

One account, one Point-of-View

A Point-of-View for the Head of Sales, ANZ, at a global enterprise software vendor, prepared by Sales Innovator

October 2026 · Discussion document · Objective: show where the client's ANZ growth sits in the accounts it already holds, what fragmented coverage is costing, and the proof of concept that would test one outcome-led team per account.

Anonymised example. The client's name and identifying details have been removed or changed: public figures are rounded or described, and the sales baseline is illustrative.

Executive Summary

The client's ANZ growth for the next three years sits in accounts it already holds, where 80 sellers reach out and no one team owns the customer's outcome. One point of win rate across the 80-seller cohort is worth A\$800,000 a year (seller's baseline, October 2026), and one outcome-led Point-of-View per account is how it is taken.

- **80 sellers, one customer.** Customers experience 80 sales reps reaching out instead of one united team, a pattern in place for more than 15 years (seller's observation, October 2026). They feel unprioritised and look elsewhere for client-centric vendors, taking renewal and expansion revenue with them.
- **The meeting settles on specifications.** Presales-led engagements land on benchmarks and pricing, so the CFO and COO are absent (seller's documented experience). Deals that could be partnerships are fought as product comparisons on price, and the cross-sell that follows a partnership never starts.
- **The seller-led engine is the slow one.** Cloud applications grew at about a seventh of the rate of cloud infrastructure last year (the client's annual results). The installed base, about half of revenue (annual report), is where ANZ expansion must come from, and it is not being sold in the customer's terms.

A competing explanation is not ruled out: slower applications growth may reflect market maturity rather than the sales motion.

Problem	Sales Innovator capability	Metric it moves
80 sellers, one confused customer	Gamification programme rewards solving a customer problem with more than one team	Cross-sell opportunities per account [to confirm]
Meetings settle on specifications and price	Sales Innovator Intelligence: one outcome-led Point-of-View per account in about ten minutes	Win rate, from 23%
Applications engine growing slowest	The Sales Innovator Training and Storytelling Masterclass: sellers find growth in the client's business	Conversion rate, from 17%

What it is worth: on 1,600 qualified opportunities a year, each point of win rate is A\$800,000; three points would be A\$2.4 million a year, an illustration on the seller's baseline, not a forecast.

Next step: an eight-week proof of concept with ten ANZ sellers on twenty named accounts, success criteria agreed in week one, started ahead of the second-half planning round so the proof lands before financial year end.

Market Context

What the public record says about the client, and why each fact matters to this opportunity. The client reports in US dollars; the meeting's figures are in Australian dollars.

- **Record year.** Total revenue grew in the high teens last financial year, and earnings grew faster (the client's annual results). Why it matters: the company is growing; the question for ANZ is which engine the 80 sellers are actually attached to.
- **Two engines, very different speeds.** Cloud infrastructure revenue grew roughly seven times faster than cloud applications revenue, from a similar base (annual results). Why it matters: the business sold account by account to CFOs and COOs grows at a fraction of the rate of the business contracted in large AI deals.
- **Half the business is still the installed base.** Cloud passed half of total revenue for the first time last year (annual report). Why it matters: the other half is licence, support, hardware and services, which is where ANZ account relationships already exist.
- **The AI backlog is large and concentrated.** In the quarter just reported, infrastructure growth accelerated further while applications held steady, and a handful of new AI-cloud contracts lifted contracted backlog to a record (quarterly results; business press). Why it matters: that backlog is won in a few very large contracts, not through 80 sellers in ANZ.
- **The corporate promise is an outcome promise.** The client positions itself on the completeness of its AI technology stack and on helping customers realise value from AI (investor presentation). Why it matters: realising AI value is a claim about the customer's business, and it can only be made good one account at a time.
- **The main competitor sells one platform story.** The largest hyperscaler competitor's cloud business is more than twice the size of the client's and is still growing fast (competitor's annual report). Why it matters: a much larger competitor arrives in the account as a single proposition.
- **Partners are live, not announced.** Global consultancies report hundreds of deployments of the client's cloud, and the partner programme includes joint account planning and co-selling (partner pages). Why it matters: the customer hears from partners as well as from the client, so one team per account must include them.
- **No verified public review set exists for the client as a company.** The research found no platform with a consolidated company rating, volume or dated customer comments; review sites carry product-level pages only (research, October 2026). Why it matters: the customer-experience findings below rest on the seller's own observations, and the proof of concept must test them.

