**Construct of the Profile of Excellence**

**The Top Traits of a Dynamics SSP:**

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| Ten Traits of a great Solution Sales Specialist | | |
| 1. Develops a deep understanding for customers unique market opportunities |  | 1. **Builds relationships based on value resulting from insights about the customers’ business** |
| 1. Profiles and Prioritizes Territory based on factors driving customers propensity to purchase | 1. **Develops effective Pursuit Strategies – Builds great pursuit teams – leads teams to Win deals** |
| 1. Formulates provocative insights about the customers’ business | 1. **Engages in the social conversation to share provocative viewpoint** |
| 1. Advises the customer new things about their business; new opportunities or looming risks | 1. **Builds close partnership with marketing to help package and tailor message to different audiences** |
| 1. Targets most influential and often most challenging contacts, not afraid to challenge their thinking | 1. **Provides creative solutions resulting in win-win** |
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**Practice Areas:**

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| Practice Areas | |
| 1 | Planning |
| 2 | Pursuit Leadership & Execution |
| 3 | Value Selling |
| 4 | Partner |
| 5 | Sales Excellence |
| 6 | Continuous learning and professional growth |

**Planning:**

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| Key Actions | |
| A | **Account Planning** - engages in segment account planning for assigned accounts and ensures that Dynamics opportunities are identified for prospecting |
| B | **Territory Planning** - engages in segment territory planning to identify the top Dynamics account/industry targets |
| C | **Partner & MCS Planning** – engages with selected GSIs & MCS to develop joint account/territory plans that enable Dynamics to win projects while building GSI & MCS capability and capacity |
| D | **Marketing Planning** – engages with Dynamics and Segment Marketing resources to develop targeted audience marketing that generate awareness, interest and pipeline |
| E | **Opportunity Planning** – leverages the Dynamics Opportunity Plan to clearly define an opportunity in terms of Pain, Power, Vision, Value, and Control. |
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| Excellence Indicators (EI’s) | |
| 1 | SSP Account plans completed by Aug 31, opportunities identified and captured in GSX/CRM for 100% of SSPs assigned accounts |
| 2 | SSP’s Territory plan completed and communicated to STU Lead by Aug 31 |
| 3 | SSP has developed and communicated a GSI & MCS plan by Aug 31 that outlines where GSIs & MCS will be used to win business |
| 4 | SSP generates awareness, interest and pipeline by leveraging marketing resources - 20% of SSP’s full pipeline should originate from Marketing activities |
| 5 | SSP has completed opportunity plans for 100% of their top and must-win deals. This plan clearly communicates the deal attributes (size, close date etc.) as well as Pain, Power, Vision, Value, and Control. |

# Pursuit Leadership & Execution

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| Key Actions | |
| A | **Strategy** – leverages fluent Industry, Customer, Microsoft, and Competitor knowledge to develop and communicate winning pursuit strategy. This strategy clearly articulates the following;   1. **Why** will the customer make a decision? (e.g., Compelling need, Compelling event/timing, Budget and business value) 2. **How** will the Customer decide? (e.g., Evaluation process, Criteria for decision making, Customer’s readiness and resources for this initiative, etc.) 3. **Who** at the Customer will really decide? (e.g., Evaluation team members, MSFT internal support / coaches, Senior Executives, Political, and influence map, etc.) 4. **What** are Microsoft’s win-themes to beat the competition (e.g., faster time-to-value, better end-user productivity from broader adoption, better lifecycle TCO etc?) |
| B | **Builds Winning Teams** – assembles high-quality cross-Microsoft and Partner/MCS teams who contribute and execute on the Opportunity Plan |
| C | **Execution** – effectively leads and orchestrates Pursuit team to successfully win and close business |
| D | **Negotiation** – highly developed negotiating skills - uses knowledge of Customer value drivers, competitors and Microsoft solution strengths/weakness to maximize revenue. Recognizes and effectively dis-engages from inappropriate business |
| E | **Customer Satisfaction** – ensures appropriate implementation services and post-deployment sustainment (Premier Support) is in place to ensure high customer satisfaction |
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| Excellence Indicators (EI’s) | |
| 1 | SSPs pursuit strategies clearly defines the **Why**, **How**, **Who** and **What** of the pursuit |
| 2 | SSP consistency attracts the best talent to their pursuit teams – these teams **win 75%+** of the deals they engage in. |
| 3 | SSP effectively and independently orchestrates the pursuit team through the sales cycle – maintains a **75%+ win-rate** on deals where we decide to engage |
| 4 | SSP effectively negotiates value-based deals and protects Microsoft’s selling price. |
| 5 | SSP ensures that implementation partner is engaged early and is positioned to successfully design, develop, and implement the solution. SSP ensures that Premier support is included in **100%** of Enterprise deals. |

