



Wm. **WRIGLEY** Jr. Company
Customer Management College

Sales Management Workshop

Dubai

Course Introduction

- Purpose, Objectives and Agenda
- Introductions and Expectations



Programme purpose and objectives

At the end of this programme, Sales Managers will have a developed an understanding of their role and responsibilities:

- In setting and communicating team direction
- In supporting team development
- In effectively managing executional plans

The three day programme, in summary, covers:

- Day 1: The Management Role
- Day 2: Team Development
- Day 3: Managing Execution and Embedding Key Tools



Agenda

Day 1 (09:00 – 18:00)

The Management Role

- Introduction/s
- The Wrigley Blueprint
- High Performing Sales Managers (Roles and Responsibilities)
- Management Skills:
 - Recruitment and Selection
 - Training
 - Coaching
 - Feedback
- Review

Day 2 (08:30 – 18:00)

Team Development

- Management Skills Continued:
 - Counselling
 - Delegation
 - Measuring Performance
- Key Business Tools for Managers
 - Objective Setting, Strategy Development and Action Planning
- Personal Action Plans
- Final Review

Context: The Wrigley Blueprint



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Wrigley Confectionery Company blueprint

- **March 13, 2003, our senior managers declared their intention to become the “Wrigley Confectionery Company” (WCC)**
- **Since then, the organisation has been driving to make that transition a reality**
- **The “WCC Blueprint” was created to capture the essence of the WCC we are creating**
- **It defines what we are striving to achieve and we believe it will empower the organization to achieve our aspirational goals**
- **The WCC Blueprint is aligned with and reinforces our Vision, Mission, Values and Strategic Choices and was updated by Wrigley senior management in April 2006 to bring more focus to our future development**

Wrigley VISION



*Wrigley Brands Woven
into the Fabric of Everyday Life
Around the World*

Wrigley VALUES

- We treat each other with trust, dignity and respect
- We create an environment where people from diverse cultures and backgrounds work together effectively
- We support and have the courage to take measured risk
- We act with a sense of urgency without sacrificing excellence
- We foster a spirit of innovation in all areas of our business
- We strive for effective communication that results in teamwork, shared knowledge and ideas
- We make an extraordinary effort to attract, identify, recruit, and retain the very best person for every job
- We pursue lifelong learning and personal development
- We encourage individual leadership, responsibility, and accountability
- We demand of ourselves high standards of ethical behavior
- We develop long-term relationships for mutual growth and profitability



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WE ARE A TOTAL CONFECTIONERY COMPANY

\$5 billion in net sales with \$1 billion (20%) from non-gum products by 2007

OUR FOUNDATION IS OUR VISION, MISSION AND VALUES



Wm. **WRIGLEY** Jr. Company

WE ARE A TOTAL CONFECTIONERY COMPANY

We aspire to **\$5 billion in net sales with \$1 billion (20%) from non-gum products by 2007**

Boost our core gum business

Develop organically or acquire non-gum confectionery businesses

Expand our business in attractive new geographies and in new distribution channels

Drive innovation in Wrigley's products, processes, and systems

Deliver highest quality products and solutions at lowest cost

Aggressive development and recruitment of the best people

TO ACHIEVE OUR ASPIRATION

WHERE WE PLAY

We are a global company weaving brands into consumers' lives in more than 180 countries around the world

We allocate resources according to focused priorities which take into account growth potential, rate of return, long-term strategic impact, and competitive scenarios. Primary to our focus will be China, India, Russia and USA

We define, create, and deeply understand benefit platforms that address the needs of consumers around the world

We focus on building big, global brands that achieve the #1, #2, or #3 positions within their category and geography

We boost and protect our core gum business

We extend our benefit platforms into non-gum confections in large categories and products where margins justify:

- > Mints, functional hard candy, chewy candy, and other existing forms
- > New to the world, unique candy creations

Any chocolate opportunity will be a special initiative driven by the ELT

HOW WE WIN

WE DELIGHT CONSUMERS

We build strong Wrigley brands with messages that are relevant and bond consumers
 We create innovative, differentiated products with distinctive benefits and great taste
 We make our products available everywhere money changes hands legally
 We deliver "Gold Standard" quality at great value

WE EXCEED CUSTOMER EXPECTATIONS

We build world class go to market capabilities in selling and merchandising
 We are the solutions leadership partner driving category growth and greatest value for our customers
 We drive successful product innovation driven by consumer insights and innovative launch executions
 We build best in class breadth, depth, and speed of distribution in all channels

WE WIN VS. COMPETITORS

We win in the marketplace by pursuing a balanced strategy: we focus on boosting and protecting our core gum business and growing gum, non-gum confections
 We are focused on growing share and winning in the marketplace at profitable levels

WE AMAZE AS A COMPANY

We deliver superior long term financial performance and value to shareholders
 We are committed to building a world class confectionery team and capabilities
 We live the Wrigley Mission, Vision, and Values in everything we do
 We focus and stay simple: as we grow bigger, we strive to stay smaller
 We embrace change and the opportunities to learn and grow as we change
 We strive for excellence in execution in everything we do
 We are committed to remaining independent
 We create a truly fulfilling and fun place to work

OUR FOUNDATION IS OUR VISION, MISSION AND VALUES

Mission of Wrigley Sales Organisation





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OUR FOUNDATION IS OUR VISION, MISSION AND VALUES

Mission of Wrigley sales organisation

1. PEOPLE, who will deliver...

2. Availability

- Wrigley's products are available for all consumers wherever money changes hands



3. Visibility

- Wrigley products are displayed in outstanding presentations

Mission of Wrigley sales organisation - main objectives

- Speed to market
- WOW Strategy

Win the store

Own the customer

Work together

- Wrigley Confectionary Company (WCC)
- Innovation

Mission of Wrigley sales organisation – speed to market

Speed to market of new initiatives

Customer service level

Breath and depth of
distribution

Speed of listings

Demand planning

Mission of Wrigley sales organisation - WOW strategy

The WOW Strategy as a key to excellence in execution:

- Win the store – merchandising, marketing, innovation
- Own the customer – customer management, trade marketing,
- Work together – interaction and networking between different departments in the organisation

Mission of Wrigley sales organisation - innovation

- Innovation in Products
- Innovation in Processes and Systems
- Innovation in our Daily Work



High Performing Sales Managers



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Why focus on management skills?

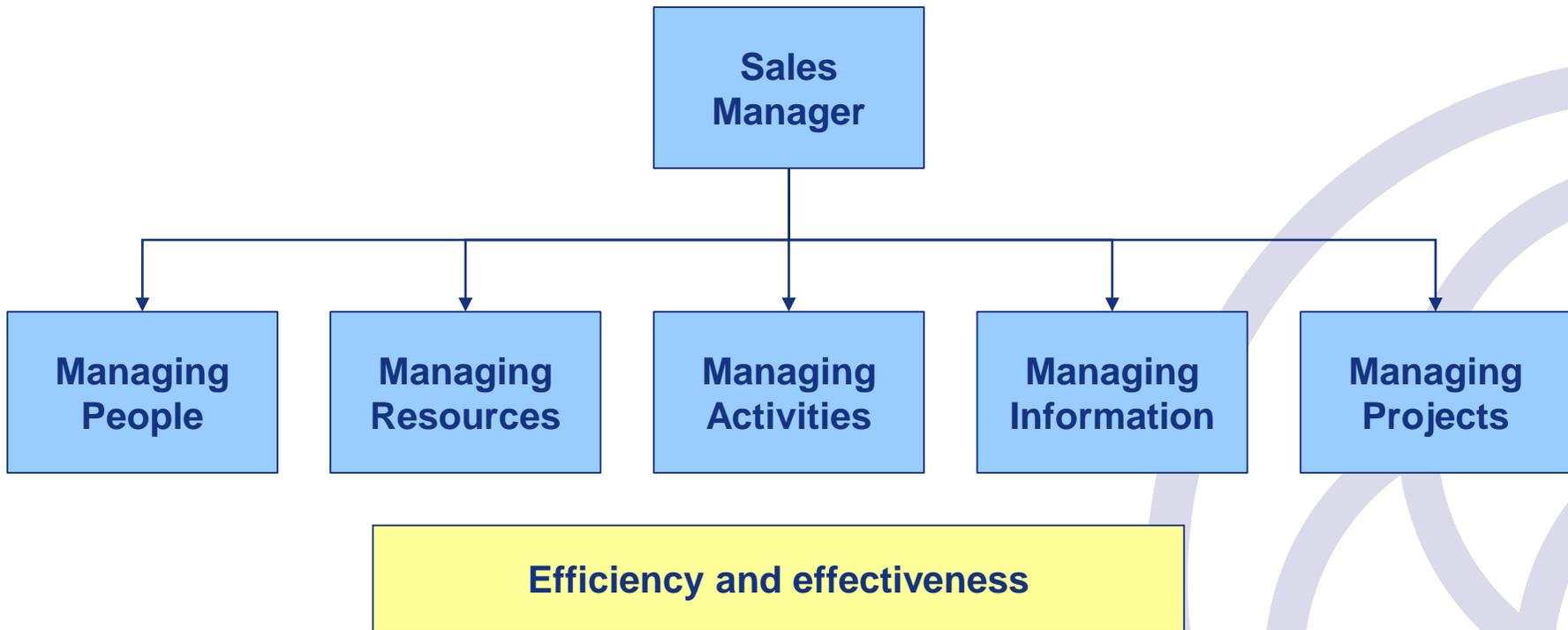
- Many categories are becoming more commoditized
- Less about 'product' selling and more about 'solution' selling
- Sales need a broader set of skills
- Profit margins are being eroded
- High performing sales reps are proven to be:
 - Well prepared pre-call
 - Selling to meet their customers needs
 - Well managed, developed and motivated

The Sales Manager must therefore have the skills to embrace the changing world and develop their people to perform at a high level

The role of the sales manager

The role of the Sales Manager is:

“To achieve the organisation’s objectives and continuously improve its performance” by



The role of the sales manager

The Sales Manager's job has many accountabilities and responsibilities



Wrigley: Roles and responsibilities

(Varies across countries)

R.S.M

Regional Volume / Profit / Share

Manager

Volume / Expenses / Share

A.S.M

(Area) Volume / Expenses / Share

Area Supervisor

Volume / Distribution / Range / OOStocks

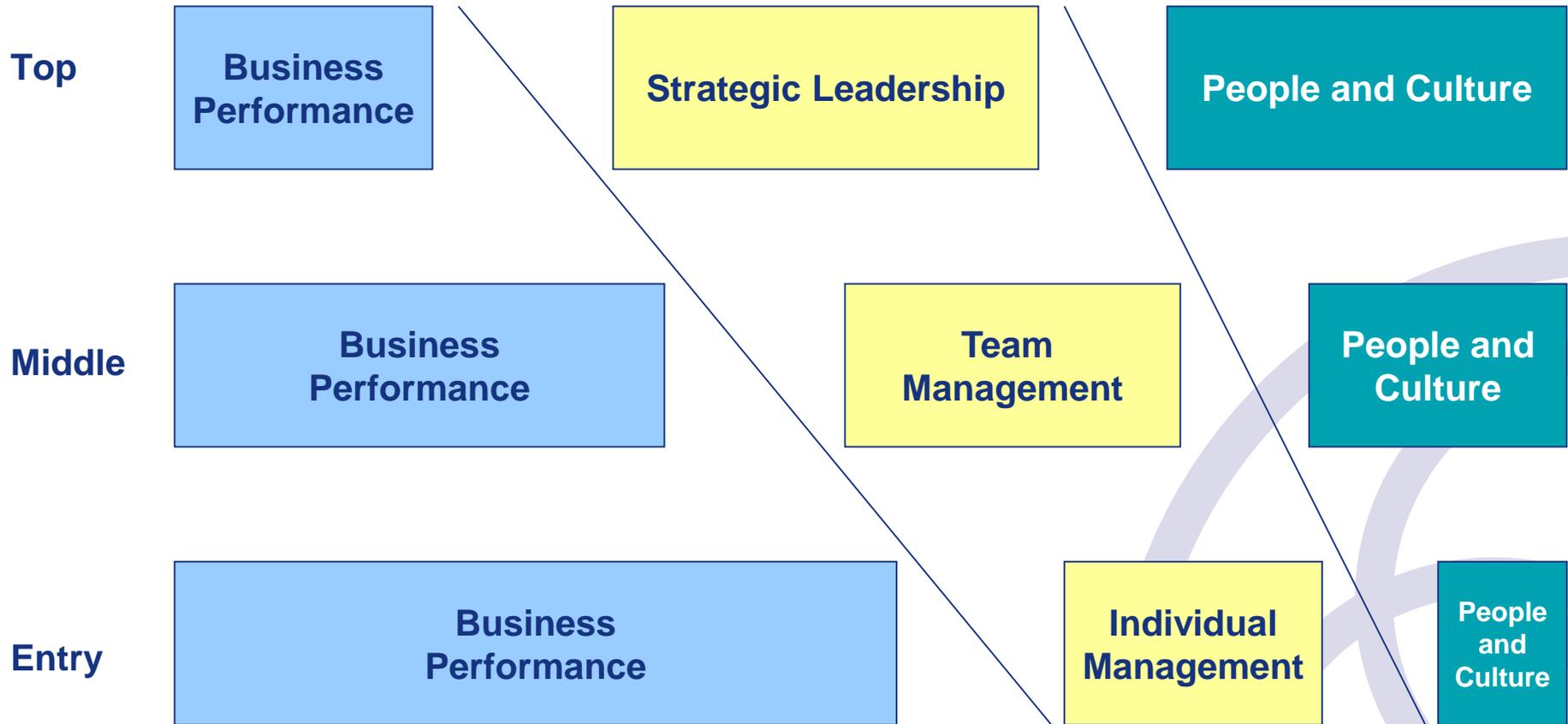
Sales Rep

Distribution / Range / OOStocks

Merchandisers

Display – Permanent / Temporary

The 'people' component becomes more important higher up the managerial chain...



High performing sales managers

Do:

- Have a well considered strategy
- Deploy the resources effectively and efficiently vs the strategy
- Put PEOPLE first
- Place a high emphasis on developing their teams skills, capabilities and behaviours
- Prioritise spending time with their people
- Support and emphasise the need for Sales Reps to have:
 - Pre-call preparation
 - Strong selling skills
 - Strong closing skills
- Have a strong set of management skills to call upon as appropriate
- Are not afraid to try new things or lead by example

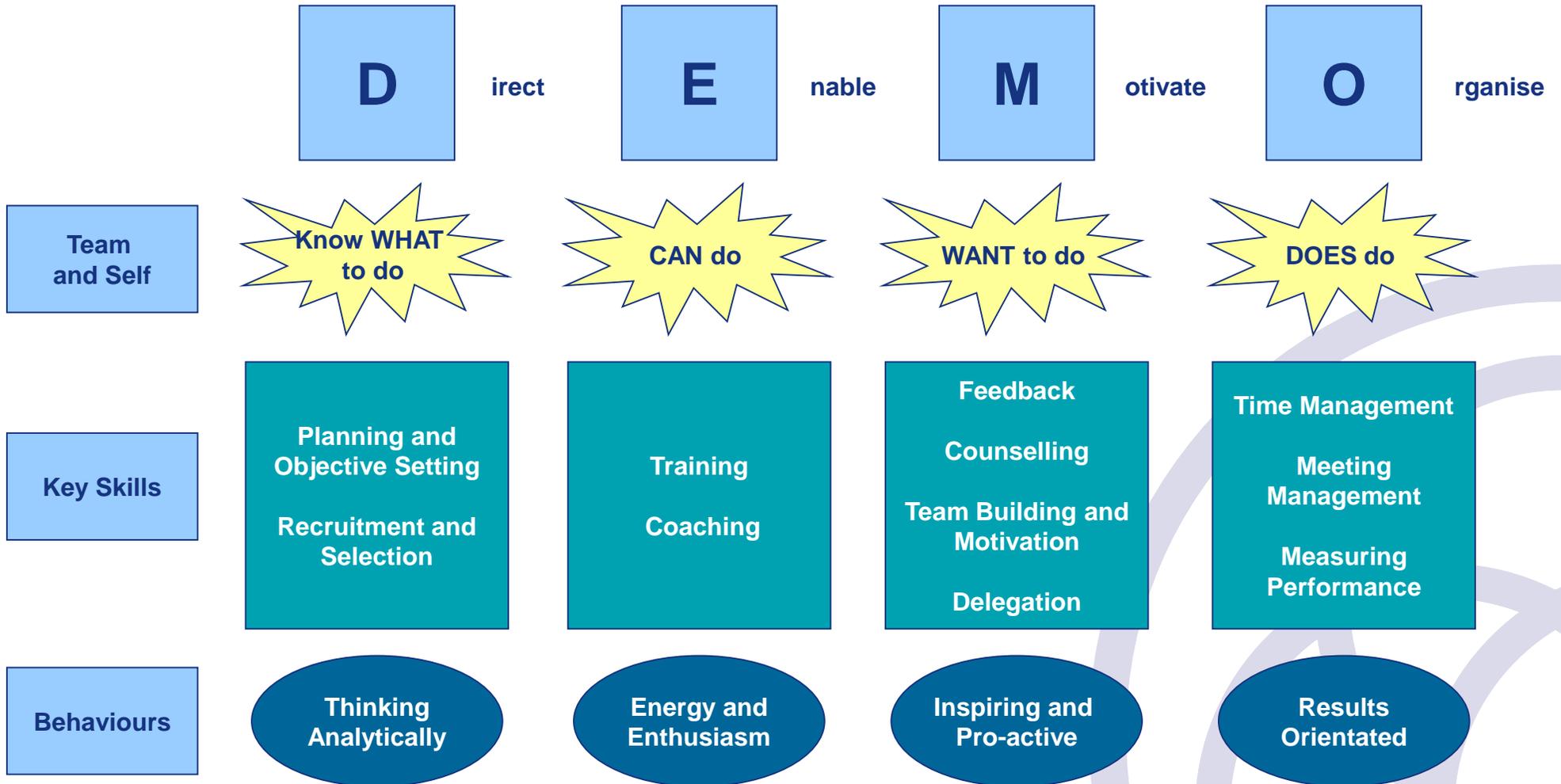
High performing sales managers

Don't:

- Get bogged down with administration, seeing to the 'little' things
- Look backwards
- Prioritise other tasks over spending time with their people
- Fail to develop their people
- Compete within their peers



Sales management DEMO model



Management Skills

Recruitment and Selection



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Recruitment and selection defined

Definition:
“Deciding manpower needs, sourcing and screening applicants and selecting the best available for the role and the company”

Recruitment and selection process

Step 1 : Plan the resource needs of the team



Step 2: Clear role specifications and responsibilities



Step 3 : The interview



Step 4 : Assess the candidates



Step 5 : Final Selection



Step 1: Plan the resource needs of the team

- **Relates directly to your team's objectives and strategy**
 - Sufficient people
 - Wait until a vacancy occurs
 - Plan in advance
- **Establish whether a a vacancy really exists**
 - What's the purpose of the role?
 - Is it necessary?
 - Are you at risk of someone leaving (externally / internally)?
 - What's really needed in the team?
- **Recruiting is an expensive exercise – you need to get it right!**

Step 2: Clear role specification and responsibilities

You can't recruit effectively without knowing a lot about the job itself:

- **What will this role do?**
 - The main activities
- **How is it to be delivered?**
 - The skills, capabilities, behaviours, experience needed
- **Why is it done?**
 - The expected results
- **So what are you looking for in the ideal individual?**
 - Educational requirements
 - Experience
 - Skills
 - Abilities: Thinking / Implementing / People / Personal / Behaviours
 - Team / Company 'Fit'

Step 3: The interview

Remember you have three objectives:

- Establish whether the candidate is suitable for employment
- Ensure the candidate has an accurate picture and understanding of the role
- Conduct the interview in a way that makes them feel like they've had a fair hearing

Prepare!

