2022 IBM Technology Engagement Method

(Elaborating the technical aspects of the IBM Client Engagement Model)

1.1 Overview

Technology selling has changed. Clients want to experience the technology in the context of their infrastructure, cloud choices, and environment. They expect a solution created from an outside-in, hands-on approach that is centered around their business problem. This may come in the form of a custom demo, proof of value (POV) to co-creation through framing sessions and Minimum viable product (MVP) creation all the way to production implementation. Competitors such as AWS and Microsoft have evolved to this model and continue to challenge the status-quo. We are responding to this new way of selling by transforming our sales framework to change the way clients experience IBM Technology. This journey started in early 2021 and multiple clients have valued our new approach. The IBM Technology Sales coverage model has been created to reflect what our clients have come to expect from their most trusted technology partners.

This paper outlines IBM's **Technology Engagement Method**, which is *how* we want to engage our clients and the experience they have with IBM. We also outline *what* we do to achieve this experience through **Technical Engagement** which are technical activities to accelerate opportunities. This is all part of the overall IBM Client Engagement Model. The Technology Engagement Method brings together three critical elements into a single cohesive playbook for engaging with our clients. The three critical elements are:
1. Technology Engagement Method – How and when we engage with the client
2. Roles and Responsibilities – Who engages with the client
3. Technical Engagements – What we engage the client with

The aim is to empower our technical go-to-market team and systemize how these teams work with each other to enable clients to experience IBM Technology. The paper provides guidance on the 2022 technical go-to-market roles, responsibilities, engagement model and management system.

1.2 Client Transformation Journey

The Technology Engagement Method starts with the Client Transformation Journey. Clients are looking for innovation and business value. This starts with the client planning their strategy which leads to the awareness of need. It is in this process that strong client engagement from IBM is critical as we can be the catalyst of this awareness. Once awareness is solidified, clients will be evaluating alternatives and validating a solution. These critical activities prior to sale are when our clients want to spend time experiencing our technology and evaluating the ability to get production level value out of our technologies. Post-acquisition, clients will be looking to implement the technology to realize the business impact as proof of return on their investment. As they adopt the technology, this leads to scaling out as they grow their solution.
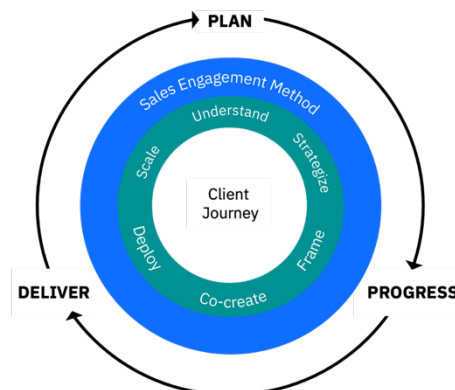
1.3 A consistent Technology Engagement Method

The Technology Engagement Method is wrapped around the client transformation journey and each stage is directly aligned to the client stages. This has two major objectives. Externally, it is meant to anticipate and engage a client at the moment of need along their journey.
Internally, its objective is to ensure a clear responsibility map and seamless transition of all activities between the roles.
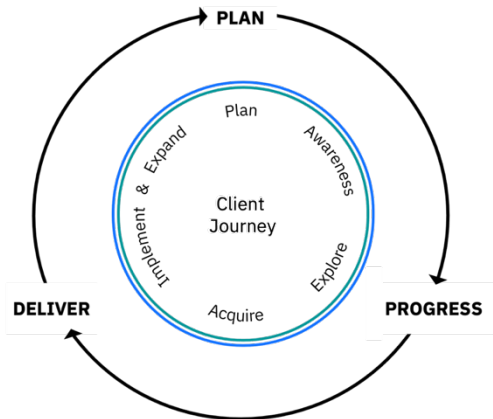
1. **Understand**. The ATL owns this stage. A deep understanding of the client is needed - the market they participate in, industry dynamics, technology choices and strategies (e.g., where does IBM fit in the client strategy? has the client made a choice of AWS/Azure? what does the current client architecture and landscape look like? what problems and priorities does the client have in the next 6, 9, 18, 36 months?). The more we *understand* the client, the better we can develop the Client Technical Strategy.

