



23E50010

## Managing Value-Based Selling

SALES PERFORMANCE MANAGEMENT

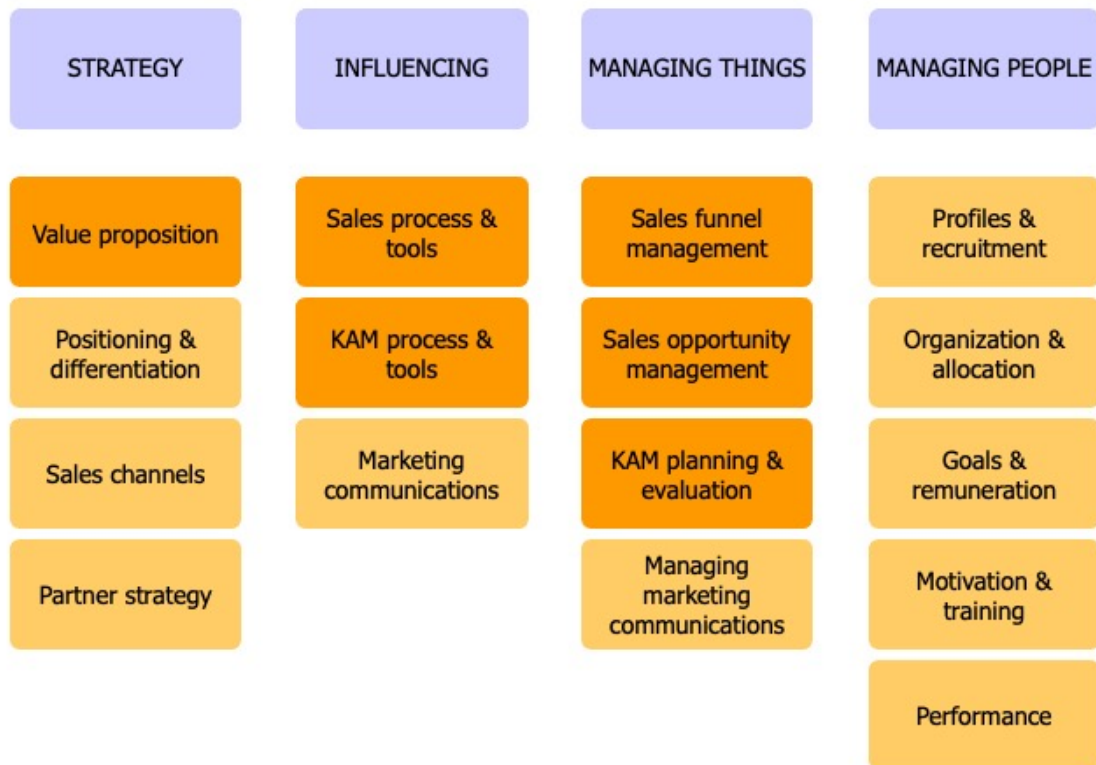
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## SALES MANAGEMENT FUNCTIONS



### SALES MANAGEMENT FUNCTIONS

These are main sales management processes, highlighted are the ones studied during the “managing value-based selling”.

