

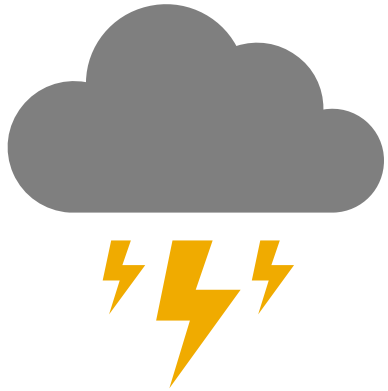


A paradigm shift

from implementing solutions to seeking customer success

Manuel López
March 2021

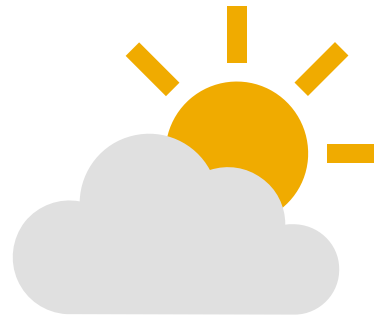
What is your **state of mind** in this moment?



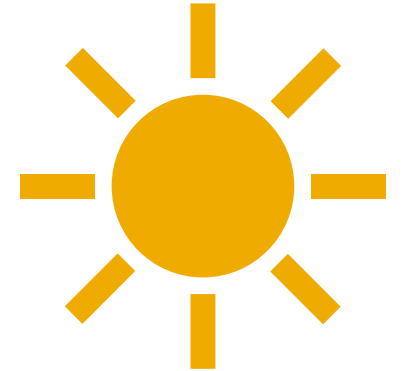
stormy



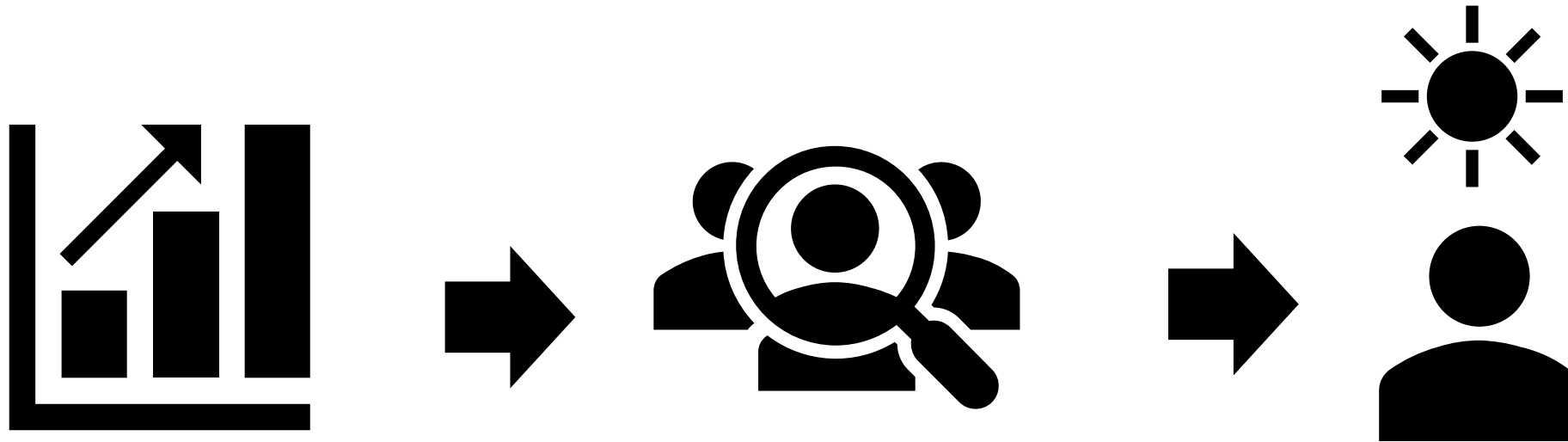
overcast



partly cloudy



sunny



**The main variable in business is PEOPLE,
and the main variable in people is their STATE of MIND**

“The most exciting breakthroughs of the XXI century will not occur because of technology, but because of an expanding concept of **what it means to be human.**”

- John Naisbitt (quote in 1982)

How far can you go?

Extend your right arm, with your thumb up

Rotate as far as you can to your right side

Remember the furthest point that you got to

NOW: Close your eyes, and make the journey only in your mind....

-get to that point
-now extend 10%, 20%, 30% further

Open your Eyes and Try it again

... see how far you get



What happened?

traditional learning
(technical & soft skills)

Application
based learning
(Additive)

The actions,
Tools & techniques,

**Acquired
Competencies**

statistical learning

(*) the human ability to extract
statistical regularities from the
world and learn about the
environment. This phenomenon
was first identified in language
acquisition.

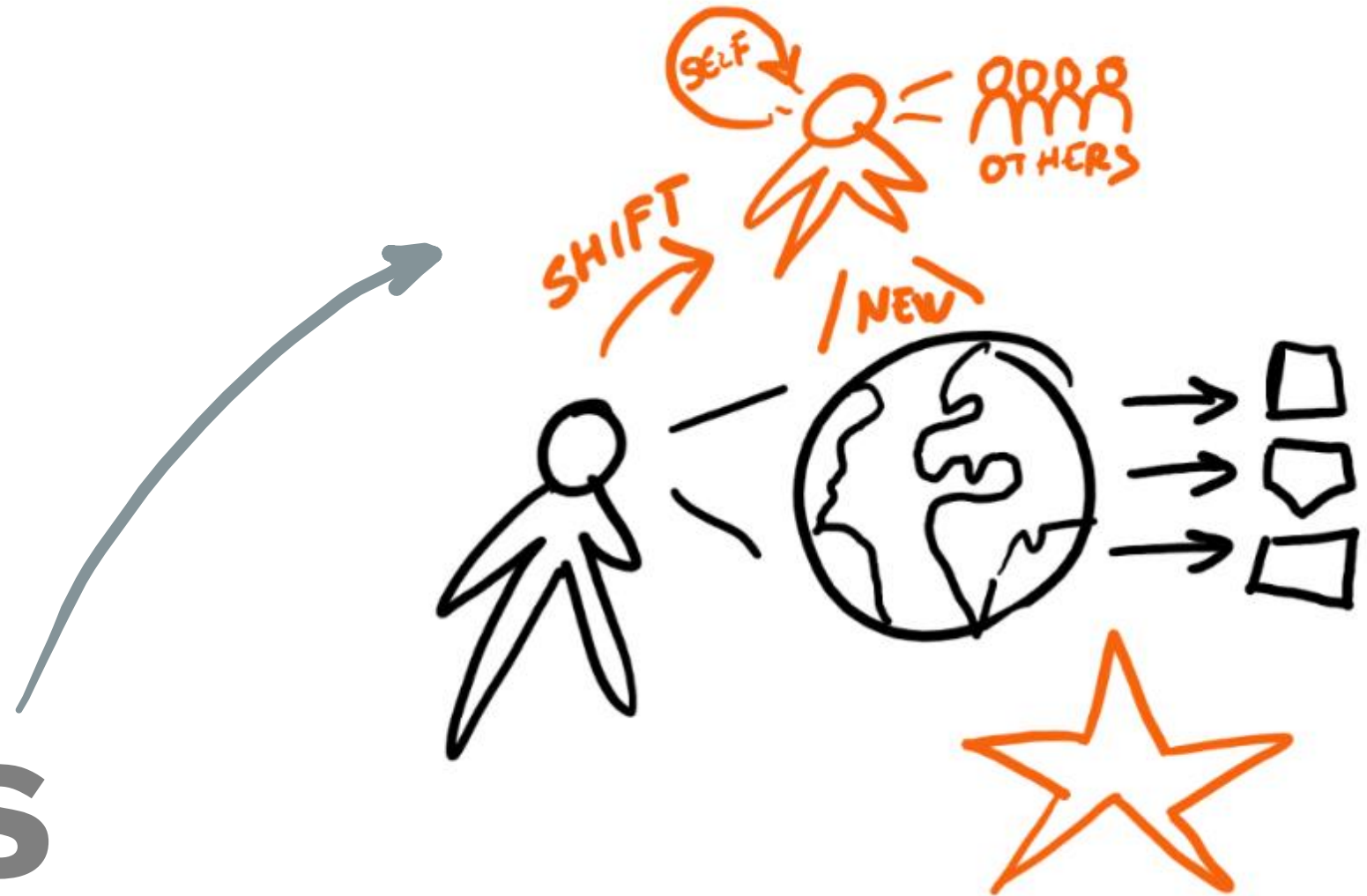
Implication
based Learning
(Subtractive)

