



**How a Highly Motivated
Sales Team Influenced
the Development of
Company Value**

making it relevant

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Executive Vice President
Sales & Marketing

The ChangingWorlds Story

How a Highly Motivated Sales Team Influenced the Development of Company Value

Motivation - the Key to Developing High Performance Sales Teams

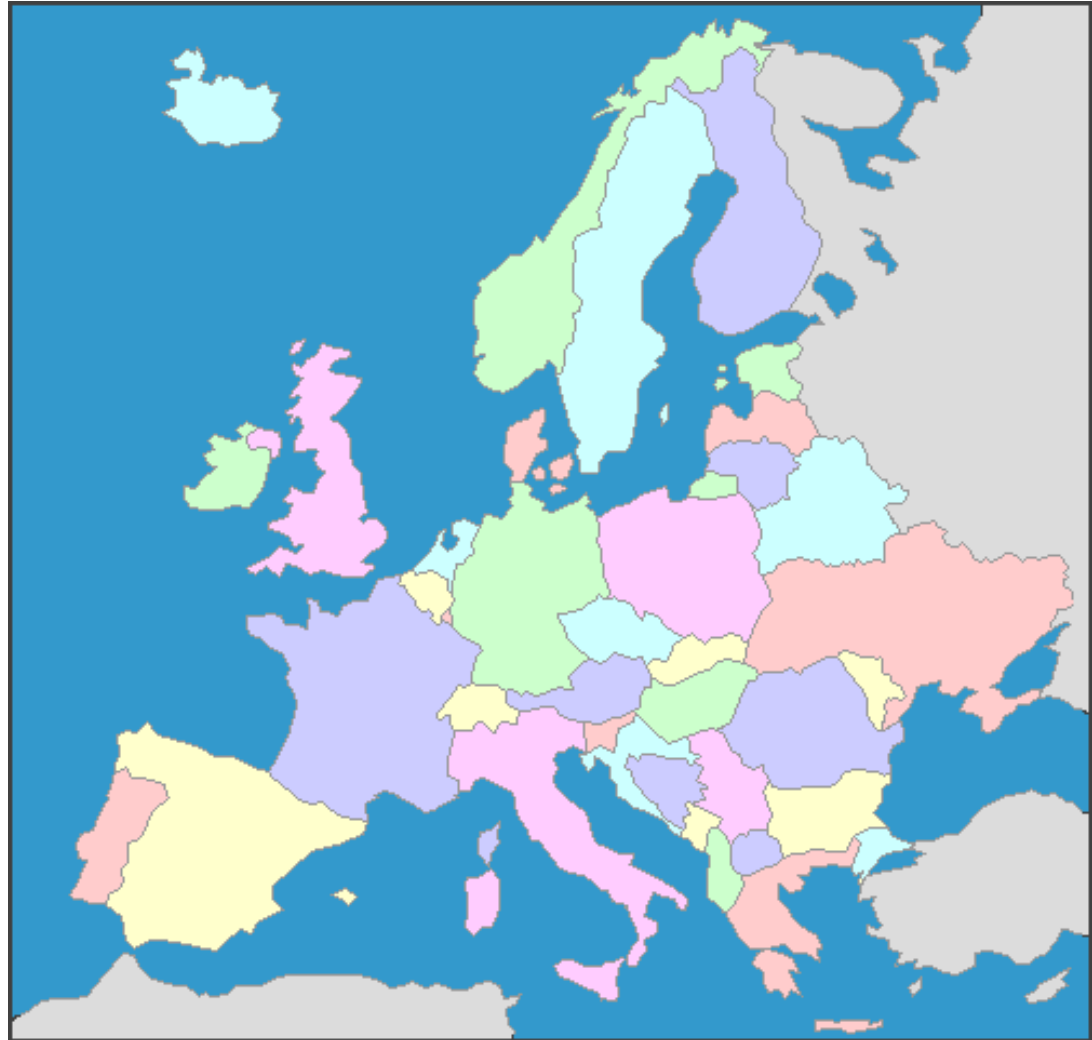


Where were we...?

