



Performance Analytics to Deliver Extraordinary Sales Results

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A Data-Driven Perspective

Connecting data, people and productivity to drive revenue and profits.

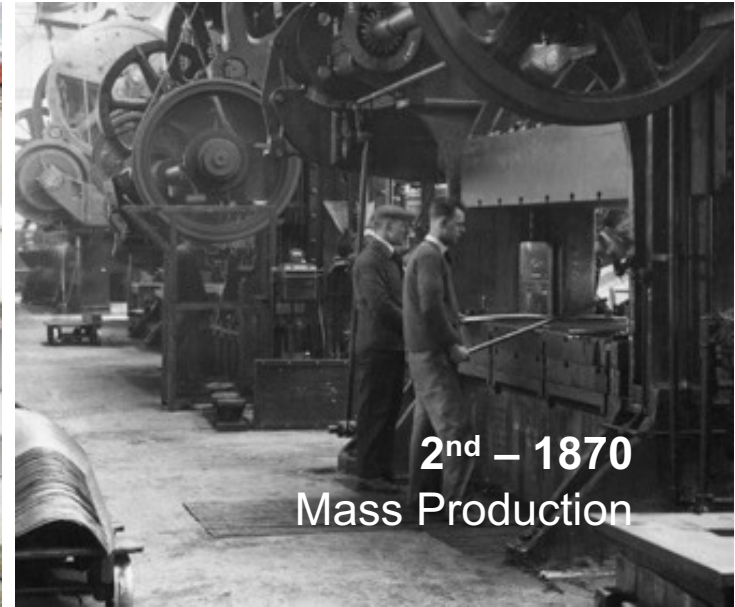




**Pre-Industrial
Subsistence**



**1st – 1784
Factory System**



**2nd – 1870
Mass Production**



**3rd – 1969
Digital Revolution**

Industrial Revolutions

Source: The Fourth Industrial Revolution,
by Klaus Schwab



**4th – Now...
Industry 4.0**



Big Data



Technology



Socially Connected World

Fourth Industrial Revolution: Forces Shaping the Future of Work



Demographic Shifts

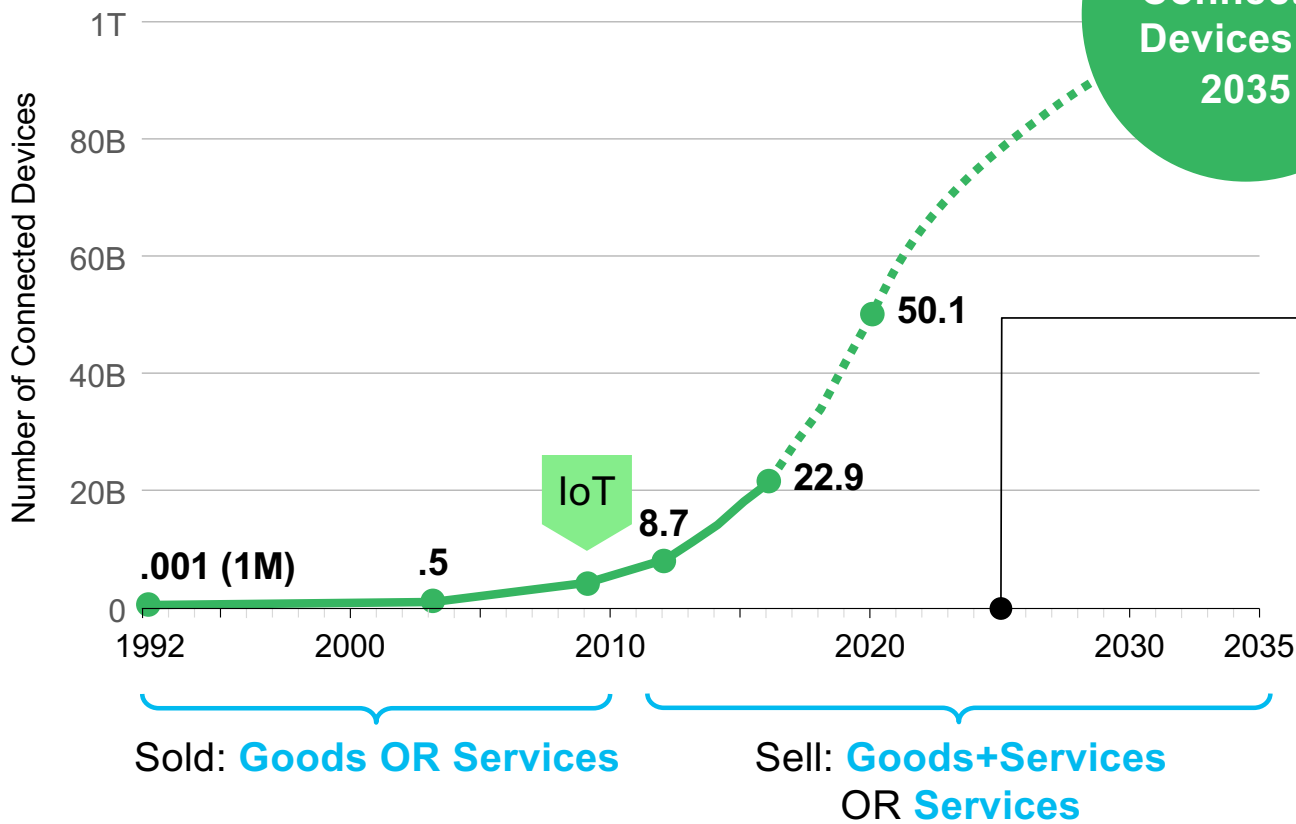


Complexity



Rapidly Shifting Markets

1. IOT Creates Big Data



By 2025:

\$11.1 T
economic impact

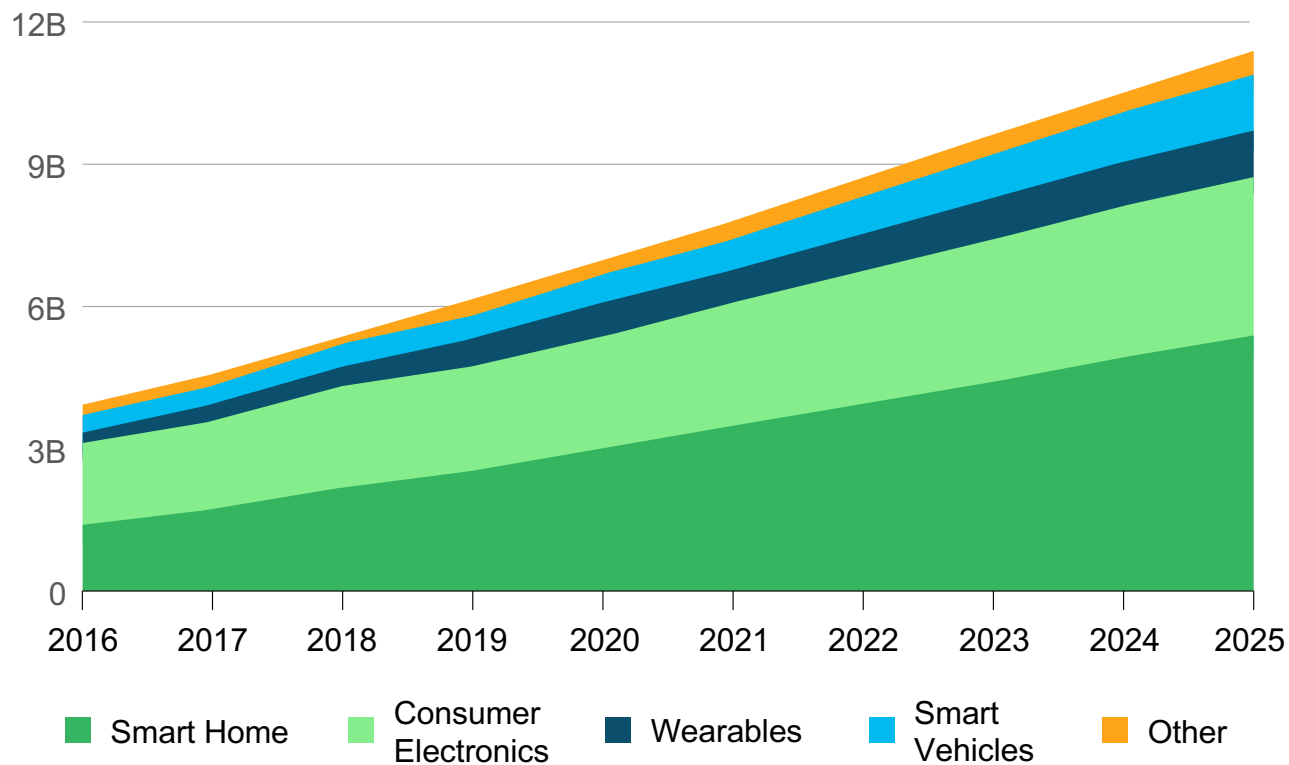
< 1¢
cost per sensor

Sources: Cisco Systems; The Economist; McKinsey

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Consumer IoT Connections By type, in Billions...

How are you using IOT data to better sell?



- Matrices, smart speakers, TVs, appliances, doorbells, lighting
- Vacuums, phones, tooth brushes, headsets
- Diapers, watch/fitness monitors, medical implants, artificial limbs, smart clothes, contact lenses
- Busses, cars, tractors, bikes, scooters
- Food packaging, farm animals, parolees, public power generators, traffic lights

Sources: GSMA intelligence; Canalsys

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Big Data in Practice Today

Critics Call this Surveillance Capitalism



China has nearly **400 million cameras** to keep an **eye on its citizens**.



Scoring citizens on how they behave — ranking people based on trustworthiness, spending habits and social interactions.

