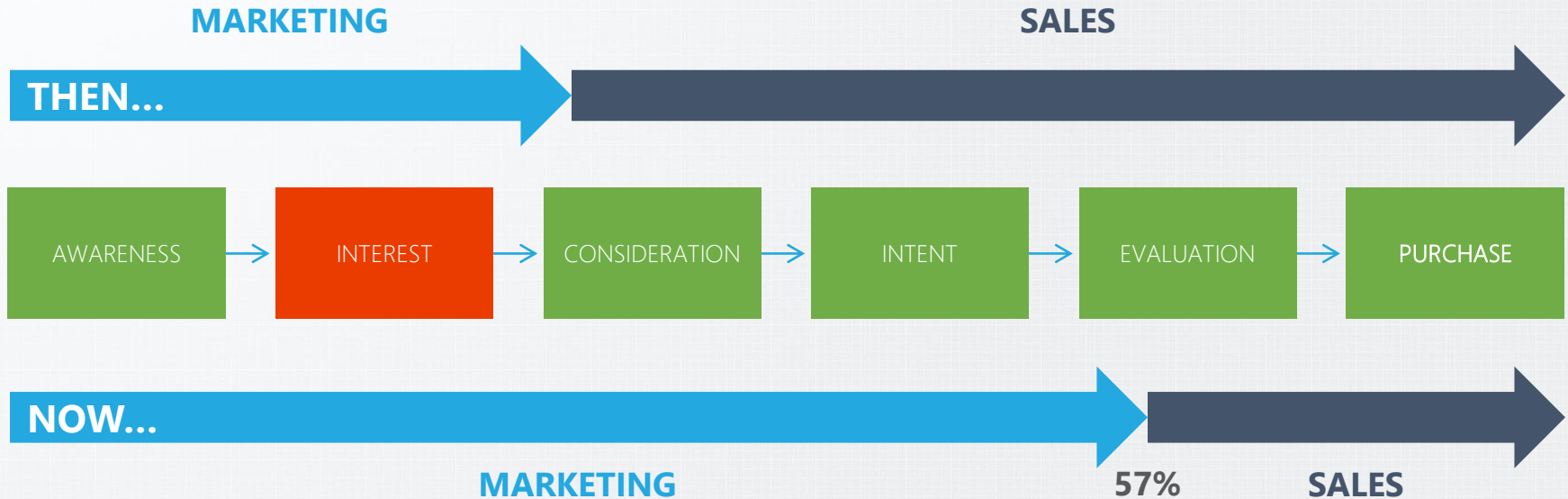
- ...majority of the overall business is coming from the pool of "existing" customers & relationships, only a small share from acquiring the new ones.
- ...there is a common belief that existing customers are not ready for cloud yet and new ones (almost) impossible to reach.
- ...messaging used for demand generation purposes is based on IT complexity not business outcomes.
- ...the way IT companies approach marketing hasn't changed a lot in the last 10years.
- ...word Cloud is highlighted in all communication; over – emphasized, valued and used!



....

# Marketing & Sales Funnel

Marketing is becoming increasingly important



*"Salespeople are the confirmation buyers need that they are making the right purchase".*

# Where do your leads come from

## EXISTING CUSTOMER



1

Add-on/  
convert

## NEW CUSTOMERS



2

Vendor  
referral

3

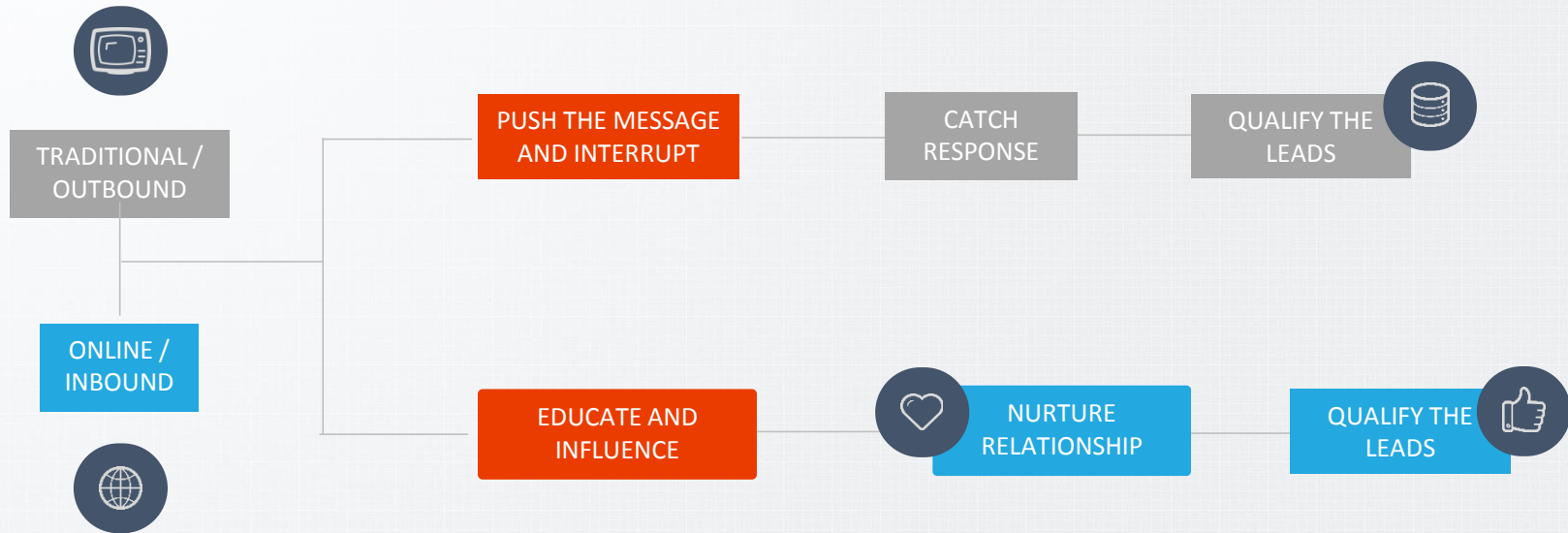
Customer  
referral

4

Direct

# Lead generation approaches

Two directions



*"We are experiencing one of the biggest shifts in the marketing industry".*

....

# Where should you be focusing?

## TRADITIONAL MARKETING - OUTBOUND

- Telesales
- Conferences
- Public Relations
- Direct Mail
- Events
- Print Advertising
- Ads

## ONLINE MARKETING - INBOUND





## Traditional Marketing - OUTBOUND

- **Online Events:** Webinars, Virtual Events, LiveStreaming
- **Physical Events:** Seminars, Conferences, Tradeshows, Breakfasts/Lunch/Dinners
- **Direct Mail/Email Campaigns:** Be creative
- **Telesales:** Build conversation guides based on your offerings
- **PR:** Announce your achievements, announce case studies, key partnerships, and certifications





# Traditional Marketing - OUTBOUND

- **Focus** on quality, not quantity
- **The only reason** for the activity is **LEAD GENERATION** through
  - Awareness
  - Branding
  - Engaging with existing customers and prospects
  - Educating prospects
- **Align** Sales & Marketing Teams and build one view of your customer
- **Have a plan** for follow-up/lead capture from the start of the idea.

....

# OUTBOUND = Push

- Outbound/interruption marketing is basically **casting a wide net** with the hope of catching a few customers from a sea of loosely targeted consumers.
- 
- **Events, print advertising, direct mailing, telemarketing** etc. are all examples of traditional outbound marketing that businesses impose on customers without regard for the customers' desire to receive it.



# The challenge of outbound campaigns

- With outbound marketing, marketers are often expected to find different ways to cope with **rejection from potential customers**
- **Advertisements have expiry dates** and once the expiry dates have been reached, the campaign will have to be started again.
- Outbound marketing is often considered to be a **poorly targeted technique** as it cannot be personalized to specific customers



....

“93% of the business buyers start the buying process with a web search...”

iMediaConnection, Serious Connection, DemendGen, HubSpot etc.



# The world of buying and selling has Changed

- 9 out of 10 business buyers say when they are ready to buy, they will find you
- 84% said word of mouth recommendations influence their purchase decisions
- 93% of them start the process with a web search
- 58% engage with peers, 48% follow industry conversations, and 41% read research papers and postings from thought leaders
- 78% are looking for information around their business challenge

Source: iMediaConnection, Serious Connection, DemendGen, HubSpot



# INBOUND = Pull

- Inbound is a holistic, data-driven strategy that involves:
  - attracting and converting visitors into customers through **personalized, relevant information and content** and following them through the sales experience with **on-going engagement**
- Inbound marketing techniques:
  - Make your business **easy to find** through Internet search;
  - Offer relevant and **interesting content** via such media as blogs and podcasts;
  - Engage **customers in discussions** through social
  - Use media like **email only at the consumer's request** or with the consumer's permission;



# Online Marketing - INBOUND

- **SEO:** Search Engine Optimization
- **Dynamic content marketing & blogging:** Define your strategy & rhythm
- **Social Media Marketing:** LinkedIn, Twitter, Facebook...
- **Marketing Automation:** automated podcasts, whitepapers, ebooks, infographics for downloads/clicks/registrations
- **Lead Tracking & Analytics:** Higher conversion rates of leads to sales when tracking

# Major themes of inbound

- **CONTENT CREATION** - create targeted content that answers your customer's basic questions and needs, and you share that content far and wide.
- **LIFECYCLE MARKETING** - recognize that people go through stages as they interact with your company, and that each stage requires different marketing actions.
- **PERSONALIZATION** - as you learn more about your leads over time, you can better personalize your messages to their specific needs.
- **MULTI-CHANNEL** - inbound marketing is multi-channel by nature as it approaches people where they are, in the channel where they want to interact with you.
- **INTEGRATION** - publishing and analytics tools all work together like a well-oiled machine, allowing you to focus on publishing the right content in the right place at the right time.

Source: HubSpot

# PIPELINE STAGE

## Awareness (TOP)

Prospect knows there's a problem that needs to be solved

## Consideration (MIDDLE)

Prospect recognizes a need for a solution like yours

## Purchase (BOTTOM)

Prospect seeks solution to their need; ready to buy

BUYER'S OBJECTIVE

VAGUE NOTION OF 'POSSIBLE' SOLUTION



TREND REPORTS

INTERESTED IN A SOLUTION



ARTICLES

eNEWSLETTER

Q&A EBOOKS

Q&A WEBINARS

RESEARCHING VENDORS



STEP-BY-STEP EBOOKS

STEP-BY-STEP WEBINARS

EVALUATING PRODUCTS



FAQ SHEETS

DEMO VIDEOS

NARROWING FIELD



FEATURE GUIDES

CASE STUDIES

DEMOS

REFERENCE CHECK



ANALYST REPORTS

CUSTOMER TESTIMONIALS

NEGOTIATING



DATA SHEETS

ROI CALCULATORS

PRICE GUIDES

PURCHASE



CHECKLISTS

## KEY OUTCOMES

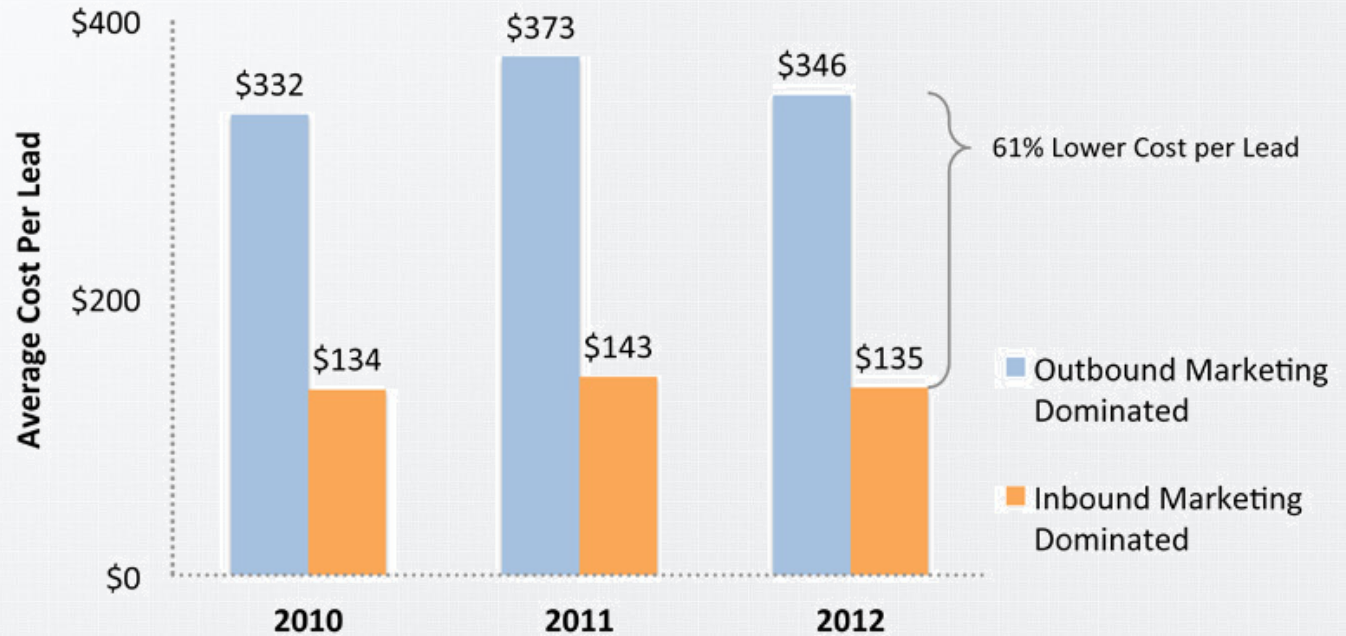
SUBSCRIBE | OPEN | VIEW | SHARE

FOLLOW | DOWNLOAD | PARTICIPATE | INQUIRE

ENGAGE

# Reasons for Inbound Marketing – Cost per Lead

## Average Cost Per Lead Inbound vs. Outbound



Inbound marketing-dominated organizations experience a 61% lower cost per lead than outbound marketing dominated organizations.

Source: The 2012 State of Inbound Marketing  
([www.HubSpot.com/SOIM](http://www.HubSpot.com/SOIM))





# Reasons for Inbound Marketing - Footprint

Campaigns are temporary,  
the Internet is forever

- Ads created in 2006 printed in newspapers or shown on TV are gone. But a blog post or video from 2006 is still alive in cyberspace

Campaigns are about the  
company, inbound marketing  
is about the customer

- Customers are in control & have ways to avoid noise (spam blockers, filtering, etc). High quality blogs/sites with proper content and SEO let customers find you

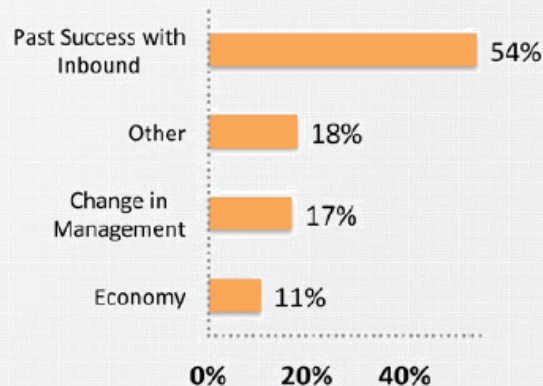
Campaigns are slow, but  
conversation is dynamic

- In the past, marketing was event driven, now the conversation continues. If you have a LinkedIn & Facebook page, customers expect you to engage them

# Reasons for Inbound Marketing – Past Success

Why businesses are increasing inbound budgets?

Among the 47% of respondents with increased inbound marketing budgets, the most commonly cited reason was “past success with inbound marketing.”



The 2012 State of Inbound Marketing  
[www.HubSpot.com/SOIM](http://www.HubSpot.com/SOIM)



# .... Audience is changing



## Your audience is different

- Market to the CIO, COO, CEO, CFO & CMO
- CMOs are continuing to have more cloud buying power
- By 2014, 50% of cloud services purchases will be made by CIO & CFO together



## Decision makers have different perspectives

- The CIO views the cloud very differently from the CMO, CFO, etc
- Consider these perspectives when delivering marketing materials/campaigns



## Decision Makers Want Clear Details

- Cloud is disruptive & buyers are cautious and confused
- Traditional IT services can be marketed with vague benefits (Higher ROI! Lower TCO!)
- This approach isn't effective for cloud services



## Customers are Buying a Relationship

- Customers know they are entering a relationship that will evolve - your marketing strategy should acknowledge this
- Your marketing should highlight opportunities for customers to buy more services.

# Differentiate Yourself in a Noisy Market

## Market "whole" offerings

- Market how you sell, advise, implement, and manage cloud services
- This is as important as functionality
- Don't assume anything is a 'given' (What is your SLA? Where is the data c.?)

