



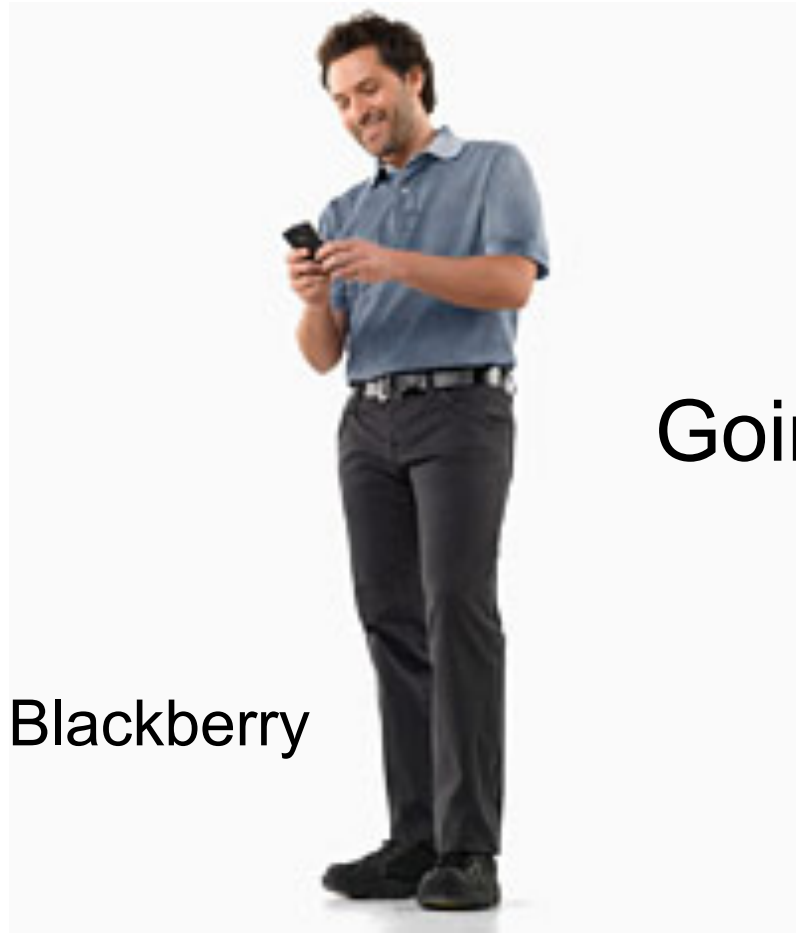
**Focusing on where it matters most**  
Carl-Magnus “Calce” Cedercreutz  
Head of Regional Deployment

