# FY12 Avant Garde Sales Academy

cisco.

**Virtual Class** 

Module 1: Competitive Selling 1 – BEAT HP Competitive Selling 2 Competitive Selling 3

Module 2: PORTFOLIO OPTIMIZATION

Module 3: SALES PRODUCTIVITY

Module 4: ARCHITECTURE SELLING

Module 5: CREATING BUSINESS CASES FOR ARCHITECTURES



Sales Academy 201

# Module 2: PORTFOLIO OPTIMIZATION





### PORTFOLIO OPTIMIZATION

**M2** 

- Planning as a process
- Planning best practices
- Territory Planning
- Account Planning

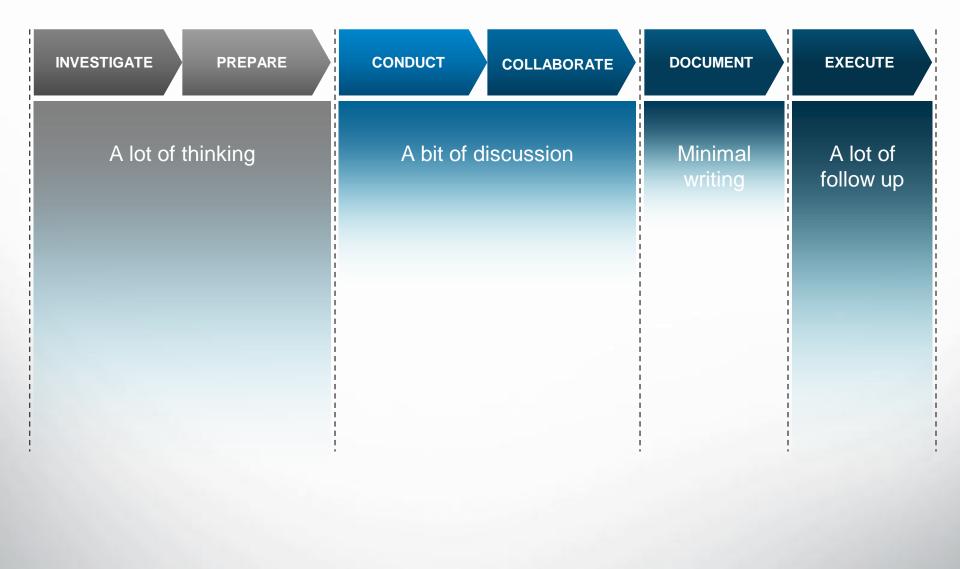
60 MINS



# WHY IS PLANNING IMPORTANT AND HOW DOES IT FIT INTO THE SALES PROCESS?



### WHAT IS PLANNING?



### THE VALUE OF NOT PLANNING

# "

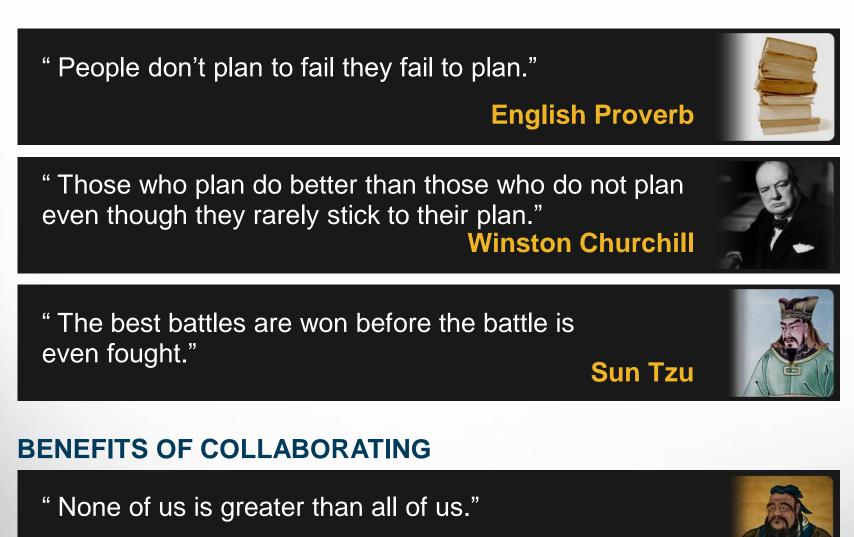
The nicest thing about not planning is that failure comes as a complete surprise and is not preceded by a period of worry and depression.

– John Preston, Boston College

"



### **BENEFITS OF PLANNING**



Confucius

7 I © 2011 Cisco Systems, Inc. All rights reserved. I

## WHERE IS MY NUMBER GOING TO COME FROM?

Customer	C	Y11 bookings	CY12 plan
1		4,000,000	?
2		2,500,000	?
3		1,500,000	?
4		1,000,000	?
5		400,000	?
6		200,000	?
7		150,000	?
8		150,000	?
9		100,000	?
Total	\$	10,000,000	\$ 13,000,000
		Growth rate	30%



So where would you focus first in this scenario?

### 1<sup>ST</sup> CHALLENGE THE EASY WAY OUT! – SPREAD IT OUT

Customer	CY11 bookings	CY12 plan
1	4,000,000	5,200,000
2	2,500,000	3,250,000
3	1,500,000	1,950,000
4	1,000,000	1,300,000
5	400,000	520,000
6	200,000	260,000
7	150,000	195,000
8	150,000	195,000
9	100,000	130,000
Total	\$ 10,000,000	\$ 13,000,000
	Growth rate	30%

# Wrong! Why?

- Customers have different buying cycles
- Technology gaps are not the same
- Needs are not the same
- Ease of capture is not the same

#### 2<sup>ND</sup> CHALLENGE

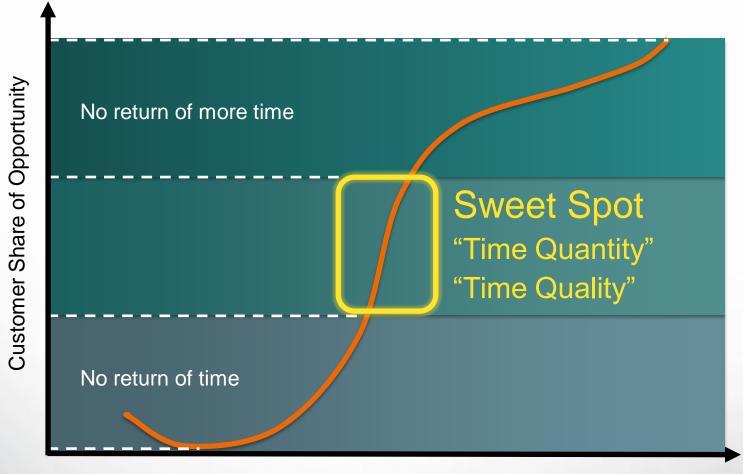
## HOW DO YOU ALLOCATE TIME TO YOUR CUSTOMERS

### Time available:

ACCOUNT MANAGER	
Total days	365
Weekends	104
Bank \ Public holidays	13
Holidays	15
Sick	7
Net days	226
Net days per month	19
Internal stuff (training, meetings etc)	5
Remaining days per month	14
Hours in a day	8
Hours to spend with Accounts	111
# of Accounts	50
Hours per Accounts per month	2.21

INSIDE SALES	
Total days	365
Weekends	104
Bank \ Public holidays	13
Holidays	15
Sick	7
Net days	226
Net days per month	19
Internal stuff (training, meetings etc)	5
Remaining days per month	14
Hours in a day	8
Hours to spend on Accounts	111
# of Accounts	250
Hours per Account per month	0.44

### 2<sup>ND</sup> CHALLENGE HOW DO YOU ALLOCATE TIME TO YOUR CUSTOMERS



Time spent

#### 2<sup>ND</sup> CHALLENGE

## HOW DO YOU ALLOCATE TIME TO YOUR CUSTOMERS

### Time available:

### Who to allocate it to:

Number of days in year	365
Weekends	104
Working days	261
Holidays	20
Public holidays	13
Sick leave	10
Net working days	218
Internal time	50
Customer time	168
Days per quarter	42

