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## A/R Deduction Management: Best Practices Boost Corporate Profits

Order-to-cash processes have advanced over the last decade, supported by billions spent on technology. Customer deductions remain largely off-line, labor intensive, with a challenging complexity. Deductions and their causes result in millions of dollars of profit leakage.

Consider a \$2 billion retail supplier, with a 9.7% deduction rate and a net operating margin of 10%, but with 3.7% of revenues potentially lost due to preventable or customer error deductions - a huge additional profit opportunity.

Deduction Types:

- Trade Practices - such as promotional spending
- Preventable Deductions - such as process errors
- Customer Error - such as duplicates, unearned discounts and errors

The financial impact varies by industry, with the most demanding sales channels having the biggest issues. Some plan high rates of deductions for heavy promotions, returns, advertising, bill-back expenses, or returns.

Trade Practice deductions are a “cost of doing business” expense, and the focus should be on auditing to catch errors and streamline the process; with preventable deductions, the focus is uncovering root causes; and with customer error deductions, on

recovery and prevention of abusive practices.

- Discover and fix root causes of systemic problems that cause deductions.
- Understand and imbed customers’ operating needs into your processes.
- Implement systems that track and streamline the deduction process.
- Reconcile variances between credits and deductions, as you will find a large error rate.
- Recover erroneous and excessive deductions to enforce your policy.
- Benchmark your results monthly against your starting point.

Companies that work toward eliminating the causes of deductions will be rewarded with both higher profits as well as better customer satisfaction.

To read the full report, go to [www.expert-insights/smythcfari.asp](http://www.expert-insights/smythcfari.asp)



Smyth is a leader in outsourcing and project solutions for credit, accounts receivable, collections and customer deductions. Smyth's proprietary Cfari™ technology is built upon 25 years of industry know-how and hundreds of engagements, including our unique A/R Forensic program. Smyth helps clients improve financial performance and customer service by enhancing the drivers of revenue cycle and order-to-cash results. For more information contact Kristen Metzger: [kmetzger@smythsolutions.com](mailto:kmetzger@smythsolutions.com) | 1-201-714-4547 | [www.smythsolutions.com](http://www.smythsolutions.com)

## Sales Managers: The Forgotten Linchpins of Business Development

Without question, sales managers play a pivotal role in business development. These individuals select, coach, motivate, and oversee the professionals driving new business to an organization.

Effectively maximizing sales managers’ efforts requires understanding the transformation this role is undergoing. Our research shows that sales managers face even greater accountability for not only driving sales, but also mediating channel conflicts, ensuring technology adoption, managing distributors and realigning territories.

However, despite increasing expectations, organizations have “forgotten” the sales manager by not

offering a corresponding increase in support. Selection is generally based on previous sales success rather than management propensity. Sales managers are expected to coach but receive no coaching, and little priority is given to skill development.

The single most significant tipping point in business development is selecting sales managers and equipping them with the skills and support necessary for success. AchieveGlobal research indicates three main competency sets that should factor heavily into the selection process, and be the focus of ongoing support:

- **Communication** dominates a sales manager’s time and can include creating a line of sight between

team members and the organization, guiding strategy with market reality, managing forecasts, running effective meetings and lobbying for resources.

- **Coaching**, the traditional role of a sales manager, includes assembling the right players, fostering a successful team approach, developing individuals, and proactively managing performance.
- **Strategy development** involves striking a balance between short and long-term objectives, while also building and executing strategic business development plans.

The good news is that companies who provide sufficient support for sales managers in these three areas reduce inconsistencies, improve productivity and ultimately boost the business development activities that generate revenue.

To read the full report, go to [www.expert-insights.com/achieve.asp](http://www.expert-insights.com/achieve.asp)



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## Choosing the Right PEO is Crucial to Your Business

PEOs are the all-in-one outsourced vendor consolidation option that many businesses are choosing to create and manage human resources and attractive benefits packages today. A PEO can provide payroll and benefits administration, state unemployment guidance, workers' compensation compliance, safety, and other areas of expertise.

Ideally, a PEO will relieve client companies of time-consuming and money-draining burdens associated with HR. In order for the relationship to work, there must be an understanding on both sides of the needs of the business and the purpose of the arrangement. To effectuate this understand-

ing, companies who are contemplating entering a PEO commitment should consider the following:

- Conduct a basic needs analysis of your business. Determine your company's human resources and risk management concerns.
- Ask for references and check them thoroughly to ensure that the PEO is able to meet your needs.
- What kind of consultation does the PEO provide on strategic issues like recruiting, HR procedures, etc? The right PEO can develop processes specifically for your company.
- Does the PEO have upfront fees? How are they determined?

- What about pre-payments? Deposits?
- Ask for evidence that payroll taxes and insurance premiums are being paid properly and that any past clients' legal issues have been handled correctly.

Taking these items into account will certainly help you make an informed choice. However, if you don't have time to research on your own, there are services that perform these steps for you. A legitimate PEO brokerage firm will match your needs to the best provider at no cost to you. You save time, money, and resources by allowing the experts to find your perfect PEO match.

Bottom line: PEOs help small and mid-sized employers enjoy the same HR benefits as large companies. Find a PEO for your company today.

To read the full report, go to [www.expert-insights.com/netpeo.asp](http://www.expert-insights.com/netpeo.asp)



NetPEO is an HR brokerage firm, matching your organization with the service provider that best fulfills your company's specific needs. Our services are always free, and the process is simple. With decades of experience in all areas of outsourcing, Layne Davlin, CEO, and the entire NetPEO team are recognized experts in the HR field. The NetPEO team has the formal training and practical experience necessary to help you succeed. 1-866-4-NetPEO • [www.NetPEO.com](http://www.NetPEO.com) • [info@netpeo.com](mailto:info@netpeo.com)

## Project-Based RPO Good Option For Professional, Managerial Talent

A pharmaceutical company needs managers for a new manufacturing plant. An Internet service provider is expanding into new wireless markets and is looking to hire technology and business professionals. A global food processing business is investing in mid-level managers capable of assuming future leadership roles.

In each of these situations, the smartest solution in the current candidate-driven market may be to outsource the recruitment function to an external firm. Recruitment process outsourcing (RPO) is the fastest growth area in HR outsourcing. While a significant portion of the increased

volume will come from long-term HR contracts, the number of companies outsourcing recruitment on a project basis also is expected to increase. In addition, companies that have traditionally outsourced recruiting for lower-level jobs are beginning to do so for managerial and professional positions.

As more companies recognize the value of entering into strategic partnerships with recruitment experts for higher-level hires, the question becomes, "What should companies be looking for in a partner?"

Certainly, the partner must be able to offer

quicker access to high-quality potential hires more cost effectively than companies can deliver on their own. Beyond that, however, employers should choose a partner capable of creating a flexible, scalable project plan that is integrated with the client's business objectives. The plan should be based on best practices such as direct sourcing, building sustainable talent pools and utilizing competency models to assess candidates. The recruitment partner should take accountability for delivering the desired outcome to the client as well as managing risks. Whether a company has an immediate need to hire a finite number of managers or professionals, or wants assistance over the long term, an RPO partner may be the solution.

To read the full report, go to [www.expert-insights.com/Hudson.asp](http://www.expert-insights.com/Hudson.asp)



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