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What the Future Sales Team Looks Like

Presented by:

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Why am I teaching this session?

- Ex media sales manager
- 25+ years in talent acquisition
- Continuing education to be on top of trends
- Regular contributor to industry trades
- Speaker at many industry events
- Marketing & sales background



More importantly....

- Regular communication with employers & prospective candidates in media, across all ages
- **PASSION** for helping media companies win this war!

Why change is needed:

- Low unemployment
- Strong competition to hire quality talent
- Turnover
- Tenure
- Multiple platforms to sell

Budgets, skills, tenure are all different than in the past.



What *does* the future sales team look like & why?

Tenure has changed.....so get used to it...

A whopping **91 percent** of Millennials expect to stay in a job for less than three years, according to **workplace.com** which could mean that Millennials could have as many as **20 jobs** in their career.

In fact, **25 percent** of workers under 35 have already had more than five jobs in their short career, according to CareerBuilder.

Gen Z's will not stick around if their entrepreneurial needs are not met.

Most employees' view of loyalty is gone, and many members of new generations may not be loyal no matter what you do. So if you're avoiding job jumpers because you want loyal employees, you may be disappointed to learn that **our society simply "doesn't create many loyal workers anymore."**

***Onboarding & Engagement is crucial
to future success!***

Trends show:

AN AD DIRECTOR WILL BECOME:

- A coach
- A teacher
- A project manager
- A motivator
- A leader
- Solution solver
- Chief closer of new talent - compensation could be more tied to keeping a full staff

A SELLER WILL:

- Will deal more with technology
- Deal with more transactional buys
- Have less face-to-face interaction
- Still face the urgency & faster pace
- Work more in a collaborative partnership with outside companies
- Be much more data driven
- Will need to be experts in various industries
- Deal with more competition

Expectations of a seller have increased as have the number of products to sell:

- Continually prospect
- Cold call for appointments
- Research industry of client
- Conduct CNA
- Build relationship
- Research & build presentation
- Present to client
- Know how to navigate research
- Negotiate
- Close
- Input orders into multiple software programs
- Follow up on creative/production
- Handle make-goods
- Collect money
- Continual reporting to management
- Attend training meetings
- Follow up on orders with clients
- Network, network, network
- Have a balanced life

A media seller
has to be a
dynamo at
multi-tasking

Skills needed for success:

- Strong attention to detail – CRM's
- Research driven
- Ability to cold call
- Multi-tasking
- Newspaper, digital and category experts
- More in-depth research skills/data driven
- Creative thinking
- Marketing
- Fast learner on a self-directed basis
- Heavy contacts
- Relationship building
- Interpersonal skills
- Expertise in various categories
- Goal oriented
- Able to work under pressure
- Have a sense of urgency
- Be technology savvy



**STOP
limiting
applicants
with
unnecessary
requirements!**

SALES DEPARTMENT STRUCTURE

- Team Selling
- Job Shares
- Remote Workers
- Mentoring
- Internships



Many of us need to re-think what our sales team could look like!

“I did it when I started, it was good enough for me.....”

Let's examine some new models....



Selling could include multiple generations



They may not come to the office...

Remote workers:


- Increase productivity
- Limits stress
- Benefits family/work balance
- Keeps older workers longer
- Increases employee talent pool
- Reduces cost of employment*
- Increases workforce diversity
- Decreases sick days and time off
- Increases employee retention
- Aids in recruitment

*2018 estimated \$5 Billion in cost savings for US companies; real estate alone is \$10,000 per employee according to PGI News.



Or even live in your state!


Titles are changing too!



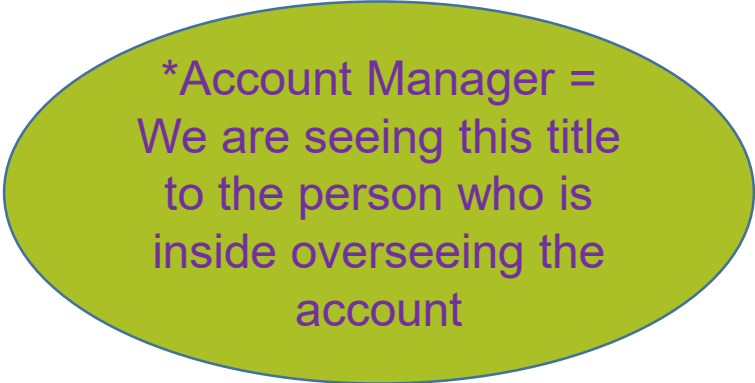
Many people
won't
respond to
the job title of
"Sales"

