

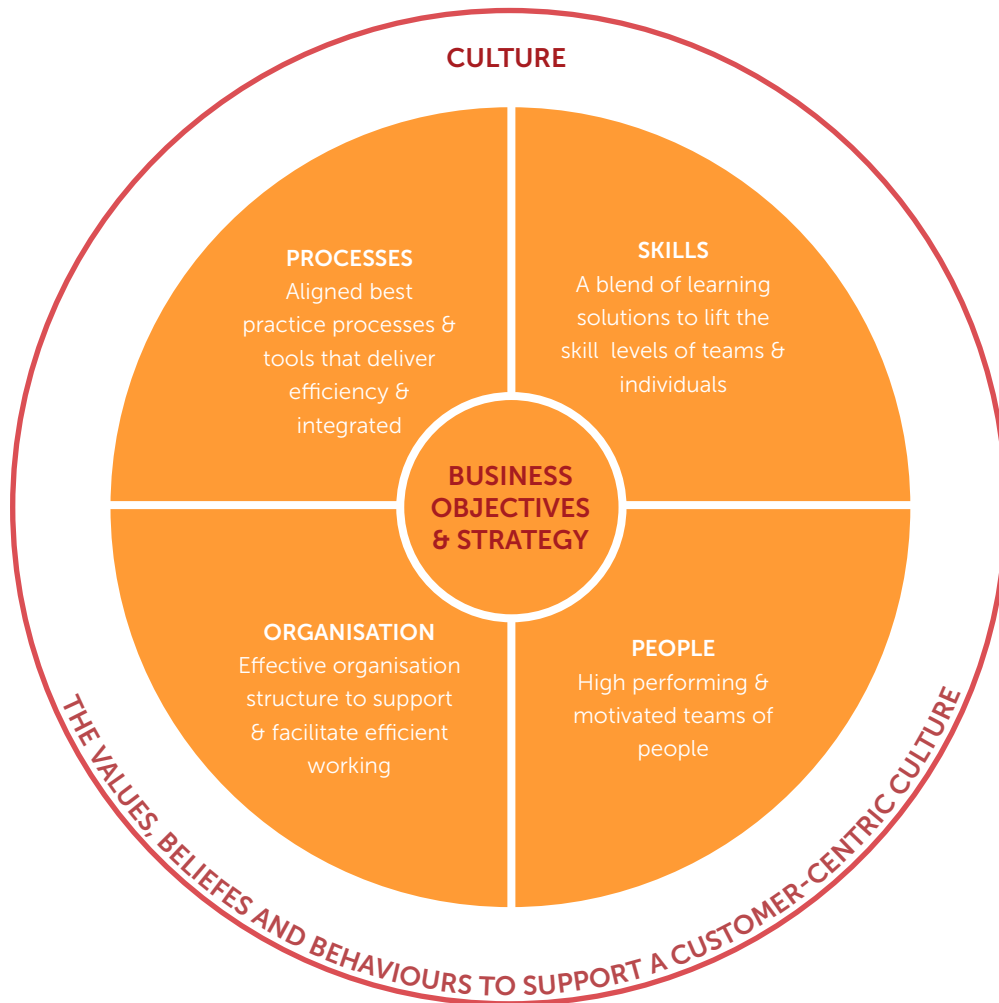
Superior Sales

The Three Steps In Front

Whitepaper



The Drivers of Sales Capability



“Any sales capability development initiative has to deliver results to justify the investments made. so, by ensuring the business goals and objectives are integral to the initiative right from the start, a positive outcome is far more likely.”

Nilgun Langenberg, former VP Talent Development & Learning, Sara Lee

The Drivers of Sales Capability

It stands to reason therefore, that if an organisation is to succeed in driving the growth of its products, propositions or services, it must ensure it builds world-class sales capabilities both within its sales function and across the organisation as a whole. But how should an organisation focus its sales capability development resources? How should it decide how best to equip and enable its Sales executives to drive brand and business growth?