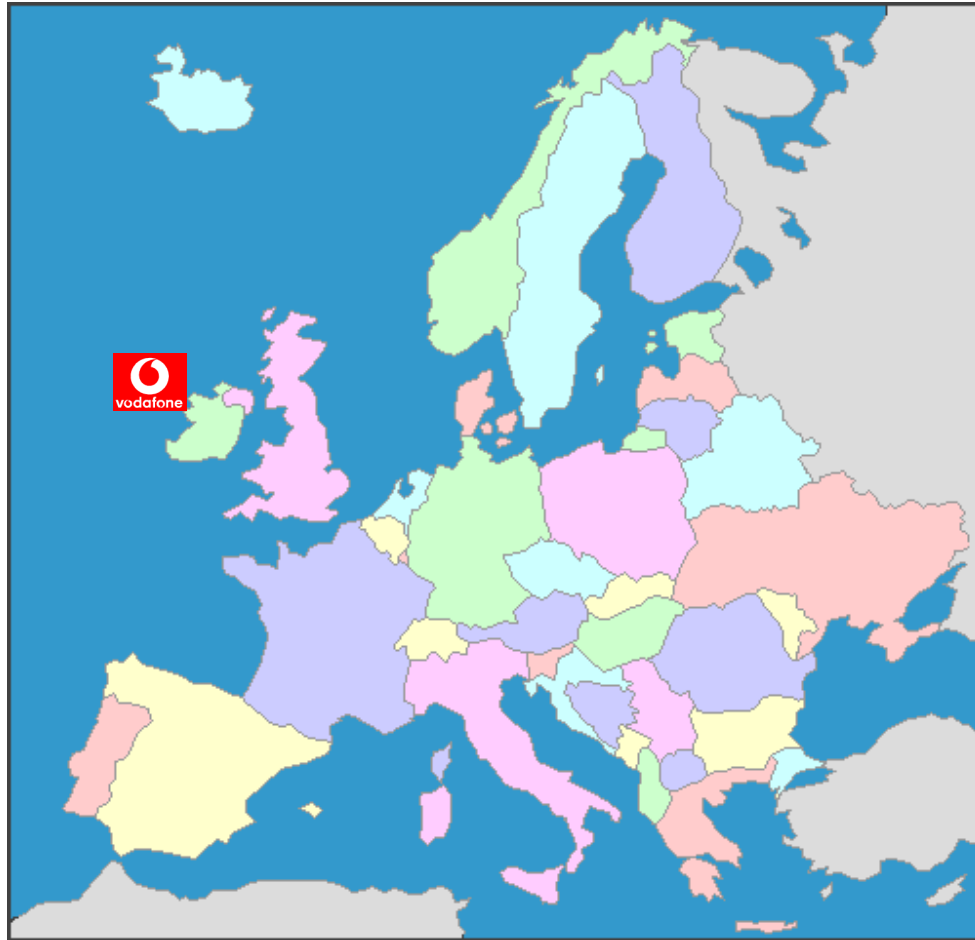
You have a great product idea – in fact you have a great product!

You have done the research – you know there's a market in Europe!

The Market...