## Market your people

- Experts that design, deliver, & manage cloud services are important to customers
- Market the skills & expertise of your people
- Involve them in your marketing activities

## Market to help buyers qualify themselves

- Provide straight forward descriptions of what you are offering
- Deliver it in a way that helps them qualify that you are a good fit
- Be specific, not generic about what you provide



# Doing your online marketing in-house or outsource?

- If it's mission-critical, online marketing has to be something you get educated about and get involved in.
  - If you're an online retailer, you have millions in the bank, and your entire business model depends on how you execute your online marketing strategy, then you'll likely have at least some sort of in-house team, even if you still engage in some outsourcing.
- If your business model is not entirely dependent on online marketing, then there is less reason to do your SEO and other online marketing work in-house.
  - You're better off focusing on your core competency for the same reason you don't do your own oil changes on your car, even though you can. You can make more money with that time than you can save by doing the work yourself.





## Few marketing tips

- Avoid using word **CLOUD** when promoting to or addressing BDMs – use word **SERVICES** or **SERVICE BASED IT** instead
- Use **HUMAN** language and **ANALOGIES** as much as possible (Telco vs mobile, investing vs renting...)
- Invest into **PROFESSIONAL CONTENT**, prospective customers will not call you when your website is useless ;-)
- Need help with one-pager? Check **MESSAGE MAP TECHNIQUE** ([link](#))



MAKE A CUSTOMER, NOT A SALE

The changing sales discussion

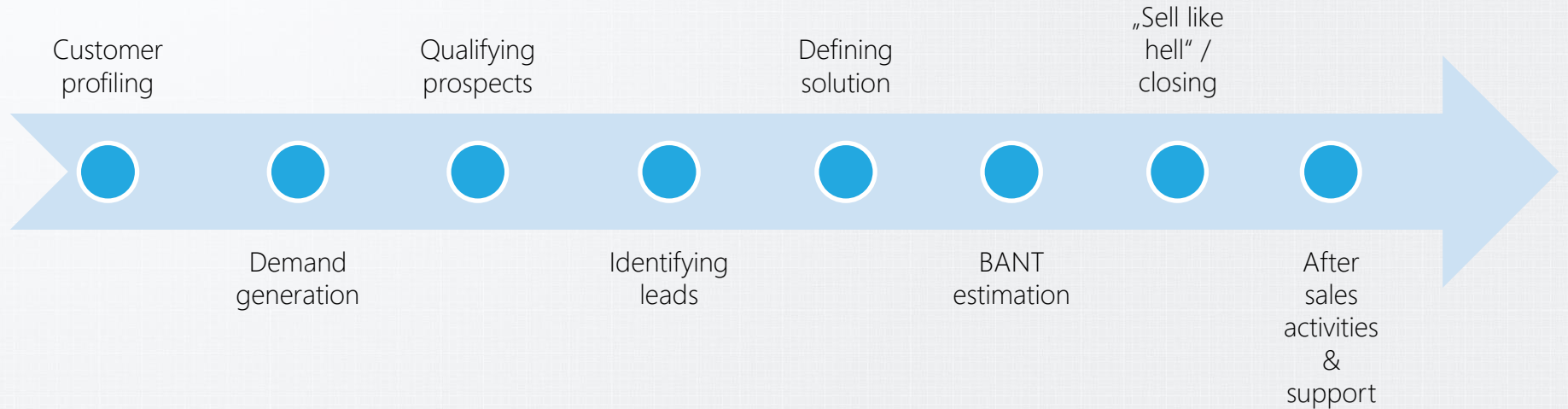


“What Got You Here Won't Get You  
There”

Marshall Goldsmith

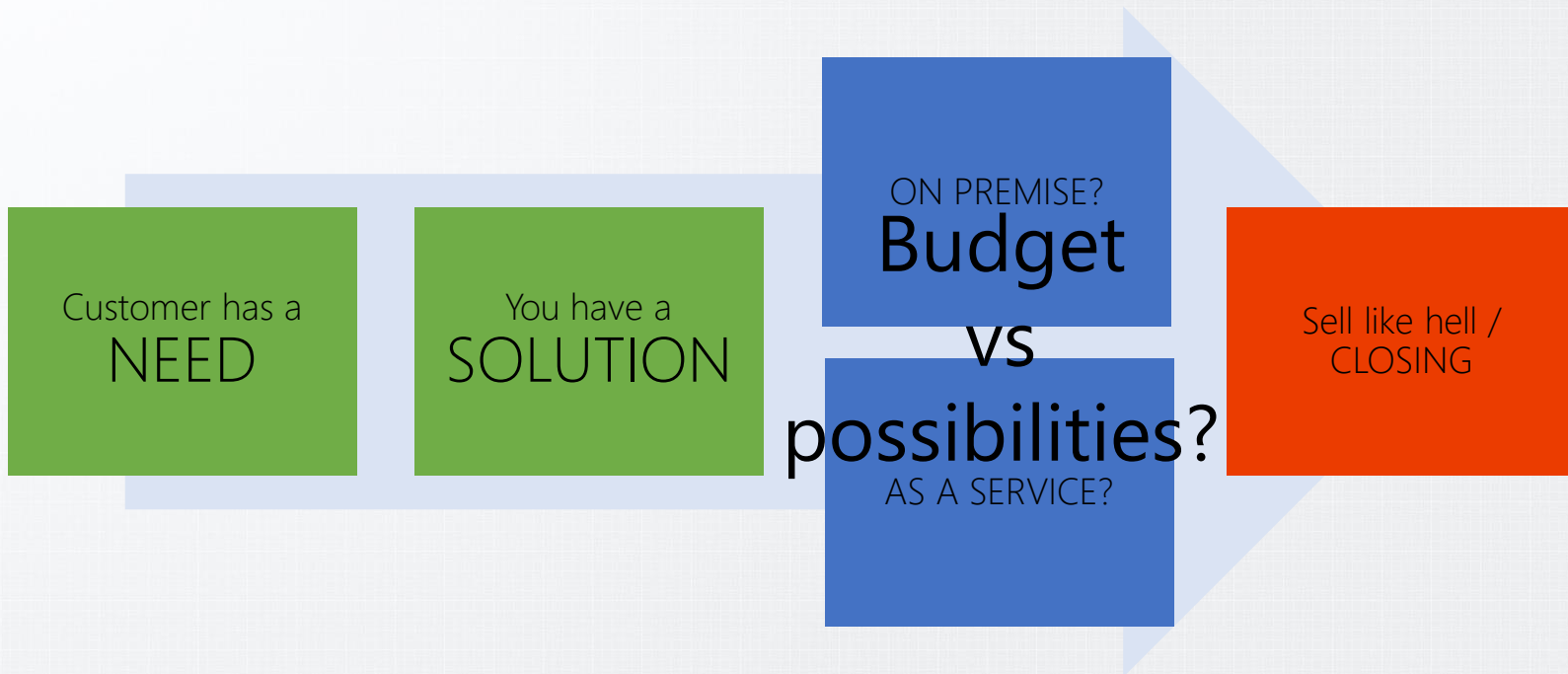
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# Sales process – thought in Business schools



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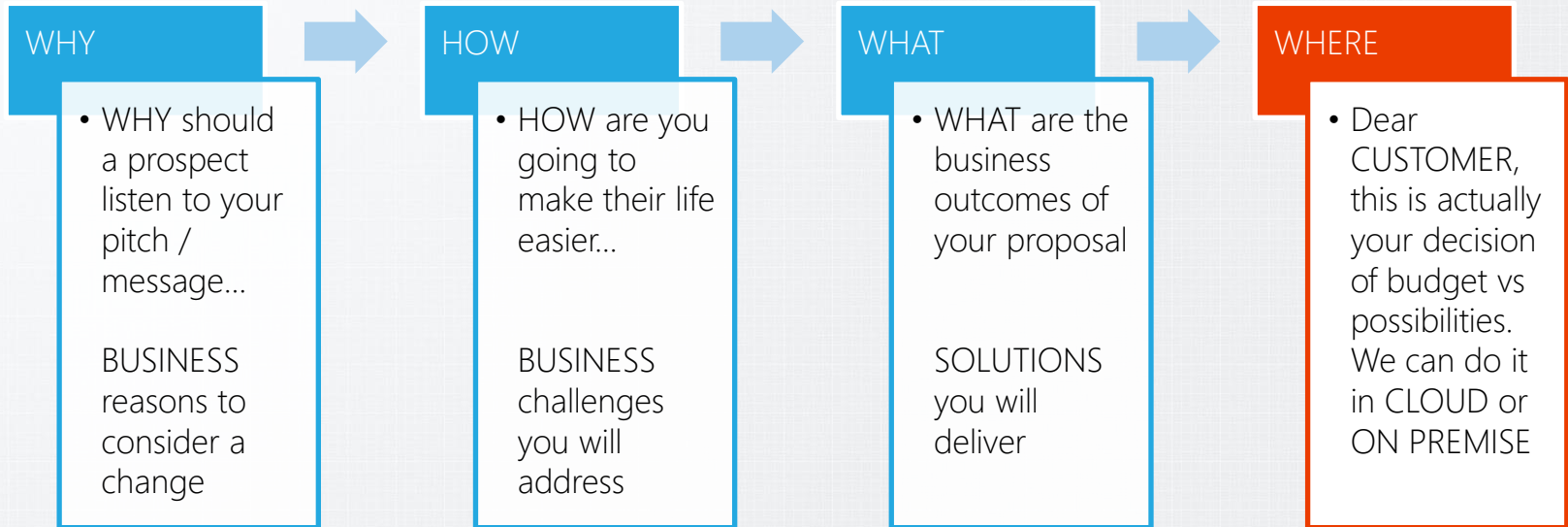
# Selling on premise vs As-a-service delivery





# How successful companies sell service based IT?

- In real life 😊...avoid using word "Cloud" **too soon** in the sales process...



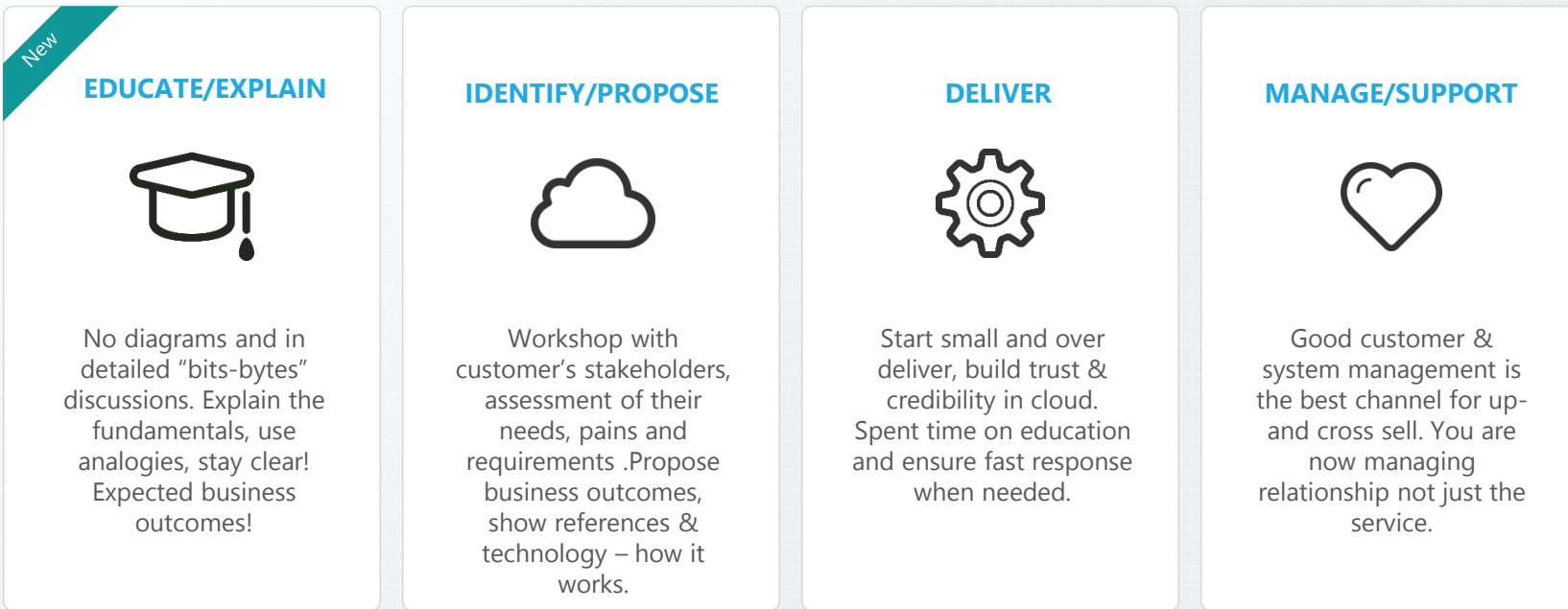
# Sales process - Closing

- **On-premises project:** Sales rep convinces customer of product's value with ppts, pilots, demos, etc.
  - The buying decision is made based on a **perceived value**
  - The customer sees the product's **real value** only after the purchase and implementation are made
  - Reality of IT: **Customers BUY it and USE it because they PAID for it**
- **Services based project:** Customers can evaluate before they "buy"
  - The "buying" decision is based on the product's real value
  - Reality of IT: **Customers are PAYING for it because they are USING it**

# Sales process – Land & Expand

- Customers commonly start **with a small project**.
  - If it has value, they'll expand from here
- This means that the **initial sale price is relatively low**, implying:
  - Lower initial cost / "up-front investment"
  - Easier ROI justification
  - Ability to make a buying decision lower in the organization
  - A shorter sales cycle than with an on-premises application

# IT-as-a-Service successful Sellers journey



Source: <http://www.crn.com/news/cloud/240150426/four-steps-to-the-cloud-start-by-firing-your-sales-team.htm>

# Explain & Educate (Mythbusting the cloud)



**CAPITA | IT services**

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Home / Media / Capita offers free cloud mythbusting seminars for the public sector

## Capita offers free cloud mythbusting seminars for the public sector

26/08/2014 [Back to releases](#)

Capita IT Services is hosting a series of free seminars to debunk myths surrounding the use of cloud technology within the public sector.

Capita has teamed up with Microsoft and TechMarketView to offer advice to IT staff in government and healthcare bodies at the half-day briefings in Reading, Farnborough and Edinburgh.

Experts will talk about some of the main concerns about the use of cloud within the public sector and explain how cloud technology can underpin service transformation goals. Among the myths being discussed:

- Myth #1: Cloud security and data governance are insufficient;
- Myth #2: Cloud means losing control of data;
- Myth #3: Moving to the cloud is complex and expensive;
- Myth #4: Accessing the cloud is difficult.

In a recent Capita survey\* of more than 100 council officials, representing 96 local government bodies from across the UK, respondents were asked to indicate what the Public Services Network (PSN) and G-Cloud meant to them. While the two most frequently selected options were transforming operational capabilities and achieving cost savings, almost a third (31%) said that

Visit Capita plc  
Downloads  
Contact us

## Capita Ltd.

- Teamed up with Microsoft and consulting company to debunk myths about cloud computing in Public sector
- Focusing on concerns/myths of using cloud in Public sector
- Showing the real picture based references

Source: [Capita](#)



# Identify & Propose

The screenshot displays the HCL Cloud Consulting & Assessment page. At the top, there is a navigation bar with links for 'Everything HCL', 'Service Lines', 'Industries', 'I Have an Idea', 'Careers', and 'Contact Us'. Below this is a breadcrumb trail: 'Home » Infrastructure Services » Service Portfolio » Cross Functional Services » Cloud Computing Services » Cloud Consulting & Assessment'. The main heading is 'CLOUD CONSULTING & ASSESSMENT'. A paragraph describes HCL ISD's services. Below this is a section titled 'HCL Cloud Assessment Methodology' which features a three-phase process diagram:

- Phase 1: Exploration and Discovery**
  1. Information Collection
  2. Q&A methodology
  3. Understanding Current Environment
  4. SME Discussions and Information sharing
- Phase 2: Analysis and Modeling**
  1. Information analysis and modeling
  2. Assessment based on predefined frameworks
  3. Assessment based on Technical, Governance and Financial parameters
- Phase 3: Suggestions and Recommendations**
  1. Suggestions and Recommendations
  2. Application dependencies and Changes required
  3. Cloud Adoption Roadmap

To the right of the methodology is a sidebar with a search box and a list of services under the heading 'In this section':

- Workplace Services
- Data Center Services
- Cross Functional Services Overview
- ITSA Framework
- CFS Framework
- CFS Approach
- Cloud Computing Services
- BCP/DR Consulting
- MTaaS™
- Service Automation
- Effective Assessment with GRC Consulting

At the bottom of the page, there is a footer with 'Menu', 'HCL Worldwide', 'Share this page', 'Contact Us', and 'Top'.

## HCL Technologies

- Collecting information to understand current environment
- Focusing on Technical, Governance and Financial parameters
- Business outcomes, vision and how to approach the Cloud

Source: [HCL Technologies](#)



Make a customer not a sale - The changing sales discussion

# SALES TEAM & THE ROLES

....

