

**The Art of
MODERN SALES
MANAGEMENT**
**Driving Performance
in a Connected World**

RENIE McCLAY, MA, CPLP

ISBN 978-0-7414-0000-0
ISBN ebook 978-0-7414-0000-0
Library of Congress Catalog Card Number: 2012-0000

Copyright © 2014 by

Printed in the United States of America

All rights reserved, including the right of reproduction in any form, or by any mechanical or electronic means including photocopying or recording, or by any information storage or retrieval system, in whole or in part in any form, and in any case not without the written permission of the author and publisher.

This is a work of fiction. Names, characters, places, and incidents either are the product of the author's imagination or are used fictitiously. Any resemblance to actual events or locales or persons, living or dead, is entirely coincidental.

Published January 2014



INFINITY PUBLISHING
1094 New DeHaven Street, Suite 100
West Conshohocken, PA 19428-2713
Toll-free (877) BUY BOOK
Local Phone (610) 941-9999
Fax (610) 941-9959
Info@buybooksontheweb.com
www.buybooksontheweb.com



This book is lovingly dedicated
to Michele, Spencer and Shelby.

McClay

TABLE OF CONTENTS

INTRODUCTION	7
1 – PRODUCING PERFORMANCE	11
<i>What do you produce as a sales manager?</i>	
<i>The Job Performance Equation</i>	
<i>The Value of a Job Inventory</i>	
<i>Benchmark High-Performing Salespeople in Your Company</i>	
<i>Identify Any Performance Discrepancies</i>	
<i>Key Questions</i>	
<i>The Seven Factors of Job Performance</i>	
2 – COACHING FOR PERFORMANCE	19
<i>Has Proper Training Been Provided to Each Member on the Team?</i>	
<i>Has Enough Time for Mastery Been Provided?</i>	
<i>Action Plan</i>	
<i>References</i>	
3 – MANAGING THE SALES TEAM PIPELINE	25
<i>When the Pipeline Hums</i>	
<i>A Fully-Functional Pipeline</i>	
4 – LEVERAGING YOUR EQ FOR SALES EFFECTIVENESS	29
<i>Sales Skills for a Complex World</i>	
<i>Emotional Awareness and Emotional Regulation</i>	
<i>Strengths Are Also Weaknesses</i>	
5 – SOCIAL MEDIA MARKETING FOR SALES MANAGERS	35
<i>A Sustainable Social Media Selling Effort Must Align With Company-Wide Business Goals</i>	

Align Social Media Strategy With Key Business Objectives

The Cold Call Is Dead: Introducing the New Lead Generation Opportunities

Establish a Social Media Foundation

The Sales Team Member Social Graph—Engaging Customer Prospects at Key Touchpoints of Engagement

APPENDIX — SALES MANAGER SKILLS ASSESSMENT

45

Sales Manager Skills Assessment

Your Behavior Scores

What Your Scores Mean

INTRODUCTION



We set out to develop a resource for sales management effectiveness! I hope you find this team has done just that. I expect that for every sales leader there will be topics here that you are particularly attracted to. No need to read this book cover to cover. Grab the topics that interest you the most.

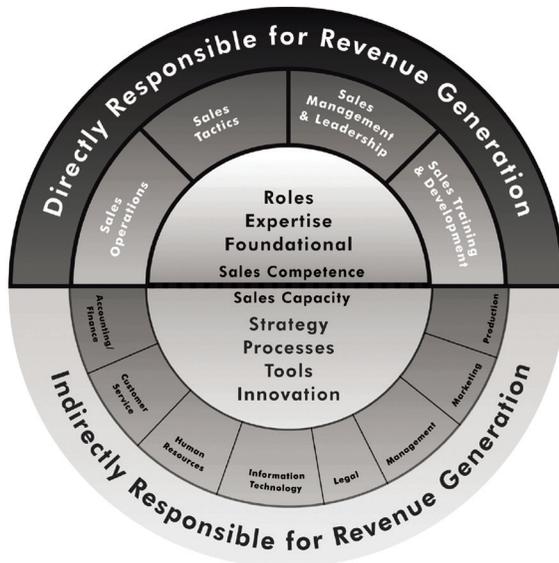
I see the world through a sales lens. There are two types of company employees: those who generate revenue and those who support revenue generation. Sales and sales management are clearly the revenue-generating function of the company. On the following page is the Selling System from *World Class Selling: New Sales Competencies*; it illustrates the roles and responsibilities of those who are directly and indirectly responsible for revenue generation.

Sales managers spend their time teaching the sales team to consistently produce profitable revenue and growth to fuel the organization. As such, they must be experts on products, the industry, sales information systems, customers and prospects, internal marketing, policies and procedures, and about a dozen other topics. They also take the heat from above—managing quotas, revenue, and profitability every week of their lives. In addition, sales managers deal with the frustration on both sides of the front line—the salespeople and the savvy

customers – when things are not going smoothly. Sales management, specifically sales managers, are often the unsung heroes – and the hearts-of most organizations.

