



# Escaping Pipeline Purgatory

Sales Leader Series – TeleBriefing #1

September 17, 2009

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# Sales Leader Series – Fall 2009

<a href="#"><u>Escaping Pipeline Purgatory</u></a>	Sept, 17 2009
<a href="#"><u>Creating Qualified Opportunities (Not Just Leads)</u></a> - click to register	September 24, 2009
<a href="#"><u>Sales Readiness for 2010</u></a> - click to register	October 1, 2009
<a href="#"><u>2.0 Sales Tools for the Real World</u></a> - click to register	October 19, 2009
<a href="#"><u>Outsourcing Buyers Panel: “Providers, Why We (Really) Buy”</u></a> - click to register	October 27, 2009
<a href="#"><u>Sales Leaders Dream Team</u></a> - click to register	November 5, 2009
<a href="#"><u>Q4 State of the Outsourcing Industry – Buyers Viewpoint</u></a> - click to register	November 19, 2009

# Escaping Pipeline Purgatory – Today’s Panel



**Frank Casale**  
CEO and Founder:  
[The Outsourcing  
Institute](#)



**Dan Hudson**  
President and  
Co-Founder:  
[3forward](#)



**Anirban Dutta**  
Director, CSC  
[Author, Winning  
Strategies: Secrets to  
Clinching Multi-Million  
\\$ Deals](#)



**Matt Smith**  
EVP, Co-Founder:  
[3forward](#)

# About Us

theoutsourcinginstitute  
@outsourcing.com



[The Outsourcing Institute](#) is the gateway to the outsourcing marketplace. OI hosts the largest network of outsourcing professionals in the world - more than 70,000 executives, practitioners, and experts.

[Anirban Dutta](#), a Senior Director with CSC, is a leader of successful high value sales teams in the outsourcing industry. Previous leadership positions include Satyam, IBM, and Sprint. His new book provides field tested strategies on winning and delivering big deals.

[3forward](#) helps companies find and create qualified leads, increase wins and accelerate sales. Our services are designed for outsourcers, technology companies and firms selling to US health care providers and hospital systems.

# Sales Leader Priorities - Peer Ranking

## Sales Leader Top Objectives for 2009

2009 Sales Performance Optimization study, CSO Insights

#1	Increasing Revenues	62%
#2	Increase Sales Effectiveness	50%
#3	Increase Market Share	39%
#4	Optimizing Lead Generation	31%
#5	Improve Customer Loyalty	25%
#6	Improve Margins	21%
#7	Reduce Sales Cycle Time	18%
#8	Increase Channel Sales	13%
#9	Improve Team Selling	10%
#10	Reduce Cost of Sales	9%

## OI's Advisor Members: Advice on moving a decision maker from the neutral zone to the commitment zone

- Address the decision criteria and determine if the value proposition lines up with that criteria.
- No deal gets done if there aren't significant operations/cost advantages.
- Show costs of waiting.
- Show how the outsourcing deal will generate hidden value by helping the customer with top line growth problems as well as bottom line problems - change the game.
- Create terms which are productive in the short term.
- Ensure that the ROI and underlying strategy for the rationale still apply. If labor arbitrage savings are paramount, then these savings may change as onshore labor becomes less (or more) costly.
- Let it play out. Don't be a nag. Be supportive to the customer.

# What Drives Outcomes – CSO Insights

## Reasons Why You Win Deals

- Existing Relationships
- Level of Service / Support
- Product Superiority
- Brand Equity / Reputation
- Price & Terms
- Sales Process Execution
- References
- ROI Business Case
- Availability of Product / Solution
- Account Coverage
- Market Messaging

## Reasons Why You Lose Deals

- Competitor's Price & Terms
- Competitor's Existing Relationships
- Competitor's ROI Business Case
- Other (please specify)
- Competitor's Product Superiority
- Competitor's Level of Service / Support
- Competitor's References
- Sales Process Execution
- Availability of Product / Solution
- Competitor's Market Messaging
- Competitor's Account Coverage
- Competitor's Brand Equity / Reputation

## From “Winning Strategies” by Anirban Dutta

# Keeping It Simple

- Cut through the clutter
- Align internal executives
- Clear strategy (and articulation)

## Pipeline Warning Signs

- Average CRM life span for losses is 2.5X that of wins
- Disqualify early and often
- Identify and eradicate “time sinks”
- 61% revenue is generated by top 20% of reps
- Outcome of **forecasted** deals
  - 47% close
  - 31% losses
  - 22% no decision made

# Outsourcing Institute Insight

- Get real!
- Quite possible that 40-60% of your existing pipeline doesn't deserve to be on the pipeline
- We know your motivation for getting them to sign this quarter. Do they have one? Have you given them one?

# Escaping Pipeline Purgatory - Takeaways

- No Silver Bullet to Sales Success
- Know Your Numbers
- Recruiting the Best and Cutting Bottom 10%
- Sales 2.0 Is Real, But Fundamentals Still Apply
- Research and Analysis Have Become Requisite
- Expect Competition From Anywhere
- No Sure Things – Always Prove Your Value

# Outsourcing Institute's Roadshow

"Outsourcing 2.0 - from Theory to Reality," The new ways that people are procuring, selling and managing in the outsourcing arena.

## Why Sales Leaders Should Attend

- Learn what the most successful outsourcing sales and marketing pros are doing to increase exposure, develop new business opportunities, generate leads, close more outsourcing business.
- Hear the latest market intelligence and key trends that will impact your business strategy
- Meet and network with peers prospective customer and industry influencers
- learn how to become world class in the area of customer relationship mgt and development
- Learn how the internet and social networking is beginning to really deliver marketing ROI
- Find out what you need to do to reenergize your pipeline today

**London, Dallas, San Francisco, Miami, DC, New York, Chicago, More to Come in 2010...**

[More Information](#)



## **Sales Leaders Need Three Things.**

1. **More Qualified Leads**
2. **Increased Win Rates**
3. **Faster Sales Cycles**

That is what 3forward delivers. Our offerings are the Playbook for successful sales leaders.

**Sales Readiness, Lead Creation and Nurturing, Market Entry and Growth Plans, Anchor Client Strategies, Sales 2.0**

**[View our Overview on Slideshare](#)**

# Resources

- [The Outsourcing Institute LinkedIn Group](#)
- [The OI Roadshow](#) – Outsourcing 2.0
- Facebook [OI](#) [3forward](#)
- [3forward New Tools](#)
- [Sales Leaders Blog](#)
- [Anirban Dutta – Winning Strategies](#)
- [CSO Insights](#)



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Thank You!

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