=

- Account Manager*
- Account Executive
- New Business Development
- Strategist
- Director of Solutions/Solution Expert
- Team Leader
- Enterprise Leader
- Marketing Manager



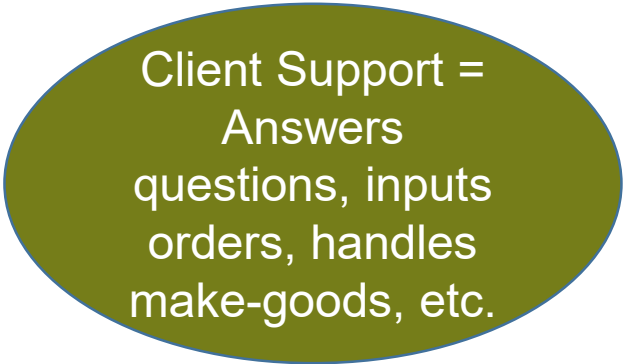
The more
creative, the
more
conversation



*Account Manager =
We are seeing this title
to the person who is
inside overseeing the
account



Design Architect
= the person
who puts
together the
presentation

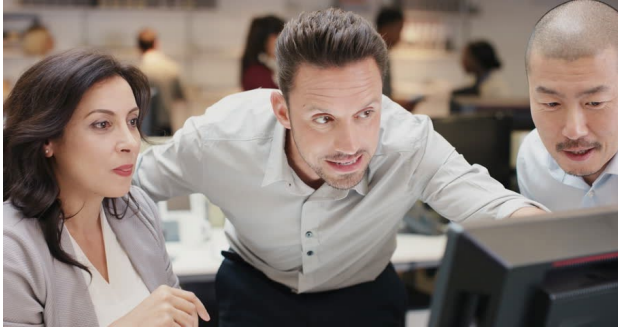


Client Support =
Answers
questions, inputs
orders, handles
make-goods, etc.

Why consider team selling...

- With high turnover expected, relationship is safer
- 2+ people = more expertise
- 2 ears can be better than 1
- Lead person can focus more on sales and not worry about support issues
- Allows company to better utilize individual skills
- Brainstorming offers more ideas
- Improves client satisfaction
- Allows higher penetration of accounts
- Allows new hires to more quickly ramp-up and find their sweet spot
- Recruitment

