

Managing Enterprise Selling Process

Version 7.1

Business Issue

It's called the 80/20 rule or Pareto's principle. Eighty percent of your revenue comes from 20% of your accounts—usually large, enterprise accounts, operating globally with multiple business units. How do you protect these critical accounts from competitors? Most of the time, you have only just tapped the potential of these giants. How can you leverage your presence to penetrate other business units and grow your revenue?

What is the Managing ESP Program?

The Managing Enterprise Selling Process program is one component in OnTargets' Enterprise Selling Process (ESP) Solution.

ESP is a practical methodology that account teams can use to cover, penetrate, and grow business revenues within your strategic accounts. OnTarget implements the methodology using a multi-stage change management approach that consists of several components: consulting services, software tools, and training programs, including the Managing ESP program. This approach fully integrates and embeds the ESP process into your sales and marketing organizations, ensuring the methodology delivers the maximum return on your investment.

The managing component of ESP is a one-day training program for sales managers, who are critical in ensuring the process is integrated and embedded in an organization. The program provides them with the skills and tools to improve the performance of strategic account teams implementing and using ESP.

What Are the Benefits?

The MESP program enhances the basic benefits of the ESP program by:

- Reinforcing ESP within the sales organization
- Speeding implementation of ESP
- Improving Account Plans and Account Maps, which means increased revenue from strategic accounts
- Allocating resources efficiently
- Aligning field plans with corporate sales strategy
- Improving management processes, such as measurement and forecasting

Who uses the Managing ESP Program?

Managing ESP is used by leading companies in a variety of industries: high technology, telecommunications, health care, transportation, distribution, utilities, and others. Any company relying on large accounts for the majority of their revenue will find this methodology useful for leveraging their presence in those accounts and growing revenue.

Who Should Attend?

The Managing ESP program is designed for sales managers in organizations that have started implementing the ESP methodology. Participants should be experienced sales managers who have mastered basic management skills, and who have previously attended the ESP program with one or more of their account teams.

What Does the Managing ESP Program Consist of?

Length: One day

Format: We tailor each program for each client's specific industry and corporate culture. The programs are held at the client's site and led by a certified instructor with work experience in the client's industry. All program activities use actual account plans brought to the workshop and incorporate the experiences of the attending managers.

Pre-Course Work: Managing ESP uses account teams' real-world account plans to facilitate the implementation process. Attending managers prepare for the workshop by selecting and studying one of their teams' actual account plans, which they then bring with them.

Agenda: The Managing ESP program consists of five modules:

- The Critical Success Factors identified in a Managing ESP program are the driving force behind management's priorities. By discussing the ESP implementation early, managers get a clear set of guidelines that help them determine where they should spend their time and energy. They see how vital their involvement is to improving performance and achieving business results.
- Strategic Account Analysis shows sales managers how to analyze a strategic account as they would a marketplace, looking for optimal ways to apply resources and balance account coverage and penetration. Strategic account analysis tools show managers how to allocate resources so that they match the customer's value expectations. The manager uses strategic business thinking and their own experience to focus their teams on delivering business value and creating competitive differentiation.
- Strategic Account Plan Assessment teaches sales managers a process for reviewing and improving an account team's planning effectiveness. Repeatable methods and tools for measuring progress allow the manager to assess the quality of content in an account plan and use the results to help the teams discover the strengths and vulnerabilities of their plans. Using proven plan review techniques, the manager can effectively lead, coach, and develop their teams, resulting in improved strategic account relationships and revenue growth.

- Strategic Account Plan Leverage provides sales managers with techniques and tools to help the account teams leverage the investment they've made in account planning. Practical approaches combined with the managers' own experiences in internal selling ensure the plan gains support from key stakeholders. Managers are given proven communication techniques that help guide the account teams as they prepare to share their plan for delivering business value with their customers. Customer Plan Sharing creates a unique interaction with customers that focuses on business priorities and leads to deeper customer relationships, as well as further competitive differentiation.
- Field Implementation focuses on the managers' own practices as they lead, coach, communicate, and measure the ESP implementation process. We provide them with a Management Guide detailing their step-by-step responsibilities and how they link with Critical Success Factors. We discuss best practices as the group taps into years of management experience in the room. Each manager receives a template, which they will use to create a personalized ESP Management Plan. A discussion of the managers' personal Critical Success Factors completes the workshop.

Tools: Managing ESP provides proven management tools for use in the field, including:

- Forms and measurement tools managers can tailor for their own use
- An ESP Management Plan template that gives managers the ability to create a personalized management plan for tracking and measuring the progress of their account teams

What Are the Results?

Managing ESP covers the vital aspects of managing account teams that use ESP. After completing the program, managers have the skills and tools to:

- Ensure account teams have correctly selected and prioritized the "right" accounts and "right" units within strategic accounts
- Lead the account teams through an analysis that identifies their customer's critical business needs and value expectations
- Objectively assess the quality of the content in an ESP Account Plan and Account Map, and then make solid recommendations that help teams overcome vulnerabilities in their plans
- Conduct field plan reviews that meet organizational needs and business demands
- Guide a team through internal plan reviews that identify and justify needed resources
- Coach a team in preparing and conducting effective Customer Plan Sharing meetings
- Track and measure account progress and provide feedback for team improvement
- Improve their own ability to manage across multiple account teams



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