2. **Strategize.** A Client Technical Strategy (CTS) is created for the entire account. The CTS is created collaboratively across the team of technical stakeholders for the IBM account under ownership of the ATL. The CTS outlines the key strategic business initiatives, key Technology Decision Points (TDPs) and the key use cases. The use cases will be prioritized based on the client priorities outlined in the *understand* stage. The CTS is a living document to be used throughout the year to prioritize and align the broader account technical teams, key IBM teams (e.g., IBM Consulting and Red Hat) and business partners with the engagements at the client.
Like the ATL, the Partner Technical Specialist (PTS) also develops a Brand specific technical Strategy for the key partners they are aligned to.

3. **Frame**. The framing stage consists of a Design Thinking Session that approaches the client from an outside-in perspective. This stage is to frame the business problem and identify the client use case(s) to address the business problem. Here, we also align the opportunity to the appropriate IBM Technology. The use cases identified are used to establish or expand the TDPs. By *framing* the business problem and identifying the use case(s) aligned to the client outcomes and priorities, the technical sales team also establishes the client sponsorship to move to the next phase.

4. **Co-Create**. We aim to delight the client through ease of use and implementation of IBM Technology. Client Engineering and/or BTS lead this stage in creating the showcase experiences that prove the value of IBM Technology. They rapidly co-create Proof of Values (PoVs), Minimum Viable Products (MVPs) or custom demos leveraging technical accelerators or Tech Zone assets to demonstrate client use cases. The client and IBM work together to *co-create* a solution to solve the problem identified.

5. **Deploy**. It is imperative that the client realizes value from the IBM Technology acquired. Success of the deployment and adoption of the products is owned by the CSM. The CSM ensures there is a use case, sponsor, reference architecture and workload to move into production. This is facilitated by a Transition Document created between Technical Sales and CSM. The CSM prepares a production roadmap and

growth plan and leverages Business Partners, IBM Expert Labs, or IBM Consulting to *deploy* the workload in production.

6. **Scale**. The final stage of the engagement loop is led by the CSM who looks for opportunities to grow the deployment of existing entitlements, expand into adjacent offerings, burn down 100% of the entitlement and find expansion opportunities in other lines of business. The focus of the CSM is on IBM Software Growth offerings and IBM Public Cloud. The aim is to maximize the client value realized from IBM Technology and *scale* its usage. The CSM leverages the insights from all IBM team members and the client to maintain a backlog of candidate use cases to grow and expand the deployment.

The reality of our clients and our engagements is never as simple as here. Often, with a single client, we may be in multiple stages pursuing multiple technologies at multiple levels of maturity within a client. We may have a well-established technology that only requires planning, deployment and scaling or we may have a technology that is a fundamental technology decision that require multiple rounds of evaluation, solutioning with full deployment and scaling plans before any technology is to be acquired.

1.4 Key roles and responsibilities in the Technology Engagement Method

The Technology Engagement Method is meant to be simple yet comprehensive; defined yet flexible. A ONE IBM technical team is critical. The collaboration and engagement as a single entity is the difference between a successful team and one that is not. Teaming behaviors such as a single strategy, weekly scrums, slack channel engagement, transparent communication, and inclusion in activities with the client are all elements of a strong and vibrant client technical team.
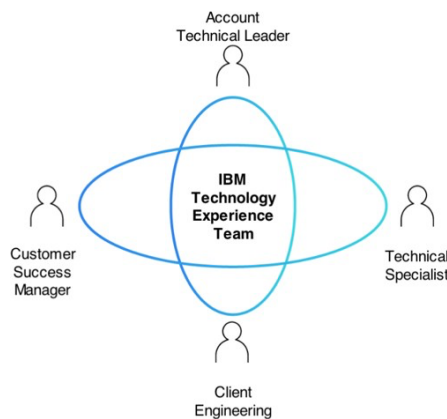
The Technology Engagement team consists of four roles : Account Technical Leaders, Brand, Partner and Digital Technical Specialists, Client Engineering and Customer Success Managers.