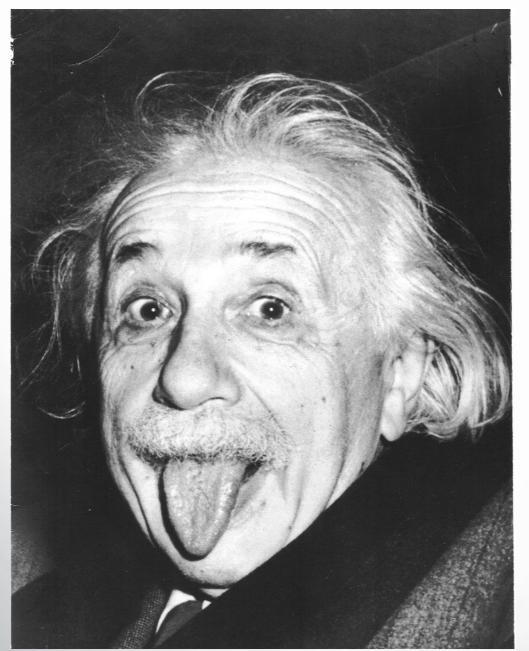
			Time to be invested per
Partner	FY10 bookings	FY11 bookings	quarter
1	4,000,000	?	?
2	2,500,000	?	?
3	1,500,000	?	?
4	1,000,000	?	?
5	400,000	?	?
6	200,000	?	?
7	150,000	?	?
8	150,000	?	?
9	100,000	?	?
Total	\$ 10,000,000	\$ 13,000,000	42
	Growth rate	30%	

### 2<sup>ND</sup> CHALLENGE THE EASY WAY OUT! – SPREAD IT OUT!

	CY11		Time to be invested per
Partner	bookings	CY12 plan	quarter
1	4,000,000	5,200,000	16.8
2	2,500,000	3,250,000	10.5
3	1,500,000	1,950,000	6.3
4	1,000,000	1,300,000	4.2
5	400,000	520,000	1.68
6	200,000	260,000	0.84
7	150,000	195,000	0.63
8	150,000	195,000	0.63
9	100,000	130,000	0.42
Total	\$ 10,000,000	\$ 13,000,000	42
	Growth rate	30%	

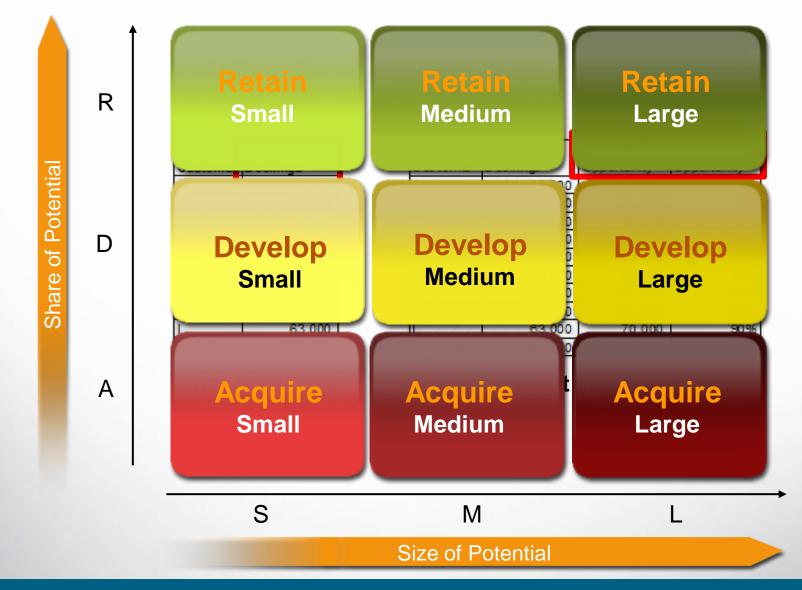
# Wrong! Why?

- All customers do not need the same attention/engagement
- Need to focus time on the big opportunities that will deliver the ROI of your time
- This focus requires you to defocus on other customers
- How do you do this?



# **INSANITY Doing the same** thing over and over again and expecting different results

### WHERE TO PRIORITIZE



### 3<sup>RD</sup> CHALLENGE WHAT TO DO WITH THAT TIME?

Partner	FY10 bookings	FY11 bookings	Time to be invested per quarter	What to do with that time
1	4,000,000	?	2	2
2	2,500,000	?	?	?
3	1,500,000	?	?	?
4	1,000,000	?	?	?
5	400,000	?	?	?
6	200,000	?	?	?
7	150,000	?	?	?
8	150,000	?	?	?
9	100,000	?	?	?
Total	\$ 10,000,000	\$13,000,000	42	
	Growth rate	30%		

#### **3<sup>RD</sup> CHALLENGE**

### THE EASY WAY OUT! - REACTIVE ENGAGEMENT!

		FY11	Time to be invested per	What to do with that	
Partner	FY10 bookings	bookings	quarter	time	
1	4,000,000	5,200,000	16.8	Respond	
2	2,500,000	3,250,000	10.5	Respond	
3	1,500,000	1,950,000	6.3	Respond	
4	1,000,000	1,300,000	4.2	Respond	
5	400,000	520,000	1.68	Respond	
6	200,000	260,000	0.84	Respond	
7	150,000 195,000		0.63	Respond	
8	150,000	195,000	0.63	Respond	
9	100,000	130,000	0.42	Respond	
Total	\$ 10,000,000	\$ 13,000,000	42		
	Growth rate	30%			

# Wrong! Why?

- You will miss the opportunities
- You will not become the trusted advisors

<sup>•</sup> Need to plan

### **EVALUATING EACH CUSTOMER IN YOUR PORTFOLIO**

Criteria	Customer Potential	Customer Compelling Reason to Buy	Relevance of your solution to customer need	Customer Relationship	Value of Planning	Total Score	Rank
Scoring	1 = Low 10 = High	1 = Low 10 = High	1 = Low 10 = High	1 = Weak 10 = Strong	1 = Low 10 = High	Out of 50	A, B or C
Customer 1	-	-	-	-	-	-	
Customer 2	-	-	-	-	-	-	
Customer 3	-	-	-	-	-	-	
Customer 4	-	-	-	-	-	-	
Customer 5	-	-	-	-	-	-	
Customer 6	-	-	-	-	-	-	
Customer 7	-	-	-	-	-	-	
Customer 8	-	-	-	-	-	-	
Customer 9	-	-	-	-	-	-	
Customer 10	-	-	-	-	-	-	
Customer 11	-	-	-	-	-	-	
Customer 12	-	-	-	-	-	-	
Customer 13	-	_	-	-	-	-	
Customer 14	-	-	-	-	-	-	
Customer 15	-	-	-	-	-	-	

