Winning the Sales using integrated Sales & Marketing Concepts

FosterMax consulting

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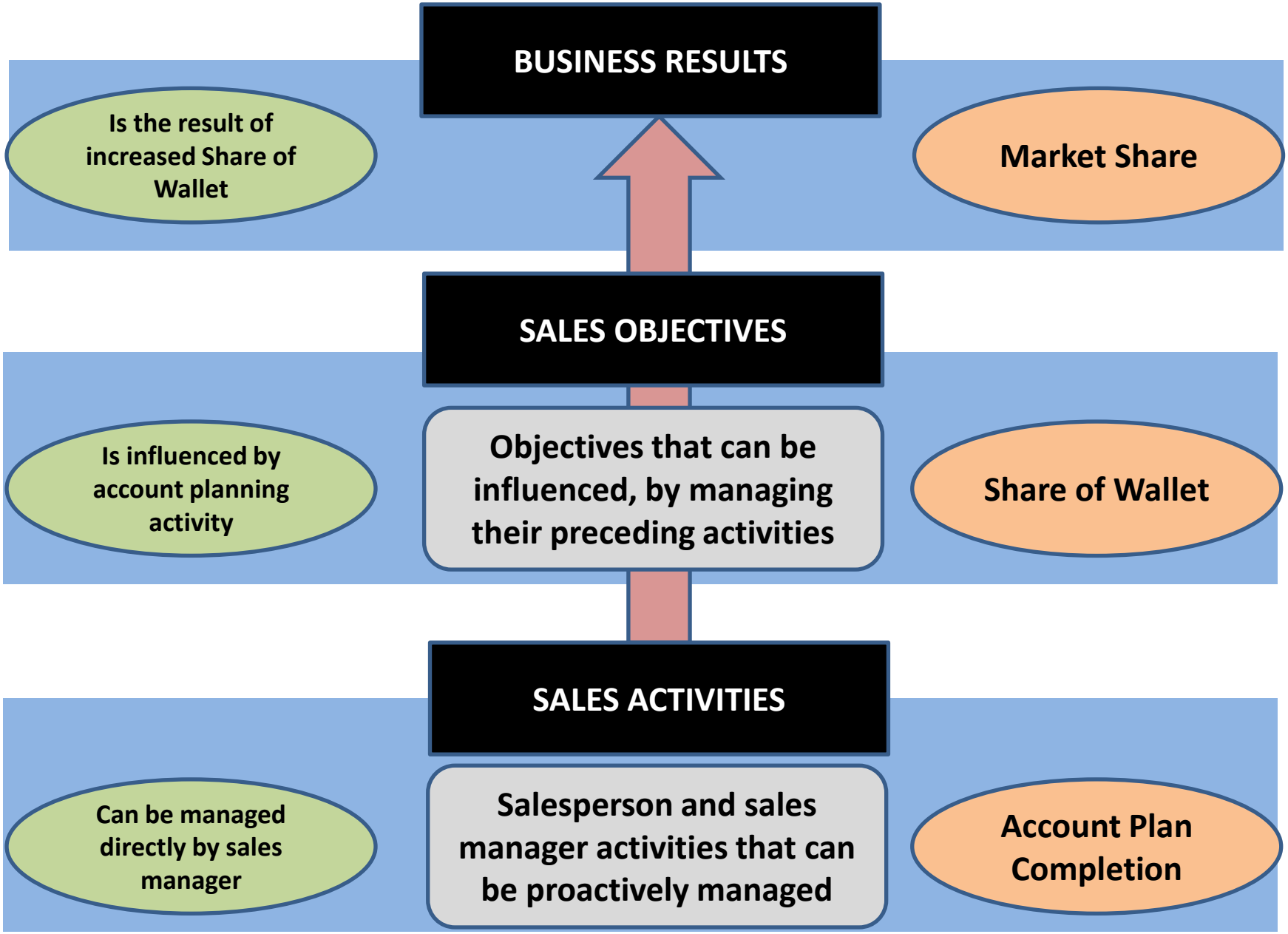
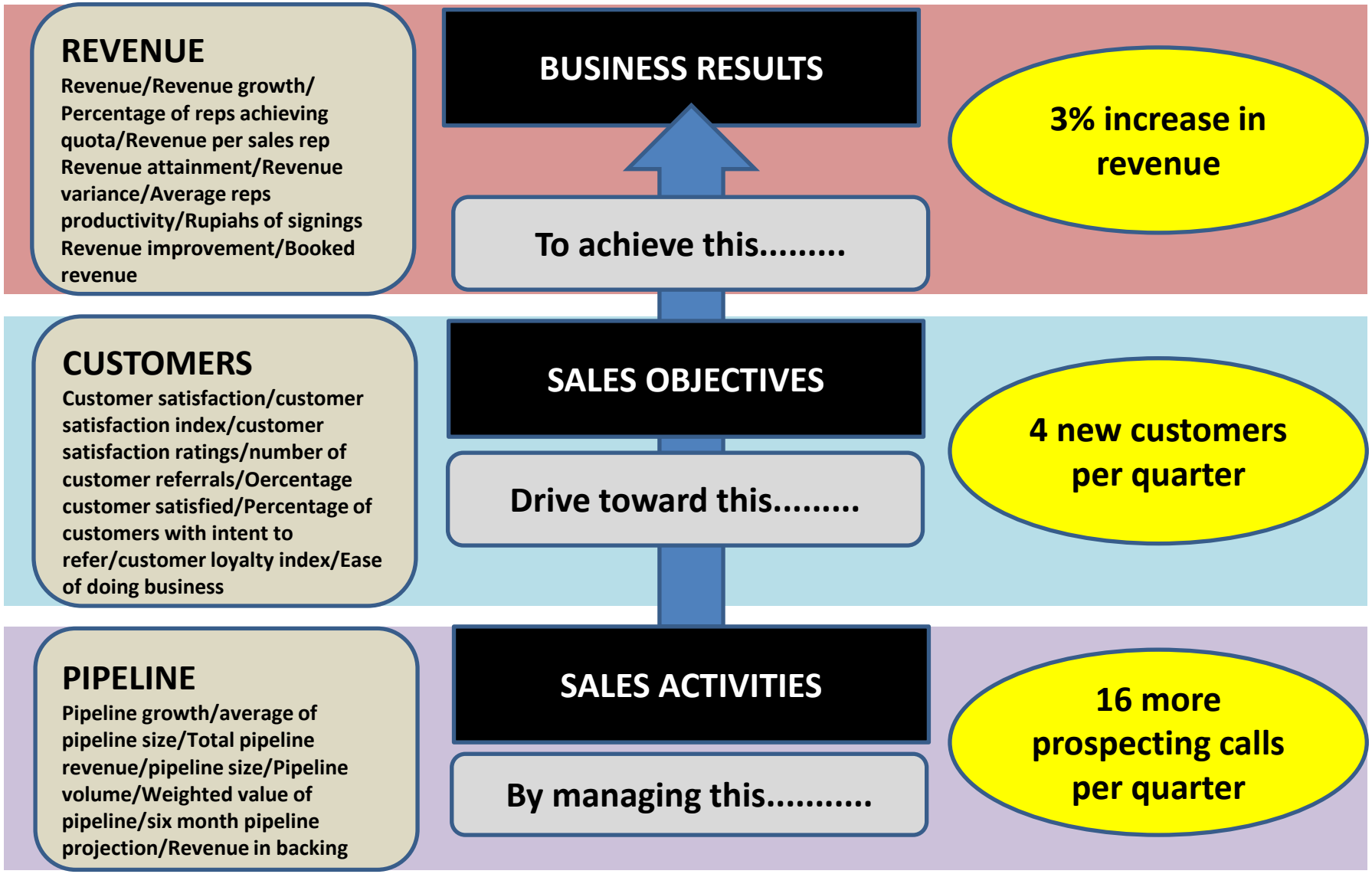
Businness Partner