# Align Your Sales Team



## Business Development Representative (BDR)

- Outbound Lead Generation
- Follow-Up On In-Bound Leads
- Understanding of Business Problems and Solutions
- Manage Accelerated Sales Process and Closes Deals



## Customer Development Representative (CDR)

- Inside Sales Focused Role
- Cultivates Customer Base for Renewals, Additional Users and Apps
- Emphasis On Responsiveness
- Inbound and Outbound Responsibilities



## Technical Support

- Pre-Sales Support
- Prep "Canned" Online Demos
- Support Scripted Demo Prospects
- Manage Technical Requirements for Proof of Concepts (On Larger Deals)

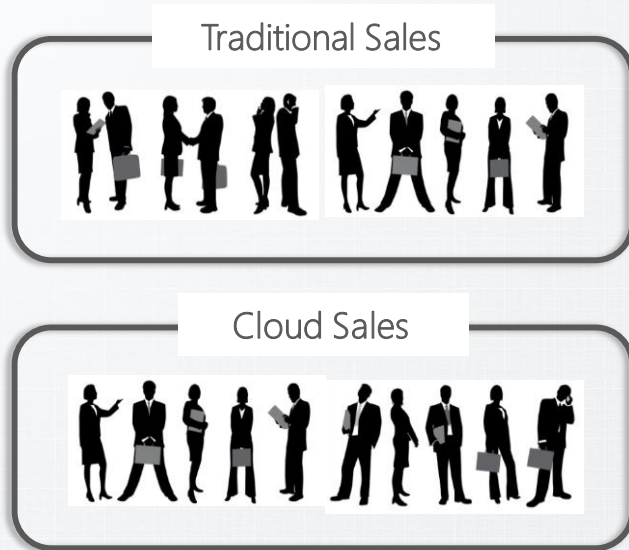


Think about these roles in your organization...

They may be hybrid between one or more of these...

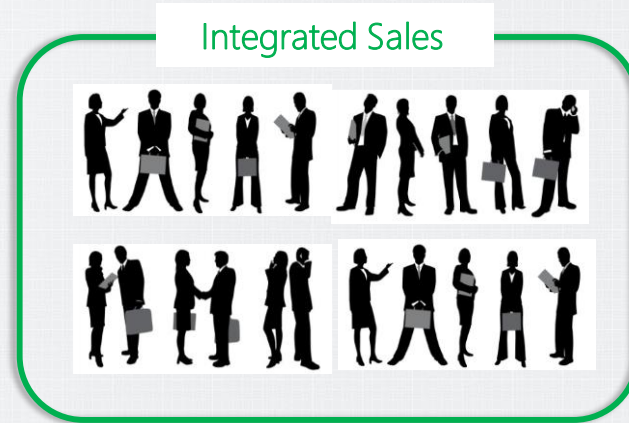
# Combined vs. Separate Sales Teams

## Separate Cloud Group



Internal Focus – Eliminate Conflict

## Integrated Group



External Focus – Offer Choice

# Hunting vs Farming

## New business

### Hunting

Only one deal open at a time (per prospect)

Focusing on dating and quick closing

→ Speed to contract

## Customer retention & growth

### Farming

Up to several deals open in different phases

Focusing on expansion customer engagement

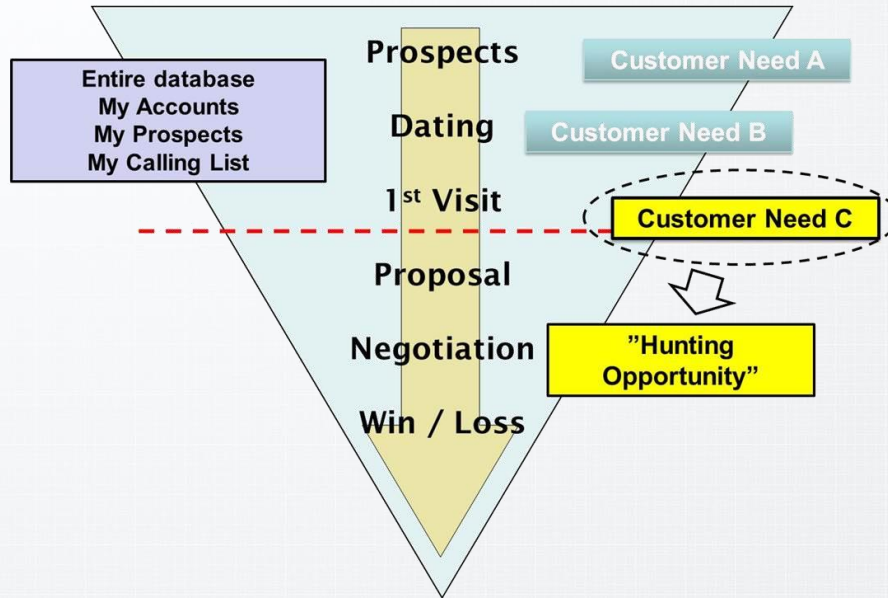
→ Increase business volume

- Can't be the same person
- Hunter – hungry for new deals
  - Field Sales, Business development, Account executive
- Farmer – expand the existing
  - Inside sales, Account Manager, Customer service



# Hunting

## HUNTING PROCESS



- Independence
- Identify the right customer/prospect
- Work on prospects if possible higher than 40% in sales process – inbound marketing
- Include C level at the right time
- Close the deal fast but don't rush
- Move to another opportunity

# Farming

## FARMING PROCESS

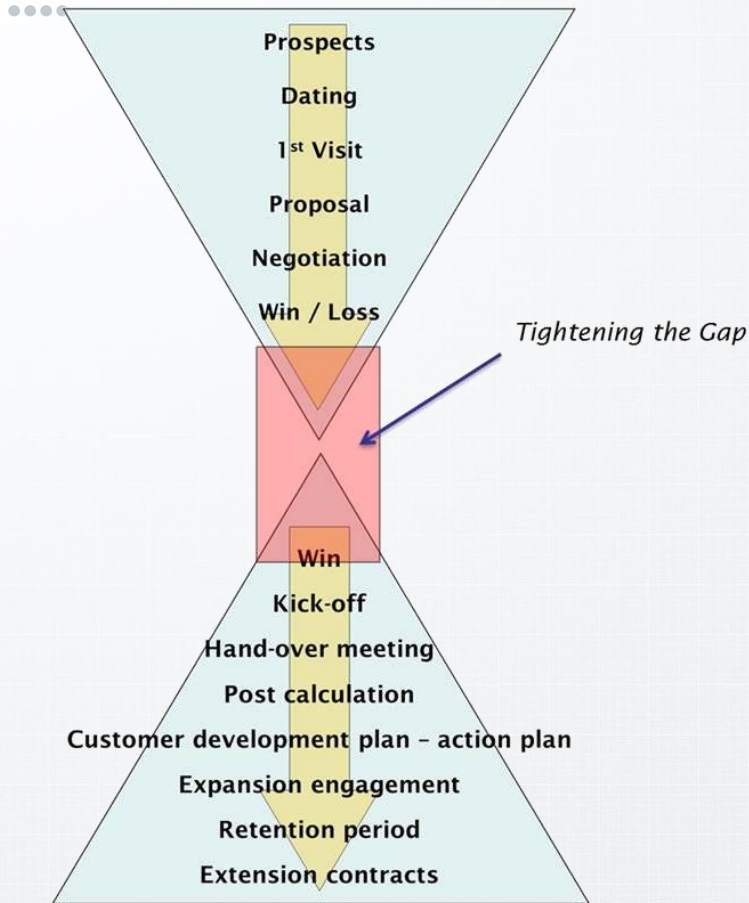


- Collaboration
- Expand the customer engagement
- Relationship based – gaining loyalty
- Well aligned with a support team
- Responsible for the monthly “order”

# Alignment

- Proper **handover** of a new customer, between Hunter and Farmer – owner Hunter
- No bonus pay-out's until the handover is properly done
- Better the alignment between this two processes higher is the profitability of the acquired customer

Source: <http://salesprocessblog.wordpress.com/2013/02/05/who-is-doing-the-farming-in-new-sales>



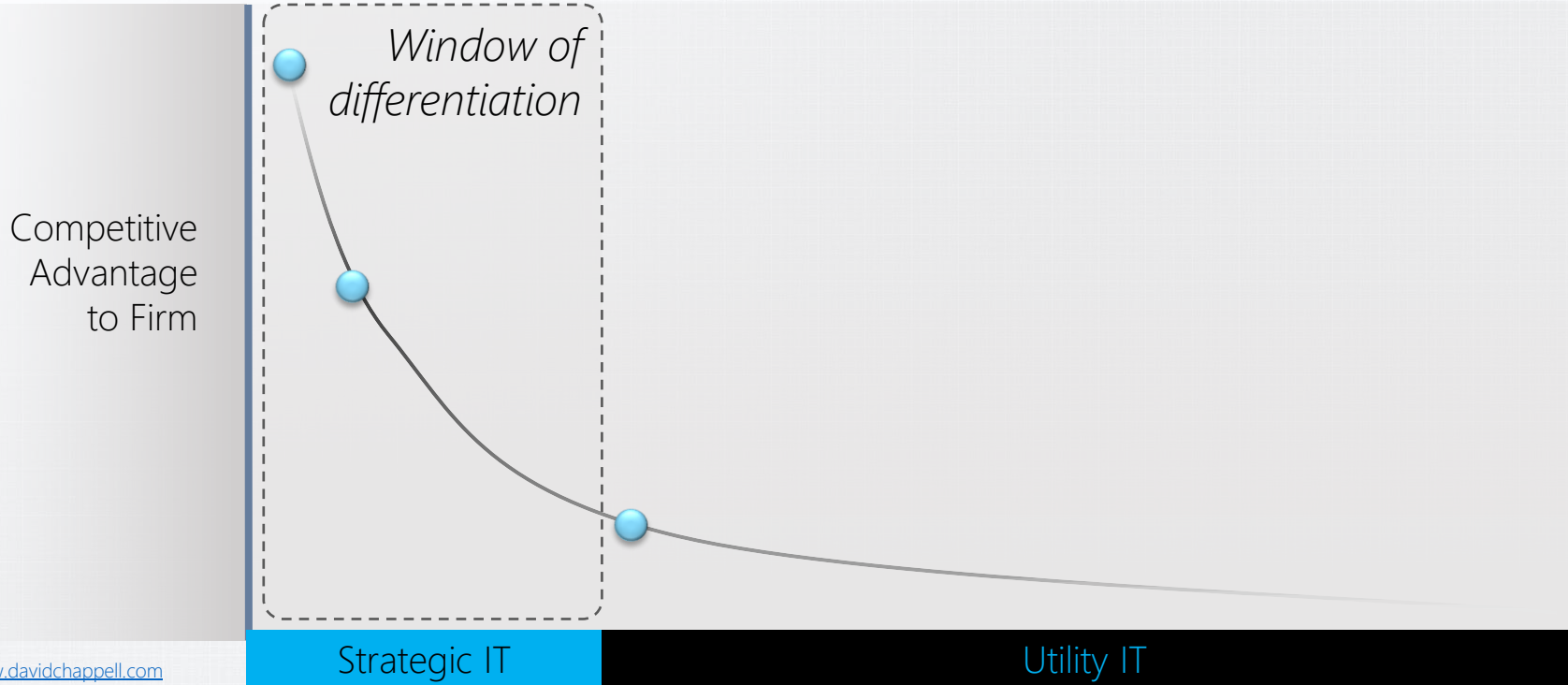


Make a customer not a sale - The changing sales discussion

# SALES DISCUSSION

....

# Categorizing IT Spending

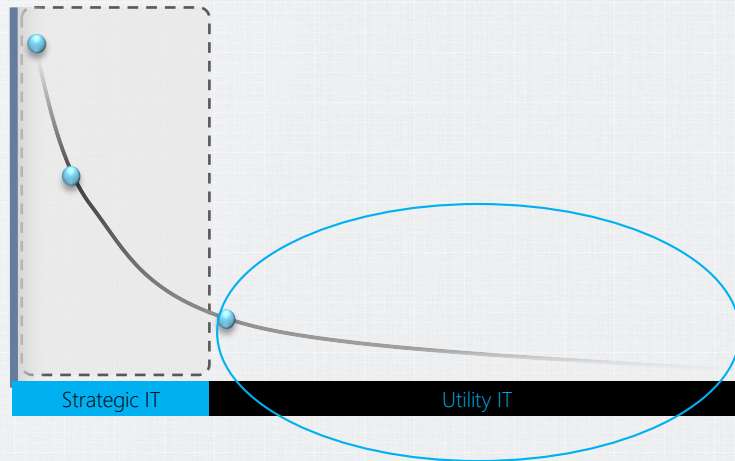


Source: [www.davidchappell.com](http://www.davidchappell.com)



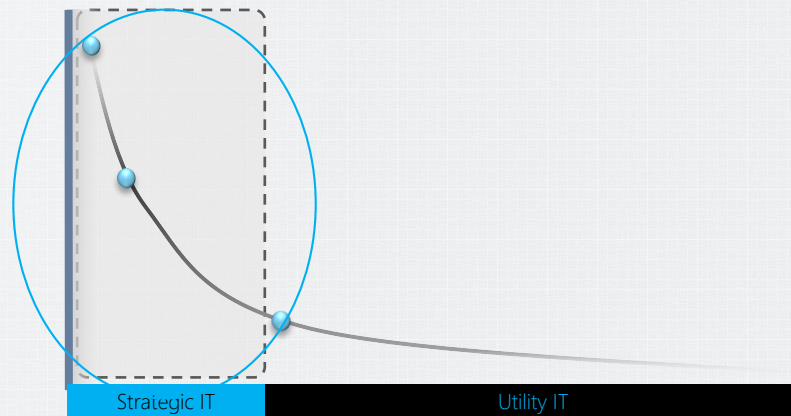
# Examples of Cloud for Utility IT

- Data storage
- VMs on demand
- Deploying packaged applications
- Moving existing applications to the public cloud
- Disaster Recovery

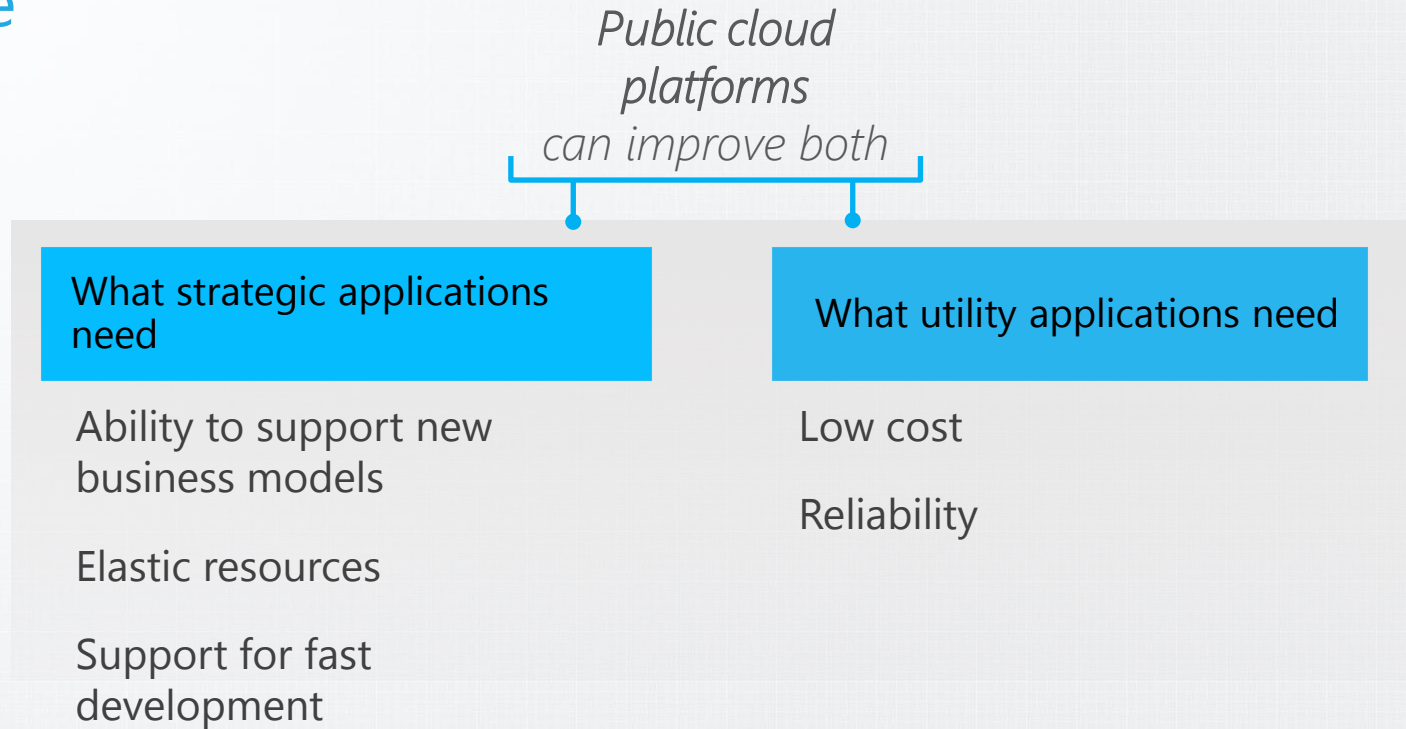


# Examples of Cloud for Strategic IT

- Modernizing the Enterprise
  - Web-based
  - Mobility extensions
  - Marketing campaigns
  - New employee-facing applications
  - New customer-facing applications