Sources: Wired; The Atlantic

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2. Technology

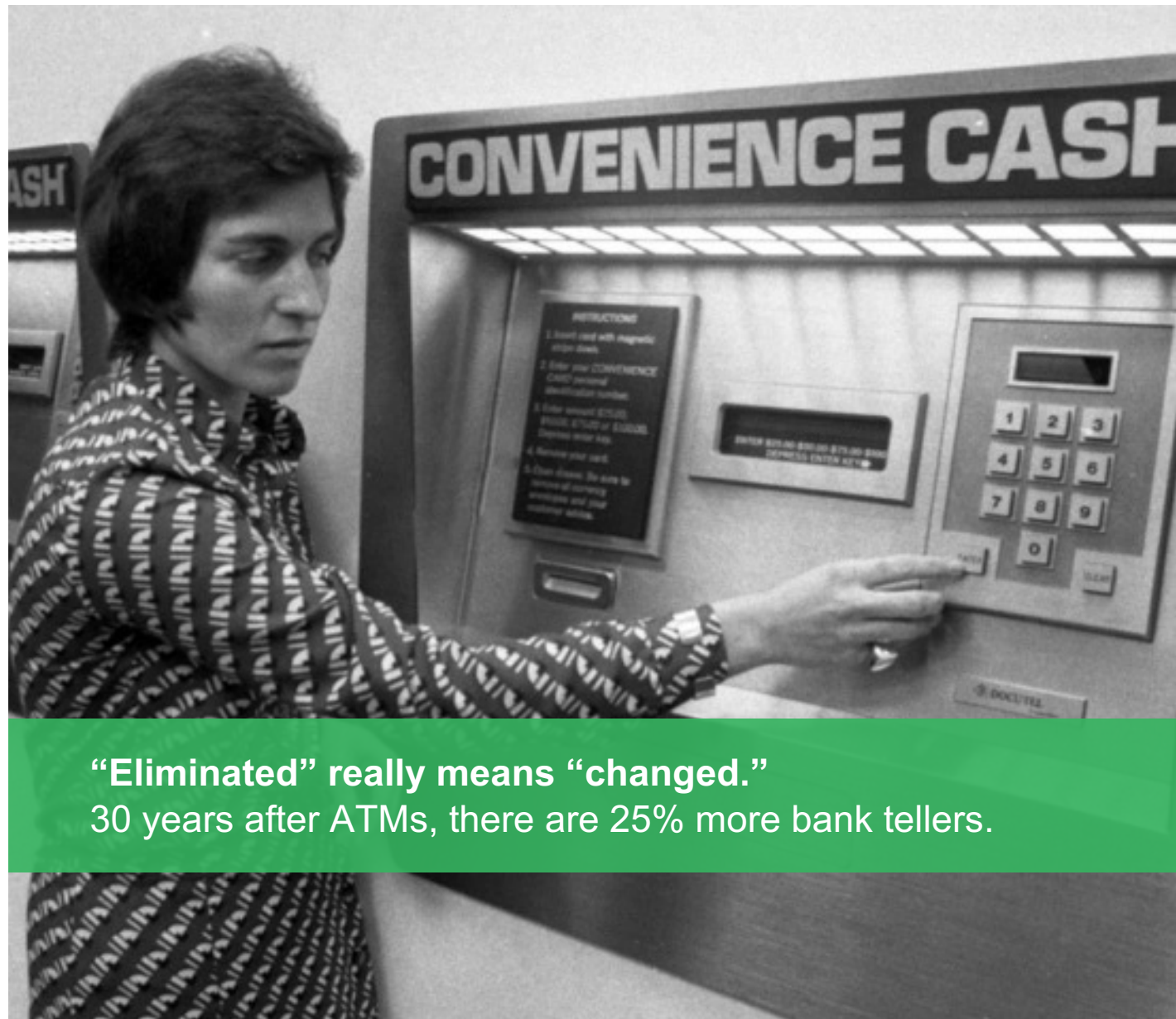


4th Industrial Revolution: Industry 4.0

“Elimination” of Jobs

83%

jobs that earn \$20 an hour or less will be “eliminated” due to technology automation



Source: US Dept of Labor

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Technology Helps Humans Be More Human

Automation will help Sales more than any other corporate function!

In Sales, what is ...?

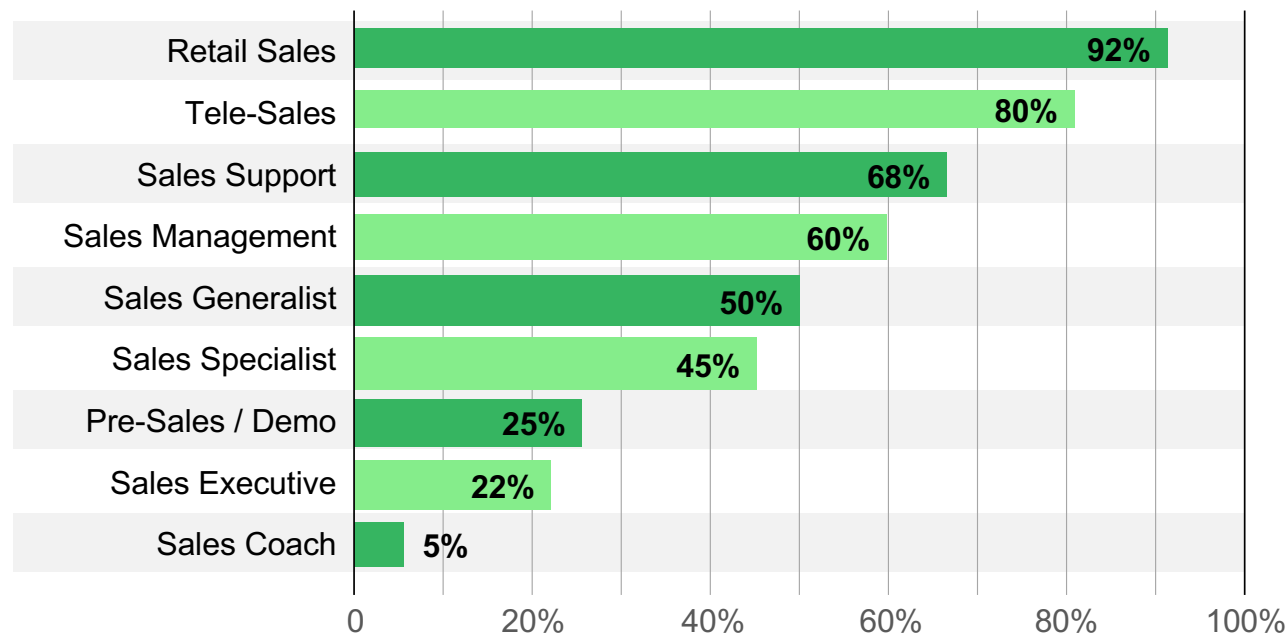
- Mind-numbing
- Soul-crushing
- Painful
- Tedious
- Boring

These are jobs that will be changed due to automation. Do a data-driven task analysis – what does the data tell you about your Sales Roles and Processes?



Sales Roles: Probability of Automation

Determined Though Task Analysis



87%

CEOs are looking to expand their AI workforce using bots

85%

customer interactions within an enterprise will be with bots by 2025

61%

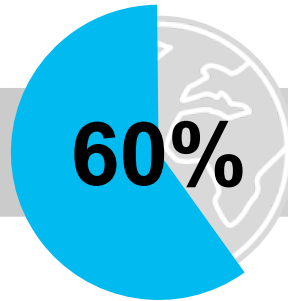
companies are redesigning their jobs

Sources: Independent Surveys & Research, Jenny Dearborn; [Forrester Survey](#); Deloitte Global Human Capital Trends 2018

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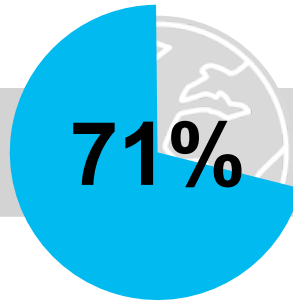
3. Socially Connected

Today



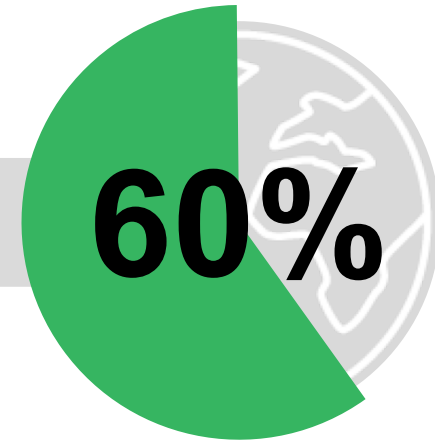
humans are
on-line

71%



unique
mobile users

By 2020



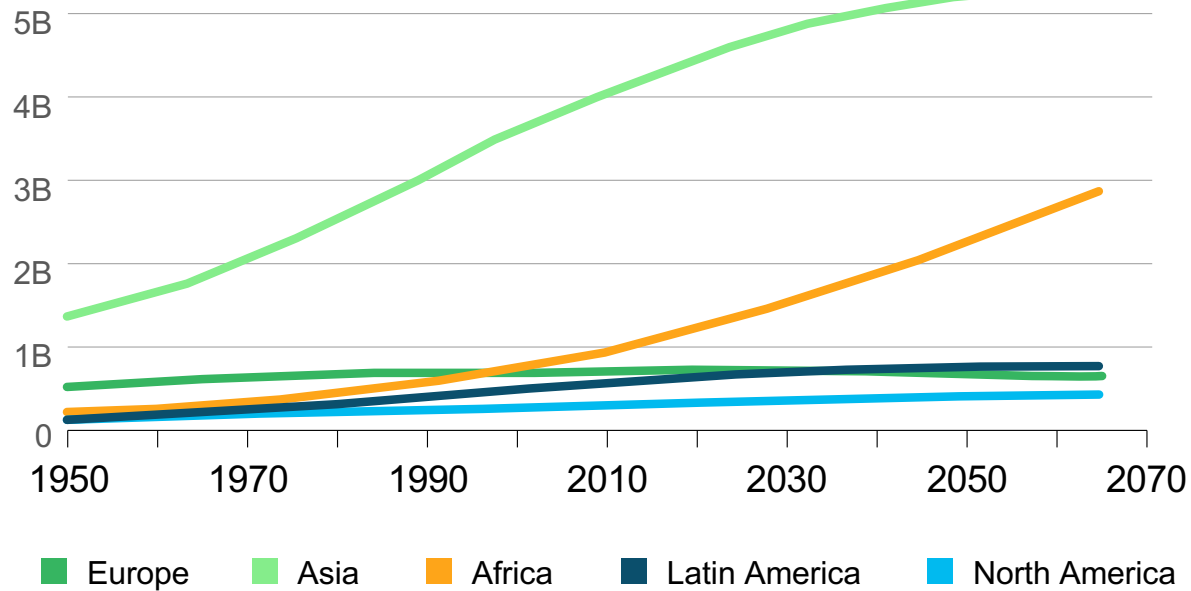
global economy
will be digital

Sources: We Are Social, January 2017; United Nations population projections; Appannie via @mikequindazzi, World Economic Forum – Digital Futures Report 2019

