

*Creating a Sales Strategy and Process to
Ramp Customer Acquisitions*

*presented by
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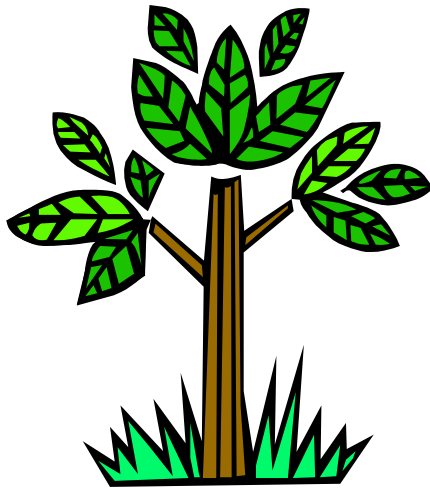
Creating a Sales Strategy and Process

- Leverage Your Current Process or Start Fresh?
- Do You Understand the Buying Behavior of Your Target Industries/Segments?
- Do You Understand the Selling Behavior and Motivations of Your Preferred Channels?
- Can You Afford Your Sales Strategy and Process?

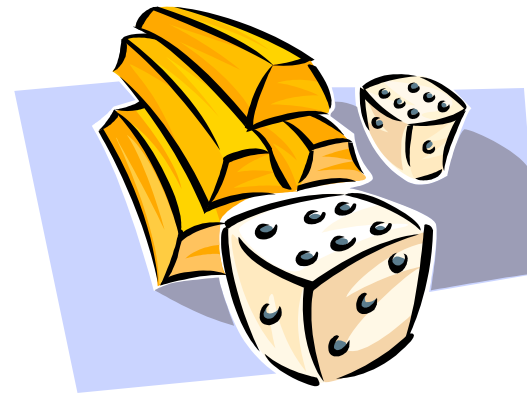
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Laying the Foundation

Are your early adopters...?



Lowhanging fruit



A Crap Shoot

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1. What is the source of volume for your business?
 - What are the top 3 customer segments willing to buy your product or service?
 - Do any of your early adopters fit these segments?
 - If not, develop a plan to “fire” them
2. Is there enough volume from any or all of these to make a business?
 - If not, go back to the drawing board (more market research)

Laying the Foundation

3. Do your top 3 customer segments have a(n)....
 - New need, no established purchase patterns?
 - Existing need, no complete “purchasable” solution?
 - Existing need, cannibalize someone else’s volume?
4. Do you understand how your customers want to buy from you?
 - Direct, consultative sale?
 - Direct, order taking sale?
 - Indirect, solution sale
 - Indirect, industry expertise sale, e.g., government?
 - Indirect, retail: High margin vs. low margin?
 - Indirect, self-service?

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5. Does your offering need to be sold direct or indirect?
 - Does the prestige/caché or complexity of your offering require personalized selling?
 - Or, does your offering require the endorsement of a trusted solutions provider? Or sales channel?
6. Does your offering lend itself to different versions for different channels?
7. Does your sales cycle mesh with the lead times of your preferred channel?

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8. Does your offering fill a gap in the channel's product portfolio?
 - Do they really care about your solution?
9. Do you have leverage to make it easier for your sales channel(s) to close business?
10. What sales territories create leverage for your business?
 - Geographic
 - Vertical
 - Scale (Fortune 100 vs SME)

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11. What is the value of your offering?
 - Does your pricing include margin for costly sales support?
 - Does your pricing result in small margins and require scale to create value?
12. What is the marketplace structure and rate for compensating the sales channel of choice?

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13. Just like *total cost of ownership*, have you calculated the *total cost of sale*?

- reasonable marketing support?
- pre-sales support?
- after-sales service?
- returns?

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14. In reviewing each of your responses,
- a. Are they consistent with your corporate mission?
 - If not, should you be changing your mission, or your response?
 - b. Are they consistent with the burning needs of your target market?
 - If not, are you pursuing the most financially attractive or most strategic market segments? Or should you change your response?

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15. Are your internal resources (capital, people, culture, technology, partnerships) able to:
 - source and qualify the leads?
 - support the sales channel of choice?
 - compensate the sales channel competitively?
 - provide the infrastructure to deliver what the sales channel needs to be successful before, during and after the sale?
16. Can you afford the sales process you're envisioning?

Building your Sales Process & Organization

	Segment #1 (Priority #4)	Segment #2 (Priority #2)	Segment #3 (Priority #1)	Segment #4 (Priority #3)
Sufficient volume for business	Yes	Yes	Yes	Yes
New, incomplete or existing purchase pattern	Existing	Incomplete	New	Existing
Type of sale required, e.g., consultative vs. indirect	Indirect, solution sale	Direct, consultative sale	Indirect, consultative sale	Indirect, industry expertise sale, e.g., government
Fill a gap in channel portfolio of preferred channel	Yes, but low priority	No	Yes	Yes
Pricing & Cost Structure Support Channel	No	Yes	Yes	Yes

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What Makes a Good Sales Process?

- Well-articulated customer segments with a compelling value proposition that demonstrate adequate demand
- Judiciously selected and well supported channel(s)
- Cost structure that supports the customer segment and channel
- Think globally, act locally mindset
 - Choose territories that make sense for your customer distribution, budget and ability to support

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Questions?

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