

CEO Worldwide Sales & Marketing File

The “Non Sales” Sales Person

Written by Shantanu Sen Sharma

Increasingly as I visit more and more clients in the services selling space or selling differentiated products I see the role of non-sales - Project Managers, Delivery Managers, Production and Quality folks, Domain and Functional experts, increase exponentially.

New sales models like "Challenger Selling" etc. are making this need felt even more - the ability to PREDICT the customer's pain as opposed to JUST UNDERSTANDING it.

Let's take a small example. A Retail Banking Company wishes to migrate from a legacy CRM to a standardized international platform and is talking to an IT service company. The pursuit team would and should have the following skill sets in the team and let us just classify them as Technical/Sales competencies

Competency	Role
Domain expert in Retail Banking	Non Sales
Domain expert in CRM	Non Sales
Technical Expert in CRM	Non Sales
Project Manager – how would you go about it	
Program Manager	Non Sales
Effort Estimates	Non Sales
People Mapping and Relationship	Sales

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Pricing and Commercials

Sales and Finance

Corporate Sponsor or Deal Sponsor

Management – may be from Sales

We clearly see that Sales would play the role of an “Orchestrator” but the deal WIN/LOSE will depend hugely on other functions as well.

The customer will not just evaluate but seek to learn as well from the prospective partner, so the skills involved would be more to teach and build credibility rather than plain sell.

Huge opportunity for technical folks across IT, Manufacturing, Services....and a huge case for Sales personnel to increase functional and domain knowledge

About the author:



Shantanu is an IT industry veteran of 25 years plus experience. A long and proven track record in managing large customer relationships and program management of large programs with a vast experience in handling sales teams. He also serves on the Governing Board of a leading Management School.

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