



Building Your Sales Force

MCAA

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Panel

- Ken Tunnell - Hiring
- Rich Basile - Compensation
- Tim Cocchia – Expectations & Monitoring
- *Q&A*

Hiring

Revenue = Trial + Repeat + Depth of Repeat

- Trial – sales, advertising, promotions
- Repeat – operations, customer service
- Depth of Repeat – excellence (SOR)

Hiring

Don't waste the money
on trial (sales....) if
you don't have
market quality in
operations



Hiring – where to find sales people

- Look around – smart, driven, good language skills
- Competitors
- Internet – Monster, Career Builder...
- Schools

Hiring

On Demand/Rush

- Short sales cycle
- High volume of short contacts
- Enthusiasm

Distribution/Logistics

- Longer sale cycle
- Larger deals
- Industry expertise
- Operations knowledge
- Relationship management skills
- Travel

Hiring – sample questions

- Tell me about your last three days at work-- beginning to end.
- How many first appointments do you have each week?
- What do you like and dislike about the sales process and why?
- What do you like and dislike about the products or services you're selling now and why?
- What attracts you to the courier industry?
- What are your long term professional goals?
- What do you do personally for your professional development?
- What type of sales cycle is most rewarding to you? A long cycle for a big ticket item or a series of smaller, more frequent sales.
- As a sales professional, what do you see as your primary and secondary roles within a company?

Hiring – Sample Questions

- Describe a time where a creative approach to meeting an objective didn't work and what you did next?
- What do you think are the most important skills in succeeding in sales?
- What are your top three open-ended questions for initial sales calls?
- In your current sales environment, describe the process you go through to qualify your prospects?
- How do you organize a presentation?
- What do you like and dislike about presentations and why?
- What do you see as the key issues in negotiating?
- What do you see as the key skills in closing?
- How would your present prospects and customers describe you as their sales representative?

Hiring & the art of listening

You can't identify a customer's pain if you can't listen



Hiring is an ROI decision

- Salary + benefits vs profit on new revenue
 - Can you afford it during the sales cycle?
 - Communicate the revenue goal at hiring as the minimum for continued employment.

Comp. Plan I (Commissions Only)

A. Salary (First Year only):

10/1/05-4/1/06 - \$3000 per month salary

4/1/05-10/31/05 - \$1500 per month salary + 3% sales
commissions

11/1/06 - 6% of sales (100% commissions)

*sales commissions are paid monthly upon receipt of
receivables/payables

received after 90days are not commission eligible

Comp. Plan I (Commissions Only)

B. Sales Pricing Minimums:

In order to qualify for commissions, the following pricing minimums must be met:

Same Day Ground: Car - \$X.00 per mile
Van - \$Y.00 per mile
Truck - \$Z.00 per mile (\$150 minimum)

Same Day Air: Door to Door - \$XXX.00
Door To Airport - \$XXX.00

Overnight: Minimum - \$XX.00

Schedule/Routed: Billing must be minimum 2X driver payout.

C. Auto Allowance: \$200 per month

Comp. Plan II (Salary + Commissions)

- A. Base Salary: \$30,000 per year + commissions (below)
- B. Commissions
- 1st Year – 10%
 - 2nd Year - 8%
 - 3rd Year – 6%
 - 4th Year – 4%
 - 5th Year – 2% (and for duration of employment)
- C. Sale Indicator:
- \$1500 per month in new business required to get full commission. Review in 3 month increments (\$4500).
- 100% of target = Full commission
80% of target = 80%, etc.

Comp. Plan II (Salary + Commissions)

D. Quota:

Year End Revenue Goal Adjusted annually: i.e. \$1,200,000 or \$10,000 monthly in revenues. To receive full commissions must meet this quota:
100% of quote = Full commission
80% of quota = 80% commission, etc.

E. Sales Pricing Minimums:

In order to qualify for commissions, driver pay-out must be 50% or less of billing.

F. Auto Allowance: \$400 per month

Comp. Plan III (Sales Assistant)

A. Salary: Salary \$30,000 - \$35,000

B. Bonus: For increasing revenues among assigned accounts

C. Auto Allowance: \$400 per month

D. Title: Sales Assistant

Sales Process Setting Expectations

- Questions to Discuss with Sales Person
 - How does company generate leads?
 - Who will follow up on those leads?
 - Who can negotiate price?
 - Do you want standardized letters?
 - What Paperwork is required to set up an account?
 - Once the sale is completed what is the sales person's role?

Monitoring your Sales Force

- Customer Relations Management Software
 - Benefit to both the company and the sales person
 - Company can see how sales person is spending their time
 - Company can print sales projections
 - Company has one central place for lead information and for all contact with that lead
 - Information is not lost if sales person leaves
 - Sales person has time management system
 - Printable daily logs
 - Automated follow ups

Question and Answer

