

Staying Relevant

What Every C-Suite Leader Must Know About AI Readiness

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Predict. Prioritize. Pace.

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Foreward: Changing Times: Staying Relevant as a C Suite Leader

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Foreword: Staying Relevant in Changing Times

In recent years, Artificial Intelligence (AI) has become more pervasive, integrating into our lives as the power of the machine behind the chat bot revolution, smart-home sensor networks, and assistant voice-based applications like Alexa or Siri are further unifying man and machine. AI over the next decade will continue to automate more decision-making tasks from humans, and connect everything in our business and our personal lives. **We are now entering the 4th Industrial Era where digital integration of value chains will have AI in everything.**

AI is Everywhere



TRADING

Over 1300 Hedge Funds use AI to trade billions in security



ROBOTICS

AI systems are used for manufacturing & design



BIG DATA

Tech giants use AI to process billions of real-time data points

1.0 Artificial Intelligence Defined

AI is a branch of computer science dealing with the simulation of intelligent behavior in computers. AI is more often referred to as the capability of a machine to imitate intelligent human behavior. AI is now pervasive, or more precisely,

machine learning is. Machine learning (ML) refers to the training of algorithms on large data sets in a way that these algorithms learn how to identify, generate and predict desired patterns without being explicitly programmed. Over time, these ML algorithms provided with the right parameters from humans

will produce even more valuable insights, as ML Algos can learn over time. Staying relevant as a C-Suite Leader will require increasing skills in: curiosity, critical thinking, advanced analytics, user centered design, (i.e.: mathematics and statistics), root causal analysis and ensuring data is a strategic asset. A key skill will be to understand the differences between Transparent AI (supervised learning: humans are in control of the AI model and validate the underlying data methods and predictive outcomes to manage risk) versus Black Box AI approaches (unsupervised learning methods: cannot easily detect the constant evolving roots of learning algorithms, which makes audit mechanisms more problematic and risk increases as the question of accountability in unsupervised methods increases risks).

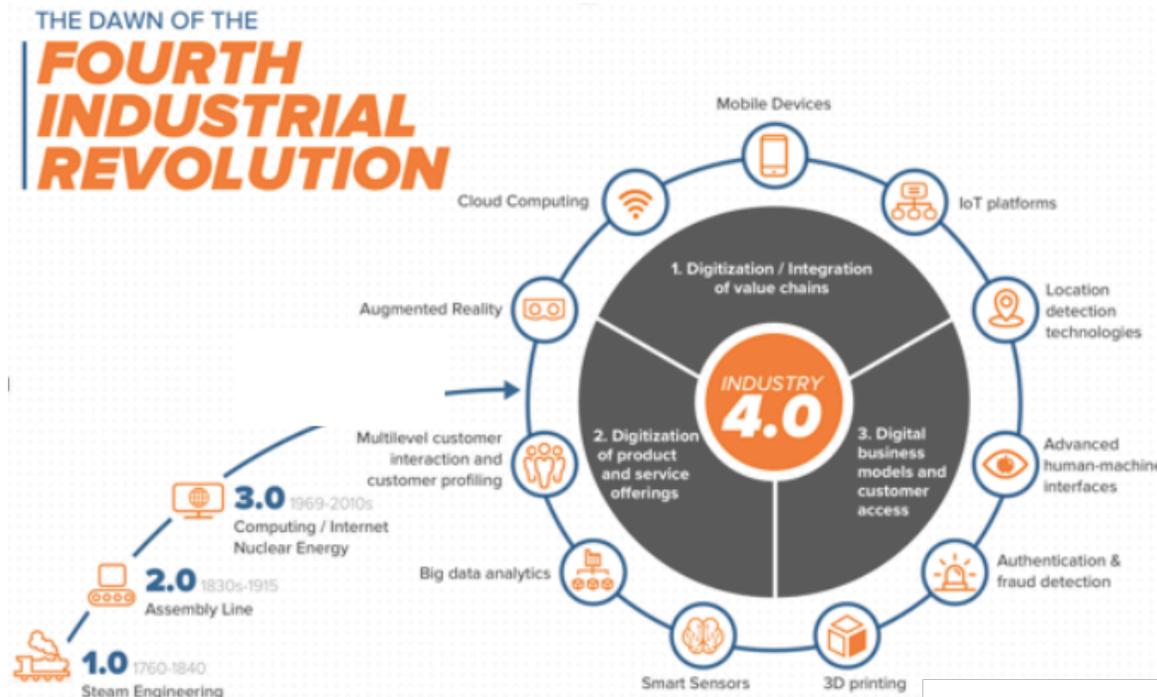
AI is all about experimentation, trying, learning, failing, but getting on with it.