Where we were

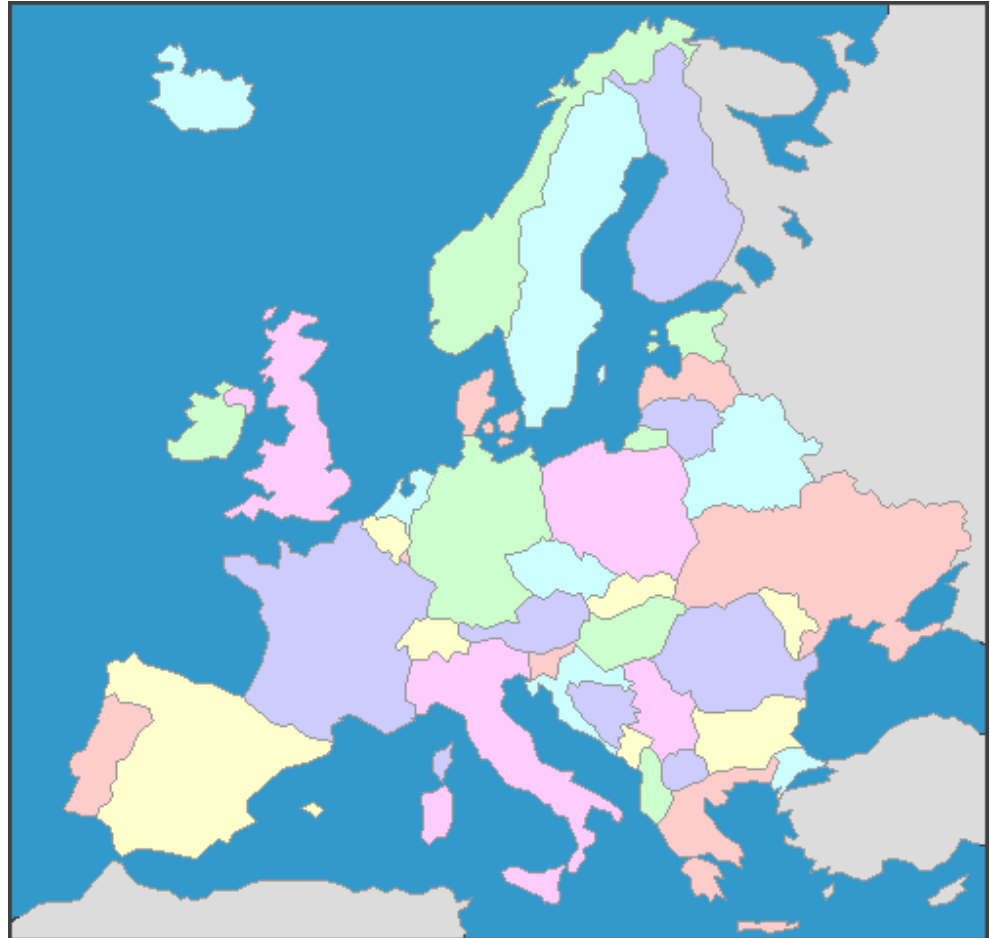


Where we really were

Sales Team of Two

With

**NO REFERENCES
NO CUSTOMERS**

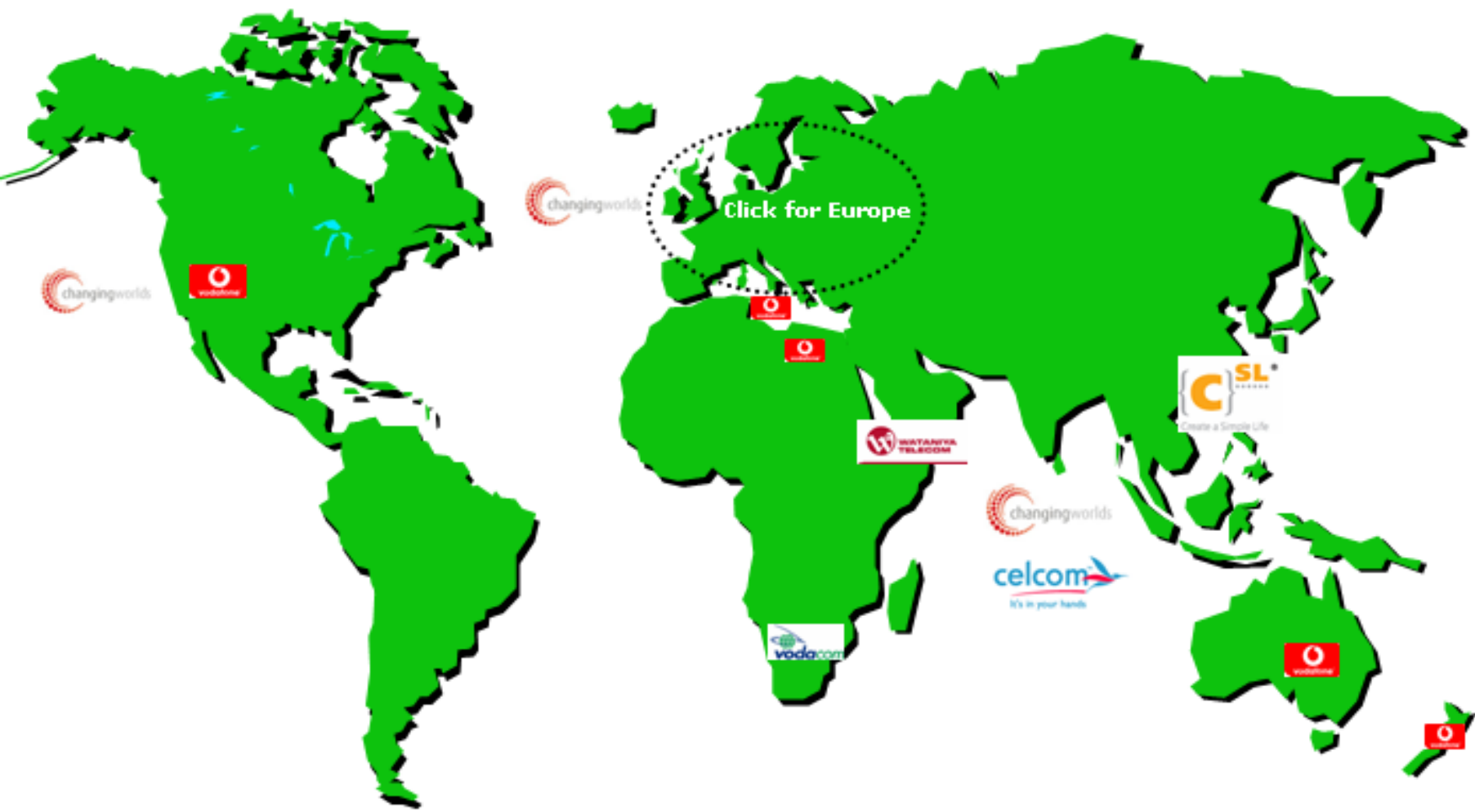


Where we needed to be

**Entrenched
in European
Market
Place:**



ClixSmart Intelligent Portal - Footprint



Company profile

- ChangingWorlds was founded in 1999
\$6M in total funding
- Sales offices in Ireland, US & Asia
- Development Centres in Ireland & Malaysia
- Strong culture of Innovation
- Dedicated focus on Personalization
Strong relationship with University College Dublin
- Profitable since 2004
- Over 60 customers globally
- Acquired by Amdocs in December 2008 - \$80 million



How did we get there...?

Naturally a compelling proposition and
technology.....delivered to the Market
