



## Selling smarter to beat the competition

Smart solutions for tough times  
Responding to the economic crisis



**Sales effectiveness is a vital weapon in an economic downturn. The ability of your sales professionals to “win” at every stage of the customer’s buying process, and ultimately earn business on the *right terms* and in the *right timeframe*, can set you apart from the competition. It’s your opportunity to stay ahead of the game.**

*Capgemini Consulting helped an international catering and facility management company increase its conversion ratio by 17% through a standardized proposal process with clearly defined roles and responsibilities.*

Evidence from previous recessions shows that market share gained during a downturn lasts longer than that gained in a boom – but it is undoubtedly harder to achieve. Keener competitors chasing fewer and lower value sales combined with internal pressure to justify and reduce costs make for difficult times.

Simply cutting prices along with the size of the sales organisation as a first response to a tough economic climate isn’t smart enough – your competitors will quickly follow suit. With less obvious ‘organizational fat’ to cut away in the current recession, it’s time for a different approach.

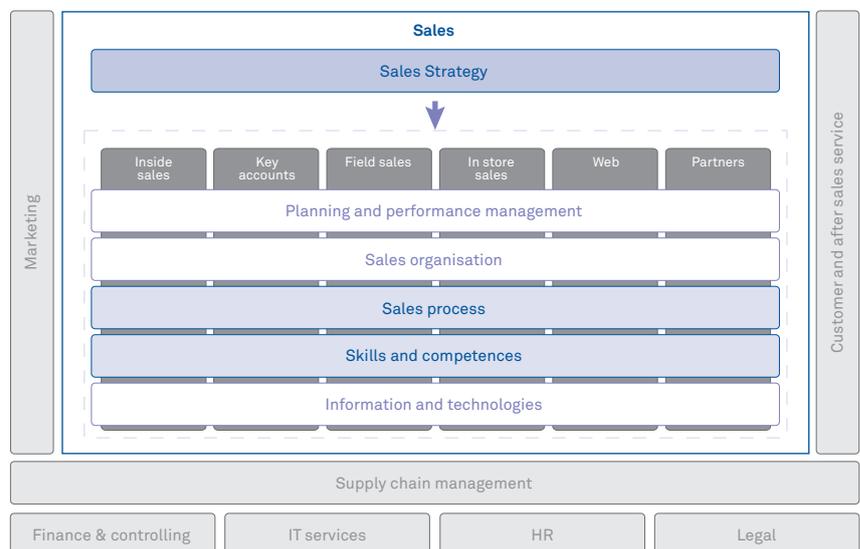
Capgemini Consulting helps organizations to sell smarter by making the right short-term changes, while preparing to take advantage of the economic upswing when it occurs.

### Three steps to smart sales

Successful companies tend to focus on three specific areas in order to outperform competitors during a recession:

- Sales Strategy – is the sales team focusing the right amount of time on the right customers?
- Sales Process – can you increase customer-facing time by ruthlessly cutting activities that add no or little value?
- Skills and Competencies – can you increase both team and individual performance through better focused remuneration and incentives combined with more effective coaching?

Figure 1: ‘Focus areas for smart sales in a recession’



While supporting with these immediate fixes, Capgemini Consulting is also helping clients to keep one eye on the future by making smarter use of technology and their other sales levers.

For example, they are using technology as a way to increase the focus on what matters most and to speed up the sales cycle, e.g. targeting offers in a more intelligent way by using 'Next Best Offer' solutions that analyze multiple data sources to select the most suitable proposition for customers. They are driving through standardized sales processes and ways of working across regions and countries and outsourcing relevant functions to reduce costs. And they are reviewing existing remuneration and incentive models to reward the right behaviors and to attract and retain the right people.

## Proven experience

In helping our clients' sales organizations sell smarter we use our proven strategic and operational experience to address the different business challenges and operational constraints faced by each individual company.

We have supported some of the world's leading businesses as they put sales effectiveness initiatives into practice to deliver increased sales at reduced costs:

- A global software company introduced a "Shift and Lift Model" that reduced the cost of sales and increased field sales productivity.
- A large UK brewery saw a £1 million upturn in revenue by freeing up its sales people and improving the lead generation process.
- A multinational agrichemical company increased revenues by more than 2% per year (at a time when the market declined by 1% per year) following the introduction of a structured coaching and development program.

We work together with our clients to establish and implement clear roadmaps that balance quick wins with activities that give a long-term strategic benefit.



**For further information,  
please contact:**

**Northern Europe / Sweden**

Claudia Nylund, Global Lead  
Sales Effectiveness  
+46 (0) 8 5368 4918  
claudia.nylund@capgemini.com

**Central Europe / Germany**

Dr. Antje Niehaus  
+49 (0) 162 234 3067  
antje.niehaus@capgemini.com

**Southern Europe / Italy**

Alberto Bazzi  
+39 (0) 347 274 0678  
alberto.bazzi@capgemini.com

**Western Europe / Netherlands**

Marcel Visser  
+31 (0) 6 2715 9948  
marcel.visser.mss@capgemini.com

**Western Europe / United Kingdom**

Nick Viles  
+44 (0) 789 115 3338  
nicholas.viles@capgemini.com

**North America / United States**

Jean-Marc Neimetz  
+ 1 917 497 8656  
jeanmarc.neimetz@capgemini.com

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Capgemini Consulting · 18 Soho Square · London · W1D 3QL  
[www.uk.capgemini.com](http://www.uk.capgemini.com)

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