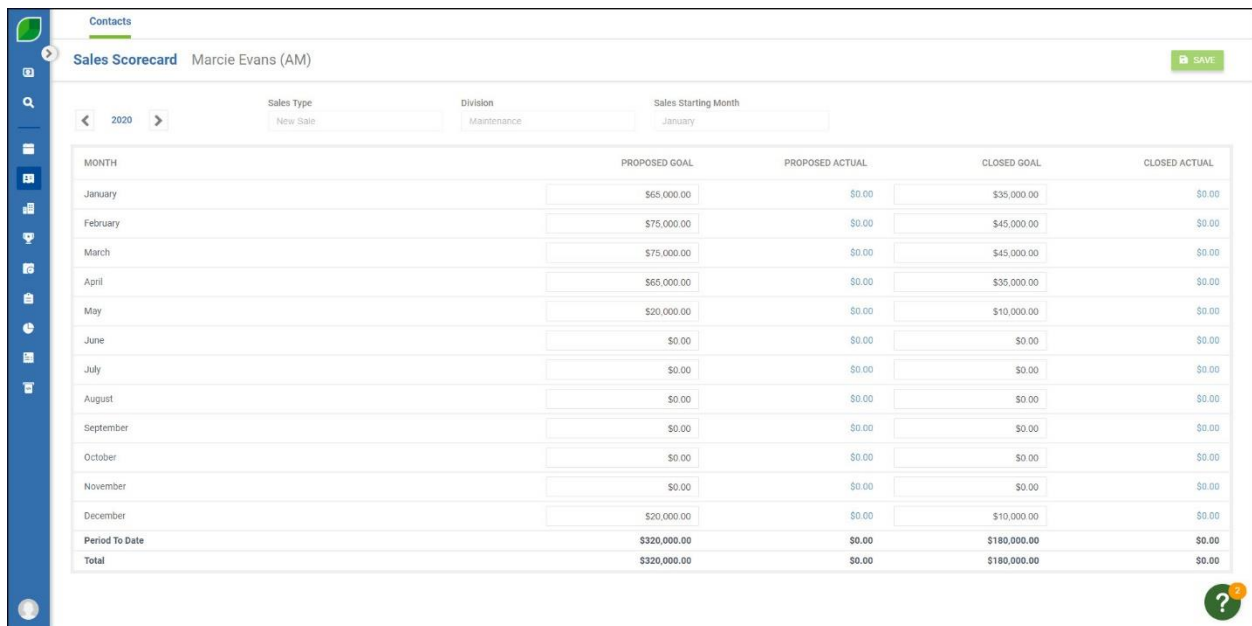


Best Practice – Sales Management

Step 1: Document Sales Goals

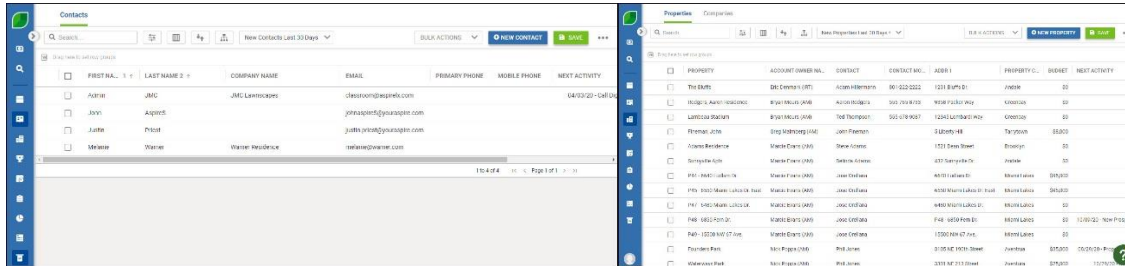
Open the “Scorecard” tab in the salesman’s contact file. Define the month in which the sales cycle begins. Then enter the DOLLAR goals for proposals and closes by month. Best practice suggests that the proposal goal is the sales goal divided by the close rate... AND it make sense to front load proposal goals AHEAD of the monthly close goals to reflect the reality of the season as well as the “wait” period during which the prospect makes a decision. (e.g.; $\$1,000,000 / 20\% = \$5,000,000$). The purpose is to define the PACING you want for the salesman. You can manage to this.