BUSINESS RESULTS
Is the result of increased Share of Wallet
Market Share
SALES OBJECTIVES
Is influenced by account planning activity
Objectives that can be influenced, by managing their preceding activities
Share of Wallet
SALES ACTIVITIES
Can be managed directly by sales manager
Salesperson and sales manager activities that can be proactively managed
Account Plan Completion


REVENUE
Revenue/Revenue growth/ Percentage of reps achieving quota/Revenue per sales rep Revenue attainment/Revenue variance/Average reps productivity/Rupiahs of signings Revenue improvement/Booked revenue
BUSINESS RESULTS
3% increase in revenue
To achieve this.....
CUSTOMERS
Customer satisfaction/customer satisfaction index/customer satisfaction ratings/number of customer referrals/Oercentage customer satisfied/Percentage of customers with intent to refer/customer loyalty index/Ease of doing business
SALES OBJECTIVES
4 new customers per quarter
Drive toward this.....
PIPELINE
Pipeline growth/average of pipeline size/Total pipeline revenue/pipeline size/Pipeline volume/Weighted value of pipeline/six month pipeline projection/Revenue in backing
SALES ACTIVITIES
16 more prospecting calls per quarter
By managing this.....

BUSINESS RESULTS

FINANCIAL
Accounting-related measure of revenue, profitability or cost including financial forecast

SATISFACTION
Perception of your company by customer or employees

MARKET SHARE
Portion of targeted market that has been captured relative to your competitors

SALES OBJECTIVES

MARKET COVERAGE
Maintaining sufficient selling capacity to pursue all desired opportunities

SALES FORCE CAPABILITY
Developing a sales force that is able to effectively its selling activities

CUSTOMER FOCUS
Capturing, retaining and growing the customers your company wants to have

PRODUCT FOCUS
Selling the products and services your company wants to sell

SALES OBJECTIVES

SALES GROWTH

- Do I have enough salespeople in the right places?
- Are they capable sellers?
- Are they targeting the right customes?
- Are they selling the right products?

MARKET COVERAGE

- Percentage of market opportunity covered
- Percentage of target prospects contacted
- Percentage of productive time for reps
- Percentage of vacant positions

SALES FORCE CAPABILITY

- Deal Win/Loss Ratio
- Percentage of deals advancing by stage
- Length of the sales cycle
- Salesperson competency index

CUSTOMER FOCUS

- Revenue from new customers
- Revenue growth from key accounts
- Customer retention rates
- Revenue per customer segment
- Share of wallet

MEASURES of PRODUCT FOCUS

- Revenue by product
- Percentage of revenue from target products
- Number of unique products sold per rep
- Up/Cross-sell rate

He Said…., She Said….

Salespeople

Short term mission: $$$

Every day counts

Know best the customers

Know best their territory

Blaming to brand awareness

Basic needs to be fulfilled:

1. Giveaway
2. Brochure
3. Price list

Marketers

Always talking about brand

Long term goals oriented

Claim to see bigger picture

Lack of sense of urgency

Creativity vs effectiveness

Basic needs to be fulfilled:

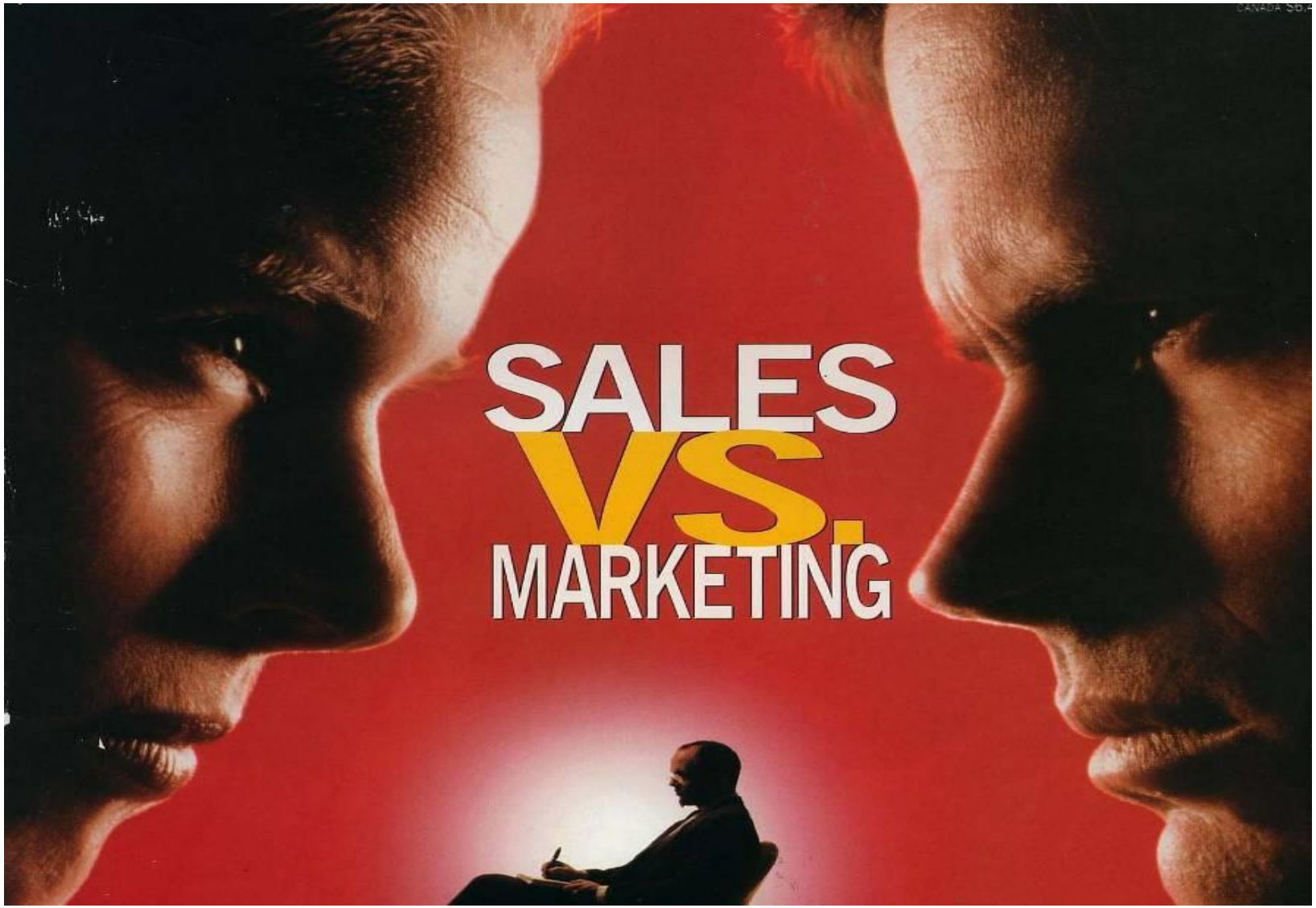
1. Campaign
2. Research
3. Gathering

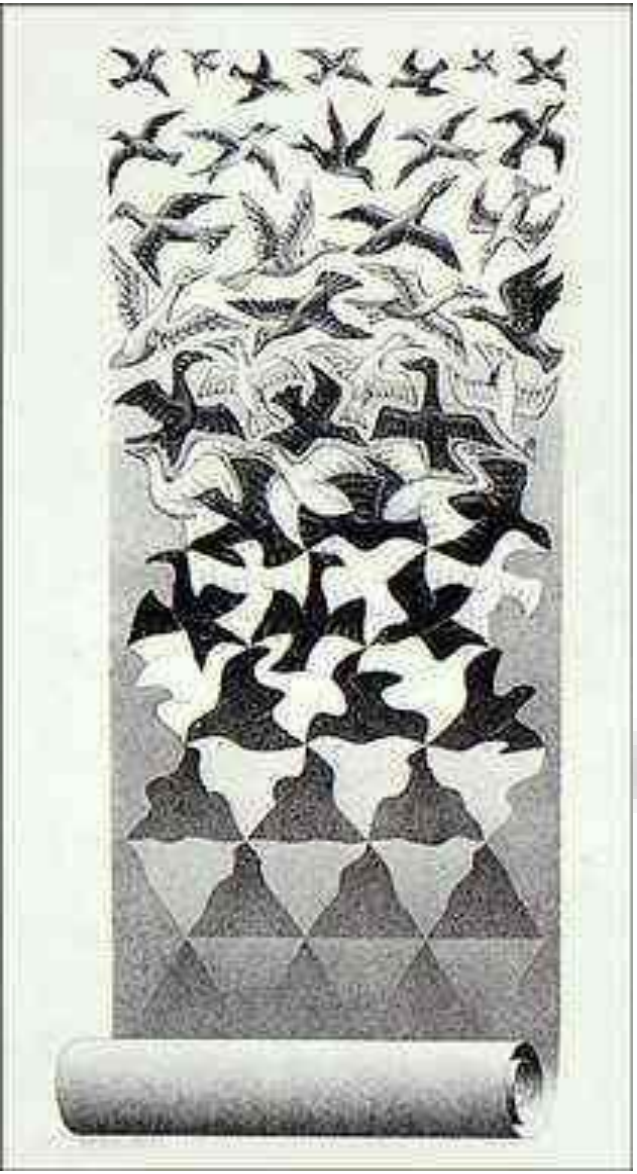
Marketers are from Mars, Salespeople are from Venus

- Salespeople said " Marketing is disconnected form real world, they don't have a clue what customers really wants. We make money, they spend it"

- Marketer said " Sales doesn't understand the intricacies of dealing with consumers, we develop good leads at trade shows, sales doesn't follow up. That's because they're always on the golf course"

Can We Save This Marriage?





Sales Role :

The Doctor

Diagnose “Little Problems” and Uncover BIG Needs

Sales Role: The Architect

Design Customer-Focused Solutions That Lock Out Your Competition

Sales Important Role :
The Marketers

Nourish Satisfaction and Grow the targeted segmented market

TEN DEADLY SALES & MARKETING SINS

INSUFFICIENT MARKET FOCUS

SIGNS :

- Poor identification of market segments.
- Insufficient prioritization of market segments.
- No market segments managers.

SOLUTIONS :

- Adopt more advanced techniques in. segmentation, such as benefit segmentation, value segmentation, and loyalty segmentation.
- Prioritize the most important segments.
- Specialize the sales force.

INSUFFICIENT CUSTOMER ORIENTATION

SIGNS :

- Most employees think that it is the job of sales and sales to serve the customers.
- There is no training program to create a customer culture.
- There are no incentives to treat the customer especially well.

SOLUTION :

- Develop a clear hierarchy of company values with customers at the top.
- Engage in activities that will produce more “customer consciousness “ in employees and the company’s agents.
- Make it easy for customers to reach the company by phone, fax, or e-mail with inquiries, suggestions, and complaints and respond quickly.

NOT FULLY UNDERSTANDING ITS CUSTOMERS

SIGNS :

- Your last study of customers was done three years ago.
- Customers are not buying your product at the expected rate; competitor's are products are selling better.
- There is a high level of customer returns and complaints.

SOLUTIONS :

- Do more sophisticated consumer research.
- Use more analytical techniques.
- Establish customer and dealer panels.
- Install customer relationship sales software and do data mining.

DEFINING AND MONITORING Its COMPETITORS

SIGNS :

- Your company overfocuses on its near competitors and misses distant competitors and disruptive technologies.
- Your company lacks a system for gathering and distributing competitive intelligence.

SOLUTIONS :

- Establish a person or office for competitive intelligence.
- Hire away people from competitors.
- Watch every new technology that might hurt the company.
- Prepare offerings similar to your competitor’s.

NOT PROPERLY MANAGING RELATIONSHIPS

SIGNS :

- Your employees are not happy.
- You have not attracted the best suppliers.
- You don’t have the best distributors and your dealers are unhappy.
- You investor are not happy.

SOLUTIONS :

- Move from zero-sum thinking to positive-sum thinking.
- Manage employees better.
- Manage supplier relations better.
- Manage distributors and dealers better.
- Manage investors better.

NOT GOOD AT FINDING OPPORTUNITIES

SIGNS :

- Your company has not identified any exciting new opportunities in recent years.
- The new ideas that your company has launched have largely failed.

SOLUTIONS :

- Set up a system for stimulating the flow of new ideas from your partners.
- Utilize creativity systems for generating new ideas.

DEFICIENT sales PLANNING PROCESS

SIGNS :

- Your sales plan format does not carry the right components or logic.
- Your plans lack a means for simulating the financial implications of alternative strategies.
- Your plans lack contingency planning.

SOLUTIONS :

- Establish a standard plan format including situational analysis, SWOT, major issues, objectives, strategy, tactics, budgets, and controls.
- Ask marketers what changes they would make if there were given 20 percent more budgets or 20 percent less budget.
- Run as annual sales awards program with prizes going to the best plans and performance.

TIGHTENING PRODUCT AND SERVICE POLICIES

SIGNS :

- The company has too many products and many are losing money.
- The company is giving away too many services free.
- The company is poor at cross-selling their products and services.

SOLUTIONS :

- The company needs to establish a system for tracking weak products and fixing or eliminating them.
- The company should offer and price services at different levels.
- The company should improve its processes for cross-selling and upselling.

WEAK BRAND- BUILDING/COMMUNICATION SKILLS

SIGNS :

- Your target market does not know much about your company.
- Your brand is not seen as distinctive and better than other brands.
- Your company allocates its budgets to the same sales tools in approximately the same amounts each year.
- You do little evaluation of the ROI impact of your different promotional programs.

SOLUTIONS :

- Improve your brand-building strategies and your measurement of results.
- Shift money into those sales instruments that show increasing effectiveness.
- Develop a financial mindset in the marketers and require them to estimate the ROI impact in advance of their spending requests

NO EFFECTIVE AND EFFICIENT sales

SIGNS :

- The head of sales does not seem to be vary effective.
- The staff lacks some sales skills needed in the twenty-first century.
- There are bad vibes between sales/sales and the other departments.

SOLUTIONS :

- Appoint a stronger leader of the sales department.
- Build new skills in the sales department.
- Improve sales's relations with the other departments.

