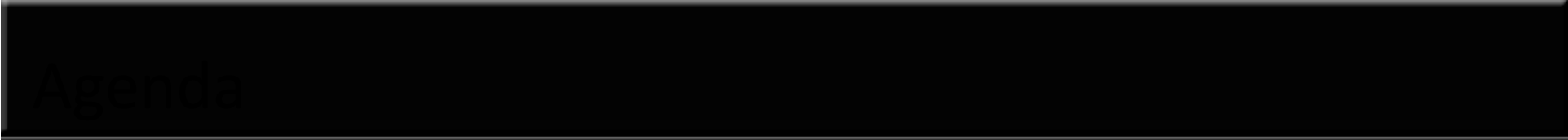




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Sales & Marketing

**BUILDING SALES TEAMS FOR
COMPETITIVE ADVANTAGE**

ATC Conference 2011 London

- 
- Set the stage for competitive advantage
 - Hiring best practices
 - Alignment between candidate and LSP
 - Managing for success

- Competitive – wants to win
- Positive attitude
- Self starter
- Organized/disciplined
- Persistent
- Sense of urgency & works well under pressure
- Problem solver – internally and for customers
- Self image of success
- Works well with minimal supervision
- Takes responsibility for results
- Exceptional listening skills (empathy with client)
- Focus VALUE not features



- What motivates you, why are you in sales?
- What do you consider your strengths and weakness to be?
- Explain your greatest career win. When?
- Explain how you will fill your pipeline in the first 90 days.
- Explain what you know about our company.
- How do you think you can add value to our company & how would you sell or services?

- What experience do you have working remotely?
- What do you like best/least about it?
- How do you structure your day?
- How do you build relationships with co-workers from a remote location?
- Do you mind after hours commitments to accommodate time zone differences?



Alignment Between Candidate and LSP

- Seasoned vs. new
- Start-up vs. established
- Hire locally vs. transfer



- Job expectations in alignment
- Compensation reflects any non-sales duties
- Benefit scheme is in synch with market standards
- Compensation reflects how and what is sold
 - Hunter vs. farmer
- Long-term career objectives are in alignment
 - Does remote employee expect a career path?
 - Does LSP expect a sales person in perpetuity?



Seasoned: Pros	Seasoned: Cons
Existing contacts	Contractual obligations with former employer
Shorter ramp-up time	Preconceptions (unlearning)
Remote sales experience	Compensation may be higher
Industry profile	

New : Pros	New: Cons
Previous sales training	Longer ramp-up time
Fewer preconceptions	Expectations from previous industry not applicable to ours
No "baggage" from previous employer(s)	Lack of existing contacts
Can train to your specific needs	



Start-up	Established
Less structured environment	Highly structured environment (hierarchical)
Chaotic	Process oriented
Uncertainty	Stability
Jack-of-all-trades	Specific job description
Flexibility	Structure
Broader career opportunities	Advancement more structured
Informal (if any) lead generation program	Established marketing functions & lead generation program



Hiring Locally	Transfer from HQ
Pros:	Pros:
Market knowledge	Knows the company inside out
Established contacts	Understands company expectations
Knows established business practices	Little to no company training
Understands infrastructure	Trust already established
Shorter ramp-up	
Cons	Cons
Lack of company knowledge	Underestimate infrastructure issues
Company training required	Lack of market knowledge
Trust takes time to develop	Lack of established contacts
Company expectations may be unclear	Business practices don't suit the market

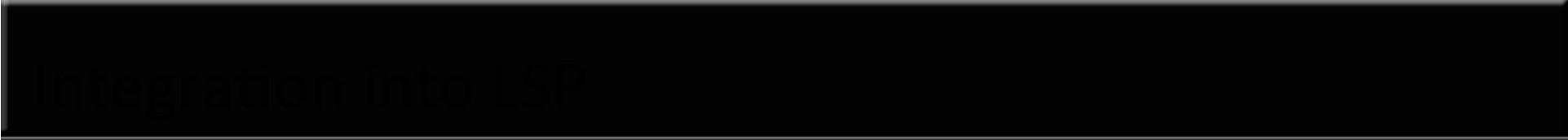
- Provide the tools for sales to succeed (motivation)
- Integration into company

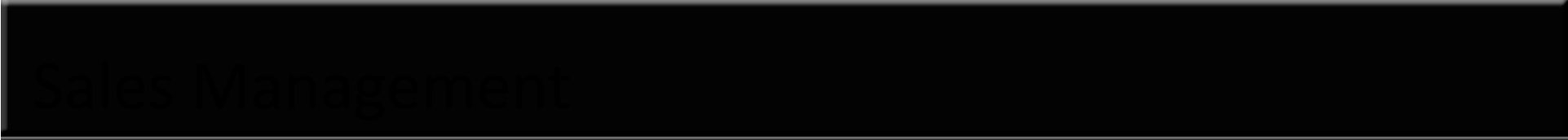




➤ Sales Training

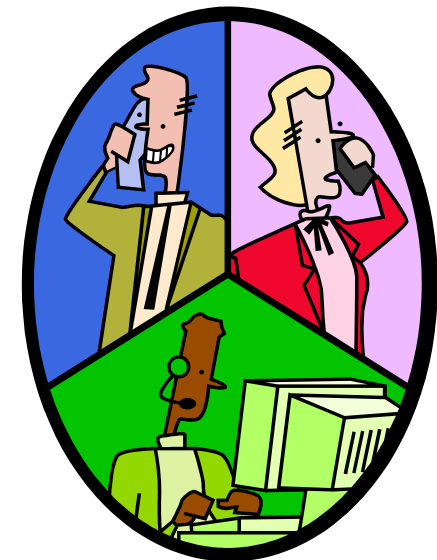
- What is the history of the company?
- What makes the company unique?
- What are the goals of the company?
- Where does certain expertise lie within LSP?
- What tools and technology are used?
 - What sales and marketing tools are available?
 - CRM
 - Pipeline management metrics
 - Lead generation programme

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- Formal induction
 - Meet/speak with key personnel
 - Business processes
 - Expenses
 - Travel
 - Intranet

- 
- Productivity
 - Motivation
 - Cultural differences recognized

- Recognize all contributions, not just revenue
- Ongoing training – product, technology, sales
- Keep remote sales informed of company developments
- Communicate often with relevant information
- Be available
- Be aware of cultural differences in managing remote sales staff

- Establish specific, measurable goals
- Establish formal means of communication
- Measure the “right” activity
 - Uncovering opportunities
 - Movement through the pipeline
- Revenue (a lagging indicator)
- Monitor goals
 - Quarterly business reviews





THANK YOU

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Credits: Thanks to Jenny Grajpel of Text&Form for her contributions to this presentation and to GALA for the original concept, GALA Lisbon 2011.

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