

IDENTITY NEED TRANSLATION CAMPAIGN

OVERVIEW

Integrated campaign validates buyers' identity needs by demonstrating how common those needs are and quantifying their business impact through a diagnostic.

SOLUTION HIGHLIGHTS

- **Socially Validate Identity Value**

Demonstration of similar perspectives across stakeholders validates personal needs, reducing perceived opposition.

- **Enable Business Justification**

An online diagnostic helps buyers quantify common pain and provides an impetus for internal stakeholders to connect and justify the need for change.

SCENARIO

- SMART realizes that although many customers see the value of SMART's collaboration technologies, many fail to advocate for purchase or fail to complete the lengthy purchase process.
- In an effort to boost customer motivation and impact sales, SMART rebrands to draw out the emotional and personal benefits of SMART's solutions.

COMPANY SNAPSHOT

SMART Technologies

Industry: Technology
2013 Sales: \$589.4 Million
Employees: 1,042

SMART Technologies Inc., is a leading provider of technology solutions that enable inspired collaboration in schools and workplaces around the world by turning group work into a highly interactive, engaging and productive experience. SMART delivers integrated solutions of hardware, software and services designed for superior performance and ease of use, and is a world leader in interactive displays.



SMART shows buyers that their identity needs are shared by others to justify advocacy for change.

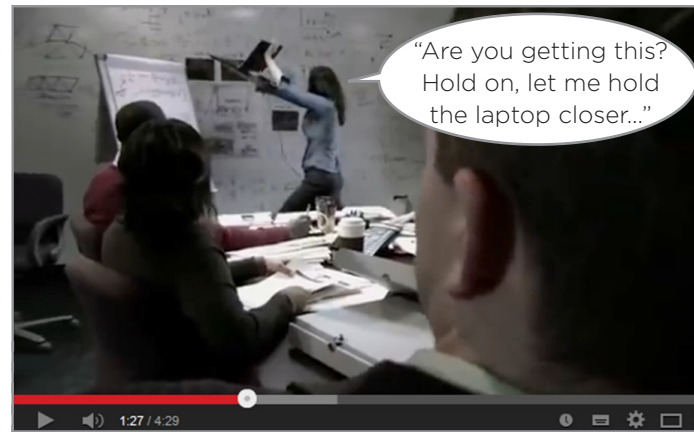
- SMART shows commonly shared pain points that impact customer's reputation and self-perception from multiple perspectives to help buyers see that others would likely support a solution.
- By showing widespread impact of these pain-points, SMART emphasizes the benefits of advocacy (i.e., winning support and respect from others who want change) and decreases the perceived risk of advocacy (i.e., objections).
- A sense of social permission validates the advocate's own personal desire for change, and helps them feel more comfortable speaking up.

SOCIALLY VALIDATE IDENTITY VALUE

SMART®
Inspired Collaboration™

Excerpts from Freestorm™a Video

Video Screenshots Highlight Communication Break-Downs from Multiple Stakeholder Perspectives

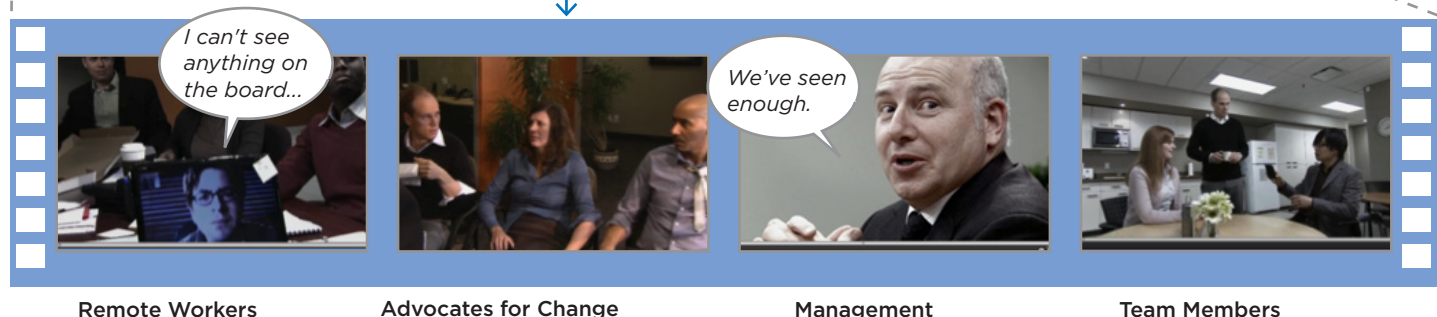


To motivate advocacy, SMART depicts common identity pains that its collaboration software can address, namely:

- Feeling unappreciated or left out by the team
- Feeling unable to contribute anything worthwhile

Source: https://www.youtube.com/watch?v=qSMhZU_VIOs.

SMART shows identity pains from multiple perspectives, which helps advocates feel justified in speaking up for change.



Source: SMART Technologies; CEB analysis.

^a SMART's Freestorm solution is a platform that combines interactive displays, collaboration software and remote collaboration tools.



A diagnostic validates identity needs by quantifying the number of employees who share pains and quantifying business costs.

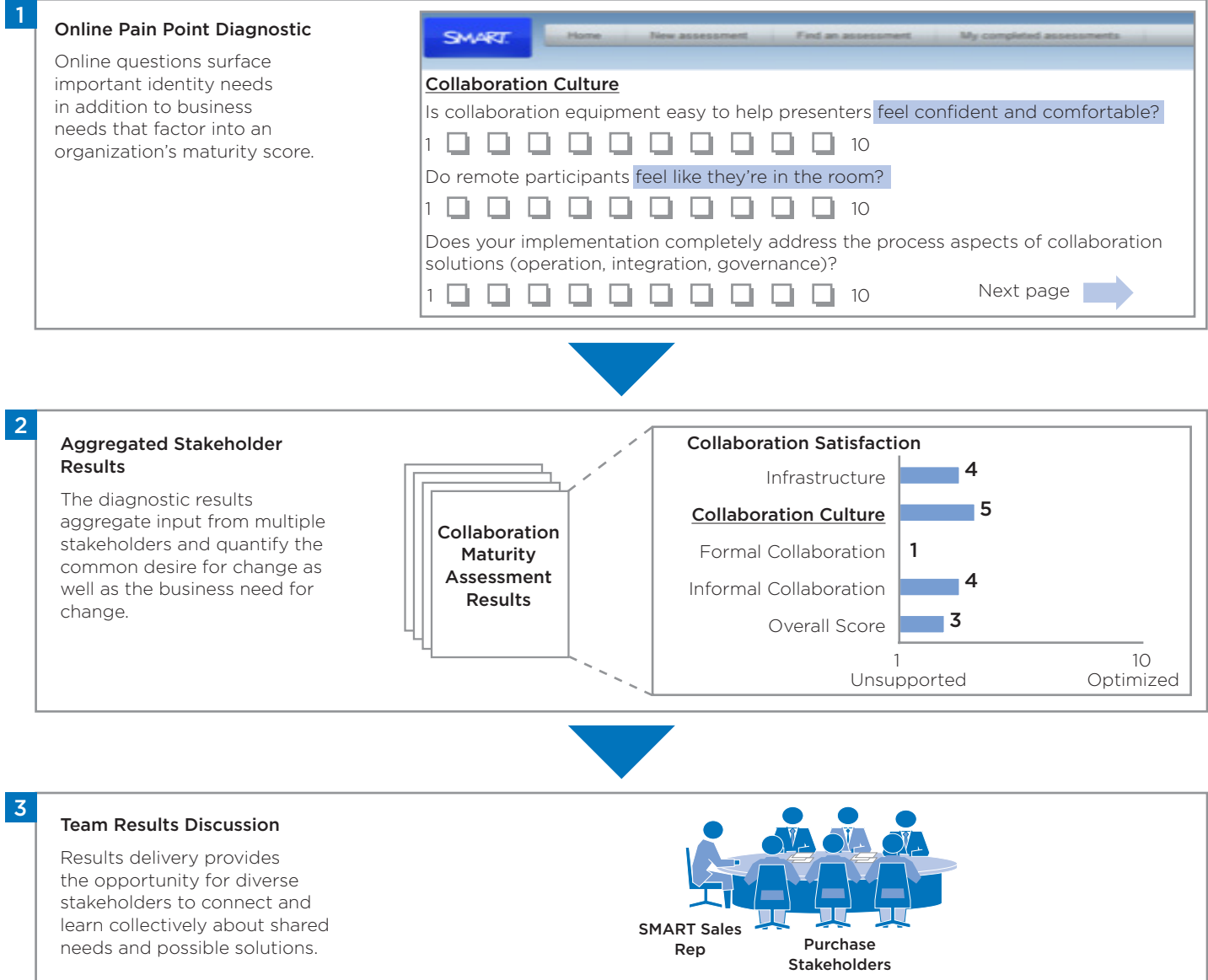
- The diagnostic highlights identity needs and business problems, which helps bolster motivation while enabling advocacy.
- Questions imply that participants should feel confident, comfortable and able to contribute—and that technology can have a positive impact on their identity.
- Results from multiple stakeholders reveal the common desire for change, reducing the risk of advocacy for individuals.

