

Grow Your Business
Grow Your Wealth
Grow Your Self



Developing Leaders
Developing Companies
Developing Opportunities

UNITING BUSINESS OWNERS FOR PERSONAL & PROFESSIONAL GROWTH
PEER GROUPS • EDUCATIONAL WORKSHOPS • COACHING

NOTES FROM THE EVENT

Refocus your company's sales department

An Allied Executives Sales Symposium

Panel discussion with master sales practitioners, trainers & consultants

11/3/09 at The Prom Center in Oakdale MN

Panelists

Terry Slattery – Slattery Sales Group
Carla Anderson – Carla Anderson Associates
Dan Metzger – Lumina Consulting Group
Danita Bye – Sales Growth Specialists
John Hastings – Loffler Companies
Mark Phillion – Bellcomb Technologies
Moderator – John Palen – Allied Executives

Definition of a sale:

When you solve somebody's problem

Purpose of a Sales Force:

- To activate its decision process
- Take it and execute
- Lead generation – fill the top of the pipeline – create demand
- Important to look at the root causes of lack of performance



Refocus your Company's Sales Department

How people who buy have changed:

- Fewer people have money and more are less eager to spend it
- More sophisticated and won't suffer fools anymore
- Hard to get their face time (voice mail, email, get in the way)

Sales forces have changed:

- Getting smaller
- Less tolerance for mediocre performance
- Shorter window of time to improve performance
- Everything is becoming more targeted: need message, and who'll carry it
- No room for sloppiness now
- Must be problem solvers

Reduce, Reevaluate, Restructure, Rebuild:

- Performance assessment matters
- Take more time pre-hire to I.D. potential success
- High quotas
- High pressure

Manage the pipeline better:

- Numbers don't matter anymore
- Deals stall more
- Sales people have trouble detecting the coming stall
- Must hone skills
- Fill the funnel
- And nurture buyers for when they WILL be ready to buy



Refocus your Company's Sales Department

Use technology:

- For lead generation
- To get a message to them
- Build databases with names, roles, emails and phone numbers of people who participate in the buying process
- Use email landing pages etc to see if suspects/prospects are following up
- Do marketing automation of the sales data base to automate mailing campaigns, education on the subject, educating them and providing alternative solutions
- Use micro-sites and tools to see who's coming to your site and what they are reading
- A case study can be used to showcase a solution
- Look at Microsoft CRM where you used to use Excel
- Visitor track (net tracker) to tell who's visiting and what search phrase they used

Sales Management:

- Have a formal sales process and manage to that
- That'll get you 30% higher results than random
- Can't rely on an individual superstar to save you
- Must know what's working and what's not
- Don't get too prideful about what you've created – adapt
- Have sales people present to senior staff to decide if they will commit resources to that prospect
- ID the good quotes
- Have a process methodology that enhances proposal success
- Sales people must be able to describe to management what will happen if the offer is presented to the Prospect or Client
- Can't win a game without knowing the rules
- You need to be able to clearly define your sales process
- And hire the right people to fill it



Refocus your Company's Sales Department

- There's never been a better time to be in sales
- A perfect storm: We're less than 50% market share and clients are less loyal today – everyone's looking
- They want to increase efficiency and reduce costs
- A rep can make \$145K on a single sale while another might get beaten up for pennies every day
- 50% of CEOs think people are still doing feature/benefit selling
- 50% of CEOs are uncomfortable that Sales people can interact at a strategic level within an organization
- 45% of CEOs feel they do not have a clear differentiation strategy
- New definition of insanity is doing the SAME thing and expecting it to produce the SAME thin
- As all around you has changed
- You must adjust!
- In IT some are hiring younger people who CAN talk with CIOs at the right level
- Old Feature function benefit vs. needed business problem solution orientation
- Must get into serious business problems and implications of not solving them – ROI
- Match the process to that

For hiring:

- Sales search strategy is needed with steps and timelines
- Define what you're looking for
- What's required, mandatory, and desired?
- Vs. "I really like them. They'll fit in"
- Create a score card for interviewers to get consistent information and contract between candidates. Interview them the same, same people, format and process and questions then use 3rd party tools and people and references and background checks
- Hiring De-selection Process: run an ad and direct candidates to dedicated voice mail to apply, ask all to reply to the same three questions (i.e. What appealed to you about the ad? Most significant accomplishment in the past 3-5 years? Why are you a good candidate? Screen voicemail to select candidates worth meeting. Conduct a group interview and observe. If qualified and still interested



Refocus your Company's Sales Department

leave your resume on the table. Weeds out ones you wouldn't want, saves much time in the interview and selection process, generates top candidates. Also management must be able to tell the candidate(s) the behavioral recipe to being in on the sale process. The closing ratio, etc. from seed to flower. Here's the behavioral recipe to sell one typical piece of business. How many are needed to be successful. Companies always misrepresent how much it takes. The actual is often three times what management said. Tell the truth!

