

salesforce

# Growth is a Thinking Game

Play the Long Game

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**WSJ Bestselling Author, Growth IQ**

 @Tiffani\_Bova



**“In the beginners mind there are many possibilities.**

**In the experts mind there are few.”**

*Shunrù Suzuki, Zen Monk*

# Let's Set the Scene



# We're in a New World

Connecting with your customers is harder than ever

An illustration of a city skyline with various buildings in shades of blue and grey, set against a background of a large orange sun and a blue sky with white clouds. The city is situated on a brown cliffside.

**Your Company**

**New Channels**

**Greater Expectations**

**More Competition**

**Aligned Purpose**

**New Experiences**

An illustration of a camping site on a brown cliffside. A person is sitting at a table inside a yellow tent, working on a laptop. The background features a large green sun, a pink moon, and several green trees.

**Your Customers**

# Customers want to buy on their terms





You're working hard to become easy to do business with

## You're adding new channels:

-  Service
-  Ecommerce
-  Direct sales
-  Channel sales
-  In-product selling
-  Retail
-  Third-party marketplace

Businesses use an average of **3** different sales channels\*

## And new revenue models:

-  One-time sales
-  Subscription
-  Usage/consumption
-  Milestone-based billing

Businesses use an average of **2** different revenue models\*





**People don't want quarter-inch drills.  
They want quarter-inch holes.**

**THEODORE LEVITT**



**Jobs remain  
similar over time.**

**What changes is  
the solutions  
people use to get it  
done.**

# How to Build a Modern Growth Organization





# The Experience Equation



**“Customers will remember the experience they have with a brand much longer than the price they paid”**

@Tiffani\_Bova

# Customer Experience has Reached a Tipping Point

A decorative graphic featuring a light blue circle at the top, a green lime-like fruit, and green leaves, partially overlapping the dark blue box.

**88%**

Of customers  
feel experience  
a company  
provides is as  
important as  
its product or  
services.

TAXI



UBER



# Who are The Keepers of Your CX Promise?

## Employees



Employees have taken over customers as the **#1 priority** stakeholder for businesses to ensure long-term success.\*

**But...employees aren't always happy,  
and it's impacting CX and Growth.**





# Employees expect the same level of personalized, tailored experience at work as in their personal lives



## Experiences Inside Work

NOT Social

NOT Smart

NOT Mobile

NOT Connected

## Experiences Outside Work

Social

Smart

Mobile

Connected



# Average Enterprise has 900 Apps Only 29% are Integrated\*



Source: Mulesoft

# Stated Biggest Internal Challenges for Company's Revenue Growth

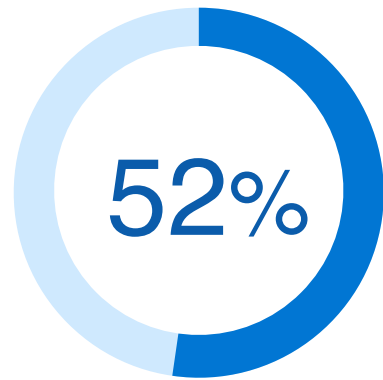
## Top Challenges to Company Growth

#	RANKED BY EMPLOYEES	RANKED BY C-SUITE
1	Employees leave too often/can't keep top talent <b>Outdated technology</b>	Lack of growth or development opportunities for employees <b>Too many or redundant processes</b>
2	<b>Too many or redundant processes</b>	<b>Data and technology systems are not integrated</b>
3	<b>Departments are too siloed and do not collaborate enough</b>	<b>Departments are too siloed and do not collaborate enough</b>
4	<b>Data and technology systems are not integrated</b>	Employees leave too often/can't keep top talent
5	Poor leadership/lack of vision	Bad products or services or innovation
6	Lack of growth or development opportunities for employees	<b>Outdated technology</b>
7	Don't have the right talent	Don't have the right talent
8	Bad products or services or innovation	Poor leadership/lack of vision

