SalesFuel®

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Get Out of Your Own Way:

How to Focus, Motivate and Retain Your Sales Team

New York Press Association

Fall Conference 2016

September 17, 2016

1. Introductions
2. 10 Ways Media Sales Managers Prevent Sales
3. Deep Dive: Millennials & Digital Natives
4. Deep Dive: Profiling & Sales Structure
5. Deep Dive: Compensation Framework
6. Discussion/Q&A/Bon Mots/Pearls of Wisdom

About SalesFuel®

SalesFuel provides more than 1,500 sales teams nationwide with “The Power to Sell Smarter” through its unique portfolio of sales tools, training and intelligence. This empowers sales teams to provide value-first to their accounts and stand out from their competition.

SalesFuel is best known for its AdMall® product line for media sales and agency new business hunters and its AudienceSCAN® line of marketing research and customer purchase intent data. The company’s current core products also include the SalesFuel API as well as Gitomer Certified Sales Training.

Thought leadership is delivered free-of-charge through the firm’s many white papers and daily sales+management briefings at SalesFuel.com. SalesFuel also produces the Media Sales Today e-publication.

Source: SalesFuel, “*State of Media Sales*” survey, April, 2016

THE MEDIA SALES MANAGER’S JOB TODAY

10 Ways Media Sales Managers Prevent Sales

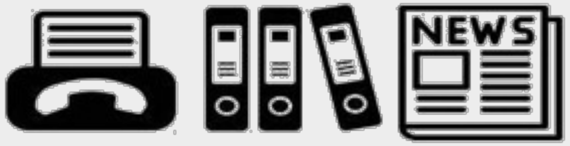
1. **Not Maintaining a Candidate Pipeline**
2. **Not Enough Hiring Due Diligence**
3. **Not Screening Applicants for Tech Skills**
4. **Time Squandered on Sales Reporting**
5. **Not Having Enough 1:1 Meetings**
6. **Too Little Real-Time, Deal Specific Coaching**
7. **Acting Like a Player-Manager**
8. **Not Rewarding Emerging Performers**
9. **Not Emphasizing Retention**
10. **Not Grasping the Importance of Culture**

Source: SalesFuel, "*State of Media Sales*" survey, April, 2016

MILLENNIALS & DIGITAL NATIVES

	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Work Ethic/ Values:	Hard work Respect authority Sacrifice Duty before fun Adhere to rules	Workaholics Work efficiently Crusading Causes Personal Fulfillment Desire Quality Question Authority	Eliminate the task Self-reliance Want structure and direction Skeptical	What's next Multitasking Tenacity Entrepreneurial Tolerant Goal oriented
Work is…:	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
Leadership Style:	Directive Command-and-control	Consensual Collegial	Everyone is the same Challenge others Ask why	The young leaders Century
Interactive Style:	Individual	Team player Loves meetings	Entrepreneur	Participative
Communications:	Formal Written	In person	Direct Immediate	Email Voice mail
Feedback & Rewards:	No news is good news Satisfaction in a job Well done	Don't appreciate it Money Title Recognition	Sorry to interrupt, but how am I doing? Freedom=best reward	Whenever I want it, at the push of a button Meaningful work
Messages that motivate:	Your experience is respected	You are valued You are needed	Do it your way Forget the rules	Working with other bright, creative people
Work & Family Life:	Work	No balance Work to live	Balance	Balance

Digital Immigrants



- Adopter of web technologies
- Prefer to talk in person
- Logical learners
- Focusing on one task at a time
- Prefer to have interaction with one or fewer people rather than many
- Get info from traditional news sites

Digital Native

- Born during or after the digital age *(born after 1980*)
- Always on, attached to a phone or other device
- Intuitive learners
- Multitask and rapidly task-switch
- Extremely social
- Multimedia oriented

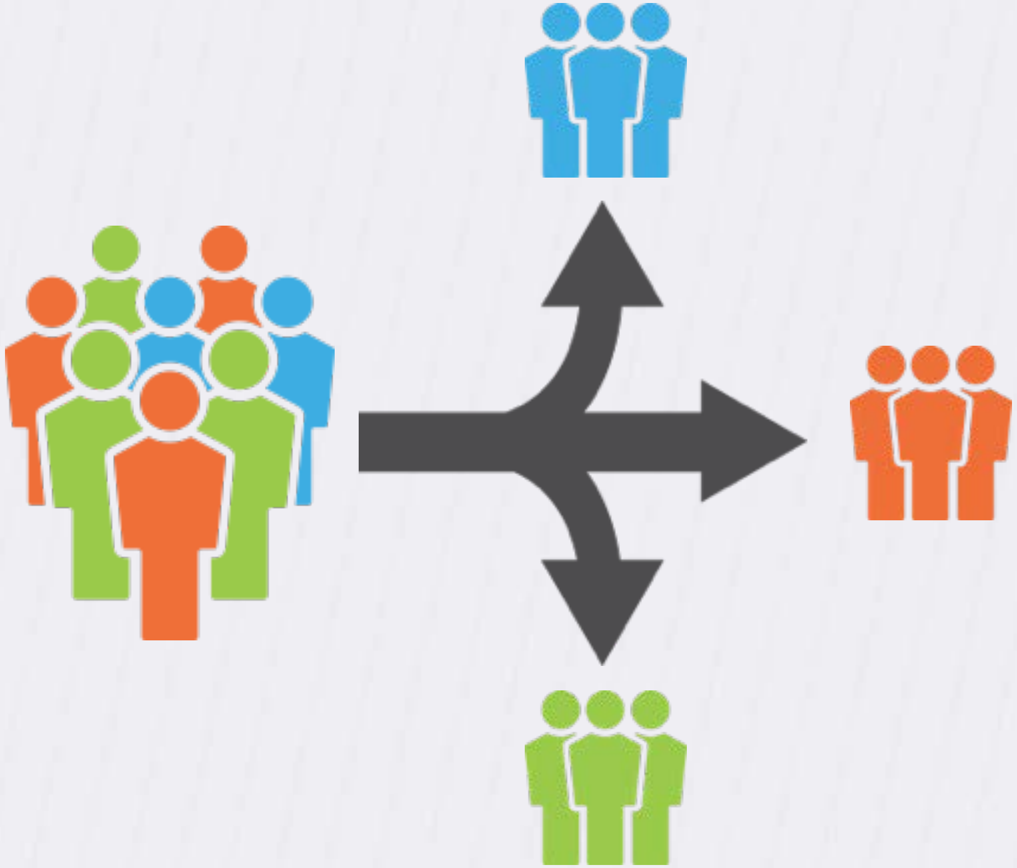
SALES PROFILING

Sales Behavioral Profiling

- Sales behavioral profiling is a method of assessing and measuring a persons likelihood of being successful in a particular sales role.

- Matching a person's character traits to those required to do a specific job role, significantly increases the potential of that person being successful in that environment.

- More importantly, it highlights unsuitable profiles that may get through an interview process, only to fail later.



TeamKeeper Profiling Measures

- Dominance: A high “D” focuses on the need to achieve and maintain a measure of authority and power over other people and the environment in which they live and work.
- Influence: A high “I” has a communicative and socially confident style. Usually positive, influential and persuasive. They tend to be balanced but can be impulsive at times.
- Steadiness: A high “S” tends to be patient and sympathetic listeners, with an interest in the feeling and problems of others. They have excellent concentration and a persistent approach.
- Compliance: A high “C” likes structure, detail and fact. They can be very rule orientated and tend to dislike pressure.

Sales Animals

- We match each DISC behavioral profile to an animal.
- Each animal has it’s own sales-specific characteristics.
- It is important to understand that all profiles have a mixture of the four primary qualities to a greater or lesser degree, however, each profile has a lead primary quality that predominately drives behavior.

Assessment Elements

- **Primary Characteristics**

Primary Characteristics

This candidate has great people sales skills and rises to the occasion in a relationship environment. Their naturally friendly and positive character means they build confidence and trust quite quickly.

Persuasive and confident in style, they find it easy to communicate their ideas in the sales process and bring it to a conclusion. They can be strong-willed, restless and are always searching for new opportunities. Self-motivation is something this candidate is not short of and they find it easy to influence the decisions of others. They will tend to be alert, very mobile and a naturally good communicator. Due to a possibly strong willed and independent element in their profile, this candidate will achieve the highest results working for a strong but fair manager that they can respect. It will also be important for the manager to demonstrate trust in their ability and allow a high degree of autonomy.

Assessment Elements

- Primary Characteristics
- **Sales Style**

Sales Style:

Opening: A good communicator with a natural friendly style, they will find it easy to establish good rapport. However, they could tend to over-talk a little.

Fact finding: Will be quite good at controlling this process. They could come across as rushing a little in gathering detailed information and will need to be careful not to miss important details.

Presenting: The presentation of information will be confident and motivational.

Closing: This may not be this candidate’s strongest skill and they may not always recognize early opportunities to do so. They may tend to use their good communication skills to maneuver the process to a natural conclusion.

Sales Role: This candidate would be suited to either a new business or account management role with regular opportunities to maintain and influence relationships.

Environment: A strong ability to sell, they may be more suited to a product or service that is not too technically complex or involving detailed processes. Will tend to require or thrive in an environment with a high degree of autonomy and not too much controlling process and structure.

