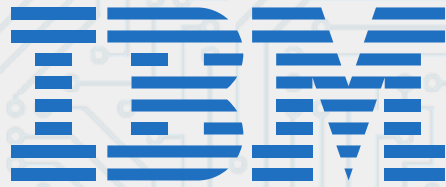# Crystal

Pre-meeting intelligence dossier

Account: IBM

Prepared for: Drew D'Agostino

Prepared on: 09 Nov 2023

IBM

Account Intelligence

About the business

IBM International Business Machines

IBM integrates technology and expertise, providing infrastructure, software (including market-leading Red Hat) and consulting services for clients as they pursue the digital transformation of the world's mission-critical businesses.

Industry: Information technology
Headquarters: Armonk, NY
Revenue: $60.5 billion USD
Employees: 297,900

Competitive landscape

- **Cloud Computing:** IBM has been focusing on expanding its cloud computing services and capabilities, aiming to compete with major cloud providers like Amazon Web Services (AWS), Microsoft Azure, and Google Cloud.

- **AI and Cognitive Computing:** IBM has a long history in AI and cognitive computing, primarily through its Watson platform. Competing in the AI space was an ongoing trend, with IBM targeting various industries for AI-powered solutions.
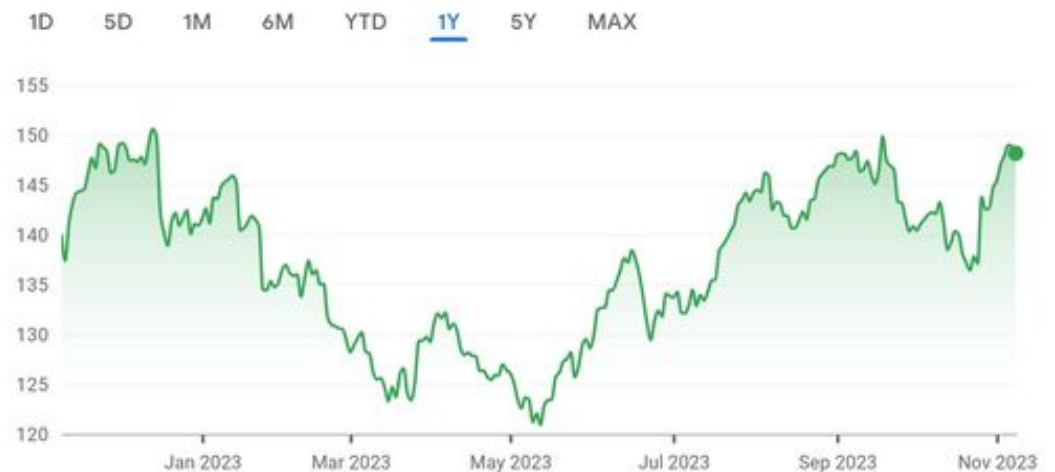
Financial Analysis

Market cap: $135.482 B

2022 - Q4 : $16.7B, flat

2023 - Q1: $14.3 B, increased 0.4%

2023 - Q2: $15.5 B, decreased 0.4%

2023 - Q3: $14.8 B, increased 4.6%

| 1D | 5D | 1M | 6M | YTD | 1Y | 5Y | MAX |

Press release

Type	Headline

Partnership

⚙ IBM Newsroom

Aeromexico Raises Safety Measures and Efficiency of Operations with AI-Powered IBM Technology

Mexico City, November 7, 2023 - Aeromexico is using IBM Environmental Intelligence Suite, a tool to monitor, anticipate, plan, and respond to the potential impact of extreme weather events on air...

Nov 7, 2023

Investment

⚙ IBM Newsroom

IBM Launches $500 Million Enterprise AI Venture Fund

Fund will fuel innovation, strategic partnerships and generate returns by investing in enterprise AI-focused startups Fund demonstrates IBM's continued commitment to the effective and responsible...

Nov 7, 2023

Investment

⚙ IBM Newsroom

IBM Unveils Cloud-Native SIEM Built to Maximize Security Teams' Time and Talent

IBM (NYSE: IBM) today announced a major evolution of its flagship IBM QRadar SIEM product: redesigned on a new cloud-native architecture, built specifically for hybrid cloud scale, speed and...

