

The Evolving Salesforce, Mike Marks

VIDEO: <https://vimeo.com/502265707/16695e8070>

Most distributors have a field sales intensive business model of selling service with excellent people and the similarity in competitor models creates a major focus on price.

- The US has lost one million B2B field sales reps since 2015 (4.2-3.2)
- Many customers want a salesperson-free sourcing experience, especially millennials.

80% + of your monthly sales are products sold to customers that they purchased before

- Your FSRs are primarily engaged in market serving versus market making and urgent always trumps important.

The potential consequences of a major change create fear as most do not know how to do it, so most simply play around the edges for little return.

Who owns this? *This is driven from the CEO and it is designed by the entire executive team.*

How do you decide what, when and how to do it?

1. Get involved in the major ongoing discussion and most of it is occurring outside your echo chamber of speaking to your staff, customers, suppliers, and your trade association.
 1. This involves customer journey mapping, incentive, and structure changes, embracing digital, and solid metrics.
2. Take the knowledge and define what you want it to look like when you are done, then backward change to define what to do first.
 1. Your field sales force will be responsible for market making and lower cost roles will support market serving.
 2. Customers will shift to digital punch outs, there will be many more inside reps than outside ones, you will have major account concierges or project managers, and reps will transition from the Lone Ranger to the point of the spear.

Those making the pivot have higher growth rates at significantly lower costs and they are able to underbid those that did not pivot, while maintaining their EBIT

TOPICS FOR DISCUSSION:

- Considering the major disruptions facing the industry, where is the sales force transition in the overall priorities of each panelist?
- What is the status of each participant's transition of their own sales force?
- What are the best sources on insight and information used by the participants?
- For those participants that have already begun the journey, what were the surprises or lessons learned so far?
- What have participants found useful to support the change process and mitigate risks of sales force retaliation?
- Many senior sales leaders are reluctant to drive this transition as they are too risk averse, so what participant experiences have helped alleviate this?