

Contents

1	Basic Thoughts on Agility in Sales.....	1
1.1	Common Understanding as a Foundation	4
1.2	What the Agile Manifesto Means for the Sales Department	7
1.2.1	Individuals and Interactions	7
1.2.2	Functional Products	8
1.2.3	Cooperation with the Customer	9
1.2.4	Adaptation to Change	9
1.2.5	Implementation Possibilities in Sales and Distribution	10
1.3	The Three Sides of the Coin Agility	10
1.3.1	One Side of the Coin: Conventional View	12
1.3.2	The Other Side of the Coin: Complementary View	12
1.3.3	The Third Side: The Dynamics of Duality	14
	References.....	15
2	The End of Sales as You Know It Today.....	17
2.1	What Buyers Really Want Today.....	20
2.1.1	B2C Customers.....	20
2.1.2	B2B Customers.....	21
2.1.3	Expectation Versus Performance.....	22
2.2	How Much Agility Is Already in It?	24
2.3	The Contradiction of Requirements.....	25
	References.....	27
3	The Distribution of the Future.....	29
3.1	Value Creation from the Customer's Point of View.....	29
3.2	Offering Digital Solutions Instead of Selling Products	31
3.2.1	Transparency.....	32
3.2.2	Human Care	33
3.2.3	Individuality	33
3.2.4	Commitment and Appreciation.....	34
3.3	Offline Selling 4.0	35

3.4	Customer Care: Service Center 4.0	36
3.4.1	The Future Demands on Customer Service	37
3.4.2	From Call Slave to Expert for the Customer.	38
3.4.3	Agile Service Teams	40
3.5	Learning from Others	42
3.5.1	Elizitation: Working Out the Strategy of the Model in Small Steps	43
3.5.2	Utilisation: Adapting the Strategy to the Product and Culture	43
3.5.3	Installation: Learning and Adopting the Utilised Strategy	43
3.6	Models: You Can Learn Modern Customer Loyalty from These Companies	44
3.6.1	Amazon	45
3.6.2	Team Bank: EasyCredit	45
3.6.3	OBI DIY Store	46
3.6.4	Nike.	47
3.6.5	Thomann	48
3.6.6	HP Inc.	48
3.6.7	BestSecret	49
3.6.8	PayPal Versus Paydirekt	49
3.6.9	Zalando	50
3.7	New Strategies for Customer Retention	51
	Responding to Requests.	52
3.7.1	Curated Offers.	53
3.7.2	Being a Coach.	53
3.7.3	Automated Conversion	54
3.7.4	Conveying Exclusivity	54
3.7.5	Offer Appreciation	54
	References.	55
4	What Hinders Change	57
4.1	The Six Errors of Reasoning	57
4.1.1	The Linear Fallacy	58
4.1.2	Incorrect Centre of Gravity or Repair Service Behaviour	59
4.1.3	Non-observance of the Remote and Secondary Effects	60
4.1.4	Central Reduction, Encapsulation.	61
4.1.5	Vague Objectives, Conflicting Objectives.	63
4.1.6	False Hypotheses	64
4.2	The Four Resistors.	67
4.2.1	Dysfunctional Resistance	68
4.2.2	Resistance of Interests.	68
4.2.3	Overload Resistance	70

4.2.4	Objection Resistance.	70
4.3	The Competition Syndrome.	71
4.4	Association and Collaboration.	72
4.5	How to Remove the Obstacles.	73
	References.	75
5	Agile Culture Change in Sales.	77
5.1	The Three Cultural Levels.	78
5.1.1	First the Culture, then the Structure	79
5.1.2	Against the Downward Spiral.	81
5.2	The Lighthouse Model.	82
5.2.1	The Basis: Why Do We Exist?	83
5.2.2	What Is Our Self-Image/Identification?	83
5.2.3	What Do We Base Our Actions On?.	84
5.2.4	Which Roles with Which Competences Do We Need on Board?.	85
5.2.5	How Do We Rebuild for Change?.	86
5.2.6	What Effect Do We Create in Our Environment? What Contribution Do We Make to the Vision?.	87
5.3	What Does a Modern Sales Strategy Look Like?	92
5.3.1	Balanced Scorecard.	92
5.3.2	Objectives and Key Results (OKR) and Balanced Scorecard.	93
5.3.3	Sales Strategy Canvas	95
5.4	What Do the Twelve Agile Principles Mean for Sales?.	96
5.5	The Three Horizons Framework	101
5.5.1	Horizon 1: Optimise and Strengthen Current Distribution.	101
5.5.2	Horizon 2: Innovate and Change Distribution	103
5.5.3	Horizon 3: Renew and Explore.	104
5.6	The Four Altitudes of Agility.	105
5.6.1	Flight Level 1: Operational Team Level	105
5.6.2	Flight Level 2: Coordination and Interface Level.	106
5.6.3	Flight Level 3: Organisational Level.	107
5.6.4	Flight Level 4: Inter-organisational Level.	107
	References.	109
6	How to Rebuild and Use Swarm Intelligence.	111
6.1	From Individual Fighter to Team Player	113
6.2	Storytelling: Transformation Stories You Can Learn From.	115
6.2.1	Haier: The World's Largest Producer of Household Appliances.	116
6.2.2	Vodafone Customer Service	116
6.2.3	T-Mobile US	117

