

Responsable commercial



CV-69 5 Days (30 Hours)

Description

Building the conditions for performance, developing the commercial activity of your company, your establishment, your profit center, such is the main mission of the commercial director. Taking into account recent developments in the methods and tools of strategy, commercial development and people, this cycle constitutes the reference training for success in the role of commercial director: it allows you to progress your know-how and behavior in line with the requirements of the profession, the teams and changes in the business environment.

Who is this training for ?

For whom

Recent sales director in his position. Sales Director, Profit Center Manager. Sales manager expected to progress to a sales director position.

Prerequisites

Training objectives

- Acquire the tools of strategic analysis.
- Build your commercial strategy.
- Choose and deploy the best marketing solutions.
- Create the conditions for success in the field.
- Optimize sales profitability and productivity of your sales force.
- Develop leader behavior to give direction and engage sales teams in action.
- Motivate sustainably using HR tools.
- Invest in people and develop their skills.

Training program

PARTIE 1 : Acquérir les outils de l'analyse stratégique (2 jours)

- 1 – Positionner les enjeux du poste de directeur commercial
- Typologie des structures d'entreprise : identifier les conséquences sur les missions.
- Repérer les enjeux commerciaux de la collaboration interservices.
- Mesurer l'impact financier de l'activité commerciale sur l'entreprise.
- 2 – Contribuer au diagnostic stratégique de l'entreprise
- S'approprier les principes et outils stratégiques essentiels :
 - la segmentation stratégique ;
 - les stratégies concurrentielles ;
 - l'attractivité d'un secteur.
- Analyser la compétitivité commerciale.
- Apprécier la position concurrentielle de l'entreprise.
- Équilibrer risque, rentabilité et croissance.
- Connaître les différentes matrices d'analyse stratégique : avantages, spécificités.
- Appliquer la matrice SWOT sur un cas d'entreprise.
- 3 – Construire la politique commerciale
- Établir les axes d'effort :
 - - consolider : la fidélisation ;
 - - développer : la conquête.
- Dimensionner les effectifs commerciaux.
- Mesurer l'activité et la performance.
- Adapter les conditions commerciales.
- Établir les prix : prendre conscience de l'impact du prix sur le résultat.
- Mise en application pratique :
- Construire sa politique commerciale.

PARTIE 2 : Déployer la politique commerciale sur le terrain (1 jour)

- 1 – Organiser l'activité de sa force de vente
- Élaborer le budget de son activité.
- Choisir le(s) mode(s) de distribution :
 - - force de vente directe, e-commerce ;
 - - réseau de distribution ;
 - - fixer les objectifs ;
 - - individualiser, faire s'approprier ;
 - - communiquer l'objectif.
- Ritualiser le suivi de l'activité commerciale.
- 2 – Piloter la performance de son activité commerciale
- Construire ses outils de suivi et le tableau de bord.
- Développer l'efficacité commerciale :
 - - information commerciale : le CRM ;
 - - outils d'aide à la vente ;
 - - utiliser le social selling.
- Élaborer les plans d'action commerciaux :
 - - les rubriques et indicateurs du plan d'actions ;
 - - le marketing opérationnel : les actions de promotion.
- Ancrer outils et esprit de reporting : contrôler, anticiper, progresser.

PARTIE 3 : Diriger son équipe par son leadership et sa communication (1 jour)

- 1 – Develop your leadership potential
- Behavioral diagnosis:
- identify your strengths.
- Define leadership, its foundations, its good practices.
- 2 – Build a clear and mobilizing vision of the future
- Give meaning, generate support by bringing together the sales force around a shared vision.
- Link the vision to the business challenges to be met and the action plans undertaken.
- 3 - Communicate as a leader
- Share your passion, your enthusiasm.
- Ensure the consistency of your communication with the sales force.
- Master communication with management, shareholders: get your messages across, hear theirs, soften the pressure.
- 4 – Coping with confidence: change, conflict...
- Overcoming resistance to change:
- the keys to communication in a situation of change.
- Manage conflict situations effectively.
- Know how to reframe.
- 5 – Remote activity
- An e-learning module: "Promote the development of your employees with GROW.

PARTIE 4 : Manager les hommes pour motiver, avec une approche RH structurée (1 jour)

- 1 – Master the principles of motivating sales management
- Understand and use the "systemic" approach to motivating management.
- 2 – Act on objectives sales and the remuneration system to motivate sustainably
- Consistency between commercial objectives and remuneration.
- Motivating remuneration systems.
- Set up a new method of remuneration.
- 3 - Evaluate and monitor your teams to help them progress
- The annual appraisal interview: how to conduct it, pitfalls to avoid, practical advice.
- The professional interview.
- Implement permanent coaching: build an evolving skills framework.
- 4 – Integrate the key points of labor law
- Formalize employment contracts.
- Errors with serious consequences in the event of litigation.
- How to resolve difficult situations: sanctions, dismissals, transactions.