NOT MAKING MAXIMUM USE OF TECHNOLOGY

SIGNS :

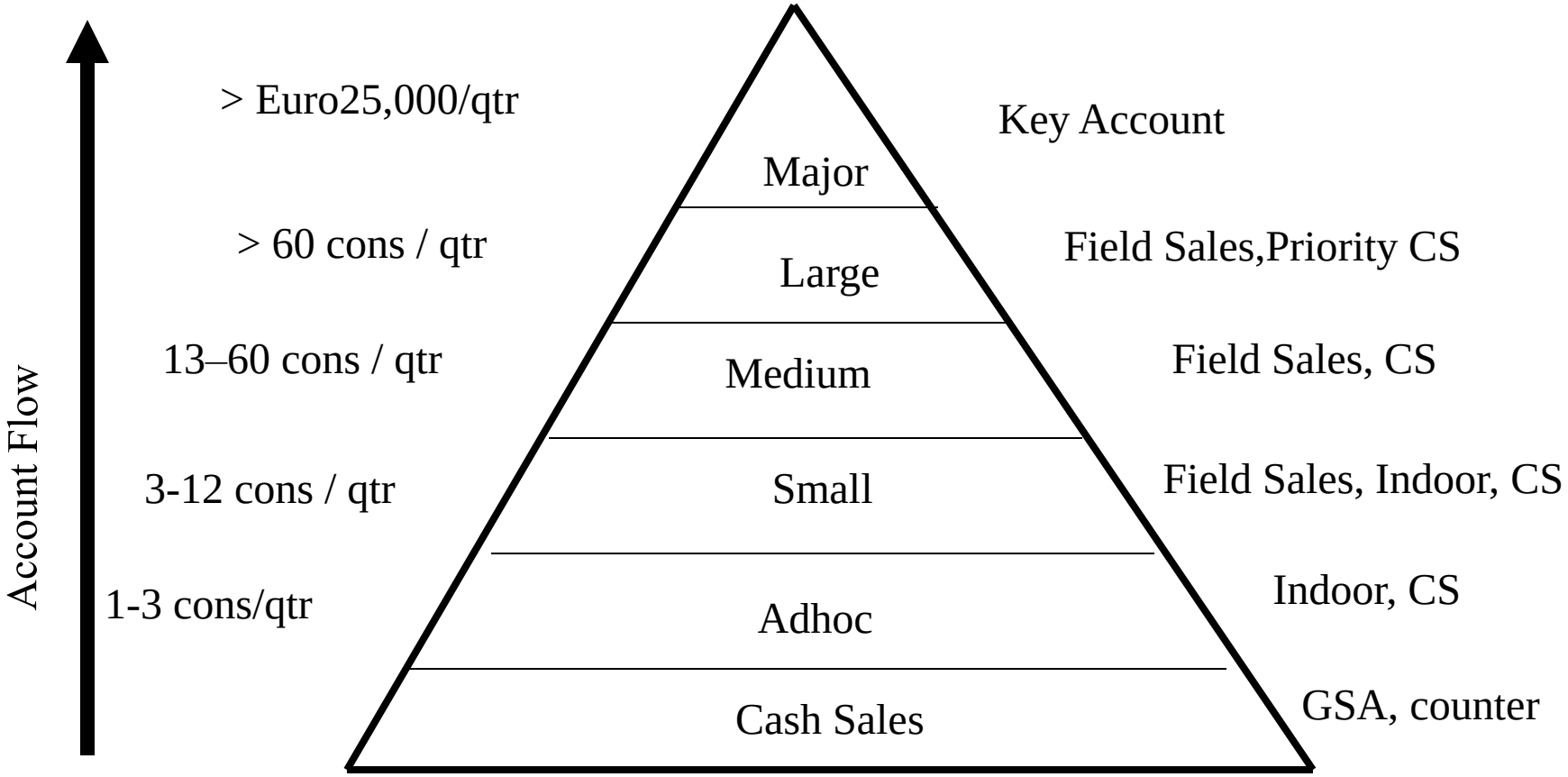
- The company has made minimal use of the internet.
- The company's sales automation system is outdated.
- The company has not introduced any market automation.
- The sales group lacks decision-support models

SOLUTIONS :

- Make more use of the internet.
- Improve the sales automation system.
- Apply market automation to routine sales decisions.
- Develop some formal sales decision models.
- Develop sales dashboards.

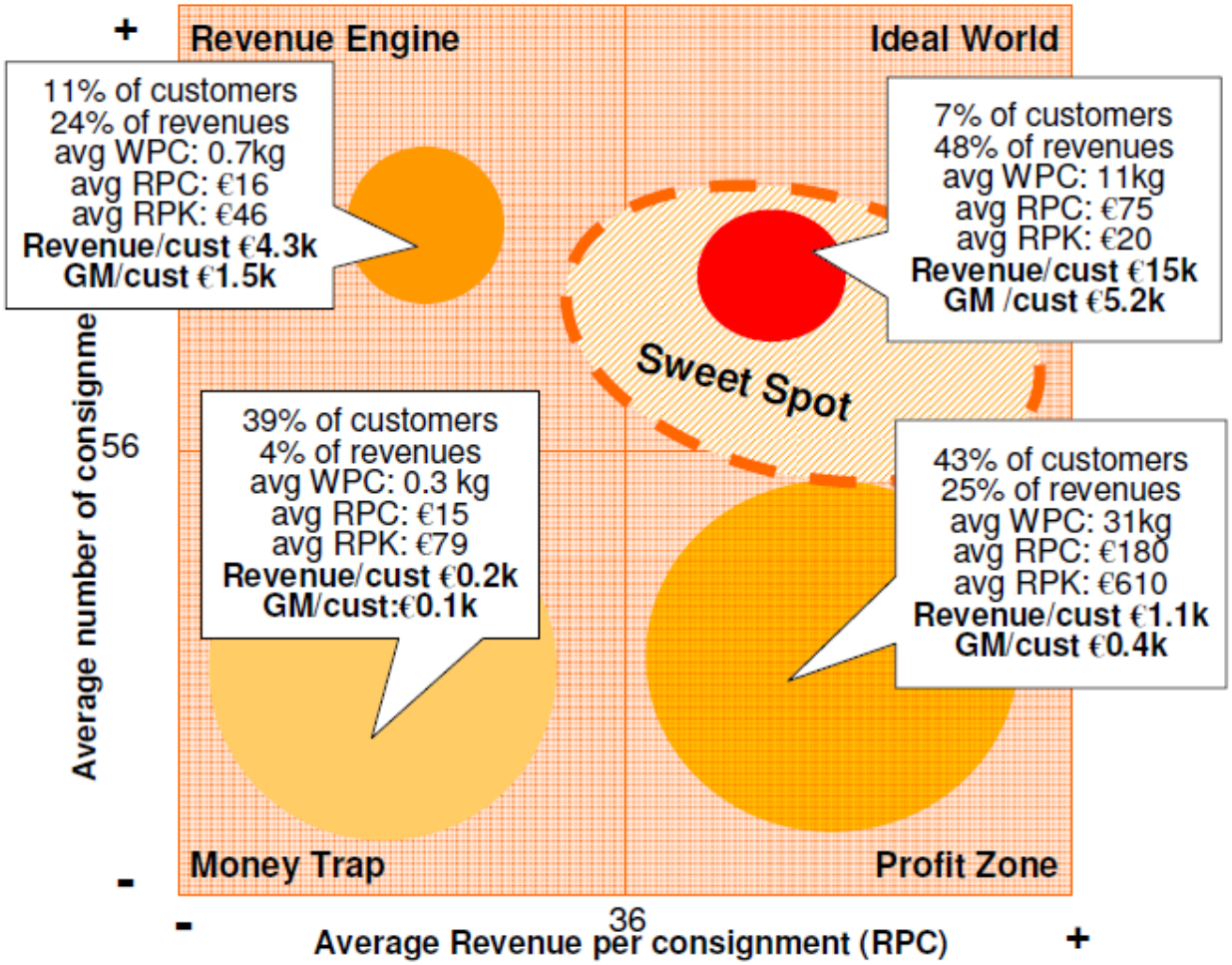
Easy segmentation:

Refine channel approach through segmentation

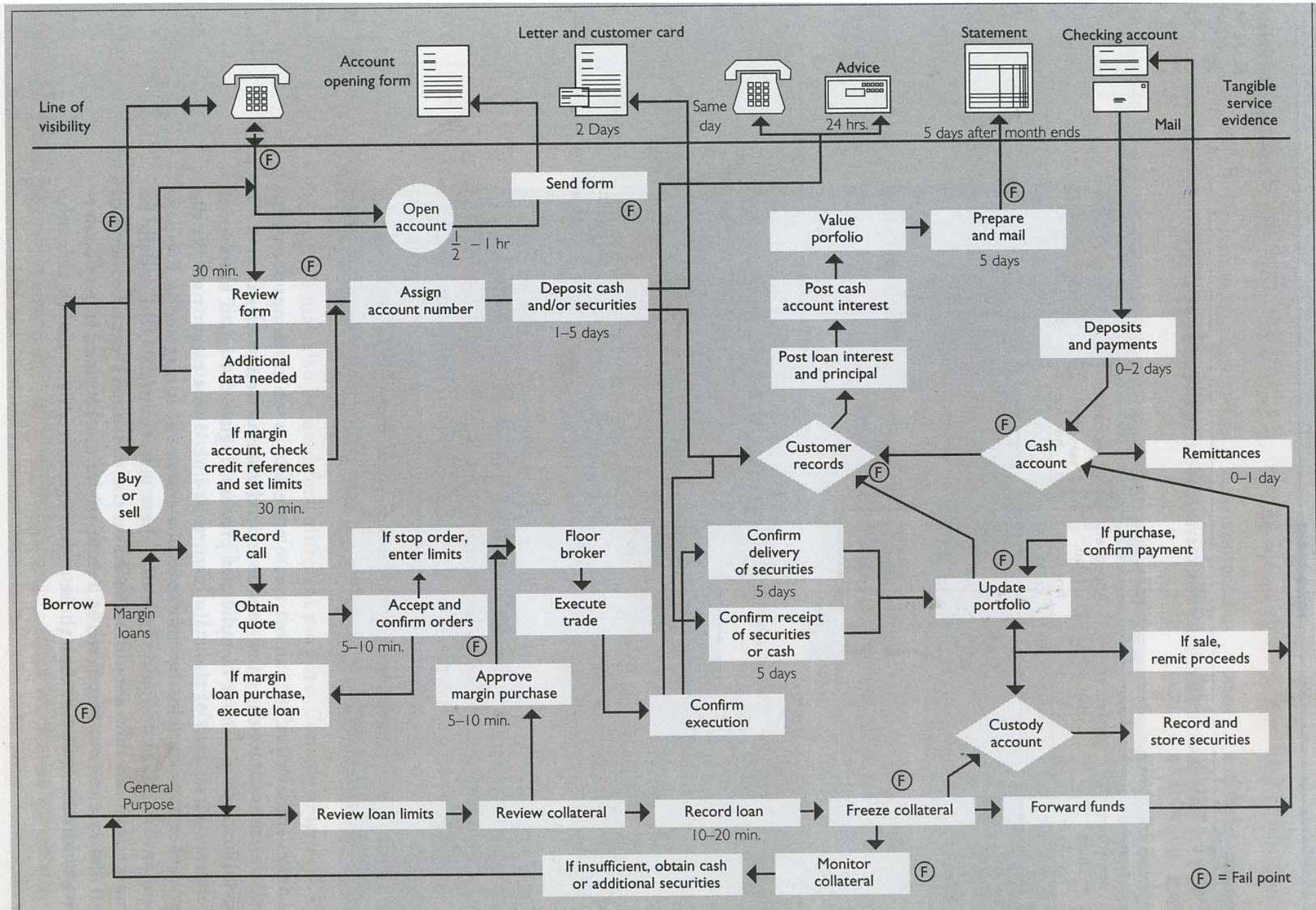


Behavioral Segments

International Customer Positioning 2006

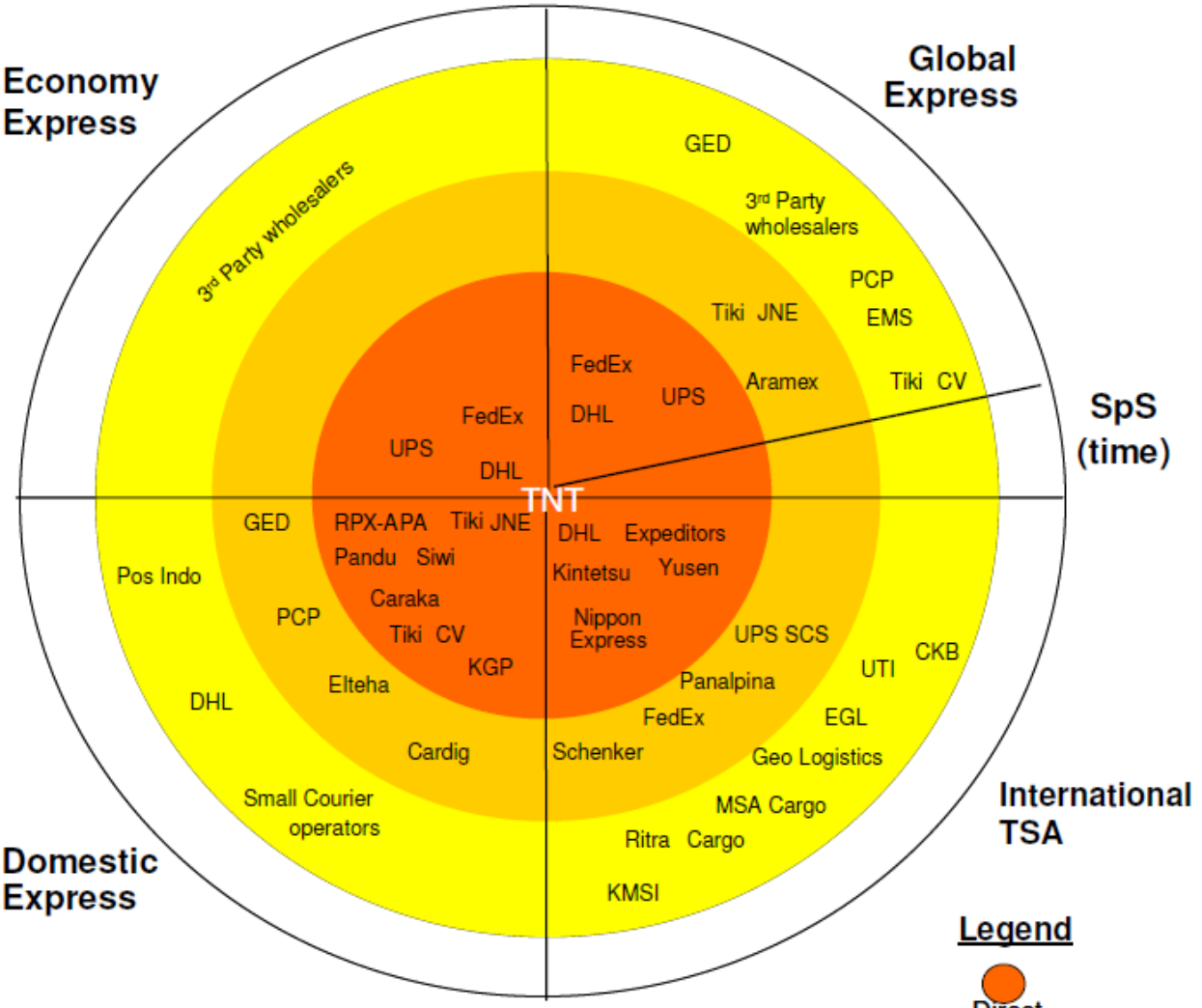


Service Blueprint



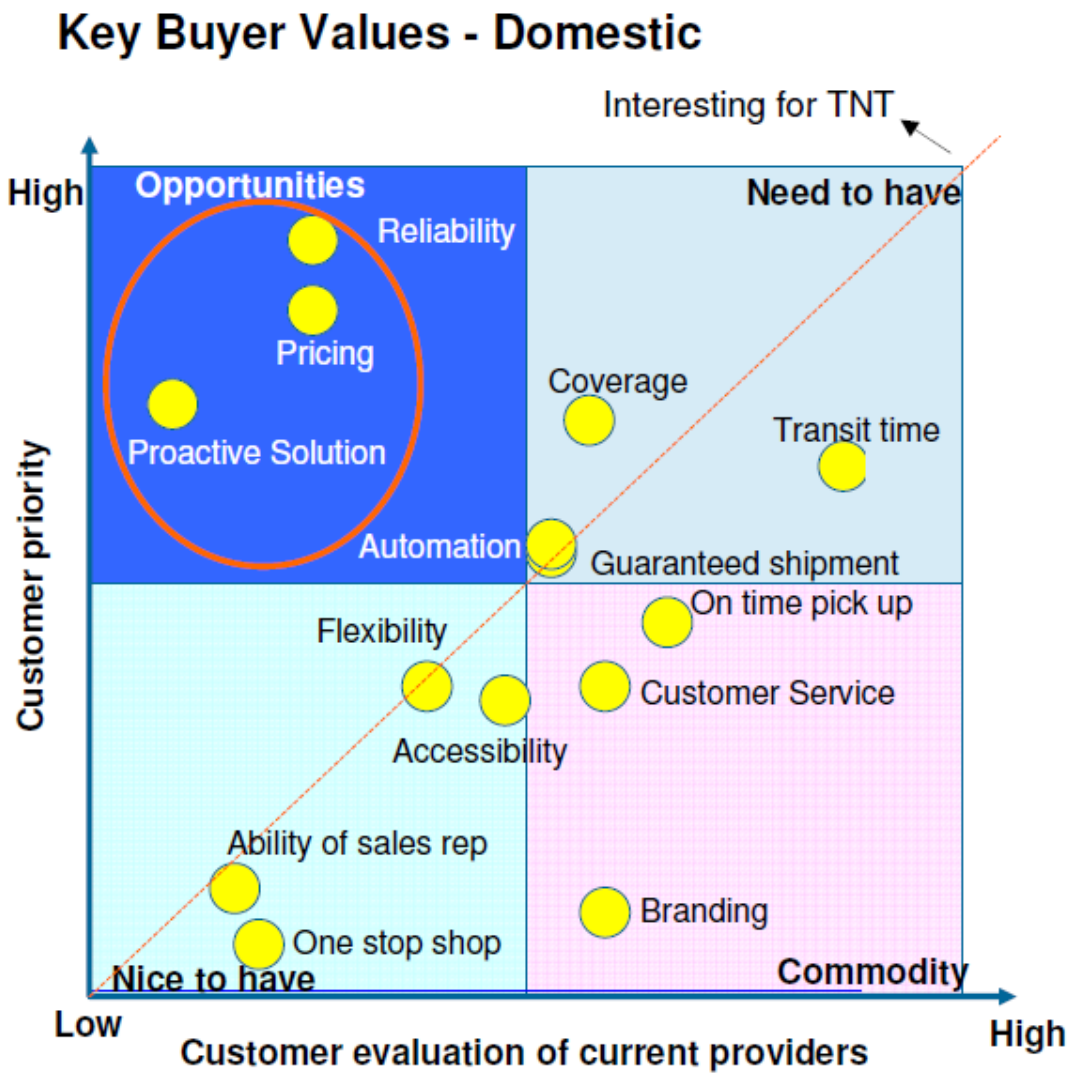
INTERNAL	**STRENGTHS**	**WEAKNESSES**
