

Sales Management: Driving Sales Force Performance

A step-by-step programme to lead, empower and enable the sales team.

Description of the Programme ***How many salespeople would you employ if you knew they would not fail?***

Sales management has become too important to be left to just one person. In a rapidly changing environment, empowering and enabling the entire sales force to think like a "sales manager" makes strategic sense.

A "multiplier" mindset is key. Tesco's celebrated CEO, Sir Leahy (2012) describes this multiplier effect: "You don't want one leader you want thousands; for them to feel so good about the business that they will step forward to put things right."

When all individuals in the sales team demonstrates that they are fighting for the same business objectives, trust and communication strengthen, which enables the collaboration required for high performance sales results. One way to do this is to inspire multi-levels of salespeople to think and behave like sales leaders.

The two important goals that Sales Managers must accomplish are to motivate the sales team and fulfill the company's objectives. In a hyper-competitive product and price-parity world, the only differentiating factor has fast become the sales team's professionalism (HR Chally and Gallup Surveys).

"Because the purpose of business is to create a customer, the business enterprise has two (and only these two) basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs. Marketing is the distinguishing, unique function of the business." Peter Drucker

This programme logically and systematically introduces the cornerstones of professional sales management, and is based on the most recent thinking behind the largest sales surveys ever undertaken. For example, Gallup's 20-year study supports that leadership development is key to employee and customer engagement.

Programme structure and key focus areas

Outcomes - The key concepts and ideas covered are the following:

This programme will introduce implementable disciplines to increase the sales force's impact. By attending the programme you will understand and demonstrate:

- The macro and micro environments before writing the sales plan
- Sales team structure -- organogram and responsibilities
- Self-awareness (EQ): everyone is different, which means employees and customers need to be engaged differently.
- The neuroscience of persuasion, motivation and leadership (TEC Leadership System; published in Leadership 2012)
- Sales talent development: Recruitment, training
- Territory planning (sales force size), Forecasting techniques, Budgeting, Remuneration pros and cons
- Evaluating and controlling the sales team (performance management)
- Sales meetings, calculating Return on Sales Investment (ROSI)
- Latest thinking behind: Presentation skills, High-trust Selling and KAM
- A learner completing this module will be able to demonstrate an appreciation of the broad environment of Sales Management (i.e. Team work, Technology, Coaching, Strategic Thinking, Self Management, and Globalisation Issues)

Teaching method

The modules adopts a participant-centric approach. It is with this intent that the teachings will leverage the collective corporate experience and intellect of the participants, which will enrich learning. The cases and pre-readings have been carefully balanced to cover the breadth of the field, facilitate in-depth discussions and class-wide participation.

The case conversations are enhanced by participants' bringing their own challenges in sales for in-depth discussion in the class.

Pre-Reading: Sales Management Articles

1. Rheeder, I. (2010). Developing The Sales Plan. Grow Your Business using the Ansoff Growth Matrix. *Strategic Marketing*. Issue 4, 2010. p.40.
2. Rheeder, I. (2015). The Seven Deadly Marketing Sins (And the solutions). *Your Business*. January 2015. p.80 - 82.
3. Rheeder, I. (2012). The Neuroscience of Leadership. *Leadership Magazine*. Edition 328. July 2012. p.50-52.
4. Ryals, L. and Marcos, J. (2012). "The (New) Skills You Need to Succeed in Sales". Aug. *Harvard Business Review*.

Recommended Reading

- Cron, W.L. & Decarlo, T.E. (2010). Dalrymple's Sales Management, 10th Edition (considered the best book on Sales Management in the USA).

Detail design: Module Objectives, Readings, Case Studies and Schedule

DAY-1

Session 1	Monday, 20 July 2015 Morning Session: Day 1	08h30 - 10h00	Venue:
<p>The World-Class Sales Organisation: Overview of strategy and planning (introduce the sales plan and sales management, structure, what do top sales organisations focus on)</p> <p>Case studies: demonstrate how a company only focussing on financial metrics is skating on thin ice (2 x case studies)</p>			
Objectives	Learning Experience		Deliverables
<p>To gain an understanding in:</p> <p>sales team strategy, structure, sales plans</p>	<p>Background & Introduction to Sales Management</p> <p>Understanding why both Financial and Marketing Metrics are equally important</p> <p>Case Study 1: Professor Malcolm McDonald's case demonstrates how a company only focussing on financial metrics is skating on thin ice.</p> <p>Case Study 2: Would you invest your life savings in Star Foods (Pty) or Cruise Foods (Pty), and why?</p> <p>Understanding the Sales Plan (Ansoff Matrix)</p> <p>Sales Manager as a Strategist (what is strategy)</p> <ul style="list-style-type: none"> ▪ Core purpose. The centre of strategy. ▪ Introduction to strategic terms ▪ Definitions and Objective setting <p>Reading: Rheeder, I. (2010). Developing The Sales Plan. Grow Your Business using the Ansoff Growth Matrix. <i>Strategic Marketing</i>. Issue 4, 2010. p.40.</p>		<p>Study the financial metrics with a work colleague and decide if you would invest in these three companies. Metrics accountants track vs. marketers. How far off the mark accountants can be by not simultaneously also focusing on marketing metrics, like: new customer acquisition, churn and satisfaction levels.</p>

