SIDECAR

Sales Playbook

& Onboarding Guide

IFE Material Handling NA Inc.

How IFE sells in North America. The sale, the people, the accounts, the outreach, discovery, the pipeline, and the numbers behind it.

Built for the incoming Account Executive

Version 1.0 · Post-hire operating model

Sidecar · sellwithsidecar.ca

INSIDE THIS GUIDE

What's in here

A reference for the North American sales operation. Sections two through four cover the sale, the team, and the accounts. Five and six cover outreach and discovery. Seven is the pipeline. Eight through ten cover objections, the numbers, and the cadence.

SECTION ONE

Welcome

This guide covers how IFE sells in North America: the kind of sale this is, who's involved, how accounts get worked, and the numbers behind the role. Use it as a reference.

The role

The Account Executive owns deals from first contact to signed purchase order: building the target list, running outreach, leading discovery, presenting the proposal, and closing. The market in North America is still being built, so most pipeline comes from reaching out to accounts rather than waiting for them to come in.

The AE doesn't sell alone. Alex Sattler is the Sales Engineer, based in Chicago. He handles the technical side of complex deals and already closes business at IFE. The split is straightforward: the AE owns the customer and the commercial side, Alex owns the technical solution. Section three has the detail.

Austria sits behind both. The parent company has more than 70 years of engineering depth and handles the quoting and the equipment. Will van Wely owns IFE NA and is who the AE reports to. He sets the target and clears what the AE can't move alone.

How it's laid out

Sections two through four cover the sale, the team, and the accounts. Five and six are the day-to-day work, outreach and discovery. Seven is the pipeline every deal runs through. Eight through ten cover objections, the numbers, and the cadence.

SECTION TWO

The way we sell

Three things shape how IFE sells: the market here is still being built, the product is genuinely differentiated, and the sale is technical and long.

Most pipeline comes from outbound

IFE has a strong global brand, and some inquiries arrive on their own. But the North American market doesn't know IFE the way it knows the larger names here yet, so inbound alone hasn't grown the business. Most of the accounts worth winning aren't calling in. They get reached through deliberate outbound. Inbound is a bonus on top of that.

What makes IFE different

IFE is the only manufacturer in the world that builds vibroconveyors, screening technology, and magnetic separation and offers all three as one integrated system. Most competitors sell one or two and source the rest from other suppliers. IFE engineers the whole line to work together. That same in-house engineering makes IFE strong on retrofits: the equipment can be customized to a plant’s requirements and fitted into an existing production line.

For the customer that means fewer vendors, equipment designed to fit together, and one company accountable for how the system performs. i-STEP, the digital monitoring layer, adds real-time data on equipment performance, which points toward connected equipment and condition-based service and gives customers a reason to stay with IFE after the first order.

The sale is technical and long

These are capital projects: custom-engineered equipment, long buying cycles, and more than one decision-maker. There are two sides to win. The commercial side cares about cost, payback, and risk. The technical side cares about whether the equipment will do the job in their plant, with their material, in their conditions. The AE leads the commercial side and Alex carries the technical side. Deals where only the commercial side is convinced tend to stall once an engineer gets into the detail, which is why the two roles work the deal together.

The long cycle is also why it pays to keep a good number of deals moving at once. Any single deal can pause for reasons outside the AE's control, so a healthy pipeline keeps results steady month to month.

SECTION THREE

The team

Here's the team and how the work splits. In short: the AE owns the deal, Alex handles the technical side, Austria handles engineering and execution, and Will sets the target.

ROLE	OWNS IN THE PROCESS
Account Executive Owns the deal	First contact to signed order: target list, outreach, discovery, proposal, and close. Carries the sales number.
Alex Sattler Sales Engineer	Technical partner on complex deals. Joins discovery when it turns technical, leads scoping and solution design with Austria, and stays in through close. Already closes business at IFE.
Austria (engineering & estimating) Ferdinand Hager and team	Builds the quote from a scoped solution, engineers the equipment, and handles execution after the order. Needs a clear scope to return accurate numbers and delivery.
Will van Wely Owner & CEO	Sets the target and clears what the AE can't move alone, particularly anything involving Austria. Not involved in deals day to day.
Sidecar Outside support	Runs pipeline reviews, coaches, and keeps the process and this playbook current as the business changes.

AE and Alex

This is the commercial core of IFE NA. The AE opens the account and owns the customer. Alex confirms the solution is sound and scopes and quotes it with Austria. On complex industrial deals the two roles work the deal together from scoping through close rather than handing off at the quote. Alex comes into discovery early when the technical questions run deep, and stays current on live deals so nothing surprises him when it reaches his desk.