through an
Integrated Sales and Marketing Process



However...

How did we motivate people to come with us on this journey?

Not just that – how did we get anyone to join us in the first place?

Core motivation

We would become the leading mobile personalization company in the world

We needed to find the best talent that would get us ALL there

How?



The factors



- From the start everyone knew:
 - what we were all going to achieve
 - what their role and deliverable in that achievement would be
- **A bit like sport really!**



Proposition

First Step

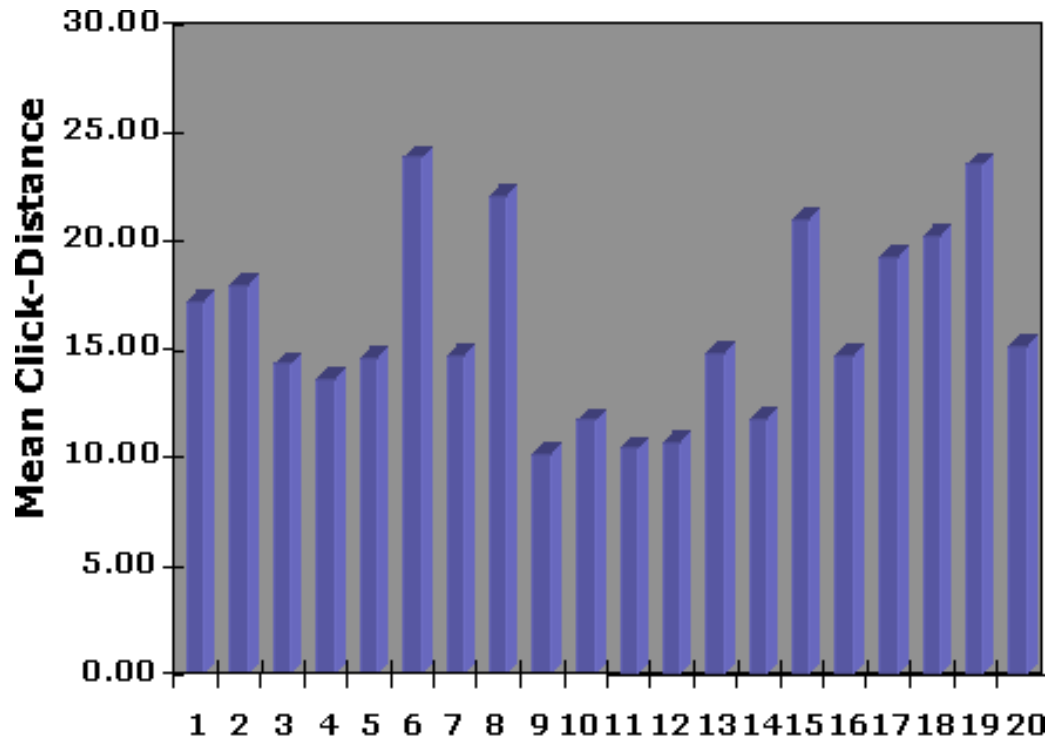
Our Proposition

Our Reason for Being

The Value Proposition

- The Sales Process will not function without a compelling Value Proposition
- How did our proposition impact motivation?