## SALES PERFORMANCE MANAGEMENT SYSTEM

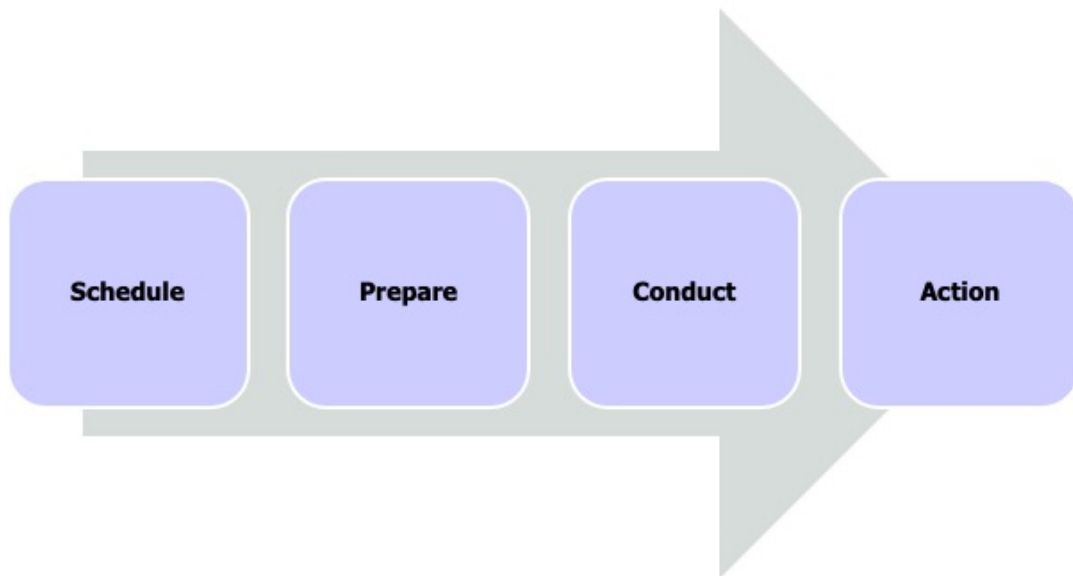
<b>WHAT?</b>	<ul style="list-style-type: none"><li>• Framework for activity, opportunity &amp; funnel management</li><li>• Individual performance (preparation and coaching)</li><li>• Sales team performance (preparation and coaching)</li><li>• Sales planning</li></ul>
<b>WHY?</b>	<ul style="list-style-type: none"><li>• Immediate feedback</li><li>• Focus on learning the right competencies (tasks &amp; tools)</li><li>• Develop shared best practices</li><li>• Create “right” sales culture</li></ul>
<b>HOW?</b>	<ul style="list-style-type: none"><li>• Regular team meetings with fixed agenda</li><li>• Regular performance reviews</li><li>• Frequent opportunity coaching</li><li>• Tools</li></ul>

### ORGANIZING SALES MANAGEMENT

The goals of the sales performance management system include:

1. To use fixed sales management meetings agenda and questions to save time and improve efficiency (by eliminating the “social overhead”)
2. To promote the “right” sales culture and develop shared best practices
3. To keep the focus on the right issues
4. To understand the individual salesperson’s strengths and weaknesses
5. To promote proactive selling by individual coaching
6. To enable the sales manager to add value by efficient coaching

## SALES PERFORMANCE MANAGEMENT PROCESS



### SALES PERFORMANCE MANAGEMENT PROCESS

#### SCHEDULE

- Schedule the coaching session
- Invite participants and remind them to prepare

#### PREPARE

- Prepare the session by producing all the necessary materials and reviewing relevant information

#### CONDUCT

- Conduct the meeting using the coaching questions

#### ACTION

- Agree on actions and follow up

## INDIVIDUAL PERFORMANCE COACHING

*What would be your agenda items for individual sales performance coaching?*

Discuss this question in pairs for 10mins and take notes. Then join your findings with another group and prepare to share your findings.

## GROUP DISCUSSION

[illegible]

## INDIVIDUAL PERFORMANCE COACHING



### INDIVIDUAL PERFORMANCE COACHING

The focus on the individual coaching is on the sales performance

1. Use the Opportunity Coaching questions to analyze the important opportunities to take informed decisions on what to do next
2. Analyze the "personal funnel" of the active & inactive opportunities and the funnel movement to see where the sales activity should focus
3. Review the level of the key sales activity drivers against targets to allocate the sales time correctly

The coaching session should be used to look back on previously agreed actions and their results, as well as plan for the next period. Part of the planning is included in the three sales performance points above, as the performance review is likely to produce a number of action points to work on, and the remaining planning could include

1. New customer meetings preparation
2. Lead development/prospecting based on a named list of potential customers
3. What additional resources may be needed to move the TOP5 opportunities forward