NA and Austria

North America owns the customer and the commercial relationship. Austria owns engineering, quoting, and execution. Clean handoffs between the two keep deals from slowing down when the customer is paying closest attention. The AE keeps that line tight: a clear scope to Austria, clear numbers back, and a seam the customer never sees. To them, it's all IFE.

SECTION FOUR

The ideal customer and target list

Which accounts get worked matters as much as how hard they get worked. This section covers who fits and where to find them.

The sectors we serve

IFE sells into industrial operators across these sectors:

- **Recycling and waste processing:** municipal solid waste, construction and demolition waste, auto shredder residue, e-waste, PET and plastics
- **Scrap metal:** ferrous and non-ferrous separation from auto shredder and industrial scrap streams
- **Composting and organics:** including cleaning raw compost in a single pass
- **Mining & Aggregates:** heavy-duty feeders and screens for ore, aggregate, and mineral processing
- **Foundries and steelworks:** bulk conveying and separation in high-heat, high-wear environments

What a good-fit account looks like

A good-fit account usually has these traits:

- **An industrial operator that** operates a plant in one of these sectors and runs real material volume through it
- **Has equipment due for replacement** through wear, an expansion, or a new line. Operators happy with new equipment aren't near-term buyers
- **Feels the cost of downtime** and poor separation, which most serious operators do
- **Has both commercial and** technical contacts who can be reached

Where to find them

Target accounts come from a few sources:

- **Trade shows.** ReMA is the largest North American show for recycling and material handling, and MineExpo is the leading event for mining and aggregates. WasteExpo in Las Vegas is another major waste forum, with IFAT Munich on the parent side. Attendee and exhibitor lists are a strong source
- **The installed base:** existing IFE customers and the accounts Alex and Austria already know

- **Industry directories and trade media listing** recycling, scrap, mining, and waste facilities by region, many of which publish capacity and expansion news that signals buying. The same news often surfaces on LinkedIn, but by the time it is public the project is usually already underway, so treat it as a backstop and aim to reach accounts before the expansion is announced
- **Referrals** from existing contacts. A warm introduction beats a cold call
- **Trade journals and a newsletter.** Articles in reputable industry journals build IFE's name with technical buyers, and a newsletter built from an account database, assembled with AI, keeps IFE in front of those accounts between projects

One rule on excluded accounts

A short list of accounts is off-limits under existing agreements. Before investing time in a new logo, check with Will or Alex that it isn't on the excluded list.

SECTION FIVE

Outreach

Outreach is where most pipeline is created. The aim of every sequence is one thing: a booked conversation where discovery can happen, not a reply or a brochure request.

A sequence, not a single touch

Most people don't reply to a first email or answer a first call. Results come from several touches across more than one channel, each with a reason behind it, over a couple of weeks. A single email rarely lands; a planned sequence does.

For reference: IFE's European operation has shown that a single phone-based seller, working a high volume of calls steadily, turns a meaningful share of them into site visits and a healthy share of those into deals. The pattern matters more than the figures, steady volume turns into meetings. North America's close rate is already in line with the industry, so closing isn't the constraint. The volume of conversations at the top of the funnel is the piece this role adds.

The standard sequence

This runs over about two to three weeks per prospect. Timing flexes by account; the shape stays the same. A prospect runs the full sequence unless they reply or say no.

DAY	TOUCH	CHANNEL	PURPOSE
1	Opening email	Email	Introduce IFE and the reason you're reaching out. Short. One ask.

DAY	TOUCH	CHANNEL	PURPOSE
2	Connect + view	LinkedIn	Send a connection request with a one-line note. Engage with a recent post if there is one.
3	First call	Phone	Try to reach them live. If not, leave a short voicemail.
5	Value email	Email	Reply on the original thread with a specific, relevant proof point or use case.
8	Second call	Phone	Call again, a different time of day than the first. Voicemail if no answer.
11	LinkedIn message	LinkedIn	Short direct message referencing why IFE is relevant to their operation.
14	Third call	Phone	One more live attempt. This is often the one that lands.
17	Break-up email	Email	Honest, low-pressure close-out. Often gets a reply on its own.

A booked meeting ends the sequence and moves to discovery prep. A request to follow up later goes on the calendar as a real commitment.

Each touch keeps the same core message: IFE builds feeding, screening, and magnetic separation as one integrated system, and the aim is a short conversation rather than a pitch. The specific email, call, voicemail, and LinkedIn scripts are kept in a separate outreach kit so they can be updated without reissuing the playbook.

SECTION SIX

Discovery

Outreach earns the meeting. Discovery is where the deal gets understood and shaped. Customers commit more readily to a solution they helped define, so a good discovery call does a lot of the selling.

What to learn

A good discovery call answers five questions. If it can't, the deal isn't qualified yet, which is useful to know early.

