

CREATING THE SALES PROCESS AT UAB “TELTONIKA NETWORKS” FOR  
THE TURKISH MARKET

A Thesis

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UAB “Teltonika Networks” is a rapidly growing technology company based in Lithuania. One of its primary activities is the sales of internet connectivity devices. Company’s ambition is to become the leading global market player, providing internet connectivity equipment for all industrial applications. Therefore, creating the sales process in the Turkish market is critical step for successful expansion in the Middle East region. This thesis aims to analyze and evaluate UAB “Teltonika Networks” existing sales processes in other regions and to provide recommended solutions for the creation of the sales process for the Turkish market. The first part of the thesis will examine the current situation by internal and external analysis. Then the empirical research will be made to analyze and evaluate sales processes in well-established markets. Semi-structured interviews were done with six employees of the company to better understand the sales process from the employee’s perspective. Finally, managerial solutions were provided based on theoretical frameworks and empirical research. The managerial solutions give a step-by-step sales process for the Turkish market.

*Keywords:* process management, sales process management, Turkish market

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## Introduction

**The relevance of the topic.** One of the biggest challenges that companies face while trying to grow revenues is inability to commercialize the developed innovations. Revenue stream is vitally important for every business to sustain daily operations and keep up the growth. On the other hand, Lithuania has limited market size in terms of population, so expanding business to foreign countries is essential to grow and get the return on R&D investments for businesses. Through 22 years of experience in IoT business UAB “Teltonika Networks” expanded to all continents except Antarctica and set up sales processes for each region. Company strategy is to become one of the global leader manufacturers of industrial networking devices, so it is critically important to expand business in potential markets. The Turkish market is new for UAB “Teltonika Networks” but having in mind that Turkey has more than 85 million people with positive demographics growth rate, it is a huge market with growing demand for internet connectivity as population is relatively young. Turkey’s unique location provides certain leverages for international influence. Turkey is centrally situated between Europe, where much of the world’s political and economic power is concentrated, and Asia, which has lately become a vital center of economic growth and rising political influence (Cakar, 1998, p. 1).

Another key aspect, while growing the business is to have a formal sales process. Harvard Business Review research suggests that inability to commercialize innovations can result from a lack of formal sales processes and effective talent-management strategies (Steenburgh & Ahearne, 2018, para. 1). Therefore, thesis will aim to understand cultural preferences, market differences and tailor existing sales process in

already well-established markets to new ones, to create competitive advantage for the company.

**The problem.** How to create the sales process at UAB “Teltonika Networks” for the Turkish market?

**The aim of the thesis.** Analyze and evaluate UAB “Teltonika Networks” existing sales processes in other regions and to provide recommended solutions for the creation of the sales process for the Turkish market.

**Objectives of the thesis.**

1. To conduct a situation analysis, which consists of internal and external business environment.
2. Analyze and evaluate the current sales processes in Asia, Europe, North America by empirical research.
3. Develop a list of recommended managerial solutions for the company’s sales process creation in Turkey based on the empirical research findings.

**Research methods.** To evaluate the sales processes in well-established markets of UAB “Teltonika Networks”. A qualitative study using semi-structured interviews was performed. Open-ended questions were asked to each participant, to evaluate sales process from employee’s perspective and analyze cultural aspects in sales process. In addition, company’s documents were analyzed, which describe formal sales process in UAB “Teltonika Networks”.

**Logical sequence of the thesis.** This thesis consists of the following three parts:

1. Current situation analysis, which includes internal, external analysis and the problem developed with SWOT and TOWS analysis.



2. Empirical research to examine the current sales processes in global regions.
3. Managerial solutions on how to create the sales process in the Turkish market.

## **1. Current situation analysis**

UAB “Teltonika Networks” is a rapidly growing technology company based in Lithuania. It is a part of Teltonika IoT Group holding, which holds four companies in total: Teltonika Networks, Teltonika EMS, Teltonika Telematics, Teltonika Telemedic. The one thing that unites these companies is Internet-of-Things application in various areas: from cellular industrial routers to smart healthcare solutions or automotive tracking systems. Teltonika IoT Group has 22 years of experience in IoT business and today employs more than 1400 employees in 27 offices and 18 countries. According to Rekvizitai.lt data UAB “Teltonika Networks” branch employs 268 employees. The solely shareholder of Teltonika IoT Group is Arvydas Paukštys.

UAB “Teltonika Networks” provides electronics solutions for international markets. Up to this day, networking products of Teltonika could be found in Africa, Asia, Australia, Europe, North America, and South America (140 countries in total with the ambition to sell devices to every single country in the world).

The product line includes modems, gateways, switches, IoT platforms and routers sold for various industrial applications. The market for these devices consists of six primary industries: Industrial & Automation, Energy & Utilities, Smart City, Transportation, Enterprise, Retail.

Over the last few years, UAB “Teltonika Networks” has fulfilled a very ambitious growth target, which resulted in 43 Million EUR revenue in 2020 with a 45% growth pace.

## 1.1 Internal analysis

General information about UAB “Teltonika Networks”

**Corporate structure.** The organizational structure of UAB “Teltonika Networks” (represented in Appendix 1) consists of 8 departments: Sales, Strategic procurement, R&D, Technical Support, Operational Marketing, Accounting, Administration, HR Development. The biggest department is sales, consisting of 9 regional sales departments in Europe, Asia, Africa, North & South America, and Australia. Company aims to provide internet connectivity devices in every region of the world, which is why sales development is so important and heavily invested. The CEO of UAB “Teltonika Networks” is Giedrius Kukauskas, who is also a head of Strategic procurement, Administrational and HRD departments. It is necessary to mention that all manufacturing of networking devices is provided by Teltonika IoT group holding company UAB “Teltonika EMS”. Therefore, UAB “Teltonika Networks” branch is mainly concerned about selling those devices in the global markets.

**Ambition, Mission and Values.** UAB “Teltonika Networks” ambition is to offer professional networking equipment for all IoT (internet-of-things) and industrial IoT applications and to capture the global market with unique approach and partner-first mentality. The product-wise company aims to offer all products that are required in professional/enterprise networking market segments. The company’s mission is to be fast and flexible partner and be closer to clients in every world region, that is why every year company opens new offices in various part of globe. UAB “Teltonika Networks” mission is the key to fulfilling the vision of becoming one of the global leaders providing unique IoT solutions that contribute to making people’s lives easier. Finally, all of this would not

be possible without values of not working, but also living to help and share kindness to people, especially those who need help the most.

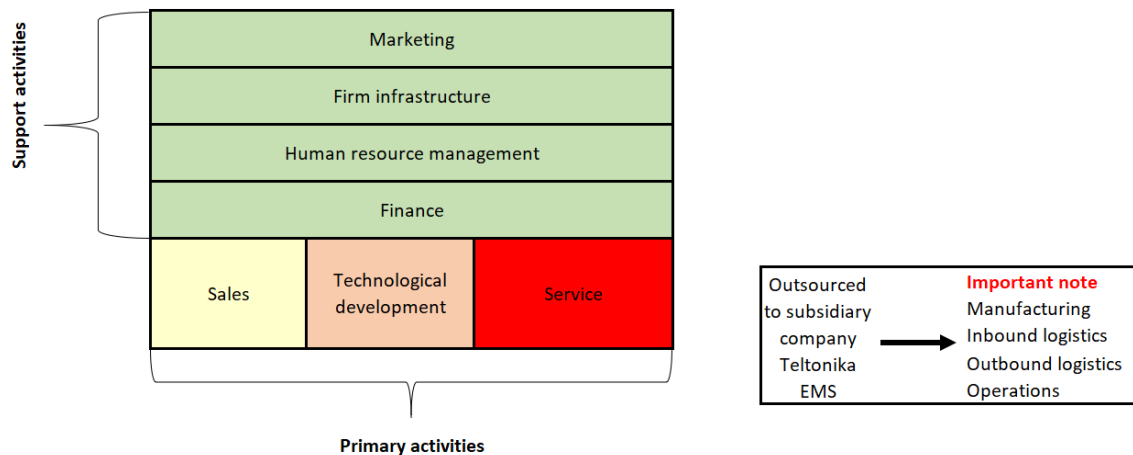
**Product portfolio.** UAB “Teltonika Networks” product line consists of network connectivity devices like modems, routers, gateways, switches and IoT platforms. Most of the products operate on cellular technology, which allows customers to access the internet wirelessly. All products are sold for industrial/professional use, where high internet speed and data throughput are required. Most substantial product group that the majority revenue comes from is cellular routers. The increasing pace of R&D development enables company to launch new products every year. For example, in 2018, there were three new products added to the portfolio. In 2019&2020, five new products in both years were added to the product portfolio, and in 2021, UAB “Teltonika Networks” is planning to add additional ten products to product portfolio. Last year product portfolio grew by 30% (5 new devices).

**Manufacturing.** An essential part of UAB “Tetonika Networks” business is having to rely on no external partners when manufacturing is concerned. Like all Teltonika IoT Group products, devices are made in a modern manufacturing facility in Lithuania (Teltonika EMS company). It sets Teltonika apart from the competition, that it is in full control of all product development stages, which ensures only the best quality products. Much manufacturing is automated, reducing the impact of human error. So-called 4 stage testing process (components testing, digital visual soldering inspection, functionality testing of every device before assembly, and finally, randomly select completed products for final testing) allows to produce reliable devices used in the most sensitive connectivity solutions.

### 1.1.1. Process classification of the company

Porter's value chain is the strategic management tool for analyzing a company's value chain (Tarver, 2019, para. 2). It will be used to differentiate between primary and secondary activities in UAB "Teltonika Networks". Manufacturing, inbound and outbound logistics, operations are not included in Porter's value chain analysis of UAB "Teltonika Networks" because those activities are outsourced to subsidiary company UAB "Teltonika EMS". After the sale is completed, order is sent to subsidiary company to start the manufacturing process.

Figure 1. Process classification of Teltonika Networks



Source: Created by author

#### Primary activities:

1. Sales – it is the main activity of UAB "Teltonika Networks" value chain.

The sale is usually done by proactive actions from sales managers to approach potential

clients directly, instead of relying only on distributors/resellers. Company is heavily investing in growing sales resources to capture new markets and increase growth.

2. Technological development – UAB “Teltonika Networks” has in-house Research & Development department, which focuses on researching new products, more efficient processes, and developing new technologies. It is critical activity in the value chain, which enables to grow product portfolio and capture bigger demand. For instance, UAB “Teltonika Networks” engineers are working on 5G technology implementation and in the nearest future company plans to launch new product group – 5G cellular devices.

3. Service – all the activities of customer support required to keep networking devices working effectively for the buyer after it is sold and delivered. UAB “Teltonika Networks” has established customer support team, which helps customers from all over the world.

### **Support activities:**

1. Marketing – building Teltonika’s corporate image is an important part of business. Company has established operational and corporate marketing departments. Operational marketing department mostly deals with creation of marketing material for operational purposes: presentations, use cases, webinars, leaflets, etc. Corporate marketing team focuses on spreading corporate image on a global scale.

2. Firm infrastructure – IT, legal, public relations, quality assurance, strategic procurement.

3. Human resource management – recruiting, hiring, training, developing, compensating, and (if necessary) dismissing or laying off personnel. Human resources are

playing important role in helping Teltonika IoT Group companies to keep up the growth. Company plans to create 2000 new workplaces in the next 4 years. Therefore, HR department will play significant role to employ right people.

4. Finance – it includes all the activities related with receiving payments from customers, managing debts, accounting. UAB “Teltonika Networks” has around 2000 clients all over the world, therefore finance play crucial role in maintaining cash flows and other finance related activities.

### **1.1.2. High-level process map**

For high-level process map, SIPOC mapping technique was chosen – supplier, inputs, process, output, customer. It is a six-sigma tool to map processes from the beginning to the end in only four to six steps. SIPOC diagram can be used to manage critical processes from a customer-centric perspective (Marques & Requeijo, 2009, p. 1238).

Suppliers – Inputs – Process – Output – Customers.

**Suppliers** – UAB “Teltonika EMS”, the subsidiary company is the single supplier, which manufactures and supplies us with products.

**Inputs** – products (routers, modems, gateways, switches), human resources.

**Process** (represented in Appendix 2) – firstly, our R&D department researches customer needs and trends in the market. This enables to develop a technology and launch a new product group (stage 1). After products are designed and introduced to the market, our sales department approaches potential clients by identifying their need and offering valuable solutions to their challenge (stage 2). After order is received from the client, we

start the manufacturing process. All manufacturing activities are done by subsidiary company UAB “Teltonika EMS” (stage 3). This will not be specified in the process map as manufacturing is outsourced to sister company. Lastly, our customer support makes sure that customer inquiries are fulfilled and problems are solved (stage 4).

**Output** – Agreements, contracts with clients. Purchase orders.

**Customers** – organizations that have made a payment and are waiting for devices to be delivered.

### **1.1.3. Summary of internal analysis**

According to Process classification of UAB “Teltonika Networks” (Figure 1), sales is the most important activity, from which the most value comes from. In the High-level process map process description (Appendix 2) it was highlighted even more and specified into specific steps, how the sales are done in the company. Therefore, sales process must be optimized and tailored to each market, to achieve best results possible.

## **1.2. External analysis**

### **1.2.1. Macroeconomic environment analysis (PESTEL)**

To better understand the macro environment and relevant factors for the networking devices market in Turkey, it is necessary to identify political, economic, socio-cultural, technological, environmental, and legal trends. PESTEL method will be used to examine macroeconomic factors. Although UAB “Teltonika Networks” is working across all continents, PESTEL will be developed only for the Turkish market, to



better understand macro environment of Turkey and achieve thesis aim of developing sales process for the Turkish market.

**Political factor.**

Turkey is considered a parliamentary republic. The European Union and Turkey are linked by a Customs Union agreement, which came into force in 1995 (Export.gov, n.d., para. 1). In addition to Customs Union, Turkey has been a WTO member since 1995, which permitted many Turkish companies to operate successfully in the global economy (Export.gov, n.d., para. 4). However, Turkey has been experiencing a deepening human rights crisis since 2015 with a dramatic erosion of its rule of law and democracy framework (Aldemir, 2019, para. 1). The governing party AKP led by president Recep Tayyip Erdoğan has been accused of one of the biggest corruption scandal in modern history on Dec. 17, 2013 (Orucoglu, 2015, para. 1). The state's Islamization has been having resonating effects on society as President Erdogan focuses on Islamization policy on the educational system (Baker, 2018, para. 4). Terror attacks are one of the most severe challenges of Turkey. As of July 2019, 69,259 people were on trial, and 155,560 people still under criminal investigation on terrorism charges (Aldemir, 2019, para. 5).

