

Effective Sales Leadership

A two-day workshop to assist sales management to identify precisely what the 'high return' sales management activities are, and to develop a clear plan of action for implementation on return to the workplace.

Shanghai, China

12th & 13th July 2010



Your International Facilitator:

Janet Maitland (B Ed, MBA)

Senior Consultant

Business Improvement Group (BIG) Consulting

BIG Consulting is a consultancy specialising in sales effectiveness, sales strategy, organisation and systems, leadership and management, major account management, customer service, sales force performance management, training and development.

BIG Consulting's China Experience

- Strategy, design and delivery of Sales Learning & Development Program
- Beijing launch of Sales University for a global FMCG company
- Consulted in setting up sales forces in countries throughout Asia Pacific
- Designed and delivered custom development programs throughout Asia Pacific in the following key areas:
 - Sales Management
 - Account Management
 - Category Management
 - Field sales force execution
- BIG Consulting works to improve sales force effectiveness in global companies in a variety of industry segments. Our clients include Mars, Suntory, Diageo, Pacific Brands, Orica, Caroma Dorf, Scania, Pall, Sony, Toshiba, Carrier

Course Description:

Essentially, Sales Managers must generate revenue and profit through their sales forces, with the targets often pre-determined by company policies. Therefore, the objectives Sales Managers set to achieve these tasks should be derived from, and compatible with, their companies' objectives, such as return on capital employed, cash flow, market position and growth.

What the Seminar will help you achieve:

- How to adopt the style of sales leadership to get the best results in different situations
- How to Set the sales vision-Translating Strategies to Activities
- Territory Design, Coverage & Management
- How to motivate people at a distance-stimulating team thinking and group performance
- How to make maximum use of your HR resources and focus your attention on two main factors-Recruitment & Selection
- Looking into your sales management system-Measurement, Evaluation and the sales managers' tool kit
- Counselling and Discipline
- How to run effective sales meetings
- How to use the 10 field step coaching process
- How to use the "Training Action Planner" at the end of work with days
- How to utilise the appraisal process to recognise achievement, focus activity and motivate

Pre-Course Questionnaire

In order to tailor this course precisely to your needs, the course leaders would value information on your knowledge, experience and requirements.

Day One

Session One - Workshop Introduction

Consistently delivering results in an increasingly competitive environment with focused and sometimes limited resources is the reality for today's sales leaders. This workshop will use real life case studies to examine how other companies improved their overall Sales Force Effectiveness by making improvements in each of the key areas of Strategy, Structure, Systems, People Management & Performance Measurement. You will be introduced to many practical frameworks and processes that you can apply in your own company.

Session Two - Sales Strategy & Planning

Aligning Sales Strategy with top line goals is critical both in terms of delivering financial results and using resources effectively. In this session we will review as frameworks that enable you to:

- Summarise your sales strategy
- Prioritise you sales initiatives and resources required
- Establish clear measurements for each of your sales initiatives

Session Three - Strategy Communication & Sales Team Engagement

The key to successful execution is to get your sales team to think they own it. Use this process to create a collaborative environment in which your team understands:

- sales strategies and key sales initiatives
- how sales initiatives will be executed
- how they will be measured & rewarded

Session Four- Customer Engagement

Customer expectations are continually evolving. High Performing Sales Organisations not only understand their customer expectations, they actively measure and manage these expectations.

- Learn how to measure your relationship with your customers
- Develop strategies to manage and influence key buyers and other stakeholders

Session Five - Evaluating Sales Campaigns

In a highly competitive environment customers expect increasing amounts of marketing and sales investment from suppliers to help them increase their sales.

- Understand how to measure the return on this investment
- Understand how can we improve our return on this investment

Conclusion Day One

About Martin Linking

Martin Linking Business Consulting plans to produce more than 80 trainings and conferences and works with senior executives from the majority of the world's top 1000 companies to improve their business strategy and match their learning and training needs in one year. And we continue to grow.

We also invite the leading business practitioners, industry decision makers and innovators to share insights, best business practice, and new technology at our forums. **We are dedicated to give attendees cutting edge information they can use immediately.** We constantly research and listen to all industry sectors to ensure that the business intelligence we provide is timely and cutting-edge.

About Janet Maitland

Specialisations:

Sales management and Field Forces Sales Training, Key Account Management, Sales Force Effectiveness Consulting. Prior to joining BIG Consulting, Janet spent 12 years working in senior executive roles in USA, Europe, China and Asia Pacific for two global suppliers of consumer durables.

