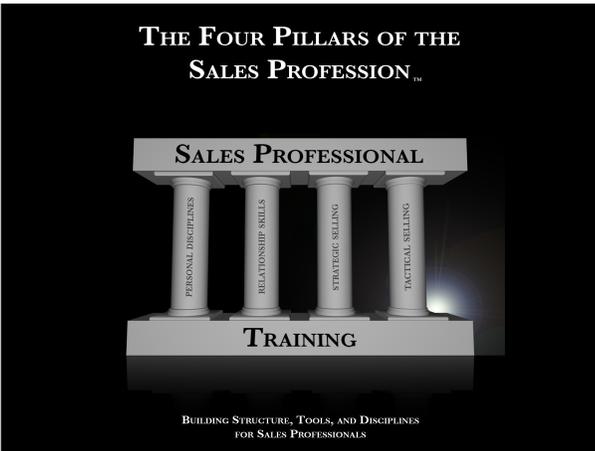


How to Structure a Winning Sales Team

*Presented by: Don Buttrey
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PILLAR I - PERSONAL DISCIPLINES SELLING IS PRIMARILY A PERSONALLY DRIVEN, INDIVIDUAL SPORT. BUILDING A STRUCTURE OF FUNDAMENTAL TOOLS AND DISCIPLINES ASSURES CONSISTENT ACTIONS AND MAXIMIZED RESULTS.

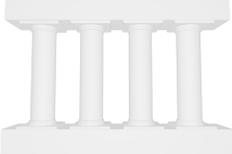
PILLAR II - RELATIONSHIP SKILLS PEOPLE BUY FROM PEOPLE THEY LIKE AND TRUST. SALES PROFESSIONALS MUST BE MASTERS OF COMMUNICATION SKILLS, LISTENING AND ADAPTING TO ALL STYLES OF PEOPLE.

PILLAR III - STRATEGIC SELLING GETTING THE BIG PICTURE OF ALL THE ACTIVITIES REQUIRED BY PROFESSIONALS THROUGHOUT THE LIFE OF LONG-TERM CUSTOMERS IS PREEMINENT. DUTIES FOR MARKETING, SELLING AND SERVING CUSTOMERS MUST BE ESTABLISHED. SALES PROFESSIONALS MUST INVEST THOUGHT AND RESEARCH INTO THE STATUS AND DIRECTION OF EACH ACCOUNT. FORMAL STRATEGIC PLANNING IS ESSENTIAL FOR SELECTED KEY ACCOUNTS.

PILLAR IIII - TACTICAL SELLING THE INTERACTION WITH THE CUSTOMER IS WHERE SALES ARE WON OR LOST. EVERY CALL COUNTS. BRILLIANT EXECUTION OF TACTICAL SELLING REQUIRES PRE-CALL PLANNING AND ONGOING PRACTICE.

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PILLAR I - PERSONAL DISCIPLINES



SELLING IS PRIMARILY A PERSONALLY DRIVEN, INDIVIDUAL SPORT. BUILDING A STRUCTURE OF FUNDAMENTAL TOOLS AND DISCIPLINES ASSURES CONSISTENT ACTIONS AND MAXIMIZED RESULTS.

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PILLAR III - TACTICAL SELLING



THE INTERACTION WITH THE CUSTOMER IS WHERE SALES ARE WON OR LOST. EVERY CALL COUNTS. BRILLIANT EXECUTION OF TACTICAL SELLING REQUIRES PRE-CALL PLANNING AND ONGOING PRACTICE.

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Standardize - Std.

Sales teams and sales professionals need
Structure, tools and disciplines!

“If you tell your people to do the right things
and your system tells them otherwise...
...the system will win every time.”

Michael Gerber

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Meet in the War Room



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“ Outmaneuver the enemy
before the first battle and
then fight to win.”

- Sun Tzu

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Attributes of Compelling Leaders

- Explain WHY as well as what and how.
- SELL versus Tell!
- Lead by example. Deserve respect.
- Provide clear goals and objectives.
- Compel others to desired actions. Get team results.
- Engage and utilize the talents of others. Share success.
- Inspire, challenge and motivate others.

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Restructure



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Dealership/Territory Variations

- Market
- Corporate Structure
- Sales Department Organization
- Individual Job Descriptions

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First consider...

- Market situations
- Competitive activity
- Corporate initiatives, goals
- Constraints, limitations, budget
- Timing
- People involved

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Tough Questions to ask...

- What is the customer's TOTAL set of experiences?
- How do they view your company?
- What is being done now? Who is doing it?
- How much time is invested? How much should be invested?
- What is working? What is not working? Why??
- How committed is top management to change?
- How entrenched is your current structure and culture?

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Coverage Focus Areas

- Marketing
- Market Share
- Prospecting
- Penetration
- Service and Support
- Follow-up
- Territory assignments
- Division overlap
- Proposals/Quotes
- Presentations
- Current Data base
- CRM

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CRM and Reporting

- Need for CRM
- Potential CRM problems
- Reporting advantages and concerns
- Impact on forecasting and coverage decisions

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Actuation by Salesperson

- Retrain the customer. Redirect expectations.
- Train the customer in service or systems to allow self-service.
- Delegate duties to appropriate departments or team members.
- Introduce and connect other team contacts to the customer.

