



North America  
Executive Briefing Program  
**Annual Report 2021**



**ZEBRA**  
EXPERIENCE  
CENTER

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## Welcome!

Zebra Colleagues,

Change, flexibility, patience—like you, the briefing program experienced and had to embody it all in 2021. As we slowly worked to come back to the office, most of our briefings continued to be hosted in a virtual format. But this past fall we were rapidly hosting face-to-face briefings in Lincolnshire IL, Holtsville NY, and Germantown MD, until October and November saw on-site briefings out-number virtual for the first time in 20 months! At the same time, our team expanded as we welcomed Hailey and Dominick as Briefing Coordinators.

We continue to be inspired by the dedication of our Zebra colleagues who participate as Discussion Leaders for Executive Briefings. We not only had a record number of briefings but also a record number of Discussion Leaders who are always willing and ready to be in front of the customer. This is the secret sauce of the Zebra Executive Briefing Program, a bench of knowledgeable experts who deliver customized content specific to the need of the customer.

Now is the time to leverage our locations and resources to differentiate Zebra, build stronger customer relationships, and accelerate opportunities. Now is the time to invite customers and partners to a briefing. Now is the time to **Get with the Program!**



**John Panek**  
Senior Manager  
Executive Briefing  
& Experience Center



**Dominick Gambino**  
Executive Briefing  
Coordinator  
Holtsville



**Hailey Kleinstein**  
Executive Briefing  
Coordinator  
Lincolnshire

## CEO Message

2021 continued to test Zebra's agility, and Zebra sellers set the pace with a relentless commitment to quality customer engagement. The Executive Briefing Program activity that took place this year was one of many examples of our strong "Customer First" culture with more than 275 Zebras participating in briefings.

Throughout the pandemic, I had the opportunity to participate in virtual briefings, listening to customer challenges and witnessing the expertise of our Zebra colleagues. As we slowly returned to the office in 2021, I was excited to see the return of customers to our Experience Centers as we met or exceeded onsite safety standards. Our ability to work safely, while meeting our customers' needs to connect, is just another example of that relentless commitment we saw throughout the year.

We also continued to invest in and upgrade our Experience Centers and demonstration labs throughout North America to differentiate us from the competition and be a forum to foster stronger business relationships with customers and partners. In 2022, our investments will continue as the Executive Briefing Program will integrate scheduling for the Fetch Robotics location in San Jose CA, our Austin TX office and onsite visits at the new Zebra DC location in Bristol, Wisconsin (coming Q3 2022).

Thank you for your continued support of the Briefing Program and your commitment to our business. As you plan ahead for next year, I encourage every Zebra seller to leverage our Experience Centers with both partners and customers as we continue to move Zebra Forward.



**ZEBRA**   
**FORWARD**



**ANDERS GUSTAFSSON**  
Chief Executive Officer

*"The Executive Briefing Program activity that took place this year was one of the many examples of our strong "Customer First" culture with more than 275 Zebras participating in briefings."*

## Vision Council Class of 2021

Last year we introduced the Briefing Program Vision Council, a membership body of Zebra colleagues to act as advisory and guide as we take steps to continuously improve in the four key areas of Program Management, Operations, Customer Experience and Analytics.

Upon receiving their invitation, responses included “I’m in! Thanks,” “Can’t wait!!!” “I am honored.” “Count me in!” “An exciting initiative!” We knew we had assembled the right people to be the inaugural council.

Eighteen individuals dedicated time to participate in quarterly meetings and generously shared insights, opinions and best practices based on their countless years of experience. If that wasn’t enough, 9 of these members were Discussion Leaders in 150 Briefings last year!

**To the Vision Council Class of 2021—Your contribution has been immense, and we Thank You!**



## Accomplishments

- Completion of an industry benchmark survey rating Zebra’s program (from the Association of Briefing Program Managers).
- Validated our key initiatives to promote, report and increase quality of the program.
- Guidance to pivot briefing agendas to be more strategic and less hardware centric.
- A framework to capture Voice of the Customer and communicate trends and feedback into the organization.
- Reviewed ZEC reopening strategy for return to office and on-site briefings.
- Shared practices from experience with virtual and hybrid models.
- Outlined best practices for Briefing facilitation skills and presenter development.
- Implemented Post-Briefing Surveys to begin in 2022.