Nov 7, 2023

Partnership

⚙ IBM Newsroom

Riyadh Air and IBM Sign Collaboration Agreement to Establish Technology Foundation of the Digitally Led Airline

The airline to work with IBM Consulting to create and build mission-critical technology and business capabilities to support the path to their first flight RIYADH, Saudi Arabia and ARMONK, N.Y.,...

Nov 6, 2023
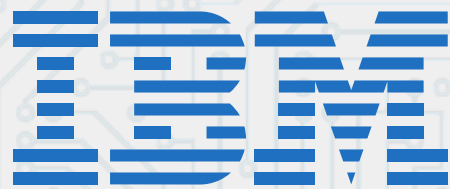
Contacts Intelligence

About the prospects

Arvind Krishna   Chairman & Chief Executive Officer, IBM

Competitive   **Vigorous**   **Committed**

Location: New York City, NY, USA

Education: PhD, University of Illinois | Bachelors, IIT Kanpur

Professional background:

- Key driver of IBM's AI, cloud, and quantum computing expansion.
- Orchestrated IBM's largest acquisition: Red Hat for $34 billion.
- Prior role as SVP included growing IBM's cloud and cognitive software.
- Recognized as a notable business leader and tech innovator.

Executive priorities

- Responsible for spearheading IBM's hybrid cloud and AI advancement for innovative client solutions.
- Responsible for driving quantum computing progress and advocating for global cybersecurity enhancements.
- Responsible for fostering a culture of continuous learning and championing open technology standards.

Skills & Interests

Lifelong learning   Technology   Quantum computing

Indian culture &economy   Reading   Public speaking

Wild ducks

Organizational structure: Arvind Krishna

Al Zollar	Alex Gorsky	Andrew N. Liveris	Martha E. Pollack	and 63 more...
Director	**Director**	**Director**	**Director**	

Arvind Krishna

Chairman & Chief Executive Officer

Christina Montgomery	John Granger	James J. Kavanaugh	Sebastian Krause	and 63 more...
Vice President & Chief Privacy &Trust Officer	**Senior Vice President, IBM Consulting**	**Senior Vice President & Chief Financial Officer**	**Senior Vice President & Chief Revenue Officer**	

How to communicate

Be focused, direct, and efficient when communicating with Arvind. He values results over socializing and tends to have a serious, no-nonsense approach to business.

Do

✓ Be direct and to the point.

✓ Highlight the benefits and value of the product.

Don't

✕ Waste his time with small talk.

✕ Be overly aggressive or pushy.

Personality comparison

| Risk Tolerant | — | Risk Averse |
Trusting	—	Skeptical
Optimisitic	—	Pragmatic
Deliberate	—	Fast-paced
Matter-of-fact	—	Expressive
Autonomous	—	Collaborative
Supporting	—	Dominant

Energizers & Drainers

Energizers

- Achieving goals

- Speed & efficiency

- Producing results

- Independence

Drainers

- Opening up emotionally

- Long conversations with an unclear objective

- Missing deadlines

- Waiting for extended periods of time
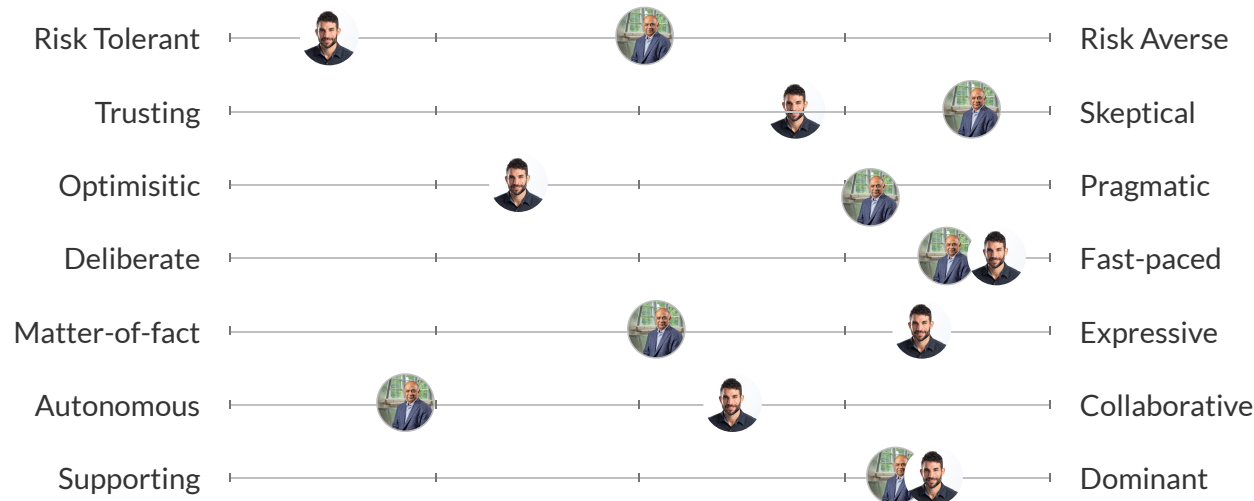
1 Build Rapport

