

# ALUMNI NEWS

FOR CONSALIA GRADUATES + STUDENTS

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## Royal recognition of training excellence



↑ Louise Sutton: "Delighted for Royal Mail,"

Royal Mail has been recognised for the excellence of its Business to Business Sales Professional (BSc) Apprenticeship programme, which it runs in conjunction with Consalia Sales Business School and Middlesex University, among others. The postal service and logistics operator has received the prestigious Princess Royal Training Award 2020, following a rigorous assessment process led by the City & Guilds organisation.

Royal Mail Commercial sales directors, programmes team and sales apprentices were delighted to accept the award, which was confirmed by Princess Anne.

HRH The Princess Royal said: "You have further demonstrated that investing in your people through training and skills development has delivered real and tangible impact and benefits, and it is appropriate this will now be recognised through your award. The commitment of your organisation to the development of your employees, especially during these acutely difficult times and as we aspire to recovery post Covid-19, demonstrates that you will be prepared to play your part on the nation's economic recovery."

### Continued professionalisation

Royal Mail's sales enablement specialist and programme leader, André Lahiff told *Alumni News*: "After spending time producing our detailed submission and leading the Royal Mail panel interview to Sir John Armit CBE, Chair of the Council of the City and Guilds Institute, I am delighted that we have achieved this status for our programme, and that HRH The Princess Royal has recognised the fantastic efforts made by our Sales Apprenticeship programme.

"This is great recognition of the approach we are taking in the continued professionalisation journey of Sales, with the support of Royal Mail's sales leaders, Apprenticeship Programme teams and, importantly, the sales apprentices themselves, who continually push the boundaries of learning and workplace practice to new heights."

Royal Mail's National Sales Director, Peter Reed added: "This is a great achievement and reflects the dedication and hard work of our Business to Business Sales Professional Apprentices in their learning and workplace practice which is now resulting in successful sales performance."

### Driving force

Consalia Academy Director Louise Sutton, who was the driving force behind setting up the degree apprenticeship programme for the UK sales profession, said: "I am delighted for Royal Mail. The Princess Royal Training Awards is an honour given to employers who have created outstanding training and skills development programmes that have resulted in exceptional commercial benefits. The award proves that apprenticeships not only develop potential and a future-fit workforce, but they add value. An added bonus with the B2B sales apprenticeship programme is that it is contributing to the professionalisation of sales.

The Business to Business Sales Professional Apprenticeship is the first level 6 sales apprenticeship that integrates workplace learning with a BSc (Hons) degree in B2B Sales.

## Congratulations to our new graduates

The following have successfully completed the MSc Professional Practice in Leading Sales Transformation programme:

**Waldemar Adams**, Global SVP, SAP Customer Success COO Office, based in Frankfurt am Main

**Nilgün Atasoy**, Chief Business Development Expert, SAP S/4HANA, based in Walldorf

**Cristina Ricaurte Castilla**, Director Spain: Solutions & Innovation, based in Madrid

**Peter Graulich**, SVP & General Manager, SAP Intelligent Spend Management, EMEA North, based in Düsseldorf

**Stuart McCracken**, EMEA Vice President – S/4HANA Cloud, based in London

**Bernd Ramboer**, Global Account Director, SAP Strategic Customer Program, based in Zurich

**Cristina Rosa**, Senior Account Executive, based in Madrid

**Erdem Sekeroglu**, COO SAP Turkey, based in Istanbul

**Rainer Stern**, Global Vice President – SAP Sales Acceleration and Leadership Programs, based in Walldorf

Congratulations also go to the following for achieving their Postgraduate Diploma:

**Abdul Hakeem**, Head of Digital Supply Chain & Industry 4.0 – Middle East & North Africa at SAP, based in UAE

**Inas Jaber**, formerly Head of Digital Business Architects – UAE & Oman at SAP, now Technical Sales Director, Middle East & Africa at Microsoft, based in UAE



↑ Waldemar Adams



↑ Nilgün Atasoy



↑ Rainer Stern

# Making learning more explicit

As Consalia continues to support increased professionalisation in sales, it has transitioned from a training supplier into a sales business school with multiple programmes for sales professionals at every stage of their career. *Alumni News* talks to Dr Phil Squire about the journey and what lies ahead.