## Our Purpose

The Vision Council is a forum to actively discuss and guide improvement of the Zebra Briefing Program on our journey to a World-Class Program

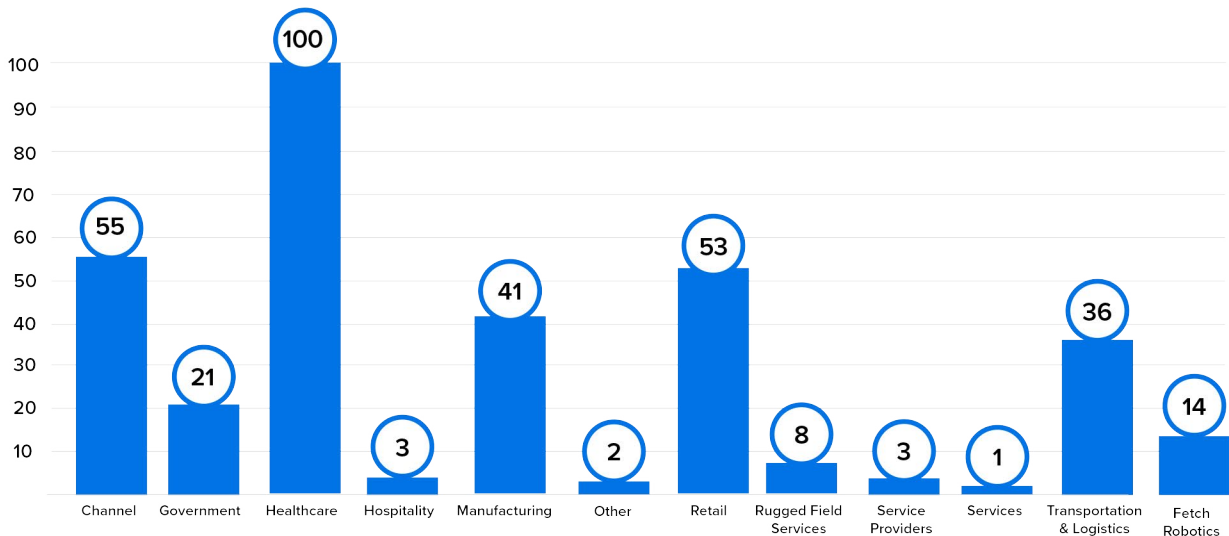
**Selection for 2022 Vision Council members has begun and invitations will be sent out soon. Interested in lending your experience to guide the Briefing Program this year? Please contact John Panek.**



# 2021 by the Numbers

The following metrics demonstrate the dedication and commitment to the customer across Zebra. Overall briefing count and utilization by the sellers increased in 2021. More solutions and strategic topics were featured on briefing agendas. Finally, 28% more colleagues actively participated YoY as Discussion Leaders representing their portfolio or leadership role at the briefing table.

## 2021 Executive Briefings by Vertical/Solution Selling Groups



## ZEBRA® PARTNERCONNECT

Partner engagement with the Briefing Program was up exponentially. We had 34 briefings where a partner with their customer jointly participated, up from just 4 in 2020. A training video was created to encourage partners to use the center, and increased training efforts by Channel Field Marketing contributed to this success.

The Zebra Experience Center is now included in new partner on-boarding and highlighted in the Channel Partner Toolkit!

