


How Private Equity Can Use Sales Plays to Amplify Virtual Selling

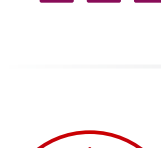
Virtual selling exploded during Covid-19, but getting it right involves more than just a Zoom license.


The pandemic accelerated virtual selling

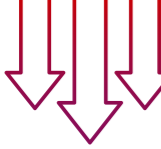
To the surprise of many companies, virtual sales let them serve customers better and more efficiently

Advantages of deploying virtual sales

 Happier customers

 Higher productivity

 More time selling

 Lower cost

Typical company findings

> Three of four target customers find virtual sales to be as effective as in-person sales

> Virtual reps can cover three to four times as many accounts as field reps

> Virtual reps spend 30% to 40% of their time with customers vs. less than 25% for field reps

> Virtual sales reps cost 50% less than field reps per customer served

These benefits, along with the development of increasingly sophisticated and affordable digital tools, suggest **virtual selling is here to stay**

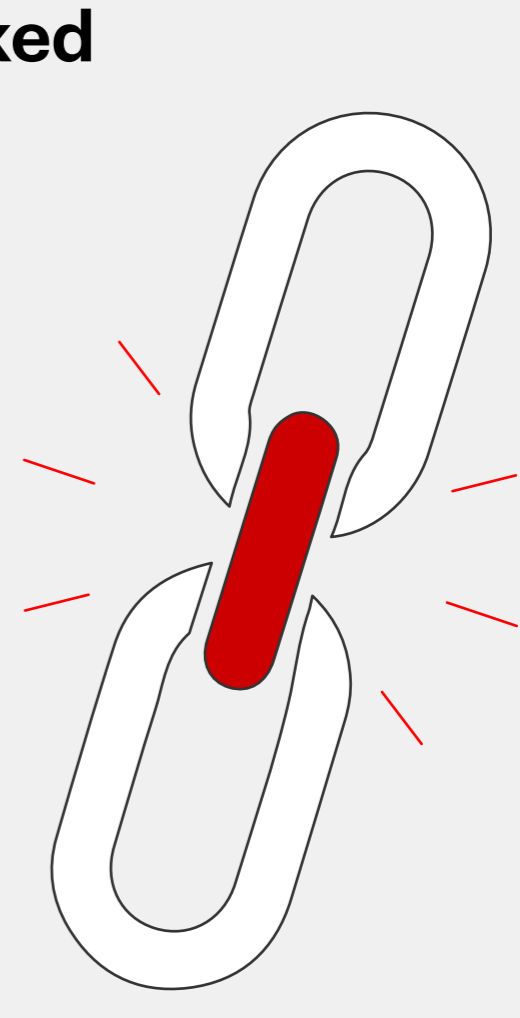
Just going virtual isn't enough

The private equity firms that are helping portfolio companies generate meaningful revenue growth rely on **two linked management approaches**:

1 Determine whether a portfolio company or potential target has **the right mix** of virtual and field sales

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2 Sharpen execution by **adopting play-based selling techniques**



How a sales play works

A sales play is a targeted, step-by-step program, designed to increase pipeline and revenue from a specific sales objective by promoting more consistent execution



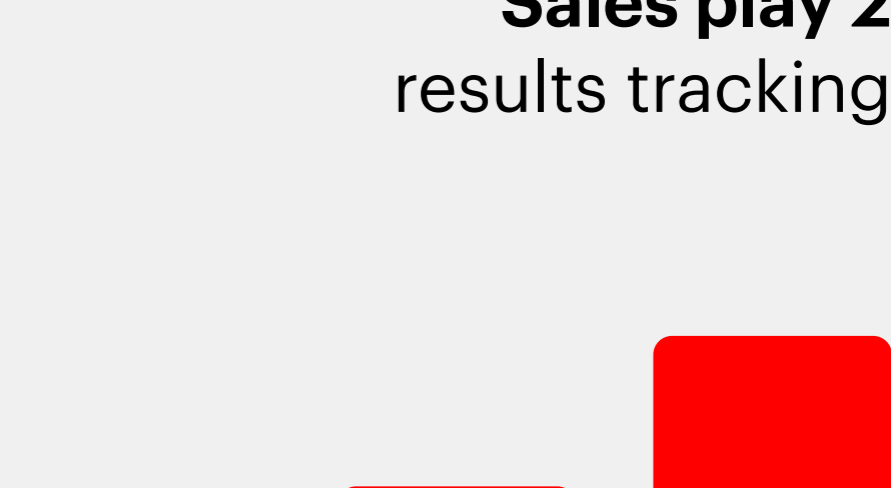
Sharpening sales plays for success

By monitoring key metrics in real time, companies can see which plays worked and which didn't, creating important opportunities to adjust sales plays to improve their effectiveness

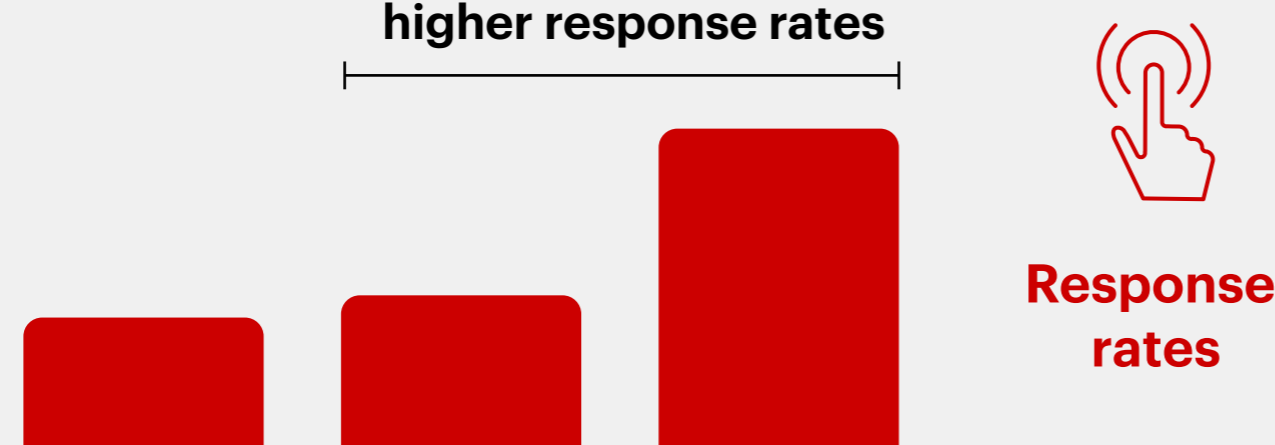
Sales play 1 results tracking



Sales play 2 results tracking



Adjustments to virtual rep scripts during week 2 led to higher response rates



Low win rates highlight issues with offer and pricing; new combinations being tested



Keys to winning sales plays



Identify opportunities at the customer level

Targeting sales plays and sales teams at the right opportunities involves using predictive analytics to determine which customers have the most potential to spend



Deploy sales plays quickly

Defining and launching plays rapidly is critical to capturing those opportunities. But so is adjusting to what's working—and what's not—through a test-and-learn process



Deliver high-quality coaching

These learning moments give management a regular opportunity to coach reps and rigorously track the deployment, progress, and performance of each play