# AVANT GARDE IS TRYING TO PROVIDE YOU WITH SOME HELPFUL INFO

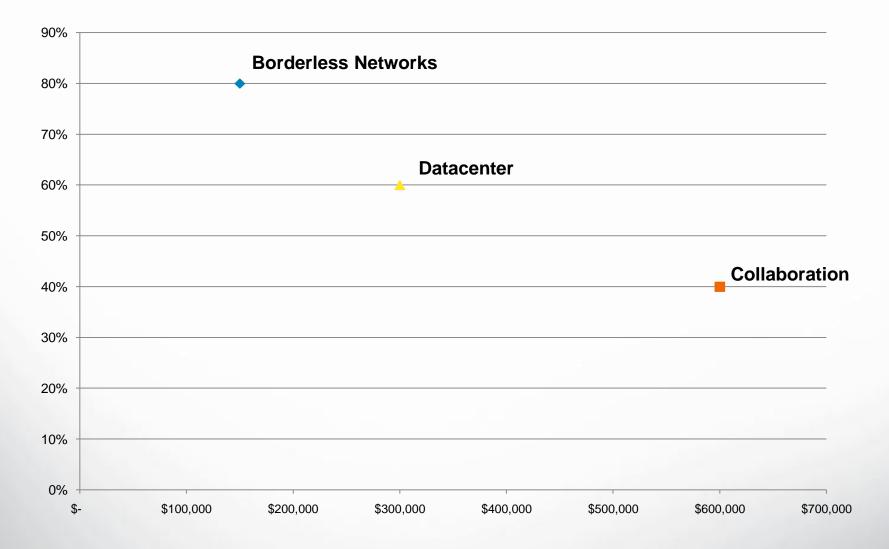
Account Summary			
Account Name	ZURICH INSURANCE SINGAPORE PTE LTD	Partner Name	
Partner AM Name		Partner AM Email	
A/C Name (English)		No. of Employees	20-49
No. of PC	20-49	No. of Node Active Ports	15
No. of Sites	1	No. of Phones	15
No.of Technologies Sold		No. of Servers	0
City	Singapore	City (English)	
State/Province	SINGAPORE	State/Province (English)	
Vertical	Banking	Vertical Detail	Financial Service
Switching Booking (5yrs)	\$2,594	Switching Cisco Wallet Potential (5yrs)	\$42,768
Routing Booking (5yrs)	\$0	Routing Cisco Wallet Potential (5yrs)	\$23,070
Security Booking (5yrs)	\$0	Security Cisco Wallet Potential (5yrs)	\$12,140
Wireless Booking (5yrs)	\$0	Wireless Cisco Wallet Potential (5yrs)	\$1,173
Unified Communication Booking (5yrs)	\$0	Unified Communication Cisco Wallet Potential (5yrs)	\$5,494
Data Center Booking (5yrs)	\$0	Data Center Cisco Wallet Potential (5yrs)	\$73,878
Telepresence Booking (5yrs)	\$0	Telepresence Cisco Wallet Potential (5yrs)	\$0
Booking (5yrs)	\$2,594	Cisco Wallet Potential (5yrs)	\$158,525
Classification	Small	Strategy	Acquire
Wallet Share	1.64%		

### **NEED TO THINK CUSTOMER POTENTIAL**

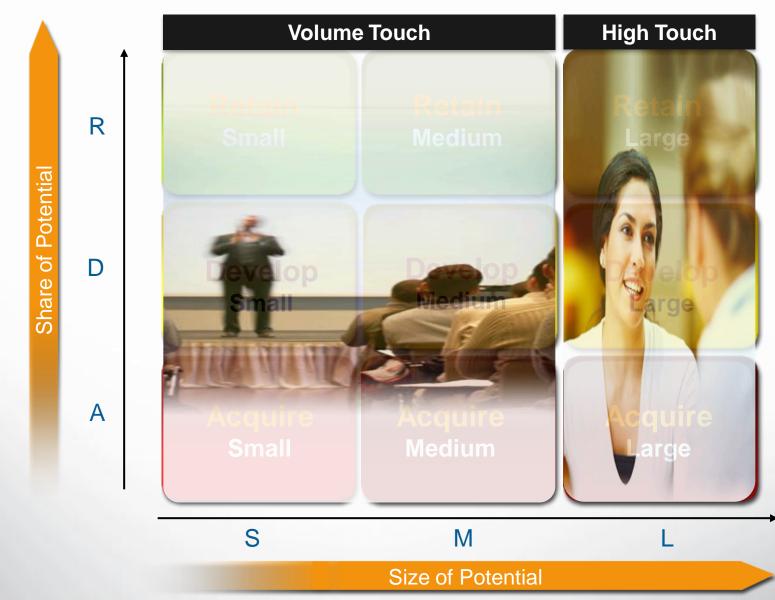
Customer 1	V	11 TOTAL VALLET DTENTIAL	FY12 GROWTH RATE	(12 TOTAL WALLET OTENTIAL	CY11 YOUR SHARE OF POTENTIA L	CY12 YOUR SHARE OF POTENTIAL	'11 YOUR DOKINGS	S	12 YOUR TRETCH SALES ARGETS	CY12 YOUR GROWTH
Borderless Networks	\$	200,000	-25%	\$ 150,000	80%	80%	\$ 160,000	\$	120,000	-25%
Collaboration	\$	500,000	20%	\$ 600,000	20%	40%	\$ 100,000	\$	240,000	140%
Datacenter	\$	50,000	500%	\$ 300,000	5%	60%	\$ 2,500	\$	180,000	7100%
Total	\$	750,000	40%	\$ 1,050,000	35%	51%	\$ 262,500	\$	540,000	106%

- Definitions
- How do you get this data
- What do the measures mean

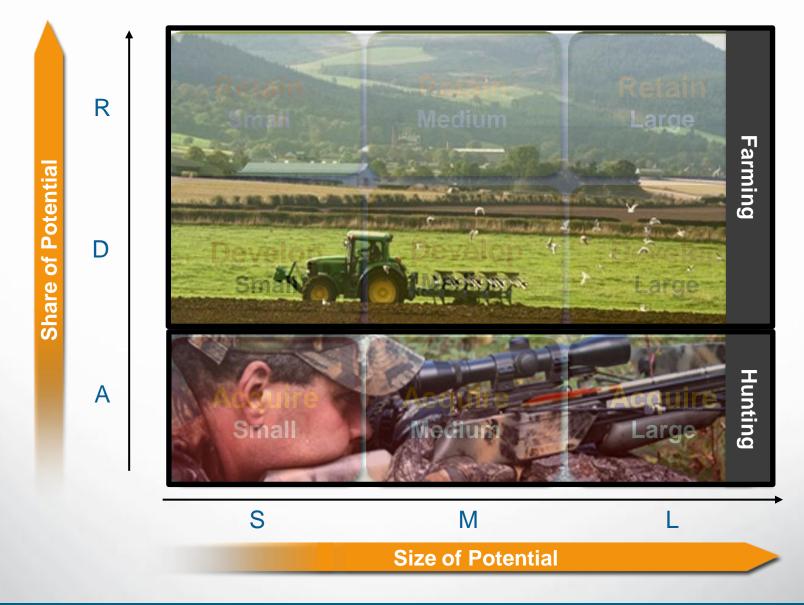
### **CUSTOMER RAD**



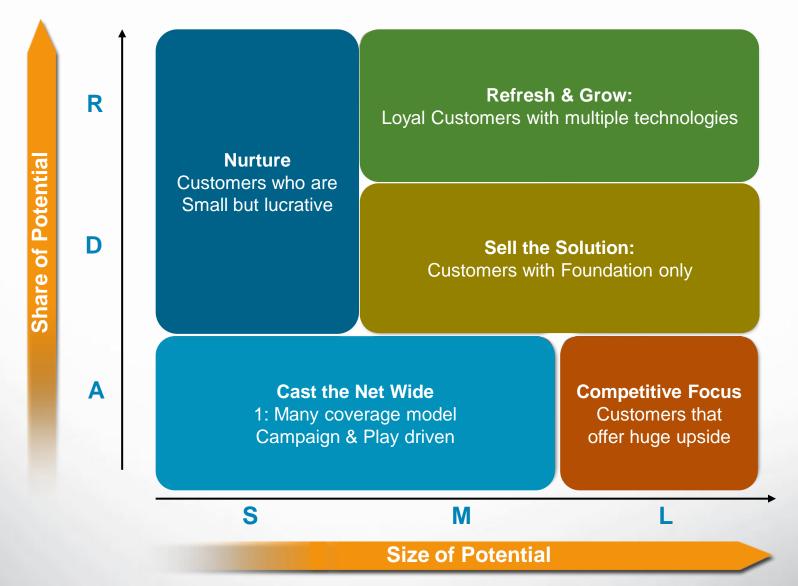
### **ULTIMATELY YOU WANT TO SEGMENT YOUR PORTFOLIO**