# Key Influencers:

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# Value Selling:

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| Key Actions | |
| A | Delivers impactful Customer conversations that leverage their fluent Industry, Customer and Dynamics solutions knowledge. These conversations reframe the way Customers think about their business and effectively position how Dynamics will deliver value |
| B | Advises Customer on new aspects about their business including opportunities, risks and alternatives. Comfortable suggesting best practices and provocative insights about changes that Customer should be implementing - creates constructive tension that motivates Customer to make favourable Microsoft decisions |
| C | Effectively builds relationships with a wide range of influencers across Customer to gain insight, position solution value and gain support. Effectively develops Customer advocates who sell and build consensus on his/her behalf |
| D | Understands Customer’s economic drivers and effectively integrates these drivers into conversations, solution development, presentations and proposals |
| E | Actively participates on the Customer’s Steering committee to ensure successful implementation and Customer is part of Reference Program. |

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| Excellence Indicators (EI’s) | |
| 1 | STU Lead has experienced and/or received direct feedback that the SSP delivers impactful Customer conversations that secures commitment and advances the deal through the sales stages |
| 2 | SSP confidently advises Customer about opportunities to improve business with Dynamics solutions. Delivers value to the Customer. |
| 3 | SSP has developed or facilitated (leveraging others) relationships with 80%+ of key influencers and/or decisions makers in the deals they pursue |
| 4 | SSP can clearly communicate Customers economic drivers for 100% of their opportunities at Sales Stage 20% or above |
| 5 | SSP actively engages self or appropriate Microsoft representative on 75%+ of Customer’s Steering committees |

# Partner (GSI+SI+ISV+MCS)

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| Key Actions | |
| A | Engages with Partner and learns their business applications, industry, sales and delivery capability and capacity. SSP discovers where Partner has pre-existing Customer relationships that can be leveraged to win business. |
| B | Develops and maintains relationships with Partners, leverages these relationships in Sales pursuits to influence engagement and investments. |
| C | Ensures Partners are engaged early in the Sales pursuits – ensures appropriate customer positioning, effectively leads these resources through the Sales pursuit , effectively manages conflicts and escalations if they arise |
| D | Ensures Partners are building required capacity, have the right mix of resources – provides Partners and PAM clear and timely feedback on progress and improvement requirements |
| E | Effectively aligns with Dynamics PTU and EPG Alliance Manager (GSI) to ensure Partner planning and execution encompasses Dynamics requirements |
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| Excellence Indicators (EI’s) | |
| 1 | SSP effectively engages Partner with the appropriate Customer relationships, Industry experience, and Customer evidence resulting in **75%+ win rate** for opportunities pursued. |
| 2 | SSP has developed relationships with **80%+** of Partner Sales and Delivery leaders. |
| 3 | Early Partner engagement results in **75%+ win** rates in engaged opportunities |
| 4 | Partner are building Dynamics capability and capacity as a result of SSP engagement |
| 5 | Subsidiary and Area Partner plans include clear Dynamics “give/gets” for 100% of the Dynamics prioritized Partners |

