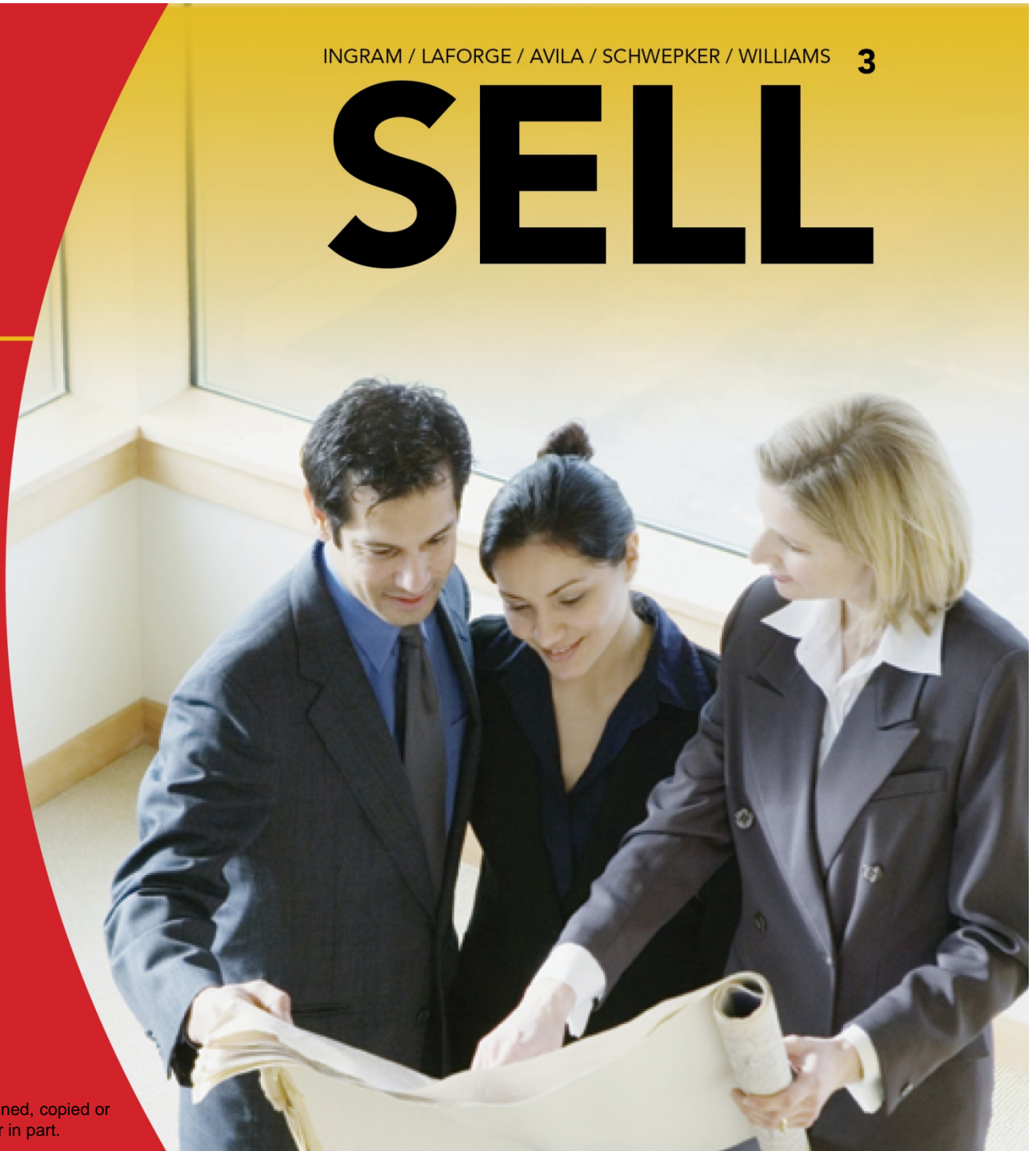


SELL

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Adding Value: Self-leadership and Teamwork