**Economic factor.**

Turkey is mostly a free-market economy, driven by its industry and, increasingly, service sectors, although its traditional agriculture sector still accounts for about 25% of employment (Forbes, n.d., para. 1). Automotive, petrochemical and electronics industries

have risen in importance and surpassed the traditional textiles and clothing sectors within Turkey's export mix (Forbes, n.d., para. 1). Currency fluctuations have a significant impact on the Turkish economy. The lira (Turkish currency) has weakened 36% in two years and briefly shed half its value during the 2018 crisis that tipped Turkey's economy into recession (Devranoglu & Spicer, 2020, para. 9). However, Turkey has managed to impose stability on its currency after two years of crisis, and the government hopes to regain some trust from Turks. According to recent internal information of UAB "Teltonika Networks", the Turkish government is planning to subsidize local electronic manufacturers.

**Socio-cultural factor.**

Turkey's population is 84,339,067 people, according to live Worldometers statistics, with a yearly change of +1.09%. This is a very positive population growth number compared to European countries, which generally have a negative population growth rate. Turkey is a collectivistic society rather than an individualistic one (Hofstede Insights, n.d, para. 5).

**Technological factor.**

Cloud computing, Machine-to-Machine (M2M), data centers, and IT are heavily invested in Turkey. Demand for internet connectivity is growing enormously in the world as Big Data, AI applications are more common. Based on the size of the economy, Turkey is expected to invest about \$2-\$3 billion annually (1-1.5% of manufacturers' revenue) to integrate industry 4.0 solutions into the manufacturing process (Export.gov,

2019, para. 4). A recent report by the Turkish Informatics Foundation indicates that 50% of manufacturers in Turkey plan to invest in industry 4.0 within the next 3 to 5 years (Export.gov, 2019, para. 17).

**Environmental factor.**

Turkey has been experiencing environmental pressures due to population growth, industrialization, and rapid urbanization (European Environment Agency, 2015, para. 4). These pressures translate into a range of environmental challenges such as climate change, desertification, deforestation, water scarcity, nature degradation, and marine pollution (European Environment Agency, 2015, para. 4). To address these challenges, Turkey has adopted new legislation and institutional practices as part of an effort to comply with the EU environmental acquis (European Environment Agency, 2015, para. 4).

**Legal factor.**

The main source of the law in Turkey is the constitution of 1982. The country's judicial system is based on a system of civil law derived from different systems in continental Europe. Turkey is a member of the European Court of Human Rights (ECHR) (Nordeatrade, 2021).

### **1.2.2. Market attractiveness**

There are six types of industries that UAB “Teltonika Networks” customers belong to: Industrial & Automation, Energy & Utilities, Smart City, Transportation, Enterprise, Retail. In Turkey market, UAB “Teltonika Networks” is planning to target all six industries simultaneously. Nowadays, it is almost impossible to find a single company, which does not use internet connectivity in day-to-day operations. Therefore, market is very widespread in different industries and sectors. It is hard to evaluate the total market size, so market was split in major industries. According to the Industrial Automation Association (ENOSAD), the industrial automation market in Turkey was valued at \$1.5 billion in 2016, with an annual growth rate of over 12% (Export.gov, 2019, para. 9). The country's total installed renewable energy capacity stood at 44.6 GW at the end of 2019, with a growth rate of 4.5% per year (Mordor Intelligence, 2021, para. 1). Turkey will spend over \$5 billion over the next 5 years for the implementation of smart grids, smart metering and intelligent street lighting (Export.gov., 2016, p. 1). Growing industries like Industrial Automation, Renewable Energy, Smart Cities increase the demand for industrial networking devices in Turkey and local companies are not able to supply the growing demand for networking devices. The Turkish market has a big importance in achieving the company’s strategy of becoming of one of the global leader manufacturers of industrial networking devices. UAB “Teltonika Networks” operates on low-profit margins compared to direct competitors Moxa, Cradlepoint, Advantech, so establishing economies of scale is the key to success. As the Turkish market is new for UAB “Teltonika Networks” it will take time to build brand image in Turkey and capture demand.

### 1.2.3. Porter's Five Forces model.

To analyze market attractiveness further, Porter's Five Forces model (2008) will be used. The industry in terms of scope is manufacturing and sales of industrial networking devices. The geographical coverage is Turkey because the aim of Final Bachelor Thesis is to create sales process in the Turkish market. Table 1 summarizes the Porter's Five Forces analysis.

*Table 1.* Porter's Five Forces model summary

<b>Force</b>	<b>Threat</b>
Threat of new entrants	Low
Bargaining power of buyers	Medium
Threat of substitutes	Medium-High
Bargaining power of suppliers	Low-Medium
Rivalry among competition	High

*Source:* created by author

#### **Threat of new entrants.**

Threat of new entrants in manufacturers of industrial networking devices industry is low for few important aspects. Fixed costs are very high to start producing devices at scale, companies need to invest in manufacturing plant, machinery. These set up costs limits the possibility of new entrants. Expertise and competitive advantage are hard to gain in the industry. It takes years, to build a brand image, as customers resist to trust small companies and prefers working with well-known players.

**Bargaining power of buyers.**

Buyers have medium bargaining power as they have plenty of brands that produce networking equipment to choose from. This makes it easy in terms of costs for buyers to switch between suppliers. However, customers that buy directly from manufacturers usually have long-term partnership contracts with quantity commitments to get desired price, which limits the bargaining power of buyers.

**Threat of substitutes.**

Threat of substitutes in the industry is medium-high. Buyers can easily switch between suppliers as products are homogeneous. Of course, there are different functionalities of products, services and customer support that comes with long-term partnership, which gives competitive advantage to firms. Product homogeneousness is the main factor, which makes threat of substitutes medium-high.

**Bargaining power of suppliers.**

There is low-medium bargaining power of suppliers in the market. Components of routers, modems, gateways, switches are bought from various suppliers in different countries, which mitigates the risk of overdependence on one supplier. However, current situation in the market with the shortage of CPU (central processing units) due to demand fluctuations, which was caused because of pandemic, makes it harder to get core components for all market players. Therefore, suppliers get bargaining power to raise prices for CPUs.

**Rivalry among competition.**

Rivalry among competition in the industrial networking devices is high. There are number of direct competitors, which have well established brand presence and high manufacturing capacities. Indirect competitors are giant companies, which focuses on electronic field in general (Cisco, Siemens, Omron) and puts additional pressure on competition. It is hard to find uniqueness in value offerings as networking devices (routers, gateways, modems, switches) are homogeneous, therefore cost-efficient prices matter a lot.

**1.2.4. Market segmentation**

There are six types of industries that UAB “Teltonika Networks” customers belong to: Industrial & Automation, Energy & Utilities, Smart City, Transportation, Enterprise, Retail. It is important to mention that customer is usually an integrator, distributor, or reseller and rarely the end-client who will use products. Customers’ segments can be divided into few areas: integrators that use products for projects of their clients, resellers that resells products on their channels, distributors (usually e-commerce websites in local areas which offer various networking devices), and end-clients in rare cases. Integrators seek the best value-for-money products that are reliable and fit the requirements of a specific project. Resellers usually focus on how much they can add as a margin and earn from selling products, so the price is essential. Distributors demand well-known brands to appear on their e-commerce websites, quality of products, support are essential to satisfy their customer needs. End-client seeks reliability, 24/7 support,

functionalities of products that will fit in their budget. On the fundamental basis, the unmet need of the consumers is internet connectivity for various projects.

*Table 2. Customer segments*

<b>Customer segment</b>	Integrator	Reseller	Distributor	End-client
<b>Where customer segment see the biggest value?</b>	<ul style="list-style-type: none"> <li>- Quality of products</li> <li>- Cost-efficiency</li> <li>- Fit the requirements of projects</li> </ul>	<ul style="list-style-type: none"> <li>- Price</li> <li>- Profitability potential</li> </ul>	<ul style="list-style-type: none"> <li>- Well-known brand</li> <li>- Quality of products</li> <li>- Customer support</li> </ul>	<ul style="list-style-type: none"> <li>- Reliability of products</li> <li>- Customer support</li> <li>- Security</li> <li>- Functionalities</li> </ul>

*Source:* created by author

### 1.2.5. Competitor analysis

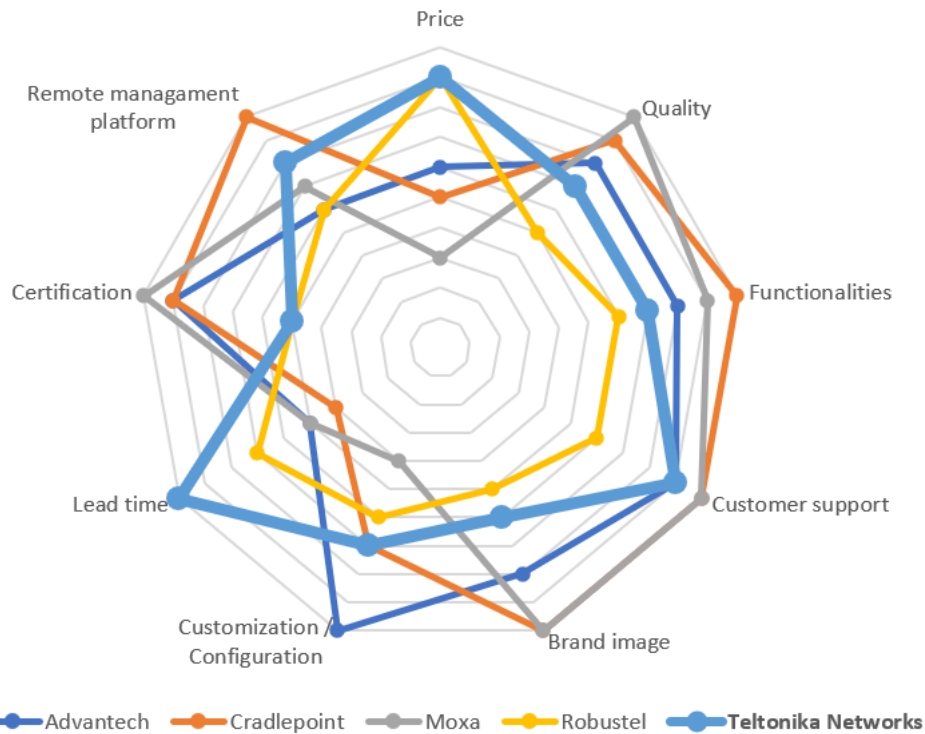
Competitors of UAB “Teltonika Networks” are global players that provide networking solutions on a global scale. Main direct competitors are Advantech, Moxa, Robustel, Cradlepoint. There are also indirect competitors Cisco, Siemens, TELCO companies like Turk Telecom, Vodafone, Huawei, which main activity areas are to be reliable GSM operator. Generally, industrial cellular routers are similar in technology to all the direct competitors. What differs is the value proposition and services that come in addition to products. UAB “Teltonika Networks” have some unique features from the competition. The Covid-19 crisis significantly impacted the electronic components market (circuit boards or processors) as deviations in demand disturbed supply. Competitors are suffering heavily from a shortage of components. Therefore, lead times went up to 2 months. UAB “Teltonika Networks” planning allowed us to have a



competitive advantage against competitors in reducing the lead time to 15-30 days. Price-wise UAB “Teltonika Networks” offers very competitive prices, only Robustel has same level of prices, however other main competitors are at least few times or even up to 8 times more expensive (ex. Moxa). Quality and functionalities are related (represented in Figure 2) for all industrial networking devices manufacturers, the better the quality – the more functionalities the device will have. UAB “Teltonika Networks” offer good quality devices with enough functionalities, however Moxa, Cradlepoint, Advantech have little advantage on those product attributes. UAB “Teltonika Networks” has strong customer support and advanced RMS (remote management system), which ensures that customer receives quick responses when help is needed and has ability to control devices remotely through RMS platform. The most advanced RMS platform in the market is developed by Cradlepoint. UAB “Teltonika Networks” has multiple international certificates, which proves the validity and reliability of our products, however competitors, which have stronger brand image (Moxa, Cradlepoint, Advantech) also invest more in certification of their devices. UAB “Teltonika Networks” products are easily customizable/configurable compared to other market players. Only Advantech has even more customizable devices but overall, with this product attribute UAB “Teltonika Networks” offers great opportunities.

To better illustrate the competitive space and summarize the attributes Figure 2 can be found below.

Figure 2. UAB “Teltonika Networks” comparison to competitors by product attributes



Source: Created by author

### 1.2.6. Summary of external analysis

Turkey has more than 85 million people with positive demographics growth rate, it is a huge market with growing demand for internet connectivity as population is relatively young. Turkey is in excellent geopolitical location, as the bridge between Europe and Asia. Growing investments from government to Industrial Automation, Smart city applications increase demand for IoT (internet-of-things) and consequently for internet connectivity devices. In addition, there are well-known brands in the market, which manufactures high quality devices but they are costly. On the other hand, there are cheap Chinese alternatives, which struggle on quality side and security side. UAB

“Teltonika Networks” comes on excellent time to fulfill good quality/affordable price gap in Turkey.

### 1.3. SWOT analysis

SWOT analysis tool was used to point out strengths and weaknesses from internal situational analysis of UAB “Teltonika Networks” and opportunities and threats from the company’s external situational analysis in Turkey market.

Table 3 below illustrates a summarized SWOT analysis for UAB “Teltonika Networks”.

*Table 3. SWOT analysis*

Strengths	Weaknesses
S1. Company know-how in expanding to foreign markets	W1. Liability of Foreignness
S2. EU manufacturer which makes imports to Turkey easier	W2. Low-profit margins (need for economies of scale)
S3. Free of charge technical support	W3. Limited experience in selling to the Turkish market
S4. Private label options (customization)	W4. Lack of product group suitable for outdoor use
	W5. Shortage of certificates
Opportunities	Threats

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O1. Shortage of components (CPUs) in the market for competitors	T1. Subsidies to local electronic manufacturers from the Turkish government
O2. Growing demand for internet connectivity devices in Turkey	T2. The volatility of currency (Turkish lira)
O3. Need for remote solutions due to the global pandemic	T3. Economic/geopolitical events in Turkey
O4. The growing market size in terms of population	

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*Source:* Created by author

#### **1.4. TOWS analysis – Problem formulation**

TOWS analysis was used to combine Strengths/Weaknesses to Opportunities and Strengths/Weaknesses to Threats. This method extends SWOT and gives actionable strategies for a company. Problems/challenges from TOWS will be prioritized and listed for further analysis.

