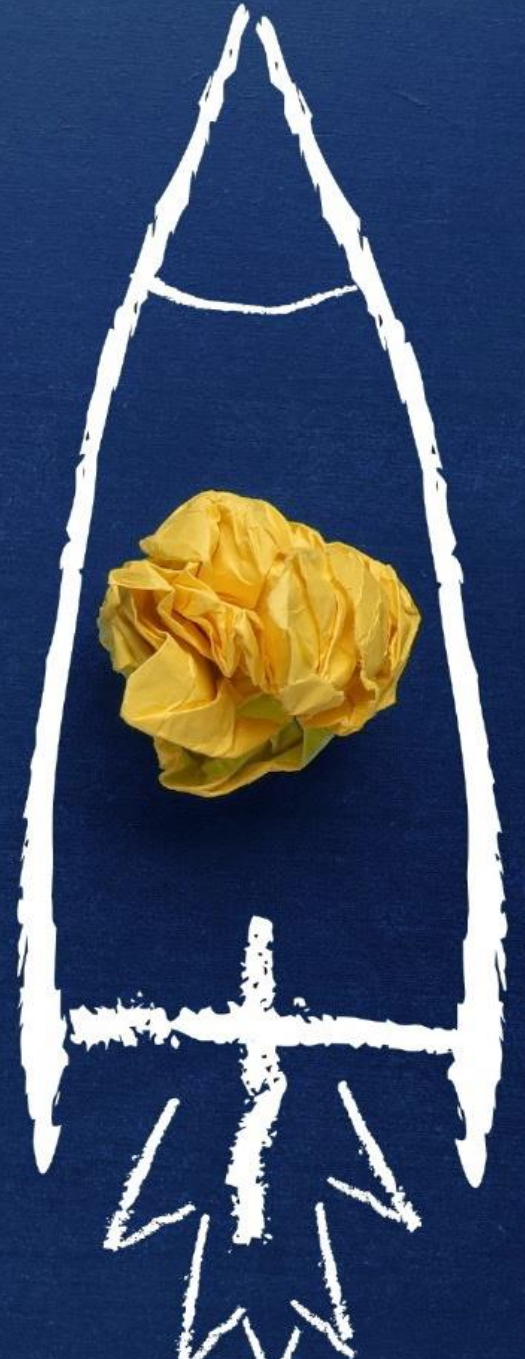




INTRODUCTION TO MANAGING SALES





WHO'S THIS GUY

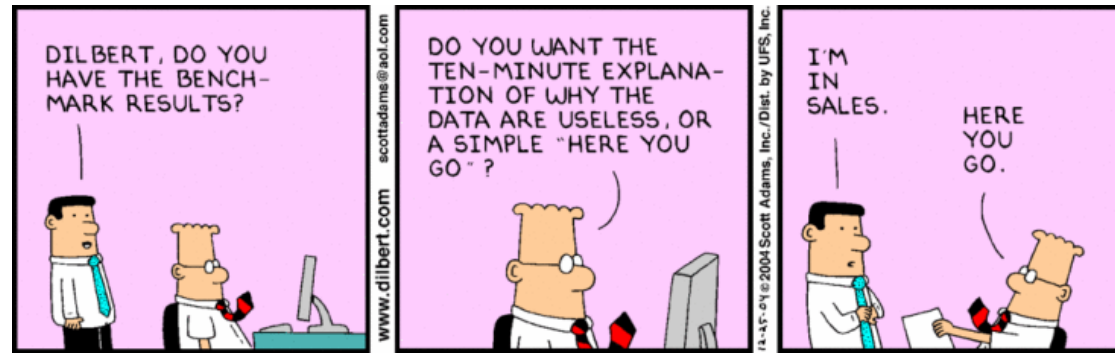
- About me:
 - Filled many roles from retail sales to VP since 1995
 - Team lead to head of sales most of career
 - Learned many things the hard way
 - Try not to be boring





WHY?

- Sales revenue fuels your operation (payroll, growth)
- Meet objectives set by investors, management, business plan
- Achieve overachievement bonuses for all employees
- Run a tight ship
- Plan next steps for your business





WHO?

Sales stars do not always make good managers





WHO?

Desired traits:

- Leadership / team player / helpful
- Empathy / emotional intelligence
- Forecasting ability
- Active listening skills
- Adaptability / learning / trainer





MANAGEMENT STYLES

- Mentor / Coach
- Strategic
- Democratic
- Transactional
- Authoritarian
- Laissez-faire
- Teflon
- Bureaucratic
- Micromanagers





TEAM MANAGEMENT

- Understanding your team members':
 - Individual strengths
 - Individual weaknesses
 - Territories / verticals
 - Opportunities / challenges
- Understand the team's collective personality (name team(s)?)
- Psychometric testing at hiring



