

MTF

The Evolution of Sales

Survival of the Fittest

Rapport. Savvy. Technical mastery. These are some of the surviving traits of the sales profession. But the concept of what makes good selling has adapted over the years to fit the demands of a changing business environment and stiffening competition.

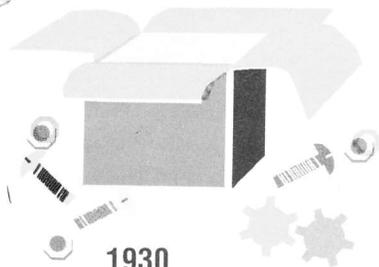
There's a lot more to today's successful salespeople than a great line, or even a great product. Modern salespeople must be able to act as business partners for both their customers, and their employers. The job isn't just to provide customers with products. It's to devise solutions to help their businesses succeed. The job isn't only to increase sales. It's to support their companies' strategic focus for future growth.



1900

The *Smoothy* Man

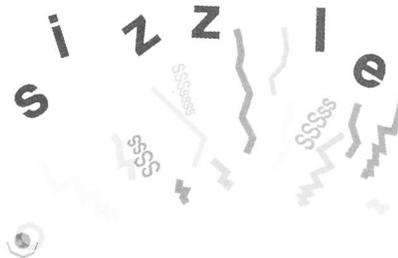
Most commonly known for his charm and persuasiveness. The ability to sell was believed to be an inherent personality trait.



1930

The *Hardware* Man

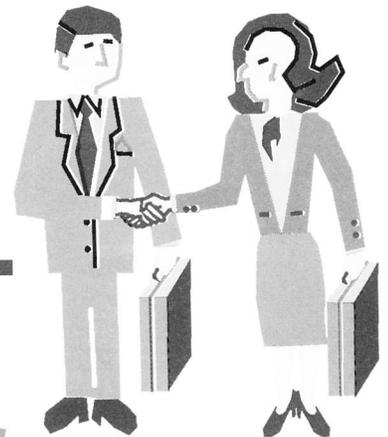
Identified by the "product pitch." Could be spotted giving lengthy descriptions of product features.



1950

The *Sizzle* Man

Noted for "selling the sizzle instead of the steak." Most often seen guiding customers through the various ways the product benefited them.



1990

The *Partner for Success* Person

Characterized by an advisory role. Displays heightened development in analytical skills, sensitivity, and responsiveness.

How We've Adapted

Joe Gray is Manager of Human Resources Development, and heads the training effort of our field sales force. He says the emphasis in sales training has changed in the last few years to reflect a change in business climate. "We're working to become a more market-driven, customer-oriented company," Joe explains. "This affects who we sell to, and how we sell to them."



All phases of sales training cover the steps to becoming the customer's partner for success. It starts here, in the Basic Sales Skills Workshop. ◀ New York Sales Engineer James Curnyn (center) considers the consultative role of today's salesperson.



◀ Sales Trainer Cindy Eilers asks beginning sales engineers to think of ways to best communicate our unique strengths.

Building Relationships

Success in modern sales requires foresight. Salespeople must take steps to create long-term relationships with customers, rather than focusing exclusively on closing a particular sale. Anticipating customer needs and enhancing the value we add for the customer through the relationship increases the likelihood that JCI will be considered or specified for a future project.

The emphasis in the field today is on pinpointing and developing business opportunities that show the most potential for growth. In pursuing those opportunities, Joe says salespeople are now taught to lay the groundwork for long-term customer relationships, and highlight the value Johnson Controls adds above and beyond product features and price. To do this, here's what's evolved:

Customer Understanding

Today's successful salespeople know their customers so well that they can identify their business opportunities and related goals and problems. This means investing the time and effort to understand the customers' businesses, processes, objectives, problems, customers, employees, and competition. It means being aware of the differences between vertical markets (customer groups like health care, education, industrial, and office) and of the common needs within those markets. The salesperson must be familiar with the wide range of factors that affect the buyer's decision.



