

**The strategic framework for your  
annual sales team optimisation....**

**How to prosecute your go-to-market  
and sales-team-alignment strategies**

***Glenn Guilfoyle***

# The Next Level Sales System foundations...

## 25 years – 100 organisations – 15 sectors

MANUFACTURING		SERVICES		
<b>Healthcare</b>	<b>Manufacture/Distribution B2B</b>	<b>Professional Services</b>	<b>Financial Services</b>	<b>Healthcare</b>
Abbott	Ansell	Apprenticeships Plus	ANZ	Alere
Alphapharm	Applied Australia (ITW Group)	Australian Computer Society	Australian Unity	Crosslinks
Aventis Pharma	BASF Construction Chemicals	Bevington Consulting	Diners Club	DuPont
Fisher & Paykel Healthcare	CSR	Coffey International	St. George Bank	HealthCorp Group
Merial	Comcater	In Sync Surveys		Medibank Health Solutions
Novartis Animal Health	Gale Pacific	Invetech		PPC Worldwide
Pfizer	GWA Group	Minter Ellison	<b>Distribution/Services B2B</b>	Unified Healthcare Group
Prime Nutrition (Warrnambool Cheese & Butter Factory)	Holcim	Pharmacy Society Australia	CH2	
Sancellia (SCA)	Megara	Radtel	Chadstone Carpet Court	
	Nylex	Spectra Training	Fenner Dunlop	
	Outo Kumpu		Matthews	
<b>Manufacture / Distribution to Retail</b>	Pearson	<b>(Semi) Government "Utilities"</b>		<b>Property Services</b>
Cycling Sports Group	Prysmian	Aurora Energy		Anglican Retirement Villages
Designed Blinds	The Laminex Group	Australia Post	<b>Laboratory Services</b>	Ashford Homes
Eagle Belts	The Specialty Group	Department Materiel Organisation (Australian Defence Forces)	Amdel	Australian Unity Retirement Living
Irwin Tools	Visy Industrial Packaging		<b>IT &amp; Telecommunications</b>	Illawarra Retirement Trust
Danks Holdings		<b>Waste Management</b>	Message Media	Quest Apartments
Gollmann		Visy Recycling	Accuteque	Westfield
Kea Sportswear		JJ Richards		
PSW		<b>Pastoral / Primary</b>	<b>Freight Logistics</b>	<b>Wholesaling &amp; Retailing</b>
Scribo Group		Elders	Australian Air Express	Jetset
Smiths Snack Foods (Pepsico)		Genetics Australia	K & S	Mobil Quix
Spartan			Konsortium Logistik Berhad (Malaysia)	
Stafford Group			Pacific National	
Willach			TasRail	

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

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

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# **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, knowledge**

# **Sub-optimisation – the “unrecognised problem”**

- **Square pegs in round holes**
- **Insufficient arms and legs**
- **Inadequate skills, knowledge**

# **Sub-optimisation – the “hidden problem”**

- **Sales Execs entrusted with too much bandwidth**
- **Lack a dynamic sales system to operate within**
  - **Regardless of current members; personalities**

# **Systemic approach to maximising RoI from mobilising the Sales team**

- **Scientific, data driven system dynamically determines who, when, what, why ... for whole team**
- **Each Sales Exec's bandwidth is focussed to how they conduct themselves during each "hour of truth"**

# **What is Sales team optimisation?**

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



# **What is Sales team optimisation?**

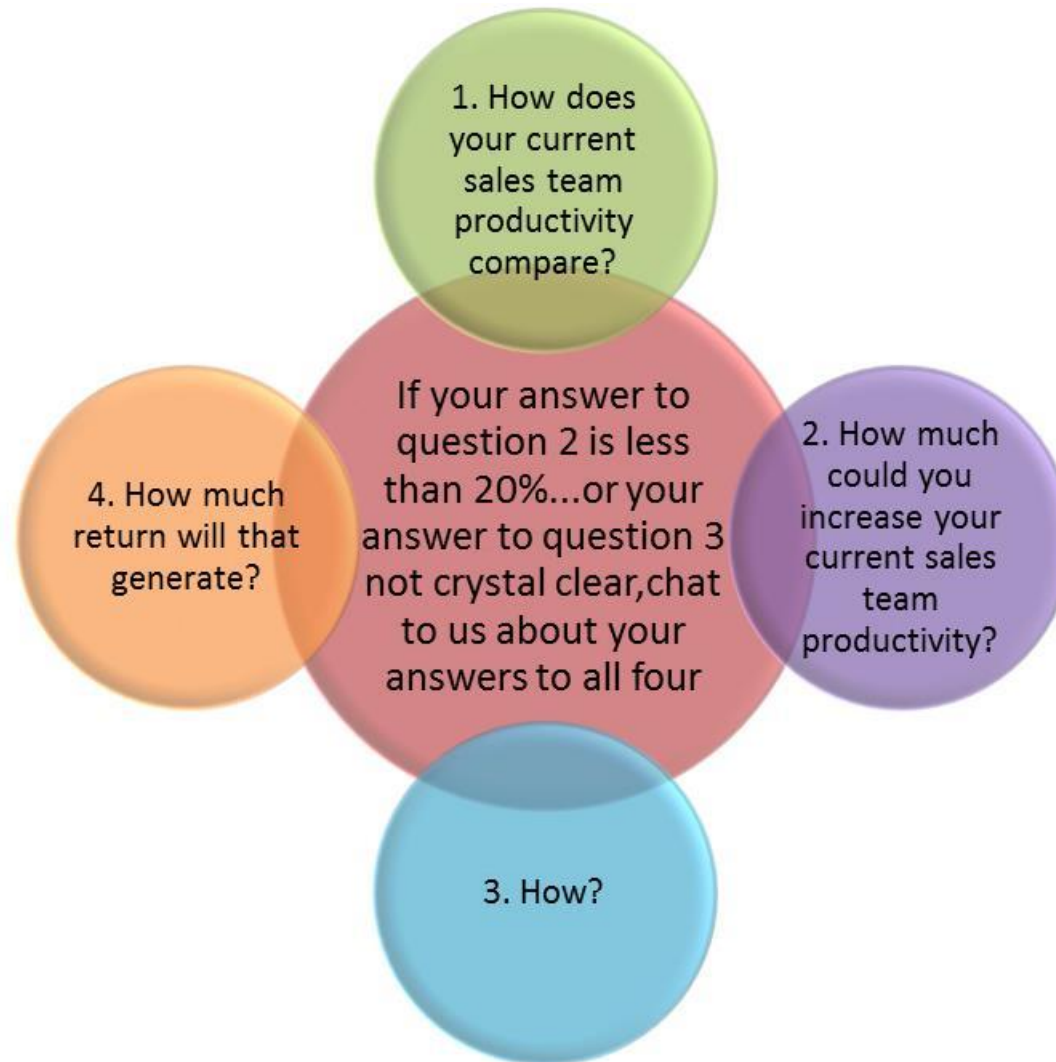
- **Right person**
- **Right time**
- **Right frequency**
- **Right reason**
- **Right value**
- **Right partnership framework**

# **Problem solved**

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

# Setting sales team optimisation targets and direction



# Eight productivity “levers” to increase RoI

RESOURCE LEVEL

x

VISIT CAPACITY

=

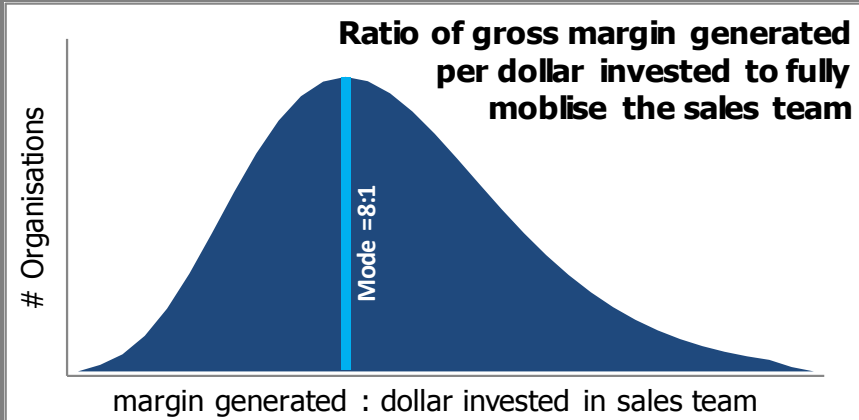
CUSTOMER COVERAGE

+

PROSPECT PENETRATION

$$\sum \left[ \begin{array}{c} \text{*# heads in each role type} \\ \times \\ \text{*% dedication to front} \\ \text{line sales} \end{array} \right] \times \begin{array}{c} \text{*ave days per week on} \\ \text{territory (annualised)} \\ \times \\ \text{*ave visits per day} \\ \text{whilst on-territory} \end{array} = \sum \left[ \begin{array}{c} \text{*# customers in each class} \\ \times \\ \text{*baseline min visit frequency} \\ \text{(annualised)} \end{array} \right] + \begin{array}{c} \text{*# targetable prospects} \\ \times \\ \text{*ave visits to convert/recycle} \end{array}$$

