

CONSULTATIVE SELLING SKILLS - SELF AUDIT



Harrison Consulting ©2019. Soft copy licenced to purchaser for own use. For a Get Started video, click the "FAST FORWARD" icon in the box above.

KEY RESULT AREA	JOB COMPETENCIES	
Territory Management and Productivity Red flags = cell comments/prompts	PRIORITY	NEED
Knows the Job Specification and KPIs in each Key Result Area of the role		
Estimates territory potential based on retailer/outlet value and projection		
Reviews trends & changes in the local market, retailers and competition		
Uses the "Pareto" or "80/20" approach for planning and time management		
Sets call priorities by outlet or customer type		
Knows and uses the best time interval or calling frequency for each retailer / outlet		
Produces territory plan taking account of customer coverage, workload and capacity		
Plans efficient geographical coverage, including time for prospecting for new business		
Submits plans to formal review and sign-off process		
Communicates plans to those affected, and those who must support implementation		
Maintains & improves the content of Account Profiles, database or CRM		
Uses the telephone appropriately to supplement face to face calling		
Trains customers, retailers and their staff to sell Company products		
Sets benchmarks & standards to monitor the progress of plans, and controls non-selling time		
Holds a vision of where the business will come from in the next 1–5 years		
Sees planning as an ongoing process and learns effectively from regular reviews		
Call Planning and Business Needs Analysis	PRIORITY	NEED
Prepares SMART objectives for all Customer contacts, based on Account/Territory Plans		
Ensures up-to-date knowledge - Industry, Retailers, Competitors and our own Company		
Researches all relevant information sources to identify likely areas of Customer need		
Applies the NBF approach to needs analysis and value creation		
Uses eyes and ears well in the store environment to identify opportunities		
Uses a consultative approach to propose action plans to the Retailer		
Opens Customer calls with an appropriate point of interest		
Obtains Customer permission to probe areas outside the typical sales brief		
Prepares and uses advanced question skills, such as OPEN® selling model		
Listens carefully and empathically in order to understand fully before responding		
Documents discussions and obtains Customer agreement on needs and their impact		

KEY RESULT AREA	JOB COMPETENCIES	
Professional Presentation (Sales Skills)	PRIORITY	NEED
Presents professional recommendations to Retailers		
Understands buying behaviour and processes		
Plans and prepares effectively for each Customer meeting		
Prepares written materials, which:		
<i>ensure visual professionalism and impact</i>		
<i>put the financial benefits "up - front"</i>		
<i>use double page spreads with colour graphics</i>		
<i>put the support data in appendices</i>		
<i>use powerful financial statements and phrases</i>		
<i>keep control of the document</i>		
Uses visual aids and tools when needed		
Provides good supporting evidence for capability and proof of value added		
Gains commitment to joint plans with Retailers		
Plans and prepares the right responses to likely objections		
Uses appropriate selling skills for each situation		
Able to function equally well in one-on-one or group presentations		
Uses presentations to establish a foundation for a successful negotiation		
Believes that <i>"Customers need us"</i> but without arrogance		

KEY RESULT AREA	JOB COMPETENCIES	
Financial Skills and Promotional Management	<i>PRIORITY</i>	<i>NEED</i>
Understands how Customers, End-Users and Distributors measure their performance		
Knows the Key Drivers of shareholder value, and how they can be influenced		
Can calculate and apply metrics such as Margins, Stockturn and GMROI where appropriate		
Uses financial Skills to construct Cost-Benefit arguments and Value-In-Use presentations		
Creates a climate of improving Customer/Distributor Profitability		
Analyses and negotiates Trading Terms where appropriate		
Understands the Supplier cost-base and the impact of Customer support (eg pricing)		
Understands the nature and role of Trade Investment		
Monitors Promotions to assess their effectiveness and efficiency		
Constructs promotional recommendations internally and externally		
Monitors all rebates, LTIs and claims against Trading Terms		
Partnering Processes - Consultative Relationships	<i>PRIORITY</i>	<i>NEED</i>
Understands the philosophy that drives Customer and supply chain management		
Convenes a multi-team approach and contact schedule when necessary		
Profiles Retailer personnel and their roles in decisions and partnering		
Knows and can apply the skills of Consultative Relationships		
Profitable Negotiation	<i>PRIORITY</i>	<i>NEED</i>
Can discern the difference between selling and negotiation		
Understands the various versions of "Win-Win" and applies the five "Golden Rules"		
Claims empowerment and negotiation authority		
Develops planning methods and formats for important negotiations		
Deeply understands trading concessions, the fundamental process of negotiation		
Uses financial support tools to quantify costs, benefits and Value-In-Use		
Stands firm when needed - gains respect and strengthens stance		
Knows what to do when negotiations reach a deadlock or impasse		
Says "No" to Customer demands when necessary		
Maintains control & composure, whilst working towards a resolution		
Deals well with dirty tactics and emotional ploys		
Other Aspects	<i>PRIORITY</i>	<i>NEED</i>