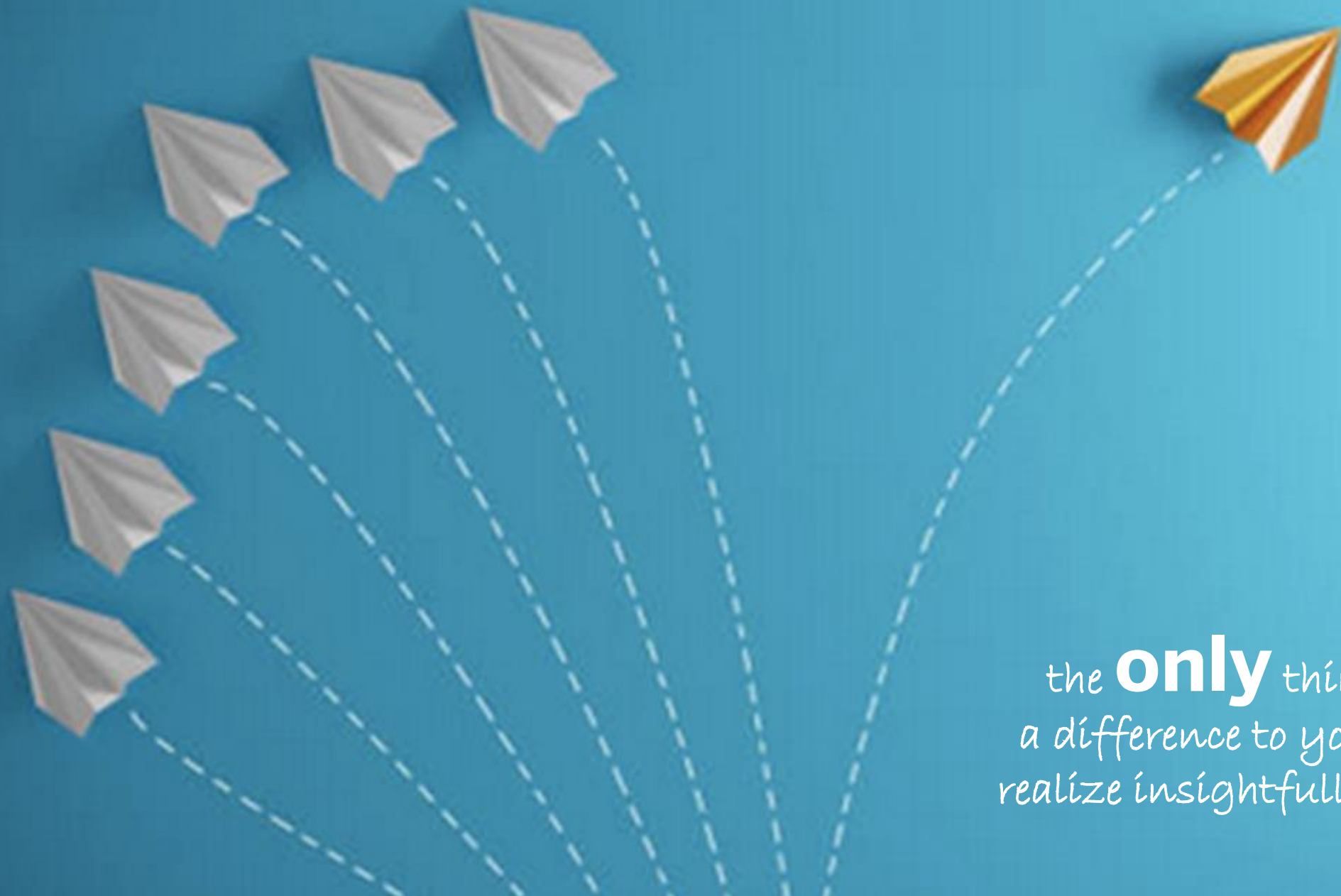
**Innate
Capacities**

Where your actions
are made from



Insights





the **only** thing that makes
a difference to you is what you
realize insightfully from within

This journey's objective:

To facilitate new insights that will drive a
paradigm shift in your way of consulting

... and for you to **realize for yourself** what
means to have success as consultant

“ ”

*“The thinking that got us into problems
is not the same that is getting us out of them”*

- Albert Einstein

Agenda Day 1

Tuesday March 16th 2021

	Session 1 (CET)	Session 2 (CET)
A paradigm shift in the Economy: ... and how this impacts your role	10am	16,30
Break		
Unveiling Customer Success: as defined in the customer's mind.	11,30 am	18,00
Wrap Up	12,30 pm	19,00

Agenda Day 2

Wednesday March 17th 2021

	Session 1 (CET)	Session 2 (CET)
A new view on Change Management: Neuroscience of Fear & shifting Status Quo (Present/Future/Barriers)	10am	16,30
Break		
The Human factor: From Relationship to Connection	11,30 am	18,00
Wrap Up	12,30 pm	19,00




FACILITATOR

Manuel Lopez

is our Partner Business School global director. A college drop-out due to a very early IT entrepreneurship for 15 years, before he joined SAP; reason why he can get in your shoes, and walk a mile on them. Creativity, simplicity and empathy are non-negotiable values to his insight-driven mind. Manuel's stories, collected throughout the world, will aim to trigger your wish for change, and to cut through complexity finding the heart of the matter ...simply.

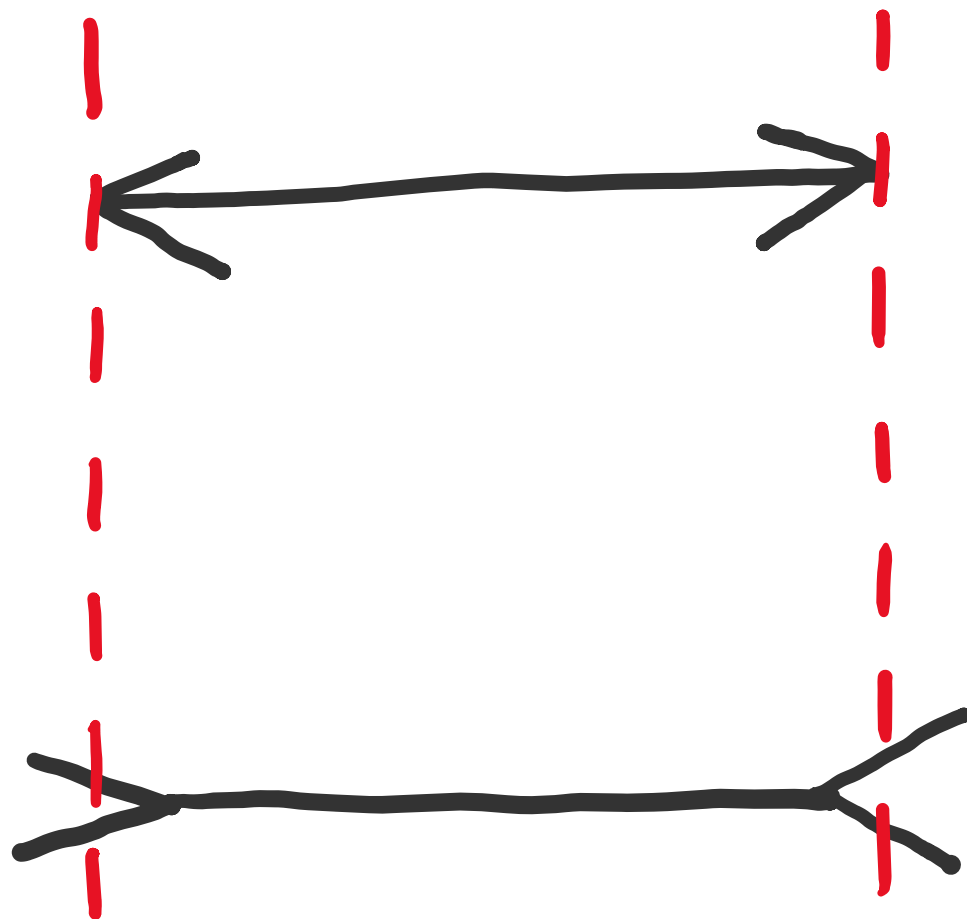
<https://www.linkedin.com/in/manolopez/>



"Simple, not Easy.
There's a difference"

- Ron Jeffries

#simplicitypays



*When we thought we had all the answers,
suddenly, all the questions changed.*

- Mario Benedetti

**from
ME**

solution focus

PP + SXP

Personalized
Products

Standard
Experience

Simply, what has changed
in OUR business?