EXTERNAL	**OPPORTUNITIES**	**THREATS**

Competitor Mapping by Product

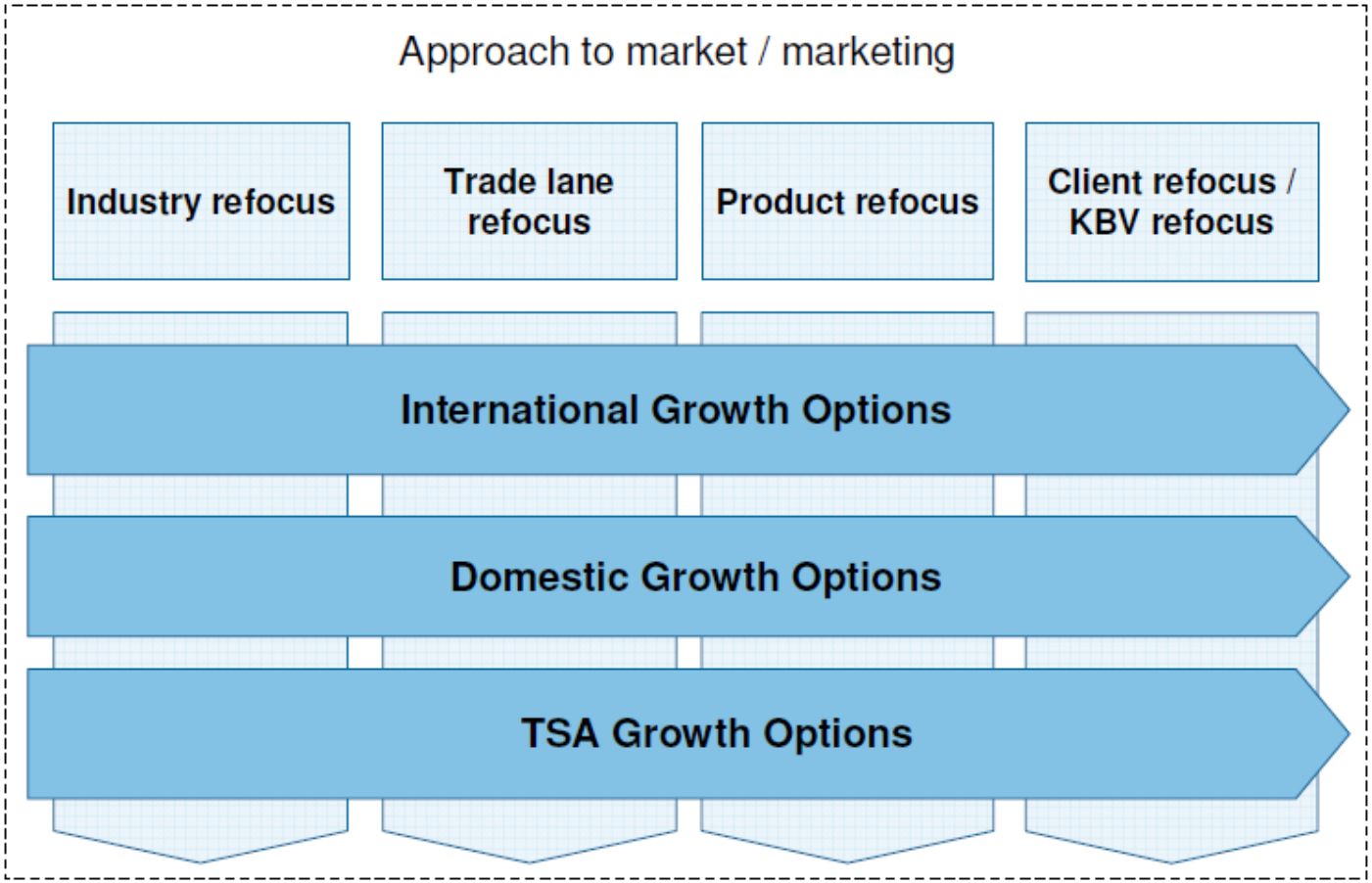


Source: Accenture analysis, Internal discussions

Unque Selling Proposition



Carefully Targeting



Four lenses on Innovation

Challenging ortodoxies

Understanding needs