Table 4. TOWS analysis

Strengths to Opportunities	Weaknesses to Opportunities
<p><b>S1-O4.</b> Use company know-how in expanding to foreign markets to increase market share in Turkey</p> <p><b>S2-O1.</b> Take advantage of a shortage of components in the market for competitors to offer faster delivery of devices</p> <p><b>S3-O2.</b> Exploit free of charge technical support as a competitive advantage to capture growing demand for networking devices</p> <p><b>S4-O3.</b> Customized product offerings for remote solutions</p>	<p><b>W1-O3.</b> Offset liability of foreignness by offering remote solutions for pandemic</p> <p><b>W2-O2.</b> Use growing demand for networking devices in Turkey to establish economies of scale</p> <p><b>W3-O4.</b> Develop a sustainable sales process in growing Turkish market</p> <p><b>W4-O2.</b> Develop a new outdoor product group to capture growing demand for networking devices</p>
Strengths to Threats	Weaknesses to Threats
<p><b>S1/S3/S4-T1.</b> Use know-how in expanding to foreign markets and unique value offerings to gain a competitive advantage over local manufacturers</p>	<p><b>W1-T2/T3.</b> Minimize liability of foreignness by taking a neutral position about political/economical events in Turkey</p>

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<b>S2-T2/T3.</b> Exploit benefits of	<b>W2/W3-T1.</b> Invest in building
close geographical location to	long-term relationships with
offer convenient imports	customers to be competitive with
	local manufacturers

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*Source:* Created by author

The most critical problems/challenges from TOWS analysis that must be analyzed further in order for UAB “Teltonika Networks” to succeed in the Turkish market:

1. Use company know-how in expanding to foreign markets to increase market share in Turkey.
2. Take advantage of a shortage of components in the market for competitors to offer faster delivery of devices.
3. Develop a sustainable sales process in the growing Turkish market.

The main goal of situational analysis was to clarify the main business problem/challenge of expanding to the Turkish market. By performing internal and external situational analysis of UAB “Teltonika Networks”, SWOT was developed. To achieve the set goal, the TOWS strategic analysis method was used to point out the main business problems. By prioritizing, three main business challenges were identified, critically important for success in the Turkish market.

The Problem or aim of the FBT (Final Bachelor Thesis) is to develop a sustainable sales process in the growing Turkish market.

To develop a sales process in a new market, best practices in already well-established markets of UAB “Teltonika Networks” will be examined. This will require empirical research, semi-structured interviews with sales representatives, to get an idea of sales processes in other markets and managerial recommendations in the last part of FBT to develop a sustainable sales process in the Turkish market.

**The problem.** How to create the sales process at UAB “Teltonika Networks” for the Turkish market?

**The aim of the thesis.** Analyze and evaluate UAB “Teltonika Networks” existing sales processes in other regions and to provide recommended solutions for the creation of the sales process for the Turkish market.

## **2. Empirical research**

The empirical research is necessary to evaluate the current sales processes in other markets of UAB “Teltonika Networks” and identify the best fit sales process for the Turkish market. The sales processes will be analyzed from company’s sales managers perspective. Therefore, the study will be oriented towards understanding sales processes in well-established markets. In this part, the study objectives, methodology, process, and results will be provided in the study.

### **2.1. Research methodology**

#### **2.1.1. Objective and tasks of the study**

The objective of the study is to analyze and evaluate UAB “Teltonika Networks” sales processes from the employees’ perspective. The following tasks are required in order to reach the objective:

- Identify the theoretical framework for the study.
- Compose the interview guide based on the theoretical framework.
- Choose and contact with the research sample.
- Perform semi-structured interviews based on the selected methodology.
- Transcript and analyze the data.

#### **2.1.2. Theoretical foundations of the research**

Alan J. Dubinsky, the first professor, who published the research, which systematically described what sales techniques salespeople use in personal selling process. The PSP (personal selling process) is the sequence of steps or stages through



which salespersons proceed in making a sale (Dubinsky, 1980, p. 26). UAB “Teltonika Networks” believe in power of PSP when expanding to foreign markets. Proactive salespeople behavior leads to fastest expansion according to company’s previous experience. Therefore, sales in UAB “Teltonika Networks” are based on personal selling process. According to Alan J. Dubinsky, there are seven main steps in personal selling process:

1. Locating and prospecting for customers
2. Pre-approach
3. The approach
4. Sales presentation
5. Handling objections/sales resistance
6. The close
7. Post-sales follow-up

Dubinsky (1980) made a significant contribution to sales process research by compiling a taxonomy of 84 selling techniques, which fall in one of seven main steps in PSP, that salespersons employ in the field. It has been suggested that some selling techniques may generate better sales results than others (Dubinsky, 1980, p. 32).

Sean Dwyer, John Hill and Warren Martin took the origins of Dubinsky’s research and examined what selling techniques differentiates top-performers and low-performers in homogenous goods market. They found that top-performer salespeople do not hesitate to develop and cultivate well-known, influential customers who can influence other buyers. High performers are more prone to participate in public exhibitions or seminars. On the other hand, the poor performers use a more impersonal, detached

prospecting formula (Dwyer, Hill, Martin, 2000, p. 156). They tend to mail prospects a notification of impending personal contact. In addition, low performers use specialists or junior salespeople ("bird dogs") to first contact potential prospects over the telephone.

High performers let the prospect make the final decision uninterrupted, saying nothing during the final moments of the close, they were non-manipulative. Low performers focus their presentations on the product and its benefits, as opposed to the needs of the prospect. More alarmingly, they change the sales presentation only slightly for each prospect, essentially treating each prospect in an identical manner in terms of their process needs (Dwyer, Hill, Martin, 2000, p. 156).

Overall, the top-performing salespersons met their clients' process needs by taking a more personal, customer-oriented focus. Poor-performing salespersons took a more sales-oriented, impersonal approach that did not allow them to meet the unique, personal selling needs of their customers (Dwyer, Hill, Martin, 2000, p. 156).

### **2.1.3. Approach of the research and data collection method**

To evaluate the sales processes from the employees' perspective, qualitative research was performed. The data collection method was semi-structured interview. Open-ended questions were asked during personal interview to get further data on the sales processes. Due to remote work, it was impossible to do observations, so it was decided to trust only on interviews.

The open-ended questions were developed based on the theoretical background of Alan J. Dubinsky research about personal selling techniques and Sean Dwyer, John Hill

and Warren Martin research, which compared high and low performers to what sales techniques they were using.

#### **2.1.4. Samples and sampling procedure**

The purposive sampling technique was used in the research. This was done to combine salespeople, which work in different markets and are top performers in the UAB “Teltonika Networks”. It was necessary to gain insights how sales processes differ in the company according to the market. In addition, choosing top performers for research, enables to analyze sales techniques that leads to best results.

#### **2.1.5. Explanation of the study instruments used**

A semi-structured interview was used to reach the research objective. List of questions were prepared based on theoretical framework. Main research areas of study instrument that questions are based upon:

- Defining the sales process.
- Sales techniques used in every sales process.
- Identifying the most critical sales processes.
- Identifying which sales processes are often overlooked.
- Market differences/cultural preferences influence on sales process.
- Overview of the success factors in sales.

Research areas above will enable to understand the differences (if any) of sales process according to sales manager or market that he/she is working in.

**List of questions:**

1. What is the market that you are working with? What is the development (saturation) stage of this market?

First question will allow to identify the market that sales manager is working in.

2. How many years are you working in this market? Overall, in UAB “Teltonika Networks”?

Second question will give an idea of the experience working in UAB “Teltonika Networks”.

3. If you could split the sales process with new client, when does it start? When does the sales process finishes?

This question will help to see the big picture of sales process and identify starting and ending point of process.

4. Can you guide me through the sales process steps when finding new client? How do you start, what is step-by-step process how you make a sale?

Fourth questions should enable to define sales process by steps and answer first research area.

5. What sales techniques do you use in each of PSP (personal selling process) steps?

Question should help to understand sales techniques used in each sales process step and answer the second research area.

6. Which sales process step(s) are the most critical ones for making a sale?

Sixth question will clarify the most critical sales process steps, which will give answer to third research area.

7. In which sales process step(s) inexperienced salespeople make the most mistakes (do not pay enough attention)?

Question will provide an answer to fourth research area of most overlooked sales process step(s).

8. Do you see any cultural preferences in selling process? In other words, do you tailor your communication, personal selling style according to your market culture?

Eight question will enable to understand cultural aspects in sales process and answer the fifth research area.

9. Do you agree that market differences/cultural preferences require different approach from sales manager?

*If yes*, what are the most important aspects that salespeople should tailor in their relationship with different culture client? Examples.

Extension of 8<sup>th</sup> question to get an idea about cultural differences.

10. Are there any other factors that influence your communication style/sales process? (Ex. Company size, industry of client, decision making process)

Additional question to identify any other factors, which have an influence on sales process.

11. If you would have to give one, most important suggestion for new sales manager of UAB “Teltonika Networks” on how to succeed in sales, what would it be?

It should provide an answer for the last research area of success factors in sales.

12. Do you have any questions, comments or closing remarks?

#### **2.1.6. Data analysis methods**

According to LeCompte (2000), there are five steps in analyzing qualitative data. Step one is “tidying up”, which permits the researcher to make a preliminary assessment of data set. The next step in analysis involves “finding items”. These are the specific things in the data set that researchers code, count, and assemble into research results. Once initial items are identified, researcher should organize them into groups or categories by comparing items, the third step is called “creating stable sets of items”. After it “creating patterns” step should be done. This involves seeing how categories of items fit together or can be related to one another. Once patterns are identified, it should be “assembled into structures” or linked patterns that builds overall description.

Qualitative interview data will be analyzed by using five-step model, which was developed and explained by LeCompte (2000). The acquired data were recorded and transcribed in English, which is provided in Appendix 3.

## **2.2. Process and results of the empirical research**

This section provides information on how the research process was performed, what problems were encountered and what results were obtained.

### **2.2.1. Data collection process.**

To reach the research objective sales representatives of the company were interviewed. The interviews were performed during the period from March 23<sup>rd</sup> to April 2<sup>nd</sup>. There were six interviews done during this period. Purposive sample technique enabled to choose employees, working with various markets. Overall, interviews were done with sales representatives working with Asia (Singapore, Philippines), North America, Europe (Czech Republic, Hungary, Slovakia, Bulgaria, Greece, Turkey). These markets were chosen due to recommendation from sales group manager and availability of sales representatives. Direct managers of sales representatives kindly asked for 20-30 minutes of their time for interview. Emails with detailed information about topic, research purpose, content of questions and durations were sent to every sales representative. Participant consent forms were signed before every interview. Majority of colleagues accepted the invitation for the interview and convenient time for conversation was booked in the schedule. On the interview date, MS Teams was used as a platform to perform the discussion. Before every interview, the respondents were

introduced to requirements of GDPR and audio recording. The structure of the interview was presented to every sales representative. Pre-prepared questions with follow up questions were asked to understand every sales representative sales process, sales techniques, market preferences and other factors that influence sales processes.

### **2.2.2. Problems encountered during research.**

*Different understanding of questionnaire statements.* Some respondents were mixing sales process steps with sales techniques as it was hard to differentiate between them. However, giving a brief background information and difference between sales process step and sales technique, helped a lot. In addition, it was difficult for sales representatives to give only one suggestion at the end. Usually, respondents come up with at least three main suggestions.

*Lack of respondent's time for interview.* Interviews with sales representatives were held during working hours. Finding thirty minutes in business schedule was not always easy task. During few interviews, respondents had limited time between meetings, so some questions were missed to save time.

*Lack of interpersonal connection with the respondent due to virtual environment.* All interviews were done using MS Teams video calls platform. Virtual environment instead of physical one, has some limitations. It was harder to establish interpersonal connection and create relaxing environment, so employees could fully open up.



### 2.2.3. Research results.

Analyzing qualitative data requires “tidying up” according LeCompte (2000), which was performed by transcription of each recording and tidying data to coherent interview. After it “finding items” and “creating stable sets of items” are necessary, so sales process steps were identified from each respondent and sets of steps in a table format was developed. For the general view of sales processes in theory (Dubinsky, 1980), UAB “Teltonika Networks” formal sales process and each of respondents’ point of view, Figure 3 is provided below.

*Figure 3. Sales processes*

	1	2	3	4	5	6	7
<b>Theory</b>	Locating and prospecting for customers	Pre-approach	The approach	Sales presentation	Handling objections	The close	Post-sales follow-up
<b>Teltonika Networks</b>	No contact	Contacting with the DM	Interested to test	Testing	Negotiations	Pilot order	Buying
<b>R1</b>	No contact	Contacting with the DM	Interested to test	Testing	Buying		
<b>R2</b>	Prospecting	Contacting with the DM	Follow up	Testing	Buying		
<b>R3</b>	No contact	Contacting with the DM	Testing	Pilot order	Negotiations	Buying	
<b>R4</b>	No contact	Contacting with the DM	Interested to test	Testing	Negotiations	Pilot order	Buying
<b>R5</b>	Prospecting	Reaching the DM	Testing	Negotiations	Buying		
<b>R6</b>	No contact	Contacting with the DM	Interested to test	Testing	Negotiations	Pilot order	Buying

*Source:* Created by author

Both theory and UAB “Teltonika Networks” stick to a 7-step sales process. Three respondents shortened the sales process to five steps, one of the respondents stucked to six steps and other two respondents agreed that UAB “Teltonika Networks” formal steps are optimal.

No contact or prospecting is the start of sales process. Theory refers it as a “Locating and prospecting for customers”, which mainly includes researching potential customers in various channels. Two respondents out of six stated that they start with prospecting, which is very important part of their job. Interview R5 stated: “For me about 30% of my time, it takes to find the right client, to understand about it from website, fill the client card in KVS (CRM) system.”. Interview R2 added: “I believe the most important for all sales managers is prospecting stage. When you do the prospecting, you must identify needs, qualify the prospect, to set expectations if there is a potential.”.

UAB “Teltonika Networks” and four out of six respondents use the “No contact” as the starting point. Although it might sound as this step requires no input from sales representative, this is very important step where the initial information about potential customer is gathered. Interview R3 explained: “When I find potential company, I check all possible sources to find more about company, how many employees they have, who are decision makers then I write them on LinkedIn.”. Interview R6 added: “This will prevent you from wasting a lot of important time in your schedule.”.

The difference is only the notation (prospecting or no contact) but all sales representatives start from researching about the potential customer, filling CRM (customer relationship management) system to prepare for the first contact. Sales representatives mentioned Google as the main tool to research information about the potential client. LinkedIn is used by majority of the respondents to research specific employees in company. Interview R5 suggested: “I am trying to find local pages (like yellow page websites). I found few great databases in Greece, where they are publishing all the companies that are doing business within a country, divided by industry.”.

