



Dell Sales Group

Understanding Sales Success –

Creating an assessment and interview process that predicts professional and profitable sales behaviour

Sarah Tuffy – Dell Europe – Talent Acquisition

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Agenda



- Overview Of Dell & Our Organisation
- Past – Current – Future Strategy
- Why our sales group are so important
- Here is how we look to improve the hiring and performance of this group
- Initial project and findings
- Next Steps



Mission



- We are relentlessly focused on delivering technology solutions that work harder for our customers, and gives access to technology to people and organizations around the world. Our Purpose - **‘Delivering technology solutions that enable people everywhere to grow & thrive.’** – drives who we are and our commitment to all of our customers.



Overview Of Dell



Company facts

- • Annual Revenue: \$61B in FY 11
- • # 41 on Fortune 500
- • 108,000 Team Members Worldwide
- • Operate in over 190 countries with strong collaboration across global teams
- • 95% of Fortune 500 companies do business with Dell
- • 10 Mil Small Business served by Dell
- • 100% of G20 governments choose Dell
- • 2 Bil conversations with our customers each year



Strategy Shift



- Move to services and solutions
- Migration to complex combinations of service and products
- Move to the cloud
- Acquisition of large and niche technology and consulting firms
- Focus on high value add and higher margin work





Why is our sales group so important

- Highly competitive and complex market place
- Dell transforming who and how it targets opportunities
- Consultative and enterprise based analysis and sales approach becoming central
- Need for near term - objectives focus at the same time





The Research

- Account Managers in Dell trial shapes questionnaire
- 61 initially complete *Shapes* questionnaires measuring key behaviours and motivations relevant to sales roles – now at 150 +
- Questionnaire data matched with performance data
- This analysis considers:
 - Common traits
 - Factors important in delivering high levels of performance





Common Traits:
What are the Account Managers like
as a group?



Common Traits



Likely Strengths of the Group:

- **Driven by financial reward** – Overall the Account Managers are likely to seek out, and invest more effort in closing, deals with a high financial payoff
- **Competitive** – The group enjoy competing with others, and this is likely to make them effective at identifying opportunities and closing deals
- **Driven by Recognition** – Overall the Account Managers value the kudos of being seen as ‘the top performer’: seeking recognition from the customer is likely to ensure the later stages of the sales process are achieved, however an over-emphasis on recognition may hinder the early stages of building a client relationship because the Account Manager may be seen as narcissistic



Common Traits



Potential Risk Areas:

- Professional Challenge – Overall the group is not strongly motivated to develop their own professional skills and knowledge: this is a key element of success for all stages of the sales process, and for keeping up-to-date with new products and market intelligence
- Identification – The Account Managers generally do not have a strong need to feel proud of their role or Dell: this could impact upon the impression they give when contacting prospects, and on the quality of delivery of solutions
- Systematic – The group does not appear to be highly organised or strong at planning: this is likely to impact how well they organize a pipeline of prospects and organize delivery of projects



Common Traits



Other points of note:

- Overall the group is not concerned with having prestigious, attractive working premises
- The Account Managers describe themselves as showing good judgement, even when weighing up situations under time pressure





BUT! What actually makes the difference in Dell?



High Performance Traits



- Performance measures in two key areas for this initial review:
 - Revenue
 - Profitability
- What traits actually lead to high achievement in these two areas?



Revenue



- Account Managers who perform better against *revenue* targets tend to be:
 - **More Socially Confident:** formal presenting and meeting people for the first time (interestingly, this is an area where overall the group is not strong)
 - **More Conscientious:** They do what they say they will do
 - Motivated more by opportunities for development than by financial reward (curious about client needs? financial reward as a ‘hygiene factor’?)
 - **Motivated by job security** (take a long-term perspective? an ‘anxiety’ factor?)
 - More **‘detached’** and present themselves as impartial (this requires further examination in the data)



Profit



- Account Managers who perform better against *profit* targets tend to be:
 - More Socially Confident: formal presenting and meeting people for the first time
 - More Conscientious: They do what they say they will do
 - Motivated more by opportunities for development than by financial reward
 - Motivated by job security
 - More independent or ‘detached’
 - **More organized and likely to plan (as with Socially Confident, this is an area where the group overall is not strong)**
 - **More driven to achieve difficult targets (requires more energy to meet profit targets than revenue targets?)**
 - **Motivated by recognition of high performance**
 - **More determined under pressure**