I also see that the sales landscape has changed dramatically in the recent past. The sales profession has abandoned the “good old boy networks” and relying on influence and persuasion. Buyers can easily spot rehearsed sales tactics where “when they say this, you say that” to talk them into the product. They are quick to show those individuals the door. Solutions are often unique, rather than one-size-fits-many. Today’s successful sales efforts require a vast and dynamic skill set to create a strategic approach to solve a business problem.

Figure 1



My purpose for creating this book is to help today’s sales managers by preparing them for modern day sales efforts.

I will do this by plugging into today's successful sales development professionals who have towering strengths and are willing to share what they know, and then translating that knowledge into actionable steps for sales managers to begin learning and mastering this new art.

The contributors to this book are professionals who have influenced and improved sales in the companies they have worked. They have more than 180 collective years of experience developing salespeople. It has been an honor and a pleasure to work with them and to see their enthusiasm for sharing what they know with you. Our hope is that you find and use some actionable nuggets to develop a strong sales team in this modern sales landscape.

Cheers,

Renie

PRODUCING PERFORMANCE

Terrence Donahue



What do you produce as a sales manager?

In the several years I've been asking this question of sales managers, I've discovered it's something they've either never been asked before or never considered. It's important to take the time to consider your response. Everyone who works produces something. As a sales manager, what do you produce? I'm not asking, "What product do you sell?" or "What do you do?" My question is, "In your role as a sales manager, what do you really produce?" That's a very different question.

Great sales managers, like great leaders, always begin with the end in mind. Follow this line of thinking as you plan your work, develop your team, and execute your strategic and tactical plans:

- What are the business outcomes I want?
- What kind of performance do I need from my sales team to get these outcomes?

- What must I do to create, drive, and sustain this kind of performance from my team to get these outcomes?

The Job Performance Equation

There are two things that both you and your sales employees should have a clear view of: What you expect of your employees and how they are performing. Here's a simple formula to explain the job performance equation.

Expected Performance – Actual Performance = Performance Discrepancy

In other words, if your sales employees aren't doing what they should be doing, there is a discrepancy in their performance. We need to know what should be happening and what is happening. Your role as a performance maker is to:

- Determine the expected performance of your sales employees.
- Measure the actual performance of your sales employees.
- Identify any discrepancies in the performance of your sales employees.
- Identify the cause(s) of any discrepancies.
- Implement the appropriate solutions to eliminate performance discrepancies.

The Value of a Job Inventory

A job inventory is the most objective way of identifying the performance requirements of a sales position. A job inventory is simply a list of the tasks that a sales employee

performs. It's a great precursor to a job description. Like an inventory, it takes stock of what you have compared to what you need.

There is an example of a job inventory for a distributor sales representative on the next page. In this example, the "duties" are the general areas of responsibility arising for the role, and the specific tasks related to those duties are grouped accordingly. Those are the main things called out in a job description. Each duty has associated tasks. These tasks, in terms of when they are performed, why they are performed, and how they are performed, all contribute to the job of selling. You'll notice that all these tasks are written in the same grammatical format. They begin with an action verb followed by a noun. A sales job, like any other job, is a compilation of tasks someone must perform to fulfill the strategic purpose of that job. The strategic purpose of a sales-related job is to sell a product or service or solution to a buyer. There are a number of specific tasks involved in doing that.

Table 1.1
Job Inventory Example: Distributor Sales Representative

Duties	Tasks
Studies	Deliver assigned target account quota. Increase gross trading margin. Increase market penetration. Develop a target account list. Conduct monthly calls on target accounts. Develop distributor business plans. Conduct product demonstrations. Communicate product features and benefits. Identify customer needs. Identify competitive threats. Provide end-user solutions. Manage service activity. Close end-user sales with manufacturer.
Administration	Capture sales activities with reporting software. Complete monthly sales rep report. Read and respond to email. Check and respond to voicemail. Submit monthly expense reports. Perform sales forecast report. Maintain company vehicle. Update personal business plan. Submit rebates. Gather competitive intelligence.
Manufacturer Relationships	Work with manufacturer’s rep according to schedule. Participate in sales meetings. Respond to requests. Develop strategic business plan. Conduct new product introductions. Train end-users on products and procedures. Communicate sales wins.

Depending on your company, the duties may change as the strategic drivers change. Below is an example of a job inventory for a sales operations manager. Instead of listing the traditional sales duties, the key strategic drivers are identified. The specific tasks that fall under achieving that strategic driver are grouped together accordingly.