## INDIVIDUAL COACHING MEETING

Agenda Item	Discussion topics	Supporting Material
<b>TOP5 Opportuniy review &amp; coaching</b>	<ul style="list-style-type: none"> <li>What has happened with the TOP5 opportunities since the last coaching?</li> <li>What activities planned/agreed to progress the opportunities?</li> </ul>	Opportunity Coaching questions
<b>Personal Funnel</b>	<ul style="list-style-type: none"> <li>How is the individual funnel value vs targets?</li> <li>How are the opportunities distributed across the sales stages? (= funnel shape)</li> <li>Which opportunities have moved to a new sales stage?</li> <li>Which opportunities have not moved since the last review?</li> <li>Any outstandings offers with check-date passed?</li> </ul>	Funnel Report Other (CRM) reports
<b>Sales Activity Review</b>	<ul style="list-style-type: none"> <li>How much customer facing time there has been?</li> <li>How many customer meetings?</li> <li>How many contacts, meetings with new customers?</li> <li>How many new opportunities added to the funnel?</li> </ul>	Sales Activity Report
<b>Sales Planning</b>	<ul style="list-style-type: none"> <li>Allocation of time on lead generation</li> <li>Which opportunities will be worked upon? What activities planned?</li> <li>What other customer facing activities planned for the next period? Which customers to address?</li> </ul>	

### INDIVIDUAL COACHING MEETING

A sample agenda for the individual coaching meeting



## SALES TEAM MEETING



### SALES TEAM MEETING

#### Funnel review:

- Is the short term sales forecast in line with targets?
- Are there enough new opportunities entering the funnel?
- Are there enough opportunities at every stage of the sales process?
- Is the value of the funnel sufficient to meet the long term sales targets?
- Is the funnel progressing?

#### Opportunity review

New sales, new offers, new opportunities. Non-moving opportunities, what could be done?

#### Sales activity review

Number of customer meetings, new customer meetings, other contacts other sales activity related tasks by sales executive

Marketing activities

#### AOB

- What marketing activities are we planning?
- What is happening in the marketplace?
- Learning from others: Recent successes, failures, Best practises, tips. What would the sales team members like to share with others?

## SALES TEAM MEETING

Agenda Item	Item description	Discussion topics	Supporting Material
Funnel Management	<ul style="list-style-type: none"> <li>Present team sales forecast</li> <li>Present team Funnel Report</li> </ul>	<ul style="list-style-type: none"> <li>Is the short term sales forecast in line with targets?</li> <li>Are there enough new opportunities entering the funnel?</li> <li>Are there enough opportunities at every stage of the sales process?</li> <li>Is the value of the funnel sufficient to meet the long term sales targets?</li> <li>Is the funnel progressing? (are there any opportunities not moving?)</li> </ul>	Funnel report
Opportunity Review	<ul style="list-style-type: none"> <li>TOP5 Opportunities</li> <li>Won/Lost deals</li> <li>New Offers</li> <li>New Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Analyse TOP5 opportunities by reviewing the Opportunity Coaching questions</li> <li>Present the new opportunities by using the Opportunity Qualification questions</li> <li>Brief analysis on won/lost deals</li> <li>Highlight non-moving opportunities and planned actions</li> </ul>	Report on won, lost opportunities, new offers, new opportunities
Sales Activity	<ul style="list-style-type: none"> <li>Present team sales activity report</li> </ul>	<ul style="list-style-type: none"> <li>Review the sales activity metrics to verify there is enough contacts to other activities to ensure funnel progress</li> </ul>	Sales Activity Report
Any Other Business	<ul style="list-style-type: none"> <li>Announcements</li> <li>Campaigns</li> <li>Market News</li> </ul>	<ul style="list-style-type: none"> <li>Planned Marketing activities</li> <li>Learning from others</li> <li>What is happening in the marketplace? Any changes influencing out customers? Industry in general?</li> </ul>	

### SALES TEAM MEETING

The sales team meeting agenda provides a template for organizing your sales team meeting. The meeting is divided to look at 1) the big picture of the sales funnel, 2) the important individual opportunities, 3) sales activity and 4) sales planning for the coming period.

The sales activity is usually a sensitive topic to discuss, so as a sales manager you need to consider how this is managed. Customer face time is anyway crucially important in finding new opportunities and develop the running ones. Also the sales activity is pretty much the only element of selling we can fully control by our own decisions. Reviewing sales activity should become part of the sales culture. To review the sales activity, there is a report template example to use when creating the report.

## SALES MANAGEMENT CADENCE

MEETING	W1	W2	W3	W4	W5
Sales team meeting	X				
Individual coaching meeting	X		X		X
Individual performance coaching					X
KAM management		X			

### THE SALES MANAGEMENT CADENCE

The sales management cadence defines the frequency of the individual coaching, sales team meetings, and key account management meetings.