The most important point that C suite leaders need to understand about AI is that it needs quality and accurate data to be trained by AI Algorithms. In other words, AI is only as good as the data that it is fed to analyze for predictions, or to generate insights to augment human decision-making.

The second most important point C-Suite leaders must understand is that AI must have a clearly defined use case, or defined problem statement, and ensure the data sources are relevant and unbiased to solve the problem at hand.

If you don't have a valid problem clearly defined, and further validated by senior leaders, with access to accurate data relevant to solve your business challenge, you are likely not ready for AI.





Every organization and C-Suite leader is advised to take AI seriously as it will fundamentally evolve your products, services, organizational practices, and skill sets to fuel a smarter digital world.

This new world is often referred to as the Fourth Industrial Revolution, from Era 1: Agriculture Era, 2: Manufacturing Era (Electrification), 3: Computerization Era (Internet and Mobile), to 4: AI – Smarter Everything (Blockchain, Sensors, IoT, AI, etc.).

This new world order is growing at over 50% CAGR, and is changing everything we have become comfortable with and know to be true.

The fourth industrial revolution, a term coined by German economist, Klaus Schwab, Founder of the World Economic Forum, is all about the industrial revolution meeting the internet revolution and massively improving productivity with advanced robotics, IoT, and AI in everything, making goods and services massively more affordable.

C-Suite leaders will need to prepare their organizations and also develop their own skill competencies to become more competent in these new areas to remain relevant in the fourth industrial era. This

eBook has been written to guide leaders in three key areas:

- 1.) **Understand what AI means** and appreciate its importance to your changing role as a senior leader;
- 2.) **Provide you with a proven best practices AI leadership and risk assessment toolkit** to help prepare and advance your organization's AI readiness, and,
- 3.) **Encourage you to innovate and experiment with leading AI solutions designed to further modernize your organization** to compete effectively in the 4th Industrial Era.



2.0 AI Impact on Business

According to the latest market research report, "Artificial Intelligence Market by Offering (Hardware, Software, Services), Technology (Machine Learning, Natural Language Processing, Context-Aware Computing, Computer Vision), End-User Industry, and Geography - Global Forecast to 2025":

The Artificial Intelligence market is expected to grow from USD \$21.46 Billion in 2018 to USD \$190.61 Billion by 2025, at a CAGR of 36.62%.

Gartner, on the other hand, has advised the growth rate is running at 50% CAGR. In other words, AI is the fastest explosion of intelligence into smarter everything that we are experiencing in our life-time.

Major drivers for the market growth of AI rates are due to:

- Big data growth rates, and adoption of cloud-based apps and services,
- Declining computing processing costs,
- Increasing demand for intelligent virtual assistants, and

- Accelerated Sensor and Smarter devices for use in both business and by consumers in the home.

The major constraints for the AI market growth rates are the limited number of AI technology experts, regulatory, privacy and security concerns and increasingly, concerns of cross border trade flows of data intelligence.

AI is estimated to impact over 50% of current jobs, and many will be eliminated especially in areas where tasks are highly routine, and easily automated.

Areas where AI is rapidly maturing are in the:

- Manufacturing sector, where assembly robotics, using AI sensors are monitoring for fail points on assembly lines,
- Health care industry where diverse data sources and consumer habits can predict health risks, and surgical robotics and health care robots to support the aging population.
- B2B sales forces that need to prepare monthly sales forecasts to guide company’s resource utilization, working

capital, and manage boards expectations in advancing top line revenue growth to soothe investors, or stock market analysts, as B2B sales productivity has been plummeting. Transformation enablement is starting to be driven by AI to help close this major productivity gap. This is an area which SalesChoice has proven its AI value in increasing top line



revenue growth rates guiding sales professionals to focus on the best pathways to win more.

