

LEAN SALES

Sales Excellence in a Lean Organisation



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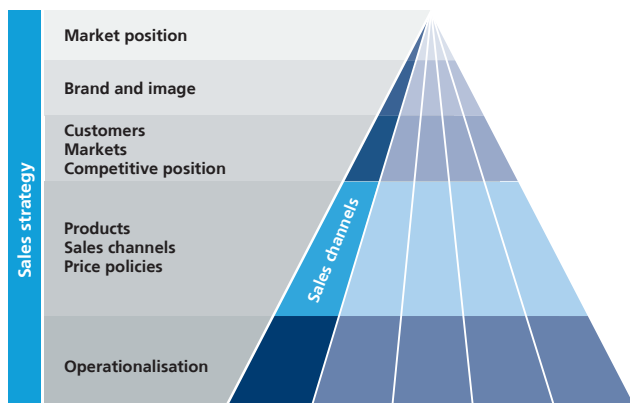
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The main focus is on customer benefit.

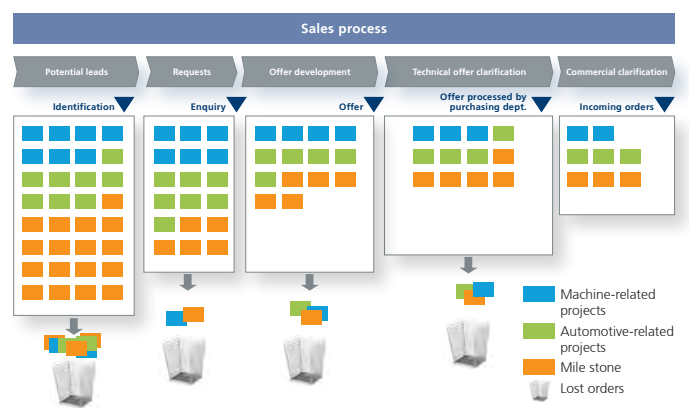
EXCELLENT ORGANISATIONS INCREASE THEIR SALES SUCCESS THROUGH THE CONSISTENT IMPLEMENTATION OF LEAN METHODS IN THE SALES DEPARTMENT.

LEAN SALES creates transparency and measurability in sales processes, facilitating the best use of available resources and the avoidance of waste. In addition to the application of methods, the professional development of sales staff insures the fulfillment of customer expectations.

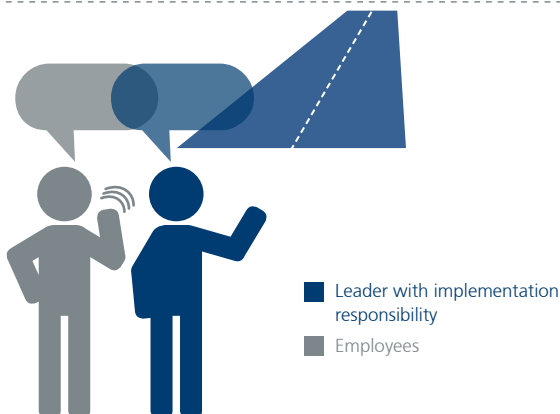
Increasing competitive pressure, dynamically changing markets and shorter decision-making processes present sales with new challenges. The systematic achievement of strategic targets, increasing the number of sales completions using the available resources and the ability to react quickly to deviations and problems requires a move away from traditional sales management. This involves a change in the role of the manager. Decisions are made on the basis of facts and figures; employees' problem-solving competence is systematically developed. In this approach sales need to understand the entire value stream from the customers perspective .



