Cross-Selling Frequently Asked Questions

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ABBREVIATION

1. Countries

- AU = Tricor Australia office
- CN = Tricor China office
- HK = Tricor Hong Kong office
- JP = Tricor Japan office
- KR = Tricor Korea office
- MY = Tricor Malaysia office
- SG = Tricor Singapore office
- TH = Tricor Thailand office

2. Service Line

- BS = Business Services
- CS = Corporate Services
- IS = Investor Services

DEFINITION OF CROSS-SELLING IN TRICOR

1. When SG gets an opportunity involving SG, HK and MY, should the referrer in SG submit this opportunity via Cross-Selling referral form?

No. It is a multiple-country opportunity but not a "cross-country cross-selling" opportunity because SG will benefit from this opportunity as well. Please proceed with your usual process for multiple-country opportunity.

2. If a MY service manager identifies an opportunity from his/her existing client and that opportunity is an expansion plan to set up entities in other countries but MY is not part of this opportunity, should MY team submit this opportunity via Cross-Selling referral form?

Yes. It is a "cross-country cross selling" opportunity because it is a referral of business from MY to other countries. Also, MY is not part of this opportunity and does not benefit from this opportunity directly. Once this opportunity is closed as WON in HubSpot, it is considered a successful deal and qualified for sales incentive calculation.

3. What's the definition of "Deal Value"?

The total deal value of each deal comprises

- i) estimated recurring revenue generated for the **first 12 months (after the commencement date / service kick-off date);** and
- ii) estimated one-off/ad hoc revenue generated for the **first 12 months (after the commencement date / service kick-off date)**

The commencement date / service kick-off date refers to the date when i) the project is kicked off / the first service is delivered or ii) the first invoice is issued.

4. If we identify an opportunity (with provision of one-off/ad hoc services only) in other service lines/countries, should it be considered cross-selling?

Under the cross-selling program, ALL type of services (i.e. recurring fee only; one-off/ad hoc fee only; one off/ad hoc fee + recurring fee) will be covered, as long as the opportunity will be referred to other service lines/countries AND the referring service line/country is NOT part of the opportunity (i.e. not benefit from the opportunity directly).

e.g. If HK CS service manager identifies a ONE-OFF taxation opportunity from his/her existing client and refers it to BS (taxation) team, it is considered a "in-country, cross-service line cross selling". Please submit the cross-selling referral form.

5. If an AU service manager gets an original opportunity that covers multiple countries including Australia, can it be considered cross-country cross-selling if Australia is removed from the opportunity at the end?

Yes. This is a cross-country cross-selling. The original multiple country opportunity in HubSpot has to be cancelled and a cross-selling form is required to submit.

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6. If HK BS refers a JP BS business opportunity to JP and after liaison with the prospect, JP identifies the JP CS opportunity as well. Should such opportunities be considered as ONE cross-selling referral?

If both BS and CS services are involved and closed as WON in HubSpot at the same time, this opportunity will be considered one referral. Deal owner in JP can just add the CS opportunity on top of the original BS cross-selling opportunity from HK under one deal in HubSpot.

7. If HK CS identifies a HK BS opportunity from a law firm, is it considered as cross-selling?

Yes. It is a "in-country cross-service line cross selling" opportunity because it is a referral of business from CS to BS within HK. However, if the opportunity also includes HK CS (i.e. CS and BS are identified together in one opportunity), it is not a cross selling because HK CS is part of this opportunity and benefits from this opportunity directly as well.

However, if the prospect engages us for a BS opportunity first and a CS opportunity just prompts up after the BS opportunity is closed as won, HK BS is required to fill in the Cross-Selling referral form to refer a cross service line cross-selling CS opportunity to HK CS.

8. If a SG CS service manager gets an opportunity involving both CS and BS in SG, should the manager submit this opportunity via Cross-Selling referral form?

No. It is a multiple-service opportunity but not a "cross service line cross-selling" opportunity because SG CS will benefit from this opportunity as well.

9. If we engaging in accounting services currently refers a payroll opportunity to payroll team, do we need to submit a Cross-Selling referral form?

No. The referral from accounting to payroll is not considered as Cross-Selling. Payroll, accounting, tax and banking/treasury services are considered as one service line "Business Services".

10. What's the definition of BS and CS service lines (as it may vary from country to country)? E.g. immigration service is served by CS team in Australia but served by BS team in HK.

