



ReMap
l i m i t e d



23% sales growth as the economy shrank

How Axminster Tool Centre achieved this

Detailed statistical analysis conducted by:
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Fellow of the Royal Statistical Society

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Long Term Case Studies

The image shows a vertical stack of four ReMap case study reports. From top to bottom:

- 2 Year Analysis**
25% Sales Growth with £750,000 Return On Investment in first 12 months
For a UK Pharmaceutical Specialist Business Unit, June 2004
- 2 Year Analysis**
43% Sales Growth with £1m Return On Investment in first 12 months
Case Study 2 Year Study Pharmaceutical Sales Specialist Care (How Axminster Tool Centre achieved this)
- 2½ Year Analysis**
23% Sales Growth: 2009 v 2011 £330,000 Return On Investment in first 12 months
Detailed statistical analysis conducted by Professor Jackie Campbell PhD MCSP Fellow of the Royal Society for Medicine
- Workshop Effectiveness Report™**
ReMap Ltd. Assessing & Improving Sales Performance Since 1998

Background

ReMap was established in 2000 and the business owners have developed the ReMap Sales Call Reluctance Programme into what it is today; an evaluated and pragmatic development opportunity for all businesses with a desire to increase sales.

This is their third long term case study and all are available to download at www.remap.co.uk. Each shows sustainable 12 month sales growth figures of between 12% and 43% with Return on Investments of up to £1m.

ReMap have an extensive client base ranging from large blue chip multi nationals through to smaller independent companies. They are used for developing existing sales teams and to assist in the recruitment of robust sales people. This case study demonstrates the success of one of their Development programmes.

In 2009/10 one of the Axminster Tool Centre's sales teams lost circa £60k sales (>2%) year on year. The team took advantage of the ReMap programme in May 2010. In 2010/11 sales grew by over 12%..... this was not a short term achievement.....

By October 2011 (18 months after the ReMap programme) sales grew by an additional 12% year on year. Comparing the first 6 months results in 2009/10 a 23% sales growth had been achieved for the same period by October 2011

The rest of this case study will provide you with all the background, proof and independent validation you need to understand how this was achieved and how ReMap can help increase your sales too



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- ✓ Sustainability: 4, 8, and 12 month analysis
- ✓ Return On Investment: first 12 months
- ✓ Sustainability: 18 month analysis
- ✓ 2009 v 2011 6 month Analysis: 23% increase
- ✓ Profit Margin Increase

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- ✓ Shapiro-Wilks test
- ✓ 2009 v 2011 Q-Q plot
- ✓ 2009 v 2011 Paired t-test
- ✓ Conclusions

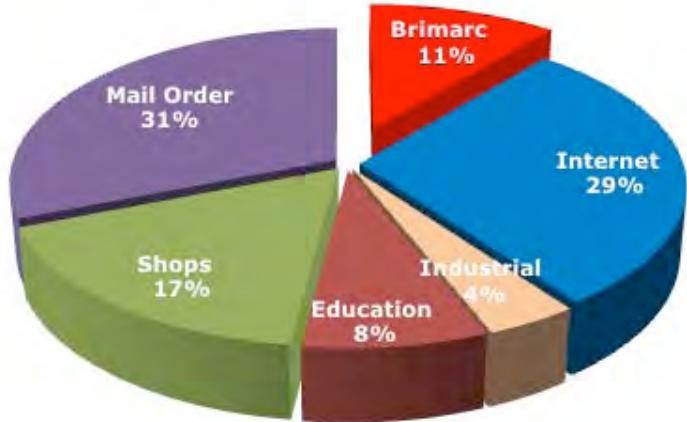
Key Facts

Business:
Sector:
Analysis Time Period

Axminster Tool Centre
Retail & Manufacturing Sales
2½ Years (May 2009 to October 2011)

Background

- Established in 1972
- Now a multi million pound business
- Market leader in the tools and machinery industry distributing across Europe
- Employs Direct sales and Telesales
- Retail shops across the UK
- Employs over 300 staff
- Turnover: £30m
- 6 sales channels (see right)



By 2010

- Economic recession
- Sales flat in 5 of the sales channels
- Brimarc Division sales -2% (circa £60k lost year on year)
 - ✗ New customer development was poor or non-existent
 - ✗ Total coverage of the existing customer base was consistently below target.
 - ✗ The Head Office telesales support team were not pro-active in their selling
 - ✗ Discounting on price in order to win sales was too frequent
- Directors choice: close Brimarc or try to develop team
- Previous sales training had not addressed the problems
- Board decided on a ReMap intervention in May 2010

ReMap findings and Recommendations

The initial diagnosis revealed two key areas:

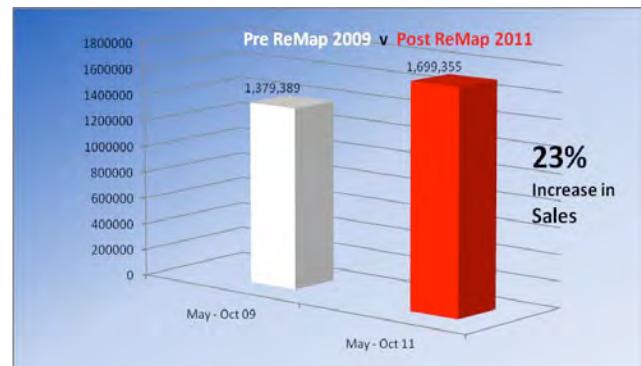
Problems Identified	Suggested Resolution
<ul style="list-style-type: none"> ■ Operational structure for sales force effectiveness 	<ul style="list-style-type: none"> ✓ Align reward recognition processes ✓ Adopt sequential selling processes ✓ Introduce out-bound sales responsibility for telesales people (previously In-bound only)
<ul style="list-style-type: none"> ■ Sales Management and focus 	<ul style="list-style-type: none"> ✓ Establish a clear sales focus for the department ✓ Use the ReMap Development Programme to increase sales