Assessment Elements

- Primary Characteristics
- Sales Style
- **Sales Character Trait Grid**

Character Trait	Definition	Very Low	Low	High	Very High
Drive	Self-motivated, strong client meeting control, work-focused, ambitious, needs to achieve and be successful	■	■	■	
Competitive	Very competitive and works hard to be the best.	■	■	■	
Communication	Excellent rapport builder, good at relationship management, a naturally influential and persuasive style, good communicator.	■	■	■	
Positive Attitude	Has very positive and optimistic attitude	■	■	■	
Support	Likes dealing with customer problems and issues, very amiable and a good listener.	■			
Pace	Can be quite restless at times. Prefers a high paced work environment. Has high activity levels.	■	■	■	■
Attention to Detail	Suited to technical/complex sales, tends to have a systematic approach, accurate paperwork, likes structure and process.	■	■	■	■
Independence	A firm, independent style, has the ability to work autonomously and could be a bit strong-willed at times.	■			

Assessment Elements

- Primary Characteristics
- Sales Style
- Sales Character Trait Grid
- **Management Style**

Management Style:

A natural leader with a friendly, motivational style of management but could at times be seen as strong willed and stubborn. They will also have high expectations of those who work for them. Persuasive, driving and focused are all words at the core of this profile. They are a natural motivator of others and at times, inspiring. They will tend to rely on verbal communication and may not use written communication as much as they should.

Assessment Elements

- Primary Characteristics
- Sales Style
- Sales Character Trait Grid
- Management Style
- Key Motivator
- **Basic Fears**

Basic Fears:

This candidate is a people person. They do not like rejection, particularly by those close to them.

Assessment Elements

- Primary Characteristics
- Sales Style
- Sales Character Trait Grid
- Management Style
- Key Motivator
- Basic Fears
- **Communication Suggestions for Managers and Colleagues**

Communication Suggestions for Manager and Colleagues:

- Get them to talk about opinions, ideas and dreams
- Try to develop mutually stimulating ideas together
- Try not to argue, instead explore alternative solution you can both share with enthusiasm
- Summarize in writing what you both agree upon
- Be entertaining and fast moving
- They are positively affected if you use testimonials from important people or companies with which they can relate

Assessment Elements

- Primary Characteristics
- Sales Style
- Sales Character Trait Grid
- Management Style
- Key Motivator
- Basic Fears
- Communication Suggestions for Managers and Colleagues
- **How this person may appear**

How this person may appear:

- Very enthusiastic and friendly
- Positive and verbal, tells stories and anecdotes
- Could appear superficial and impulsive
- Very friendly handshake – pump or hold
- Office may well be untidy and disorganized. May have pictures of self or awards for performance
- Well dressed, stylish, fashionable, gimmicks, executive toys, the latest electronic gadget
- Will talk with their hands, very tactile
- May delay a decision, prefers to persuade or coach rather than confront, or demand

Assessment Elements

- Primary Characteristics
- Sales Style
- Sales Character Trait Grid
- Management Style
- Key Motivator
- Basic Fears
- Communication Suggestions for Managers and Colleagues
- How this person may appear
- **Interview Questions**

Interview Questions:

This profile likes to work alone and may want a lot of freedom and autonomy. This example question is designed to test this.

- Would you choose a role which had more money and less autonomy or less money but with more autonomy?

This profile is very personable but may shy away when required to take control of assertive people or stressful situations. This example question should help to probe this.

- How do you tend to manage people that you find to be very assertive and possibly intimidating?
  - Can you give me an example?

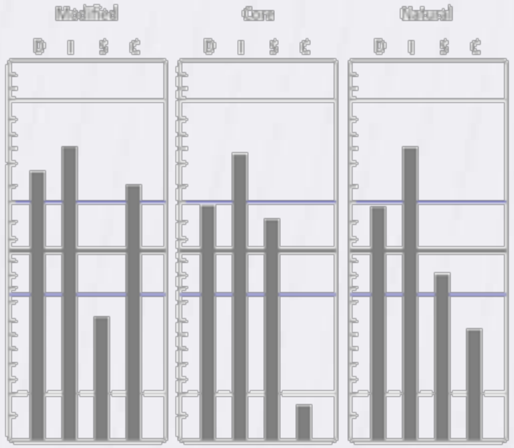
Assessment Elements

- Primary Characteristics
- Sales Style
- Sales Character Trait Grid
- Management Style
- Key Motivator
- Basic Fears
- Communication Suggestions for Managers and Colleagues
- How this person may appear
- Interview Questions
- **DISC Profile**

DISC Profile: I/C 2

DISC assessment is used in many fields to gauge things like work habits, management potential, conflict resolution, and leadership style. DISC assessment is a personality assessment tool based on the DISC personality theory of psychologist William Marston. Marston's theory centers around four different personality traits: Dominance, Inducement, Submission, and Compliance. Through our partnership with UK-based SalesMatch, the SalesFuel Assessment analyzes these traits as they relate to the field of sales.

Modified – the person's current behavioral traits in their working environment
Core – how the person reacts under pressure
Natural – The "Natural" profile report presents a view of the person's core behavioral character traits. Matching a job role to these traits means a person is operating in a working environment that feels natural to them. This generates less stress and dramatically increases the likelihood of success.



HOW TO USE PROFILES TO STRUCTURE YOUR SALES TEAM

Get the Right People on the Bus

1. Determine the nature of the job role.
2. Determine the compensation type.
3. Determine the sales complexity:
    - Non complex, packaged product or service.
    - This would typically be a simple transactional offering that doesn't require much information gathering.

    - Detailed or complex product or service. This would typically be a sale that required:
        - Detailed questioning
        - Technical knowledge of the product or service
        - A solution sell

> *"Get the right people on the bus, and the wrong people off the bus and then get the right people in the right seats". - **Jim Collins***

Job Role: Field Sales, New Business

Offering: **Non complex, packaged product or service**
Compensation: Commission Only

Best Match

Leopard
D/S 1

Lion
D/S 2

Tiger
D/C 1

Puma
D/C 2

Dolphin
I/S 2

Wolf
I/C 2

Close Match

Snow Leopard
D/S 3

Cheetah
D/S 4

Pacific Dolphin
I/S 4

Eagle
C/S 4

Black Panther
D/I 1

Consider

African Eagle
D/S 3

Red-tailed Hawk
D/S 4

Jaguar
I/S 4

Job Role: Field Sales, New Business

Offering: **Detailed or complex product or service**
Compensation: Commission Only

