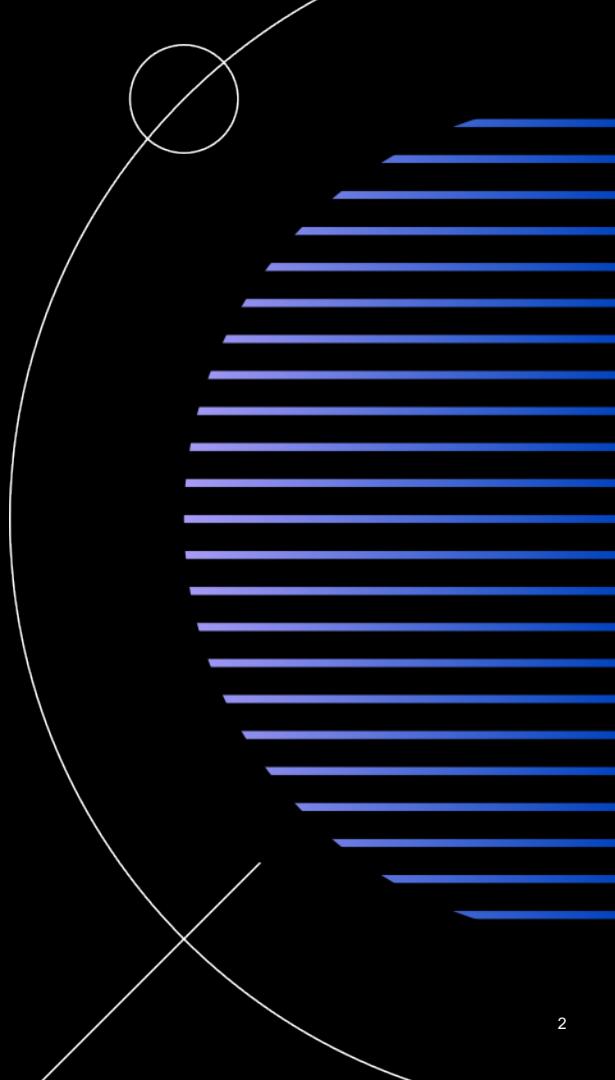


# Establishing a Vision: Uncovering the Sponsor Facing Challenge

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—  
Anthony O'Dowd, Distinguished Engineer  
Molly Bigelow, CSM Design Lead

- Who is a Sponsor
- How to Find a Sponsor
- Understand a Sponsor



# Who is a Sponsor

# Who are sponsors and why are they important?



**They have access to, can influence, or control key client resources**

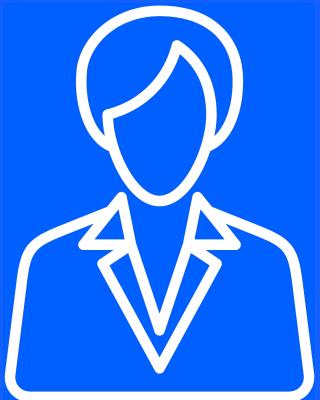
- Financial (Cash, credit...)
- Human (People, organization...)
- Intellectual (Skills, know-how...)
- Physical (Machines, technology...)

**A sponsor is an advocate for our work with the client.**

- They own or are a key stakeholder in the use case that will be developed, and their buy-in will help drive implementation.
- The sponsor understands the value of IBM's work and can clearly explain the business value of a use case.
- They connect to a wider set of client stakeholders.

Confirm that the client sponsor and IBM are in alignment to help define our North Star.

# Understanding Business and Technical Sponsors



A **Business Sponsor** is sector specific.  
Example: Insurance, Retail, Telco, etc.

People in this role can have focus on specific lines of business.



A **Technical Sponsor** understand AI Apps, Public Cloud and Cloud & Data Platform as technologies.

There are multiple instances in this role, for example, architecture, infrastructure operations, networks, security, and development.