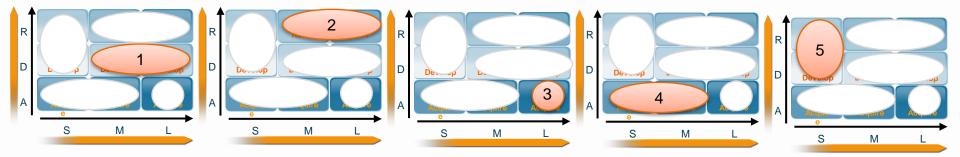


### **ULTIMATELY YOU WANT TO SEGMENT YOUR PORTFOLIO**



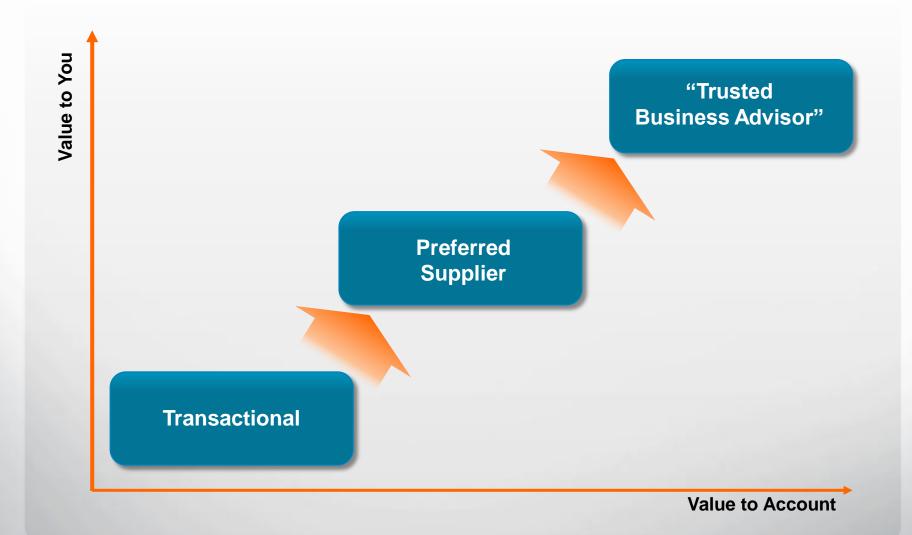
### AFTER SEGMENTING, WHAT ACTIVITIES MAKE THE MOST SENSE?





Focus: Sell the Solution	Refresh & Grow	Competitive & Emerging	Cast the Net Wide	Nurture
<ul> <li>Typically have Core but little Advanced Technologies</li> <li>Group Plans &amp;/or Account Plans</li> <li>Tech experts via WebEx or TelePresence for one to one or one to many sessions</li> <li>EBC \ GBC \ Demo Days</li> <li>RSM Engagements</li> <li>Regular updates on Cisco products \ roadmaps</li> <li>Prioritise clusters of opportunity by technology, vertical and partner.</li> <li>Cisco Discovery / Network Assessments</li> </ul>	<ul> <li>Most accounts will have UC, develop a strategy for applications – fend off Microsoft</li> <li>Account Plan or Account Analytics – map refresh cycles and through IBLM (Install Base Lifecycle Management</li> <li>Technology experts via WebEx or TelePresence for one to one or one to many sessions</li> <li>Engage Architecture experts to maintain strong relationship</li> <li>Cisco Discovery / Network Assessments</li> <li>Have SE's enable feature sets to ensure future upgrades remain with Cisco</li> </ul>	<ul> <li>Profile competitive landscape and refresh cycle to plan attack strategy</li> <li>Sub Segment into short term and long term opportunities</li> <li>High Touch engagement for 1:1 or 1:FEW briefings</li> <li>High risk \ High return</li> <li>Treat customers with no Cisco differently to customers with little Cisco</li> <li>PICK YOUR BATTLES!</li> </ul>	<ul> <li>Partner Reason to Calls / Initiating Business Conversations</li> <li>Map local Marketing Activity Calendars to these customers at a minimum</li> <li>Look for alternative strategies – who is selling in this patch? How can you differentiate your messaging?</li> </ul>	<ul> <li>Typically Small but innovative IT habits – Also typically buy a reasonable sized project every 2 years – maintain loyalty and apply IBLM (Install Base Lifecycle Mgmt)</li> <li>Move to Cisco Capital to create 3 year refresh cycles?</li> </ul>

### **POTENTIAL ROLES & PLAN OUTCOMES**



### THE PLAN FUNDAMENTALS

- Situation review past and now
- Market / Cisco opportunities now and future
- Account potential total and Cisco
- Objectives
- Execution/ action plans

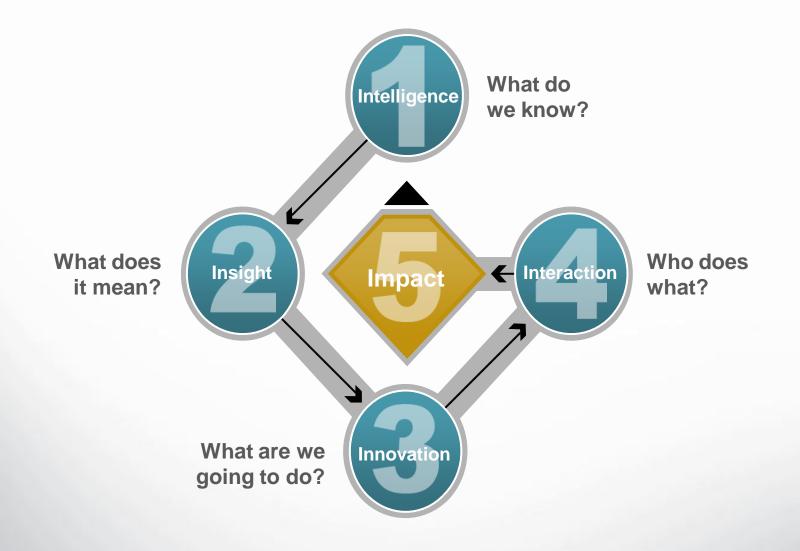
Don't forget Marketing plays, Avant Garde, Cisco Capital

### **PLANNING PROCESS**

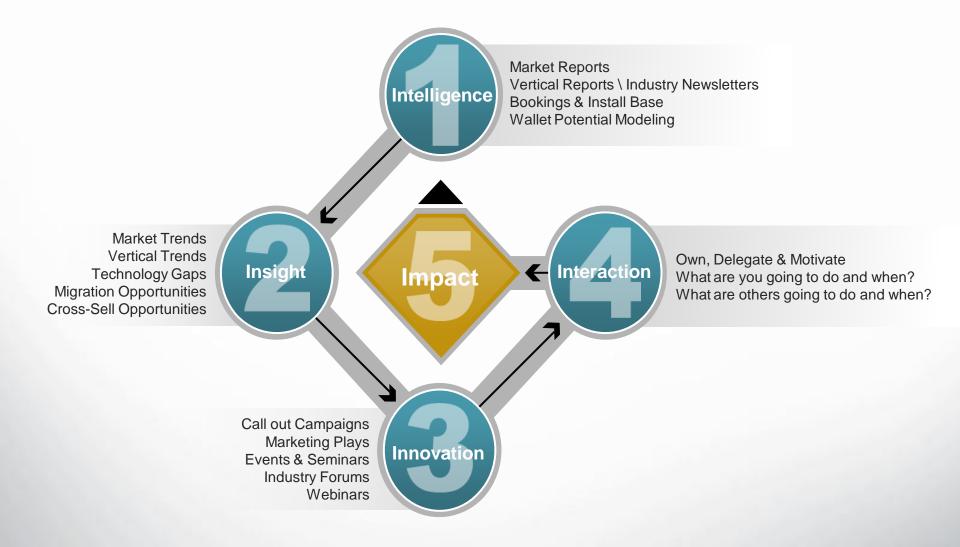
Find out what exists today

Profile your Account portfolio and understand from which Accounts what numbers will come from where For each Account set clear objectives of what you need to achieve For each Account or set determine how you are going to achieve those objectives For each Account or set build an engagement process that concludes with a plan of action