Table 1.22
Job Inventory Example: Operations Sales Manager

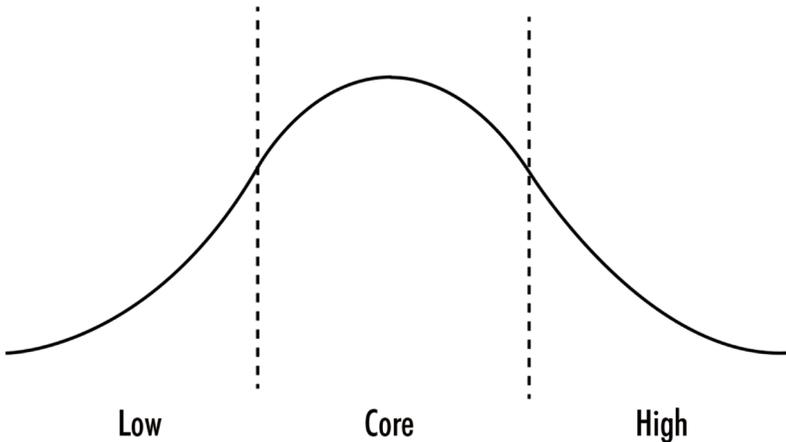
Strategic Drivers	Tasks
Driving Sales	Establish KPIs for account teams. Create and deliver assigned sales budgets. Conduct team sales meetings. Identify customer needs and adapt tactical plan. Identify sales, pricing, and package opportunities. Review sales forecasts and budgets. Update planning tool weekly and assign targets with sales managers. Analyze weekly sales data and create action plans. Champion new product introductions. Track demographics and adjust tactics to drive sales.
Operational Excellence	Communicate problems and client requests to relevant sales managers. Create annual business plan. Create weekly tactical plans. Identify training needs for employees. Create performance development plans for employees. Identify best practices and benchmarks. Plan projects. Communicate changes and develop succession planning. Resolve conflicts. Present weekly sales reports to VP. Analyze sales and revenue streams. Make recommendations. Give feedback to sales employees.
Cost Containment	Identify operational inefficiencies. Eliminate inefficiencies. Monitor retail and material write-offs. Retain staff to reduce transfer costs. Forecast sales staffing. Enforce equipment policy to prevent breakage and loss. Comply with safety standards. Collaborate on budgets for new accounts.

*Benchmark High-Performing Salespeople in
Your Company*

A vice president of sales once approached me with a request for a major training initiative. None of the VPs could articulate exactly what the outcomes for the training should be, but all agreed that everyone in our salesforce should “sell like Gordon sells.” Gordon was a top performing salesperson in the Toronto area. He constantly outperformed everyone and easily reached his stretch goals. Gordon never missed a bonus. When it all came down to it, the VPs of sales determined that they needed training “to make everyone into a Gordon.” Cloning takes time, even when you are designing training. I began to look closely at Gordon and what he did, when he did it, why he did it, and how he did it and saw distinct action patterns that separated him from the rest of the pack.

I’ve seen this in many other sales organizations. Sales managers ask me to help “make all my sales employees as good as my best sales employee,” but beyond that, they say little else. When I’ve asked sales managers what separates the best from the rest, about half of them just say, “Well, they are my star players, my dream salespeople.”

Figure 1.1



By looking at the high performers within a sales team, you can begin to identify the specific tasks they are performing and how they are doing them. You will also identify how they prioritize their tasks in such a way that it produces their high performance. This might identify possible training or developmental needs within the low performer and core performer groups as a way of bringing up the performance of the entire group.

Identify Any Performance Discrepancies

If there is a discrepancy between expected performance and actual performance, then you as the sales manager must analyze the performance discrepancy. There are three steps to follow when doing this. The first two steps focus on the problem and the cause, and the last step focuses on implementing the right solution to the problem.

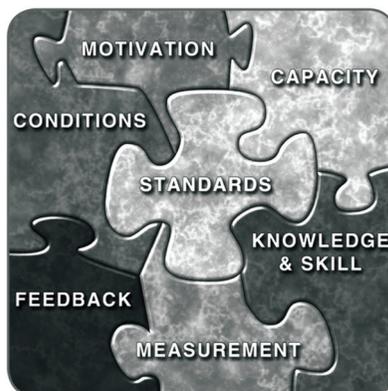
Key Questions

- What are the specific tasks that the high performers are doing differently from the core and low performers?
- How are they performing those tasks differently?
- Where are the high-performing salespeople focusing their time and efforts?
- How can we “move the middle” of the performance bell curve?
- Is training a viable strategy?
- Besides training, what else needs to be in place to improve performance?

The Seven Factors of Job Performance

Anytime you find a performance discrepancy, the cause is going to be one or more of the following seven factors of job performance.

Figure 1.2



COACHING FOR PERFORMANCE

Leonard Cochran



Over the course of more than 15 years managing teams from 2 to 65 people, no one has ever provided me with training on “how to coach team members.” I had to learn from trial and error. In the following pages, I will share a few keys that have made my job of leading a team a lot easier. I trust you will find these helpful as well.

Let’s define two terms before we begin. It’s important to understand the difference between “coaching” and “feedback.” In the workforce today, most people view coaching as a form of discipline. Many believe that a coaching session only occurs as a reprimand for poor performance or behavior. It’s unfortunate that this has become the norm. As a former athlete in school, I would have quit the team if my coach only pulled me aside to tell me what I did wrong and warn me that I needed to improve my performance or I would be looking for another sport to play. Can you imagine that? That’s crazy; no coach would ever treat his team members that way.

What Is Coaching?

Merriam-Webster defines a coach as “one who instructs or trains <an acting coach>; especially: one who instructs players in the fundamentals of a sport and directs team strategy.”

When ASTD presented the new Competency Model in the January 2013 issue of *T+D*, they defined coaching as: “Using an interactive process to help individuals develop rapidly and produce results; improving others’ ability to set goals, take action, make better decisions, and make full use of their natural strengths.” So, coaching someone or a team simply means providing instruction and support for the team to be as successful as they can.