Actions Taken And Results Achieved

All development conducted by ReMap was underpinned by the results of diagnostics undertaken by the SPQ*Gold® profiling tool. This tool has been designed to exclusively measure the presence of Sales Call Reluctance (SCR), a condition proven to dramatically affect sales attitudes, behaviours and results.

The Remap Development Programme

- April 2010: two day workshop to reduce SCR in salespeople and sales managers.
- May – June 2010: 4 weeks of individual coaching to embed the information in live, work based situations.
- June 2010 - Review day to establish the success levels achieved by each team member.



6 Months Pre ReMap / Post ReMap Analysis

2009 v 2011

+23.2% increase

+£320,000 (6 months)

Sustained Sales Results Post ReMap

In 4 months	+10.9% increase	+£ 94,569
In 8 months	+11.2% increase	+£ 217,882
In 12 months	+11.8% increase	+£ 340,000
In 18 months	+11.7% increase	+£ 452,508

One Year Return On Investment: £ 328,243

Investment repaid by revenue increases within 2 weeks;
repaid by margin in 6 weeks

Profit Margins:

In addition to increasing turnover, the sales people negotiated increased profit margins on products of +5%

Company Sales Comparisons

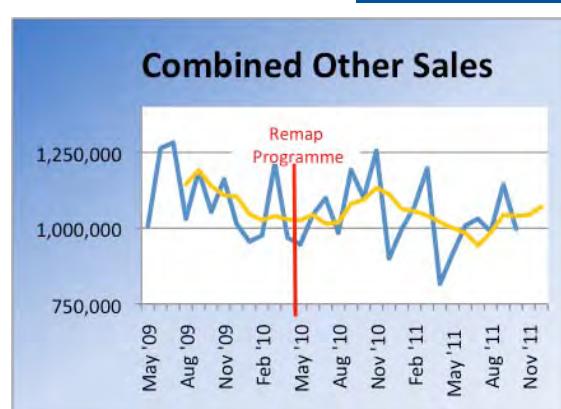
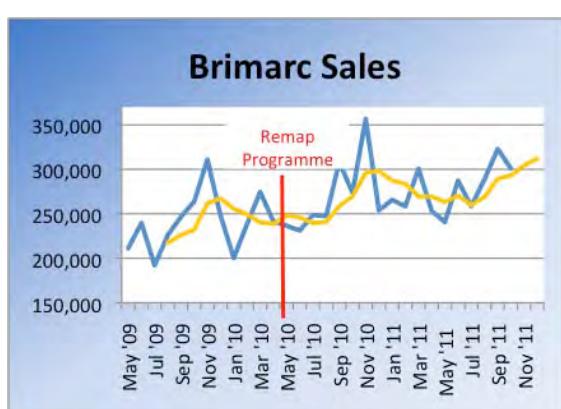
The Brimarc team were the only 'direct' sales team achieving an increase in sales (+12%) and contribution (+1%) to the overall business for the period in question

Quick quote

"Within weeks of the initial training we were seeing results; increased sales and service level improvements."

"We were so pleased with the results achieved in working with Remap that we have engaged them to work with another division of our company."

Ian Styles
Managing Director



The Axminster Tool Centre Story

History

This case study examines and compares the sales performance of one of six separate sales streams within a Retail and Manufacturing Business in the United Kingdom during the difficult economic period 2009 to 2011.

The Axminster Tool Centre (ATC) was originally established as a retail partnership in 1972 in Chard in the South West of England, and expanded during the '70s and '80s via distribution through national shows and mail order. Through the 90's the mail order business continued to grow and the company moved its operation onto a larger site in Axminster to accommodate its warehousing operation. Development of the warehousing on this site continued into the 21st century, and the company also built a small factory to house its growing engineering / manufacturing commitment. Successful year on year growth has seen an expansion of their retail outlet business and they now have 5 sites across the country from Axminster to Warrington.

The company predominantly distributes across the UK, Eire and mainland Europe, and has established itself as a market leader in the mail order tools and machinery industry. Their customer base ranges from trade professionals and businesses to amateur DIY and hobby enthusiasts. A multitude of brands and ranges are brought together in an annual catalogue of over 600 pages and 15,000 products. This catalogue has long been recognised as holding the most extensive range of tools, machinery, accessories and consumables in the UK.

Problems Identified by Axminster Tool Centre

By 2008, the business had 5 sales channels (Internet; Mail Order; Educational sales; Industrial sales and the Retail Shops) generating nearly £30m in turnover. In this year ATC bought Brimarc, a respected wholesaler which had previously sold a range of quality niche products throughout the UK. The purchase provided ATC with an experienced new Director (Brimarc's MD) and an experienced sales team with which to increase sales and profit margins. The aim was to maintain the Brimarc brand and to use ATC's robust infrastructure, resource and capital to help drive a 6th sales stream into new markets and to introduce more products to existing customers.