PROCESSES

The best practice ways of working, systems and tools that sales use in their work (both within the sales function and with others in the organisation).

SKILLS

The blend of intergrated learning solutions that equip people and teams with the attitudes, knowledge, skills and behaviours needed to perform effectively.

ORGANISATION

The effective structure of clear sales roles and responsibilities defined within and across each department, each business unit and for specific job roles.

PEOPLE

The attraction, development, motivation and retention of the right calibre of sales person for each job role and of people capable of delivering a consistent sales experience to customers.

CULTURE

The values, beliefs and behaviours that drive the way things get done and decisions get made within the organisation.

The Strategic Imperative

The proposition at the heart of superior is that organisational leaders who want to drive demand-led growth need to take a more strategic, holistic and integrated approach to the development of sales capabilities. By investing greater time, effort and resources in building the sales capabilities of their people, teams and their organisations, they will be better equipped to improve commercial performance and drive growth. Over the years, we have developed a proven, practical and user-oriented approach to planning and implementing sales capability development strategies and programmes. This is based on working through three important stages which we describe as The 3D Approach.

The 3D Approach is a powerful tool that can be used to guide businesses leaders through the process of marketing capability development:

DEFINE STRATEGY

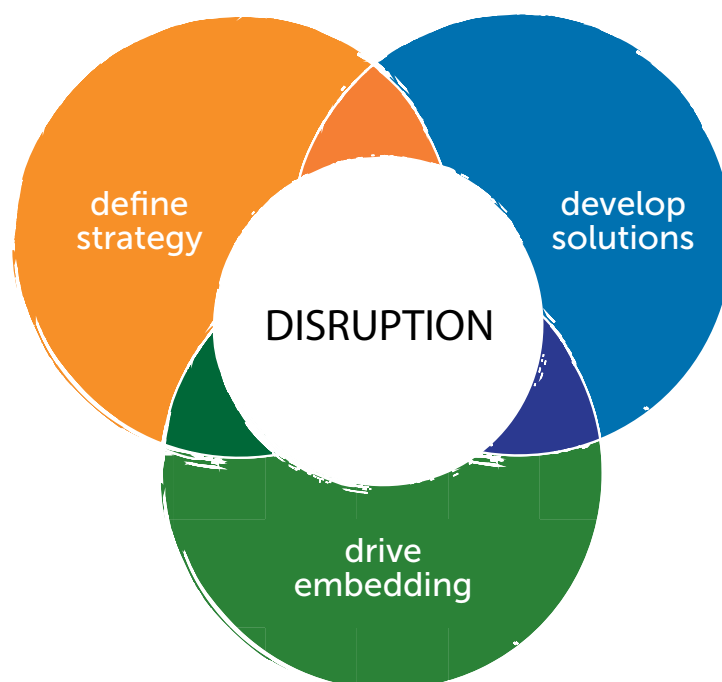
Defining the key capability development issues facing the organisation to create an inspiring sales capability vision, strategy and plan

DEVELOP SOLUTIONS

Developing effective and efficient sales processes, tools and ways of working and integrating these in a holistic way with blended skill development programmes, and with initiatives in the organisation, people and culture drivers of capability

