Best Practices for Creating Demand and Managing Change

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Current Situation: where were we pre-2010?

- **Market:**
  - Price & profit squeezed by increased competition & excess capacity
  - Marketplace trying to commoditize our products (Amazon, Grainger, web stores)
- **Product team:**
  - Features & benefits – little differentiation
  - Internal focus
- **Sales team:**
  - Distributor focused – transactional (price, delivery, expediting)
  - Generalists: (50+) product lines
  - Lacked sales tools & technology (CRM, Project Tracker, Mobile Apps)

So what did we do?

- **Leadership:**
  - First – we had to admit we had a problem!
  - Needed to shift our business strategy – Identification of vertical markets
  - Commitment to add or reallocate resources
- **Sales team:**
  - Competency – did we know how to create demand?
  - Change – could we make the transition?
  - Help - Revenue Storm was identified as the best fit with the most aligned plan and tool kit
- **Marketing Team:**
  - Identified vertical markets – size, T&S potential, growth, accessibility
  - Created a marketing team – conduit between Sales and Product Management (MDMs)
    - Subject matter experts – strategy, collateral, tools
    - Songwriters
    - Trainers – how to call on the vertical markets
A Go-to-Market Strategy is a purposeful and defined strategy to serve clients, win market share, and outperform the competition. It connects the Business Plan to the client.

Go To Market Strategy

Profitable Growth in Targeted Vertical Markets by becoming more Valuable to our Customers

Efforts & Investment focused on attractive Vertical Markets

Differentiated Solutions, Brands, and Products

Growth with strategically chosen partner distributors
Market Development

Vertical Market Segments

OEM | Industrial | Commercial | Utility | Residential

OEM
- Transformer & Motor Mfg.
- Switchgear & Motor Control Mfg.
- Panel Builders & Wire Harness
- Heavy Equipment Mfg.
- Machine Builders
- HVAC
- Rail
- Automotive
- Aerospace
- Marine & Shipbuilding

Industrial
- Power Generation
- Oil & Gas
- Food & Beverage
- Metals & Mining
- Chemical Processing
- Pulp & Paper
- Pharmaceutical
- Wastewater/Water Treatment
- DOT, Bridges, Tunnels, etc..

Commercial
- Hospitals
- Educational
- Government/Military
- Data Centers
- Telecom
- Retail & Office
- Entertainment & Sports
- Hotel/Casino

Utility
- Transmission
- Distribution Substation

Residential
- Multi-Family
- Single Family

After defining our strategy & our target market how do we attack?
Go-to-Market – Revenue Storm

1. Transaction Focus
2. Process Focus
3. Business Focus
4. Partner Focus

Revenue Storm - Targeting, Creating, Shaping, Capturing & Fulfilling Demand

T&B's core competency

"Increase your relevance to your customers"
Sales Transformation - 2009+

Theory | Practical Application | Deployment
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Revenue Storm | T&B 4 Step Demand Creation | Deployment & Governance

- Theory: IVP, ID customer’s Issues, Apply Solutions, FVP
- Practical Application: Execution, Funnel management, Accountability, Metrics, Coaching, Tools
- Deployment: New Sales process, ID customer’s Issues, Systems & Solutions
Sales Transformation - 2009+

**Theory**
- Revenue Storm

**Practical Application**
- T&B 4 Step Demand Creation
- New Sales Process
- ID customer’s Issues
- Systems & Solutions

**Deployment**
- Deployment
- & Governance
- Execution
- Funnel management
- Accountability
- Metrics
- Coaching
- Tools

Sales Transformation - 2009+

**Theory**
- Revenue Storm

**Practical Application**
- T&B 4 Step Demand Creation
- New Sales Process
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**Deployment**
- Deployment
- & Governance
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- Tools
Sales Funnel Management

- Targeting & Creating Demand
- Projects by Vertical Markets
- Methodical process
- Helps Manage Wins/Losses
- Drives:
  - Discipline
  - Accountability
  - Profitable Growth

Tools to Support The Strategy

$279 MM of T&B potential

9,100 Total Projects
991 Key Projects

Commercial $179 MM
Industrial $43 MM
Utility $57 MM
What would a Mobilized GTMS look like?

Markets | Product | Channel

Expectations for Winning

- Time Allocation...Fulfillment in Proportion
- Total Project $’s
- Storm Tracker
- Systems & Solutions
- Sales Calls
Change Management – Overview

Awareness of the need to change?

Desire to make the change happen?

Knowledge about how to change?

Ability to change?

Reinforcement to maintain the change?
Organizational change requires individual change

Are we ready to change?
Change Management – workshop

Awareness of the need to change?
Desire to make the change happen?
Knowledge about how to change?
Ability to change?
Reinforcement to maintain the change?

Questions

Up Next: Interactive Break in the Mezzanine
– Taking Your Company's Safety Training to the Next Level: Augmented Reality
– Personal Branding for Professional Success: Leverage Every Employee's Digital Footprint
– The Lost Art of Listening
– NECA Manual of Labor Units
– The Value of Membership