- Understand what you're asking the sales people to do: hunt, qualify, and gain commitment
- Talent is highly overrated. Are you driven & what drives you?
- A+ player's number one characteristic? Want to make a lot of money. And intensely driven not just CAN DO but WILL DO! Can use personality profiles to find WILL DO people. If they're a WILL DO, they'll find a way.
- Money motivated, driven and cannot have a strong need for approval not out to be liked. Can't candidates have a disabling need for approval and will take "like" (over the sale). Be able to work alone, do the hunt and not need approval.
- Eagles vs. Seagulls. Seagulls all huddle together and eat garbage. Eagles don't hang around the lunchroom with their buddies. They are driven with no time to waste.
- Avoid the highly interactive and highly social.
- Talk about money needs early and often. Often will think of a sales person as a jerk when they're just focused. Aces aren't necessarily team players so don't expect it – it's a waste of their time.
- Ask what any lack of success can be attributed to. Excuses: economy, bad sales management, literature, etc. High performing sales people always answer it's my own personal failure. Great ones find a way. Good ones never blame. And good ones are often called jerks.
- Don't tolerate mediocrity. Keel the mavericks but get rid of low performers.
- Can manage as a coach. Manage only high performers. Make sales people work hard to be great.
- Plan- what are you going to say on that call? You can't motivate anybody. Play hard, work hard, give them tools to do their job. If failing – let them go. Know everyday what's going on. Be called a coach.
- Have a play book on each player. A tool for them to know the art and the science of it. Have a well-defined sale process and change it. Don't be prideful.
- And know the soft skills – what to do with the information



Refocus your Company's Sales Department

The Harley factor: The fishing boat. Know the personal life goals of each Sales person. Tie personal aspirations to the aspirations of the Company. Bring goal posters in. Picture what they want. Know the year, make and model of the car they want. Link to what they want and motivate.

A quantity of activity on the front end creates a funnel of good opportunities then forecast and measure the funnel.

Rock star sales people can take a while to get there. See the truth behind appearance.

Measure driving behavior. Have a process and execute it.

If you have a rock star sales manager, give them a job description and let them execute.

Don't take a focused eagle who's focused and expect them to serve others. Promote good people to management and let them run.

Whom to sell to, how to sell it and who can do it? If the process changes hire new people.

Whether they're in their 60s or late 20s, hire for a skill set. May have industry knowledge and may not. Must be able to adapt. Must be hunters.

IN front or on the phone with a customer is where they need to be. Have others do admin.

What to measure? Good at attracting revenue. Need to be better at tracking leading indicators, processes, customer retention, cross selling, etc.

What we measure is what gets done. What % of time is spent on new business development activities? Need good date to feedback. Measure results. Know the driving behaviors and measure them.

Old: Market, develop leads, throw them over the fence, work them, move them forward, sole become sales.

New model: create the leads, qualify them, nurture them

Use micro sites and campaigns to work them into the pipeline faster

Good sales people can qualify a good lead and close it.

Should spend 10-20% of their time in new business

Believing is seeing

Believe the territory is good and it will be.

SP are good losers-do they believe it's going to happen? If the hole isn't there – find it next time



Refocus your Company's Sales Department

Today you can see everybody who comes to your site and site must be interactive. Know where your clients like for you. Position according in each arena.

<4% of managers have better than 90% accuracy in their data base

If accurate % of conversion goes up. 20-25% is normal if accurate and extensive it is conversion rate can go up to >50%

Date base is important.

Companies should not contract their effort.

Buying trends are shopping on line. Buyers look on line first. Having a nice website doesn't do it. What works? Use smart micro sites on the overall website. Hook up a thought with a succinct offer. Pointed campaigns addressed by a specific micro site.

Use compensation pay vs. revenues.

Managers and producers should make a lot of money. One of the trends is toward performance based. 60% of companies look as shifting the measures. Eagles love it. Seagulls hate it!

It starts at the top. Board of Directors and quarterly results. VP of sales who can predict revenue should make lots of money. Working way down to regional sales vice president and those who are predictable are worth a lot.

In early 2000 saw lower bases 100 then 80. 80 then 60. This time around reducing the base and increasing the upside. But most companies are holding the base. Good comp plans attract.

% of revenue benchmark? 14%. Sell a million make 140K and temper with a gross profit factor, too. Base plus commissions, bonuses, etc.

\$1 of new is harder to bring in then repeat. SO m=pay more for the harder sale.

How to compete with low ball pricing? Need truthful sales people. You lost it on price? True or not?

Trusted relationship with your entire organization not just the sales people. Highjack strategic planning and brainstorm how to improve the total solution. Sales people must differentiate between price and true total cost. What is the cost of the pain? Never win on price, never lose on economics.

Differentiating value? What does that sound like? A stall means you missed something.

My owners in the Bahamas and I need to wait until he returns, etc. A stall. In differentiating value look at all the things you've ever heard and that they mean.

A proposal is about negotiating all real information is gone by then.



Refocus your Company's Sales Department

Some % is price decisions but the lions share is made on value propositions. Biggest value is getting better at evaluating the best opportunities and strategy to build relationships to execute.

Been hiring millennials – new hires are pounding the bricks. A opportunity suspects need ID and qualifying and strategy not cookie cutter approach.

Who's thriving now? Stimulus funds, schools, government, health care - the right leaders to be associated with.

Management needs a link between them and their sales function.

Be a trusted partner. Save costs, save labor. How to get sales people to change? Can they? Will they? Get 'em some goals. They do it for their own reasons. Need top down buy in.

Limit the griping so complaints go up the chain not lateral and issues behind closed doors. Be quick to change people who don't want changes.

CRM has a role in the sales process

We hope you found the event or these notes helpful.

Thank you to Therese B. Samudio Regional Vice President and National Sales Director of Huntington Copper Moody Maguire for taking and sharing the notes.

Stay focused & be productive,

John P. Palen
Allied Executives
Founder & CEO
651-735-0740
www.alliedexecutives.com