

Sales and Marketing Processes

Sales, marketing and C-level executives often inherit organizations that were in place before they arrived on the scene. As young companies grow, sales and marketing teams create support systems to address immediate needs. With growth, markets change; new customers present new requirements; different sales reps have different ideas. Over time, the systems and processes that were developed and implemented to meet the demands of growth begin to hinder growth.

Only the most successful businesses, however, consciously inspect and review their organizations and systems to ensure the right processes are in place. To maintain fast-paced growth, your systems and processes must work together to support your sales efforts and move customers quickly to close of sales.

This document presents a set of questions every sales and marketing organization should be able to address if they are properly positioned to exploit their market. When answering these questions, senior executives will recognize a roadmap for building their organization. Not all questions are applicable to all companies. But, all questions should be reviewed to help identify conflicts, short-comings and pathways for growth.

To discuss in greater detail how to improve your sales and marketing organizations, please contact Wallace Management Group at dwallace@wallacemanagement.com or (203) 834-0143. We will be glad to spend the time you need to grow your business.

Sales and Marketing Processes

Sales

Lead Management

- How will I pass leads generated by marketing efforts to my sales executives?
- How will I ensure that leads are followed up on by my sales executives?
- How will I differentiate between cold, warm and hot leads?

Sales Force Creation

- How many sales executives do I need to cover the market opportunity?
- What is the complexity of my sales process?
 - Strategy
 - Target companies/industries
 - Target executives (C-level, procurement, IT, line of business, etc.)
- What skills do I need in my sales force?
- How do I train my sales force?
 - Sales processes
 - Solution selling
 - Product features and benefits
 - Market demographics/market needs
 - Competitive positioning
 - Company history and culture
- What should my sales force mix be?
 - Field sales executives
 - Direct
 - Channel partner
 - Telemarketing sales representatives
 - Roles/responsibilities of field and telemarketing sales
- How many sales executives can I afford today?
- What is my plan to expand my sales force?
- What support team does my sales force require?
 - Technical support (systems engineers, etc.)
 - Administrative support
 - Special bid pricing
 - Contracts
 - Proposal development
 - Logistics
 - Loaner/Demo products
 - Legal review
 - Marketing support
- What is the cost of training new and existing sales executives?

Sales Force Management

- How will I pay my sales executives?
- Does my commission plan drive achievement of my market goals and strategies?
- How will I define territories (Geography? Industry? Relationships? Others?)?
- Will I differentiate between new business territories and account management territories?
- How will I manage territory conflicts and disputes?
- How will I measure territory success beyond revenue and quota attainment?

Inside Sales

- Do I need an inside sales team? Do I need an outside sales team?
- Will an inside sales team cover the target market more effectively than an outside sales team?
- How should market responsibilities be divided between inside sales and outside sales?
 - Relationship management
 - Prospecting vs account management
 - Small accounts vs large accounts
 - Active accounts vs dormant accounts
 - Small transactions vs large transactions
 - When should an opportunity be turned over?
 - Commission splits
- How should responsibilities be divided between inside sales and customer service?
- What tools does my inside sales team need?
 - Computer, phone, desk
 - CRM or contact management system
 - Call lists
 - Prospecting
 - Active accounts
 - Dormant accounts
 - Lost accounts
 - Opportunity tracking
 - Call recording
 - Call management systems
 - Sales collateral
 - Letter/proposal templates
 - Call scripts
- How should I measure performance of inside sales members?
 - Sales
 - Opportunities identified
 - Leads
 - Calls/contacts
 - Dials
 - Ability to work with outside sales

Channel Management

- How do I use channel distribution to leverage my marketing and sales efforts?
- How do I minimize channel conflict and discord?
- What programs should I use to motivate my channel partners?
 - Joint marketing
 - Sales incentive payments (spiffs)
 - Market development funds (MDF)
 - Sales volume discounts
 - Elite partner programs

Customer Management

- Can my business meet my customers' needs and expectations?
- Can I track and anticipate my customers' needs?
- How well do I know my customers?
- Do I know which of my customers are most profitable? And, which ones are unprofitable?
- Is my CRM system making my team more productive? Or creating a bureaucracy?
- How am I measuring customer satisfaction?

Back-room Processes

- Can I manage my sales backlog?
- Are my current processes robust enough to handle additional sales volumes?
- Can I process each and every sale quickly and accurately?
- Can I deliver superior service levels to all my customers?
- Can I meet my commitments to both my customers and my company?

Sales Tools

- How effective are my sales tools?
- What is the cost of my sales tools?
- What is the return on investment of my sales tools?
- Which sales tools do I currently use?
 - Sample kits
 - Product brochures
 - Company brochures
 - Presentations
 - Road shows (events)
 - Webinars
 - News clippings
 - Demo programs
 - Leasing/financing
 - Contracts
 - Contact/territory management systems

Marketing

General

- Do I have a marketing plan?
- What is my marketing budget?
- What results do I receive for my marketing dollars (ROI)?
- What is in my marketing mix?
 - Corporate image
 - Branding
 - Communications
 - Advertising
 - Public relations
 - Direct mail
 - Telemarketing
 - Events
 - Web site

Corporate Marketing

- What image does my company project to customers and prospects?
- What image does my company project to the general public?
- What image do I want my company to project to the outside world?

Brand Management

- What need does this brand/product fill?
- Who is the target market for this product?
- What message am I trying to communicate through my brand?
- What is the image of my brand?
- Is the brand image consistent with our corporate image? Do I want it to be?
- How can I leverage this brand to meet other needs?
- What is the value of this brand?
- What are the brand guidelines for logo, message, positioning, etc.?
- How is this brand differentiated from competitive brands?
- What marketing and sales collateral do we produce?
 - How is it used?
 - What does it cost to create and produce?
 - How much is sitting in inventory? Why?

