Managing Sales Productivity
Version 7.2

Business Issues

In today's competitive environment, the sales force must take center stage because it is the only function that actually generates revenue. Executives at the highest levels view sales managers as the key to improved sales productivity. As a result, sales managers must begin thinking of their role in fundamentally different ways.

Ultimately, sales management is responsible for what happens when a company meets its prospects and customers. Their ability to deliver results through one of the most valuable assets in a company, the professional salesperson, often means the difference between success and failure, between profitable, sustainable customer value and a costly sales effort.

What is Managing Sales Productivity?

OnTargets' Managing Sales Productivity (MSP) allows sales managers to generate business and productivity improvements through their sales teams. Through MSP, sales managers gain a sharper understanding of their role and a greater awareness of the kinds of activities and behaviors that stimulate outstanding sales force performance at an individual and team level.

The sales manager's ability to grow revenue predictably and profitably will come from a better understanding of:

- How to optimize revenue growth through business and resource planning
- Sales Management activities that influence the behaviors of sales people
- Tools and techniques designed specifically for sales managers that improve their real-time decisions and allow them to make mid-stream adjustments

What Are the Benefits of Managing Sales Productivity?

Managing Sales Productivity enables sales managers to:

- Plan new sales growth strategies in the face of increasing competitive pressures
- Link sales strategies with organizational strategies
- Create results-oriented action plans to lead the sales force effectively
- Improve individual results using proactive people management and measurement strategies
- Design teams for maximum performance by focusing the right talents on the right accounts
- Develop a personal framework for effective decision-making and sharpen those skills
- Lead and manage change, both the anticipated and the unforeseen
- Respond proactively to business changes with mid-course corrections
- Improve overall individual and team performance
- Optimize the balance between business and people development

What Happens During the Program?

After a brief *Introduction* module, MSP focuses on:

- Developing a results-oriented **Sales Growth Plan** to achieve growth targets
- Ensuring each salesperson is equipped to undertake their assignments
- Strengthening **People, Process and Performance Management** practices and emphasizing the sales manager's role in improving individual and team productivity

- Finding the balance between business and individual performance for effective **Business Management** and using the tools and measurements that count
- Identifying the **Critical Success Factors** required to implement a successful **Sales Growth Plan**

Managing Sales Productivity Workshop Agenda
The three-day workshop allows sales managers to build their Sales Growth Plan using proven sales management tools. They implement and track that plan using best practices in people and business management.

Day One
Introduction
- What is the link between my personal productivity and maximizing my sales team's effectiveness?

Business Growth Planning
- Where will my growth come from? Existing or new markets?
- What products/services will create competitive advantage in these markets?
- Are we equipped to drive high customer satisfaction in these markets?
- What resources will I need to execute successful sales growth strategies?

Day Two – People Management
People Development
- What competencies do my sales people need and how will I know if they have them?
- How do I write an effective development plan for a salesperson?

People Performance
- How do I clearly communicate performance expectations to my salespeople?
- What is a 'best practice' coaching method I can use?

Day Three
Business Management
- How should I proactively approach pipeline management and opportunity management?
- Where should I spend my time for the greatest impact on pipeline performance and accurate forecasting?
- When should I get personally involved in an opportunity?

Sales Growth Plan
- How do I develop realistic revenue growth objectives, strategies and supporting activities?
- What are the Critical Success Factors for my Sales Growth Plan?

Format: The program is tailored for each client's industry and corporate culture. Held at the client's site, the workshop is led by a certified consultant with strong sales management experience. Participants focus on the core activities that must be performed well to lead a successful sales team and a profitable sales business. The primary focus is on execution.

OnTarget understands that Sales Managers learn best from one another in an atmosphere that stimulates teamwork and collaboration. For that reason, MSP is based on actual sales management issues confronting participants' organizations. Through group sessions and exercises with colleagues, participants apply the knowledge and skills acquired during the program to develop a viable revenue growth plan for their team that they can begin using when they return to the job.

Pre-Course Work: Prior to the workshop, participants complete an activity to assess how they currently spend their time. They are asked to bring a sales history from the previous year to the workshop.

Who Should Attend?
First-line sales managers and cross-functional team managers who want to implement best in breed concepts of sales management within their organizations.
How is Managing Sales Productivity Implemented?
In its sales process and methodology implementations, Siebel uses a proven change management approach for transferring new methodologies and skills to individuals and an entire organization. The OnTarget Implementation Architecture is a six phase approach to a complete sales effectiveness implementation designed to help minimize risk while maximizing the initiatives ROI.
The six stages of the OnTarget Implementation Architecture include:
- **Business Analysis** – the implementation is mapped to the client's business needs
- **Management Alignment** – top to bottom managers are aligned behind the change initiative to help maximize ROI
- **Integration** – all pieces of the implementation are aligned and "plugged" together to ensure People, Process, and Technology are fully aligned
- **Deployment** – the new approach is deployed to the sales organization
- **Transfer of Ownership** – the client's sales managers and executives take ownership of the new methodology and tools
- **Management Review** – the performance of the initiative is measured based on the metrics identified in the management alignment phase of the implementation