Rapid progress and business evolution with AI will impact everything as we know it, whether you are leading, following or ignoring. AI will change your landscape faster than the internet and mobile did as the rate of innovations have grown exponentially in the industrial era.

We often refer to AI as the new oxygen versus the new electricity as it will simply be everywhere and in everything, from our intelligent fridges, in our clothes, our walls, all devices, and in all products, solutions and services. It is fast

becoming the new normal and customers or venture capitalists will simply expect it to be there. **If business leaders do not seize a leadership position in adopting and using AI, then your competitors simply will.**



A recent report from Accenture found that while Canada is realizing the importance of ethics in artificial intelligence, organizations in the country are lagging behind those in other markets, when it comes to successfully adopting the technology.

This research was compiled based on responses from 305 global business leaders and conducted by Forbes Insights on behalf of Accenture, SAS and Intel in July, 2018. Among the respondents, 44 were Canadian, the second-largest sample size in the survey.

The survey found that roughly 68% of larger organizations in Canada have adopted AI in some form, slightly behind the global average of 72%. While 73% of organizations have implemented an ethics committee to review its use of AI – the highest rate among countries polled – only 67% are conducting ethics training for technologists working on AI.

That’s ahead of the U.S. (59%) and India (61%), but behind other country polled, including Australia (72%), the U.K. (80%), Japan (75%) and China (91%).

The findings also divided respondents into AI “adopters” and “leaders” – those who have merely implemented AI, versus those who describe that implementation as being successful.

51% of respondents globally said their AI adoption was “a real success,” compared to 31% in Canada, the lowest of countries polled.

That division shows that AI leaders are the most serious, when it comes to ethical training: 92% of leaders globally and 91% of leaders in Canada have implemented AI ethics training for technologists, versus 48% of adopters globally and 53% in Canada. Those

ranked as AI adopters in Canada, however, were ahead of those at that same level in other countries, behind only four other countries.

Globally, 79% of AI leaders report that analytics play a major role in their AI efforts, a rate that drops to 50% when it comes to Canadian leaders. Looking at adopters, only 14% globally and 3% in Canada have recognized analytics as important when it comes to AI.

Also, 74% of global AI leaders and 33% of global adopters say they conduct weekly evaluations of AI outputs to ensure it has proper oversight.

This rate goes to 55% when looking at Canadian AI leaders, but actually sits higher than the global average for AI adopters, with 42% conducting weekly evaluations in Canada.

Canada lies ahead of global average in adoption of AI and implementation of an ethics committee to review the use of AI, but behind countries like Australia, UK, Japan and China.

3.0 Getting Ready for AI

When we speak to C-Suite leaders in both large enterprise and mid markets, we always ask them this question, **do you have a Robust AI Strategy for your organization?** The answers we usually get back are:

- *Our data is not ready for AI,*
- *We have so many disconnected workflows; connecting the data sources*

from diverse systems is a major undertaking,

- *We have so many other priorities to mature, before we can get to AI enablement.*
- *Our CIO is accountable for the AI strategy in our organization.*

What we say back is:

1.) Would you like to sustain leadership, given the speed of AI adoption, running

at 50% CAGR, by competitors or new incumbents?

2.) Would you be willing to experiment and learn with AI for one month, 30-day contract with a total satisfaction guarantee?

3.) What if you could see a positive ROI to justify the AI investment, and advance/close with AI insights in less a very short period to learn from.

“Every organization can leap-frog with an AI solution to advance their business, whether you are a SMB, Mid-Market, For profit or Not for Profit. What is key is being curious, agile - to experiment and learn, What you cannot afford is not to try to evolve.”

- Dr. Cindy Gordon CEO, SalesChoice

The business imperative is now to start advancing with AI enablement; the value is well proven. It’s all about building an effective strategy and roadmap, and developing organizational confidence and competence to sustain the new journey forward.