**to
YOU**

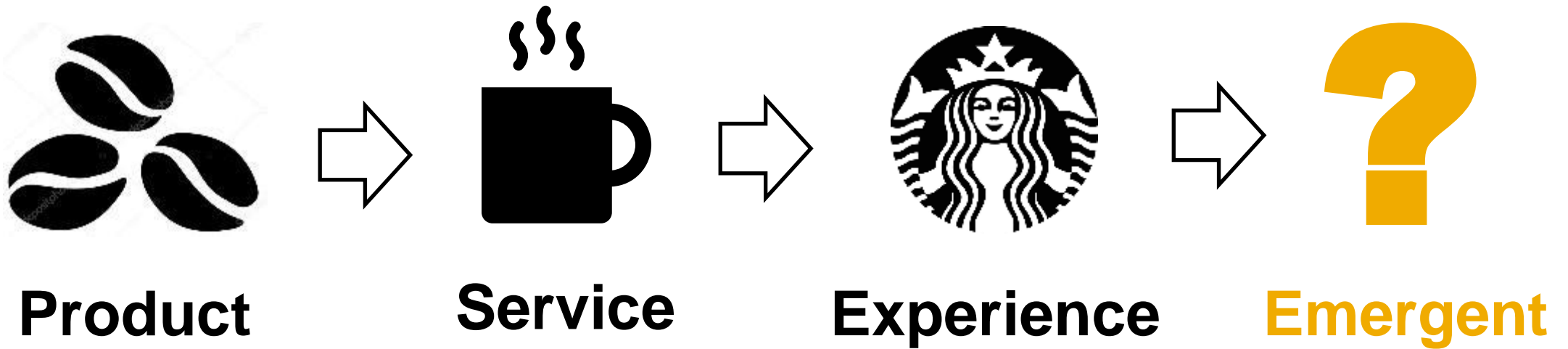
SP + PXP

Standard
Products

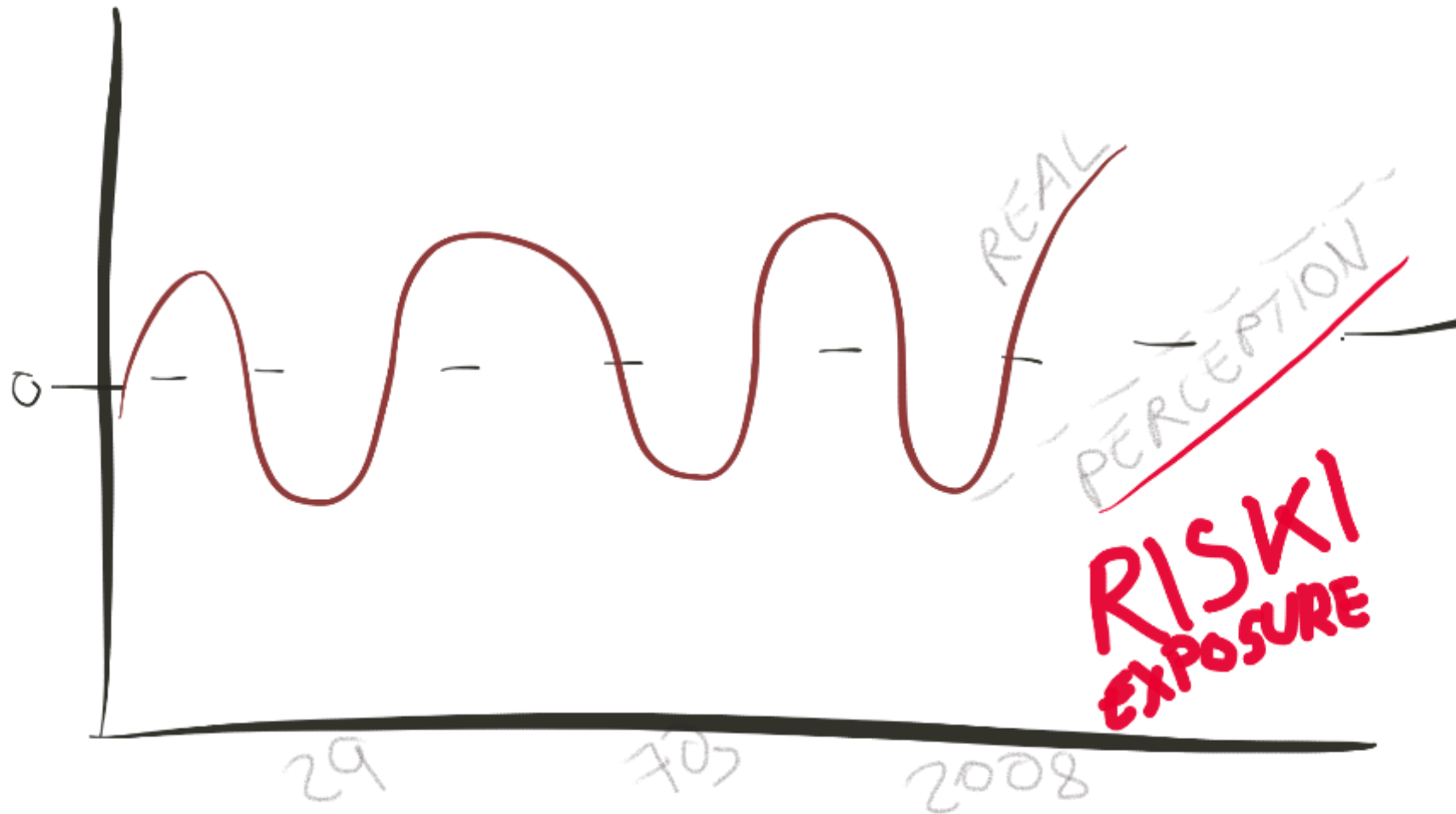
Personalized
Experience

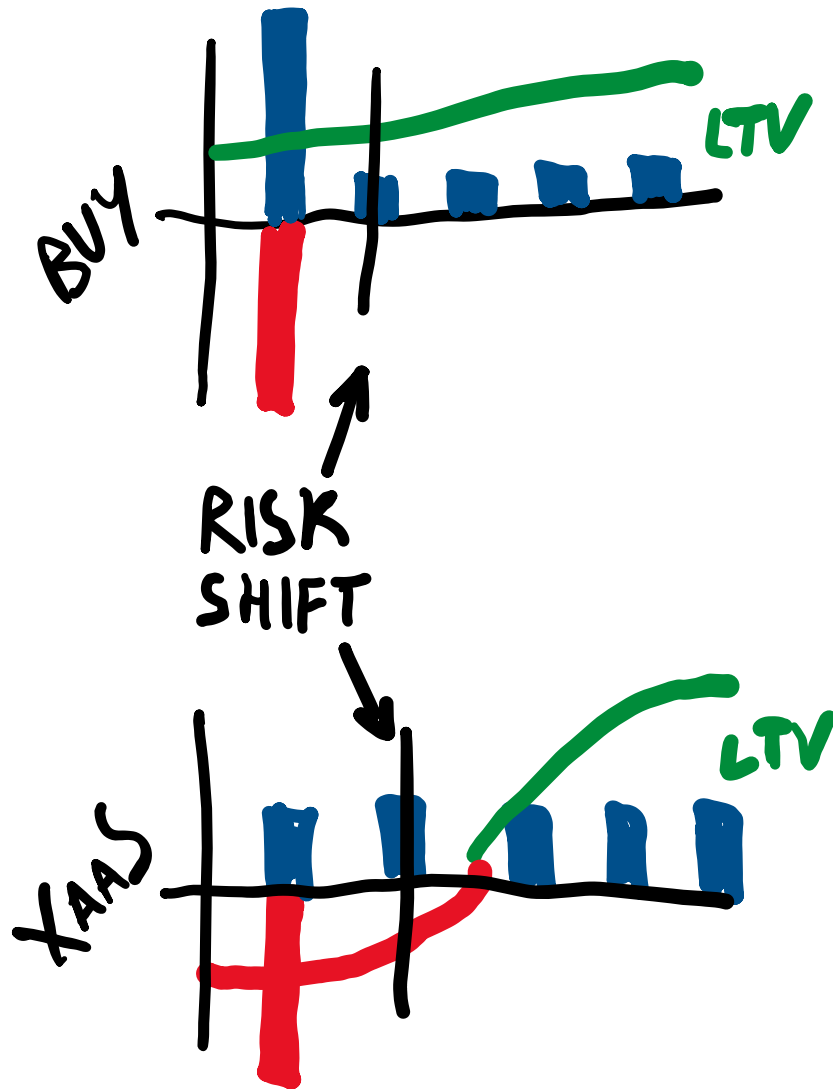
customer focus





What triggered the change?