The promise

A complete AI technology stack, help for customers to realise value from AI, and security (investor presentation). The Serendipity Walk tests the second of these: whether a customer experiences the client as one team helping them realise value, or as several teams selling them a stack.

SWOT, first draft, for validation with the client

STRENGTHS

- AI built into the core data platform and delivered across other clouds, with multicloud revenue growing several-fold (business press).
- Contracted demand: a record backlog (business press).
- A live delivery ecosystem: global consultancies and a co-selling partner programme (partner pages).

WEAKNESSES

- Cloud applications growing at about a seventh of infrastructure's rate (annual results).
- Siloed, transactional selling in place for more than 15 years (seller's observation, October 2026).
- Sales conversations that settle on specifications and price, leaving executives absent (seller's documented experience).

OPPORTUNITIES

- A hyperscaler partner programme that lets partners resell the client's services inside another cloud, reaching accounts standardised on that cloud (announcement).
- An installed base, about half of revenue, that has not yet been sold AI value in its own terms (annual report).
- Joint account planning with partners, already part of the partner programme (partner pages).

THREATS

- Hyperscaler scale: the largest competitor's cloud business is more than twice the client's (competitor's annual report).
- Capital intensity: very large data-centre spending, with less cash on hand than the largest rivals (business press).
- Concentration in very large AI contracts (annual results).

What the SWOT reveals: the client believes it creates value by owning the broadest, most secure technology stack. The Walk tests whether its customers experience that completeness as one partner or as many vendors inside one logo.

1. Serendipity Walk

Your business as your customers experience it: where the promise is kept, where it slips, and what bugs them.

The client's customers are mainly businesses and government: enterprises, banks, healthcare providers and public agencies (the client's customer pages). The Walk below is taken through the eyes of the finance and operations executives in those organisations. Public reviews were not available to the research, so the findings rest on the seller's own observations and documented experience, and each is marked as such.

a. Is the client delivering the experience it promises?

The promise is help realising AI value. What the customer experiences, in the seller's observation (October 2026), is 80 sales reps reaching out instead of one united team. Likely cause: territories and quotas drawn by product line, a structure the seller notes has been in place for more than 15 years. Consequence for the customer: confusion about who owns their outcome; for the client: customers "go for other vendors" that feel more client-centric, at a revenue cost not yet measured [to confirm].

- **The first executive meeting.** The engagement is led by presales, so it settles on "specifications, benchmarks and pricing models", and the CFO or COO is absent from it (seller's documented experience). Cause: expertise sits with the product, not the client's business. Cost: deals fought as product comparisons on feature and price rather than as partnerships.

- **The fourth call this quarter.** A new representative, a new deck, no reference to the last conversation (seller's observation, October 2026). Cost: the customer feels like a territory; renewal becomes a procurement event rather than a relationship decision.
- **The board paper.** The executive has to write an AI-value case and none of the outreach gives them one. Cost: the number they take to the board comes from a consultancy, and the partnership opportunity passes.

b. Gaps the market is not serving

The core offering is enterprise-wide rather than niche. The unserved job around it is the one the executive is actually trying to get done: a credible, evidence-backed case for value in their own business, with one accountable partner. Nobody in the account, the client or its partners, currently delivers it. This gap feeds stage 3, and it is kept because Sales Innovator's offering exists to serve exactly it.