# Business Sponsors in Depth



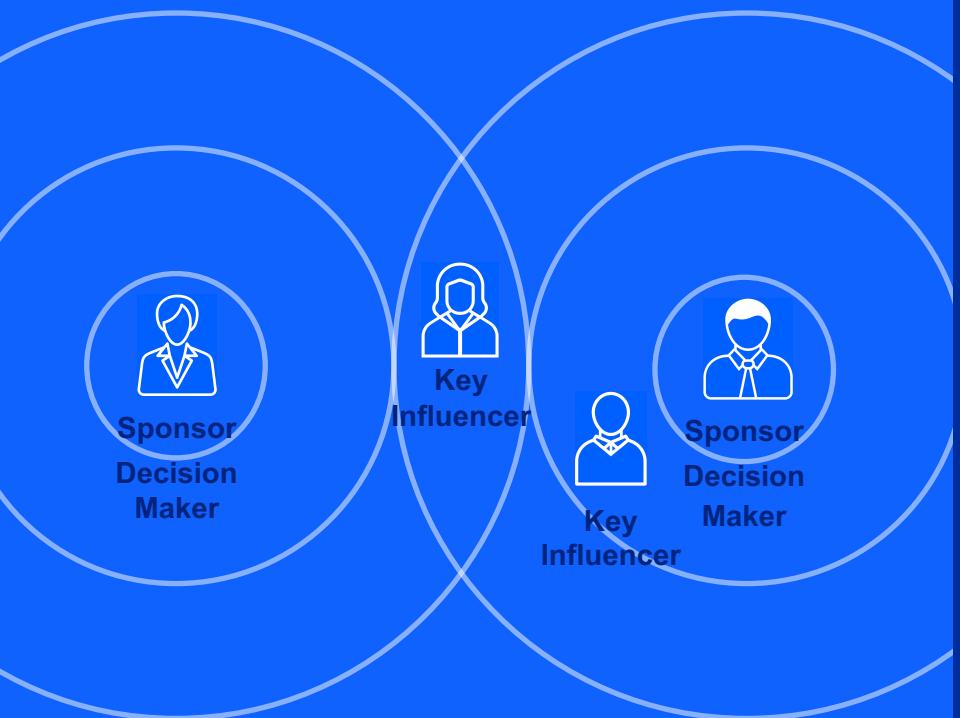
- **A business sponsor** will have domain expertise as primary focus, rather than IT.
- They are in a line of business.
- They are responsible to the business.
- They work with IT to implement business solutions.
- They are most interested in business value, rather than technical implementation.
- It's best not to assume a business sponsor doesn't have a technology knowledge or preference; they may have started in technology.

# Technical Sponsors in Depth

- **A technical sponsor** works in a technology or infrastructure group.
- They will have technology preferences, for example, cloud platform, databases, programming languages, etc.
- They have significant autonomy over technology choice.
- They are responsible to the business and keen to show value to the business.
- They have significant operational responsibility to keep existing systems working.
- They can often be managing large and complex IT estates.
- It's best not to assume a technical sponsor doesn't have sound knowledge of the business. If they have been in their role or industry for a significant period of time, they will be aware of their business and its market.



# Discovering More Sponsors Over Time



You don't need to identify all the sponsors immediately. Identify **decision makers** and **key influencers** before you start to implement a use case. You run the risk of the use case un-ravelling if you don't identify sponsors.