AI Points of View

“Artificial intelligence would be the ultimate version of Google. The ultimate search engine that would understand everything on the web. It would understand exactly what you wanted, and it would give you the right thing. We're nowhere near doing that now. However, we can get incrementally closer to that, and that is basically what we work on.” - Larry Page, Google

“We must address, individually and collectively, moral and ethical issues raised by cutting-edge research in artificial intelligence and biotechnology, which will enable significant life extension, designer babies, and memory extraction.”

- Klaus Schwab, Charles Schwab

“Some people call this artificial intelligence, but the reality is this technology will enhance us. So instead of artificial intelligence, I think we'll augment our intelligence.”

- Ginni Rometty, IBM

“AI is like what the internet was in the early 1980’s. Think back and close your eyes and see how far we have evolved. Imagine what people thought the internet would be in 1985 to what it actually is today. Now think of AI moving 1000X faster than the internet evolution.”

- Dr. Cindy Gordon, CEO SalesChoice

“Artificial intelligence is growing up fast, as are robots whose facial expressions can elicit empathy and make your mirror neurons quiver.” - Diane Ackerman

“Artificial intelligence will reach human levels by around 2029. Follow that out further to, say, 2045, we will have multiplied the intelligence, the human biological machine intelligence of our civilization a billion-fold.”

- Ray Kurzweil, Microsoft

“We need to constantly be open to new ideas and approaches, such as artificial intelligence (AI), and be willing to challenge assumptions.”

- Mark Benioff, Salesforce

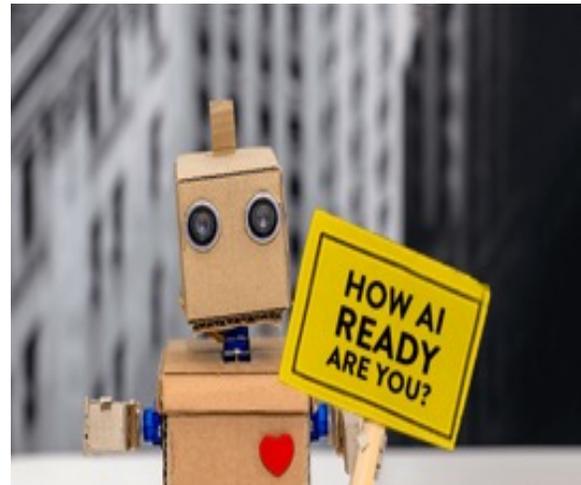
“What’s really important is putting humanity at the center.”

- Fei-Fei Li, Stanford AI Lab Director

“AI should be market and economy centric”

- Michael I. Jordan Top AI Scientist and UC Berkeley Professor

4.0 Is your Organization Ready for the New AI Blue Ocean?



Take Stock of where you are and complete SalesChoice’s AI Readiness and Risk Maturity Assessment, leveraging our leadership in AI and best practice experiences in guiding diverse companies forward to excel in our increasingly intelligent digital world.

See More to Win More.



AI Leadership Readiness & Risk Maturity: CEO Leadership Assessment

GOVERNANCE AND STRATEGY PRACTICES

1 Governance and Strategy Practices – Create an AI Strategic Roadmap

| | | | |
|--|-----|----|----------|
| 1a. Do you have a governance model for AI in your company? | Yes | No | Not Sure |
| 1b. Do you have a clearly defined strategy and roadmap for AI in your company? | Yes | No | Not Sure |
| 1c. Do you have an ethics and privacy policy for AI in your company? | Yes | No | Not Sure |

PROCESS AND DATA PRACTICES

2. Process and Data Practices – Create an Accountability Framework

| | | | |
|---|-----|----|--------|
| 2a. Do you have a clearly defined AI process sponsor and operational leader accountable for AI strategy and stewardship? | Yes | No | Unsure |
| 2b. Do you have a process implementation model for designing, developing, testing, validating and sustaining AI practice? | Yes | No | Unsure |
| 2c. Do you have a clear single owner for overall data integrity? | Yes | No | Unsure |

TALENT MANAGEMENT PRACTICES

3. Talent Management Practices – Engage your Employees

| | | | |
|---|-----|----|--------|
| 3a. Do you have communication and training programs to develop AI skills for all employees? | Yes | No | Unsure |
| 3b. Do you have a skills re-training framework for AI impacts? | Yes | No | Unsure |
| 3c. Do you have reward and recognition incentives to innovate with AI? | Yes | No | Unsure |