# Higher than average RoI



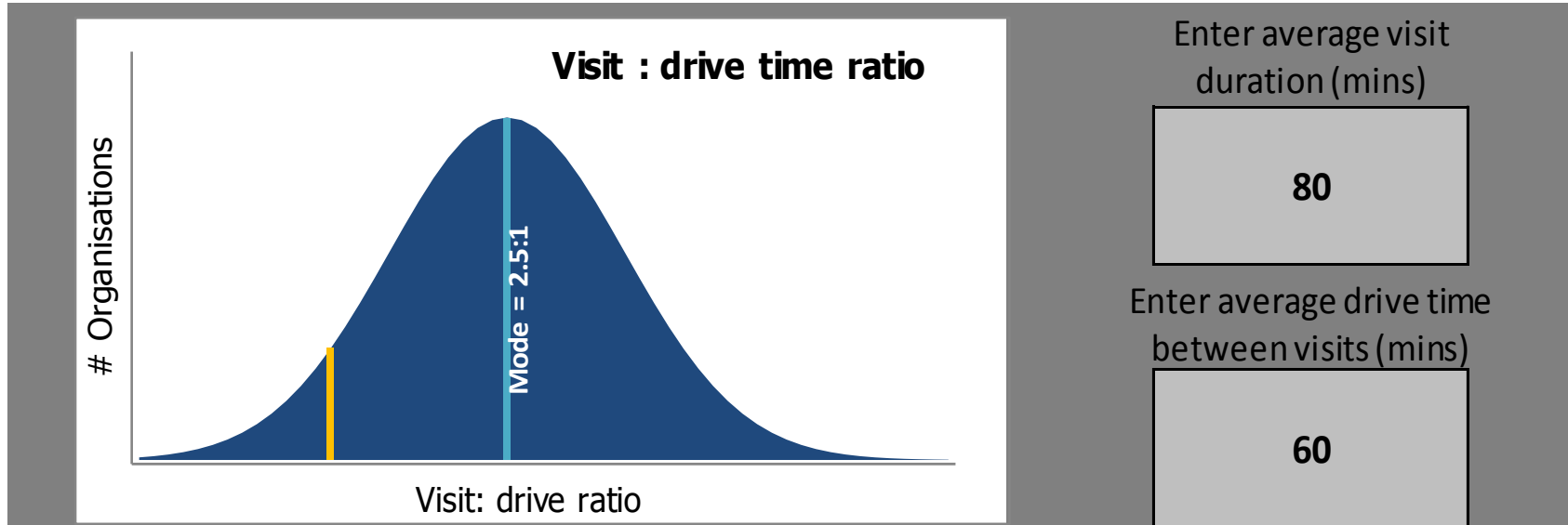
Using the above outcomes, view the ratio of the gross margin generated per dollar invested to fully mobilise the sales team

21

:

1

# Benchmark current Sales team productivity indicators



Ratio (visit/drive)	Improvement factor
1.33	27%
B2B cross-industry best practice range is 2:1 - 3:1	