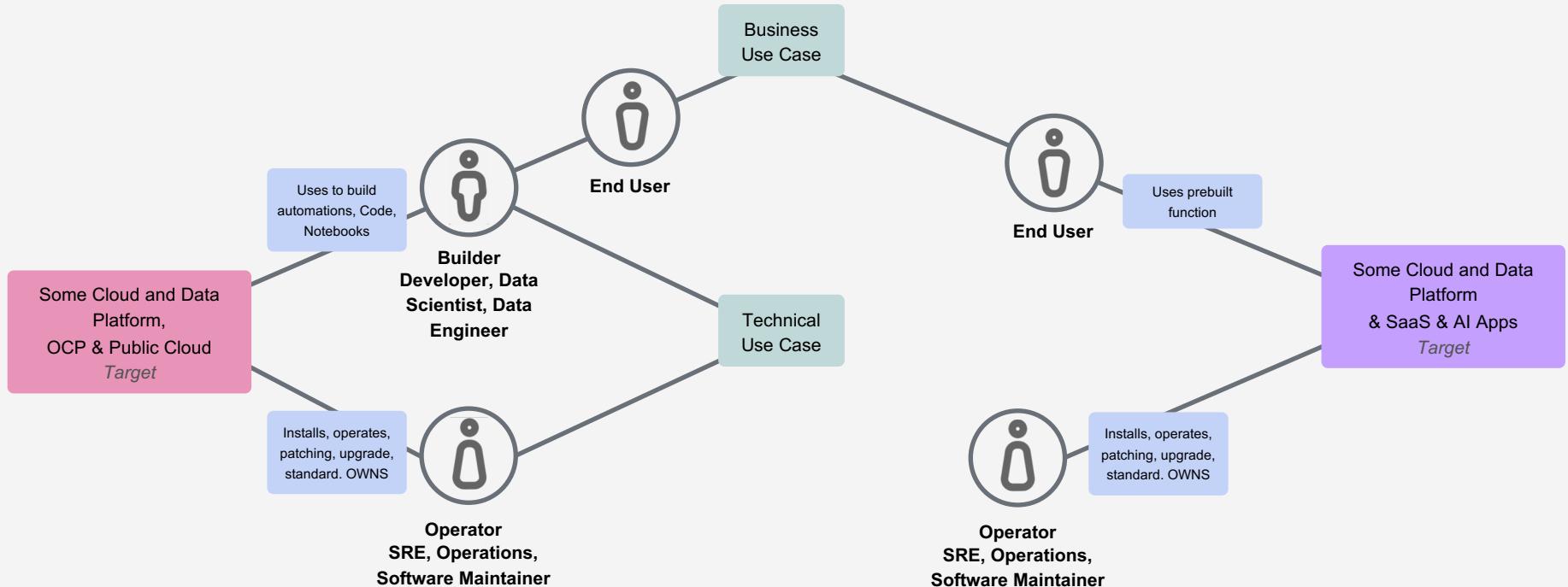
## A decision maker

- Ultimately makes the decision as to whether a use case makes sense.
- Gives a “Go/No Go” decision on a use case.
- Can have both technical and business influencers.

## A key influencer

- Doesn't directly make decisions, but the decision maker will look to key influencer for their insights and opinion.
- Often has strong point of view:
  - Technical: Chief architect, Lead developer, etc.
  - Business: CIO, Consulting Partner, Analyst (Gartner), etc.

# Discovering More Sponsors: An Example



# How to find a sponsor

# Determine why the software was purchased

1. Review your client's software entitlements

2. Connect with the team related to the sale.

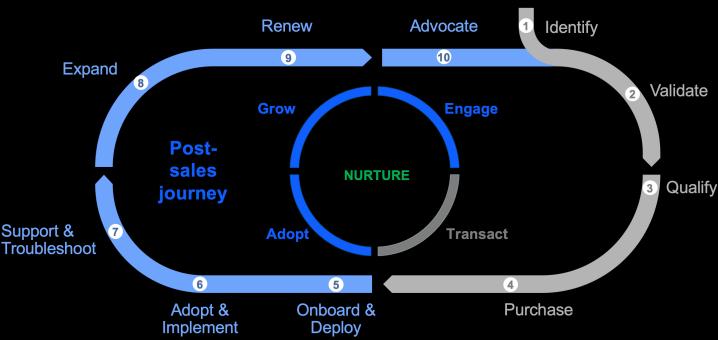
## SEGMENT 1

- Connect with:
- Seller or Tech Seller
  - Client Exec
  - CTA
  - CTL

## SEGMENT 2

- Connect with:
- Seller or Tech Seller,
  - If there is a partner, their input is crucial.

These people are your team, they can help you to understand IBM's relationship to the client and introduce you to the people you need to work with to deliver customer success.



As you start on the cycle, it is essential to work with the team involved in the sale.

# Determine why the software was purchased

## 3. Determine the type of sale.

### Sales with a clear business or technical purpose

#### **Business Sale:**

Business innovation, for example, a new business application or use case.

#### **Technical Sale:**

Example: Renewal of licenses for existing estate.

### Sales where the business or technical reason is yet to be determined!

#### **Financial Deal:**

Example: Mystic deals or ELA.

# Finding sponsor patterns

Sponsor patterns likely differ between the three scenarios

## CONTINUE

Continue the business or technical reason for the sale.

You don't need to find the initial sponsors. They are known



Sponsor Known



Use Case Known

## EXISTING ESTATE

Might have been the result of a financially-oriented sale e.g. a simple renewal, ELA bundle, or via procurement. There is a significant estate deployed and running. Sponsor exists and understands the current value of IBM offering, you just need to find them.



Sponsor Exists



Owns the Estate

## GREENFIELD

There is not a significant deployed estate for the entitlement.

The offering may have been included as part of an ELA bundle.

The original reason for the sale is no longer applicable.

A CSM will need to hunt for a use case and sponsor; hence greenfield.



