
Providing Practical Tools for Sales Management in a Changing Marketplace

A Business Efficacy Case Study for Sales Management

This leading educational publisher was facing rapid competitive growth within their industry. Senior management wanted the sales force to change its approach, emphasizing the need to sell new products to new customer bases. Sales managers were charged with implementing these changes. This strategy committed the company to hiring new sales managers and having these managers play a significant role in the development of the sales force. Sales managers needed to get their salespeople to quickly and effectively integrate product knowledge, selling skills, and sales processes to successfully execute this new sales strategy.

Analysis

Business Efficacy conducted research to determine the key activities salespeople needed to execute and then studied the repetitive sales process and systems of the organization. From this analysis Business Efficacy determined what new strategies, activities, and competencies the sales management staff needed for moving order taking, customer service focused salespeople to proactive, savvy, competitive sales professionals.

Plan

Business Efficacy redefined the sales manager position and its key activities. The coaching activities managers utilized to drive sales force effectiveness, including methods, frequency, quality, and standards were re-engineered. Business Efficacy engineered new approaches for selection, observation, evaluation, and motivation of the sales force. Quantitative and qualitative expectations of the sales force were redefined. Business Efficacy helped senior executives look cross-functionally at the company and determine the organizational structure needed to drive better collaboration. This involved some restructuring of the organization, putting the right people into more effective and productive roles, and giving regional sales managers an expanded scope of responsibility.

Execution

Over 24 months, Business Efficacy introduced application-focused tools to sales managers through quarterly development meetings and one-on-one coaching. Individualized coaching with each sales manager focused on advancing each manager's ability to drive individual sales representative performance. Business Efficacy coached each sales manager on how to implement and effectively use all new systems.

Results

- 90% of sales representatives hit their annual sales goal after the management development project took place, as opposed to 22% preceding implementation of the plan.
- Inside sales representatives demonstrated a marked increase in their productivity within 90 days.
- By redefining sales management responsibilities and restructuring the sales organization, top management was freed to focus on long-range strategic planning for the company.
- By the second fiscal year after implementation of the management development project, annual sales increased nearly 25% and have continued to rise.

In Their Words

"Business Efficacy helped to give us focus. There was total buy-in from the sales force because Business Efficacy provided a customized product. Most importantly, the results are there!"
--SVP Sales & Marketing