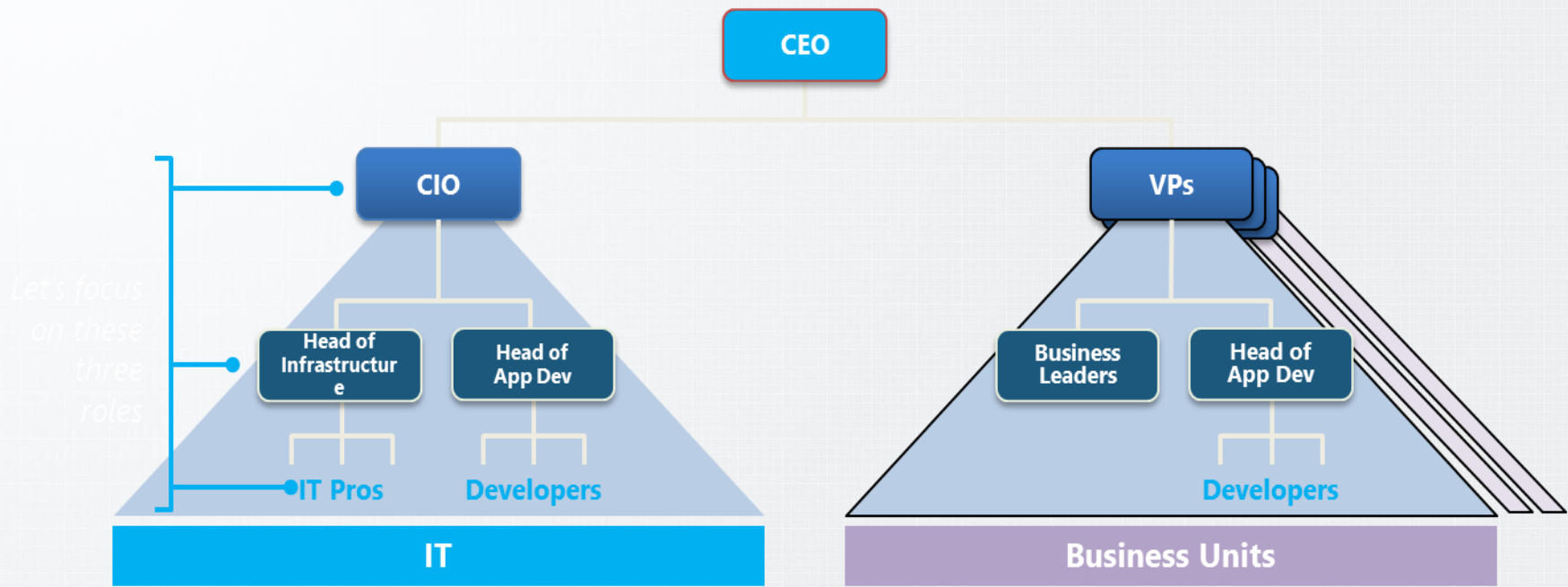
# Enterprises and Public Cloud Platforms- Why Customers Care



Source: [www.davidchappell.com](http://www.davidchappell.com)

....

# Illustrating an Organization – A simple model



Source: [www.davidchappell.com](http://www.davidchappell.com)

# CIO - Some things to talk about

## Lower costs

- Why a unified private/public cloud approach is best:
  - *Lower integration costs*
  - *Simpler management*

## Minimal complexity

- Why a unified private/public cloud approach is best:
  - *Simpler connections*
  - *Fewer vendors to manage*
  - *A clear roadmap*

## Support for business innovation

- How a private cloud empowers business units:
  - *With IT on demand*
- How a public cloud platform lets business leaders dream bigger dreams:
  - *With fast access, scale, and elasticity*



# Head of Infrastructure - Some things to talk about

## Lower costs

- Lower licensing costs with Hyper-V
- Lower storage costs with Windows Server 2012 storage
- Lower storage costs with Windows Azure blobs

## Better processes

- Easier VM moves with live migration and virtual networking
- Datacenter automation (IaaS and more) with System Center 2012
  - *And the human changes private clouds bring*

## Low-risk starting points for public cloud platforms

- A dev/test environment on Windows Azure
- Deploying some current or new apps on Windows Azure IaaS VMs
  - *With System Center 2012 management*

# IT Pros - Some things to talk about

## Limited change

- The (unavoidable) migration path to a multi-hypervisor world
  - *And the career benefits of understanding both VMware and Hyper-V*
- Evolving System Center 2012 management into a private cloud

## Easier work

- How a System Center 2012 private cloud automates boring, repetitive work
  - *While still leaving them in control through templates, quotas, etc.*

## Job preservation

- Don't emphasize Windows Azure
  - *Off-premises datacenters really are a threat to their jobs*



Make a customer not a sale - The changing sales discussion

# SALES REP COMPENSATION



Strategic for the company does not  
necessary mean strategic for the Sales  
rep!

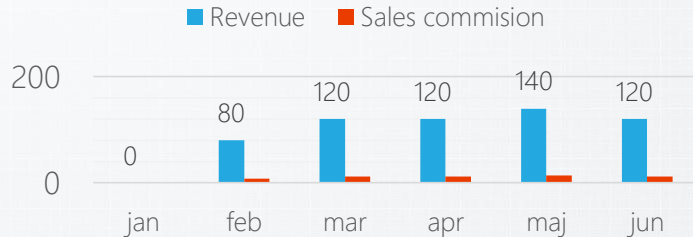
David Balazic, Sales rep for 15 years



# Where is the challenge – simplified?

## ON PREMISE

- Average project sold: cca \$120k (transaction)
- Sales rep earns \$2.000 base salary + incentive (bonus) of 10% of the revenue generated

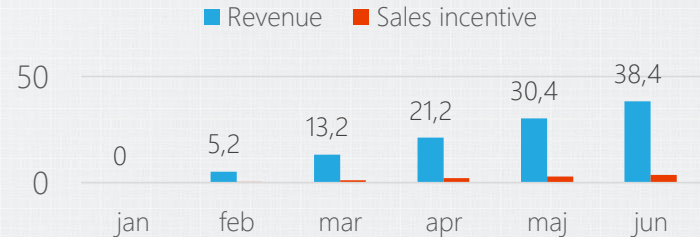


- Sales incentive payment (one-time)

Time	Revenue (one-time)	Incentive paid (one-time)
Jan-Jun2014	\$580k	\$58k

## CLOUD

- Average project sold: cca \$8k /monthly
- Sales rep earns \$2.000 base salary + incentive (bonus) of 10% of the revenue generated



- Sales incentive payment (recurring):

Time	Revenue (recurring)	Incentive paid (recurring)	Aggregate
Jan-Jun2014	\$108k	\$10,8k	\$10,8k
Jul-Dec2014	\$230k	\$23k	\$33,8k
Jan-Jun2015	\$230k	\$23k	\$56,8k

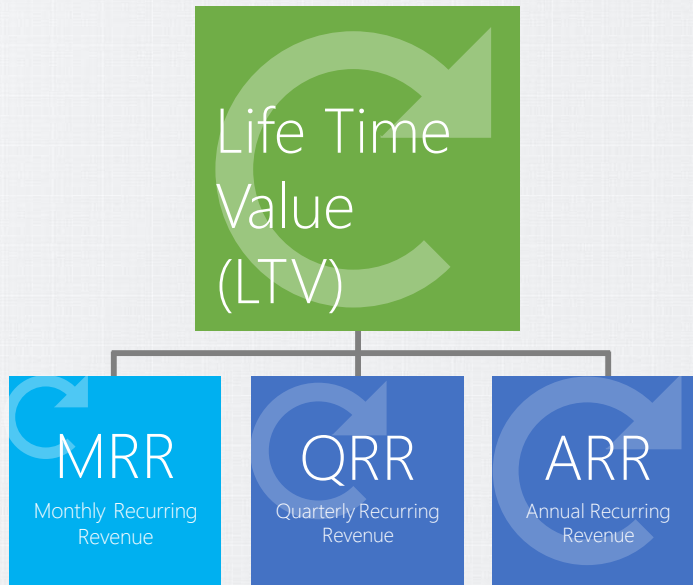


# Recurring revenue or bookings?

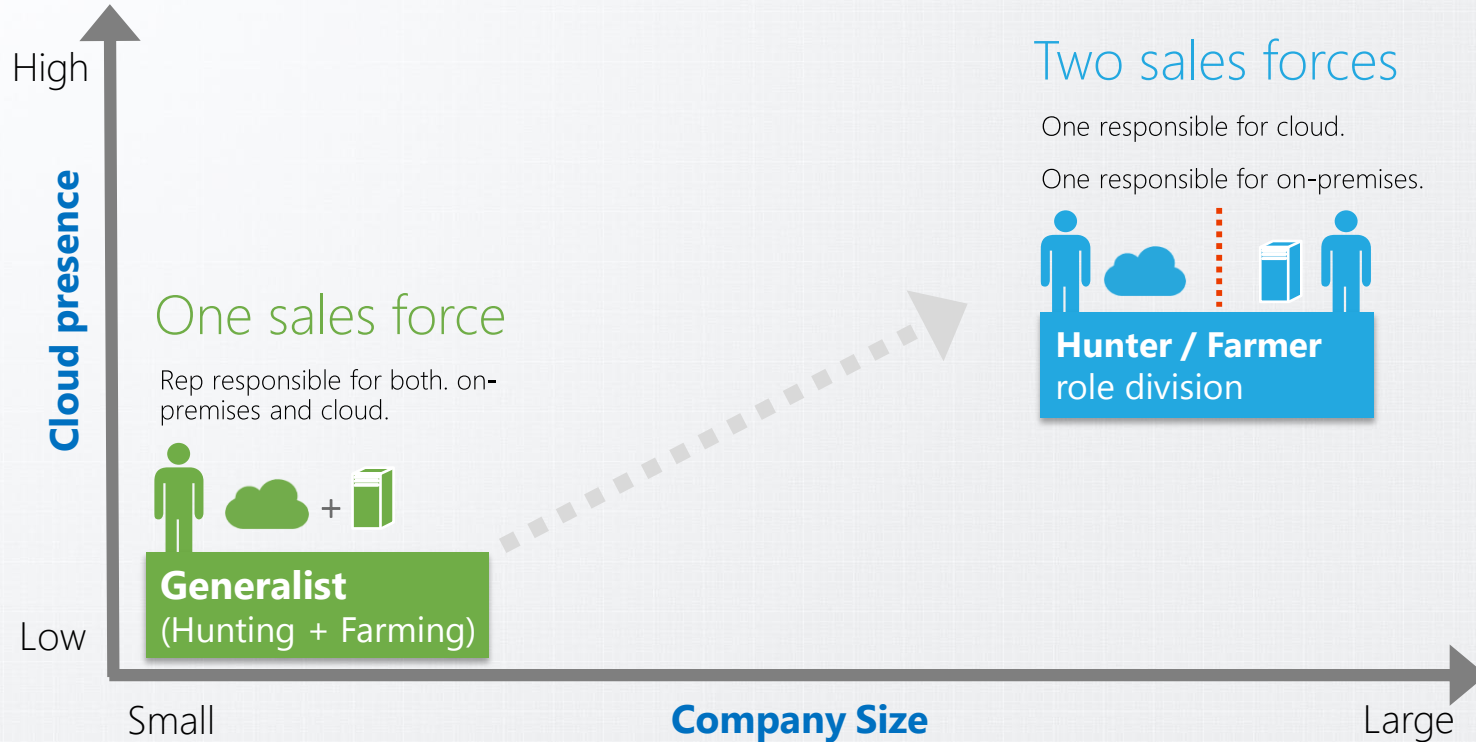
On-premises measure



Cloud measure

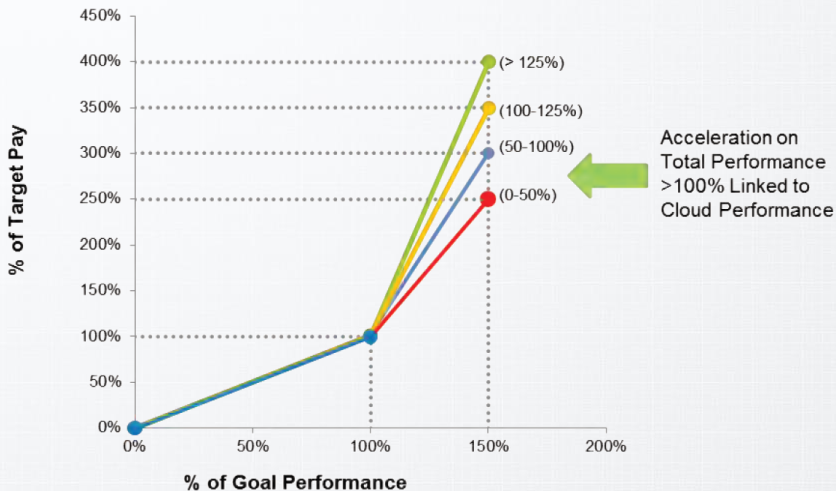


# A company strategy & size define sales organization, roles and compensation



# Option1 - Cloud Sales Accelerator

Just “carrot” no “stick” – for companies who want to “test the water” with Cloud

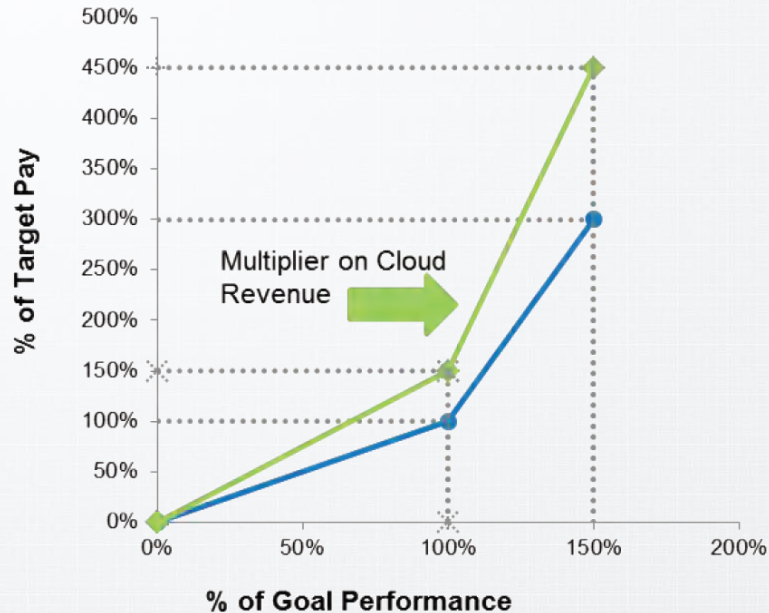


- Sales Rep is assigned one total sales goal which comprises an **On-premise portion** and **Cloud portion**, e.g:
  - Goal: 500k€ (400 on-premise + 100 Cloud)
- Sales rep can earn higher acceleration rates for Cloud sales **once the total sales goal is met**.
- This option provides a good motivation for sales reps who **overachieve**, however a sales rep who is below the **plan feels no effect**

Source: ALEXANDER GROUP, Compensating sales reps to align to your cloud strategy

## Option2 - Cloud Sales Multiplier

Company has a bigger focus on Cloud but it's difficult to set sales rep goals for Cloud

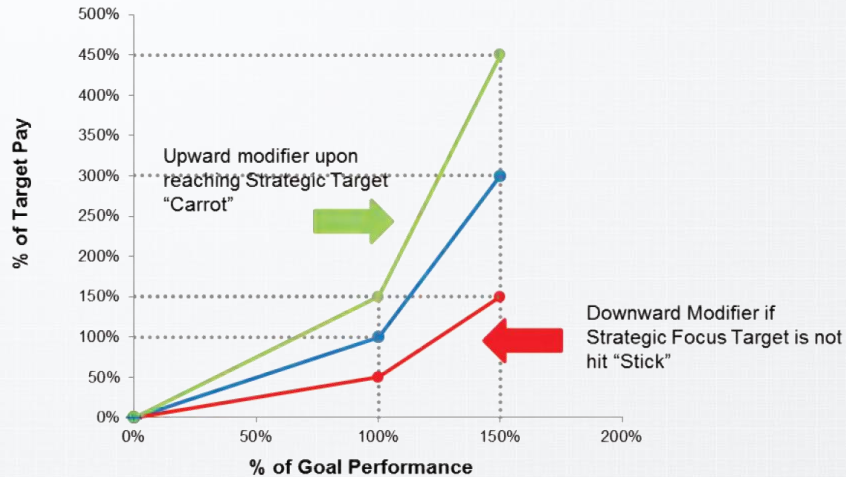


- In this option the sales rep receives **one total sales goal** representing all sales – On-premises and Cloud
  - Goal: 500k€
- With this option, sales rep can earn higher payout rate on all Cloud sales from € one, e.g.:
  - On premise revenue: 5% incentive
  - Cloud revenue: 7.25% incentive
- This option takes the **emphasis on Cloud from the start**, since the impact of selling Cloud can be felt right away.