Source: Zeno DXI/Salesforce - The Experience Advantage

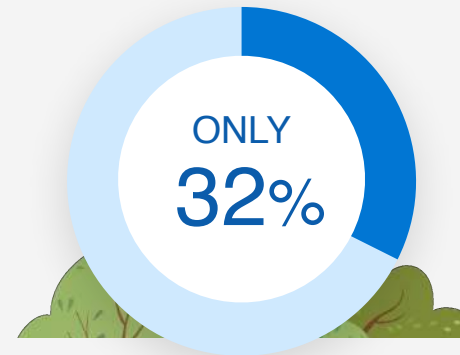
# Seamless Tech is Strongest Driver of Employee-Exec Disconnect

Ensuring seamless tech is key to EX, and C-Suite aren't aligned with employees – or customers



**of C-Suite believe** that the technology their company provides is working effectively

BUT




**of employees believe** that the technology their company provides is working effectively



**of customer-facing employees** strongly agree that their company is providing great technology that is seamless and helps them collaborate easily

# Why it matters?





**“The fastest way to get  
customers to love your brand  
– is to get your employees to  
love their job.”**

@Tiffani\_Bova

# Good EX drives good CX and vice versa

It's a relationship that reaps continuous rewards

C-Suite who have...

...EX as a top priority  
for their company saw

1.3x

growth in their **client satisfaction KPIs** over those who do not

(39% vs. 29%)

Lowest in Germany (0.9x) and highest in Brazil (2.5x)

...CX as a top priority  
for their company saw

1.4x

growth in their **employee satisfaction KPIs** over those who do not

(57% vs. 40%)

Lowest in France (0.0x) and highest in Germany (2.8x) and Argentina (2.3x)