# Global company with a rich heritage



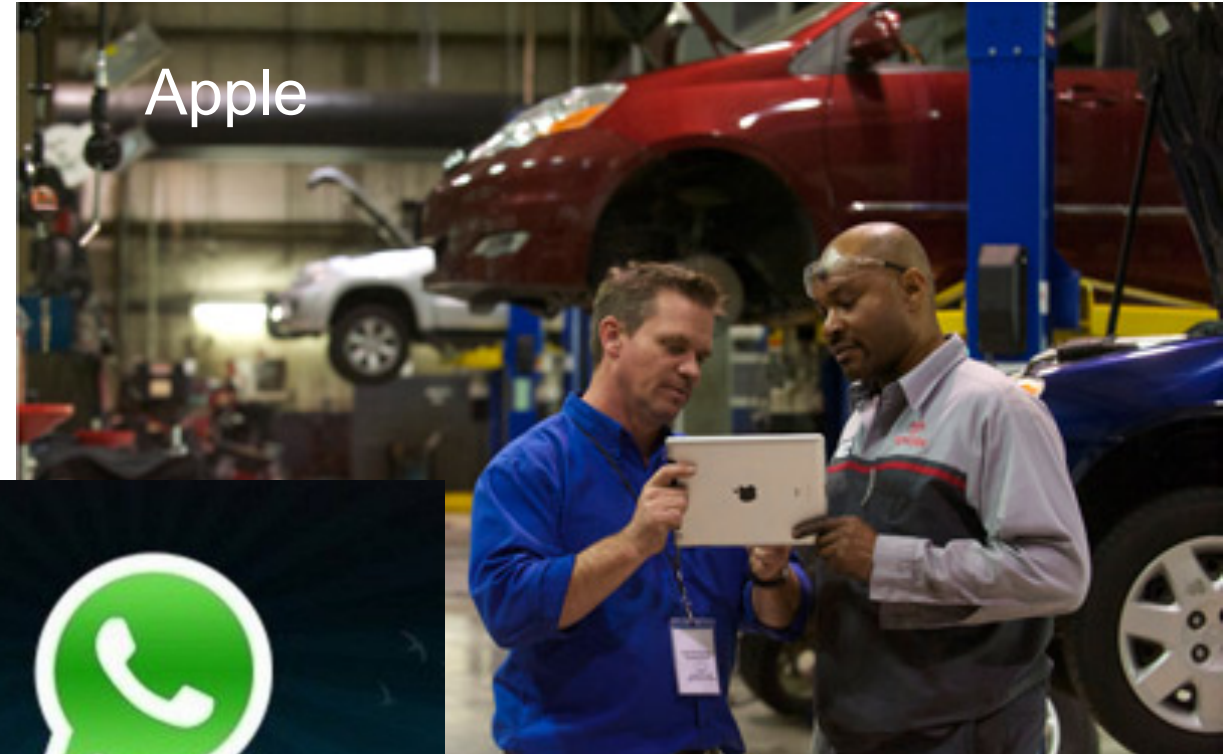
For internal use

# Telco market changing in 2009?



Blackberry

Going towards



Apple



# What did we need to do at NSN?

## **Decrease Cost of traffic:**

- 2G, EDGE, 3G, LTE...
- Proprietary-> Commercial HW (ATCA)
- Automated Optimization (SON)

## **Increase Sales effectiveness:**

~600 Customers with less people  
Focus from System -> Solutions  
Cross sell including SW and Services  
Transformational deals

## **Setup siloed**

System Sales Experts

Service Consultants  
(incl SI)

SW Sales Experts

# A merger of salesforces was starting point

System Sales  
Experts

Service Consultants  
(incl SI)

SW Sales Experts

## BSO Sales 2010

- New Line Managers
- New Go-To-Market
- Cross Selling Needs
- High Sales Targets

# Agenda

- What did we do?
- Where are we now 2013
- Where are we headed

# What did we do?

1. We analysed the competencies
2. Compared to the new roles given we identified
  - Sales skills gaps
  - Product / Solution skills gaps
  - Best fitting Go to Market model
3. Implemented an individual development plan per person, starting with feedback coaching
4. Implemented and follow-up per team

# 3 Key Stakeholders of the project

## Value for NSN



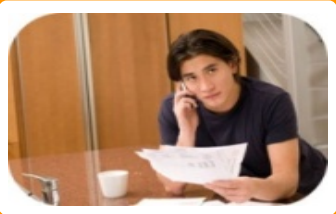
Right **850+ people** with right competences at right place in right time and globally comparable for best return on investment

## Value for LMs



**For the first time** Line Managers have unified information to identify **competence gaps and strengths areas**

## Value for individual



**For most people first time ever to get feedback on their Personality's fit to sales** and an opportunity to get coaching





**We focus where  
it matters  
the most**

**2010**

**Questionnaire**

**Feedback  
coaching**

**Review  
sessions**

**Action &  
Development  
Plans**

**2011**

**Quarterly Sales Capability reviews**

**Competence development**

# Project was completed on time in budget

Target	<ul style="list-style-type: none"><li>• Document the sales profiles of one BUs Salesforce</li></ul>
Schedule	<ul style="list-style-type: none"><li>• Participation was voluntary yet 93 % of Sales profiles were ready 31.12.2010!</li></ul>
Business case	<ul style="list-style-type: none"><li>• Total costs (core team man working years, coaching, unit costs, training, travel): 500 EUR/profile</li></ul>
Track	<ul style="list-style-type: none"><li>• The progress of the profiling was followed up on a daily basis ~130 Review calls, a lot of manual work</li><li>• Short weekly call for feedback coaches for alignment and sharing best practise</li></ul>
Teamwork	<ul style="list-style-type: none"><li>• Small core team (3-4 persons) – 20 coaches</li></ul>