1. What are they running today, and what's the problem with it?
2. What material, what volume, what conditions? (Alex's area.)
3. Why now? What's driving the timing?
4. Who else has to say yes, and what's the decision process?

5. Is there real budget, and roughly what size?

Running the call

It works best as a back-and-forth, with the customer doing most of the talking. A simple arc:

- Set the frame. "I'd like to understand your operation and where the trouble spots are, then I can be straight about whether we're a fit."
- Current state. Get them describing how things run today before introducing IFE.
- The problem. Where it costs them, how often, what they've already tried. Urgency lives here.
- Technical, with Alex. Material, throughput, conditions, footprint. Best with Alex live.
- The decision. Who's involved, the process, the timeline, whether budget exists.
- A next step. Every call ends with one: a scoping session, a site visit, or a follow-up with the technical buyer.

Questions to draw on

Not every question fits every call. A selection, mostly open-ended:

> CURRENT STATE
>
> *"Walk me through how material moves through your plant today."*
>
> *"What equipment are you running for screening and separation right now?"*
>
> *"How long have you had it, and how's it holding up?"*

> PROBLEM AND IMPACT
>
> *"Where does the current setup give you the most trouble?"*
>
> *"When something goes down, what does that cost you, roughly?"*
>
> *"What have you already tried to fix it?"*
>
> *"If you could change one thing about that line, what would it be?"*

> TIMING, DECISION, AND BUDGET
>
> *"What's prompting you to look at this now?"*
>
> *"Besides yourself, who'd be involved in a decision like this?"*
>
> *"What does your process usually look like for a capital purchase this size?"*
>
> *"Do you have a budget range in mind, or is this still at the exploring stage?"*

How to qualify

A deal is qualified when there's a real need IFE can solve, a plausible budget, and a path to a decision. Missing one means it isn't qualified yet, and the pipeline should reflect that. Setting a weak deal aside frees up time for the ones that can close, and it can always come back when the timing changes.

SECTION SEVEN

The pipeline

Every deal runs through the same seven stages. The point is to be able to place any deal and name what moves it forward. A deal that doesn't fit a stage usually has something still to learn. Stages hold their meaning only when deals have earned their place in them.

STAGE 1 Target and Research

OWNER **AE**
GOAL Decide the account is worth pursuing and find the way in.

Starts when	The AE selects an account from the target list, or a name arrives from a show, a referral, or an inbound inquiry.
What happens	Confirm the account fits the ideal customer picture. Find the likely commercial and technical contacts. Note what they probably run today and where the opening might be. Confirm the account isn't on the excluded list.
Moves on when	There is a clear reason to reach out and at least one named contact.

STAGE 2 Outreach and Connect

OWNER **AE**
GOAL Earn a real conversation.

Starts when	The account is researched and the outreach sequence begins.
What happens	Run the full sequence: emails, calls, voicemails, LinkedIn. Every touch aims at one thing: booking a meeting. Most first attempts get no reply, which is expected; the follow-up touches do the work.
Moves on when	A prospect agrees to a proper conversation. A reply short of a meeting is progress, not a stage change.

STAGE 3 Discovery

OWNER **AE, with Alex as needed**
GOAL Understand the deal and qualify it.

Starts when	A prospect has agreed to talk and the meeting is booked.
What happens	Run discovery to understand plant, material, problem, and timeline. Find out who decides and what budget looks like. Bring Alex in when the technical questions run deep.
Moves on when	There's a qualified need, a plausible budget, and a path to a decision. Missing one means it's not qualified yet.

STAGE 4 Technical Scoping and Solution

OWNER **Alex with Austria; AE owns the relationship**
GOAL Define exactly what IFE would supply.

Starts when	The need is qualified and the solution needs defining.
What happens	Alex works the technical detail with the customer and Austria's engineers. Material, application, and configuration get nailed down. The AE stays on the relationship and the commercial thread throughout.
Moves on when	The solution is defined well enough for Austria to price it accurately.

STAGE 5 Quote and Proposal

OWNER **Austria quotes; AE and Alex deliver**
GOAL Get a clear, credible proposal in front of the customer.

Starts when	The solution is scoped and ready to price.
What happens	Austria builds the quote (Ferdinand Hager on estimating). IFE NA adds local sourcing and the local markup. The AE and Alex present it together as a solution with a payback story, not a price list.
Moves on when	The proposal is in the customer's hands and has been walked through, not just emailed.

STAGE 6 Negotiate and Close

OWNER **AE**

GOAL	Turn the proposal into a signed order.
Starts when	The proposal is out and the customer is engaging.
What happens	The AE handles objections, works the terms, and keeps momentum. Alex backs up anything technical that resurfaces. The AE drives toward a decision rather than waiting for one.
Moves on when	The customer commits and a purchase order is issued. A PO, not a verbal yes, marks the close.