All sales representatives unanimously agreed that the second step is contacting with the decision maker. Interview R5 changed the naming from contacting to reaching decision maker as he believes reaching decision maker (DM) is harder than contact. Theory suggests that there is pre-approach step before approaching the decision maker. All six respondents agree that beginning of the sales process is the most critical part in finalizing the deal. “Contacting with the DM” sales process step with “Testing” step were distinguished as the most critical ones. Interview R4 explained it more in-depth: “Contacting DM and Testing sales processes are the most critical ones. The beginning is the most important as it predicts if the cooperation will happen in the future or not.”. “Contacting with the DM” sales process step can include many sales techniques that sales representatives use to get in contact with decision maker. The most frequent answer was calling the potential customer directly on the phone.

Interview R1 specified about initial phone call: “For the first call I introduce myself, company, why I am calling them, then I talk about them and what they do – if we are on the same alley, I immediately schedule conference call.”. Interview R6 highlighted: “I firmly believe that this question “Is this good time for you to talk?”, which makes it for me one of the most important questions.”.

Interview R4 added additional sales technique for the first contact: “For me, I would that 2 main ways (sales techniques) were working: it is calling and LinkedIn.”.

Multiple respondents mentioned email as ineffective sales technique for the initial contact with DM. Interview R4: “. I don’t really believe in emails as people don’t have time for that, especially when we receive it from someone that we don’t know.”.

Interview R5 added: “There is no point in sending introduction emails to companies as you won’t go anywhere with it.”.

Conference call or presentation was the critical sales technique used by every sales representative in UAB “Teltonika Networks”, which usually leads to moving to the next sales process step. Theory distinguishes “Sales presentation” as the separate step in the sales process, however in UAB “Teltonika Networks” it is used as a sales technique within the “Contacting with the DM” sales process step. Interview R5 highlights the importance of presentation: “During video call you can get all of the necessary information about the client and understand if there is mutual interest in collaboration or not.”. Interview R1 mentioned: “During the conference call I always ask do client have some projects? Do they have any possibilities? Do they sell any type of devices? What brand devices? I help a client to understand the main advantages/disadvantages of Teltonika Networks devices compared to other brand that they are using.”.

Interview R6 gave an ironical example of not asking right questions to potential client: “It’s the same as picking up the girl in the bar and you say, “Look at me, I am such a nice guy, I have a lot of money, can we go back to my place?” – and she says “No”.”.

Usually after the presentation sales representative can get an idea if there is an interest from potential client to test the product. Three out of six respondents agreed that “Interested to test” would be the next sales process step, while other three respondents mentioned that usually they proceed straight to “Testing”.

Interview R4 specified what is needed to be done in “Interest to test” stage: “In the interested to test stage manager can help client to choose the best fit device for testing. To agree on testing process, testing features, know the person who will be testing,

and it's important to clarify these things before testing.". Interview R3 mentioned: "With the client we move to testing stage usually after the presentation and when we choose the best fit device for their solution.".

All sales representatives agree that "Testing" is a crucial step in making final sale. Half of respondents (the same as UAB "Teltonika Networks") assign additional step "Interested to test" to gather needed information before "Testing" step. Other part of respondents gathers information on testing procedure during "Contacting with the DM" stage and move straight to "Testing". Theory does not include "Testing" step in the sales process, however in UAB "Teltonika Networks" it is the key step that all sales representatives agree.

Respondents were asked if there is something that sales representative can do to ensure smooth "Testing" stage? Interview R1 provided with comparison: "For example, if you have never tried the burger, how you will know the taste of burger? The same principle applies with Teltonika Networks devices. I always recommend to test devices.". Interview R6 added: "Once client takes the product in their hand, the Americans told me: "How you can put so many features in the device, which costs you 150 USD?". They cannot believe it.". Interview R5 summarized the importance of testing phase: "After testing you are coming to the point where either you convince client to buy more devices on daily basis or projects or you go to another client.".

Theory suggests that handling objections is the last step before closing the deal. UAB "Teltonika Networks" specified that "Negotiations" usually happen after the "Testing" step, where the specific conditions are agreed.

Two of six sales representatives skipped negotiations as the separate sales process step as they usually move from “Testing” to “Buying” straight away as the potential customer has the right project.

Four out of six respondents included “Negotiations” in their sales process. Interview R4 underlined the importance of negotiations: “For negotiations stage, PGV (group manager) usually interferes to help sales representative. Negotiations usually happens after testing but if we are talking about projects, it can happen even before testing.”. Interview R6 added: “There are stubborn clients that say we are interested to test but how much thousand units’ cost? But I usually do not discuss it until the device goes to the hand of customer (sample unit), because it’s a waste of time.”.

Sales representatives identified openness, transparency, and mutually beneficial conditions of a deal to succeed in “Negotiations” step.

After “Negotiations” three out of six respondents mentioned “Pilot order” as the next step. Interview R3 highlighted why this step is necessary: “Pilot order is necessary to test devices in real life conditions before big project if they are a good fit.”. Sales representatives mentioned that “Pilot order” differs from “Testing” as it is used for the end-customer for the first time and not only testing in office environment.

Other three out of six respondents mentioned that they usually move from “Testing” to “Buying” stage and testing devices in end-customer place is not always necessary. Interview R1 provided more details: “The buying step goes after testing. Client gives the information where they will use our devices, quantities of devices, competitors offerings. Within the buying process we discuss these features with the client.”.

Lastly, all sales representatives agree that sales process finishes when client becomes regularly buying customer. Theory suggests that “Post-sales follow-up” is the last step in sales process. All sales representatives mentioned that regular communication with customer after making a sale is crucial. Interview R4 explained: “It’s always okay to look for new clients but in the buying stage sales manager must invest time to develop the existing client.”. Interview R6 commented: “You start giving ideas. But it takes time, and you have to be in constant conversation with the client.”.

### **Cultural differences.**

In addition to examining sales processes from employees’ perspective, analyzing market differences was important. It was needed to identify if cultural aspect has any impact on sales process or not. Sales representatives, working with Asia, Europe and USA were interviewed. Cultural mix of respondents enabled to see the differences between markets and cultures.

The most cultural differences were found in Asia. Interview R1 specified: “In Asia everything goes not about money, but rather about trust, transparency and being equal with your client.”. Creating trust is the number thing before any business. “If you start talking about money too soon, they will not trust you.” (Interview R1). “Overall, as a sales manager working in Asia region you must be very humble, polite and build trust. Not money talk, but communication talk.” (Interview R1).

This is totally opposite when comparing to USA market. Interview R6 highlighted: “In USA, if you can give a profit to the customer or where they can save

costs it starts from that and then you build personal relationship. It's totally opposite than is Asia.”.

There was no significant difference identified in Hungary, Czech Republic or Slovakia markets. However, interview R3 mentioned that in Bulgaria society is very negative and likes to complain. “Bulgarians always like to complain about the life, government, that there are no projects.” (Interview R3).

Greece culture is more oriented in relaxing and having fun rather than doing business in Interview R5 opinion. “Balkan region in general is more into having good time and not spending a lot of time working.” (Interview R5). Interview R5 later added: “One of the clients mentioned that Greece has a lot of intelligent people, but they lack simple business culture.”.

Interview R4 (Turkey's group manager) mentioned that there are no significant differences. However, Interview R4 also highlighted that sales representatives should avoid selling to Turkish people at any means. “If they understand that you are calling to sell – that is it, they won't talk to you. Sales manager should focus to make partnership proposal and finding value for both sides.” (Interview R4).

*Table 5. Cultural differences*

	R1	R2	R3	R4	R5	R6
Market	Singapore, Philippine s, Indonesia, Thailand	Hungary, Czech Republic , Slovakia	Bulgaria, Czech Republic	Turkey	Greece, Cyprus, and North Macedonia	East side of USA
Cultural/	- Values being humble	- No special	- Negativity	- Sales culture	- Lacks business culture	- Business over



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Market differences	- Trust before doing business - Many cheap Chinese products - Personal relationships p over business	differences	of the society - Not concrete	- Do not sound like you want to sell	- Having fun rather than working	personal relationship
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*Source:* Created by author

#### 2.2.4. Results summary

In conclusion, sales representatives identified five to seven steps in the sales process. The first sales process step researching the relevant information about potential customer from various sources (Google, LinkedIn, databases). The only difference was seen in the notation of this step: “Prospecting” or “No contact”.

All sales managers unanimously agreed that second step “Contacting with the DM (decision maker) is crucial. The best way to contact a decision maker is by a phone call. However, it is important to gather specific decision maker names from LinkedIn before reaching out to company. Next step after making a phone call, is to schedule a video call (presentation). This was highlighted as the key step to approach a next sales process step. Asking the right questions and identifying how UAB “Teltonika Networks” devices could solve customer’s need is crucial to understand during a presentation.

After video call, it should be clear if customer is ready to move to “Interested to test” step. Half of respondents identified this sales process step as necessary to gather

information before testing. Other half of respondents mentioned that they proceed straight to “Testing” step.

“Testing” sales process step is critically important as customer can examine product and functionalities. Testing enables sales representative to understand if customer will buy more devices in the future or it is better to move on to next customer and do not waste time.

Majority of respondents included “Negotiations” as the sales process step, which usually happens after potential customers test the device. Sales representatives identified being open, transparent and finding mutually beneficial conditions of a deal as the most important areas of negotiations.

“Pilot order” was mentioned three times out of six as the sales process step. Sales representatives highlighted the importance of trying devices in real-life conditions, project, which is the essence of this step. Other half of respondents usually transitions from “Testing” to “Buying” step right away.

Finally, all sales representatives agreed that sales process finishes as customer starts buying regularly. Continuous communication, on-time customer support is crucial to develop a client.

In addition to sales processes, cultural differences were examined. Asia, Europe and USA were compared and conclusions about each culture were drawn. Personal relationship is critically important in Asia and no business can be developed if trust is not built in the first place. In the USA it is totally opposite – if they see a profit or costs saving, they do business and personal relationship comes after it. In Europe, there were no significant cultural differences identified. However, Turkey (country between Asia –

Europe) has sales culture for centuries, therefore it is critically important not to sell to Turkish people but rather promote mutual value that could be created.

### **3. Managerial solutions**

One of the goals of this thesis is to provide with managerial solutions and to develop sales process for the Turkish market. Each step of sales process was analyzed during empirical research by comparing theoretical framework, company's formal sales process and sales representatives' opinions.

#### **3.1. Formal sales process of UAB “Teltonika Networks”**

UAB “Teltonika Networks” has developed the 7-step sales processes, which are described in company's documents. It was developed through the long-term experience and it is used as a guideline for every sales representative working in the company.

According to UAB “Teltonika Networks” there are seven main steps in personal selling process:

1. No contact
2. Contact with the DM
3. Interested to test
4. Testing
5. Negotiations
6. Pilot order
7. Buying

Formal sales process starts with No contact – during this stage, there is no communication with decision maker. Sales manager collects all necessary information about the prospect. Second step (Contact with the DM) happens when sales representative already gets in contact with the decision maker (DM). After company,

products are presented and customer shows interest to test products, it's referred as "Interested to test". When sample products are shipped to the customer, "Testing" sales process is happening. The fifth step, after products are tested and approved as appropriate, conditions are being negotiated and commercial offer is proposed. "Pilot order" happens when the first batch of products are shipped, which will be used in the real-life conditions for the end-client. Finally, when customer is buying products in larger quantities, it is in the "Buying" stage.

### **3.2. Sales process for the Turkish market**

UAB "Teltonika Networks" formal sales process, which consists of seven steps, was developed through long-term experience of hundreds of sales representatives working in various markets. Interviews with six employees of UAB "Teltonika Networks" highlighted that sales representatives work according to formal sales process. As Interview R6 explained this more in detail: "If you go step-by-step and finally reach the point when client starts consistently buying, it would be worth 10 times more than customer, which comes to you and I want to buy this, and you go from 1st step to 6th step immediately. Because you don't know why he is buying and you missing a lot of important information.".

Sticking to seven step process is crucial to collect all necessary information about the client. Interview R6 highlighted: "If you go through every step that it is written, basically you become so expert that you know why your client is buying, what he uses from the beginning to the end.". Skipping sales process steps can be dangerous strategy as sales representative may not have a full picture of a client and understand the needs.

These types of clients that go from 1<sup>st</sup> step to 7<sup>th</sup> step straight away, come easy and go easy. If they will find cheaper alternative – they will run away. Sales representative job is to lead client step-by-step, like a mom leading her child to the first class. This helps to quality client for becoming buying customer.

**Sales process steps for the Turkish market:**

1. Prospecting
2. Contacting with the Decision Maker
3. Interested to Test
4. Testing
5. Negotiations
6. Pilot order
7. Buying

UAB “Teltonika Networks” has “No Contact” as the first sales process step in formal documents. During “No Contact” stage, sales representative is supposed to gather relevant information about prospective customer. Two out of six respondents answered that they do prospecting about the client in the initial step. According to Alan J. Dubinsky, the first sales process step is “Locating and prospecting for customers”. It’s suggested to change the notation of the initial step from “No Contact” to “Prospecting” as it gives clearly understand what the focus should be in the very beginning. For example, Interview R5 mentioned that he spends about 30% of his time doing a research about

potential customer, gathering important information, decision makers. All of sales representatives highlighted that preparation before initial contact is very crucial.

### **Prospecting**

Prospecting is the first step in the sales process for the Turkish market. During prospecting stage, sales representative research for potential customers. Most popular tools used for prospecting is Google Search and LinkedIn Navigator. It is possible to search for specific keywords in local language with advanced Google Search and with this possibility, sales representative can identify company names, which might have a potential. Local databases (or so-called “Yellow pages”) were mentioned by two sales representatives as another option to find company names.

After potential company name is found, advanced research is needed to gather information about the company and prepare for the next sales process step. Visiting company’s website, LinkedIn profile should give enough information to fill CRM system’s fields and prepare for initial contact. In addition, decision makers can be found via LinkedIn Navigator search and filled to CRM system. Having name, surname and formal position helps sales representative to get specific person on the phone during initial contact.

