



URBAN WALLACE ASSOCIATES

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Sales Management: UWA Expertise and Examples

Urban Wallace has worked closely with a variety of direct sales and broker organizations to strengthen trade support and increase movement of existing products and services. We have also helped selling organizations build distribution and trial of new products and services.

➤ **Personal
Contact
with
Salespeople
and
Customers**

Our approach to this kind of work involves close contact with sales personnel. First, we work with salespeople to collect information about market conditions and to learn about our client's customers. In addition, through the sales force we gain direct access to customers to determine their behavior and attitudes. From this learning, we build a persuasive selling story.

Finally, we work with the sales organization to develop specific steps for implementation. To be most useful to our clients, our implementation plans are precise and detailed. These plans can include specific territory redefinitions, quota adjustments or compensation plans, as well as recommendations for merchandising and promotion programs.

EXAMPLES

➤ **Grocery
Sales**

A major grocery brand was facing a significant new competitive entry backed by heavy spending for trade deals and promotions. The company asked Urban Wallace to recommend a selling program that did something other than match competitor discounts. This program had to capture the attention of brokers and be attractive to grocery buyers. Our answer involved using category management, advertising and tailored promotions to increase sales. The managers of this business credit these recommendations for their recent gains in market share.

"I'd always come back to Urban Wallace for this kind of work. They make sure we hear the truth, not just what we want to hear. Their recommendations are based in the competitive reality we face, but may not always understand."



At a time when there was great pressure to reduce head count, we were asked to reorganize a sales force for a highly profitable billion dollar business. Our client needed an outsider because this issue cut across many internal political boundaries. We analyzed sources of current and potential sales and the level of in-person service that customers demanded. We then redefined sales coverage, altered the basis for sales compensation, and introduced a new mix of personal selling, telemarketing and sales support. As a result, more salespeople made bonus and the division surpassed its growth plan.

“This project was done successfully in a short amount of time. Their work changed, in a big way, how business was done in a huge corporation.”