Sales Managers Workshop

ICMA - AMSTERDAM 2016

Introductions

Name

Company

Country

Job Title

Biggest Challenge

Format

Rapid Fire Topics - 1 per 15 minute block

- Concept
- Examples Discussion
- Interactive session

Coffee Break 10:30 – 11:00

Lessons Learned & Wrap-up at 12:20

Recruiting

What is your ultimate goal when hiring a sales rep?

Recruiting

How are you finding the best candidates?

Do you have a referral bonus in place?
- If so, how much?
- If no, why not?

Do you do any testing?
- Personality
- Problem solving ability

Millennials

Are you targeting Millennials

- How
  - What has worked
    - Referrals
    - Job / Recruiting Fairs
    - Universities

Question – Is it reasonable to expect them to stay long?

Are Millennials current users of your product?

- If not, how do you get them excited

Recruiting

What's your interviewing process?

- Who interviews?
  - One person
  - Team
  - Carwash
- What's the process?
- How long does it take?

Recruiting

Hire for quality

A's hire A's, B's hire C's, C's hire D's & F's

Test for (company) cultural fit

Trust your gut

DO THE WORK!!

Training and Onboarding

Training and Onboarding

The cost of replacing a rep

- US $ 20000 - $ 30000
- UK £ 25700
- Time to reach optimal productivity is 20-30 weeks

1 lost employee = ½ year of lost productivity

Training and Onboarding

Training & Onboarding

- How do you train?
- How many at a time?
- How long is your training?
- Who conducts your training?
  - Do you let members of your Team Members do some training
- Follow up training?

Training and Onboarding

How long do you wait to see if you have made the right hire?

Do you do exit interviews when someone leaves?

Challenge

Find one thing you can change with your training that will improve retention

Sales Structure

Sales Structure

Inside

Outside

Hybrid

Rep to Manager ratio

Sales Structure Topics

Service vs Sales
- Retention of customers

Field Sales / Telesales / Hybrid
- Leverage technology to improve efficiency
- What are you doing today that's outdated?

What is the value of a Sales Rep?

HOW DO YOU MEASURE / QUANTIFY IT?

The Value of a Sales Rep

Self Serve vs Sales People

- How to monetise the value that salespeople bring

Education of the customer by the rep

The Value of a Sales Rep

Sales vs. Service

- Are you using self-service effectively as a lead-generation tool?
- How do you follow up with self-service Customers?

Customer Relationship Management

- Not the system, but the actual concept & process

Metrics

Metrics

You can EXPECT what you INSPECT

If you aim at nothing, you'll hit it every time. – Zig Ziglar

5 Questions for all Team Members

1. Do you understand **what** is expected?
2. Do you understand **why** it is expected?
3. Do you know **how** to do what is expected?
4. Do you **want** to do and will you do what is expected?
5. Do you have the **support**, resources and freedom to do what is expected?

Metrics

What do you measure today?

How do you measure it?

What defines success for

- Your reps
- Your team

Challenge

Ask each of your reps the 5 questions

Systems and Processes

CRM

THE GOOD, THE BAD & THE UGLY

CRM Statistics

Odds of selling a new prospect

- 5% - 20%
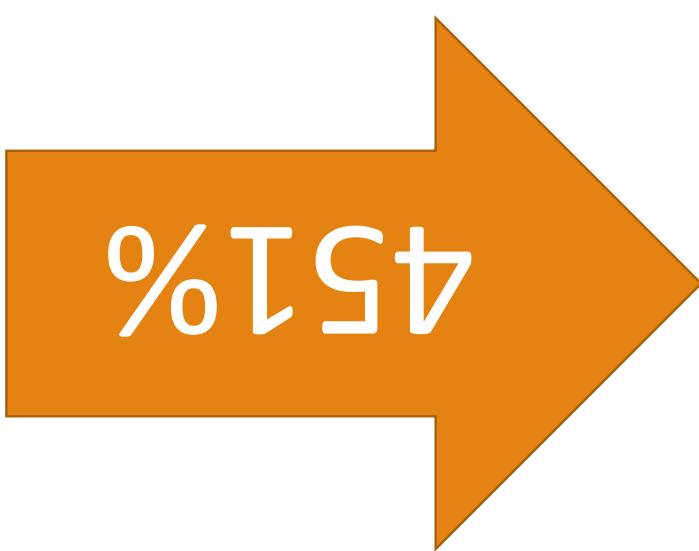
Probability of selling to an existing customer?

- 60% - 70%

73% of companies have no process for re-engaging and nurturing leads after sales

(Base CRM survey)

CRM Statistics

Businesses see a 451% increase in qualified leads when CRM is used to segment & nurture prospects (Annutus.com)

451%

CRM

What system do you use now?

How long have you used it?