We can see the power of professional practice: combining an academic approach with innovation that comes out of practioner-based research.

people's attitudes towards sales performance and sales efficiency is, you know, you throw enough muck on the wall and hope that some of it sticks. Is that being as efficient as sales needs to be? All of this flows into this idea that the whole of sales needs to be transformed. We need to understand its processes and the strategies better.

## The power of professional practice

"Now that we are starting to get much higher numbers of graduates going through the programme across some pretty big corporates, we begin to see the power of professional practice: combining an academic approach, which is heavily underpinned by an ethical approach to the way the research is conducted, with innovation that comes out of looking at different practices.

"One issue we have been addressing is how we can make more explicit the learning and the research that people have conducted. The other part goes beyond that to ask how we can actually value the contribution that the student has made. So, is there any way that we can help elevate the brand of the student, because they're the ones who have done the research? It's their IP; it's their copyright in that respect, and some of them are coming up with some really brilliant ideas. Then the third level is: how do you then track the organisational benefit from the high-level students going through a very practical action and research-based group?"

"I think from the outset we always had this sense that, whilst this was going to deliver some really interesting innovation in the ways that we go about it, it's only now that we've got hundreds of students. I think we've got something like 260 students currently enrolled on all of our academic programmes, which is so different to the tens that we had at the very beginning.

"So, linking this back to our vision, which is how to help make sales the most sought after profession, the growth of the academic side of our business even in these COVID times is 88%, and that tells you that there's a huge demand from sales professionals who want to get a professional qualification.

"This has been hugely helped by the recognition three years ago in the UK that sales was a profession in its own right. So that was a big catalyst to driving this transition from Consalia being a sales performance-improvement company to a sales business school. We have the governmental recognition. We have the academic recognition, and we now have students in corporates fully engaged, loving the value that they're getting from the programme. This is why we've decided to change the positioning of Consalia to recognise that we're actually a sales business school."

"Our vision is to help make sales the world's most sought-after profession, and everything that we've done is geared towards that vision. The sales business school is part of that vision.

"It all started with the journey that I took with my own doctorate. It became very clear, through the voice of the customer interviews that we were doing, that the perception that customers have of salespeople is not where it needs to be. Incidentally, we still continue those voice of the customer interviews today and we're still finding fairly similar data. We're not seeing massive shifts in customers' perceptions.

"Part of it is fuelled by the customers, but when I was doing the doctorate, what was quite interesting was to see some of the arrogance around how academia saw sales. Clearly the importance of the function of sales as a speciality topic was not being recognised and, if anything, was looked down upon.

"Customer perceptions, the academic perspective and, at the time, government perspective on the importance of sales was the kernel that prompted me to say: 'Right, let's see if we can do something about it.'"

But what about employers' perceptions of their own salespeople?"

"I can't say that I've conducted any specific research on it; it would be a really interesting topic. Sales departments or salespeople are often considered by their colleagues as perhaps overpaid, with large expense accounts, and a 'have to have' rather than a 'want to have'. There's also a certain degree of mistrust the other way. Traditionally there's always been this tension between sales and marketing. However, I think it's interesting that, when you get to the CEO level, the perception may be slightly different, because the CEOs rely on sales to get the business in.

## Professionalism and ethics

"The whole area of ethics as it relates to sales practice is massively important. Getting it wrong it can be very costly. For example, the \$5 billion impairment charge on Hewlett Packard's balance sheet one year after its purchase of Autonomy based on misrepresented sales revenues resulted in significant loss in shareholder value, a CFO now jailed, and the resignation of the HP CEO at the time.