# Reactions?

***“It’s amazing how accurate this is.”***

**Solution Manager,  
West Europe**

***“Thank you a lot for putting this in place and the time you take for coaching is really valuable to me.”***

**Line manager,  
China**

# 2011 onwards managers get overview

## Overview

Go To Market fit  
Cross Selling  
Meet Team Goal

Role	SHL Sales Profiling						Business Line Domain skills										References and Success stories	Business Ecosystem (e.g. ISV, SI, Open source, cloud computing)	Integration Language (e.g. eTom, ITIL, SOA, web based architecture)	Software	Internal Tools and Processes
	Hunter	Farmer	Product/ System selling	SW Upsell	Solution Selling	Transformational Sales	System Integration	Value Based Argumentati	Competition Understandi	VIPT	OSS	CIE	CBC	CES	SEC						
Solution Architect	2,7	3,3	Top	3rd	Least	2nd	2	3	5	1	2	2	4	3	1	1	2	1	4	2	
Solution Engagement Manager	4,0	3,3	Top	Least	3rd	2nd	4	3	4	1	4	4	1	1	1	3	1	1	2	3	
Solution Engagement Manager	2,3	3,5	Top	3rd	Least	2nd	2	3	4	4	1	3	1	2	1	3	1	1	2	3	
Solution Engagement Manager	3,7	3,3	Least	2nd	3rd	Top	3	5	3	3	3	2	3	3	1	4	1	1	2	3	
Lead Solution Eng Mgr	1,7	4,0	Top	Least	3rd	2nd	1	1	1	1	1	1	1	2	1	1	1	1	1	1	
Solution Engagement Manager	2,7	3,3	2nd	Top	Least	3rd	5	4	5	3	3	4	5	5	2	5	3	2	4	4	
Solution Engagement Manager	4,3	3,5	open	open	open	open	2	3	4	1	1	2	1	5	2	3	5	1	4	1	
Solution Engagement Manager	2,7	2,8	2nd	Top	Least	3rd	4	4	5	4	2	4	2	2	1	4	3	1	4	4	
Solution Engagement Manager	2,0	2,3	Top	2nd	Least	3rd	3	3	2	1	4	1	1	1	1	3	1	2	3	1	
Solution Engagement Manager	2,0	1,8	2nd	2nd	3rd	Least	3	5	3	1	1	2	1	3	3	3	2	3	3	2	
BSO Account Manager	3,3	4,0	Least	Top	3rd	2nd	5	5	5	5	4	5	4	5	2	5	3	4	5	5	
Solution Engagement Manager	2,3	3,3	Top	3rd	Least	2nd	4	4	4	1	4	4	1	4	1	5	4	4	4	4	
BSO Lead Solution Eng Mgr	3,7	3,8	Least	Top	3rd	2nd	4	4	4	2	4	4	4	4	4	3	3	4	4	4	
Solution Engagement Manager	3,0	2,8	Top	Least	3rd	2nd	3	3	3	1	3	3	3	3	1	2	2	2	2	2	
Solution Engagement Manager	3,0	3,0	Top	3rd	Least	2nd	3	2	3	3	1	3	1	3	2	2	2	2	2	2	
CPS Solution Architect	3,3	4,0	open	open	open	open	4	5	5	1	5	5	1	1	1	4	4	2	3	2	

## Details

Sales Training  
Design Focus

Sales Profile averages by Role across all regions									
Role	Developing a Game Plan	Making Contact	Building Desire	Creating Options	Presenting	Closing the Sale	Satisfying the Customer	Managing and Growing	Nr of persons
BL Sales Manager	3,33	3,14	3,00	2,85	3,19	3,14	3,32	3,30	
BSO Account Manager	3,27	3,52	3,27	3,12	3,40	3,22	2,99	3,03	
Head of BL Sales	3,23	3,63	3,43	3,40	3,60	3,63	3,00	3,69	
Head of Sales	3,48	3,59	3,41	3,52	3,81	3,96	3,26	3,78	
Head of SE	3,33	3,56	3,53	3,42	3,37	3,47	2,93	3,23	
Principal Consultant	3,71	3,68	3,47	3,59	3,88	3,74	3,03	4,06	
Solution Engagement Manager	3,19	3,30	3,09	2,90	3,17	2,91	3,19	2,93	
<b>Grand Total</b>	<b>3,26</b>	<b>3,35</b>	<b>3,17</b>	<b>3,02</b>	<b>3,28</b>	<b>3,11</b>	<b>3,16</b>	<b>3,12</b>	<b>763</b>