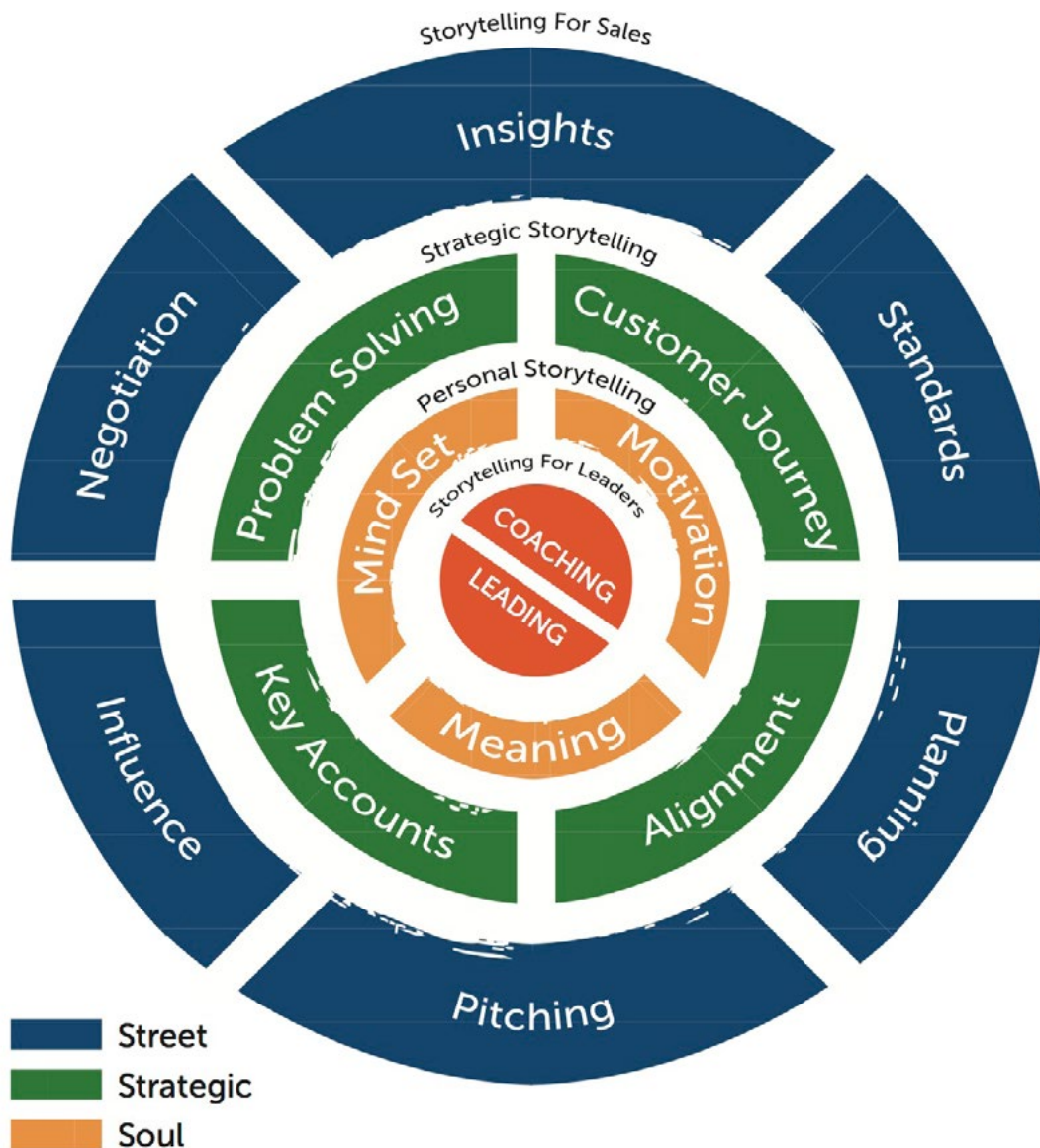
DRIVE EMBEDDING

Launching and embedding capability development programmes in an inspiring way that transforms the attitudes, skills and behaviours of people, teams and organisations and changes the way they work in practice