## Operational efficiency

"The performance and talent side can also be problematic. In some large organisations only 47% of their salespeople meet quota, but that quota is often sufficient for the company to achieve its growth goals. Is this indicative of quite a lot of waste in the sector, meaning that



# Finding your written voice

Part of Consalia's "Making Learning more explicit" initiative, the Finding Your Written Voice programme aims to take salespeople's writing skills to a different level – whether this be writing an academic dissertation, a blog on LinkedIn or even a book.

According to Dr Christine Eastman, who leads the programme, the increasing expectation for salespeople is not only for them to be on top of their game but to be able to demonstrate their expertise, knowledge and excellence through a published piece of work that will bring them global recognition. Finding Your Written Voice aims to help executives to become a published writer and master communicator by focusing on the use of language to improve your writing skills.

Dr Eastman, who is a senior lecturer at Middlesex University's Business School



and an associate lecturer at CETAD, Lancaster University, tells *Alumni News*: "For sales leaders, the programme provides an opportunity to become a published expert on a topic about which you are passionate: perhaps leadership courage, generational differences at work, agile organisations, positive habit formation, mid to late career goals, or storytelling."

Consalia's Dr Philip Squire adds that experience on the programme will be invaluable for alumni participating in a forthcoming initiative to publish a book based around research generated during the Masters programme. The aim is to consolidate research derived from multiple projects under key themes in the book.

For further details of the Finding Your Written Voice programme please contact Will Squire: [wsquire@consalia.com](mailto:wsquire@consalia.com).

# Podcasts and Mastercasts

Building further on the theme of "making learning more explicit", Consalia has just launched two digital channels offering sales and leadership insights from external experts and members of the school's alumni community.



The Sales Transformation Podcast is a public channel that will provide sales professionals with inspiring and educational content as well as tips on relevant topics within the industry designed to improve sales knowledge, careers and the way teams operate. It is available on Apple Podcasts, Spotify and Google Podcasts.

The Sales Transformation Mastercast is a private channel based around research content from alumni of the Masters programme. Participants share the development journey they have been on, which authors have influenced their thinking, how they set up their research, and the key

findings in the context of their organization. Dr Phil Squire explains: "One of the first participants has been Simon Dale, who was in the first SAP cohort. We interviewed him the other day. He qualified in 2015; he's now the MD of Adobe, South East Asia, and it's been incredibly interesting to see not just what his dissertation was about, but how it has influenced his approach to his teams, even six years later."

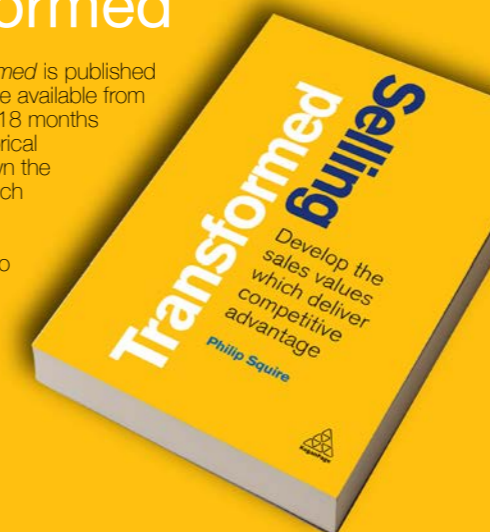
What's involved? "They just have to dust off their dissertation and email it to me. I then study it and frame the questions around their piece of work. It's done very informally."

If any alumni would like take part in a Mastercast, please contact Phil via [psquire@consalia.com](mailto:psquire@consalia.com). For more information about the podcasts, see: <https://www.consalia.com/news-event/introducing-the-sales-transformation-podcast/>

# Selling Transformed

Dr Phil Squire's new book *Selling Transformed* is published by Kogan Page on 3 December and will be available from Waterstones, Foyles and Amazon. Some 18 months in the writing, the book charts from a historical perspective how selling has changed down the years, but only recently has it become much more sophisticated and professionalised.

"It proposes a new point of view, going into the concept of values and mindsets in detail, telling the story through various people. The final chapter looks at the future of selling and its increasing professionalisation. I talk about relationship capitalisation and about getting much better integration between finance and sales," Dr Squire reveals.



