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SALES PERFORMANCE MANAGEMENT

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ARTICLE REVIEW

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Aligning the Mindset and Capabilities within a Business Network for Successful Adoption of Smart Services

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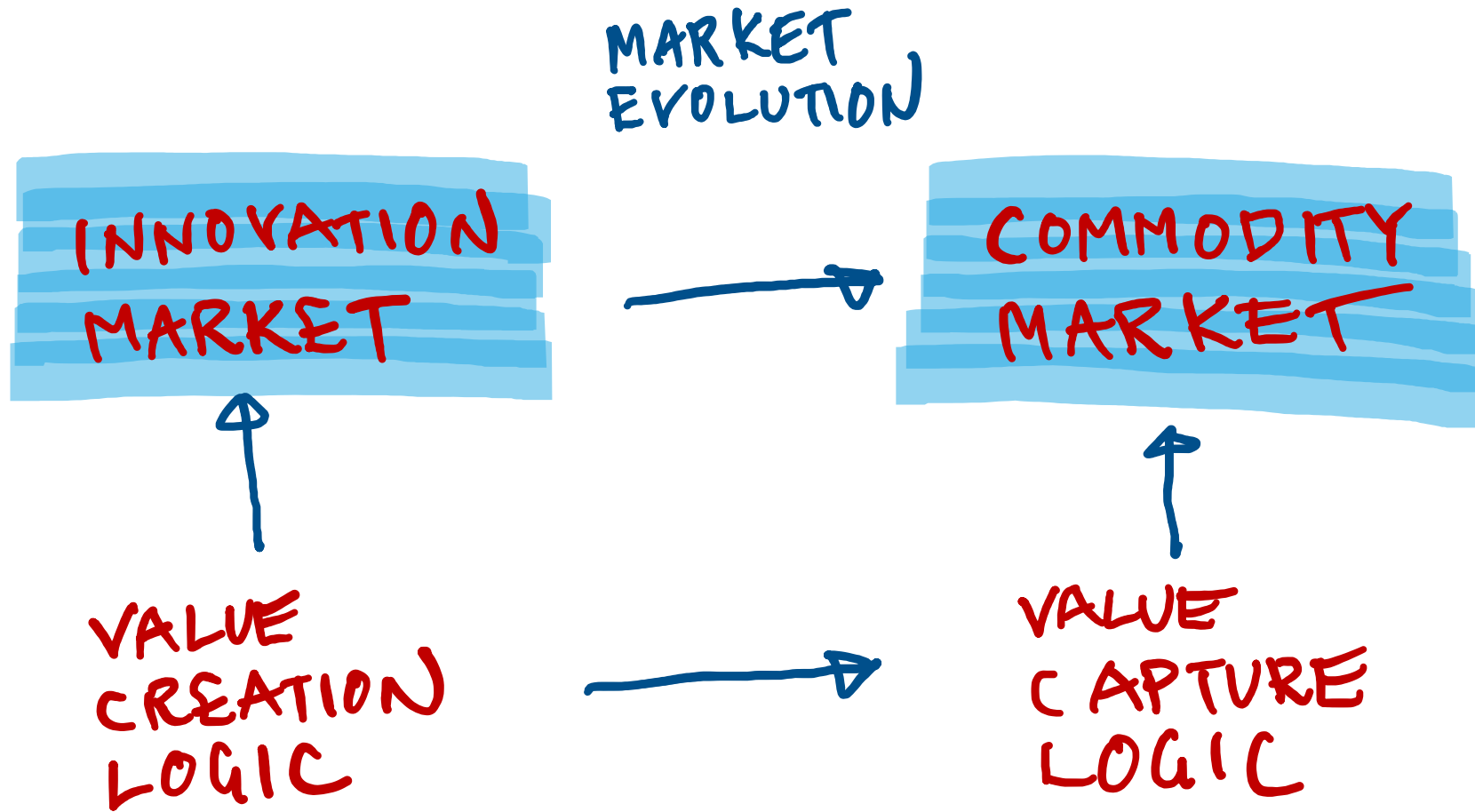