Summary



- Achieving revenue *and* profit targets requires an Account Manager who:
 - Feels confident interacting with customers in meetings and presentations
 - Fulfils promises
 - Is motivated by more than financial reward
 - Presents himself/herself as impartial
- There is an ‘extra’ set of traits that facilitate the achievement of profit targets, that add to this ‘recipe’:
 - Motivated by difficult challenges, investing extra energy to achieve them and be recognised for it
 - Systematic and well organized, planning account activity





Financial Impact



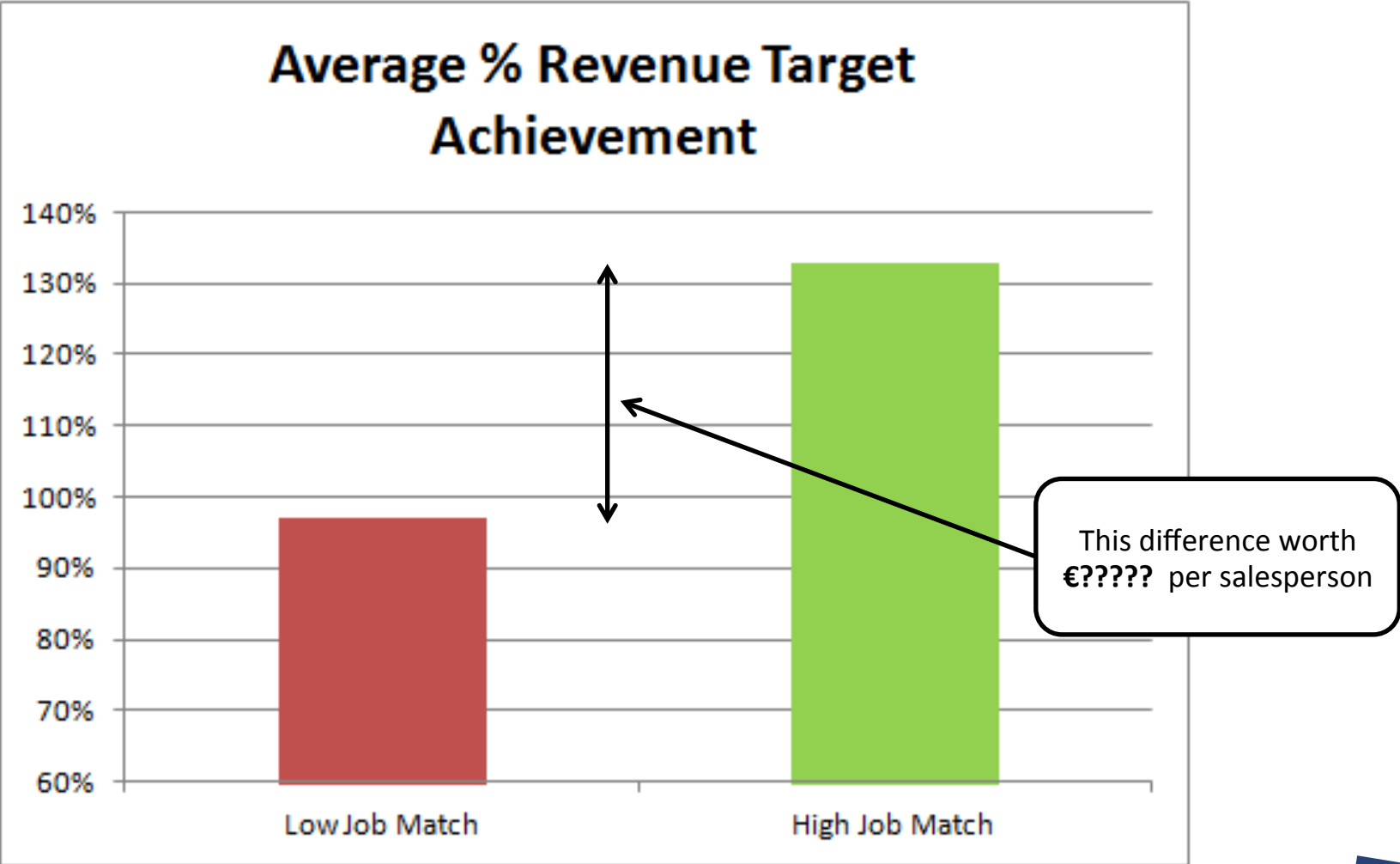


Revenue

- Using a 'job match' score based on the traits identified as critical for success...
- Average Revenue Target Attainment of 'High Job Match' Group = 133%
- Average Revenue Target Attainment of 'Low Job Match' Group = 97%