Service Personalization Proposition



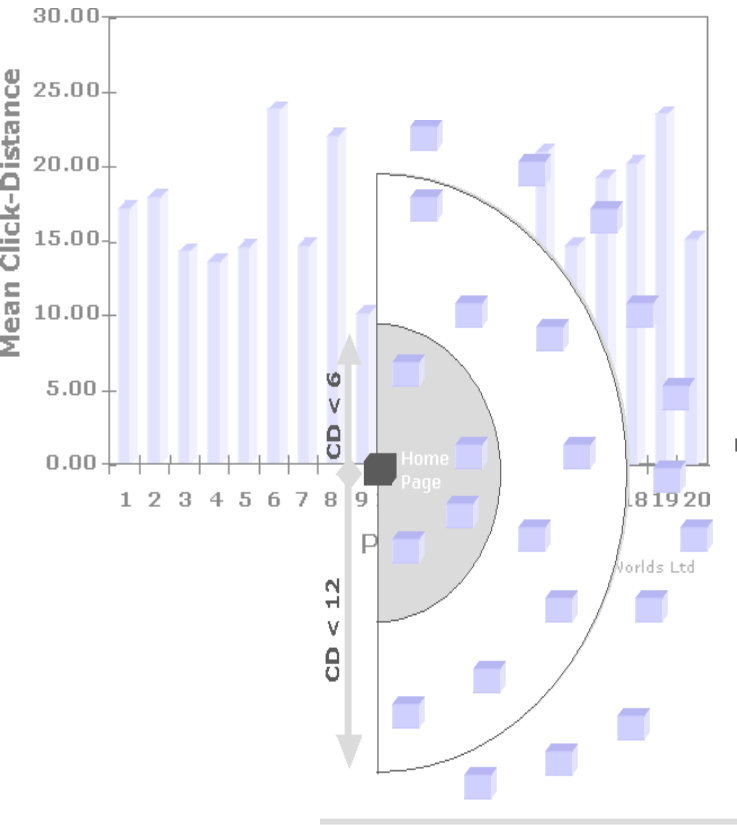
Portals

©2000-2003 ChangingWorlds Ltd

Usability of Mobile Internet

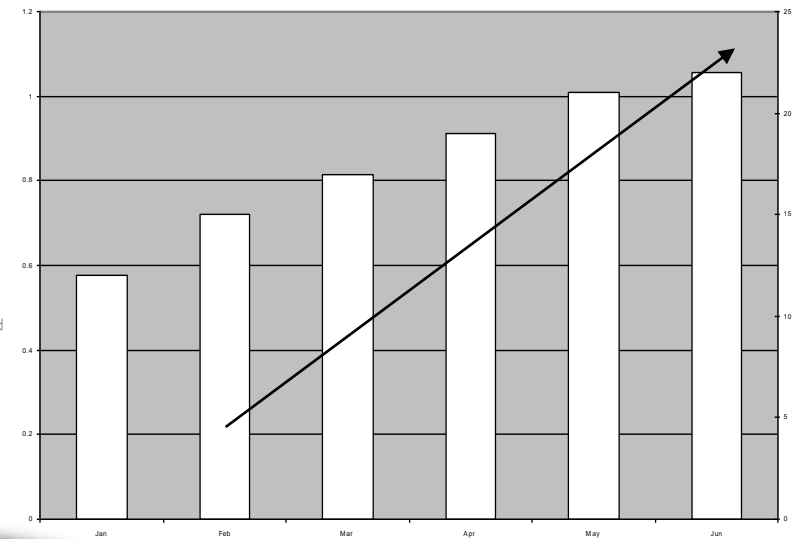
80% of all content on portal is invisible due to subscriber usage tolerance