TECHNOLOGY ENABLEMENT PRACTICES

4. Technology Enablement Practices – Create a Robust AI Highway

| | | | |
|--|-----|----|--------|
| 4a. Does your IT Leader have a clearly defined Technology Strategy and Technical Architecture for AI enablement? | Yes | No | Unsure |
| 4b. Do you clearly understand how many sources of data that you have that provides insights on your customers? | Yes | No | Unsure |
| 4c. Does your IT leader assign IT professionals to support your sales needs? | Yes | No | Unsure |

SUSTAINABILITY PRACTICES

5a. *Does your business have AI positioned clearly as a sustainability priority?* Yes No Unsure
(i.e. # of patents filed with AI to advance your organization, active AI ecosystem leadership)

5b. *Does your business actively support AI Early Stage companies to innovate?* Yes No Unsure

5c. *How mature is your AI approaches in your overall organization? Select one below*

(i) No Evidence - No Baseline in place, no evidence of AI applications, no strategy or roadmap

(ii) Emergent - Pilots Underway but not Validated with ROI results, or sustaining budget

(iii) Mature - AI Production Projects and Learnings in Place, operating budget sustaining

(iv) Expert - Award Winning Best Practice Recognition and Industry Benchmark

Analyzing your AI Leadership and Readiness Score

World Class - you answered 90% (# Questions) or more of all the questions with a Yes

Mature - you answered 75% (# Questions) of the questions with a Yes.

Experimentation - you answered 50% (# Questions) of the questions with a Yes

Emergent - you answered 25% (# Questions) of the questions with a Yes

Death Risk - you answered less than 25% (# Questions) of the questions with a Yes

5.0 Conclusion

The practical challenge with AI facing C-suite leaders today is two-fold. On one hand, it is always a challenge to successfully adopt new technology. As mentioned earlier, 68% of organizations in Canada reported deploying AI in some form – slightly below the global average of 72% - only 31% claimed to be successful in AI adoption – well below the global

average of 51%. On the other hand, if successfully adopted, AI is estimated to impact 50% of jobs, particularly ones that are routine and can be automated.

In other words, AI is a strategic market that cannot be ignored, as it is slated to grow at a CAGR of 36.62% to US\$190.61 billion by 2025. The challenge is no longer in realizing how important AI is

but more relevant is applying and sustaining.

This white paper has defined what AI is, what makes it so valuable and what the central tenets are for organizations to become for AI Ready? There are many moving parts that need to be synchronized into an integrated strategic roadmap.

A key practical take away is to ensure your organization has a clearly defined use case or problem statement, and access to reliable and trusted data sources and is using proven AI methods relevant to the task at hand.

Without these, any application leveraging AI is futile. Once ready, it is just as important for leaders to distinguish between black box AI versus transparent AI. Without explainability, the hidden biases underlying an AI solution will not be revealed and an organization may be led in an inaccurate or misguided direction with confidence.

Establishing and following best practices relevant to your desired AI strategy and implementation is critical to achieve a positive ROI on your AI investment.

A good way to get started is with an AI Readiness Assessment and complete the toolkit we have provided you. However, these assessments vary for different roles due to accountability. What a Board Director needs to inspect versus a CEO etc., require thoughtful calibration to optimize accountability. Nonetheless, with a structured and thoughtful approach to developing an AI strategy and roadmap will increase the adoption of AI and ensure a return on investment.

The 4th Industrial Revolution is creating new possibilities for everyone. Not every generation and not every leader has had a chance to shape the future and create a legacy of sustained and responsible leadership. We are one of the fortunate few. ***The key, however, is in putting the right effort at the right time. That time is now.***



6.0. Appendix

6.1 About the Authors

Dr. Cindy Gordon is CEO of SalesChoice Inc, an award-winning AI SaaS Company, specializing in using AI to improve sales top-line revenue growth and increase win rates, also improving resource utilization and cost inefficiencies. In addition to the SaaS offering, the company has a comprehensive AI Data Science Service and Educational offering. Dr. Gordon is also a Forbes Business School and Technology AI Advisor, Co-Founder of the AI Directory Hub and Board Director for CATA, Canada's largest Technology Association. Prior she has been a Venture Capitalist, a Partner with Accenture, a Senior Director and GM of Xerox and VP of Citicorp. Dr. Gordon is well published with 13 books in the market and is co-authoring her 14th, *The AI Split: The Perfect World or The Perfect Storm*, to be released in 2019. She can be reached at cindy@saleschoice.com.

