



Nail It...Then Scale It!

Key Elements of Strategy That Really Matter

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Agenda

✓ **Success Means...**

✓ **Setting Context**

“You've got to think about big things while you're doing small things, so that all the small things go in the right direction.” – Alvin Toffler

✓ **Setting Strategy**

“The main thing is to keep the main thing, the main thing.” – Jim Clark, Co-founder, Netscape

✓ **Setting Execution**

Enterprise Software **Success** Formula

Lessons from TCG's Benchmark of Market-Leading, High Growth Companies

Big Vision for Customer's World – Built on Business Issues

**Demand Generation: 'Why Change...Now?' and Merchandising
Customer Outcome-Based Success Stories**

**Repeatable, Scalable & Integrated G-T-M focused on
Land & Expand to Right Logos**

Build Amazing Consumer-Grade Product + Ecosystem

Source: 2017 TCG Proprietary Research (n = 50)

The **Left** Brain Bit...Start Here.



Set Your **Course**: These guys knew a lot of about fishing but not a lot about sailing.



Set Your Context: Digital Transformation Is Where The \$ Is.

Digital Capabilities have become core to business strategy.

FIRST
Mechanical Production

Water & steam power
1784: First mechanical loom

SECOND
Mass Production

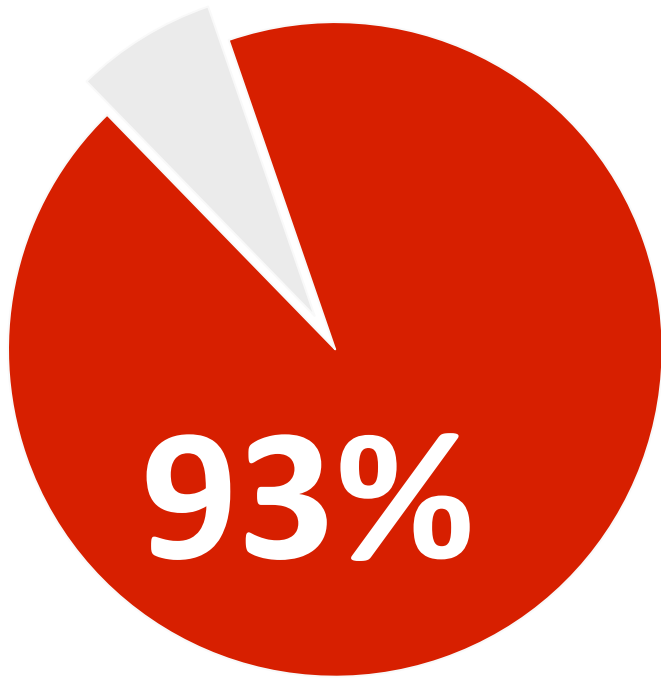
Division of labor & electricity
1870: First assembly line

THIRD
Automated Production

Semiconductors & software
1969: First programmable logic controller

FOURTH
Digital Business Transformation

Cloud, big data, AI/ML, IoT, Mobile
TODAY



CEOs expect digital to disrupt their business

They will invest ~\$2 Trillion in digital transformation through 2022.

Y2K Investment was \$350 Billion



Where do you play? What do you contribute? How do you align?

Set Your GPS: Play for ‘Power’ Not Simply Performance

Vision

Category Power



Growth rate of your investable category

Company Power



Status relative to reference competitors

Strategy

Market Power



Market share in strategic target segments

Offer Power



Net differentiation of your flagship offer

Execution

Execution Power



Ability to drive changes to tipping points

Set Your **Identity**: Mission, Vision, Values

☐ **Make it meaningful**

- Increase quality of life (or at least someone's job)
- Right a wrong (or at least eliminate a compromise)

☐ **Make it compelling to others**

- Try not to make it about you.