- Be aware of your style and the impact it has on others – stay open minded and objective
- Be knowledgeable about the job
- Study the application / CV and prepare questions
- Establish the right environment

Step 3: Conducting the interview

- Establish rapport / a relationship
- Explain the interview structure
- Exchange information:
 - Ask different types of questions, funnel and listen
- Take good notes against which you will refer later
- Close:
 - Is there anything you think we need to cover in more detail?
 - Are there any questions you'd like to ask?
- Breakdown the time:
 - Interviewer talking: 20%
 - Applicant talking: 78%
 - Pauses / thinking time: 2%

Step 4: Assessing candidates

- **Good interview notes help!**
- **Apply some form of classification:**
 - Eg Strengths / development needs / experience
- **Evaluate the evidence qualitatively and quantitatively ie one very strong positive might outweigh two minor development needs**
- **Rate each applicant against a scale:**
 - Much less than acceptable
 - Less than acceptable
 - Acceptable
 - More than acceptable
 - Much more than acceptable

Step 5: Final selection

- Use all the information you have gained
- The role specification and responsibilities is the framework against which to evaluate
- Make a decision based on eg:
 - Interview 60- 80%
 - Tests 0 – 20%
 - References 5 – 20%
 - Intuition 5 – 10%
- Enable them as quickly as possible to contribute to the team's goals

Managers' Interview Guide

OPENING	<ul style="list-style-type: none">•Ice breaker•Short description of the recruitment process & interview
EDUCATION & EXPERIENCE	<ul style="list-style-type: none">•Main jobs•Responsibilities•What he liked / did not like•Why he changed jobs
COMPETENCIES	<ul style="list-style-type: none">•Communication•Initiative and measured risk taking•Organization•Sense of urgency•Innovation•Team work
CANDIDATES' EXPECTATIONS	<ul style="list-style-type: none">•Understanding of the position•Personal development•Motivation•3 reasons for s/he is the right person for this position
COMPANY & POSITION DESCRIPTION	<ul style="list-style-type: none">•Company description•Position description
CLOSE	<ul style="list-style-type: none">•Questions•Next steps•Thank you

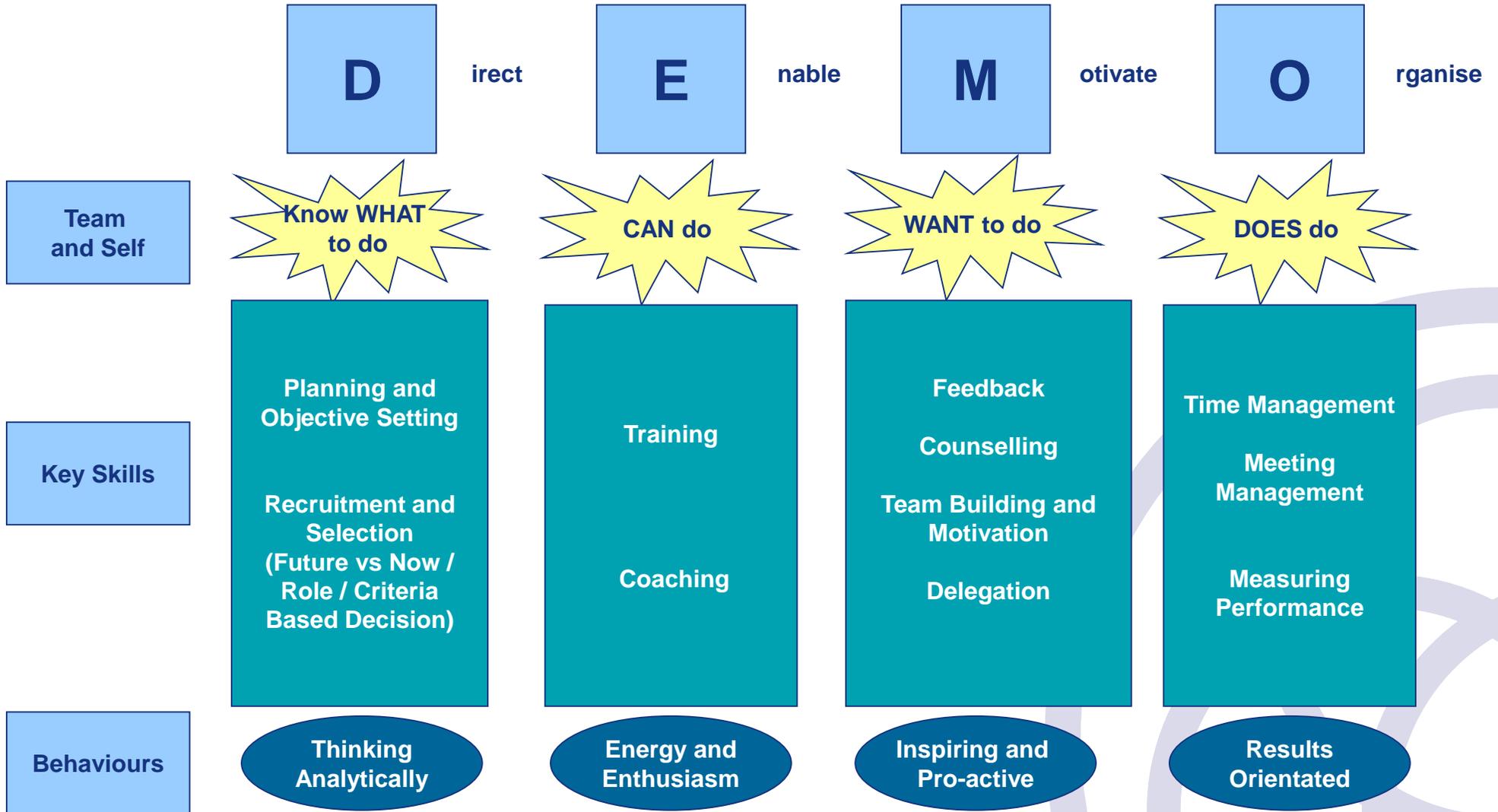


Recruitment exercise

Working in pairs:

- **Prepare an Interviewee Brief for a Sales role that identifies:**
 - The purpose of the role
 - The skills, capabilities and behaviours required
 - Brief your partner
- **Prepare yourself to conduct a 15 minute interview. Identify questions that you will ask to ascertain whether the individual has the relevant criteria you are looking for**
- **Take 20 minutes to prepare ie 10 mins to write your brief, and 10 minutes to prepare yourself**

Sales management – key tools



Management Skills

Training



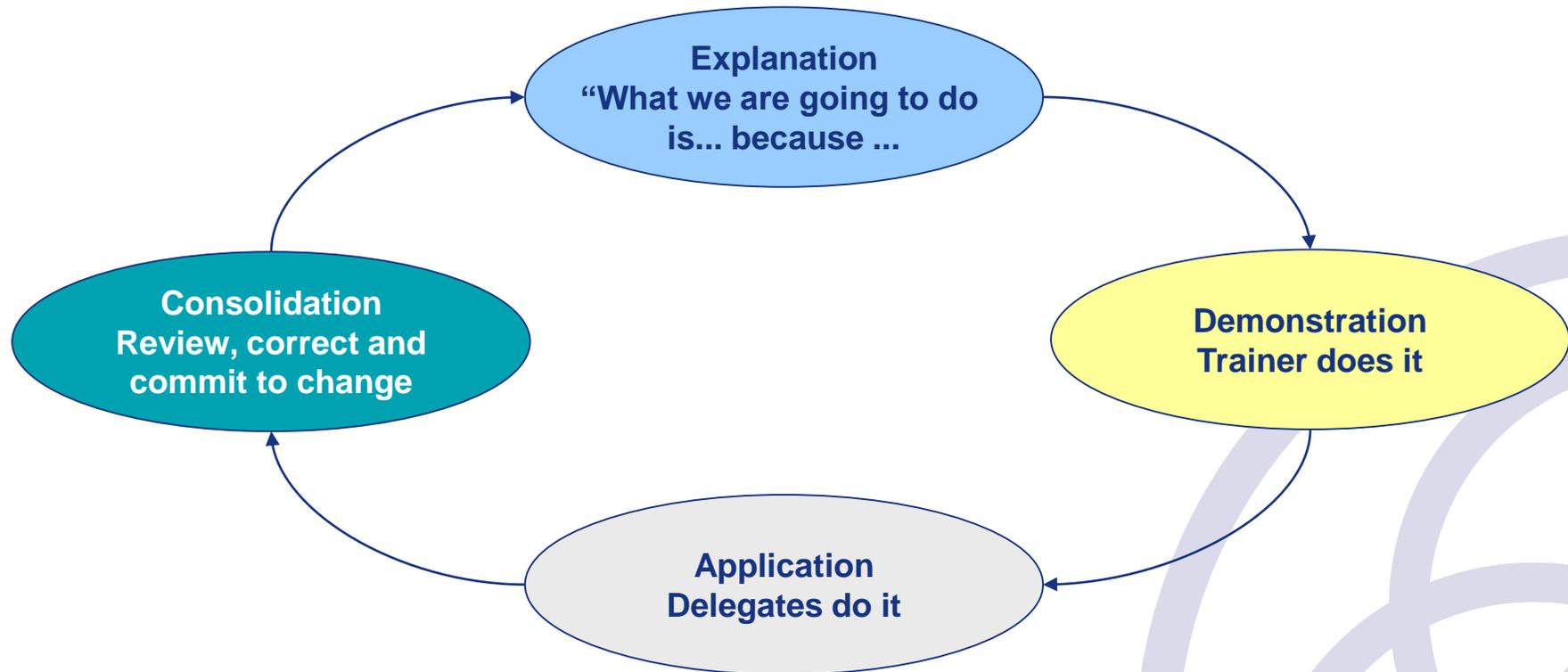
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Qualities of a trainer

To be totally effective the Trainer must possess the following qualities

- **Mastery Of The Selling Job:**
 - The Trainer cannot train others to do something the the Trainer is incapable of doing his / herself
- **Enthusiastic:**
 - Enthusiasm for the job will generate the right attitude in the Trainee
- **Sincerity:**
 - Insincerity breeds contempt and promotes a very difficult working environment
- **Tolerance:**
 - Mistakes should not be treated with scorn, but patience and tolerance. Remember mistakes may exist because of poor training
- **Sense Of Humour:**
 - This can help to relax the Trainee. However, do not over-use

The training cycle: Time allocation



Explanation

The 'Trainer' should explain:

- Why the subject is being trained
- Objective of the sessions
- How the sessions will be carried out, ie the key elements
- What the subject relates to

How you do this is down to you!

Demonstration

- **Showing the delegate how to do the task is the most effective training method - Many Trainers Do Not Do It!**
- **Demonstration is the critical element of the 'Trainers' job**
- **'Trainer' demonstrates the element which was explained using appropriate techniques**
- **The 'Trainer' should not show off**
- **The 'Trainer' should stick to the relevant content**

The most powerful demonstrations are simple!

Application

- Delegates apply what has been explained and demonstrated
- Practice:
 - During a course
 - In a Workshop
 - In a Breakout Group
 - Role Play
 - With a customer

You need to judge how well delegates understand

Consolidation

- Review and evaluate delegates performance / understanding
- Consider:
 - What future training is required
 - Why it is required
 - How and when it should be conducted
- Trainer utilises Training Cycle again at this stage:
 - Explain good / bad performance
 - Demonstrate correct practice again if necessary
 - Delegate identifies the 'difference'
 - Opportunity to practice again or commit in Personal Action Plans to change
- Use feedback and coaching skills as appropriate

The laws of learning

■ Capacity To Absorb Learning

- The Trainer must be skilled in asking questions to assess the speed of each person's learning capacity. The 'pace' of the training can then be adjusted accordingly

■ Frequency of Impression

- The more someone is told something, the stronger the probability is that he/she will have understood it. Never leave a point until the Trainee has shown that the information has been absorbed by work or deed

■ Intensity Of Impression

- Effective Trainers achieve success in the dramatic way they make their points. Demonstrations should be dramatised to exaggerate a point, this will lengthen the impression

The laws of learning

■ Recency Of Impression

- The skilful Trainer will make the most powerful points at the end of each training topic - the more recent the impression the greater the retention
- Remember because of this, regular review periods should be built into each training to ensure that earlier important points have not been forgotten

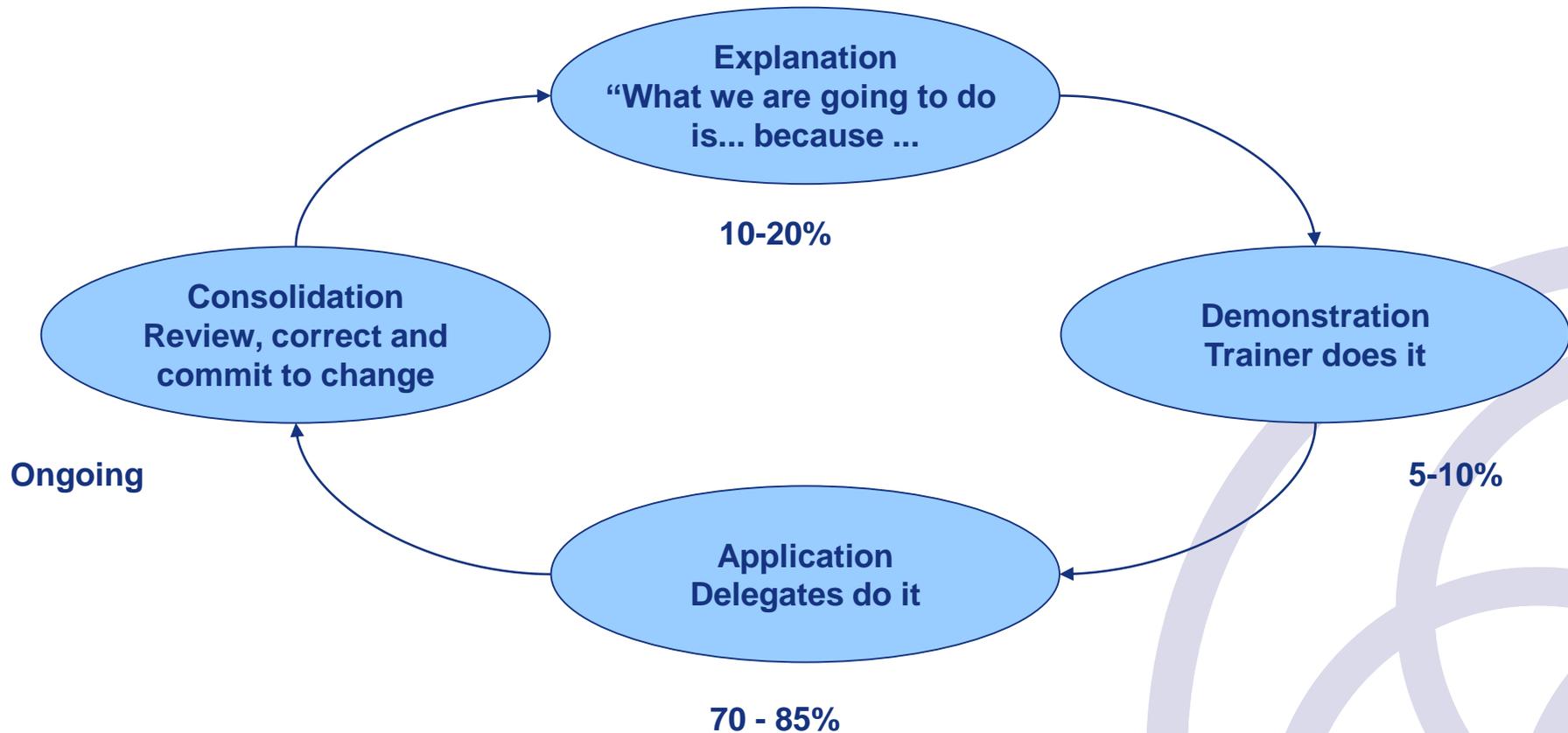
■ Good Working Habits

- Habits are formed from regular practice. It is imperative that good habits are put into practice and that bad habits are recognised and quickly checked. All trainers should be aware that they are showing Leadership by example

K.I.S.M.I.F.

