If you are responsible for sales growth, what questions keep you up at night?

- Where is my growth coming from?
- Am I using my promotion budget in the best way to generate new business?
- Am I giving my sales team good leads or am I just wasting their time?
- Is my sales organization performing consistently at a high level?
- Are they focused on the best opportunities?
- Are my technical resources supporting the best opportunities?
- Have I given my team the best tools possible to convince the customer to buy?

The Opportunity Management Process

<table>
<thead>
<tr>
<th>Role</th>
<th>Lead Generation</th>
<th>Opportunity Manager</th>
<th>Propose</th>
<th>Evaluate</th>
<th>Negotiate &amp; Close</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account Manager</td>
<td>R</td>
<td>R</td>
<td>A</td>
<td>A</td>
<td>R</td>
</tr>
<tr>
<td>Market Segment Manager</td>
<td>R</td>
<td>R</td>
<td>A</td>
<td>A</td>
<td>R</td>
</tr>
<tr>
<td>Sales Technical Support</td>
<td>R</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Field Technology Manager</td>
<td>R</td>
<td></td>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regulatory</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td></td>
<td>R</td>
</tr>
<tr>
<td>Toxicology</td>
<td>C</td>
<td>C</td>
<td></td>
<td></td>
<td>R</td>
</tr>
<tr>
<td>Customer Service</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Segment Manager</td>
<td></td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>General Manager</td>
<td></td>
<td>C</td>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td>C</td>
<td></td>
<td>R</td>
<td>C</td>
<td></td>
</tr>
</tbody>
</table>

Page 1
Lead and Sales Process Observations

- There are more steps than we usually think of. At the front of the cycle are lead generation and qualification.
- Leads can be generated by marketing or account managers.
- There is no clean line between marketing and sales, it will vary by business and organization.
- How important are leads? Are we hunters or gatherers?
- A lot of people are involved in each of these steps, sometimes as many as eight different roles. That’s a lot of coordination.
- The nature of the business model and the industry will make this flow vary from business to business.

Sales: Lead Management

- What kinds of things would you want to know to qualify and assign a category (e.g., hot/warm/cold or high/medium/low value)?
- What might you do to nurture a lead?
How would you qualify and nurture a lead?

- What kinds of things would you want to know to qualify and assign a category
  - Current customer or prospect?
  - Timeframe.
  - Potential purchase volume?
  - Legitimate customer in a target segment or market?
  - Overall size and strategic fit of company.
  - Role (job title and responsibility) of requestor.
  - How well does request fit with our strengths?
  - Innovative, creative nature of inquiry.

- What might you do to nurture a lead?
  - Answer their inquiry!
  - Respond with interesting, targeted, personalized, informative, valuable, influential information.
  - Send them future updates and promotions via email / web.
  - Call them.
  - Visit them.
  - Offer value-add service such as laboratory assistance.

One Business’ Opportunity Pipeline

- LEADS 8% - 12%
- 9-12 months
- 50-100 Leads per campaign
- 5-10 campaigns per year
- E-mail Campaigns
### Sales: Sales Management

<table>
<thead>
<tr>
<th>Role</th>
<th>Propose</th>
<th>Evaluate</th>
<th>Negotiate &amp; Close</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market Segment Manager</td>
<td>R</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>Sales Technical Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field Technology Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regulatory</td>
<td></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Toxicology</td>
<td></td>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Customer Service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Segment Manager</td>
<td></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>General Manager</td>
<td></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td></td>
<td>R</td>
<td>C</td>
</tr>
</tbody>
</table>

### Essentials for a Strong Sales Team

- Improve the sales process
  - Institutionalize the sales pipeline process
  - Implement sales management best practices
  - Establish a global account management process
  - Clarify sales, technical and marketing roles
- Field a competent sales team
  - Redefine sales role to be commercially oriented
  - Develop / change organization to align with new profile
  - Refine performance management metrics for sales team
  - Continue training and qualification process
Essentials for a Strong Sales Team

- Share knowledge for competitive advantage
  - Sales Management Dashboard
  - Effectively leverage the CRM system
    - Opportunity management
    - Customer contact
    - Pipeline tools
- Create a “winning” culture
  - Develop an incentive plan to drive and recognize sales excellence
  - Lead by example
  - Increase transparency of sales performance

Improving the Opportunity Management Process

![Sales Pipeline Chart]

**Pipeline Stage**

- Pre-Implementation
- Post Implementation
- Target
Sales: Opportunity Transparency

- Analysis tool containing commonly used, predefined analytical paths
- Available inventory by location and scheduled process orders per plant

Sales: Decision Making

- Details of open and shipped orders for chosen month
Sales: Opportunity Transparency (2)

Sales: A&S Lead and Opportunity Pipeline

- 50-100 Leads per
- 9-12 months
- LEADS 8-12%
- OPPORTUNITY 16% Sales
- E-mail Campaigns
- 9 – 14 months