QUOTAS

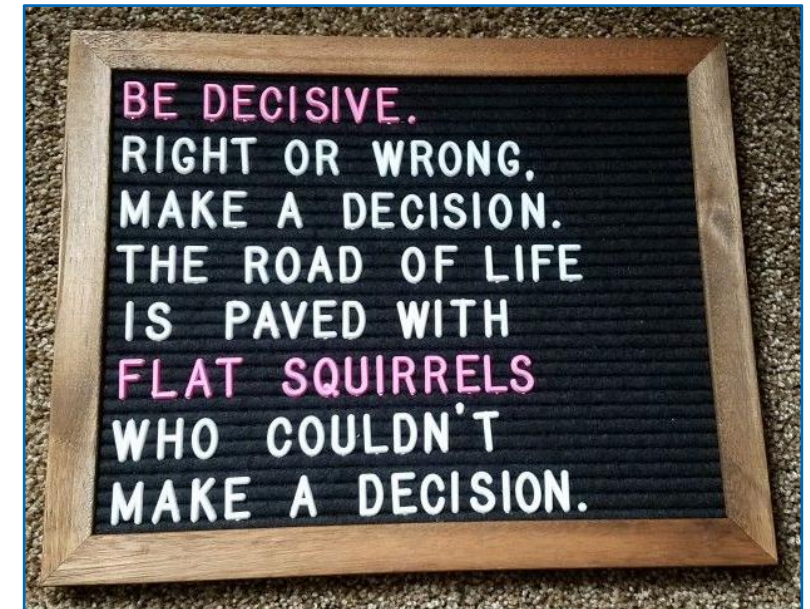
- Company objectives
- Current pipelines & history
- Market opportunities & challenges
- “Padding downwards”
- Monthly or quarterly?
- External factors
 - Geopolitical / currency
 - Customer/partner acquisition/merger/bankruptcy
 - Competitor entering new markets
 - New regulations





QUOTA TYPES

- Volume-based (number of transactions)
- Revenue-based
 - Profit-based
 - Cost-based
- Activity-based (number of meetings booked)
- Mix & match
- Management by Objectives (MBOs)
 - New customers/partners
 - Case studies/testimonials
 - Out-of-scope activities





COMPENSATION

- For sales people and leaders
- Base salary + Commissions + MBOs = Total compensation
- Accelerators (great!)
 - At 115.01%, 1.25x commissions
 - At 150.01%, 1.5x commissions
- “Capping commissions” leads to sandbagging (bad!)
 - At 125.01% commissions paid next cycle, goes towards quota relief?
- Have a clause in employment contract for quota/compensation review on a quarterly, semi-annual or annual basis



SALES MEETINGS

- Weekly sales team meeting:
 - Keep it shorter than longer
 - Praise in public
 - Manager provides updates, % vs quota
 - Each member shows up with a win and a challenge for team discussion
 - Training (offerings, tools, etc.)
- Weekly sales person 1:1
 - Keep it shorter than longer
 - Scold in private
 - Focus on how to help
 - Review % cs quota, MBOs, etc.
 - 1:1 coaching





REVIEWS

- Monthly/quarterly/annual sales team meeting:
 - Keep it shorter than longer
 - Praise in public (awards & prizes!)
 - Manager provides updates, % vs quota
 - Setup for quotas & MBOs
- Monthly/quarterly/annual sales person 1:1
 - Keep it shorter than longer
 - Scold in private
 - Focus on how to help
 - Review % cs quota, MBOs, etc.
 - Setup for quotas & MBOs





“PRESIDENT’S CLUB”

- Overachiever’s club or 1 person?
- Based on annual overachievement performance
- Award!
- Significant reward: trip!
 - Trip for two
 - Financial reward
 - Paid time off





TERMINATIONS

- **NOBODY WANTS THIS**
- Keep it objective
- Always focus on performance & expectations
- Work with HR
- Have HR in the meeting
- Do it live
- No “2-week period”



SALES ADMIN

- Two main flavors:
 - Team sales admin
 - Inside sales counterpart to account executive
- In-house CRM wizard
 - Data entry & updates
 - Gets deals out the door, invoicing, etc.
 - Reports
- Backup person for customers
- Sales leader's report guru





TOOLS OF THE TRADE

**Hiring
Your First
Salesperson**



ROCK & FUEL

**SMB
TELEPHONY**



ROCK & FUEL

**Selecting
a CRM**



ROCK & FUEL

**BUSINESS
SOFTWARE
& IT ON A BUDGET**



ROCK & FUEL

**WORKING
FROM HOME**



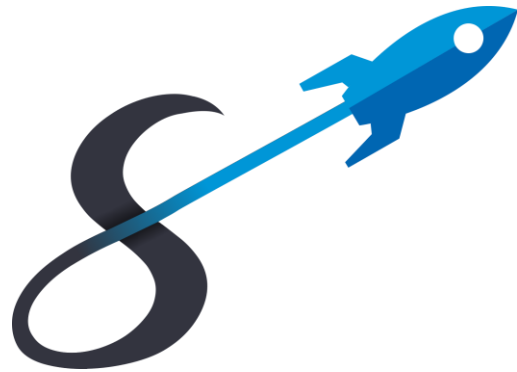
ROCK & FUEL

More to come!

www.rock8fuel.com/tutorials



THANK YOU



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