

# **Sales team size and structure ... Is it better to have specialist hunters vs farmers – or hybrids?**

**Glenn Guilfoyle**

# **The Next Level ....**

## **What we do and how we do it**

- **Specialise in deploying proprietary Sales System to any B2B organisation**
  - **model,**
  - **map,**
  - **design,**
  - **plan,**
  - **measure maximum sales team productivity and RoI**
- **Work collaboratively, transferring tools, skills and knowledge to our clients**

# **The Next Level Sales System**

- **Sales team optimisation and Sales exec effectiveness system**
  - tailored for any business-to-business sales organisation
- **End-to-end suite of modellers, designers, mappers**
  - review, challenge, renew salesteam utilisation, strategy, benchmarks
    - optimise sales process, system, team performance

# **What is Sales team optimisation? (StO)**

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# **40,000 B2B Sales organisations**

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- **At least “a handful of road warriors”**
- **Large, heterogeneous collection of customers and prospects**
- **Repeat visits to align with repeat order consumable products or services**
- **Customers have multiple and easily switchable supplier choice**

# **40,000 B2B Sales organisations are sub-optimised**

- **At least “a handful of road warriors”**
- **Large, heterogeneous collection of customers and prospects**
- **Repeat visits to align with repeat order consumable products or services**
- **Customer has switchable supplier choice**

# **What is Sales team optimisation? (StO)**

- **Analytics that align Sales team design and process with classification of customer base and profiling of prospect pool**
  - **Maximum productivity and RoI from resource available**
- **Science of engineering a sales team to a tailored system**
  - **Mobilise resource to best utilisation for maximum realisation**

# **What is Sales team optimisation? (StO)**

- **Right person**
- **Right time**
- **Right frequency**
- **Right reason**
- **Right value**
- **Right partnership framework**