STAGE 7 Won and Handoff

OWNER	**AE hands to Austria, stays on the account**
GOAL	Deliver cleanly and set up the next order.
Starts when	The order is in.
What happens	The order moves to Austria and project management for execution. The AE confirms a clean handoff with nothing dropped. The account goes onto a follow-up rhythm. The installed base is the most efficient source of the next order.
Moves on when	The job is delivered, the customer is satisfied, and the next opportunity in the account is already in view.

A note on lost deals

Not every deal closes. The one thing to avoid is a dead deal sitting in the pipeline as though it's live. When a deal is lost or goes quiet, mark it, note the reason in a line, and move on. A pipeline with fewer, real deals reads more clearly than a full one that doesn't.

SECTION EIGHT

Handling objections

An objection is usually the customer naming what they need answered before moving forward. The pattern is the same each time: acknowledge the point and respond directly. The common ones and a way to handle each:

YOU'LL HEAR	HOW TO HANDLE IT
"You're more expensive than [competitor]."	Reframe the conversation from price to total cost. "We may be higher on the line item. But you're getting one system from one supplier, engineered to work together, so you're not paying three vendors to integrate three sets of equipment, and there's one company accountable when something needs attention. On total cost, that often comes out ahead."
"We've always used [incumbent]."	"Makes sense, and I'm not asking you to rip anything out. A lot of operators bring us in when something's up for replacement or they're adding a line. Worth understanding what we do so we're an option when that moment comes."
"We don't have budget right now."	Find out if it's timing or fit. "Totally fair. Is this a not-this-year thing, or a not-a-priority thing? If it's timing, I'd like to stay in touch so we're ready when budget opens."
"Send me information and I'll review it."	Turn it into discovery. "Happy to, and it'll be far more useful if I send the right thing. Can I ask a couple of quick questions about your setup so I'm not sending you a generic brochure?"
"I need to talk to my team / engineer."	Good news, not a stall. "Smart. Want me to join that conversation so I can answer the technical questions directly? I can bring our engineer in too." That's how you get Alex in front of the technical buyer.
"Can you really support us in North America?"	A real concern given the small NA footprint. Answer it honestly. "Fair question. The engineering and build come from a parent company with 70-plus years behind it and a global installed base. Day to day, you've got me and our engineer here, with the depth of the parent behind us. You get both."

SECTION NINE

The math behind the number

The revenue target connects back to weekly activity, which is what makes pace visible without waiting for the quarter to close. The specific figures live in the sales strategy; the point here is how the chain works.

Working backwards from the target: revenue comes from closed deals, closed deals from discovery conversations, discoveries from prospects worked, and prospects worked from a steady weekly habit. Each stage needs a multiple of the one below it, since not every prospect becomes a discovery and not every discovery becomes a deal. That ratio is why volume at the top of the funnel matters as much as it does.

Why the weekly number matters more than revenue

Revenue is a lagging number; by the time it's short, the quarter is mostly behind. Weekly activity is the leading number and the one to act on. A steady flow of new prospects into outreach and discoveries booked tends to produce deals even when a given month looks quiet. When the weekly habit slips, it shows up in the activity well before it shows up in revenue, which is the whole reason to watch it.

What a strong week looks like

A consistent intake of new accounts into outreach; the sequence kept up on accounts already in motion; discovery conversations booked or held; every active deal moved a step; and a current read on where each live deal stands. Repeated week over week, that activity is what produces the close target over the year.

SECTION TEN

Cadence

A light cadence keeps the operation moving and gives a clear read on where things stand.

Daily

Calls and sequences run early, before the day fills up. Outbound is the first thing to slide when things get busy and the hardest to make up later, so it gets a protected block. A simple record of activity, including the slow days.

Weekly

A look at the week's numbers against the activity math: new prospects into sequence, discoveries booked, deals moved. Adjusting within a week is far easier than discovering at quarter-end that things drifted.

Every two weeks with Sidecar

A working session on the live pipeline: which deals are real, which are stuck, what each needs next, and where support helps. Coaching, not a status report.

Every two weeks with Will

Where the program stands, what decisions Will needs to make, and what's next. These calls also cover revenue and growth questions across Will's other businesses.

Monthly

The full picture in one view: activity against plan, pipeline health, deals won and lost, revenue against target. A short month is worth understanding so the next reads better; a strong one is worth understanding too.

That's the operation: the sale, the team, the accounts, outreach, discovery, the pipeline, objections, the numbers, and the cadence. It's a reference to work from, and questions are welcome in the sessions.

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