*Table 6. Prospecting tools*

<b>Prospecting tools</b>	Google Search	LinkedIn Navigator	“Yellow-pages”
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*Source:* Created by author

**Contacting with the Decision Maker**

After prospecting stage, sales representative makes the first call to get in contact with the decision maker. All respondents highlighted the importance of making that call, instead of writing an email. Interview R4 specified: “I don’t really believe in emails as people don’t have time for that, especially when we receive it from someone that we don’t know.”. There are two possible ways to reach a decision maker by a call. If sales representative is lucky enough to find direct phone number of decision maker on the website or LinkedIn profile, then respondents call directly. However, usually it is needed to go through a gatekeeper to get decision maker on the phone. If sales representative has done a research, the best technique is to ask for a specific person (name, surname) and usually gatekeeper connects with decision maker directly or gives a phone number. Another technique was provided by Interview R2: “Sometimes you need to lie for gatekeeper, I am lying about some important project, maybe there is some business.”. Lying to get the right person on the phone might work sometimes too.

After sales representative reaches the right person (DM), the next task is to identify the initial need (If potential customer uses similar devices in projects?), shortly introduce who and why is calling. However, sales representative has only 2-3 minutes to grab the attention of the DM and build an interest. Interview R5 explains: “However, when you contact the DM, usually it goes the same way as you have only few minutes to talk on the phone until they redirect you to send email.”.

Ultimate task of “Contacting with the Decision Maker” stage is to schedule a presentation. It is usually scheduled after the 1<sup>st</sup> call and email or after 2<sup>nd</sup> call. All respondents agreed that asking the right questions to the potential customer is the key.



Interview R5 gave a comparison: “As a sales manager you have to be as a doctor asking lots of different questions to understand where hurts the most and trying to trigger that point where it hurts the most with your solution.”. Of course, presenting the company and products is important but the key thing is to address the customer’s problems with the solution and convince that it can be solved.

If there is a mutual interest, sales representatives offer to test a sample device.

Interview R1 gave a comparison: “If you have never tried the burger, how you will know the taste of burger?”. Overall, presentation is the turning point where sales representative can build an interest to try device(s).

*Table 7. Contacting with the Decision Maker techniques*

Steps	1	2	3	4
1 <sup>st</sup> pathway	Phone call to gatekeeper	Phone call to the DM	Email to the DM	Presentation
2 <sup>nd</sup> pathway	Phone call to gatekeeper	Phone call to the DM	2 <sup>nd</sup> phone call to the DM	Presentation

*Source:* Created by author

### **Interested to Test**

In the ideal conditions after the presentation, the sales representative should be able to understand if customer is interested to test the devices. This sales process step is necessary to gather all important information before testing begins:

- Who will be the testing person?
- What functionalities will be tested?
- Testing start/end date.

- What device(s) will be tested?

Having answers to these questions will prepare sales representative and potential customer for the testing stage.

### **Testing**

It is the most critical step together with contacting with the DM step according to employees of UAB “Teltonika Networks”. The potential customer tries the device for the first time in testing environment. Although potential customer pays for a sample device, it is way too early to celebrate. Interview R2 explains: “There are many cases when you sold the sample and though it will become solid VIP client, but client disappears. In my opinion testing don’t mean anything.”. During the testing phase sales representative should communicate with the testing person directly at least once in a week. It is important to provide help in testing stage, answer the questions that potential customer might have. According to Interview R4, testing is the time to shine for UAB “Teltonika Networks” customer support team.

### **Negotiations**

Negotiations usually happen after the testing phase. Timing of negotiations is very important, although it might be very tempting to disclose pricing offers before testing. As Interview R6 explained: “It’s very tempting to disclose price very early as you believe it’s the only thing missing to provide price and client will buy immediately.”. Sales representative should turn giving information to getting information. Negotiations usually happen with high authorities from the client side, so group or region manager usually

joins the conversation in the negotiations stage. Interview R4 (Head of Turkey) specifies: “And for negotiations stage, PGV (group manager) usually interferes to help sales representative.”. Sales representatives mentioned that during negotiations, openness, transparency is critical to develop mutual agreement. The goal is to find win-win deal with the customer.

### **Pilot order**

Sixth sales process step that happens after negotiations is pilot order. Although half of the respondents skipped pilot order as the sales process step, it is important stage to use devices for the first time in real project. As Interview R3 explains: “Pilot order is necessary to test devices in real life conditions before big project if they are a good fit.”. If sales representative comes to a sixth step with the customer, it is very likely that cooperation will continue.

### **Buying**

Last sales process step, which is never ending, is buying stage. After customer proposes 2<sup>nd</sup> PO (purchase order) to UAB “Teltonika Networks”, it can be already referred as a buying customer. All respondents highlighted continuous communication with the client as the key ingredient for strong partnership. Interview R4: “It’s always okay to look for new clients but in the buying stage sales manager must invest time to develop the existing client.”. Even if it seems that there is no potential to develop a client, it might not be true. Sales representative can start giving ideas where to expand business if client is willing to grow. As Interview R6 mentioned, this takes time and sales

representative must be in constant communication with the client to offer business development ideas.

*Figure 4.* Sales process steps for the Turkish market

1	2	3	4	5	6	7
Prospecting	Contacting with the Decision Maker	Interested to Test	Testing	Negotiations	Pilot order	Buying

*Source:* Created by author

The sales process for the Turkish market has no big differences in term of sales process steps. Sales representative should follow the 7-step guideline that is described in UAB “Teltonika Networks” documents. All steps are necessary to collect the information about the customer and propose the best fit solutions for solving customer’s problems. This will help to build long-term relationship with the customer. The only suggested difference is the naming of the initial step by changing “No contact” to “Prospecting” as it gives clear task for the salespeople to collect information about the prospect before making first contact.

Of course, there are cases when sales process can be shortened (if customer already tried Teltonika devices in the past or there is a specific project, which is on the deadline). It can be shortened to 6-step or 5-step sales process in special cases. However, as the default 7-step process is constructed by long-term experience of various managers that worked in UAB “Teltonika Networks” and if sales representative goes step-by-step, it is very likely that prospect will become a buying customer.

### 3.3. Turkish culture aspect in selling process

During the interview with Turkish group manager, R4 excluded Turkish sales culture, which was there for centuries. If Turkish people catches that sales representative is trying to sell anything to them – it is game over, they will resist to buy. Interview R4: “I would say one thing: don’t sell to Turkish people.”.

The only workaround is to build trust by focusing on the customer first: asking questions, listening, and offering partnership instead of selling devices. Turkish people are very price sensitive, even few euros difference might change the purchasing decision. UAB “Teltonika Networks” positions as high quality, affordable prices devices manufacturer. Limited brand image in Turkey region may be compensated by good prices and quality products.

Interview R6 added one important suggestion to the cultural aspect: “My advice would be to avoid any political, religious conversations. Because you never know who you talking to. This is very sensitive topic, especially in Muslim countries.”. 99.8% of Turkey’s population is Muslim and the political situation resonates a lot. Therefore, sales representative should avoid political, religious conversations with customer at any means.

Other than that, Turkish people as everyone, love open and straightforward sales representatives. The ability to communicate easily and make the customer like you as a person first is very crucial. Interview R4 explained: “Client choose the person to work with first.”. Interview R6 added: “First, you self yourself as an expert and then you sell the product. If you, do it vice versa, you don’t have a chance to sell yourself. If the client doesn’t like the product – he will kick you out and you have nothing else left for this client.”. Interpersonal relationship is critically important in sales to do business in the

future. As Interview R6 mentioned, sales representative should sell himself and after that company/products – not vice versa.

### **3.4. Most common mistakes in sales process**

Even though research was intended to identify sales process in employees' perspective, most common mistakes in sales were mentioned. Sales representatives identified that usually mistakes are done in the beginning stages of sales process: prospecting and contacting with the Decision Maker. The start is very important and making mistakes can prevent from closing the deal in the future.

In the prospecting stage, some salespeople find few potential customers and focus too much of their time on few prospects, instead of searching for more. Not talking to enough prospects is one of the biggest mistakes. In addition, sales representatives make the first contact with the client without doing a proper research about it. It is crucial to look at least to prospect's website and fill customer card in CRM system to be better prepared for the first contact and increase the likelihood that prospect will agree to do online meeting.

There are few common mistakes in the contacting with the Decision Maker step that sales representatives identified. Firstly, telling things that salesperson do not know. Sophisticated technical questions can be a good example and it is always better to double check with technical engineers, instead risking lying for customer. Secondly, failing to do follow ups is a huge mistake. Sales representative should stay persistent and be in constant communication with customer. Moreover, not asking right questions and pitching sales presentation, almost always will push the customer away. One of the

biggest challenges for salespeople, is to dig deep enough to understand most problematic areas of customer and find a solution for these problems. The only way is by asking right questions.

*Table 8. Mistakes in sales process*

<b>Prospecting</b>	<b>Contacting with the Decision Maker</b>
Staying with few potential clients and stop searching for new ones.	Saying things that you do not know.
Lacking information about the client.	Not being persistent enough and failing to follow up.
	Not asking the right questions.

*Source:* Created by author

### 3.5. Most important suggestions to succeed in sales

At the end of each interview, sales representatives of UAB “Teltonika Networks” were asked to give a single most important suggestion to a new sales manager that comes to UAB “Teltonika Networks” and wants to succeed in sales. These suggestions were summarized in six most important advices in each sales process step.

List of suggestions (success factors in sales according to respondents):

- Be authentic and creative in finding your own approach.
- Work hard and stay persistent when customer says “No”.
- Contact as much companies as possible. The more contacts with prospects – the better chances of selling.
- Ask questions and identify what is valuable for the customer.
- Always try to learn from own mistakes and improve day-by-day.
- Enjoy the process.

#### **4. Conclusions**

The aim of this thesis was to examine the current situation of UAB “Teltonika Networks”, analyze and evaluate the current sales processes in well-established markets and to provide recommended managerial solutions to construct the sales process for the Turkish market. To achieve this aim, the thesis was performed in three parts: current situation analysis, empirical research, and managerial solutions. The following conclusions were made for each part of the thesis.

1. Current situation analysis of UAB “Teltonika Networks” highlighted growing position in the global industrial internet connectivity devices market. Company’s ambition of becoming leading global player of all industrial IoT applications cannot be possible without expansion to new markets. Turkey has extraordinary geopolitical location between Asia and Europe. In addition, Turkey’s size in terms of population is gigantic with positive demographics rate. Rather young population of Turks and growing demand for Industry 4.0, Smart City applications opens business opportunities for UAB “Teltonika Networks”. By combining internal strengths and weaknesses, with external opportunities and threats, it was suggested that sales process must be created for the Turkish market.

2. The empirical research was intended to understand sales process from the employees’ perspective. The participants of semi-structured interviews were asked to describe step-by-step their sales process. Afterwards, follow up questions were asked to evaluate sales techniques used in each sales process step and identify if there is any cultural aspect in selling process. Generally, research shows that sales representatives follow the company’s formal sales process. There were some slight differences in naming



of first sales process “No contact” or “Prospecting”. In addition, some salespeople shortened the sales process by skipping some steps. Most significant cultural differences were seen in Asia. North America and Europe had less cultural differences.

3. Managerial solutions were formed from empirical research, sales process, which consists of seven steps was constructed for the Turkish market. It always starts gathering information, doing a research about prospect customer, it was suggested “Prospecting” as the first step. “Contacting with the Decision Maker” comes as a second step, in which direct contact with decision making person is established. Phone call and presentation afterwards are suggested sales techniques. Third step is “Interested to Test”, when the customer shows interest in UAB “Teltonika Networks” products. After sales representative collects all necessary information and sample unit is purchased, “Testing” stage begins. “Negotiations” happen after “Testing” is completed, and customer is happy with the product. Win-win outcome of “Negotiations” is necessary to proceed to “Pilot order” step, which is the final step, before sales process finishes. When second purchasing order is received by UAB “Teltonika Networks”, customer is already in the “Buying” stage, where sales process finishes.

Sales process has no significant differences depending on the market, the same seven steps are necessary to collect variety of information about customer and set long-term relationship. However, in the Turkish market, people are very sensitive if they perceive someone is selling to them. Therefore, offering partnership and value in exchange is critical in every sales process step to succeed in the Turkish market.

The thesis achieved it's aim and objectives to analyze the company's current situation, evaluate sales processes in well-established market and to provide managerial recommendations on how to create sales process for the Turkish market.