# Link to training paths and training programs..

## Details

Self-service and Individual Learning paths

Assessment for priority accounts - pilots					
concrete sales opportunities but only under made a significant contribution to several	training path for matters you want to "Urgently develop"				
Role: NAME:	Basic 2	Intermediate 3	Advanced 4	AM	
Row Labels				EXPERIENCE OF TOPIC	DEVELOPMENT NEED BY TOPIC
CEM					
Customer Experience Management	<a href="#">CEM Basics Learning path</a>	<a href="#">CEM Intermediate learning path</a>	<a href="#">CEM Advanced Learning Path</a>	2. SOME KNOWLEDGE	+ WOULD NEED MORE KNOWLE
OSS Core & BSS	<a href="#">OSS Core and BSS Basic</a>	<a href="#">OSS Core and BSS Intermediate</a>	<a href="#">OSS Core and BSS Advanced</a>	3. PERFORMED WITH ASSISTAN	++ URGENT TO DEVELOP
OSS Radio	<a href="#">OSS Radio Basic</a>	<a href="#">OSS Radio Intermediate</a>	<a href="#">OSS Radio Advanced</a>	3. PERFORMED WITH ASSISTAN	+ WOULD NEED MORE KNOWLE
OSS Transport	<a href="#">OSS Transport Basic</a>	<a href="#">OSS Transport Intermediate</a>		2. SOME KNOWLEDGE	+ WOULD NEED MORE KNOWLE
MBB					
Active antenna	<a href="#">Liquid Net Basic</a>	<a href="#">Liquid Net Intermediate</a>	<a href="#">Liquid Net Advanced</a>	2. SOME KNOWLEDGE	++ URGENT TO DEVELOP
Service					
Active software support (ASWS)	<a href="#">Active software support (ASWS) Basic</a>	<a href="#">Active Software Support (ASWS) Intermediate</a>	<a href="#">Active software support (ASWS) Advanced</a>	4. DETAILED KNOWLEDGE & PEI	+ WOULD NEED MORE KNOWLE
Energy Solution	<a href="#">Energy Solution Basic</a>	<a href="#">Energy Solution Intermediate</a>	<a href="#">Energy Solution Advanced</a>	2. SOME KNOWLEDGE	+ WOULD NEED MORE KNOWLE
Hardware services (HWS)	<a href="#">Hardware services (HWS) Basic</a>	<a href="#">Hardware services (HWS) Intermediate</a>	nothing extra on top of medium available currently	4. DETAILED KNOWLEDGE & PEI	+ WOULD NEED MORE KNOWLE
In-building Solutions	<a href="#">In-building Solutions Basic</a>	<a href="#">In-building Solutions</a>	<a href="#">In-building Solutions Advanced</a>	4. DETAILED KNOWLEDGE & PEI	+ WOULD NEED MORE KNOWLE
Sales Skills					
Consultative Selling - Sales Skills	<a href="#">Sales Staircase material on Contract mgmt</a>	<a href="#">Staircase Level 1 and Value Bases Sales in Sales Training navigator</a>	Staircase Level 2 - contact CO Sales Capability	3. PERFORMED WITH ASSISTAN	++ URGENT TO DEVELOP
Sales Contracting - Clarifying install		<a href="#">How to make contracts e-learning</a>	<a href="#">Contract Management in Sales Training Navigator</a>	3. PERFORMED WITH ASSISTAN	+ WOULD NEED MORE KNOWLE