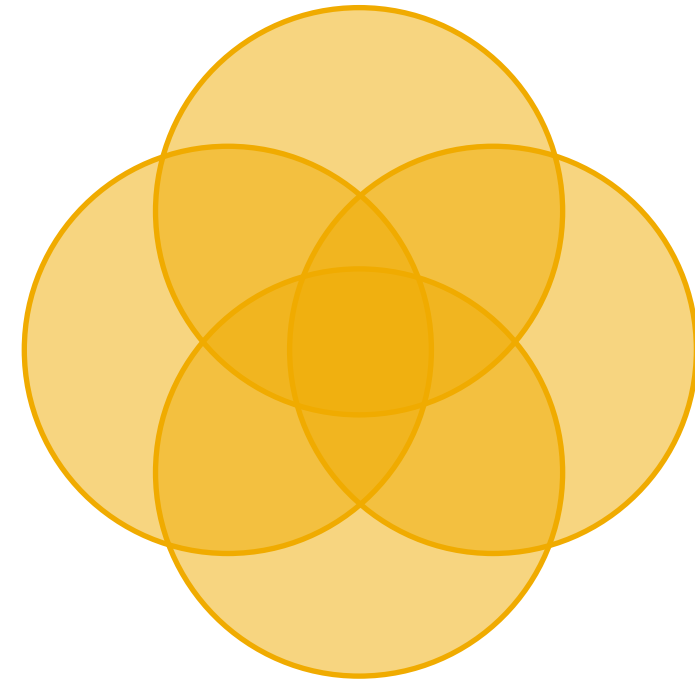


PROFIT = RESULT \neq OBJECTIVE
 EMPLOYEES = ASSET \neq COST
 { PEOPLE \leftarrow CUSTOMERS
 SOCIAL (CUSTOMERS' CUSTOMERS)

PURPOSE
 TRASCENDING THE I.E.

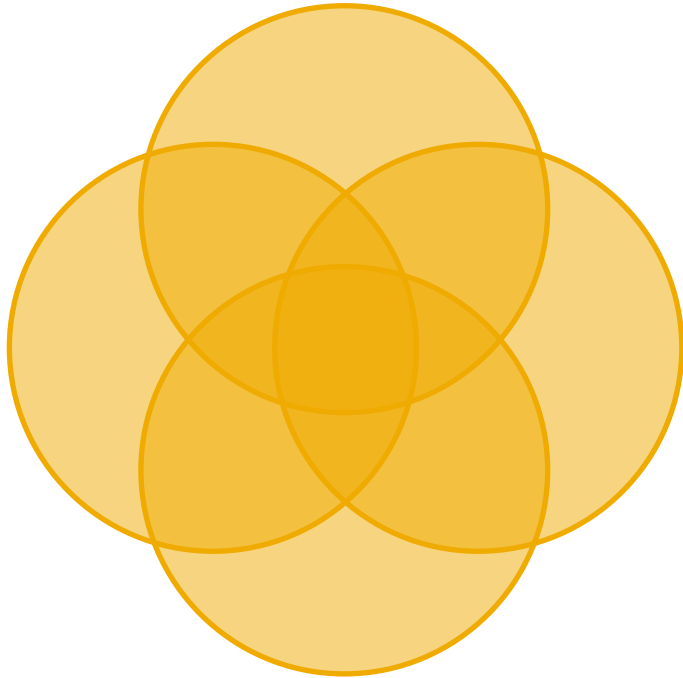
FROM ENTERPRISE (PROFIT DRIVEN)
 TO ORGANIZATION (PEOPLE CENTRIC)

... an economy shift



meaning

生き甲斐



“**Customers** are boycotting the products of companies whose values they view as contrary to their own.

Investors are migrating to ESG funds.
And the majority of **employees** in the corporate world feel “disengaged”; they are agitating for decisions and behaviours that they can be proud to stand behind and gravitating toward companies that have a clear, unequivocal, and **positive impact on the world.**”

McKinsey
& Company

April 2020 - Purpose Shifting from Why to How



**what is your customer's?
what is yours?**



Our focus:

Keep **Customer Success** the main thing

“ ”

“The main thing is to keep the main thing as the main thing”

- Stephen Covey

Where is the suffering in the new paradigm?

In the implementation ...

Flexibility is gone
... **change management focus**

The KEY is in qualification
... risk lies in **BIG GAPS**
... **¿DOES IT MAKE SENSE?**

Apparent loss of relevance
... the value sought is no longer knowledge,
but the **BUSINESS VALUE** to be created.



it is about
Them



Buyer Expectations have changed ...

What is the most important
thing for business buyers
when buying enterprise
software?



what are the main benchmarks for Success?

New benchmarks to sales success, according to 1,200 global companies, are about:



go to www.menti.com
and use the code

47 48 81

User expectations have changed

Second
to none



Trust



Experience



Insight

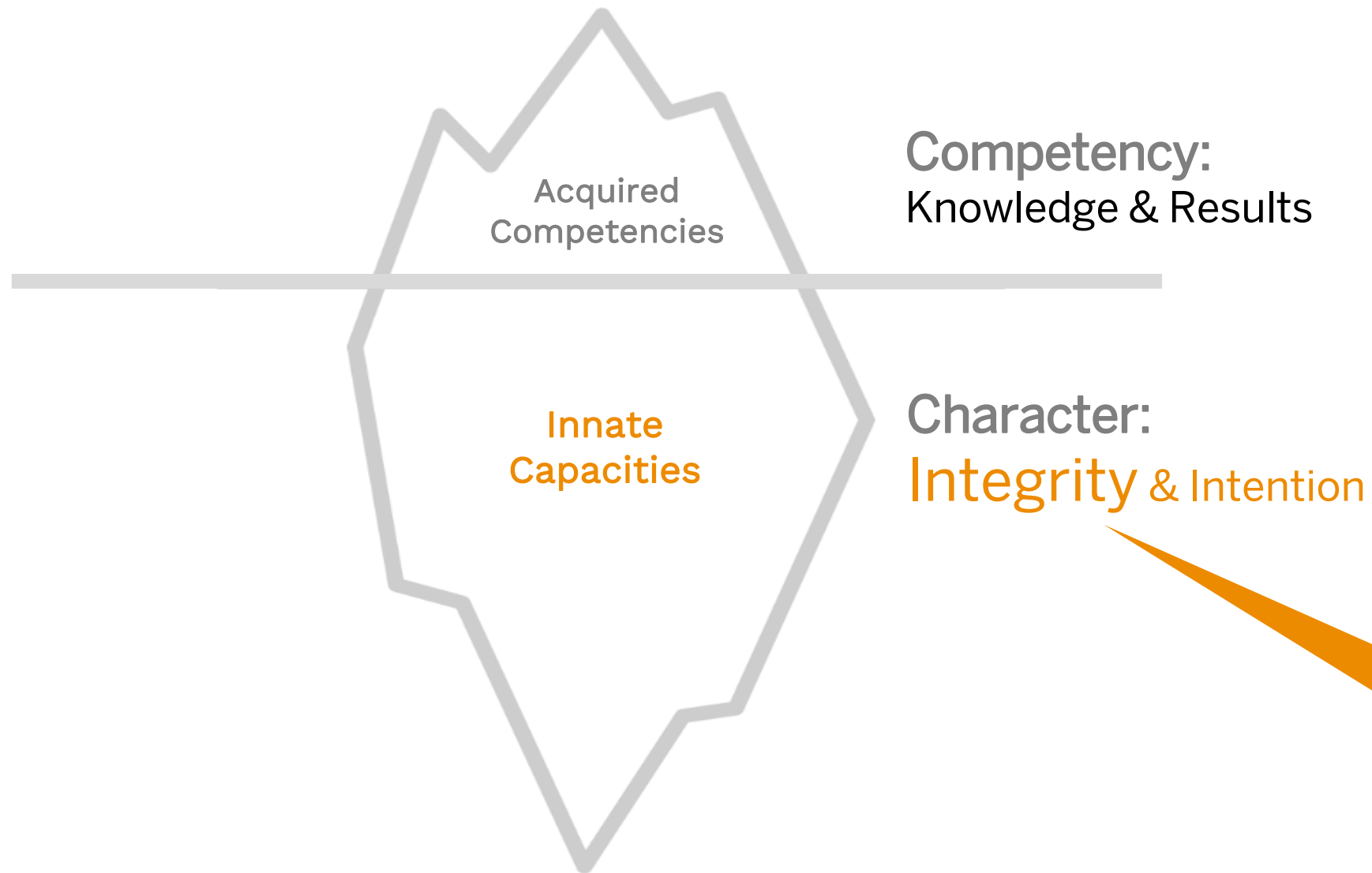


Personalization

what are the drivers for building **TRUST**?

go to www.menti.com
and use the code

87 82 04 2



Think 🤔 Say
Say 🤔 Do
Open to trust

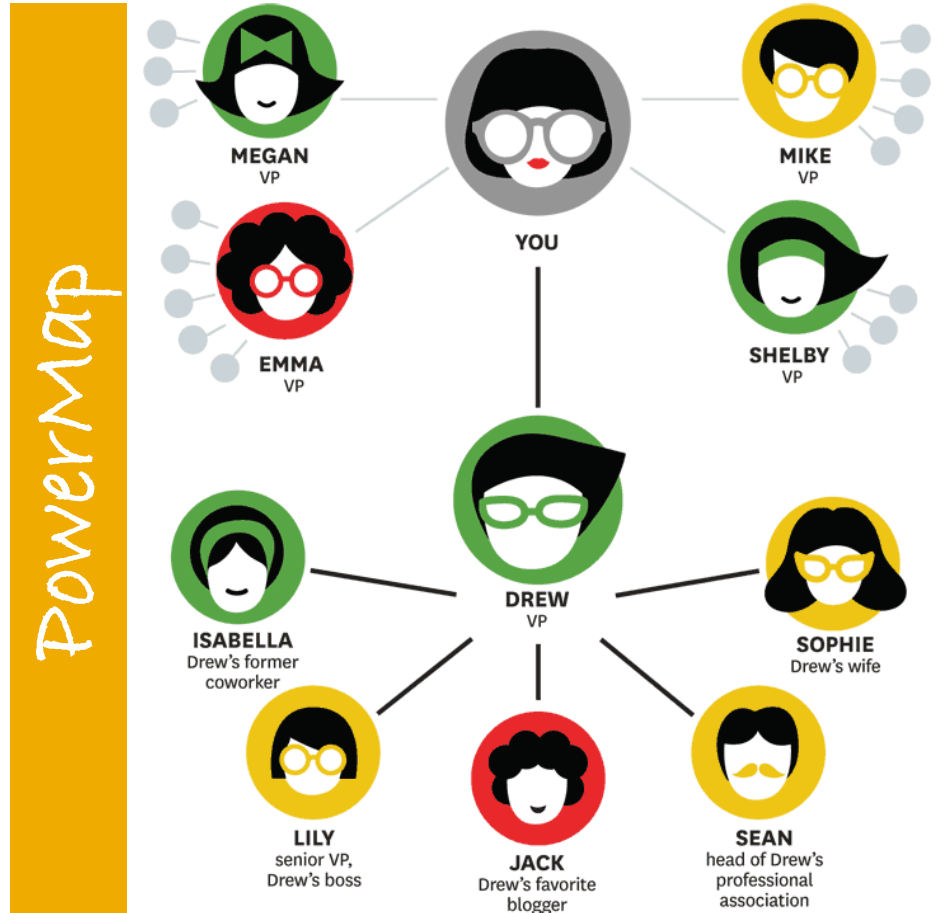
B2B? V2B? ... P2P forever!

- 1) Humanize your interactions
 - 2) Let Trust be your identity
 - 3) Understand **ALL*** involved
- ... through transparent intentions



“The average **B2B decision-making** group includes **5.4 buyers**. Salespeople need to get a “yes” from each of these stakeholders to be able to close a deal”

Brent Adamson, CEB - co-author of The Challenger Sales





Our focus:

Keep **Customer Success** the main thing

“ ”

“The main thing is to keep the main thing as the main thing”

- Stephen Covey



THANK YOU

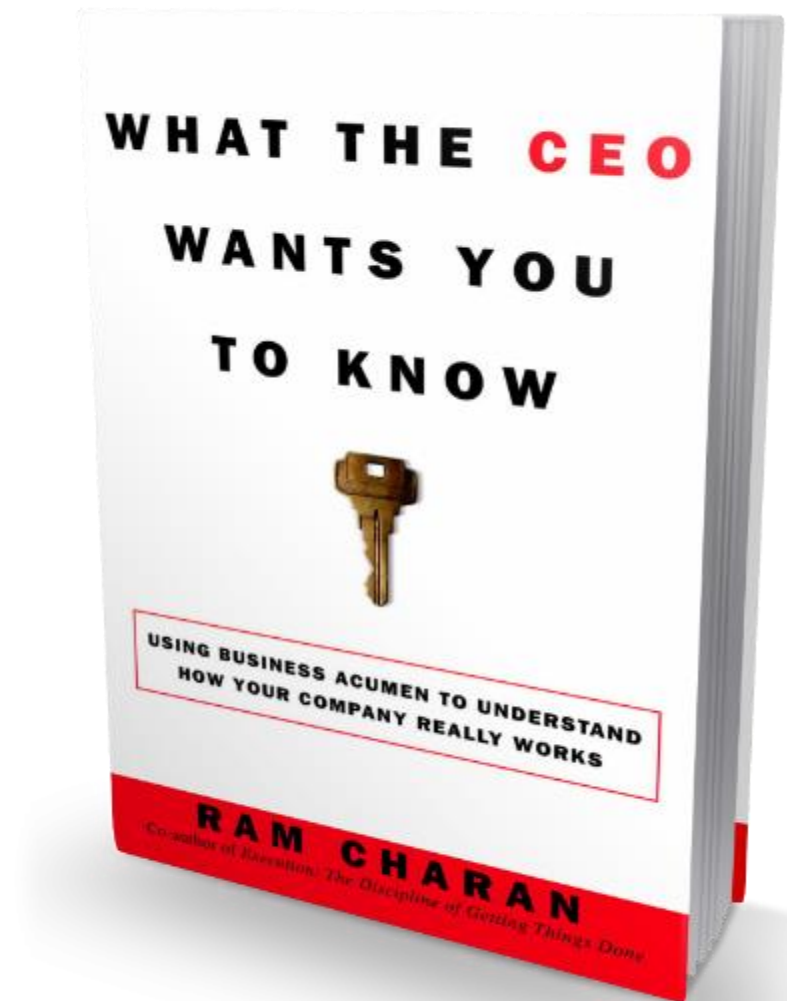
Manuel Lopez
Global Channels
manuel.lopez@sap.com



Appendix

"the world has complexity
but leaders provide clarity."

- Ram Charan



Do you know your customer's Strategy?