Sponsor Unknown



Use Case Unknown

# SCENARIO 1:

## Continuation of the deal



Sponsor Known



Use Case Known

### What to Do

Keep it simple. If a clear use case and sponsor are identified, use them.

Provide a seamless experience between pre- and post-sale.

Quickly verify that use case still applies: if not, you're in scenario 3.

Start the journey to MVP and follow through. Be aware that a lot of work on this journey may have been done in pre-sale.

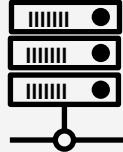
### Scenario relevance

- Cloud and Data Platform: yes
- AI Apps: yes
- Public cloud: **yes**

# SCENARIO 2: Existing estate



Sponsor Exists



Owns the Estate

The reason for the sale isn't immediately clear, but there is an existing estate. In this scenario, it's a matter of finding who is responsible for this estate. They will be in IT department.

Sponsor may not initially be interested in new business problems to solve.

## What to do: Step 1

Each offering has a recommended set of use cases and personae.

Use these to identify candidate sponsors and stakeholders in the organization.

### Example: CP4A

Modernise existing WAS application estate

Personae: Developer, Operator/Admin, Application Architect

### Example: CP4D

Infuse applications and processes with AI

Personae: Data scientist, database administrators, business analyst, application developers

### Example: AI Apps

Tririga: Re-imagine workplace post-COVID

Personae: Workplace space planner, Buildings manager

### Example: Public Cloud

Exploit cloud for IT infrastructure consolidation

Personae: IT operations manager, Cloud native developer

# SCENARIO 2: Existing estate

## What to do: Step 2

The estate is running for a reason. Find and understand the business consumers of existing estate. These can provide opportunities for new use cases.

Hold a mini strategic account session with your team e.g the seller and tech seller

It's important to be up-to-date on new product features and how they might be of value, they can help you to grow the existing footprint.

## Scenario relevance

- Cloud and Data Platform: yes
- AI Apps: yes
- Public cloud: **less**

# SCENARIO 3: Greenfield



The client hasn't made any significant usage of their entitlement.



**The sponsor and use case need to be identified.**

## Technical Sponsor

will be existing owner of related infrastructure.

Attach new entitlement to that infrastructure estate e.g. database, application, network, messaging, etc..

## Business Sponsor

is harder to find.

Most businesses have innovation agenda and teams focussed on strategic initiatives.

Understand the client's business and market to introduce compelling opportunities.

Understand their organizational structure to target the right person.

## What to do:

Start with the 10 big plays.

Each offering has a recommended set of Use Cases and Personas. Use the playbook to find out what they are and their business and technical value.

Take part in the strategic account session with your Team e.g the seller and tech seller.

Review IBV studies and the company annual report for potential innovation goals.

# SCENARIO 3: Greenfield

## How to open the door

### Audience

Figure out who you have access to and determine what you can put in front of them to demonstrate value.

Determine the big estates in the account as possible adjacencies

Example:  
Integration Team >  
*API Connect*  
Data Base Team >  
*Machine Learning*

### Value Framing

Look at the ideas you have identified and determine if they are business or technology related.

Frame the offering in terms of the value it will provide to sponsors and plan demonstrations for your identified audiences.

Lead with your ideas that are technical.

### Engagement

Connect with audience and uncover how IBM can deliver significant business or technical value.

## Note

A greenfield sponsor will have a lot more internal selling to do, so start with small MVPs that can quickly demonstrate value to the business. Arm them with proof to make their case.