Keep It Simple Make It Fun encourages and enhances learning and retention

The training cycle: Time allocation



Training Session

Practice



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Management Skills

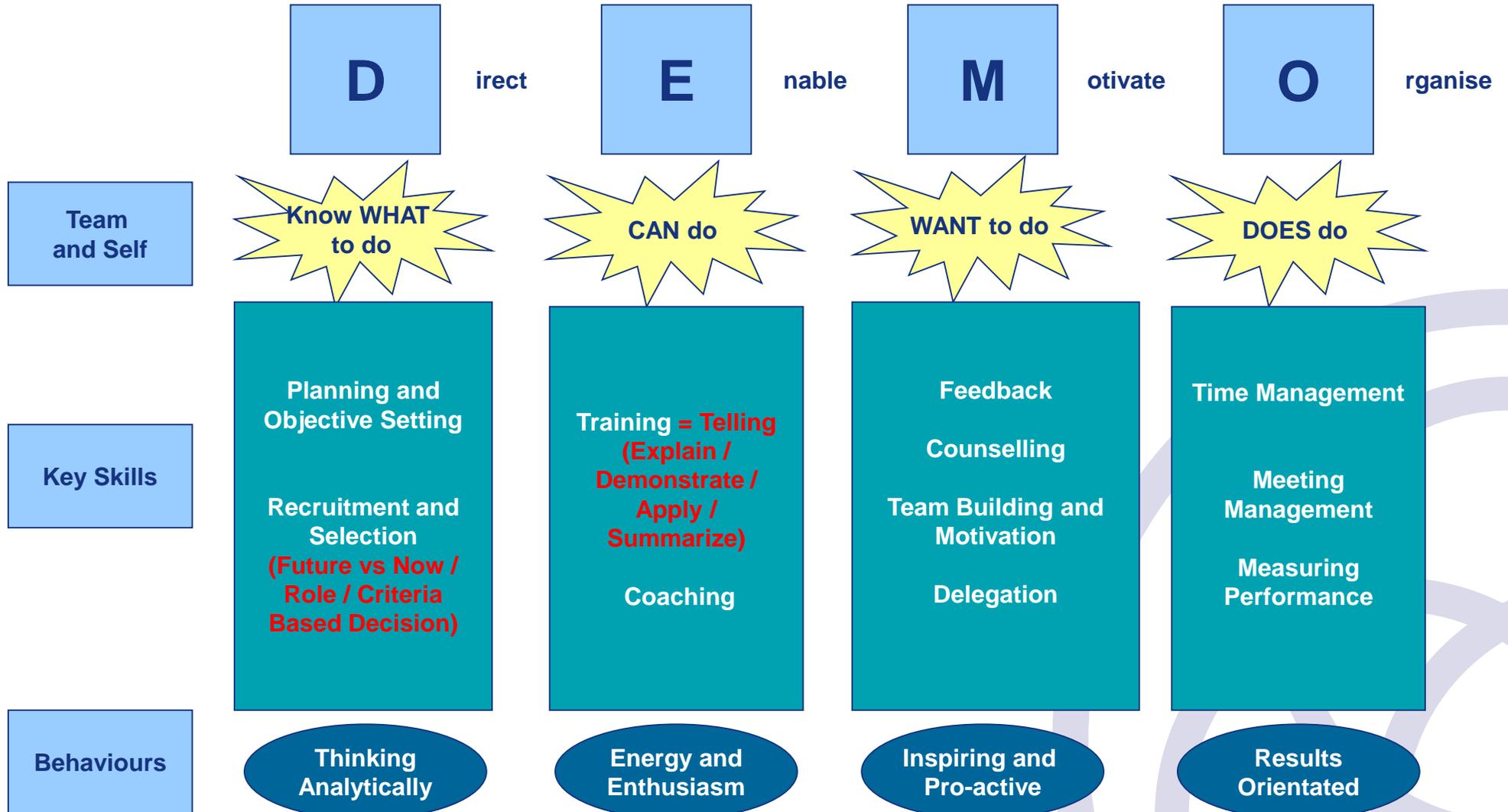
Coaching

“The Ongoing Dynamic Series of Job Embedding Interactions from Sales Manager to Representative Designed to Diagnose and Correct / Reinforce Behaviours Specific to that Individual”



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Sales management – key tools

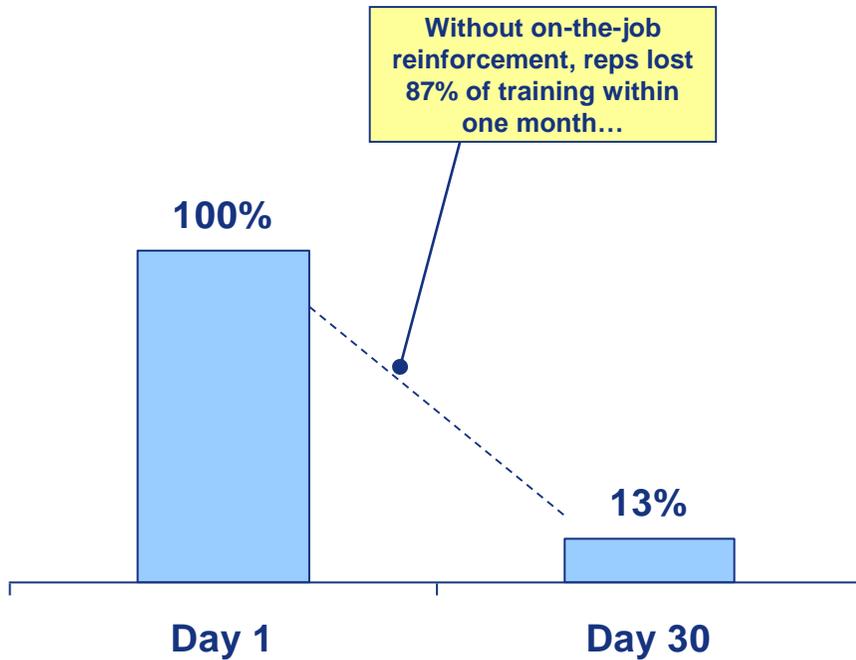


Coaching in perspective

You want the good news of the bad news?

While coaching is both the manager activity most closely associated with rep success...

...it is regrettably, also the activity that managers perform least well



What is coaching?

“Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them”

**John Whitmore
Coaching For Performance**

Coaching is about?

- Raising self awareness
- Generating responsibility

Coaches believe...

- Believe that people have the answers in themselves
- Believe that people have more potential to offer than you can see
- Commit to unlocking people’s potential in order to maximise their performance
- Help people through significant transitions in the way they work or think
- Help people learn rather than teaching them

Factors that inhibit coaching

Internal Factors	External Factors
<ul style="list-style-type: none">■ Fear■ Lack of Confidence■ Lack of Self Belief■ Motivation■ Self Esteem	<ul style="list-style-type: none">■ Time■ Insufficient Knowledge■ Lack Of Skill■ Lack of Training■ Environment

Coaching cycle

G

Set the desired **GOAL** or outcome

R

Reality – where are you now?

O

Options - to close the performance gap

W

Who, what, when etc – the plan

GROW – G for goal

- It is critical to establish what we are trying to achieve - this is the goal
- Using:
 - Questions
 - Discussion
 - Persuasion!
- We can identify different types of goals:
 - Dream Goal
 - End Goal
 - Performance Goal
 - Process Goal
 - Session Goal



GROW – R for reality

- This is where the individual (or team) is now
- Key elements:
 - Be as factual as possible
 - Look for evidence
 - Challenge constructively
 - Look out for the ‘self talk cycle’ (see later)



GROW – O for options

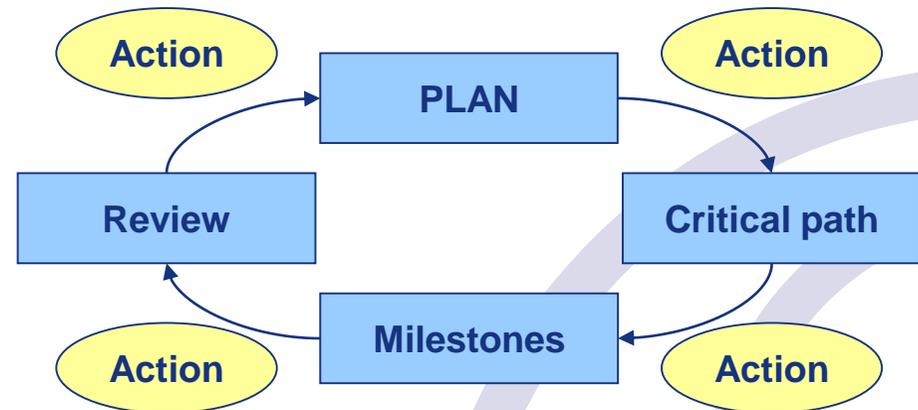
- This is generally a facilitation discussion to identify and define the different ways the Goal might be reached:
 - Always get more than one if possible
 - Be creative, explore
 - Probe for full understanding of each option and the implications
 - Search for positive and negative aspects of each option



GROW – winning strategy

- This is the action plan:

- What – needs to be done
- When – will it be done
- Where – will it be done
- Who – will be involved



Coaching exercise: Coach

Background:

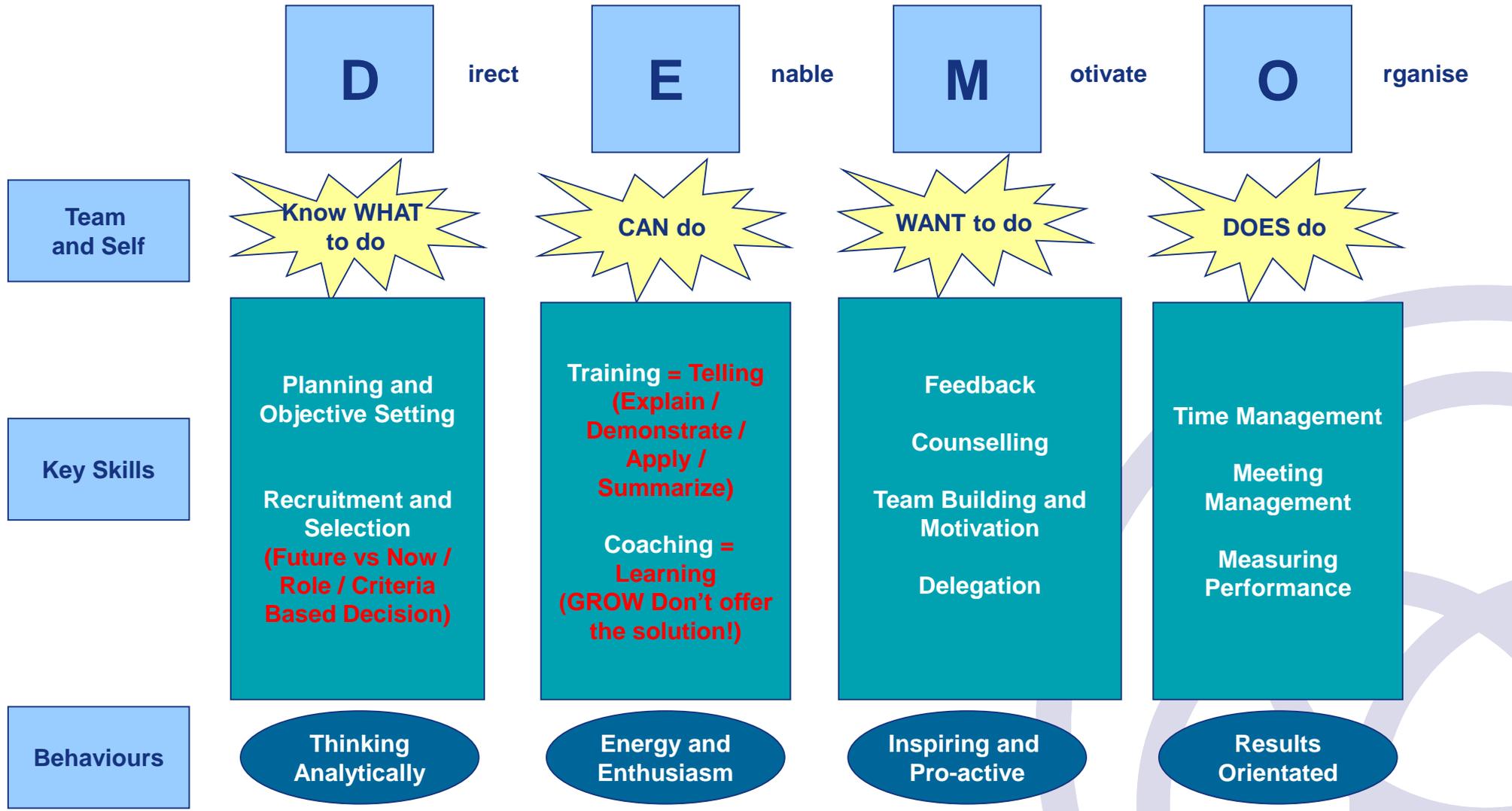
- You have initiated a coaching session with one of your team. This person has been identified as a future Area Sales Manager – they have a background of consistently achieving their sales targets and are perceived as a very safe pair of hands to whom you often delegate additional tasks
- It is your belief that one of their development areas is negotiation skills
- Selling skills are strong and combined with a good understanding of the market, the customer and excellent relationships with the customer. However, when forced into negotiation his customers have a tendency to contact you and you find yourself always getting involved
- You want to understand how the individual perceives their own negotiation skills, what stops them from negotiating with the same expertise at which they sell and how to unlock the potential
- Prepare a 20 minute coaching session, and be prepared to role play

Coaching exercise: Coach

Background:

- You are meeting your boss who has suggested that you spend some one-to-one time together. You have a background of consistently achieving their sales targets and know that you are well rated by your boss because he often delegates additional tasks to you
- You have great Selling skills combined with a good understanding of the market, the customer and excellent relationships with the customer. The one part of your role that you really dislike is negotiation and you know that this is going to be part of the discussion
- You know that this is an area you must address if you are to progress to the next level. You find face to face negotiation with customers uncomfortable and hate the fact that customers pick up the phone to your boss
- The areas in which you have difficulty are:
 - Planning: time to plan negotiation (because you are asked to do additional things by your boss)
 - Identifying the boundaries (your boss will sometimes give more than you agreed as you walk away)
 - Conflict (because you believe it will damage the relationships you have worked hard to build)
- Be prepared for a 20 minute coaching session, and be prepared to role play. You want help in the areas identified above but are concerned it shows weakness

Sales management – key tools



Management Skills

Feedback



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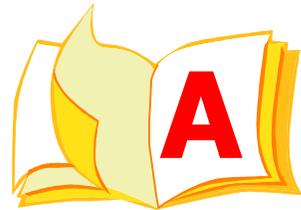
Preparation tool (you and the individual)

Feedback frame

What's Working	What's Not Working Yet
What's Possible	What's Missing

Give feedback and gain understanding

 **PRAISE**

 **ASK**

 **GUIDE**

 **ENCOURAGE**

Feedback discussion and understanding

PRAISE

Start feedback positive and factual but keep it short

ASK

Ask them what they thought was good

GUIDE

Ask them what they would like to improve and discuss to gain understanding

ENCOURAGE

End by confirming the goals and future action plan

Effective feedback is...

Fit

- Does it meet their needs eg do they just need the information, or do they need more guidance as to how to correct the behaviour?
- Has their response been considered?

Focused

- Is it true?
- Have examples been provided?
- Is there evidence?