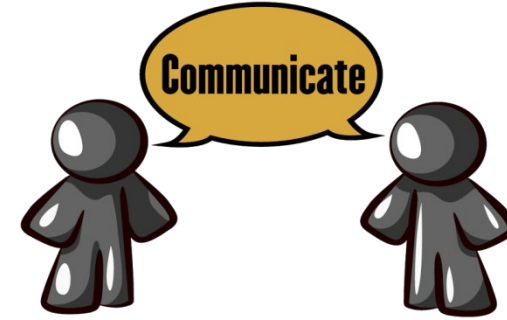




Team selling involves 2+ members



Teams need a leader



Need strong communication skills



All should know the client



All cover for each other

Example 1: Dedicated Coordinator



Admin working
with sales team

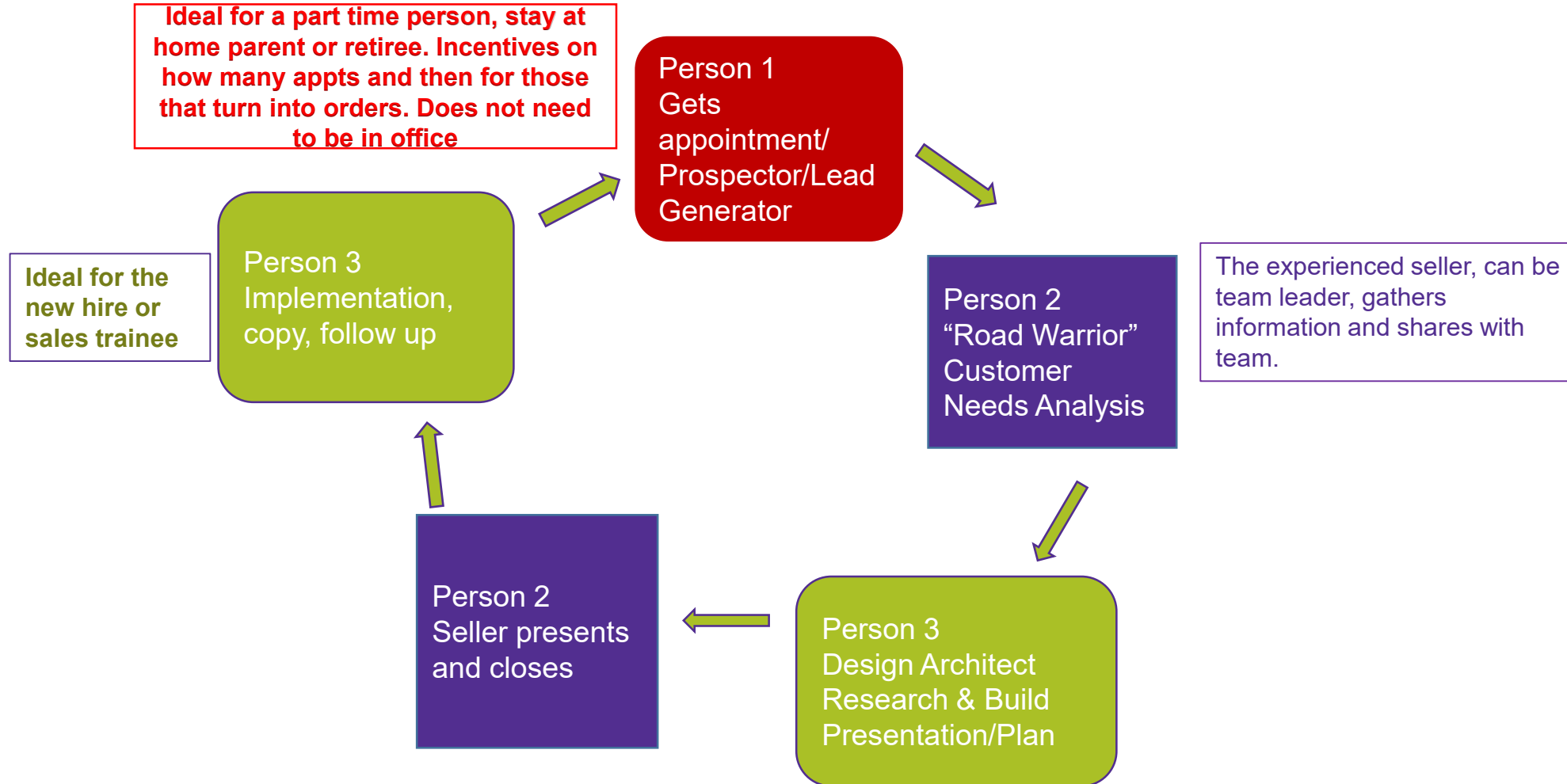


- Simple and easy to do
- Good for all market sizes
- A great way to build & train your team

