

# DEFENCE MARKETING

## Securing a Significant Sale

The Alignment of activities

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**W**e each have our own personal agenda. When this agenda matches our work objectives, this is the best case scenario, the sweet spot, the time and place in which high achievement is possible for both work objectives and our own.

Wolves hunt in packs to bring down prey that are larger than them. They work together to meet a singular objective. The pack has an organizational structure where each wolf has a role: there is a leader, the supporters, experienced hunters, and the learners. Likely there are wolves whose strength is running, wolves that are best at herding prey, wolves whose strength is in attacking, and wolves that are most adept at moving the dead prey. The wolves work together to achieve a larger objective that they could not otherwise achieve on their own.

This same structure exists in an organization going after a large sale. There is a project team and each individual can add value. As the sale progresses each individual remains engaged and focused on his or her own duties.

If the leader of the wolf pack takes his or her attention away from the hunt, imagine what would happen. The team would not know how to – or whether to – continue with the hunt. As the leader has done, the team will also divert their attention to follow him. So too, in the sales project organization, will the team turn to other priorities that they observe their leader working on. **The lesson is that when a team is pursuing a large sale, CEOs and Presidents need to remain in pursuit and not divert their own attention.** If

they do, others will naturally follow and will lose their own focus on the sales project.

If one of the expert wolves decides to remove his or her expertise from the hunt, then the effectiveness of the remaining pack is weakened. In a sales project campaign this represents the expert skill set of any number of areas such as price strategy, cost details, risk analysis, project management, customer knowledge, product design, competitor information, etc. Without the information being present at the right time, the campaign could be lost. **The lesson is that experts need to remain engaged in the pursuit to correctly judge when to inject their own expertise.** Timing is important. If the fastest wolf is not present to make the first strike, the entire pack is left behind and the pursuit is lost.

Even if one of the supporting wolves does not have a specific expertise or a leadership role but disengages, then the team is weakened. While the weakened team may still complete the hunt, it has been accomplished with an increased level of risk of being successful. It could be the case that the departing wolf was the additional factor needed to make the hunt a success and the hunt fails. **The lesson is that all sales project team members are as valuable as one another; the absence of any single team member could make the difference between a win and a loss.**

Finally, the intrinsic motivation for the wolf pack is hunger and survival. This pushes them to go beyond their best, go beyond their limitations, and to achieve the result. The lesson is that the sales project team needs to viscerally engage in the urgency of the need for the sale. If the wolf pack is not hungry it will not hunt effectively. If the sales project team is not aching for the sale it will not operate to the best of its ability and beyond.

The bottom line is that there is no room for any team member to not fully engage - whether they are senior or junior, whether they are an expert or a generalist. When each player brings their best game to the project; when each wolf executes his or her role effectively and draws upon their passion to win, then the magic of achieving the large sale has the best chance of success.



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