Merriam-Webster defines feedback as: “the transmission of evaluative or corrective information about an action, event, or process to the original or controlling source.”

Do you notice how neither coaching nor feedback has a negative connotation by definition? I’m guessing the negative association comes from the fact that most of us are only evaluated annually. Sometimes that’s the only time we receive feedback or coaching, and then it’s given to justify why we received (or did not receive) an annual increase.

Has Proper Training Been Provided to Each Member on the Team?

As part of training, it's great for team members to learn from other team members, but it's also important that they learn from you, their manager. It demonstrates the importance you place on sales training. It also demonstrates the value you place on them since you're investing your time in them. Ask yourself the following questions:

- Do new sales team members know the sales process for your company?
- Do they know and understand how commissions and bonus programs work?
- Do they know:
 - the company
 - the competition
 - where to get answers to their questions
 - what paperwork is required and how to do it?
- What training are you providing for existing team members?
- Do they know:
 - current industry and/or market trends
 - new tools available to perform their jobs
 - how to effectively prospect using the Internet?
- Are there leadership skills they should learn to help strengthen the team?

Has Enough Time for Mastery Been Provided?

There is an additional consideration when looking for someone to master a skill: Does she want to master the

required skill? Some years ago I had an employee that had been trained and had adequate enough time to master her duties, yet she just never seemed to take ownership of responsibilities. Let's call her Sue. Sue did an average job, and I had the feeling that she wasn't trying. One day at work Bob was absent and Sue had to take his place. She had to perform duties, that she hadn't done before because no one else was available. To my surprise, Sue caught on quickly and performed the job extremely well. When I complimented her skills, she politely informed me that she would like to help Bob all the time because she didn't enjoy the work she had been doing. I learned an important lesson that day about job mastery; take the time to determine if you have the right person in the right position.

The Importance of Consistency

- Am I consistent in expectations?
- Am I consistent in communication?
- Am I consistent in discipline?

Action Plan

1. Choose a coaching model (you will find options in an Internet search and your company may have one they use in training workshops).
 - a. Review coaching models and use the one that will work best for you and your team. Most coaching models contain a few key elements in differing order. The order of these elements primarily impacts the order the steps in the coaching session and how these steps are

delivered. I encourage you to incorporate these elements regardless of the model you use:

- **Review and reflect on performance:** Both the manager and team member spend some time reflecting on and evaluating current and past performance.
 - **Identify the performance gap:** What is the current state of the team member's performance and what should the future performance look like? The difference between the two is the performance gap. It's important to identify the gap so a resolution can be found.
 - **Agree on action steps:** Agreement on the way to resolve the performance gap is the primary reason for having a coaching session. Performance needs to improve, and everyone needs to agree on the best method to make that improvement. It is also important to consider the consequences of not reaching the performance goal.
2. Consider attending an ASTD coaching certificate class to improve your sales coaching skills.
 3. Read for personal development and share appropriate books you read with your team members.

References

Hersey, P. (1985). *The Situational Leader*. New York: Warner Books.

Arneson, J., W. Rothwell, and J. Naughton. (2013). "Training and Development Competencies Redefined to Create Competitive Advantage." T+D. www.astd.org/Publications/Magazines/TD/TD-Archive/2013/01/Training-and-Development-Competencies-Redefined.

Cofer, D.A. (2000). "Informal Workplace Learning." Practice Application Brief. www.calpro-online.org/eric/docs/pab00019.pdf.

ASTD Education. "Sales Coaching for Business Impact Certificate". www.astd.org/Education/Programs/Sales-Coaching-for-Business-Impact-Certificate.

MANAGING THE SALES TEAM PIPELINE

Steve Gielda



What do we need to do to make sales forecasting more accurate? This is one of the most common and urgent questions asked by senior sales leaders. In theory, the answer is rather simple; but in practice, getting better forecasts has proven extremely challenging.

When the Pipeline Hums

I saw this success story play out while working with a global commercial bank solution provider. Heather was the North American VP of sales, and she was striving valiantly to improve her team's forecasting. After building a more rigorous pipeline process, not only did she get a more accurate sales forecast, but also the added benefit of a more strategically minded sales team.

The unfortunate reality, though, was that the top performers were not any more successful at forecasting than average or below-average performers were. For Heather, this was not acceptable. So working in

collaboration with a cross-functional team, we designed and implemented a rigorous, workable five-stage sales pipeline. The five stages were:

Table 4.1

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Opportunity Qualification	Needs Development	Solution Identification	Implementation Resolution	Contract Confirmation

The five stages were not a miraculous revelation. They weren't even particularly innovative. They were just five stages, with no magic attached to the number five.

A Fully-Functional Pipeline

Let's go back to Heather's situation. We ended up developing a five-stage pipeline process that included critical milestones and tasks for each phase of the process. On the following page is Heather's pipeline process as we designed it.