Well Timed

- Can the recipient remember the incidents concerned?
- Are they in a position to correct the behaviour?
- Can they action the feedback soon?
- Formal - eg at performance review - vs ongoing

Key characteristics of giving effective feedback

- Describes behaviour, does not evaluate it
- Directed towards behaviour that can be changed
- Specific vs general
- Incorporates needs of receiver and giver
- Solicited vs imposed
- Well timed
- Private
- Tone and expression conveys help and support vs punishment
- Actionable



Reactions to feedback

Shock

Anger

Rejection

Acceptance

Honesty

Feedback exercise

Background:

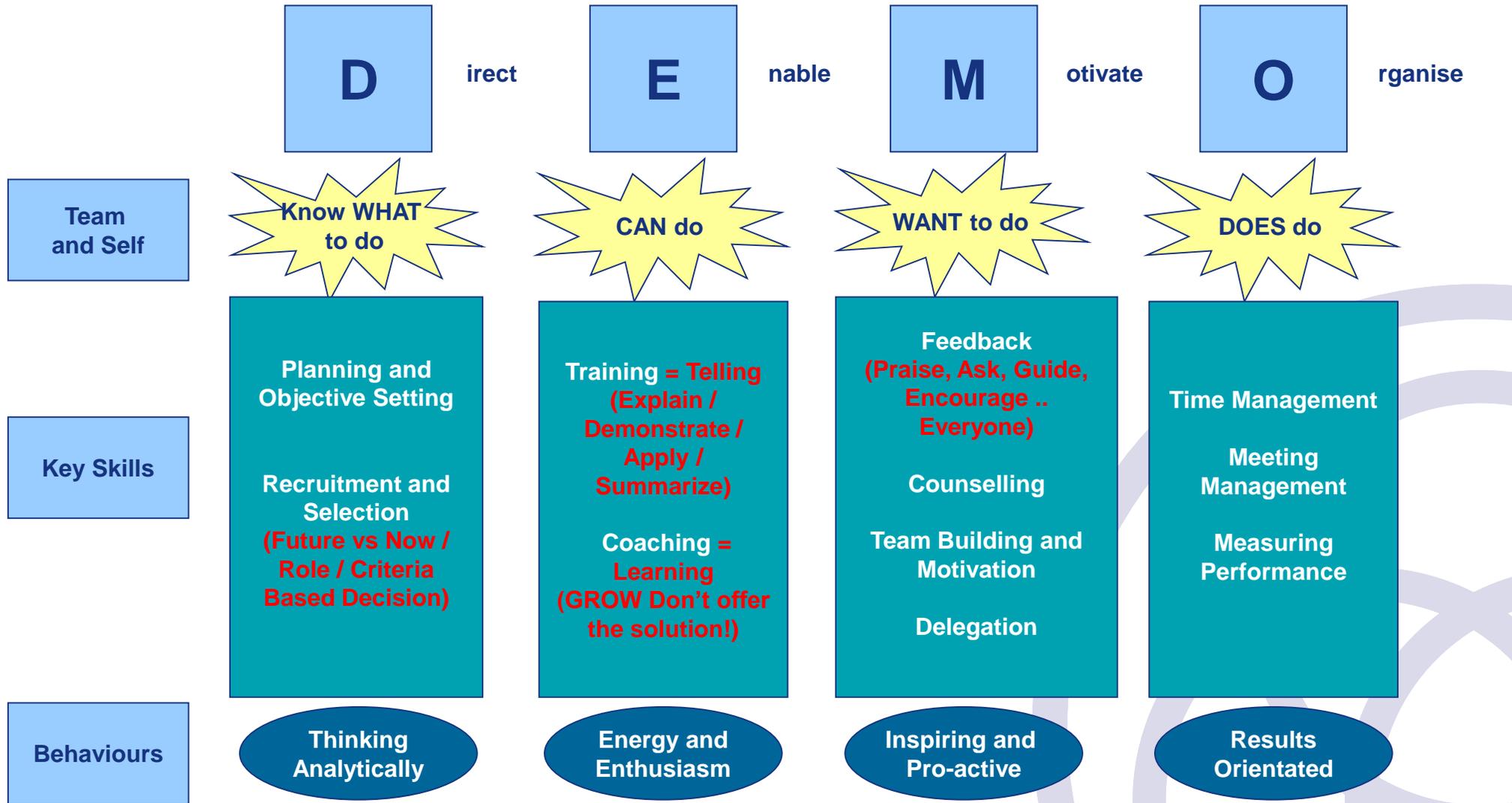
- You have accompanied one of your Sales Reps to a customer call as part of his development plan. He has been with Wrigley for 12 months and you want to assess progress. His objective for the call was to achieve the following:
 - Listing of 2 new products (non gum)
 - You are interested in looking at a combination of what was achieved and how

In the call, you see:

- Good use of the structured selling process overall but too much focus on features rather than benefits, a lack of understanding around customer needs and an opportunity to develop skills in objection handling
- Only 1 product was listed
- You are now in a café reviewing the call in a feedback session

Structure a 10 minute feedback discussion and be prepared to role play

Sales management – key tools



Agenda

Day 1 (09:00 – 18:00)

The Management Role

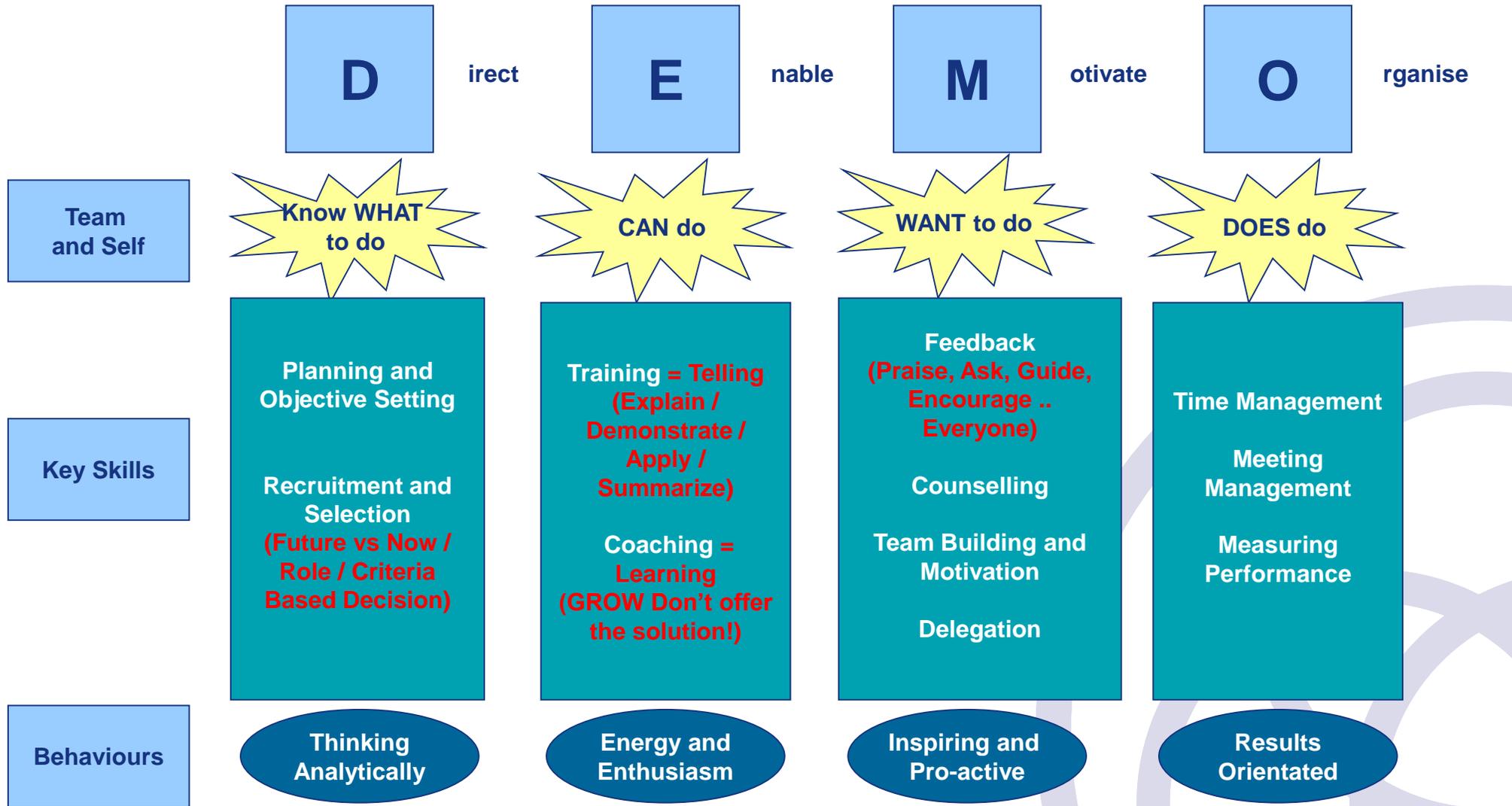
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Management Skills

Counselling - Managing Poor Performance



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Counselling process

A. Gather / validate evidence and facts

- Evidence from Appraisals
- Colleagues
- Observations (internal / external)
- Customer feedback

B. Present the facts

- Not the emotion...avoid “you said”... “I said”...

C. Explain the required standard of performance

- Competency model

D. Action plan and measurement

Seven steps for dealing with conflict

Step 1

- Use sentences starting with 'I'
 - Means you have to define the conflict issues and take ownership of your feelings about it

Step 2

- Define and clarify the issue
 - Describe how it affects performance
 - Focus on the problem, not personalities

Step 3

- Understand the other person's viewpoint
 - Listen without judging or becoming defensive
 - Probe and ask for clarification

Step 4

- State your point of view
 - Use 'I' sentences
 - Don't judge or criticise what the other person has said

Seven steps for dealing with conflict (continued)

Step 5

- Agree on the issue
 - Define a mutual goal that both can agree on
 - Establish parameters before agreeing the solution

Step 6

- Discuss a possible solution(s)
 - Jointly choose one option
 - Incorporate / modify outputs from step 5
 - Confirm in writing with an action plan

Step 7

- Jointly decide how to review the solution
 - Specific measurement criteria
 - Agree date to review and revise the action plan, as necessary

Coaching versus counselling: Summary of similarities and differences

Similarities:

- Both are based on trust and judgement
- Both involve change, and the courage to 'challenge' in a supportive way
- Both involve good communication skills
- Both involve giving feedback
- Both have a point of entry that may be different from the real issue

Differences:

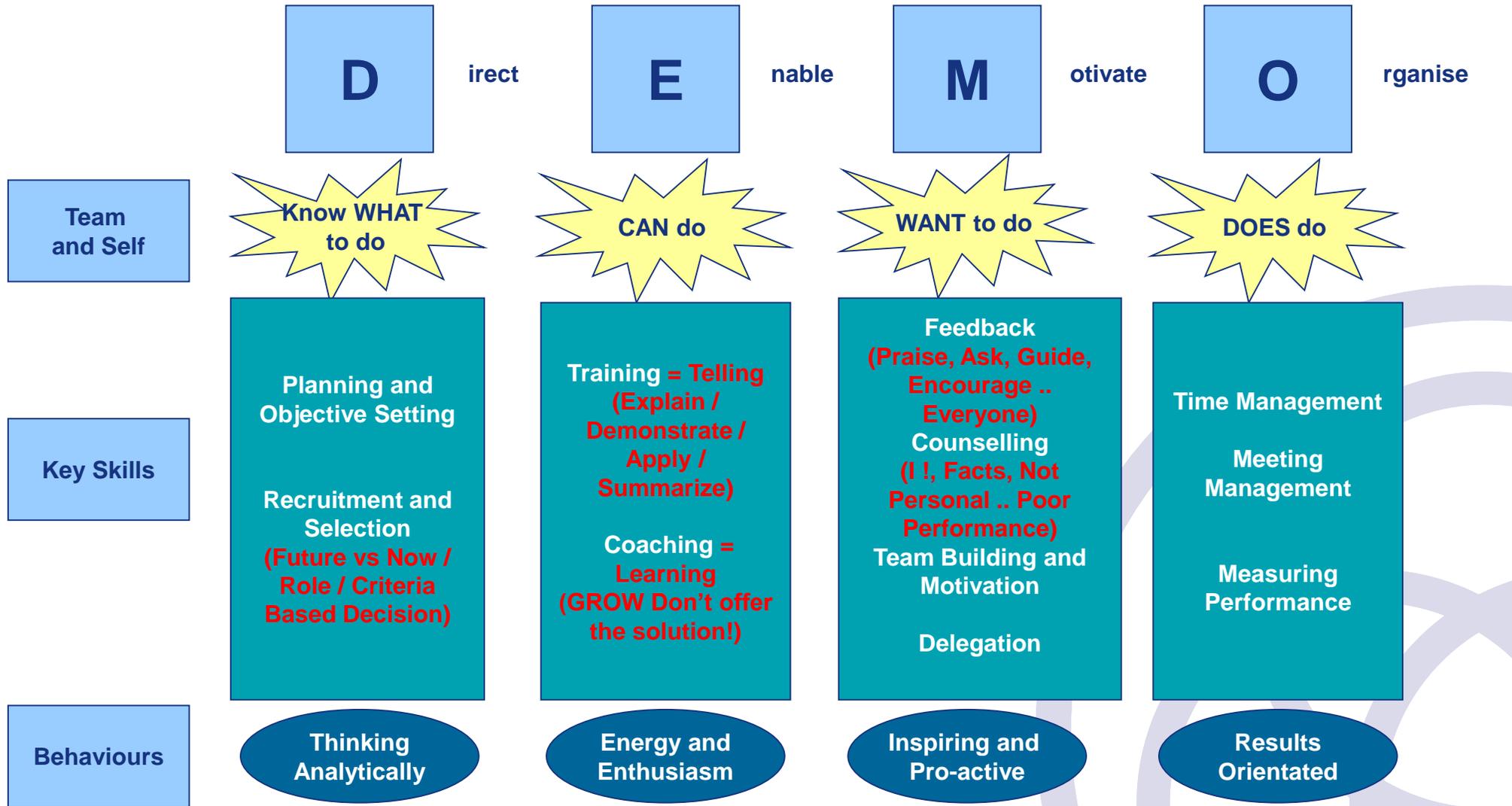
- The 'contract for confidentiality' may be different
- The meaning of success is different
- Similar skills are used in a different way
- You are likely to counsel when there is a need for behavioural change
- You are likely to coach when there is a skill gap

Counselling exercise

Background:

- You are meeting one of your Merchandising team who has repeatedly failed to achieve their call rate and where calls have been made, the quality of merchandising has not been to the expected standards and your space is being eroded. This was brought to your attention by a customer who is unhappy at the levels of service they have received
- You don't want to lose this person because Merchandisers in this part of your territory are hard to find but you want them working more efficiently and effectively. You are aware that you have neglected this person as your time has been called upon to participate in a special project
- You are also aware that the individual's father has been unwell but is now recovering
- This person has a good track record and there haven't been any performance issues previously, in fact they have always been a 'star' merchandiser. You have ignored the situation for some time in the hope that performance would recover
- Prepare a 15 minute session: your objective is to turn around performance

Sales management – key tools



Management Skills

Delegation / Support



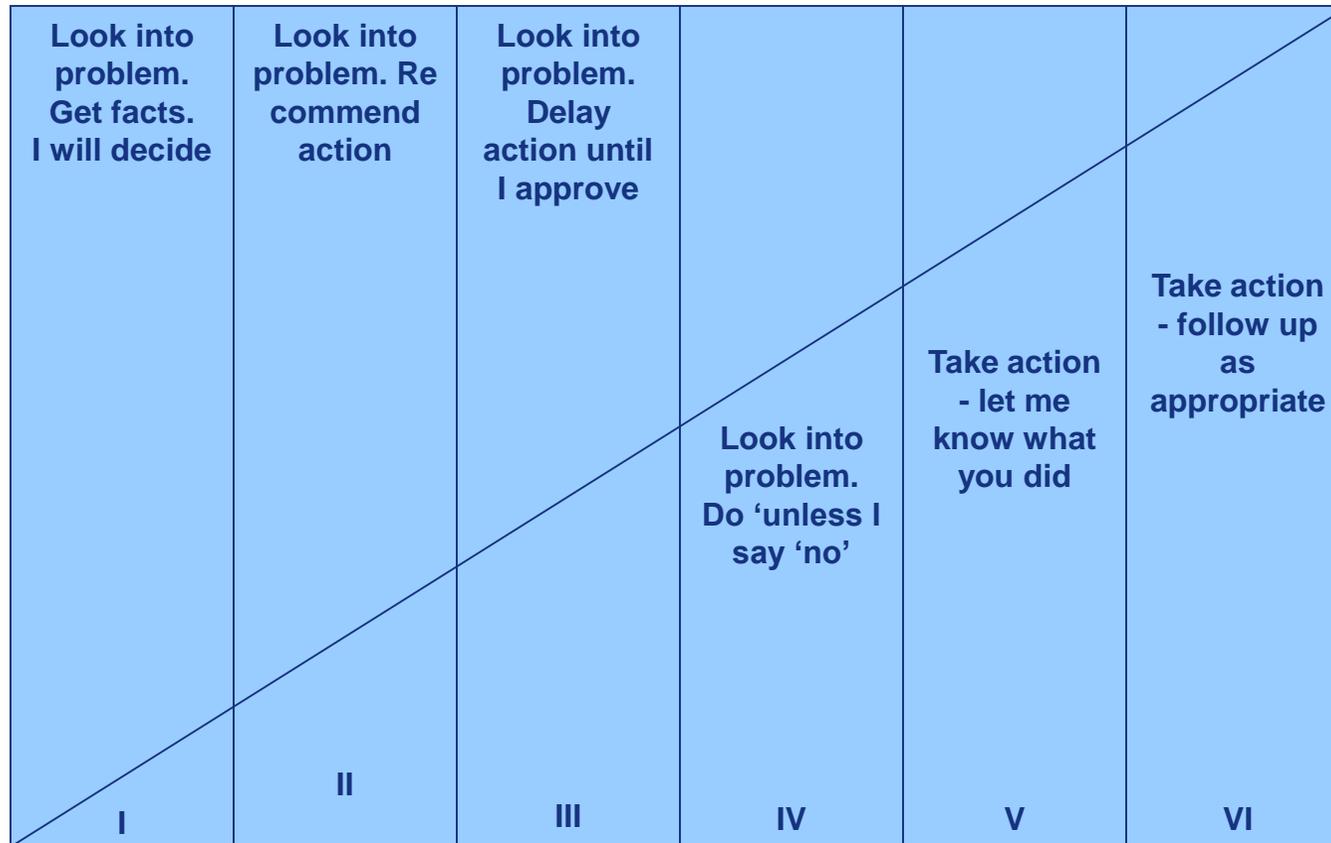
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Decision tree - choices

- **Me - tell**
- **Me and you - sell / train**
- **You and me - coach**
- **You - delegate**



Levels of delegation



Steps of delegation

- **Step 1 Decide what to delegate**
- **Step 2 Plan the delegation**
- **Step 3 Communicate the work assignment**
- **Step 4 Follow up**
- **Step 5 Reward and reinforce**



Key considerations in delegation

Accountability:

- The person who carries the can!
- You don't necessarily do it but are accountable (like the captain of the Titanic)

Authority:

- This is the decision-making part of the job. If you have authority with responsibility then you decide how the job is done. For example with the report, you decide how to present it, what language you use, what format it is in and so on

