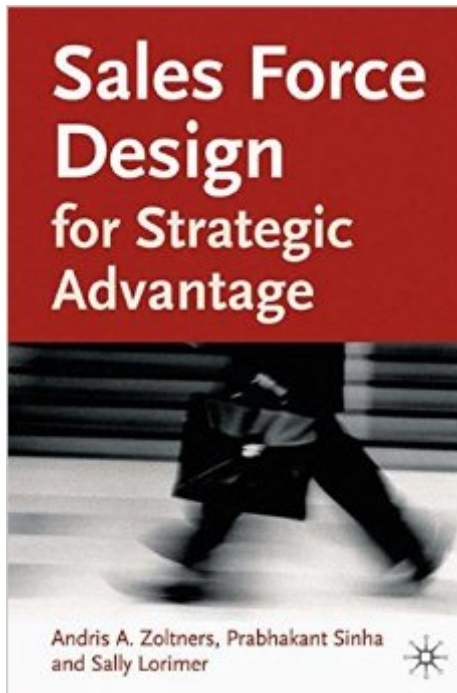


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Sales Force Design For Strategic Advantage



Synopsis

This book focuses upon the role of the sales force in today's changing world and how to design a sales force for strategic advantage. It includes sections on how to assess the current sales force design and how to implement change and covers customer segmentation, market strategy, structuring and sizing, alignment, metrics and managing change.

Book Information

Hardcover: 399 pages

Publisher: Palgrave Macmillan (July 15, 2004)

Language: English

ISBN-10: 1403903050

ISBN-13: 978-1403903051

Product Dimensions: 6.3 x 1.3 x 9.6 inches

Shipping Weight: 1.6 pounds (View shipping rates and policies)

Average Customer Review: 4.5 out of 5 starsÂ Â See all reviewsÂ (11 customer reviews)

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Customer Reviews

As the author points out there are many books on sales management but very few that develop the topic of sales force design especially around the strategy of the entire organization. "Sales Force Design for Strategic Advantage" is focused entirely around that concept. It isn't another general book that discusses leadership, time-management, negotiating, or the many other basics endless written about in other sales management books. "Sales Force Design for Strategic Advantage" is for 'C' level people or VPs of Sales who have the authority to design the sales force itself. Sales force design is a complex task. Not only is every market, company and go-to-market strategy different, but they constantly change under market conditions. This means almost a constant redesign and transformation of a sales force. What worked yesterday won't necessarily work today, let alone tomorrow. This book is a careful examination of all the elements for designing, implementing and then correcting an enterprise, complex, even multi-business unit sales force. Excellent resource. "Sales Force Design for Strategic Advantage" covers a vast amount of industries and companies, from direct sales teams such as Avon, to pharmaceuticals, healthcare, retail and instruments. The initiatives from countless companies are here: Charles Schwab, P&G, Citibank,

Avon, Shell, Apple, SoniSite, UPS, Xerox, Dell, Alaris, GE, on and on. There are dozens of illustrations and charts throughout the text. This is a remarkably detailed and thorough book on sales force design. How do you segment the market, customers, and the product offerings? How do you set a sales strategy for each and a go-to-market plan that is effective? How do you right size a sales force for those segments and strategies? How do you design territories? Once established, how do you sustain the sales organization? How do you implement and manage change? All of these topics are explained in great detail and specificity. Every chapter has multiple examples, case studies, and tools illustrating the solutions offered. There are chapters on strategy, structure, roles, territory management, change, etc. The normal fluff is gone. "Sales Force Design for Strategic Advantage" is a dense read with impact on every page. A lot of theory, empirical data, and examples. Not an easy read, not something that can be read and forgotten. The book must be at arms-length so that it can be used as a reference book as you are designing or transforming your sales organization. Below are just a few of the big ideas. I could put endless quotes of good advice in this review:

- *Good Sales Strategy Starts with an Understanding of Customer Needs*
- The Best Go-To-Market Strategies Acknowledge that We Live in a Multi-Channel World*
- Specialize the Sales Force when Significant Effectiveness Gains are Possible*
- Maximize Profits - Don't Contain Costs*
- Spend Time with the Right Customers, Products, and Selling Activities*
- Create the Right Assignment of Customers and Activities to Salespeople*
- Assess Sales Force Performance Continuously*
- Pay Attention to Customer and Salesperson Impact when Implementing Design Changes

Again, "Sales Force Design for Strategic Advantage" isn't for the front-line manager or for anyone who doesn't have real organizational authority. However it is a fundamental read for 21st century sales force design, much like Neil Rackham's books or "Rethinking Sales Management" by Beth Rogers.

This was an excellent and insightful book! It describes the core fundamentals necessary in understanding the sales process, go-to-market strategies, proper sales force size and structure determination, and creating the optimal alignment of sales territories. It takes into consideration the analytical side of sales force design from a market research perspective, as well as human factor elements involved, from the viewpoint of the sales representative. The text contains clear and concise real-world case studies from numerous industries, and graphical illustrations, to enhance, support, and clarify all the concepts. This is a great read, especially for those involved in sales and marketing.

I was very impressed by the content of this book, it is descriptive and resouceful, I would strongly recommend it to anyone with the task to tackle Sales Force Effectiveness in a organization. Buy it, read it and apply the the concepts...you will not regret it!

Pragmatic, concise and very clear thanks to the usage of the "FLM Success Driver" model. The multiple references to real business examples, through testimonials of Sales Executives, makes the book super relevant.

Outstanding resource. Provided helpful insight and "refresher" on design/implementation of an effective sales force. Recommended for all levels of the organization including senior management.

Its a decent book and has quite a bit of information on the subject. Probably overpriced for what it is. Might be better to have split it into one, or two smaller books focused on spcific areas.

Very good book but needs more cases to understand many subjects,,, I think you should read this book twice to understand contents well

Good Sales Force book, nicely narrated.

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