6.2.4	Swarovski	118
6.2.5	Bosch.	119
6.2.6	PayPal	120
6.2.7	Zalando	121
6.3	Hybrid Model: Six Steps to an Agile Core Team	124
6.3.1	Let's Start	124
6.3.2	Set-Up: Forming Agile Nuclei	125
6.3.3	Complex Tasks	126
6.3.4	Freedoms and Competences	127
6.3.5	Role and Team Building	128
6.3.6	Agile Expertise	129
6.4	Think Big: Holistic Transformation.	132
6.5	Scaling According to the Spotify Model	133
	References.	135
7	Self-Organized Teams.	137
7.1	The Five Competence Areas of Teams	137
7.1.1	Team Spirit and We-Culture for High Identification.	138
7.1.2	Trust and Openness for Constructive Communication	140
7.1.3	Responsibility and Commitment for Sustainable Target Achievement	140
7.1.4	Cooperative Attitude and Self-Image for Consistent Self-Reflection	141
7.1.5	Rules and Structures for Smooth and Effective Operations.	142
7.2	These Five Disruptive Fields Block Teams	143
7.2.1	Lack of Identification with the Sense of Purpose and Sense of We.	143
7.2.2	Fear of Conflict.	144
7.2.3	Avoiding the Assumption of Responsibility	144
7.2.4	Lack of Self-Esteem	144
7.2.5	Structure Creates Behaviour.	145
7.3	Roles Instead of Positions	145
7.3.1	Causes of the Role Phenomenon.	145
7.3.2	Task-Related Roles	146
7.3.3	Behavioural Roles.	148
7.3.4	Role Canvas	149
7.4	Agility Level: How Agile Are We as a Team?.	152
7.5	How You Decide in a Team	154
	References.	156
8	How Does Leadership Work in the Sales of Tomorrow?.	159
8.1	Synergetic Team Leadership	161
8.1.1	Difference Management	162

8.1.2	Resource Management	162
8.1.3	Structural Management	162
8.1.4	Process Management	163
8.1.5	Development Management	163
8.1.6	Reflection Management	163
8.2	Competence Fields of Agile Leadership or the End of Narcissists	163
8.2.1	Giving Meaning and Orientation	164
8.2.2	Designing a Framework for Self-Organisation	166
8.2.3	Removing Obstacles and Coaching	167
8.2.4	Stimulating Consistent Reflection	168
8.2.5	Networking and Learning New Things	169
8.3	The Five Types of Leadership	171
8.3.1	The Conventional One	171
8.3.2	The Performer	172
8.3.3	The Cooperative	172
8.3.4	The Flexible	173
8.3.5	The Holist	174
8.4	Agile Leadership Principles in Sales	174
	References	175
9	The Agile Sales Coach	177
9.1	Internal or External Sales Coaches?	178
9.2	Building a Good Foundation	178
9.2.1	Role Clarity	179
9.2.2	Strengths Orientation	179
9.2.3	Building Trust	179
9.3	The Coaching Process	180
9.3.1	Preparation Phase	180
9.3.2	Warm-Up Phase	181
9.3.3	Information Gathering Phase	182
9.3.4	Reflection Phase	183
9.3.5	Transfer Phase	183
	References	184
10	How to Use Frameworks and Agile Methods from the Idea to the Roll-Out	185
10.1	Overview of the TPDCA Cycle	186
10.2	Think New: Frameworks and Methods for Innovation	188
10.2.1	OpenSpace Agility Framework	188
10.2.2	Vision and Strategy	192
10.2.3	Objectives and Key Results: OKR	194
10.2.4	Design Thinking Framework	197
10.2.5	Design Thinking Brainstorming	199

10.2.6	Walt Disney Walk	200
10.2.7	Create Persona	202
10.2.8	Empathy Map	204
10.2.9	Service Design Thinking.	206
10.2.10	Customer Journey Map.	209
10.2.11	Prototyping	212
10.3	Plan: Frameworks and Methods for Planning	213
10.3.1	Teamcanvas.	213
10.3.2	Delegation Board and Poker	215
10.3.3	Planning Meeting	218
10.3.4	User Stories.	219
10.3.5	Prioritize	221
10.4	Do: Frameworks and Methods for Implementation.	222
10.4.1	Kanban	223
10.4.2	Shopfloor 4.0.	226
10.4.3	Scrum	229
10.4.4	Daily/Weekly	231
10.5	Check and Act: Frameworks and Methods for Testing and Adaptation	233
10.5.1	Review.	233
10.5.2	Retrospective.	236
10.5.3	Management Strategy Board.	237
	References.	239
	Closing Words	241