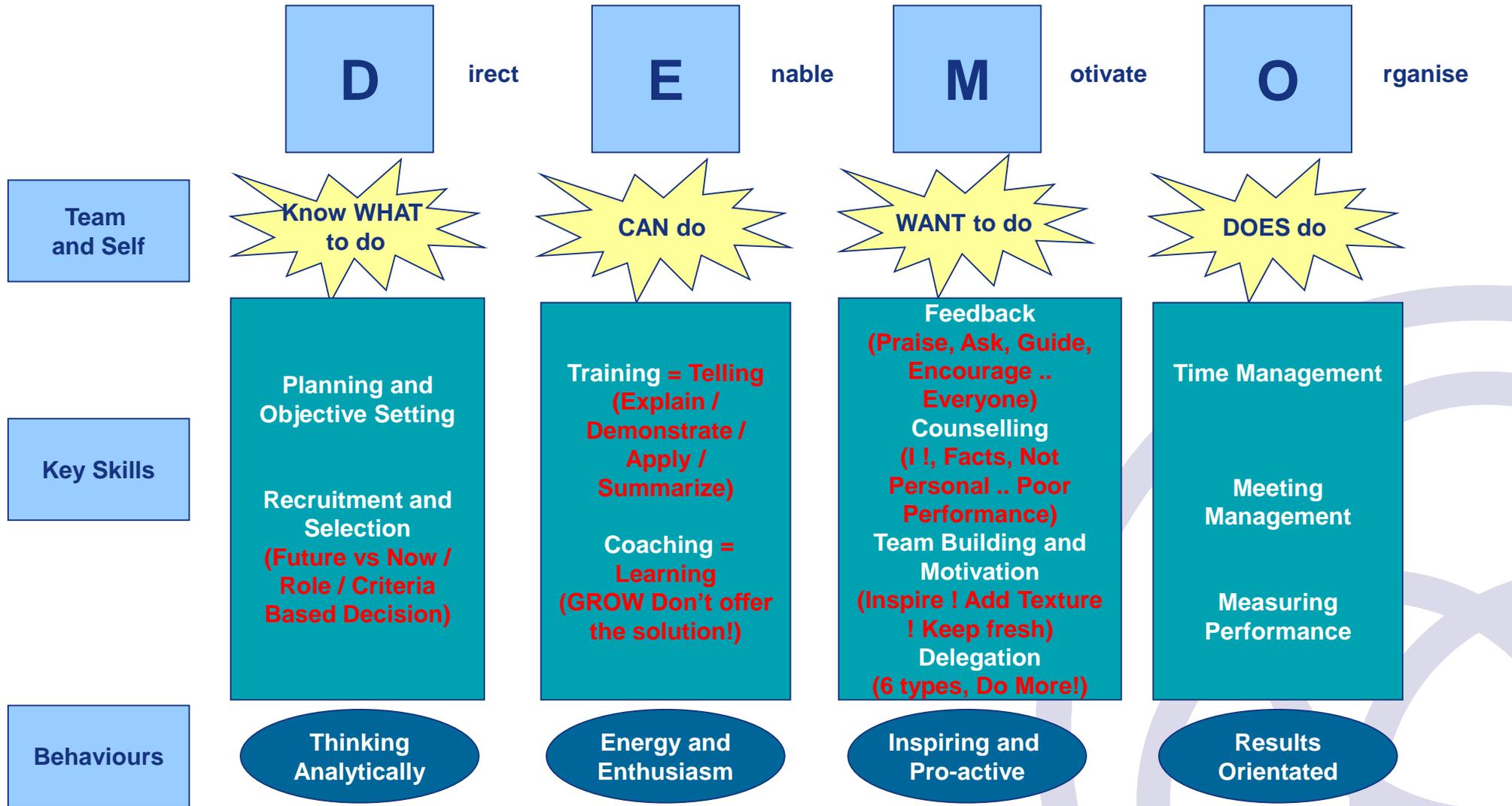
Responsibility:

- This is the doing part of the job. If you are responsible for writing a report then you are the person who actually writes it
- A factory manager will have accountability for the productivity of his site
- He may give his team managers authority to run their shifts in the way they see as most effective
- The shift has responsibility for running the line
- Successful delegation is matching responsibility with authority; giving someone responsibility for a job and also giving him / her authority to make decisions as to how he or she does the job

Workshop - tasks to delegate

What / Task	To Who?	Level of Delegation	Why?

Sales management – key tools



Management Skills

Time Management



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The Time Management Matrix - summary

	URGENT	NOT URGENT
IMPORTANT	1 Crises Pressing problems Deadline - driven Projects, meetings preparation	2 Preparation Prevention Planning Relationship building Empowerment
NOT IMPORTANT	3 Interruptions Some phone calls Some mail Some reports Some meetings Many popular activities	4 Trivial Tasks Some phone calls Time wasters 'Escape' activities Irrelevant mail

Achieving the balance - quadrant I

- People who spend too much time in Quadrant I will eventually be dominated by crisis and problems
- A typical 'stressed' individual will spend 90% of time in Quadrant I and possibly as little as 10% in the others (usually Quadrant IV)
- Many TM's spend excessive time in Quadrant III believing it to be Quadrant I. 'If it's URGENT it must be taken care of'



Achieving the balance - quadrant II

- Effective TM's largely stay out of Quadrant III and IV because urgent or not, they are not important
- Effective TM's reduce the amount of time spent in Quadrant I and spend more time in Quadrant II
- Quadrant II is the heart of effective personal management. It deals with things that are not urgent but are important

Effective people are not 'problem-minded'
but 'opportunity-minded'



Achieving the balance - quadrant III

- Don't allow other people's agendas to adversely affect your own
- Learn to differentiate between what is urgent and important as against urgent and not important
- Learn the skill of saying 'no'
- 'Coach' your boss to respect your diary as you respect theirs



Achieving the balance - quadrant IV

- Resist the temptation to start the day with trivial activities - they are time-eaters that prevent you from properly managing your time
- Build leisure activities into your life so that you don't need 'escape activities' at work
- Don't encourage time wasters
- Don't respond to irrelevant mail or phone calls



Achieving the balance

- Remember that it is the important things that contribute to long term goals
- Shifting focus from 'things and time' to 'relationships and results' will improve your effective use of time
- Do not underestimate the effects of prioritisation, preparation and planning
- It requires a 'paradigm shift' to recognize Quadrant II as the key to improved time management



Time management - summary

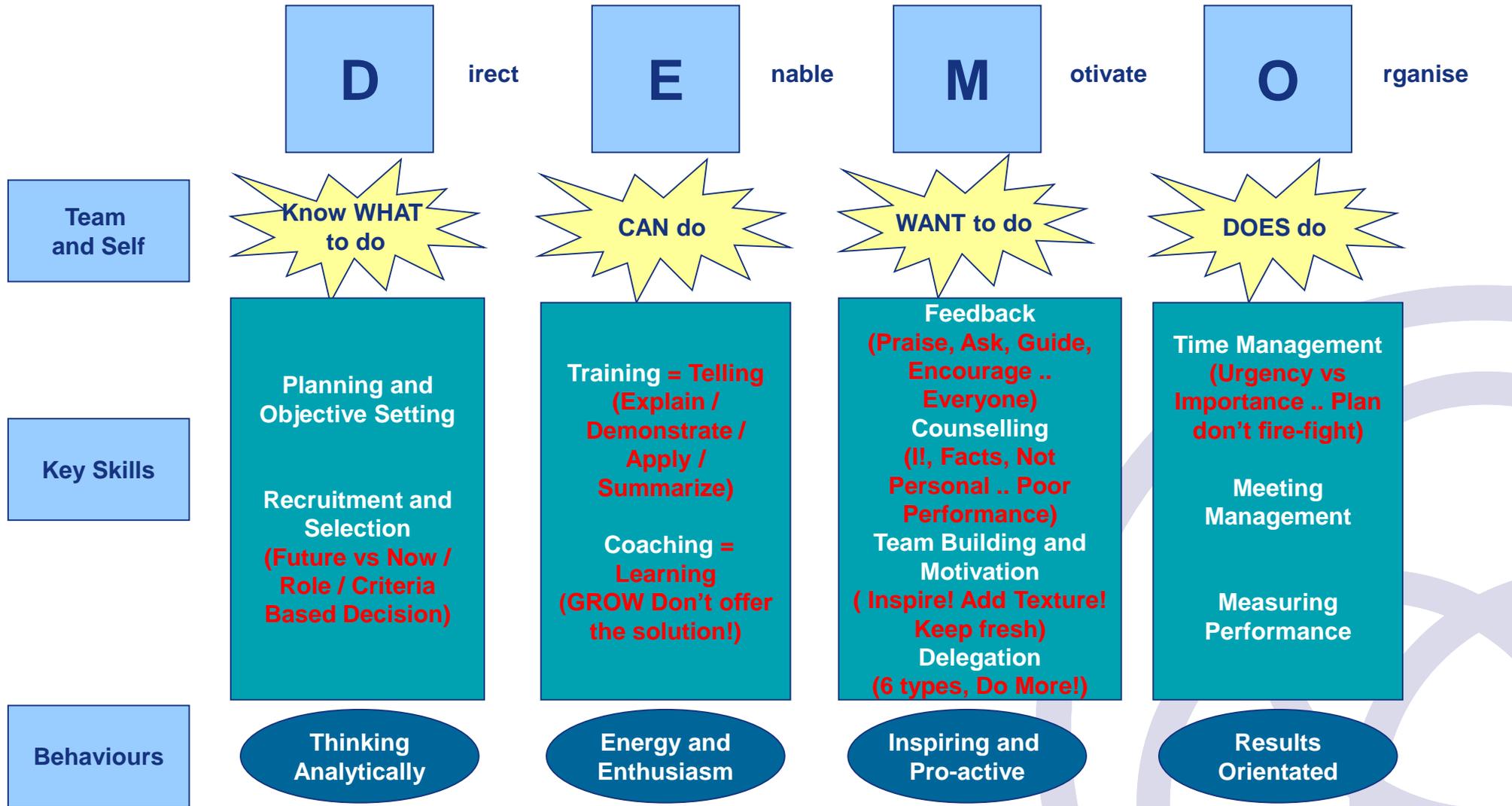
- **Begin with the end in mind**
- **Put first things first**
- **Break objectives into tasks**
- **Do the important / difficult things first**
- **Allow sufficient time for each activity**
- **Take control of your diary before someone else does**
- **Recognise the difference between urgent and important**
- **Don't be dominated by problems and crises**



Time management exercise

'To Do's'	Urgency: Urgent / Not Urgent	Importance: Important / Not Important	Quadrant 1, 2, 3, 4	Priority : Ranked 1 st – 14 th
Approve Stefan's expenses				
Call Distributor B about Airwaves damaged stock				
Prepare for next weeks team meeting				
Arrange work withs for Region 2				
Look on Cadbury's web site for any new news				
Arrange a time for Thomaz' coaching session as requested by him				
Prepare for annual appraisals				
Send out actions / follow up plans from last weeks meeting on Project White				
Arrange flights for trip to Munich				
Review weekly sales volume performance				
Arrange meeting with Sonia on poor performance				
Store visits				
Identify visibility opportunities for Q4				
Speak to PLD re: Training plan for Q3 and Q4				