Pillar	Role Description	Key Activities	KPI
	Account Technical Leader (ATL) – IBM/Partner Drives account technical strategy and leads key technical engagements to land IBM Technology Decision Points at accounts by leveraging the aligned technical team.	• Client Technical Strategy • Technical Opportunity Identification • Initiation of Technical Accelerators	• Technology Revenue • Red Hat SYB • Technology Annuity

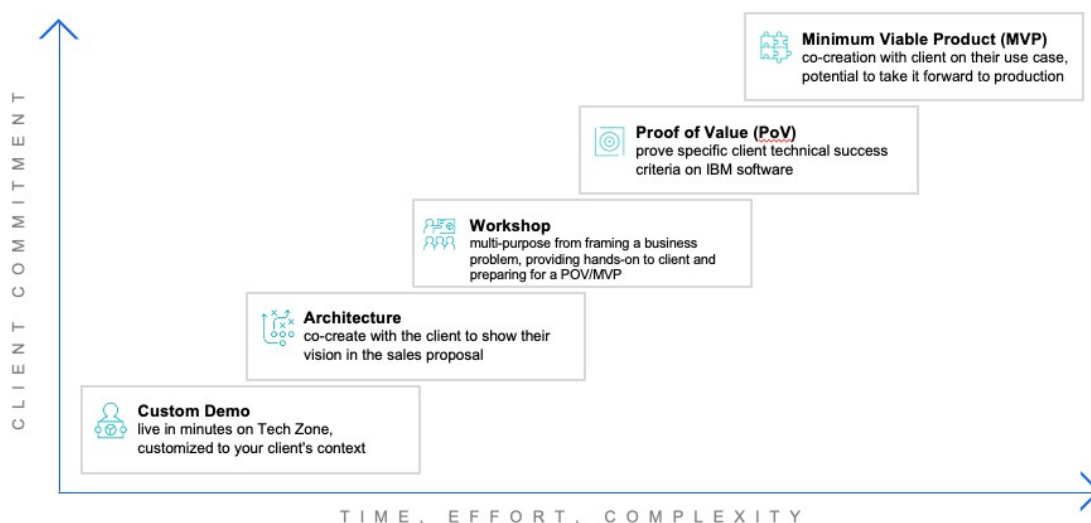|			
	Technical Specialist – IBM/Partner Brand/Segment product technical expert who have deep brand skills that leads technical sales engagements with clients and partners. • *Brand Technical Specialist (BTS)* Primarily works with customers face to face by leveraging the right technical activities and accelerators to identify and progress opportunities. • *Digital Technical Specialist (DTS)* Primarily works with client opportunities originating through digital sales • *Partner Technical Specialist (PTS)* Partner facing presales technical specialist who works with partners to influence their technical strategy and adoption of IBM Technology, especially in the build/service motion. Enables Sell motion partners to grow their technical presales skills toward self-sufficiency and support covered partner's technical sales engagement in key opportunities. Develop assets for partner competency growth.	• Technical Ownership of Sales Opportunities • Technical Opportunity Identification • Execution of Technical Accelerators directly or through partners • Grows partner technical capabilities and capacity for self-sufficiency	• IBM Technology
	IBM Client Engineering (CE) Multi-skilled technical squad focused on accelerating opportunity progression by rapidly showcasing client use cases realized using IBM Technology	Execution of Technical Accelerators • Business Framing • Co-Creation of MVPs	• Open Hybrid Cloud Revenue
	Customer Success Manager (CSM) Architects responsible and accountable for helping clients deploy and maximize usage of IBM Software growth offering and IBM Public Cloud**.**	• Identify use cases • Build deployment plans • Proactively guide usage	• Deployment • Subscription License Renewal Rate • IBM Cloud Usage and Net Revenue Retention

1.5 Clear accountability across the engagement loop

The responsibility and accountability of each role through the stages of the Technology Engagement Method is shown in the table below. Clear communication and collaboration across the technical team is vital. By having clear accountability through each stage, we maximize the effectiveness of the team whilst accelerating their activities.