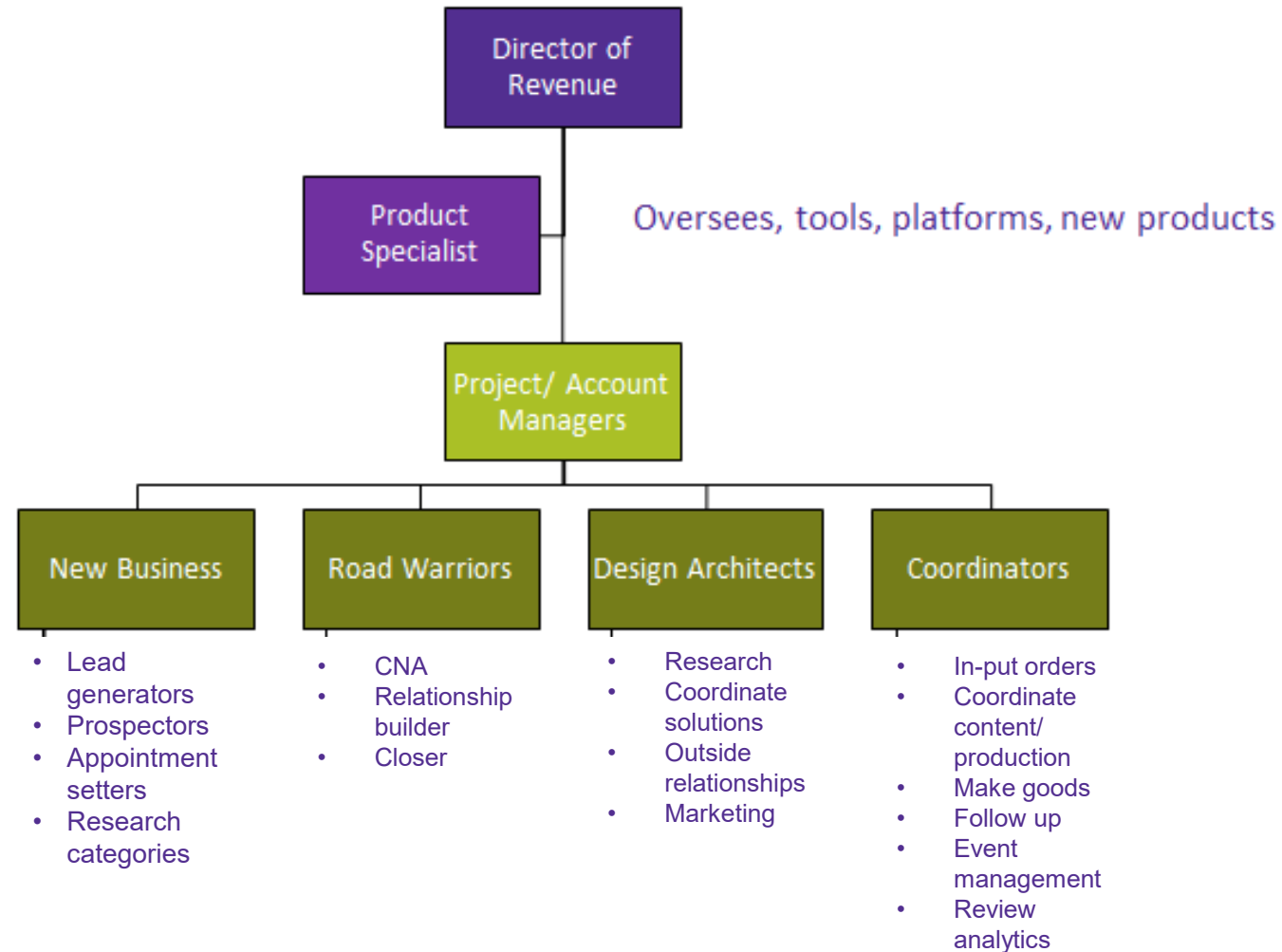
Good for interns, recent grads, people who want to learn & earn (Re-internships)

First step in training! Great to build *farm* team

Example 2: Team Selling



What the model of the future could look like:



Or like this:

Director of Revenue



Gearing up for the sales teams of the future

- Be prepared to fight for your plan
- Select a team leader
- Lay out a plan –(in writing)
 - Expectations
 - Contributions
 - Compensation
 - Communication
 - Rules
- Build the team
 - Understand roles
 - Ascertain motivation
 - Training
- Meet the clients



Job shares will be more common

- Not just for Mom's! Can be a Dad or part-time worker
- Consider teaming a newbie with a soon-to-retire veteran
- Often get the results of 2 strong employees for the price of one

Ideally works best if each person works 3 days a week, 1 day in common.
Can save in benefits as many companies require a certain amount of hours to qualify.

Often promoting for a part-time person can bring you a higher quality of candidate!

Have both parties, if they don't know each other, spend time together in advance to see how they fit together.

Excellent for recruitment & maintaining client intelligence



It is projected
that by 2020,
40% of the
workforce will
be
Independent
Contractors

Silo Selling:



What team selling compensations could look like:

Idea #1

- All team members earn a base salary commiserate with experience
- A commission pool is pre-determined
- Each team member is assigned a %
- Bonus awards for work over & above

Idea #2 Pay on Revenue

- The person who sets the appointments earns an hourly wage, there is a bonus on each appt. set and another for each appt. that results in an order
 - The 'in-side' team earn either a base or hourly pay with incentives when order is completed
 - The 'outside' person earns* commission + incentives
- *Once established

TIPS if you consider this plan:

1. Each team needs a chief strategist
2. Define what "lead" is considered for bonus
3. Require documentation
4. Lay out in advance who gets what
5. All sign off

Ideal for new hires to learn the business!

Idea #3 MBO

- Each team has a defined goal based on earnings from previous year with established objectives
- A % of past years earnings are assigned (i.e. 80%) which is paid out in salary.
- Specific quarterly goals must be met to earn the extra 5% each quarter
- Goals can be a specific amount of appointments, calls with manager, revenue goals, # of presentations, new business, etc.

What will the clients think?

They will love knowing they have experts for them, who know and understand the business.

When one person handles an account and needs to be out or leaves, much of the communication is lost. With a team approach, a client does not have to continually re-educate the new hires.

Tips:

- Offer clients an updated list of names, responsibilities and contact information
- Encourage the team to get to know the client, so the relationship doesn't live with one person
- Communicate with the client to ensure they are getting the best service and to answer any questions



What can you start doing now?

