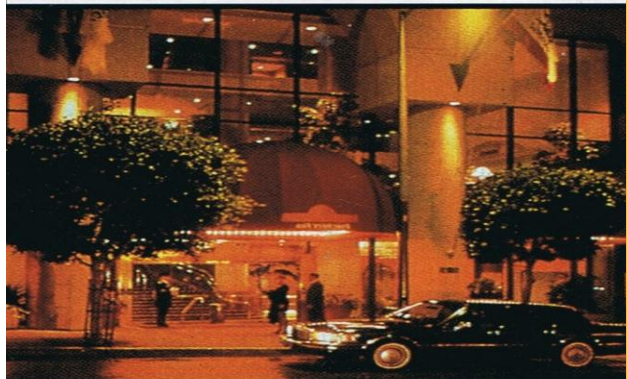


an aggressive sales lead program to direct interested customers to the appropriate reseller.

ON WORKING WITH RESELLERS: "They're our face to the people who are using our products, so we need to do everything we can to support their efforts," Tchang says. —A.C.



MARRIOTT REPS NOW CROSS-SELL PROPERTIES, AS SAN FRANCISCO'S RENAISSANCE PARK 55.

16 | Marriott

HEADQUARTERS: Washington, D.C.

PRODUCT: Lodging

RESULTS: Sales increased by 18.3 percent to \$12 billion in 1997.

KEY SALES EXECUTIVE: Richard Hanks, senior vice president of sales, Marriott Lodging

NUMBER OF SALESPEOPLE: 6,500

WINNING STRATEGY: In order to allow customers to choose the way they interact with salespeople, Marriott is offering them a suite of buying methods: They can still meet with a traditional salesperson who represents only one of Marriott's 1,510 properties, but a growing number of salespeople—now close to 400—are trained to sell across

17 | Coopers & Lybrand LLP

HEADQUARTERS: New York

PRODUCTS: Professional services

RESULTS: Last year U.S. revenues increased 18.4 percent to \$2.5 billion.

KEY SALES EXECUTIVE: Mike Peters, national sales and marketing director for Solutions Thru Technology (STT), a \$260 million division of C&L Consulting that grew 45 percent last year

NUMBER OF STT

SALESPEOPLE: 75

WINNING STRATEGY: STT uses a team-sell business model that pairs field reps with the division's 300 consultants, who average between 10 and 15 years of industry experience.

TRAINING: Last year Peters tripled STT's training budget, expanding the organization's relationship with Miller Heiman Inc., a Reno, Nevada-based company that specializes in sales processes. The new classes gave consultants and sellers more in-depth training on existing service lines, refreshers on account management and team selling, and updates on new service offerings such as data warehousing.

BUILDING THE TEAM:

"We're always looking for great salespeople," Peters says. "We prefer that the folks we bring into a business development role were [previously] consultants because that client-centric approach is so important. Our best candidates are actually our internal transfers." —M.M.



Bruncsak, vice president marketing

NUMBER OF SALESPEOPLE: 100

WINNING STRATEGY: Tosco started giving reps profit-and-loss statements for their territories. The aim is to empower reps, but to focus on generating profit, not just revenue, and not just running the business. "We want to reward reps on the basis of their contribution to the business, not just on the basis of their sales volume," Bruncsak says. "We want to reward reps on the basis of their contribution to the business, not just on the basis of their sales volume."

19 | FedEx

HEADQUARTERS: Memphis, Tenn.

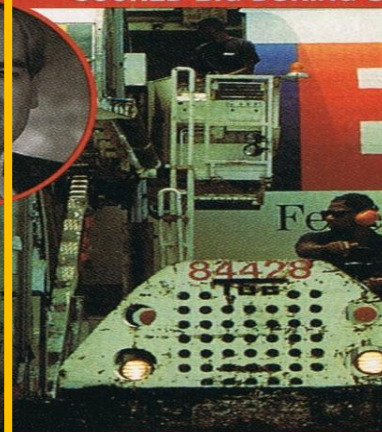
PRODUCT: Air express

KEY SALES EXECUTIVE: Casey Zettler, vice president of sales, FedEx

RESULTS: Sales increased 10 percent to \$11.5 billion in 1997.

NUMBER OF SALESPEOPLE: 1,000

CASEY ZETTLER'S FEDEX SALES INCREASED 10 PERCENT DURING 1997.



RANKINGS

	'97 REVENUES (IN BILLIONS)	% UP FROM '96	% CHANGE FROM '95-'97
1. GE CAPITAL	\$39.9	22%	51%
2. CISCO	\$6.4	57%	188%
3. FRITO-LAY	\$10.4	6%	21%
4. DELL	\$12.3	59%	133%
5. PHYSICIAN SALES & SERVICE	\$ 0.691	30%	67%
6. LEAR CORPORATION	\$7.3	17%	55%
7. NORTHWESTERN MUTUAL LIFE	\$12.3	9%	6%
8. HALLIBURTON	\$8.8	19%	50%
9. PFIZER	\$12.5	11%	25%
10. ENRON	\$20.2	53%	121%
11. INTEL	\$25.0	20%	55%
12. MERRILL LYNCH	\$31.7	27%	47%
13. BJ SERVICES	\$1.5	52%	131%
14. MERCK	\$23.6	19%	42%
15. HEWLETT-PACKARD	\$42.9	12%	36%
16. MARRIOTT	\$12.0	18%	34%
17. COOPERS & LYBRAND LLP	\$2.5	18%	31%
18. TOSCO	\$13.2	34%	82%
19. FEDERAL EXPRESS	\$11.5	12%	23%
20. DEERE & COMPANY	\$12.8	14%	24%
21. LUCENT	\$26.3	13%	23%
22. DHL	\$1.1	13%	28%
23. IBM	\$78.5	3%	9%
24. PHILIP MORRIS	\$72.1	4%	9%
25. PROCTER & GAMBLE	\$35.8	1%	7%

SOURCE: DUN & BRADSTREET

