



## Global Enterprise Sales Process

EMC Consulting works with companies to transform critical business processes and deliver high-impact initiatives. Our understanding of the telecommunications industry enables us to ramp engagements quickly for maximum customer advantage.

### Challenge

In the telecommunications industry, carriers provide services to a myriad of business customers whose needs differ and whose values to the carrier vary widely. The sales cycles for large contracts are very long as specific requirements must be understood and customized contracts developed. In addition, over the term of a contract, the customer's needs may change, new locations may be added, and new deals will be structured. All of this strains not only the sales force, but also the pricing, contract, and legal support groups within the company.

One tier 1 carrier recognized that operational changes were needed in order to streamline their highly customized selling process so that they could focus more effort on the larger business opportunities. With large customers interested not only in transitioning to more advanced communications technologies, but also in single sourcing all telecom needs to a single global provider, the competition was fierce and the need to respond was immediate. The company engaged EMC® Consulting to evaluate the deal process, make recommendations in the form of initiatives to address issues, and manage a pilot program to evaluate the effectiveness of the recommendations.

### Solution

After evaluating the company's sales and sales support processes against industry best practices, EMC Consulting developed a set of recommendations:

- To decrease sales dependency on corporate support structures, the company had to move more decision-making authority closer to the customer.
- New tools would be needed to enable the field organization to respond to more deal opportunities without corporate office involvement.
- A new position of "deal manager" should be created to act as ombudsman for structuring deals so that the sales force could spend more time in front of customers.
- Technology system enhancements would be required to give the field access to information and reduce dependency on a call center model.

EMC Consulting provided a program management team to establish several cross-functional, cross-departmental initiatives. The team worked closely with the company "team leads" and executives through program execution.

A pilot program was established to test the process and policy changes as well as the new tools. In order to determine whether new processes would be successful in the company's varying operating environments, the pilots included sales offices in several market segments scattered over Europe, Asia, and the United States. As part of the pilot, the EMC team was involved in daily calls with the sales offices to work through active customer deals. This enabled the team to fine-tune the process and increase the program's success.

A metrics tracking and analysis practice was established in the program office to track and report on results and to make adjustments as needed. Weekly readouts were conducted to the global services management and quarterly reports were made to corporate executives.

## Result

EMC Consulting worked with the client's global services group to implement process improvement initiatives in order to enhance the customer experience, increase time spent on sales, and reduce custom-solution cycle time. The challenge was to decrease cycle time and cost for processing deal responses and to shift pricing and contract authority closer to the field and away from back-office groups.

The combination of process simplification, tool enhancements, organizational realignment, communication, training, knowledge management, and continuous improvement resulted in a 15 percent increase in the deal win rate.

At program end, the field organization registered a 20 percent increase in the number of orders they could close on their own authority. The volume sent to the services group for custom contracts and pricing was down approximately 10 percent. And the quantity of rework was down 20 percent.



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