Service Personalization Proposition

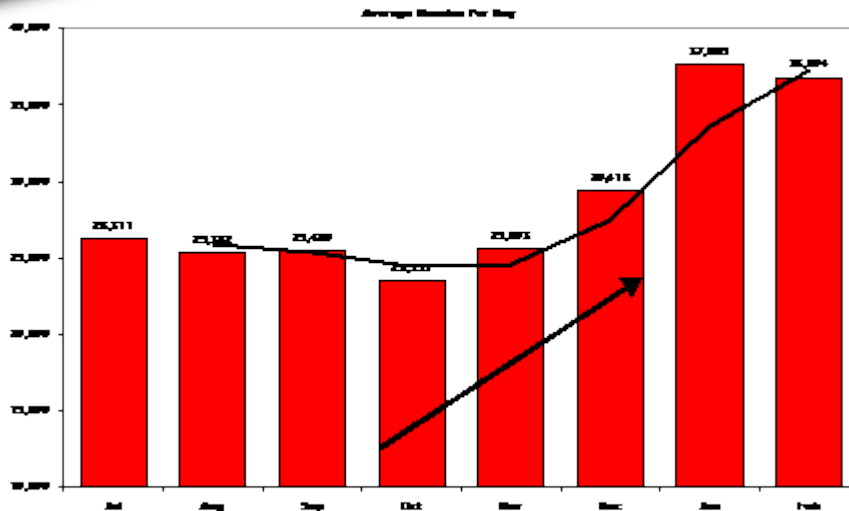


Revenue Benefits
Strategic Benefits
Operational Benefits

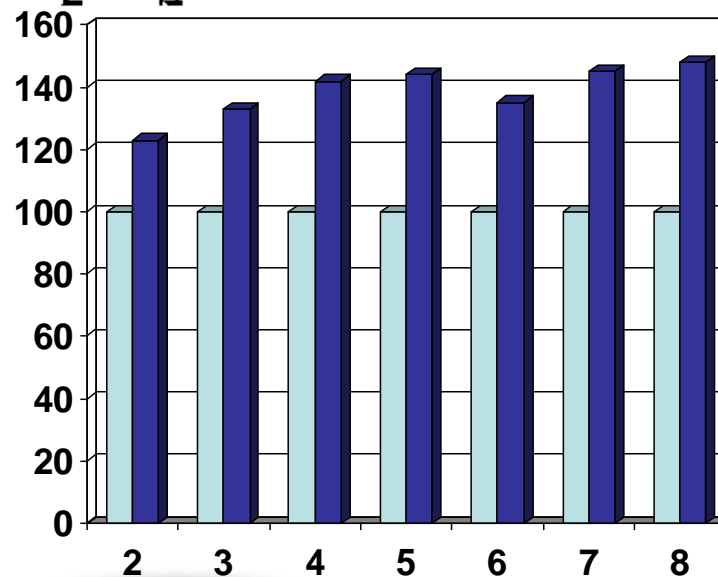
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Building on the proposition



Revenue Benefits
Strategic Benefits
Operational Benefits



What did we do?

- We took advantage of the core technology culture in everything we did
- The proposition was our message externally and internally
- Everyone had a role to play in delivering our proposition
- We used the language of science and innovation
- We got the best people!
-we used an integrated sales and marketing process



Gate 1

Everyone understood what we did

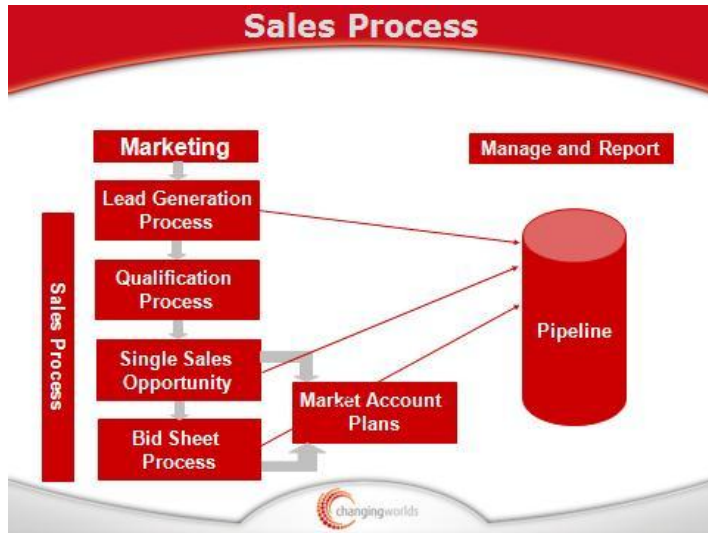


Everyone understood their role



An Integrated Sales Process

Your most valuable asset Your time!



