

## Case Study for Improved Sales and Sales Management

### How 'SPRINT'ing with apt helped change attitudes towards the Sales and Sales Management process, improved effectiveness and increased sales.

This case study shows how Advantage Performance Training Ltd were brought in to address sales issues in a Leisure Company and uncovered the need to approach the situation from a different angle in order to maximise the cost-effectiveness of the training.

#### Situation

The company was spending huge sums on marketing but not seeing the expected revenue from the generated leads. There was a genuine desire to achieve revenue targets and a view amongst senior management that this could be best achieved by training up the frontline sales people.

The situation had become serious as the business was sustaining losses.



#### Problem

From early discussions, it seemed necessary to change the approach as soon as we discussed the sales and sales management **process**. There was a huge emphasis on results but little understanding of the consistent and systematic **activities** needed to achieve the set budgets.

#### Research

Two members of the apt team spent time with various members of the management team and staff to establish the key issues. Then 16 sites were visited to observe common practices and to get the 'street-level' views of operational staff. This also allowed us an unbiased insight into the organisation as a whole.

An assessment by apt concluded that.

1. The effectiveness of any resources allocated to training salespeople would be minimised until there had been upskilling of the sales management.
2. Attitudes had been adopted in both the sales management and salespeople that were hampering progress.
3. Marketing had been tainted by a fragmented approach, lack of cohesion and integration into the sales process.
4. Confidence and morale were quite poor as demands for more and more reporting via 'urgent' email was placing adhoc pressures on various managers.
5. There were no clear identifiable standards in the selling process. This requires managers to manage more proactively and develop staff to do the same.
6. apt's views regarding focus on results rather than activity were valid.

Key objectives were agreed with the members of the board of directors.

## INitiative

The company was encouraged to re-focus on activity planning, and allowing staff to take a 'self-employed' view of their role to take maximum responsibility for their input to the company objectives, and crucially to reinforce a non-threatening yet challenging Personal Performance and Development Process.

The new process involved setting clear identifiable standards for all managers and staff using the **apt** Sales Success Profile © as the implementation tool.



Management were encouraged to develop better internal company communications within the various operational teams.

## Training

A series of one and two-day courses were designed specifically to address the issues posed by the findings.

The training commenced with a two-module Sales Management programme that addressed the problems of the lack of clear identifiable standards. The **apt** Sales Success Profile © was introduced to managers. This tool was provided in framework format so that the managers and salespeople could arrive at their own standards of performance guided by **apt**. Delegates therefore had ownership of the tool – a vital component as the **apt** SSP © was to be rolled out throughout the company. The mechanics of the Sales APT Success Profile © were explained and then delegates designed the criteria.

The Sales Management course also enabled the upskilling of those with operational management responsibility to be shown the steps of the sale with a view to improve their own selling skills so that they were better able to coach their salespeople on an on-going basis.

A two-day selling skills course and a one-day advanced selling skills course were then delivered again using the framework of the **apt** Sales Success Profile ©. This encouraged the delegates to change their perceptions and procedures to achieve personal satisfaction which in turn would lead to more business.

## So what did the Client get from association with **apt**?

The results were far greater than expected. Prospect appointments rose by more than 30%, sales by over 15% to date.

Managers developed their own visions for their areas of the business, which galvanised the performance of team members and improved the operational efficiency of the business.

On the advanced course delegates started to report back massive upturns in productivity.

Managers reported having greater awareness of the sales pipeline, individual performance and better levels of self motivation.

Greater self-reliance lowered the belief in a blame-culture.

## Comments from delegates

"Since ...(1st course)... have achieved a higher tele enquiry to appointment ratio as well as a higher appointment to sale ratio..."

"My appointment to sales have increased 100 fold after first 2 day course"

"....has led to significant improvements in conversion rates"

"...higher rate ....by about 60%"

"We are already implementing .....and are showing nearly 100% success....Thank You"

"Have made changes"

"One of the best courses I've attended, I was motivated by the enthusiasm of the facilitator "

"Very different from my expectation but exceeded my goals....much broader business context..."

"Enjoyed the course very much"

"Beyond expectation as a facilitator"

"The future seems brighter"

"Very clear and well presented..."