Sales management – key tools

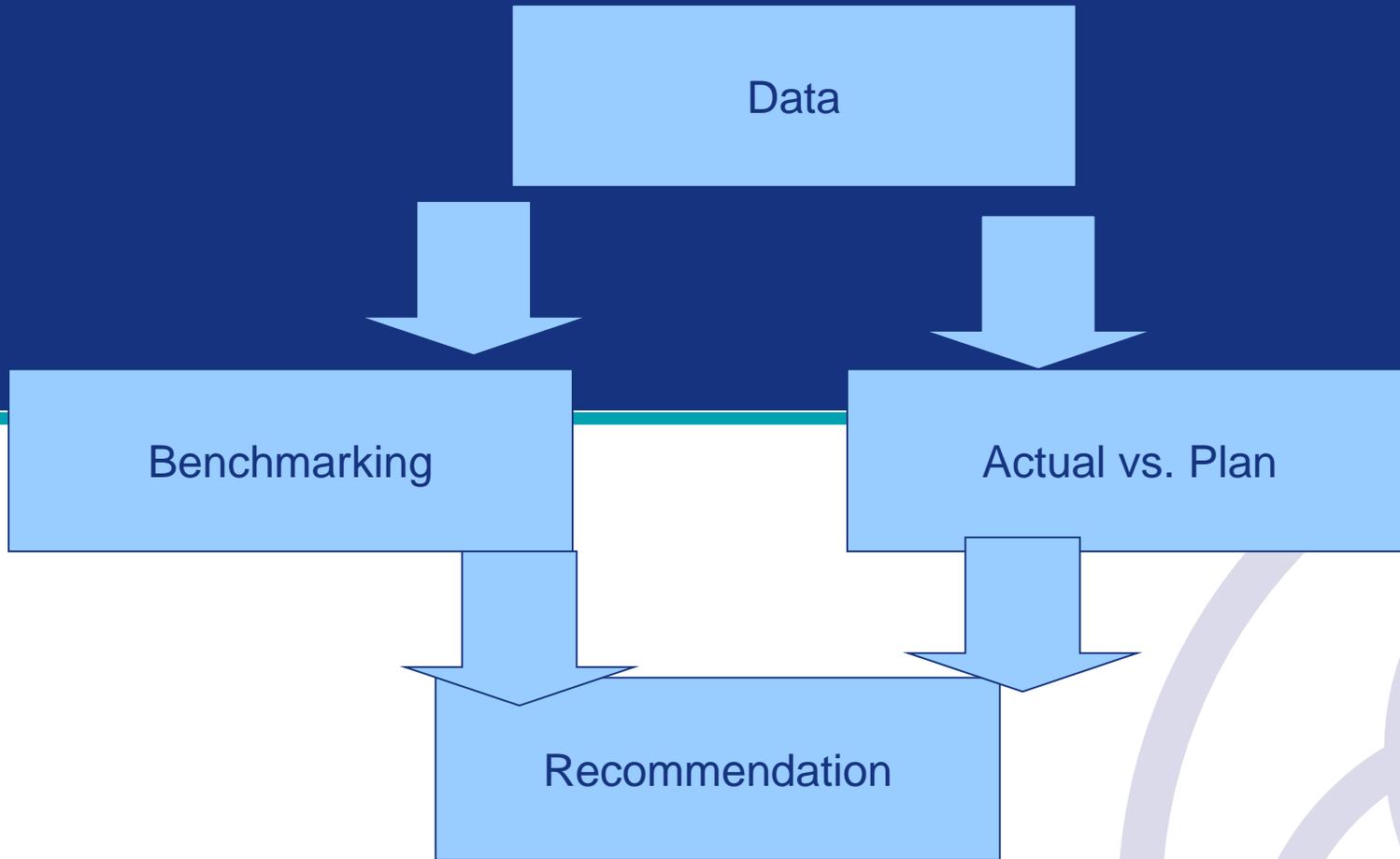


Management Skills

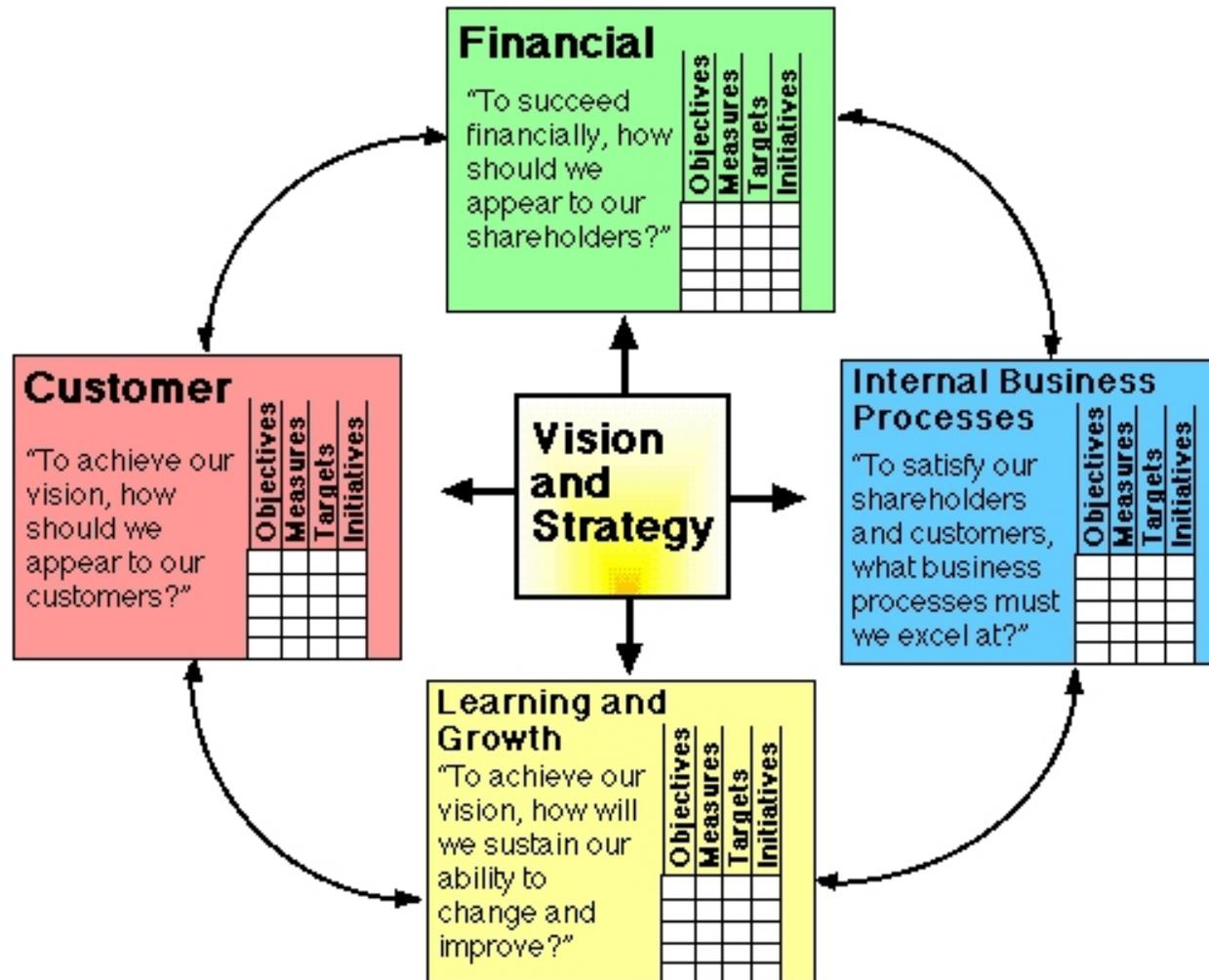
Measuring Performance



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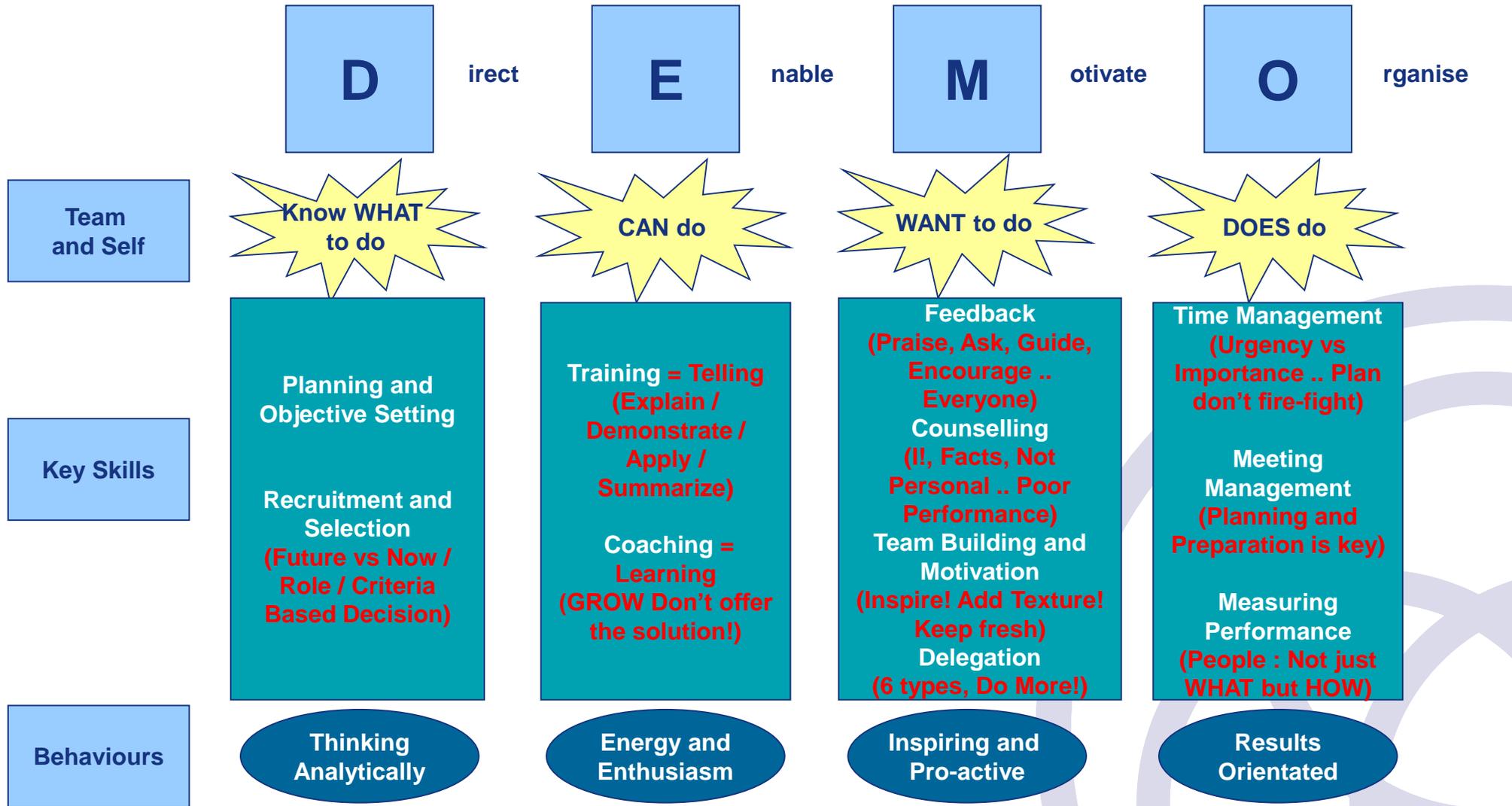


Balanced scorecard



Balanced Scorecard Category	Measure
Finance	<ul style="list-style-type: none"> ■ ROI ■ % revenue from new products ■ % revenue from key customers (supermarkets)
Internal	<ul style="list-style-type: none"> ■ New product introductions (versus competition?) ■ Objectives achieved (generic ... could breakdown) ■ Speed to market (distribution targets on NPD?)
Customer	<ul style="list-style-type: none"> ■ Market share (volume and value) ■ Profitability ■ Retention ■ Satisfaction ■ Acquisition
Learning and Growth	<ul style="list-style-type: none"> ■ Employee competencies ■ Employee satisfaction ■ Employee retention ■ Productivity per employee

Sales management – key tools

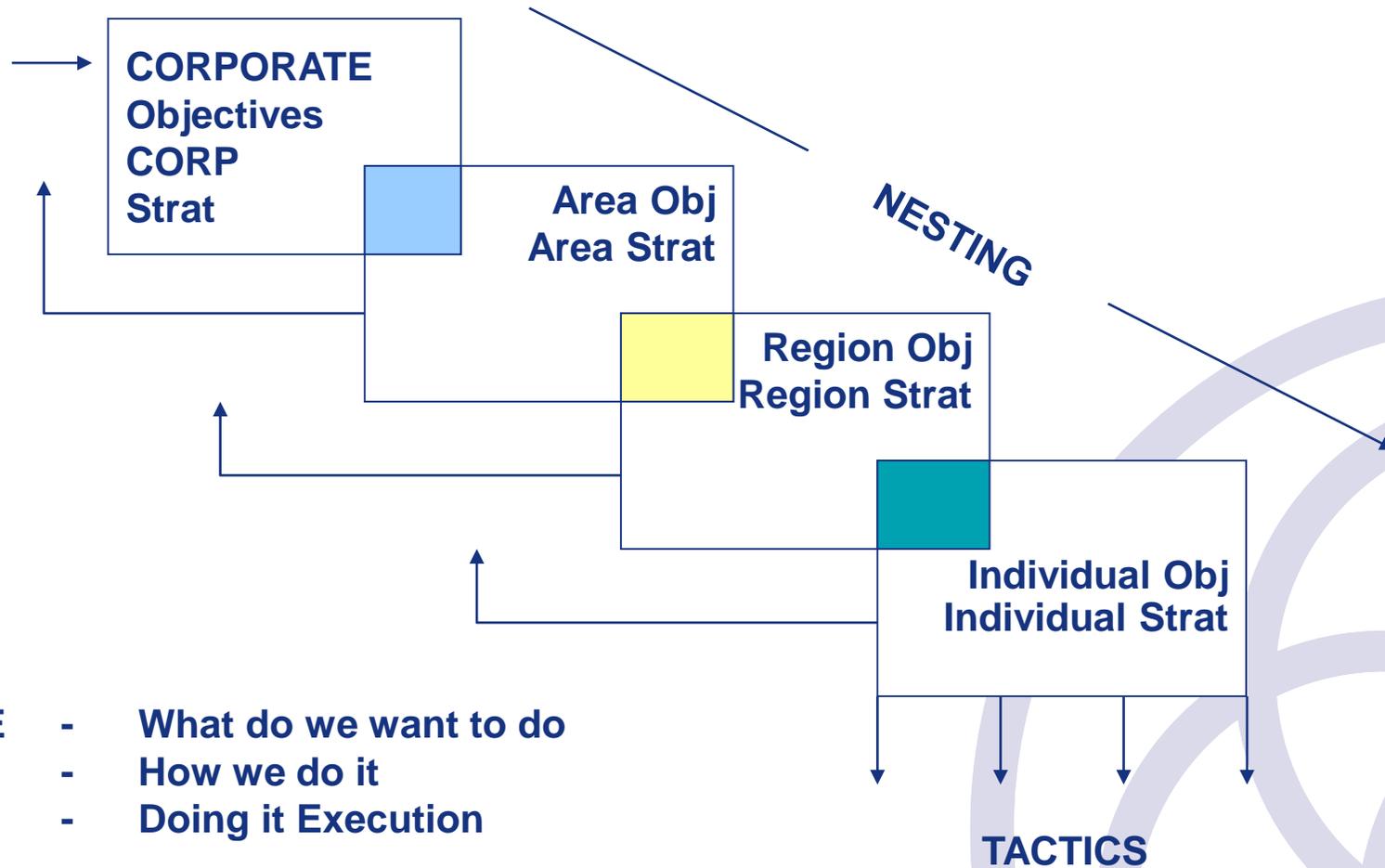


Objective Setting, Strategy Development and Action Planning



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Objective, strategy and tactics

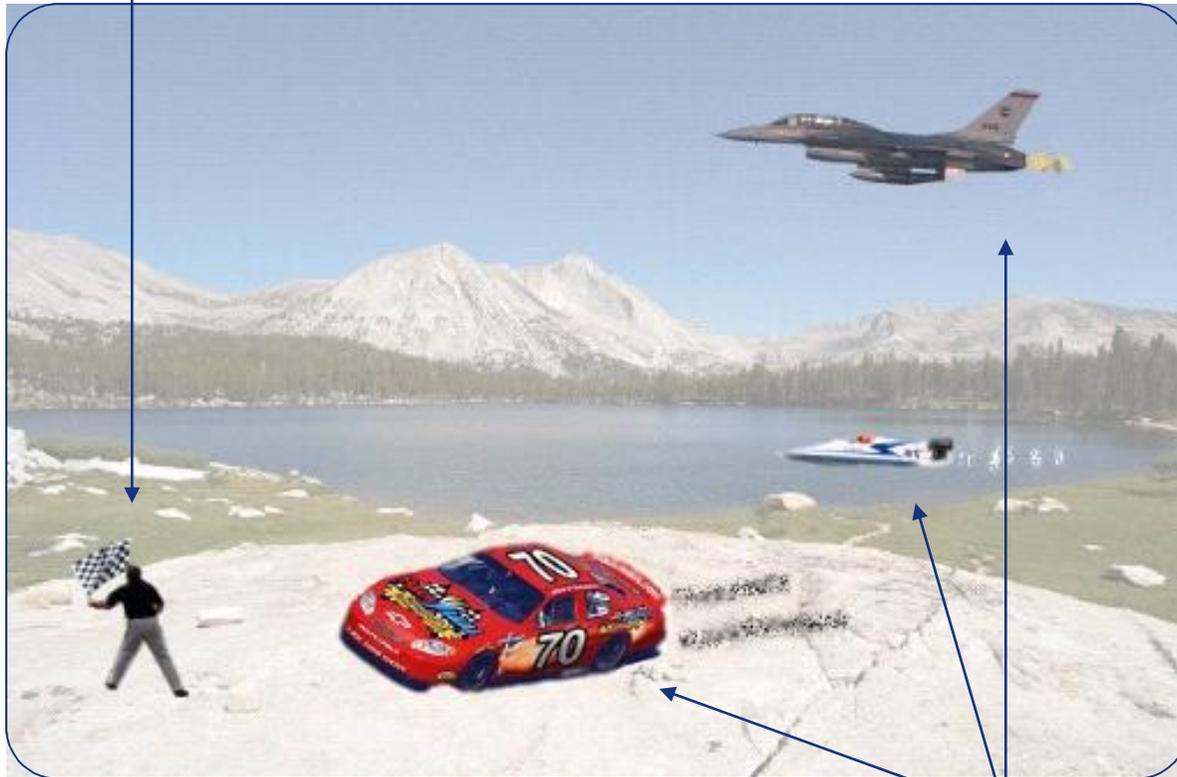


- OBJECTIVE** - What do we want to do
STRATEGY - How we do it
TACTICS - Doing it Execution

TACTICS

Objectives vs strategy

OBJECTIVES are what we want to achieve eg get to the chequered flag



STRATEGIES are how we're going to get there eg car, boat, plane

TACTICS are the specifics - what we are going to do, and when we are going to do it