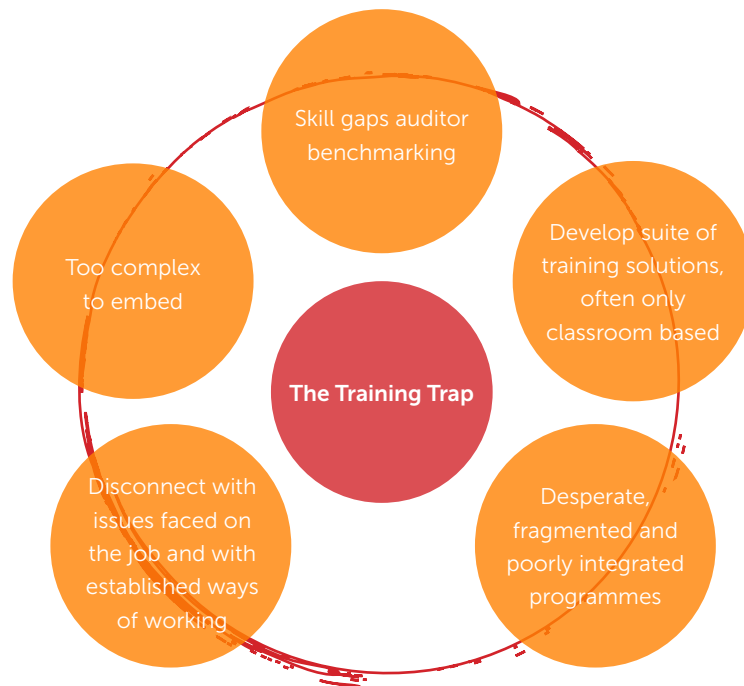


The Superior Learning Propeller

The Superior Learning Propeller provides a framework that outlines the key drivers of sales effectiveness and therefore helps define the role of sales people in Practice. In so doing, it identifies the core capabilities that sales people need to drive sustainable, profitable, demand-led growth. This does not mean that every individual seller needs to excel at all these areas, but that any organisation aspiring to be world class at selling needs to consider how well it performs, as a whole, against The Superior Learning Propeller.



Exploring the Training Trap



“Training is short term, it is a quick hit. you get some content and then hopefully you use it. ‘Hopefully’ being the key word. training is something that happens in the classroom and it’s of the old world. of you want to change an old habit you have to do it for 30 days. show me a training course that lasts 30 days!”

Richard Davis, Director Shell

“It’s very clear when i look at what has got traction in the company. they have been the things which were really delivering against the main change agenda of the business. Where we’ve been less effective is when we’ve tried to complete the curriculum for its own sake or tidy things up to provide people with a full service. At any one stage, the business has got a few critical things it has to do and that’s where we must focus our capability building efforts”

Helen Lewis, Director, Unilever Sales Academy

The Golden Rules of Capability Development

In order to define the best sales capability development strategy for any particular organisation, it is vital that two golden rules are followed:

SALES LEADERS MUST LEAD SALES CAPABILITY DEVELOPMENT

Sales leaders must assume direct responsibility for leading the change agenda; closely supported by HR and Learning & Development leaders. The CEO should also provide direct active support to ensure that sellers, cross-functional teams and the organisation as a whole are equipped with the sales capabilities needed to help drive commercial performance and growth.

SALES CAPABILITY DEVELOPMENT MUST BE PLANNED STRATEGICALLY

The same core principles and intellectual rigour used in sales strategy and planning must be applied to the planning of sales capability development initiatives. If organisations lack strategic planning capabilities this will naturally be a challenge, but we will give some practical guidance on getting started in this white paper.

"The momentum for sales capability development at pepsi is coming right from the top - from our global CEO; she is personally driving it. her momentum is driven by strong growth focus - the need to drive a global agenda. and, global only makes sense if you can get economies of scale. With a common global sales agenda and suddenly the streams of work become harmonised and more efficient and you get scale - and that is essential when you are already a \$63 billion business."

