

The KONA Group

Sales & Management Performance

Case Studies

Because Hope is Not a Sales Strategy

The KONA Group

Over the last 14 years The KONA Group has become renowned as the 'go to' company for organisations who are looking to ensure that their Leaders, Managers and Sales People are able to perform at the level required to ensure strategies are executed, performance KPIs are achieved and critical business results are delivered.

Each member selected in the KONA team is a highly skilled business improvement specialist who works with our clients according to the specific skill-set and expertise required in each project.

They are NOT theoretical 'by the book' trainers or academics who have never run a business, managed a team, or built a Pipeline

Sales Performance Development

In many organisations the top 10 key issues sales people are facing include:

1. Miss target too often
2. Current business comes from existing 'friendly' customers/clients
3. Uncomfortable speaking with Senior Management in B2B Clients. (Most of their customer contacts are at low or middle level)
4. Happiest when talking about Price and Product Specs when with customers/clients
5. Lose negotiations and orders because the opposition always "gave a better price"
6. Cannot or will not make appointments with new contacts/companies through cold calling or networking
7. Don't have enough opportunities in their Pipeline and those they have are often repeat orders or with C or D class customers
8. Don't know where their future business is going to come from
9. Blame you, the market, your products/services, their customers, accounts department, when they don't hit target.
10. Presentations or/and proposals are generic, dull and product focused

Below are several case studies where KONA has had a huge impact on a sales organisation and dramatically increased the business results

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CASE STUDY – Technology Product Focused Partner Solutions Team

Initial situation

- Sales teams consistently missing target.
- Team of 'product floggers' rather than 'business builders' or solution sales people.
- Successful historically, yet needed to demonstrate to partners and suppliers the value that their proposition brought to their businesses.

What we did ...

- Refocused sales team on key activities and work preferences (Hunters or Farmers)
- Coached all sales team, in the field and in workshops, in 'Hearts and Minds' solution selling skills.
- Implemented LSMFT Value Proposition.
- Introduced Partner Business Development Programme to drive "sell through", not just "sell to".
- Coached the whole leadership team.

Outcomes ...

- 12% increase in sales revenues.
- Relationship with major distributor became a true 'strategic partnership'.
- Sales team worked closer with their Distribution Partners.
- Wider range of products and solutions sold.

CASE STUDY – Medical and Pharmaceutical Sales Team who were Technical Sales People not Business Builders

Initial Situation

- Committed and intelligent team who undervalued the sales profession.
- Intellectualising about the technical product features rather than 'business builders'.
- Successful historically, yet needed to grow the business through hospitals and pharmacies.
- Highly restricted by the WHO code and other policies.

What we did...

- Assessed and challenged their sales capabilities.
- Coached all sales team, in the field and in workshops, in 'Hearts and Minds' solution selling skills.
- Classified all accounts, then refocused activities and call objectives for higher return.
- Developed sales people from account managers into Territory Business Managers, managing their own P&Ls.

Outcomes...

- 140% of sales target (and growing).
- 19% up on last financial year.
- Includes 3 record months, ever.
- Relationship with all clients moved from a product features/merchandising role to truly understanding and adding value to their clients businesses.
- Massive penetration into what were 'reluctant recommenders' in both hospitals and pharmacies. Increased rotations in hospitals and shelf space in pharmacies.
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CASE STUDY – National Distributor of Industrial Products where the Sales Team were Losing Market Share

Initial situation

- Quote their GM: "A complacent duopoly of account management!"
- Losing market share.
- Reactive sales only.
- Needed to change salesforce from 'farmers' to 'hunters' – QUICKLY!!
- Sales Managers had become sales administrators rather than sales coaches.

What we did ...

- Developed the Sales Managers capability to Coach, Lead and Develop their people.
- Total reallocation of sales force and resources.
- Refocused sales activities further up the 'food chain'.
- Increased efficiency through the Quadrant Sales Productivity Process.
- Introduced skills development through the KONA 'Hearts and Minds' Sales Process.

Outcomes ...

- Grew market share from 32% to 40%.
- Grew profit from \$6.5M to \$30M.
- Measured shift of sales force to 'proactive & professional/consultative' methodology.
- Customers throughout the Channel became 'Recommenders'.

CASE STUDY - Manufacturer and Distributor of PE Piping who Couldn't Meet or Sell at Senior Decision Making Levels

Initial situation

- Established business struggling against larger competition.
- Average order value \$55!
- 17,500 'customers' over previous 12 months.
- Sales targets consistently missed, nationally.
- Operating costs already paired back dramatically.
- Sales must improve!

What we did ...

- Refocused efforts of Sales GM to ACTIVITY vs. results.
- Introduced 'Project: First Choice' to be the #1 choice in their markets.
- Refocused sales efforts on a higher level in the food chain.
- Introduced total Sales Productivity Process focused on integrated markets.
- Developed 'solution selling' skills of some and 'imported' others.
- Appointed marketing manager.

Outcomes ...

- Average order value increased to \$3500! (+6363%).
- Handling (manufacturing, delivery and administration) costs dropped by 47%.
- Sales team now engaged in higher level sales as a matter of routine.
- Operation is highly profitable.
- Sales targets were achieved consistently.
- Financial year targets were increased by 120%.

