

EMMA LANCRIN

Manager, Field Innovation

P2C Strategy & Transformation

Salesforce Marseille Office, France French (native) · English (fluent)
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PROFILE

Strategy and transformation leader with 10+ years across consulting, GTM and seller experience. I turn ambiguous business problems into evidence-based decisions, combining field research, workflow diagnosis and prioritization to distinguish what calls for process, tooling, automation or AI. At Salesforce, I apply that approach across P2C transformation, Jobs-to-be-Done opportunity discovery and field-evidence systems.

EXPERIENCE

SALESFORCE 2017 – Present

Manager, Field Innovation

Apr 2026 – Present

P2C Innovation & Customer Zero Transformation · Nice, France

Lead field research and evidence mechanisms that inform Salesforce's internal P2C transformation, surfacing where seller work actually breaks and what deserves intervention.

- **L2O G4G Impact Assessment:** Bring frontline evidence into G4G impact assessments, which inform executive leadership on the feasibility and field impact of proposed GTM decisions before they lock; building the mechanism that connects this evidence to Lead-to-Order engineering-capacity planning (in progress)
- **Jobs-to-be-Done:** Lead a multi-wave Jobs-to-be-Done opportunity program across 24+ seller and operator profiles, reassessing which jobs are most critical and underserved to surface where process, automation or Agentic AI investment is most defensible; drove the move to Snowflake as the governed JTBD source of truth
- **Post-Sales Consumption:** Mapped the real post-sales consumption workflow for Data Cloud 360 and Agentforce, surfacing where tracking and handoffs break down, and prioritized 12 use-case recommendations
- **Seller Impact Network:** Lead a global opt-in community of 400+ sellers across EMEA, AMER and APAC, now a recognized official Field Engagement Pathway that brings the seller perspective into tooling, process and GTM decisions; runs on a structured Slack intake and a "reuse evidence first" model that surfaces seller signal earlier and reduces duplicate research
- **Self-Service Research System:** Building and launching a central research registry with a Slack-based intake and monthly review, so teams can find and reuse prior research instead of re-running it

Program Lead, Experience Strategy

Jan 2024 – Mar 2026

Global Business Growth & Automation · Nice, France

FY26Q3 GBGA Spark Award

Led seller-experience strategy and field research across Salesforce's internal Prospect-to-Cash transformation, spanning seller Jobs-to-be-Done, workflow friction and seller productivity.

- **JTBD Profiles:** Co-led the design of 24 distinct seller and operator persona profiles behind P2C opportunity prioritization, structuring each around the jobs they do and where process and tooling leave them underserved
- **JTBD Pilot:** Designed and ran the first opportunity-scoring pilot: combined priority, satisfaction and seller time-spent per micro-job to surface underserved work and prioritize AI use cases worth pursuing; also built recurring survey motions to keep each profile's jobs accurate over time
- **QAP / Account Planning:** Led contextual inquiry with sellers on the Quota Attainment Plan and Account Planning experience, uncovering workflow fragmentation, data-quality failures and low trust in embedded AI; findings fed a broader redesign

Senior Program Manager

Feb 2021 – Dec 2023

Q Branch · Nice, France

Led global seller-productivity and experience programs, using field evidence, experimentation and cross-functional strategy to shape product direction and adoption.

- **Solutions Workspace:** Led the field research behind Solutions Workspace: studied where Solutions Engineers get stuck, prioritized what to build across content, search and SE assistance, and facilitated a design sprint that added automated qualification and routing; surfaced productivity friction (77% losing 2–5+ hrs/week) and contributed to a platform reaching 9,000+ SEs at 89% conversion
- **Next-Gen Demo Experience:** Led the experience strategy to reimagine how Solutions Engineers demo Salesforce solutions, from challenge framing to design sprints, producing a shared vision and a new demo workflow that cut alignment from weeks to days

Program Manager

Jan 2019 – Jan 2021

Q Branch · Paris, France

Led research-driven programs to improve the Solutions Engineer experience and enable SE-led innovation.

- **S360 Experience:** Program-managed S360, the initiative that unified a disconnected Solutions Engineer experience into one personalized, in-context journey; ran research and design sprints to shape the foundations of what became Solutions Workspace
- **EMEA SE Think Tank:** Co-built a Solutions Engineer innovation program within the SE EMEA org, running continuous field research (proactive interviews and push/pull feedback channels) and launching an "Innovation in a Box" toolkit that gave SEs a structured way to surface and test their own ideas

Sales Program Associate

Sep 2017 – Dec 2018

EMEA Sales Programs · Dublin, Ireland

Joined via FutureForce, Salesforce's graduate program. Supported GTM execution across France and Southern Europe, spanning demand generation, seller incentives and customer-facing Salesforce-on-Salesforce programs.

- **Demand Generation:** Ran demand-generation programs and the regional campaign calendar across France and Southern Europe during a period of 30%+ year-on-year revenue growth
- **SPIFFs:** Set up and ran sales-incentive programs designed to drive seller activity across the EMEA organization
- **How Salesforce Uses Salesforce:** Organized customer-facing programs at Salesforce's European hub in Dublin, bringing customers from across Europe to experience Salesforce-on-Salesforce firsthand

Digital Transformation Consultant

Sep 2015 – Aug 2017

IBM iX (IBM's digital experience agency) · Paris, France

Worked across enterprise transformation engagements, bridging business strategy, customer experience and implementation planning.

- **AXA Field App:** Supported the design and rollout of a mobile application for 3,000 field agents under the Apple-IBM partnership, translating business needs through stakeholder workshops and coordinating design, engineering and business teams across Canada, India and France
- **Passenger Experience (SNCF):** Contributed to the redesign of the end-to-end passenger experience for France's national railway operator, using customer research and journey analysis to identify friction across key travel moments

CERTIFICATIONS

Agentforce Innovator Salesforce · August 2026

Applied Agentic AI for Organizational Transformation MIT Professional Education · June 2026

AI: Implications for Business Strategy MIT Sloan Executive Education · February 2026

EDUCATION

Postgraduate, Experience Strategy Gobelins Paris · 2022–2023

Full-year engagement with Kleep.ai (AI startup, Station F, Paris): led user research and experience strategy for their AI product, alongside my full-time Salesforce role

Master's, Program Management SKEMA Business School · 2015–2017

Bachelor's, Economics & Finance Cergy Paris University · 2011–2015

EXPERTISE

AI & Agentic AI opportunity assessment · Agentic use-case prioritization · AI trust & data-quality diagnosis

Research & Decisioning Jobs-to-be-Done · Opportunity scoring & prioritization · Contextual inquiry · Persona & workflow mapping

Transformation & Delivery Process & workflow diagnosis · Design sprints · Rapid prototyping · Cross-functional program leadership · Operating model & governance design

Tools Claude Code · Claude CoWork · Slack Skills · Miro

EVENTS & COMMUNITY

Gartner CSO & Sales Leader Conference Las Vegas, May 2026

Salesforce World Tour Paris, May 2026

Seller Impact Network Breakfast (host) Madrid (in person), Feb 2026 · Indianapolis (remote), Jun 2026

Salesforce P-TECH Member Year-round tech & AI workshops for underserved students, Paris area (VTO) · 2025–Present