Table 4.2

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Opportunity Qualification	Needs Development	Solution Identification	Implementation Resolution	Contract Confirmation
Identified advocates and adversaries	Needs and downside risks identified	Financial buyer contacted	Implementation risks identified and addressed	Hard copy PO received
All players involved in decision process identified	Strategy to neutralize adversaries implemented	Decision criteria validated	Reconfirmed with advocates that all iceberg issues are handled	Paperwork sent to order entry
Decision factors identified	Confirmed where buyer is in decision process	Buyers understand the link between final solution and their needs	Confirmed that stakeholders have taken ownership for solution	Confirmed the purchase and delivery process
Nature and severity of buyer concern identified		Competitive analysis		Implementation and client training plan confirmed

	Decision criteria identified Compelling reason to act identified Availability of estimated budget confirmed	completed; strategy for influencing decision criteria defined "Go-no-Go" decision discussed with customer	Final presentation made to decision team	
--	---	--	--	--

10 Smart, Strategic Coaching Questions

1. What concerns you most about the customer's decision criteria, and what is your strategy to alleviate these concerns?
2. What assumptions might you have made regarding these decision criteria? How can you validate your assumptions?
3. What is your strategy to win support for those who are adversary? What are the barriers that could preclude that from happening?
4. What are some things that the adversaries value? How can we influence those things?
5. If there are multiple decision makers, do they all agree on the same selection criteria? Who's selection criteria matters most and why?
6. In what selection criteria is the competition stronger? What is your strategy to strengthen our position in these areas?
7. Which market trends are having the greatest impact on this customer? How will it affect our sales efforts?
8. What responsibility do these stakeholders have to help their company take advantage of, or combat trends, in the market?
9. What actions might the competition take that could hurt our efforts inside this account?
10. What metrics will your customer use to measure the value of your solution?

LEVERAGING YOUR EQ FOR SALES EFFECTIVENESS

Lou Russell



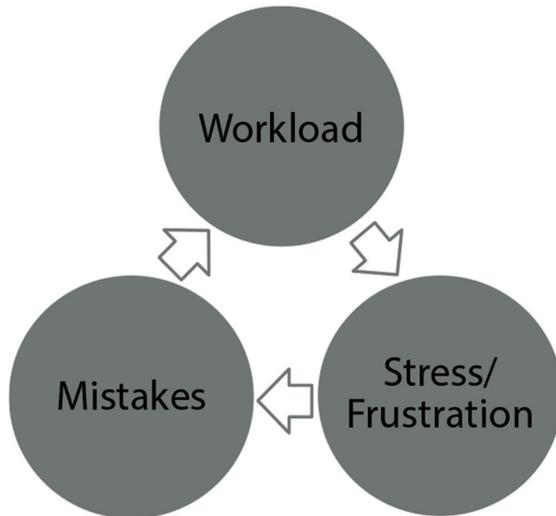
Sales is a funny thing. One day, you're on top of the world, closing that big "whale" of a sale. The next week, you're down in the dumps because of a controversial price increase. It's a roller coaster world. The ability to be aware of and manage emotions is referred to as an emotional quotient (EQ). Many people know IQ (intelligence quotient). In sales and customer service environments, EQ is an important skill set to have.

Sales Skills for a Complex World

The world of making money has become very complicated. New technology, reduced sales support, global competition, business change, and international financial chaos have driven sales organizations to become leaner and more of a matrix. A lone sales manager can no longer do her job without the help of many others both on and outside her official sales team. These are people who don't really want to help, people who already have enough to do. As sales become more complex, working

on each opportunity is more like a flash mob: random people coming together for short periods of time to do things that make some people happy and some people mad, and then disperse as quickly as they assembled. The bottom line: Your team is doing a lot more than working a prospect list.

Figure 8.1



The story illustrates how emotions can create blind spots that prevent us from seeing the best way to deal with life’s challenges. However, emotions are also a protective mechanism. They are a call to action from your brain to watch out for something that is trying to harm you. In the next section, you will learn why emotions are so important to your ability to lead effectively.

Emotional Awareness and Emotional Regulation

Emotional awareness is the ability to recognize when a negative emotion is beginning to occur inside you, to correctly diagnose why it is occurring and to determine what the appropriate response is.

How do sales managers fight?

- Send a judgmental email and copy everyone to avoid having a difficult conversation with the one person who needs it.
- Confront someone loudly, especially in a public place.
- Ask questions to trip up a person in one of their meetings rather than deal with their performance issues privately.

How do sales managers take flight?

- Go off the grid. Use sick days, meetings, or hide in coffee shops with no explanation.
- Find people to socialize with instead of working, especially during happy hour.
- Avoid confronting or verbally participating in important meetings with individuals who need feedback.

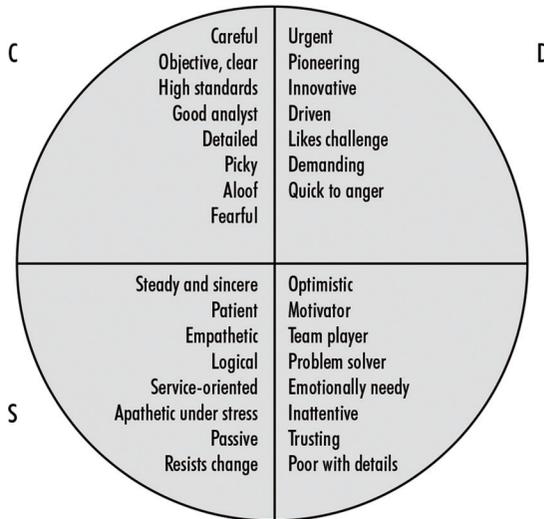
How do sales managers freeze?