Best Match

Snow Leopard
D/S 3

Cheetah
D/S 4

Pacific Dolphin
I/S 4

Eagle
C/S 4

Close Match

Leopard
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African Eagle
C/S 3

Jaguar
D/I 3

Red-tailed Hawk
C/I 3

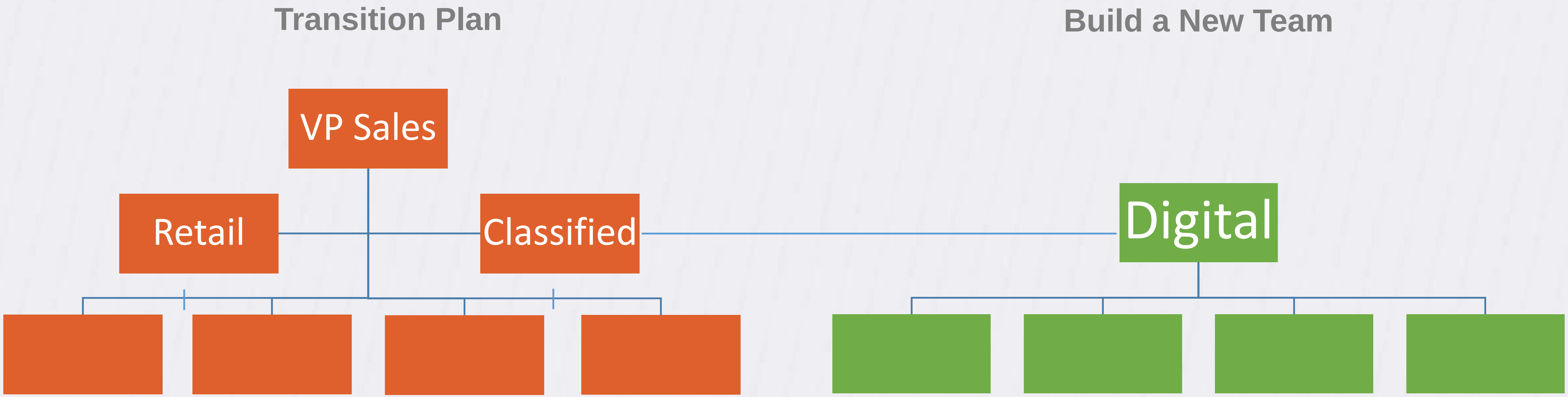
Consider

Tiger
D/C 1

Wolf
I/C 2

Puma
D/C 2

Transition Plan + Build the Team


Transition Plan

Build a New Team

VP Sales

Retail

Classified

Digital

COMPENSATION FRAMEWORK

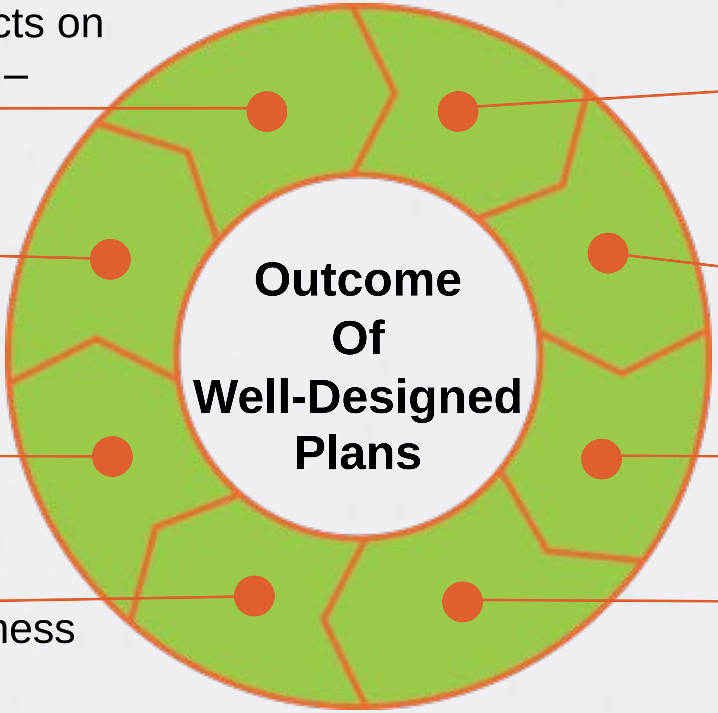
How Compensation Focuses, Motivates & Engages Sales Teams

Incentive Compensation Objectives

Attract + Retain

Focus Effort

Motivate Performance



- In turn, positive impacts on customer experience – **more continuity**
- Higher **employee retention**
- Better **employee engagement**
- **Higher recurring revenue,** better business results

- More positive **customer experience,** higher satisfaction levels
- Higher **customer retention**
- Higher **product utilization**
- **Deeper relationships/** more cross sell activity

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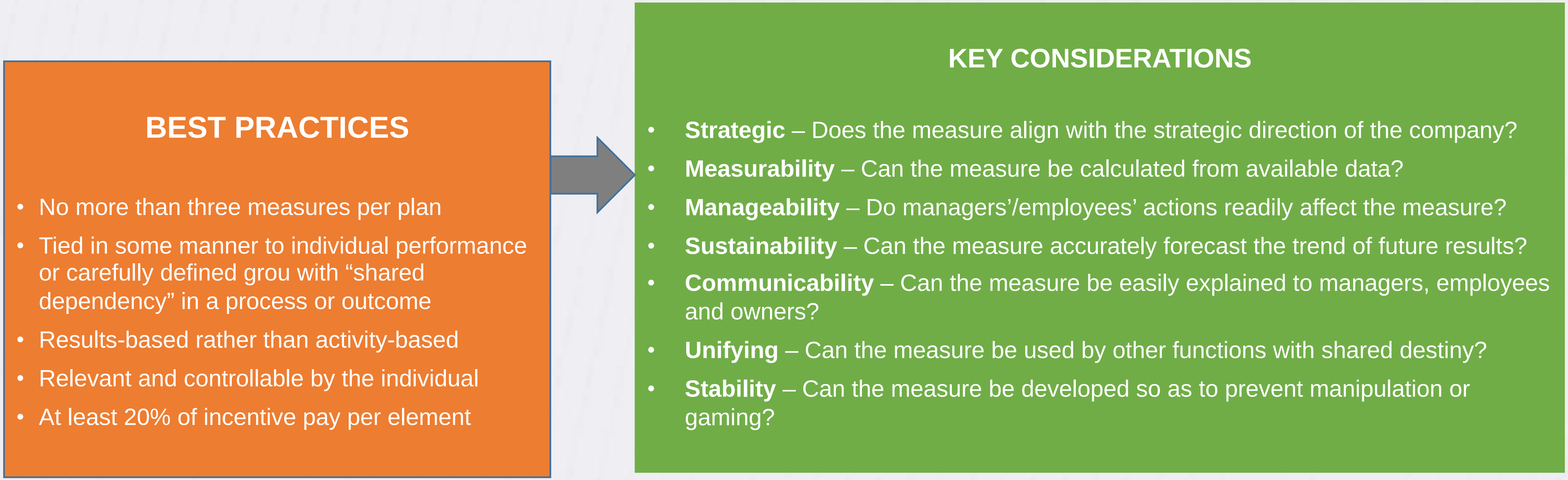
Building a Compensation Plan



BEST PRACTICES

- No more than three measures per plan
- Tied in some manner to individual performance or carefully defined grou with “shared dependency” in a process or outcome
- Results-based rather than activity-based
- Relevant and controllable by the individual
- At least 20% of incentive pay per element

KEY CONSIDERATIONS

- **Strategic** – Does the measure align with the strategic direction of the company?
- **Measurability** – Can the measure be calculated from available data?
- **Manageability** – Do managers’/employees’ actions readily affect the measure?
- **Sustainability** – Can the measure accurately forecast the trend of future results?
- **Communicability** – Can the measure be easily explained to managers, employees and owners?
- **Unifying** – Can the measure be used by other functions with shared destiny?
- **Stability** – Can the measure be developed so as to prevent manipulation or gaming?

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If the position:

- Is directly involved in the sales process
- Spends a majority of time on selling activities (preparing for, following up to, AND conducting customer sales calls)
- Plays a prominent ’customer facing’ role
- Has the ability to impact and influence customer buying decisions
- Generates, qualifies and/or pursues sales leads
- Is expected to close sales
- Serves as a designated customer relationship manager
- Manages a group of salespeople

Then…

Sales incentive plan is most appropriate

If the position:

- Writes proposals, but has little to no direct customer interface
- Conducts research and analysis for the sales force
- Serves as an administrative assistant to a sales person
- Develops marketing and sales strategies, conducts market research, or develops marketing and sales tools
- Develops and/or manages products
- Spends some time on sales but the majority on other tasks (service, operations, etc.)
- Contributes to sales, but does not close sales

Then…

Corporate incentive plan, with some customization, is most appropriate

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What’s the Right Pay Mix?

Pay Mix	Sales Force Perception	Degree of Management Control	Sense of Urgency
90% / 10%	Manager/ Influencer	Highest	*
80% / 20%	Motivational	High	Some
70% / 30%	Gets attention	Good	Meaningful
60% / 40%	Drives behavior	Only key things	Significant
50% / 50%	High risk	Limited	High
>50% at risk	Make quota or quit	Minimal to none	Very high

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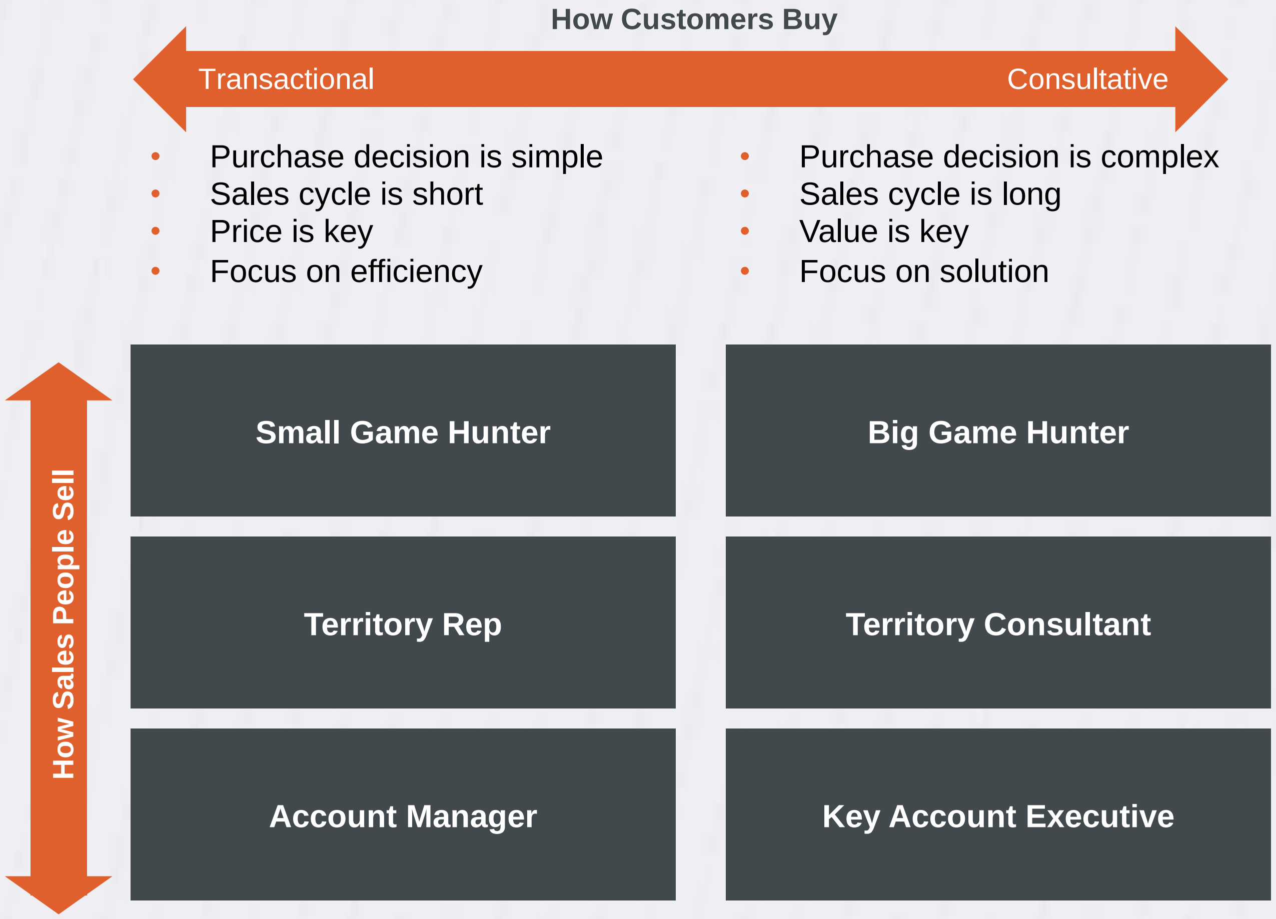
Focus, Motivate & Engage Sales Team