# Productivity targets pitted against resourcing level plans

**17%** improvement in visit capacity

**39%** improvement in customer coverage

**0%** improvement in prospect penetration

based on **100%** of the resourcing level deployed last/current year

# Productivity gains pitted against increased RoI expectations

**\$ 5,665,000**

**:**

**\$ 240,000**

**\$**

**24**

**:**

**\$**

**1**



# StO scenario priorities

## Scenario 1

RESOURCE LEVEL x VISIT CAPACITY = CUSTOMER COVERAGE + PROSPECT PENETRATION

SET

OPTIMISE

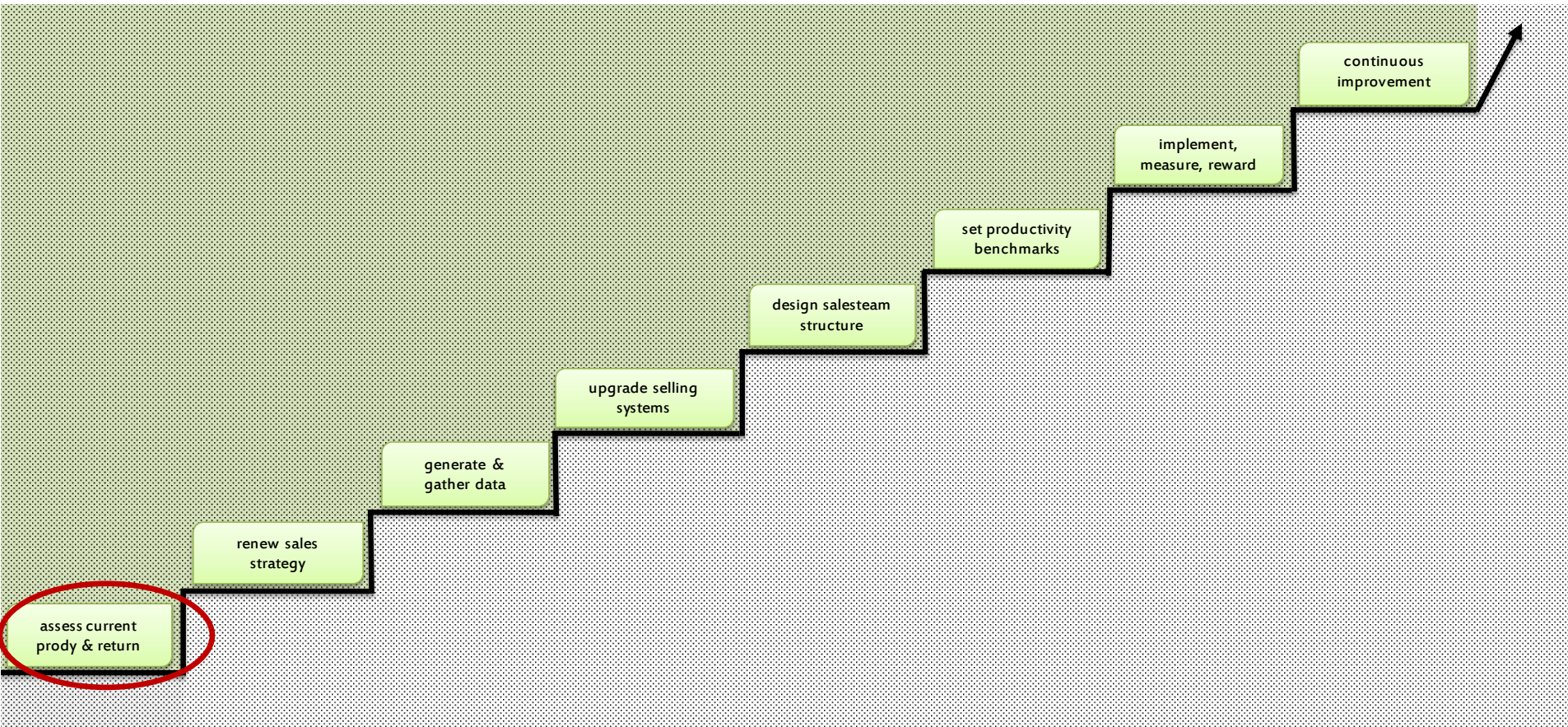
MAXIMISE

N/A

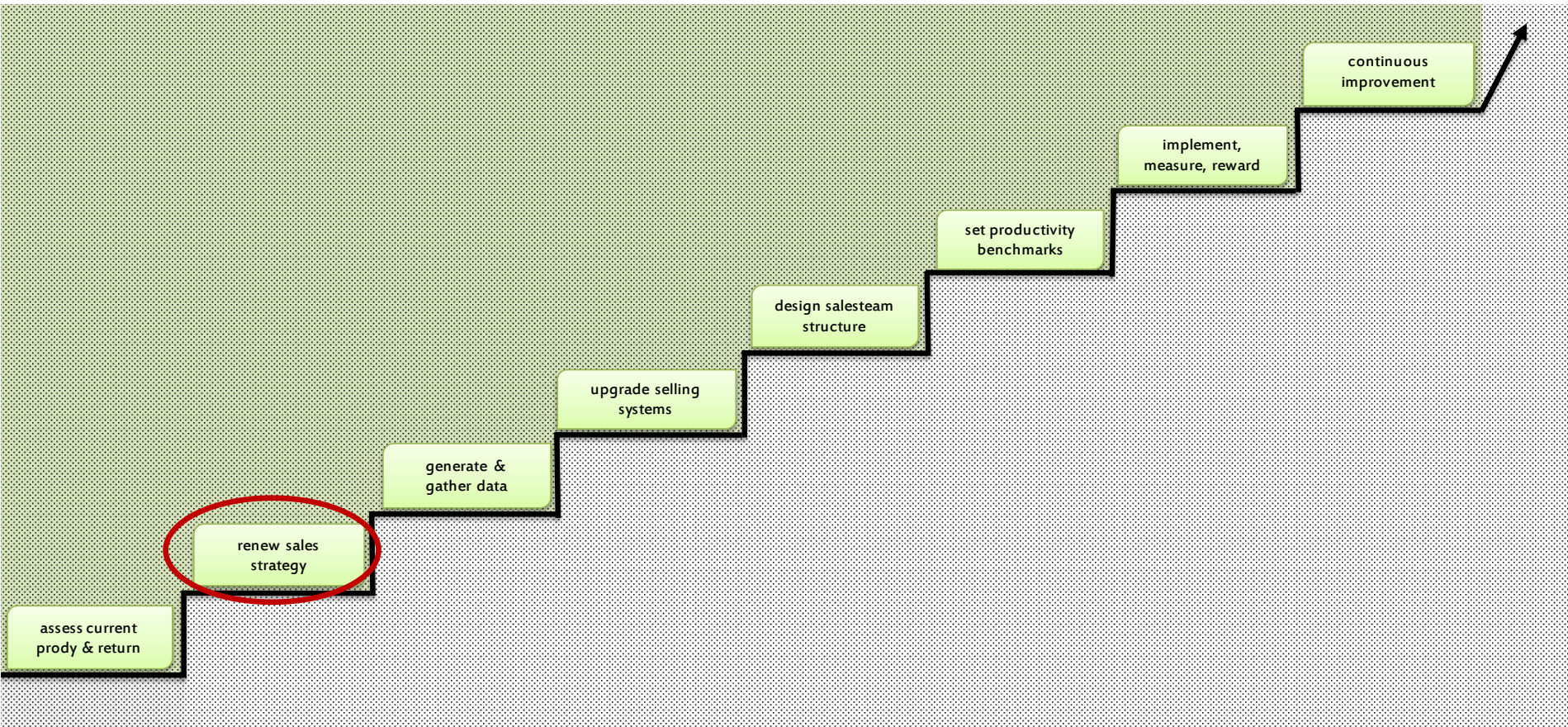
The Next Level's StO modelling will work according to the following guidelines:

*SET resource level, OPTIMISE visit capacity, MAXIMISE customer coverage and N/A prospect penetration*

# Moving to The Next Level



# Renew sales strategy



# Renewing sales strategy

- **Review current channels to market and value chain segmentation**
  - Who are the customers?
  - Who are “significant stakeholders”?
  - Why?
- **Review current sales team alignment to chains, channels, segments**
  - Who do we deploy to?
  - How much resource?
  - Why?

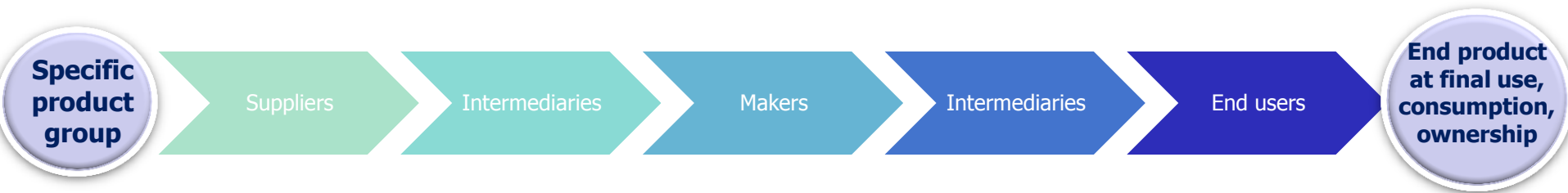
**Go-to-Market strategy relies on making best choices re what to sell, via whom, to whom**

# **Go-to-Market strategy review starts with identifying what to sell, to whom**

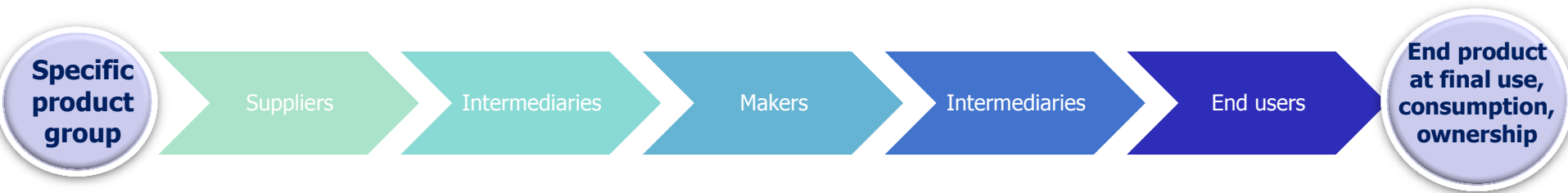
**Specific  
product  
group**

**End product  
at final use,  
consumption,  
ownership**

# Go-to-Market strategy starts with understanding all players and how (much) they add value

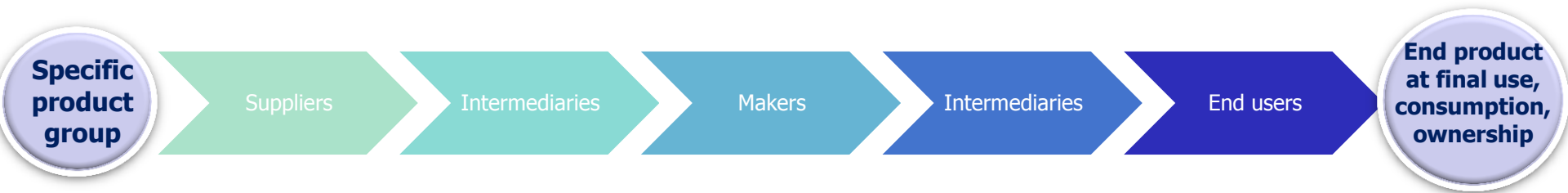


# What does adding value really mean?



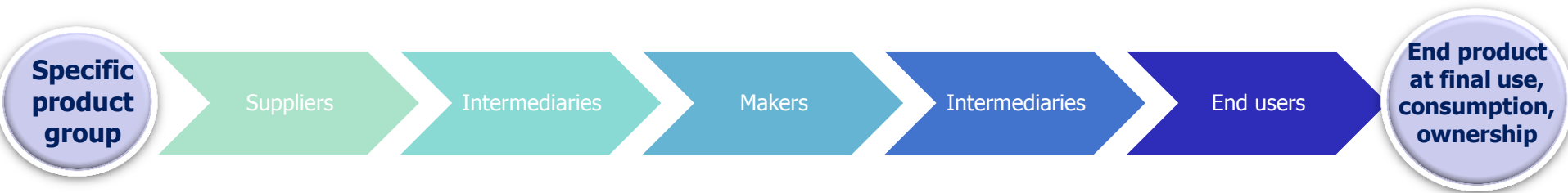


# What does adding value really mean?



**A segment player needs to be acknowledged in the chain if they...**

# What does adding value really mean?



**A segment player needs to be acknowledged in the chain if they**

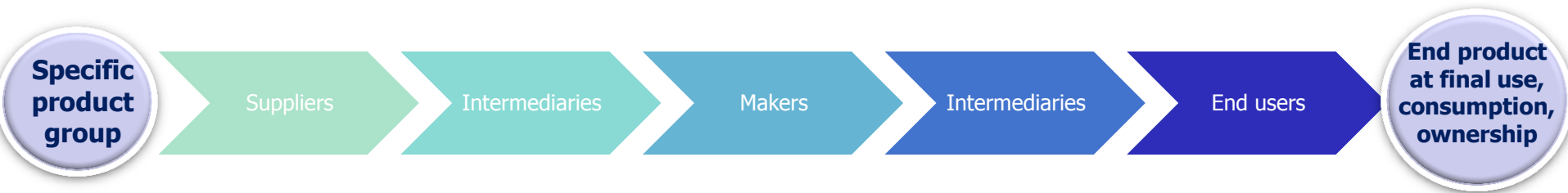
- \*modify the product/service on the way through**