## Key Metrics



Impacted Potential Revenue



**337 Total Briefings**

99 in person at centers; 238 virtual



**+9% YoY**

Increase in Briefing Requests

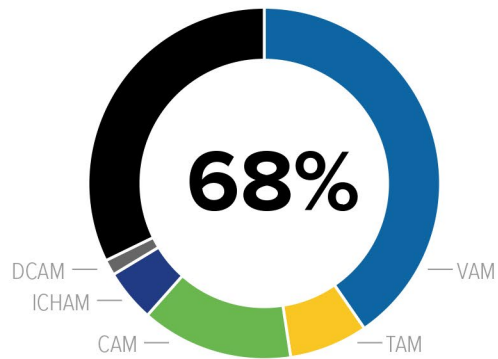


**278 Zebra Participants**

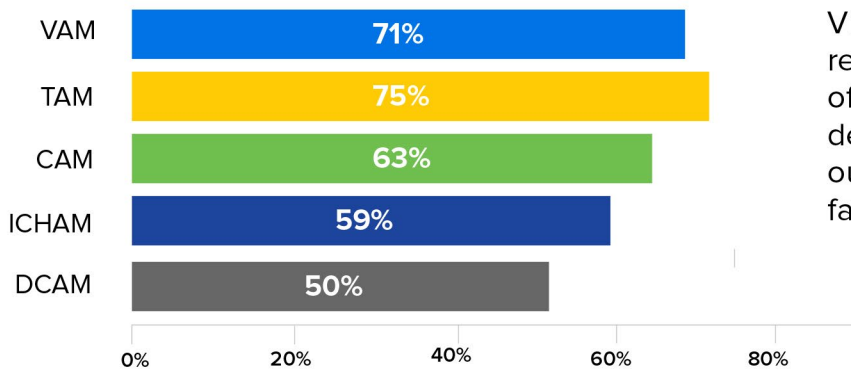
Scheduled as Discussion Leaders

## Program Utilization

More Zebra sellers utilized the briefing program than ever before with **68%** hosting at least 1 briefing in 2021, a **12% increase over 2020**.



### % Engagement by Selling Team



Virtual Briefings will remain a vital method of engagement and delivery, even though our centers are open for face-to-face meetings.

## Most Frequent Topics

The agenda for each briefing is customized to address the needs of the customer. The word cloud represents the most frequently requested agenda topics that span Zebra's entire portfolio.

Last year our customers requested more information on Workforce Connect, Software, Mobility, IoT, Intelligent Connected, PPE, and IoT Strategy & Future Investments.



# Strategic Perspective

with **Daisy James**  
Senior Advisor,  
Corporate Strategy



Zebra continues to be agile and innovative, bringing to market devices and solutions to empower our customers and support their future growth. We engage the market when we share our perspectives and inform our customers about the latest trends and Zebra's current solution offerings. As our world continues to evolve, we continue to watch the market and adjust accordingly, so we can be ready to help our customers adjust and succeed.

In presenting our Corporate Strategy at many Executive Briefings this year, I've learned that most customers want to understand all that Zebra has to offer. Valuable discussions have taken place after hearing about solutions they haven't considered. The conversation in the room elevates—it's no longer just about our core devices. It's about connecting the dots between what our core devices offer to analytical tools and real-time data sets that can help our customers make well-informed decisions. The 'light bulb' moment is during these conversations as customers start to re-imagine a new way of doing their day-to-day work using our solutions and services. We understand we have to bring our customers along for the ride so they can see the full picture and understand where we are going and how we are growing as a company.

We want customers to have the information they need so when they are ready to grow or change, they know how Zebra can address their need. Adapting to change and continuously advancing, in the midst of challenging times, has remained a positive story for Zebra. We've been able to still execute successful Executive Briefings throughout the pandemic, virtually, and it has enabled many customers spread across the globe to join in the conversations without having to be present.

We remain grateful for these opportunities to connect with our customers, in an Executive Briefing session, face-to-face or virtually. I've appreciated the moments I've had to discuss Zebra Strategy with our customers. It's allowed me to gain additional insights, various customer points of view and experiences. I know in return, our customers also appreciate learning our view of the market, insights driving the latest trends and where our company is strategically focused.

As Zebra continues its journey to deliver a world-class briefing program, we will continue to leverage these connecting points to keep our customers and partners informed of our strategic direction and empower them to be prepared in this ever-changing market.



# Briefings at Fetch Robotics

## San Jose, California

Since the acquisition of Fetch Robotics in August, the Fetch team in San Jose CA have hosted over a dozen customer and partner tours showcasing robotic solutions. Utilizing warehouse, manufacturing, and picking environments, the team can demonstrate multiple solutions in a single visit. The San Jose facility is the ideal location to bring the serious Fetch prospect, especially one interested in automating fulfillment or pallet movement. With proper planning, the product management and engineering teams in San Jose can tailor the demo experience for each customer.

While we work to incorporate the Fetch facility into the Zebra Briefing Program, requests for customer visits should be coordinated directly through your Fetch sales colleagues. As a working lab, advanced scheduling is required to properly stage demos appropriate for the customer. Despite the separate processes for scheduling and planning, the executive briefing team is capturing all engagements in our program reporting.