New Customer Acquisition
- New customer acquisition
- Cold calling or prospecting
- Little post-sale effort

Territory Manager
- Grow territory revenue based on good relationships with many customers / prospects
- Growth comes from building a reputation in the territory
- Some post-sale effort

Account Manager
- Retain and grow accounts
- Identifying and addressing customer needs
- Significant post-sale effort
- Penetrating customers with new services / products



How Customers Buy

Transactional

- Purchase decision is simple
- Sales cycle is short
- Price is key
- Focus on efficiency

Consultative

- Purchase decision is complex
- Sales cycle is long
- Value is key
- Focus on solution

How Sales People Sell

Transactional	Consultative
Small Game Hunter	Big Game Hunter
Territory Rep	Territory Consultant
Account Manager	Key Account Executive

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Focus, Motivate & Engage Sales Team

Framework Drives:

- Pay mix
- Upside earnings potential
- Performance area
- Incentive form

How Customers Buy

How Sales People Sell	Transactional	Consultative
New Business Acquisition	Highest variable pay Fewest performance areas (1-2) Commission oriented	High variable pay Few performance areas (2-3) Commission / bonus oriented
Territory Manager	High variable pay Few performance areas (2-3) Mix of commission + bonus	Moderately high variable pay More performance areas (3-4) Mix of commission + bonus
Account Manager	Low variable pay Few performance areas (2-3) Bonus oriented	Moderate variable pay Most performance areas (3-4) Bonus oriented

Position Drives:

- Pay levels
- Performance measures
- Incentive plan mechanics

Mapping roles to the matrix helps narrow the choice of optimal plan designs

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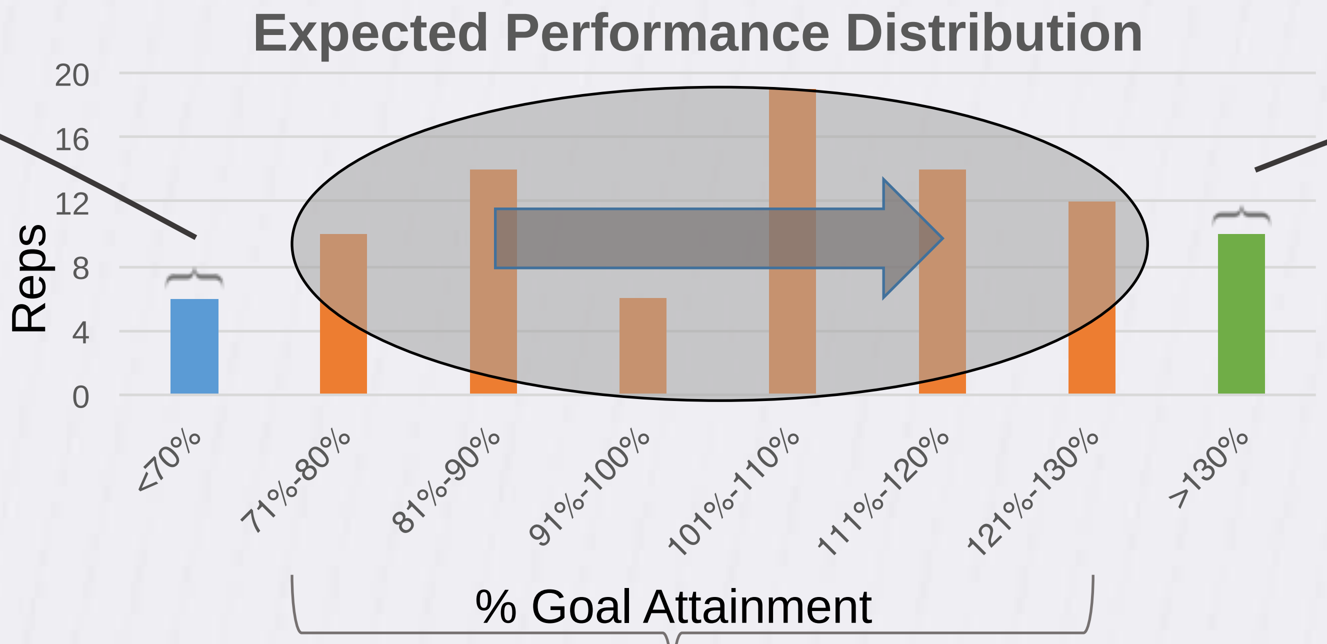
Focus, Motivate & Engage Sales Team



1

The very low performers should be managed out, and will be more concerned about keeping their base pay.

2

You definitely need to keep the stars happy, but there are only a few of them and they may be more motivated by recognition and personal achievement.

3

You get the biggest “bang for the buck” in the middle of the pack. Most of your sales people are here and this is where the sales incentive plan is likely to be most effective. These people must participate and this is where the steep part of the payout curve should be.

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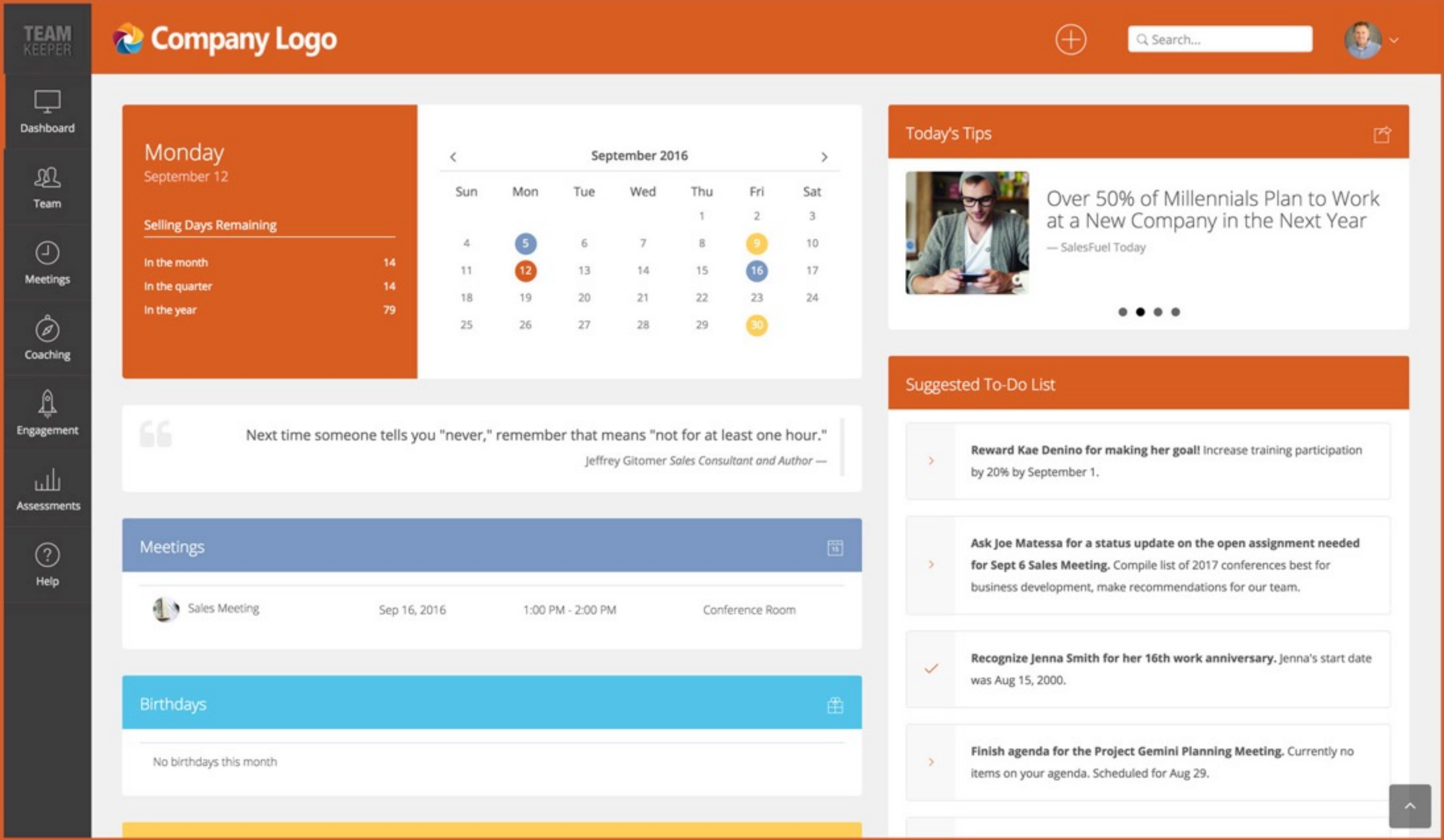
DATA-DRIVEN LEADERSHIP