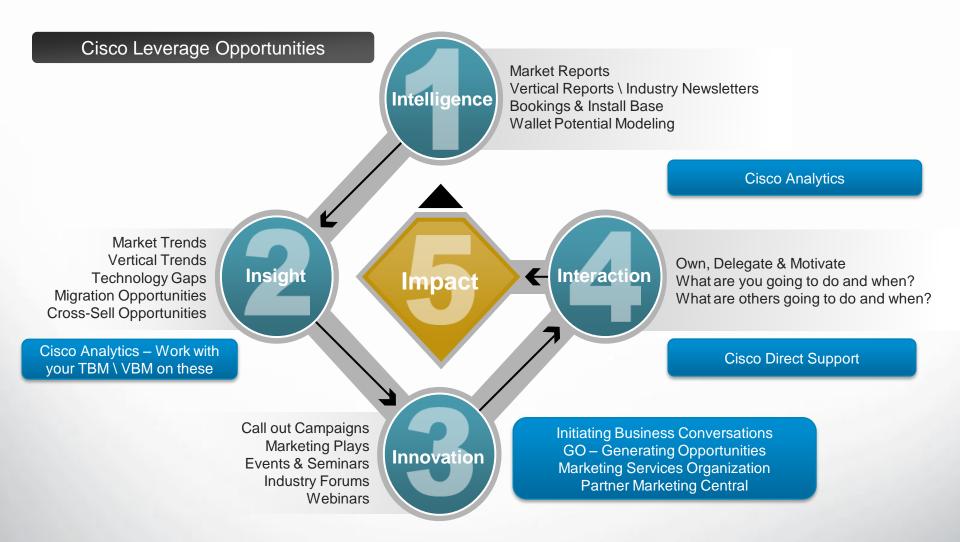
### **LEVERAGING I5**



### **I5 FOR PORTFOLIO / TERRITORY PLANNING**



### **I5 FOR PORTFOLIO / TERRITORY PLANNING**



### PLANNING TEMPLATE DEMO

What does it mean?	What do we know?	Fill in the Grey Cells Green Cells are auto-calculated		
What are we going to do?		Territo	Territory Plan	
# of Accounts in the Territory # of Accounts which are direct touch focused Remaining # of Accounts covered with this Territory Plan Most important Vertical in this Territory 2nd Most important Vertical in this Territory 3rd Most important Vertical in this Territory	50.00 20.00 Education Select one			
1 - Intelligence: What do we know?				
a 1] What are the Top 3 Trends in your most important Vertical	Trend 1	Trend 2	Trend 3	
a 2) What are the Top 3 Trends in your second most important Vertical	Trend 1	Trend 2	Trend 3	
a 3) What are the Top 3 Trends in your third most important Vertical	Trend 1	Trend 2	Trend 3	
b) What are the top Technologies you want to promote in order to drive awareness and revenues	Technology 1	Technology 2	Technology 3	
c) How many Accounts have you identified in the Shark Pool that are in the Verticals you have chosen to focus on? Hint: You can get this date in the AG Tool				
2 - Insight: What does it mean?				
a1) What are ways you can help Vertical 1	Vertical 1 Ideas	Vertical 1 Ideas	Vertical 1 Ideas	
a2) What are ways you can help Vertical 2	Vertical 2 Ideas	Vertical 2 Ideas	Vertical 2 Ideas	
-31 What are using using the left Vertical 3	Vertical 3 Ideas	Vertical 3 Ideas	Vertical 3 Ideas	
a3) What are ways you can help Vertical 3				

### THINGS TO THINK THROUGH....

#### **Territory Profile**

# of Accounts in the Territory # of Accounts which are direct touch focused Remaining # of Accounts covered with this Territory Plan Most important Vertical in this Territory 2nd Most important Vertical in this Territory 3rd Most important Vertical in this Territory

	0.00
Financial Services	
Education	
Select one	

#### 1 - Intelligence: What do we know?

	Trend 1	Trend 2	Trend 3
a1) What are the Top 3 Trends in your most important Vertical	Data Center Consolidation	Branch Expansion	Customer Experience
a2) What are the Top 3 Trends in your second most	Trend 1	Trend 2	Trend 3
important Vertical	Trend 1	Trend 2	Trend 3
a3) What are the Top 3 Trends in your third most important Vertical	Irena 1	Irend 2	irena s
	Technology 1	Technology 2	Technology 3
<ul> <li>b) What are the top Technologies you want to promote in order to drive awareness and revenues</li> </ul>	Data Center	DC & Collaboration	Digital Signage & TP
c) How many Accounts have you identified in the Shark Pool that are in the Verticals you have chosen to focus on?	250		

Hint: You can get this data in the AG Tool

## THINGS TO THINK THROUGH....

2 - Insight: What does it mean?			
	Vertical 1 Ideas	Vertical 1 Ideas	Vertical 1 Ideas
a1) What are ways you can help Vertical 1	Vertical Event	CxO Forum	Demo Days
	Vertical 2 Ideas	Vertical 2 Ideas	Vertical 2 Ideas
a2) What are ways you can help Vertical 2			
	Vertical 3 Ideas	Vertical 3 Ideas	Vertical 3 Ideas
a3) What are ways you can help Vertical 3			
b1) What are ways you can drive awareness and pipeline	Technology 1 ideas	Technology 1 ideas	Technology 1 ideas
around Technology focus 1?	DC – Prove Business Benefits	Prove Agility	Prove Revenue Streams
b2) What are ways you can drive awareness and pipeline	Technology 2 ideas	Technology 2 ideas	Technology 2 ideas
around Technology focus 2?			
b3) What are ways you can drive awareness and pipeline	Technology 3 ideas	Technology 3 ideas	Technology 3 ideas
around Technology focus 3?			
	Account Acquisition ideas	Account Acquisition ideas	Account Acquisition ideas
c) What are ways you can attack the Shark Pool and / or acquire new Accounts in general?	Have Existing Customers present to Prospects	Focused Call Out Campaigns	Differentiate

### THINGS TO THINK THROUGH....

- Innovate: What are we going to do?				
	Key Activity 1	Key Activity 2	Key Activity 3	
With the state of				
What are the 3-6 key things you are going to do in this Territory this year to achieve the your goals	Key Activity 4	Key Activity 5	Key Activity 6	

Hint: Have you considered Call out Campaigns, Marketing Plays, Events, Seminars, Industry Forums, Webinars, Marketing Services, GO (Generating Opportunities), Initiating Business Conversations and other Cisco leverage areas?

4 - Interaction: Who does what?					
Key Activities	Action	Incremental Revenue	Resources Required	Owners	Date
Which ones will make the most difference?	Cradle to Grave… Build, Market, Manage, Close	# of Prospects convert into Real Pipeline convert into # Deals won?	What support do you need?	Who?	When?

### **IS IT WORKING?**

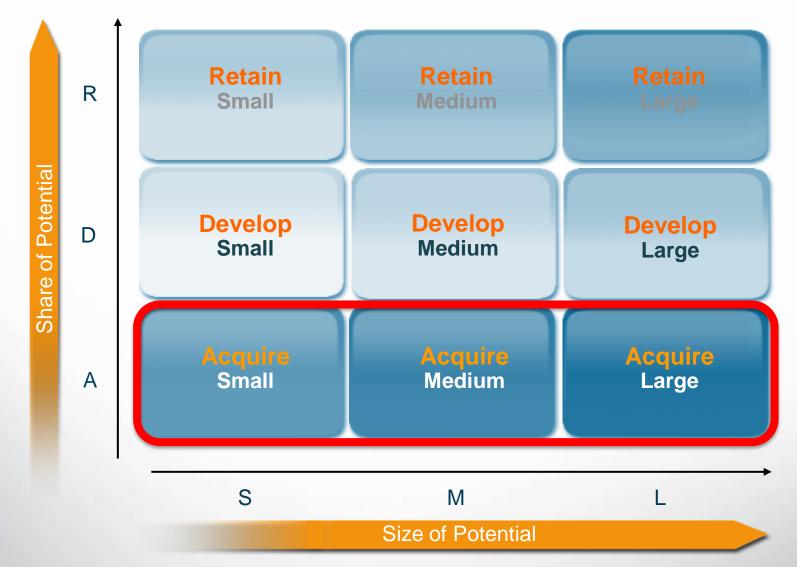
5 - Impact: How are we performing against Key Metrics?					
Incremental Revenue from the Plan - YTD	Target Gross Profit	Pipeline YTD	Bookings YTD	Gross Profit YTD	Gross Profit YTD
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Target Booking for 12 Months					
	\$0.00				

