

# WCN Strategy

- Transition to direct selling
- Use inside sales structure, emphasizing “one-to-one” customer relationship management
- Establish territory-based selling
- Support prospecting through marketing-driven trial setting, other awareness-raising
- Hire professional-caliber salespeople (college degreed, strong verbal/written communications, highly organized)

# Prerequisites for Success

- Strong top management commitment, through investment of time, money, staff resources
- Willingness to force change throughout organization
- Recognizing paradigm differences for managing sales vs. marketing
- Adapt organizational processes, analytics, metrics to ensure and measure progress
- Establish baselines for tracking progress

# Sales Program Structures

- Sales structures range from telemarketing, telesales, inside sales, field sales, combos of above
- Warren chose tiered inside sales (national account rep, sales rep)
- Consulting support sought
- Significant planning, budgeting, analysis preceded implementation
- Program launched as six-month test versus KPIs

# Compensation

- Most critical element of program
- Hard to align incentives and outcomes
- K-I-S-S: comprehensible, actionable plans
- Consider fixed/variable comp combo
- Pay variable comp on net paid sales only
- Be generous within cost-of-sale metrics

# Hiring/Integrating Sales People

- Align sales rep profile with sales model
- Index to remote/hybrid/in-office models
- Conduct multiple interviews with multiple interviewers across organization
- Assess sales skills vs. market knowledge
- Training vs onboarding: not the same