- Hide behind busy work, for example, deleting emails for hours on end.
- Get sick, take more days off.
- Go through the motions. Follow the letter of the law regarding the sales process but never really do what it takes to grow staff to close a sale.

Strengths Are Also Weaknesses

You have a unique set of talents that no one else on earth has. You have behaviors that are easy for you and others that are very difficult. You have unique strengths that drive how you invest your energy in work, family, and life. Knowing your strengths and weaknesses is critical to regulating your emotions.

Figure 8.2



A simple diagram like this is helpful for understanding DISC and behavioral preferences, but is not adequate in clarifying what your particular strengths are. Starting at the top right quadrant, “D” stands for dominance. Someone with a high dominance will measure how successful their day is by asking this question: “Did I check off more tasks today than ever before?” A person with strong “D” behaviors is about tasks and speed. In addition, this person will:

- measure against himself or herself (not others)
- be blind to work that will not allow checking off tasks
- get angry if someone else prevents them from checking off tasks
- treat anger as a task – yell, then get over it.

Next, in the bottom right quadrant is “I” for influence. Someone with a high influence will measure how successful each day is by asking this question: “Did I convince more people than ever before to follow my lead? In doing so, did I also convince them that I am amazing?” A person with strong “I” behaviors is about people and speed. In addition, this person will:

- measure against others, vulnerable to the emotions of others
- be blind to work that will not allow evangelizing and getting positive attention
- get hurt if someone doesn’t like him or her.

SOCIAL MEDIA MARKETING FOR SALES MANAGERS

Glenn Raines



The emergence of social media and social media networking in recent years is presenting sales managers with unprecedented opportunities to lower the cost of new customer acquisitions, retention, and loyalty. Furthermore, the technical functions behind social media marketing allows peers to share relevant and valuable content so your company benefits from being referred within already established trust relationships. This chapter will provide an overview of some of the basic principles, tactics, and technology platforms you can use immediately to effectively manage a social media marketing effort within your own sales organization. In turn, some of the points addressed will provide you the knowledge to work with your marketing department to effectively promote and engage your target customers.

*A Sustainable Social Media Selling Effort Must Align
With Company-Wide Business Goals*

Executing an effective, manageable, and sustainable social media selling strategy must take into account the importance of aligning your social selling strategy with the overall company business plan and brand marketing communications strategy already baked into the annual marketing plan. It's highly recommended to meet with your marketing team and learn their plans for social media brand strategy. This is also an ideal time to express your interest to the marketing department in leveraging social media with your sales team to identify, engage, and acquire new customers. At this point, the marketing team may have some ideas on messaging and content your team can use and distribute through their individual LinkedIn profiles. More ideas on these tactics are detailed later in this chapter. Once you know the social media strategy plans of your marketing department, you'll want to plan and execute your social media selling tactics in the right sequence. For example, you'll want to have sales team member LinkedIn profiles upgraded first before engaging customer prospects, because prospects will research the LinkedIn profile of your sales team member to assess whether to take the conversation to the next level. To borrow a metaphor, imagine you're a new home builder that needs to attract prospective home buyers. First, you construct the main foundation and frame. Next, you add the basic features all new homeowners need. Once completed, you're confident to hold an open house to attract prospective buyers. At this stage, you become a careful listener to learn what the unmet needs of the new home buyer are and what amenities they want in a new home. You then take this insight and show the

prospective home buyer the amenities you can add to meet their specific needs.

Social Selling Tip

In social selling, effective engagement with customer prospects first acknowledges their problem, then demonstrates relevant solutions through storytelling of case studies.

This gives the product contextual value that solved a problem or achieved the desired outcome. A distinct advantage that social selling offers is the insight you gain in social conversations with your customer prospects and current customers. Even criticism and negative sentiment around your products can provide valuable insight that can help you continuously improve your products and services. The balance of this chapter will outline the tactics you can sequentially execute to establish, manage, and sustain a social media selling strategy.

Table 11.1: The Importance of Sequencing a Social Media Selling Tactical Execution

Phases	Tactics	Examples
Phase 1: Align social media strategy with key business objectives.	<ul style="list-style-type: none"> Identify primary business objectives. 	<ul style="list-style-type: none"> Become the “trusted industry leader.”
	<ul style="list-style-type: none"> Align social selling with business, marketing, and sales objectives. 	<ul style="list-style-type: none"> How will marketing and sales support?
	<ul style="list-style-type: none"> Leverage brand messaging for creative execution. 	<ul style="list-style-type: none"> How can paid advertising drive social engagement?
	<ul style="list-style-type: none"> Align social media tactics with all objectives. 	<ul style="list-style-type: none"> How will social media help achieve sales goals like new customer acquisition and retention benchmarks?