Harnessing trends

Leveraging resources

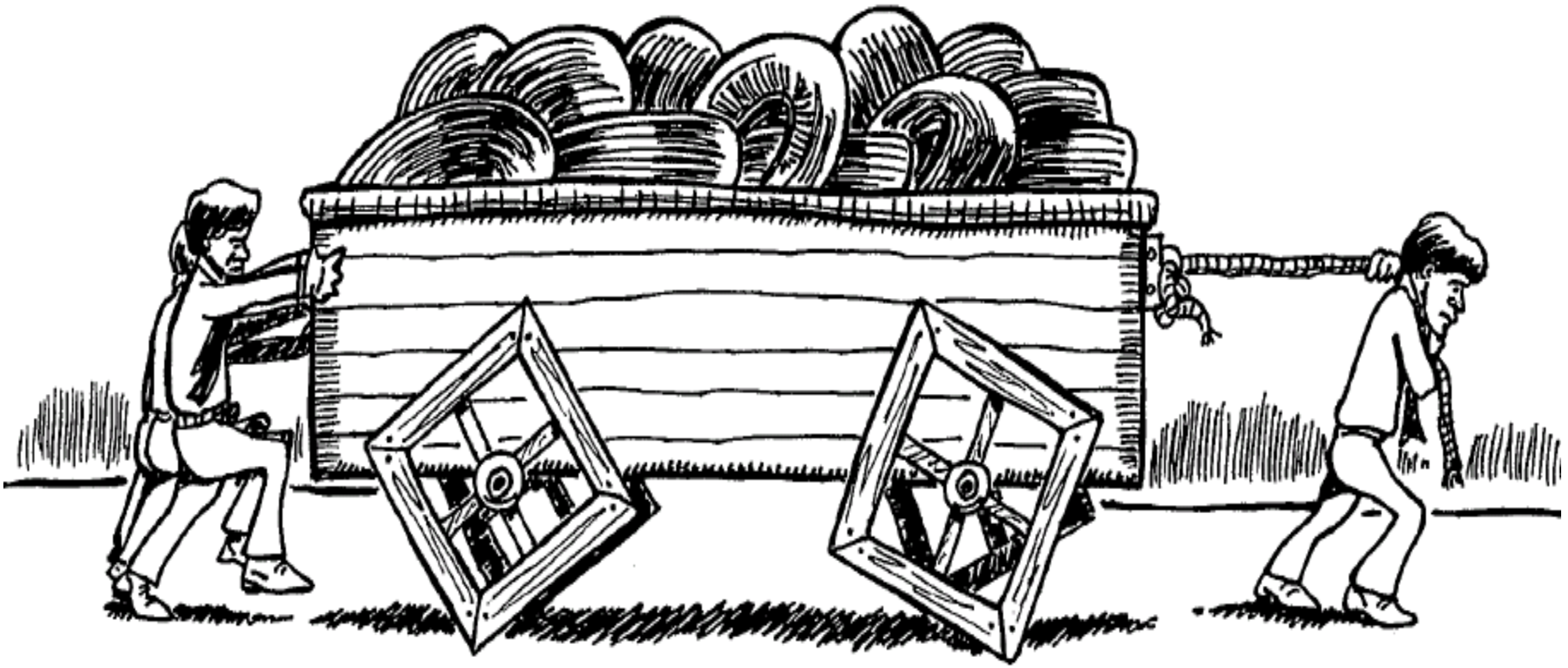
IBU GRAND INTERNATIONAL

Be first past the post

PREPARED TO RACE ??

One of our key jobs as leader ….

Communication is key

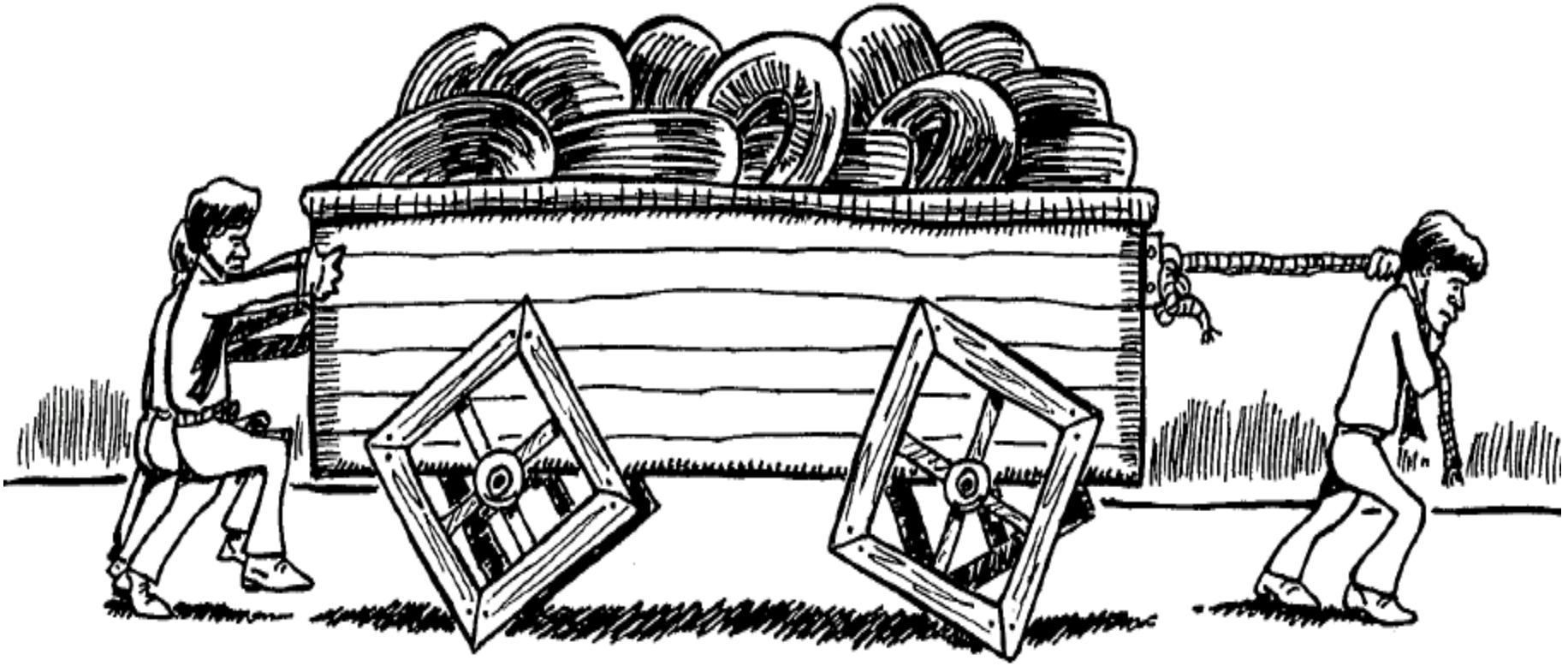


"Think"

Challenge/Improve – don't just "DO"