Source: ALEXANDER GROUP, Compensating sales reps to align to your cloud strategy

# Option3 - Cloud Sales Modifier

“Carrot” and the “stick” - when selling Cloud solutions is essential to the company plan



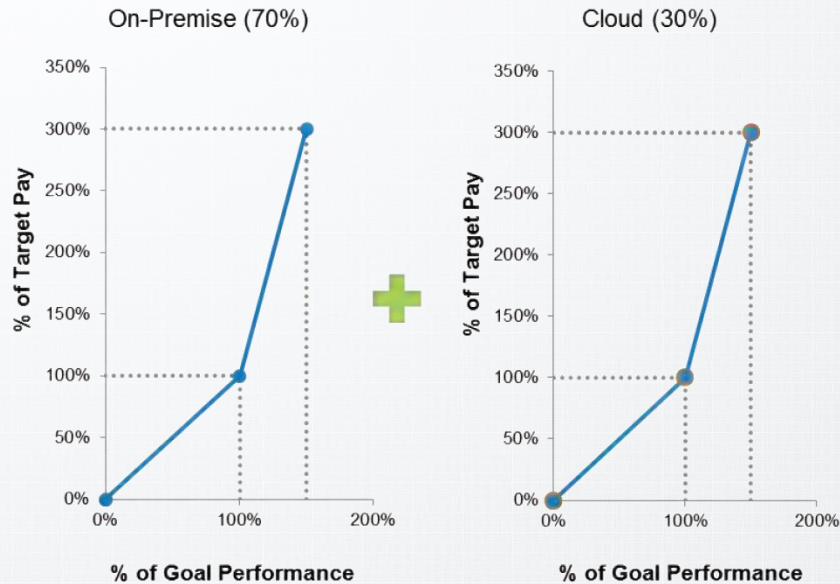
- In this option, the sales rep receives **one total sales goal** and a **Cloud sales sub-goal**.
  - Goal: 500k€ (400 on-premise + 100 Cloud)
- In addition to **multiplying** earnings for selling Cloud, this option also modifies **earnings downward** until a certain minimum of Cloud sales is met
- This plan clearly penalizes sales reps who do not sell a minimum target of Cloud sales.

Source: ALEXANDER GROUP, Compensating sales reps to align to your cloud strategy



# Option4 – Separate Cloud Measure

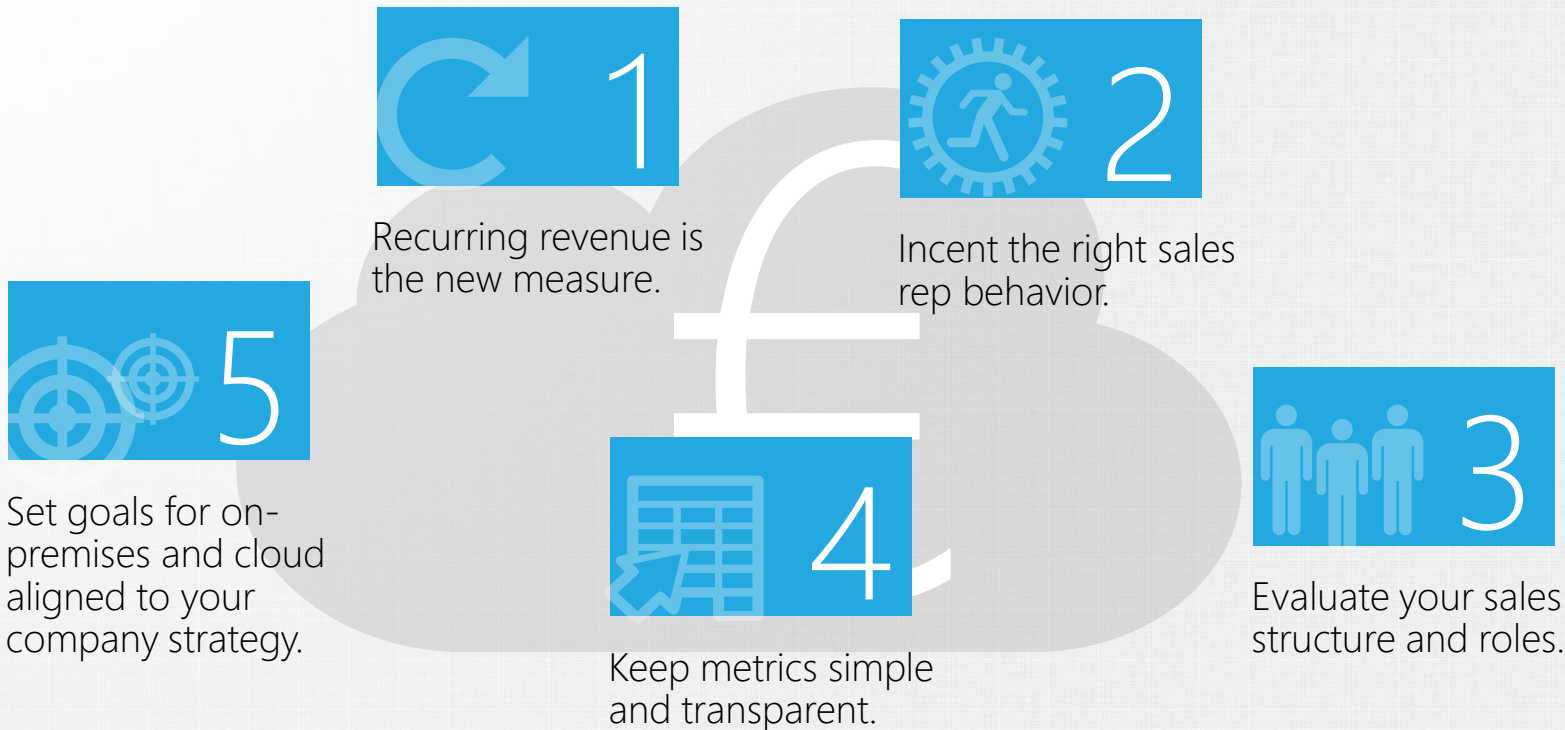
Split target incentive between On-premises and Cloud based on strategic importance



- Clear **split between On premises and Cloud** performance measures. The sales rep has two distinct sales goals – one for On-premises and one for Cloud sales.
- The weighting or emphasis on each depends on the **strategic importance of the Cloud**.
- This option does have its challenges, including **setting appropriate goals** for both On-premises and Cloud sales to drive right sales focus.

Source: ALEXANDER GROUP, Compensating sales reps to align to your cloud strategy

# Sales compensation drives sales reps behaviors



# .... SUMMARY: Sales compensation

- Cloud will require **changes within the sales compensation model**
  - Without up-front license payments, traditional commissions don't work well
- It's common to pay for both the **first year and renewal years**
  - Example commission structure with subscription pricing:
    - 20% for each € of annualized MRR for the first year
    - 10% for each € of MRR for each renewal year
- **KEEP IN MIND:** With subscriptions, the **first quarter of the year is THE most important** as revenue accrues all year
  - Not the fourth quarter, as in most software businesses

# SUMMARY: Marketing & Sales

- Customers are engaging more and more in [self-education](#).
- Education happens during the [marketing stage](#).
- Customers are [engaging later](#) in the sales process.
  - They are buying it to solve business problems.
  - They are both [business](#) and [technical buyers](#).
  - They are buying it [off cycle](#).
  - The [deals tend to be smaller](#), but with expected upsell.
- Alignments within [sales organization & compensation](#) needed!

# AZURE UNIVERSITY

Brain power session #2



Lead generation & Sales alignments

Group work



....

# Marketing & Sales alignment

	TODAY	TOMORROW
Marketing alignment <ul style="list-style-type: none"><li>- Message</li><li>- Channel</li></ul>		
Sales alignment: <ul style="list-style-type: none"><li>- Process</li><li>- Team / Roles</li><li>- Compensation</li></ul>		



# SELLING WINDOWS AZURE PROJECTS

Most common sales scenarios

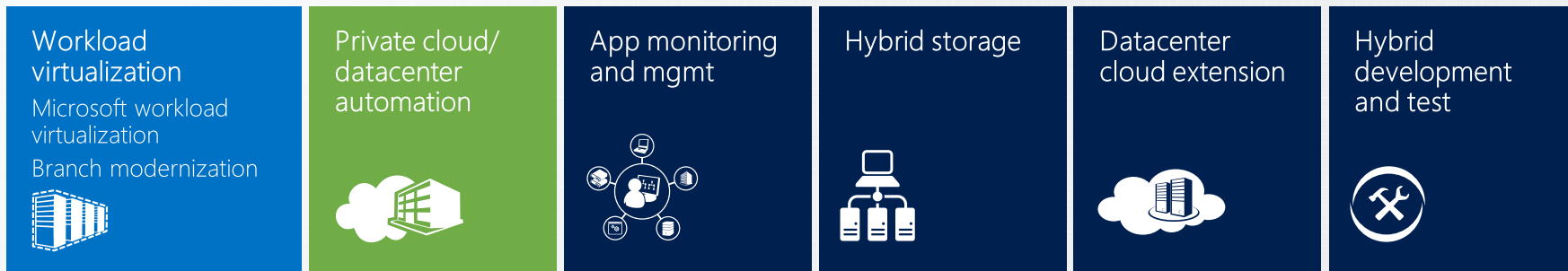


"It doesn't matter whether you are a lion or a gazelle. When the sun comes up, you better be running."

Abe Gubegna

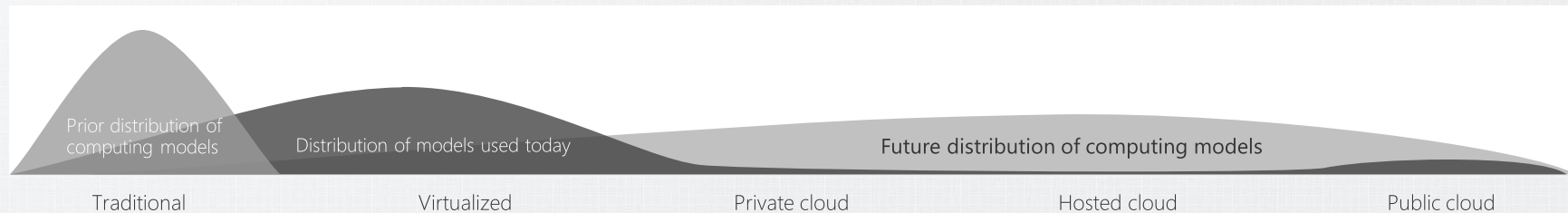
# Opportunities of Microsoft Cloud

Helping customers rethink their datacenters, from segmented resources to a unified platforms that better support their changing business demands



Current opportunities

New and expanded business opportunities



# Common Sales Discussions

## Modernize the Enterprise



- Websites
- Mobile Apps
- "Gamification"

## Short Term Projects



- Marketing Campaigns
- Finance Projects

## Reaching New Markets



- Going global
- Reaching a new demographic

## Shifting Capex to Opex



- Cost/financial optimization
- Way to align IT department to business dynamics

## Automate Business Processes



- Identify antiquated systems
- Alleviate bottlenecks



# Scenarios for Infrastructure

1

Legacy Application  
Optimization

2

Hybrid Application  
Deployment

3

Application  
Re-Platforming

4

Development & Test

5

Storage & Disaster  
Recovery

Most Common Scenarios  
Based on real ITO cases  
Savings over 5-year contracts

Source: Microsoft

# Scenarios For App Dev

1

Web Application Development

2

Mobile Application Development

3

SharePoint & SQL Customization

4

Social Marketing Campaigns

5

Highly Scalable Websites

Most Common Scenarios  
Based on Windows Azure case studies

Source: Microsoft



Selling Windows Azure projects - Most common sales scenarios

# WINDOWS AZURE FY15 HOT SCENARIOS

# Windows Azure FY15 Hot Scenarios

1 Agility and DevOps

2 Dev & Test Environment

3 Hybrid Identity

4 Mobile Applications

5 Presenting to the AWS Fan

6 SAP on Azure

7 Security & Compliance

8 StorSimple

9 SQL Server Test, Back up, DR

10 Windows Server 2003 EOS

# Hybrid Identity

## Application Modernization to the Cloud

With changes in people interaction, personal and professional and with anywhere-anytime way of doing business, cloud based applications are becoming an essential part of each organization. **Standardisation and integration** between “two worlds” is becoming essential for increased organizational efficiency and end user satisfaction.



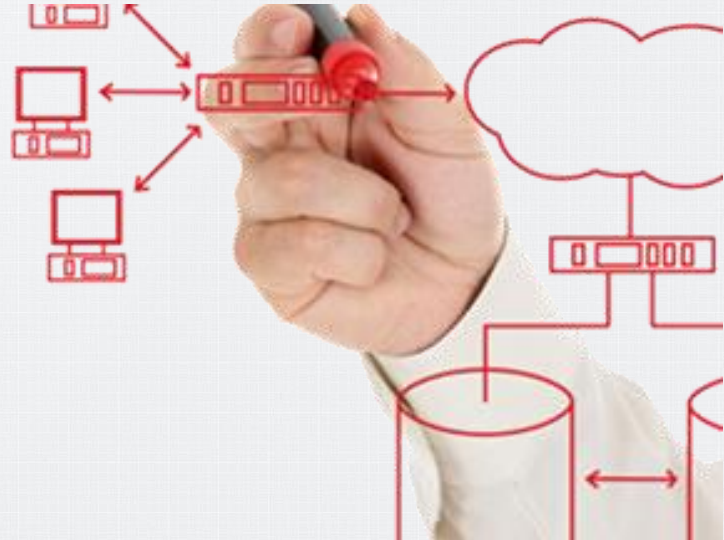
### CUSTOMERS

Significant on-premise footprint, with lot's of “before cloud” LOB applications. Employees are mix of mobile and office workers who use multiple devices including BYOD.



### NEEDS

Customers want **integrated, simple to use, secure** and easy to manage accessibility to Cloud & On-premise apps. **Faster provisioning of new apps & easier collaboration** between employees.







# Hybrid Identity

## Application Modernization to the Cloud

Goal is to provide the customer with the technical and practical visibility of steps needed to properly and efficiently migrate applications to Microsoft Azure workload.



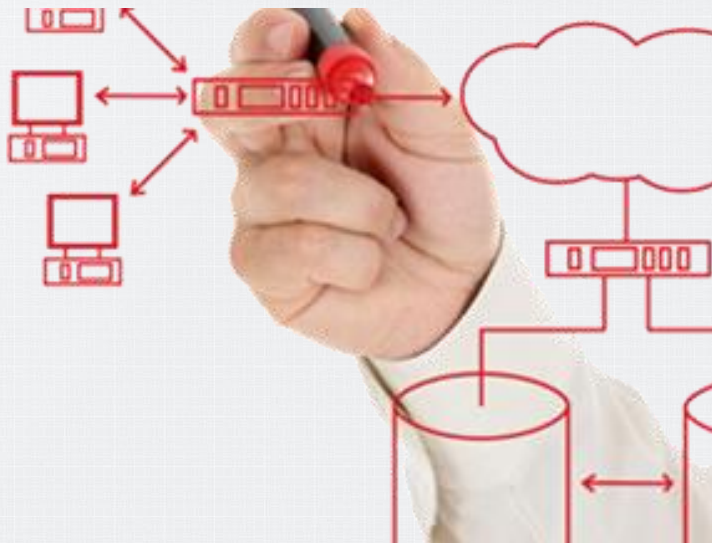
### SOLUTION

Microsoft Dynamic Identity Framework – Identity strategy based on business goals. Focus is to **Inform** how this will help with their business goals, **Asses**, current state, objectives & goals, **Implement** proper identity solution



### SERVICES FOR SI

- Architecture assessment
- Infrastructure review
- Application Design & Gap analysis and review
- Cloud workloads mapping
- Effort estimation



# Hybrid Cloud Storage - StorSimple

## Hybrid Cloud Storage - Back Up and Disaster protection

Global appetite for storage is growing **for around 70% per year**. Mayor questions that C-level IT executives are asking themselves (and partners) is **where to store all valuable data**, keep it secure and make it easily accessible to the right people at the right time...and “YES” it needs to be cost effective.