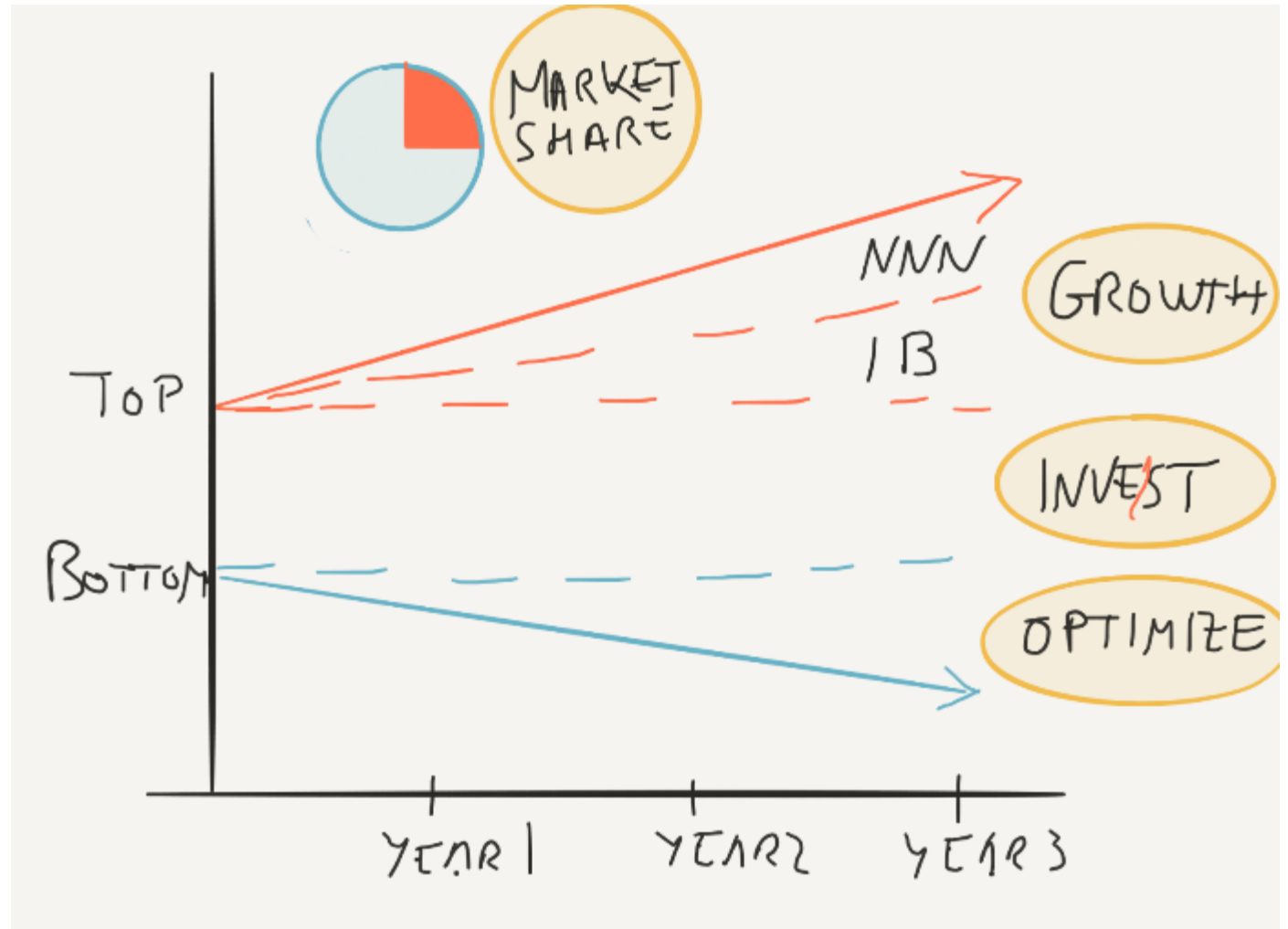
The simple rules for Business Relevance ...

PPS

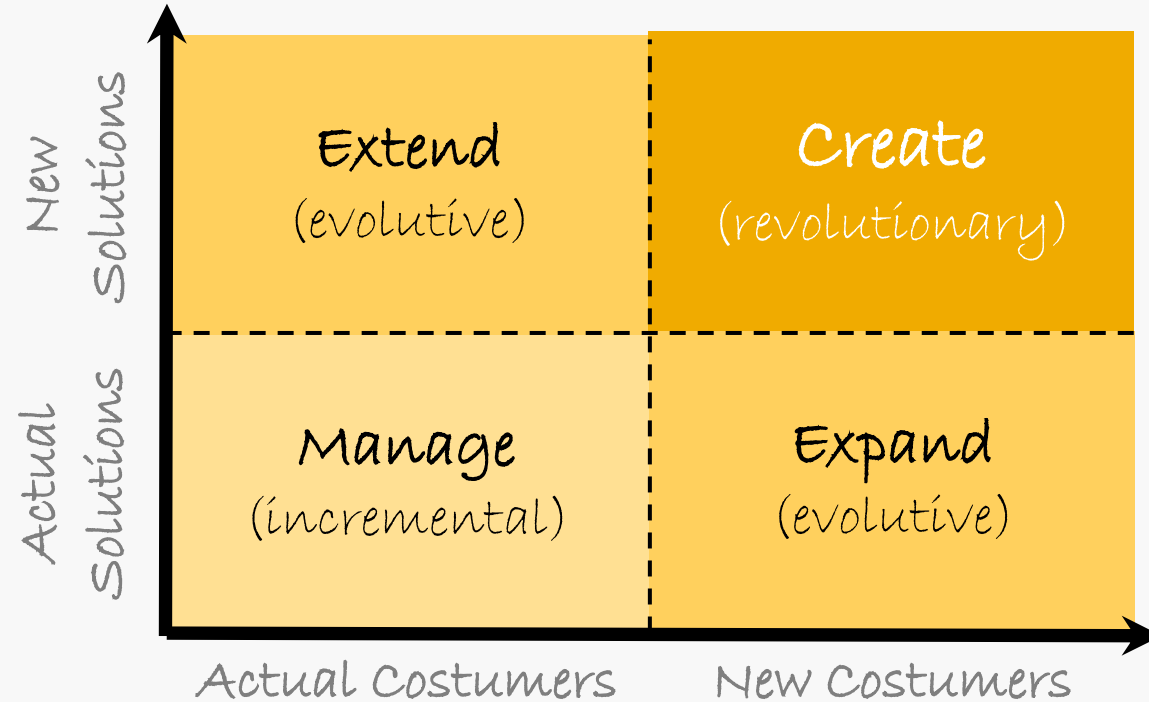
Profitability

People

Sustainability



Business Innovation - Visionaries



from managing the present ... **to create the future**

Simple picture of a business ...

IFRS

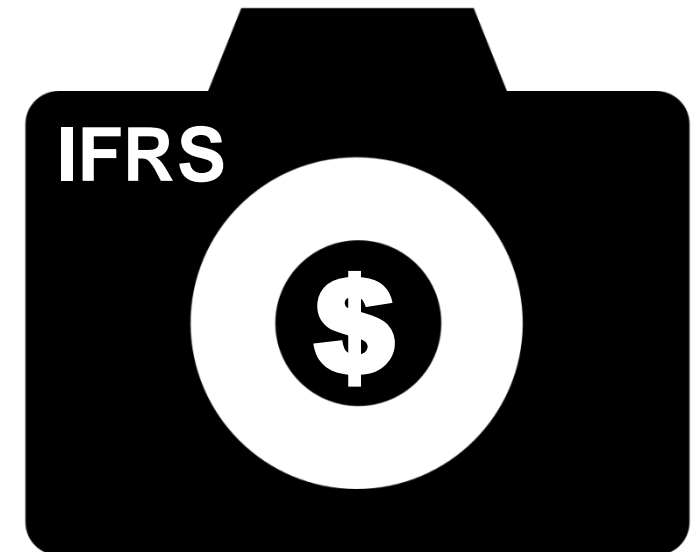
International **F**inancial **R**eporting **S**tandards
is a single set of accounting standards, to provide investors and
other users with the ability to compare financial
performance/status of companies on a like-for-like basis