Revenue



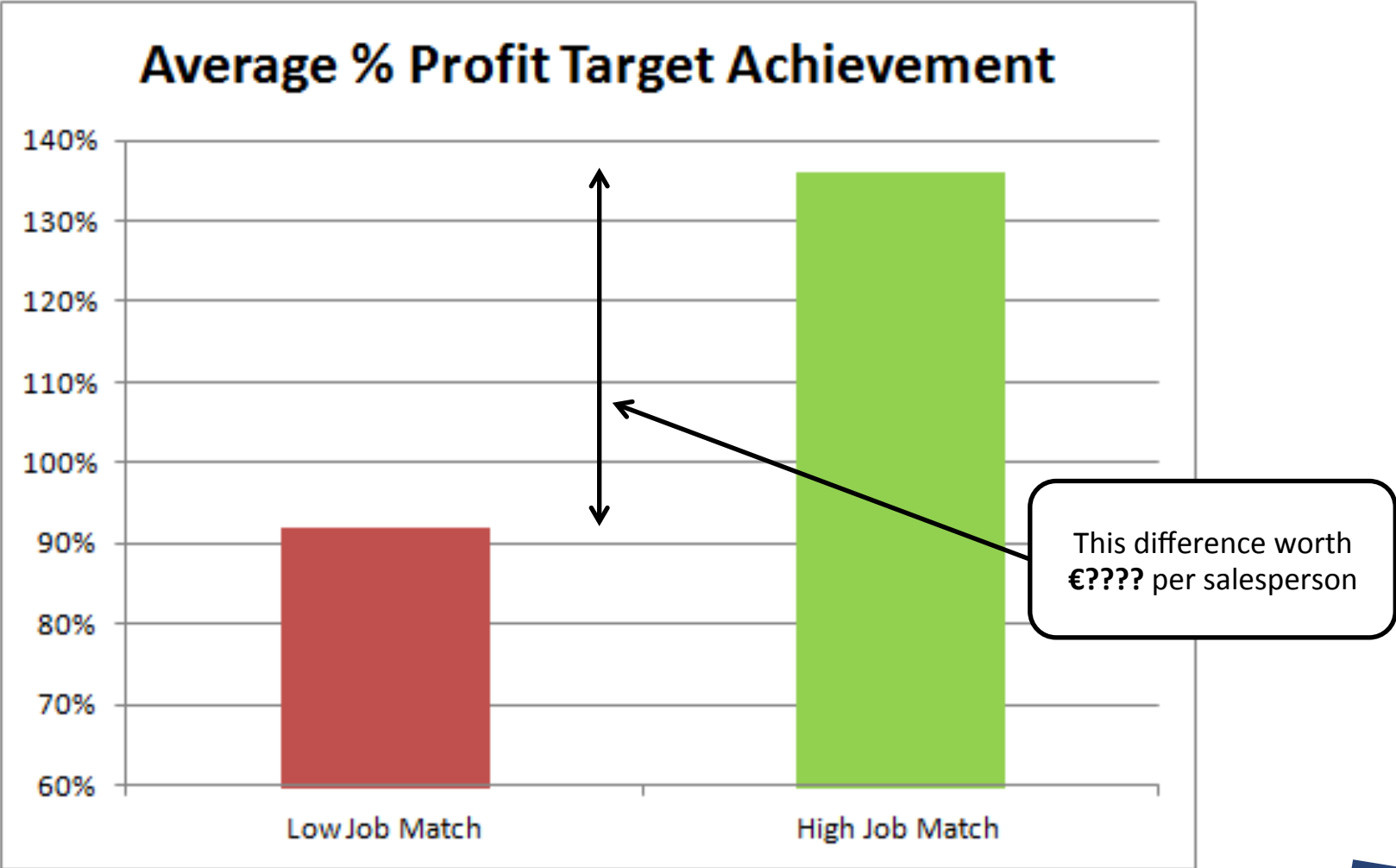
Profit



- Using a 'job match' score based on the traits identified as critical for success...
- Average Profit Target Attainment of 'High Job Match' Group = 136%
- Average Profit Target Attainment of 'Low Job Match' Group = 92%



Profit



Next Steps



- Assessment questionnaire be trialed and validated in UK and French Contexts
- Development of formats to train core talent acquisition teams at using reports for screening and interviewing and scalable simple way to train hiring managers across many countries
- Creation of report output to indicate areas of development and how to achieve this



Questions