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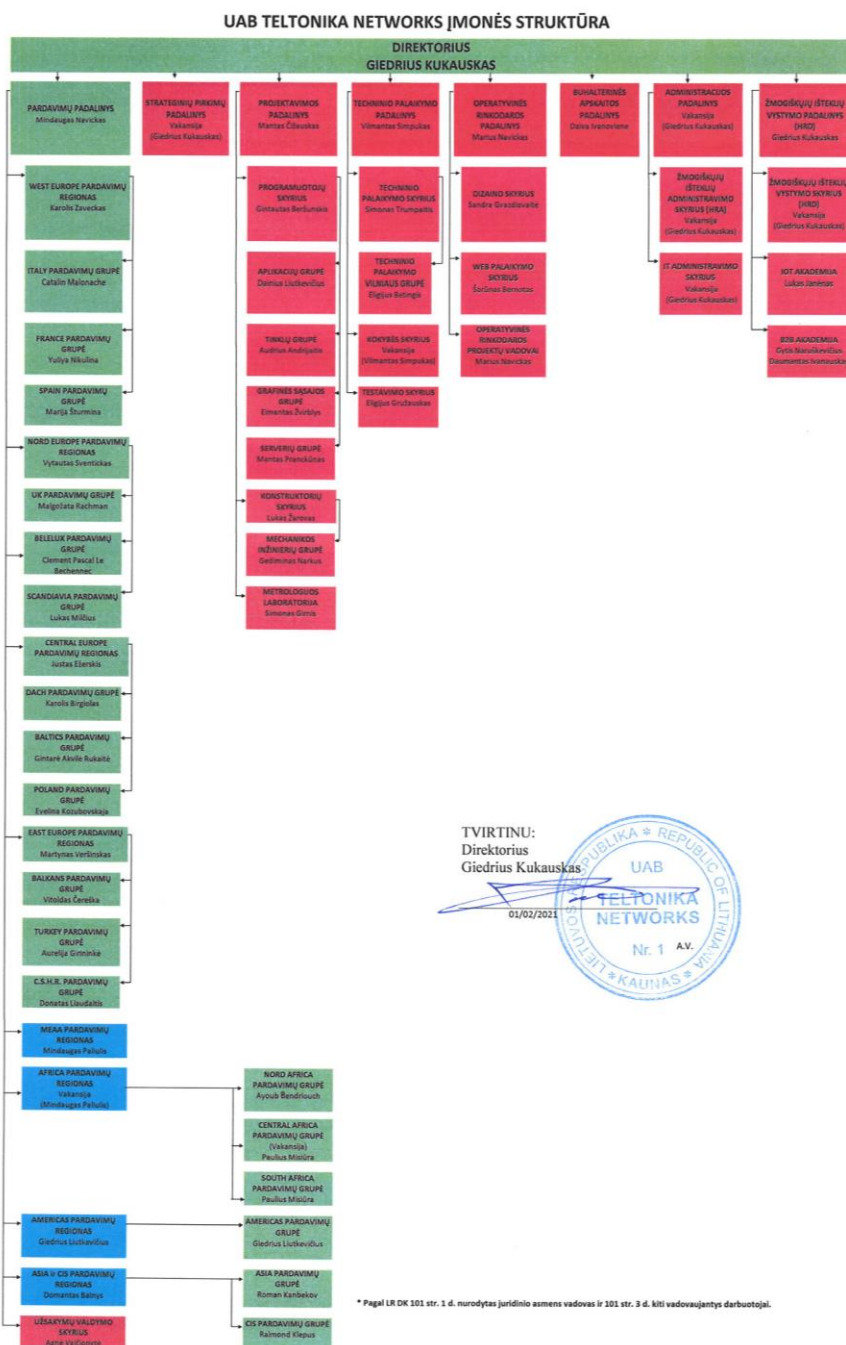
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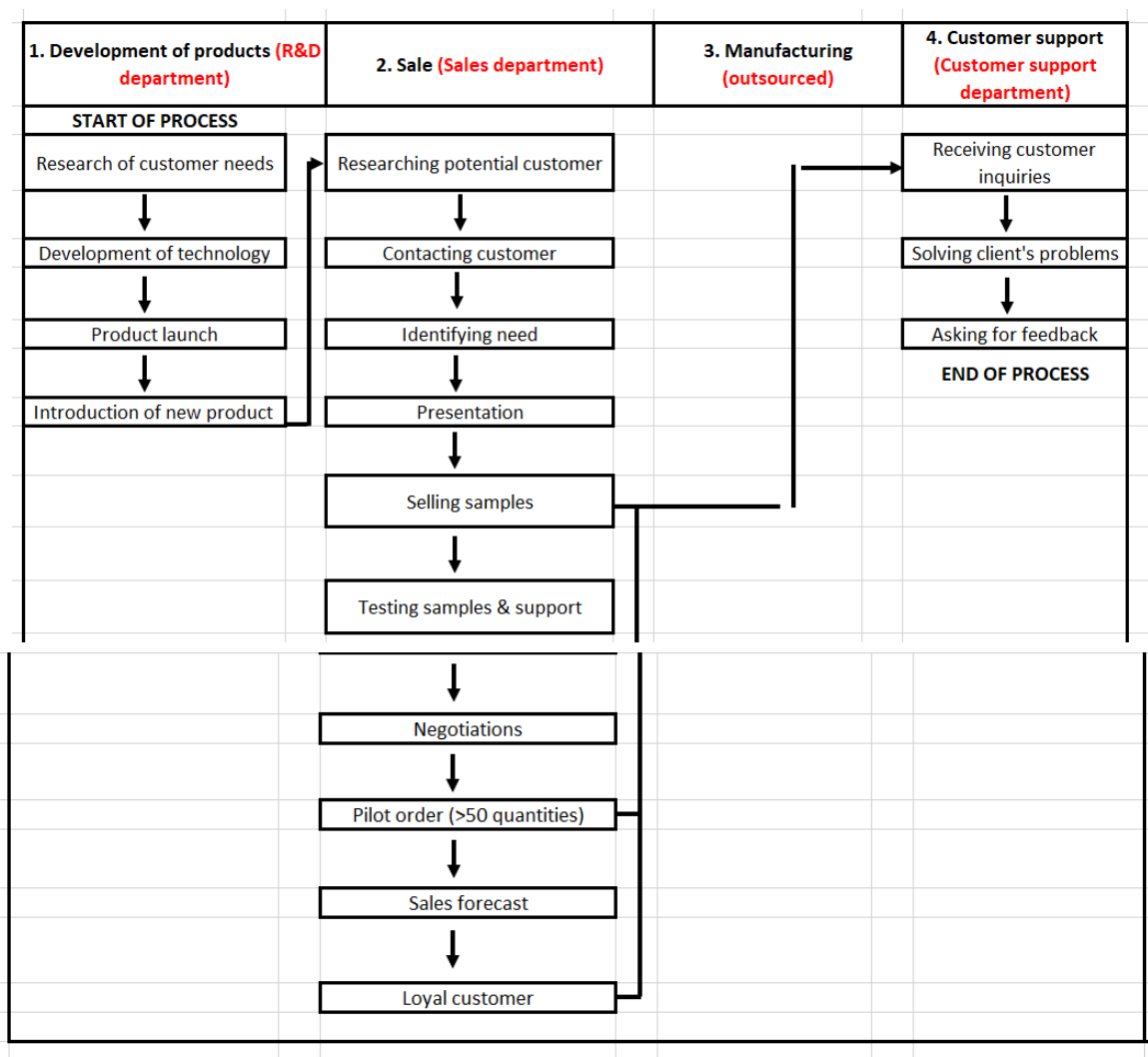
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## Appendix 1. Organizational structure of UAB “Teltonika Networks”



\* Pagal LR DK 101 str. 1 d. nurodytas juridinio asmens vadovas ir 101 str. 3 d. kiti vadovaujantys darbuotojai

*Appendix 2. Process for high level map*



*Appendix 3. Interview transcripts*

**Interview R1 (2021.03.23)**

**Can you tell me what's the exact market(s) that you are working with?**

I am working with four markets: Singapore. Philippines, Indonesia, Thailand. Mostly I am working with Indonesia and Singapore, Thailand and Philippines are my second priority.

**What is the development stage in each of these markets?**

Markets are differently developed, they have plenty of automation in these markets, 4G routers are widely used. Singapore is the most developed of these markets, it's like New York in Asia. Many companies are establishing their offices in Singapore. Indonesia in 2<sup>nd</sup> developed country of those markets, they have big infrastructure and a lot of applications for internet connectivity,

so 4G routers are definitely needed for them. Indonesia is very price sensitive, however Philippines is the most price sensitive market. Also they hardly accept new brands, new devices in their country. Overall, Asian countries are very sensitive to new devices, new opportunities, they all require specific certifications. Compared to Europe there is much more complexity in selling procedure. Asians like to negotiate a lot, you always have to keep in mind that they will like to negotiate.

**How many years you are working with these markets?**

I am working in Teltonika Networks and those market for one year and few months.

**If you could split the sales process with new client, when does it start? When does the sales process finishes?**

It depends on a client. Usually the first step would be “Contacting decision maker” and the last “Buying” when the customer already buys your products.

**Can you guide me through the sales process steps when finding new client? How do you start, what is step-by-step process how you make a sale?**

1. No contact -> 2. Contacting decision maker -> 3. Interested to Test -> 4. Testing -> 5. Buying. Negotiation process step is not always needed, if the client tested the devices and they see that they are working properly, devices fit for their solution, client can proceed straight to buying. In some cases if you are working with distributor, you will have to negotiate.

**What sales techniques do you use in each of PSP (personal selling process) steps?**

I think the most efficient way to contact the decision maker is to make a phone call. After phone call, writing an email. Within the first phone call I try to schedule the conference call to do presentation of the company. I don't write many emails because not everyone opens up them. For the first call I introduce myself, company, why I am calling them, then I talk about them and what they do – if we are on the same alley, I immediately schedule conference call. In the email I just book convenient time for conference call.

In the interested to test phase, during the conference call I always ask do client have some projects? Do they have any possibilities? Do they sell any type of devices? What brand devices? I help a client to understand the main advantages/disadvantages of Teltonika Networks devices compared to other brand that they are using. After conference call I recommend for client to test our devices. If I see that client has project, share the requirements of project I always recommend testing before. Even if client asks to send more information about specific device, I try to convince to test it better. For example, if you have never tried the burger, how you will know the taste of burger? The same principle applies with Teltonika Networks devices.

If the client is interested to test, I send the commercial invoice. After client purchase a sample, they are into testing stage. I ask them how is the testing going? Do they have any technical questions? When the testing is due? Are they planning to buy afterwards? The goal is to forecast the next step.

The buying step goes after testing. Client gives the information where they will use our devices, quantities of devices, competitors offerings. Within the buying process we discuss these features with the client. Recently I had one remarkable project, Teltonika Networks device (RUT240) will be implemented in cleaning robots in Singapore. They tested the devices, after it sent me the PO (purchasing order).

**Getting back to beginning of sales process – Contacting the decision maker, you didn't mentioned anything about the research part. How you find the potential prospects? How much time you spend researching the potential customer?**

I try to prospect the most promising clients with high potential. I do research on LinkedIn, there you can easily find the decision makers in the company, departments. If there is no phone number provided on LinkedIn profiles of decision makers, I do call the gatekeeper of the company. I ask gatekeeper to connect me to specific decision maker. I have many methods to do so: in Asia if



you talk about big project or mention big amount of money, the gatekeeper won't reject you and contact with decision maker.

**Which sales process step(s) are the most critical ones for making a sale?**

The most important is to solve client's problem by identifying the need. I believe most critical sales process steps are contacting decision maker and testing. In the first step you must attract client to test the device, build credibility that we are authorized company, which produce quality devices. Testing process is crucial for client to learn about our customer support, device functionalities. These two stages are the most important ones.

**How do you clarify the need of the client?**

I gather most information about client needs in the presentation. We discuss their specific projects and needs that they have.

**In which sales process step(s) inexperienced salespeople make the most mistakes (don't pay enough attention)?**

I think two main aspects are important. Firstly, we are not technical engineers, so when client ask very deep technical questions, we are not supposed to answer them all. As a sales manager you can always give the answer to questions afterwards via email. Some of the sales managers try to answer difficult questions and then puts their selves into trouble. Secondly, you should not say things that you don't know. Because it's very tricky as if you are not sure and try to answer, you can get deeper and deeper until you understand that you provided many misleading statements and then client might have trust issues with you. Client will see that you are not a professional, doubting yourself.

**Do you see any cultural preferences in selling process? In other words, do you tailor your communication, personal selling style according to your market culture?**

Yes, definitely. In Asia we have many competitors, many Chinese products, which are very very cheap and they can do the same as Teltonika Networks devices. First of all, when you are foreign company and come to Asia you must understand that most of people will not know Teltonika and they don't care what you are. Another important aspect, that you must be humble. As a sales manager first you need to build the trust with the client, if client will not trust you – you cannot do business together. It's important not to talk about money in first presentation and if you start talking about money too soon, they will not trust you. In Asia everything goes not about money, but rather about trust, transparency and being equal with your client. They are very different culture, when we start talking about price they will always negotiate about three times, so I always give a little higher price because I know they will like to negotiate. Overall, as a sales manager working in Asia region you must be very humble, polite and build trust. Not money talk, but communication talk.

**Are there any other factors that influence your communication style/sales process? (Ex. Company size, industry of client, decision making process)**

I do focus on different business cases when I talk with different clients. When I communicate with big company I try to focus on bigger picture when compared to smaller clients.

**If you would have to give one, most important suggestion for new sales manager of UAB "Teltonika Networks" on how to succeed in sales, what would it be?**

Never be afraid to be more creative. Do the hard work as it is the only way to success. As a new sales manager – have you own approach, be creative when finding new clients.

**Do you have any questions, comments or closing remarks?**

No, thank you.

**Interview R2 (2021.03.26)**

**What's the markets that you are working with?**

When I started working in Teltonika Networks I have been delegated three countries: Hungary, Czech Republic, Slovakia. Now I am focusing only on Hungary and Czech Republic.

**What's the development (saturation) stage of these markets?**

Czech Republic is very well developed at Teltonika Networks. We have around 5 distributors that are working with our devices. Hungary is still new for Teltonika Networks, when I started working there were 2 clients in Hungary, few small distributors. My role in Hungary is to share brand awareness that companies could recognize Teltonika Networks devices. Czech Republic is the main target market for me and Hungary is less developed in IoT applications in general.

**How many years are you working in this market? Overall, in Teltonika Networks?**

One year and six months.

**If you could split the sales process with new client, when does it start? When does the sales process finishes?**

I believe the most important for all sales managers is prospecting stage. When you do the prospecting, you must identify needs, qualify the prospect, to set expectations if there is a potential. It would be the starting point – prospecting. And the end of sales process – sale.

**Can you guide me through the sales process steps when finding new client? How do you start, what is step-by-step process how you make a sale?**

1. Prospecting -> 2. Contacting with decision maker -> 3. Follow up -> 4. Testing -> 5. Buying

**What sales techniques do you use in each of PSP (personal selling process) steps?**

You take Google, put the translation of some main keywords in local language. I really enjoy prospecting, I believe I am pretty good at it. Also we have LinkedIn Sales Navigator to sort everything, find right people.

Usually I contacting decision maker by calling the random number, doing the cold call and trying to reach decision maker. If I can't manage to reach decision maker by first call, I do second one. Sometimes you need to lie for gatekeeper, I am lying about some important project, maybe there is some business. Somehow you need to get over the gatekeeper and get to decision maker. Also sometimes I just send message via LinkedIn to decision maker and it works as well. There are people who reply only by email, so I try to communicate by email with them. It depends on a person. When I get decision maker on the phone, firstly I introduce myself, why I am calling, asking if they are using similar equipment that we sell and ask for main business problems that they experience. I do presentation when client wants to learn more about our products and business cases. Presentation is the big step towards future partnership as it is the only way where you can show something, explain something and do eye-to-eye contact, which is not possible on the phone.

In my experience sometimes I moved straight from phone call to testing stage but if we look at percentages, presentation gives more way and push to buy sample unit than phone call solely. I also made loads of samples by the emails too, so it's possible. There are many cases when you sold the sample and though it will become solid VIP client but client disappears. In my opinion testing don't mean anything. Sometimes client don't even share any feedback how testing is going. In the testing phase is not about us, as we always try to do our best but sometimes it's just client's company or personal decision not to communicate.

In my opinion, in the buying stage it's again not about me but more about hardware, if the hardware is reliable, good quality and is good price, so why not to buy it? I think we must help client to solve his problem and help to see the vision how devices can help to solve the main business problems. This is the most important.

**Which sales process step(s) are the most critical ones for making a sale?**

I didn't add follow up in the sales processes but I also think it's very important step after contacting decision maker. Without follow up you are screwed. Usually I do a lot of follow ups. In my personal experience it is making a huge impact to move to testing stage. So in my opinion contacting decision maker and follow up are the most critical steps.

**In which sales process step(s) inexperienced salespeople make the most mistakes (don't pay enough attention)?**

Lack of knowledge, they are not pushing no hard enough. If decision maker is not answering phone 5 times and then you moving to the next, maybe you need to try 10 times? You need to be persistent and know what you are selling. Overall, persistence and lack of technical knowledge. If you afraid to do cold calls, it's not your job too.