c. What irritates them

The Customer Bug List: first draft

#	What bugs them, in their words	Where	Source and date	To test on the Walk
1	Seller's observation: 80 sales reps reaching out instead of one united team; customers are confused and dissatisfied.	Service	Seller, supplied October 2026	Count the client's and partners' contacts into one top account over a quarter; ask who the customer names as their owner.
2	Seller's observation: customers "feel that they are not being prioritised" because of internal rivalries between sales teams.	Service	Seller, supplied October 2026	Ask a customer's CIO which of the client's teams they call first and why.
3	Seller's observation: customers "look elsewhere for other partners and vendors that are more client centric".	Buying journey	Seller, supplied October 2026	Review two recent losses for whether the loss note mentions responsiveness or ownership.
4	Meetings settle on "specifications, benchmarks and pricing models" and the executive drops out.	Buying journey	Seller's documented experience	Sit in one first meeting and note who speaks and about what.
5	Hypothesis: the customer receives separate outreach from the client directly and from a partner for the same workload.	Buying journey	Partner programme co-selling and resale benefits (partner pages)	Check whether a joint account plan exists for the top ten ANZ accounts and whether the customer has seen it.
6	Hypothesis: a customer running the client's software inside another hyperscaler cannot tell which vendor owns the outcome.	Product	Multicloud revenue growing several-fold (business press); hyperscaler partner programme (announcement)	Ask one multicloud customer who they would call about a failed migration.

Four rows are observed (three by the seller, one from the seller's documented experience) and two are hypotheses. Public reviews, where they exist, over-represent the furious and the delighted; the ordinary friction that costs the most money is usually described by neither, and the seller's own Walk is where it is found.

2. Challenger Statement

One researched, quantified claim about your business that reframes where the growth is.

Your ANZ growth for three years sits in accounts you already hold, where 80 sellers reach out and no one team owns the outcome; one point of win rate across your 80-seller cohort is worth A\$800,000 a year; one outcome-led Point-of-View per account takes it; and The Sales Innovators method, run through Sales Innovator Intelligence, closes the gap.

Your own report shows where the tension is. Cloud infrastructure grew roughly seven times faster than cloud applications last year, and faster again in the quarter just reported; cloud applications, the business your sellers carry into CFOs' offices, grew in the low double digits (annual and quarterly results). The annual report states both numbers. It does not say that the seller-led engine is the slow one, or that the way the account is covered is part of the reason.

Continuing as is costs a specific thing: every quarter the pattern of many reps and no owner persists, the customers who "look elsewhere" (seller's observation, October 2026) take the expansion revenue that the installed base, about half of revenue, was supposed to produce.

The arithmetic, as an illustration rather than a forecast:

1. 80 sellers in scope $\times$ 20 qualified opportunities per seller per year (seller's baseline, October 2026) = 1,600 qualified opportunities a year.
2. $1,600 \times 1$ point of win rate (1%) $\times$ A\$50,000 average deal (seller's baseline) = **A\$800,000 a year per point of win rate.**
3. Today's closed sales: $1,600 \times 23\%$ win rate (seller's baseline) = 368 wins $\times$ A\$50,000 = A\$18.4 million a year. If the win rate rose three points to 26%, that is A\$2.4 million a year more, on the same opportunities and the same sellers.

3. Growth Strategy: Four Enablers

The four moves, enabled by Sales Innovator, that make the claim achievable, each tied to a growth outcome.

The opportunity

Today the client's ANZ business is a vendor whose sellers arrive by product line. The better position is a partner whose account team arrives with one researched claim about the customer's business, owned by one team that includes the partner. In that position the comparison with a hyperscaler's feature list matters less, because the conversation is about the customer's revenue, cost and risk, which is the ground the client's promise to help customers realise AI value already claims. It serves three outcomes: scaling existing accounts, opening new revenue lines inside them, and raising competitiveness. The approach combines Design Thinking, the Challenger methodology, storytelling and entrepreneurial thinking for sales teams, as published in The Sales Innovators, Second Edition.

Enabler 1

One account, one Point-of-View

SCALE EXISTING BUSINESS AND INCREASE REVENUE

Client priority: helping customers realise value from AI (investor presentation).

Capability: Sales Innovator Intelligence reads the account's public footprint and returns a structured Point-of-View in about ten minutes, against the two to three weeks the same research takes by hand (vendor-reported; salesinnovator.ai). Every seller, on every account, rather than the two or three flagship deals a year.

Number it moves: win rate, from the 23% baseline; each point is A\$800,000 a year.