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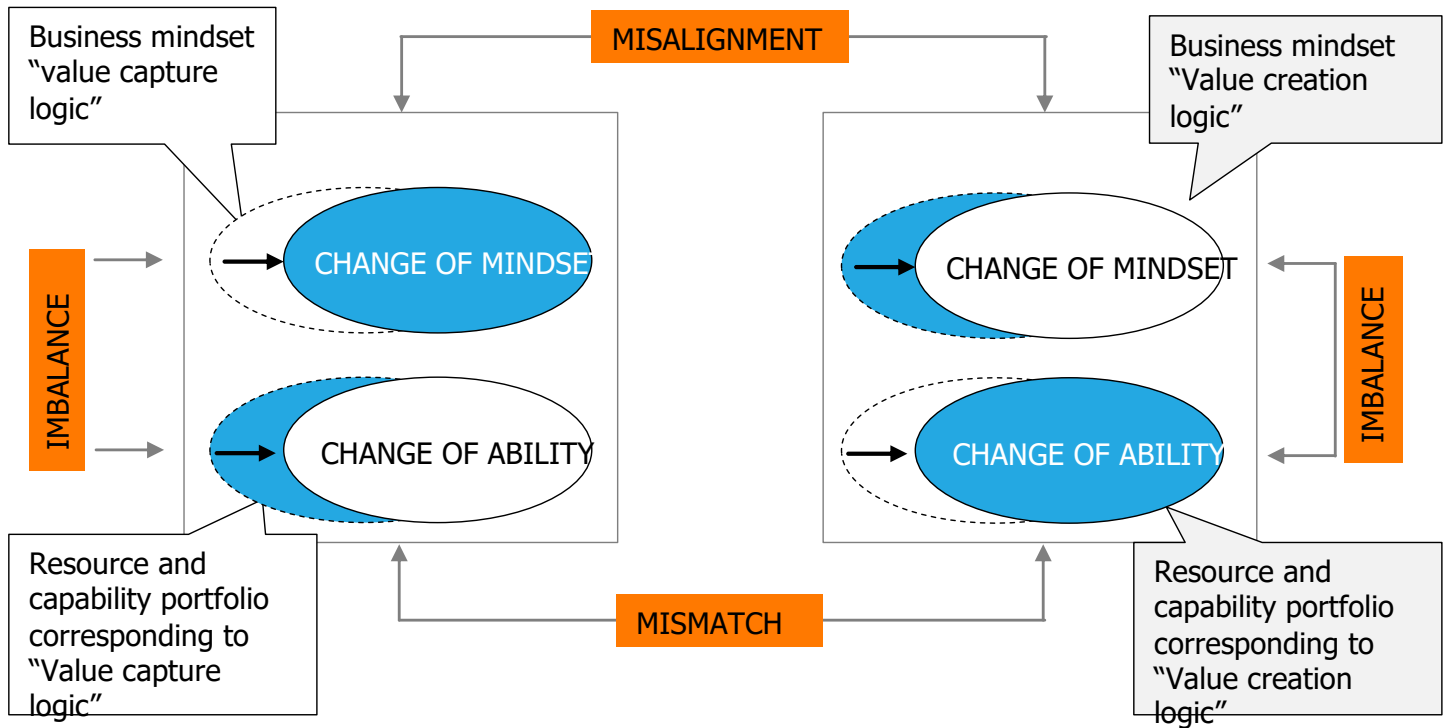
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INNOVATOR

CUSTOMER



Töytäri et al. (2018) "Aligning the mindset and capabilities ...",
Journal of Product Innovation Management

