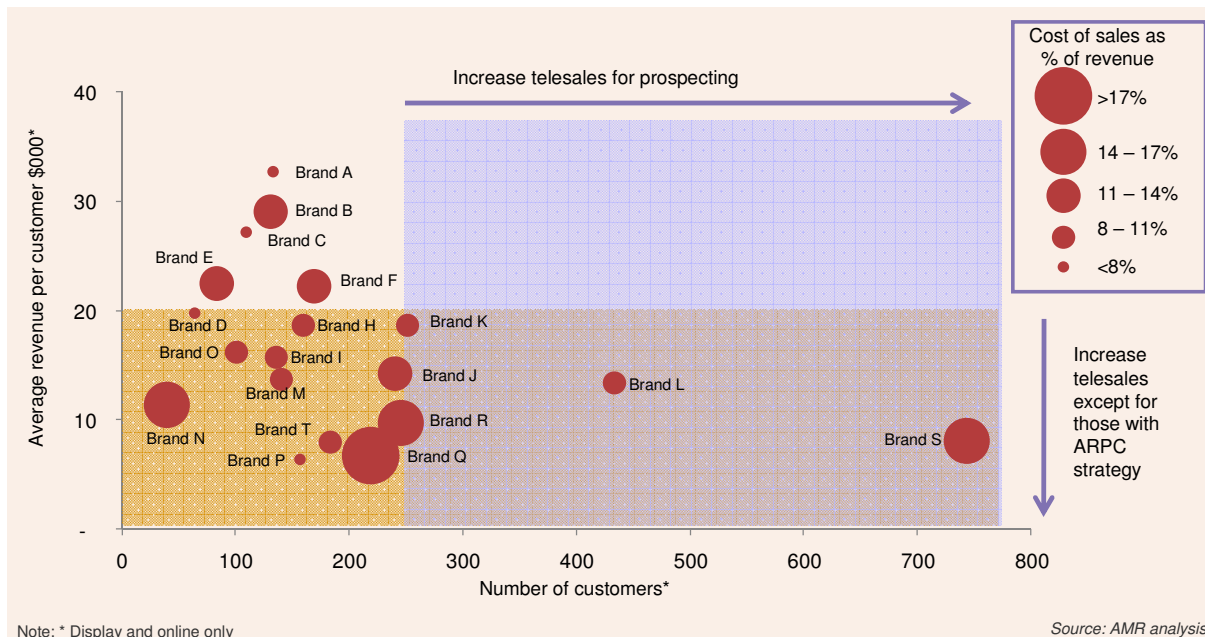


AMR's analysis of a B2B sales structure identified major improvement areas across the group, including moving some field sales inside

Sales force optimization analysis: B2B group

Brands with high COS, low ARPC and a large number of customers are most suited to migrating some field roles to inside

Customer numbers and ARPC compared to COS % by property (all YTD Jan – Sept)



Client and project overview

AMR assisted a B2B group to optimize its sales spend by reallocating resource and establishing best practice

Key questions

- What is the cost of sales by brand; how is the money spent and what is the return on that spend?
- What are the opportunities for improvements to efficiency and effectiveness via the reallocation of field resource, the use of self serve and other changes?
- Can incentives be better aligned to the brands' goals?
- What business-wide initiatives or structures would be effective?

Highlights of AMR methodology

- AMR's extensive analysis established key metrics, such as comparing average revenue per customer (ARPC) and number of customers for each brand
- We conducted extensive discussions with Group Publishers to analyse the structure of the sales force, identify best practice and optimization opportunities
- The team conducted comprehensive surveys of the company's customers and sales force

Results

- Publishers were given specific guidance and a road-map for improved sales efficiency and effectiveness. This included the reallocation of personnel, changes to incentives and a range of other measures
- Corporate established key centralised functions and group wide processes e.g. for selected telesales, spreading best practice and cross selling

The human resource is a key input into the sales process; AMR recommends changes to optimise performance

Suggested process for reviewing human resources in Sales



- Is the split between field force and internal sales right? (e.g. could internal sales take on more selling from the field force at a lower cost?)
- Can sales functions (e.g. order entry or editing) be transferred to customers via e.g. online ordering?
- Is the sales organisation structure (central vs. decentral) right?

- Does the skills mix in the sales force (e.g. commercial / technical) meet customer needs?
- How do sales staff rate on softer sales skills (e.g. are they more appropriate for account management or business development?)
- If not, where are the gaps?

- Which gaps highlighted by the skills audit can be closed through training?
- How can staff's softer sales skills be optimally utilised?

- Can targeted recruitment help to fill the gaps?

- Does the reward system encourage the required changes in behaviour?
- Do other forms of motivation / recognition support the changes in sales strategy?

Source: AMR analysis