## Apprenticeships

BSc B2B Selling, level 6 apprenticeship – A three-year degree programme while students are employed by their organisations. Current participants include companies like Amazon, Microsoft, E.ON, Aon, Royal Mail, BT, Vodafone, ICL, Stannah. 20% of the participant's time at work must be allocated to education. Participants receive two recognised qualifications on completion: their degree and an apprenticeship certificate. Funding in England is via the government levy. Delivered in conjunction with Leeds Trinity University and Middlesex University.

MSc Senior Sales Leadership, level 7 apprenticeship – Two-year, Masters-level degree apprenticeship programme designed specifically for participants who are already sales managers. 20% of the participant's time at work must be allocated to education. Delivered in conjunction with Middlesex University.

## Undergraduate and postgraduate degrees

BSc B2B Sales Leadership – Three-year advanced skills programme delivered in conjunction with Leeds Trinity University and Middlesex University.

MSc Key Account Transformation – This Masters degree is specifically tailored to develop key account management skills, providing participants with the knowledge to lead and transform their account performance. Participants follow two years of work-based and blended learning. Accredited by Middlesex University.

MSc Sales Leadership – Programme equips sales leaders with the tools they need to improve sales performance in the short and long term. The curriculum addresses the key attributes of successful sales managers as well as the requirements for thought leadership, and how to develop deeper levels of performance through structured reflective practice. Participants follow two years of work-based and blended learning. Accredited by Middlesex University.

MSc Sales Transformation – The programme offers those who are already at the height of a professional sales career, the opportunity to develop deeper insights into their professional practice, and to de-codify and calibrate what works most effectively. Participants follow two years of work-based and blended learning. Accredited by Middlesex University.

Consalia is now an approved Accreditation Centre for the Coaching for Sales Transformation Programme and able to offer ILM accreditation (Level 5) for those interested in becoming an accredited coach. The nine-month programme costs £3,600 per person, including coaching supervision and five days of "learning" for groups of approximately 12. For those on the Masters, the investment and time to qualify is reduced because the Masters Module on Coaching forms part of the five days. To learn more, email Will Squire: [wsquire@consalia.com](mailto:wsquire@consalia.com)

# The story of Waldemar Adams

**SAP's Waldemar Adams explains that compelling storytelling is not just for customer communications – it's vital when communicating internally.**

Once upon a time in Germany, a young Waldemar Adams started his own company selling software. He produced his first software catalogue using a typewriter. Today, he has risen to be a senior leader at global technology specialist SAP.

"Technically, I started as a programmer. The first thing I did was coding, writing programs. That was when I was a teenager (a long time ago). I had already started my first business when I was 16, because in Germany that's the youngest age you are allowed to found your own company."

As an entrepreneur and businessperson from an early age, Adam's work has always involved a mix of technology and selling – "the 'how and the why'". And he attributes his success in sales jobs to having "the confidence to know what I'm talking about" and "being able to build trust because people understood that I know what I'm talking about".

Those days running his own show not only shaped him as a person but provided valuable experience for sales leadership roles in the corporate world. "When you drive your own business you need to solve a problem, otherwise it will stay unresolved, right? So, you need to drive it; you need to feel the responsibility. And that's a lesson learnt at that time, definitely."

## Customer Success Board

Today Adams, 53, is Global Senior Vice President at SAP, based in Frankfurt am Main. He reports to the Global COO of SAP's Customer Success Board, a relatively new but high-profile organisation that covers sales as well as sales support.

Customer Success board member Adaire Fox-Martin coined the expression "customer first, SAP second, LOB third", and this is the mantra that SAP employees now follow, including the salespeople. "That's our priority: first, to think about what makes the customer successful; then second, what is the best for SAP; and third, what is the best for your team, for you personally. And of course, for some people it's quite a challenge and the reverse of what certain people did in the past," Adams tells *Alumni News*.