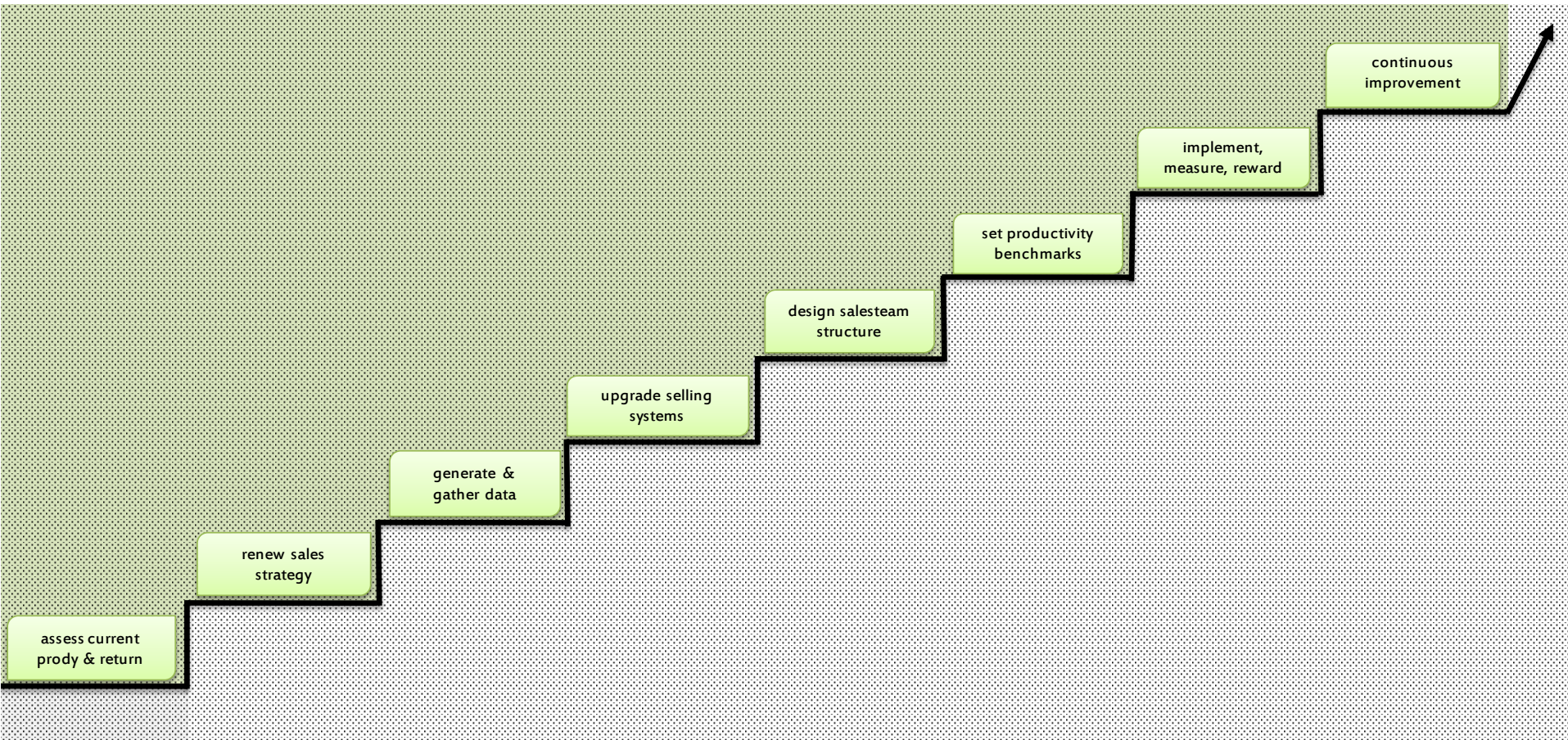


# **Problem solved**

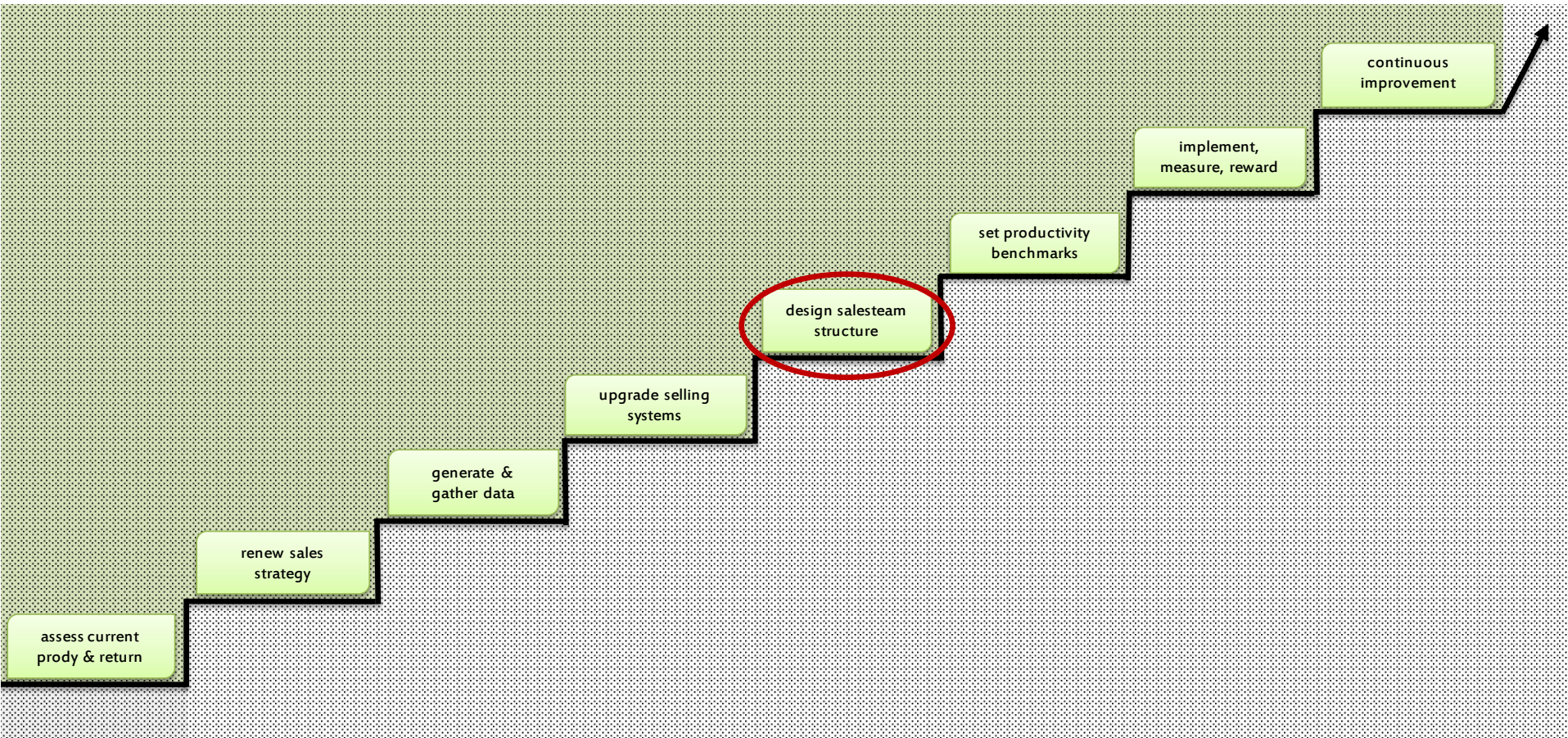
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- **Failure to deliver maximum revenue/margin**
- **From sales team under-productivity**
- **Due to lack of sales system**

# Moving to The Next Level



# Moving to The Next Level





# **Traditional approaches to judgements and decisions**

- **Too often the decision is arbitrary or idiosyncratic ... erring on the side of separation**
  - **Personality type**
  - **Specialisation/focus**
  - **Seniority**
- **Should be based on degree to which visits can be programmed**
  - **Coca Cola rep vs Willach rep**





# **Features of the “Coca Cola rep” environment**

- **Commercials very transactional ... long term relationship important**
- **Simple product into a simple client business model**
- **High volume ... relatively low price**
- **High consumption ... fast refill cycle**
- **Consumable product ... repeat visiting – forever**
- **Low rep involvement in service process**
- **Short duration, consistent activity visits**