# The Ripple Effect of EX and CX When Done Right

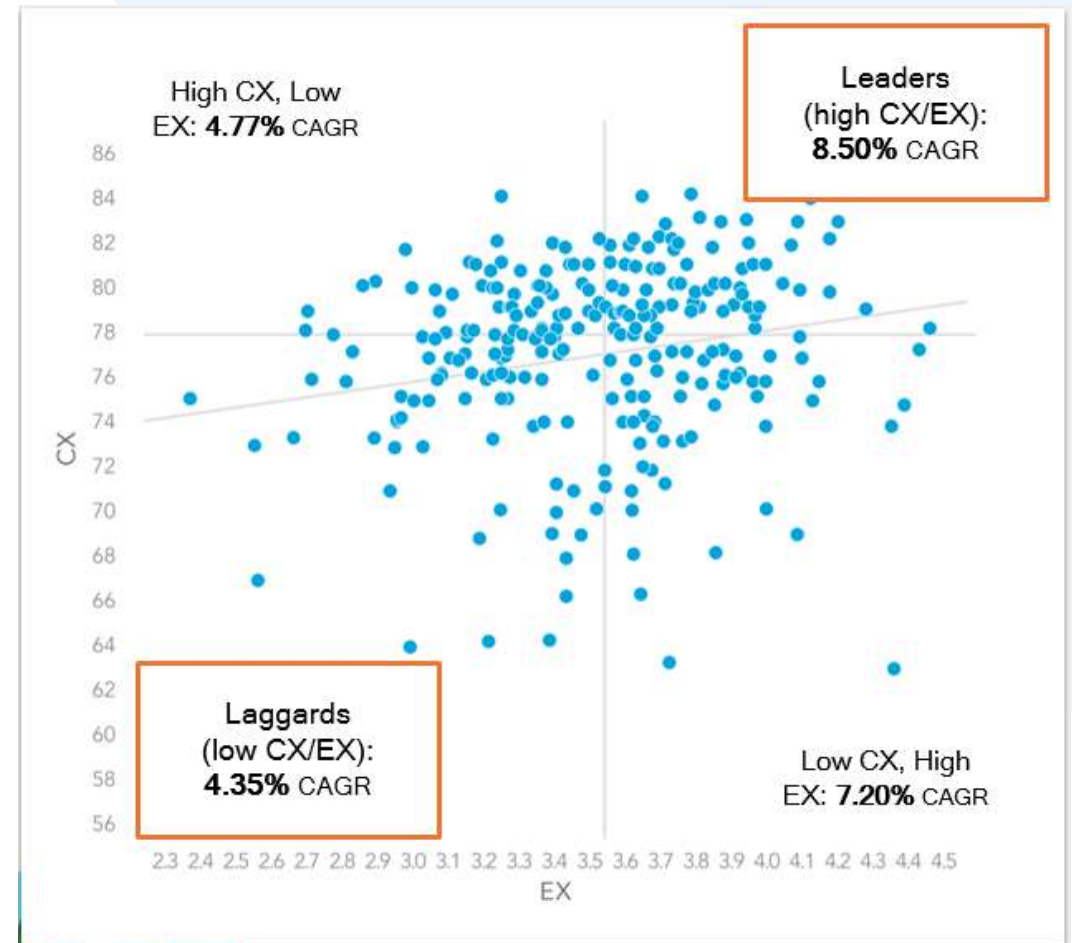


1.8X

Faster revenue growth at companies with high CX & EX versus low CX & EX



Forbes insights





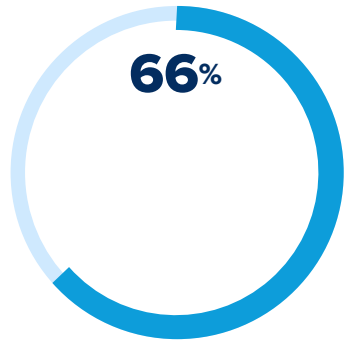
# Revenue Generation is Getting Harder

## The Seller's Dilemma



# Time is a Scarce Commodity

Lack of time



of a seller's day is spent  
**non-selling**





## High Performers Are More Likely to Automate Repetitive Tasks

51%

more likely to automate  
**sales-data and customer  
notes logging**

113%

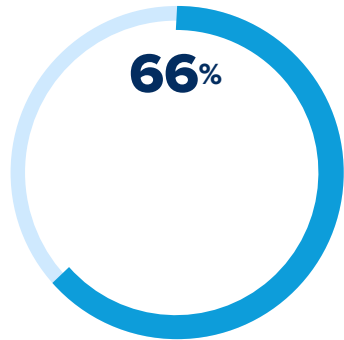
More likely to automate  
**lead/opportunity  
prioritization**

132%

More likely to automate **account  
action determination** than  
underperformers

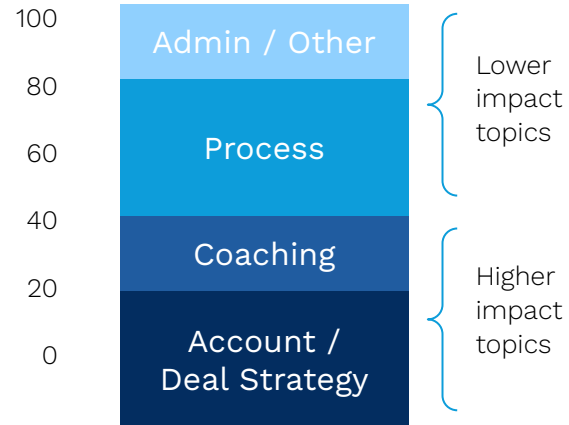
# A Crisis of Prioritization

## Lack of time



of a seller's day is spent **non-selling**

## Lack of focus



Sales coaching tends to be focused on the **wrong topics** (Average time spent on lower-impact topics: **50%**)



# Organizations Balance Process and Autonomy



## How Sales Organizations Encourage Reps to Operate



With **flexibility**  
and **autonomy**

56%

vs.