SAP adopted this approach some three years ago, starting with elements of the customer first philosophy and then building out the organisation to make it real. Adam's day-to-day role involves managing five direct reports, who work to design, launch, and help execute global programs across seven regions within SAP. "We usually work with the regional presidents and COOs and their teams, improving our business performance and streamlining our operational excellence. Right now, we have maybe 13 or 14 initiatives, but the top ones are demand management (not a surprise in a sales organisation) but also improved discounting or experience management."

## The importance of storytelling

Adams has recently completed his Masters dissertation focusing on the importance of storytelling in the context of written communication internally and with partners. He set out to answer questions around what sales leaders need to know to be effective in their communication to drive business success, and how they can know whether the communication worked as they intended and created the effect they wanted. He focused on the messaging and the structure of the content to help colleagues who are not natural-born storytellers, especially those who are also risk-averse and may be worried that the communication is too personal or strays too far from the core message.

"Most of the time you don't see your leader, particularly your senior leaders, very often. And usually this is through the lens of your laptop, through their email communication. Moreover, this tends not to be an area of focus for sales leaders. There are tons of people who have done great work on communication and storytelling but, interestingly enough, the focus is always the outside world, and most of it is also concerning our presence on stage."



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Storytelling is enriching the pure facts to add the purpose, to build alignment, and also to build a communication which lasts, that people can remember and recall, and create an emotion.

"I love to tell stories, I love to be on stage and present to people, to customers or internally to people. We all adore great storytellers, right, like Steve Jobs for example. But it seems more like an art. It's not a science. We observe it and we think: 'Oh, it's great, but are they like natural born storytellers or is it something you can learn?'"

"And yes, you can learn something. There's a ton of trainings. But most of it is how to show confidence on stage, how to raise your voice, what words to use, or to tell your story – but it's more on stage and it's more for the customers. There's little to nothing that I found about how to talk to other important people: the people inside your organisation, the people inside your team. Is it fair to do a brilliant job at storytelling for your customers, but then with your team you're sending a boring email? That's not the right balance."

So why is this so important? Adams is clear: "Storytelling is enriching the pure facts to add the purpose, to build alignment, and also to build a communication which lasts, that people can remember and recall, and create an emotion. Because we are not robots, listening to zeros and ones. We are humans and we need the human touch. And that's not negative."

## Why the Masters programme?

Adams was well aware of the Masters programme before he joined, with three of his sales leaders already graduated, and he is happy to acknowledge that his preconception that the programme was aimed primarily at sharpening the skills of sales managers was wrong. He also assumed that he was too busy. However, after the previous participants had persuaded him to join, he now admits it was one of the best decisions he ever made.

"It was far bigger and more valuable than I ever dreamed of."

So what does Adams do differently today? In the past he admits to having a tendency to taking a box-ticking approach to problems: "Problem identified, programme developed, problem overcome. Right? So, like, celebrate successes, fix problem, fix it fast." However, this approach left no space for doubts, for concerns, for failure, which are important elements of learning and growth.

"What I learnt is that it's OK to have this inner dialogue about failure, about changing your mind, about misperceptions, about adjustment – and also make it not only an inner dialogue but speak with your team about it or with others. That was quite a big change. It was also a relief, and I think I now have a more consultative approach in what I'm doing, involving others in my team or my virtual team more. We now have this collaborative approach instead of me fixing the problem for others."

## Programme mentor

Adams is a mentor for cohort five and has key advice for participants. "First, be your own compass. You need to create your own path. "Secondly, listen to your inner story. What is your true motivation? You write it for yourself. You do not write it for your boss or your family or your company. The motivation comes through the inner story you have. Until you have found it, it's very hard to stay on track. I have seen people who changed topic three months before the deadline, but it was exactly the right decision, because then they had something to tell."

# Delivering sales enablement

**Purolator's Lennie Monteiro explains how he is helping his teams out-sell the competition.**

Lennie Monteiro joined Canada Post-owned courier company Purolator two-and-a-half years ago, coming into a brand-new sales enablement position. "They never had one before, so I was starting from scratch, building up the function," the Lean Six Sigma Blackbelt tells *Alumni News*.