Simon Lowden, Pepsi Beverages
North America

The Key Stages in Strategic Planning

STEP 1

Define the Vision for sales

STEP 2

Conduct a Sales Capability Situation Analysis

STEP 3

Define and Align Objectives

STEP 4

Develop the Sales Capability Strategy

STEP 5

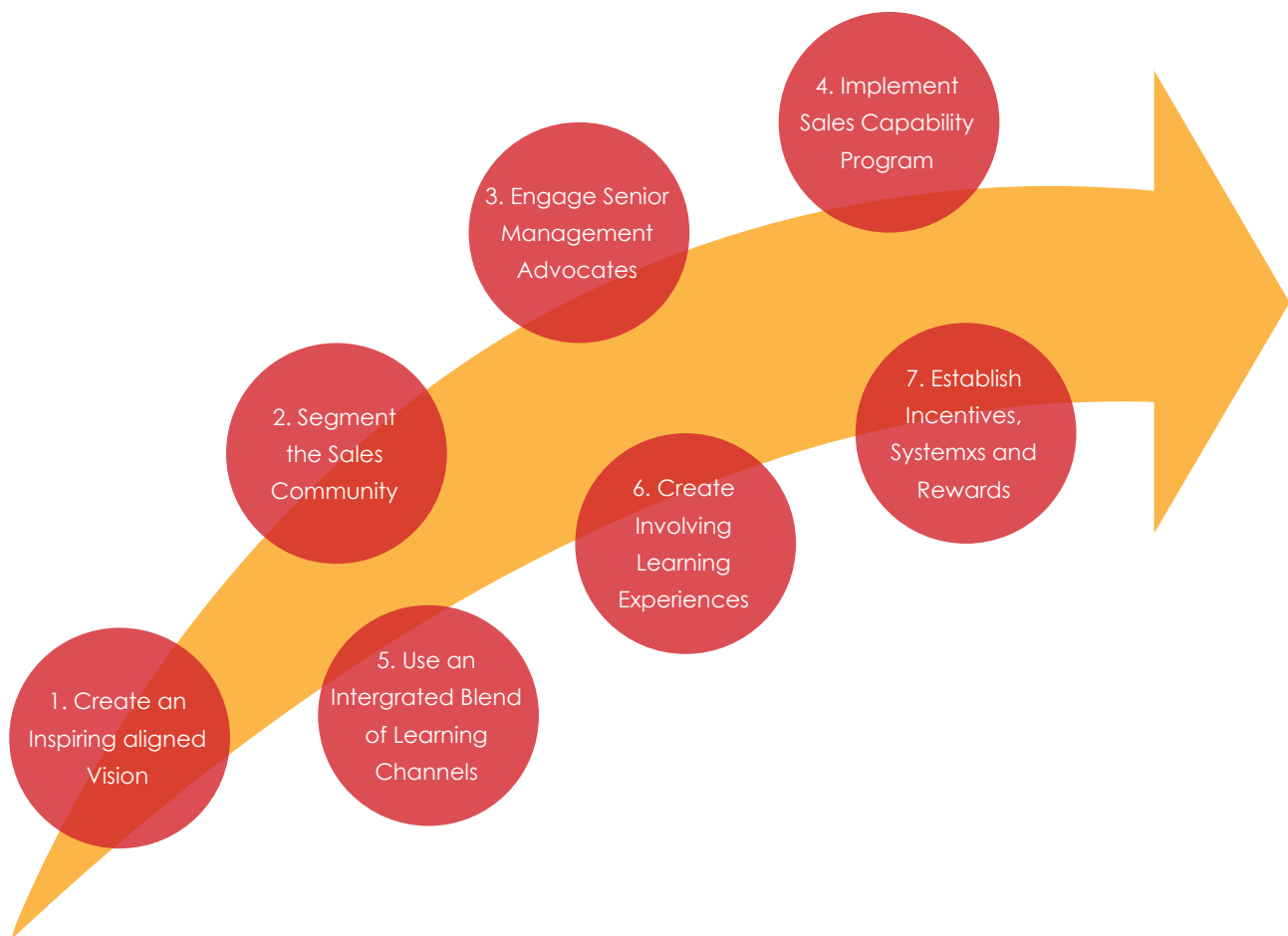
Build the Implementation Plan



The Embedding Arrow

So how do you apply core sales principles to drive successful capability development? To help business leaders drive the embedding of sales capability programmes, and provide inspiration and guidance throughout the process, we've developed a useful tool called The Embedding Arrow.