Phase 2: Establish a social media foundation.	<ul style="list-style-type: none"> Identify branded content for social media repurposing. 	<ul style="list-style-type: none"> Compliance-approved whitepapers, PowerPoint presentations.
	<ul style="list-style-type: none"> Assess subject matter expertise of sales team members. 	<ul style="list-style-type: none"> Niche specialty, customer testimonials, authorships.
	<ul style="list-style-type: none"> Implement social media profiles. 	<ul style="list-style-type: none"> LinkedIn, Google+ profiles.
	<ul style="list-style-type: none"> Implement social media customer touchpoints. 	<ul style="list-style-type: none"> Social media links one mail signatures, business cards, stickers.
	<ul style="list-style-type: none"> Identify key social media metrics for success. 	<ul style="list-style-type: none"> Increase customer inquiries, RFPs, sales activity spikes.
Phase 3: Understand the customers needs.	<ul style="list-style-type: none"> Deploy a social media listening strategy. 	<ul style="list-style-type: none"> Tools: Social Mention, Google Alerts.
	<ul style="list-style-type: none"> Understand the “what, where, and who.” 	<ul style="list-style-type: none"> Unmet customer needs, where customer prospects are already talking, who is talking, and their potential influence.
	<ul style="list-style-type: none"> Evolve social media sales content strategy. 	<ul style="list-style-type: none"> Leverage LinkedIn activity updates.
Phase 4: Engage customers based on valued relevance.	<ul style="list-style-type: none"> Build a quality social media network. 	<ul style="list-style-type: none"> LinkedIn Advanced Search, connect, warm referrals.
	<ul style="list-style-type: none"> Be the big fish in a small pond. 	<ul style="list-style-type: none"> Convey subject matter expertise in niche LinkedIn groups.

Align Social Media Strategy With Key Business Objectives

The sales conversion path within this more complex funnel begins with a strategic planning approach that recognizes social media marketing tactics must be executed in the right sequence and accurately aligned with key business and brand communications objectives that are already part of the annual planning of your company.

Figure 11.1



The Cold Call Is Dead: Introducing the New Lead Generation Opportunities

Effective selling in today's social media environment is more about attraction marketing versus push marketing. As a sales manager, you have the opportunity to leverage key social media platforms, tools, and industry-niched social communities as part of your lead generation program. Lead generation, in this new world, can involve three primary functions of social media tools.

- Social listening: Determine who is talking, what are they talking about, and where are they talking. This is the first step in generating new leads based on learning about the unmet needs and challenges of customer prospects and how your company can offer a solution.
- Advanced search: Social media is not about generating leads on companies, but rather, building relationships with people affiliated with your target companies. LinkedIn, for example, has a robust advanced search function that allows you to find people at target companies so you can reach out to them if you belong to the same LinkedIn group, or get introduced through a mutual business colleague who is already connected to that person at the first degree network level.

- Push alerts: Emerging social media tools let you set up alerts that come into your email inbox notifying you of activities that happen at your target customer companies such as key personnel changes, new product or service introductions, and other changes that may present an opportunity for you to engage your company's services. Tools like Google Alerts and Social Mention let you set up alerts so you can engage customer prospects at the right time of need.

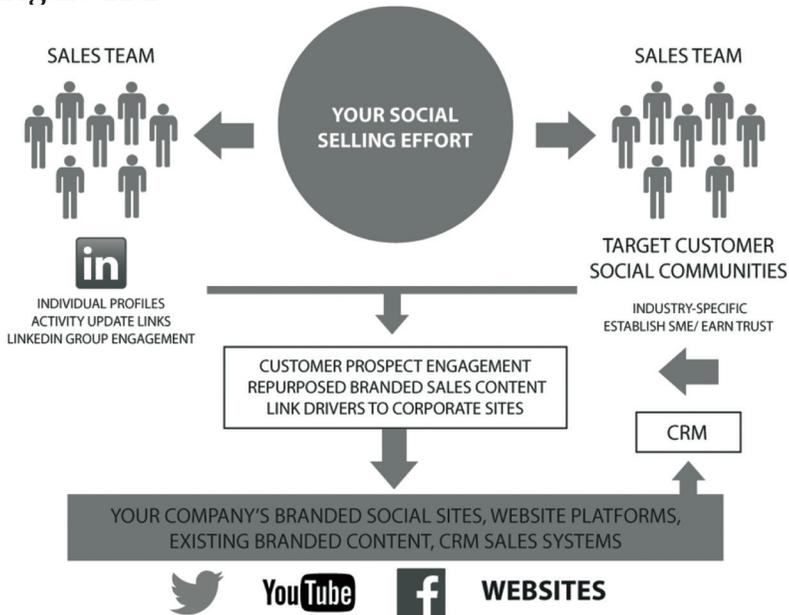
Again, strategic sequencing of your social media selling efforts is key:

- Know what marketing is doing in social media and leverage those opportunities.
- Establish a solid social media digital footprint for your sales team. LinkedIn profiles are the easiest and most widely viewed in the business community.
- Take pre-approved content and messaging you learned from marketing and repurpose it through LinkedIn profiles.
- Activate a lead generation program.
- Engage with customer prospect by offering value first – non-branded tips to show you care about them, and not about making the sale first.

This strategy, if planned well, can make your social media initiatives from the sales department not only work politically well within your company, but also make your colleagues in marketing look good by your social selling and engagement tactics that drive more customer

prospects to your company's branded social media and websites.