## Overview

Prioritize development decentralized

Row Labels	Initial	Associate	Specialist	Professional	Expert	Develop	Urgent
<b>CEM</b>							
Customer Experience Management	1	5	1	1	1	7	1
OSS Core & BSS	2	4	2	0	1	6	1
OSS Radio	3	4	2	0	1	5	0
OSS Transport	6	3	0	0	1	3	0
<b>MBB</b>							
Active antenna	1	4	1	0	0	6	2
<b>Service</b>							
Active software support (ASWS)	2	3	1	1	1	6	1
Energy Solution	1	2	2	1	1	3	0
Hardware services (HWS)	1	3	0	3	0	4	0
In-building Solutions	1	3	1	2	0	3	0
<b>Sales Skills</b>							
Consultative Selling - Sales Skills	2	7	2	2	1	10	1
Sales Contracting - Clarifying install	1	4	5	1	1	9	1

# Where are we in 2013?

## Extension to 2013

- **What?**
- Expanded scope from a Business Unit Sales to full NSN Sales force :
  1. Sales training program
  2. To all in region salesforce
  3. Restructuring input
  4. Expanding to learning paths
  5. Expansion use for Pricing & LT forming, including ability tests

## Results to date

1. Training program implemented 500+ people
2. 1600 + people have completed the Professional Profiling.
3. Overall cut in HC almost 25%
4. Increased motivation
5. Targeted actions reinforce learning

*"I've used these kind of assessments earlier, and they have helped me make better people decisions in my career"*

Line Manager, Europe


*"This is what I have wanted for a long time, please come present these Individual Learning Paths to my team"* Customer Team Leader, Turkey



# Objective to Sell more by having right people with right competences in right place at right time!

HOME SERVICE PROVIDERS » MOBILE FINANCIAL » PACKET SYSTEMS » OPTICAL » SILICON » GL

## Nokia Siemens Networks Regains Strength in Q3 - Record Profitability

Thursday, October 18, 2012  [No comments](#)

Nokia Siemens Networks turned in a strong showing in Q3 primarily due to higher sales of infrastructure equipment and slightly higher sales of services, partially offset by a decline in sales of business areas outside of the company's strategic focus. NSN also attributed its improved financial performance to gains from its restructuring program.

Commenting on the Q3 results, Stephen Elop, Nokia CEO, "...Nokia Siemens Networks had a remarkable quarter in which we achieved record profitability on a non-IFRS basis and the Nokia Siemens Networks cash balance increased for the fourth quarter in a row."

Some highlights:

- Nokia Siemens Networks net sales increased quarter-on-quarter and year-on-year to EUR 3.5 billion.

NOKIA SIEMENS NETWORKS RESULTS SUMMARY					
	Q3/2012	Q3/2011	YoY Change	Q2/2012	QoQ Change
Net sales (EUR million)	3 501	3 413	3%	3 343	5%

# Next Steps?

## HBR Blog Network

### **Selling Is Not About Relationships**

by Matthew Dixon and Brent Adamson | 9:29 AM September 30, 2011

**1. Every sales professional falls into one of five distinct profiles.**

**Meeting in January 2012**

**with Matthew Kiel & Patrick Swords from CEB London office**

Why don't SHL and CEB combine forces about profiling?