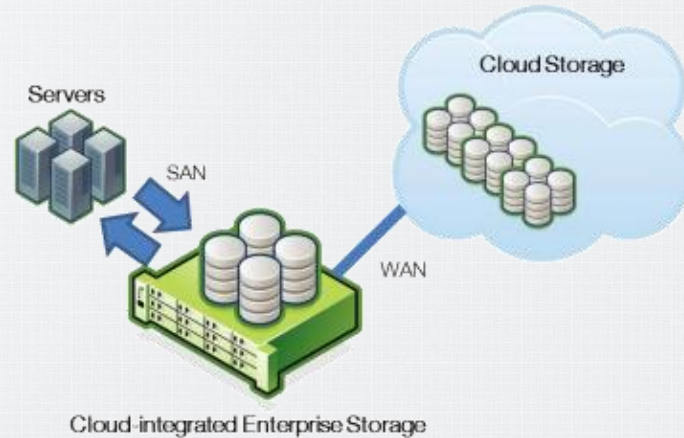
### CUSTOMERS

Mid-sized and enterprise customers with **rapid data growth**. Companies with the large inactive backup and archives needed due to legislation or industry requirements. Companies who are **interested in technology shift** – willingness to try.



### NEEDS

Data protection for **tier-two & tier-three applications** on servers and laptops which usually don't have offsite disaster protection. **Reduce the time** (man hours) spent on managing data protection and rather use it on higher-value activities.



# Hybrid Cloud Storage - StorSimple

## Hybrid Cloud Storage - Back Up and Disaster protection

Customer are looking for **Scalable and Manageable Storage** with data Available for quick Back Up and Restore. Snapshots are critical for fast Recovery point & time. Disaster Recovery in the Cloud minimizes geographical vulnerability. Centralized Manageability of Hybrid Cloud decreases management overhead.



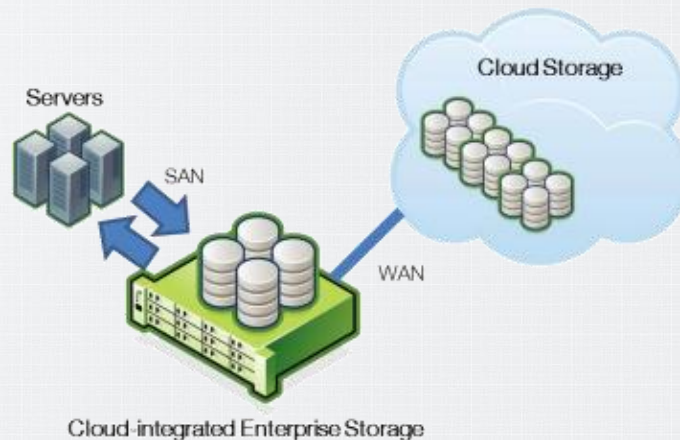
### SOLUTIONS

Windows Azure & StorSimple – **File Share and Archiving using StorSimple** allow customers to expose a cloud storage to the local datacentre. **Azure Services Storage Assessment** is focused on consolidating primary storage, archive, backup and DR reducing TCO between 60-80%.



### SERVICES FOR SIs

- Cloud storage high value expertise - StorSimple & Azure configuration and deployment
- Assessment workshop
- Enterprise grade hardware setup



# Microsoft SQL Server Test, Backup, DR

## Microsoft Azure SQL as a IaaS

**Development and innovation** are key competitive advantages in the industry and crucial to play the role in today's global market. Having available, scalable, secure, predictable and manageable IT environment is not a competitive advantage but **a must** for every company in today's competitive market.



### CUSTOMERS

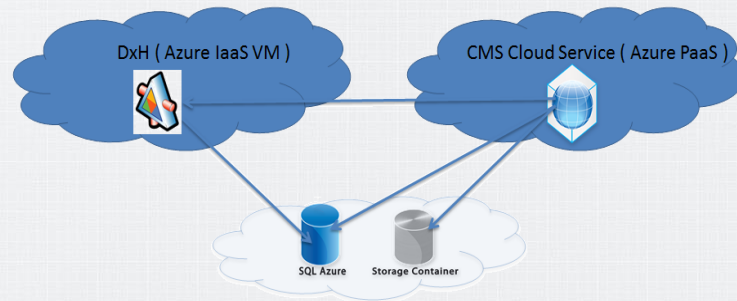
Mid size, CAS and Enterprise customers using MSFT SQL for the **development and testing**. They are using either **older version** of MSFT SQL or **end of life-cycle hardware** / needs to be upgraded. Great opportunity to start small!



### NEEDS

Customers that want to **consolidate MSFT SQL server versions**. They need cost effective setup of "integration testing environment". Restore Point Objective needs to be short, to minimize business disruption. **Business continuity is key**.

### DxH in the Azure Cloud – Hybrid Deployment







# Microsoft SQL Server Test, Backup, DR

## Microsoft SQL Server on Azure IaaS

Goal is to **leverage existing investment** while creating a “server in the cloud as an IaaS” and adding additional scenarios that are providing a robust infrastructure for Microsoft SQL Server.



### SOLUTION

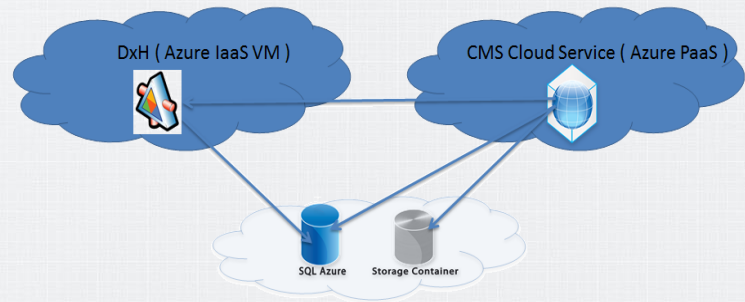
MSFT SQL server on Azure IaaS – This allows customer to create SQL on Azure IaaS adding services such as SQL Disaster recovery, Back up and can extend to BI and SQL OLTP on Azure Virtual Machines.



### SERVICES FOR SI

- Architecture Assessment
- Database & Infrastructure Review
- BI Consulting
- Cloud Service Brokerage

### DxH in the Azure Cloud – Hybrid Deployment





# Windows Server 2003 End of Support (EOS)

Support is ending 14<sup>th</sup> of July 2015

Companies need a reliable IT environment that enables **business agility** and ability to comply with the regulatory demands. At the same IT environment should be cost effective, easy to manage and should minimize the risk of system failure and preventing IT environment going benefit to liability.



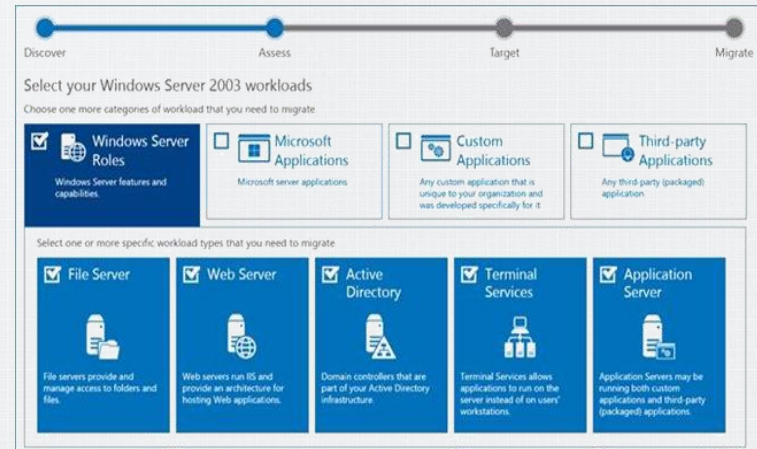
## CUSTOMERS

Based on MSFT data there is currently 22M WS2003 running WW. This spans from SMB to ENT. Based on MSFT survey from 12/20013, 94% of customers are planning to migrate but only 24% is ready to do it.



## NEEDS

Avoid running infrastructure on **unsupported products**. Lower initial HW & Setup investment and reduce the IT management burden. Customers want to ability to bring their **products to the market faster** and more efficiently.



# Windows Server 2003 End of Support (EOS)

Support is ending 14<sup>th</sup> of July 2015

What does End of Support mean? No updates – **37 critical updates** for Windows server 2013 were released in 2013. **No compliance** – this may include various regulatory and industry standards, **No application support** – many applications will cease to be supported including all MSFT applications.



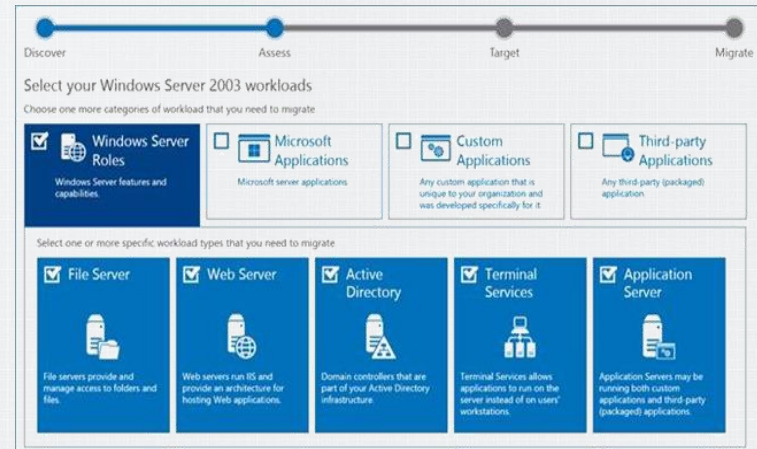
## SOLUTIONS

They are 4 mayor roles - File/application, Web, 3<sup>rd</sup> Party App, Database Server. AD premium, IaaS, Azure Storage, Azure Web sites, Express Route or VPN, SQL Azure, Add-Ons (Azure Store).



## SERVICES

- **Discover** what customer have
- **Assess** their inventory (type, criticality, risk)
- **Target** your destination (evaluate options for each application and workload)
- **Migrate** non essential workloads and apps first



# SAP on Azure

Delivering new Business Services faster

In order to stay competitive on the **market innovation should become an every day thing** - could be enhanced products, new services for customers or streamlined processes with the suppliers or distribution & partner network. Quality, Speed and TCO are in large key factors for successful implementation of continues innovation.



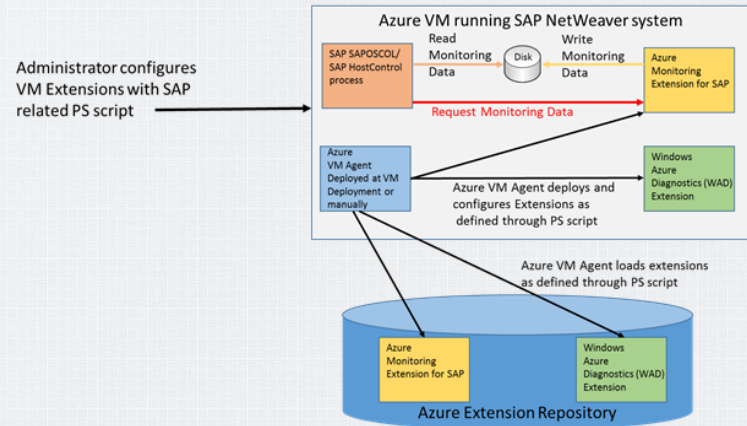
## CUSTOMERS

SAP customers in all industry verticals. Focus is on **services oriented customers** (Telco's, Media providers,..) since they are constantly searching for ways how to reach new customer and up-sell and cross-sell to existing ones.



## NEEDS

- Reduce the time needed to deploy new business processes to be able to compete on the market
- Reduce the time required to provision SAP Dev & Test environment
- Optimize the cost of Dev & Test environment



# SAP on Azure

Delivering new Business Services faster

Challenge is a complexity of the business environment which requires more and more SAP applications to be deployed in development and test environment. Time of setting up SAP environment, costs of acquiring infrastructure resources and complex setup are mayor concerns.



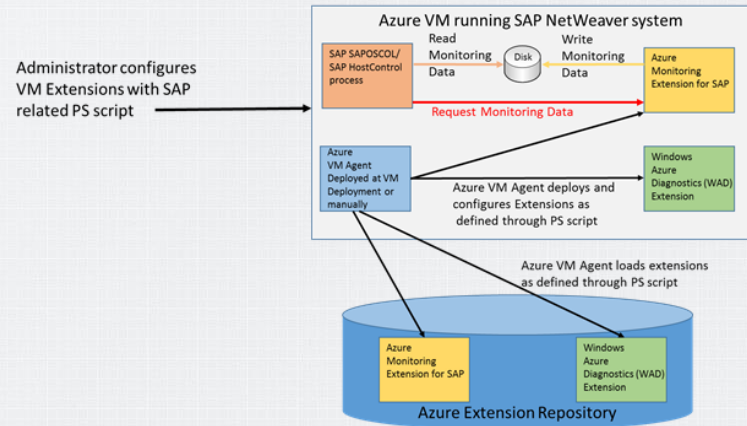
## SOLUTIONS

- Dev & Test UAT on IaaS
- SAP Cloud Appliance library
- Microsoft SQL as IaaS



## SERVICES

- CMaaS (managing VMs)
- Consulting on migration
- Integration





Selling Windows Azure projects - Most common sales scenarios

# GOOD PRACTICES OF RUNNING THE AZURE BUSINESS





## ABOUT THE COMPANY:

Two companies; CMS Consulting Inc. with focus on professional services (established 1996) and Infrastructure Guardian Inc. with focus on managed services (established in 2011). Known as an Infrastructure partner. Current focus: **cloud management as a services**

ESTABLISHED: **1996**

# OF EMPLOYEES: **55**



# GOOD PRACTICE - CANADA

**Person interviewed:** Brian Bourne, President

2

## COMPANY'S OFFERING IN GENERAL

For professional services is to design and build. In Cloud we are focused on IaaS, supporting and managing customers' infra; monitoring, patching, image engineering - all the system management services

4

## REASONS BEHIND DECISION FOR AZURE?

We have always positioned ourselves as MSFT experts, we have a good relationship with MSFT and Azure has the best position in the market with strong commitment from MSFT to go Cloud.

3

## IT-AS-A SERVICE OFFERING

Our core offering is Cloud management as a Service (CMAaaS). We have 24/7 support and can in full support infrastructure for any company.

5

## DECISION PROCESS BEHIND SUCH DECISION?

We are an early adopter of technology and when in 2010 MSFT invested big time in Cloud this was a signal for us. For that reason we developed a totally separate Cloud managed services in 2011.

# GOOD PRACTICE – CMS CONSULTING



6

## •HOW DO YOU PROFILE TARGET CUSTOMERS

By segments - we target CAS and Enterprise customers (+500PCs). It might change in the next 12 months. Our second market are ISV – we manage their IT environment so they can focus on development.

8

## SALES PROCESS & ORGANIZATION

We have 4 dedicated sales people (just doubled from 2 for CMaaS) and 2 presales people (3 hunters + 1 farmer). We primarily sell 1:1. On top of that I (Brian) do C level sales. We don't have a partner channel.

10

## CHALLENGES ON YOUR CLOUD JOURNEY

Business – you can't charge hourly fees like you use to – still a challenge. Technical – We lost part of the control over the technology, if something goes wrong MSFT has to fix it. This was more of a problem at the beginning as we were early adopters. Internal buy-in and belief that this is the only way to go - biggest challenge which we successfully overcame.

7

## MARKETING ORG & LEAD GENERATION

1.5 dedicated people. We do events, PR-in IT oriented publications, Newsletters, we are active in community tagif.ca, blogs, LinkedIn, Twitter.

9

## HOW DO YOU MONETIZE – BUSINESS MODEL

Managed service are all charged as a service (monthly, yearly). When we migrate on premise email to O365 we charge by project (price by inbox)

## ABOUT THE COMPANY:

Virtual Vision is a public and private cloud enabler as well as mobile and cloud development and cross devices enablement partner. Holding significant market share of Office 365 market in Saudi Arabia.

Current focus: “**Business technology**” provider.

ESTABLISHED: **2006**

# OF EMPLOYEES: **26**

# GOOD PRACTICE – SAUDI ARABIA

**Person interviewed:** Hazem Sandouka, General Manager

2

## COMPANY'S OFFERING IN GENERAL

We have four divisions focusing on public cloud, private cloud, development for mobile and cloud environment, business projects and cross devices applications.

4

## REASONS BEHIND DECISION FOR AZURE?

Global Azure service and local presence of MSFT. Before you had to deploy many things to start working, with Azure it is instantly. It also enabled us to compete not only on SW but also HW market.

3

## IT-AS-A SERVICE OFFERING

Our core offering is Cloud management for both Public and Private clouds. We try to package different kind of licensing and services offerings into managed services offerings.

5

## DECISION PROCESS BEHIND SUCH DECISION?

Business & Intuitive. When MSFT announced its cloud initiative at 2010 WPC (all-in) we realized it has a big potential. After trying O365 in 2011 (vs Exc on premise) we became fully convinced this is the way to go.

# GOOD PRACTICE – V2

6

## •HOW DO YOU PROFILE TARGET CUSTOMERS

By segments - we target Corporate and Enterprise customers directly and SMBs through online and telesales. We profile through visits and 1:1. We work with companies only.