**Do you see any cultural preferences in selling process? In other words, do you tailor your communication, personal selling style according to your market culture?**

I don't think there are much cultural differences. I don't use any special pushing techniques or something to convince to buy.

**Are there any other factors that influence your communication style/sales process? (Ex. Company size, industry of client, decision making process)**

Yes, there are factors. When I started working, I spoke with decision makers in the same manner but when you get more experience, you try to speak the language that customer wants to hear. If someone is working with industrial automation – you are not speaking about something different. You trying to put everything that client will understand, tailor the keywords.

**If you would have to give one, most important suggestion for new sales manager of UAB “Teltonika Networks” on how to succeed in sales, what would it be?**

First of all be authentic, try to be different than other but be yourself. Don't try to copy someone else from TV or Youtube. Also be persistent and clever at what you are selling. Be enthusiastic, confident in what you are saying. So I would suggest new sales manager to look at those main things.

**Do you have any questions, comments or closing remarks?**

No, thank you.

**Interview R3 (2021.03.26)****What's the market that you are working with?**

I work with Bulgaria and little bit with Czech Republic.

**What's the development (saturation) stage of this market?**

Some companies in Bulgaria know about Teltonika from previous years. Teltonika Networks started working with Bulgaria long time ago, I was not yet in the company at that time. But the main problem was previous sales managers sold product to Bulgarian companies but when there were problems with quality issues and managers didn't provided with enough help. My manager started working with Bulgaria market 2 years ago and companies knew Teltonika but in the bad way because we sold something and then run away. For the last two years my manager was doing healing process for Bulgarian market to change their opinion about Teltonika. Technical problems always exist but the main issue was the impression that sales manager left to customers when they needed support.

In the Bulgaria 80% of the market is taken by competitor CISCO. They have advanced products and compared to them we sell simple products. We would be more similar to competitor MikroTik, which has similar devices to us and similar pricing. At the moment MikroTik is more used in Bulgaria than Teltonika Networks products but we are working to change it.

**How many years are you working in this market? Overall, in Teltonika Networks?**

I started working in Bulgarian market from the beginning. I am still new in the company, I started working in 2020 July, so it's not even a year.

**If you could split the sales process with new client, when does it start? When does the sales process finishes?**

A lot depends on a client. I had a client, which didn't do any testing and bought for 10k Euros straightforward. In Bulgaria I have one distributor, which is not big but it is there. However, it is difficult to find another one because we are a Polish company, which sells Teltonika devices in Bulgaria and they lower the price of devices. This makes it hard to find another distributor as potential clients are afraid they cannot compete with such prices. At the moment, my main focus is system integrators, which are working with projects. It's hard to draw sales process steps, because it varies from client to client. Some of them agree to test before project comes, others start testing only in real life environment.

I would say in most of the cases it would be similar sales process steps that we have in our company's CRM.

**Can you guide me through the sales process steps when finding new client? How do you start, what is step-by-step process how you make a sale?**

1. No contact -> 2. Contacting decision maker -> 3. Testing -> 4. Pilot order -> 5. Negotiations -> 6. Buying

**What sales techniques do you use in each of PSP (personal selling process) steps?**

When I prospect for clients, firstly I choose one industry (like system integration that working with industrial automation), niche that I will focus for upcoming month. I am using Google Search, LinkedIn Navigator. When I find potential company, I check all possible sources to find more about company, how many employees they have, who are decision makers then I write them on LinkedIn. I always try to make first contact call.

Every time I call potential customer, I ask questions, which provide me with information about client's needs. After that I offer to schedule presentation. The first contact is short, therefore even I am asking questions that I am interested in, I cannot get complete picture about the client. When we meet on MS Teams, I have some questions prepared that I ask the client, I try to figure out what devices they are using, which brands, are they happy with current devices, with what particular solutions they work? In the beginning, when I started working I did corporate presentation (standardized), now sometimes I do corporate presentation and use cases with presentation about our specific devices. It depends on how much time client has. Sometimes there are 3 or more presentation, for example first could be company presentation, the next one about products and last one about business models that we can work.

With the client we move to testing stage usually after the presentation and when we choose the best fit device for their solution. It depends on a client but testing does not mean that client will definitely will buy more devices. If the testing goes well, I would say 99% that client will buy in the future but you don't know when specifically (depends on project time, other factors). Client can transition to buying stage only when he has where to use our products.

There can be few options, if you can find the decision maker at the right time when he is already considering some kind of solution or project, you can move to buying straight after testing. For example, now I have the situation when the client ordered one device to touch it, to play with it. Second step, client bought 30 devices to test it in the real-life conditions. Devices will be placed in real life conditions. Pilot order is necessary to test devices in real life conditions before big project if they are a good fit.

In the negotiations I am learning along the way with the clients to handle objections. When I hear the objection, I write it down that the next time I hear the same objection, I will be better prepared.

**Which sales process step(s) are the most critical ones for making a sale?**

I think all of the stages are very important but probably contacting decision maker and testing are the most important to close the sale.

**In which sales process step(s) inexperienced salespeople make the most mistakes (don't pay enough attention)?**

I think the biggest mistake that I made in the past was when you find a good lead where there is big potential, client get your hopes high and you start hoping. You did focus a lot on those clients because you put a lot of work and had high hopes at some stage and you cannot let go those clients for the moment. If client is not ready to buy for whatever reason, he does not need right now, he does not have project or does not have money, you should not be afraid to drop him to “BENDRAS” client list and contact once again in 3 or 6 months to get the update. I would suggest for myself and others to rotate as much client as possible, to make as much new calls as possible to share message about Teltonika Networks. The more people you contact – the more possibilities you have to sell.

**Do you see any cultural preferences in selling process? In other words, do you tailor your communication, personal selling style according to your market culture?**

I didn't notice any cultural difference, except that Bulgarians are not very concrete. They can speak for very long time with you on the phone, even if they don't have any intention to buy anytime soon, they will speak to you a lot. Bulgarians always like to complain about the life, government, that there is no projects. On January I decided to work only with Bulgarians for whole month to find a new reseller but after that month I felt like I was the psychologists for all of potential clients and I was drained with all negativity.

**Are there any other factors that influence your communication style/sales process? (Ex. Company size, industry of client, decision making process)**

At the beginning when I started working, I was searching only for small size companies because I was a bit afraid to call the big ones. However, I don't think that there any difference in the way I communicate but with smaller companies it's easier to communicate, the decisions are done faster. With bigger company the process is slower and more official.

**If you would have to give one, most important suggestion for new sales manager of UAB “Teltonika Networks” on how to succeed in sales, what would it be?**

Contacting more different companies, as much as it is possible. Also invest solid time in researching company before getting in contact, ask right questions to identify the need. Do your homework for presentation, to be professional. Sell benefits instead of features. All of customers are interested in what is beneficial for them.

**Do you have any questions, comments or closing remarks?**

No questions, thank you.

#### **Interview R4 (2021.03.29) Head of Sales Turkey**

**What's the market that you are working with?**

Turkish market.

**What's the development (saturation) stage of this market?**

We are new in the market. Teltonika Networks devices is sold in Turkey for about 6 years, but the spread was very low as company didn't had focus on this market.

**What are the biggest competitors that has the most market share in Turkey?**

Aruba, Cisco, Peplink, for Turkish market exceptional competitor is Recom, Moxa, InHand, Huawei. We have a lot of competitors in Turkish market.

**How many years are you working in this market? Overall, in Teltonika Networks?**

6 months in Turkish market and in Teltonika Networks in general.

**Are you started working as sales representative and then became PGV (head of sales group)?**

I started working as sales representative and then I shifted to PGV.

**At this moment are you still doing sales representative tasks or focusing on different responsibilities of PGV?**

Mainly PGV responsibilities.

**It will be very interesting to compare how PGV sees sales processes differently from sales representatives that I interviewed.**

**If you could split the sales process with new client, when does it start? When does the sales process finishes?**

I think sales processes are split really good in Teltonika Networks. Still, it depends on specific of client, sometimes you skip some steps. Maybe client already knew Teltonika, used our devices, so you would skip testing phases, you will go straight to discussion for cooperation. There is always flexibility in this area. The starting steps are very important, which decides if your cooperation continues or not. Contacting decision maker would be the first sales process step and it ends by buying customer.

**Can you guide me through the sales process steps when finding new client? How do you start, what is step-by-step process how you make a sale?**

1. No contact -> 2. Contacting DM -> 3. Interested to test -> 4. Testing -> 5. Negotiations -> 6. Pilot order -> 7. Buying

Contacting DM doesn't mean that client will decide to test device, so 2<sup>nd</sup> and 3<sup>rd</sup> steps are critical ones, because in those stages you can finally convince the client. And for negotiations stage, PGV (group manager) usually interferes to help sales representative. Negotiations usually happens after testing but if we are talking about projects, it can happen even before testing. That's the main difference if you have project based partnership or just regular partnership, it changes the sales process steps. Sales process finishes when you start making regular sales. Pilot order doesn't mean that you finalize the sales process. Because after pilot order there might be changes (maybe client change his mind, don't have a need). I believe after the pilot order when client gives a 2<sup>nd</sup> PO (purchasing order), that's already where sales process finishes. And then we developing a client.

**What sales techniques do you use in each of PSP (personal selling process) steps?**

Phone call, LinkedIn. I would say LinkedIn is one of the best tools to find the correct decision maker and get in contact with him directly. Because sometimes people in between, they are not really interested but when you find the right person, he/she will be interested as it can make his/her life easier, sales bigger. For me, I would that 2 main ways (sales techniques) were working: it is calling and LinkedIn. However, in the end of the day is calling, only LinkedIn can help you to get directly to DM and call him. I don't really believe in emails as people don't have time for that, especially when we receive it from someone that we don't know. Of course, emails sometimes can work if you don't have any other choice. It mostly depends on how much information you are able to find and internet and what sales techniques to use. Phone call gives you the ability to understand the need that customer may have. Presentation would be the next sales technique that I used after the phone call and it's critical step which allows you to understand if there is some potential with potential client to go further or stop efforts.

In the interested to test stage manager can help client to choose the best fit device for testing. To agree on testing process, testing features, know the person who will be testing, and it's important to clarify these things before testing. All this information is very important to gather before testing. When you are already in communication with client it doesn't matter what kind of communication you use (phone calls, emails, messages), it depends on what communication client prefers. In testing stage it's the time to shine for our technical support and show what advantages company can give for the client. During the testing process, sales manager should regularly check how the process is going, provide with help if needed.

It is important to be fully open and transparent during negotiations. If we know the needs of client until this stage, we can even make some calculations how important we are for this client. Everybody wants to make money, so in negotiations both parties should be happy with the

earnings. Smooth communication in every sales process step is the number one thing. Client choose the person to work with first. It's always okay to look for new clients but in the buying stage sales manager must invest time to develop the existing client.

**Which sales process step(s) are the most critical ones for making a sale?**

Contacting DM and Testing sales processes. The beginning is the most important as it predicts if the cooperation will happen in the future or not.

**In which sales process step(s) inexperienced salespeople make the most mistakes (don't pay enough attention)?**

I would say that the biggest mistake is sticking with one client. Sometimes sales manager can be lucky and it goes smoothly, easily and fast but most of the time it takes a lot of efforts. So don't concentrate all your time for one client and keep going.

**Do you see any cultural preferences in selling process? In other words, do you tailor your communication, personal selling style according to your market culture?**

I would say one thing: don't sell to Turkish people. Because they have sales culture, which goes for centuries and that culture is much bigger than ours. If they understand that you are calling to sell – that's it, they won't talk to you. Sales manager should focus to make partnership proposal and finding value for both sides.

**Are there any other factors that influence your communication style/sales process? (Ex. Company size, industry of client, decision making process)**

Company size matters a lot as big companies like to cooperate with other companies that already have some successful history as it is the way to have a trust. Sales managers should focus on providing values for specific industries and talking more about things that are important for each industry.

**If you would have to give one, most important suggestion for new sales manager of UAB “Teltonika Networks” on how to succeed in sales, what would it be?**

Keep going, be brave, keep calling. Practice makes perfect. When I remember my first calls, oh it was bad. But by practice you get better at it. Also try to find your own ways to succeed.

**What are Teltonika Networks vision for Turkish market? What are expectations? How quickly we should expand on this market?**

Expectations are huge, considering this year, we should already grow three times. I believe that next year it will be not less than that. But we are putting efforts, extending our team and I believe that we can succeed.

**Do you have any questions, comments or closing remarks?**

No questions, thank you.

#### Interview R5 (2021.03.29)

**What's the market that you are working with?**

I am working with three countries at the moment: the main country is Greece, Cyprus and North Macedonia.

**What's the development (saturation) stage of this market?**

Teltonika Networks don't have big market share in those markets, however we are known there for several years. We have couple distributors in Greece that are working with us for more than 5 years. By now we have some market share and when I look for new clients, some people know Teltonika. And in public tenders (especially government sector) we are pretty well-known. So overall, we are not new but still there is a lot of new areas for expansion. Cyprus and North Macedonia are still new for us. Cyprus in general is small company and strongest sectors are hotels and marine sector, Teltonika Networks has one distributor and few small integrators but in my opinion there is a lot of opportunities there. Teltonika Networks devices are more focused on

manufacturing companies, so countries like Greece, Cyprus they don't have a lot of manufacturing there.

**How many years are you working in this market? Overall, in Teltonika Networks?**

From the beginning I started working with Greece, Cyprus, North Macedonia and it has been 1 year and 6 months.

**If you could split the sales process with new client, when does it start? When does the sales process finishes?**

Every situation is quite different. Most of the times sales process start by sales representative looking for a client that would need our devices. For me about 30% of my time, it takes to find the right client, to understand about it from website, fill the client card in KVS system. The preparation for first contact, first call is very important. If you will waste your time to call clients that have nothing to do with networking equipment, you will be just wasting time. In my opinion, sales process never ends, it's hard to find ending point as you always looking for new opportunities with client. Overall, we can call it buying stage.

**Can you guide me through the sales process steps when finding new client? How do you start, what is step-by-step process how you make a sale?**

1. Prospecting -> 2. Reaching DM -> 3. Testing -> 4. Negotiations -> 5. Buying.

Reaching the decision maker is the key, not to spend too much time explaining to employees, which not necessary interested in your solution. Proceeding to testing stage usually happens in the organic way, when there is a real interest then you can move to testing stage. Convincing to test the device is critically important to later sell more devices. As a sales manager you only explain the tip of the iceberg of what devices are capable of, so I always try to convince to test the device. Teltonika Networks devices are really feature rich, so clients often try things that they haven't tried in the past. After testing you are coming to the point where either you convince client to buy more devices on daily basis or projects or you go to another client. I had 5-10 clients that bought testing samples and I never reached out to them ever again.