NSN can be first pilot

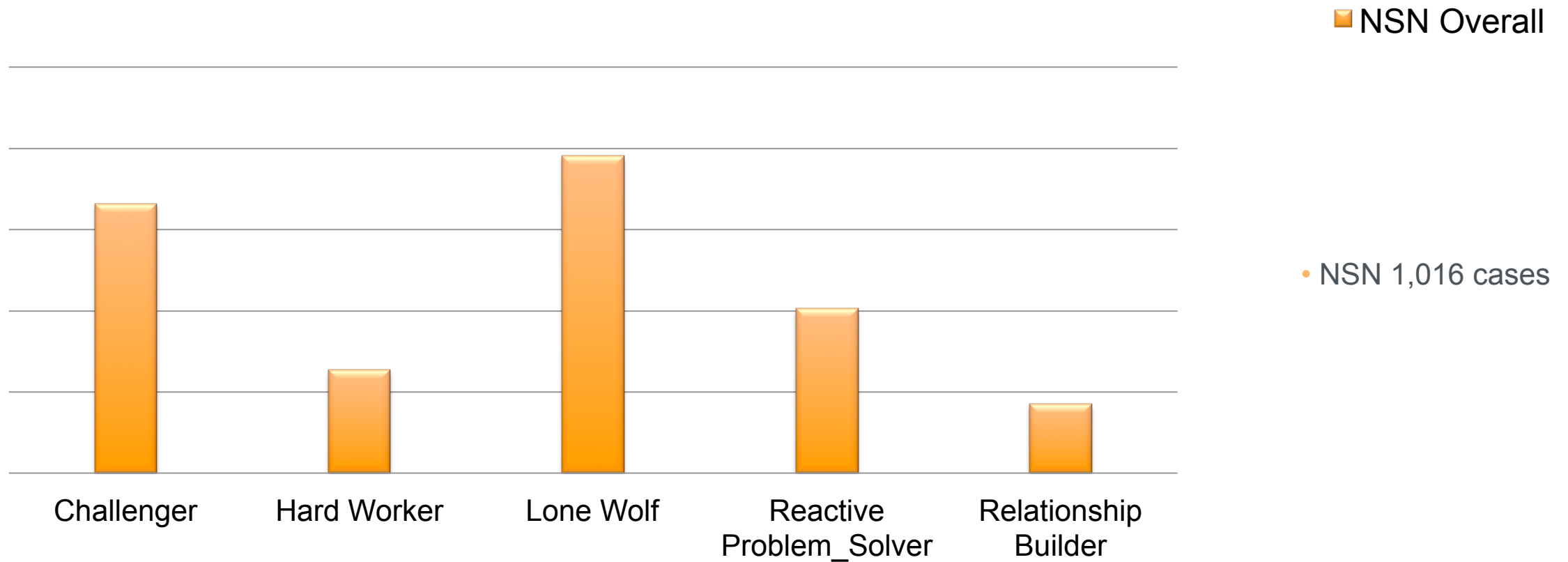


**Now back to**

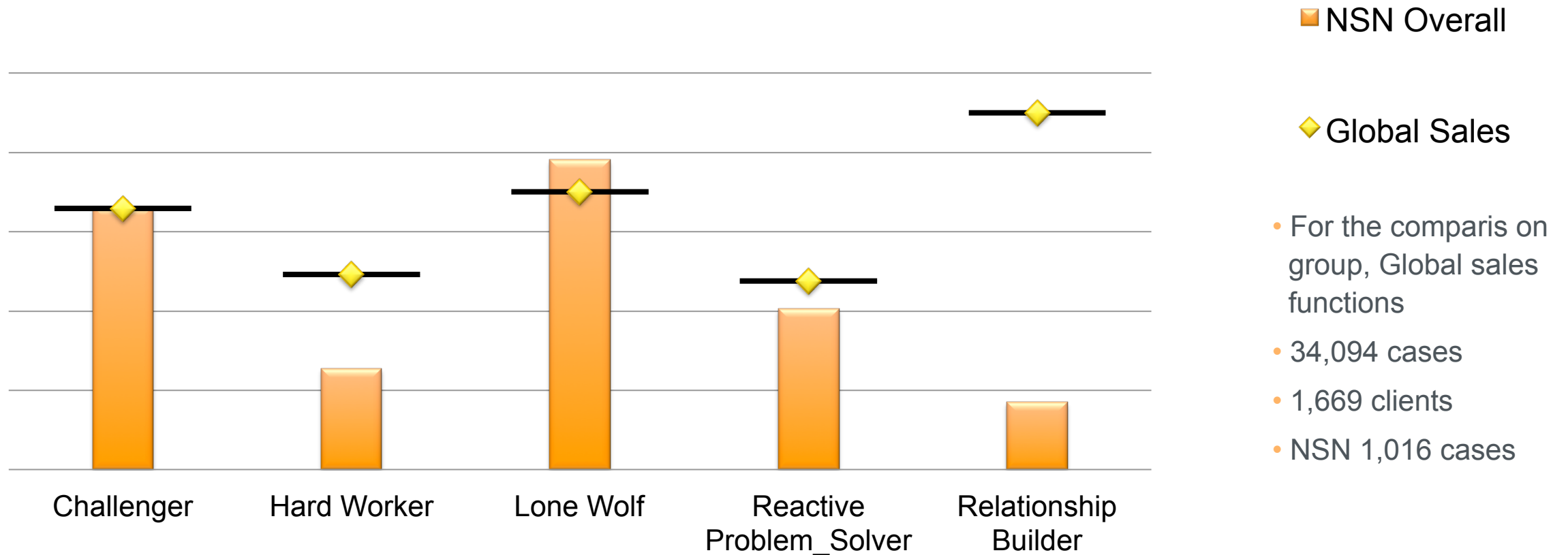