☐ **Make it a mantra**

- Think different

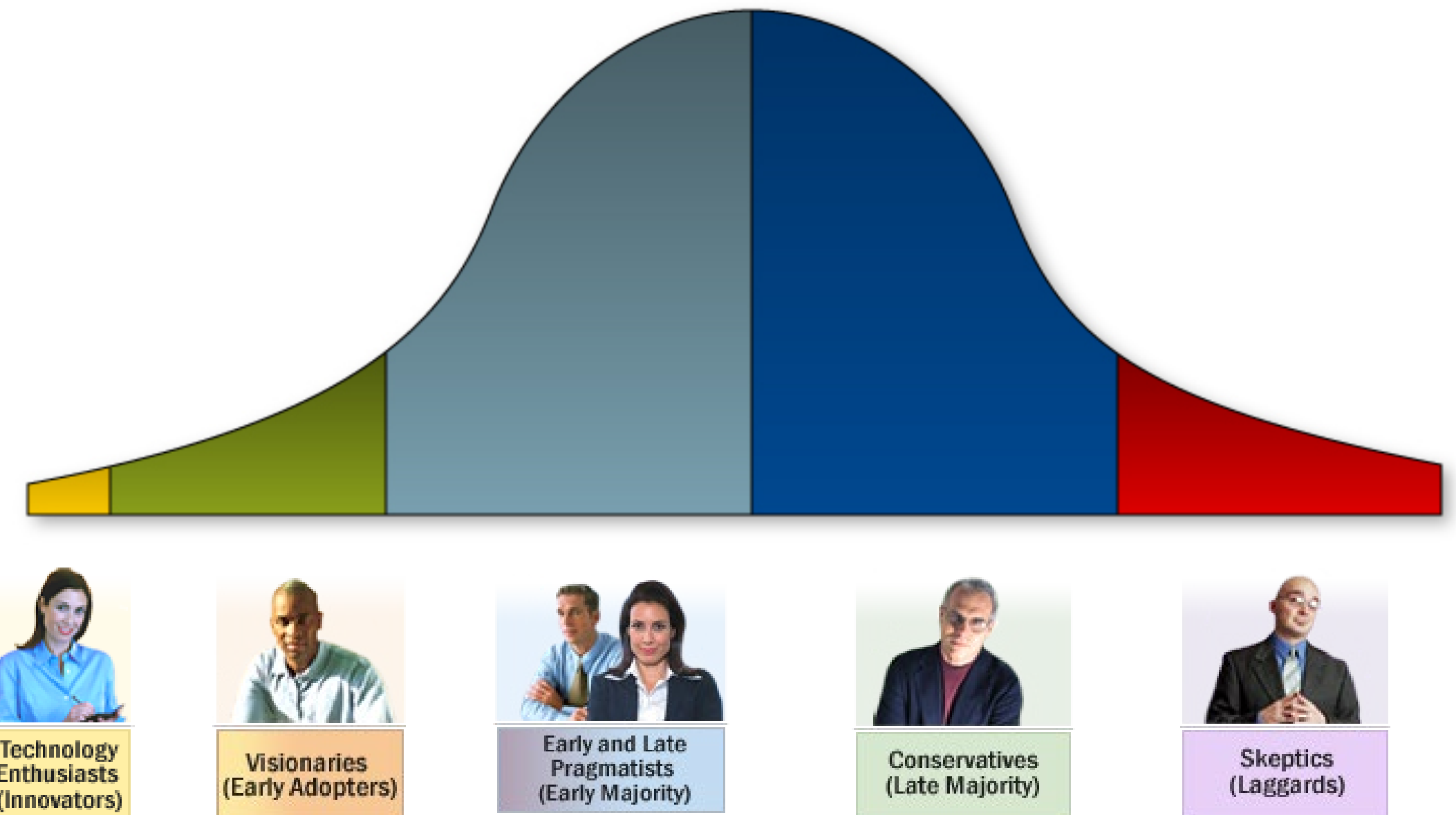
☐ **Keep it real**

- Chances are you're not going to earn a Nobel prize for software

Disclaimer: *Most people don't care about your mission, vision, and values. But, you should. But, not obsessively.*

Set Your Strategy. Be Prepared to **Evolve** It.

(And beware of chasms that can swallow you...)





Context: Why Are We So **Powerful** As Consumers **At Home** and **So Lame** As Employees **At Work**?

