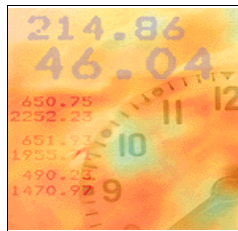


Raising the Bar: Selling Technology Services in a Competitive Market

Benchmarks and Best Practices from Industry Leaders



An ITSMA Sales Practices Study

Selling technology services has always been a challenge. As the services business transforms into a solutions business, the challenge is compounded by increasing complexity. Buyers are more dispersed, more proactive, and more sophisticated. Most importantly, they want to work with services and solutions providers that understand their business issues and can guarantee measurable results. Selling in this new buyer reality requires substantially increased skills as well as new approaches to sales coverage, compensation, and collaboration.

REPORT HIGHLIGHTS

OVERVIEW

Raising the Bar: Selling Technology Services in a Competitive Market provides in-depth data and analysis of how effectively companies across the technology and professional services industries are managing and measuring their services sales performance in the new buyer reality. Highlighting qualitative and quantitative data from 29 U.S.-based companies, the study is designed to help services marketers, business development, sales operations, and sales leaders:

- Benchmark their sales practices and performances against industry averages and top performers
- Explore best practices in selling technology services and solutions

Key trends highlighted in the report include:

- Technology services providers are increasing sales force hiring, looking especially for best-in-class consultative sales skills,
- Sales organizations are investing more in training and evaluating sales competencies
- The needs for globalization and standardization are prompting companies to focus on cross-organizational communication, goal alignment, and knowledge sharing
- Team selling is increasing

(Continued)

STUDY METHODOLOGY

In July-September 2004, ITSMA collected qualitative and quantitative data from 29 IT companies. The data includes findings from in-depth telephone interviews with senior sales management and sales support executives on sales challenges, initiatives, and best practices. The study also includes extensive quantitative data from participants on such issues as sales organization, account planning and management, sales force productivity, sales performance, sales costs and compensation, and sales training.

This report details how companies measure and manage the sales function. With special emphasis on sales performance metrics, ITSMA designed the study to answer questions such as:

- Who is responsible for selling services?
- How productive is my sales force relative to those of my peers?
- How effective is my sales force at closing deals and winning new business?
- What are my sales costs? Are they in line with costs across the industry?
- Are we doing enough to train our sales force?
- What are the best practices in:
 - Account planning and management
 - Solution and team selling
 - Sales force compensation
 - Sales enablement

Companies covered in the study include:

- Computer Associates
- CH2M HILL
- CNT
- Convergys
- Diebold
- Dimension Data
- Eastman Kodak
- Fujitsu Consulting
- Getronics
- Hitachi Data Systems
- IBM
- Juniper Networks
- Lucent
- Motorola
- NCR Corporation, Customer Services Division
- NCR Corporation, Retail Solutions Division
- Northrop Grumman IT
- OAO
- PeopleSoft
- QAD
- Rainmaker Systems
- Rockwell Automation
- RSA Security
- Software AG
- Spherion
- Sprint
- Tektronix
- Veritas
- Vertex

RESPONDENT DEMOGRAPHICS

Industry

Software vendors	24%
Computer and other systems vendors	24%
Professional services firms	21%
Network systems vendors	14%
Other	17%

MORE INFORMATION

To learn more about the report, contact Rob Leavitt, Vice President, Marketing and Member Advocacy at +1-781-862-8500, ext. 45, or rleavitt@itsma.com.

Figure 5.1 Sales Rep Time Utilization



Figure 3.2 U.S. Services Sales Channels in Use



Figure 8.1 Number of Days Spent in Training Per Year by Industry Subsector



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