- **Low requirement for product technical expertise**
- **Few people involved in the buying decision making**





# **Features of the “Willach rep” environment**

- **Commercials very complex ... relationship importance diminishes after installation**
- **Sophisticated product into a regulated health customer environment**
- **Low volume ... relatively high price**
- **Installation, not consumption ... 5 – 20 year lifecycle**
- **One-off installation ... repeat visiting can be intense for a short period**
- **High rep involvement in service process**
- **Long duration, bespoke activity visits**
- **High requirement for product technical expertise**
- **Multiple people involved in the buying decision making**

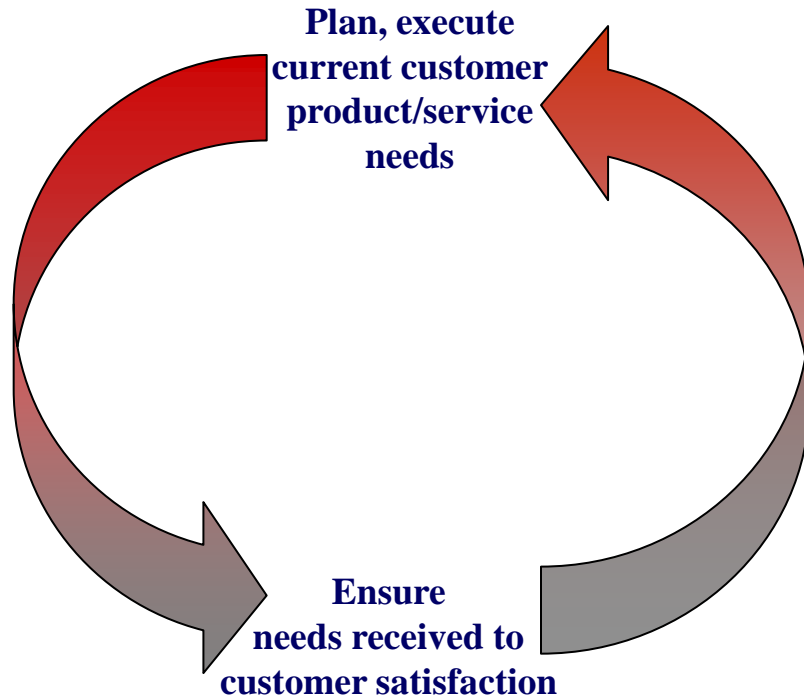
# Hypothesis

- **High degree of visit programmability**
- **Lends itself to hybrid role**
- **Hybrid role lends itself to high degree of sales function optimisation**
- **High degree of optimisation lends itself to high RoI**
- **If separation is required, separate programmable visit activities**

How?