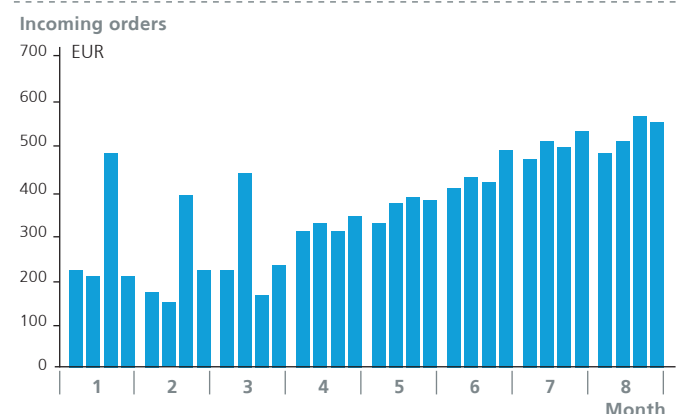
Ensuring target achievement through systematic operationalisation of the sales strategy



Creating transparency through visual management



Improvement of management performance through coaching and the development of problem solving competence



Increasing sales success through quantifiable measures

Traditional sales optimisation

- > Increase of marketing budget
- > Intensification of sales activities
- > Reshuffle of the sales team
- > "Gut instinct" decisions
- > Introduction of a new CRM system
- > Training and education of sales team
- > Functional orientation



Lean sales approach

- > Increase in "customer face time" (Gemba)
- > Focussing of sales activities
- > Improve leadership performance and problem solving competence
- > Decision based on facts and figures
- > Short-cycle communication and introduction of measures
- > Training based on the mentor-mentee principle on the sales floor
- > Value-stream orientation of the sales process

In Lean Sales, the main focus is on increasing efficiency and effectiveness through the consistent avoidance of waste from the customer perspective .



The Lean Sales approach comprises 8 spheres of activity that systematically develop incoming order and revenue potentials.

1_ Sales strategy:

Align your capacities and sales activities strategically to markets and customers with potential.

2_ Sales process:

Avoid waste through focused clarification of offers and orders, a lean and reliable planning / forecasting process and the systematic launch of new products.

3_ Sales organisation:

Align your sales organisation to the value stream, deal with key customers through dedicated key account management and implement sales channels based on strategic decisions.

4_ Leadership tools:

Lead on the basis of facts and figures using visual Sales Management, promote a lean focus in external sales through suitable incentivisation and make controlling and calculation processes transparent.

5_ Customer Relationship Management:

Monitor your customers' satisfaction and expectations on a regular basis, increase customer satisfaction with a focus on service, prioritise your sales activities.

6_ Order conclusion:

Systematically identify and develop target markets and customers, turn high potential leads into customers and ensure the retention of existing customers.

7_ Product management and pricing:

Analyse the profitability of your product portfolio, determine the strategic price positioning of products and components and continue with the targeted development of your portfolio with respect to both sales and service.

8_ Sales Training:

Ensure the targeted continuous professional development of your employees and leaders through continuous feedback and coaching.

Practical example

INCREASING CUSTOMER ACQUISITION THROUGH **LEAN SALES**

Sector:

- > Metalworking
- > 4 sites
- > approx. 600 employees
- > 4 sales staff
- > 60 million turnover

Customer feedback on the project

- > There has been an improvement in corporate cultures
- > The company is now on the right track
- > The departments in the plant have developed a much closer relationship with sales
- > An overview of current sales figures is available at all times
- > Sales focus on the most important topics
- > The company has acquired new customers

Project target:

The project target was a 15% increase in incoming orders within the current financial year through excellent processes and employee training in sales associated with increased profitability. The company's sales strategy was to be honed, and performance indicators used to develop a measurable sales process. One priority in the new sales process was to focus on the right contacts and enquiries.

Project results:

The sales strategy for the various locations was developed on the basis of their core competences and their respective market and competition situation. Clear job, competence and responsibility profiles were developed and quality gates defined for the sales staff and made measurable with the aid of performance indicators. The jointly developed management board is used to visualise the ideal process. All new enquiries and existing projects are prioritised and visualised on the board so that their current status and any capacity bottlenecks can be detected at a glance. The focus in this process is on the identification of desirable target customers to match the respective competences of the different sites. This makes it possible to select and prioritise potential customers and enquiries according to their probable success. Sales can focus on the "valuable" contacts, with an associated rise in the completions.

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