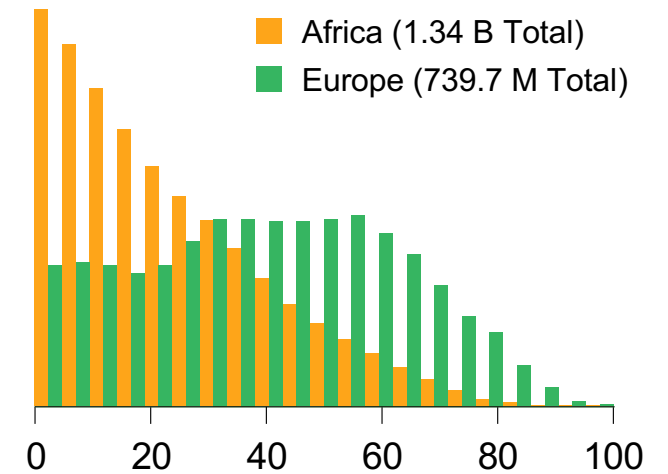
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4. Demographic Shifts

Population Projections 1950–2065



Ages as % of Population 2020



Sources: populationpyramid.net; Pew Research Center; UN Dept of Economic and Social Affairs Population Division (2019)

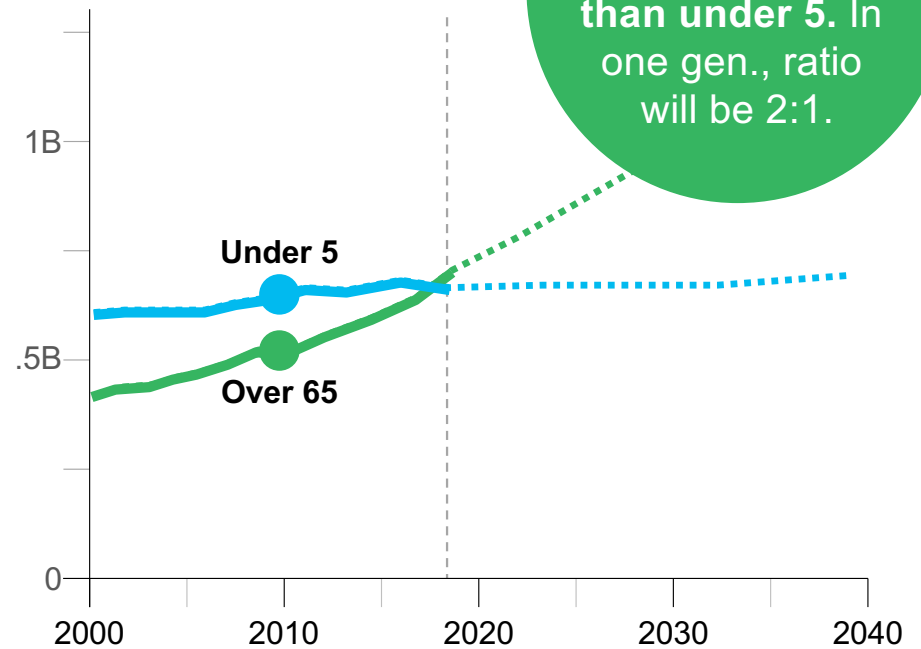
Aging Slows Economic Growth

Impact How we Sell & What we Sell?

- Sweden has **an aging population** and a declining population
- Sweden's birthrate is 1.9, **below "replacement level"**

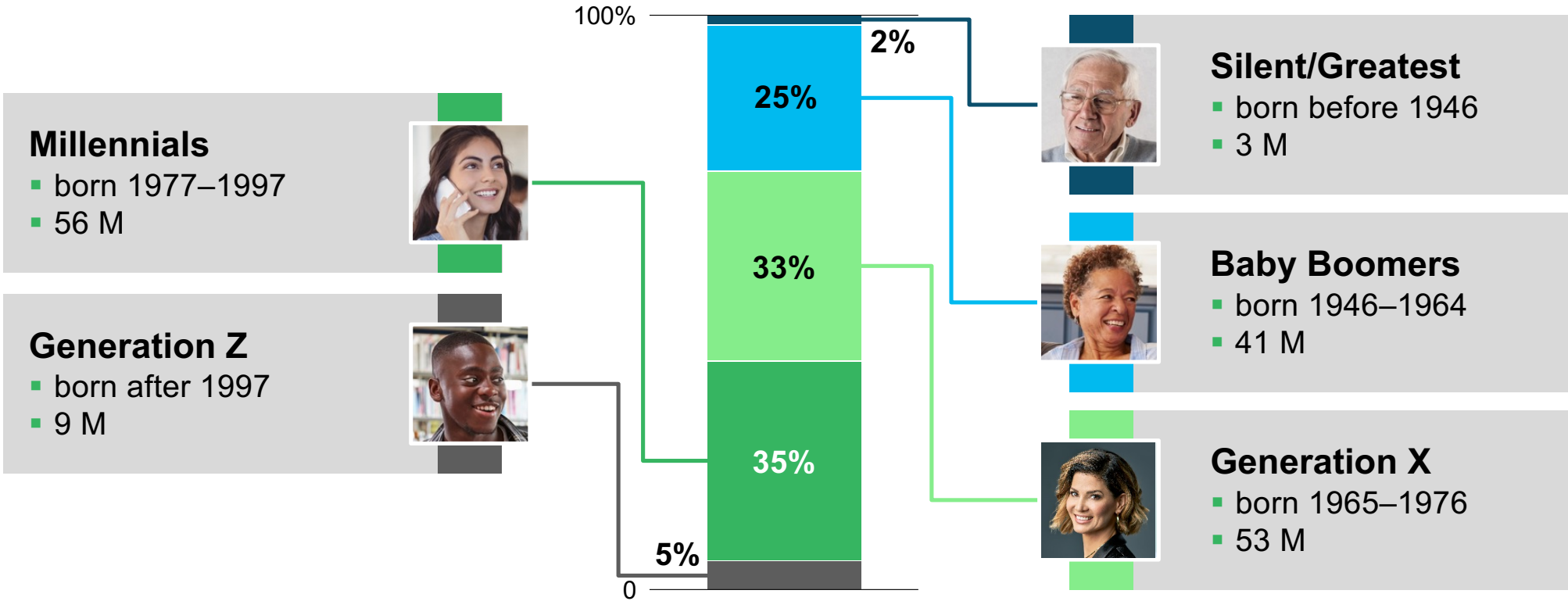


World Population



Sources: Torsten Slok of Deutsche Bank, The Economist, Moody's Analytics, and Daren Acemoglu of MIT & Pascal Restrepo of BU

5 Generations at Work



Source: Pew Research Center, *Millennials are the largest generation in the U.S. labor force*

An Increase in Life Expectancy

Implications for How we Learn

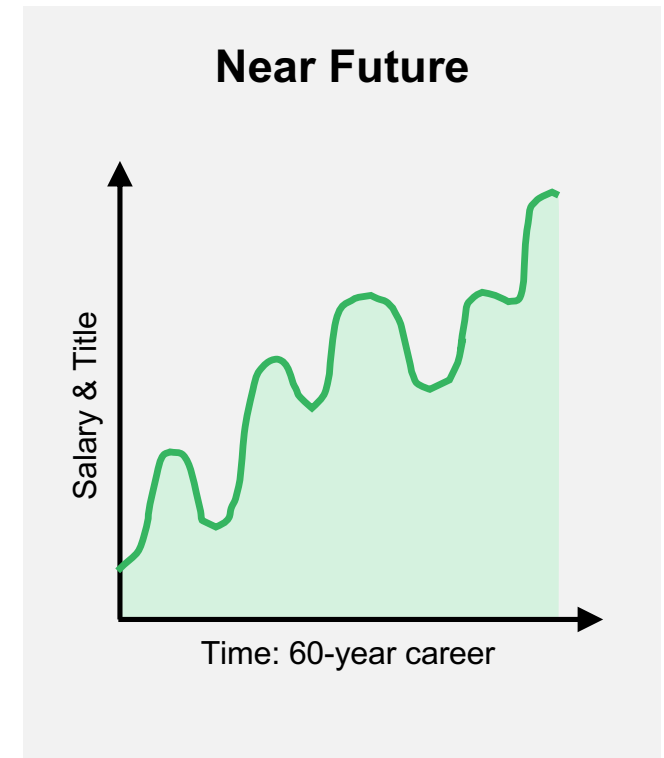
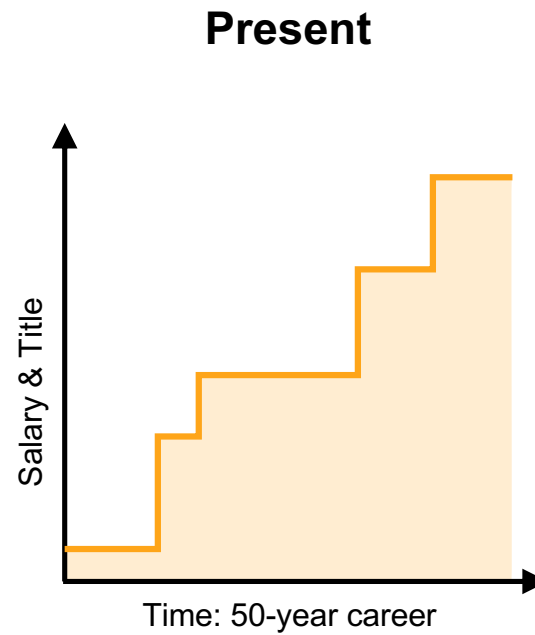
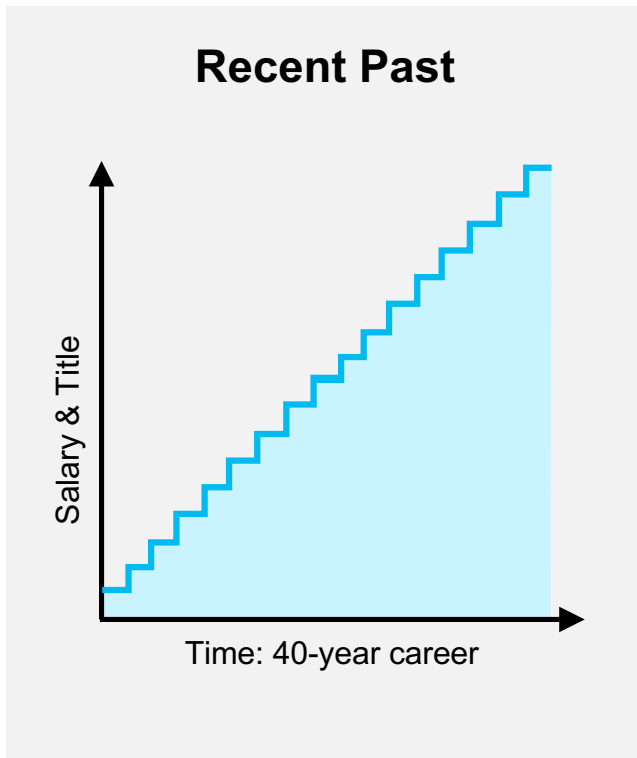
Age Today	Life Expectancy	Age of Retirement	Career Duration
70	85-90	62	41
60	89-94	68	47
50	92-96	70	49
40	95-98	72	51
30	98-100	75	54
20	100+	78	57
10	102+	81	60
0	105+	85	65