# The Sales and Service cycles

## Service Cycle

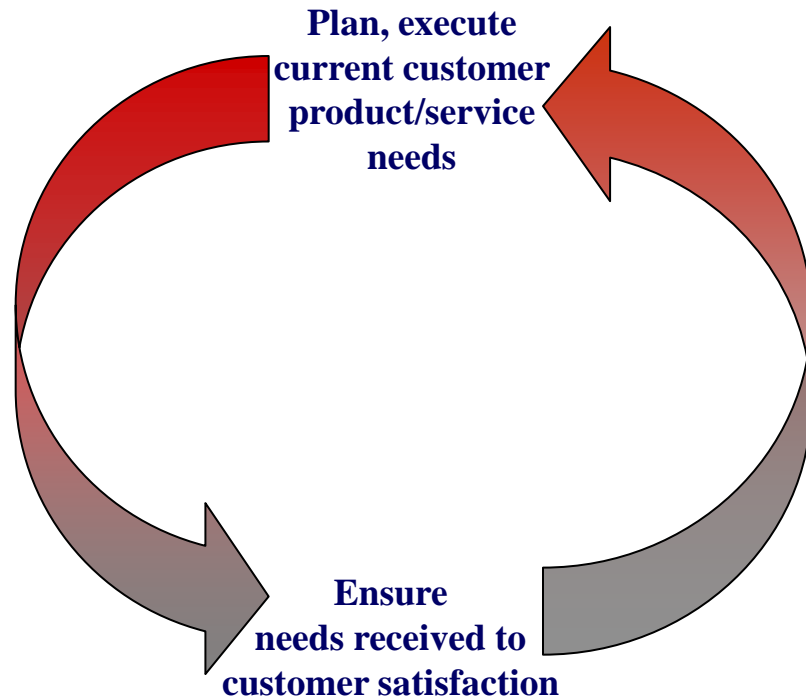


# A simplistic order-to-delivery process

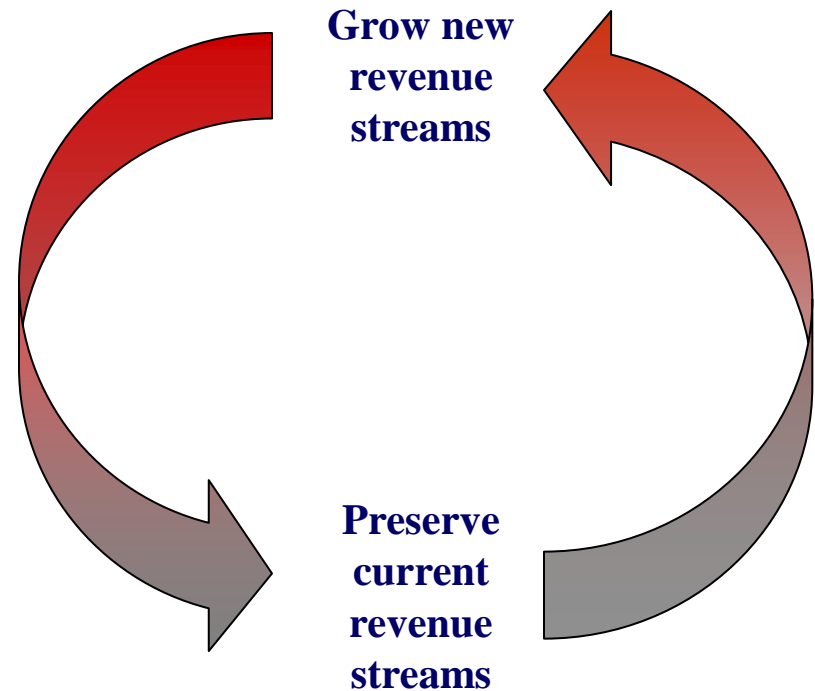


# The Sales and Service cycles

## Service Cycle



## Sales Cycle



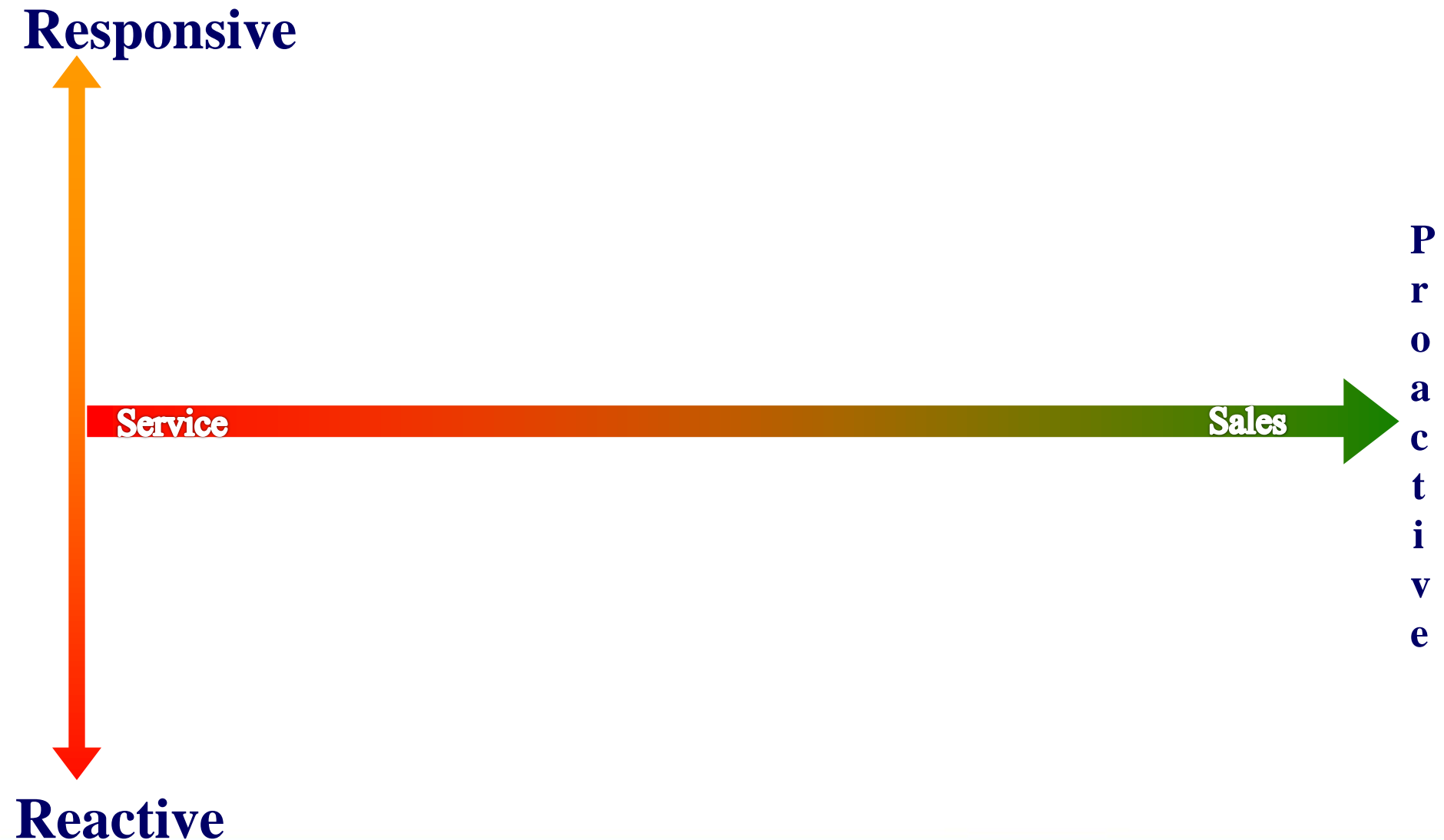
# The Sales – Service spectrum

**Service**

**Sales**



# The Proactive – Reactive/Responsive