The new standard for UI/UX

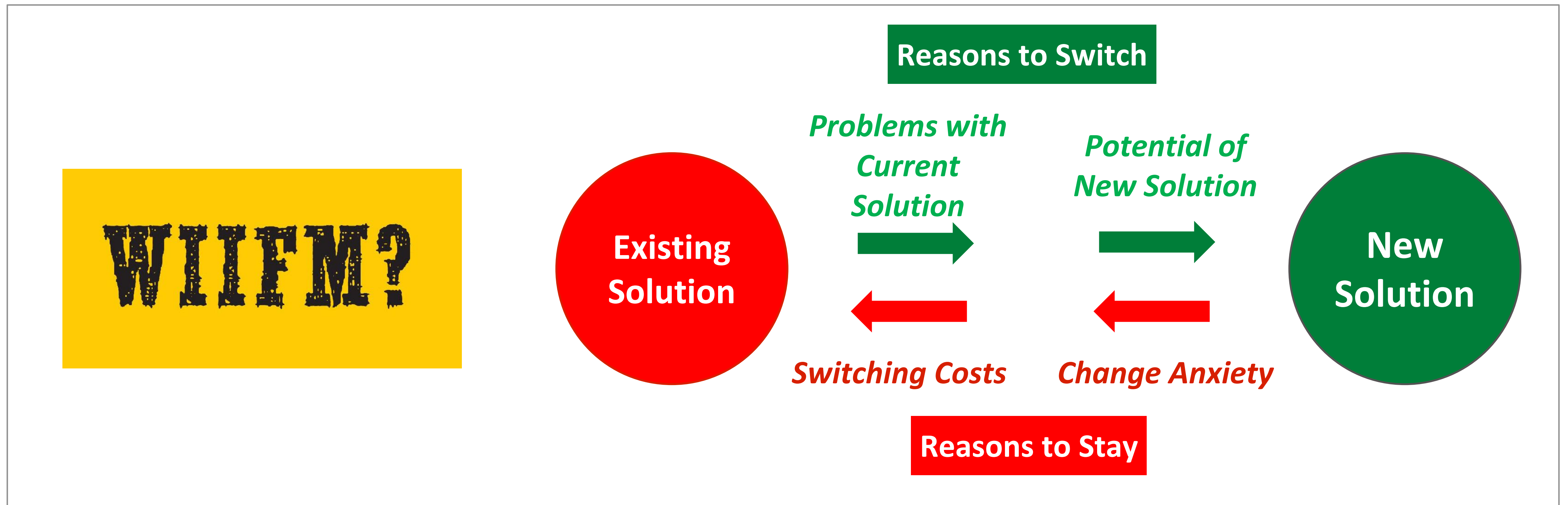


71% of employees want their companies to provide them with the same level of technology as they use in their personal lives.

-- 2016 Study by Salesforce

Change is a Big Ask. A **Big Ask** Means...

You must offer them a reward big enough to justify their effort, and do an exceptional job of execution to validate that effort.



Rewards Must Be Felt At All Levels.

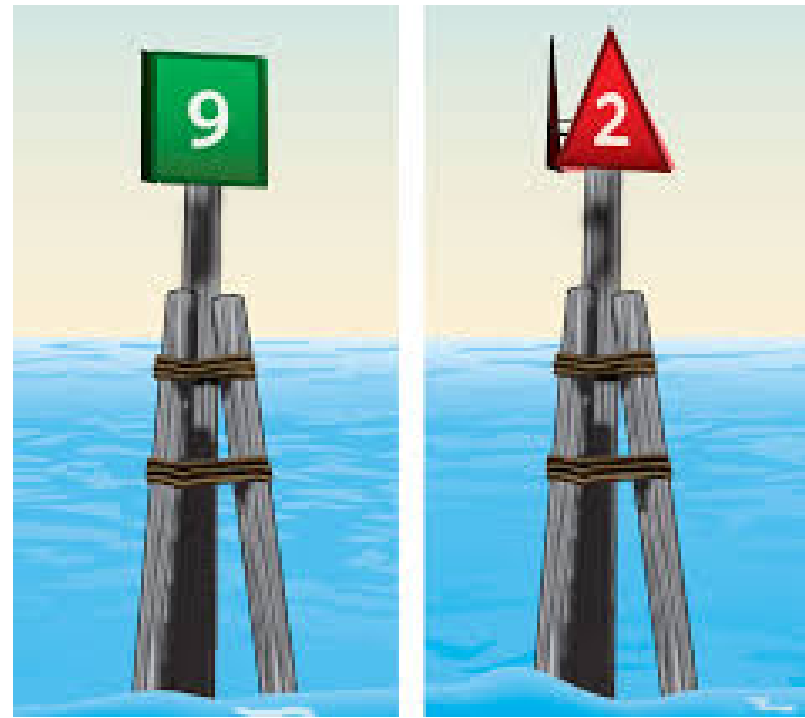
Customer Senior Leaders



Customer Frontline Operators



Vision, yes. But tangible, demonstrable, quantifiable value to justify change.