Figure 11.2



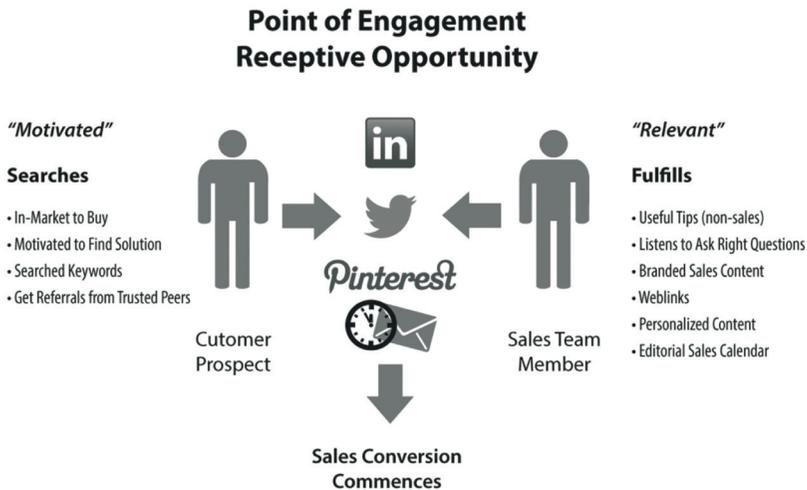
Establish a Social Media Foundation

There are three key initiatives you can execute to quickly establish a foundation for your social selling efforts:

1. Leverage existing branded content and sales materials that can be accessed on social media.
2. Build out more robust social media profiles for your individual sales team members on LinkedIn.

3. Position your sales team members as the go-to subject matter experts in niche social media communities.

As the following diagram outlines, another key benefit of distributing existing branded sales content through the profiles of your sales team members is the opportunity to exponentially increase the exposure of your branded sales message across the separate social networks of each team member. For example, if your sales team of 10 members has, on average, 500 people in their respective LinkedIn network, your sales information can potentially reach over 5,000 people. This is a highly efficient and cost effective way to build awareness.



The Sales Team Member Social Graph-Engaging Customer Prospects at Key Touchpoints of Engagement

A social graph is simply a mapping plan to connect all the touchpoints where you and your sales team members

may engage a highly receptive customer prospect. This is a golden opportunity to be relevant and valued by sharing knowledge and offering useful tips, which are actions that can lead to sales conversion. The following is a high-level view of a social graph illustrating the social platforms, content, engagement, and conversion opportunity.

Figure 11.4



APPENDIX

SALES MANAGER SKILLS ASSESSMENT

Ken Phillips



Sales Manager Skills Assessment

Instructions

- The assessment consists of 18 statements, which describe behaviors identified as important for sales managers to engage in while performing their job.
- Carefully read the first statement. Keeping in mind your own approach to performing your role as sales manager, indicate how often you engage in the behavior along a continuum from Never (1) to Always (7).
- Circle the number that corresponds to your choice for each statement. You must make a choice for all 18 statements in order for the assessment to be scored accurately.
- Make your choices based on how you actually behave, not on how you think you should behave.

THE ART OF MODERN SALES MANAGEMENT

Statement		Never						Always
1.	I look for themes and obstacles that may adversely affect my sales reps' effectiveness and then introduce new strategies and sales practices to mitigate them.	1	2	3	4	5	6	7
2.	I set priorities and expectations to ensure that all my sales reps' selling activities are aligned with corporate strategies and goals.	1	2	3	4	5	6	7
3.	During joint sales calls, I assume the role of observer and look to identify patterns of behavior that illustrate the sales rep's strengths and development needs.	1	2	3	4	5	6	7
4.	I create a strategic plan to guide the sales activities in my area, ensure that it aligns with the plans developed by other sales managers, and make adjustments as needed.	1	2	3	4	5	6	7
5.	I establish an operating budget and track sales rep spending and sales discounts to ensure appropriate margins are maintained.	1	2	3	4	5	6	7

Your Behavior Scores

Instructions

- The three AOE's identified as having high importance for sales managers are listed in Table A.2. Each number in the second column represents a statement from the assessment (Table A.1).
- Refer to the table on the next page to calculate your score for each AOE in Table A.3. Replace each statement number with your score for that question.
- Total the numerical values on each dimension in order to obtain a score for each one.
- After finding your score on each dimension, total all three scores to determine your overall score.

Table A

AOE	Statements	Score
Setting Sales Strategy	$1 + 4 + 7 + 10 + 13 =$	
Managing Within the Sales Ecosystem	$2 + 5 + 8 + 11 + 14 + 16 + 18 =$	
Coaching for Sales Results	$3 + 6 + 9 + 12 + 15 + 17 =$	
Add your scores on each dimension to get your overall score:		

What Your Scores Mean

Instructions

- Refer back to the Score Ranges Chart.
- Note your highest and lowest scores.
- Think about your role as sales manager and the duties and activities you perform and answer the following questions.

1. What are your overall reactions to your scores?

2. Which results pleased you the most?

3. What scores, if any, surprised you?

4. What steps can you take to improve your scores?

5. What obstacles might keep you from taking the steps listed above and how can you overcome them?
