

Aligning strategy and sales

Harvard Business Review: <https://www.youtube.com/watch?v=kbp-Rytdtr0>

Date: 2012 / **Author:** Frank Cespedes [Harvard Business School] / **Time:** 3:23

Introduction

- i) Even if you have a solid and coherent strategy implementing it isn't **e**_____
- ii) A core key to success in implementation is aligning strategy and sales connecting **h**_____ your people sell with **w**_____ your business wants to achieve.

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1. _____

iii) Three key areas to understand

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-
-

iv) Value is created or destroyed out there in the **m**_____ place NOT in **c**_____ rooms or offsite strategy meetings

___ / 6

2. _____

v) What do your sales people need to be good at?

vi) Surprisingly,

vii) What do companies tell sales teams?

viii) The essence of strategy is...

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3. _____

ix) Hire

people with the correct skills / hire right people

x) Training

xi) Sales managers

xii) Behaviours

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4. _____

xiii) communicate and...

coordinate with your team

xiv) gather..

xv) senior executives

xvi) strategies fail from...

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Summary

xvii) Improve your **c**_____ for a successful implementation by aligning strategy and sales. Linking your **g**_____ with what actually happens in the **f**_____. Remember a **d**_____ is a dangerous place to view the world especially the sale world.

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Overall Score: ___ / 26

Aligning strategy and sales **ANSWERS**

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Introduction

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| i) Even if you have a solid and coherent strategy implementing it isn't easy |
| ii) A core key to success in implementation is aligning strategy with sales connecting how your people sell with what your business wants to achieve. |

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1. Understand externals

iii) <i>Three key areas to understand</i>	<ul style="list-style-type: none"> • Industry • Market • Customer and account segments
iv) Value is created or destroyed out there in the market place NOT in conference rooms or offsite strategy meetings	

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2. Determine sales tasks

v) What do your sales people need to be good at?	Deliver value but also extract value with customer
vi) Surprisingly,	not many companies can answer that questions specially
vii) What do companies tell sales teams?	Go forth and multiple - sell to anyone who will buy
viii) the essence of strategy	being excellent at certain things that your competitors can't duplicate

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3. Ensure sales activities support tasks

ix) Hire	<i>people with the correct skills / hire right people</i>
x) Training	Provide correct training and training can deliver quick and high returns.
xi) Sales managers	Take performance reviews seriously
xii) Behaviours	Reinforce behaviour through communication

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4. Recognise this is a leadership issue

xiii) communicate and...	<i>coordinate with your team</i>
xiv) gather..	information from the field
xv) senior executives	executives speak to customers (who, where, why?)
xvi) strategies fail from...	poor execution

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Summary

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| xvii) Improve your chances for a successful implementation by aligning strategy and sales. Linking your goals with what actually happens in the field . Remember a desk is a dangerous place to view the world especially the sale world. |
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Overall Score: ___ / 26