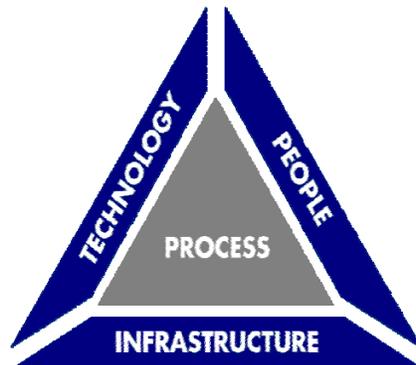




Presents

Hiring a VP of Sales



Hiring a VP of Sales – Getting it right the first time:

The Vice President of Sales is one of the most important people within a company because this person is in charge of an organization's most critical assets: customers and the revenue they generate. However, the senior leadership team that hires a new vice president of sales is often a collection of diverse individuals with backgrounds in areas such as finance, marketing, engineering, and manufacturing. Since they often lack deep sales domain expertise, there is a higher probability that the team members will not select the right candidate for their particular sales environment.

Two important factors that the senior leadership teams need to consider when selecting a vice president of sales.

Sales Management Style

Working with many different sales leaders in positions ranging from salesperson to vice president of sales, the different sales management styles are important to recognize. The five common types: mentor, expressive manager, sergeant, overconfident manager, and micromanager.

- **Mentors** are charismatic leaders and sales experts who measure their success by exceeding revenue goals and fostering an environment where the entire team can succeed. Mentors tend to have a hands-off management style and firmly believe in the consultative selling approach.
- **Expressive managers** are charming and gregarious individuals who have a natural ability to put people at ease. They are likely to become bored with mundane tasks because they would rather be in the field closing big deals with their sales reps.
- **Sergeants** develop an intense loyalty to their team, perhaps even greater than their personal loyalty to their company. They are hard workers who are constantly worrying if their "troops" are okay.
- **Overconfident managers** are on the opposite end of the humility spectrum from sergeants. They build a sales team of fighting gladiators who possess extraordinary will power and mental toughness.
- **Micromanagers** are organized and methodical and have a strong sense of responsibility to their company. They hire salespeople who they know will carry out their instructions to the letter.

VPs with each of these management styles build a unique sales environment by hiring their "type" of salespeople and establishing a culture based upon their belief systems. Does your sales situation require a hands-on micromanager who knows the details about every deal? An authoritative mentor who leads by example? Or a leader with the supreme confidence to defeat your archrival?

Sales Organization Stage

Most companies focus on a candidate's industry expertise, job experience, and track record during their selection process. They believe the person is a great hire if he or she knows the technical jargon of the industry and has a deep network of business relationships. While it is normal to assume that a **person's history is a good indicator of future performance**, many companies have found out the hard way that this isn't necessarily true. A vice president who was successful at one company can fail miserably at another. Unfortunately, most companies neglect to consider the stage of their sales organization.

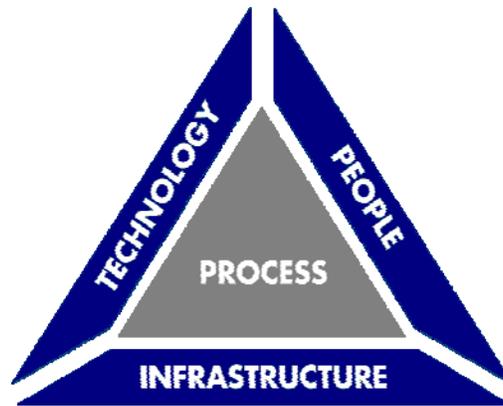
Every sales organization can be classified based upon its size (small, medium, large) and whether it is in a "build," "compete," "maintain," or "cull" stage.

In the "build" stage, the organization is adding new sales teams and new product lines to establish a market presence. In the "compete" stage, the sales organization is engaged in daily head-to-head battles with a variety of enemies. When product market space matures and the market share between competitors becomes fixed, the company enters the "maintain" stage. The sales organization is in the "cull" stage when it passes the tipping point of efficiency and sales effectiveness.

Running a medium-sized \$50 million sales department in the compete stage requires a much different skill set than leading a large billion-dollar sales organization in the maintain stage. Culling an inefficient organization requires a specific management style. Nowhere is the sales leader's impact greater than in start-ups, where the vice president of sales must single-handedly build the sales model, recruit the team, and personally persuade customers to buy.

The sales organization is a reflection of your company's culture, professionalism, and development stage. The VP of sales plays a key role in determining your company's success. Therefore, hiring the "perfect" vice president of sales on the first try is imperative.

Contact us today to assist you in making the right strategic placement.



BTCG is Here for You

At BTCG, LLC, we understand the importance of managing your sourcing initiatives. BTCG, LLC is experienced in providing an objective view and vendor agnostic guidance as a trusted business partner. The correct sourcing choices can dramatically improve your organization's processes, and cost structure.

BTCG benefits include:

- A full-life cycle guide during the entire sourcing change journey
- Improved planning and preparation for sourcing changes
- Comprehensive plan execution
- Risk mitigation techniques
- A combination of Sales and Business expertise
- Effective contract and SLA negotiations on your behalf
- RFP preparation, distribution, response evaluation and vendor selection assistance BTCG, LLC provides the leadership for your sourcing transition program Business case preparation and presentations

Specific services offered by BTCG, LLC include:

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| ▪ Sourcing Strategies | ▪ Staffing Strategy Development |
| ▪ Program Management | ▪ Governance Development |
| ▪ Business Case Development | ▪ Contract negotiations |
| ▪ Transition Plan Development | ▪ Vendor management |

As your business requirements change, your strategy should be reviewed and modified. We can help you find the right blend of quality, costs, capabilities, risks, and benefits to make your sourcing initiatives successful.

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