His sales enablement role at the \$2 billion company involves everything and anything to do with the reps; from hire to retire. He expands: "What can we do to make them outwit, outsmart and out-sell the competition? What can we do to raise our game up every day? That's how I see it."

"Sales enablement over the past two decades has been an evolving role and has grown really fast in the past two years. But people still need to have an appreciation of enablement as a function in the company. People just do not know what enablement means, and then to add to the complexity, you've now got this new hot topic, 'buyer enablement' – sales enablement is helping the sales reps to sell; buyer enablement is helping the buyers to buy. So, how do you connect the two?"

"Basically, I see the role as being a conductor of an orchestra. You've got this big 120-piece ensemble, and you want to make sure everybody comes in

## Purolator's sales organisation

Monteiro works with some 80 sales reps in Canada and 40 in the US. "I've got about 13 sales managers in Canada and 8 sales managers in the US. And then we've got one VP of sales in the US and three sales directors in Canada, who report to the Senior Vice President Sales and Customer Experience. We also have a sales department of 50 inside sales reps, but the majority of my work is done with the outside reps. Inside sales is pretty much taken care of. They have a sales director of their own and they're pretty much self-sufficient in what they do."

at the right time, with the right tune and the right discipline and cadence that they're supposed to have."

## Advisory board

"Since I joined Purolator, I've also established a Sales Advisory Board. It's a team of about 12 sales reps from the frontline, who are high potential and have been nominated by their respective sales directors to form part of this team. I chair that meeting on a monthly basis, and they're my eyes and ears, if you will, to document what's happening. I do not roll out any kind of initiative or tool unless I check in with them. So, they're my guinea pigs in a way to test out before we roll out anything to the larger organisation."

"I'm also like a go-between, between senior leadership and them. So, if there are some issues, I take that and, package it, take it to senior leadership, and if senior leadership wants, as a sounding board, they come and approach us."

And it seems that people in the company are impressed. These days, Monteiro gets other functions asking for feedback from the sales advisory board when they're trying something new: for example, somebody from billing or marketing may come to him to test new processes or customer rewards. "I've got people who I never thought would approach me, like from the product solutions department: 'I want to know what your reps think about this new product idea.'"

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You've got to have a passion for everything sales to be on the programme.

Monteiro's current big project is implementing a content management system (CMS) for the sales teams, so they can easily locate and use relevant documentation from around the company. "Currently, revenue, marketing, billing or whoever creates the documents, just load them up on the intranet. But when a rep needs to find something, they can't find it; it's outdated, it's not current, they don't know where it is."

The new Seismic CMS is a cloud-based enterprise solution integrated into the CRM that should make their lives much easier going forward. At the same time, it will allow for more transparency and visibility into reps' use of content. Because it has an AI engine, it is also a smart system.

Monteiro explains: "Seismic has got machine learning. Let's say I sent a piece of content out to a customer. When the customer goes there, a cookie embedded in that document tells us how much time they spent on that page, and that's great input."

The other potential for AI is to learn what works best when reps engage customers. As the salespeople go through the various stages of the process – plan, qualify, and so on – the AI learns which documents work well at each interaction and stage of the process, and can make suggestions about which are popular or which to use along the way. "I definitely have great expectations."

## Masters studies

So how did Monteiro arrive at the Masters programme, and what is he hoping to get out of it? "I'd been thinking of doing an MBA for a while, but then I thought to myself, I just don't want to do another marketing programme again, because I already had a qualification in marketing. I have a passion for sales."

"What I love about the Masters is there's such a big emphasis on self-development, so the premise being, hey, how are you going to lead others if you cannot lead yourself? And it's really pushing me from my comfort zone. They've got it just right. They push you hard, so that you truly have introspection as part of your daily practice; I mean every time looking inside you and saying: 'How can I do this?'"

In terms of value, the programme melds learning and everyday practice, encouraging participants to apply their learnings in their day-to-day roles, while also feeding work-based research into the programmes. "As you go through the programme, what you learn and experience becomes part and parcel of you, and you don't think any different. You just think that's your normal way to work," Monteiro explains.