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Restructuring ideas

- Re-assign duties. (Delegate, group, align focus.)
- Change territory lines. (Balance, shrink, or expand.)
- Re-align authority. Revise direct reports.
- Revise incentives; compensation.
- Adjust staff size.
- Creative mixture of above.

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DO what must be done!

- Study the Sales Lifeline
- Incorporate the Personal Disciplines Checklist. Time management assessment may throw up some flags too!
- Train and equip with tools and skills for comprehensive sales activities.
- Meet with salespeople - and as a management team. Where coverage is weak - agree on action to improve it!

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Review periodically

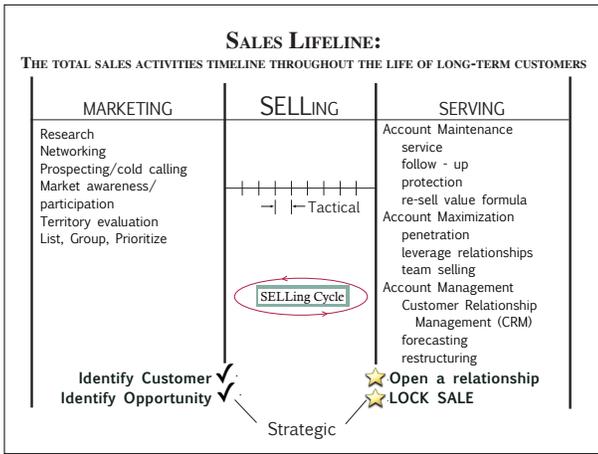
- Our profession is complex and multi-disciplined.
- It is easy to lose perspective.
- Market and economy changes will effect our activities. Adjustments are ongoing.
- Be involved in and committed to your overall corporate strategies. Meet in the "war room" regularly.
- Incorporate the tools and disciplines of the Four Pillars to build a sturdy sales structure.

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Attack!



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Serving

- Account Maintenance
- Account Maximization
- Account Management

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Marketing

- Research
- Networking
- Prospecting/Cold Calling
- Market Awareness/Participation
- Territory Evaluation
- List, Group, and Prioritize Accounts

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SELLing

- Account Strategic Planning
- Tactical Pre-call Planning

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Target Account Strategic Planning Tool

Research and Evaluation of selected Account (cont.)

Competition. List the competitor(s) in this account and note their relationships, strategies, level of activity, strengths, weaknesses etc.

Account Sales Summary. If this is an existing account you may want to include historical and current sales totals of products/services. To avoid redundant data you may simply refer to internal data bases or documents.

Account Goals. List sales, margin and/or performance goals for near and long term.

'What if' Analysis. Use this to think out of the box!

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Target Account Strategic Planning Tool

Plan Development, Monitoring and Accountability

Strategies and Tactics. Brainstorm ideas and possible calls or steps that will help move this account forward and gain the business. Refer to the above Research and Evaluation tabs to strategize and generate creative ideas and tactics. Write them and then prioritize them. Meet regularly with your team and peers to share and brainstorm new approaches and ideas.

Sales Call Objectives. Turn the above strategies into actions to create and manage your step-by-step plan.

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Target Account Strategic Planning Tool

- Consider who, what type, and current status.
(Must Protect, Must Penetrate, Must Prospect)
- Involve sales management in the selection and progress
- 3-5 accounts are suggested
- Be tenacious and patient

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Tactical Selling - Pre-call Planning

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SELL OBJECTION Response Tool - DEFENSE

Anticipated Objection:

S	START by restating the objection as a question.
E	EVALUATE by probing to understand facts and feelings.
L	LEVERAGE by providing an answer that persuades using customer benefits.
C	CHECK by trial to confirm resolution or acceptance. Proceed to action on objection.

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“War is very complicated and confusing.
 Battle is chaotic.
 Nevertheless, you must not allow chaos.
 War is very sloppy and messy.
 Positions turn around.
 Nevertheless, you must never be defeated.
 Chaos gives birth to control. Fear gives birth to
 courage. Weakness gives birth to strength.
 You must control chaos.
 This depends on your planning”
 Sun Tsu

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The Winning Coach

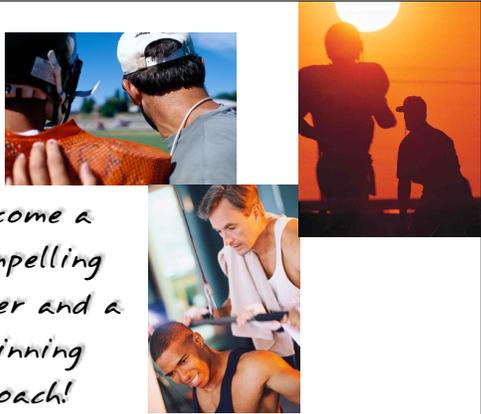
“I know what it takes to win.
 If I can sell them on what it takes to win,
 then we are not going to lose too many football
 games.”
 - Coach Bear
 Bryant

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Coaching and Follow-up

“All really successful coaches have a system.” - Jim Valvano
“Systems win! Believe in your system, and then sell it to your players.”
 - Billy Donovan
Sales Coaching With The Four Pillars System:
 Clarify expectations
 Open regular dialog
 Add training and tools
 Check progress often
 Honor and reward results
 “The secret to winning is constant, consistent management.
 Coaching is making men do what they don’t want,
 so they can become what they want to be” - Tom Landry

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*Become a
Compelling
Leader and a
Winning
Coach!*

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