Source: Adapted from The 100 Year Life by Gratton & Scott

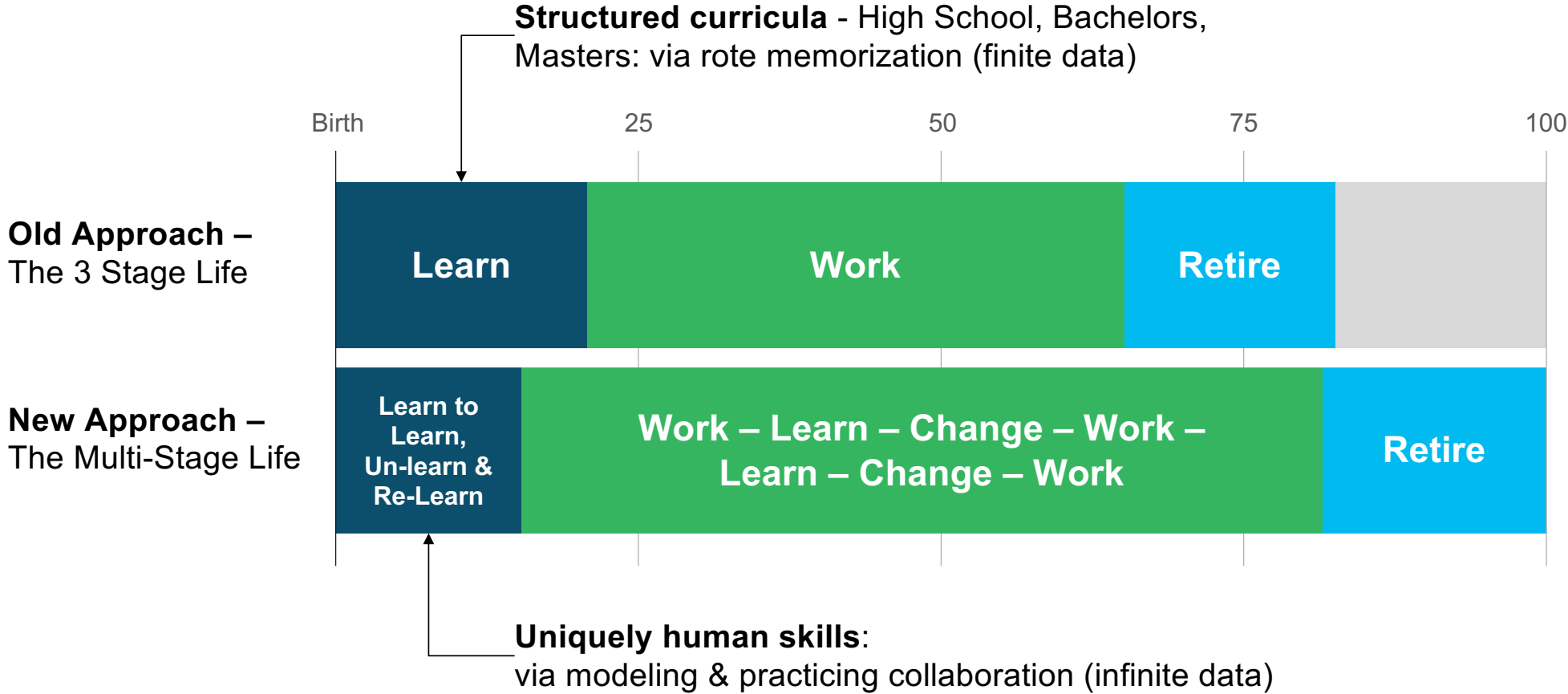
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5. Workplace Complexity

Adjust Expectations of your Sales Career Progression



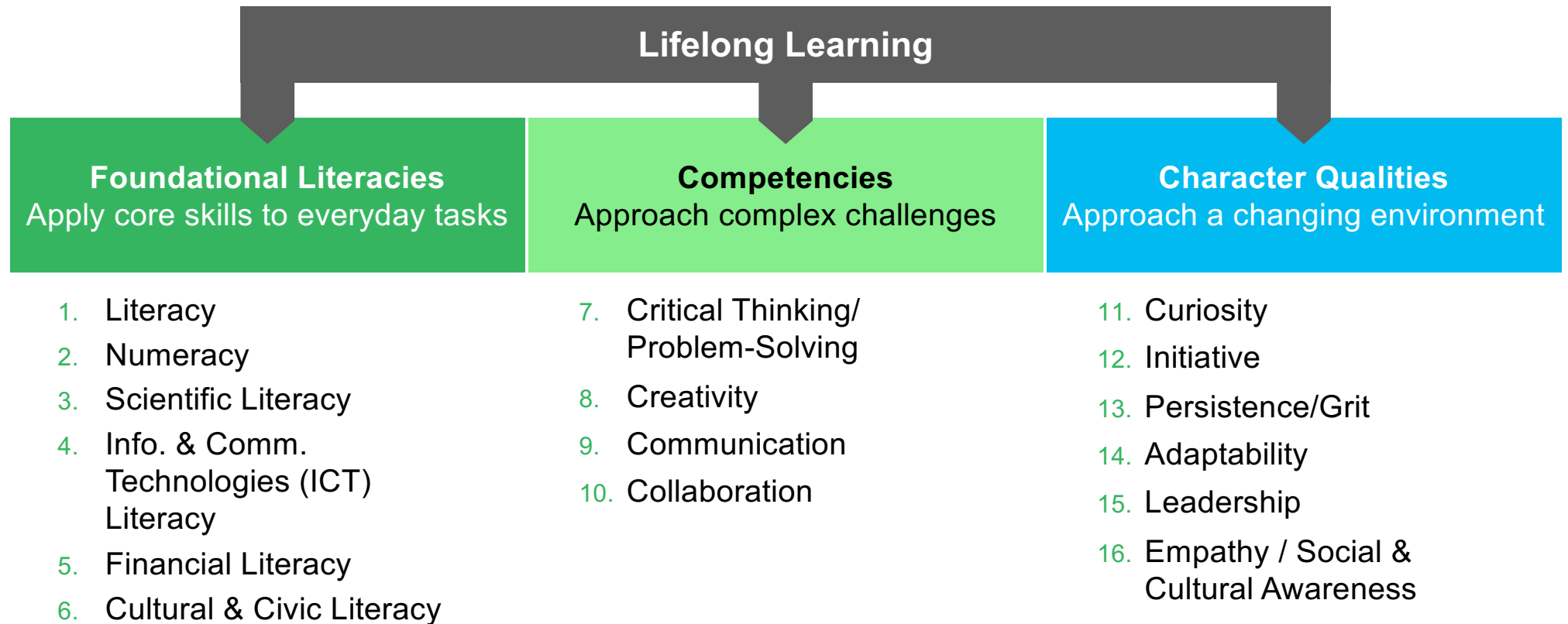
Don't Learn to Become the Expert, Become an Expert of Learning



Source: Jenny Dearborn, May 2017

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Required 21st Century Skills



Source: World Economic Forum, "New Vision for Education - Unlocking the Potential of Technology"

6. Rapidly Changing Markets

Not Being Customer-Centric is the Biggest Threat to Any Business

Netflix did not kill
Blockbuster

NETFLIX

Ridiculous **late fees** did.

Uber did not kill the
taxi business.

Uber

Limited **access & fare control** did.

Apple did not kill the
music industry.



Being forced to buy **full-length albums** did.

Amazon did not kill
other retailers.

amazon

Poor **customer service & experience** did.

Airbnb isn't killing
the hotel industry.

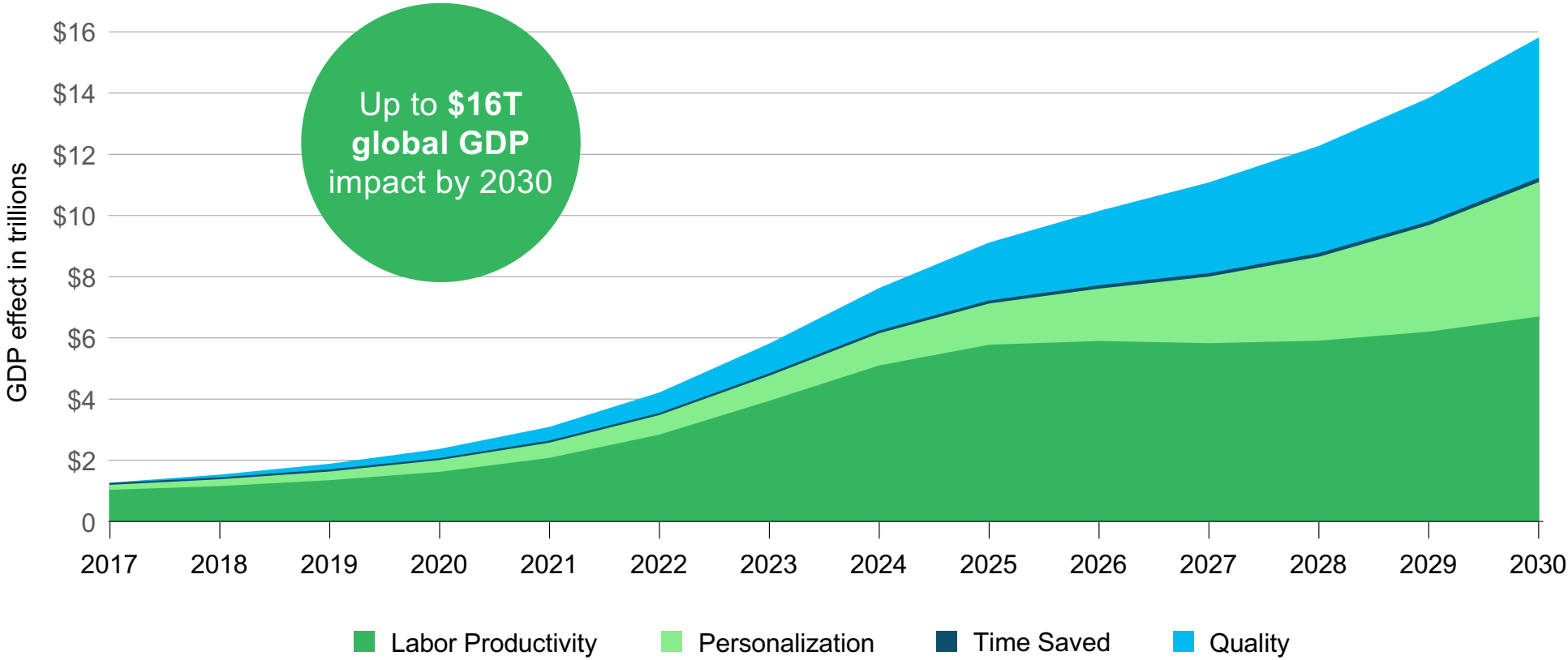


Limited **availability & pricing options** are.