Self-Leadership

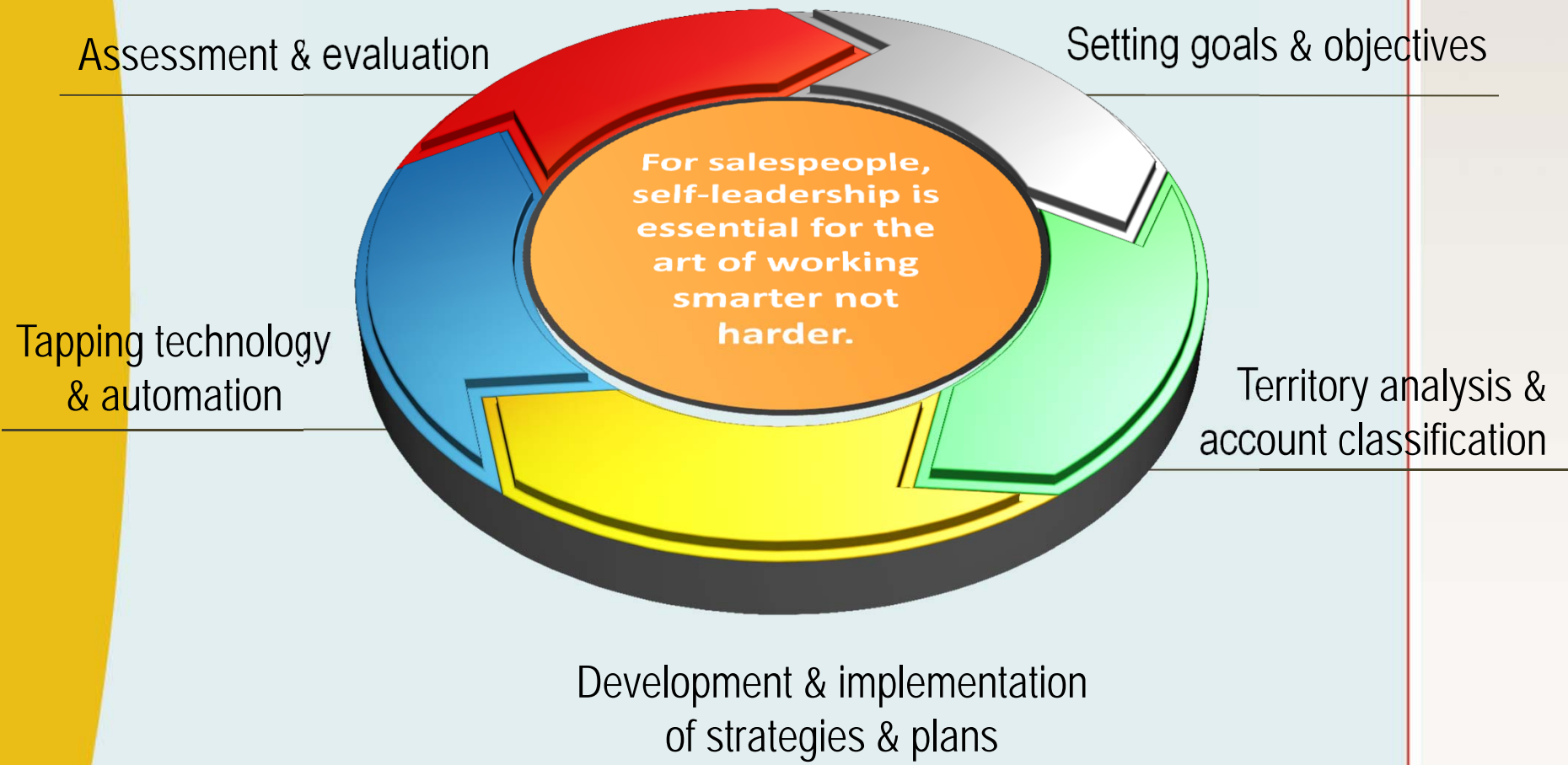
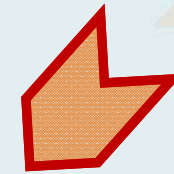
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The process of **doing** the **right things** and **doing them well**. It includes the strategic application of effort that is honed and aligned with one's goals.

