

Learning Without Scars

Quarterly Newsletter

Dynamic Internet Based Learning
TRAINING SOLUTIONS FOR EQUIPMENT DEALERSHIPS
Construction • Mining • Agriculture • Cranes • Trucks • Trailers

The Parts Business

Spring 2022

Our mission in the parts business is rather simple, it is Slee's First Law of Parts: Find every part that every customer needs and do it the same day they ask for it. Tell them where the part is available, if it is not in your stock. Make this contact before you go home for the day. You need to do this every day. Measure it in the same manner as you measure your safety records. Every day and very visibly.

Since 1970 the share of market that the authorized Equipment Dealers have obtained for the parts sold to the machine, they represent has decreased from the low 80% to just under 38% in 2020. Some people call it share of wallet and others call it share of mind. Whatever you call it the results are clearly not good.

We have been so busy trying to keep up in our work that we have missed this critical truth. We have become an ordering processing factory rather than customer service and selling. The business model that we had in use since 1980 needs to be updated in some of the key management metrics. The businesses cannot rely just on financial statements. Those are all historical anyway they don't tell us anything about where we are now nor where we are going in the future.

Let's see if we have the personnel in the Parts Business who can actually sell.



Campaign and Promotions

Launching a sales campaign is a great tactic successful sales managers employ when making an end-of-year push for those quarterly targets. It rallies teams around a specific, short-term goal that's normally linked to larger yearly objectives. Alternatively, sales campaigns can look to take advantage of temporal or seasonal trends within an industry such as summer, Black Friday and Christmas.

So essentially, a good definition of sales campaigns would be: A set of targets organized around a specific, often temporal sales objective within a limited timeframe and it's this timeframe that sets a sales campaign apart from regular "sales work" and it provides reps with an enticing opportunity to sell and customers with an incentive to buy.

What is the sales campaign process?

The first thing to ask yourself when setting up a sales campaign is why you are doing it, what do you hope to achieve (objectives), who is going to execute it and for how long will it run. So, let's start with the first question – why? Why have you decided to run a sales campaign?

Are you aiming to take advantage of a seasonal holiday such as Memorial Day or July 1st or Veterans Day or Thanksgiving or Christmas? Do you believe there will be heightened interest in your product or service as people flock online looking for deals? There must be a good reason for you setting up a sales campaign before you dive in.

Before making the choice, I would definitely dive into your sales history and see if there's any crossover between sales peaks and certain times of the year. Review your market segments and see if there is one segment that needs particular attention. If there's precedence, it could be a good indicator as to whether or not it's worth going ahead with your sales campaign (plus data-backed decisions are always better than simply going with gut-feeling). To make this specific to your sales campaign, try searching for a keyword associated with your product or service and look for any peaks in interest. This should help your further

narrow down on a timeframe with the highest probability of success.

Sales Campaign Objectives

Once you have determined there is a good enough reason to go ahead and launch a campaign, it is time to set some objectives or specific goals for sales reps tasked with executing the campaign. These goals and objectives will not only serve as an indicator for the success of your sales campaign (they are what you will use to measure your field team's performance against) but will also act as guideposts along the way. For example, if you set your team a goal of selling \$100,000 worth of product over a 3–4 week period and after 2 weeks they have only managed to sell \$23,500, they can see that if they want to hit target, they'd better get a move on! I recommend that you apply focus when setting sales campaign objectives and be specific with the numerical results you expect. It eliminates any grey areas around what constitutes a successful campaign and gives your field representatives a clear target to aim for. And please remember to communicate everything to everyone. Be very transparent in communications.

Who is going to execute the campaign?

The next step is to decide what you will be tasked with carrying out on the campaign. If it's a specific commodity or family of parts on which you will run this sales campaign, then it is appropriate for the manager and team responsible for those products to be leading the campaign itself. It might seem overly clear but it is important to know exactly how many people will be working the campaign to better understand how the objectives can be broken down.

How long will it run for?

The final step is deciding on the duration of the campaign. Again, this will be determined by its overall objective and whether it is seasonal or not and if it is, the timeframe will be predetermined for you. Ideally though, sales campaigns should be run over a short timeframe to maintain motivation among the team. They need to be long enough to see the desired impact against your objective but short enough that your field sales team stay engaged. A daily sales campaign is obviously too short and weekly campaigns are on the lower end of acceptable too, so you are looking at something between a month and possibly a quarter.

Sales Campaign Ideas

Now that you understand the steps that underline the sales campaign process, let's take a look at some possible sales campaign ideas. One of the most common that we touched upon earlier is a seasonal campaign. This doesn't have to be Thanksgiving or Christmas, but refers to any period of time in your industry where there may be a natural increase in demand for your product or service. As we mentioned earlier, this can normally be found by taking a closer look at your sales management reports from the previous year. Any spikes in revenue or increased sales of a certain product or maybe upsell service should be circled and looked at in more detail – it could highlight a seasonal trend within your industry.