MONTH	PROPOSED GOAL	PROPOSED ACTUAL	CLOSED GOAL	CLOSED ACTUAL
January	\$65,000.00	\$0.00	\$35,000.00	\$0.00
February	\$75,000.00	\$0.00	\$45,000.00	\$0.00
March	\$75,000.00	\$0.00	\$45,000.00	\$0.00
April	\$65,000.00	\$0.00	\$35,000.00	\$0.00
May	\$20,000.00	\$0.00	\$10,000.00	\$0.00
June	\$0.00	\$0.00	\$0.00	\$0.00
July	\$0.00	\$0.00	\$0.00	\$0.00
August	\$0.00	\$0.00	\$0.00	\$0.00
September	\$0.00	\$0.00	\$0.00	\$0.00
October	\$0.00	\$0.00	\$0.00	\$0.00
November	\$0.00	\$0.00	\$0.00	\$0.00
December	\$20,000.00	\$0.00	\$10,000.00	\$0.00
Period To Date	\$320,000.00	\$0.00	\$180,000.00	\$0.00
Total	\$320,000.00	\$0.00	\$180,000.00	\$0.00

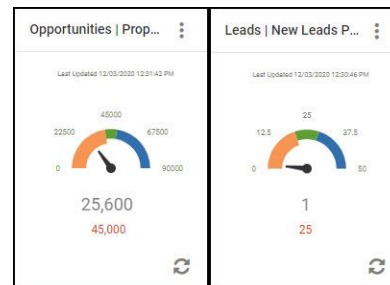
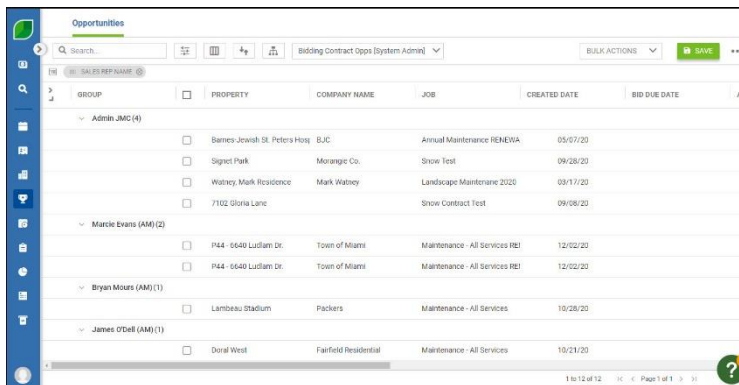
Step 2: Monitor New Leads/Prospects

Create two lists... one in CONTACTS and the other in PROPERTIES to track the start of the sales pipeline. Then create a ‘dashboard to record New Monthly Leads. There are a few ways to do this... see the examples here. The purpose here is to focus the salesman on expanding their search for new prospects instead of making the “milk run” with the usual suspects.



Step 3: Monitor Open Proposal Pipeline

Create a list in Opportunities to manage open bids to a won/lost decision. Best practice suggests using due dates and anticipated close dates to create action and accountability with the salesman. The purpose here is to create a focus on ‘advancing” every sales opportunity to get a decision – and close and celebrate or lose and recycle and move on. With a 20% close rate, the salesman will lose four for every one he closes.



Step 4: Manage

This may be the hardest job – managing and mentoring and directing and motivating the salesman. Being able to coach a salesman about how to get leads, how to negotiate and how to close is essential in making the sales reports come to life. Best practices to coach include:

Keep the sales pitch simple. Talk benefits not just features. Saying you have dedicated account managers is good. But it is a feature (very nice...). Customer getting answers when they want, or better before they have to call is way better... a very good benefit.

Be a grinder. Schedule every week with time dedicated to: Closing appointments, phone calls, emails, cold calls, proposal writing, and networking. Blocking and tackling every week produces results. Remember selling is long stretches of rejection interspersed with moments of glory.

Use a list. Use the Aspire reports as a working list every week. The goal is to advance each situation. Document conversations and emails and schedule tasks and dates on the calendar.

Listen more than talk. Enough said. (Note: The best way to listen is to ask a question).

Prepare for every call. Have an objective, an agenda, a sense of potential objections, and negotiating points BEFORE every sales call. I rode along on a sales call once. On the way to the call in the car I asked the salesman: “What’s the goal for this meeting?” Meet with the guy! “What’s your agenda?” Talk about the job! “Why should he hire you?” Because he likes us! “What objections might he have to hiring you?” I am not certain! “OK, let’s say we get to the point of closing this today, what’s your negotiation strategy?” What do you mean? I observed that he was not very successful on that call, or as it turned out, very successful in general.