- \*move it from one player to another**

- \*reconfigure it**

- \*provide IP for another player**

# What does adding value really mean?



**A segment player needs to be acknowledged in the chain if they**

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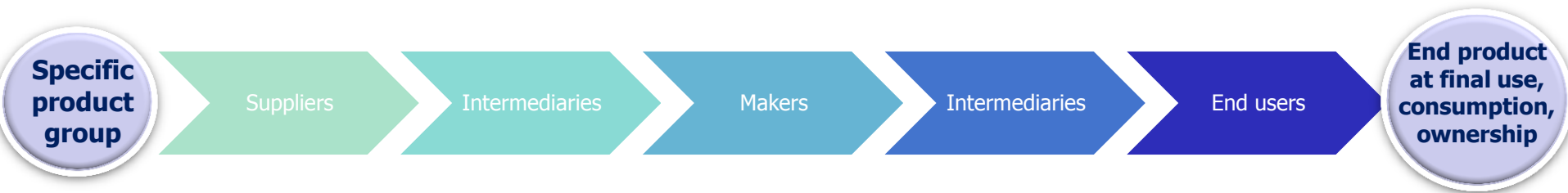
- \*move it from one player to another**

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**...in such a way as it adds to the evolving form of the incoming product/service towards its final state form**

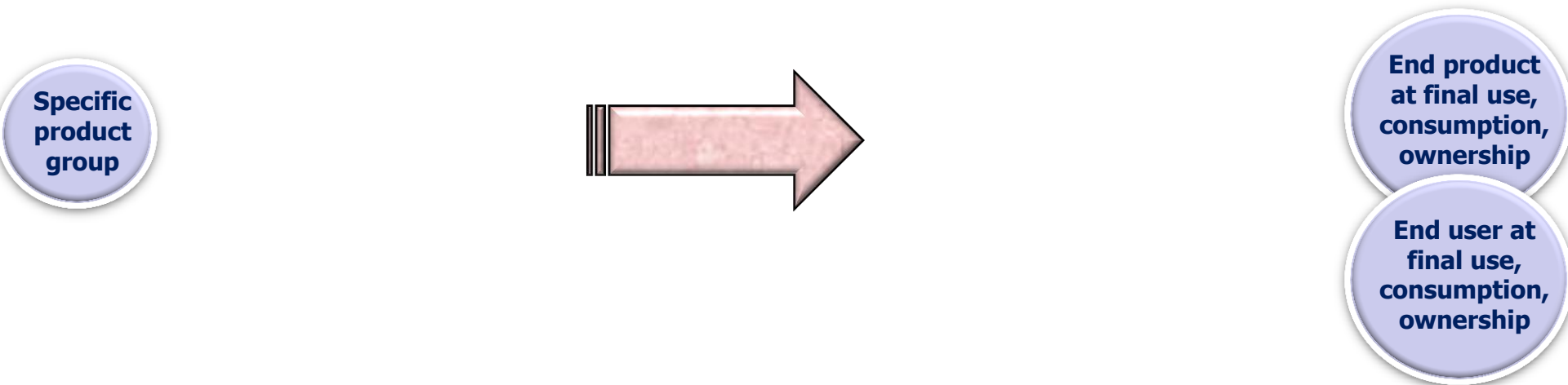
# What does adding value really mean?



**...in such a way as it adds to the evolving form of the incoming product/service towards its final state form**

**...and the end customer will either pay for value added or buy more for costs saved**

# To determine Value Chain structure and strategy, define end user/product from your perspective



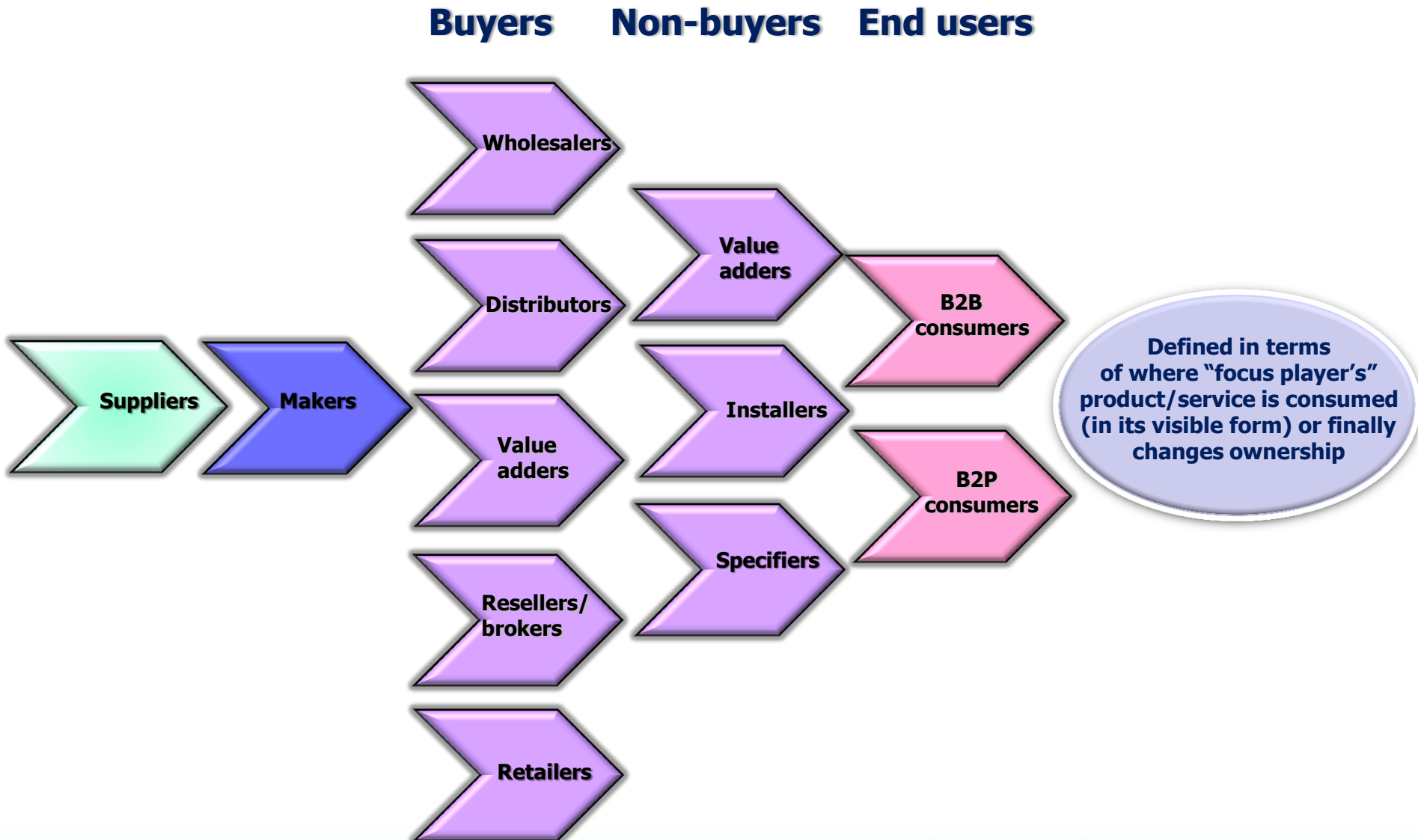
# **Value Chain structure model..... for each end user – end product**

**Defined in terms  
of where “focus player’s”  
product/service is consumed  
(in its visible form) or finally  
changes ownership**

# Syngenta end users

TO WHOM	
2.End user:	growers
3. User type:	B2B(Bus-to-bus)
4.Final format:	applied & consumed
5.Buyer/Non-buyer:	Buyer
6. Customer?:	We don't trade
7. Competitor?	Don't compete
8. Descriptors:	
9. Commissioning:	