However, by 2010 the future of the Brimarc Division was in question as sales had fallen by £57,000 year on year (a drop of 2% from May 2009) and the Axminster Board needed answers to explain the lack of profitability. A detailed investigation was commissioned and it revealed that:

- There were no issues with product range or customer service support
- The sales team appeared comfortable selling to most existing customers.
- Observable sales skills and product knowledge appeared sufficient and acceptable

However,

- ✗ New customer development was poor or non-existent
- ✗ Total coverage of the existing customer base was consistently below target.
- ✗ The Head Office telesales support team were not pro-active in their selling and worked independently from the field based sales representatives.
- ✗ Discounting on price was too readily adopted

Choices for the Board of Directors were limited; either shut down the Brimarc Division at an expensive loss or to try to turn the situation around by investing in the team through training and development. Previous skills and knowledge training had failed to make any noticeable difference to the situation and the Board therefore turned to ReMap and contracted them to help resolve the situation in May 2010.

ReMap Findings and Recommendations

Initial meetings between the ReMap team and ATC / Brimarc identified two distinct causes for the problems that the management team had recognised; the operational structure for sales force effectiveness and the individuals approach to sales. ReMap suggested two areas for development:

Operational structure for sales force effectiveness:

- Introduction of rewards and recognition for sales to reward appropriate performance
- Introduction of sequential selling. Each field sales person was to be assigned a telesales partner to support them in maintaining regular contact with all customers.
- Out-bound sales responsibility for telesales people (previously In-bound only)
- Telesales team were to follow up on selected sales calls as directed by the field sales person post call.

1

Individual Approach to sales:

- The second, and most important, area of focus was to help the team maximise results within this new sales environment by encouraging a clear and non apologetic sales focus for the department. ReMap's area of expertise lies in the application of the psychological principles behind the concept of Sales Call Reluctance (SCR) and this was to be introduced over a 4 week period via the ReMap Development Programme.

2

The ReMap Development Programme

In March 2010, each individual completed the online Sales Preference Questionnaire (SPQ*GOLD™). This is a tool designed exclusively to measure the presence and severity of SCR, a condition proven to dramatically affect sales attitudes, behaviours and results (see Appendix 1 on pages 12 and 13 for more details).

In April 2010 the team participated in a two day workshop, specifically designed to reduce sales call reluctance in salespeople and sales managers. The workshop explains how SCR works and enables each individual to fully understand their own results which are contained in a comprehensive 12 page report provided to them on the event. The workshop also provides a selection of proven interventions and strategies, which attendees use to correct and \ or improve the way they sell.

As part of this process, the Brimarc Management team set SMART additional sales performance aims for the team to use as a helpful focus for behavioural change during the rest of the ReMap Programme.

ReMap then delivered 4 weeks of remote individual follow-up coaching via telephone and email during the months of May to June 2010. This provided each individual with an opportunity to embed and use the information provided on the workshop in live, work based situations. It also supported the individual in redirecting their energy into positive sales behaviours. This process changed the habit level behaviour of the individual and therefore provided a sustained change for the future, rather than a short term fix.

A Review Day was held at the end of the 4th week of coaching in June 2010 in order to establish the success levels achieved by each team member.

Pre Workshop	Two Day W/Shop	4 Weeks Coaching	Review Day
<ul style="list-style-type: none"> • Questionnaire Completed • Aims set by Managers 	<ul style="list-style-type: none"> • Explain SCR and Profile • Agree change strategy 	<ul style="list-style-type: none"> • Embed learning • Achieve Aims • Increase sales 	<ul style="list-style-type: none"> • Review success • Plan for future

Brimarc Sales Team Sales Call Reluctance Analysis

The report shows the exact cause of discomfort individuals feel in sales situations, and predicts how this will affect behaviour. Each SCR trait hinders performance in a different way and, as people may be affected by more than one issue, the impact can be severe. The table below shows the range of SCR traits in the team; the last column is the percentage of the team suffering from high levels of discomfort (see page 13 for more info)

SCR description	Proven Impact on Sales Performance	Ø%
Doomsayer	Sales activity restricted by amplified levels of worrying	8
Over Preparer	Selling time reduced through excessive planning and preparation	25
Hyperpro	Performance limited by exaggerated need to impress	25
Stage Fright	Group sales are avoided or completed ineffectively	50
Role Rejection	Many sales behaviours are avoided or restricted	33
Yielder	Assertive selling behaviours are avoided effecting performance from access to close	67
Social Self-conscious	Sales to certain individuals are avoided based on their status alone	17
Separationist	Business growth through friends is limited or non existent	42
Emotionally Unemancipated	Business growth through family members is limited or non existent	58
Referral Aversion	Business growth through generic networking is limited or non existent	25
Telephobia	Prospecting and sales activity via the telephone is restricted or avoided	42
Oppositional Reflex	Performance limited by an amplified need to operate in an independent manner	0

An overall score is also provided which calculates the cumulative impact of the traits on an individual. Research has shown that a red (toxic) score will lose that person an average of 15 lost sales opportunities a month (180 per year).