You are correct that the definition of BS and CS may from country to country. As long as the definition of BS and CS is clear and consistent within the country, such variation will not have a big impact for country leaders to analyse the in-country cross-service line cross-selling pattern in their own countries.

In general, BS refers to accounting, tax, HR & payroll, treasury services, etc. while CS refers to entity formation, corporate governance compliance & secretarial services, etc.

AS A REFERRER, WHAT DO I NEED TO KNOW?

1. For the cross-selling opportunity involving more than one countries/service lines (e.g. China referring a SG and MY opportunity), who will be the deal owners to receive the opportunity?

We have a list of a pre-defined deal owners to illustrate the parties to receive the opportunities under different scenarios (e.g. single service, single country, multiple-services, multiple-countries). Please refer to the user guide PPT for details.

2. If we are the referrer of a cross-selling opportunity and the prospect (especially those with the decision makers staying in the referring country) requests a main point of contact from the referring country, how can we make sure this message is passed to the receiving country?

We understand culture and language play a big role in closing a deal and the prospects may have their preference on the main point of contacts in some cases. Although deal owners are pre-defined in HubSpot under different scenarios (e.g. single service, single country, multiple-services, multiple-countries), we strongly recommend the referrer in the referring country:

- to state the prospect's preference in terms of language / culture / point of contact (if any) under the Notes of a Cross-Selling referral form
- to work close with the deal owner of receiving country to manage the communications with the prospect

3. May MY business development team manages/centralises the process of all cross-selling opportunities in MY including the process of submitting the Cross-Selling referral form?

Yes. It is up to local countries to decide on how to run the cross-selling process that fits their current management structure. However, if the colleague performing the data input in the Cross-Selling referral form is not the referrer himself/herself, he/she still need to input the information of the referrer instead of his/her own information.

4. Does the referrer need to perform a lead qualification process for the cross-selling opportunity before the submission of Cross-Selling referral form?

Yes, it is necessary. In fact, the information required in the Cross-Selling referral form is a kind of lead qualification process as referrer would need to find out the needs (i.e. service lines and countries to be engaged) and information (i.e. contact name, email, phone no., etc.) of the prospective client.

5. As a referrer, how can we benefit from submitting the cross-selling form?

(i) Submission of the cross-selling under triCorridor cross-selling form is the ONLY way for us to capture the data under the cross-selling program, because such submission can push the information inputted by the referrer (referring country) to the deal owner (receiving country) via HubSpot automatically. From HubSpot, group commercial can retrieve the cross-selling data for calculation of sales incentive.

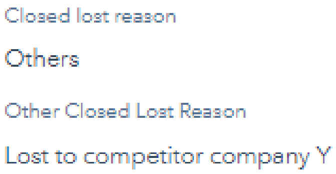
(ii) For cross-country cross-selling, the referring country will be incentivized at 5% of the total deal value for each successful deal (i.e. closed as WON in HubSpot). The incentive will be distributed to the corresponding country leaders for their allocations to their colleagues.

6. If the deal is not successful (e.g. closed as LOST in HubSpot), how can a referrer know the reason?

The Referrer (referring party) should follow up the deal with the deal owner (receiving party) proactively and understand the challenges if the deal cannot be moved forward / closed as won efficiently.

The deal owner can also input the "Closed lost reason" in the deal.

The referrer can find this information in the deal on the left panel:



Also, he/she can make use of the "Notes" feature to make remarks for the deal, e.g. the outcome of the meeting with the prospective client. As a result, the referrer and other parties can view such information for the deal in HubSpot.

Group Commercial will capture such reasons in a systematic way for discussion with country leaders with an objective to resolve such challenges and increase the conversion rate of cross-selling.

7. May we still send an email to the counter party in the receiving country apart from submitting the cross-selling form?

Yes. On top of submitting the cross-selling referral from, you are encouraged to follow up the cross-selling opportunity with the deal owner (receiving country) proactively (or even give him/her a heads-up by email in advance).

8. Do we need any login details to access the cross-selling referral form in triCorridor?

No. The cross-selling form in triCorridor can be accessed by any Tricorians. However, if you would like to check the deal status in HubSpot, you need to have a login account to access HubSpot. Please contact IT Helpdesk: ithelpdesk@hk.tricorglobal.com if you need a HubSpot login account.

AS A DEAL OWNER (IN THE RECEIVING PARTY), WHAT DO I NEED TO KNOW?