Tea: 10h00 - 10h15

Session 2	Monday, 20 July 2015 Morning Session: Day 1	10h15 - 12h30	Venue:
<p>Personality profiling for profit (different styles sell and manage differently)</p> <p>EQ: Components of emotional quotient and intelligence</p> <p>Values: Select your core values to determine what drives you</p>			
Objectives	Learning Experience		Deliverables
<p>Develop self-awareness (EQ)</p>	<p>Understanding staff & customer personalities</p> <p>Understanding personality styles for profit</p> <p>Undertand the six components of EQ</p> <p>Choose your top-10 values</p>		<p>Complete questionnaire and discuss how their personalities and values or temperaments affect the way they sell, lead and work in a team</p>

Lunch: 12h30 - 13h30

Session 3	Monday, 20 July 2015 Afternoon Session: Day 1	13h30 - 15h00	Venue:
Neuroscience of persuasion (neuroscience reveals how our brains work during the sales and leadership process) Motivational Theories: Applying Motivational Theories to Achieve Sales Quotas: Volume, Profit & Activities Evaluating Quotas			
Objectives	Learning Experience		Deliverables
Understand neuroscience of persuasion, motivation and leadership	The Neuroscience of Selling & Persuasion Understanding the brain (thoughts, feelings and actions) Understanding the four neurotransmitters that motivate us The 7-levers of persuasion Motivational theory (1942 - 2008: Dr Maslow to Dr Rock) Motivating to achieve Quotas/Targets		Understand how the customer's mind works during a sales presentation and objection handling.

Tea: 15h00 - 15h30

Session 4	Monday, 20 July 2015 Afternoon Session: Day 1	15h30 - 17h00	Venue:
Leadership & Management (motivating the sales force to achieve targets/quotas, change management, the latest neuroscience)			
Objectives	Learning Experience		Deliverables
Understand how to build trust, engage with colleagues & customers	Silos mentality and Silo-Busting The Science of Happiness (sales skyrocket) Engagement and the Gallup Q12 (measuring engagement) TEC Leadership System: building Trust, Engaging and Competencies (TEC) Emotional Quotient (EQ) The 6-competencies of sales managers (TTCSSG) Reading: Rheeder, I. (2012). The Neuroscience of Leadership. <i>Leadership Magazine</i> . Edition 328. July 2012. p.50-52.		Complete a leadership evaluation on yourself. Choose which leadership activities you want to focus on hardest.

DAY-2

Session 5	Tue, 21 July 2015 Morning Session: Day 2	08h30 - 10h00	Venue:
Recruiting tips (talent management)			
Sales training & development (talent management)			
Objectives	Learning Experience		Deliverables
Understand where and how to recruit salespeople	HR Chally Survey (2000-20013) turns sales upside down! Recruitment planning process Training effectiveness		Become aware of where to recruit.

Understand why training does not work.	Planning, Developing & Evaluating Training	
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Tea: 10h00 - 10h15

Session 6	Tue, 21 July 2015 Morning Session: Day 2	10h15 - 12h30	Venue:
Territory planning (size/structure and deployment)			
Objectives	Learning Experience		Deliverables
Understand the efficiencies of territory planning	Establish size of required team (e.g. workload approach) Route planning models Prospecting calculations (how many sales calls required)		Calculate how many salespeople are required to cover a territory.

Lunch: 12h30 - 13h30

Session 7	Tue, 21 July 2015 Afternoon Session: Day 2	13h30 - 15h00	Venue:
Forecasting techniques (seasonal indexing, naive etc.)			
Budgeting techniques (Forecast, budget/plan, estimation)			
Objectives	Learning Experience		Deliverables
Understand what influences volume fluctuations.	Sales volume influences Qualitative & Quantitative forecasting (7-methods) Seasonal Indexing Why is a budget so important? Where to spend the budget		Calculate your seasonal indexing. Calculate your next quarter's sales.

Tea: 15h00 - 15h30

Session 8	Tue, 21 July 2015 Afternoon Session: Day 2	15h30 - 17h00	Venue:
Remuneration & incentive schemes			
Evaluating/Controlling the sales force (managing performance)			
Objectives	Learning Experience		Deliverables
Study the various options of remunerating and evaluating	7-steps to design a compensation plan Expense accounts, fringe benefits Focussing attention on what needs to be done		Discuss the "art & science" of keeping people motivated through pay and

salespeople.		incentives.
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End day-2

DAY-3

Session 9	Wed, 22 July 2015 Morning Session: Day 3	08h30 - 10h00	Venue:
Sales meetings: agendas and conducting			
ROSI: Calculating the Return On Sales Investment (ROS)			
ROMI: Calculating the Return On Marketing Investment (ROMI)			
Objectives	Learning Experience		Deliverables
Understand that any sales initiative should deliver results	How to make a well planned sales meeting How to calculate the return on investment of spending money on any sales or marketing initiative. Case study: $(Sales \times GP\%) - Cost/Cost$		Discuss the things that should be considered when planning for, and conducting a meeting. Calculate the ROSI for a particular spend or investment.