5 Sequential Stages of Self-Leadership

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Understanding Goals

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Effective goals and objectives must possess three fundamental characteristics

Common Types of Sales Goals

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EXHIBIT 10.3

Common Types of Sales Goals

• Financial Goals	Income, Financial Security
• Career Advancement Goals	Work in Chosen Field, Advancement
• Personal Development Goals	Education, Training, Relationships Outside Work
• Sales Volume Goals	Dollar Sales, Unit Sales, Number of Orders, Aggregates or by Groups
• Sales Call Activity Goals	Calls Made, Calls/Day, Calls/Account, Presentations Made
• Sales Expense Goals	Total Expenses, by Category, Percent of Sales
• Profitability Goals	Gross Profits, Contribution Margin, Returns and Discounts
• Market Share	Total Share of Potential Market, Peer Group Comparisons
• Share of Account	Share of Customer's Purchases
• Ancillary Activity Goals	Required Reports Turned in, Training Conducted, Service Calls Made
• Customer Retention Goals	Number of Accounts Lost, Complaints Received, Lost Account Ratios
• New Account Goals	Number of New Accounts
• Customer Service Goals	Customer Goodwill Generation, Level of Satisfaction, Receivables Collected
• Conversion Goals	Ratio of Number of Sales to Number of Calls Made

Different Levels & Types of Goals



Desired annual
income \$70,000

11% commission on
sales \$636,364

19 equally-sized
accounts \$33,493

each account is
called on twice a
month \$1396

Territory Analysis

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The process of surveying an area to determine customers and prospects who are most likely to buy.



Stage Two: Territory Analysis and Account Classification

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- Who are prospective buyers?
- Where are they located?
- What and why do they buy?
- Who has the authority to buy, who influences the buying decision?
- What is the probability of selling this account?
- What is the potential share of account that might be gained?



Stage Two: Territory Analysis and Account Classification

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account classification

The process of placing existing customers and prospects into categories based on their sales potential.

single-factor analysis

A method for analyzing accounts that is based on one single factor, typically the level of sales potential.

portfolio analysis

A method for analyzing accounts that allows two factors to be considered simultaneously.

1

2+

Account Classification – Single Factor

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EXHIBIT 10.4

Different Single-Factor Account Analysis Schema Used by Different Companies

Class of Account	Schema One: InquisLogic Inc.	Schema Two: Web Resource Associates, LLC	Schema Three Federal Metal Products
"A" Accounts	Accounts with highest potential (the 20% that do or could account for 80% of sales) Annual number of calls = 24	Accounts with highest potential (the 20% that do or could account for 80% of sales) Annual number of calls = 52	High volume current customers (the 20% that currently account for 80% of sales volume) Annual number of calls = 48
"B" Accounts	Medium potential accounts (the 80% that account for 20% of sales volume) Annual number of calls = 12	Accounts with moderate sales potential, but who are regular and reliable customers Annual number of calls = 24	Accounts with high potential, but who are not current customers Annual number of calls = 12
"C" Accounts	Accounts with the least sales potential Annual number of calls = 4	Lower sales potential accounts Annual number of calls = 8	Medium potential accounts that are current customers Annual number of calls = 12
"D" Accounts	None. This schema only uses 3 classes of accounts	Accounts that cost more in time and energy than they produce in sales or profits Annual number of calls = 0	Accounts with medium potential, but who are not current customers Annual number of calls = 6

account classification

The process of placing existing customers and prospects into categories based on their sales potential.

single-factor analysis

A method for analyzing accounts that is based on one single factor, typically the level of sales potential.

portfolio analysis

A method for analyzing accounts that allows two factors to be considered simultaneously.