**What sales techniques do you use in each of PSP (personal selling process) steps?**

I am using any tool possible for prospecting. The main would be Google, second one LinkedIn, then I am trying to find local pages (like yellow page websites). I found few great databases in Greece, where they are publishing all the companies that are doing business within a country, divided by industry.

I don't believe in emails and that they can work, only in rare cases. Whenever, secretary says you to send information by email, most probably you will never receive the response. There is no point in sending introduction emails to companies as you won't go anywhere with it. Most of the times I enter the company in the LinkedIn to search for employees working in that company (names, surnames of DMs). After that you can call gatekeeper and ask for someone specifically, then you will avoid some questions why are you calling and redirecting you to info email.

However, when you contact the DM, usually it goes the same way as you have only few minutes to talk on the phone until they redirect you to send email. After that, the second call is crucial one and as sales manager you must be very prepared for 2<sup>nd</sup> call and convince client to have a video call.

I believe that conference call/presentation is great a client dedicates some time only for that (30-60 minutes). During video call you can get all of the necessary information about the client and understand if there is mutual interest in collaboration or not. In my countries people are more into having fun than doing business, therefore it's very hard to schedule conference calls.

Usually if there is mutual interest, I move from presentation to testing stage. But testing stage doesn't mean that you will sell more devices in the future. And if client won't respond to you, you will not be able to reach him by any means except at showing physically in their office.

**Which sales process step(s) are the most critical ones for making a sale?**



I believe all steps are equally important and in the same time you are not only selling company and solution but you are also selling yourself. It is important to show client that you have knowledge, you are easy going (it easy to talk with you).

**In which sales process step(s) inexperienced salespeople make the most mistakes (don't pay enough attention)?**

Lots of mistakes and it's the only way to learn and grow. At the beginning the main problem for me was not getting enough information from client (as much as I wanted to know). Not asking right questions. Even today it's hard to ask right questions. As a sales manager you have to be as a doctor asking lots of different questions to understand where hurts the most and trying to trigger that point where it hurts the most with your solution.

**Do you see any cultural preferences in selling process? In other words, do you tailor your communication, personal selling style according to your market culture?**

I always try to be open, straightforward and in my opinion it's the best way to communicate. I see some cultural differences, in the past I talked with DACH market guys, working with Germany, Austria, so they are setting meetings 1 month upfront, planning orders 3 months upfront. In Greece, Cyprus markets it is hard to convince people to do presentations, video calls. I am still learning about Greece culture by reading about their culture, asking questions about culture for clients. One of the clients mentioned that Greece has a lot of intelligent people but they lack simple business culture. They are not providing with feedback and tries to avoid you. Balkans region in general is more into having good time and not spending a lot of time working.

**If you would have to give one, most important suggestion for new sales manager of UAB "Teltonika Networks" on how to succeed in sales, what would it be?**

Don't be afraid to tell bullshit, if you don't know something it's better to say something than stay silent and then see what will happen. Always try to learn, day-by-day try to learn from your own mistakes. Try always stay positive because 9/10 times client will say "no" or won't pick up the phone but stay positive as no one likes to speak with person who is in the bad mood.

Psychology of selling is also crucial, learning about tonality, voice, conviction. Try new things and figure out what works the best for you.

**Do you have any questions, comments or closing remarks?**

No questions, thank you.

### Interview R6 (2021.04.02)

**What's the market that you are working with?**

I am working with USA market (East side of USA). New York, Indiana, Pennsylvania, Ohio, Kentucky, Illinois, Wisconsin, Minnesota, Missouri, Virginia, New-Jersey.

We have 3 zones in USA, which are west, north-east, south-east.

**What's the development (saturation) stage of this market?**

From my point of view, we are as a new-born baby in USA. Now the clients are getting to know about us more and more, because our sales team is growing, our distributors doing marketing campaigns. There are huge local brands like Cradlepoint, Sierra Wireless, obviously more expensive than our routers and their have significant market shares. Up to the point where router in USA is called Cradlepoint. When you try to convince client to exchange Cradlepoint to some other brand it's pretty hard but we have our advantages as we are European company. Chinese companies struggle a lot due to restrictions from government. At the moment we are taking customers from our competitors by being very straightforward: we can provide good functionality, quality device but for much lower price. Market of USA is already turning to 5G technology, which means other manufacturers of routers already has 5G products. On the other hand, it's good thing as they are not that focused on 4G anymore, so they are trying to move to 5G and there is the gap where we can come with our products and take all of the clients that are

using or still use 4G for upcoming five or six years. 3G is also turning down, so it's good for us as our devices are 4G.

**How many years are you working in this market? Overall, in Teltonika Networks?**

Overall, I am working in Teltonika Networks for over 5 years. With USA I started from 2020 July, so it's not even year in this market. Right now, we have 4 products fully certified for USA markets and we will have more. When I was working with Asian market, every single country required very different certifications, you need to know specific people, also they do some things under the table, not always legally. I've been through all of these markets. In Teltonika Networks we are 4 sales managers working in Lithuania with USA market, another over 10 sales people are working from Canada office. This team is increasing every month, also we searching for local customer support because of times differences.

**How about time differences? Is this important aspect?**

I used to start working in 7.00 A.M. in the morning when I was working with Asia and now I start working from 1.00 P.M. And I was never doing standard working hours since I came to Teltonika Networks. So it's hard sometimes to adjust but it's alright.

**If you could split the sales process with new client, when does it start? When does the sales process finishes?**

First of all, it's very important to find target client that would fit the portfolio. This will prevent you from wasting a lot of important time in your schedule. In my opinion, sales starts from first phone call or email, so I look at it as a process. Whenever you reach the DM – this is the first point. First of all, you try to sell it to CTO (Chief Technology Officer), that he will test the device, see the functionalities and then you go together to the CEO, which is DM in the smaller companies or specific manager responsible in bigger companies. And it's different approach when you sell it to technical person or management level executives. Technical people wants to see advantages from technical stand point, managers and CEOs want to make money. You can't do the same sale for CEO or to technical manager.

Also it differs if you contact solution provider, integrator or you just selling to box mover, which doesn't care at all about what are you providing but only cares about what he can make out of it. However, it's risky client, because if it finds something cheaper it will run away from you. It comes easy and goes easy.

**Can you guide me through the sales process steps when finding new client? How do you start, what is step-by-step process how you make a sale?**

1. No contact -> 2. Contacting DM -> 3. Interested to test -> 4. Testing -> 5. Negotiations -> 6. Pilot order -> 7. Buying

In perfect world these 6 or 7 steps, which we are instructed to us from company. If you go through every step that it is written, basically you become so expert that you know why your client is buying, what he uses from the beginning to the end. It is much longer process but in the end if you stick to those steps, I totally agree, it comes from years of experience from different managers that was this system was built on. If you go step-by-step and finally reach the point when client starts consistently buying, it would be worth 10 times more than customer, which comes to you and I want to buy this and you go from 1<sup>st</sup> step to 6<sup>th</sup> step immediately. Because you don't know why is he buying and you missing a lot of important information. You can always look at short or long term perspective and I believe sales is a process and you have to enjoy every step and more interest you show to client instead of selling to them and don't asking questions, the better understanding of client you have.

**What sales techniques do you use in each of PSP (personal selling process) steps?**

There are couple of ways to contact DM. I use all of them, if I find the company I just attack them, I'll send the email, LinkedIn message, I will call them, I will follow up. But the main goal is reach DM, this is where you should end up. I used to do this technique: if DM is in the office, I

insisted him to go to his laptop, open down email and listen to my presentation instantly. I saw that this technique is not very useful, as this general manager can be not in the good mood, not answering your questions. I firmly believe that this question “Is this good time for you to talk?”, which makes it for me one of the most important questions. Even if the guy says “No, it’s not a good time, call me tomorrow” – that means DM is already blocked, you don’t have chances. And if you reschedule it for later time and you call again, and get the same answer, I do provoking techniques. There are a lot of them, I will not go too much in to details. Well, you need to be very creative and there is no one technique for all or standard template. Sometimes you just have to leave the client as it is impossible to convince it at them moment and stop wasting your time. Once you set the convenient time, you go for presentation and before that you have to look at the company (at least you have to know what they are doing – read the website, go on LinkedIn or any other tool). And then when you show your knowledge and interest for the client, it thinks “Alright, this guy did a research, he looks very professional and don’t want only to push it to the sale”. And at the end of the day, during the presentation you asking right questions, gather important information about the client. If the client has no problem or any other issue with current product – “Thank you, have a good day, see you later”. Because if there is no problem – you can’t sell, it’s impossible in my opinion.

**What could be problems that clients mostly have? For example, if client overpays, can it be referred as the problem?**

Yes, definitely. For example, there are some clients that participate in projects where they can’t fit with Cradlepoint as devices are too expensive. You can say “Do you want to loose that project because Cradlepoint is too expensive? Do you want to have plan B for this specific scenario? So you have a product, which is great in quality but also cheap in price, so you can fit in the project’s budget?”.

The sale doesn’t have to be instant and in high volumes, the first thing would be to sell the sample units and even the client doesn’t buy immediately, after he tests device, he might comeback in the future when there is a right time.

In Asia there are a lot of Chinese devices, which are extremely cheap. I was in the meeting with a Telecom Malaysia in Kuala Lumpur on the trip. There were about 20 people in my presentation (engineers, heads – everybody). I was shocked as I was supposed to meet 4 people. And we were talking about banking ATMs in Malaysia and I heard I couldn’t believe. They put home routers in ATM machines (which has no backup, no VPNs). I asked if they think it is this safe? You can be hacked, there is 0 security. Their answer was: “We have never been, once somebody do something like that – we will consider something more expensive”. So there are various experiences and you need to find and pinpoint client’s problem. In Asia, you must be patient as they are evolving slower than Western Europe, USA. They are not valuing the features that they get from Teltonika devices and think that they overpay, so it’s much more harder to sell to them. And additionally, they are very corrupt, a lot of certifications demanded, procedures very long.

**How you go from making presentation to selling testing samples?**

If client is hesitant to buy it and implement in projects I put it this way: “Okay, it’s not the right time to buy it and implement to project, but you will have it as a plan B if there is a project in the future”. I’m being very straightforward to them and most of companies like that.

I highlight that it’s extremely easy to test the device, you don’t have to have specific engineering degree to do that. Once they take the product in their hand, the Americans told me: “How you can put so many features in the device, which costs you 150 USD?”. They cannot believe it.

I do use a lot of references of real projects that I have done in the past myself.

**When does negotiations happen? When it’s the right time to negotiate prices?**

It’s a tricky question as there are stubborn clients that say we are interested to test but how much thousand units cost? But I usually don’t discuss it until the device goes to the hand of customer (sample unit), because it’s a waste of time. I tell client this: “If I will give you the price, having

this information will you buy?”, he said “What’s the price?” and then I say “What price do you expect?”. And then you see if the client fits in the brackets of your price list (between RRP – Bronze), you can tell “It’s okay, we can discuss, it’s a good frame”. You have to turn it from providing information to getting information.

If the client expects a price of 50\$, you know it’s not possible to work with this client.

It’s very tempting to disclose price very early as you believe it’s the only thing missing to provide price and client will buy immediately.

#### **How do you make client buy again and again from you?**

You have to feel the pulse. I have the client in USA, he buys 200 units in Spring and he will not buy anymore in the year as his business is seasonal (smart farming solutions). You can do nothing with this client or you can spend time talking with client if he would be willing to add more resources and add additional device in his IoT portfolio (solar panels, solar farms). You start giving an ideas. But it takes time and you have to be in constant conversation with the client. Clients sometimes complain that I call them too often, but I don’t care. If I don’t know what are they doing, it’s very hard to have constant sales.

Another example, I have a Jewish client, living in New York. They don’t tell you anything, any information about what they are doing. They bought for 50k Euros in the second order but when they found cheaper Chinese alternative, they just disappeared.

#### **Which sales process step(s) are the most critical ones for making a sale?**

It depends on a customer, how hesitant he is. But again, you have to find a profile client, which at least uses competitor devices. In my opinion, starting with the right profile of the client is critically important. And then reach a man/woman, who are making the decisions. Beginning stages are the most important.

#### **In which sales process step(s) inexperienced salespeople make the most mistakes (don’t pay enough attention)?**

I believe it happens in the stage, when they contact the decision maker and they start selling without asking any questions whatsoever. It’s the same as picking up the girl in the bar and you say “Look at me, I am such a nice guy, I have a lot of money, can we go back to my place?” – and she says “No”.

It’s funny example but it’s the same principle in sales. Just don’t stick it to frame, be creative, it’s not the robots job. First, you self yourself as an expert and then you sell the product. If you do it vice versa, you don’t have a chance to sell yourself. If the client doesn’t like the product – he will kick you out and you have nothing else left for this client.

#### **Do you see any cultural preferences in selling process? In other words, do you tailor your communication, personal selling style according to your market culture?**

My advice would be to avoid any political, religious conversations. Because you never know who are you talking to. This is very sensitive topic, especially in Muslim countries.

Asians are very interested to discover something new but they don’t want to pay. The first thing when you work with Asians is to go out with them eat something, talk about the things. And this is how you build the relationship in Asia. And afterwards, when you build personal relationship, then the business comes.

In USA, if you can give a profit to the customer or where they can save costs it starts from that and then you build personal relationship. It’s totally opposite.

In Europe it depends if you work with South of Europe (Spain, Italy) I guess it’s more relax environment, no rushing. I was working in UK market, so this market is more similar to USA market. Not much to compare to Asia as it is totally different world there.

#### **If you would have to give one, most important suggestion for new sales manager of UAB “Teltonika Networks” on how to succeed in sales, what would it be?**

In sales like in life you have good days and bad days, so I would advise to stay “stupid” all the time and try to learn something every day. You have to enjoy the process. These ultimate goals of

salesman to get the sale, is very short term excitement (1-2 minutes), the same with getting higher salary (the excitement is for 1-2 minutes). Calculate how many hours you spent doing the hard work, if you find the way to enjoy the process, deal with all “No’s” that you receive all day long, you will succeed in the end.

Don’t use single template, be creative and have a joy every day. I don’t look too much what will happen in a month or quarter, yes we have to plan, but if you do your daily things at the end, it’s only the matter of time when you get the results you are expecting.

**Do you have any questions, comments or closing remarks?**

No questions, thank you.