



REPOSITION CHECKPOINT REPORT

'Repositioning the Sales Function for Enhanced Performance'

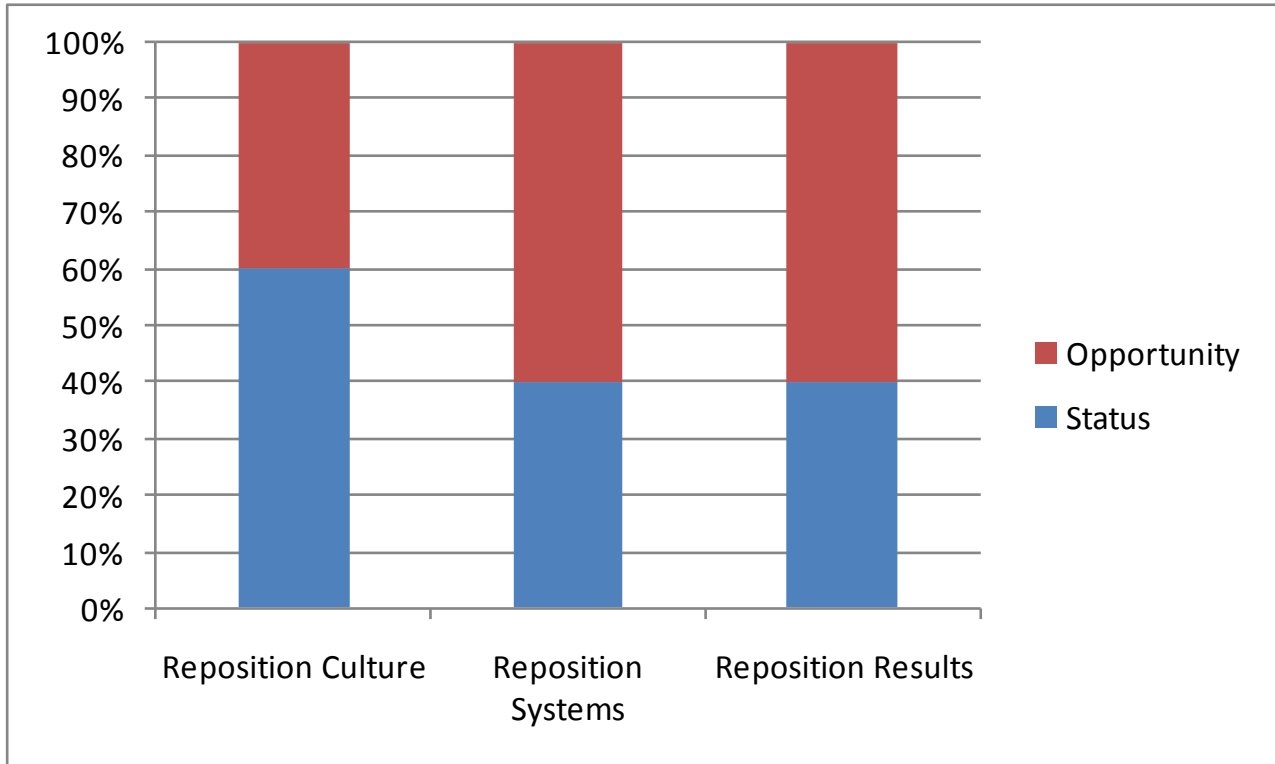
Characteristics of an Effective Sales Function

Reposition Culture - This is a confident sales team that interact well within the sales team and that interact well with other functions and with customers. There is a strong desire to do well and to be the best. The sales team are considered to be an integral part of the organisation with a particular responsibility for growth and getting and growing customers. The sales team are persuaded that they have a competitively superior offering and that customers would benefit from engaging with the sales team. There are regular team meetings and the sales people receive attention and are recognised for their contribution. Considered to be a good place for sales people to work. The sales effort is a team effort and the sales team recognise the contribution of non-sales functions to delivery and company performance. Expect low staff turnover with high levels of employee engagement.

Reposition Systems - The sales function is very well organised. The budgeting process goes far beyond high level sales targets. Targets are set per customer and include targets for growth in actively trading customers, increase to share of customer spend, profitability per customer and other such targets. The monthly reporting systems provide timely feedback of performance against targets. Sales routes and sales activities are linked to the sales targets and the scheduling systems minimise the amount of planning required by individual sales persons. Accordingly sales productivity is high. Performance indicators are built into the reporting system capabilities. The communication systems around sales outlook, sales activities, and sales results all reinforce focus and productivity. The sales effort is predominantly system dependent rather than sales person dependent. Customers generally see themselves as a customer of the company rather than a customer of the sales person. New sales people become useful in a short space of time based on effective induction and underlying sales system capability. The recruitment processes are effective and the appraisal systems are relevant.