# Sales Excellence:

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| Key Actions | |
| A | **Prospecting** – actively prospects (0-10%) for new opportunities in assigned accounts and/or territory. |
| B | **Pipeline** – in addition to prospecting, SSP leverages appropriate roles (PPS, IMDM, AM, GAM etc.) to build and maintain pipeline of quality opportunities. |
| C | **GSX/CRM Accuracy** – updates GSX/CRM weekly with current and accurate information for owned opportunities. |
| D | **Win/Loss Reviews** – completes Win/Loss reviews for all Tier 1 competitors – SAP, Oracle and SFDC |
| E | **Forecast** – maintains required pipeline coverage (0.85x weight and 2.5x full coverage), consistently delivers +/- 10% quarterly forecast accuracy |
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| Excellence Indicators (EI’s) | |
| 1 | SSP prospecting activity contributes to a minimum of **25%** of qualified pipeline |
| 2 | SSP maintains required **0.85x weighted** and **2.5x full** pipeline coverage |
| 3 | **95%+** of opportunities have accurate GSX/CRM information – as **measured weekly** |
| 4 | Win/Loss reviews completed and tool loaded for **100% of Tier 1** wins and losses |
| 5 | SSP consistently delivers **+/- 10% quarterly** deal-based **forecast accuracy** |

# Continuous Learning & Professional Development

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| Key Actions | |
| A | Industry knowledge including trends, opportunities and risks  **Single-Industry SSPs** – Fluent (Level 400), **Multi-Industry SSPs** Literate (Level 200).  **CRM**: FSI (Banking, Insurance), MFG (Auto, High-Tech, Life Sciences/Pharma), Prof. Services, Public Sector.  **ERP**: Retail, MFG High-Tech, MFG Process (Pharma, Metals etc.), MFG Industrial/Heavy Equip., Prof. Services, Public Sector |
| B | Fluent (Level 400) Enterprise level - business applications selling capabilities |
| C | Literate (Level 200) business processes knowledge for their focus product(s) ERP - (Finance, HCM, SCM, SRM), CRM – (SFA, Marketing, Customer Care, Customer Contact Centre) |
| D | Literate (Level 200) Dynamics solutions that address industry and business challenges |
| F | Practitioner (Level 300) Partner and Microsoft Services solutions and capabilities |
| G | Fluent (Level 400) Tier 1 Competitors solutions, positioning and pricing. **CRM** – SFDC. **ERP** – SAP & Oracle |
| H | Literate (Level 200) Microsoft Licensing |
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| Excellence Indicators (EI’s) | |
| 1 | Demonstrates Fluent (Level 400) industry knowledge if single-industry SSP and Literate (Level 200) if multi-industry SSP (covers multiple industries) |
| 2 | Demonstrates Fluent (Level 400) Enterprise business applications selling capabilities |
| 3 | Demonstrates Literate (Level 200) business processes knowledge if focused on ERP - (Finance, HCM, SCM, SRM). For CRM – (SFA, Marketing, Customer Care) depending on SSP focus |
| 4 | Demonstrates Literate (Level 200) knowledge of Dynamics solutions for their focus industry(s) |
| 5 | Demonstrates Practitioner (Level 300) knowledge of Partner and Microsoft Services solutions and capabilities |
| 6 | Demonstrates Fluent (Level 400) knowledge of Competitors solutions, positioning and pricing |
| 7 | Demonstrates Literate (Level 200) Microsoft Licensing |

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| **Appendix:  Technology** & **Skill Levels**  **The following defines the 100 to 500 level scale used above** | |
| **Skill Level Descriptions** | |
| Level 100 | **Conversant**. Aware of key issues associated with the technology or skill, where and why it is appropriate to use, and major limitations on applicability. Knowledgeable of appropriate terminology. Aware of limitations of own knowledge, and of how and when to seek additional expertise. |
| Level 200 | **Literate**. Has received in-depth training in the technology or skill, and is knowledgeable on methods and procedures for its application. Capable of practicing the technology or skill, but lacking in substantial real-world experience in execution and implementation. |
| Level 300 | **Practitioner**. Fully trained and competent in the technology or skill, with appropriate real-world experience in its application. Uses the technology or skill on a regular basis, and is knowledgeable of business, technical, and other challenges and critical success factors for implementation. |
| Level 400 | **Fluent**. An acknowledged leader in the use and implementation of the technology or skill, with multiple instances of successful implementation of the technology or skill, including success stories and case studies to demonstrate credibility with customers, partners, and Microsoft employees. |
| Level 500 | **Expert**. Globally acknowledged expert on technology or skill, with authorship of key technologies or of published materials contributing to understanding of the field. Able to explain reasoning behind key technical architecture choices. Leader in developing Journeymen and in creation of course content for advancing the state of Microsoft’s Corporate capabilities. |