spectrum





# The Proactive – Reactive/Responsive spectrum

**Responsive**

(customer generated sales  
opp or service need)

**Back foot**

**Front foot**

(profit growth  
activities)

(pre-emptive  
service activities)

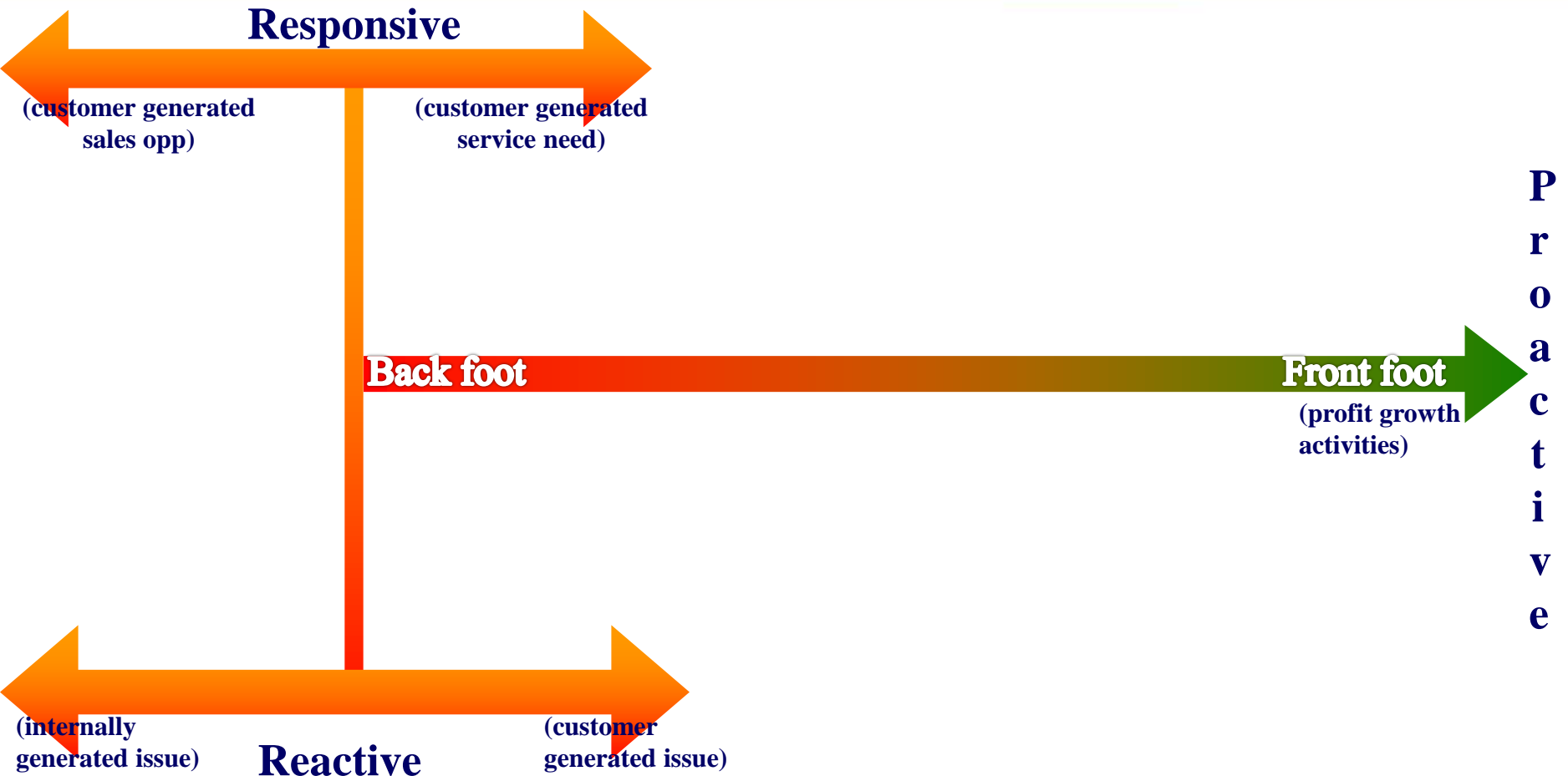
P  
r  
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(customer service  
issue solution)