- Ask him about his ambitions
- Use words like "done" and "absolutely"
- Stay focused on one point
- Keep it succinct

2 Gather information

- Learn what his competition is doing
- Find out his biggest priority for the process
- Don't delay questions until the end of the conversation
- Don't involve other people in the process

3 Discuss budget

- Explain how he can save more money in the future
- Be fully transparent about your benefits and limitations
- Don't wait a long time to share the total cost
- Don't give in easily when he pushes back

4 Drive action

- Skip over pleasantries and get into business
- Focus on action items
- Ask him to propose the agenda
- Communicate in a direct, assertive way

5 Negotiate

- End the discussion and revisit it later if he is being too firm
- Maintain effective control over information
- Don't question his authority to make a decision
- Don't accept his proposal without taking time to think independently

6 Work together

- Set up competition and challenges
- Stay focused on the overall goal
- Don't hold back your opinions
- Don't allow him to make changes without considering others

Sebastian Krause
Senior Vice President and Chief Revenue Officer, IBM

Fast-paced   Direct   Decisive

Location: New York City, NY, USA

- Key driver of IBM's AI, cloud, and quantum computing expansion.
- Orchestrated IBM's largest acquisition: Red Hat for $34 billion.
- Prior role as SVP included growing IBM's cloud and cognitive software.
- Holds degrees from IIT Kanpur and the University of Illinois.
- Recognized as a notable business leader and tech innovator.

Executive priorities

- Responsible for driving global sales, enabling digital transformation with IBM's Hybrid Cloud and AI.
- Responsible for cementing IBM as a trusted tech partner, fostering robust sales and client success strategies.
- Responsible for steering company-wide business transformation and leading high-performance sales and technical teams.

Skills & Interests

Technology   Artificial Intelligence

Inclusion & Diversity   Blockchain   The Master - Golf

Liverpool - Soccer

Organizational structure: Sebastian Krause

Arvind Krishna

Chairman & Chief Executive Officer

John Granger

Senior Vice President, IBM Consulting

Christina Montgomery

Vice President & Chief Privacy &Trust Officer

Sebastian Krause

Senior Vice President & Chief Revenue Officer

James J. Kavanaugh

Senior Vice President & Chief Financial Officer

and 64 more...

Simon J. Beaumont

VP, Tax & Treasurer

Deana Korby

VP, Investor Relations

Robert Parker

CFO, APAC & Greater China

Tejaswini Rajwade

CFO, India & South Asia

and 6 more...