8

## SALES PROCESS & ORGANIZATION

We have 6 dedicated sales people, 2 for ENT, 2 for CAS. and 2 for SMBs. Personality based criteria for new-hires. Vision meetings > Consultancy > Financial justification > PO. Direct sells is what really works.

10

## CHALLENGES ON YOUR CLOUD JOURNEY

At the beginning, we experienced lack of trust and understanding (internally and externally), technical challenges as we were early adopters; no one had the answer for complex scenarios with lots of legacy, lack of guidelines and answers. On business side; business justification for under-licensed clients, legal requirements (financial institutions & government).



7

## MARKETING ORG & LEAD GENERATION

Generalists in approach. At the moment we don't have a dedicate marketing team – only CRM and 1:1 approach. Once you figure out how to make money it goes up!

9

## HOW DO YOU MONETIZE – BUSINESS MODEL

Looking for different buckets you can fill. Packaging consultancy, licenses, development and support into managed recurring service.



## ABOUT THE COMPANY:

Matricis Informatique is an enterprise integration and cloud provider and business process management SI partner.

Current focus:

**Improvement of business process through integration.**

ESTABLISHED: **1999**

# OF EMPLOYEES: **35**

# GOOD PRACTICE – CANADA

**Person interviewed:** Francois Beaubien, President & Eyo Sama, Cloud Director

2

## COMPANY'S OFFERING IN GENERAL

Our main offerings are enterprise grade integration & architecture design, custom development, implementation, managed services, training, internet of things, failure predicting and maintenance.

4

## REASONS BEHIND DECISION FOR AZURE?

Prices go down and performance goes up, new features added all the time – no brainer for us. Besides that 90% of our business is based on MSFT technologies.

3

## IT-AS-A SERVICE OFFERING

Migration to the cloud, infrastructure projects, re-architecting for cloud, dev & test. We are developing all solutions in the cloud even if the customer than uses them on premise.

5

## DECISION PROCESS BEHIND SUCH DECISION?

Business and technology based. MSFT integration technology in which we dominate was a great door opener into AZURE world. It is much easier, faster, more flexible and affordable to do it with Azure.



# GOOD PRACTICE – MATRICIS

6

## HOW DO YOU PROFILE TARGET CUSTOMERS

By segments - we target our clients based on demographic and vertical industrial segments (EPG, upper mid-market). Trusted advisor model. Our clients are also SIs (1/3 of the business).

8

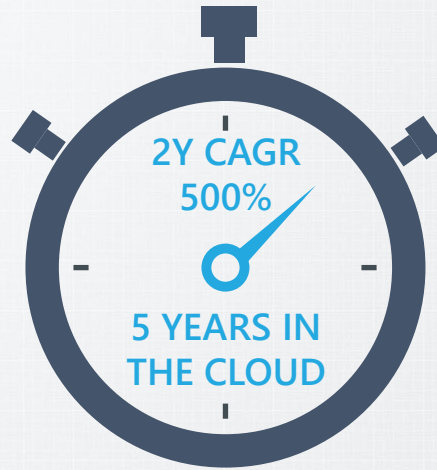
## SALES PROCESS & ORGANIZATION

We have 1 BDM, 2 executives and 4 directors involved in our sales process so direct 1:1 C level sales. Long sales cycle. We use advisory approach.

10

## CHALLENGES ON YOUR CLOUD JOURNEY

We experienced business challenges at the beginning of our cloud journey; like making the first sell, showing benefits to the clients, but also convincing ourselves. Crucial point for us was to gain competitive advantage as we were early adopters. On technology side; performance issues, different architecture as on premise, latency, which got improved over the time.



7

## MARKETING ORG & LEAD GENERATION

We generate leads through traditional channels (events, partner networking, vendor networking, telemarketing, road shows) but also online (blogs). Plan is to get stronger on digital.

9

## HOW DO YOU MONETIZE – BUSINESS MODEL

Integration as a service. Still charging for a project at deployment, but moving towards recurring model, especially for long term (3-5 years) deals.



## ABOUT THE COMPANY:

**Azure was a trigger to partner with Microsoft.** Cloud Solution company focused on consulting, professional services and their own Cloud based ERP and HR solution. Started as PaaS provider and then extend the offering to IaaS. HQ in India, with offices in UAE, US and UK. **Pure play Cloud Solution provider.**

ESTABLISHED: **2004**

# OF EMPLOYEES: **81**

# GOOD PRACTICE - INDIA

**Person interviewed:** Ajith Mathew George, Co-founder & Director of Technology

2

## COMPANY'S OFFERING IN GENERAL

We have 2 business divisions. Cloud Consulting & Professional Services and our own Cloud based ERP for Retail targeting SMB and HR solution for all market segments.

4

## REASONS BEHIND DECISION FOR AZURE?

We are an early adopter of technology. We started with AWS cloud in 2007. In 2011 we were looking for PaaS offering for our client on MSFT platform and Azure proved to be the best option.

3

## IT-AS-A SERVICE OFFERING

Migrating enterprise and mobile apps to the cloud, re-engineering, deployment, storage – StorSimple, backup and recovery, enterprise mobility – Intune.

5

## DECISION PROCESS BEHIND SUCH DECISION?

Decision was as much business as technical. We were very much an open source company. Azure long term vision to serve SMB and Enterprise market and support all platforms. Perfect for Hybrid cloud.

# GOOD PRACTICE - SYSFORE

6

## HOW DO YOU PROFILE TARGET CUSTOMERS

By segments – Managed and non-managed corporate accounts. We work closely with local MSFT BDMs. We start with the customers that already use cloud services and later target the one with no Cloud.

8

## SALES PROCESS & ORGANIZATION

2 Inside sales who generate leads, 5 Cloud specialist who do AM & presales, 2 delivery operations specialist who support, manage and cross and up sell. 1 Cloud Practice Architect

10

## CHALLENGES ON YOUR CLOUD JOURNEY

Business – never before worked with MSFT (network, business support), how to identify new cloud opportunities, licencing issues. Technical – fast evolving and changing Azure offering, lack of relevant technical training always something new and different; Internal – a lot of uncertainty within the company, how to change/adopt the dynamic business model.



7

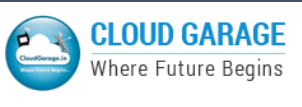
## MARKETING ORG & LEAD GENERATION

3 dedicated marketing people. Business events, industry & region specific workshops, Social (LinkedIn, FB), Blogs, email campaigns. Co-branding with MSFT.

9

## HOW DO YOU MONETIZE – BUSINESS MODEL

We are predominately charging on the project basis. For specific clients we offer an Azure managed service billed half yearly/yearly.



**ABOUT THE COMPANY:**  
A start-up “bourn in cloud” IS company with pure & only cloud focus and an amazing first year operation achievement. Focusing on SI and Cloud expertise, customer satisfaction, ownership of managed services and customer’s life cycle relationship.

**ESTABLISHED: 2013**

**# OF EMPLOYEES: 12**

# GOOD PRACTICE - INDIA

**Person interviewed:** Abhishek Trivedi, General Manager

## 2 COMPANY’S OFFERING IN GENERAL

Cloud consulting, evangelism and solution implementation, Custom apps development and Mobile apps and middleware development. Primarily for enterprise and corporate clients.

## 4 REASONS BEHIND DECISION FOR AZURE?

Our own expertise and skill set on MSFT technology, MSFT partner support and mutual go to market offer, AZURE offering diversity and general acceptance of AZURE on the market.

## 3 IT-AS-A SERVICE OFFERING

Cloud services and solutions tailor made for every specific client, on premise solution migration (IaaS & PaaS) and managed services as lifetime client relationship. Big data and Media services are next step.

## 5 DECISION PROCESS BEHIND SUCH DECISION?

As a small start-up company we have to go to market together with renowned vendor to gain credibility and trustworthiness and MSFT very well supports as on this journey.



# GOOD PRACTICE – CLOUD GARAGE

6

## HOW DO YOU PROFILE TARGET CUSTOMERS

All our engagements are based on direct 1:1 approach to potential client. If client is at least willing to talk about cloud we are on a way to a project.

8

## SALES PROCESS & ORGANIZATION

We are part of MSFT partner seller program as our clients are big enterprises and corporates. We jump in at presales stage as an extended arm of MSFT on technical and cloud expertise area.

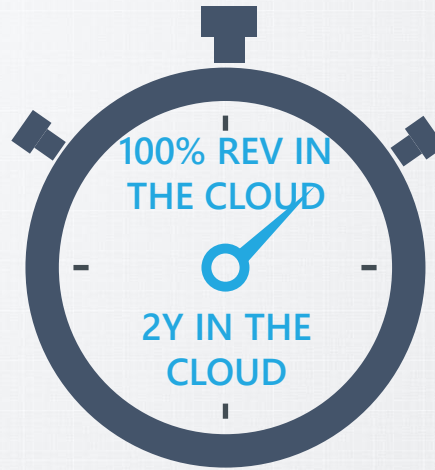
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## CHALLENGES ON YOUR CLOUD JOURNEY

Business – acceptance of small company by big clients, initial reference list.

Internal – none as we are Bourn in Cloud company.

Technical – maturity of PaaS offering, multi site VPNs, size of PaaS DB.



7

## MARKETING & LEAD GENERATION

As a MSFT trusted partner we rely on MSFT marketing and lead generation. We don't have our own marketing department jet, but will start with online digital marketing this year.

9

## HOW DO YOU MONETIZE – BUSINESS MODEL

We charge on T&M bases for consultancy and on fix project bases on delivery projects. Our clients are still somehow reluctant to recurring payment model.





**PC Solutions**  
You get the best ...

## ABOUT THE COMPANY:

Premier IT service provider with a diverse portfolio of global and domestic clients, PC Solutions specializes in delivering solutions that integrate multiple complex technologies. PC Solutions has seen considerable success deploying cloud solutions in various challenging verticals.

ESTABLISHED: **1988**

# OF EMPLOYEES: **750+**

# GOOD PRACTICE - INDIA

**Person interviewed:** Ashish Khare, Assistant Vice President

2

## COMPANY'S OFFERING IN GENERAL

System integration in complex IT environment, Managed services, Consulting services, Application Development and Cloud & Mobility Solutions.

3

## IT-AS-A SERVICE OFFERING

Cloud services (Private, Public and Hybrid), Cloud solutions (application migration to cloud) and Cloud offerings (cloud service broker for IaaS, PaaS and SaaS).

4

## REASONS BEHIND DECISION FOR AZURE?

Our long standing strategic partnership with MSFT, past success with other MSFT solutions and mutual go to market approach. We were an early adopter of cloud-first, mobile-first approach.

5

## DECISION PROCESS BEHIND SUCH DECISION?

Given our existing internal technical expertise with MSFT technologies, Azure was a logical choice to foray into the cloud era. We anticipate that the cloud segment will have a higher growth rate and better profitability.

# GOOD PRACTICE – PC SOLUTIONS

6

## •HOW DO YOU PROFILE TARGET CUSTOMERS

By industry, size, growth rate and business challenges. We create a detailed customer profile focussing on the likely benefits of the solution for every potential customer.

8

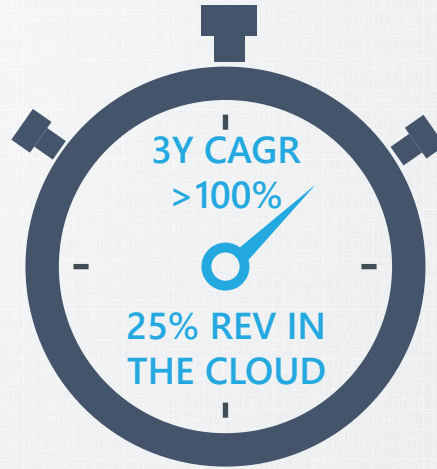
## SALES PROCESS & ORGANIZATION

A 40 member strong sales team handles customer prospecting. The presales team conducts pilots and Proof of concept. Strong customer referrals accelerate the sales process for us.

10

## CHALLENGES ON YOUR CLOUD JOURNEY

Business – customers were not open to cloud initiative and had strong security concerns that needed to be addressed.  
Internal – building the cloud team, adoption of new technology, sales team compensation scheme.  
Technical – cost of training, initial learning cycle and retention.



7

## MARKETING & LEAD GENERATION

We do inside sales and cross-selling with existing clients in addition to joint business events, road shows and round tables with partners. Next step is to move forward in digital and content marketing.

9

## HOW DO YOU MONETIZE – BUSINESS MODEL

We predominately use a per project basis fee structure and for some projects time and material basis fee model. For commoditized solutions we use a subscription model.

## ABOUT THE COMPANY:

Adeo is a young dynamic IT company with local and abroad reach. It is the 1<sup>st</sup> company in Turkey that implemented Corp to Corp business model which puts it into position to serve IT industry producers and business partners. From 0% – 40% cloud generated revenue in 2 years.

ESTABLISHED: **2008**

# OF EMPLOYEES: **85**

# GOOD PRACTICE – TURKEY

**Person interviewed:** Mirad Garanli, Business Development Manager

2

## COMPANY'S OFFERING IN GENERAL

Our main offering consists of IT consultancy, technical training and IT security and forensics services. We outsource our experts on all those fields to enterprises that need such expertise.

4

## REASONS BEHIND DECISION FOR AZURE?

An early adopter of new technology attitude, local presence of MSFT in Turkey and close relationship with MSFT. AZURE is the only cloud platform that offers all IaaS, PaaS and SaaS model.

3

## IT-AS-A SERVICE OFFERING

Our core offering is Cloud based consulting, conceptualization, on site deployment and migration as well as managed services offering on AZURE platform (data centers, cloud computing, business continuity).

5

## DECISION PROCESS BEHIND SUCH DECISION?

Business & Intuitive. With the announcement of AZURE we realized that cloud is not an ordinary technology shift, rather it is a whole new strategic mindset shift.

# GOOD PRACTICE – ADEO

6

## •HOW DO YOU PROFILE TARGET CUSTOMERS

By size - Corporate and Enterprise customers on one side and SMBs on the other.

8

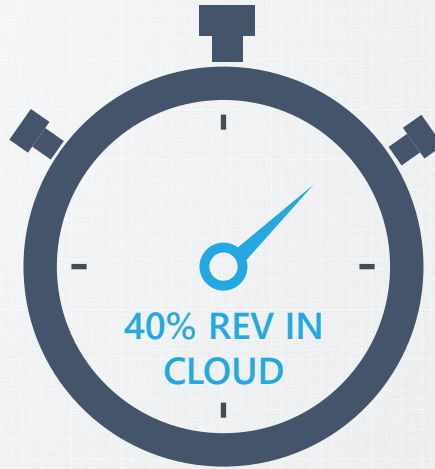
## SALES PROCESS & ORGANIZATION

We are following Corp to Corp model for traditional business while for cloud services we just reorganized our sales team into direct sales approach with introduce, explain and convince steps first.

10

## CHALLENGES ON YOUR CLOUD JOURNEY

Tech- Lack of data centers in Turkey so customers need to be convince about having their data abroad. Business - At the moment full recurring model is not jet possible/acceptable on Turkish market. Entering into cloud market and changing sales model we have to reorganize our sales team for direct sales model.



7

## MARKETING ORG & LEAD GENERATION

We target potential customers through vendors and partners while for cloud services we use telesales, PR and events. AZURE offerings always follow direct 1:1 approach.

9

## HOW DO YOU MONETIZE – BUSINESS MODEL

Projects are always charged in Time & Material model while managed services can be charged monthly or by preordered number of tickets.





#### ABOUT THE COMPANY:

##### **Born in a Cloud company.**

Red Herring Global winner in 2012. Focusing on creating vertical solutions with their own IP & managed cloud services. Both capturing the power of Azure. Sister company in US - Cognosys Inc.

ESTABLISHED: **2010**

# OF EMPLOYEES: **72**

# GOOD PRACTICE - INDIA

**Person interviewed:** Capt. Ranjan, Principal Consultant

2

## COMPANY'S OFFERING IN GENERAL

Cutting edge cloud ready solutions for Healthcare, Media Services, Education; SI services – managed services, Technical consultancy – complex scenarios for enterprise, platform independent offerings

4

## REASONS BEHIND DECISION FOR AZURE?

It helps us reach out to enterprise clients. Azure continues to be the only real PaaS platform with Continuous development & speed of adding new services. Existing MSFT client base and partner community.

3

## IT-AS-A SERVICE OFFERING

Strong focus on O365 as a platform. Building free Azure images (VM Depot) this gives as brand recognition and management \$. Within SMB we have a one click migration tool for apps from AWS to Azure.

5

## DECISION PROCESS BEHIND SUCH DECISION?

Established connection with MSFT. Product orientation towards enterprise while others more towards start up's. It was/is complementing our existing offer.



# GOOD PRACTICE - COGNOSYS

6

## HOW DO YOU PROFILE TARGET CUSTOMERS

Looking for market leaders and try to identify their pain points, creating a vertical solution & knowledge that we can resell – selling 5y vision. Looking for pain points that can't be solved on premise.

