

MEMO TO: Waypoint “Change Management” Workshop Clients and Friends

RE: Three “Scripts” for:

1. “More to the core sales”;
2. “Turning Lead Accounts into Gold”; and
3. “Heroic Acts” for core/gazelle-target accounts.

I think we had an excellent meeting (in late June in Phoenix) that addressed a central problem all businesses have:

How to close the “knowing-doing gap” with better “change management: skills, tools and strategies?”

Some of the profit improvement ideas that we discussed were: quite large; have many moving parts; and may seem counter intuitive to general industry think. For example:

1. Migrating one or more reps to having incentives based on “net before compensation”; or,
2. Downsizing the sales force to put best reps on all best accounts while spinning out a whole tail segment of customers to be served with a different “service model” (article 4.11)

But, to apply a term/concept from the book “Switch” (which every workshop participant received):

How can we break bigger change objectives like “better wellness” into smaller “scripts” that are visual, visceral, simple and concrete like “drink 1% milk instead of whole milk”?

For quick wins to generate momentum towards a bigger objective, we do have to identify scripts that will get the fastest upside results for the least resources invested and risk taken.

With these change implementation thoughts in mind, I have included three scripts in this package:

1. One for selling more, most-profitable items from most-profitable suppliers to any and all customers. (This is a subset of the more complex objective of: selling more volume of ALL profitable core items to ALL profitable, existing customers within one target niche of customers at a time on a larger average order size basis.)
2. An interview, audit, solution process for starting a win-win conversational path with our biggest, friendliest and most unprofitable customer(s). This is a first baby step towards turning all of our super-losing accounts into winners.
3. Doing “heroic service acts” for the 5 or so most profitable and the 5 or so most important (upside profit growth) target accounts at a given branch. This is a sub-set of doing formal field audits followed up with next level action proposals for core and target accounts.

Please let me know if you have any questions about or suggestions for making these scripts even better for capturing real change benefit.

Bruce

Next Exhibit: <http://merrifield.com/exhibits/SCRIPT%201%20more%20to%20the%20core.pdf>