Through **defined**  
**processes** and **protocols**

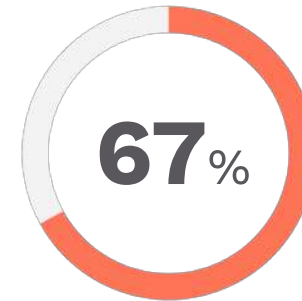
44%

25

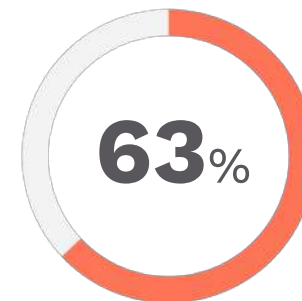
50

75

## Since 2019...



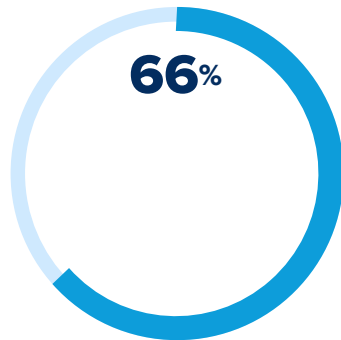
say enforcement  
of activity  
logging is  
**stricter**



say they log  
more **customer**  
**interaction**  
details

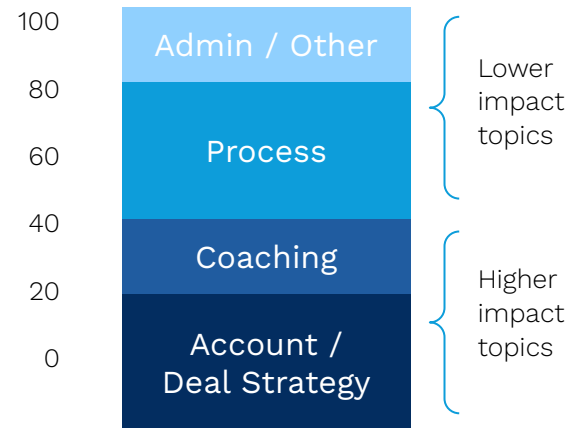
# Management Value

## Lack of time



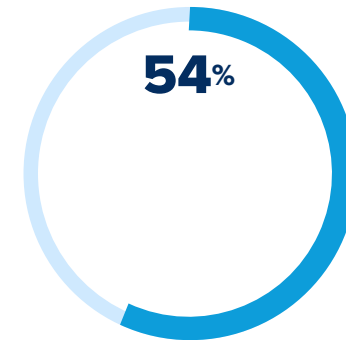
of a seller's day is spent **non-selling**

## Lack of focus



Sales coaching tends to be focused on the **wrong topics** (Average time spent on lower-impact topics: **50%**)