Monday
September 12

Selling Days Remaining

In the month	14
In the quarter	14
In the year	79

September 2016

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Next time someone tells you "never," remember that means "not for at least one hour."
Jeffrey Gitomer *Sales Consultant and Author* —

Meetings

Sales Meeting	Sep 16, 2016	1:00 PM - 2:00 PM	Conference Room

Birthdays

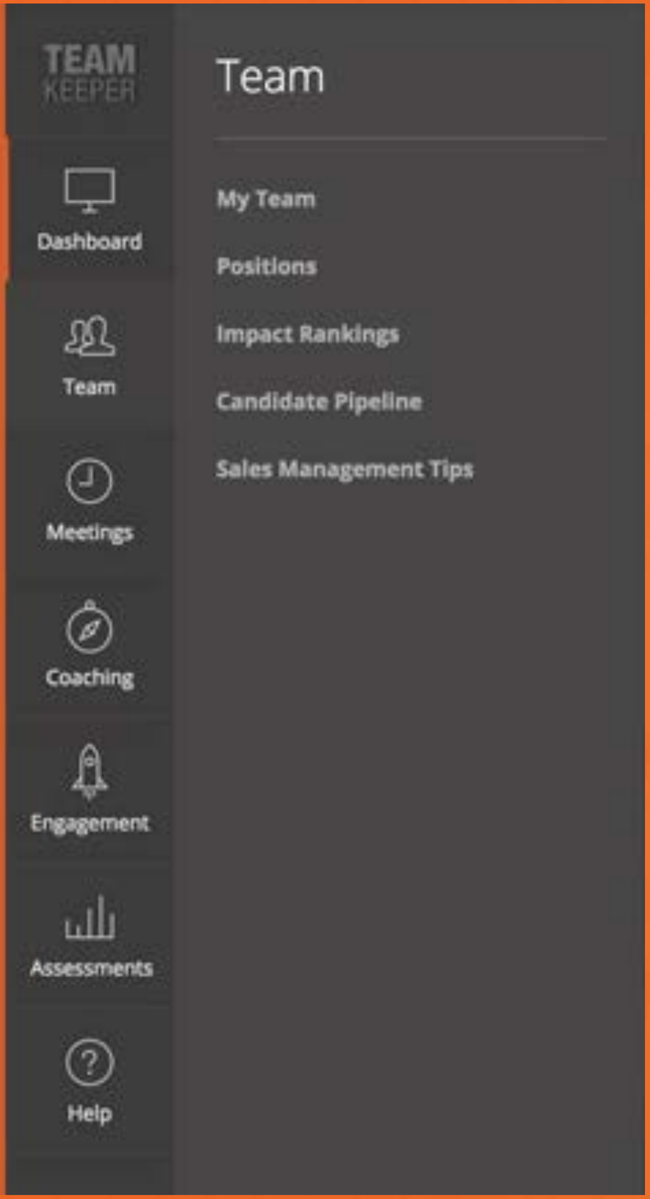
No birthdays this month

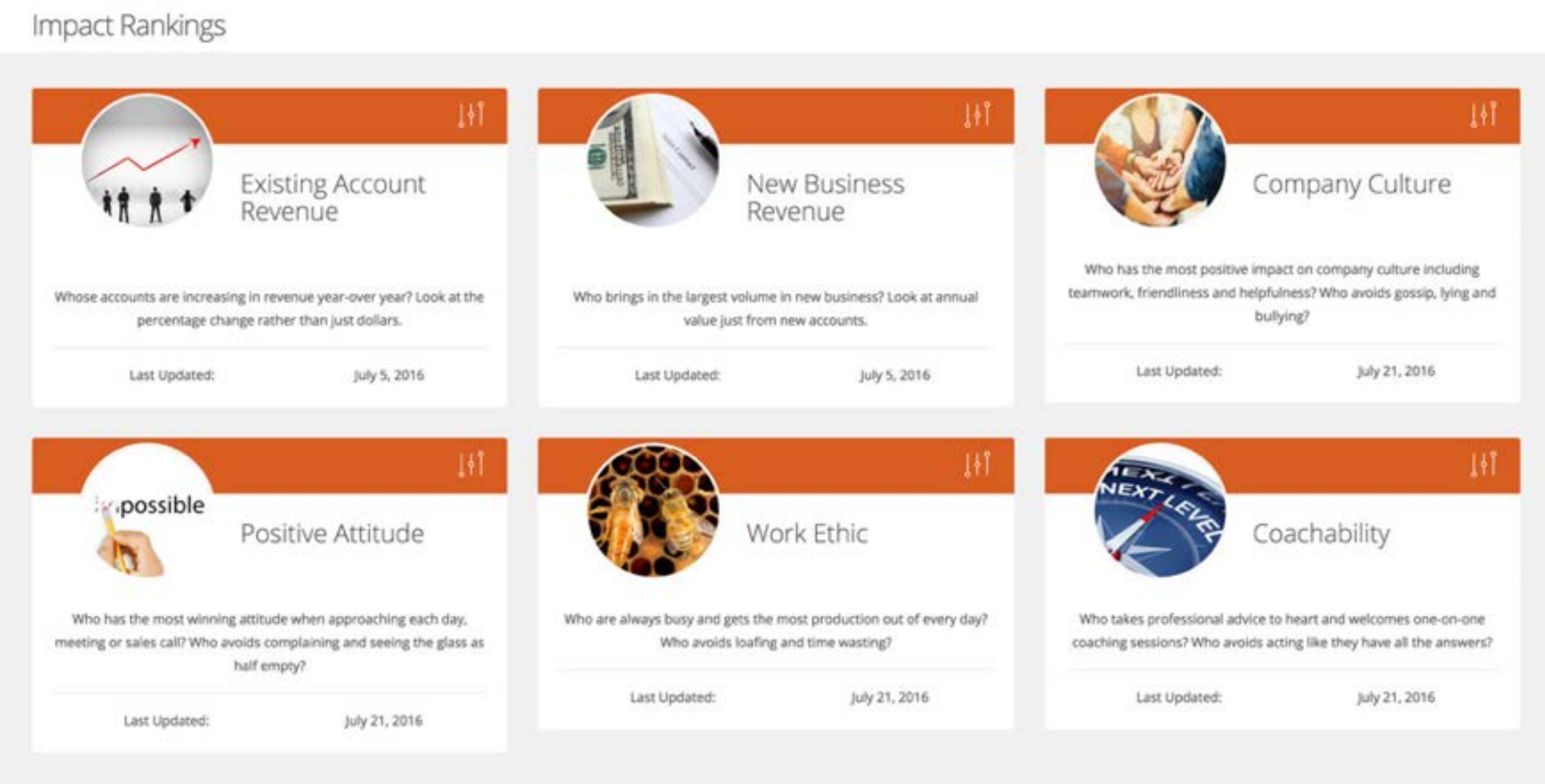
Today's Tips

Over 50% of Millennials Plan to Work at a New Company in the Next Year
— SalesFuel Today

Suggested To-Do List

- **Reward Kae Denino for making her goal!** Increase training participation by 20% by September 1.
- **Ask Joe Matessa for a status update on the open assignment needed for Sept 6 Sales Meeting.** Compile list of 2017 conferences best for business development, make recommendations for our team.
- ✓ **Recognize Jenna Smith for her 16th work anniversary.** Jenna's start date was Aug 15, 2000.
- **Finish agenda for the Project Gemini Planning Meeting.** Currently no items on your agenda. Scheduled for Aug 29.


TEAM KEEPER
Team
Dashboard
Team
Meetings
Coaching
Engagement
Assessments
Help
My Team
Positions
Impact Rankings
Candidate Pipeline
Sales Management Tips


Impact Rankings

Existing Account Revenue

Whose accounts are increasing in revenue year-over year? Look at the percentage change rather than just dollars.

Last Updated: July 5, 2016

New Business Revenue

Who brings in the largest volume in new business? Look at annual value just from new accounts.

Last Updated: July 5, 2016

Company Culture

Who has the most positive impact on company culture including teamwork, friendliness and helpfulness? Who avoids gossip, lying and bullying?

Last Updated: July 21, 2016

Positive Attitude

Who has the most winning attitude when approaching each day, meeting or sales call? Who avoids complaining and seeing the glass as half empty?