Set Your Navigation Plan: **Reframe** The Conversation.

**Sell the problem, not the solution. Position around buyers.
Show & share domain knowledge.**

'You know me...get my problems...you speak my language.'

**“Why change now?” Provocation attached to trends, segment
‘challenges, and acute pain.**

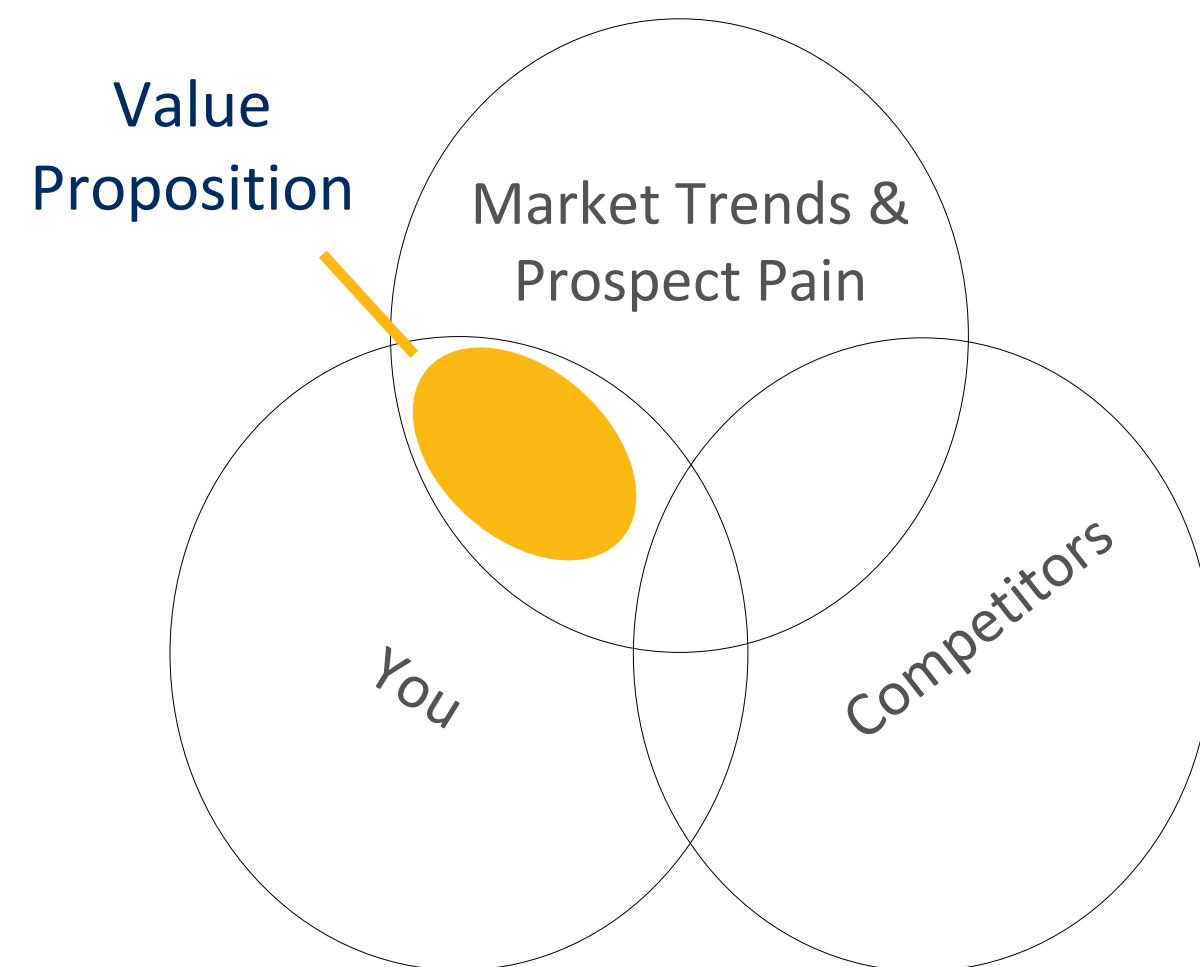
*'You made me think differently about my challenges and why I need
change...now'*

**“Why You?” -- Compelling value proposition & simple value prop
aimed at ‘ideal’ segments, not the ‘market.’**

'That is a better way and it's worth doing.'

Relevant customer stories to validate.