Objective setting

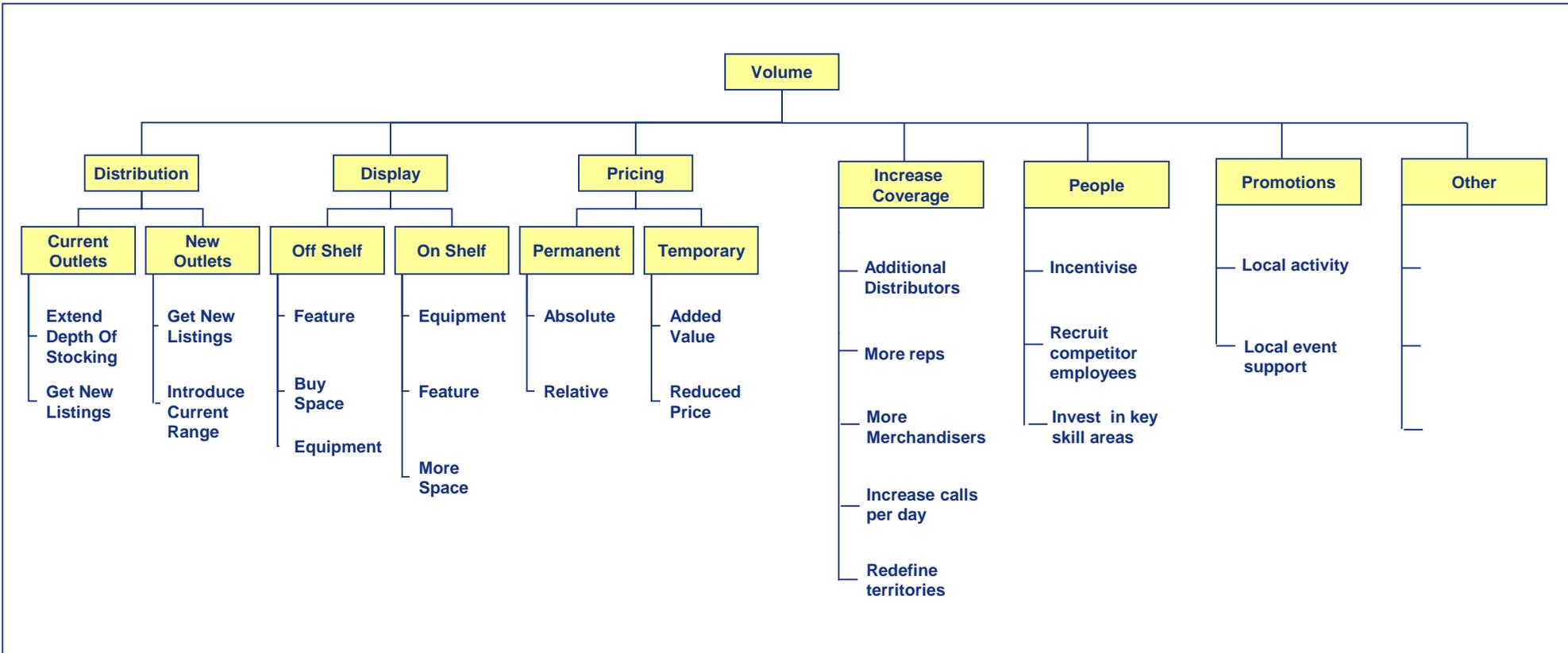


Specific
Measurable
Achievable
Relevant
Timed

All Your Objectives

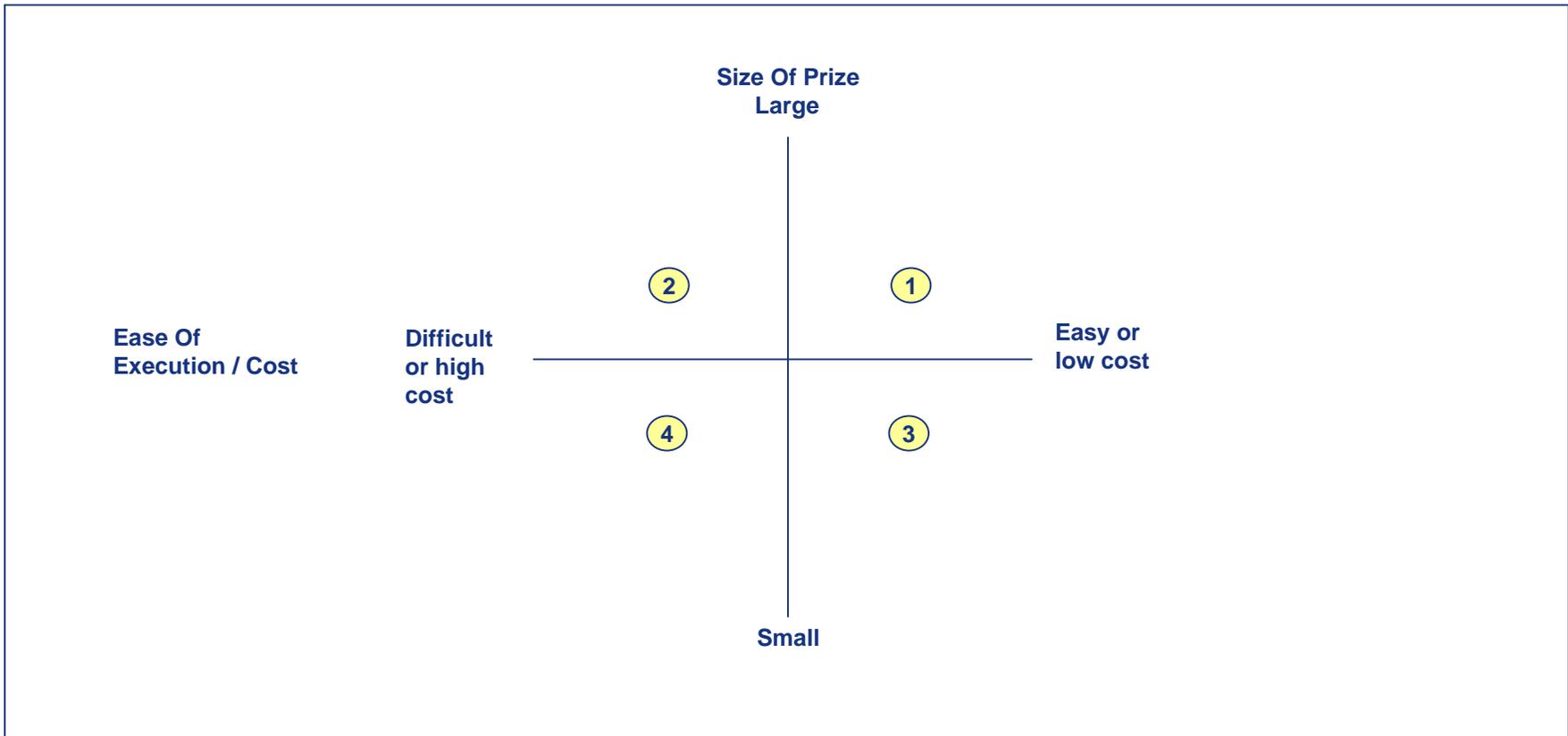
Identify options

A. The strategy tree is a structured brainstorm which provides clustered options.
Objective: To increase volume



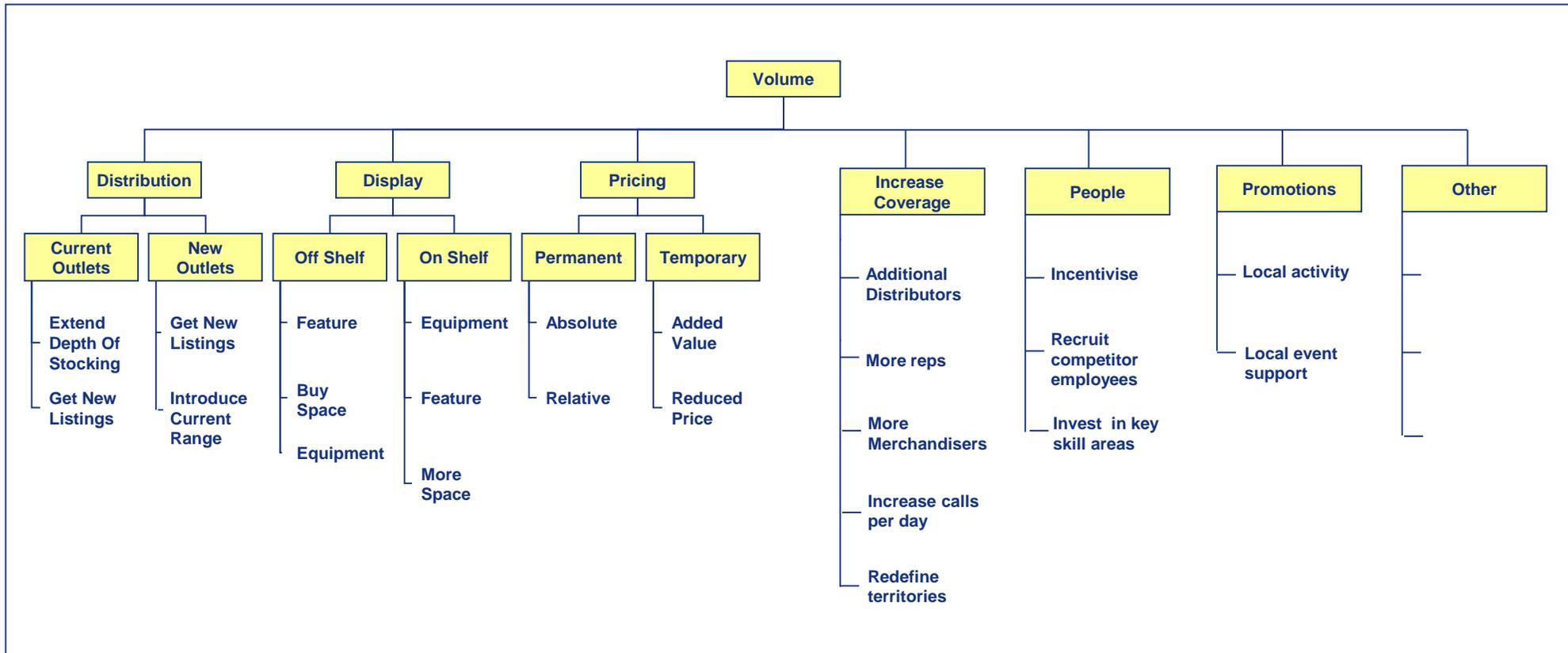
Prioritize your options

B. This simple matrix can be used to prioritise strategic options. Plot your options on the axis, then plan action. 1 = First / 4 = Last



Strategic options exercise: Part 1

Thinking about your region look at the table below and circle the strategic options that you believe might help you to achieve your financial objective. Under the appropriate headings add in any new options not shown that could also be relevant.



Strategic options exercise: Part 2

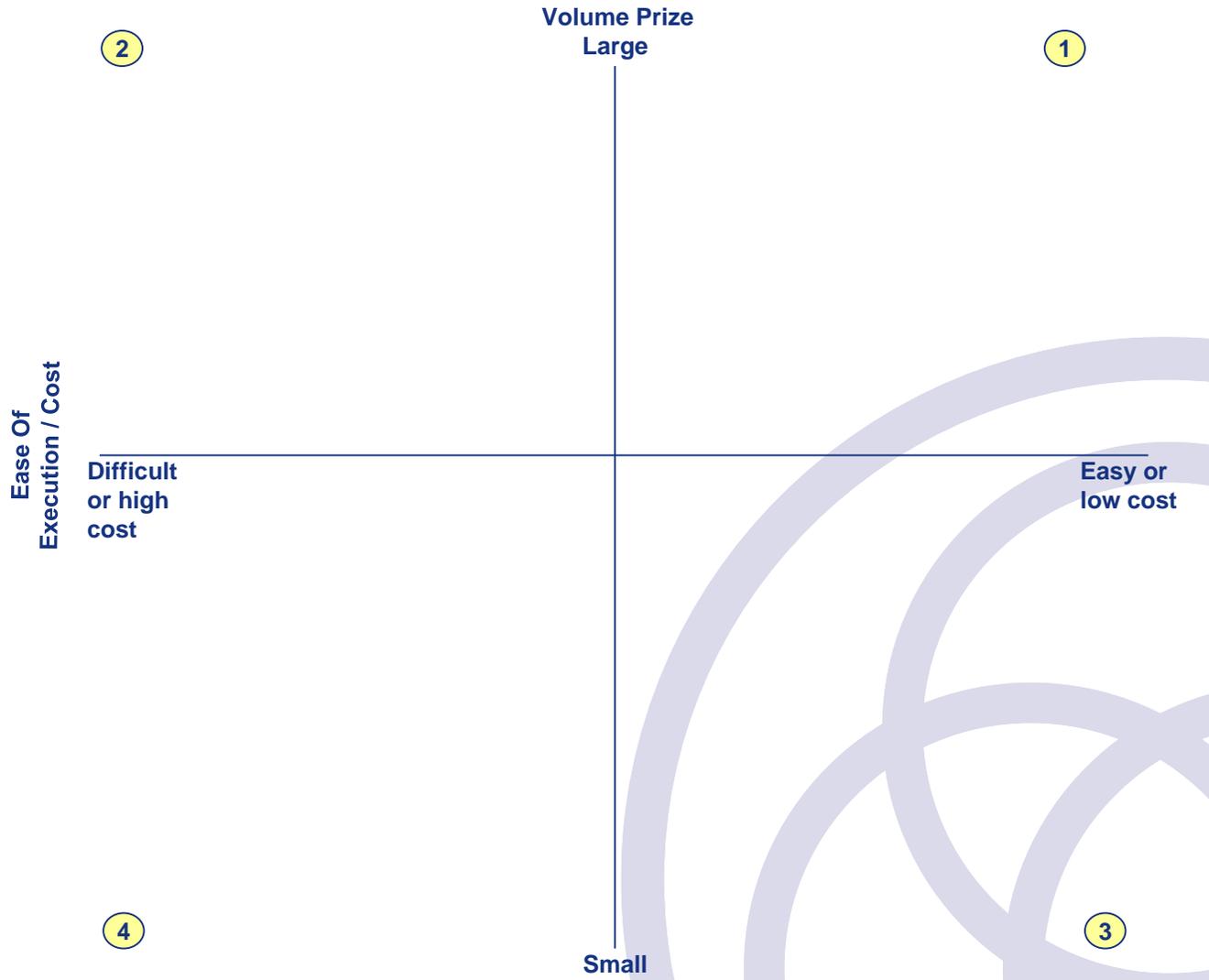
Take the options you have circled on the previous page and plot them onto the matrix against the criteria of :

a) Volume, and,

b) Cost or Difficulty

Decide upon the options that you will pursue and write them below :

- 1.
- 2.
- 3.
- 4.
- 5.



Implementation Plans worksheet

Customer:		
SMART Objective:		
Strategy:		
Action Plan	By Who	By When

Strategy Development Workshop

Objective

- **Develop your strategy and action plans**

Method

- **In 2 groups:**
 - **Choose an business objective**
 - **Identify 2-3 strategies to achieve this objective**
 - **Prioritize your strategies based on the Boston Matrix method**
 - **Build an Action Plan to deliver your objective through the selected strategy**

Timing

- **20 minutes in groups**
- **10 minutes discussion**

Numbers Based Planning



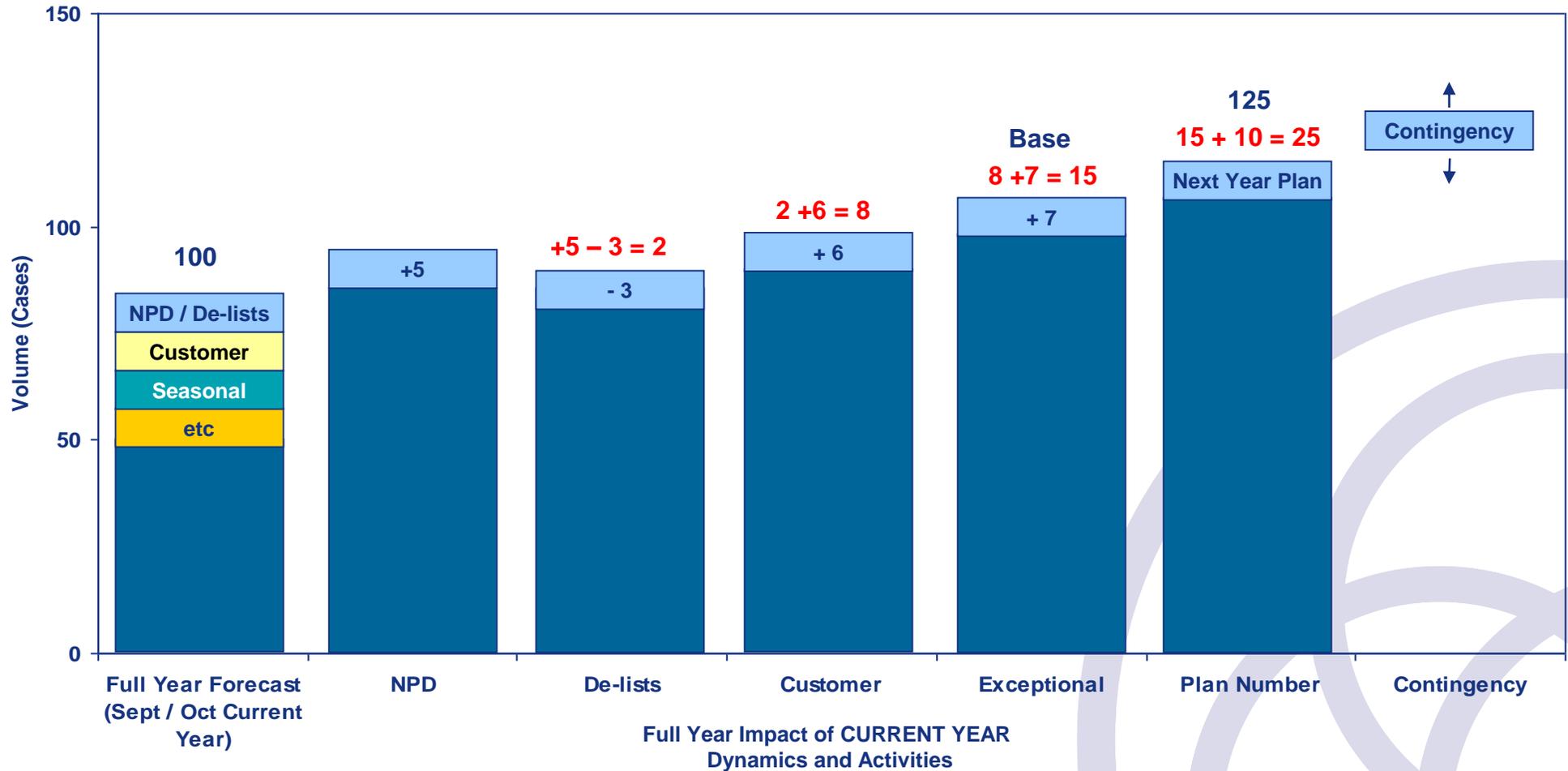
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Numbers based customer plan - the base

- No change to current situation
- Takes Customer / market changes into consideration
- By brand / category / total Customer
- Highlights base value / volume and costs of doing business



Current year impacts - base, plan, contingency



Numbers overview (volume) – base for next year's budget

Customer	Cases	Notes / Comments
Base Year	100	Based on full year forecast volume
Impacts: Distribution / new listings Store number decline Promotions Merchandising / planograms Customer performance	+20 -5 - +10 +5	Assumptions here
Base Number	130	
Action Plan 1. Distribution Depth 2. Equipment 3. Regional Ops Contact	+5 +5 +2	Forecast here
Action Plan Number	142	

Exercise - calculating the 2006 base

- In your groups, on flip charts, calculate the 2006 BASE using the following information
- Your region has eight Sales Reps each with 200 stores
- The year is split into 13 periods, you are now at the end of 2005 Period 8, week 4
- You have five brands:
 - Brand A 90% distribution and sales of 1.1 units per week/ per outlet
 - Brand B 80% distribution and sales of 1.0 units per week/ per outlet
 - Brand C 80% distribution and sales of 0.9 units per week/ per outlet
 - Brand D Launched at the end of P2 has 60% distribution and sales of 0.2 units per week / per outlet
 - Brand E Launched at the end of P5 has 60% distribution and sales of 0.5 units per week / per outlet
 - Brand D is not performing well and is expected to be de-listed at the end of 2006 P3
 - Brand E is being well received and it is anticipated that to reach 75% distribution by the end of 2005
 - The market is growing at 3% per annum

Calculation

Representatives	8
Outlets	200
Universe	1,600

Product	Distribution		Weekly Sales	Full Year
A	90%	1,440	1.1	82,368
B	80%	1,280	1.0	66,560
C	80%	1,280	0.9	59,904
D	60%	960	0.2	9,984
E	75%	1,200	0.5	31,200
Total				250,016
Market Growth @3%				7,500
2006 Base				257,516

Numbers based customer plan - the plan

Implications of implementing the Business Plan:

- Having identified where you are now (Base Plan) what are the implications of implementing your chosen strategies and tactics
- What will I get?
- How much will it cost?
- It is worth it?
- Do I still have a gap vs top down objective?