The results for the 12 salespeople can be found below, colour coded for SCR toxicity - red being severe; yellow showing debilitating amounts with green denoting little SCR (only zero = nil SCR)

Sales Person	Brake / Accelerator	Doomsayer	Over Preparer	Hyperpro	Stage Fright	Role Rejection	Yielder	Social Self-Conscious	Separationist	Emotionally Unemancipated	Referral Aversion	Telephobia	Oppositional Reflex
1	Red	20	33	60	31	27	57	20	40	65	25	65	0
2	Green	40	33	40	19	23	11	0	50	50	25	13	0
3	Red	10	33	40	88	37	39	42	100	50	50	28	25
4	Red	10	33	20	88	33	44	50	65	90	25	28	8
5	Yellow	10	67	40	25	30	39	0	50	50	25	25	0
6	Red	30	56	20	64	23	33	50	75	100	25	38	0
7	Red	30	33	40	70	30	78	60	40	65	30	52	8
8	Green	20	44	20	52	33	39	40	50	75	25	78	8
9	Red	0	33	60	69	27	72	52	65	25	100	30	8
10	Yellow	0	33	40	40	33	33	20	100	100	50	52	8
11	Green	0	56	80	25	30	22	20	50	50	25	15	8
12	Red	60	33	0	75	27	83	20	50	75	25	63	0

Toxic	67%	8%	25%	25%	50%	33%	67%	17%	42%	58%	25%	42%	0%
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Each area of SCR is scored out of 100 and an analysis of the results is shown as a percentage of the group who scored to a toxic level (red – the level at which impact is significant).

E.g. zero % suffered from Oppositional Reflex SCR

- 67% of the team suffered from an overall toxic score (red)
- 67% had difficulty being assertive in sales situations, often resulting in manipulation by the client in negotiations and a reluctance for the sales person to 'close' deals
- 50% disliked making sales presentations to groups
- 33% felt uncomfortable in the sales role and therefore acted in more of an advisory role
- 42% disliked using the telephone

Sales Results

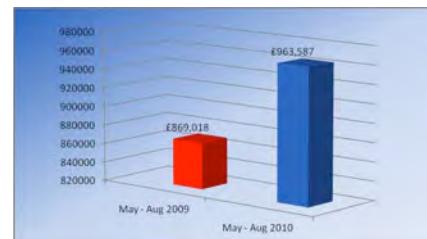
12 months of data prior to May 2010 was used to establish a baseline to evaluate the effectiveness and sustainability of the Programme on the performance of the Brimarc team; analysis was conducted at 4, 8, 12 and 18 months. A 2 year analysis also tracked and compared a 6 month period (May to October) for 2009 and 2011.

The headline results of this analysis are shown below:

4 months +10.9% increase

After 4 months a +10.9% sales growth was achieved with an additional £94,569 sales for the 4 months. All sales staff increased year on year with an average of over £23,000 extra team sales per month.

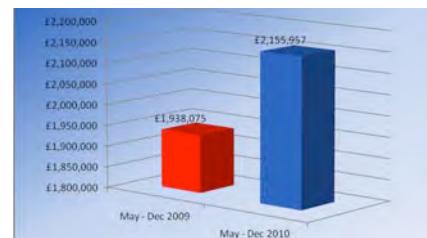
	Sales	Change £	Change %
May to Aug 2009	£869,018		
May to Aug 2010	£963,587	+ £ 94,569	+10.9 %



8 months +11.2% increase

After 8 months sales growth was maintained and increased slightly. A figure of +11.2% growth was achieved with an additional £217,882 sales for the 8 months; again all sales staff showed increases year on year with an increased average of £27,235 extra team sales per month – up over £4,000 on the 4 month total.

	Sales	Change £	Change %
May to Dec 2009	£1,938,075		
May to Dec 2010	£2,155,957	+ £217,882	+11.2 %



12 months +11.8% increase

Consistent sales improvements over 12 months reversed the previous year's -2% reduction in sales into a +12% increase. Revenues increased by £340,000, or an average increase of over £28,000 per month. Results achieved by each member of the sales team were not due to chance or exceptional circumstances.

	Sales	Change £	Change %
May 2008 to April 2009:	£2,949,978		
May 2009 to April 2010:	£2,892,966	- £57,012	- 1.9%
May 2010 to April 2011:	£3,233,709	+ £340,743	+ 11.8%



Return On Investment

Investment repaid by revenue increases within 2 weeks; repaid by margin in 6 weeks

Sales May 2009 to April 2010: £2,892,966

Sales May 2010 to April 2011: £3,233,709

Increased Sales Revenue (12 Months) £340,743 (£6,553 / week; £1,310 / day)

Return On Investment £328,243

Sales Results continued

18 months +11.1% increase

The tracking of sales continued for 18 months to establish the extent of the sustainability of sales improvements following the first 12 months results. The 11.8% sales growth figure at 12 months was consolidated after 18 months at 11.1%.

	Sales	Change £	Change %
May 2009 to Oct 2010:	£4,438,373		
May 2010 to Oct 2011:	£4,933,064	+ £ 494,691	+ 11.1 %

This was even more impressive given that the last 6 months analysis (in 2011) of this 18 month period took into account two x May to October periods post ReMap, and so further analysis was undertaken to evaluate the overall effect of the programme on the 6 months of the base year of 2009 (Pre ReMap programme) against the same period in 2010 and 2011 (post ReMap programme).

The results below show that sales revenue increased by £319,966 for the 6 months May to October between 2009 and 2011; an average of over £53,000 per month which represented an increase of over 23%.