Account Classification - Portfolio

10

EXHIBIT 10.5

Portfolio/Two-Factor Account Analysis and Selling Strategies

		Competitive Position	
		Strong	Weak
Account Opportunity	High	<p>Segment One</p> <p>Level of Attractiveness: Accounts are very attractive because they offer high opportunity, and the seller has a strong competitive position.</p> <p>Selling Effort Strategy: Accounts should receive a heavy investment of effort and resources in order to take advantage of high opportunity and maintain/improve competitive position.</p> <p>Exemplary Sales Call Strategy = 36 calls/yr.</p>	<p>Segment Two</p> <p>Level of Attractiveness: Accounts are potentially attractive due to high opportunity, but seller currently has weak competitive position.</p> <p>Selling Effort Strategy: Where it is possible to strengthen seller's competitive position, a heavy investment of selling effort should be applied.</p> <p>Exemplary Sales Call Strategy = 24 calls/yr.</p>
	Low	<p>Segment Three</p> <p>Level of Attractiveness: Accounts are moderately attractive due to seller having a strong competitive position. However, future opportunity is low.</p> <p>Selling Effort Strategy: Accounts should receive a heavy moderate level of selling effort that is sufficient to maintain current competitive position.</p> <p>Exemplary Sales Call Strategy = 12 calls/yr.</p>	<p>Segment Four</p> <p>Level of Attractiveness: Accounts are very unattractive. They offer low opportunity and seller has weak competitive position.</p> <p>Selling Effort Strategy: Accounts should receive minimal personal selling effort. Alternatives such as telemarketing, direct mail, and Internet should be explored.</p> <p>Exemplary Sales Call Strategy = 6 calls/yr.</p>

account classification

The process of placing existing customers and prospects into categories based on their sales potential.

single-factor analysis

A method for analyzing accounts that is based on one single factor, typically the level of sales potential.

portfolio analysis

A method for analyzing accounts that allows two factors to be considered simultaneously.

Stage 3 – Development & Implementation of Strategies & Plans

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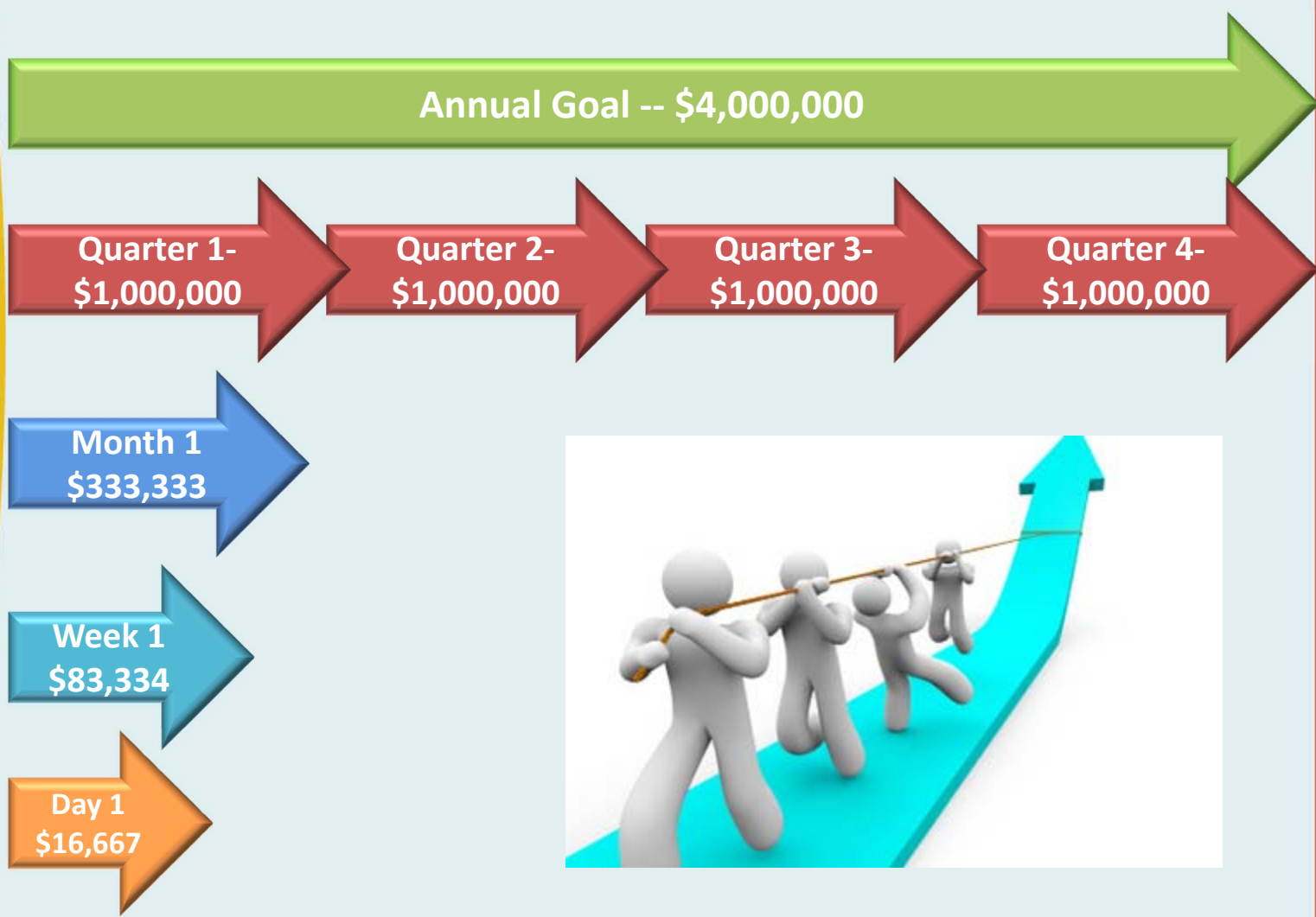
Establish and Implement Selling Task and Activity Plans (e.g., sales goals, expense budgets, number of new accounts, and so forth)