Balance Sheet – Financial Position @date

Income stmtnt (P&L) – Performance @period

Cash Flow stmtnt – **Solvency** (ability to pay) @future

+ **Others** – Equity changes, accounting policies, Notes



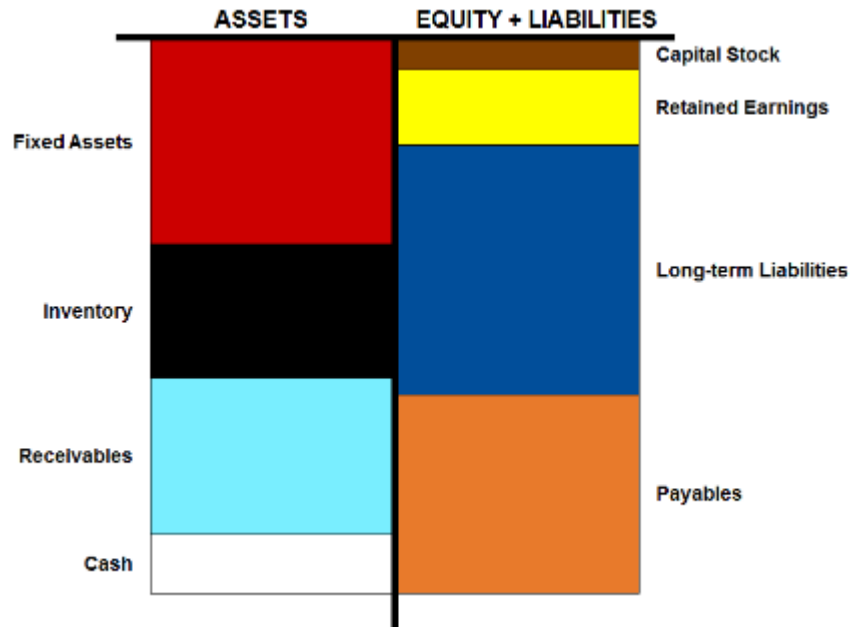
Whats the name of this company?

Balance Sheet	
Dec 31	
Fixed Assets	3,547,654\$
Inventory	2,360,200\$
Receivables	2,708,300\$
Cash	1.034,500\$
Total ASSETS	9,638,654\$
Capital Stock	500,000\$
Retained Earnings	1,360,614\$
LongTerm debts	4,348,450\$
Payables	3.434,500\$
Total LIABILITIES	9,638,654\$



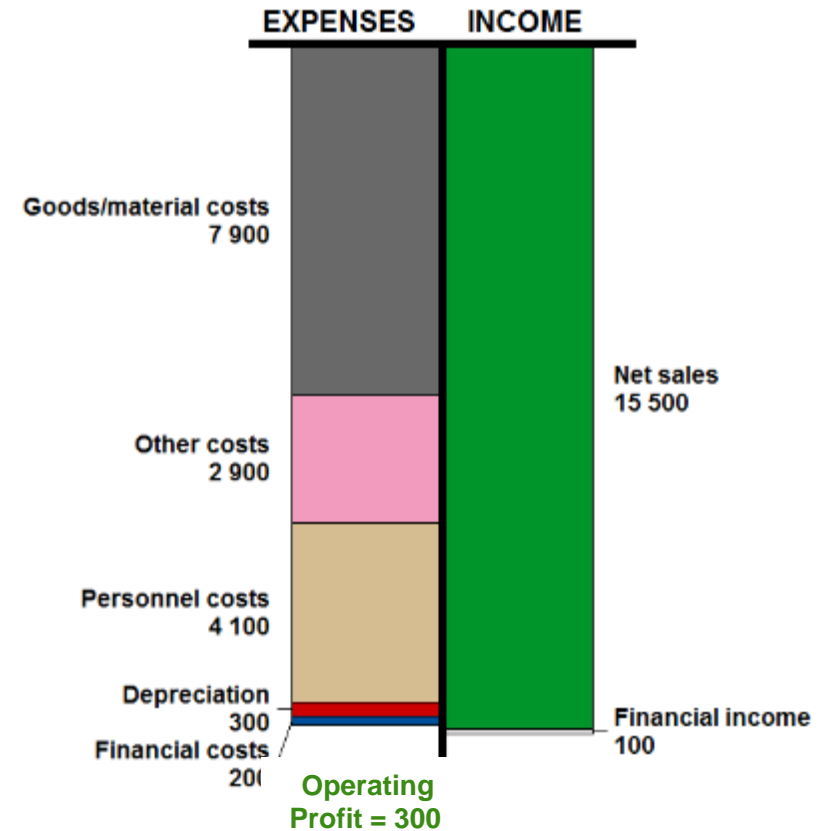
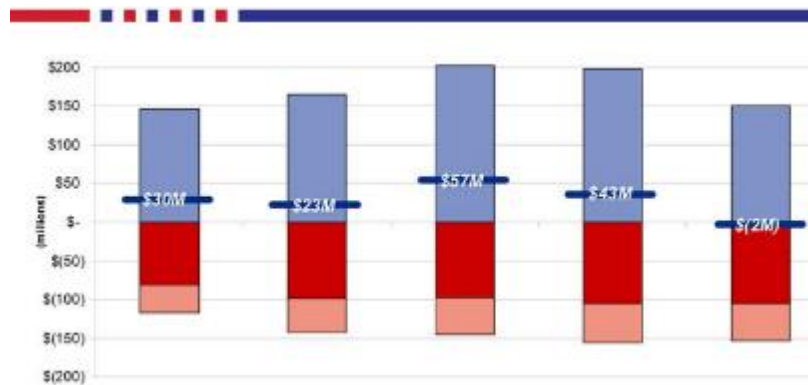
Log into **Kahoot.it**
 PIN **6370293**
 Enter **NickName OK**

- A) Pen Selling Services, Asc.
- B) Cloud Heaven Real State & Co.
- C) Human Manufacturing, Ltd.
- D) value Hospitals Group



Balance Sheet

Cash Flow



Income Statement (P&L)

Again ... Whats the name of this company?

BALANCE SHEET at Dec 31st (in \$K)

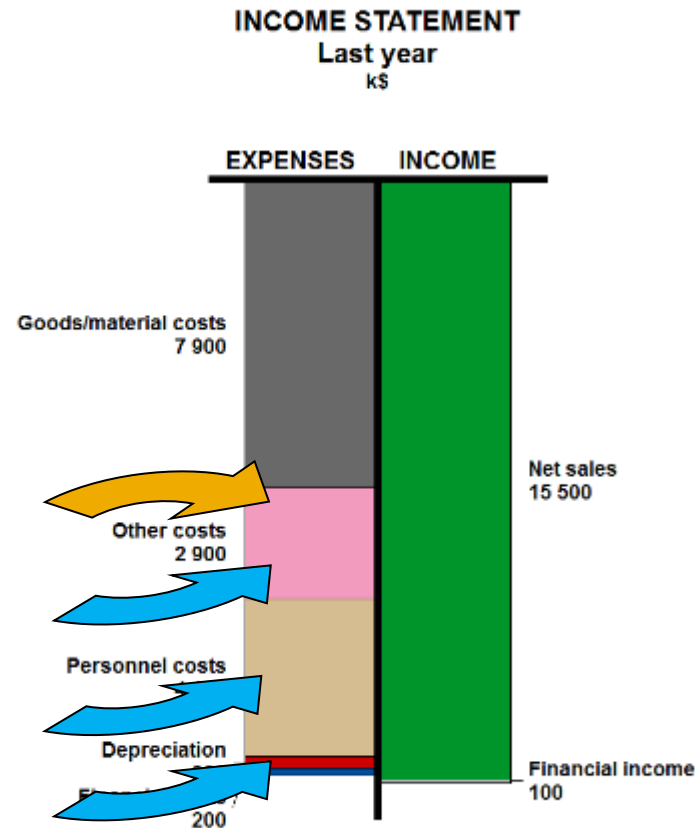
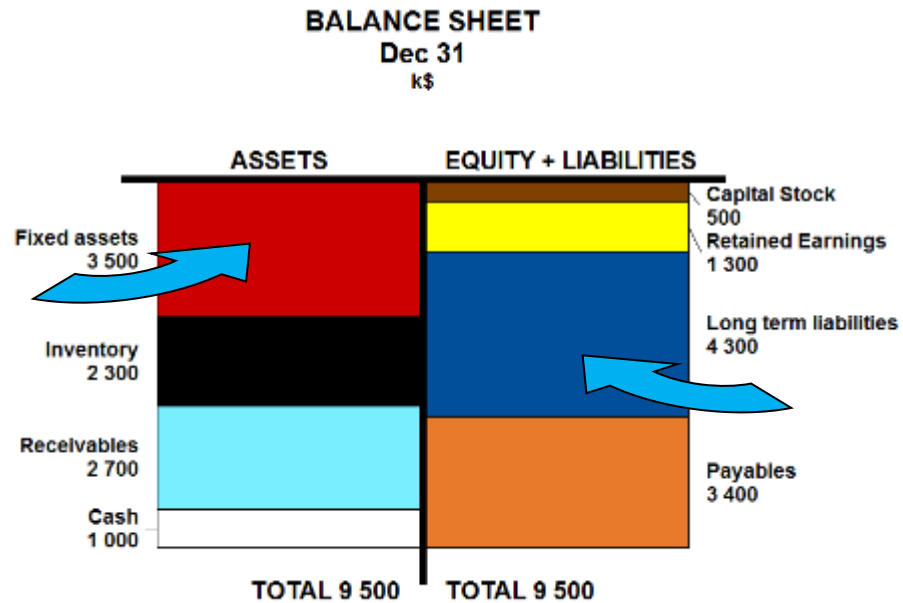
ASSETS	EQUITY + LIABILITIES
Fixed Assets 3500K	Capital 500K
Inventory 2300K	Retained Earnings 1300K
Receivables 2700K	Long Term Liabilities 4300K
Cash 1000K	Payables 3400K
TOTAL 9 500	TOTAL 9 500