for a world in motion™

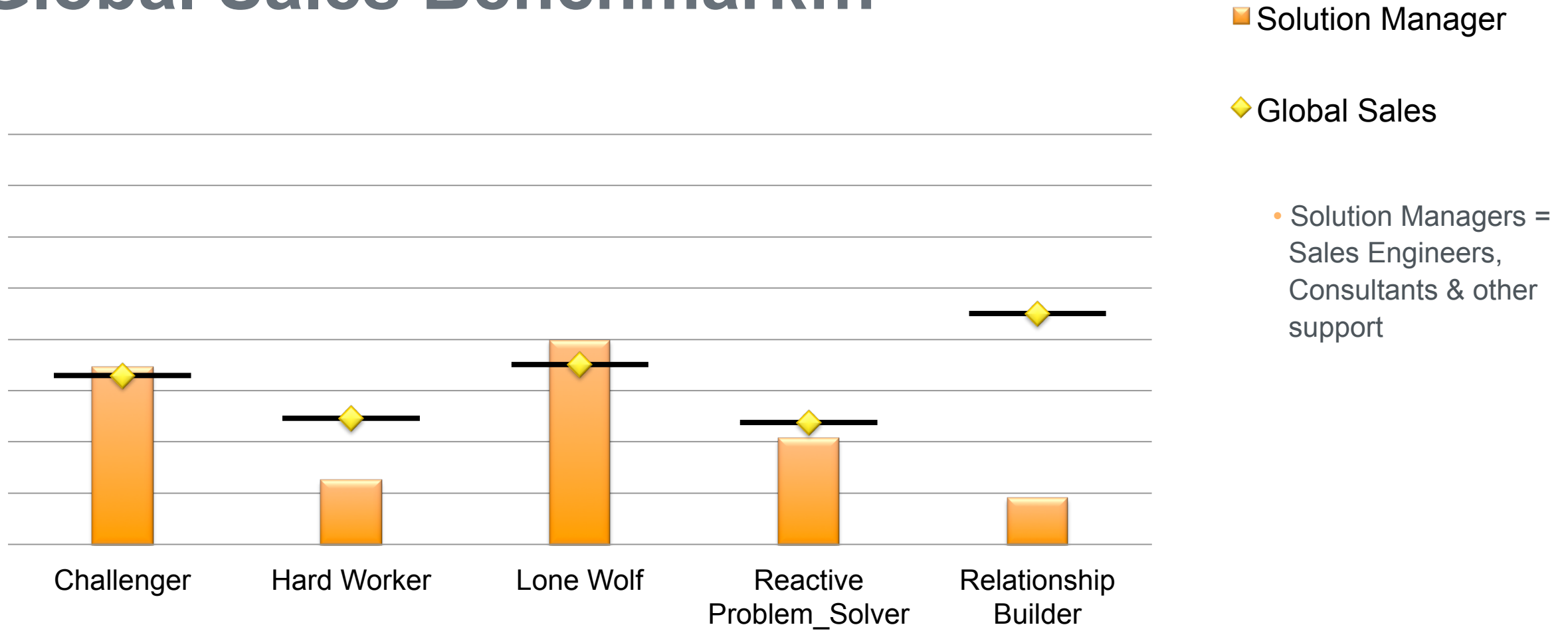
# NSN salesforce sample on Challenger model...