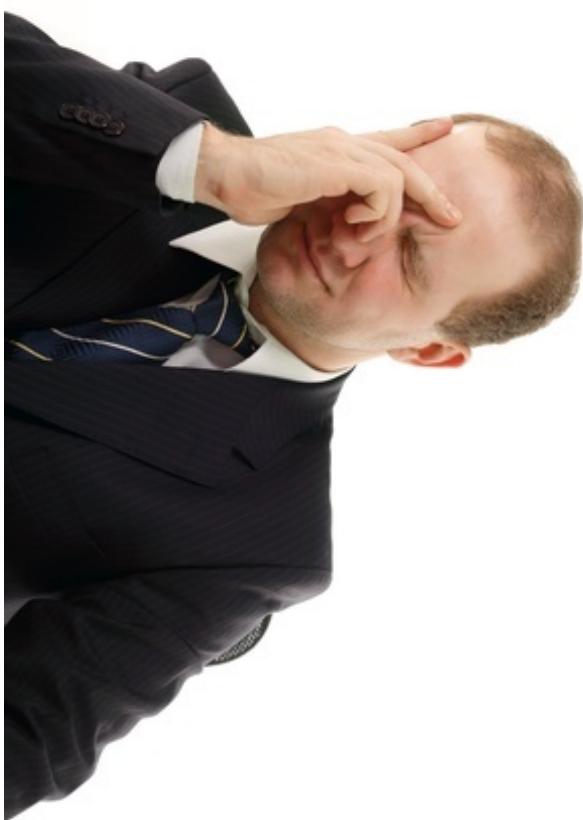What has been the biggest success or benefit from your CRM?

CRM Frustrations

CRM Statistics

58% of businesses say the number one cause of CRM pain is adoption

63% of businesses say new technology is overwhelming

Up to 60% of CRM projects failed to meet expectations over the last decade

CRM

Where have your CRM plans failed?

What has been the biggest negative surprise?

What is keeping your team from using CRM effectively?

- How will you address this?

CRM Improvements

Users want to pull data / get leads from social media

- Over 50% of marketers found a customer on Facebook in the last year
  - Same for Linked In
- Are you doing this today?
  - How?
  - What has worked?

Systems

Optimize things for your team

- Automate what you can
- Free up time for the most important and most profitable interaction

Have good systems

- CRM
- Other call tracking

Good tools that are not too much work for the reps

- Start with the end in mind (Covey)

Good Habits, Methods & Processes

What do you hire your reps to do?

What don't you hire them to do?

Eliminate

Automate

Delegate

TIM FERRISS

Good Habits, Methods & Processes

Create repeatable processes and templates

- For your business
- For your team

How to handle the necessary non-selling tasks?

- Good for variety
- Don't want them to get caught up in busy work
  - Adding value without taking away from sales

Challenges

Find one thing you can ELIMINATE for your reps / team

Find one thing you can AUTOMATE for your reps / team

Find one thing you can DELEGATE for your reps / team

Stop feeding the Call Reluctance Monster!!

Systems

How are you communicating internally?

- Still using email?
- Chatter
- Slack?

What's working?

Compensation

Compensation

Structure

- Salary
- Salary + Commission
- Straight Commission

Commission & Bonuses

- Average percentage

Other incentives

- Car or travel allowance
- Mobile phone expense

Contests

What has worked best for contests?

What's the craziest contest you've ever had?

What has been the worst contest?

Compensation

Compensation is a communications medium

Your reps are going to maximize their compensation

- Make sure your plan is aligned with your company's goals

Do you know your company's goals?

Developing Your Team

Developing your Team

Train people well enough so they can leave, treat them well enough so they don't want to. – Richard Branson

As a Leader, it's your job to make your team better, not the other way around. – Chris LoCurto

Date your spouse or someone else will.

Developing your Team

Monitoring / ride-alongs

Personal development

- Know your Team Members
  - What are their goals

Professional development

- What is the average tenure of a sales rep in North America? Europe?
  - In the USA, it's 4.6 years (for regular employees)
  - For Millennials the turnover is much higher
- It's better to keep good ones than to have high turnover

Developing your Team

Involve your team members

How can you involve your Team?

Developing your Team

Personal Development is a retention tool

People (especially Millennials) want someplace where

- They can make a difference
- Are appreciated
- Can grow

Promote well-engaged people

Culture

CULTURE

Culture

It's better to have a hole on your team than an asshole on your team. –Dan Jacobs, Apple

3 scenarios for Cultural Cancer

- Treat it
- Cut it out
- Die from it

Culture Happens

Having a Strong Culture

This is the most important element of success

- For you Team and your Team Members
- Hire for culture first
  - Hire great people and teach them your business
  - This includes your leaders

Everything you do should tie into the culture that you want

- Culture happens, whether you want it to or not

Have a culture that people would miss if they left

- This is another retention tool

Recap of Your Challenges

Your Challenges

Find one thing to change with your recruiting process

Identify one thing in your training that will reduce employee churn

Ask each rep the 5 questions

Change 1 thing in your compensation structure to better align with your company goals

Your Challenges

Create at least 1 activity that will grow your reps personally or professionally

- Sales training does not count

Find things you can ELIMINATE, AUTOMATE & DELEGATE

What is one thing that you can do to strengthen your Culture?

Lessons Learned

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