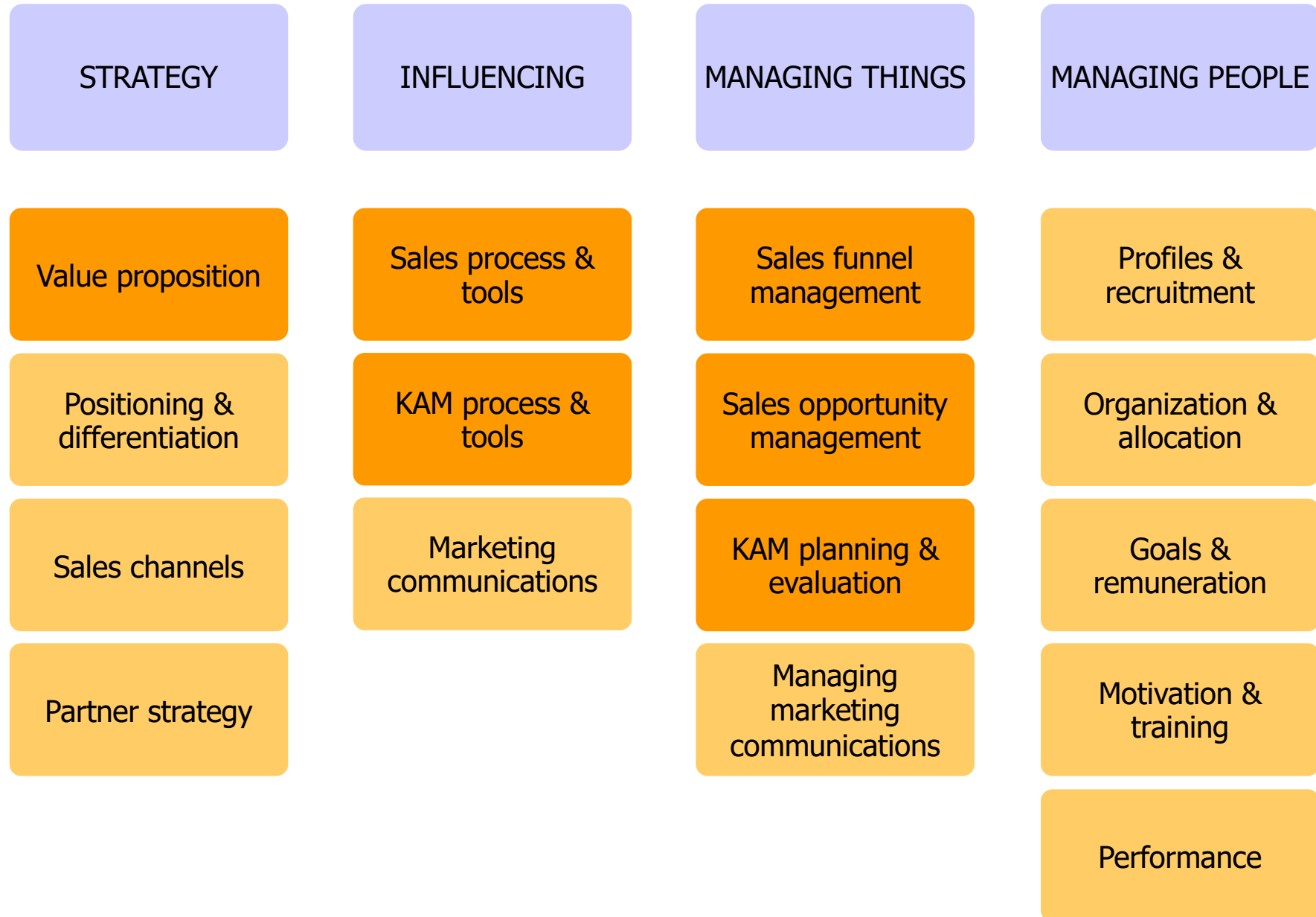
SALES PERFORMANCE MANAGEMENT

In your opinion, what elements of a sales organization's work need to be managed?