1. As a receiving party, if there is person considered to be more suitable to be the deal owner than the pre-defined one, can the deal owner be changed?

Yes. The colleague to propose the change must discuss it with the original pre-defined deal owner in the receiving party. The change can always be done on a case-by-case basis by just editing the deal owner in HubSpot. The colleague proposing the change and the original pre-defined deal owner should also inform the change to the referring party accordingly.

For permanent changes to the pre-defined deal ownership, please discuss with Marco Tam, Group Commercial.

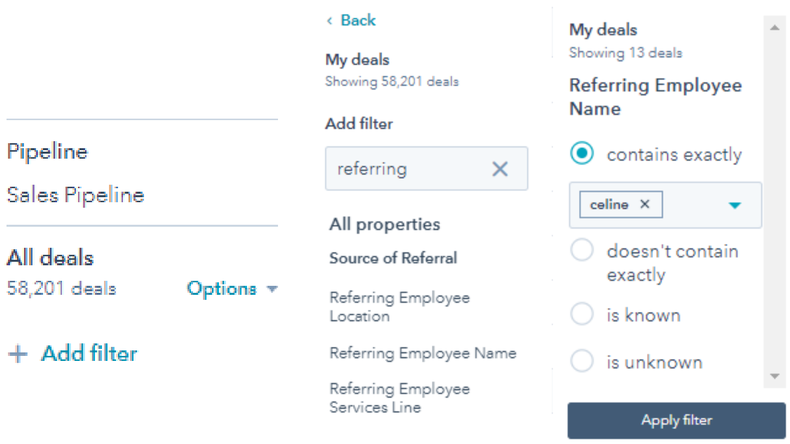
ABOUT THE CROSS-SELLING REFERRAL FORM

1. In the Cross-Selling referral form, the name of a prospective company is required to fill in. However, if the prospective company has not yet been incorporated, how can we provide the name?

When the name of a prospective company is still unknown, please provide the project name instead (e.g. Project Lucky, etc.)

2. If the company name of prospective client cannot be identified (i.e. project name only; e.g. project X), when the cross-selling form is submitted, how can a referrer find the deal in HubSpot if such project name is changed to the finalised prospective client name (e.g. Company ABC Ltd) by the deal owner?

The Referrer can find the deal in HubSpot by searching for the other information for that deal (e.g. name of referrer, company name for source of referral, etc.). The "Filter" function can be used to search for a specific referrer. Click "Add filter", then type "Referring Employee Name", followed by searching for the referrer's name. The results will be updated on the right side of the page.



3. As a general practice, Japan office creates multiple deals to illustrate the opportunities on a service-by-service basis in HubSpot (even if they are under the same proposal). E.g. if a prospect is interested in both Payroll and Accounting services, two deals will be created. However, under the Cross-Selling referral form, only one deal will be generated even if a multiple-services opportunity is referred. Hence, should Japan office create multiple deals by filling out more than one Cross-Selling referral forms to handle the cross-selling opportunity involving multiple services?

We don't recommend splitting a proposal into multiple deals when more than one services are involved because it will take more time and effort to maintain the pipeline.

4. If John Wong (HR Director) of our existing client (Sony) recommends our services to Panasonic, what kind of information should be filled in as "Source of Referral Information" under Cross-Selling form?

Company name for source of referral is Sony (but not Panasonic) while referrer contact name for source of referral is John Wong of Sony. Information of Panasonic should be filled in under "Prospective Client Details".

5. If my supervisor (a referrer) asks me to input the cross-selling form on his/her behalf, should I input my own information or the information of my supervisor?

Referrer is a person who gets the cross-selling opportunity from his/her existing clients, business partners, personal networks or events. The information of the referrer (the supervisor in this case) should be provided in the cross-selling form.

6. Is the new Cross-Selling referral form same as the internal referral form we used previously?

The new Cross-Selling referral form is similar to the internal referral form but several new fields have been added to capture appropriate information and some unnecessary fields have been deleted.

E.g. you may select more than one services and countries for multi-country multi-service deal in the new Cross-Selling referral form.

7. Is it possible to add more services to the Cross-Selling referral form (i.e. showing 2nd layer of services, e.g. Accounting, Tax under BS)?