### POLL – DO YOU USE ANY OF THESE TERRITORY PLANNING TOOLS FROM CISCO TODAY?

### SELECT ALL THAT APPLY

- Account Analytics
- CIC Migration \ Cross-Sell Reports
- Initiating Business Conversations
- □ GO Generating Opportunities
- □ Marketing Services Organization
- □ KTN Know the Network

### ACQUISITION ACCOUNTS AS AN EXAMPLE OF TARGET CAMPAIGN LISTS



### ACQUISITION ACCOUNTS AS AN EXAMPLE OF TARGET CAMPAIGN LISTS

Sum of Total CWP(5yrs	5)
Row Labels	Total
Banking	\$7,450,326
Construction	\$11,428,505
Education	\$17,220,195
Energy	\$8,071,974
Entertainment	\$12,265,261
Financial Services	\$26,524,535
Government	\$3,625,271
Healthcare	\$3,015,099
HiTechManufacturing	\$14,718,702
Hospitality	\$13,039,589
Manufacturing	\$60,490,823
MNC-Finance	\$907,702
MNC-Manufacturing	\$2,773,261
MNC-Others	\$5,981,012
MNC-Retail	\$297,910
Others	\$22,310,873
Professional Services	\$60,850,304
Retail	\$13,989,840
Social Services	\$167,465
Technical Services	\$18,849,020
Transport	\$18,051,525
University	\$3,796,655
Wholesale	\$6,607,328
vvnoiesale	ψ0,007,0 <del>2</del> 0
(blank)	\$332,433,175

#### Account Name, Vertical, CWP by Technology

Account Name	Vertical	No. Of Employee	No. of Site	No. of PCe.	No. of Phore	No. of Node *	Account Type	Account	Account	Total CWF	P (5vrs) 💌
MERIDIAN GROUP HOLDINGS PTE LTD	Others	1-19	1999	50-99	60	60	Grev	Acquire	Account -	S	8.989.293
GOVERNMENT OF SINGAPORE	Government	750-999	100	500-999	100	500	Grey	Acquire		S	1,535,787
AVIMED MANUFACTURING PTE LTD	University	5000-9999	100	5000-99999	100	8000	Red	Acquire	Large	s	3,566,054
THE LOGISTICS INSTITUTE	Education	1500-4999	2	2000-4999	1000	3000	Red	Acquire	Large	S	2,145,587
NEC SEMICONDUCTORS SINGAPORE PTE LTD	HiTechManufacturing	750-999	1	250 - 499	300	3000	Red			S	608,454
ACP COMPUTER TRAINING SCHOOL		100-149	120	250 - 499	300	100		Acquire	Large	S	1.097.817
	Education		120		30	300	Grey	Acquire	1	S	
GUTHRIE ENGINEERING SINGAPORE PTE. LTD	Transport	250-499	101	250-499 100-249	300 10	300 70	Red	Acquire	Large	S S	1,534,772 2.040,139
MOE SCHOOLS	Education	100-149	1		1000	0 7580	Red	Acquire	Large		
PONTIAC LAND GROUP PTE LTD	Professional Services	750-999	5	500 +			Red	Acquire	Large	S	1,139,849
UNIVERSAL STUDIOS	Entertainment	500-749		100-249	250	0	Red	Acquire	Large	S	590,269
PREMAS INTERNATIONAL LIMITED	Construction	1000-1499	10	500 +	500		Red	Acquire	Large	\$	866,071
NTUC FAIRPRICE CO-OPERATIVE LTD	Retail	500-749	10	250-499	500	450	Red	Acquire	Large	S	601,648
MACROVIEW TELECOM LIMITED	Technical Services	10000+	35	500-999	500	500	Grey	Acquire		\$	1,396,327
DFS VENTURE SINGAPORE (PTE) LTD	Retail	750-999	8	500 +	500	800	Red	Develop	Large	\$	746,546
PONTIAC MARINA PTE LTD	Professional Services	750-999	3	500 +	1000	590	Red	Acquire	Large	\$	1,120,255
TAKA JEWELLERY PTE. LTD	Retail	250-499	98	50-99	70	70	Red	Acquire	Medium	S	460,710
ELECTRA S PTE LTD	Technical Services	1500-4999	4	1000-1999	1800	1800	Red	Acquire	Large	S	1,979,945
SEMBAWANG SHIPYARD	Transport	1000-1499	1	100-249	0	0	Red	Acquire	Medium	S	477,403
HILTON HOTELS CORPORATION	MNC-Others	250-499	1	100-249	500	300	Red	Acquire	Large	S	953,794
FIRST ENGINEERING LTD	Construction	500-749	1	500-999	550	550	Red	Acquire	Large	S	835,136
HIAP SENG ENGINEERING LTD	Construction	500-749	1	500 +	400	400	Red	Acquire	Large	ŝ	696.047
BONVESTS HOLDINGS LIMITED	Retail	750-999	1	500 +	500	650	Red	Acquire	Large	S	662,403
EASTERN ASIA INDUSTRIES (S) PTE LTD	Retail	1500-4999	4	500 +	500	200	Red	Acquire	Large	s	540.017
BENG HUI MARINE ELECTRICAL PTE LTD	Wholesale	500-749	4	250-499	300	350	Red	Acquire	Medium	Š	488,224
SINGAPORE AEROSPACE MANUFACTURING PTE LTD	Transport	500-749	4	100 - 249	200	200	Red	Acquire	Medium	ŝ	455.287
HWA CHONG INTERNATIONAL SCHOOL	Education	500-749	4	250-499	100	400	Red	Develop	Medium	ŝ	445,308
METRO HOLDINGS LTD	Professional Services	750-999	7	20 - 49	30	30	Red	Acquire	Medium	ŝ	366.326
HPL HOTELS AND RESORTS PTE LTD	Hospitality	500-749	2	250-499	400	300	Red	Acquire	Large	S	585,101
SOLECTRON TECHNOLOGY SDN BHD	HiTechManufacturing	750-999	4	500-999	400 600	500 7600	Red	Acquire	Large	S	784,767
DHI Water & Environment (S) Pte Ltd	Professional Services	750-999	4	100-249	300	130	Red			S	538,432
			1	50 - 99	300 190	130 <b>7</b> 90	Red	Acquire	Large Medium	S	312,171
ALLIED TECHNOLOGIES LIMITED	Manufacturing	750-999	20		90 100	90 <b>7</b> 60		Acquire		s S	
ABR HOLDINGS LIMITED	Retail	750-999	20	50 - 99	500	500	Red	Acquire	Medium		351,934
PACIFIC CARRIERS LIMITED	Manufacturing	500-749	0	500-999			Red	Acquire	Large	S	799,202
FIRST ENGINEERING PLASTICS PTE LTD	Manufacturing	500-749	1	100-249	200	200	Red	Acquire	Medium	\$	493,584
SEMBAWANG CORPORATION LIMITED	Professional Services	500-749	12	100-249	200	200	Red	Acquire	Large	S	624,947
AEDAS	Professional Services	500-749	8	250-499	350	300	Grey	Acquire		\$	705,379
COMFORT TRANSPORTATION PTE LTD	Transport	750-999	3	100-249	100	100	Red	Acquire	Medium	\$	370,581
INDECO ENGINEERS PTE LTD	Manufacturing	500-749	10	500-999	600	500	Red	Acquire	Large	\$	852,808
ASL SHIPYARD PTE LTD	Transport	500-749	1	100 - 249	150	150	Red	Acquire	Medium	S	378,517
JONES LANG LASALLE PROPERTY CONSULTANTS PTE LTD	Professional Services	500-749	1	250 - 499	250	250	Red	Acquire	Large	\$	567,505
GOLDIN GROUP	Professional Services	500-749	2	500-999	500	500	Red	Acquire	Large	\$	797,728
JUKI SINGAPORE PTE LTD	Manufacturing	500-749	9	20-49	35	40	Red	Acquire	Medium	\$	368,400
KOH BROTHERS BUILDING & CIVIL ENGINEERING CONTRACTOR PTE LTD	Construction	1000-1499	5	250-499	100	300	Red	Acquire	Medium	\$	482,899
SINGAPORE FOOD INDUSTRIES LIMITED	Wholesale	750-999	4	250-499	300	300	Red	Acquire	Medium	\$	429,842
POH TIONG CHOON LOGISTICS	Professional Services	500-749	1	250-499	300	300	Red	Acquire	Large	S	582,818
MITSUBISHI CHEMICAL INFONICS PTE LTD	Manufacturing	500-749	1	100-249	100	150	Red	Acquire	Medium	S	382,177
OSIM INTERNATIONAL LTD	Retail	100-149	60	100 - 249	200	100	Red	Acquire	Medium	S	435,749
TELLABS ASIA PACIFIC PTE LTD	Technical Services	1500-4999	3	250-499	50	300	Red	Acquire	Large	ŝ	553,566
Baynvan Tree Hotel & Resort	Retail	1500-4999	3	500-999	200	500	Grev	Acquire		ŝ	468.067
HOTEL PROPERTIES LTD	Entertainment	750-999	3	50-99	200	75	Grey	Acquire		ŝ	407,483
	Entertainment	100-000	0	00-00	200	10	oloy	noquile		•	407,400