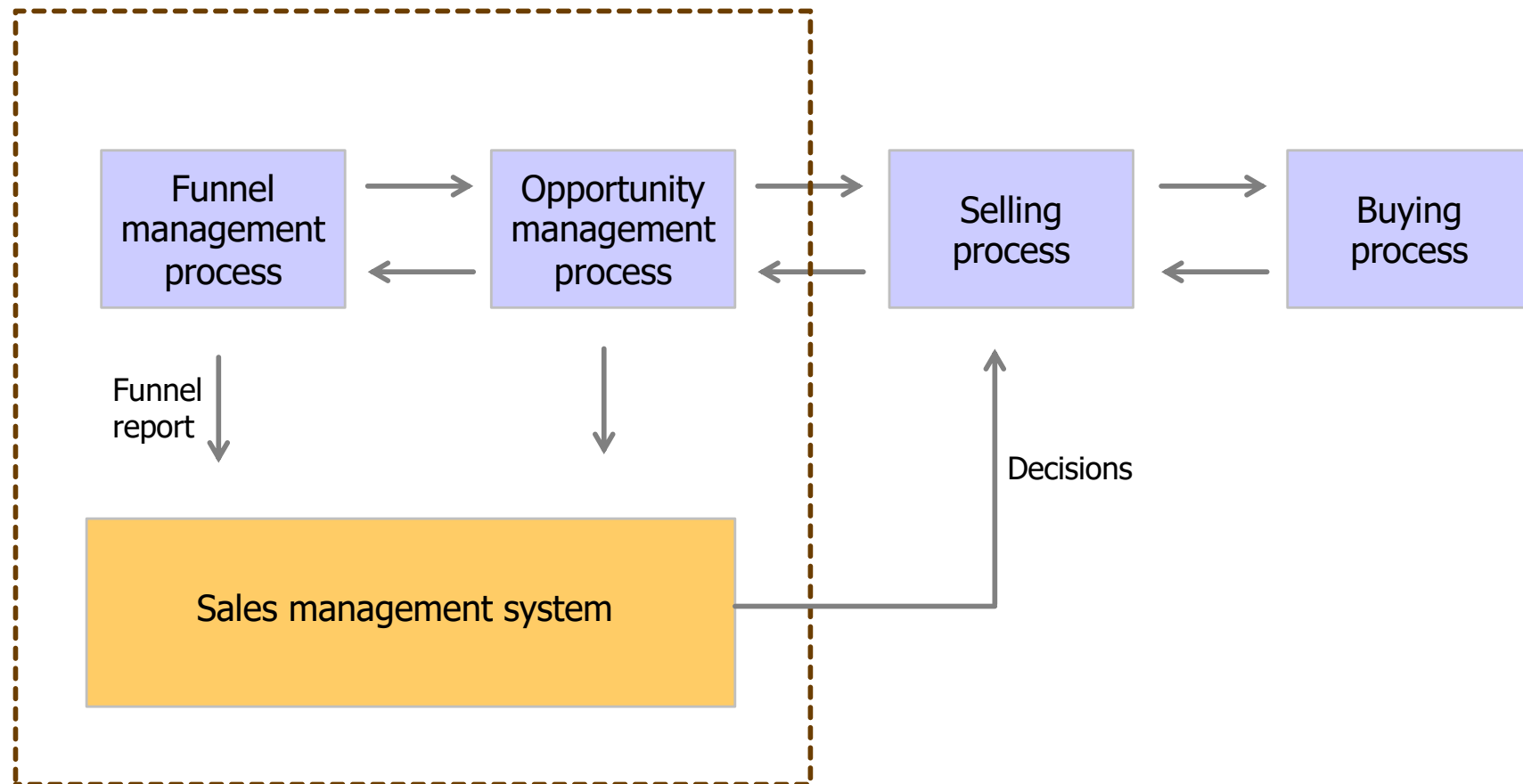
Discuss this question in groups for 10mins and take notes. Prepare to share your ideas.