No. We try not to add too many services in the form to avoid confusion and complication. We consider the following services is adequate for our selection:

- Business Services
- HR & Payroll Services
- Corporate Services
- Multiple Services
- Investor Services
- Trust Services
- Fund Administration Services
- Madison Pacific Services (e.g. Debt Services)

8. **If there are services that are not classified under any of the services listed out in the cross-selling form, what should I select?**

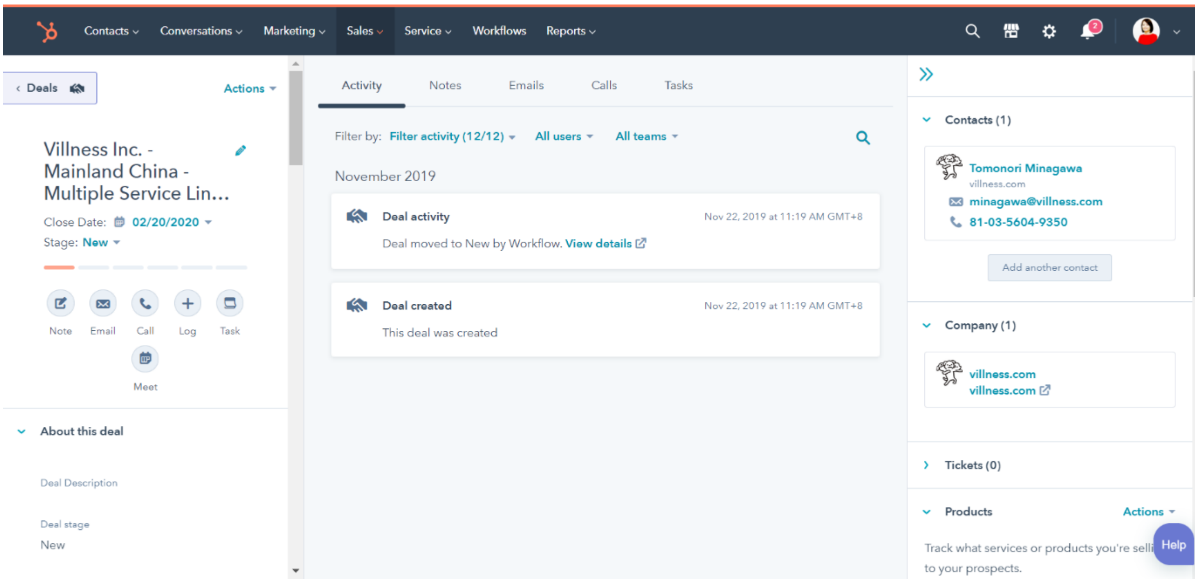
You may select "Other services".

TRACKING & REPORTING OF CROSS-SELLING DEALS UNDER HUBSPOT

1. **How to identify the Cross-Selling deal in HubSpot (which is generated by the HubSpot automatically)?**

For any deals generated automatically by the cross-selling workflow in HubSpot, you will find:

1. "Internal Referral" in the deal name; tagged as "Internal Referral" under Lead Source
2. "Cross Sell" or "In-country: Cross Service Line" tagged under Deal Type
3. the deal being moved to deal status "New" by HubSpot workflow



2. **When we refer our existing clients to other countries for a cross-selling opportunity, will the current association linked between the existing client company and client's individual contact (in the referring country) be overwritten by prospective client's individual contact (in the receiving country)?**

When a referrer fills in the name of a prospective company in the Cross-Selling referral form, it won't affect the existing association linked between the existing client company and client's individual contact (in the referring country).

3. **Is there any way to have "contacts" saved in HubSpot to be tagged to several contact owners?**

No, this is one of HubSpot's system limitations. We will explore the possibilities in D365. However, the "contacts" saved in HubSpot can be tagged to several engaged countries.

4. May we track project status (after the deal is being as WON) in HubSpot?

Project status field is incorporated in HubSpot with three options – Not Started; Onboarding; Business as Usual.

5. As a referrer, how can I know the status of the cross-selling opportunity?

(i) Group Commercial will share the report with the country leaders/directors on a monthly basis and the report will show the status (e.g. Value Proposition, Proposal Sent; Closed as Won, etc.) of all cross-selling opportunities for your country (as a referrer or a deal owner).

(ii) You can go to HubSpot to search for the status of your opportunities submitted via cross-selling form (under triCorridor) according to the instruction shown in the user guide PPT. (e.g. search for the company name of a prospective client)