Log into **Kahoot.it**
 PIN **5578529** Enter
NickName OK

- A) Pen Selling Services, Asc.
- B) Cloud Heaven Real State & Co.
- C) Human Manufacturing, Ltd.
- D) value Hospitals Group

Cloud? The financial view - for the customer.



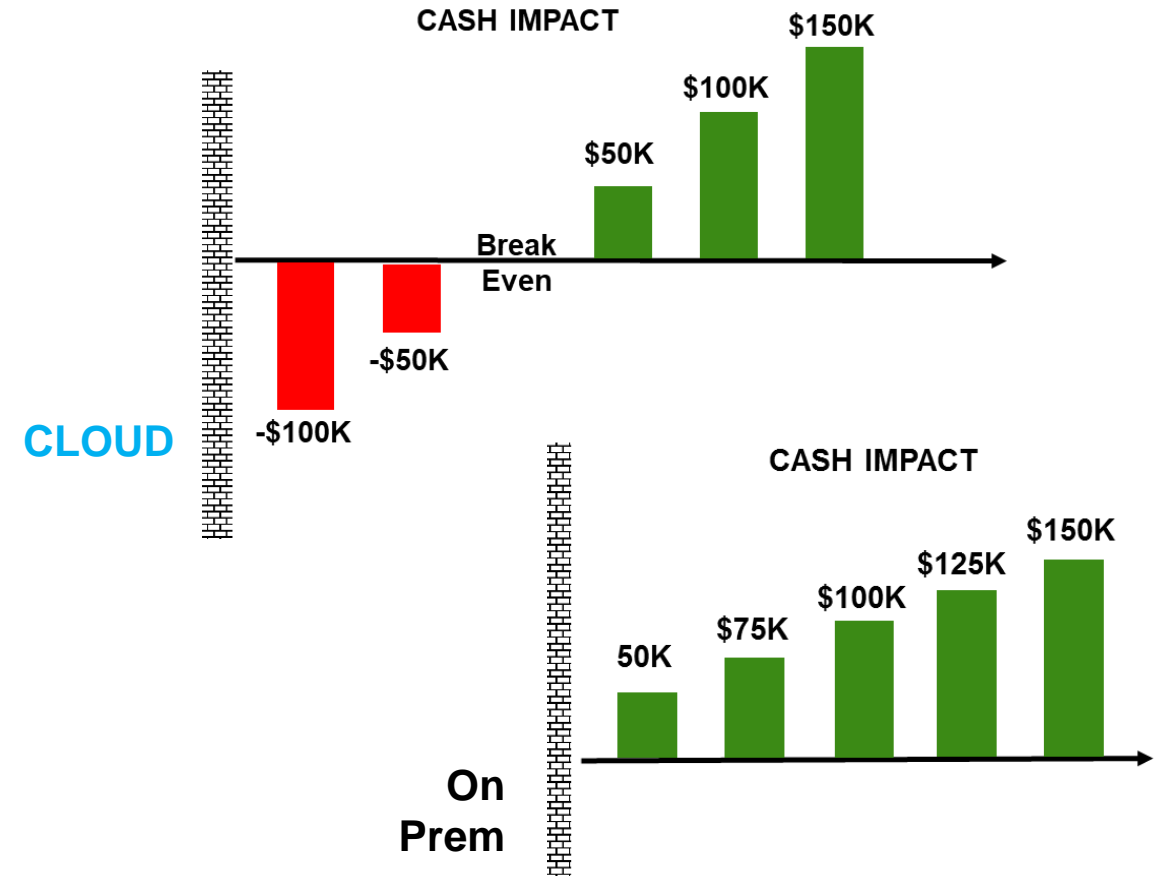
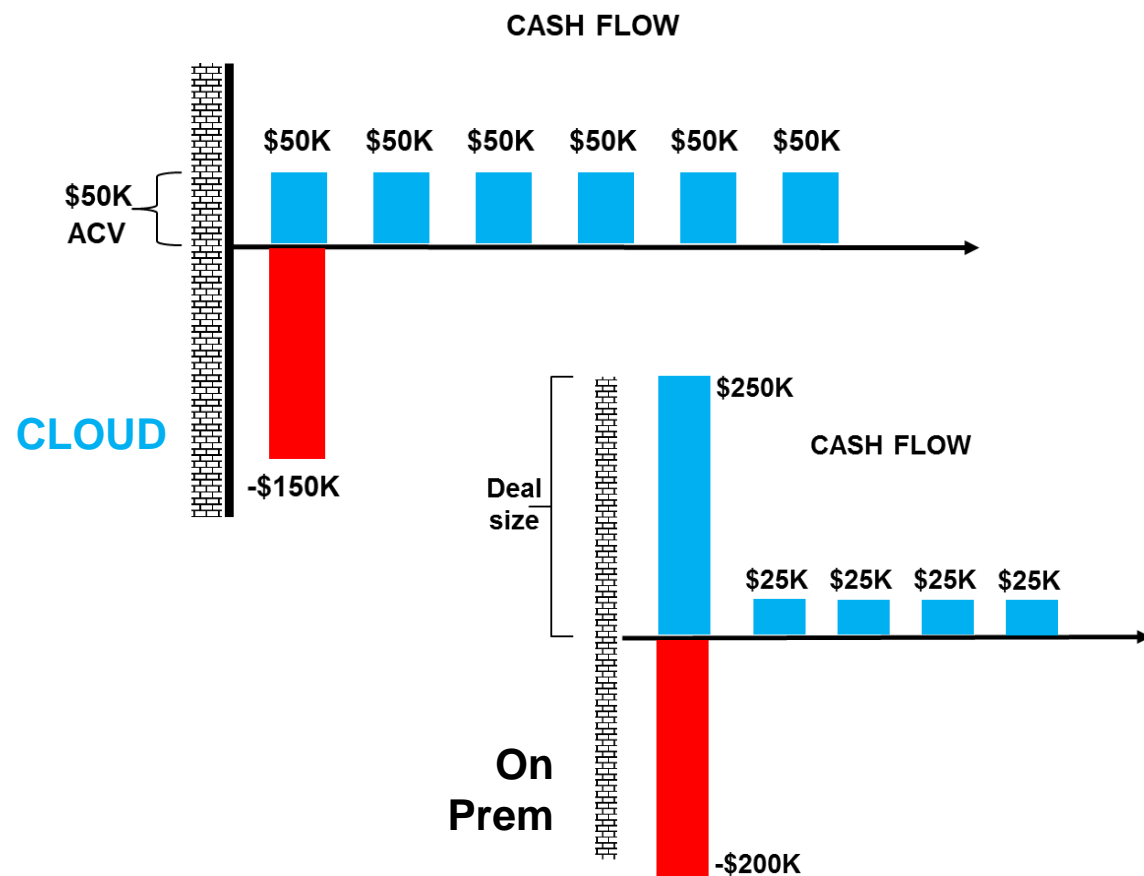
CapEx
Capital Expend



OpEx
Operational Expend



Cloud? The Cash view - for you and us



CAC Cost to Acquire the Customer



ARR Annual Recurring Revenue

Golden Rule: $LTV > 3 \times CAC$

Cloud? The financial impact of deal complexity