6 Month Analysis 2009 v 2011 +23.2% increase

	Sales	Change £	Change %
May to Oct 2009	£1,379,389		
May to Oct 2010	£1,545,407	+ £ 166,018	+12 .0%
May to Oct 2011	£1,699,355	+ £ 153,948	+10.0%
Sales Increase 2009 to 2011		+ £ 319,966	+23.2 %

Profit Margin

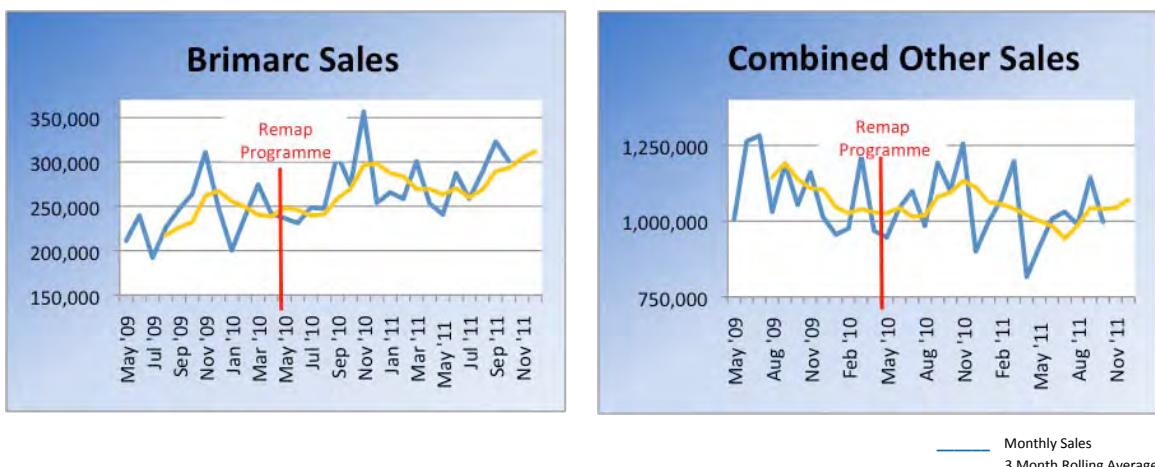
This new found confidence and approach by the team towards sales provided a noticeable additional advantage for the business: an increase in the profit margins achieved. Discounts offered to customers were reduced substantially or not offered meaning that not only did sales revenue increase markedly by 12% year on year but also the margin on those sales increased substantially also.

Margin increased overall by 5% percentage points.

Company Sales Comparisons

The Brimarc team's success was particularly noteworthy as they achieved their growth at a time when the global economic downturn had begun to impact on the productivity and profitability of many other areas of the business.

Sales	2010	2011	% change	
Brimarc	2,892,966	3,233,709	11.8	
Mailorder	8,437,745	8,381,211	-0.7	
Education	2,318,796	1,904,772	-17.9	*Like most retail sectors, Internet sales enjoys continued success as the popularity of this medium increases.
Industrial	1,046,523	972,246	-7.1	
Internet *	8,095,136	9,254,535	14.3	**Average sales per shop – two new stores were opened in the year therefore an average has been used
Shops **	109,351	112,172	2.6	



An analysis was also conducted to show the impact on overall turnover contribution. The table below shows their contribution for each year and the % change. Brimarc's contribution to the business turnover has increased to 12.5% representing nearly 1% of the entire business turnover.

Contribution	2010	%	2011	%	% change
Brimarc	2,892,966	11.7	3,233,709	12.5	0.8
Mail Order	8,437,745	34.3	8,381,211	32.2	-2.1
Education	2,318,796	9.4	1,904,772	7.3	-2.1
Industrial	1,046,523	4.2	972,246	3.7	-0.5
Internet	8,095,136	32.9	9,254,535	35.5	2.6
Shops	4,680,565	19.0	5,483,887	21.0	2.0

In summary, the Brimarc team were the only 'direct' sales team achieving an increase in sales (+12%) and contribution (+1%) to the overall business for the period in question.

Personal Comments from Business Directors and Salespeople

The Business Unit Director

The work undertaken with ReMap allowed us to totally rethink our wholesale sales operation looking to engage the whole team and re-invigorate the external sales staff.

Within weeks of the initial training we were seeing instant results and a team seriously coming together working in unison for the common gain of increased sales and service level improvements. Sequential selling and greater sales agent customer interactions quickly resulted in improved sales and ultimately better communications all round.

The team have matured well and the confidence given to many of the external team have seen enhanced commission payments on increased sales. The Team have also seen that sales generated on performance, returns much higher levels of profit margin rather than simply discounting products to get sales. In all a win-win situation has resulted and worked well for Brimarc with year on year increases in sales and margins. Profit margins on sales have increased by 5% as well as overall turnover.

We were so pleased with the results achieved in working with ReMap that we have engaged them to work with another division of our company.

Ian Styles

Managing Director



Taking old habits and old ways of thinking about things and giving them a shake, has meant we have grown our business. ReMap made this happen.

Martin Brown

Brimarc Sales Director

The ReMap programme improved confidence in awkward situations without doubt.

Clive Day

Salesman

Amongst other things, the programme helped to establish a firm relationship with my office partner which has improved sales.

Dave Hurst

Salesman

The Sales Director

We used ReMap to train our wholesale division Brimarc and saw instant results in the figures. The training made them overcome any reluctances they had whether it be call into a new customer, chase a customer for a decision or handle a difficult situation. The training also helped to develop them all into a productive team. Originally Brimarc was a supplier which we purchased and they had a different culture and way of working to that of Axminster. The training helped bring a team of Brimarc and Axminster people both in the office and on the road together and gave them common ideas and skills which then evolved into a very productive team who worked together to increase sales. The most noticeable change was in one representative who together with his office partner has seen a 20% increase in turnover.