GROUP DISCUSSION

SALES MANAGEMENT FUNCTIONS



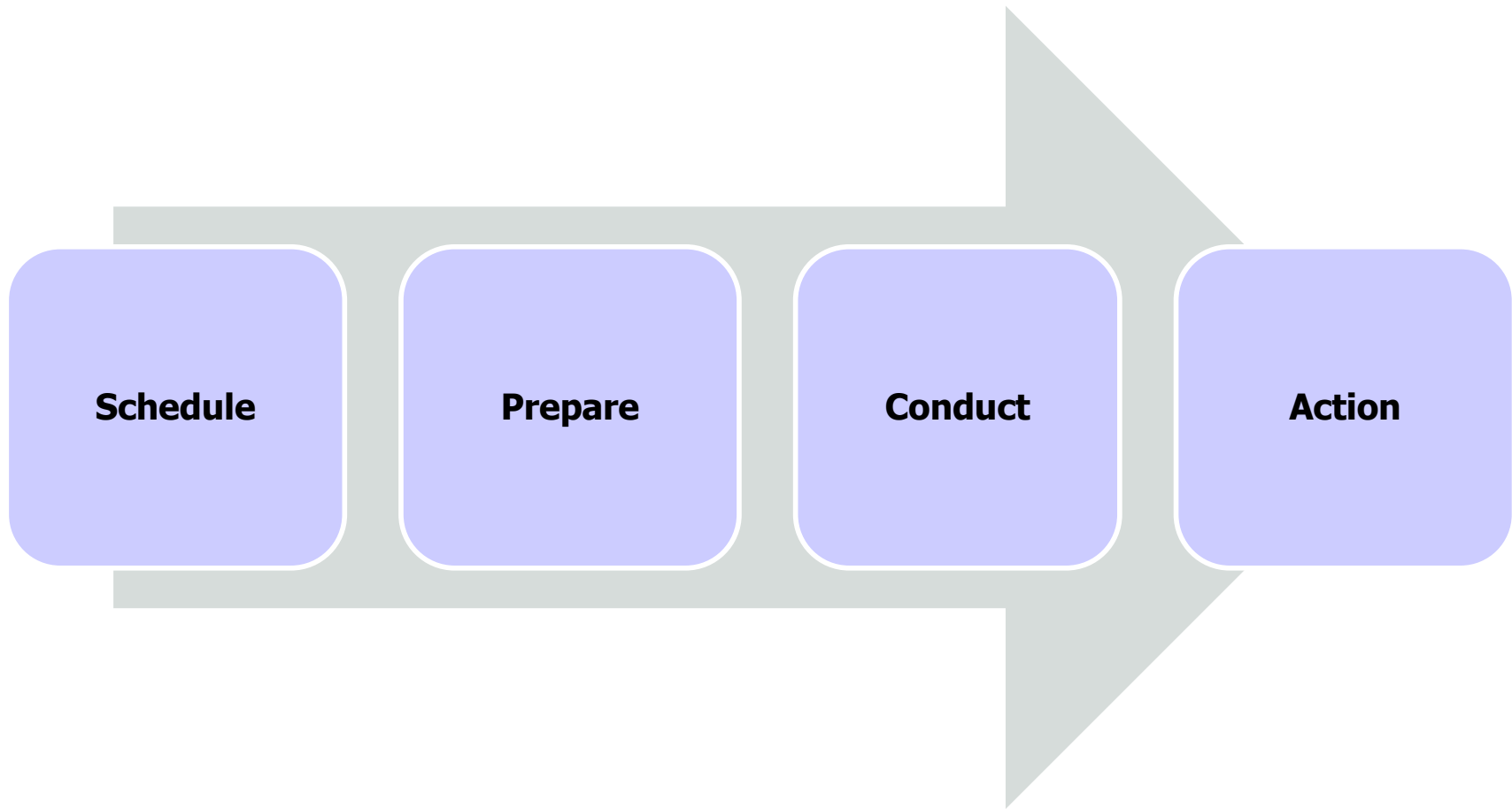
SALES MANAGEMENT FRAMEWORK



SALES PERFORMANCE MANAGEMENT SYSTEM

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

SALES PERFORMANCE MANAGEMENT PROCESS



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

INDIVIDUAL PERFORMANCE COACHING



INDIVIDUAL COACHING MEETING

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

SALES TEAM MEETING



SALES TEAM MEETING

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

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			