Last Updated: July 21, 2016

Work Ethic

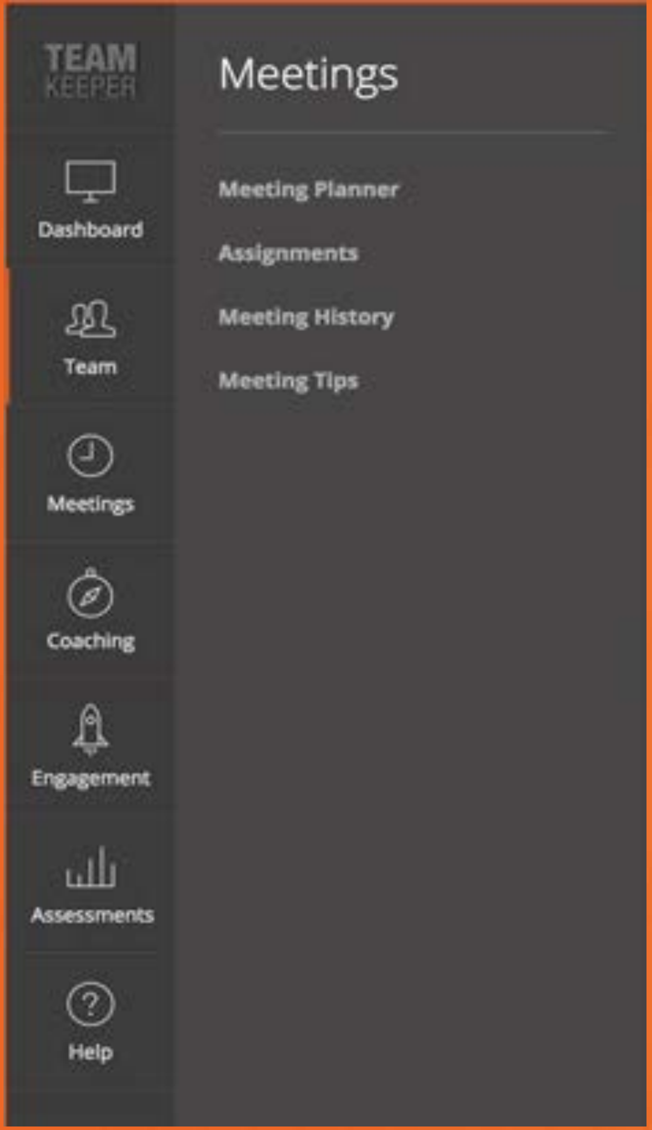
Who are always busy and gets the most production out of every day? Who avoids loafing and time wasting?

Last Updated: July 21, 2016

Coachability

Who takes professional advice to heart and welcomes one-on-one coaching sessions? Who avoids acting like they have all the answers?

Last Updated: July 21, 2016


TEAM KEEPER
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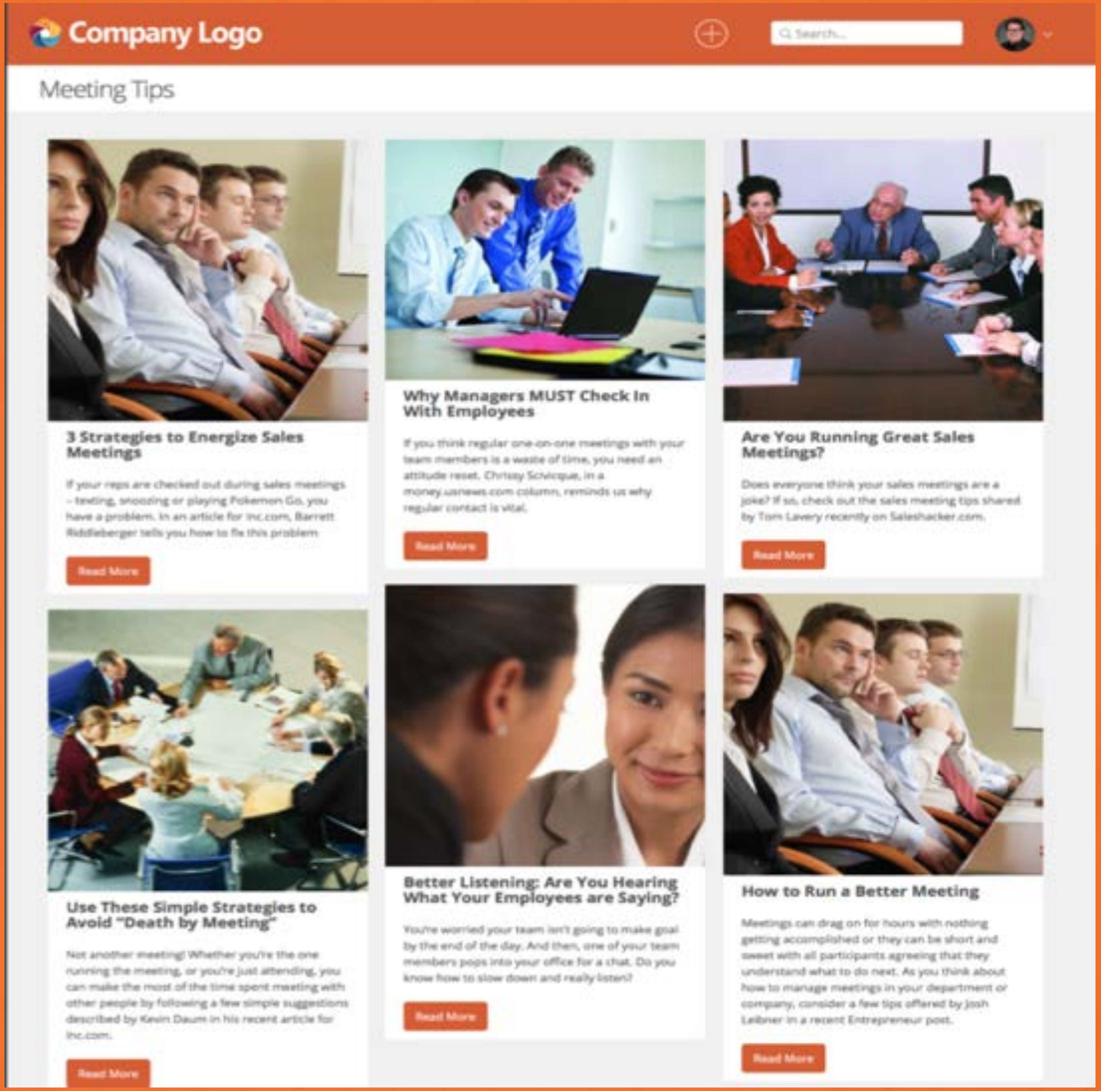
Meetings
Meeting Planner
Assignments
Meeting History
Meeting Tips


Company Logo
Search...
Meeting Tips

3 Strategies to Energize Sales Meetings

If your reps are checked out during sales meetings – texting, snoozing or playing Pokemon Go, you have a problem. In an article for Inc.com, Barrett Riddleberger tells you how to fix this problem.

Read More

Why Managers MUST Check In With Employees

If you think regular one-on-one meetings with your team members is a waste of time, you need an attitude reset. Chrissy Scivicque, in a money.usnews.com column, reminds us why regular contact is vital.

Are You Running Great Sales Meetings?

Does everyone think your sales meetings are a joke? If so, check out the sales meeting tips shared by Tom Lavery recently on Saleshacker.com.

Use These Simple Strategies to Avoid "Death by Meeting"

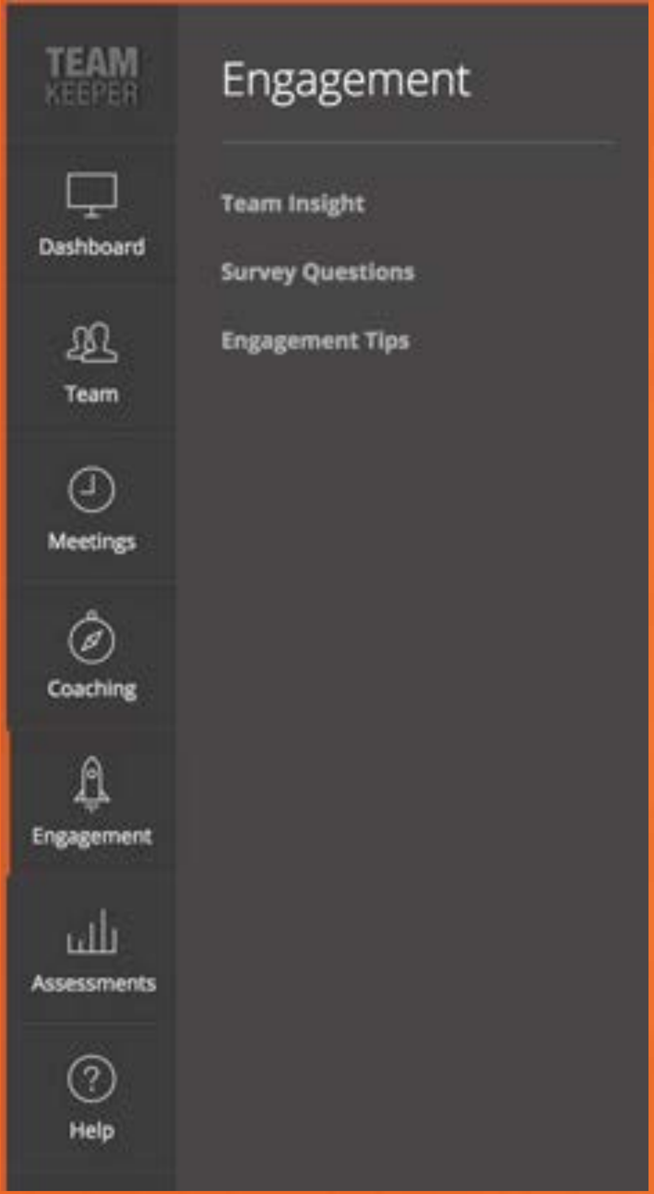
Not another meeting! Whether you're the one running the meeting, or you're just attending, you can make the most of the time spent meeting with other people by following a few simple suggestions described by Kevin Daum in his recent article for Inc.com.

