



Effective Sales Management

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Background



- Over 30 years of industry experience
- Founded Copifax in 1987
 - Sold it to IKON in 1997
- Various executive level positions at IKON
- Strategy Development
- President of FlexPrint



What We Hear



- I need to improve my conversion rate
- My sales professionals can't close business
- We aren't getting enough appointments
- Low penetration with cross selling of other products or services

Critical Principles



- Finding top quality talent is almost as difficult as winning Powerball
- Top quality talent needs to be developed
 - Not every employee will be an A+ player
 - The key is to develop C+ into B and B into B+ or A-
- The managers primary responsibility has to be to develop each member of their team
 - Business results are an outcome of having a quality team with clear objectives

It's Not The Manager's Fault



- Most managers have constant pressure to “deliver the number”
 - Reviews are focused to head-count, pipeline, forecast and revenue
 - Gaps in results are frequently over simplified: Work harder, more activity, better closing skills
 - Periodic reviews, whether monthly or weekly, are focused to results
- Sales professional development reviews are usually a once a year event

Revenue

=

PROSPECTS

X

CLOSE RATIO

X

Ave TRANSACTION SIZE



The Case for Change



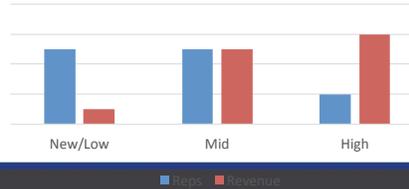
Sales coaching is the primary management activity to effect sales performance

- Forum and Sales Management Association

Obstacles for Coaching?

- Time - Sales Managers spend an average of only 45 minutes per week with each salesperson: Expectation setting, performance monitoring, coaching and development
- They don't know how: 82% of Sales Managers are NOT effective coaches*

Typical Sales Team



Identifying Coaching Opportunities



- Compensation
- The hiring process
 - Interviews
 - Profile assessments
- The onboarding process
- Account planning
- Pre-call planning/post call debrief
- Joint calls
- Proposal/financial justification

Account Planning Session



- This meeting has two goals: Retain/grow accounts and develop the sales professional
- An assessment of your position in the account
 - An evaluation of current and potential business opportunity in the account
 - Development of a strategy with tactics for driving business in the account
- Sales professional leads the session
- Manager and other participants provide feedback to accomplish goals

9

Frequency of APS



- The sales manager allots one hour per week to meet with each sales rep
 - Enough accounts should be pre-selected on a monthly basis by the sales manager to fill the weekly hour
 - Start with current accounts and transition to mix
- Each account should be reviewed in a three to six month cycle
 - Size of account determines frequency

10

APS Outcomes



- Develops specific move forward actions and hence pipeline, but this is about development
- Clearly identifiable patterns develop with each sales professional
 - Organizational skills
 - Inability to expand relationships in account
 - Too narrowly focused: Product, BU, location
 - Business development skills
 - Definitive next steps

Pre-Call/Post Call



- Pre-call planning: Who are you meeting with, what are your goals, what are you concerned with
- Post-call: Did you meet with who you thought, what surprised you, what are the next steps
- Provides you additional visibility into how the sales professional prepares and strategize on moving accounts forward

Joint Calls



- Provide clear visibility into what you are hearing from APS, pre and post call meetings
- You get to see the flow of the meeting and how the sales professional handles questions/concerns
 - Do they answer the question asked
 - Are they asking enough levels of questions to clearly identify the business case and is this articulated in their financial justification
 - Are they assessing the situation properly
 - Do they get definitive next steps

Putting it Together



- Hiring/onboarding, APS, call planning, joint calls and their financial justification provide clear visibility into developmental areas for the sales professional
- Addressing these developmental areas is how you improve results
- Let's take an example of sales professional that has strong financial justification skills and weak presentation and develop an exercise for his/her individual development plan (IDP)

Improving Presentation Skills



- He has strong financial justification skills so he will be comfortable with this subject. We tie this strength with his weakness
- He will give a presentation to the sales team in (six) weeks on financial justification
- We need to make this exercise “safe” so we build that into the development
 - Review initial prez draft week 1; initial prez week 2; improve flow week 3; review with anticipated questions week 4; week five walk through with questions

Developing the IDP



- The sales management processes provide the visibility into developmental areas
 - Constant focusing on simply “closing business” masks that vision: Over simplified
- The sales manager will need support on designing the exercises
 - This is the largest learning curve
- Development should be focused to career

The IDP



- You will have short term, defined as within three month, and long term developmental areas
 - No more than three in total
- IDP should be reviewed monthly, updated quarterly
- Every employee should have an IDP
- This needs to become part of senior leadership review

Thank You

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