'I see how they solved problems like mine and why they chose you'



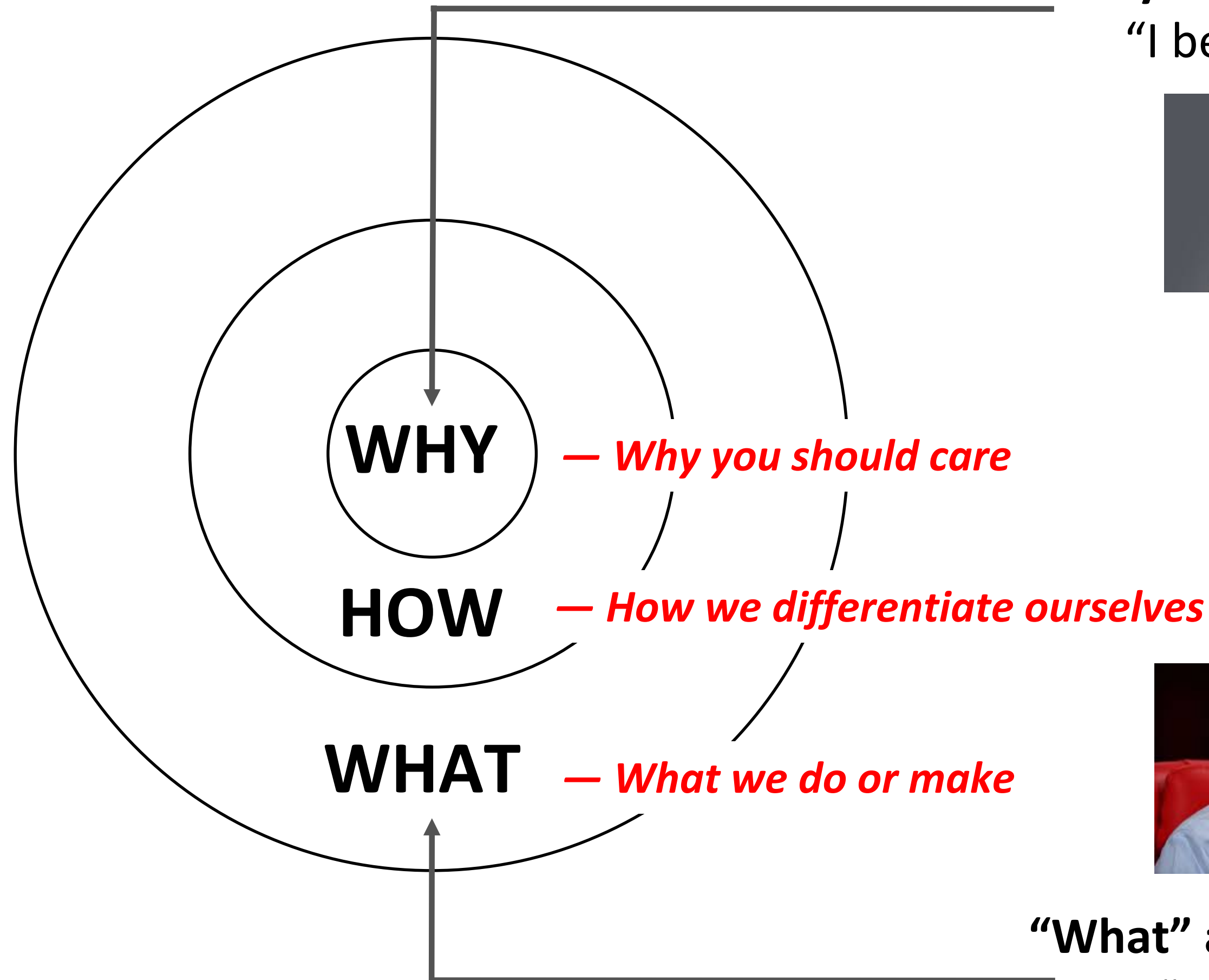


The Right Brain Bit: Change The Conversation From “What” To “Why.”

‘How’ and ‘what’ are only heard if ‘why’ is relevant.

“Why” influences decision-making.

“I believe what you believe.”