Is your sales organization **listening to customer data?**

Smarter Machines Making Smarter Humans

Global GDP impact by effect of Artificial Intelligence

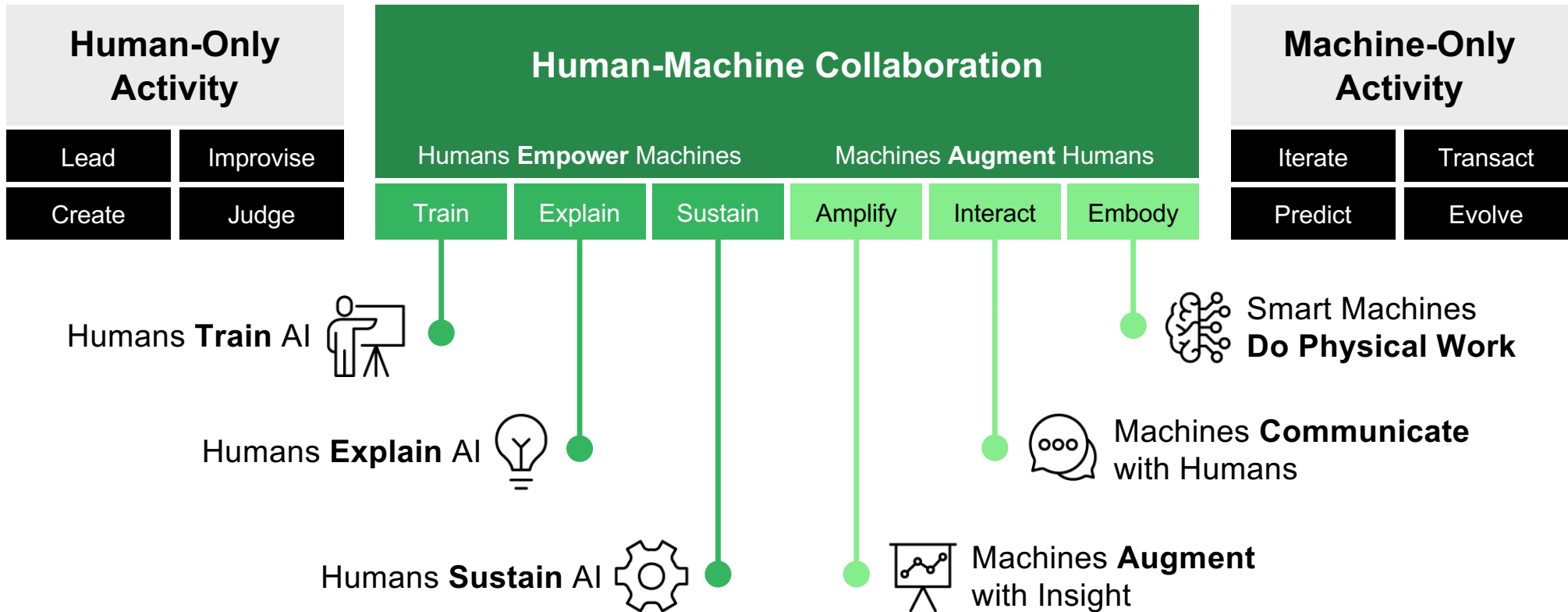


Source: PricewaterhouseCoopers LLP, [pwc.com/ai](https://www.pwc.com/ai)

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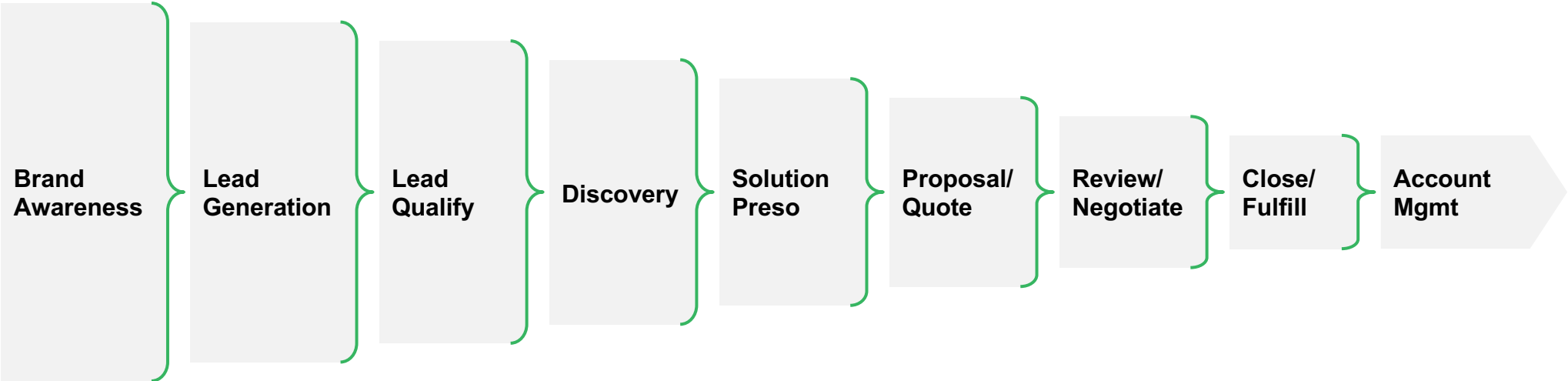
Unlock the Missing Middle of Human-Machine Collaboration

To Generate Global GDP Growth



Source: Accenture *AI and Safety: 6 Rules for Reimagining Jobs in the Age of Smart Machines*

Sales CRM Workflow Analysis



Questions that Google Sales Ops asks **at every task step** of this sales workflow process:

Can this be eliminated?

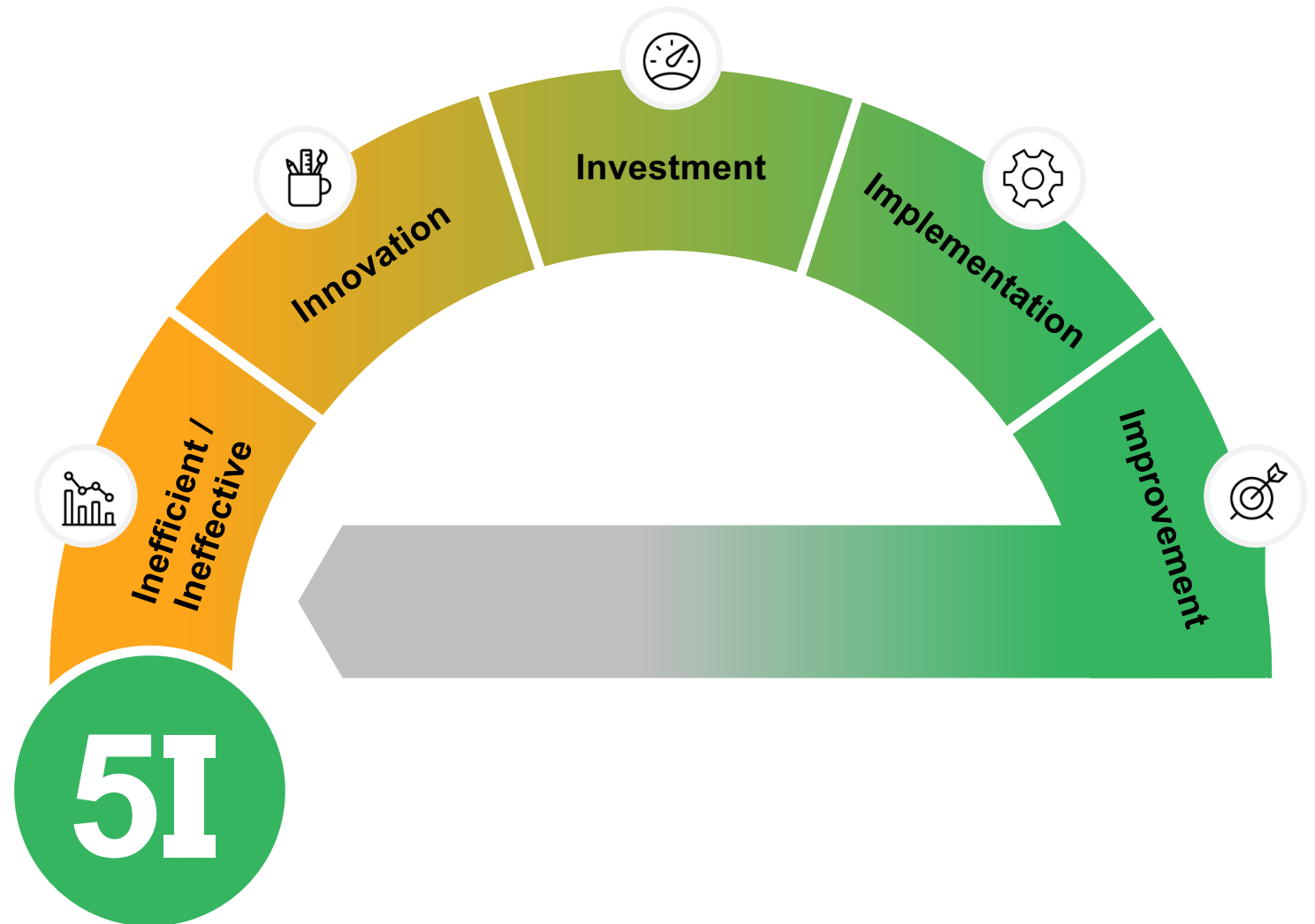
Can it be simplified?

Can it be automated?

Can we get more value out of it?