Following the training with the Brimarc team we have recently undertaken some more training with the Axminster technical/specialist sales team. This team was a long established team with varying lengths of service and levels of skill. At this early stage we've already seen a change in willingness to chase customers for quotes, get referrals and in handling challenging situations.

Sales Director



Alan Styles

ReMap took a hardworking sales team, gave them a plan, partnered them and coached for a few weeks after and ...voila, now a hardworking **SUCCESSFUL** sales team!

Victoria Caird

Telesales / Support

The ReMap programme gave us greater focus. We thought about how we did things a lot more, and in a new way.

Rod Honeybourne

Telesales / Support

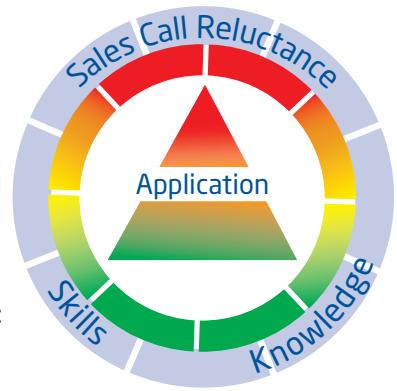


The Theory of Sales Call Reluctance

Success in sales is not just about having the necessary skills and knowledge to sell a particular product; it's also about having the internal strength to apply these capabilities successfully in all situations.

The key principle behind the ReMap Programme is simple and unique; sales people require a balance of three essential attributes in order to excel:

1. Sales Skills
2. Technical Knowledge
3. Emotional Resilience (to apply 1 and 2 effectively).



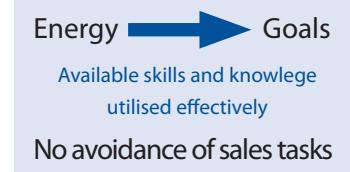
Where the level of emotional resilience is low, the skills and knowledge of an individual are unlikely to be applied effectively and/or consistently.

This deficiency is referred to as Sales Call Reluctance (SCR) and can be explained in more depth using the following model:

The Energy Application Model

A highly performing sales person will correctly apply all of their emotional and physical energy into their sales/career goals. Typically they would be able to:

- ✓ Plan and deliver effective sales strategies
- ✓ Adopt a sales / commercial focus to drive results with ALL clients
- ✓ Be assertive, confident and able to close whenever required
- ✓ Actively network and gain referrals

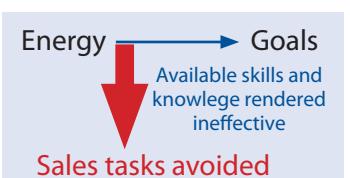


The positive application of energy is termed as having a strong 'Accelerator'

A sales person suffering from SCR will habitually (often subconsciously) apply their emotional and physical energy into finding ways to avoid sales tasks that they find uncomfortable and difficult to deal with, or just complete them to the level that they can emotionally cope with.

They will tend to be:

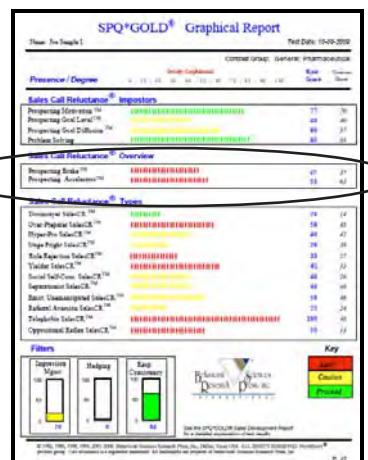
- ✗ Overly cautious / risk averse
- ✗ Uncomfortable or dissatisfied with their career choice
- ✗ Busy rather than productive
- ✗ Easily controlled by customers
- ✗ Relationship, rather than sales, focused



The negative application of energy is termed as having a strong 'Brake'

The relationship between the Brake and Accelerator scores determines the overall level of SCR that an individual suffers from.

Sales Call Reluctance® Overview



In summary:

Higher Brake Score → Higher SCR → Less positive sales behaviours

As well as measuring the amount of SCR, the ReMap report accurately determines the nature and cause of an individual's SCR. There are 12 different ways in which the Brake is applied and energy is diverted into negative sales behaviours. Research has shown that this commonly results in an average of 15.25 lost sales opportunities per month.

They can be briefly summarised as follows:

Doomsayer An extremely over amplified form of pessimism that dominates thought processes and decision-making. Often undetectable as it is internalised and hidden from sight. Extremely corrosive in terms of the ways it shapes mindset and limits sales activity.

Over Preparer A tendency to be drawn into low priority / preferred tasks. Over amplified amounts of analysis conducted which allows more important but uncomfortable sales tasks to be sidelined or ignored completely.

Hyper Professional Needs to manage people's perceptions of them in order to look above average; often used to disguise self-doubt and proficiency gaps. The effort to 'spin doctor' their image at all times may lower sales production and achievements to a mediocre level.

Stage Fright A debilitating dislike of presenting to groups that can, in extreme cases, cause physical illness, stress or absenteeism. At a minimum it will reduce sales efficiency.

Role Rejection Unresolved feelings of dissatisfaction, discomfort or guilt about their career choice. These feelings are often fuelled by their concerns about what significant others think about the sales career they have chosen or a personal feeling of wasted potential.