CASE STUDY– ‘Brochure Dropping’ Finance & Leasing Organisation

Initial situation

- Enthusiastic and committed team.
- Inexperienced Sales Managers promoted from being successful sales people.
- Team of ‘brochure droppers’ rather than ‘business builders’.
- Little to no accountability, limited results focus, no performance management processes in place.
- Successful historically, yet needed to demonstrate to clients and business owners the value that their proposition brought to their businesses.

What we did ...

- Refocused sales team.
- Introduced 'Area Management Sales Productivity Process'.
- Coached all sales team, in the field and in workshops, in 'Achieving Sales Excellence' solution selling skills.
- Developed specific ACTIVITY plans for growth.
- Introduced 'Client Business Development Programme' to drive "sell through", not just "sell to".

Outcomes ...

- 24% increase in sales revenues.
- Relationship with major distributor became a true 'strategic partnership'.
- Area Managers rated as 'professional advisers' in CSI.
- Massive penetration into what were 'reluctant recommenders'.

CASE STUDY – “Comfortable and Underachieving” Sales Team of an International Manufacturer & Distributor of Building Products

Initial situation

- Nearly all of the team conveyed a sense of 'being quite comfortable'.
- Sales force productivity, ROI and effectiveness was poor.
- Spending too much time with the 'wrong' customers.
- Greatest confidence was displayed in one-on-one interactions with 'mates'.
- 'Solution Selling' didn't not come easily to most of the team – closing was avoided in many cases.
- 'Let me do a quote/estimation (and I'll keep my fingers crossed that I can come up with a compelling story)' is as close as they come to a 'value proposition sell'.

What we did ...

- Introduced a National 'solutions' aligned sales process (Hearts and Minds).
- Introduced a Sales Productivity and Pipeline system.
- Realigned of selling time to high value customers and prospects.
- Developed advanced sales skills to sell higher up the food chain.
- Developed advanced merchandising/distributor development skills.
- Trained managers to sustain the development programmes.

Outcomes ...

- Replaced 70% of the sales team.
- Replaced 80% of the Sales Management team.
- Grew market share by 5% in a declining market.
- Measurement of sales force increased by 17% to 'proactive & professional/consultative' methodology.
- Customers all along the food chain worked closer to them.

Sales Team Not Making Enough Appointments

Initial Situation

- Relying on TV and Radio lead generation campaign but not converting inbound leads
- Under pressure from government to maintain funding as not achieving business KPIs
- 2 teams of 19 telephone people in each team
- Both teams making less than 1 telephone appointment a month!
- Team complacent and making excuses
- Managers not driving activity

KONA Solution and Action

- Introduced a weekly '**Power Hour**'
- Coached Managers on how to motivate and drive a Power Hour with their teams
- Developed tools and processes and competitions to motivate the team
- Developed skills to engage with clients, then rehearsed, before hitting the telephones!

Outcomes:

- In **one Power Hour** the whole sales team made 431 appointments with new prospects!!!
- In Power Hour one team made 237 appointments!!!
- In an **Induction** Power Hour a group of New Recruits made 157 appointments, after only 3 days on the job!
- KPIs now being smashed
- Results doubled in 8 months

Transport Organisation Consistently Missing Target

Client's Situation

- No commitment to understanding clients business and individual requirements
- No structured sales methodology in place
- No management coaching in place
- Declining staff motivation and morale due to being too busy
- Increasing staff turnover
- Lost business opportunities and ROI from Marketing/Leads

KONA Solution and Action

- Implemented ACTC™ process
- Developed and delivered 5 Customised modules
- Introduced Train The Trainer program so Managers can run modules going forward
- Restructured Sales Incentive scheme to reward performance and conversions/bookings

Outcomes

- Increased customer bookings by 15% overnight!
- International Business up by 7%
- Domestic Business up by 16%
- IP now retained in-house and being delivered to new recruits
- Non performers being given the chance through personal coaching to perform, or 'be made available to industry

CASE STUDY – National Retail Chain Consistently Underperforming

Initial situation

- Successful historically, yet mainly being driven through marketing and advertising dollars.
- Sales people not converting leads and ‘walk-ins’ into sales.
- Sales people focused totally on the latest greatest product innovation.
- Consistently overwhelmed customers with technical specifications, without taking the time to understand the customers reasons to buy.
- Managers not measuring or managing the performance of their people.

What we did ...

- Worked with selected stores to drive sales performance.
- Taught the sales people to demonstrate to customers the value that their company brought other than just the lowest price, product and features.
- Coached Managers in how to introduce Performance Measures to direct, acknowledge and reward achievement.

Outcomes...

"We used to have only 2 people out of 10 on target. Now, with their training we had 8 out of 10 on target last month."

"I am getting more customers coming back to me"

"I am selling more add- ons"

"My time with the customer is being better spent as I am building better relationships with them quicker"

"I am now able to up-sell to more expensive products and am selling more accessories"

"I am able to match products to the customer more effectively and the customers have been happier with their choice"

"I am closing more sales"

"The sales process is now a lot less intimidating"

"The customers are more relaxed as my approach is more personal and in depth"

"The customer came back & asked for me" because "You are the first store that has known what I want"

"I was able to break down barriers quicker and we got down to business quicker"

"We built rapport quicker as we were more conversational and both of us were more relaxed and less pressured"

"They stay longer in store"

"I am able to give better service to the customer as they trust you more"

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