- Yearly plan (sales goals and expensed budgets)
- Quarterly Plan
- Monthly Plan
- Weekly Plan

Note: Yearly plan should support the goals of the organization. Quarterly, Monthly, and Weekly plans should support the yearly plan.



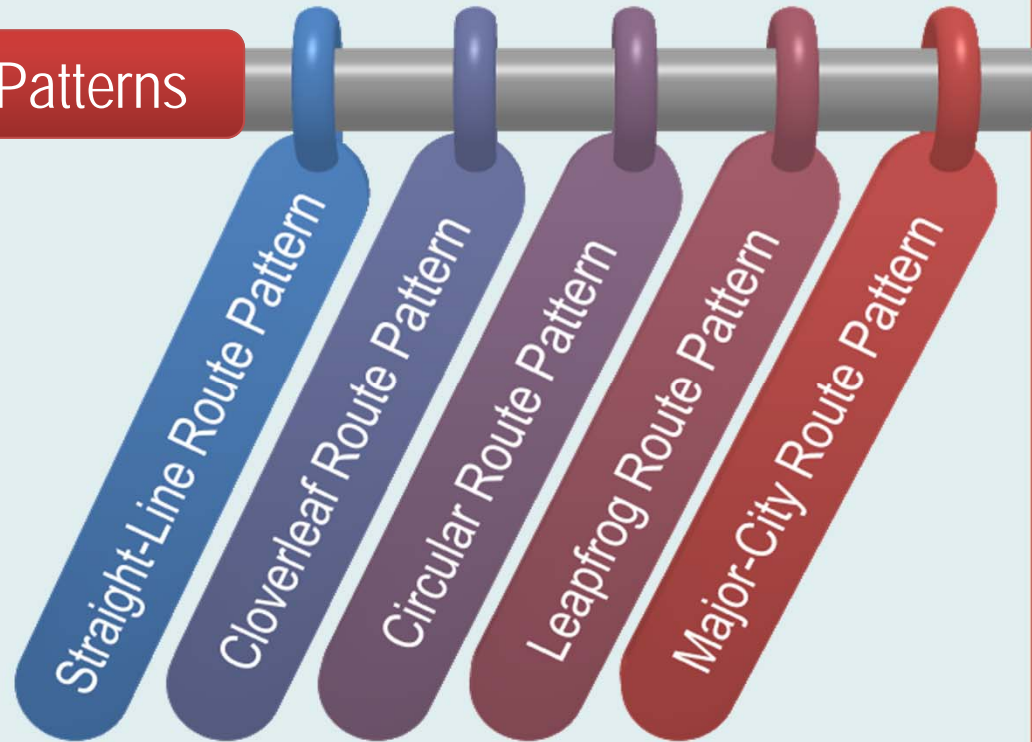
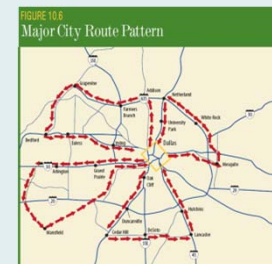
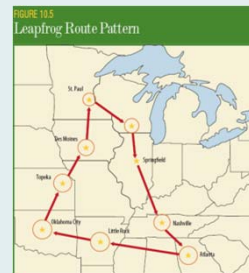
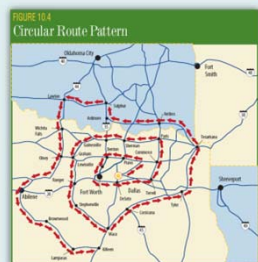
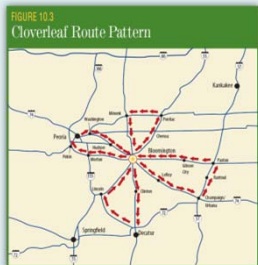
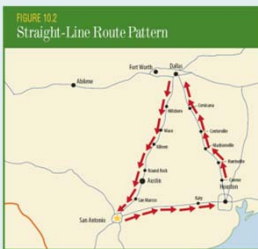
Execution of plans should be monitored and adjustments made as necessary.