**Reactive**



# The Proactive – Reactive/Responsive spectrum



# Visit programmability

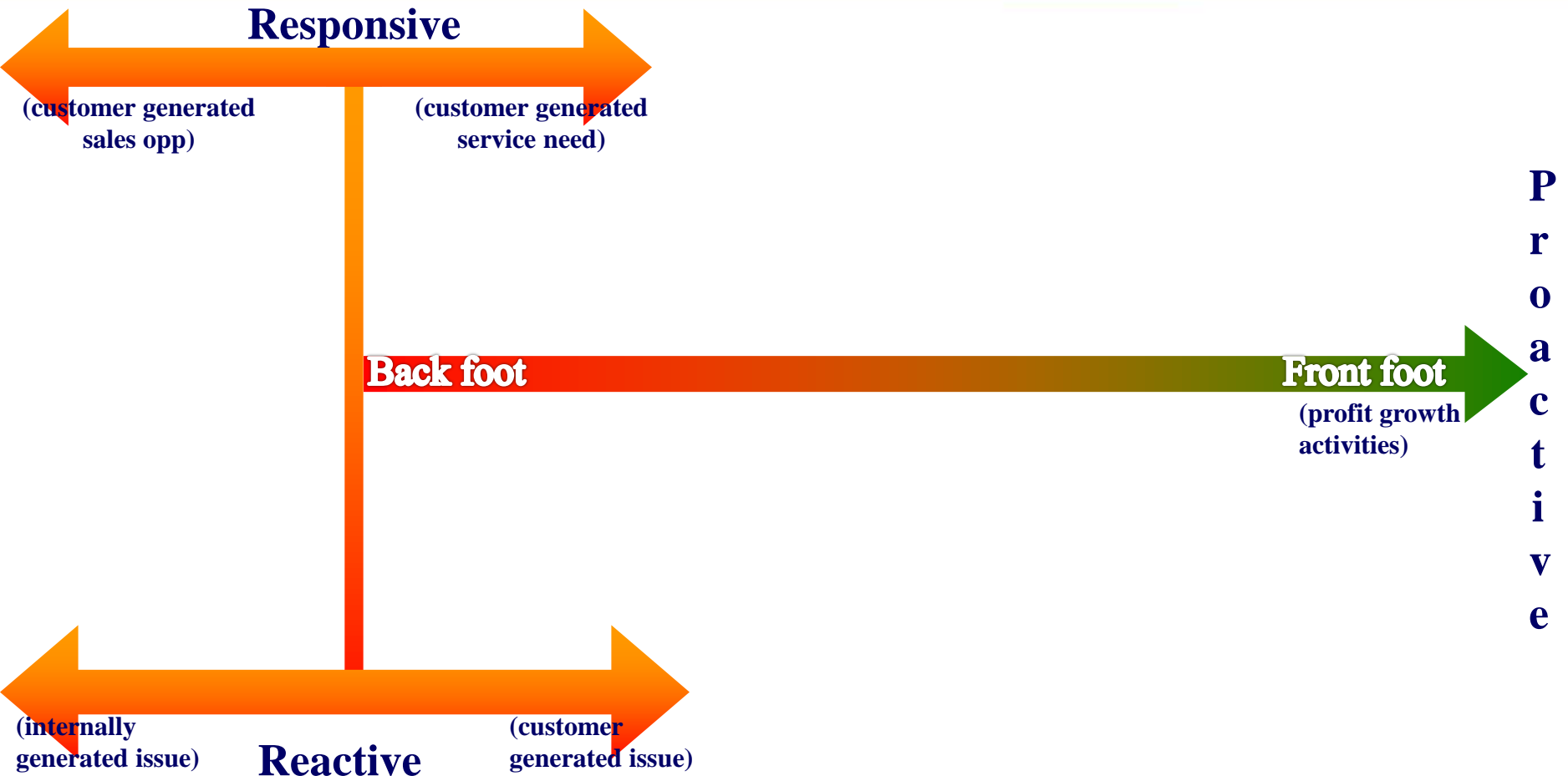


*Back foot*



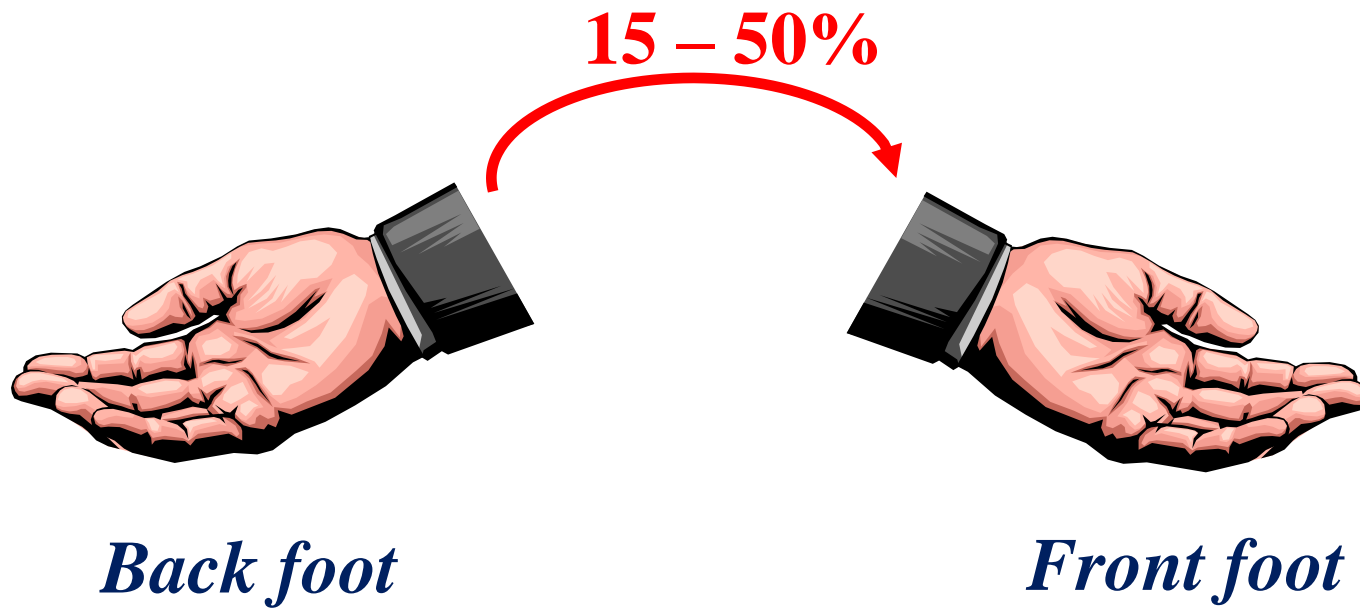
*Front foot*

# From "as is" to "could be"

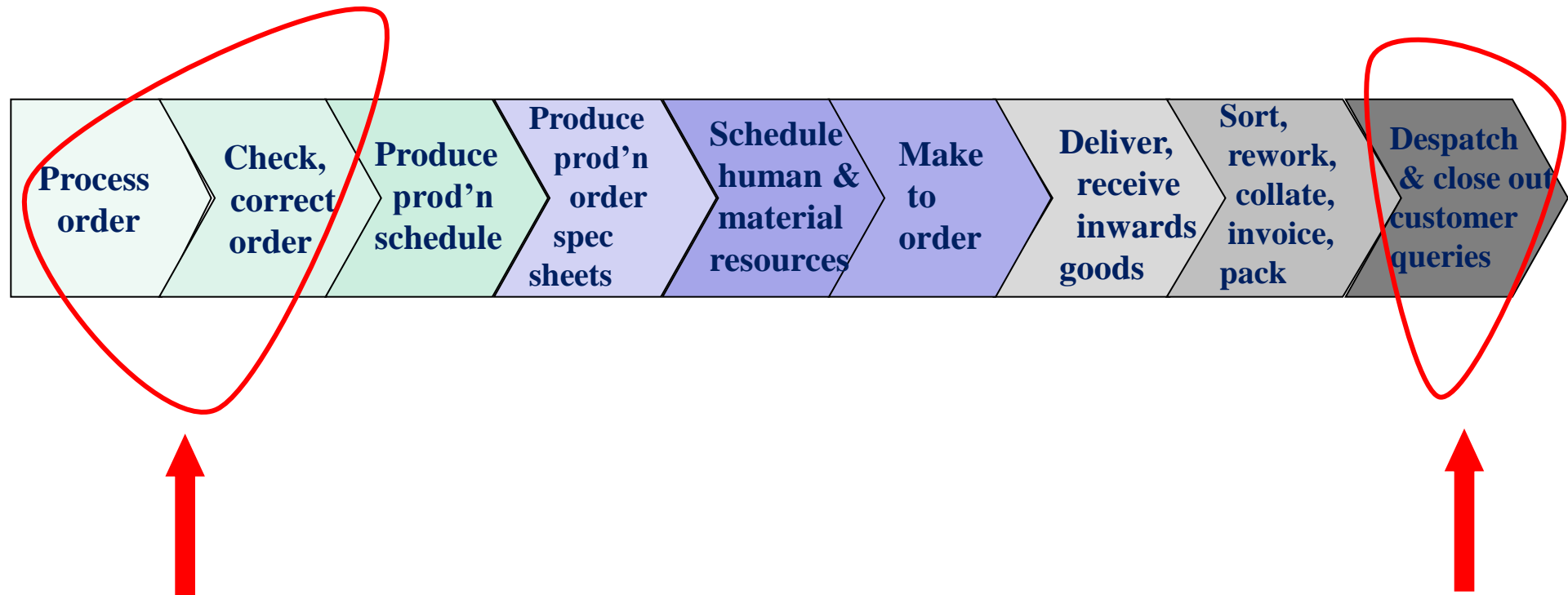


# Pattern observations...

## 15-50% sales time transferrable

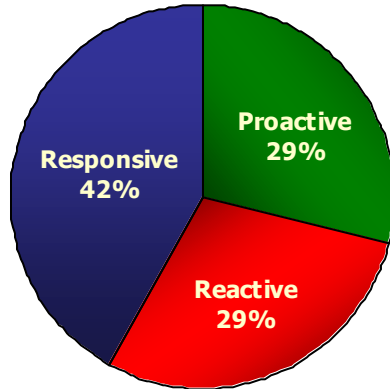