◀ Basic Sales participants learn to ask customers questions that will unearth information for deeper insight to their needs. Here, Albany's John Smoak, Chicago South's Patricia Marshall, and Denver's Douglas Brown give each other feedback on their questioning skills.

Selling Solutions

With a thorough understanding of the customer and his or her business, goals, and problems, the salesperson is in a better position to present a combination of JCI products, technology, people, and services to solve the problems and reach the goals. Salespeople must be able to set JCI apart from the competition based on the quality of the solutions, and clearly communicate how we can positively impact the customer's organization.

The Essential Link

Closing an order is the primary goal of the salesperson. But before and after this happens, there's a complex set of activities involving many who aren't salespeople. Because of this, sales isn't the only function that has had to adapt to changing times.

Today's salespeople, operations people, service delivery people, and administrative people work together to understand customers, create solutions, and build relationships. This is the link that allows us to fully evolve to partner for success people. ■

New York Says

Two branches within a branch. In essence, that's what New York Metropolitan Area Manager Bob Dixon created when he recently organized two "branch based business teams" to exclusively handle New York City's health care and office building markets.

Go Teams

on specific project needs. And since team members work very closely together on projects, there are fewer snags and gaps in communication. Says Bob, "It's a situation where everyone is involved throughout the life of a project. This creates an awfully strong vested interest in having those projects come out well."

Productivity

Each business team has a leader, and consists of sales, operational, and administrative people collaborating to build their specific vertical market and successfully deliver installation services.

Bob says he decided to reorganize after attending a seminar on productivity. "I tracked a \$5 thousand retrofit contract to see how many people touched it from the point it became a sales lead, all the way through completion of the job, to the time it's turned around to a service opportunity. It stopped at 35 desks! When I tracked the same job handled by a business team, it only stopped at six or seven places. That huge productivity gain sparked my interest."

Development

The cohesiveness between sales, operational, and administrative team members offers an opportunity for them to broaden their skills. An engineer, for instance, might be asked to estimate a job. Bob says this can pave the way for new career opportunities within the company. And if a desirable new market opens up in the branch territory, there will be an experienced base of employees ready to take it on.

Impact

Though the branch based business teams are just a few months old, Bob reports a positive impact. "When I first proposed the idea, I thought a change like this might spark World War III in the branch. But the response from the troops was 'Sounds like a great idea—let's do it!' So far I've felt good vibes about it."

Steve Gologorsky leads the office building team. He confirms that the change has been a good one. "It creates a tight knit team in the branch and allows us to get closer to the job. Customers get the personal attention and responsiveness they could get from a mom and pop organization, when they're dealing with a billion dollar organization."

Bob also sees indications that customers are happy with the change. "I haven't had a single 800-number complaint call. And I've had compliments about our performance—that doesn't always happen in New York City!"

In the future, Bob hopes to organize a third branch based business team for New York's education market. ■

Focus

It also piqued Bob's interest that the organization seemed to mirror the business direction of metropolitan area branches. "To effectively capture our market opportunity we need to be very attentive to the specific needs within our vertical markets," he explains. "An enhanced understanding of our health care and office building markets and a more dedicated effort to meet their needs cannot do anything but pay dividends to us."

Teamwork

Another payoff Bob points to is the way business teams encourage a unified effort among the team members. No job titles are assigned to team members—the team decides together who is best suited to handle different jobs. Without job titles that may limit the perceptions of what a team member can do, Bob says the business team is able to take advantage of combined sales and operational talents based

H

Branch Efforts...

The Miami branch is working with the Liebert Corporation—a manufacturer of computer room air conditioners—to interface our DSC-8500 with their air handling units. Our customer, the Federal Aviation Administration, requested the interface on four Liebert units being installed in their newly remodelled control center. Liebert is developing the interface boards and mounting them at their factory. The interface is now available on all units.

In support of company-wide environmental protection and improvement efforts, the Mobile branch is replacing styro-peanuts with corrugated paperboard as packing material for controls products. The Worcester branch is showing their support by having each employee plant ten trees in their community.

Metasys...

The Metasys system won top honors in the new product design competition at the Structural Plastics '90 Conference in New Orleans last month. Metasys received the Conference Award for the plastics design of its NCU and NEU panels, and an additional award in the building and construction market category.