8

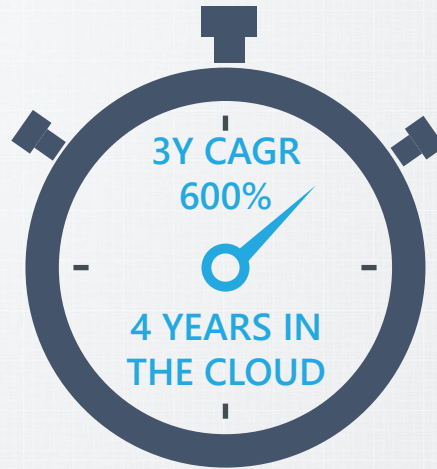
## SALES PROCESS & ORGANIZATION

+10% of employees do lead generation. Majority of the products addressing unmanaged accounts are sold through partner channel.

10

## CHALLENGES ON YOUR CLOUD JOURNEY

Business – creating market value, reaching out to a larger customer base, licencing issues & how to set up the right proposal. Internal – compensation changed to incentivize new customer acquisition, people were scared they won't have anything to implement, especially HW sellers.



7

## MARKETING ORG & LEAD GENERATION

GTM & Co-selling with MSFT. Focusing on blogging and publishing on a digital platform. Supporting MSFT events with media services (broadcasting) on Azure – powered by Cognosys

9

## HOW DO YOU MONETIZE – BUSINESS MODEL

Business model is customer lead. We have a mixture of per project and monthly/yearly payments.

## ABOUT THE COMPANY:

**Microsoft Global Cloud Excellence Partner of the year 2013.**

(Part of Reply S.p.A.)  
Custom development & Integration SI expanding their offering to MCaaS. Technology experts with horizontal focus, partnering with business experts to deliver best of breed solutions to their clients.

ESTABLISHED: **1993**

# OF EMPLOYEES: **+100**

# GOOD PRACTICE – UK

**Person interviewed:** Pam Pickup, Partner Account Manager

2

## COMPANY'S OFFERING IN GENERAL

Custom development from multi million projects to mobile apps. Middleware integration with BizTalk and Azure to extend the value of existing on-premises investments. (Hybrid). MCaaS offering focused on PaaS.

4

## REASONS BEHIND DECISION FOR AZURE?

Azure enables us to develop Azure PaaS solutions and host them on a secure Microsoft infrastructure. With this support we can now compete against large SI's on a global scale and win.

3

## IT-AS-A SERVICE OFFERING

We lead with the cloud when discussing a solution to customer requirements. Offering PaaS based Azure Custom Development and Integration Solutions with recently added MCaaS –and, IaaS (disaster recovery, storage, dev & test)

5

## DECISION PROCESS BEHIND SUCH DECISION?

As early adopters of technology with a 100% MSFT focus embracing Azure PaaS was a “no brainer”. It offered a natural extension to the existing skill sets of our consultants.

# GOOD PRACTICE – SOLIDSOFT

6

## HOW DO YOU PROFILE TARGET CUSTOMERS

We work closely with MS BM's, LSPs and our Bus Dev team to profile customers with specific requirements that match our skill sets and expertise i.e. BizTalk customers who can extend investment with Cloud based integration.

8

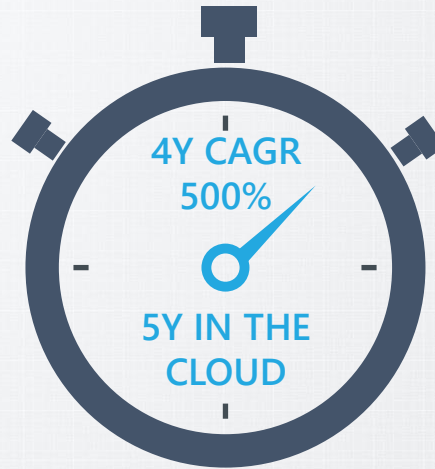
## SALES PROCESS & ORGANIZATION

We offer a free half day Azure workshop for qualified prospects with budget and key stakeholders. The outcome is usually 3-5 day billable discovery workshop.

10

## CHALLENGES ON YOUR CLOUD JOURNEY

Business – We built Credibility, Capability & referencability with existing customers. Building BDM focused messages and finding the right business model for CMaaS is still a bit of challenge. Internal - build new skillset with existing employees & hire key new people to enhance skill sets. Our advantage was that we all believed 110% that the Cloud was the way to go.



7

## MARKETING ORG & LEAD GENERATION

Alliance team is working closely with MSFT and other partners to jointly generate leads, call outs and 1:1 sales. Most important tool is a **technology blog**. 50% of leads are self generated and 50% by partners.

9

## HOW DO YOU MONETIZE – BUSINESS MODEL

We offer Fixed Price or T&M solutions but with the CMaaS we offer monthly payments – In some situations we have rolled the development cost in with the monthly operational costs.

# .... Cognizant



- [Cognizant Technology Solutions Corporation](#) (Cognizant) is a provider of custom information technology, consulting and business process outsourcing services.
- The Company is engaged in Business, Process, Operations and Information Technology Consulting, Application Development and Systems Integration, Enterprise Information Management (EIM), Application Testing, Application Maintenance, Information Technology Infrastructure Services.
- **Founded:** 1994
- **Headquarters:** Teaneck, New Jersey
- **No. of Employees:** ≈171,000 (2013)





- **Cloud Strategy Definition and Transformation Roadmap**
  - “...define future-state vision and cloud service models for migration to the cloud.”
- **Readiness Assessment**
  - “...assess and document business and IT drivers, determine cloud readiness, perform audits, assess readiness for adoption of the cloud.”
- **Cloud Suitability of Assets**
  - “...determine which business and IT assets are most suited for cloud migration and identify business-relevant cloud services.”
- **Cloud Service Commercialization**
  - “...craft a revenue generation model for cloud services, evaluate cloud ROI, and choose the right cloud platform and deployment model.”



# Cloud Management Services

- Cloud Management Areas of Focus
  - Service Delivery
    - “Includes provisioning, self-service, service-level management (SLA), regulatory compliance, availability auto-scaling, high availability considerations, cloud bursting, continuity backup, failover, DR and security.”
  - Service Operations
    - “Includes monitoring, orchestration and automation, auditing, access management, incident management, metering and chargeback, cost management and optimization, and continuous improvement through analytics.”
- [Cognizant Cloud360®](#)
  - “Cloud360 hides the complexity of today’s assemblage of artifacts such as cloud platforms, hypervisors and operating systems.”
  - “While the typical “cloud platforms” deliver stovepipe IT and increased business challenges; Cloud360 helps you leverage past IT investments, couple governance with agility, and provide users with the services they need when they request them.”

# Cloud Management Services

- Cloud Migration & Management Services
  - Application Migration to the Cloud
    - “Re-host applications to the cloud, reengineer applications for the cloud, or replace with COTS cloud options.”
  - Public, Private and Hybrid Cloud Management Services
    - “Options include public cloud hosting (e.g. Microsoft Azure or AWS), client-hosted private cloud or Cognizant cloud infrastructure.”
  - COTS Software Deployment to the Cloud
    - “Applications readily moved to the cloud include Microsoft SharePoint-on-demand and SAP-on-demand.”
  - Use of Cloud VMs for Development, Testing and Training
    - “Includes support and testing of large-scale Web applications such as e-commerce sites.”
  - High Performance Computing (HPC)
    - “HPC applications that require significant processing power on demand are well suited to cloud migration, such as big data applications.”

# Cloud Infrastructure Services

- **Dedicated Data Center**
  - “Cognizant offers dedicated, private clouds hosted and managed on a per-client basis. Each cloud runs in a highly customized environment with enterprise-class functionality designed to meet a wide range of customer requirements.”
- **Virtual Data Center Services**
  - “Hosted by Cognizant, this service enables multi-tiered infrastructure profiles. The profiles help clients to securely host critical applications with similar cost and efficiency benefits found in a multi-tenant cloud environment.”
- **Virtual Desktop Infrastructure Services**
  - “Hosted and managed by Cognizant, virtual desktops are fully operational and supported 24/7. We also offer an end-user help desk service option.”

# Cloud Software Services



- Enterprise Process Transformation Services
  - Cloud Readiness
    - “Includes enterprise cloud business case, enterprise business strategy and discovery, enterprise cloud migration roadmap and process maturity assessment.”
  - Process Transformation
    - “Includes vendor assessment, process harmonization, change management and governance, global rollout and localization strategy, and best practices implementation.”
  - Application Enablement
    - “Includes application development and migration, enterprise cloud implementation, integration/interoperability, business analytics and data and testing services.”
  - Managed Services
    - “Includes cloud engagement health check and value capture, BPaaS enablement, end user engagement and application value enhancements.”



# BUSINESSCLOUD Solutions



- [Cognizant BusinessCloud Solutions](#) are a portfolio of Software-as-a-Service and Business Process as-a-Service models
- These are intended to help deliver game-changing business model advantages that provide not only operational efficiencies to run businesses better but also access to advanced capabilities and innovations to run them differently.



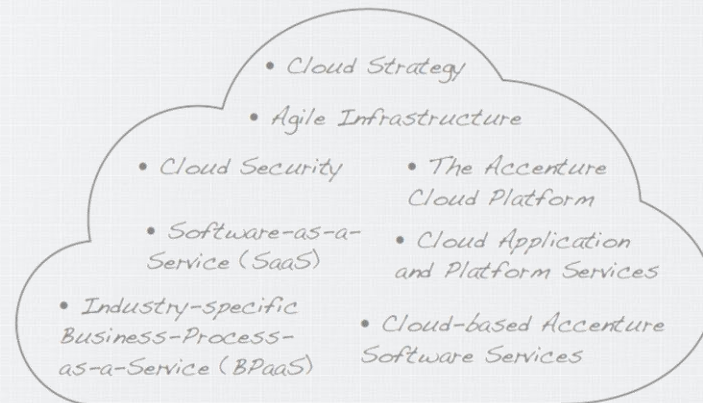
# Cognizant (transformation impact)



- Clients increasingly are seeking Cognizant’s help in adapting social, mobile, analytics and cloud (SMAC) technologies to their businesses. Yet, true transformation can only be achieved by integrating all of these powerful forces into a unified “SMAC Stack” as part of an overall enterprise IT architecture.
- Helping clients “run better” by enabling their vital business functions to work faster, cheaper and more productively, and to “run differently” through Cognizant’s ability to conceptualize, architect and implement new and expanded capabilities to take client’s businesses to the next level.

Profitability	2014e	2015e
Operating Margin (EBIT / Sales)	18,5%	18,7%
operating Leverage (Delta EBIT / Delta Sales)	0,85x	1,07x
Net Margin (Net Profit / Revenue)	14,0%	14,1%
ROA (Net Profit / Asset)	20,1%	20,3%
ROE (Net Profit / Equities)	22,2%	21,5%
Rate of Dividend	-	-

- [Accenture plc](#) (Accenture), is engaged in providing management consulting, technology and outsourcing services.
- The Company's business is structured around five operating groups, which together consists of 19 industry groups serving clients in industries globally.
- The Company's segment includes Communications, Media & Technology, Financial Services, Health & Public Service, Products and Resources.
- **Founded:** 1989
- **Headquarters:** Dublin, Ireland
- **No. of Employees:** ≈271,000 (2013)



# Cloud Services

- Cloud Strategy
  - “The Accenture Cloud Strategy solution helps senior leadership teams make sense of the cloud in the context of strategic, C-suite level decision making.”
- Software-as-a-Service (SaaS)
  - “Clients usually turn to SaaS because of its low costs and substantial benefits, including faster application deployment, greater flexibility and improved employee productivity.”
- Cloud Application and Platform Services
  - “Cloud application-development and platform services help clients take advantage of the growing number of public and private platform-as-a-service (PaaS) providers, and prepare for the transition to the cloud.”
- Agile Infrastructure
  - “Whether building a full private cloud environment or incorporating targeted public cloud infrastructure services, we help our clients adopt leading technologies across data center, network, workplace and infrastructure operations, putting in place new operating models that help achieve greater operational efficiencies.”

# Cloud Services (2)

- Cloud-based Accenture Software Services
  - “Accenture Software develops industry-focused software-based solutions to help organizations meet their business goals.”
- Cloud Security
  - “As companies move forward with their cloud strategies, an effective and integrated security strategy is essential. We address security across all of our cloud services and solutions.”
- Industry-specific Business-Process-as-a-Service (BPaaS)
  - “Accenture’s BPaaS solutions provide answers for companies looking to outsource the services, technologies and integration points associated with managing business processes.”
- The Accenture Cloud Platform
  - “The Accenture Cloud Platform aggregates, integrates, automates and manages cloud services. It can be accessed in an on-demand fashion or as an asset for on-premise deployments.”

- [Avanade Application Development Services for Microsoft](#)
  - “By taking a Microsoft-based integrated and standardized approach, organizations can improve efficiency and speed without compromising the ability to deliver business-critical applications.”
- [Avanade Enterprise Resource Planning Services for Microsoft](#)
  - “Offered both as SaaS and on-premise deployments, Accenture and Avanade’s Microsoft-based ERP offering include design, build and run services based on Microsoft Dynamics AX.”
- [Avanade Technology Infrastructure Services for Microsoft](#)
  - “Optimizing desktop and applications for all employees can be a costly proposition. Accenture and Avanade can help lower costs and enhance user experience with a number of services and solutions.”
- [Avanade Business Intelligence Services for Microsoft](#)
  - “Accenture and Avanade’s Microsoft-based information architecture and enterprise performance analytics solutions help businesses manage an increasing deluge of data, driving competitive advantage with strategic information and actionable insights.”



# Microsoft Services (2)

- [Avanade Collaboration Services for Microsoft](#)
  - “Accenture and Avanade’s collaboration services and solutions leverage Microsoft technologies to create agile and responsive platforms to enable teams of any size and in any location to communicate and share information.”
- [Avanade Customer Relationship Management Services for Microsoft](#)
  - “Accenture and Avanade come together to deliver integrated industry solutions that help organizations identify profitable opportunities to increase sales, improve customer management, and strengthen customer loyalty.”
- [Avanade Outsourcing Services for Microsoft](#)
  - “Accenture and Avanade’s Microsoft-based application outsourcing services allow organizations access to the Microsoft technologies they need to meet their business needs and objectives.”

# Accenture (transformation impact)

- A key focus is put on their digital businesses, including interactive digital marketing, analytics, mobility and cloud computing.
- Accenture's early investments in these areas have paid off - today, all of these businesses are of significant scale and growing at rates substantially higher than Accenture overall.
- To capture even more growth from digital, the company recently launched Accenture Digital, a new growth platform that integrates our digital assets, software and services across digital marketing, mobility and analytics to help clients unleash the power of digital.

Profitability	2014e	2015e
Operating Margin (EBIT / Sales)	14,5%	14,7%
operating Leverage (Delta EBIT / Delta Sales)	1,56x	1,19x
Net Margin (Net Profit / Revenue)	10,2%	10,4%
ROA (Net Profit / Asset)	18,1%	19,0%
ROE (Net Profit / Equities)	57,8%	61,6%
Rate of Dividend	40,6%	40,4%

Source: Thomson Reuters



# YOUR TAKEAWAYS

For a successful journey to the Cloud

# AZURE UNIVERSITY TAKEAWAYS 1/2

- 1 VALIDATE INTERNAL REASONS FOR CLOUD AND DO THE MATH
  - Make a simple business plan on timeline, investments, break-even projections and employee compensation structure.
- 2 VALIDATE THE RESPONSIBILITY:
  - Assign responsibility to a senior (preferably business development manager) for the development and growth of your services business
- 3 MAP THE KNOWLEDGE:
  - Don't reinvent the wheel, start by reusing the knowledge about business (& technology) that is already in your company

# AZURE UNIVERSITY TAKEAWAYS 2/2

- 4 SHORTLIST YOUR CUSTOMERS:
  - Make a list of 10, 20, 50, 100 customers to start with, based on their buying behaviour and organizational readiness for Cloud
- 5 PROFESIONAL CONTENT
  - Create professional content for 1:1 (elevator pitch, one paragraph, one pager etc.) and online channels.
- 6 COMMUNICATE AND EDUCATE
  - Educate the customers about the new opportunities, “refresh” your website to reflect your service offerings and expose your subject matter expertise
- 7 SELL AND CLOSE:
  - Use WHY, HOW, WHAT, WHERE approach. It works!





# Contact us

David Balazic, MBA

e: [david.balazic@consalta.si](mailto:david.balazic@consalta.si)

m: +386 31 699 622

Skype: davidb-consalta

in: <http://si.linkedin.com/in/davidbalazic/>

[www.consalta.si](http://www.consalta.si)



Samo Kanellopulos

e: [samo.kanellopulos@consalta.si](mailto:samo.kanellopulos@consalta.si)

m: +386 41 745 164

Skype: samok-consalta

in: <http://si.linkedin.com/in/samokanellopulos>