Legend: ■ Responsible ■ Accountable ■ Consulted ■ Informed

Customer Lifecycle	Planning		Awareness of Need	Evaluate & Validate Solution	Implement, Impact & Expand	
	Understand	Strategize	Frame	Co-create	Deploy	Scale
Account Technical Leader	A/R	A	C	C	I	R
Technical Specialist	C	R	A	R	C	I
Client Engineering	C	C	R	A	C	I
Customer Success Manager	C	I	I	I	A/R	A/R
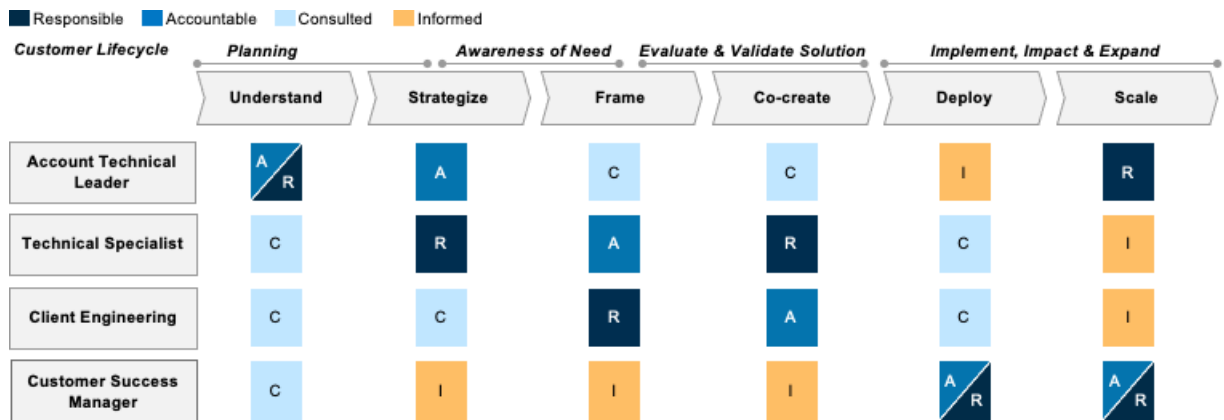
1.6 Technology Engagement types (PoX – Proof of eXperience)

Multiple terms are used within IBM - experiences, engagements, accelerators, activities, etc. We are now focusing ourselves in calling these PoX's or otherwise Proof of eXperience. Regardless of the name used, they all have the same goal. They contribute towards accelerating the progression and closure of an opportunity by proving out the client value using IBM Technology. An opportunity with a technical engagement has a higher probability of closure, deployment, growth, client reference and lower discounting. However, not all opportunities require technical engagements. This includes simple growth requirements or a financial deal with a well defined pre-existing use case. Key types of technical engagements are as follows:

CLIENT COMMITMENT (vertical axis) / TIME, EFFORT, COMPLEXITY (horizontal axis)

Minimum Viable Product (MVP) — co-creation with client on their use case, potential to take it forward to production

Proof of Value (PoV) — prove specific client technical success criteria on IBM software

Workshop — multi-purpose from framing a business problem, providing hands-on to client and preparing for a POV/MVP

Architecture — co-create with the client to show their vision in the sales proposal

Custom Demo — live in minutes on Tech Zone, customized to your client's context

1. Custom Demo – The days of selling by PowerPoint is over. We must always be confident and prepared to show IBM Technology in action to our clients in every engagement. The quickest time to value is a demo. While standard demos can be leveraged from Tech Zone, a customized demo is more impactful. Demos should be customized for each engagement to provide relevance to the client we are serving. (e.g. client's name, industry, use case, etc). Make the experience personal as if this was created just for them.

2. Technical Architecture – Solution design or technical architecture is a critical step in technically qualifying opportunities. Technically qualified opportunities are critical to improving our pipeline and yield. Ideally, a technical architecture is co-created with a client to identify the right set of technology components that will deliver the most value. The artifacts from the architecture or solution design can be used in multiple ways - how an MVP fits in a production environment; describe day 2 operations; product sizing for client proposal; solution assurance; CSM guidance for deployment; as well as supporting artifacts for future opportunities.

3. Workshop – Client workshops are typically run to understand and frame a client business problem. A successful workshop creates an environment that promotes co-creation, approaches the problem from an outside-in perspective, and the client can experience IBM Technology. Design Thinking sessions that are centered on a client problem help identify use cases that lead to follow-on technical engagements like PoV or MVP. Other workshops include enablement through hands-on labs as well as value and maturity assessments. These workshops either create new qualified opportunities or progress existing opportunities.

4. Proof of Value (POV) – POV is either POC, POT or POX. POVs can include a benchmark or client sandbox to show the differentiated value of IBM Technology using an IBM or client use case. Key success criteria and the expectation of client participation must be established with client prior to executing the POV.

5. Minimum Viable Product (MVP) – The highest yielding accelerator is an MVP with typically two or more other accelerators completed prior to an MVP. As MVPs typically involve the most time, effort, and commitment, it needs to be well qualified. This includes a client sponsor, client agreed use case, and skilled resources committed and staffed by both IBM and the client. MVPs should preferably be executed in the client environment, using client data and/or their application(s) and leveraging IBM Technology. The MVP outcome should be jointly presented to decision makers at the client and ideally handed over to the CSM for deployment as the pilot for production into the client environment.