Yielder A preference to not 'spoil relationships', and to back off rather than pursue a matter until a satisfactory result is achieved. Yielding is often justified by using perceived customer discomfort as a rationale for their own caution. The actual cause is personal emotion or fear.

Social Self-Conscious A self-imposed rule engine that prevents effective interaction with certain customer target groups. In extreme cases it prevents meeting them at all. Triggers tend to be perceived status, wealth, education or reputation differences.

Separationist The dislike or reluctance to ask business or personal friends to help extend their sales network or influence due to worries of conflict or rejection.

Emotionally Un-Emancipated The dislike or reluctance to ask family members to help extend their sales network or influence due to worries of conflict or rejection.

Referral Aversion The dislike or reluctance to ask clients to help them extend their sales network or influence due to worries of conflict or rejection.

Telephobia A reluctance to use the telephone as a method for pursuing their sales objectives. Use of the telephone for low risk sales tasks and most social purposes will be unimpaired.

Oppositional Reflex This trait is driven by a need to retain control of their career and their environment at all times. In order to achieve this they often display the following patterns of behaviour: argumentative; contrary stance; pay lip service; incite others; comfortable to disagree in any situation regardless of impact; demands the last word in discussions etc.

Statistical Analysis

Undertaken by Prof Jackie Campbell, PhD MInstP CPhys CStat FCOT

As well as being a Fellow of the Royal Statistical Society and Chartered Statistician, Jackie is Professor of Neurophysiology at The University of Northampton and an independent research consultant. She has considerable experience of research and evaluation projects across education, health and social care areas and sits on many national research-related advisory bodies.

Brimarc Team Analysis The total annual sales for the five sales people were compared for the twelve month periods before and after the beginning of the ReMap course (May 2009 – April 2010 and May 2010 – April 2011). Four of the sales channels (A, B, C and D) were represented by individual sales staff; the fifth stream (E) comprised a small team.

The total sales for each of the five channels before and after the start of the training course are shown in figure 1

Although it appears that sales have increased, the likelihood that this could have been due to random variation needs to be assessed before any conclusions can be drawn, and so these results were subjected to statistical analysis.

To determine the appropriate statistical test, the distribution of the sales data was examined to determine whether assumptions of compliance with a Normal distribution were justified.

Shapiro-Wilks test A Shapiro-Wilks test was performed on the paired differences in annual sales which confirmed that the data was Normally distributed (S-W statistic= 0.93, df=5, p=0.593). This was confirmed by visual analysis of a Q-Q plot (see Figure 2), where the observed data (circles) are compared with those from a Normal distribution (line). Parametric statistical techniques can therefore be used to analyse this data.

Paired t-test A paired t-test was therefore performed to test whether the mean sales difference was significantly different from zero (Table 1)

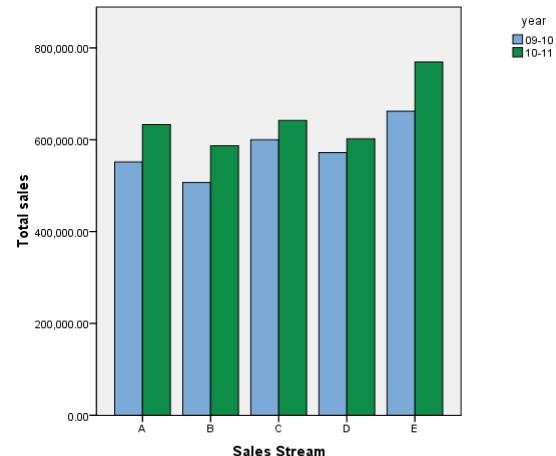


Figure 1: Total annual sales for each sales stream before and after

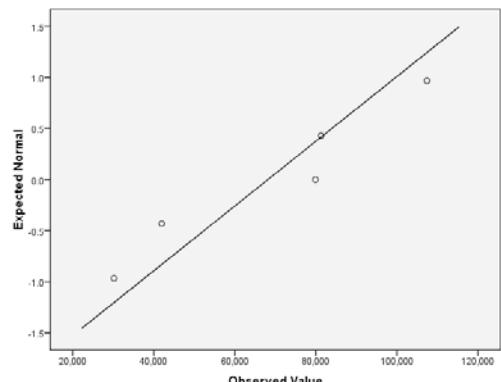


Figure 2: Normal Q-Q Plot of paired differences in annual sales

Paired Differences				t	df	(2-tailed)		
Mean	Standard Deviation	Error Mean	Confidence Interval of the Difference					
			Lower	Upper				
-68148.590	31545.648	14107.643	-107317.695	-28979.505	-4.831	4	.008	

Table 1: Results of paired t-test on annual sales before and after the start of the course

Conclusion:

Table 1. shows that the probability that the observed sales differences could be attributed to chance is only 0.008, or 0.8%

This is very strong evidence that this is a real effect, and the null hypothesis that the observed difference is due to chance alone is rejected.

Comparative Analysis

As the Brimarc team was the only participants in the ReMap programme, it was decided that an analysis of their performance against a control group (the other sales channels NOT participating in the programme) should be undertaken. There is no difference in product range, discount flexibility, price structures etc available for all sales channels. The other channels involved in the analysis are Industrial sales, Educational sales, Mail order sales and the 5 retail outlets. For this analysis, a comparison was made of the mean percentage changes for each of the twelve months before and after the start of the ReMap course, for those sales channels involved in the ReMap Programme, and those who were not.