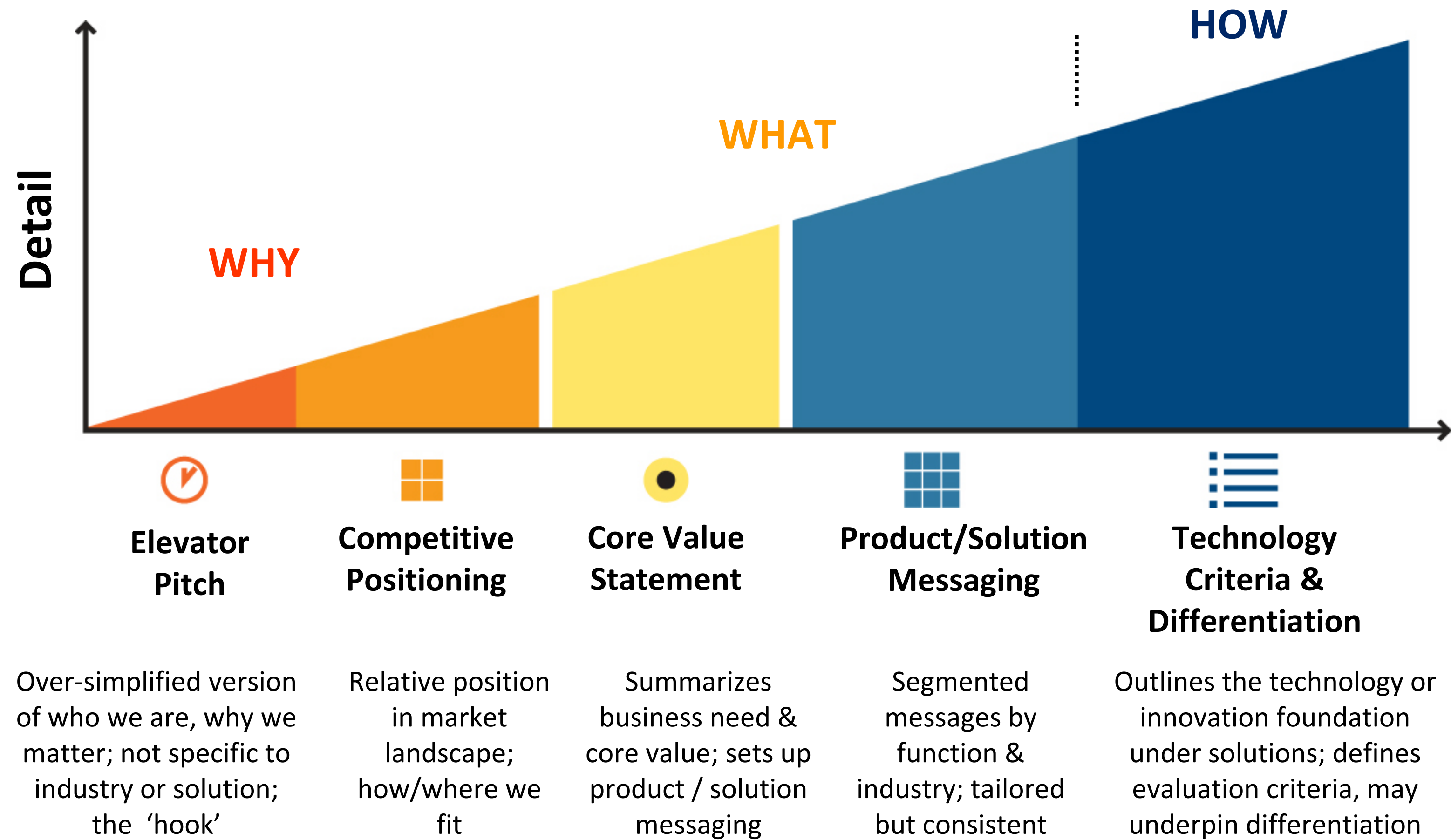


“What” affects cognition. decision-making.

“I recognize what you’re selling.”



Finish **Here.**



Build For Tomorrow: **Advance** Your Skills & Capabilities

1. Describe, position, and demonstrate your offering to help customers understand what you are and what you aren't. What you aren't is just as important.
2. Build effective business cases to help customers make their buying decision.
3. Manage customer expectations effectively, honestly to maximize success, avoid dissatisfaction and defections.
4. Create a repeatable sales process. Close deals in a (relatively) predictable set of steps and timeline.
5. Migrate from one-off projects – to repeatable playbooks – then later to standardized offers.
6. Support customers through ups and downs, while expanding their use of your offerings.
7. Manage contract renewals and expansions effectively. No surprises.
8. Introduce new offers in an expanding portfolio, to extend lifetime value with major customers.



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