- 🍌 Review your workflow to see what is falling through the cracks
- 🍌 Develop job profiles for each position
- 🍌 Start building your 'farm team'
- 🍌 Be known at your local schools & colleges, work with students!
- 🍌 Invest in and require participation in a good CRM system
- 🍌 Listen to your team, know their career goals and together build a plan to get them there
- 🍌 Create a solid onboarding/orientation plan
- 🍌 Invest in updated training
- 🍌 Ask for suggestions from your staff on how to work more productively
- 🍌 Build a team of advocates
- 🍌 Monitor results regularly



Always have a future seller involved at the office!
Grow Organically!

Create a Talent Acquisition Budget:



- Marketing
- Career Fairs/Geo Targeting
- Management Training
- Referral Program
- Personnel
- Culture improvement
- Signing bonus
- Travel
- Relocation
- Onboarding

**Average cost to
hire a skilled
person today is
5x salary!**

Culture/Engagement Perks:

Engagement:

- Detailed action plan for growth
- Intelligent & respected leaders they trust
- Allowing & encouraging creativity
- Employee feedback surveys & action steps that get completed!
- Transparency with open communication
- Knowing that the company *has their back*
- Ability to fit in
- Caring atmosphere
- Ability to be part of decision-making process
- Challenging and rewarding work



57% of job candidates
report benefits & perks are
among top considerations
before accepting jobs

Glassdoor

Perks:

- Group sports/team building events/birthdays
- Employee Appreciation Day
- Individual recognition
- Support of community/charities
- Tuition reimbursement
- Unlimited vacation*
- Transportation costs

***What are things are
you doing to stand
out?***

You have a plan to market and bring in readers...



You need to have a plan to continually market to the community, industry AND your employees to remind them why your industry, company and your management are good places to work:

- **Share articles to show the strength of your products**
- **Brag about awards & accomplishments**
- **Make a big deal on how you help the community**
- **Talk up the fun stuff**
- **Acknowledge good work**
- **Value employees**

SHARE ON YOUR WEBSITE AND SOCIAL MEDIA!

Companies with
strong
employment
brands, pay 10%
less to employees
Harvard Business
Review 3/19

Review your Referral Program...

- Average retention rates are 46% vs. 33%
- 94% of jobs are found via WOM
- Use alternatives to cash
- Pay for what you are asking – names!

- Put in writing
- Post, promote, make it a big deal
- Offer outside the office



Mentoring Programs:

A popular practice that is trending high are mentoring programs. They can be used for a variety of reasons:

1. As a recruitment tool – new hires are interested in ramping up as quickly as possible, and this is a great way to help them navigate the new job
2. As an incentive to a top seller – allow them to work with the mentoree by training them, they can earn an override of the money the mentoree brings in for a pre-determined time period such as 1 year
3. A mentoree can be assigned to work with 1 or 2 senior sellers, allowing them to train, while the mentoree handles much of the internal work for the sellers, resulting in higher revenue which covers the new hire's salary.
4. These programs help overworked managers with ramping up new hires.

Suggested actions:

- Have a detailed plan for the mentor to follow with specific goals and deadlines
- Encourage regular set meetings with goals to accomplish in each session
- Consider having a revolving plan where a mentoree works a certain amount of time with one mentor and then move to another to be exposed to different styles
- Encourage the participants to learn from each other; it's a two-way street

Internships – aren't what they used to be

Again, a great recruitment tool.

And a great way to 'try out' a new hire. Ideal for a college junior or senior looking to get into your business. Often internships turn into full time hires upon graduation.

However, don't rule out *experienced workers* who want to make a career switch and are open to learning before they go on their job search.

- 🕒 Internships should have a solid plan of learning during the time your company employs them.
- 🕒 Offer a stipend or hourly salary during their internship to compete to gain the top talent; most industries offer paid internships.
- 🕒 If being done for credit, find out in advance what the school or professor needs for both of you to qualify.

In many states, it is illegal to have an intern work for free. Please check your state laws before proceeding. To qualify, you may need to supply a statement of work showing that it is a learning internship and not replacing what you could pay someone else to do.

Most importantly:

- Remember that times are changing, you are going to need more flexibility and creativity when building sales teams.
- The more you can promote how you train and treat people, the more interested potential employees will pay attention, thus help with recruitment.
- Do a survey to find out what duties are falling through the cracks and explore how you can best solve that issue. Maybe you don't need another seller but someone who can help that seller focus on closing more business or to set appointments or to help with production.
- Look to the future. Start planning now.



Questions



We are here to help with all of your hiring needs!

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