Communications

- What messages do we want to communicate?
- With whom do we want to communicate?
 - Sales force?
 - Channel partners?
 - Customers?
 - Investors or investment community?
- With what frequency do we want to communicate?
- How do we want to communicate?
 - Email
 - Direct mail
 - Telephone
- How will we build our database of target audiences?
- How do we maintain the database of our target audiences?
- What information do we want to maintain?
 - Name
 - Mailing address
 - Email address
 - Phone
 - Preferences
- Do we maintain opt-in or opt-out lists?

Public Relations

- What is my PR plan?
- Which media reach my target market?
- Who are the writers and influencers within my target media?
- Should I hire/retain PR professionals?
- How effective are my PR efforts?
- How many press mentions have I received? In what media were they?
- How many press mentions have my competitors received? In what media were they?
- How do I hire a PR agency?

Advertising

- What is my media plan?
- Which media reach my target market?
- Should I hire/retain an advertising agency?
- What are the goals of my advertising?
- What messages am I delivering with my advertising?
- Is my advertising consistent with my other marketing plans (branding, PR, communications, events)?
- Does my advertising support my sales efforts?

Direct Marketing

- What is my direct marketing plan?
- What is the list source?
- What is the response rate?
 - By list
 - By mail piece
 - By message
 - By promotion
- How do we maintain our own lists?
- How clean are our lists?
- What is the cost of list?
- What is the cost of producing mail piece?
- What is the total cost of mailing (per piece)?
- What is the total return on mailing?
- What is the total return by:
 - List
 - Mail piece
 - Message
 - Promotion
- How do we measure mailing effectiveness?
 - Cost
 - Sales
 - Referrals/leads

Telemarketing

- What is my telemarketing plan?
- What is the list source?
- What is the connect rate (contact made)?
 - By list
 - By CSR
 - By message
 - By promotion
- What is the response rate?
 - By list
 - By mail piece
 - By message
 - By promotion
 - Per contact made
- How do we maintain our own lists?
- What is the cost per list? Per contact?
- What is the cost per campaign?
- What is the total return on campaign?
- What is the total return by:
 - List
 - CSR
 - Message
 - Promotion
- How do we measure campaign effectiveness?
 - Cost
 - Sales
 - Referrals/leads

Event Marketing

- What is my event marketing plan?
- Company sponsored
 - Purpose of event
 - Cost to produce
 - Cost to generate demand (attendees)
 - Total cost
 - Revenue generated
 - Business partners participation
 - Target audience
 - How is the audience generated?
 - What is the attendee fallout rate?
 - How do we manage event logistics?
 - Venue
 - Audio-visual
 - Equipment transportation
 - Business services
 - Hospitality
 - In-source vs. out-source

- Third Party
 - Attendee
 - What is the purpose for attending?
 - What is the cost of attending?
 - Conference fee
 - Travel, hotel, meals
 - Time
 - What value is realized by attending?
 - Speaker/presenter
 - How does the presentation enhance company/brand's image?
 - How many attendees will hear presentation?
 - Keynote
 - Main tent
 - Break-out session
 - What is the cost associated with making the presentation?
 - Travel, hotel, meals
 - Time
 - Exhibitor
 - Does the exhibit booth best represent the company's image?
 - Does the exhibit booth best present the brand image?
 - Is the booth attractive and in good repair?
 - What is the cost of exhibit space?
 - What is the cost of transportation, set-up, etc.?
 - What is the cost to populate the booth?
 - How many visitors will attend the show?
 - What is the location of our booth (traffic patterns, etc)?
 - How many visitors will visit our booth?
 - How will we encourage traffic at the booth?
 - What is the total show cost to the company?
 - How will we define success?
 - Qualified leads
 - Sales
 - Visitors
 - Card swipes
- Competition
 - What events do our competitors host?
 - Which events do our competitors attend?
 - As a speaker/presenter?
 - As an exhibitor?
 - What competitive intelligence do we gather from events?
 - What competitive intelligence do we provide at events?

Web site

- Who maintains the company's Web site?
- Who maintains the brands' Web sites?
- Are the Web sites and pages consistent with the corporate imaging and branding?
- Is the Web content current?
- Who does the Web site service?
 - Employees/internal staff
 - Customers
 - Vendors
 - Investors
 - Other

International Marketing

- What is our international marketing plan?
- Are our international marketing efforts sensitive to local customs, markets, languages, cultures?
- Do we employ local agencies or employees to implement international marketing efforts?
- Does our contact information and hours take into account local languages, time zones?

Customer Service

- What is our customer service plan?
- Can our product afford to provide customer service?
- How do we want to deliver customer service/support?
 - Phone
 - Email
 - Self-service web
 - Online chat
 - Snail mail
 - Face-to-face
- How do we train our customer service representatives?
 - Consistency
 - Level of service
 - Product knowledge
 - Company knowledge
 - Cross-selling
 - Follow-on selling
- What is our customer service response time?
- How effective is our customer service?
- How satisfied are our customers with the customer service they receive?
- How does our customer service compare with that of our competitors?

Competition

- Who are our established competitors?
 - By brand
 - By target market
- Who are the “up and coming” competitors?
 - By brand
 - By target market
- How do we differentiate our company and brands from our competitors?
 - Features
 - Price
 - Availability
 - Service
 - Other
- What are our strengths relative to our competitors?
- What are our weaknesses relative to our competitors?
- What are our competitor’s plans?

Target Markets

- Who is our target market?
 - Demographics
 - Industry
 - Geography
 - Interests
 - Skills/expertise
- How do we reach our target market?
- How large is our target market?
- What is our target market penetration?
- What is our competition's target market penetration?