

Reducing Reliance on the Sales Manager's Sales

An industrial client company had promoted their best salesperson to manager while the company was too dependent on his sales.

Opportunity

Industrial Co. was stuck in a situation where 71% of its new sales in one of their divisions was coming from one individual – the sales manager. The manager was fairly new in the role and was ill-equipped to truly coach and manage his salespeople. He lacked the tools and resources to effectively drive the sales through the team. Additionally, the sales of the rest of the team were below acceptable.

Approach

We began the engagement with a thorough, objective and data-driven process to evaluate the potential of the individual salespeople as well as the potential of the sales manager to truly become a leader and coach. Further, we identified the challenges that each of the individuals might face in each individual's efforts to improve.

Recommendation

We recommended the implementation of a specific selling process to improve the entire team's effectiveness and efficiency in selling. Additionally, we recommended instituting a process of accountability and provided tools and templates to make it easy for the sales manager to hold his salespeople accountable to a certain activity standard, which incorporated using leading indicators as opposed to just lagging indicators (closed sales).

Results

There were four major results from these efforts:

1. Equipment sales increased 85% over the prior year.
2. The manager's sales contribution decreased from 71% to 41% which means the salespeople increased their contribution from 29% to 59%.
3. The salespeople are more energized than ever, continuing to produce record-breaking sales results.
4. The sales manager has grown into a leader and coach and can now focus on strategic initiatives creating a more lasting impact.