# Value Chain structure model..... for each end user – end product





# Value chain structure and distribution channels



**Clearly defined in terms of where “focus player’s” product/service is consumed (visible form)**

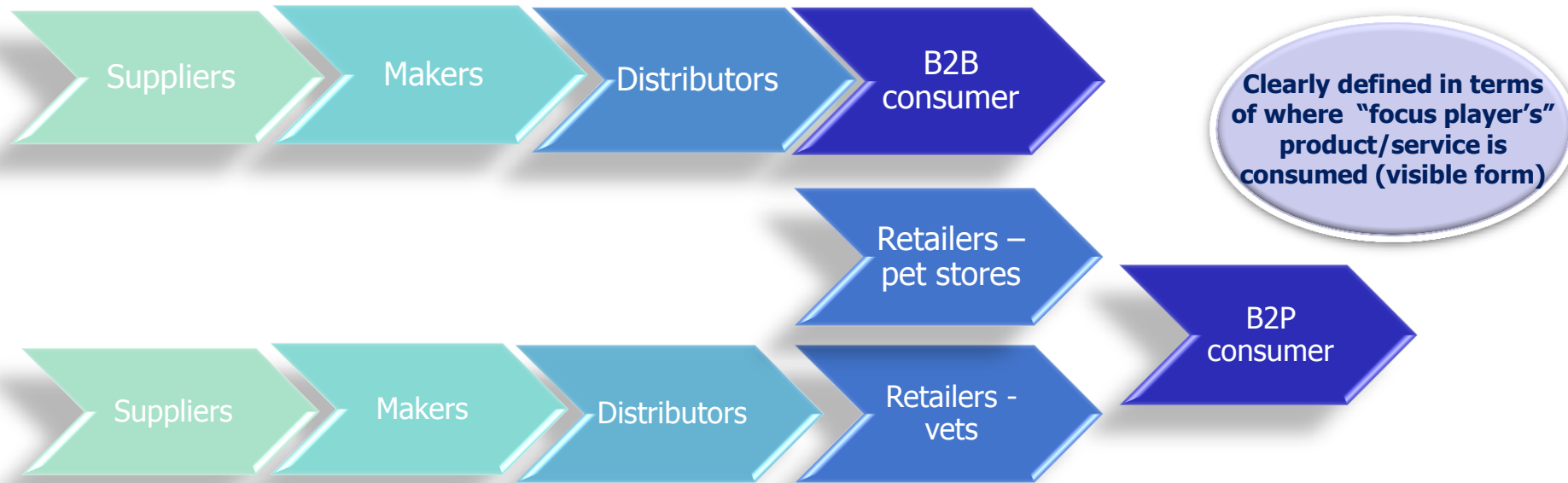
# Value chain structure and distribution channels



**Clearly defined in terms of where "focus player's" product/service is consumed (visible form)**



# Value chain structure and distribution channels



# Defining the end user / end product(s) = defining market(s)

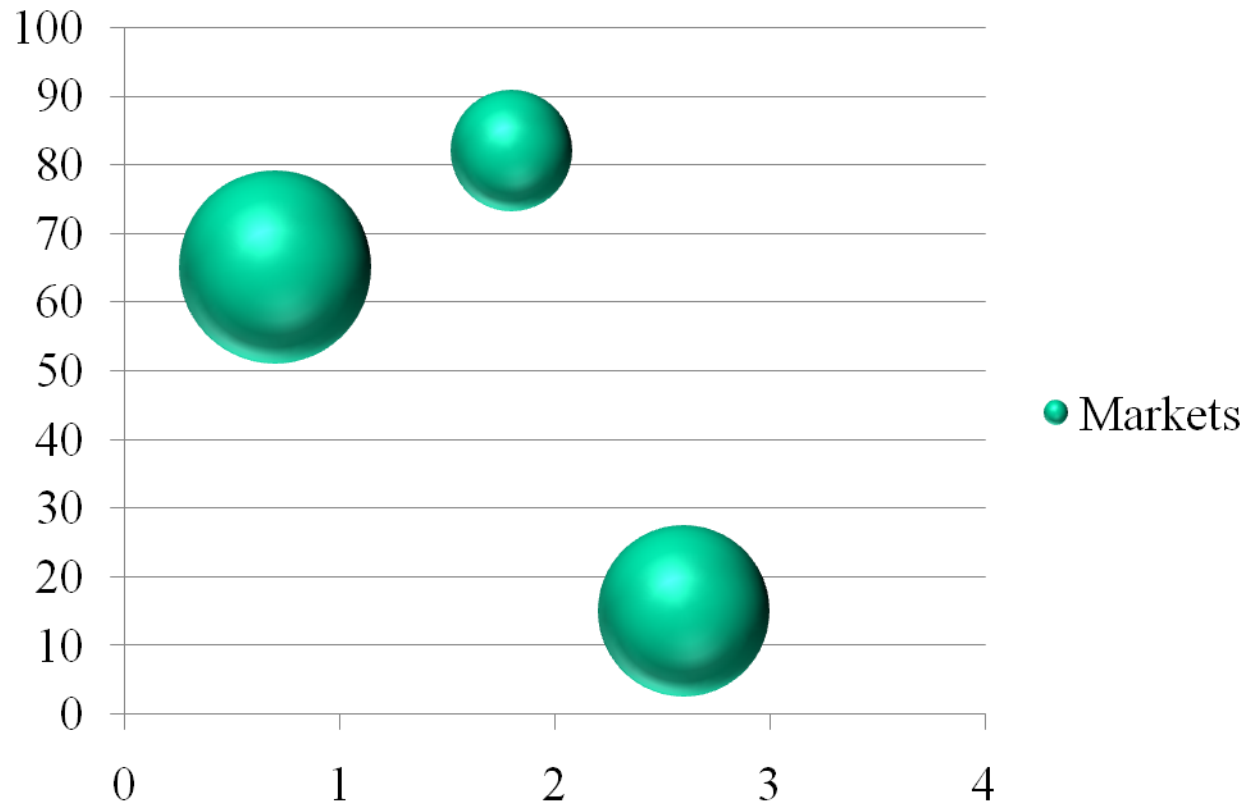
**Specific  
product  
group**



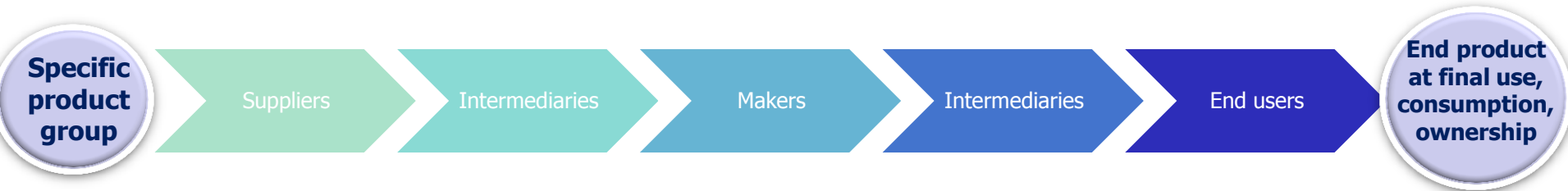
**End product  
at final use,  
consumption,  
ownership**