## Lack of quality coaching



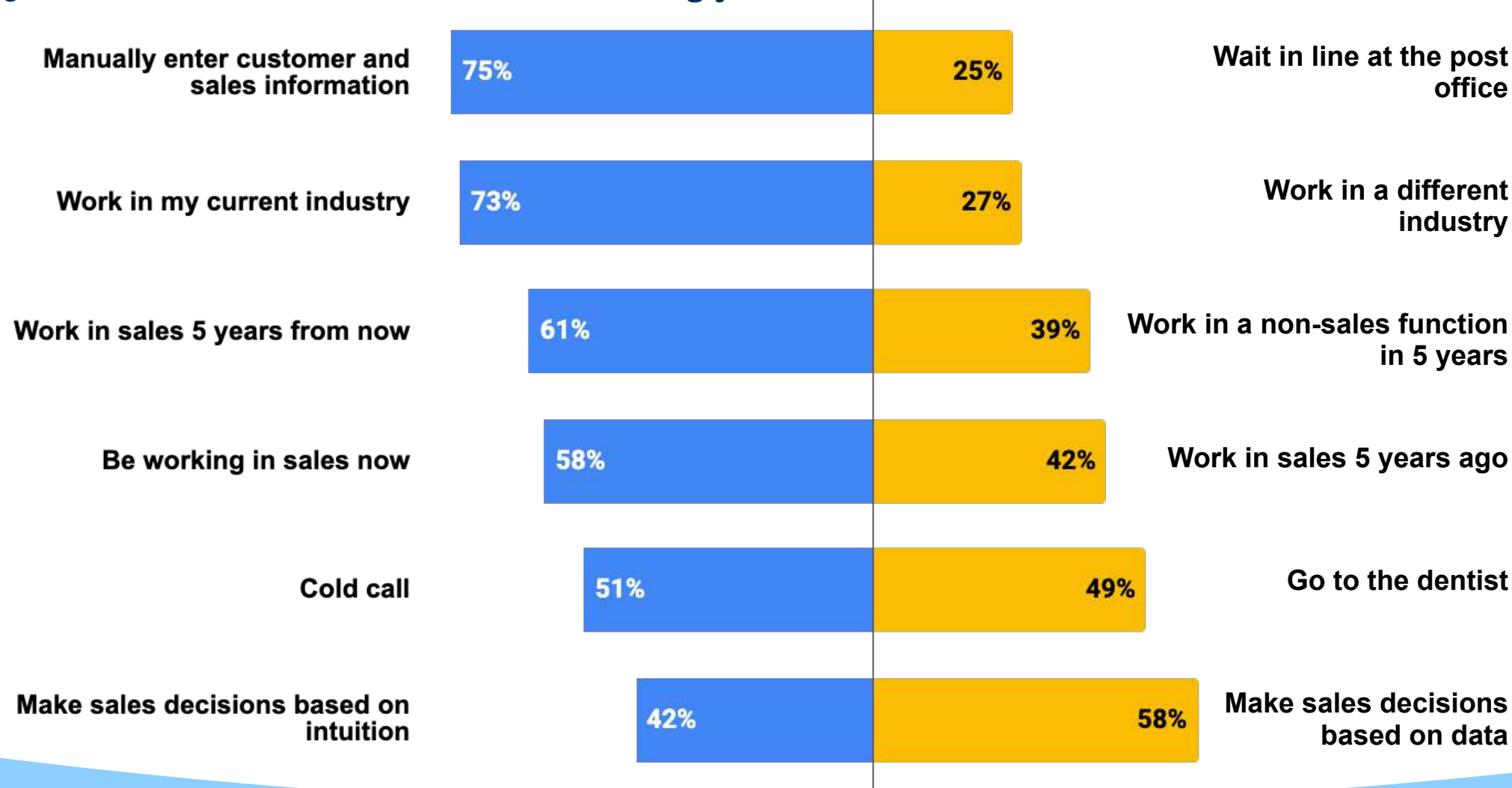
Of reps would **not be willing to pay \$1** for an hour of their manager's time



# Nearly half of salespeople would rather go to the dentist than cold call



Q17. Please select which of the following you would rather do.



Base: 982 full-time salespeople across US, UK, and DE.



# The Connection Points





# Don't Break Down Silos – Build Bridges Between Them



## **Disconnected Teams**

Customers see one company,  
not separate departments



# Don't Break Down Silos – Build Bridges Between Them



## Disconnected Teams

Customers see one company,  
not separate departments



## Disconnected Metrics

Goals are misaligned



# Don't Break Down Silos – Build Bridges Between Them



## Disconnected Teams

Customers see one company,  
not separate departments



## Disconnected Metrics

Goals are misaligned



## Disconnected Experiences

Buyer needs vs Internal  
Processes



From The Office Of  
Market Strategy

salesforce

So what does  
the future hold?

# State of Sales 2025

salesforce



# What if....

Advanced data science could help every sales organization to find opportunities and turn them into revenue, faster.

From The Office Of  
Strategy



# What if....

AI could dramatically augment the skills and productivity of every seller?