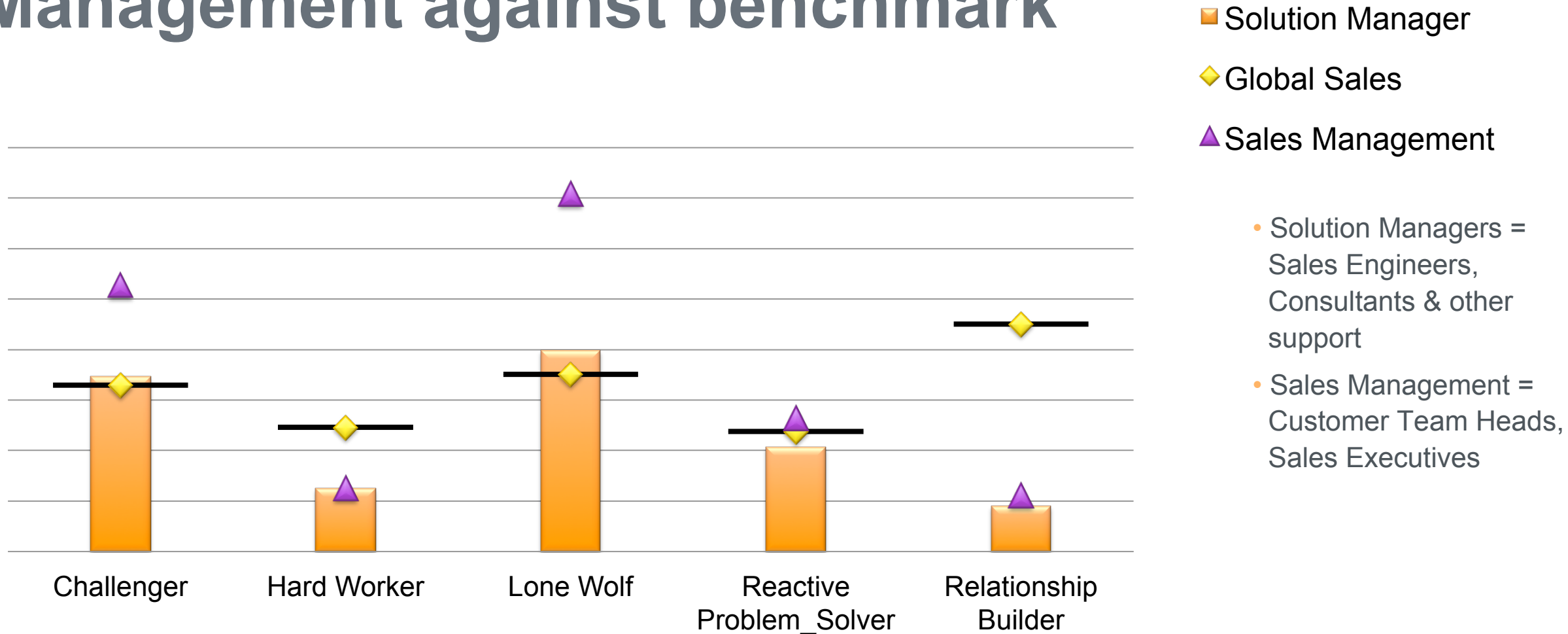
# ...NSN salesforce sample compared with Talent Analytics to Global Sales Benchmark



# ... NSN Solution Managers against Global Sales Benchmark...



# NSN Solution Managers and Sales Management against benchmark



# Where are we heading?

## Extension from today at NSN

1. Verify with Performance Data
2. The ideal NSN profiles?
3. Work out Roles & Gaps
4. Modify Competence development offering

*“I need to know what skills I have available and where we need to hire or develop them for securing the sales targets. And I need it now for the key customers.”*

Executive, Europe

# If you want to Benchmark or support in own journey, do not hesitate to contact me

At NSN we are driving the concept further and continue to create business value through it with solid implementation.

Connect with me if you are interested in doing the same.

## Contact Details

- [Carl-Magnus.Cedercreutz@nsn.com](mailto:Carl-Magnus.Cedercreutz@nsn.com)
- Tel: +358 50 3872590
- LinkedIn: [linkedin.com/in/cmcedercreutz/](https://www.linkedin.com/in/cmcedercreutz/)





NSN  
for a world in motion™