**End user at  
final use,  
consumption,  
ownership**

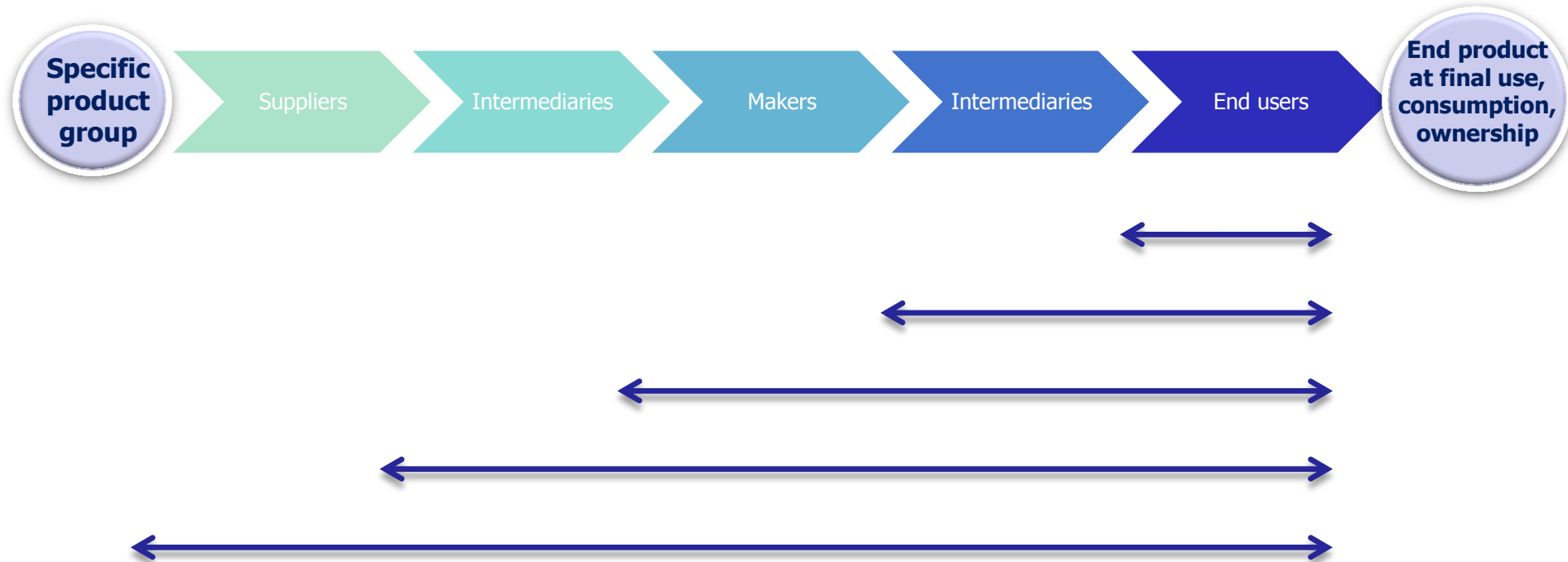
# Scope the size, trends and detail the competitive landscape of each market



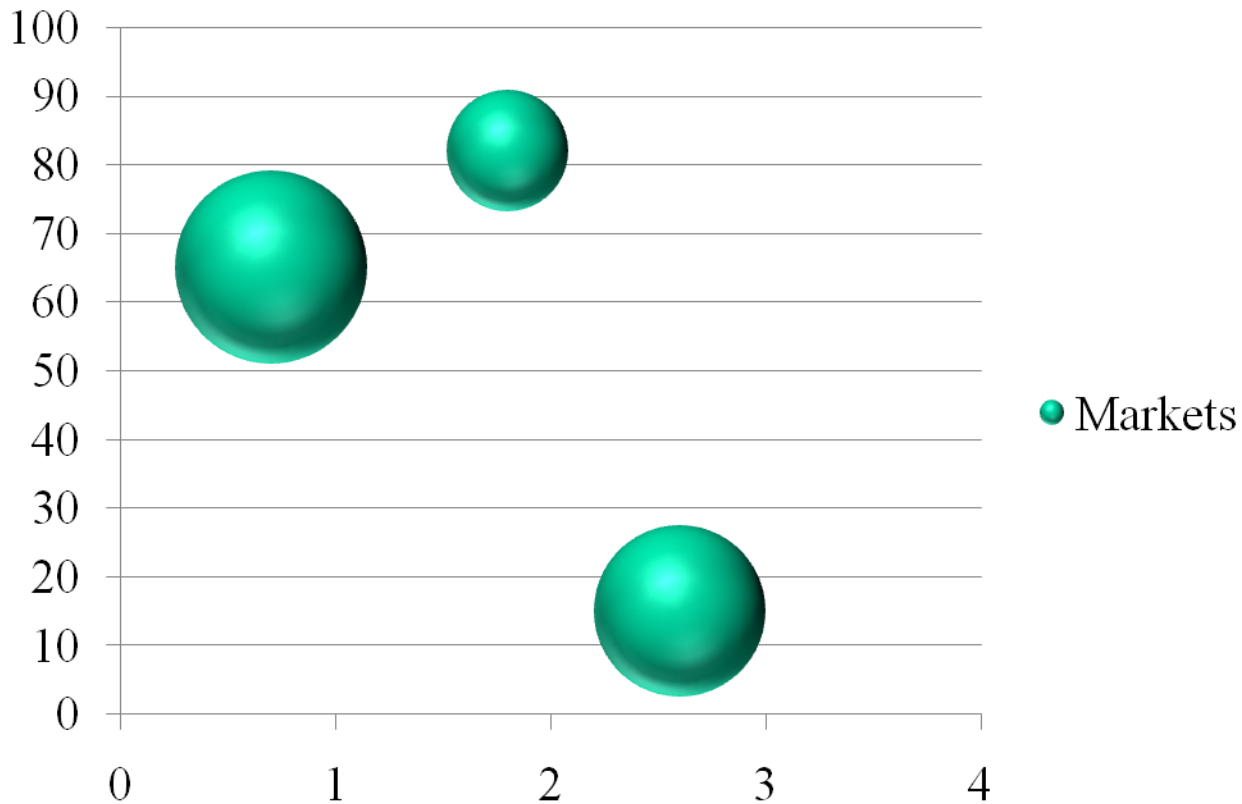
# Go-to-Market strategy relies on making best bets re what to sell, via whom, to whom, vs whom



# Best bets become complex as increasing competition encourages vertical integration



# Scoping the competitive landscape includes assessing whether customers are also competitors





# Syngenta chains and channels environment

WHAT WE SELL		VIA WHOM									TO WHOM	
1. Enter next product / service group:	cereals specialty vegetables seed seed care	10. Segment player: <a href="#">click for model</a> 11. Company role: 12. Buyer/Non-buyer: 13. Customer?: 14. Competitor?: 15. Descriptors: 16. Commissioning:	Maker  Us	Reseller/broker  Buyer We trade with them Some compete H/O who act on beha	Reseller/broker  Buyer We trade with them Don't compete grower groups via res	Reseller/broker  Buyer We trade with them Some compete Branches - group or i	Specifier  Non-buyer We don't trade Don't compete FFS agronomists; co	Specifier  Non-buyer We don't trade Don't compete individual KOLs	Specifier  Non-buyer We don't trade Don't compete industry bodies; rese	Select Segment	2.End user: 3. User type: 4.Final format: 5.Buyer/Non-buyer: 6. Customer?: 7. Competitor?: 8. Descriptors: 9. Commissioning:	growers B2B(Bus-to-bus) applied & consumed Buyer We don't trade Don't compete
				Wholesaler  Buyer We trade with them Some compete eg AIRR								

# Syngenta chains and channels environment

SUMMARY OF ALL VALUE CHAIN SEGMENTS ASSIGNED TO SPECIFIC SALES TEAM

Sales Team		Segment Player/s								End User
National Sales Team Special Seed Team	Segment player:	Maker	Reseller/broker	Wholesaler	Reseller/broker	Reseller/broker	Specifier	Specifier	Specifier	growers
	Company role:	Us								B2B(Bus-to-bus)
	Buyer/Non-buyer:		Buyer	Buyer	Buyer	Buyer	Non-buyer	Non-buyer	Non-buyer	applied & consumed
	Customer?:		We trade with them	We trade with them	We trade with them	We trade with them	We don't trade	We don't trade	We don't trade	Buyer
	Competitor?		Some compete	Some compete	Don't compete	Some compete	Don't compete	Don't compete	Don't compete	We don't trade
	Descriptors:		H/O who act on behalf	eg AIRR	grower groups;co-ops	Group branch places	independent FFS agents	KOLs	industry bodies; research	Don't compete
	Commissioning:									ch bodies; supermarkets
		No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers
	Populate number of customers (direct and indirect) for each segment		Landmark, Elders, CFI	AIRR; Landmark	c20 grower groups (1	1,400	100	c30	c10	48,000
	Extra detail				coops & major GG di	Direct & indirect CV d	predom WA			4-5 K engaged with

