**Andy Gates**

**Professional sales skills**

This document goes deeper into the value that I will bring to an organization as a fractional sales leader. As my resume shows, I have over 25 years’ experience as both an individual contributor, a sales manager and as a senior sales leader. As a senior leader I have managed VP level both cross-functionally (matrix) or vertically (sales only). These skills are learned in the Higher ED/K-12 ed-tech market but are transferable to any technology based B2B or B2B/2C customer channel. I am as comfortable working at board level as with customers and everywhere in between. Default is servant leader and collaborative partner.

* Strategy
	+ Culture
	+ Business value to customer – points of differentiation, points of weakness (sort of SWOT but deeper).
	+ Value proposition permeating all parts of the business – product, marketing, back office and especially leadership.
	+ Point(s) of entry – disruptive, innovative, or both.
	+ Market segmentation – apply value proposition, check customer personas are aligned. Create segments and form targets where the GTM can be tailored to segment value.
	+ Market sizing (TAM)– share and share goals, segment size(s), penetration intelligence, estimate deal expectations, time to close and ADV (full contract and annual).
	+ Competitive analysis and share – and SWOT
* Tactical – company
	+ Culture
	+ Sales, product, operations and services alignment. CRM integration and alignment. Sales ops
	+ GTM – sales channels, revenue expectations (goals) and expense allocation.
	+ Strength testing – metrics based. Competencies, strengths and improvement – performance history
	+ Compensation and incentive plans and planning. Aligned to performance.
	+ Budget and budget management protocols.
	+ Deal flow and deal approvals – standard deal thresholds and stakeholder exception sign off.
	+ People – hiring, onboarding, training, coaching, accountability, continuous improvement.
	+ Accountability – performance management – succession planning and outplacement.
* Tactical – sales and marketing specific
	+ Culture
	+ Pipeline – account/segment/territory allocation
	+ Goal setting/Performance metrics and indicators.
	+ Pipeline stages of sale – verifiable and one standard. Pipeline vs. Forecasting. Win/Loss analysis
	+ Ethical utilization of AI.
	+ Deal process – points of entry, tailoring message, visualization, engagement, decision process, stakeholder roles, business terms sheets, contracts and negotiation.
	+ Coaching/Accountability – deal level. Tactical mentoring skils.
	+ Complex consultative selling. C Suite and senior stakeholder decision groups. Managing sales process.
* Other
	+ Standards-based approach that is metrics driven removes ambiguity and disappointments. Great BS meter
	+ Strategy and tactics without strong universal culture will fail.