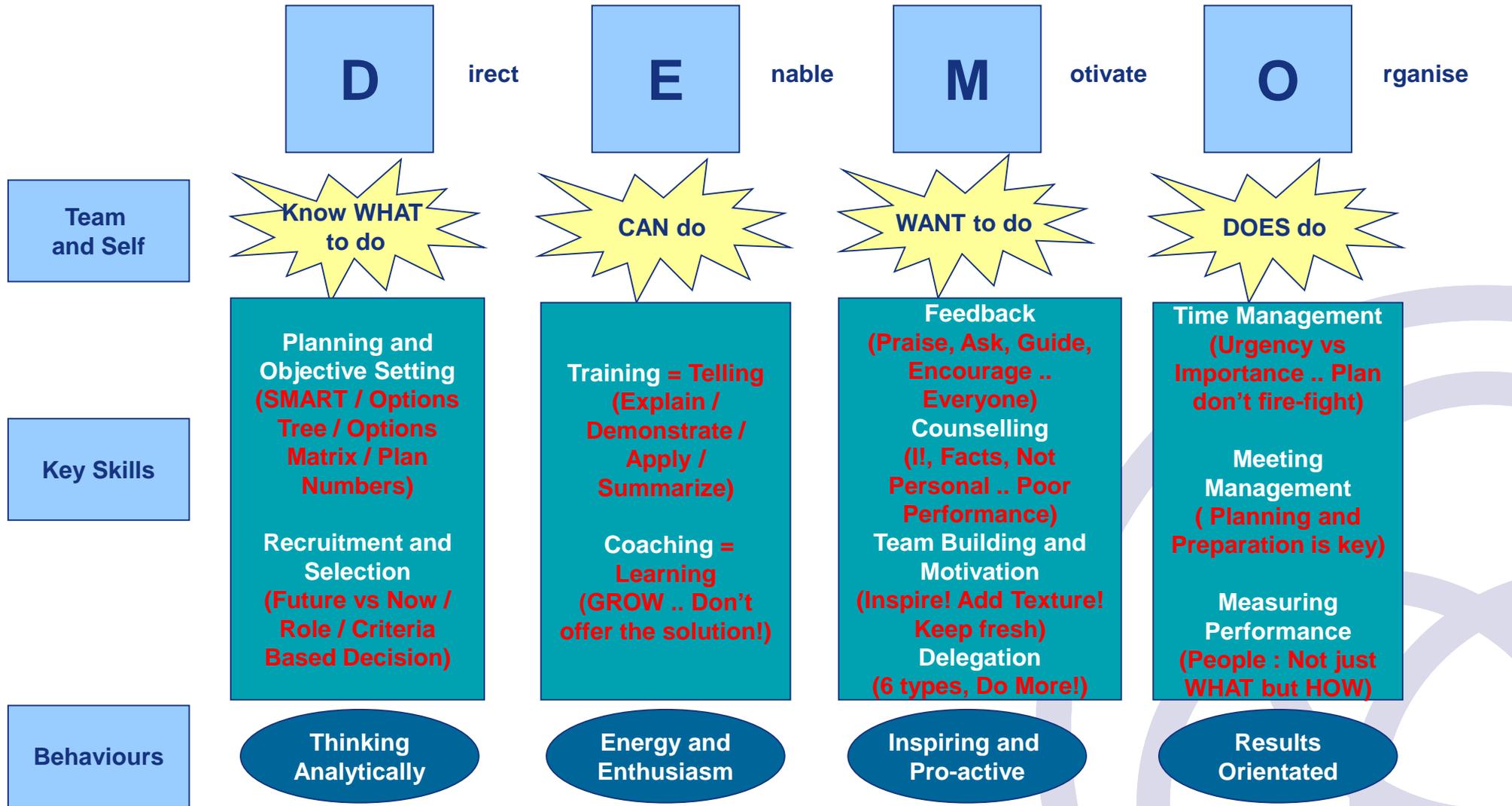
Numbers based customer plan - the contingency

What happens if:

- Base plan forecast is wrong?
- Plan fails to deliver?
- Additional targets are issued?
- Customer changes direction?

Need to have other activities to draw on

Sales management – key tools

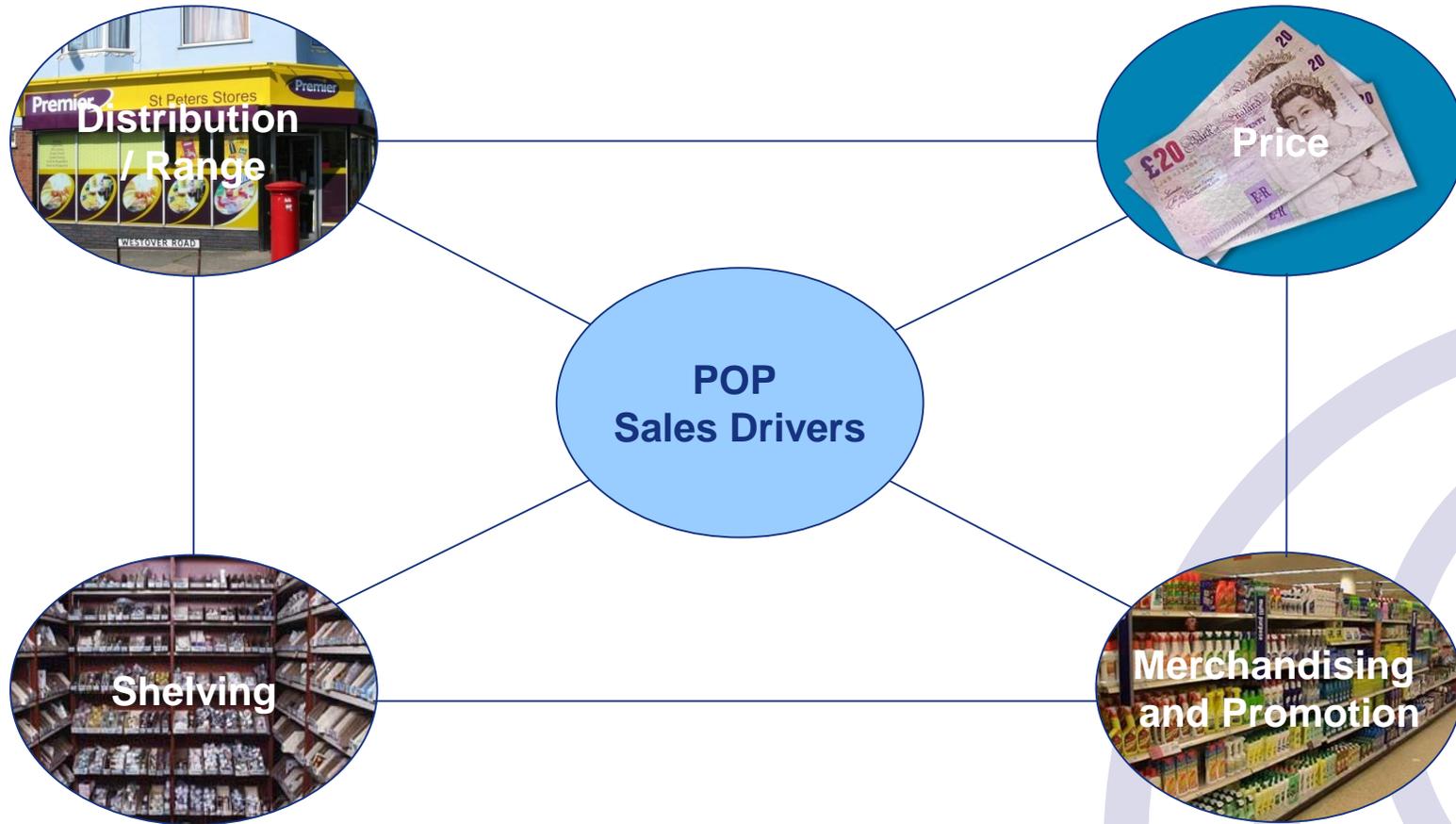


Key Skills To Embed



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POP sales drivers



The prime focus for everyone

<p>Distribution / Range</p>	<ul style="list-style-type: none"> ■ Depth ■ Breadth ■ Availability 	<p>How many stores, representing what volume-weighted - distribution? How many of companies lines (SKUs)? Is it there, on shelf when it is supposed to be?</p>
<p>Shelving</p>	<ul style="list-style-type: none"> ■ Siting ■ Space ■ Layout ■ Signage ■ Visibility 	<p>Is the category in the right place instore? Does the category / segment / product need more space? Does the flow help the shopper? Is there POS to educate / motivate? Can the companies products be seen clearly?</p>
<p>Price</p>	<ul style="list-style-type: none"> ■ Retail Price ■ Cost Price 	<p>Is the price correct - to companies plan? Is the price clearly visible to the purchaser? Does your account feel happy with their profit?</p>
<p>Merchandising / Promotion</p>	<ul style="list-style-type: none"> ■ Quantify of offers ■ Type of offers ■ Depth of offers 	<p>Have you offered the right number of promotions in your plan? Price, added value or display - so they meet companies / customer / purchaser's needs? Have you maximised returns by the level of offer?</p>

The business interview

CALL SEQUENCE

Customer Planning
Interview Preparation
Pre-call Preparation



PRE CALL

IN CALL

POST CALL

Summary - excel at every step

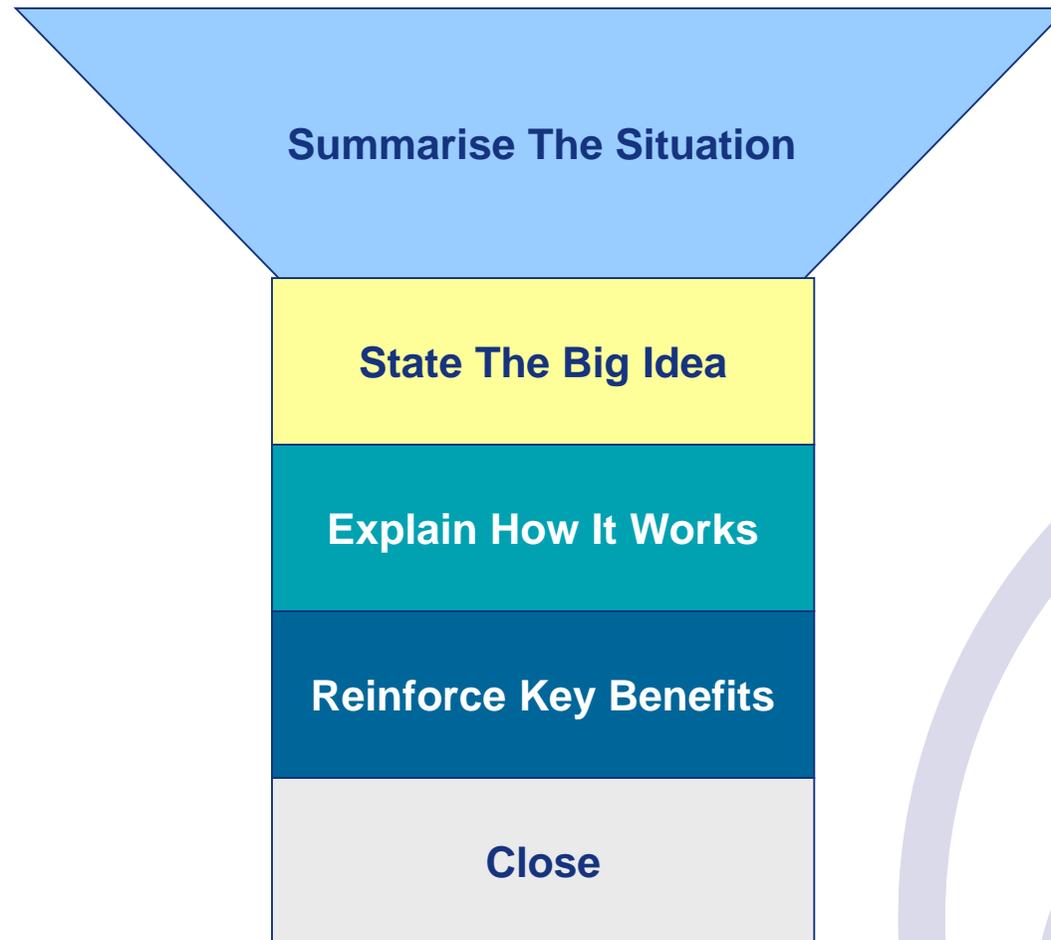
Preparation	Introduction	Agenda	Performance Update	Persuasive Selling	Post Call Analysis
<p>Set goal.</p> <p>Prepare:</p> <ul style="list-style-type: none"> ▪ Introduction ▪ Agenda ▪ Questions ▪ Market developments ▪ Performance data ▪ Instore situation ▪ Detailed presentation ▪ Commercial proposition ▪ Proposal ▪ Rehearse ▪ Obtain samples ▪ Check appointment ▪ Conduct store audits ▪ Pre-call preparation 	<p>Remember the following:</p> <ul style="list-style-type: none"> ▪ Be positive, warm, enthusiastic ▪ Relax contact ▪ Agree on purpose of meeting ▪ Gain additional information <p>Skills involved:</p> <ul style="list-style-type: none"> ▪ Open questions ▪ Listening ▪ Funnel ▪ Summarise 	<p>Ensure your agenda:</p> <ul style="list-style-type: none"> ▪ Sets out the interview format ▪ Follows logical sequence ▪ Allows control ▪ Avoids ambiguity ▪ Flows well ▪ Is organised and professional 	<p>Consider the following:</p> <ul style="list-style-type: none"> ▪ Company ▪ Market ▪ Category ▪ Brand / sizes ▪ Competitors ▪ Customer category ▪ Factors affecting your proposal 	<p>Follow the structured selling process</p> <ul style="list-style-type: none"> ▪ Summarise the situation ▪ State the idea ▪ Explain how it works ▪ Reinforce the key benefits ▪ Close <p>Ensure you maintain interest:</p> <ul style="list-style-type: none"> ▪ Presenter ▪ Pen ▪ Sample ▪ Brand talk ▪ Customer history ▪ Proposal 	<p>Analyse yourself:</p> <ul style="list-style-type: none"> ▪ Objective achieved? ▪ How was this done? ▪ If not why not? ▪ Learnings ▪ Possible implications ▪ Future action <p>Complete Follow Up:</p> <ul style="list-style-type: none"> ▪ Effective communication Internal and External

Persuasive selling

Persuasive selling is matching the benefits of your product (proposition) with the needs of your customer (contact) and putting them together in a reasoned commercial argument



Persuasive selling



Persuasive selling

**Summarise
The Situation**

Current Conditions
Account Needs
Limitations
Opportunities for Benefits
Confirm contact interest

**State
The Idea**

Simple, Clear, Concise?
Does it meet the needs?
Does it suggest action?
Benefit of your objective commercial

**Explain
How It Works**

Who does what, when, where
Give assurance it's practical
Anticipate questions and objections
Ensure understanding
What is different or better about it?
Pack, price, support

**Reinforce
Key Benefits**

**Reinforce that our idea gives him
what he needs**

**Close -
Suggest An
Easy Next Step**

Offer a choice
Get a decision
Suggest something we can do
Use silence

Summarise the situation

Current Conditions

Changes since last visit - summarise your understanding the last meeting
The current business climate
The competitive climate
Evaluation of previous action taken

Limitations

Policy
Financial
Time
Competitive
Internal – space / warehousing

Needs

Implicit
Explicit

Opportunities

Need - pay off

**Create, Confirm and
Maintain Interest**

Check understanding
Check listening

Summarise the situation

- With prospect accounts the initial meeting will comprise mainly of 'summarise the situation' - questioning to gather information and identify needs
- On certain occasions summarising the situation may take more than one meeting eg:
 - Annual Business Plan
 - New product introduction
 - Change in service
 - Follow up meeting after initial visit
- Within major presentations, the step can be the bulk of the meeting:
 - Account review
 - Range review
 - Pricing review

State the idea - persuasive selling (continued)

Simple

- Meet the explicit need
- What is it?

Clear

- Not your objective

Concise

- Short statement of the idea
- What's in it for him

Benefit To The Buyer Of Your Objective

Explain how it works

Who Does What When,
Where

- The basis of your proposal
- Details, pricing, dates, service, pack, price, support etc
- Action required

Give Assurance
It's Practical and It Satisfies
Need

- Demonstrate it works and meets the needs
- What is different or better about it?

Anticipate
Questions / Objections

- Focus on the '10 things' the contact might say - build some into your proposal, hold back

Ensure
Understanding

- Check and double check

Keep Talking Features And Benefits

Reinforce key benefits

**Reinforce Your
Idea Meets His Needs**

- Summarise your understanding of his needs and the key benefits accruing from your proposal - which of course meets his needs
- What's in it for him?

If He Only Remembers four Key Points What Are They?

Skills embedding exercise

Working in groups

- **Background:**
 - There has been a re-structure and as a result you have recruited a new sales team. It is your first team meeting and on the agenda is an introduction to some core Wrigley commercial skills which you want to see being used by the new team immediately

- **The skills are:**
 - Influencing POP drivers (15 mins)
 - Steps of The Business Interview (20 mins)
 - Structured Selling (25 mins)

- **Develop and deliver sessions to introduce the skill sets taking the time allocated**

Summary



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WE ARE A TOTAL CONFECTIONERY COMPANY

We aspire to **\$5 billion in net sales with \$1 billion (20%) from non-gum products by 2007**

Boost our core gum business

Develop organically or acquire non-gum confectionery businesses

Expand our business in attractive new geographies and in new distribution channels

Drive innovation in Wrigley's products, processes, and systems

Deliver highest quality products and solutions at lowest cost

Aggressive development and recruitment of the best people

TO ACHIEVE OUR ASPIRATION

WHERE WE PLAY

We are a global company weaving brands into consumers' lives in more than 180 countries around the world

We allocate resources according to focused priorities which take into account growth potential, rate of return, long-term strategic impact, and competitive scenarios. Primary to our focus will be China, India, Russia and USA

We define, create, and deeply understand benefit platforms that address the needs of consumers around the world

We focus on building big, global brands that achieve the #1, #2, or #3 positions within their category and geography

We boost and protect our core gum business

We extend our benefit platforms into non-gum confections in large categories and products where margins justify:

- > Mints, functional hard candy, chewy candy, and other existing forms
- > New to the world, unique candy creations

Any chocolate opportunity will be a special initiative driven by the ELT

SALES MISSION

WE DELIGHT CONSUMERS

HOW WE WIN

WE WIN VS. COMPETITORS

To deliver .. Availability:

- Wrigley's products are available for all consumers wherever money changes hands

To deliver ... Visibility:

- Wrigley's products are displayed in outstanding presentations

We create a truly fulfilling and fun place to work

OUR FOUNDATION IS OUR VISION, MISSION AND VALUES

Model yourself vs high performing sales managers

Do:

- Have a well considered strategy
- Deploy the resources effectively and efficiently vs the strategy
- Put PEOPLE first
- Place a high emphasis on developing their teams skills, capabilities and behaviours
- Prioritise spending time with their people
- Support and emphasise the need for Sales Reps to have:
 - Pre-call preparation
 - Strong selling skills
 - Strong closing skills
- Have a strong set of management skills to call upon as appropriate
- Are not afraid to try new things or lead by example

Sales management – key tools