# Chains, channels, markets clarity leads to meaningful review of Sales team alignment

**Underground  
construction  
division**

**Civil &  
tunnelling**

**Mining**

**\*Tunnelling  
\*Mining**

**Admixtures  
division**

**Pre-mix  
concrete**

**Pre-cast  
concrete**

**Manufactured  
concrete  
products**

**Cement  
production**

**Property  
development**

**Construction  
systems  
division**

**Grouting**

**Concrete  
repair**

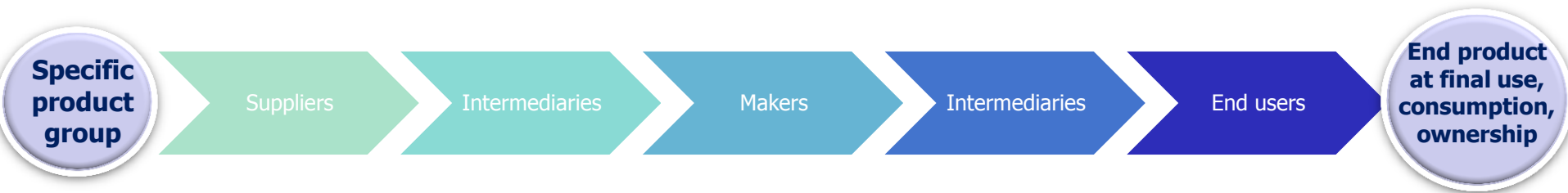
**Tiling**

**Water  
proofing**

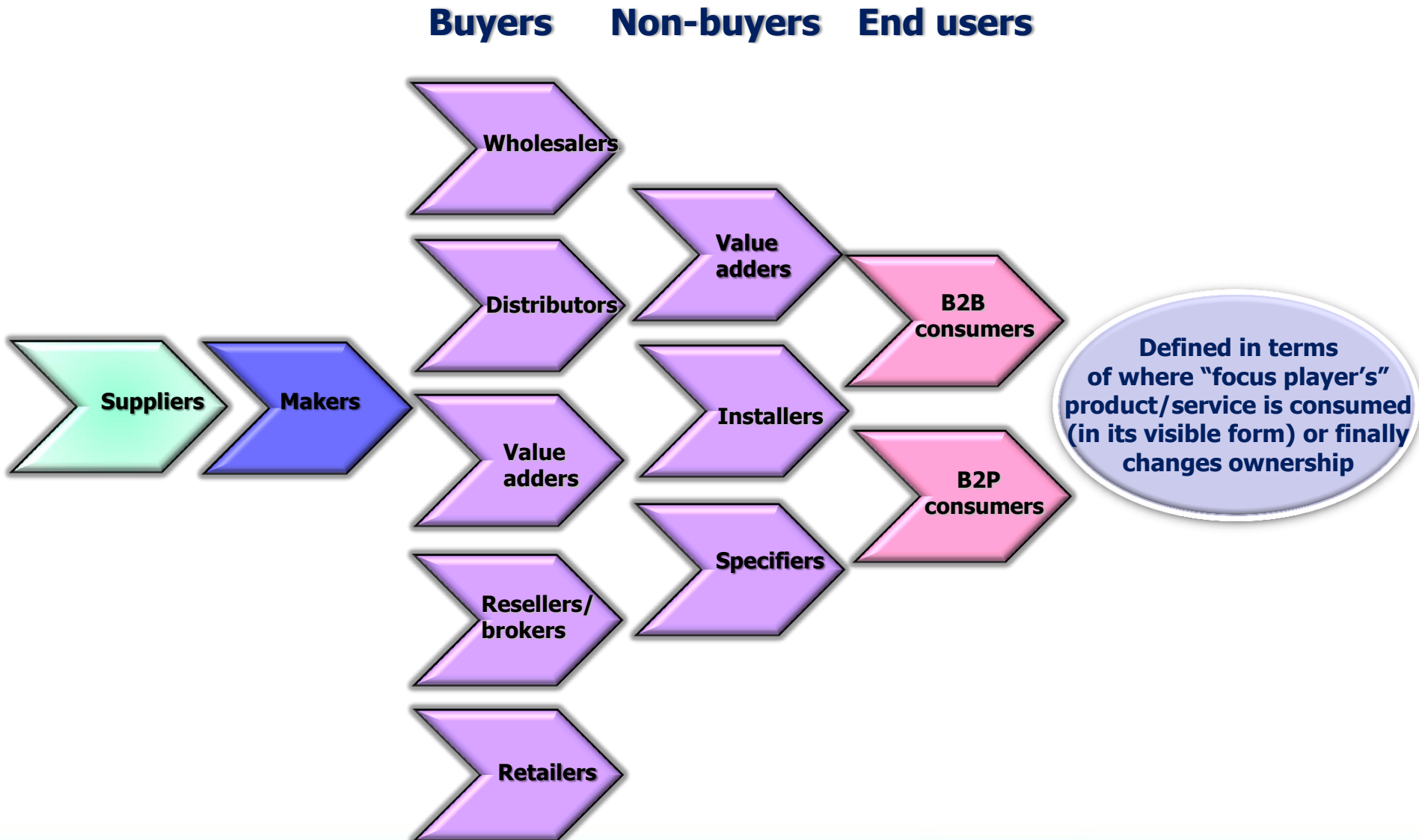
**Flooring**

**Property  
development**

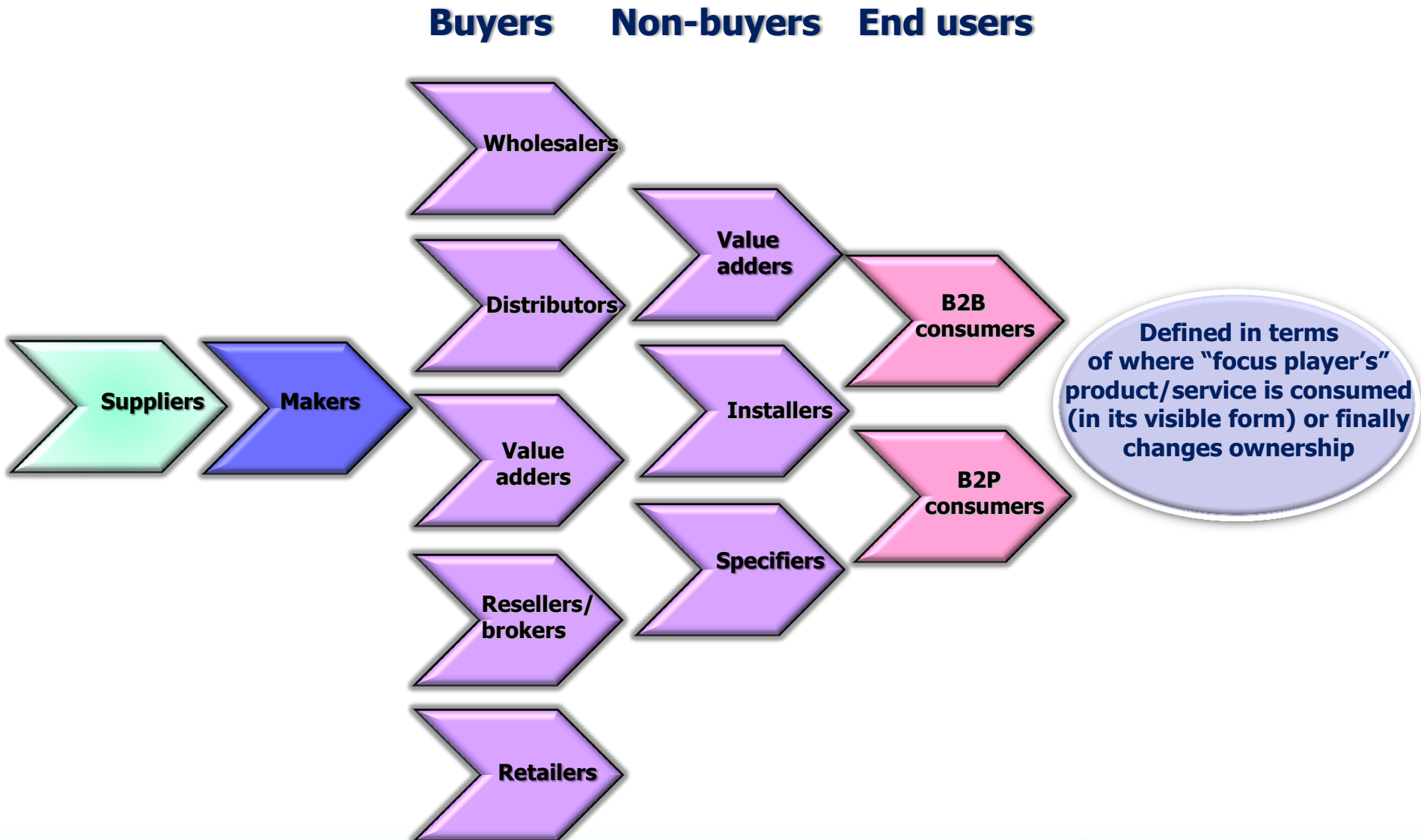
# Sales team alignment means best bets re what to sell, via whom, to whom, vs whom, with whom