The Embedding Arrow outlines the key steps needed for sales and other business leaders to plan and implement capability development initiatives in the right way - so they embed changes in the ways sales people and teams work in practice to deliver better customer value.



Learning Channels

KEY LEARNING CHANNELS

There are multiple face-to-face and online learning channels available. Programmes can be planned by looking at the role each plays in “informing” people with new knowledge, “supporting” them as they do their work and helping them in “sharing” their learning and experience with others.

“The fact is, that for us, physically getting together is very important. there’s a tension here because sparing a day or two out of the office is difficult, so you have to use other learning channels too. but for a sales director to get their team together to do some capability development, and at the same time have conversations about what they’re doing as a team, has an incredibly powerful impact on people’s spirit and engagement.”

Jan Gooding, Global Director, Aviva



Learning Incentives, Systems & Rewards

The bold incentive techniques are related to the characteristics and issues of any given company. Here a few examples we have seen used successfully:

PERSONAL DEVELOPMENT PLANNING

Linking learning programmes and resources into the assessment of personal capability development needs, defined as part of the HR performance management system.

REWARD MECHANISMS

Basing every sellers appraisal and reward on their performance in building the business and the organisation, with the development of people being a key component of the latter.

AWARD SCHEMES

Awards involving an expert judging panel giving global prizes across a range of sales categories, thereby raising the profile of best practice and inspiring teams to reach new standards of performance.

PEER REVIEWS

Senior sellers from different operating companies invited to share their most recent sales development projects and tap into the expertise and experience of their colleagues.

BUSINESS SYSTEMS

Hard wiring the use of standard best practice innovation proposal documents through the rollout of a global online innovation process management system.

STAKEHOLDER INVOLVEMENT

Asking external agencies to give ratings on the quality of briefs being received from sales teams following the rollout of a campaign management learning programme.

“When you try to reduce brilliance and flair to logic and analysis and ask ‘how are we measuring our success?’ and ‘how do we know if what we are spending gets a return?’, people talk about the search for the ‘holy grail’. But its just just a constant ask of marketers, ‘seek the growth drivers, whenever they are’ - not where we think they should be or where we would like them to be - in the most efficient way”

Nick Rose, formerly Diageo's Chief Financial Officer

Looking in the Mirror

To determine your readiness for a Sales Capability Program you could ask yourself the following questions:

QUESTION 1: How well does the CEO/ board understand the function of Sales?

Is sales a function well understood? Is there an understanding of the broader role of sales and what it is capable of delivering to the organisation in driving growth?

1 2 3 4 5

QUESTION 2: How committed are the CEO and CSO to the need to build sales capabilities to drive growth?

Is senior management commitment deep or superficial? Is it clear who the sales capability development sponsors are? Is there a broad functional, geographic, cross-business unit and cross-functional alignment to the needs for effective strategic selling?

1 2 3 4 5

QUESTION 3: How well defined is the scope of Sales capability development?

Is it clear what is in and out of the scope in terms of sales capability development? How holistic is the focus?

1 2 3 4 5

QUESTION 4: Is there alignment on the priority issues and insights on which sales capability developed should focus?

Based on analysis and assessment of the current situation, what are the most important issues and opportunities that have most impact on sales capabilities and commercial growth performance?

1 2 3 4 5

QUESTION 5: How well defined are specific capability development objectives, KPI's and the approach to tracking results?

How is the success and progress of sales capability development activities being measured over time?

1 2 3 4 5

About Me

Not only am I Australia's biggest Bruce Springsteen fan*, I'm also a speaker, author, mentor who builds disruptive capability programs for corporate teams using innovation, branding and storytelling tactics. I specialise in servicing the FMCG industry and come from a 25-year career in sales and marketing with big alcohol companies.