Malay Upadhyay is the CMO at SalesChoice Inc. He is responsible for the demand creation & conversion as

well as the AI value realization for customer success. He brings a diverse set of strategic experiences, having envisioned future digital workplaces for the Board & Leadership of Marzotto SpA in Italy and worked in several other industries across India, UAE and Canada. Malay is also certified in Machine Learning and holds an MBA from Queen's University, Canada, an MSc in Marketing from Bocconi University, Italy, and a B.E. from Manipal University, India. As an author of 5 books, he is co-authoring his 6th, *The AI Split: The Perfect World or The Perfect Storm*, with Dr. Cindy Gordon. He can be reached at malay.upadhyay@saleschoice.com.

6.2 About the Lead Sponsor

The Bedford Consulting Group was established in 1979, and has grown to become one of Canada's leading privately-held executive search firms. Bedford is the Toronto Partner of TranSearch International, a global executive search organization, operating in 39 countries. Bedford takes pride in being consistently recognized as the number one performing office globally

(out of 60+ offices) in the TranSearch network. Bedford has three offices in Canada — Toronto, Vancouver and Oakville.

We take pride in having pioneered an approach to holistically assess leadership fit which has resulted in industry leading retention rates for senior executives. This process has been adopted around the world by 60 TranSearch offices.

Our approach is particularly well suited to attracting the right leaders to help organizations thrive in these changing times.

Bedford's talent strategy goes beyond traditional executive search, partnering with clients on business transformation, succession, culture and executive compensation.

Bedford views AI as one of the most transformative culture change impacts in the history of mankind and they are committed to advancing their client's AI executive talent needs to ensure they remain competitive.

6.3 About SalesChoice Inc

Company Overview

SalesChoice is a Cognitive Sciences B2B SaaS company and a National Digital Transformation Award Winner for AI Disruption. We are spearheading AI adoption in organizations with both strategy solutions and a powerful SaaS AI Predictive Analytics Platform, with a solution designed to help B2B sales professionals increase their top line revenue growth. With high impact AI real-time advanced analytics, we are committed to helping organizations globally become AI ready and realize AI accelerated value.

SaaS – AI Insight Engine™

SalesChoice is an SaaS App that can be installed from the Salesforce AppExchange. The Insight Engine™ reduces the cost of sales by allowing sales teams to avoid wasting resources on opportunities that are not likely to close, and increases win rates by allowing teams to focus on the best opportunities with the highest odds of being won. Uniquely, SalesChoice offers guided insights to help sales professionals take

corrective action on ongoing opportunities, while also offering a real-time view of data completeness across the dataset, increasing CRM adoption.

AI Data Science Offering

SalesChoice is a market leader in advanced AI and advanced sales and marketing analytics strategy to implementation. Our team consists of specialists in solving complex data and problems that are well suited for AI and ML approaches. We have skilled expertise in Sales, Marketing and Customer Service business challenges. We have interdisciplinary expertise, ranging from: strategy to solution development, and expertise in diverse AI scientific methods, algorithms and ML methods and systems to extract knowledge or insights from data in various forms, either structured or unstructured data.

AI Educational Learning Offering

SalesChoice offers both customized and certificate AI programs to support our client needs. We are also partnering with Forbes School of Business & Technology to deliver online

certifications in AI for senior leaders in different roles.