Managing The Pipeline

The Company		Sales Order Pipeline & Projections			
Account	Value	Status	Channel	Prob'ty	Projection
ABC 1	100,000	10. PO	Direct	90%	90,000
DEF 2	150,000	9. Proposal Prep	Direct	20%	30,000
ABC 2	200,000	7. Proposal Negotiation	Direct	50%	200,000
DEF 3	150,000	8. Contract Negotiation	Direct	50%	75,000
ABC 3	110,000	9. WIP	Direct	70%	77,000
DEF 4	150,000	9. WIP	Direct	70%	105,000
ABC 2	225,000	4. Qualification	Direct	20%	45,000
8 DEF 3	80,000	4. Proposal Info Gathering	Direct	50%	40,000
9 ABC 3	9,000	9. Proposal Prep	Direct	30%	2,500
10 DEF 4	222,000	10. PO	Direct	90%	200,700
11 ABC 4	850,000	9. Proposal Prep	Direct	20%	170,000
12 DEF 5	850,000	4. Qualification	Direct	20%	170,000
13 ABC 5	80,000	10. PO	Direct	100%	80,000
14 DEF 6	400,000	4. Proposal Info Gathering	Indirect	20%	80,000
15 ABC 6	80,000	9. Proposal Prep	Indirect	20%	16,000
€ 3,853,000		Adjusted Orders TOTAL		€ 1,381,200	
Projected Conversion rate				36%	

Everyone bought into the Sales Process

Health Warning



Unfocused Sales Effort

...can be THE
most wasteful activity a
start up can engage in

AND the most de-motivating
for the sales team

Clear Sales & Marketing Strategy

- We quickly defined our key market – most pain most to gain
- Proposition Based and ROI Models were essential
- Everyone bought into this approach
- Reference customer based – first flags were key to our success
- Execution key - an Integrated Sales and Marketing Strategy



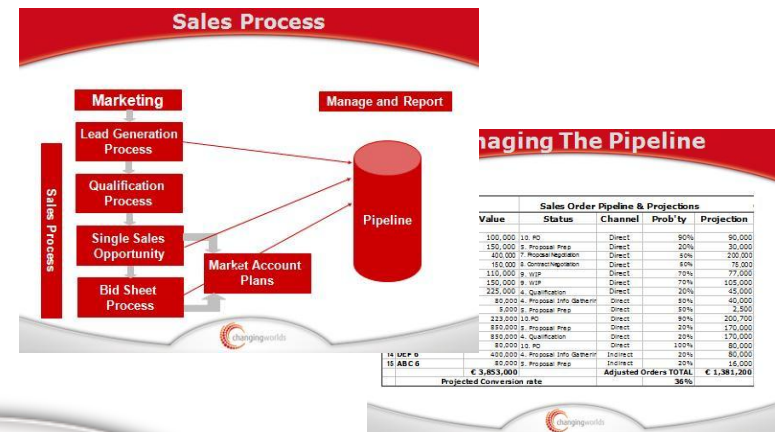
Sales & Marketing Strategy

- Working from the beginning – hand in glove – with the technology teams
- Qualified every expenditure tightly
- We wanted to and did build a real business
- Our marketing spend was focused on making customer progress
- We focused defined and refined our message
- **The sales team knew what they needed to do**



Sales Process Keys

- We were field and market led
- We learnt from the journey – virtuous circle
- Everyone knew how they were doing
 - Communication, feedback, communication
- Our incentive programmes were part of our process
- Innovation and Personal growth was in the DNA



Gate 2

Everyone understood what we did
Everyone understood their role

How we did it
How they could contribute
How they were doing

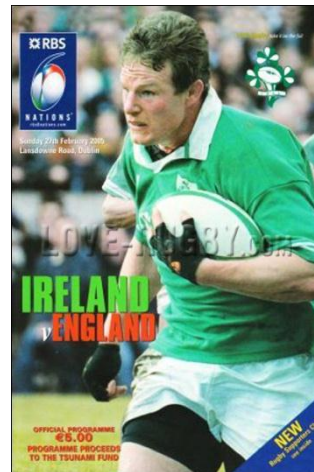


achievement
recognition
work itself
responsibility
advancement
personal growth

It worked.....