Better Listening: Are You Hearing What Your Employees are Saying?

You're worried your team isn't going to make goal by the end of the day. And then, one of your team members pops into your office for a chat. Do you know how to slow down and really listen?

How to Run a Better Meeting

Meetings can drag on for hours with nothing getting accomplished or they can be short and sweet with all participants agreeing that they understand what to do next. As you think about how to manage meetings in your department or company, consider a few tips offered by Josh Leibner in a recent Entrepreneur post.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Engagement
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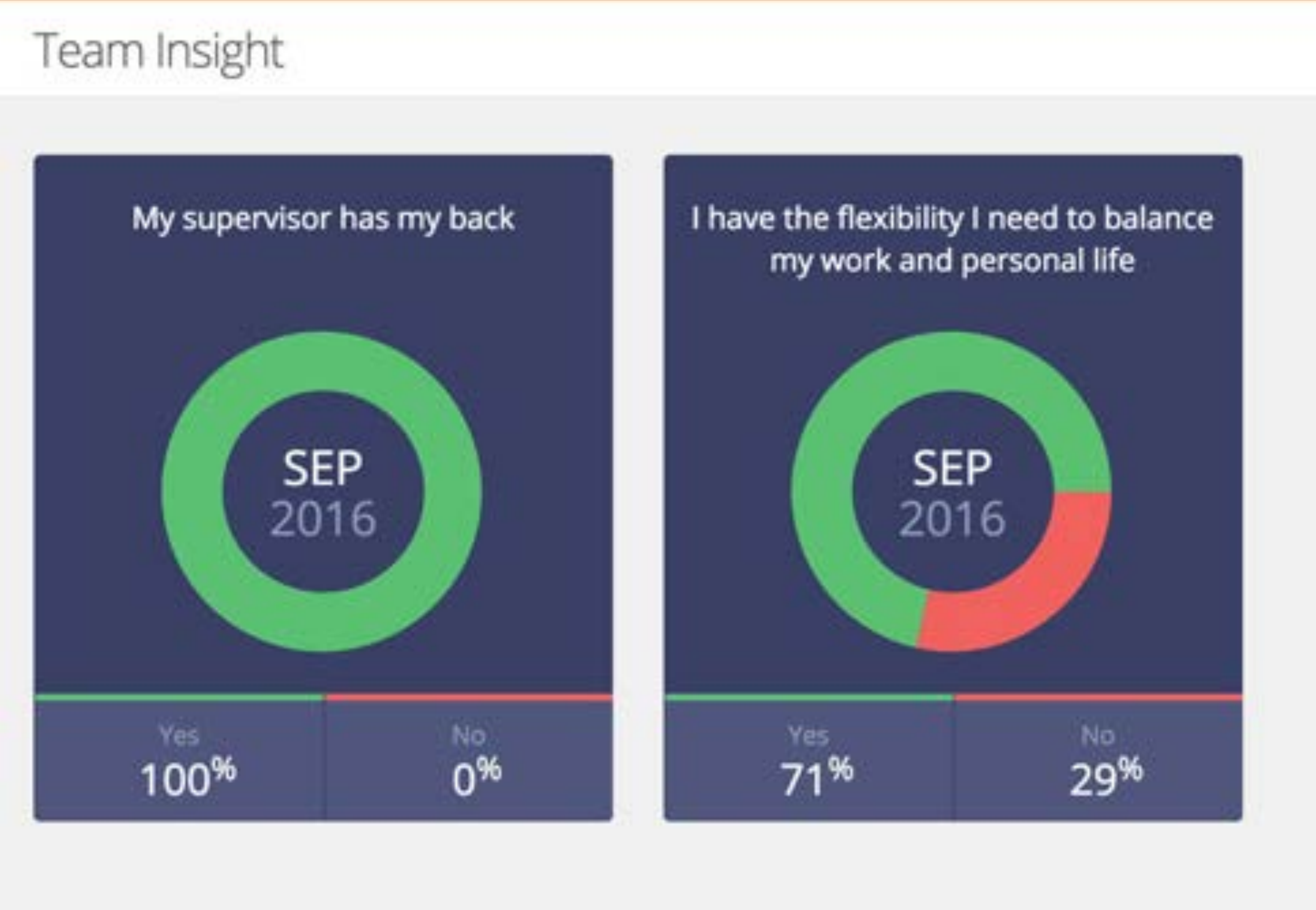

Team Insight

My supervisor has my back

SEP 2016

Yes 100%

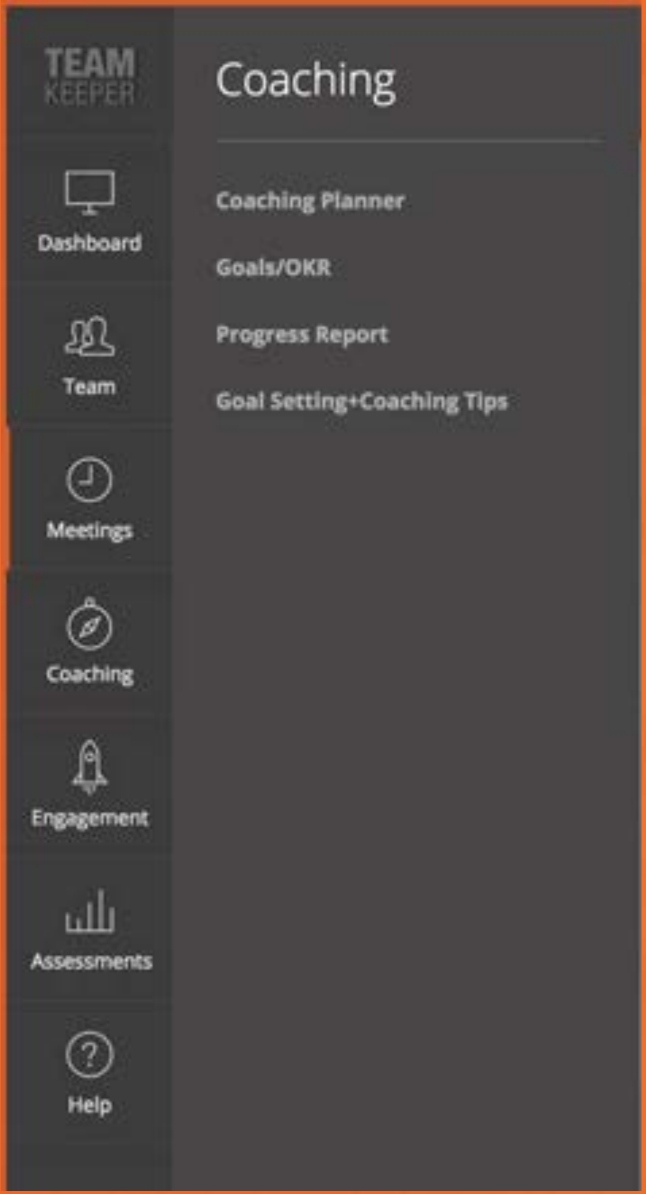
No 0%

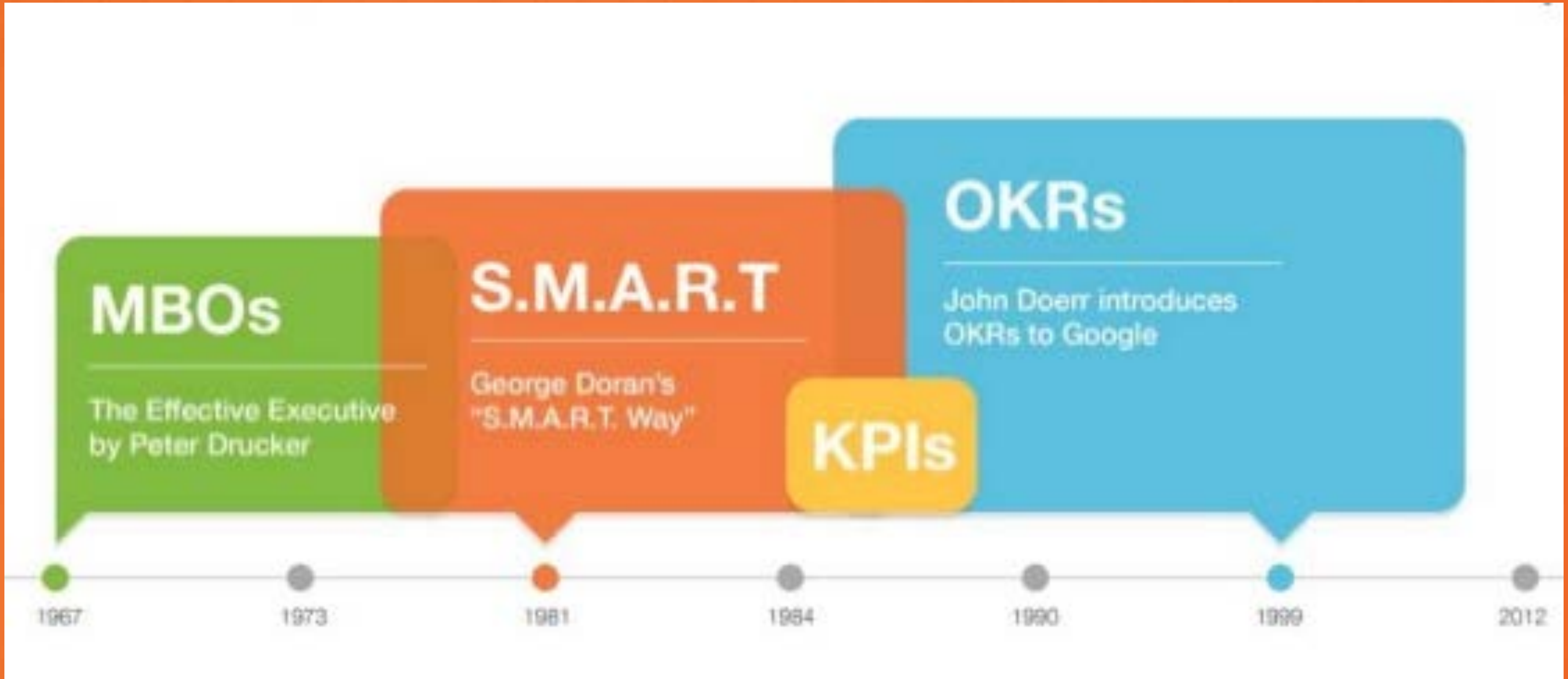
I have the flexibility I need to balance my work and personal life