The Predictive AI World

SalesChoice also has diverse AI learning enablement toolkits under our Predictive World marketing resources area on our website. This area includes interesting learning content on: AI, ML, Market Trends and comes in diverse formats: blogs, podcasts, AI case studies and webinars. We also publish a monthly SalesChoice newsletter to help keep our customers informed of recent developments not only at SalesChoice, but also on leading market and AI trends.

www.saleschoice.com/resources

AI Agile Prototyping

Bring us any AI business challenge and with our team of proven AI and data science experts and our partners, we will help you build a rapid and low-cost Proof of Concept in less than 15 business days to help increase your confidence to apply AI in your organization to solve a meaningful business challenge. SalesChoice also has a proven AI agile development methodology to guide your organization forward. For more

information about our Agile Jamming Proof of Concept AI Workshops, contact us at marketing@saleschoice.com

Our AI Community Leadership

The AI Directory Hub:

an international directory of leaders in AI globally See: www.airectory.ai

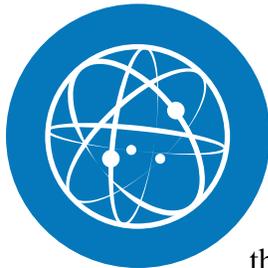
EY & SalesChoice Video Series on Managing AI Risks:

See:

<https://www.ey.com/ca/en/services/advisory/managing-artificial-intelligence-risks-video-series>



6.4 SalesChoice AI: Leadership Readiness & Risk Assessments



We offer AI Leadership Readiness and Risk assessment questions based on best practices to guide your organization forward. We also provide AI Strategy and road-mapping services to help sequence our clients' AI Journeys to ensure that your time and effort is placed on the right sequence for gap closure to maximize your ROI.

Our AI Leadership and Risk Assessment Data Bank of Best Practice Questions

| | |
|--|--------------|
| 1. AI Board Director Readiness & Risk Assessment | 25 Questions |
| 2. AI C Suite Readiness and Risk Assessment | 25 Questions |
| 3. AI CEO Readiness & Risk Assessment | 25 Questions |
| 4. AI COO Readiness & Risk Assessment | 25 Questions |
| 5. AI CFO Readiness & Risk Assessment | 25 Questions |
| 6. AI CRO (Sales) Readiness & Risk Assessment | 55 Questions |
| 7. AI CMO Readiness & Risk Assessment | 35 Questions |

| | |
|---|--------------|
| 8. AI Product Mgmt. Readiness & Risk Assessment | 35 Questions |
| 9. AI HR Readiness & Risk Assessment | 35 Questions |
| 10. AI CIO Readiness & Risk Assessment | 35 Questions |
| 11. AI and Data Sciences Skills & Risk Assessment | 50 Questions |
| 12. AI Cyber Security Risk Assessment | 50 Questions |
| 13. AI Procurement Security and Risk Assessment | 25 Questions |
| 14. AI Legal and Privacy Risk Assessment | 35 Questions |
| 15. AI Innovation and Curiosity Risk Assessment | 25 Questions |

To access more information on our AI leadership risk assessment toolkits, please contact us at marketing@saleschoice.com.

More Information on SalesChoice:

SalesChoice Insight Engine™ is an Artificial Intelligence (AI) driven sales opportunity prioritization and forecasting platform that predicts sales outcomes reliably at up to 95% accuracy, and increases top line revenue by 5-10%.

Benefits

In an age where 40%-60% of sales professionals are wrong in predicting accurate sales forecasts, driving huge negative impacts on a company's financial performance, our software reduces your forecasts risks by predicting sales much more accurately.

Insight Engine™, SalesChoice's Artificial Intelligence (AI) forecasting solution for your CRM, tells sales leaders whether they are at risk of not meeting the numbers in any chosen time period while allowing them to run a What-If analysis to explore how the prediction changes with change in target quota. The software forecasts which opportunities are most likely to be won or lost with up to 95% accuracy, while guiding account executives on accurate close date estimates and on controllable and uncontrollable factors determining sales outcomes, to help them take corrective action and ensure more efficient forecasting.

Targeted Users

The solution is geared towards sales leaders and account executives in both mid-market B2B organizations and large B2B enterprises using Salesforce or NetSuite. SalesChoice has an open API and can work on other CRMs too.

More Resources:

<http://www.saleschoice.com/resources/>

Book a Demo:

<http://www.saleschoice.com/contact-us/>

See Our Product:

https://www.youtube.com/watch?v=jsbss1_eFMM

Contact Us:

info@saleschoice.com



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www.linkedin.com/company/saleschoice



SI
PARTNER



ISV **PARTNER**
Einstein Analytics
Certified



SI
PARTNER