How to communicate

Focus on results, efficiency, and logical benefits when communicating with Sebastian. Keep communication direct and to the point.
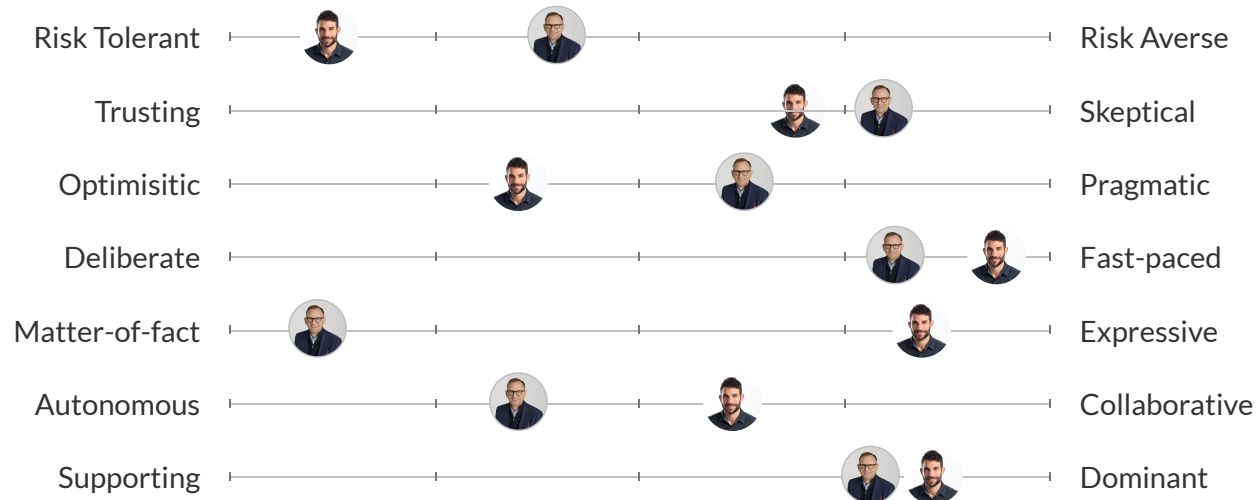
Do

✓ Provide clear data and evidence to support the benefits of the product.

✓ Keep communication concise and focused on logical benefits.

Don't

✗ Use overly expressive or emotional language.

✗ Provide too much detail or analysis.

Energizers & Drainers

Energizers

- Professional growth
- Competition & winning
- Challenges
- Leading the group

Drainers

- Following inflexible rules
- Slow pace of work
- Tangents unrelated to the main conversation
- Keeping his opinion to himself

Personality comparison

Risk Tolerant		Risk Averse
Trusting		Skeptical
Optimisitic		Pragmatic
Deliberate		Fast-paced
Matter-of-fact		Expressive
Autonomous		Collaborative
Supporting		Dominant

1   Build Rapport

- Assert yourself with confidence
- Expect conversation to move quickly
- Get right to the bottom line
- Be direct when you disagree

2   Gather information

- Learn about his team's current efficiency
- Find out his biggest priority for the process
- Don't delay questions until the end of the conversation
- Don't take a reserved or subdued approach to asking questions

3   Discuss budget

- Allow some room for him to negotiate
- Compare your pricing with competitors
- Don't make him feel trapped with long-term commitments
- Don't take a long time to send over information

4   Drive action

- Keep it as short as possible
- Focus on the advantages he will gain
- Don't emphasize your personal credibility too much
- Don't be hesitant or passive about what you want

5   Negotiate

- Walk away from the conversation if he is being too firm
- Challenge both parties to come up with a better solution
- Don't allow him to take control over the conversation
- Don't move quickly to appease him

6   Work together

- Expect him to adapt quickly to change
- Get used to a fast work pace
- Expect some healthy competition
- Don't allow him to make changes without considering others
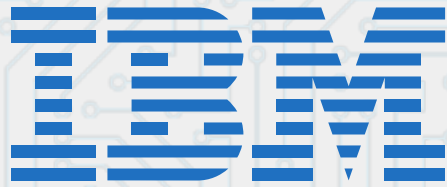
Group dynamics

Arvind Krishna, Sebastian Krause, Drew D'Agostino

Personality fit

Arvind may be more restrained and logical than the rest of the group, but is likely to appreciate the team's candid way of speaking.

Drew is likely to seek more personal connection and casual conversation than the rest of the group.

Sebastian may be a bit more blunt than the rest of the group, but is likely to appreciate others' independent working style.

Personality comparison

Risk Tolerant				Risk Averse
Trusting				Skeptical
Optimisitic				Pragmatic
Deliberate				Fast-paced
Matter-of-fact				Expressive
Autonomous				Collaborative
Supporting				Dominant

Decision making style

Arvind is likely to consider all the facts, details, and observations

Drew is likely to commit to something based on a gut feeling

Sebastian is likely to predict potential outcomes of each choice

Meeting style

Arvind and Sebastian are likely to ask challenging questions

Drew is likely to make sure everyone feels included