# Who are the customers ... who else should be customers



# ....how do we exert optimal sales control



# Syngenta chains and channels environment

	Segment Player/s								End User
Segment player:	Maker	Reseller/broker	Wholesaler	Reseller/broker	Reseller/broker	Specifier	Specifier	Specifier	growers
Company role:	Us								B2B(Bus-to-bus)
Buyer/Non-buyer:		Buyer	Buyer	Buyer	Buyer	Non-buyer	Non-buyer	Non-buyer	Buyer
Customer?:		We trade with them	We trade with them	We trade with them	We trade with them	We don't trade	We don't trade	We don't trade	We don't trade
Competitor?		Some compete	Some compete	Don't compete	Some compete	Don't compete	Don't compete	Don't compete	Don't compete
Descriptors:		H/O who act on beha	eg AIRR	grower groups;co-ops	Group branch places	independent FFS agro	KOLs	industry bodies; rese	ch bodies; supermarke
Commissioning:									
	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers
Populate number of customers (direct and indirect) for each segment		Landmark, Elders, CP	AIRR; Landmark	c20 grower groups (1	1,400	100	c30	c10	48,000
Extra detail				coops & major GG di	Direct & indirect CV d	predom WA			4-5 K engaged with
	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment
Input total population for each segment		5	2	c30	1,400				
Extra detail									
Indicate the sales team role type(s) and FTE of each type being aligned to each segment		Peter Close ; SAM	AIRR: CU Head, TSM	TSMs	TSMs; specialist see	TSM; solutions selling	Corp Affairs; Crop He	Corp Affairs; Crop He	TSMs; solutions ; spe





# Servicing-Farming-Hunting-Specifying spectrum



## **SERVICING**

*Ensure current  
customer orders  
are fulfilled*

## **FARMING**

*Retain and grow  
existing  
customers*

## **HUNTING**

*Win new  
customers*

## **SPECIFYING**

*Solicit advocacy  
from non-buyers  
to buyers*

# Syngenta chains and channels environment

	<b>Segment player:</b>	Maker	Reseller/broker	Wholesaler	Reseller/broker	Reseller/broker	Specifier	Specifier	Specifier	growers
	<b>Company role:</b>	Us								applied & consumed
	<b>Buyer/Non-buyer:</b>		Buyer	Buyer	Buyer	Buyer	Non-buyer	Non-buyer	Non-buyer	Buyer
	<b>Customer?:</b>		We trade with them	We trade with them	We trade with them	We trade with them	We don't trade	We don't trade	We don't trade	We don't trade
	<b>Competitor?</b>									
	<b>Descriptors:</b>		H/O who act on behalf of	eg AIRR	grower groups; co-ops	Group branch places on	independent FFS agronomists	KOLs	industry bodies; research	
	<b>Commissioning:</b>									
		No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers
			Landmark, Elders, CRT	AIRR; Landmark	c20 grower groups (1 m	1400	100	c30	c10	48000
					coops & major GG direct	Direct & indirect CV cap	predom WA			4-5 K engaged with
	<b>Sales team role types:</b>	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment
			5	2	c30	1400				
			Peter Close ; SAM	AIRR: CU Head, TSML	TSMs	TSMs; specialist seeds	TSM; solutions selling r	Corp Affairs; Crop Head	Corp Affairs; Crop Head	TSMs; solutions ; spec
<b>Sales team strategy - farming/ hunting/ specifying</b>	Enter Se: Servicing and/or F: Farming and/or H: Hunting and/or Sp: Specifying. Upper or Lower case can be used to indicate predominance.		Se; f; sp	Se ; f	Se ; f ; sp	F ; se	Sp	Sp	Sp	F ; se

# Salesteam strategy

**Push sales strategy = sales exec visits customer to sell direct**



# Salesteam strategy

**Push sales strategy = sales exec visits customer to sell direct**



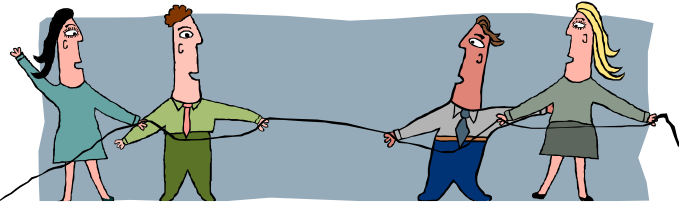
**Pull sales strategy = sales exec visits customer to sell indirect  
ie to influence customer buying behaviour  
when buying through their preferred intermediary**

# Salesteam strategy

**Push sales strategy = sales exec visits customer to sell direct**



**Pull sales strategy = sales exec visits customer to sell indirect**  
ie to influence customer buying behaviour  
when buying through their preferred intermediary



**Specifying sales strategy = sales exec visits intermediary or end customer who directs other customer segment to buy a specific product/service**  
ie influence advocacy behaviour....."specify the specifier"

# Syngenta chains and channels environment

<b>Segment player:</b>	Maker	Reseller/broker	Wholesaler	Reseller/broker	Reseller/broker	Specifier	Specifier	Specifier	growers
<b>Company role:</b>	Us								applied & consumed
<b>Buyer/Non-buyer:</b>		Buyer	Buyer	Buyer	Buyer	Non-buyer	Non-buyer	Non-buyer	Buyer
<b>Customer?:</b>		We trade with them	We trade with them	We trade with them	We trade with them	We don't trade	We don't trade	We don't trade	We don't trade
<b>Competitor?</b>									
<b>Descriptors:</b>		H/O who act on behalf of	eg AIRR	grower groups;co-ops	Group branch places on	independent FFS agronomists	KOLs	industry bodies; research	
<b>Commissioning:</b>									
	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers
		Landmark, Elders, CRT	AIRR; Landmark	c20 grower groups (1 m	1400	100	c30	c10	48000
				coops & major GG direct	Direct & indirect CV cap	predom WA			4-5 K engaged with
	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment
		5	2	c30	1400				
<b>Sales team role types:</b>		Peter Close ; SAM	AIRR: CU Head, TSMLA	TSMs	TSMs; specialist seeds	TSM; solutions selling r	Corp Affairs; Crop Head	Corp Affairs; Crop Head	TSMs; solutions ; spec
Enter Se: Servicing and/or F: Farming and/or H: Hunting and/or Sp: Specifying. Upper or Lower case can be used to indicate predominance.		Se; f; sp	Se ; f	Se ; f ; sp	F ; se	Sp	Sp	Sp	F ; se
Select Push, Pull, Push/pull, Pull/push or Specify from menu.		Push	Push	Pull	Push	Specify	Specify	Specify	Pull

# Syngenta chains and channels environment

Maker	Reseller/broker	Wholesaler	Reseller/broker	Reseller/broker	Specifier	Specifier	Specifier	growers
Us	Buyer We trade with them  H/O who act on behalf of	Buyer We trade with them  eg AIRR	Buyer We trade with them  grower groups;co-ops	Buyer We trade with them  Group branch places orders	Non-buyer We don't trade  independent FFS agronomists	Non-buyer We don't trade  KOLs	Non-buyer We don't trade  industry bodies; research	applied & consumed Buyer We don't trade
No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers	No. of Customers
	Landmark, Elders, CRT	AIRR; Landmark	c20 grower groups (1 m	1400	100	c30	c10	48000
			coops & major GG direct	Direct & indirect CV cap	predom WA			4-5 K engaged with
Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment	Total population of segment
	5	2	c30	1400				
	Peter Close ; SAM	AIRR: CU Head, TSMLA	TSMs	TSMs; specialist seeds	TSM; solutions selling r	Corp Affairs; Crop Head	Corp Affairs; Crop Head	TSMs; solutions ; spec
	Se; f; sp	Se ; f	Se ; f ; sp	F ; se	Sp	Sp	Sp	F ; se
	Push	Push	Pull	Push	Specify	Specify	Specify	Pull
				branch level reseller -> grower				
				Farming				
				Pull				



THE  
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LEVEL

**The strategic framework for your  
annual sales team optimisation....**

**How to prosecute your go-to-market  
and sales-team-alignment strategies**

***Glenn Guilfoyle***