Did you know, San Jose is not the only place to see Fetch solutions? Early in 2022, we will have a variety of Fetch robots deployed in Holtsville NY, Lincolnshire IL and the Zebra Futures Lab in Buffalo Grove IL. Currently, visitors to Lincolnshire can see the Fetch HMIShelf all-in-one transport supporting workflows within our neighboring repair center.

In all instances, consult with the briefing team and your Fetch sales colleagues to include robotics as part of a briefing agenda.



## Implementing Post-Briefing Surveys

Our Briefing Program and team have grown, and we find ourselves ready to take the next step toward becoming a world class program by focusing on the quality of your customer visits. New this year, we've begun to gather direct feedback from our customers and account teams with post-briefing surveys.

Survey results will provide valuable insight not only from the partner/customer perspective but also from Zebra attendees as well. The responses will guide us to create more meaningful and targeted experiences. Input from the customer allows us to make immediate improvements and responses from the account team will increase the quality of our Discussion Leaders content and delivery.

The survey will gauge the attendees' confidence level in Zebra's capability to address their needs, if there is anything additional they'd like to learn, if the briefing aligned with their expectations, and finally ratings for each agenda topic. The Account Managers will have an active role in our success by providing the full names, emails, and titles of all outside attendees during the briefing planning stage. This not only helps with security compliance, so we know all on-site visitors, but also gives insight to the executive level of participating attendees.

Knowledge gained from post-briefing surveys will not only help bring our program to the next level, but also help account managers to quickly address the needs of each customer or partner in a timely manner. We look forward to a smooth implementation of this process and taking swift action toward positive results!

**Please Rate the Content of each Agenda Topic**

**Welcome & Introductions**

1	2	3	4
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**Customer Priorities & Future Vision**

1	2	3	4
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**Value of Zebra Supplies**

1	2	3	4
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**New in 2022**

# In Their Own Words.

The Executive Briefing Program spans across all North America selling groups to serve our partners and customers. These sellers share their perspective on the briefing experience and what it can mean for you.



The Executive Briefing Program is truly invaluable to showcase the entirety of Zebra's solutions and demonstrate our value to the customer. We establish stronger foundations of trust and expand our reach into other areas of

their business. I plan to utilize the Executive Briefing Program for all major customers.



Executive Briefings are the single most influential selling tool we have as we transform Zebra's sales revenue from our core portfolio into our expanded solutions offerings of RFID, AMR/robotics, machine vision and analytics solutions. Our centers

effectively communicate our corporate vision and establish ourselves as thought leaders and trusted advisors. Executive Briefings are a competitive game changer and always improve our close rate success.



Executive Briefings provided my customers a better understanding of Zebra's range of solutions and resulted in real revenue and net new future opportunities. The support of the Executive Briefing team has been invaluable

to me as an Account Manager, giving me back selling time, while the team pulls together the resources necessary for a successful briefing.



We utilized the Zebra sites for a variety of activity including Executive Briefings and locally hosted meetings. The big win in 2021 was the ability for the Briefing team to drive in person meetings. Clearly, we

stepped up our game with execution and attention to detail. Great work by the Briefing team this year.



In every case, Executive Briefings have tightened our relationships with partners and customers, demonstrating why Zebra is leading the charge in our industry, and also enabling us to identify new revenue

generating opportunities. Executive Briefings should be part of every CAM's selling strategy.

# Your Executive Briefing Journey

Start Here For  
**Customer Briefing**

salesforce

Start Here For  
**Partner Briefing**

BriefingEdge



Briefing team hosts planning call to design agenda aligned to customer objectives.



Briefing team secures Discussion Leaders who expertly tailor content specifically for the customer.



Account Manager leads prep call with Discussion Leaders, providing background on the customer and focus of the briefing.



Briefing team handles logistics, hospitality, and hybrid options for a seamless engagement.



Account Manager sends virtual invitation to all customer and Zebra attendees.

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Account team facilitates the briefing capturing the voice of the customer and delivering a rich, customized experience designed to transform their business.



A post-briefing survey captures feedback from the customer and account teams, to help us continuously improve.

## Request an Executive Briefing Today!

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