APPENDIX

Technical activity (ie: accelerators) within IBM Sales Cloud

IBM Sales Cloud (ISC) is to be the single source of information and collaboration for all teams across all stages.

1. Quip – Client Technical Strategy. During the Understand/Strategize phase, the Account Plan and Client Technical Strategy are to be built in Quip with template provided. The expectation is that the information within Quip is a continuous living set of information to be used for communication, collaboration, and Quarterly Business Reviews (QBRs). It is here where the technical strategy is documented for the whole team along with use cases as well as the internal strategy for landing and expanding of Technology Decision Points. It important that the entire team is aligned on the ambitions of progressing the TDPs. It is expected that the ATL is the primary owner of the document

2. ISC - Technical and Deployment Opportunities are opportunities that have been identified by the technical teams. While engaging with the client, the technical teams gain insight into new projects, new opportunities, challenges, or problems that IBM Technology can address. These opportunities may drive new revenue from the client or may be opportunities to deploy additional SW from a catalog. It is imperative that the Technical Sales team take ownership in identifying those opportunities regardless of how the client procures the technology. Opportunities identified by the technical teams are generally rooted in technical need and may not have been identified as readily through other methods. It's important that everyone sells, meaning that we should encourage our technical teams to create and identify opportunities through their regular interaction with the client and consider this a primary job responsibility.

3. ISC - Technical Activities are the representation of technical engagement at an account. Technical Activities are any technical accelerators that are performed on an opportunity. These accelerators are defined above: 1) Custom Demo 2) Architecture 3) Workshop 4) Proof of Value (POV) 5) MVP. All technical activities need to be logged into ISC as the one source of truth to communicate across our GTM teams. It is important that we technically qualify an opportunity before blindly delivering a technical engagement. This will ensure that we have the right use case and products identified to provide maximum value to your client. In the event the right technology or use case is not being proposed in the opportunity, we encourage our technical teams to flag this in ISC leveraging the technical blocker option. It is important to ensure that the right accelerator is chosen with only one goal in mind, will this action show enough value to the client to progress the opportunity to the next sales stage and ultimately a win. This is all about progression not the number of activities executed.

4. Client Engineering – FinancialForce (FF): FinancialForce Professional Services Automation (PSA) is a collaboration tool, integrated into ISC, that facilitates Client Engineering's project management, capacity management and skill alignment. FF creates a singular platform so that Client Engineering can engage with all opportunity types within ISC as well as manage Technical Activities within an engagement, identify Technical Decision Points (TDPs) and align to Sales Plays. This unified platform also provides data, reporting and insights on our business model, engagement model, org design, efficacy, development and success in relation to our KPIs.

5. Gainsight – Customer Success Managers use Gainsight. Gainsight Automates the **Customer Success Playbook** to scale best practices to drive deployment, prevent churn and maximize growth. CSMs leverage integrated insights from various systems our clients interact with, and proven methods of interaction, to ensure we do not miss the moments that matter for success. CSMs document their strategy through two main success plan types: growth and retention. Growth Plans represent the strategy a CSM

has for a client to get full value from their investment. Each growth plan contains the business challenge, environment, technical approach, and desired outcome for that client use case. When risks do emerge – either from the CSM interaction with the client or from risk factors identified by instrumentation – clients are flagged, and a mitigation plan is documented through a retention plan.

1.7 Technical Community, Mentorship and Skills

Clients consistently tell us that our most valuable asset is our people, so the vitality of our technical team is a top priority. The interaction and collaboration between our technical teams is critical to ensure that we build deep world class skills within our markets in front of our clients. The organizational structure of our teams is very functional: ATL, BTS, PTS, Client Engineering, CSM. However, functional organizations lack technical depth and teaming that is needed. Brand leaders, typically the BTS but could be anyone, should take a primary role as mentor, educator and overall focal for the *brand* within the IBM team. Account Technical Leaders, should take a primary role as mentor, educator and overall focal for the *client* within the team.

Continuous learning and developing deep skills is the responsibility of every individual. We are intellectually curious technologists and must strive to continue to learn new skills both externally and internally. There are a multitude of different learning opportunities from foundational product skills to deep hands-on skills. Technical Academies will be made available to the entire technical community.