The Institute conducted its first two Metasys training classes in Milwaukee April 30 - May 11, after going through a two-week test-training period. The course curriculum was finalized with input from branch test participants.

Two training labs at the Institute are now up and running with Metasys equipment. The photo below shows students working in one of the labs. ▼

Metasys' technical brochure earned an award from the Business and Professional Advertiser's Association for excellence in sales promotion literature.

Appointments...

Milwaukee's Joe Gray has been promoted to Manager of Human Resources Development. Joe was previously Manager of Marketing and Sales Training.

Louis Hite recently joined Johnson Controls as branch manager in Roanoke.

Jon Harkness has been appointed branch manager of the Westchester branch. Jon was previously branch manager in Providence. Lou Ronsivalli joins Providence as their branch manager.

John McDermott has joined Johnson Controls as Operations Manager for New York City.

Miscellaneous...

Nationally known productivity expert Bill Conway will present material from his half-day seminar to branch work process improvement team leaders and others during a live satellite broadcast on JCCN May 23. The three-hour broadcast will feature a live studio audience of employees and a field question and answer period.



Basic Sales Skills Workshop Held

Sales engineers examined sales philosophies, behaviors, and strategies during the Basic Sales Skills Workshop held in Milwaukee April 9 - 13. Pictured in the back row, from the left: Shannon Brown, Albany; John Casey, Richmond; Bill Sims, Toronto; James Fingland, Rockford; and Greg Robinson, Hartford. Third row: Douglas Brown, Denver; Kirk Johnson, Toronto; John Cozzolino, Louisville; and James Curnyn, New York. Second row: Lauren Stanise, Long Island; John Smoak, Columbia; Mark Meinstein, Los Angeles; and Curt Rector, Tulsa. First row: Wade Burt, Albany; Howard Carson, Omaha; Patricia Marshall, Chicago South; and Dennis Gibson, Dayton.



Branch Administration Seminar Held



Branch administrative professionals enhanced their knowledge of JCI systems and procedures during a five-day seminar held in Milwaukee April 9 - 13. Pictured from the left, first row: Tammy Better, Baltimore; Rat Riker, Long Island; Floss Fasy, MARO; Elaine Wilson, Tuscon; and Carolyn Warren, CRO. Second row: Margo Credeur, Baton Rouge; Debra Pierce, PCRO; Lea Ann Wicker, Shreveport; Linda Peterson, SWRO; Jeanette Abeita, Albuquerque; Julie Holland, Rockford; and Susan Barrs, Columbia. Third row: Donna Quinn, Buffalo; Jeanne Hintz, Field Operations Unit; Elaine Gregus, Westchester; Carmen Fountain, Union; Ruth Mulherin, Long Island; Shirley Lissner, Houston; Vito Labella, New York; Sally Workings, Grand Rapids; and Jean Hefflin, St. Louis. Fourth row: Frances Vitale, Milwaukee Hdqtrs.; Deborah Meyer, Milwaukee Hdqtrs.; Joyce Goodner, Washington; Sandra Harris, SERO; Rita Salathe, Madison; Shirley Smith, San Diego; Laurie Aronson, Burlington; and Al Griffith, Detroit.

MTF is published monthly for employees and retirees of the Field Operations Unit, SSD. Employees like:

Saginaw branch employees, for demonstrating leadership in caring. The support and effort they dedicated to the United Way campaign earned them a Hetherman Award—the highest campaign tribute in their community.

Readers may submit story ideas, news items, and comments to Fran Verito, MTF Publications Editor, P.O. Box 423, 507 East Michigan Street, Milwaukee, WI 53201.

Last Call for Chairman's Award Nominations

June 1 is the deadline for 1990 Chairman's Award nominations. You still have time—please take a few minutes to gather your thoughts and show your appreciation for someone's hard work, improvement, or special accomplishment. Nomination forms and guidelines are available through your supervisor. Winners will be announced in August.

JOHNSON
CONTROLS

MTF recognizes Press Pass contributions with this symbol.