The synergies create a win-win situation. "Although it takes time from your life (you're doing this alongside your job), it also actually helps you do your job, adding more value in terms of the way you perform your day-to-day role. And you become so structured in your thinking; the discipline that comes from doing the project automatically carries over to your work, and then that becomes the norm."

## Passion for sales

Of course, the Masters programme is not for everybody. Monteiro is clear: "First of all, you've got to have a passion for sales to be on the programme, but if sales is your passion, then this is definitely the right course for you."



# Where are they now?

Here, we catch up with some of our alumni to see how their experiences on the Masters programmes have shaped their subsequent careers and where their journey has led them since graduation.



↑ Carl Day & Elliot

## Carl Day, Sales and Marketing Director, Apogee Corporation

Currently Sales and Marketing Director for the Apogee Corporation, a £300 million subsidiary of HP Inc, Carl Day was one of the pioneers of the Masters programme. When he joined the programme, he was Director Indirect Sales at Toshiba TEC UK Imaging Systems Ltd.

Day says that the Masters process has been instrumental in his approach to his role and career since he started in 2014. "It has not only impacted on me and my career, but the learning reach has

spread into the organisations I have worked for and has influenced colleagues and peers and, in some cases, inspired them to go on and take on new education and learning."

Day is a member of the editorial board at the *International Journal of Sales Transformation*, and on the board of Trustees for the Association of Professional Sales.

He is pictured here on graduation day with son Elliot. Day tells us that his own graduation inspired Elliot to go to university; the younger Day has just started his first term at Cardiff University.



↑ Monic van Aarle

## Monic van Aarle, Chief Commercial Officer, member of the management team of SAP Netherlands

In her current role Monic van Aarle is responsible for SAP's key customers in the Netherlands. She recently moved up from being Director General Business & Partner Ecosystem.

"I think that I have one of the nicest jobs because I have the opportunity to support amazing customers on their transformation to intelligent enterprises," she explains.

She says that the Masters programme has made a big impact

on her business and personal life. "The reason for this is that I have learned to reflect on the job, to take time to think, to make use of influencing models and to execute on discipline, which has resulted in doing business smarter and having more meaningful conversations. This helped me in growing myself within SAP but also outside SAP."

## Simon Dale, Managing Director, Southeast Asia (SEA), Adobe

Simon Dale embarked on his Masters Degree in Sales Management and Sales Transformation while working for SAP as General Manager, Innovation Sales, Asia Pacific and Japan. Since graduation he has held various VP roles at technology companies in Asia and now heads Adobe in Southeast Asia.

He says: "The Masters exposed me to a wealth of well-curated new knowledge and tools that I adopted and embedded into my practice of sales management. I found the study of coaching and stakeholder engagement particularly rewarding, and I added an extra focus on how to make change happen, leveraging them in my final project.

"The programme certainly helped me up my game, be a more confident leader, and improve my leadership of sales teams."



↑ Simon Dale

## Simon Quinton, VP and Managing Director of Infor UK & Ireland

As VP and Managing Director of Infor UK & Ireland, Simon Quinton has direct reporting line responsibility for eight sales directors with a combined team of some 70 sellers. He is the regional figurehead for the full UK&I employee count of around 850 employees. In this role, he is responsible for creating and executing the UK&I go-to-market strategy including development and implementation of the region's three-year business plan across all industries, products, and sales channels.

Quinton prides himself on setting collaborative visions that motivate and drive his teams, having rigour around forecast accuracy and predictability, and he has a keen interest in how leadership styles and mindsets (in particular EQ) can drive high-performing sales teams – all of which he researched and honed as part of his Masters degree.



↑ Simon Quinton

### KEY COHORT START DATES:

- ▶ B2B Sales Degree – 2 November 2020
- ▶ MSc Senior Sales Leadership Apprenticeship – 16 November 2020
- ▶ Executive MSc in Sales Transformation – Spring 2021

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