Predict Change

- What is **the data** telling you?
- **Pull back** and look at IT, Sales, Marketing, HR and Education
- Find where **disruption is coming from**
- **Change yourself** before it changes you



2019 Startups Using AI to Transform Industries

CONVERSATIONAL AI/ BOTS



VISION



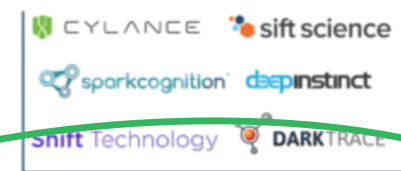
AUTO



ROBOTICS



CYBERSECURITY



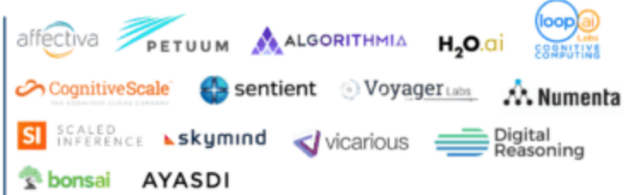
BUSINESS INTELLIGENCE & ANALYTICS



AD, SALES, CRM



CORE AI



HEALTHCARE



TEXT ANALYSIS/ GENERATION



IOT/IIOT



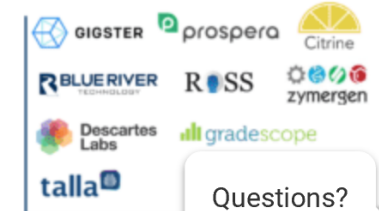
COMMERCE



FINTECH & INSURANCE



OTHER



Questions?

Source: CB Insights, October 2019

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2019 Startups Using AI to Transform Industries

CONVERSATIONAL AI/ BOTS



VISION



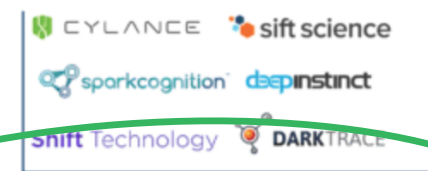
AUTO



ROBOTICS



CYBERSECURITY



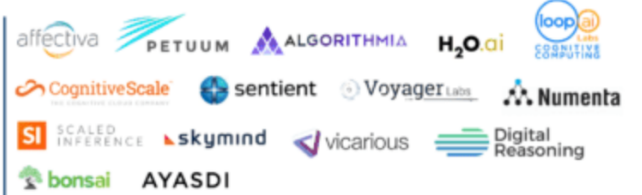
BUSINESS INTELLIGENCE & ANALYTICS



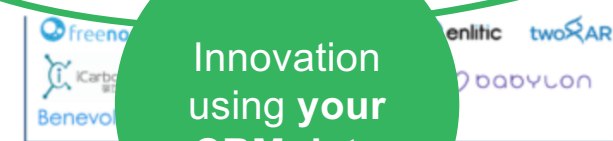
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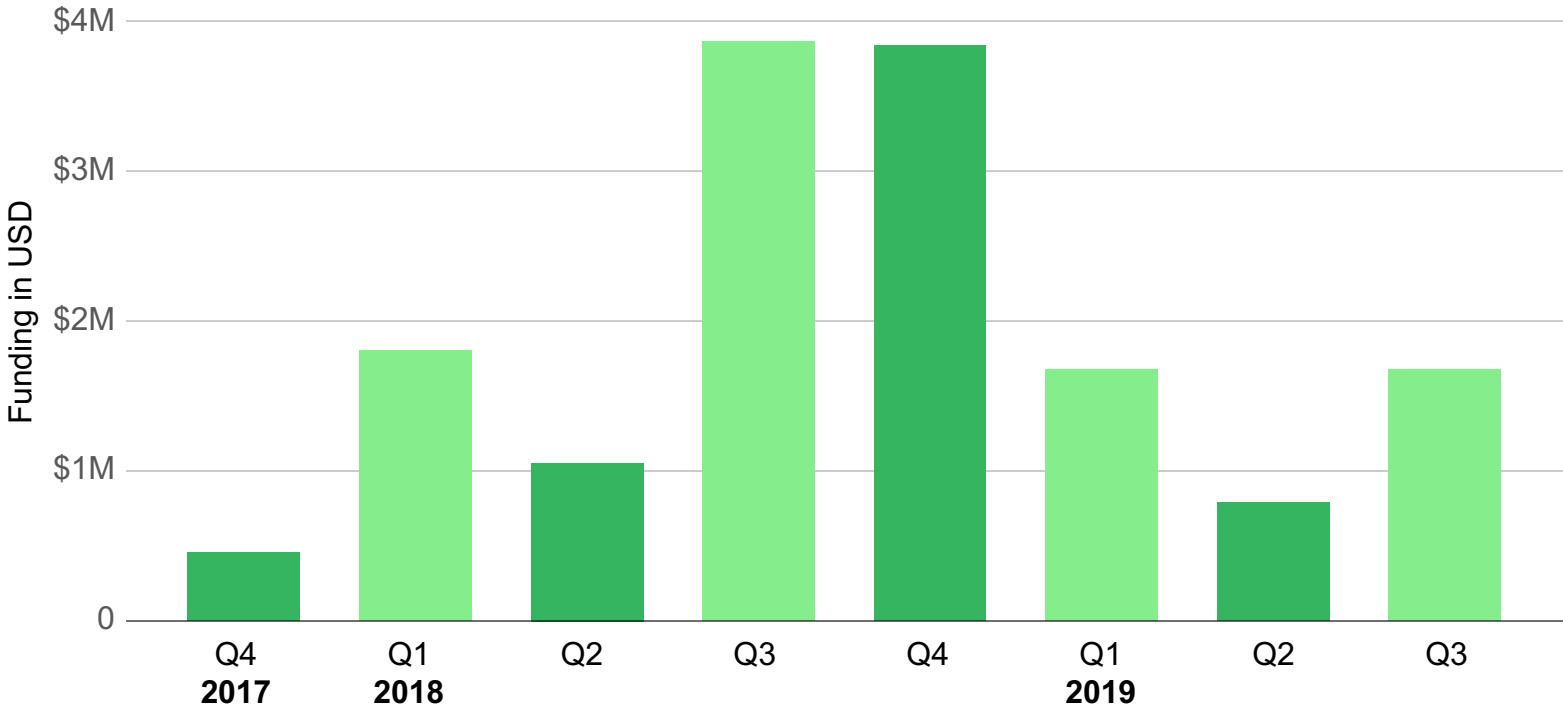
Questions?

Source: CB Insights, October 2019

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Sales & Marketing Software Industry – CRM Application Market

Start Up Investment by Deal Size 2017-2019



Source: CB Insights, October 2019

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What these innovative companies are doing ...

CRM Application Market

Deep Data Analytics, Leveraging AI, ML, NLP

Rep Analysis



Deal Analysis



Account Analysis



Sales Representative Analytics

Rep Success Probability Scoring

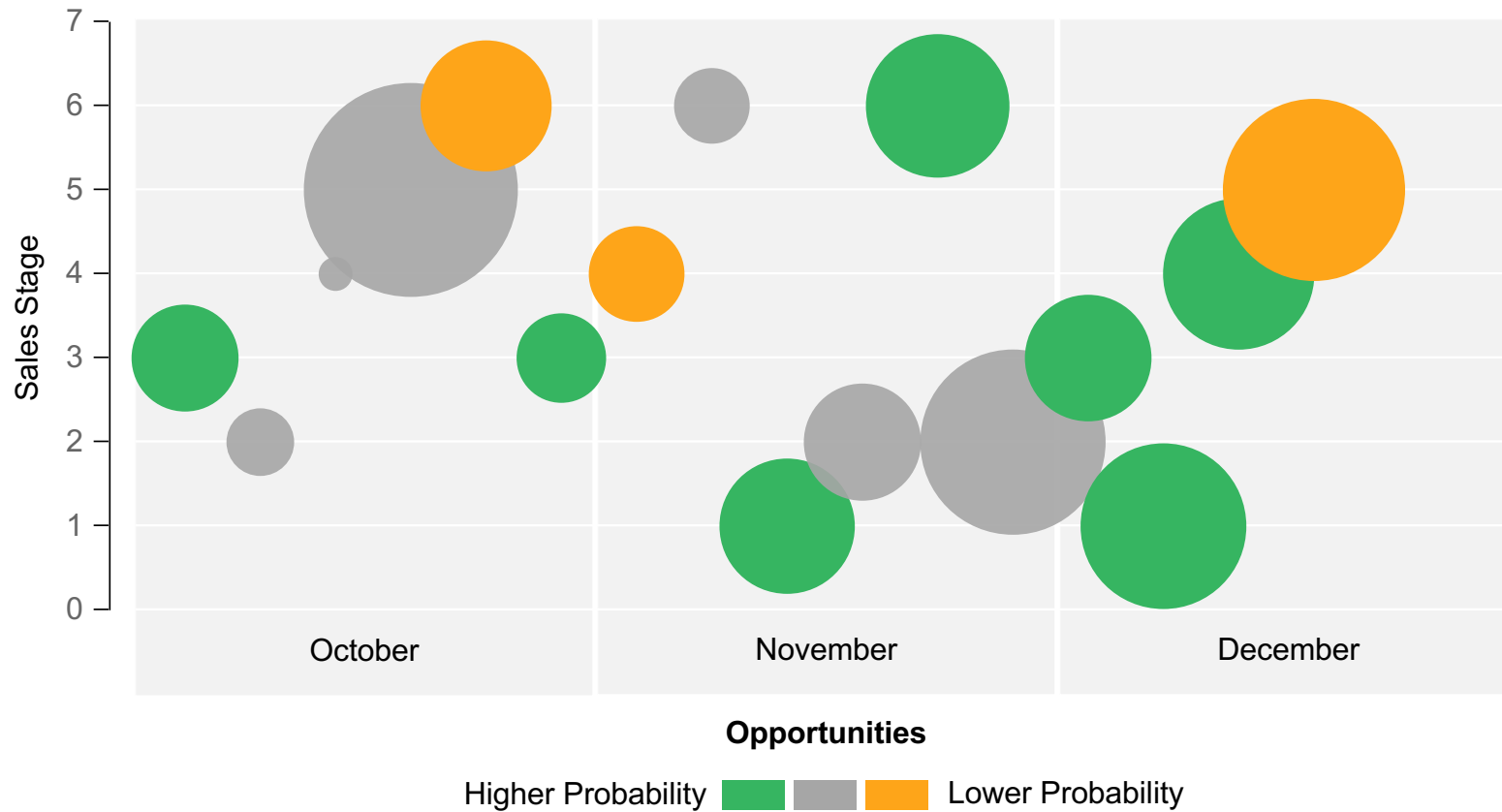
#	Key Performance Indicators	High	Med	Low	Low to High Trend	Med to High Trend	Sig Test
1	Pipe to quota ratio	\$49.5K	\$44.7K	\$47.7K	90%	80%	Yes
2	Percentage of roll over pipe	\$46.2K	\$49.5K	\$44.7K	100%	70%	Yes
3	Pipe created per mo (K)	\$47.7K	\$46.2K	\$49.5K	60%	20%	Yes
4	Number of partners	\$44.7K	\$47.7K	\$46.2K	80%	30%	Yes
5	Number of active accounts	\$49.5K	\$44.7K	\$47.7K	70%	10%	Yes
6	Number of unique products sold	\$46.2K	\$49.5K	\$44.7K	20%	90%	Yes
7	Prof services attach rate	\$47.7K	\$46.2K	\$44.7K	30%	50%	Yes
8	Deals size	\$44.7K	\$47.7K	\$47.7K	10%	70%	Yes
9	Software to hardware sales ratio	\$49.5K	\$44.7K	\$44.7K	90%	90%	Yes
10	Percentage of Pipe with platinum...	\$46.2K	\$44.7K	\$44.7K	50%	60%	Yes

