

PERFORMANCE AND EFFECTIVENESS MANAGEMENT IN B2B-SALES

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Abstract

In the pandemic time, it is especially important to manage business process as effective as possible. The commercial part of the business is one of the most important ones, but it remains the “subject of managerial art”. Although there are some methods and technics to manage this business part, the b2b-sales department has less accurate technics to manage performance and effectiveness. The author considers KPIs as a performance indicator and management indicators that can be used to manage the performance of the b2b sales department, as well as to carry out the necessary calculations and set priorities. The significant part of this article is about previous preparing data to calculate sales plans and required resources.

The article outlines the author's view on the management of efficiency and effectiveness in the sales department, provides forms for collecting statistical information and calculation formulas that allow you to get sales plans by calculation, based on existing statistical data.

The proposed methodology is the author's and has not been previously published in English. The technique has been tested during several projects for setting up a sales system in industrial companies in the Russian Federation. In addition, the proposed methodology for organizing statistical information has established itself as a convenient tool used in the preparation of technical specifications for the development of an enterprise CRM system. This article is based on the author's experience after carrying out over 20 projects. All recipients noticed that their sales raised from 15 to 100 percent within 2 years. In fact, all recipients said, that the most important result has been achieved due to the dramatic increase of replicability of business process in the b2b-sales department.

The most important results are:

- The technique of conducting ABC-analysis has been changed to preparing more detailed and useful information to manage the effectiveness of the salesperson's activities.
- Indicators to manage the effectiveness of salesperson's activities have been detailed.
- The formula to count sales plans in the b2b-sales department has been detailed and described in the example.

This article is recommended for reading by commercial directors of companies, heads of sales departments, owners of small and medium-sized businesses (SMB), as well as consultants and researchers studying the topic of sales management. This method is especially recommended to companies with subsidiaries in different regions or countries which need to establish common indicators, methods, and technics to conduct their b2b-sales management.

KEY WORDS: b2b-sales metrics, performance, efficiency, b2b-sales management, sales plan, ABC-analysis.