As a trainer, facilitator & coach I've brought disruptive capability programs to respected companies including Asahi, CUB, BlackRock, Mondelez, Pepsi, SAB Miller, Fonterra, Cadbury, Heinz, Coles, Schweppes, Laminex, AFL, Treasury Wine Estates, Golden Circle and Kraft. Several workplace achievements include helping create and launch Pure Blonde within 90 days (a half-billion dollar beer brand), and create and develop "FAME", a globally-recognized capability program. Both these successes continue to inspire my teaching.

I help teams and individuals disrupt complacency and replace it with creative enthusiasm. Disruptive capability programs invigorate a mindset of self-belief and enthusiasm, guided by the practical application of innovation, branding and storytelling tools that deliver impressive results.

My disruptive capability programs will provoke the entrepreneurial mindsets and creative mentalities of your team – while inspiring these humans to connect to a passion for life, entirely.

They'll be engaged, enthralled, and realizing that this is one of the amazing moments in their working lives that they'll remember for a long while.

Let's unlock the imagination and creativity that all innovative capability requires – and, in turn, help your employees feel really, really good about themselves, and their work.

MARK
TRUELSON 

About Me



Welcome to the exciting new story of an already long-time novel. After over 25 years in the FMCG industry, from the heights of running and owning the Market Leading Sales and Marketing company Superior Sales Force for over 18 years, it is time for a new journey and challenges that this Industry leader will now take on board.

It all started back in 1990, as an 18yr old Cash Van salesman for Arnott's Snack Foods at the time. Jamie was the youngest cash van driver by nearly 10 years across the whole company.

- By 21, he was an Area Sales Manager,
- By 22 he was NSW Business Development Manager and
- By 23 was WA State Sales Manager working in the Route, Food services and Grocery channels across Western Australia.

This is when he really learnt the Mantra of "Sales Disruption" and "Selling on the Streets". In 1995, he achieved the Companies Highest Award at Frito Lay Snack Foods, the Managing Directors Award at 24 years of age.

Seeking new challenges, he became National Account Manager with the Beverage industry Leader, Spring Valley Beverages at 26

Seeing a gap in the capability of Big Corporates to execute, at 27 he started the Number 1 Route and Petrol/ Convenience Field Provider company across Australia, with the emergence of Superior Sales Force.

Fast Forward 18years, and with long term trade partners over the journey like Sanitarium Health Foods, Unilever Australia, Schweppes, Vodafone and Wrigley's Company; SSF provided a one stop solution for outsourcing and product distribution to the Route and Petrol/ Convenience Channel. This is where the evolution of "Sales Disruption" and "Winning on the Streets" came from.

With this unparalleled success in sales execution, it became clear that Jamie had a lot more to offer than just providing the arms and legs for in-store excellence, to now being the leading advisory company on "Sales Disruption" and being "3 Steps In Front".

Superior Sales is all about clients' engagement and collaboration. Combined this with 25years plus sales experience in Field service expertise & a partnership with the Disruption Icon Mark Truelson, we are able to:

- Create the whole package for organisations needing or wanting to improve and implement excellence to their own direct selling teams,
- Develop new go to market field solutions,
- Manage the ever growing third party outsource and or brokerage solutions across the country.

Copyright



COPYRIGHT

Copy this the right way.

You have permission to post this, email this, print this and pass it along for free to anyone you like, as long as you make no changes or edits to its contents or digital format. Please pass it along and make as many copies as you like. We reserve the right to bind it and sell it as a real book.

DISCLAIMER

We care but you're responsible.

So please be sure to take specialist advice before taking on any of the ideas. This book is general in nature and not meant to replace any specific advice. The author disclaims all and any liability to any persons whatsoever in respect of anything done by any person in reliance, whether in whole or in part, on this e-book.