

Business ■ Performance Group

Global Manufacturer and Distributor

Consulting Services ***Leading High-Impact Sales***

Affected business description

The client is a Fortune 200 distributor and manufacturer. One of its divisions produces an industrial product marketed to distributors who sell to the manufacturing community. The division deployed a field sales organization to call on the distributors. They occasionally called on large end users in the manufacturing community – typically in conjunction with a salesperson from the distributor handling the account.

The division recently reorganization and hired a new sales manager.

Business problem or business opportunity

The organization had an opportunity to create a new sales management process with the hiring of the new sales manager.

Why did this opportunity happen?

The change of leadership in the sales management position facilitated taking a new approach to managing the field sales force. In addition, the company had been growing and adding field sales representatives.

What did the client want?

The client wanted a more effective sales management function. In discussions with leadership, they indicated a desire to have the sales manager “out in the field” assisting with large sales and coaching the team. They wanted to avoid “paperwork,” “mindless office tasks” and anything which defocused the manager and the team from selling.

What did Business Performance Group's product provide?

Initially, Business Performance Group met with the leadership of the organization and the new sales manager. The initial engagement was centered on providing a management structure and model.

When the recommended model and structure was created, Business Performance Group presented its recommendations to the leadership team and also to the sales manager. As a next step, leadership agreed to send the new sales manager to Leading High-Impact Sales.

At the end of the course, the sales manager and a consultant from Business Performance Group sat down and created deliverables to implement the new sales system. These documents included:

1. Personal Business Plans for each salesperson;
2. Cross-Sell and Up-Sell matrices for each product;
3. Account Penetration plans for each major account;
4. Department wide metrics and comparisons for the A-B-C-D matrix;
5. Pre-Call and Post-Call checklists;
6. Features / Functions / Benefits / Questions for each major product line.

End result.

Within the first two months, all of the Personal Business Plans were rolled out to the sales group in one-on-one meetings with the new sales manager. These include account penetration activities for key accounts. The company decided to plan in six month increments.

At the end of the six months, the plans were revised and rolled out again for the second cycle. Sales hit the plan.