

of the headquarters where decisions are made. Most of the customers are large multinational companies with centralised decisions, centralised IT services, and centralised procurement. Therefore, it is not very effective to try to contact a customer in a local branch office, even though Proact's performance measurement system and its local focus motivates staff to do so. A better solution would be to work with sales in the country where the customer HQ is.

The oil industry and global companies with global frame agreements exemplify this approach; The Norwegian account manager tries to reach a customer in Stavanger, while the customer's HQ is in the United Kingdom. A better approach would be to cooperate with Proact UK, to share the local knowledge and customer challenges to make a business case and to interact with the customer from the local office through the HQ. However, this will not happen. The reason is that, if the Norwegian account manager sells in the UK, he will not have any provision or bonus from a sale that goes to a country outside Norway. The same is the issue for the UK account manager. He or she will not share information with the Norwegian account manager for the reason that, if this information goes to Norway, the Norwegian account manager will be able to make the sale and delivery from the Norwegian office. This means that Proact is not able to use its complete organisation to handle a global customer, and share knowledge and information in an effective way to support the customer across borders.

We also have seen examples where Proact account managers in two different countries with the same customer in both countries compete to take over each other's existing business to earn more bonuses. This is not a good way to treat a customer. Sales should cooperate across boarders instead of fighting over existing business, while keeping information to themselves to protect their own business.

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