Resolves: Bug List row 4, the meeting that settles on specifications and price.

Enabler 2

Reward the combined solution

INCREASE COMPETITIVENESS

Client priority: a complete AI technology stack, which is only complete to a customer if the teams selling it act as one.

Capability: Sales Innovator's Gamification programme rewards sellers for solving a customer problem with more than one team rather than pushing one product; it was designed and run inside a large enterprise technology vendor (vendor-reported, salesinnovator.ai).

Number it moves: cross-sell opportunities per account, currently unmeasured [to confirm]; each additional qualified opportunity won carries the A\$50,000 average deal.

Resolves: Bug List rows 1 and 2, many reps and the customer who feels unprioritised.

Enabler 3

Sellers who find growth in the client's business

DEVELOP NEW REVENUE STREAMS

Client priority: cloud applications and multicloud services (annual results), the lines that grow only through account-level conversations.

Capability: The Sales Innovator Training and the Storytelling Masterclass teach sellers to walk the client's customer journey, keep a Customer Bug List, frame the client's growth opportunity and tell it as a business story an executive can see themselves in (salesinnovator.ai; the method is published in The Sales Innovators, Second Edition).

Number it moves: conversion rate, from the 17% baseline, and the number of applications and multicloud opportunities surfaced per account.

Resolves: the Walk finding that the executive's board paper gets its number from a consultancy, not from the client.

Enabler 4

Measure the practice before and after

REDUCE COSTS

Client priority: seller productivity; sellers spend about 60% of their time on tasks other than selling (Salesforce, State of Sales, seventh edition, 2026).

Capability: Sales Innovator's value-selling maturity assessment diagnoses the organisation's ability to sell on value and reports the individual and the organisation separately, with the gap between self-score and manager score as the coaching agenda (salesinnovator.ai).

Number it moves: preparation hours per account, a leading indicator, and the cost of selling per closed deal.

Why this is fundable

The problem: a 23% win rate on 1,600 qualified opportunities, with customers leaving for more client-centric vendors (seller's baseline and observation, October 2026). The opportunity: A\$800,000 a year per point of win rate, A\$2.4 million at three points. The mechanism: the same sellers, the same opportunities, a different conversation. The path depends on three things not yet in the evidence: the revenue lost to fragmented coverage, whether ANZ compensation can reward a combined solution, and whether sellers can position value tailored to each client after training, which the proof of concept must show.

4. Open Innovation and Platform Strategy

How partners and platform thinking take this beyond one project into scalable, lasting advantage.

a. Ecosystem map: first draft

Role	Who	Status	What they contribute	Source
Complementor, hyperscaler	A hyperscaler partner	Announced	The client's services resold by partners through the hyperscaler's marketplace	Announcement
Supplier, co-innovation	A GPU maker	Live; expansion announced	Accelerators in the client's cloud; a larger cluster announced	Announcement
Delivery partner	Global consultancy A	Live	Hundreds of deployments of the client's cloud	Partner pages
Delivery partner	Global consultancy B	Live	Industry implementation and platform integration	Partner pages
Channel programme	The client's partner network	Live	Joint account planning, co-selling, resale, marketplace listings, private offers	Partner pages
Platform	The client's marketplace	Live	Third-party solutions extending the client's cloud; supplier onboarding	Marketplace pages
Distributors	Regional cloud distributors	Live	Cloud distribution; partner award winners	Partner awards
Customer segments	Enterprises, banks, healthcare, government	Live	Installed base; about half of revenue outside cloud	Customer pages; annual report
Competitor	The largest hyperscaler	Live	End-to-end AI platform; a cloud business more than twice the client's	Competitor's annual report

Built from what is public; it will miss the partnership nobody announced, which is often the one worth asking about.

b. Open innovation

Insource. The need the Walk found is an evidence-backed value case with one accountable owner. The client can bring partner delivery capability into that case: global consultancies already implement what the account team sells, and the partner programme's joint account plan is the vehicle. The shared model: the client contributes the account relationship and the Point-of-View; the partner contributes delivery credibility and industry evidence; both earn from an expansion deal that neither would have won alone.