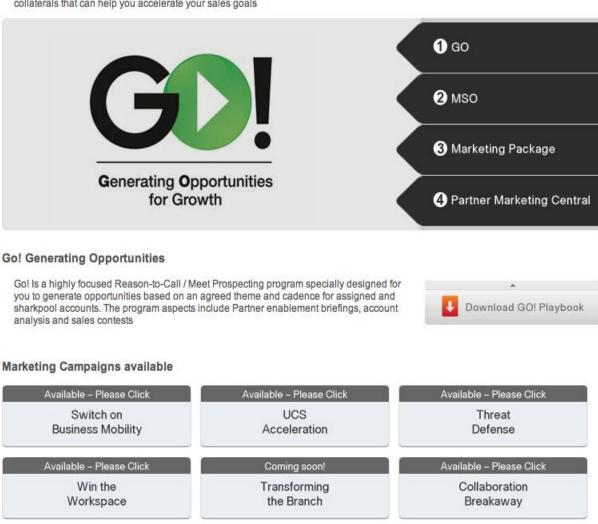
All Accounts eligible for OIP (Margin & Deal Protection)

### WW Best Practice: Generating Opportunities

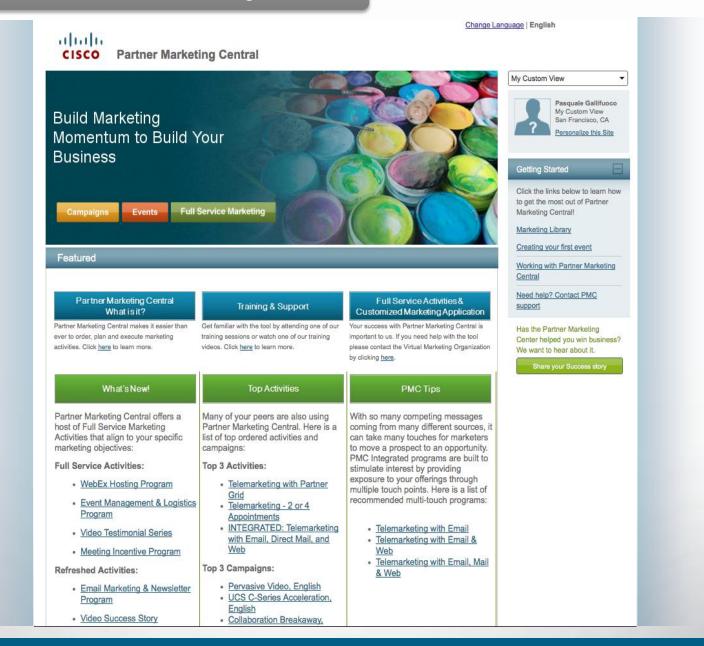
#### Marketing

#### **Demand Generation with Cisco**

To support new customer acquisition, upsell and cross-sell opportunities, we have a structured approach and marketing assets / collaterals that can help you accelerate your sales goals



#### WW Best Practice: Partner Marketing Central



### **IBC FOR ALL 3 ARCHITECTURES**



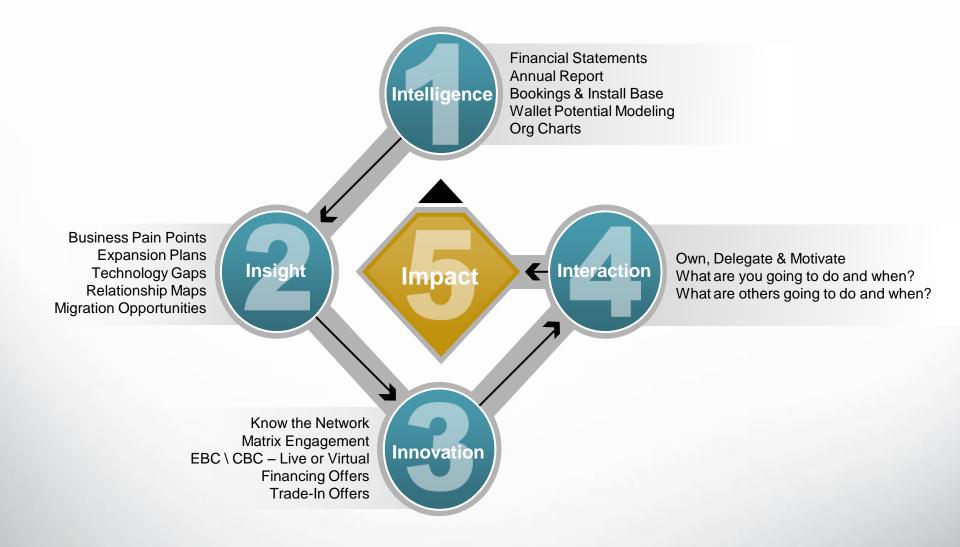
### ALSO AVAILABLE ON AG MOBILE





"Avant Garde mobile brings a wealth of information to your fingertips when you're on the move"

### I<sup>5</sup> FOR ACCOUNT PLANNING



### I<sup>5</sup> FOR ACCOUNT PLANNING



### PLANNING TEMPLATE DEMO

What does	What do we know? Who does	Fill in the Grey Cells Green Cells are auto-calculated	
it mean? Impact What are we going to do?	whether what?	Accou	int Plan
Territory Profile # of Accounts in the Territory	50.00		
# of Accounts which rend inert touch focused Remaining # of Accounts covered with this Territory Plan Most important Vertical in this Territory 2nd Most important Vertical in this Territory 3rd Most important Vertical in this Territory	20.00 20.00 Financial Services Education Select one		
1 - Intelligence: What do we know?			
a 1) What are the Top 3 Trends in your most important Vertical	Trend 1	Trend 2	Trend 3
a 2) What are the Top 3 Trends in your second most Important Vertical	Trend 1	Trend 2	Trend 3
a 3) What are the Top 3 Trends in your third most important Vertical	Trend 1	Trend 2	Trend 3
b) What are the top Technologies you want to promote in order to drive awareness and revenues	Technology 1	Technology 2	Technology 3
c) How many Accounts have you identified in the Shark Pool that are in the Verticals you have chosen to focus on? <i>Nint: You can get this date in the AG Tool</i>			
2 - Insight: What does it mean?			
a1) What are ways you can help Vertical 1	Vertical 1 Ideas	Vertical 1 Ideas	Vertical 1 Ideas
a2) What are ways you can help Vertical 2	Vertical 2 Ideas	Vertical 2 Ideas	Vertical 2 Ideas
	Vertical 3 Ideas	Vertical 3 Ideas	Vertical 3 Ideas
a3) What are ways you can help Vertical 3			

