



# Developing & Deploying An Effective Sales Strategy

## INTRODUCTION:

Creating an effective sales strategy in these highly volatile and fast changing times can be both complex and challenging. As the name suggests it needs to address a number of critical strategic considerations and at the same time also address a number of critical operational considerations in order to ensure that it is both achievable and realistic.

At a strategic level, the sales strategy needs to answer five key questions:

1. What will we sell and just as importantly, what will we not sell or offer? Our product portfolio.
2. Who do we intend to sell these products and services to? Our customer segmentation
3. How will we reach out to and engage these targeted segments? Our channel strategy
4. How will we differentiate our offer and compete in the market? Our value proposition.
5. How will we sell our offerings in the market? Our sales force design.

At a more operational level, the sales strategy should also be clear on and confirm the following:

1. What strengths and capabilities will form the basis of our competitive advantage?
2. What opportunities exist in the short and medium term because of industry & product trends?
3. What threats and challenges exist because of competitor and customer trends?
4. What are the major short and medium term growth opportunities that we have?
5. What capabilities, practices and disciplines do we need to develop to achieve our goals?

Whilst many of our clients completely understand these challenges, relatively few have a formal process of situational analysis, strategy development, opportunity prioritisation and deployment and execution planning that enables them to convert their knowledge and experience in to an effective sales strategy that aligns with the broader organisational strategy and is easily implemented.

In the absence of this, they are subject to one or more of the commonly experienced strategy development and execution issues that prevent organisations from translating strategy in to great sales team performance and so realise less than 60% of the potential growth that is in the strategy.

## THE APPROACH:

Many organisations have moved away from the view that strategy is a linear process, in which leaders develop a strategic roadmap and then sequentially execute against it. Instead, they recognise that they are likely to continually develop new learnings, some of which should be incorporated in to the strategy. For this reason, they adopt a looping rather than linear model.

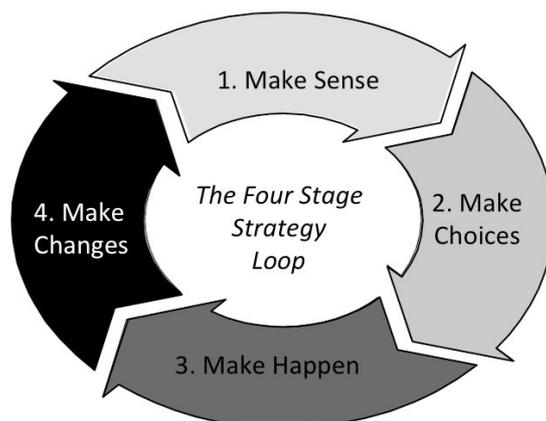


Figure: The Four Stage Strategy Loop Model

## THE SOLUTION:

Using a strategy development and execution framework specifically designed to reflect the eight golden rules of good strategy can ensure that your organisation realises a greater proportion of the potential in your sales strategy and are better able to translate it in to enhanced team performance:

**THE EIGHT GOLDEN RULES OF SALES STRATEGY**

1. Keep it simple
2. Debate assumptions, not forecasts
3. Discuss and agree resources early
4. Clearly identify priorities
5. Continuously monitor performance & progress
6. Be prepared to change and refine the plan
7. Reward and develop sales executive capabilities
8. Be clear on what you will not do

Figure: The Eight Golden Rules Of Sales Strategy Deployment

When an organisation undertakes a rigorous situational analysis of their market place and targeted customer segments, it is common for them to produce a list of more opportunities than they can realistically take on. In these circumstances we have found that two frameworks are particularly useful. Firstly a “Boston Matrix” to understand the relative potential impact and effort associated with each opportunity. Secondly a phased implementation plan, so that the sales team have time to understand, assimilate and implement a manageable number of new strategies at any one time, rather than be overwhelmed or overloaded.

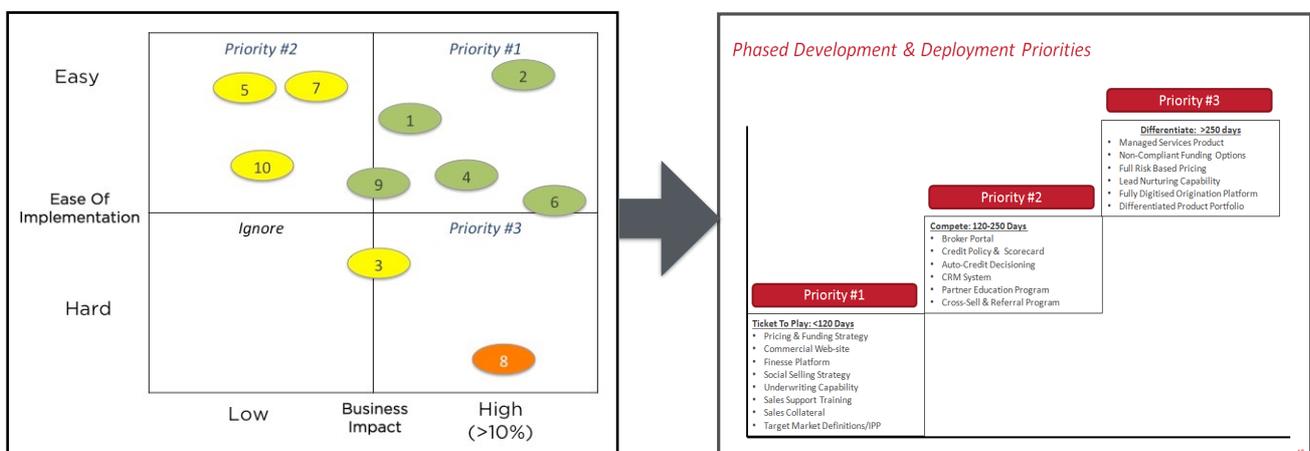


Figure: Translating The Prioritised Growth Opportunities In To An Execution Roadmap

We frequently work with our clients to help them develop the detailed action plans that sit behind the prioritised roadmap to ensure that individual accountabilities are assigned and progress can be monitored and tracked.

In this way, our clients are able to have confidence that they have developed a sales strategy that will enhance their overall performance and effectiveness and understand what it will take to implement it effectively so that they realise the potential within it.

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