# The classic vortex that destroys the proactive:reactive balance for the sales team

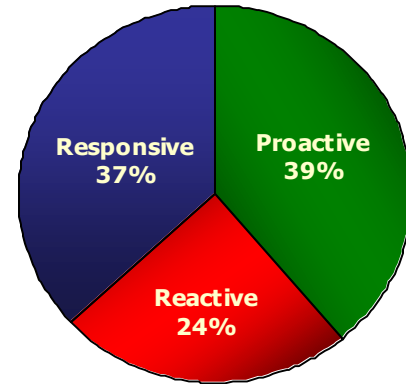


# Some example breakdowns

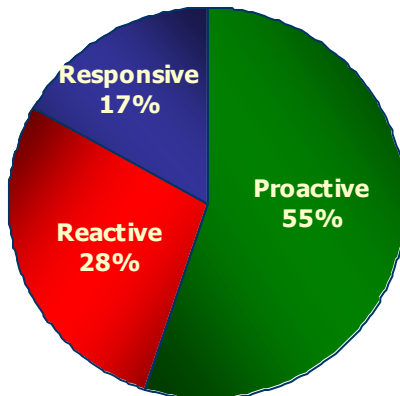
## Manufacturer



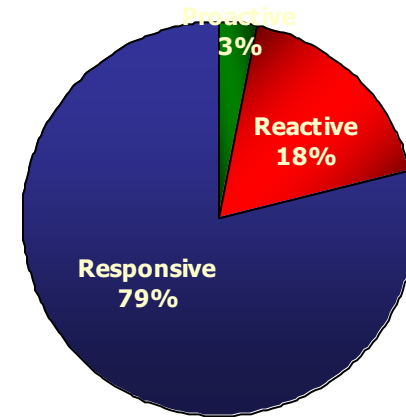
## Service Provider



## Distributor

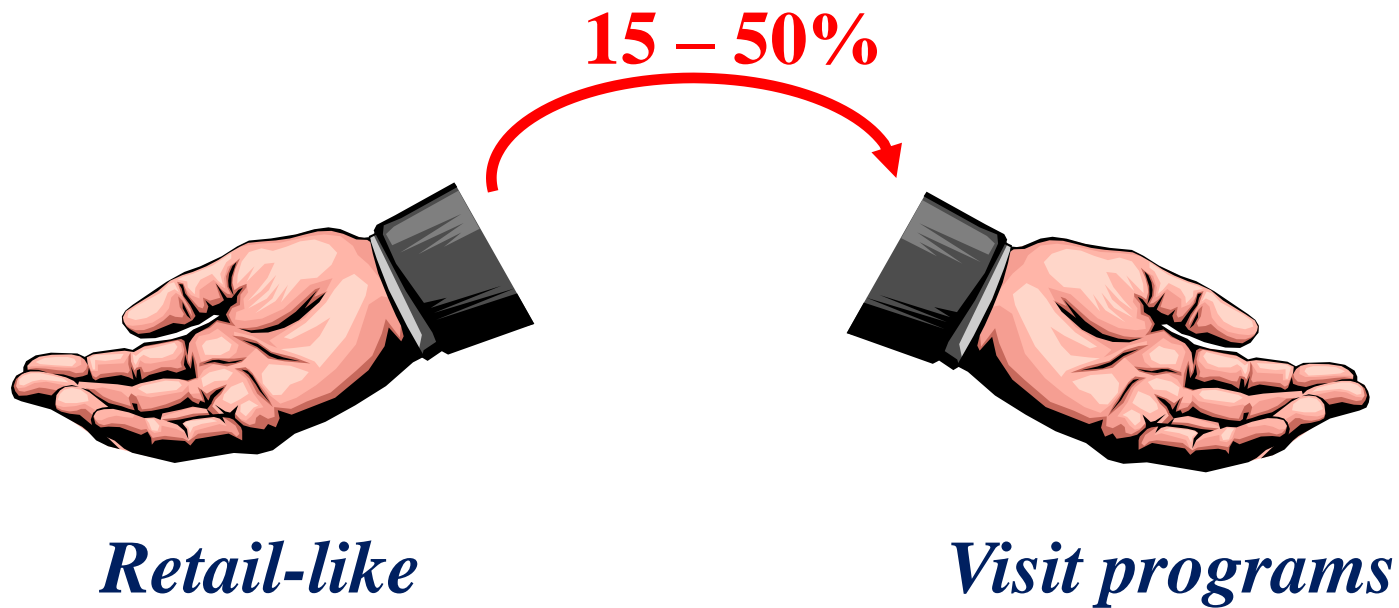