### THINGS TO THINK THROUGH....

Account Profile					
Account Name Vertical S # of Employees # of PCs # of Sites # of Servers	ielect one				
1 - Intelligence: What do we know?					
a) What are the Top 3 Trends in the industry					
b) What are the Top 3 Business Priorities for this Customer?	Business Priority 1 Geographic Expansion	Business Priority 2 Expanded Offerings	Business Priority 3 Staff Productivity		
c) How is IT intending to support these Market Trends and Business Priorities?	T Initiative 1 SOEs & Consolidation	IT Initiative 2 ERP & Supply Chain	IT Initiative 3 Collaboration		
	witching \$1,000,000	Routing \$100,000	Security \$50,000	Wireless \$50,000	UC
S e) What has been the historical bookings of this Customer? Hint: You can get this data in the AG Tool or your own database	\$200,000	Routing \$80,000	Security \$10,000	Wireless \$10,000	UC
	witching \$0.00		,		UC
g) Are there any possible migration \ old equipment refresh opportunities in this Account? If so what could these projects be worth? Hint: You can get this data in the AG Tool	witching	Routing	Security	Wireless	UC

### THINGS TO THINK THROUGH....

#### 2 - Insight: What does it mean?

	Business Priority 1	Business Priority 2	Business Priority 3
What are the Top 3 Business Priorities for this Customer?	Geographic Expansion	Expanded Offerings	Staff Productivity
Hint: Review your previous Answers to question 1b and think through how you can help			
	IT Initiative 1	IT Initiative 2	IT Initiative 3
How is IT intending to support these Priorities? Hint: Review your previous Answers to question 1c and think through how you can help	SOEs & Consolidation	ERP & Supply Chain	Collaboration
	IT Initiative or Business Priority 1	IT Initiative or Business Priority 2	IT Initiative or Business Priority 3
a) How do you intend to help IT support these Priorities?	Stage and scope reliable & remote management enabled solutions	ERP & Infrastructure Upgrades	Prove productivity benefits of various solutions
Hint: Document how you're going to help			
	Key Department & Contact - 1	Key Department & Contact - 2	Key Department & Contact - 3
b) Which departments \ people will you need to cover to do this?			

3 - Innovate: What are we going to do?				
What are the 3-6 key things you are going to do in this	Key Activity 1	Key Activity 2	Key Activity 3	
	Position Whole Offers	Help with Professional Services	Engage with CFO and prove financial benefits of your solutions	
	Key Activity 4	Key Activity 5	Key Activity 6	

Hint: Have you considered Know the Network or Discovery Assessments, Executive Briefings, using Cisco Demo facilities, Financing offers, Trade-In Offers or other Cisco leverage areas

### THINGS TO THINK THROUGH....

4 - Interaction: Who does what?					
Key Activities	Action	Incremental Revenue	Resources Required	Owners	Date
Which ones will make the most difference?	Cradle to Grave… Build, Market, Mana ge, Close	# of Prospects convert into Real Pipeline convert into # Deals won?	What support do you need?	Who?	When?

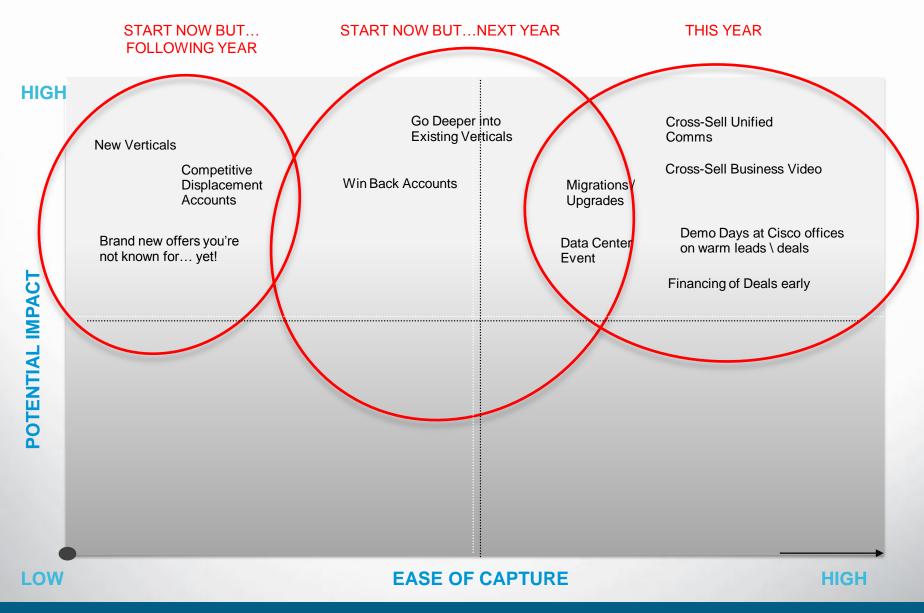
### **IS IT WORKING?**

5 - Impact: How are we performing against Key Metrics?						
Incremental Revenue from the Plan - YTD	Target Gross Profit	Pipeline YTD	Bookings YTD	Gross Profit YTD	Gross Profit YTD	
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	1
Total Target Booking for 12 Months						
	\$0.00					



### The general who defends everything... defends nothing

### **PRIORITIZING FOR IMPACT**



IT'S ALL ABOUT EXECUTION...

# Vision without Action is....

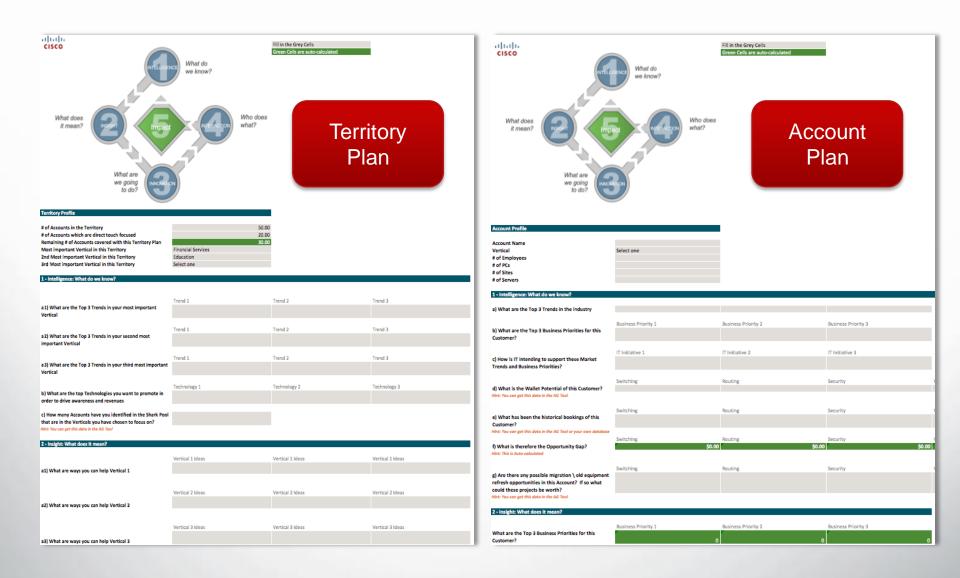
### Hallucination



### IN SUMMARY... 1. SEGMENT...



### 2. STRATEGIZE



### **3. LEVERAGE**



### **FEEDBACK POLLS**



### 1. This content is relevant to my role

- Strongly Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Strongly Disagree

### 2. The instructor was well informed on the topic of the training

- Strongly Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Strongly Disagree

### **FEEDBACK POLLS**



# 3. Based on what I learnt I can engage with my accounts more effectively

- Strongly Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Strongly Disagree

### 4. I will recommend this training to my peers

- Strongly Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Strongly Disagree

# 5. What else do you need to enable you to improve the performance of your role?

#