Implementation Tip

You may need to distinctly quantify identity value when you anticipate a high degree of customer skepticism.

ENABLE BUSINESS JUSTIFICATION

SMART's Shared Pain Diagnostic (Excerpt), Results and Review



Source: SMART Technologies; CEB analysis; smartbusiness.agencyzed.com.



By validating customer identity needs, SMART motivates buyers to drive the purchase forward and improves lead conversion.

- By validating buyers' identity-related needs, SMART drives greater commitment to action.
- As a result, SMART has seen strong engagement with its shared pain diagnostic and increased conversion rates across the funnel.

NEEDS VALIDATED

SMART's Campaign Results

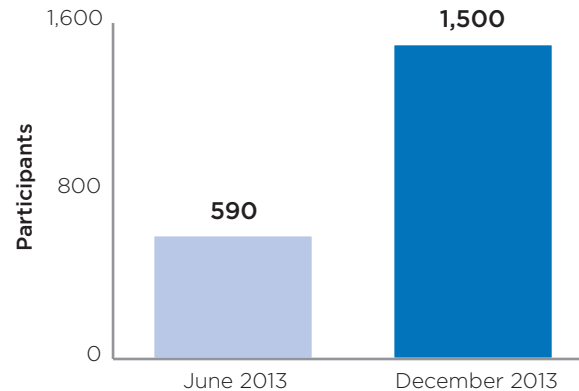
"Leveraging the diagnostic as part of our engagement with SMART...kept us moving forward during this project."

Carlton L. Haithcox, Sr.
Business Process Exec
Global Integration Solutions
IBM Inside Sales

"This campaign moved customers from 'I just have to accept that meetings are terrible' to 'I can make the case for change and should speak up.' The emotional piece gets people committed to change and the benchmarks show that change is possible."

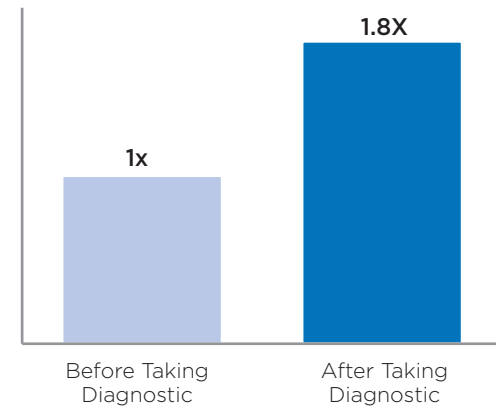
Jeff Lowe,
Vice President of Sales and Marketing
SMART Technologies

Total Participation in Shared Pain Diagnostic *June to December 2013*



Source: Smart Technologies; CEB analysis.

Customer Willingness to Speak to Sales *Percentage of Buyers in Contact with Sales Pre and Post-Diagnostic*



Source: Smart Technologies; CEB analysis.