

A SME CEO everyday checklist for Sales Management (FMCG)

In Small and Medium Enterprises(SME) the CEO often dons the function of Sales Management as well. In the course of my consulting services, I have often found that the CEO restricts himself to Primary Sales and expects the Secondary and Tertiary Sales to happen on their own.

Following is the checklist for SME CEO to follow if he wants to pay due attention to the function of Sales Management:

1. Choose three days in a week and invest 2 hours /day as follows:
 - a) Day 1: Primary Sales
 - b) Day 2: Secondary Sales
 - c) Day 3: Tertiary Sales

Day 1: Primary Sales

Choose from any or all of the following activities:

- a) Talk / meet distributors and understand their challenges
- b) Review the “Missed Sales” for each distributor
- c) Visit distributors and check their physical stock and tally the same with your book stock for a given distributor
- d) Talk to the distributors “Beat salesperson” and understand the market acceptability
- e) Check stock of marketing collaterals like banners, danglers etc with the distributor
- f) Meet distributor of competitors to understand their sales practices and market initiatives.

Day 2: Secondary Sales

Choose from any or all of the following activities:

- a) Work with your Sales Officer on his beats and exhibit how to maximise secondary sales in the given market conditions. Your performance on his sales beat will benchmark his further performance.

- b) Try to populate the sales beat of the distributor with more counters specific to your nature of business.
- c) Talk to selected retail counters and understand product acceptance and brand popularity for your brands in the market
- d) Study brand visibility for your brand as well as competition and learn lessons from the same
- e) Understand sampling opportunities in the secondary sales market

Day 3: Tertiary Sales

Choose from any or all of the following activities:

- a) Spend time in “A” Class retail counters preferably with the distributor and do “Footfall Analysis”.
 - b) Visit “B” category retail counters and motivate them to sell your brand more by extending credit to the right person at the right time for the right purpose.
 - c) Visit “C” category retail counters and motivate them to reach out to the market to promote your products. This category has spare time and are willing to market your products free of cost to you.
2. Spend 30 minutes in the morning and 15 minutes in the evening with your sales team everyday.

Morning 30 minutes

- a) Motivate them for the day
- b) Conduct role plays with sales members on one to one basis
- c) No negative vibes with the team in the morning please
- d) Cross check Beat and Route allocation for the day
- e) Give specific instructions, if any, on Sales and collection

Evening 30 minutes

- a) Review the day's secondary sales figures, distributor wise and mark the same up against Required Run Rates vis a vis targets
 - b) Intimate the RRR (Required Run Rate) for tomorrow to each sales person and each sales team
 - c) Make random 1-2 telephone calls to sales calls declared in Daily Sales Report of sales executives
 - d) Conduct role plays for randomly selected sales executives.
 - e) Each sales person should give his suggestions and complaints for the day
 - f) Update the FAQ(Frequently Asked Questions) booklet with back office
3. Weekly Sales Review with the sales team
- a) This weeks secondary sales should be equal to next week's primary sales in the worst scenario.
 - b) Each salesperson must collect physical stock at distributors point and non moving stock at secondary sale retail points
 - c) Each salesperson must have achieved the MNOC(Min no of Calls per day) norm set internally with the team
 - d) The back office should have updated the CRM software with all sales calls made during the week with requisite classification of type of sales call and status therein.
 - e) The total outstanding in the market should never be more than the value of stock with distributor and retailers mapped to the former. If yes, it is a cause for concern.
 - f) Plan marketing initiatives for next week.
 - g) Choose the best salesperson for last week and redeem this status with something meaningful. (not cash)