New Territory Business

Another sales campaign idea you could look at is new territory business. One of the roles of parts sales managers is to extract as much revenue from their territories as possible. While the majority of your field sales revenue might come from existing customers (account management), new business acquisition is a channel that shouldn't be ignored. However, your field sales representatives in those sectors are hardened account managers, unaccustomed to prospecting and acquiring new business. So, you've got a bit of a challenge on your hands. How can you pry them away from their existing customers and redirect focus towards generating new business?

Sales Campaign Management Tools and Execution

Now that you are armed with a solid sales campaign process and have various ideas rattling around about which areas you can target, it is time to look at sales campaign management tools and execution. Most field sales teams have some type of mobile sales management system in place to help with the general running of things: creation of a weekly sales report, route planning, sales visit follow-ups, team activity etc. However, while a standard mobile customer relationship manager tool could potentially be used to track the progress of a campaign, you'd want a



system with a built-in sales campaign management module.

These tools make it extremely easy to get a campaign up and running, allowing you to:

- Make it clear to your team why the campaign is being run
- Define quantitative objectives
- Select the field sales reps to execute the campaign
- Set a timeframe for the sales campaign

What's more, because the module is integrated with your CRM, it is incredibly easy for you to monitor its progress from a single dashboard. Not only that but field sales representatives have quick access to sales campaigns on their mobile devices where they can monitor their individual progress and that of the rest of the team. This monitoring capability also comes in helpful with the campaign's execution.

Most sales campaigns require additional effort on the part of the field sales representatives. This means that if you want the campaign seen through to the end, you will have to find a way to provide additional incentive to your team. One possibility is to offer a cash bonus to everyone who hits their objective. However, for cash-strapped businesses, this isn't always a viable option.

Therefore, you might want to look at running an internal contest with a single prize. It still provides the necessary enticement to push your representatives a little bit harder (name me one sales representative who isn't naturally competitive) without breaking the bank.

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Sales Campaign Analysis

Finally, once your sales campaign has run its course, it is time to sit down and analyze the results. Again, if your mobile CRM has a built-in sales campaign module this is incredibly easy to do, simply export the data into an excel grid, pdf. or to whatever your desired format might be. If not, you could try exporting a custom sales report with the allotted fields

segmented to mirror the activity of your campaign. For example, if you ran a sales campaign that specifically targeted new hospitals, then in your sales report you are going to want to include some of the following information:

- New business opportunities created from new hospitals
- Revenue (actual or estimated) from newly acquired business
- Number of face-to-face visits with new hospital opportunities
- Number of calls to new hospital opportunities

Once you've acquired this information, it is time to determine whether your campaign was a success or not. If your team managed to achieve all their sales objectives, great! Ask the yourself (and the team) why the campaign went so well and how this could be replicated in the future.

If they were unable to achieve their targets, you still have to go through the same process. Why was it unsuccessful? Were the targets set too ambitious? Were the number of face-to-face visits made too low to positively affect the campaign? Did this campaign perhaps expose some areas of weakness in the team that need to be dealt with through some selling skills training?

Whatever it might be, a thorough analysis of the sales campaign is still going to be required.

In conclusion, sales campaigns are a great tool in an area manager's armory for applying a team's focus to a specific objective. If properly motivated and working under the right temporal conditions, sales representatives can drastically increase their chances (and yours) of hitting those quarterly or end-of-year targets.

Learning Without Scars



As a third-generation educator, it is easy to say that teaching and training are in the blood for Ron Slee. From his beginnings as a coach, through his time at McGill University, Ron developed a foundation for the work he does today.

Learning Without Scars provides comprehensive online learning programs for employees starting with an individualized skills assessment. These assessments allow us to then create a personalized employee development program. From their assessed skills, the employee is asked to select from classes designed for their skill level which allow them to address the gaps in their knowledge level. This allows the employees to move through four progressive categories of learning: Basic, Intermediate, Advanced and Expert.

Class References

- [Campaigns and Promotions](#)
- [Buyers Needs](#)
- [Overcoming Objections](#)

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Do You Know The Answer?

Which heavy equipment manufacturer supplied transmissions and gun carriages for tanks in WWII?

Educational Resources

All of the resources listed below can be found on our website : www.LearningWithoutScars.com under the Resources menu.



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We created a list of recommended books that have come across our table and that we thought you would enjoy reading. They are sorted by category and cover a wide range of topics to enhance your knowledge.



In collaboration with Reedz, we are offering educational audio tracks in multiple languages! We hope that you find the content engaging and beneficial to your work.



Your opinion is important to us! We are always looking to help people through engaging material. If you have a question or a specific topic you would like us to cover in a future newsletter, please email Ron ron@learningwithoutscars.com