Reposition Results Focus - This is a goal orientated sales team that has a clear understanding of their role in growing the business. The goals relative to sales growth, profitability, share of customer spend, cross selling, increase in actively trading clients, and customer retention are clear and current. The targets are taken seriously and they guide people's work and activities. Performance indicators are based on these targets and performance is reviewed with recognition for progress and intervention when progress is not being made. The team and the individuals are results orientated. The sales results have an important impact on the overall business performance. It is usual for the sales team to achieve the sales goals. The sales effort has momentum with confident sales people and customer recognition of the effectiveness of the sales effort. The sales team are focused on sales and on profitability. Expect sales to be concluded at relatively high prices with limited discounting. Competitors recognise the sales force as effective.

SAMPLE REPORT - 'Repositioning the Sales Function for Enhanced Performance'



There is a significant opportunity to enhance business performance through repositioning the Sales Function. The reports summarise:

- 1. Help to DEFINE the current status of the Sales Function**
- 2. Help to DRIVE the Initiatives that will reposition the Sales function for enhanced performance**

Reposition Status – Sales Function & Performance – DEFINING THE REPOSITION OPPORTUNITY

Reposition Culture - Status

<p>This is a mid zone situation where there are signs of a selling function that has a mediocre level of confidence and purpose with average levels of employee engagement. The sales function is operating but there is a lack of commitment and enthusiasm. In a sense people are doing a job with little emphasis on innovation and improvement. Capable sales people see this a step in their career. While there is a level of engagement between sales functions and non-sales functions, this is often reactive and linked to customer complaints, unpaid accounts, and delivery complications. People generally recognise the importance of the sales function to the organisation but there is a perspective within non-sales functions that the sales people create difficulties through unwise selling actions such as over-promising or trading with high risk clients.</p>	1	40 to 60
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Reposition Systems – Status

<p>Sales force productivity is low and a significant cause is the inadequacy of the sales systems. There is too great a reliance on recruiting the 'right sales people' and on the sales people to make things work. The inadequate systems evidence themselves in the long time it takes for new sales people to contribute, inefficient sales activities, customer sales plans which lack detail, and an emphasis on aggregated sales targets which have limited relevance for individual sales people. Feedback on individual performance lacks detail and relevance, and is generally difficult to extract. The system links between sales and operations are not robust with the result that there is unnecessary manual work and a fair amount of duplicate administration. This also creates a lack of confidence that sales will be expedited as promised. Expect to find a level of customer frustration linked to system inefficiencies.</p>	2	20 to 40
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Reposition Results – Status

<p>Sales goals are not well defined. Where there are sales goals they tend to be aggregated and general and of limited relevance to individual sales people. Quite possible that the sales budget process is a top down process where executive management submit a goal that has limited foundation with little organisational commitment. Sales people do not think the targets are relevant. There is limited attention to aligning the detail of the sales goals with the company strategic plan. Thus targets are generally not established for share of customer spend, growth in actively trading customers, customer retention, customer profitability, product group profitability, and so on. Review meetings tend to be late and / or of limited value. Expect to find limited growth or incremental growth with decreasing profit margins. Also expect to find that sales plans are missed fairly often.</p>	3	20 to 40
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Reposition Opportunity | Initiatives – Sales Function & Performance - DRIVING INITIATIVES

Reposition Culture – Opportunity | Initiatives

<p>There is a reasonable base of confidence in the organisation and the selling effort. Complacency to be avoided by building innovation and improvement into the fabric of the sales function. Make this responsibility real for each and every member. Use forums to draw out innovations and to share these across the sales organisation. Redefine the end in mind for the selling function and create a goal of industry excellence for a sales function. Be specific about 3 key characteristics and drive these unceasingly. Revise the agendas of the sales meetings to reinforce innovation and to drive further efficiencies. Set benchmarks that point towards industry leadership in selling.</p>	1	40 to 60
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Reposition Systems – Opportunity | Initiatives

<p>Go for quick system wins that build customer confidence and employee confidence in the effectiveness of the sales system and in the organisational ability to deliver what has been promised. Look for simple sales process modifications and improvements that cause the sales effort to be more proactive and less reactive. Go for simple controls over pricing and sales activities that preserve margin and increase sales wins. Completely overhaul the sales management process to ensure the timing of the forums and the agendas of these forums is clearly aligned to the business plan. Ensure regular forums with finance and operations with the intention of reducing inter-departmental efficiencies. Ensure monthly attention to structured improvement in the sales systems and the sales processes.</p>	2	20 to 40
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Reposition Results – Opportunity | Initiatives

<p>There needs to be a step-change in the results orientation of the sales function. Share the problem but take the lead for redefining the sales goals and targets aiming for increased ownership by each person to deliver a step-change in profitability, sales, and activity costs. Highlight the key drivers for a successful sales effort and don't let them go. try to keep the key drivers to a maximum of 4. This will help create a common focus on what really matters. Up the ante in respect of the relevance of the sales goals, the specificity of the goals, accountability, timely feedback, timely intervention, and sales progress. The key here is to continually highlight the things that make the change. Focus, focus , focus!</p>	3	20 to 40
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