These changes are illustrated in Figure 3, where it can be seen that both groups appear to be subject to similar month-by-month changes but that those from the Brimarc team seem to have consistently higher percentage changes.

Furthermore, the red horizontal line indicates zero percentage change and hence any points below that line denote a decrease in sales from 2009-2010 to the same month in 2010-2011.

Visual inspection indicates that, for the Brimarc team, most months appear above the line, indicating sales increases, whereas for the other sales streams most months fall below the line, indicating decreases in sales.

However, the likelihood that this could have happened as a result of random sales fluctuations must be calculated before any conclusions can be drawn and so these results were analysed using statistical tests.

To determine the appropriate statistical test, the distribution of the monthly percentage changes in sales data was examined to determine whether assumptions of compliance with a Normal distribution were justified.

Shapiro-Wilks test A Shapiro-Wilks test was performed on the paired monthly differences in annual sales between those who did and did not attend the course which confirmed that the data was Normally distributed (S-W statistic= 0.948, df=12, p=0.609).

This was confirmed by visual analysis of a Q-Q plot (see Figure 4), where the observed data (circles) are compared with those from a Normal distribution (line). Parametric statistical techniques can therefore be used with this data.

Paired t-test

A paired t-test was therefore performed to test whether the mean percentage sales difference across all months between those who did and did not attend the course was significantly different from zero (see table 2)

Conclusion:

Table 2 shows that the probability that the observed monthly percentage sales differences between those who did and did not attend the course could be attributed to chance is only 0.001, or 0.1%.

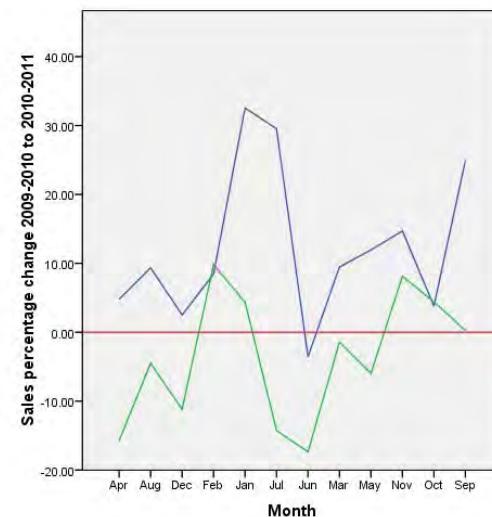


Figure 3: Annual percentage changes, by month, for Brimarc (Course) and the other 4 sales channels (Other)

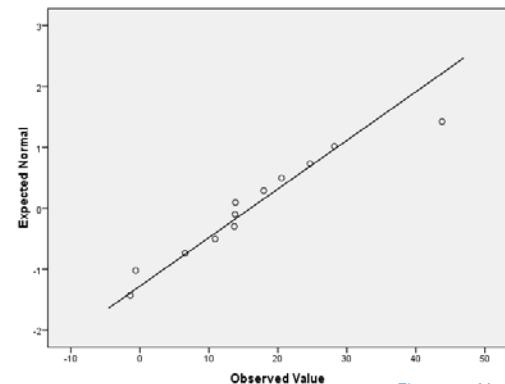


Figure 4: Normal Q-Q Plot of paired monthly differences in annual sales

Paired Differences				Confidence Interval of the Difference		t	df	(2-tailed)
Mean	Standard Deviation	Error Mean	Lower	Upper				
15.993	2.535	3.618	8.028	23.957	420	11	.001	

This is very strong evidence that this is a real effect, and the null hypothesis that the observed difference is due to chance alone is rejected.



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ReMap
L i m i t e d

What the Brimarc Team had to say about working with ReMap

We saw an instant uplift in sales and this has just continued to grow.....

The team were much more willing to want to target new customers and push the products they sometimes struggled with in the past

The improvement in team work within the department was obvious and others within the company saw the benefits

The new confidence the team has, along with the increased success, made the members of the team much more positive

Their confidence grows with each success but when there is failure it isn't seen as a knock back

All of the team believe it improved their confidence and ability, for one of the team it was life changing and it gave him more social confidence

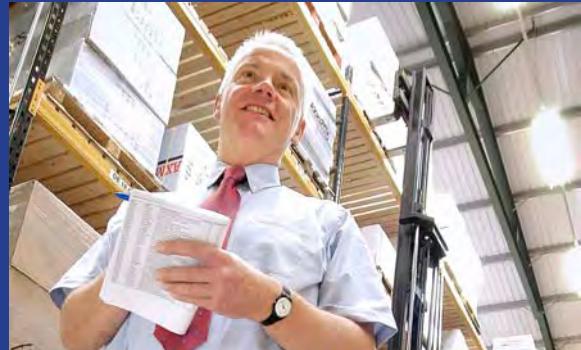
The training provided involved everyone, and made us feel that we had a part to play in how the sales team should work

If your sales force is disjointed, struggling to get out of their comfort zone or just not working as a team this type of training will make a real difference.

ReMap spent quality time with us and we now have a process for understanding what's required for each of the people involved. This ensures each person is handled as an individual but the outcome is one common goal



ReMap
L i m i t e d



**"For every £1 spent on the training,
I received £28 back...!"**

Ian Styles, MD Axminster Tool Centre



**"...the probability that the observed
sales increases could be attributed
to chance is only 0.8%"**

Professor Jackie Campbell, Fellow of the Royal Statistical Society



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