Tea: 10h00 - 10h15

Session 10	Wed, 22 July 2015 Morning Session: Day 3	10h15 - 12h30	Venue:
Presentation Skills (Harvard's 4-stages to pitch for new business)			
Objectives	Learning Experience		Deliverables
Understand the tried and tested 4-steps of presenting (Harvard Business School)	Top-10 presenting tips How to Make Your Case in 30 Seconds or Less (Harvard) Four Parts: Introduction, Problem, Solution,/ROI, Next Steps		One-on-One Presentation: Each of you will develop and present (1-on-1) a 3-minute presentation. Working together with a partner, use everything you've learnt, and do a 3-minute presentation to a "key customer".

Lunch: 12h30 - 13h30

Session 11	Wed, 22 July 2015 Afternoon Session: Day 3	13h30 - 15h00	Venue:
High-trust selling technique (CUSP Technique) introduction to basics of selling, objection handling			
Objectives	Learning Experience		Deliverables
Understand the basic pillars of selling	<p>Using the simple yet powerful CUSP® Selling Technique, you will learn to <i>guide your prospects through a high-trust and low-tension experience ... a win-win technique or mindset of 'selling' that puts the customer before your 'sale'</i>.</p> <p>CUSP® Selling Technique: Customer trust, Uncover, Solutions, Propose</p> <p>Objection Handling Role-play (4-distinct steps)</p> <p>Closing the deal: closing lines</p> <p>Reading: Ryals, L. and Marcos, J. (2012). "The (New) Skills You Need to Succeed in Sales". Aug. <i>Harvard Business Review</i>.</p>		Sell each other something and handle the objectives

Tea: 15h00 - 15h30

Session 12	Wed, 22 July 2015 Afternoon Session: Day 3	15h30 - 17h00	Venue:
Key Account Management (KAM) introduction to KAM strategy			
Negotiation Skills introduction			
Objectives	Learning Experience		Deliverables
<p>Understand the KAM process and top characteristics of a key account manager.</p> <p>Understand the golden rules of negotiations. Become acutely aware of your body language.</p>	<p>Learn how little you know about your largest key account. Select your top-6 KAM skills</p> <p>Define Negotiations</p> <p>Learn the top-12 body language tips for negotiators. Discover the principles of 'exchange' and how to make concessions. Remember, in life, everything is negotiable!</p> <p>The 10-Golden Rules of Negotiations</p> <p>Use the 'PAR Value' tool (Perfect, Acceptable, Reservation) to cognitively prepare yourself for closing a deal.</p>		<p>Evaluate your current negotiating skills (25 question audit)</p> <p>Prepare for a negotiation using the top-10 rules and the 'PAR Value' tool.</p>

End Day-3

"Knows what he is talking about. Been there, done that, got the T-shirt." ABSA Bank, Sales Manager

"Wow — mind blowing. The handout will be my Bible. Excellent course, would recommend it to anyone. I feel different. Thank you." Fresenius Kabi, Sales Manager

"This is one of those courses that will turnaround a business. Ian was excellent." Kaya FM Radio Station, Sales Manager

"I will definitely be able to apply this in the work environment. Ian's knowledge was substantial and he kept us interested." Streetpole Adverts, Sales Manager

"Ian was excellent. Forecasting & budgeting had the most impact for me." Intervet, Sales Manager

"I implemented a few of his selling tips and became our top sales consultant. His sales management training directly led to my promotion." Waltons Stationery, Sales Consultant

"I did not get bored, very interesting, quotes top people in the industry, well read, and most importantly has practical knowledge, thank you!" Sun International Hotel Group, Sales Manager

"Ian knows his subject matter. Learnt a lot on strategic planning, budgeting, analyzing competitors, managing staff activities etc." Oxford University Press, Sales Manager



Ian is currently a strategic business consultant and facilitator at the Gordon Institute of Business Science (GIBS). Prior to starting Markitects Consulting in 2005, his last big corporate position was Marketing & Sales Director of the global zipper giant, YKK. Ian's competitive advantage is his depth of experience in both the business and sales leadership functions. He is completing his PhD in Persuasion Science.

Using a triangulation of *neuroscience, leadership theory and sales management theory* is what makes Ian's sales management programme unique.

Qualifications: Ian Rheeder holds an MSc in Leadership (cum laude). He trains and consults in the business and leadership space. He is a Chartered Marketer (CM), the highest professional marketing qualification in South Africa and Europe.

Professional memberships: Founding member of the SA Marketing Association, and is a Past President of the Professional Speakers Association see www.PSASouthernAfrica.co.za)

Published many Sales and Marketing Management articles that were well received

Extensive consultation and seminars provided in Europe, South Africa, South East Asia and Middle East regions

Partial list of clients include: BP, Sasol, Engen, Pfizer, Goldman Sachs, Unilever, Sara Lee, Citibank etc