Outsource. Already live: partner resale, cloud distributors, and partners reselling the client's services through a hyperscaler's marketplace (announcement). The move for ANZ is to give those channels the same account-level claim, so the customer hears one strategy from the client and the reseller rather than two offers.

c. Platform strategy

The client already runs a platform: its marketplace brings third-party solution providers and cloud customers together, with private offers and supplier onboarding (marketplace pages). A new platform is not the move. The move is to let the account Point-of-View name which marketplace solutions serve the customer's outcome, which gives software makers a reason to list and customers a reason to transact there.

d. How they combine

They reinforce each other: partner-delivered propositions, carried in one account claim, transacted through channels and a marketplace that already exist.

e. The vendor

Sales Innovator's offering is not insourced into what the client sells its customers. It sits in the people layer of the joint account plan: the method and Sales Innovator Intelligence are what the direct seller and the partner use to build the one claim they bring to the account together.

f. Readiness

Visible. Partnerships are live rather than announced, and an outside capability, a GPU maker's accelerators, reached production inside the client's cloud with the client as a named launch partner (announcement). What is not visible is whether ANZ sales compensation can reward a combined solution, which goes to the questions to confirm. Full commitment means one owner per account with authority over which sellers contact it; a half-hearted version adds a Point-of-View to the pile of decks and costs more than none. The finding favours what Sales Innovator sells; that alignment is stated here rather than discovered later.

5. Persona Story

One composite person living the change, before and after, told in the six beats of a business story.

Persona: Hana Lindqvist, 52, Chief Financial Officer of a Queensland health insurer with 600,000 members. She values a board paper that survives questioning, and she is trying to put a credible number on what AI will do to claims cost.

Setting: her office in Brisbane, mid-afternoon in the last week of November, nine days before the board meets.

Challenge: four conversations with the same software provider and not one case for her business.

Moment One: today

Hana's inbox holds three unread messages from the same software provider. One is from the database representative, about an upgrade. One is from the applications representative, about a finance module her team has not asked for. One is from the infrastructure representative, offering GPU capacity. Her CIO has a fourth, from a partner, proposing a migration. Each attaches a deck. Each deck opens with the stack.

She reads the first two pages of each and closes them. None of them mentions claims leakage. None mentions member churn. None mentions the board paper she has to write, which is the only reason she would spend an hour with any vendor this month. She walks to the CIO's desk and asks which one of them is actually their account. He shrugs. "Depends on the quarter."

The paper goes to the board with a consultancy's estimate in it. The provider's name appears once, in the risk section, as a licence cost. Functionally, she could not build a case from four decks. Emotionally, she feels like a territory on someone's map.

The turn

The provider's ANZ team moves to one Point-of-View per account. The three sellers and the partner build one claim about Hana's business, from her annual report, her member reviews and her stated strategy, with one of them accountable for what she concludes about the provider.

Moment Two: eight months on

Same office, late winter, a Monday after the half-year close. One message from the provider. One name at the bottom. One page attached, not a deck. It states something about her claims process that she had not seen written that way: where the cost sits, what it is worth, and which three things, two of them already in her estate, would move it. It asks for forty minutes with her and the CIO together.

She takes the meeting. Nobody opens a laptop until she asks to see the working. The partner is in the room, under the same plan, not with a separate offer. By the end she has the spine of her next board paper, and it is the provider's number in it.

Happy ending

The ripple reaches people who never saw the page. Her CIO stops fielding four representatives and gets one call a quarter he wants to take. The board receives a case built on the insurer's own data rather than a benchmark. The finance team builds the business case off the Point-of-View instead of from scratch. The account owner has an executive sponsor who answers her phone, and the partner delivers under one plan with one success measure. What the change really delivered was a vendor who had done the homework on her business before asking for her time.

For the client's ANZ business, the illustration behind this is simple: a 23% win rate on 1,600 qualified opportunities, and A\$800,000 a year for every point it moves.

Hana Lindqvist is an illustrative composite, not a real individual.

6. Phased Roadmap

A three-phase path from first step to full value, each phase earning the next.