Sector & Industry Experience:

FMCG (Confectionery, Snack, Pet, Bakery, Beverages, Dairy, Liquor), Consumer Electronics, Apparel, Furniture, Automotive, Hardware, White Goods, IT and Software, Industrial, Finance

Recent Projects:

- A specialised development program for a large scale route team – including sales strategy, coaching and selling skills
- Strategy & Design for a Sales Learning and Development Program for a billion dollar consumer durables manufacturer
- Development of a customer service program managing both internal and external stakeholders
- Developed a web based Sales capability tracker to assist managers track coaching activity and improvement in sales capabilities

Day Two

Session One - Improving Sales Force Execution – Sales Driver Systems

Get the most out of your sales force by developing a system to drive your sales. Determine Key Performance Indicators that drive “Sell through” not just “Sell in” enhancing your results and adding value to your customers. Improve the productivity and effectiveness of your sales team by focussing them on these key results areas and measuring and rewarding them on these Sales Drivers.

Session Two - Improving Sales Force Execution – People Management & Performance Management

The Role of the Sales Leader

Understand the difference between a Sales Leader and a Sales Manager. What do people in your team expect? Understand how to find the balance between managing your tasks, team and developing individuals within the team.

Session Three - High Performance Coaching

World Class sales teams are led by world class coaches at all levels of the selling organisation. As a result of this session you will understand:

- The components of a Coaching System
- The return on investment of implementing a coaching system across all levels of your organisation

Session Four - Coaching Skills

Coaching is not about telling, it is about providing feedback & getting people to think for themselves. As a result of this session you will understand

- How to have a coaching conversation that encourages your team members to think for themselves (even when you are not there) and take responsibility for their own improvement and development.
- How to tailor your coaching approach to suit the range of individuals within your team from the newcomer to the veteran.

Course Format:

- Through a combination of breakout sessions, group and individual work, interactive roundtable discussions and role-plays, delegates will understand the total role of Sales Management.
- Trainer will use practical examples and case studies to reinforce and expand the scope to cover applicable concepts for sales management, and for a variety of different industries.

Session Five - Coaching for performance and discipline

In a competitive environment where we need to execute without excuses it is important that people understand exactly where they stand and are held accountable. As a result of this session you will improve your ability to conduct performance management conversations by creating a clear understanding between you and your team member about the performance issues, improvements required and consequences of continued underperformance.

Session Six - Developing a High Performing Sales Team

Teams can be complex and are continually evolving. As a result of this session you will:

- Understand the stages of team development.
- Understand where your team is at and more importantly where they perceive they are at.
- Create an environment of awareness and encourage them to take ownership of the team and its development.

Workshop Summary & Closure

In-House Training Solutions

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House Training solution delivered locally on-site. Course can be tailored to specific requirements.

Please contact Whitney Shen on **+86 28 6552 1255** or email whitney.shen@martinlinking.net to discuss further possibilities.

Workshop Schedule

Day One & Two

0830 Registration and coffee
0900 Workshop commences
1045 Morning refreshments
1115 Workshop re-commences
1200 Luncheon
1300 Workshop commences
1500 Afternoon refreshments
1530 Workshop re-commences
1730 Workshop concludes

有效销售领导力

这是一个为期两天的培训，以协助销售管理人员准确识别什么是“高回报”的销售管理活动，并制定一个用于返回工作岗位后马上实施的明确的行动计划。

中国上海

2010年7月12-13日

您的国际培训师:

Janet Maitland (B Ed, MBA)

高级顾问

Business Improvement Group (BIG) Consulting

BIG Consulting 是一家专于有效销售、销售策略，组织和制度、领导力和管理，主要客户管理、客户服务、销售人员绩效管理，培训和发展的公司。

BIG Consulting 的中国相关经验

- 销售战略，设计和提供销售学习发展计划
- 为一家全球性快速消费品公司在北京推出销售大学
- 咨询在整个亚太地区的国家建立销售队伍
- 为整个亚太地区在以下关键领域设计和定制开发项目：
 - 销售管理
 - 客户管理
 - 分类管理
 - 区域销售队伍的执行
- BIG Consulting 致力于为全球公司提高众多领域的销售力量的有效性。我们的客户包括 Mars, Suntory, Diageo, Pacific Brands, Orica, Caroma Dorf, Scania, Pall, Sony, Toshiba, Carrier



培训简介:

从本质上讲，销售经理必须通过销售队伍产生收入和利润，而目标往往是公司的政策预先决定了的。因此，销售经理的目标及设定的活动应是来自并兼容他们公司的目标，如资本回报率，现金流量，市场定位和发展。

这次培训将在以下方面给您帮助:

- 如何在不同的情况下采用不同销售领导风格取得最好的结果
- 如何设置销售目标 - 把战略翻译成具体活动
- 领域设计，覆盖与管理
- 如何在一定距离以外激励人 - 模拟团队的想法和群体表现
- 如何最大限度地利用您的人力资源，并集中于两个主要因素，招聘及甄选
- 调查您的销售管理系统 - 量度，评价及销售经理的工具包
- 辅导和纪律
- 如何举行有效的销售会议
- 如何使用10步辅导过程
- 如何在同天的工作结束时使用“培训行动规划”
- 如何利用评估过程来识别成就，集中重点活动和激励

第一天

第一节 - 培训介绍

在竞争日益激烈的环境中集中有时甚至是有限的资源始终如一地提供结果是今天的销售领导人面临的现实。本次培训将使用真实案例研究其他公司是如何通过提高每一个关键领域（战略，结构，系统，人员管理和绩效衡量）来提高整体销售队伍的有效性。你将得到许多可以应用在自己的公司的实际的框架和流程。

第二节 - 销售战略和规划

调整销售战略至目标上限对财务业绩和有效地使用资源方面是十分重要的。在这节里，我们将它作为一个框架，使您能够：

- 概括您的销售策略
- 你的销售措施优先顺序和所需资源
- 建立销售的每一项措施的明确度量

第三节 - 战略沟通与销售团队参与

成功执行的关键是让你的销售团队认为销售是他们自己的事。使用此过程来创建一个协作环境，使你的团队的理解：

- 销售策略和主要销售措施
- 销售措施将如何被执行
- 他们将如何被衡量和奖励

第四节 - 客户参与

顾客的期望在不断地变化。高绩效销售组织不仅了解他们的客户的期望，他们还积极地衡量和管理这些期望。

- 了解如何衡量你与客户的关系
- 制定战略来管理和影响重要客户和其他利益相关者

第五节 - 评估销售活动

在竞争激烈的环境中的客户希望供应商不断提高市场营销和销售的投资金额，以帮助提高他们的销售。

- 了解如何衡量投资回报
- 了解如何才能提高投资回报率

第一天总结

关于马汀令可

马汀令可商务咨询计划每年组织超过 80 场的培训和会议，与全球 1000 强公司的高层经理一起提高他们的商务战略，满足他们的学习和培训需求。并且我们在不断成长。

我们邀请领先企业的管理者，决策者和创新者在我们的活动中分享他们的思想观念，最佳商业实践和新技术。**我们致力于为我们的客户提供即刻可用的前沿信息。**我们不断地研究和聆听所有行业的声音来保证我们提供商业信息是及时和前沿的。

关于Janet Maitland

专长:

销售管理和现场人员的销售培训，关键客户管理，销售人员效率咨询。在加盟 **BIG Consulting** 前 Janet 为两个耐用消费品的全球供应商在美国，欧洲，中国和亚太地区担任高级经理工作了 12 年。

行业经验:

快速消费品（糖果，点心，宠物，面包，饮料，乳制品，酒类），消费类电子产品，服装，家具，汽车，五金，白色家电，IT 和软件，工业，金融

近期项目:

- 一大型渠道团队的发展计划 - 包括销售策略，培训指导和销售技巧
- 为一家销售额超过 10 亿美元的耐用消费品制造商提供销售学习和发展项目的战略与设计
- 发展一个客户服务项目以管理内部和外部利益相关者
- 开发一个基于网络的销售能力跟踪系统，以帮助管理人员跟踪指导活动和销售能力的改善

第二天

第一节 - 提高销售人员的执行力 - 销售驱动系统

通过开发一个系统驱动你的销售人员以获得最大的销售力量发挥。确定驱动“实际销售”不只是“出货”的关键绩效指标来加强你的销售结果并为你的客户提供附加价值。通过把他们集中在这些主要成果领域并根据这些销售驱动因素来衡量和奖励他们来改善你销售队伍的生产力和效率。

第二节 - 提高销售人员的执行力- 人员管理和绩效管理 销售领导的角色

了解销售领导和销售经理之间的区别。你团队人员的期望是什么？懂得如何在管理您的任务、团队和个人发展之间找到平衡。

第三节 - 高效教练

世界级销售团队是由销售组织内各级人员的世界级教练导致的。作为这节的结果，你会明白：

- 教练系统的组成部分
- 为组织内各级人员实行一个教练系统的投资回报

第四节 - 教练技巧

教练不是要简单的说，它是关于提供反馈和让人们为自己着想。作为这节的结果，你会明白

- 如何进行一个教练式的交谈，鼓励你的团队成员为自己着想（即使你不在那里），并为自己的改善和发展负责。
- 如何让你的教练方法适应你团队里从新人到老手的范围。

培训形式:

- 通过结合深入研讨，团体和个人的工作，互动圆桌讨论和角色扮演，学员将了解销售管理的方方面面。
- 培训师将使用的实际例子和个案研究，以加强和扩大可实际应用的销售管理概念和方法。

第五节 - 绩效和纪律的教练

在一个竞争的环境里，我们需要没有借口的执行。重要的是人们要准确了解他们的位置并追究责任。作为本节的结果你会提高通过与你的团队成员之间建立对绩效问题、所需改进和持续不佳的后果的清晰理解进行绩效管理对话的能力。

第六节 - 发展一个高绩效销售团队

团队可以是复杂和不断演变的。作为本节的结果，你会：

- 了解团队的发展阶段。
- 了解在您的团队的位置，更重要的是他们自己感知他们的位置。
- 创建一个充满意识的环境，鼓励他们对团队和团队的发展采取主人翁的态度。

培训总结和结束

内训方案

如果公司有许多人有类似的培训需要，那么你不妨考虑内部培训的解决方案。培训将在贵公司现场举行。并且培训可以根据您具体的要求来进行
请联系 **Whitney Shen** 来讨论合作的可能：

电话: **+86 28 65521255**

电邮: **whitney.shen@martinlinking.net**

培训时间表

第一天和第二天

0830 签到和早茶

0900 培训开始

1045 上午休息

1115 培训继续

1200 午餐

1300 培训开始

1500 下午休息

1530 培训继续

1700 培训总结

Effective Sales Leadership

SH10033-Sales Contract-Please Complete in Capital Letters and Black Ink

Sales Contract

Please complete this form immediately and fax back to

Whitney Shen

Fax No: +86 28 6552 1233

Fee Per Delegate

Two Day Training Fee US \$1295 per person

All the registered delegates are entitled for a set of documentation free of charge

DOCUMENTATION US \$500

If you are unable to attend the conference/training but wish to receive copies of the conference/training documentation, please complete the sales contract, tick this box and return the contract with payment details.

Full Payment is required within 5 working days

Name: _____

Position: _____

Email: _____

Name: _____

Position: _____

Email: _____

Name: _____

Position: _____

Email: _____

Organisation: _____

Address: _____

Town: _____ State: _____ Postcode: _____

Tel: _____ Fax: _____

Nature of Business: _____

Company Size: 1-99 100-249 250-499

500-999 1000+

Authorization

(Signatory must be authorized to sign on behalf of contracting organization.)

Name: _____

Position: _____

Signature: _____ Date: _____

This booking is invalid without a signature.



Register Now

Contact: Whitney Shen

Tel:+86 28 6552 1255

Fax:+86 28 6552 1233

Email: whitney.shen@martinlinking.net

Business Opportunities

An exhibition space is available at the conference. Sponsorship opportunities covering lunch, evening receptions and advertising in documentation packs are also available. Please contact Ms. Whitney Shen at +86 28 6552 1255.

Payment Method

Our payment terms are 5 working days on receipt of invoice and full payments can be made by bank transfer.

开户名: 成都马汀令可商务咨询有限公司

开户行: 中国工商银行成都市暑袜南街支行

账号: **4402928009022523952**

CONFIRMATION DETAILS: After receiving payment, a receipt will be issued. If you do not receive a letter outlining the conference details two weeks prior to the event, please contact the Conference Coordinator at Martin Linking.

Terms & Conditions:

1. Fees are inclusive of program materials and refreshments.
2. Payment Terms - Following completion and return of the registration form, full payment is required within five (5) working days upon the issuance of invoice. Payment must be received prior to the conference/training date. A receipt will be issued on payment. Due to limited conference/training seats, we advise early registration to avoid disappointment. We reserve the right to refuse admission if payment is not received on time.
3. Client's Cancellation/substitution - Provided the total fee has been paid, client's cancellation must be received in writing by MAIL or FAX four (4) weeks prior to the event in order to obtain an 85% credit to attend for any future **Martin Linking** Events. Under such circumstances, **Martin Linking** will retain the other 15% service fee to cover expenses for prior cost that has already been incurred upon the acceptance of registration. All bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **Martin Linking**.
4. If, for any unexpected circumstances or reasons that **Martin Linking** decides to postpone this event, the client hereby indemnifies and holds **Martin Linking** harmless from any cost incurred in by the client. The event fee will not be refunded, but can be credited to future **Martin Linking**' s events. **Martin Linking** reserves the right to change the content without notice.
5. Copyright etc. - All Intellectual Property rights in all materials produced or distributed BY **Martin Linking** in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is strictly prohibited.
6. Important note: In the event that **Martin Linking** permanently cancels the event for any reason whatsoever, (Including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a refund for the amount that the Client has paid to such permanently cancelled event.