Source: "Data Driven" by Jenny Dearborn, Wiley 2015

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Sales Deal Analytics

Deal Probability Scoring



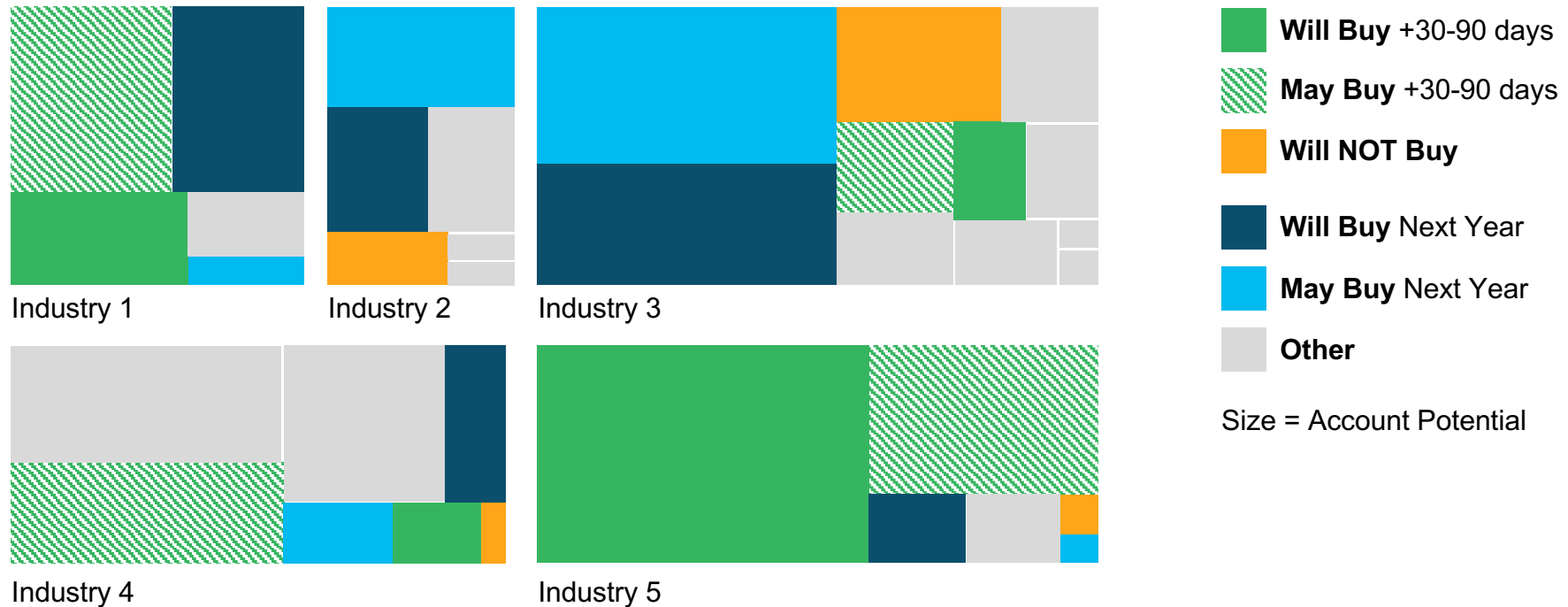
Source: "Data Driven" by Jenny Dearborn, Wiley 2015

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Sales Account Analytics

Account Probability Scoring

Based on Probability and Purchase Timeline



Source: "Data Driven" by Jenny Dearborn, Wiley 2015

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Sales & Marketing Innovation

Algorithms Applied to Your CRM Data

Coaching Bot

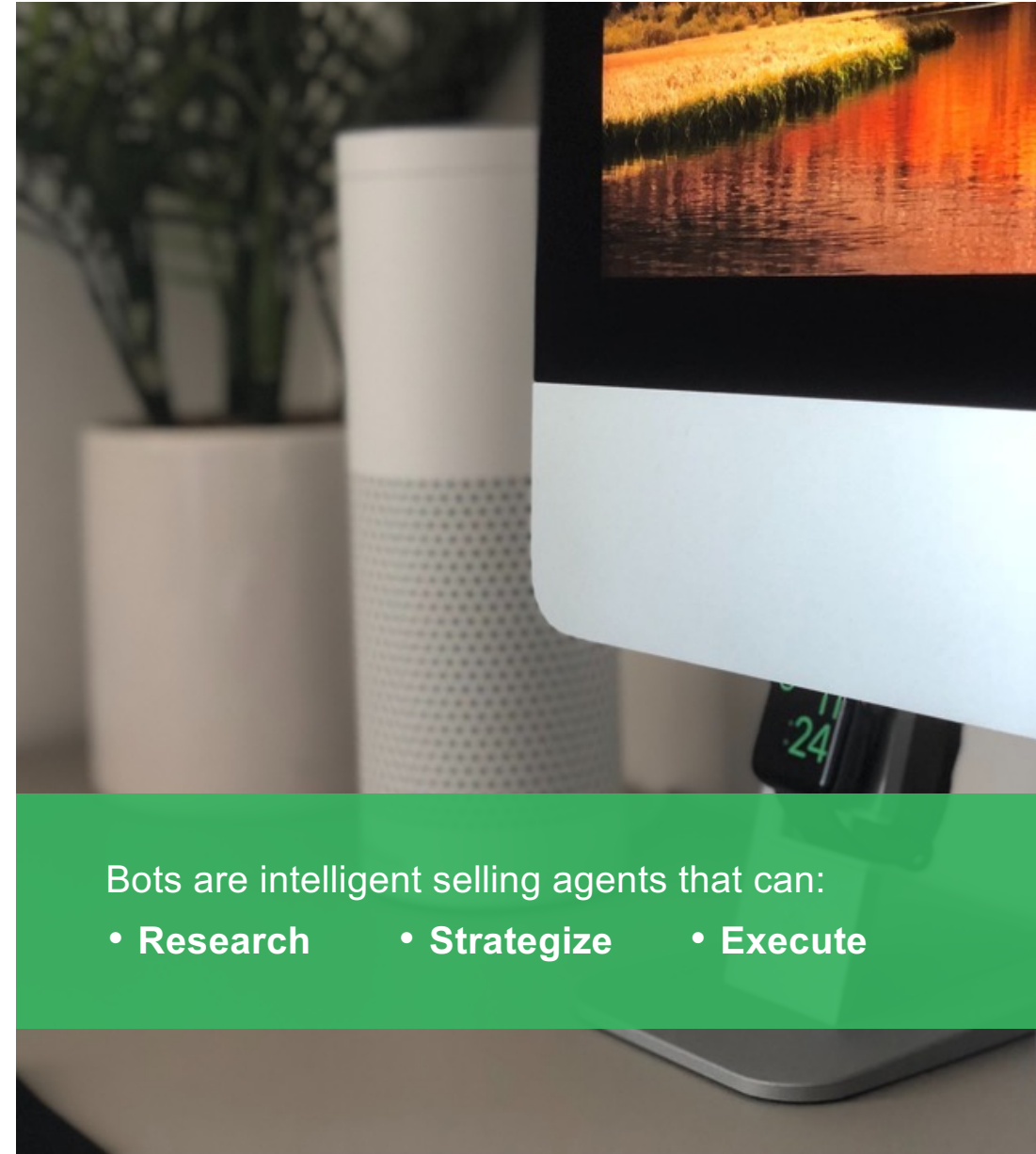
- Provide quick access to info about accounts, quota success plan, deal next steps, key stakeholders, tools to use, content to read, etc.

Action Bot

- Execute low risk activities like scheduling a meeting, registering for training, connecting with peers, sending prospecting emails, etc.

Sales Support Bot

- For marketing, pre-sales & enablement
- Enable and manage collaboration, generate cross-functional recommendations, etc.



Bots are intelligent selling agents that can:

- Research
- Strategize
- Execute

Performance Analytics from Across Your Organizational Ecosystem

HR

- DNA of a good sales person
- Interview guidelines
- Onboarding process improvement
- Strong referral program

Leadership

- Sales strategy
- Resource planning
- Budget
- Headcount
- Track effort & results

Partners

- Partner coaching
- Partner training
- Partner performance mgmt.
- Alliance manager training
- Partner enablement
- DNA of a good partner

Customers

- Customer training
- Customer adoption
- Customer engagement
- Customer content
- Customer service



Sales Ops

- Customer intelligence
- Performance intelligence
- Productivity tools
- SOD integration & enhancement

Marketing

- Education led d-gen
- Lead source effectiveness
- High impact targeting
- Messaging