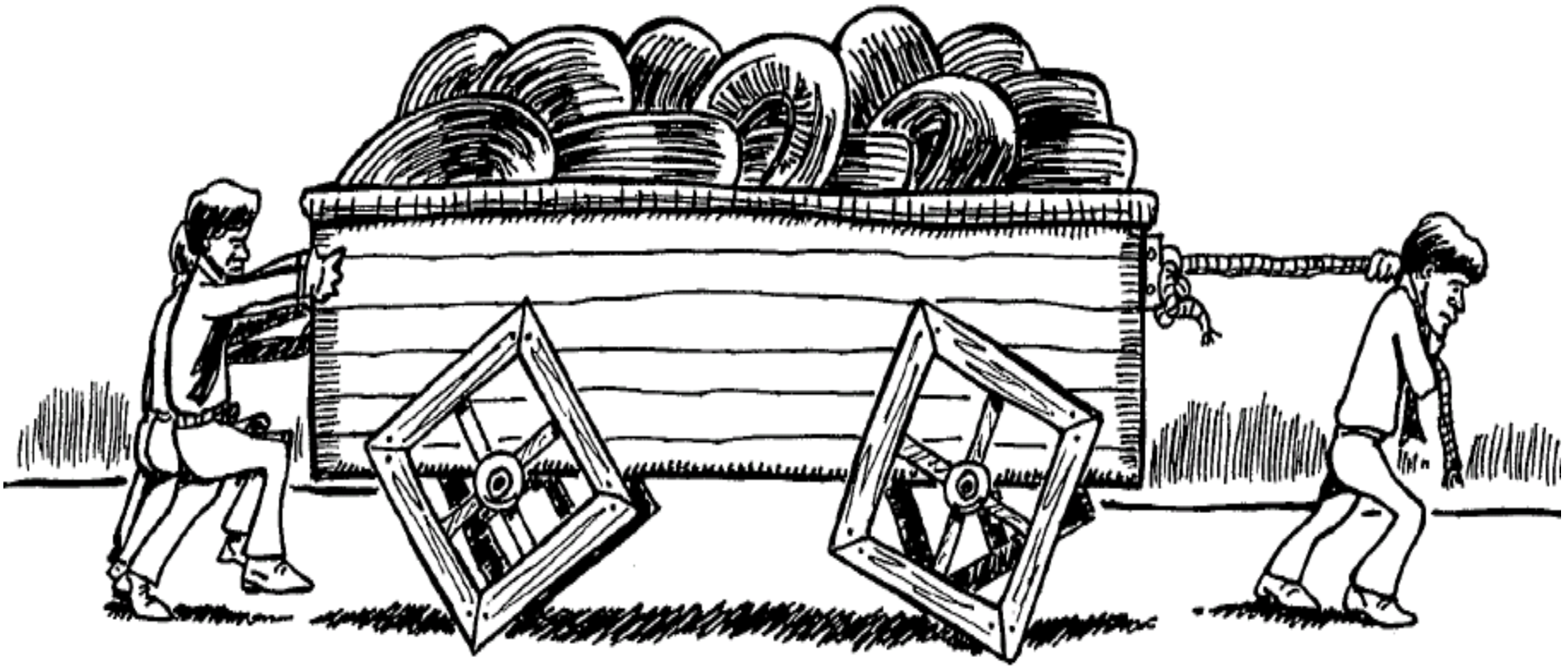
As leader…..

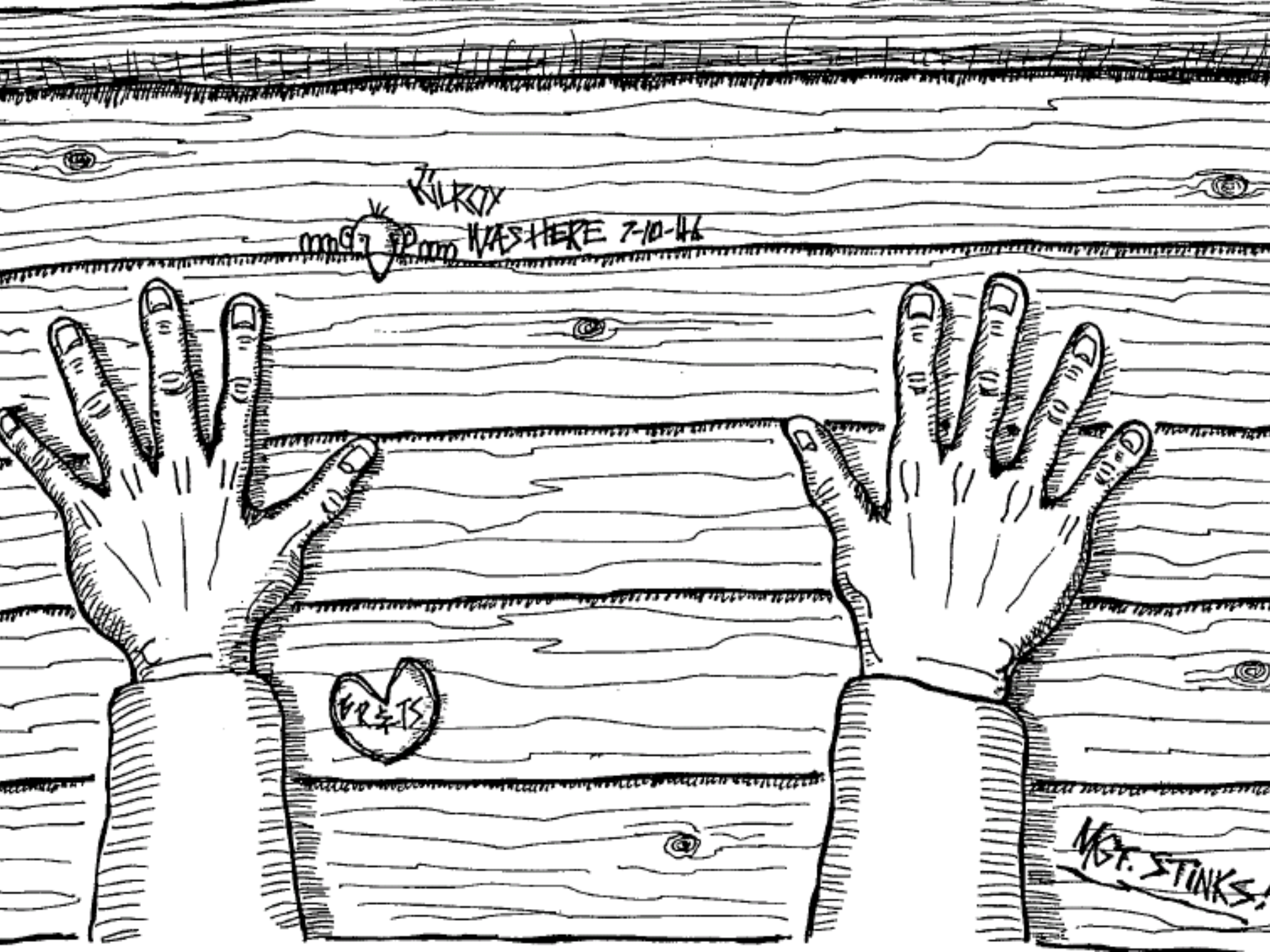
We must get our Sales to understand where we are headed and how we are going to get there.



Being out in front you may see the promised land .....

… … but remember what your salespeople sees




KILROY
WAS HERE 7-10-44
ARTS
MGT. STINKS!

We must get our Frontline to understand where we are headed and how we are going to get there.

They must feel a part of building the business and understand how they contribute to it !

Our Mission

Question & Discussion

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