From The Office Of  
Strategy



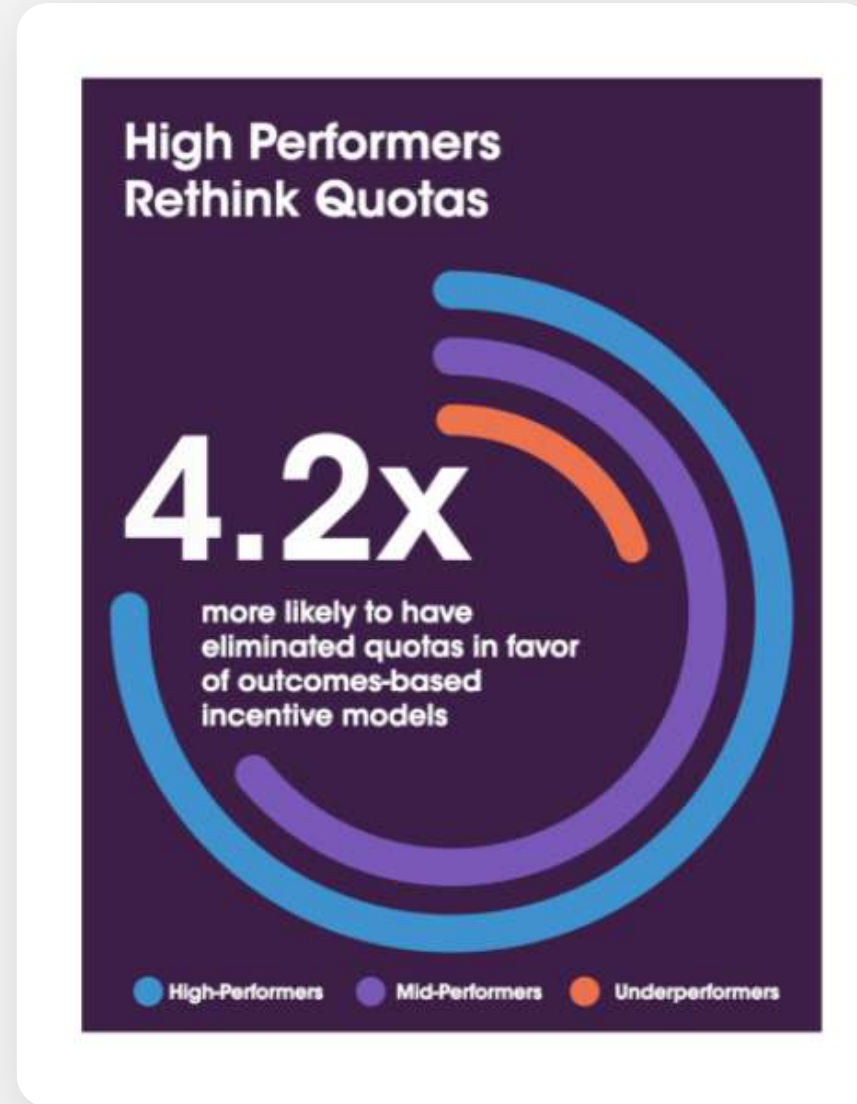
## Top 5 Areas for AI + Human Co-Selling

- 1 Prospecting qualified leads
- 2 Accelerating contract negotiation
- 3 Predictive renewals
- 4 Relationship coaching
- 5 Revenue ideation

# What if....

We could focus less on next quarter's quotas and more on delivering better outcomes and customer values?

From The Office Of  
Strategy



# Final Thoughts







# Growth is a Thinking Game

- Start with a *'beginners mind'*
- Empower employees to *serve* customers better
- *Embrace* change, reward ideas
- *Everyone* plays a role in growth, not just the front-line
- Your differentiation will be your *mental model*
- *Change starts with you.*