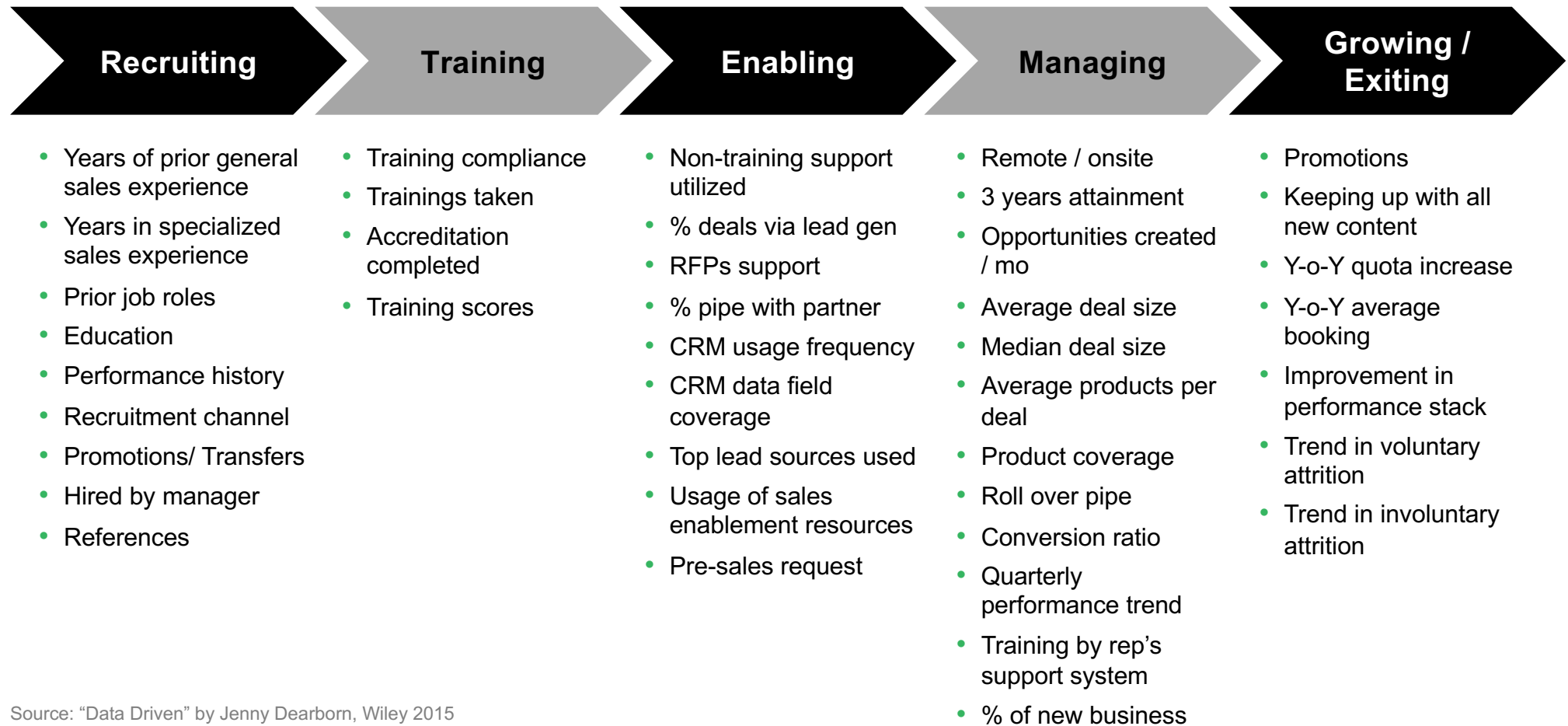
Sales Management

- Better pipeline mgmt.
- Better forecasting accuracy
- Better coaching
- Managing attrition

Presales

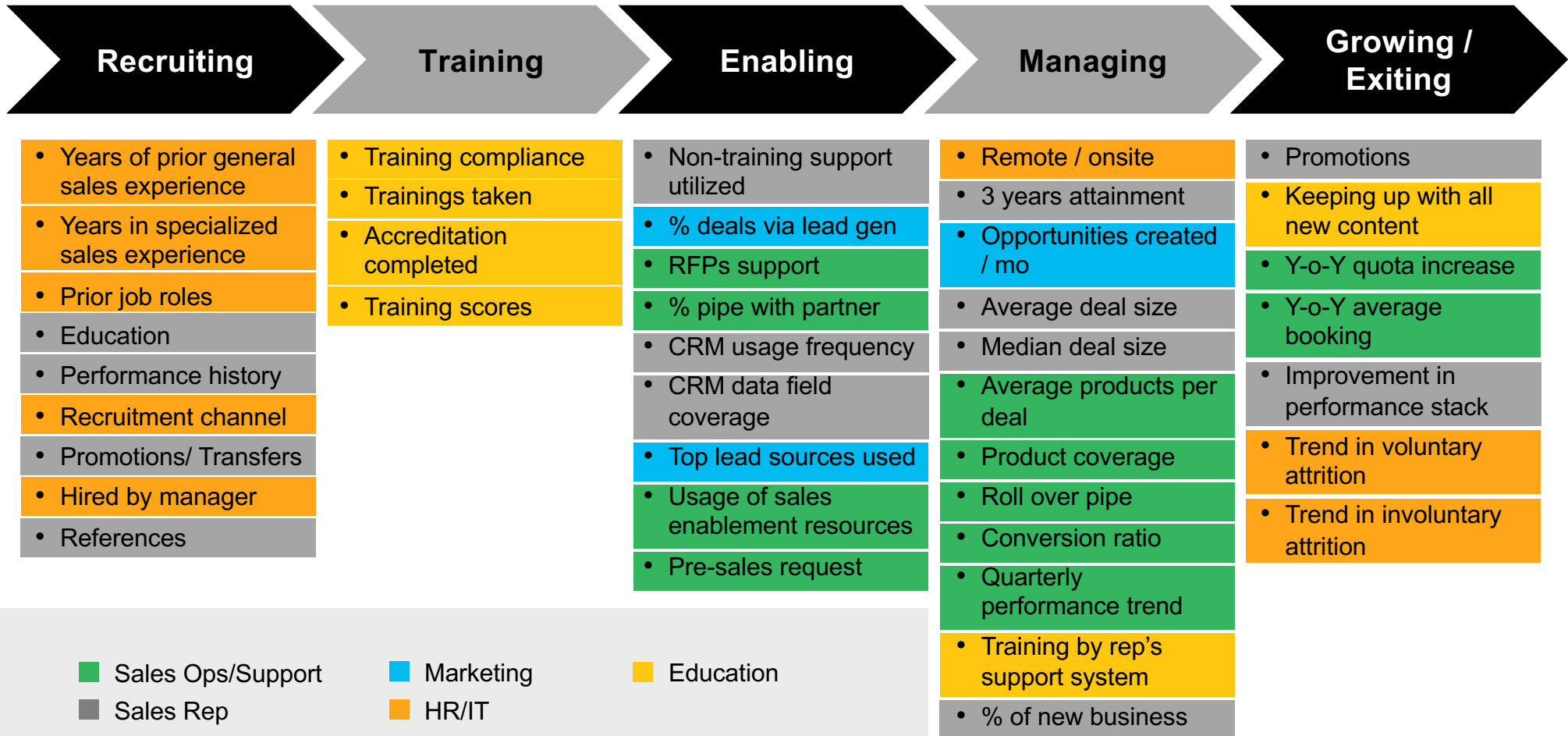
- SC coverage
- SC allocation
- Productivity metric
- Quality of support metric
- Product competitiveness score
- Competition intelligence

Data Sources Across a Sales Rep's Employee Lifecycle

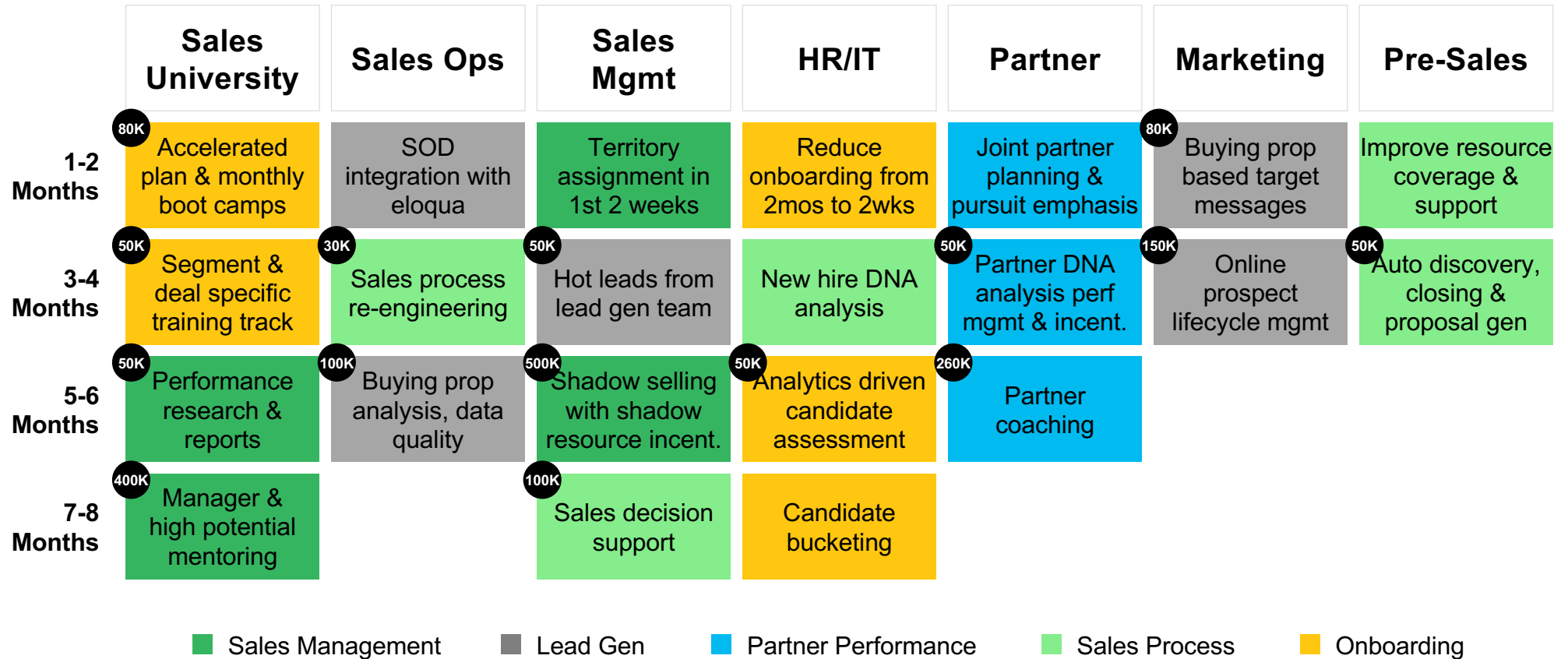


Source: "Data Driven" by Jenny Dearborn, Wiley 2015

Data Sources Across a Sales Rep's Employee Lifecycle



Analytics Roadmap to Increase Sales Performance



Sales Performance Action Model



Ask at every task of **each sales process step**:

- Can this be eliminated?*
- Can it be simplified?*
- Can it be automated?*
- Can we get more value out of it?*

Source: "Data Driven" by Jenny Dearborn, Wiley 2015

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Remember this...

Context

Global **forces of change** within the 4th Industrial Revolution

Leverage

Use the “5I model” that Venture Capitalists use when seeking out investment

Relentless

Use the Prescriptive Action Model to **constantly be pulling data** from every function and source into your self-disruption and innovation agenda

Thank you!

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