

# District/Regional Sales Management

## The Story

The business environment of today demands the ability to juggle many balls effectively. Success in sales management in this complex environment is the result of clear planning, precise problem resolution and effective execution. It requires the successful coordination of many resources.

Solutions House partnered with a major pharmaceutical company to design and develop a program that provides a framework for sales managers to effectively analyze situations and develop best practices for their districts/regions. It introduces several tools that help managers to look at problem situations through different lenses as they analyze their business performance and then develop and implement effective solutions.

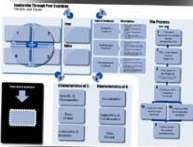
## Our Engagement

The objectives of the 8-hour program SH designed were to:

1. Provide a framework for sales managers to analyze situations, develop clear plans, and execute effectively
2. Demonstrate tools that help sales managers to determine the impact of possible solutions on business performance
3. Demonstrate how to implement and monitor plans and take corrective action when needed
4. Demonstrate the value in communicating and selling plans to stakeholders

The specific tools introduced and applied in this program include:

1. SWOT Analysis
  2. Circle of Concern, Influence and Control
  3. Time Management Matrix
  4. Root Cause Analysis
  5. Payoff Matrix
  6. Solution Analysis (risks and trade-offs)
  7. Power/Load Balance
  8. Opportunity Costs
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*Designs from Solutions House follow no set template. They are defined by the parameters of your needs... resulting in a fresh solution, time after time.*

## The Simulation

As the program begins, participants are asked to participate in a simulation that mirrors reality. Here's how it works.

Participants (grouped in teams of 4) receive an e-mail about a district that is in trouble. The sales numbers are below projections. They are given information about the district including:

- Sales Representative's background, experience and performance evaluation
- Highlights from the Regional Plan
- Sales results by assignment
- Product and market share data
- The district manager's activity log
- Newspaper articles with information that might be impacting the region and district
- Rumors circulating around the district
- An initial analysis and some initial observations

Their challenge is to find out what is happening in the district and to come up with strategies to improve performance.

Once the teams have analyzed, determined solutions, evaluated the solutions and built an implementation plan, they must "sell" the plan to the region (this is actually other teams).

What they don't know is that the facilitator has seeded questions to be asked by other class participants during their presentation. Questions such as:

- What other solutions could you propose that involve no additional resources?
- How does this strategy align with the region or corporate?
- What risks do you see in this plan and how will you protect against them?
- What benefit do you see from your solution in next year's sales results?
- How will you share your ideas with other districts or regions?
- If this plan does not show the results you expect, how will you wind this down?
- Can you estimate the impact this will have on your representatives, and what you have planned to counter this?

After each team has "sold" its plans, the class breaks for lunch. Following lunch, participants will apply what they learned in the simulation to a challenge they have pre-selected prior to attending class.

## **Real-World Application**

In this part of the program, participants work individually at first and then are grouped into three-person teams to work on a mutually agreed-upon situation. They apply the same tools they used in the simulation to analyze the problem, determine causes, and create an implementation plan, etc.

## **The Rest of the Story**

After piloting the program, the pharmaceutical company asked that SH create a somewhat different program design to allow for less focus on the actual simulation and more focus on real-world application. The program was revamped in such a way that participants experience a short story or exercise that demonstrates the value of tactical and strategic management as it introduces them to the tools listed previously.

The client now can call upon either program in implementation.

## **To Learn More**

We'd love to tell you more about this and other solutions that we have developed for our clients. Please email us at [engagementstories@solutionshouse.com](mailto:engagementstories@solutionshouse.com).