Text "GrowthIQ" to 33777  
Perpetual Innovation eBook







Text "email" to 5544 to join my mailing



**THINK FORWARD**  
with Tiffani Bova



**Podcast**  
"What's Next With Tiffani Bova"





**Read the Book: Growth IQ**  
<http://tiffanibova.com/Book>




# Salesforce Primary Research



The intersection of Employee and Customer Experience to Drive Growth

**Salesforce and Forbes  
Insight: The Experience  
Equation**



**HBR: How Employee  
Experience Impacts Your  
Bottom Line**



**Salesforce and Edelman:  
The Experience Advantage**



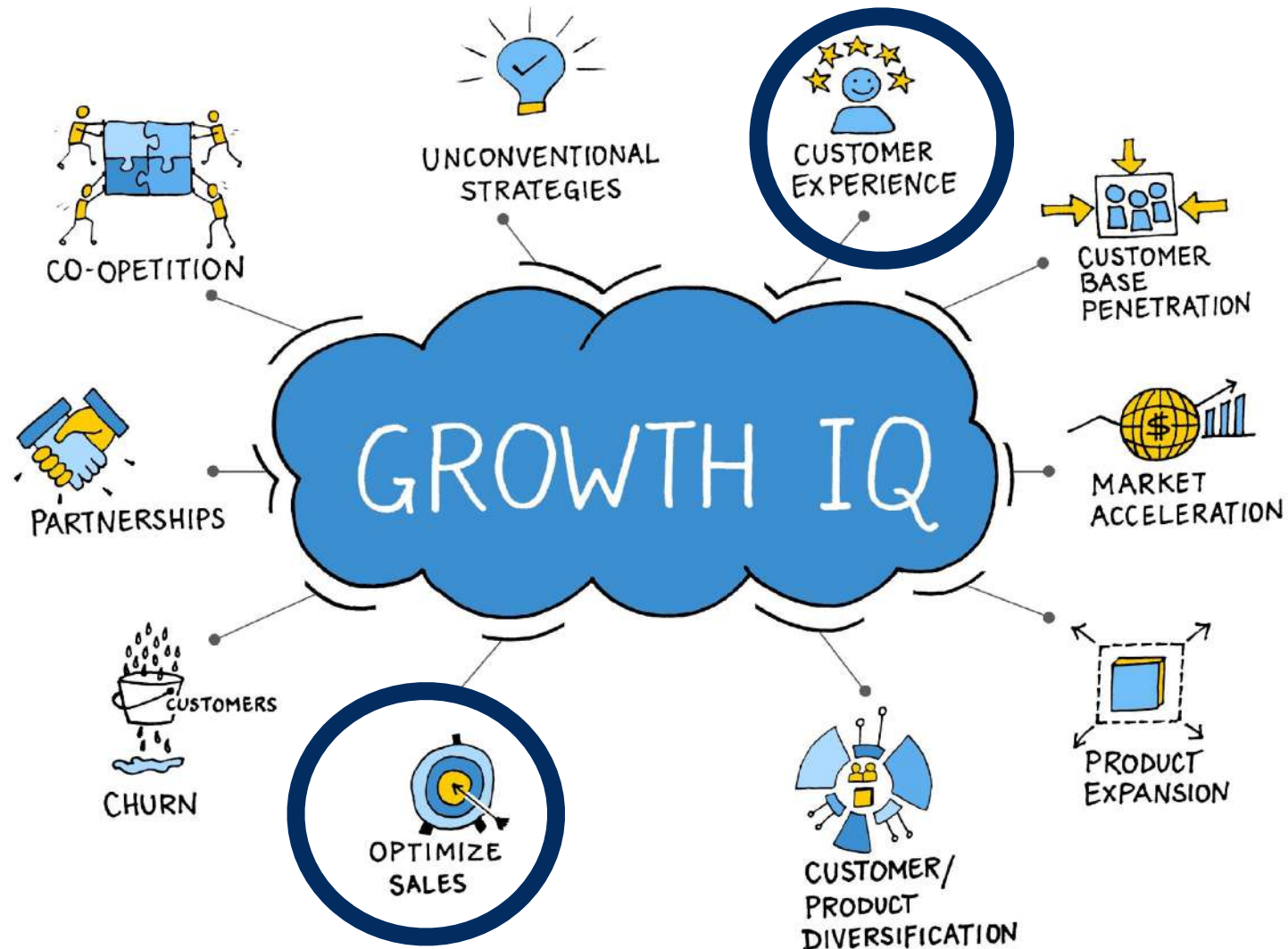
# Thank You



# Growth IQ Framework



# 10 Strategies to Drive Growth



# CONTEXT



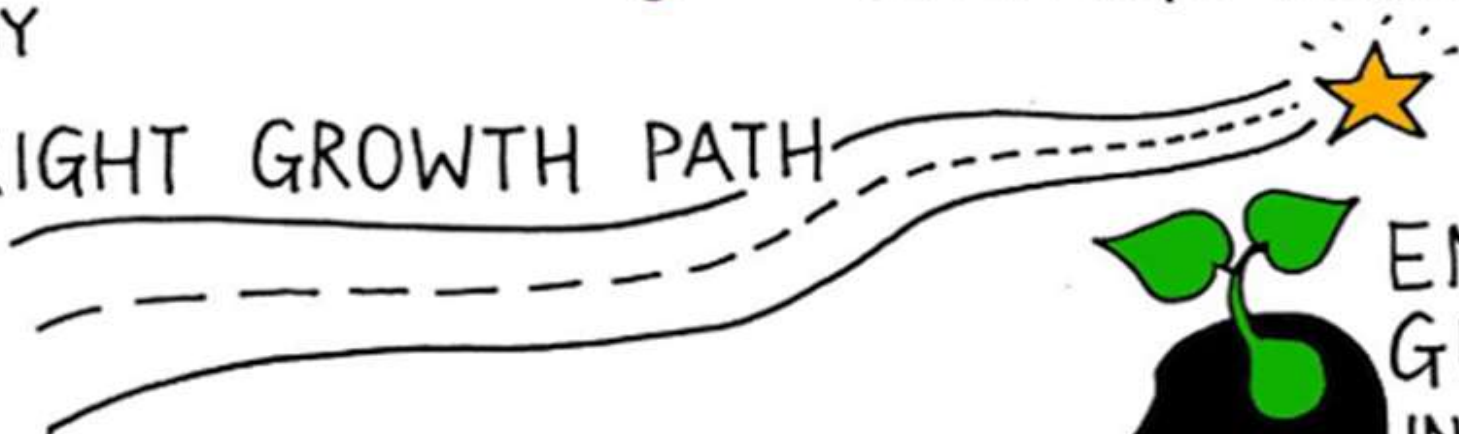
UNDERSTAND  
OVERALL GROWTH  
GOALS OF THE  
COMPANY



CHOOSING THE RIGHT  
GROWTH PATH REQUIRES  
AN UNDERSTANDING OF  