WEEKS 0 TO 8

Co-create and prove

- Starts with the proof of concept the Call to Action asks for: ten sellers, twenty accounts, one Point-of-View each.
- Value-selling maturity assessment taken before any training.
- Success criteria agreed in week one: the Point-of-View survives a real executive meeting; one owner named per account.

Value: a proof point, not revenue. Leading indicators only: preparation hours per account and executive meetings secured. Commercial baseline recorded: 17% conversion, 23% win rate (seller's baseline). Phase 2 is decided on this proof.

MONTHS 3 TO 6

Pilot with one segment

- Forty sellers in one named segment, applications and multicloud accounts in ANZ.
- Gamification rewards the combined solution; the partner joins the account plan.
- Iterate the Point-of-View on customer feedback from the Walk.

Value: 40 sellers × 20 opportunities = 800 a year in scope; one point of win rate = 800 × 1% × A\$50,000 = A\$400,000 a year. Targets: conversion above 17%; cross-sell opportunities per account counted against the first measured baseline; closed sales reported in A\$. Phase 3 is decided on this result.

MONTHS 7 TO 12

Scale and extend

- All 80 sellers; the maturity assessment repeated.
- Partner co-selling carries the same account claim; marketplace solutions named in each Point-of-View.
- Sales Innovator Intelligence in use on every account, not only the flagship ones.

Value: the full cohort, A\$800,000 a year per point of win rate; A\$2.4 million a year at three points, an illustration on the seller's baseline, not a forecast. Upsell and cross-sell pipeline reported as number of opportunities and A\$ value.

7. Call to Action

One specific next step, sized to where we are, with a timeframe.

This is what was designed for Hana's world. The question for today is whether your ANZ accounts, sellers and partners can do the same, and if the answer is yes, here is the simplest possible next step.

The ask: an eight-week proof of concept with ten ANZ sellers on twenty named accounts, with success criteria agreed in week one: one owner per account, one Point-of-View per account, and the Point-of-View tested in a real executive meeting.

The timing: start ahead of your second-half planning round, so the proof lands before financial year end and the pilot segment can be funded in next year's plan rather than waiting another year.

To confirm in the meeting

- How many of your sellers and partner sellers contact one top ANZ account in a quarter, and who owns the outcome?
- Which accounts in the last two years moved to another vendor citing a lack of a single accountable team, and what revenue went with them?
- Does the 23% win rate differ between applications and infrastructure opportunities?
- Does the 80-seller cohort include presales and partner managers?
- Is cross-sell per account measured today, and if so, what is the baseline?
- Which segment, by industry or account tier, hosts the pilot?
- Which Bug List rows are already known, budgeted and in a project plan?

- Is seller time on non-selling tasks measured in ANZ?

Evidence Base

Research date: October 2026. This is an anonymised example: source titles that would identify the client are described rather than named. Research pass 3 (customer reviews and social comments) returned no verified platform ratings, volumes or dated customer comments and is treated as unavailable. Pass 4 confirmed one competitor only. The persona is an illustrative composite.

The prospect's own reports and materials

- Annual report and annual results release (2026)
- Quarterly results releases (2026)
- Investor presentation (2025)
- Partner, marketplace and customer pages (updated October 2026)
- Partnership announcements (2025)

Analyst, government and industry bodies

- Salesforce, State of Sales, seventh edition (2026)
- Competitor's annual report and earnings call (2025)

Press and industry reporting

- International business and technology press (2026)

Vendor-reported

- The seller's documented programme experience (internal reporting, unaudited)
- Sales Innovator company profile (seller's input)
- salesinnovator.ai: Sales Innovator Intelligence, The Sales Innovator Training, Storytelling Masterclass, maturity assessments, Gamification (October 2026)

Public reviews and social channels

- None verified for the client as a company; review sites carry product-level pages only (research, October 2026)

Seller observations

- Seller's observations and illustrative baseline, supplied October 2026

Prepared by Sales Innovator using Sales Innovator Intelligence, from The Sales Innovators' Framework. Discussion document, October 2026. Anonymised example: identifying details removed or changed.