SEP 2016

Yes 71%

No 29%


TEAM KEEPER
Coaching
Coaching Planner
Goals/OKR
Progress Report
Goal Setting+Coaching Tips
Dashboard
Team
Meetings
Coaching
Engagement
Assessments
Help


MBOs

The Effective Executive by Peter Drucker

S.M.A.R.T

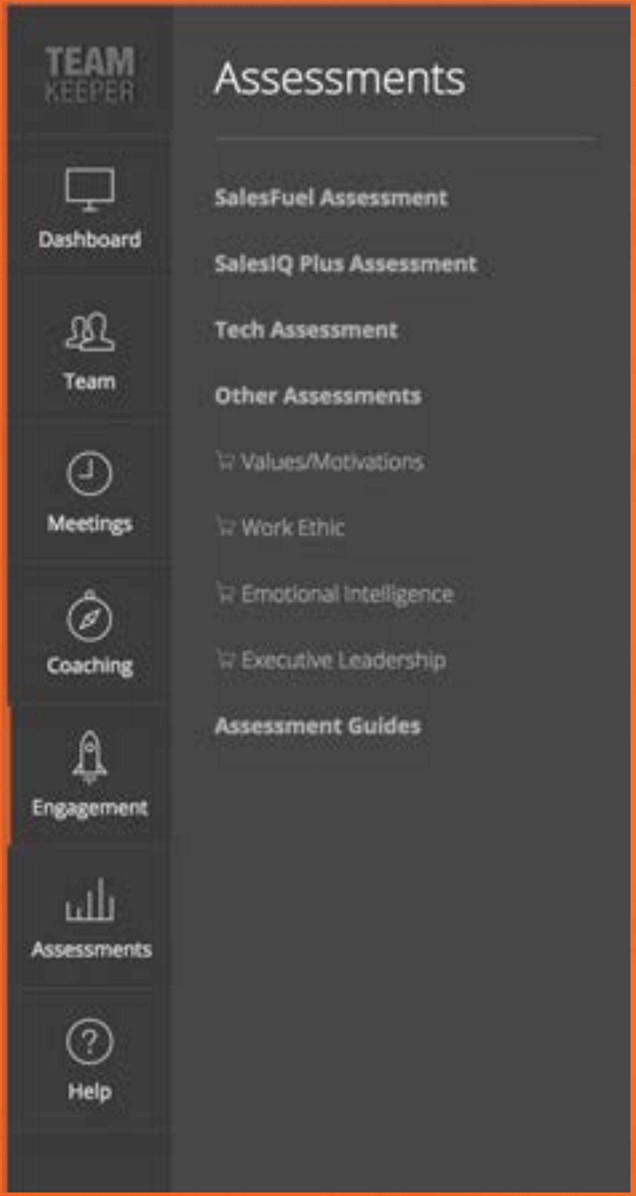
George Doran's "S.M.A.R.T. Way"

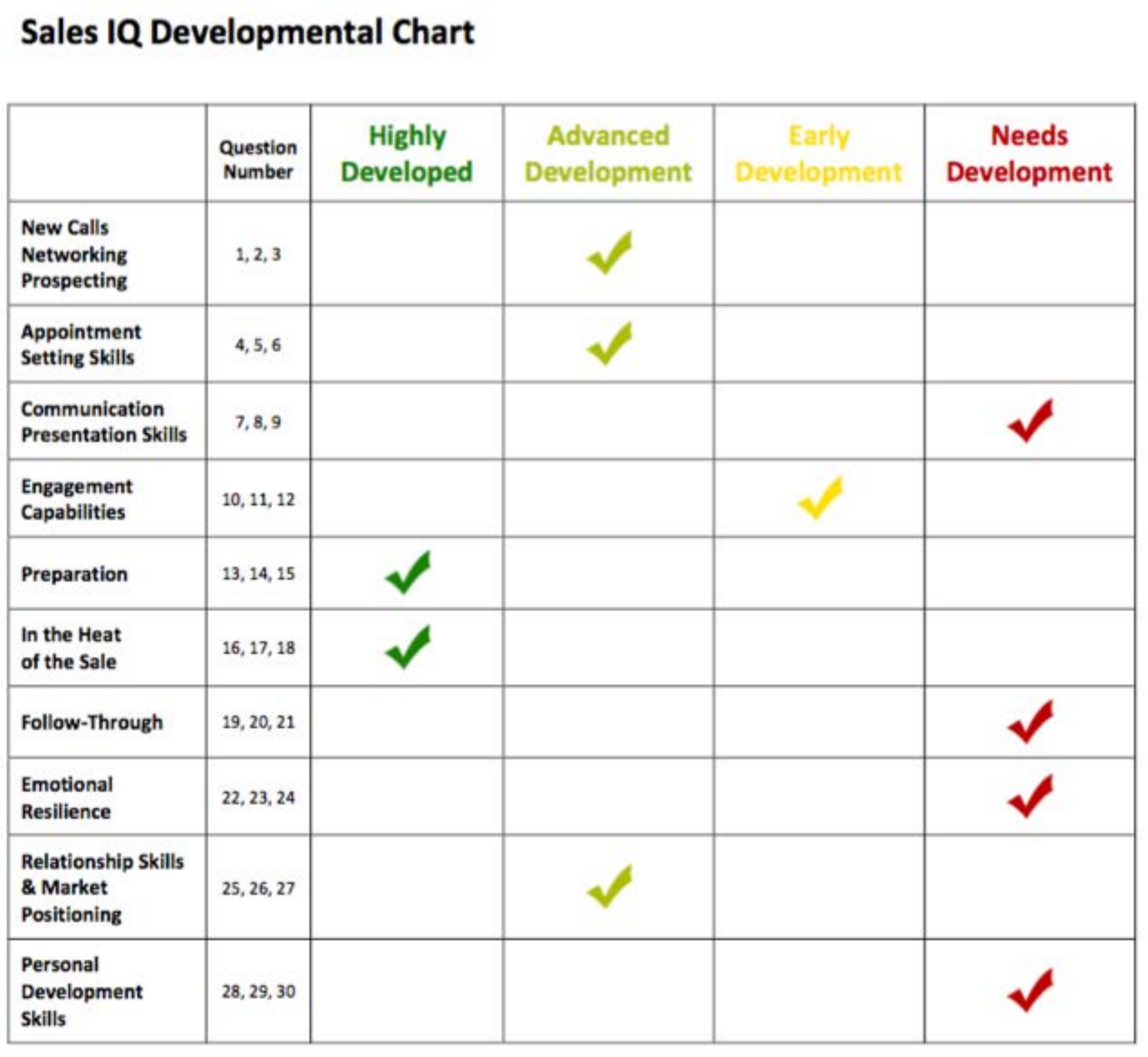
KPIs

OKRs

John Doerr introduces OKRs to Google

1967
1973
1981
1984
1990
1999
2012


TEAM KEEPER
Dashboard
Team
Meetings
Coaching
Engagement
Assessments
Help
Assessments
SalesFuel Assessment
SalesIQ Plus Assessment
Tech Assessment
Other Assessments
Values/Motivations
Work Ethic
Emotional Intelligence
Executive Leadership
Assessment Guides



Sales IQ Developmental Chart

	Question Number	Highly Developed	Advanced Development	Early Development	Needs Development
New Calls Networking Prospecting	1, 2, 3		✓		
Appointment Setting Skills	4, 5, 6		✓		
Communication Presentation Skills	7, 8, 9				✓
Engagement Capabilities	10, 11, 12			✓	
Preparation	13, 14, 15	✓			
In the Heat of the Sale	16, 17, 18	✓			
Follow-Through	19, 20, 21				✓
Emotional Resilience	22, 23, 24				✓
Relationship Skills & Market Positioning	25, 26, 27		✓		
Personal Development Skills	28, 29, 30				✓

Questions