



Proudfoot

**MEDICAL
DEVICES**

"I never realized I could really know everything that was going on in my region day by day... it's such a clear picture now!"

**REGIONAL SALES
MANAGER**

What if you could...

optimize your company's revenue by increasing the number of sales presentations in your sales organization by over 220% and improving dollars per meeting by over 13%?

With Proudfoot, you can.

A global manufacturer and provider of wound care medical devices was displaying poor sales performance throughout its American Operations; however, it was unclear to the management team what was causing the lack of sales. To understand the issues for the underperforming sales unit, the company's Private Equity owners asked Proudfoot to analyze the organization and assist in the development of a roadmap that would help the company

get back on track for revenue generation and market growth.

After a rapid analysis, we uncovered that our client's sales opportunities for growth and consistent performance lied in five major areas of improvement, including product knowledge; pre-sales and objection planning; higher focus on maintenance vs. prospecting; regional sales manager's minimal visibility on daily team activities; and unclear key performance indicators.

FAST FACTS

75% Increase in Sales Presentations

13% Increase in dollars per presentation

196 Days of in-field Sales Relationship Skills Training

100+ days of Sales Management Operating system training

310+ Sales team members coached



Our analysis identified that this medical equipment company could be missing out on US \$12M to \$14M in revenue.

Summary of approach and Implementation

We quickly partnered with our client's sales leadership team to jointly develop a comprehensive Management Operating System (MOS) that featured **clear operational metrics, activity-based reporting tools, short-interval control capacities and a root-cause analysis capability.**

The enhanced operating system empowered the company's Territory Managers and Regional Sales Managers to create a direct connection between activity of the team and sales performance.

The Management Operating System placed a special focus on reporting. It featured a web-based application that allowed for **real-time capture and reporting of the team's performance** numbers and sales reporting roll-ups from Territory Managers to executive level summaries per team and region. Reporting was designed to capture appropriate KPI's and sales activity related to each product type which enabled executives the ability to determine if sales activity was aligned with strategic focus. These reports also graphically depicted the average number of presentations held weekly by Territory Managers, the success rate of presentations (conversion rate) and the

dollar value associated with customer commitments to purchase.

The renewed visibility on real-time sales activity, allowed managers to **immediately pursue corrective measures and limit the impact of variances on end-of-month sales numbers.**

Once the reporting mechanism was in place, our team shifted gears to promote the behavioral change required to sustain, and continuously improve, the new sales operating system. A team of Proudfoot consultants delivered **coaching on the Management Operating System to 28 Regional Sales Managers in over 100 days of in-field training.**

Our coaches provided one-on-one instruction on how to use the newly developed tools, created training guides tailored to enhance and accelerate the understanding of specific system requirements, and implemented a call-planning tool to assist Territory Managers with pre-meeting preparation.

In addition to focusing on the Management Operating System, our team of sales experts provided a **customized relationship selling skills training** for the sales organization that increased everyone's ability to discover and identify solutions to customer needs, thus accelerating the creation of a powerful and impactful value proposition to increase the size of each deal.



The comprehensive relationship selling skills training program included a thorough participant guide, facilitation guide for future program trainers and a coaching manual. Each sales team was taken through role-play sessions to provide hands-on instructional training on how to incorporate the relationship selling skills program and navigate through client objections towards the sale. Additionally, the joint client-Proudfoot team created training videos for targeted products.

Our team **delivered 196 days of in-field relationship selling skills to a population of 311 sales team members of all levels of the sales organization**, including Regional Sales Managers, District Managers, Vice Presidents, Corporate Account managements, and Sales Representatives.

At conclusion of the newly implemented Sales Management Operating System and Customized Relationship Selling Skills training, the Private Equity owners and Senior Management team were delighted with its team's new technical and behavioral capabilities as it provided them **methods for reviewing ongoing performance and identified the team members that needed additional coaching and training to elevate performance to base and peer-comparative levels.**

IDEA WORTH IMPLEMENTING

- Digital, web-based, real time sales reporting with roll-up executive summaries for territory, regional and district managers
- Immediate corrective action item plans founded on real-time activity reports
- Customized Relationship Sales Skills program that includes product knowledge, value proposition acceleration, objection handling, pre-sales meeting planning
- One-on-One training on the field to ensure understanding, adherence to MOS and sustainability



Contact Us

To secure significant productivity you must engage your people to be successful.

To find out how we can help please email:

info@proudfoot.com



Proudfoot

**Tomorrow's results.
Today.**

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www.proudfoot.com

About Proudfoot

To our very core, we understand the people element of transformation. We introduce new capabilities, and we employ the power of your people to create performance multipliers and an engaged culture. Recognized for our speed and the magnitude of benefits we generate for our clients, we have been doing it — not just planning it — for more than 70 years.



Agribusiness



Automotive



Chemicals



Consumer packaged goods



Engineering



Food and beverage



Industrial Products



Healthcare



Private Equity



Mining & Metals



Building Materials



Energy & Utilities



Oil & Gas



Logistics & Distribution



Insurance



Transportation



Aerospace & Defense