COMPANY'S **CONTEXT**

## CHOOSING RIGHT GROWTH PATH

- MINIMIZES  
DISTRACTIONS
- ENABLES  
LEARNING



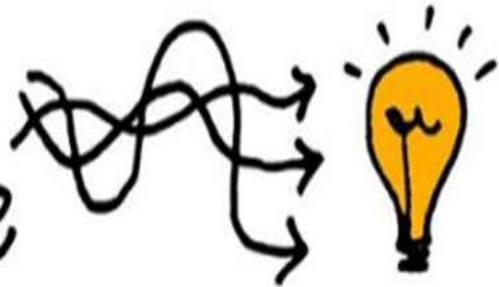
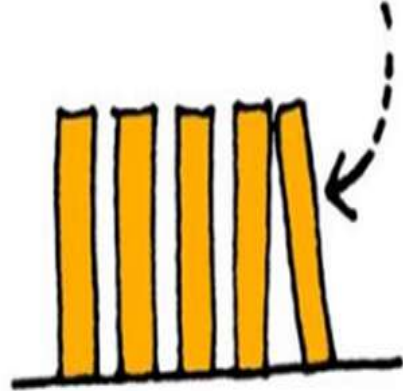
EMBED  
GROWTH  
IN FABRIC  
AND MINDSET  
OF THE COMPANY  
AND BUILD YOUR  
**GROWTH IQ**


# COMBINATION



SUCCESSFUL GROWTH  
ALMOST NEVER COMES  
DOWN TO SINGLE DECISION  
BUT TO A COMBINATION  
OF SOME OR ALL DECISIONS

INTERCONNECTEDNESS  
OF DECISIONS *matter more*



Force of combined  
initiatives and  
**THE RIPPLE EFFECT**  
that results in  
GROWTH 



# SEQUENCE



BUSINESS GROWTH  
ISN'T ALWAYS ACHIEVED  
BY ACCELERATION



ESTABLISH A  
SEQUENCE OF TIMING  
THAT MATCHES COMPANY'S  
ABILITY TO RESPOND TO  
VARIOUS GROWTH INITIATIVES

TO MAKE  
SENSE OF  
DATA,  
PATTERNS,  
ISSUES AND  
OPPORTUNITIES





# Workshop