Managing Major Sales by Neil Rackam

Excellent Book On The Process Of Large Sales

The first book on managing major sales from the bestselling author of SPIN® Selling.

My Personal Review:
Neil Rackham and Richard Ruff systematically explore sales productivity and its two components: sales efficiency and sales effectiveness. Rackham and Ruff first demonstrate with panache that selling smarter and not selling harder is key to optimizing the effectiveness of salespeople in large sales once they have established contact with their customers or prospects. Activity management to boost complex sales calls often has serious side effects that can eventually generate a negative return on the investment made for that purpose. Furthermore, Rackham and Ruff convincingly show which sales roles successful sales managers can adopt without undermining the stature and credibility of salespersons towards their customers or prospects. Rackham and Ruff then explore three types of analyses that sales managers can use to identify the skills and ability that their top performers display in their relationship with their customers or prospects. Once sales managers have clearly identified the skills and ability of these top performers, they can develop an action plan for coaching the rest of their sales force. Rackham and Ruff methodically examine strategy coaching, skills coaching, and their respective challenges. In addition, Rackham and Ruff examine the key motivating role that successful sales managers can have in boosting the sales productivity of their respective team. More specifically, Rackham and Ruff explore the effectiveness of setting targets, financial and non-financial incentives, and other motivational tools in boosting sales performance. Finally, Rackham and Ruff wrap up their analysis of managing major sales with a case study built on their research to put the concepts mentioned above into practice for the benefit of their audience. Both sales managers and salespersons can benefit from reading this in-depth account of how to best manage complex sales for their mutual benefit.