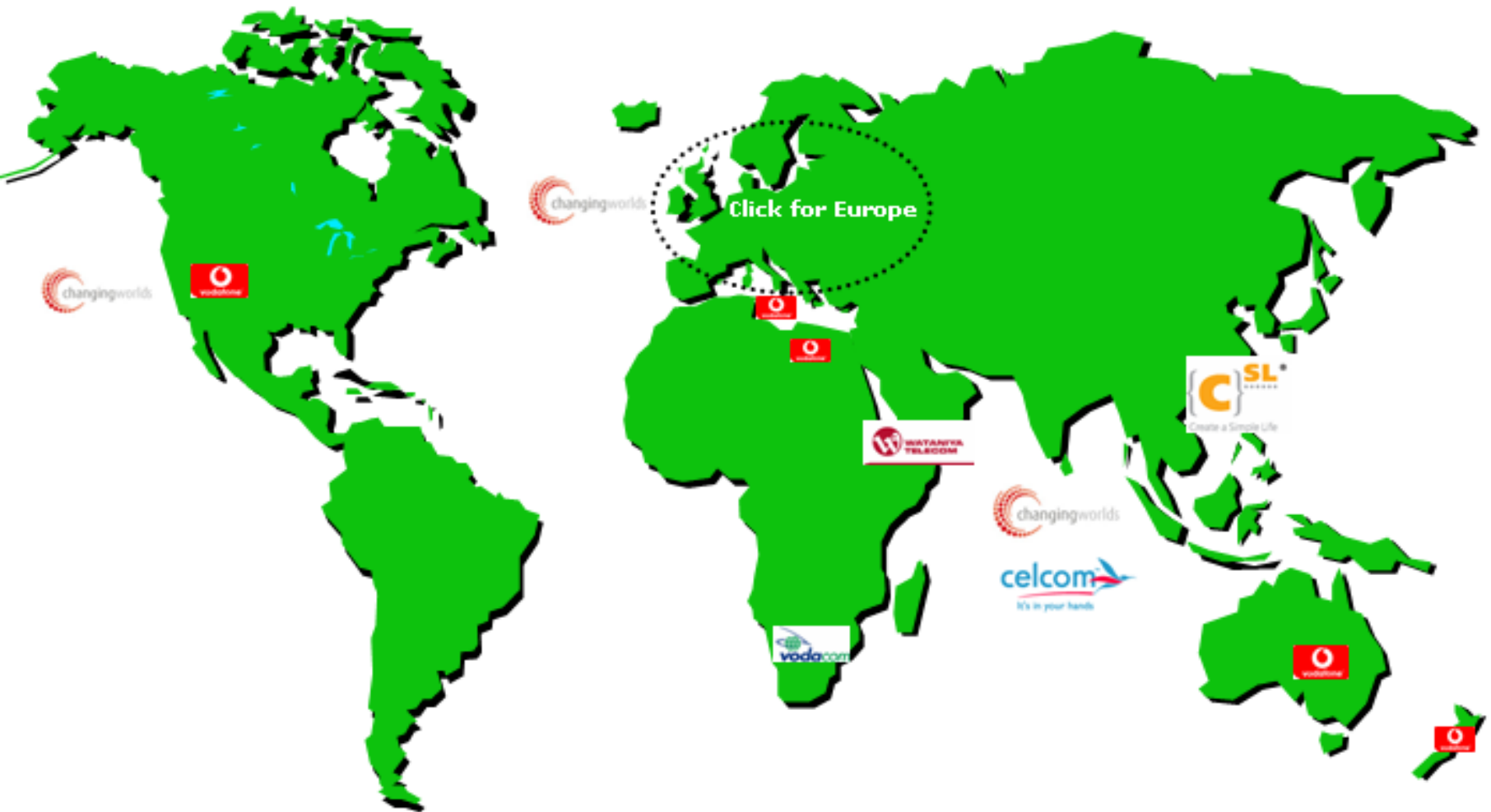
Then came 2005



Entrenched
in European
Market
Place:



Our next big challenge...



Our big challenge

- Asia and the Americas
- How to maintain our culture
- Motivate a bigger team



- We set up two new regions with offices in San Francisco and Kuala Lumpur
- Again, we got the right people who wanted to make a difference, bought into the culture, proposition and the process
- It worked.....

We needed to be

Entrenched
in European
Market
Place:



Leading Personalized Mobile Portal



This delivered

Entrenched
in European
Market
Place:



Real Company Value

Where are we now?

- Over 60 large Enterprise Clients
- Strong presence in Europe
- 9 Clients in Asia – major breakthroughs in North America
- Office in Dublin, Kuala Lumpur and San Francisco
- Working with the market to enhance the proposition

How many Sales People are in ChangingWorlds?



150!

Thank you very much