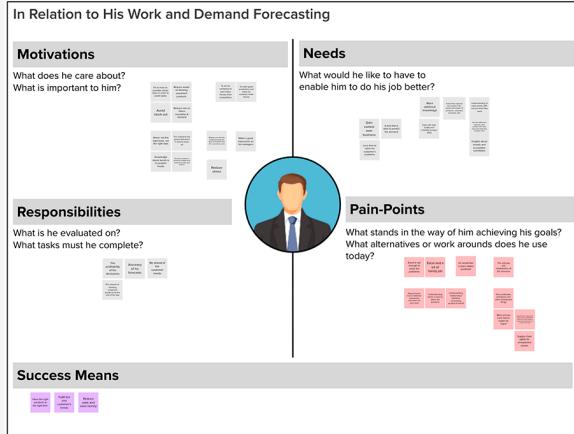
## Scenario relevance

- Cloud and Data Platform: yes
- AI Apps: yes
- Public cloud: **very**

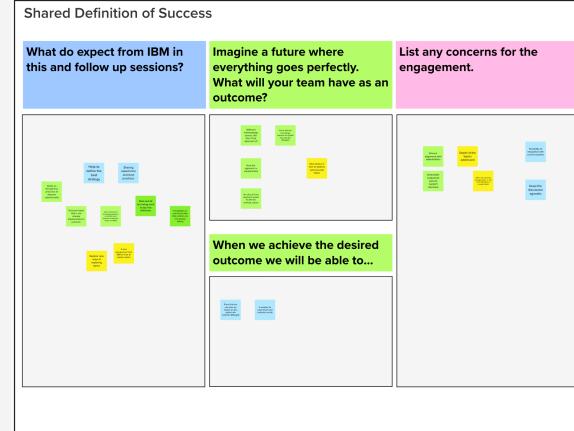
# Understand a sponsor

# Empathise with your sponsor

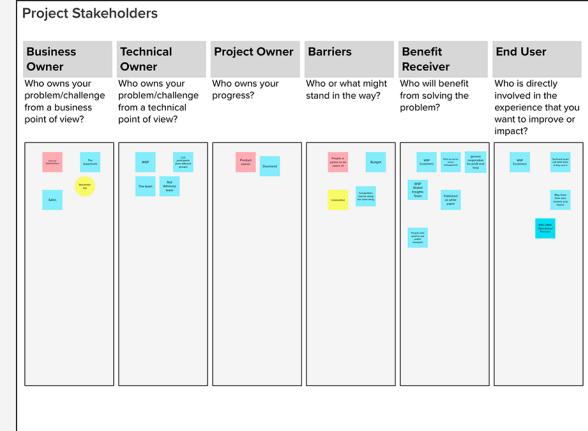
## Sponsor Persona



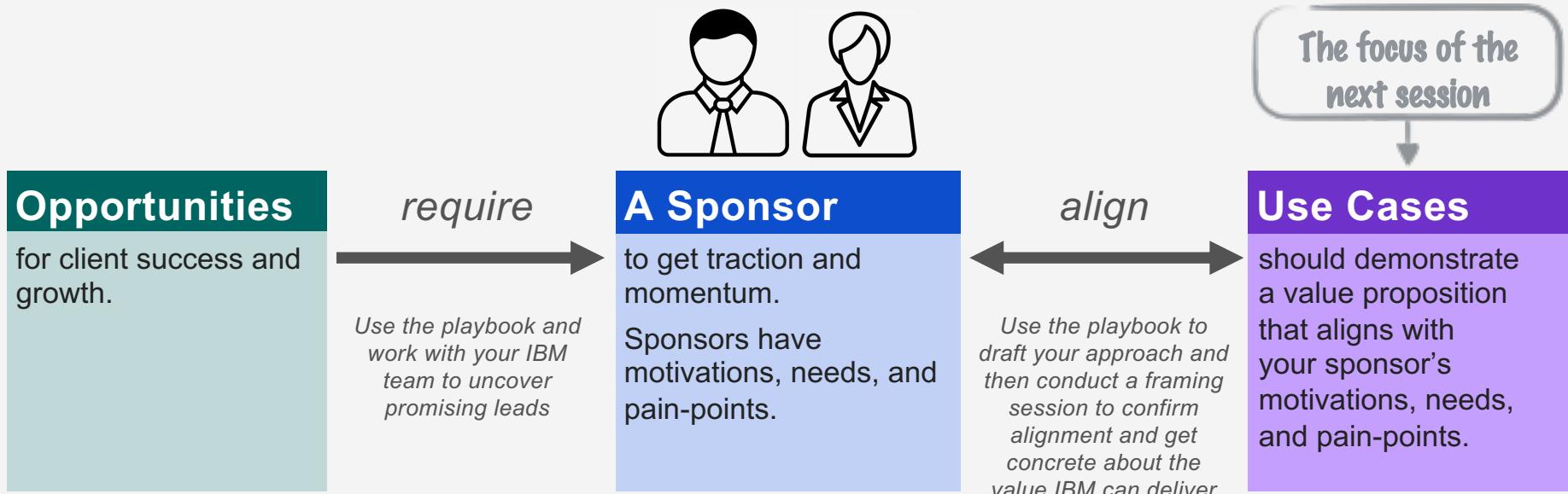
## Shared Definition of Success



## Project Stakeholders



# Moving from opportunities to use cases



# Thank you

Draft: Still minor edits to make

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