## Retailer



# Pattern observations...

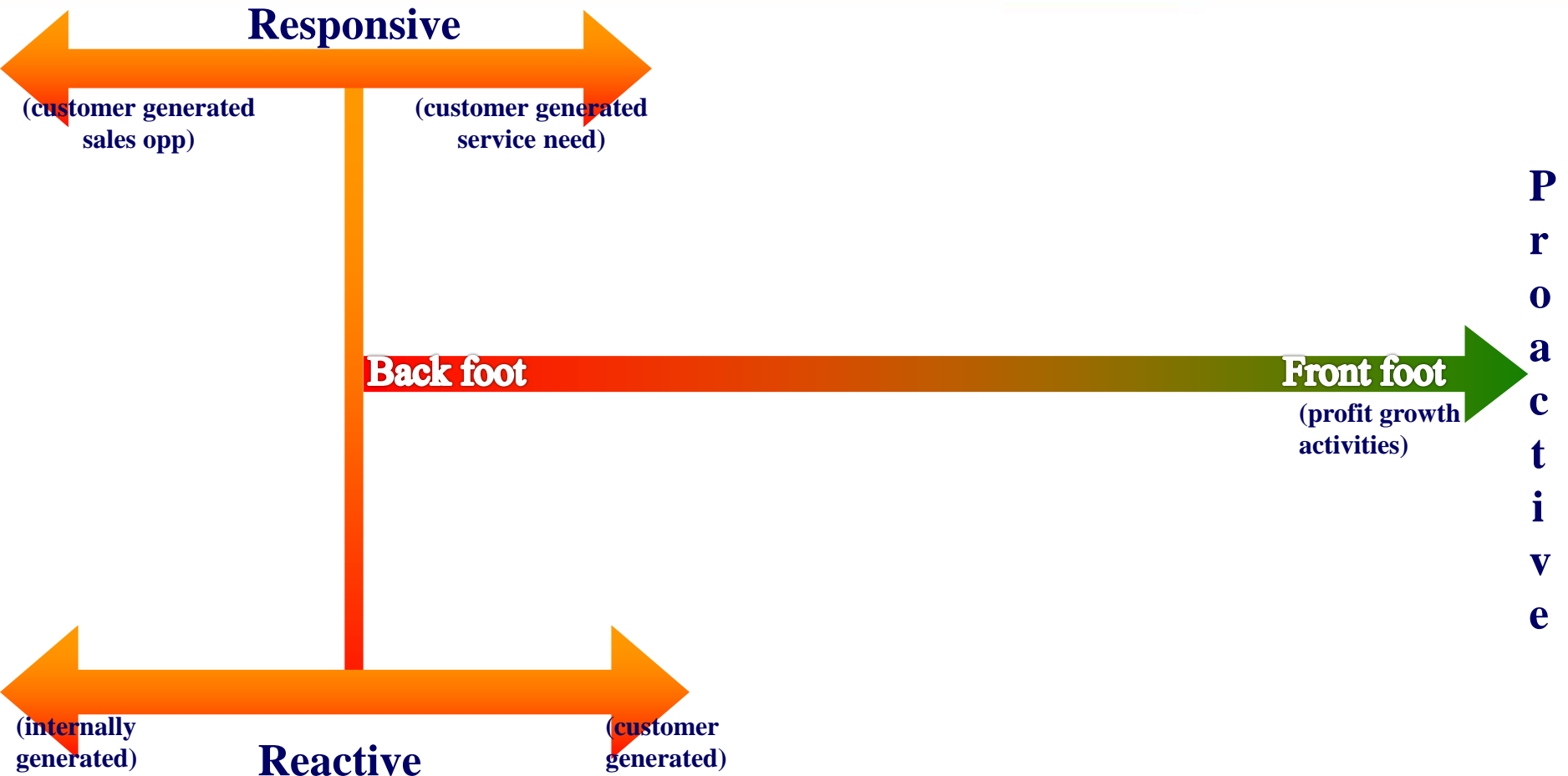
## 15-50% sales time transferrable



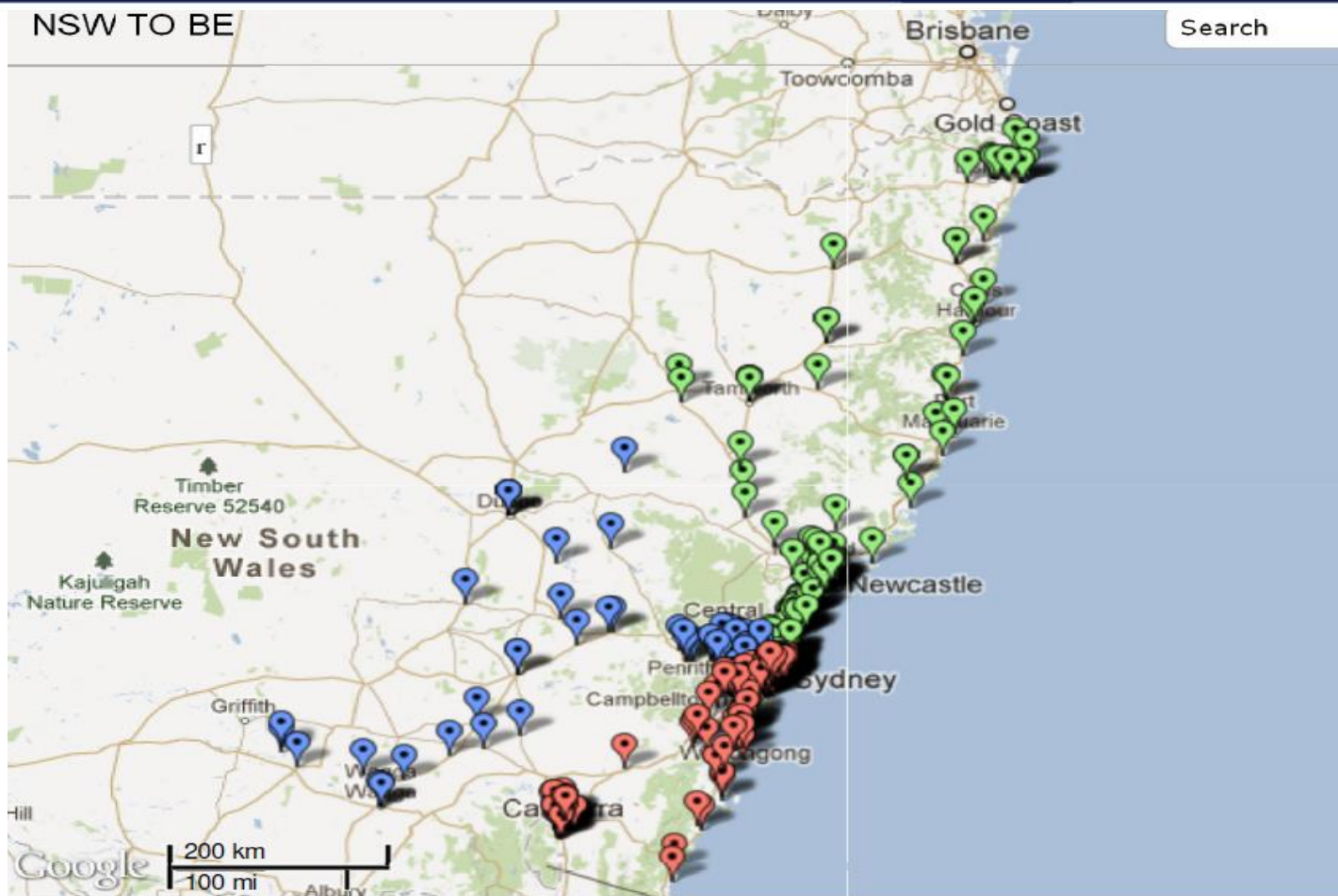




# Separate by proactive/programmable vs resp/reactive



# Then the question turns to the nature of territory structure



Territory

SOUTH SYD

SYD

NEWC/NNSW