Establishing Territory Routing Plans

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Types of Territory Route Patterns



Step 4: Mobile Sales Technology

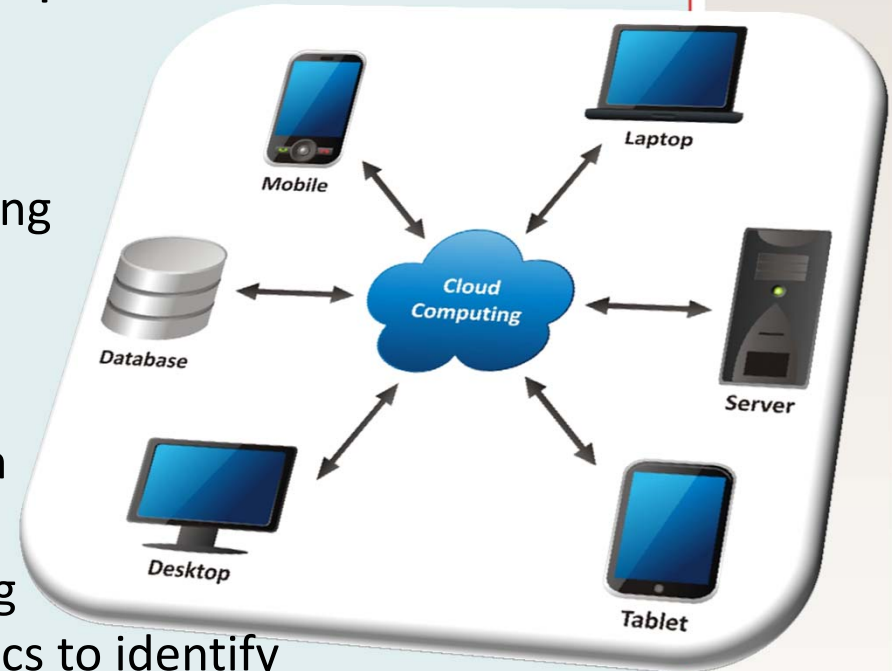
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Portable Computers and Smartphones

- Mobile CRM applications
- Presentation Capabilities
- E-mail, texting, Social Networking
- Wireless Communications

Deal Analytics

- “Smart” sales force automation tools that analyze data on past customer behavior, cross-selling opportunities, and demographics to identify areas of opportunity and high customer interest.



Stage 5 – Assessment of Performance and Goal Attainment

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- Plan for periodic checkpoints.
- Compare projected performance level to actual performance level.
- Evaluate performance and make adjustments as necessary.



Exercise

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- 1. What are the characteristics of a “good” group member?**
- 2. What are the characteristics of a “bad” group member?**
- 3. What are some different ways in which group members contribute?**
- 4. How should you deal with a “bad” group member?**
- 5. Is it important that everyone in a group participate and/or contribute?**
- 6. Why do some group members not participate and/or contribute?**
- 7. How should you encourage/motivate a reluctant group member reluctant to participate and/or contribute?**

Building Teamwork Skills

10

- Understanding the Other Individuals
- Attending to the Little Things
- Keeping Commitments
- Clarifying Expectations
- Showing Personal Integrity
- Apologizing Sincerely When a Mistake Is Made

