

By Amy Bingham



Is Your Sales Rep Set Up for Success?

His activity will pay off, you've been telling yourself. Any day now he'll close a big deal. Still, you're having trouble ignoring the little voice inside your head that's now just about shouting: Shouldn't he be bringing in more new business by now? He's been out there for almost three months! This guy holds the key to hitting my growth target this year, and it's June already!

Your newest sales rep had been trained to sell in the industry and had two successful years doing so with a direct competitor. His references were great. He said he knew the market and understood what it took to get orders. You expected him to jump right in and be highly productive within 30 days – not 60 days and

certainly not 90 days. What's the deal?

You know he can be successful, and you've been wracking your brain to figure out how to give him the support he needs before he fails. He emails you recapping his activity each week, and it seems like he's doing all the right things. Yet you aren't realizing the new business you expected by now as a result of his efforts. On closer examination you realize you never officially set expectations from which to measure the quantity and quality of his sales activity. You conclude that he's effectively been operating without a sales plan, and is therefore not set up for success. It's like drafting a first round quarterback and putting him on the field without a playbook.

An integrated staffing software that's easy to use—and install? Yes indeed. We did it through our emphasis on R&D. Our Microsoft® partnership. And because we know that over 1,000 customers count on us everyday. Moving to a new system is daunting. But moving to eEmpACT ensures the transition goes smoothly. And after your installation, you can use online training to keep your team well informed and get new staff up to speed quickly.

All so your operation is more efficient than ever.

Call eEmpACT today—and release

The power of *e*
throughout your organization.

For discerning CEOs,
there really is only one choice...

BOND
eEmpACT

www.eempact.com
800.456.5660



BOND

World's largest
staffing software
company.

Is Your Sales Rep Set Up for Success?

“It’s important not to make the fatal mistake of getting so caught up in the quantity of activity that you ignore the quality.”

Metrics Management

The most successful companies live by it because they know it works. We know selling is a numbers game, and there’s a direct correlation between activity and results. But still, the tendency in our industry is to hire seasoned sales reps and turn them loose to go get business. Whether it’s because we assume they know what they’re doing and don’t need to be sales-managed, we find establishing metrics intimidating because we’ve never measured what it takes to be successful in the past, or because we just plain don’t have the time and were looking for the easy way out by hiring someone “experienced.” We mistakenly assume that if we hire right, our reps will know what to do.

So you’ve committed to setting benchmarks for your struggling rep – but where should you start? A good initial step is to invoke one of Steven Covey’s 7 Habits of Highly Effective People and begin with the end in mind! You know your revenue growth target for the year. Determining how much sales activity is needed to hit your number requires some basic research.

• **Do some historical analysis of your office’s account portfolio to pinpoint commonalities** such as how your office has acquired new business in the past. Do you most often get new accounts through direct selling like telemarketing, cold calling and skill marketing – or are your best accounts acquired as a result of referrals from other satisfied clients? How long did it take you to win the accounts you actively pursued (you want to quantify your average sales cycle), and what specific strategies did you employ to

win the business (what sales tactics have proved most effective)?

• **Seek out standard industry benchmarks** for sales activity like telemarketing, e-marketing, cold calls, skill marketing and face-to-face sales calls. Staffing Industry Analysts, the American Staffing Association (ASA) and industry consultants are good resources for this data.

• **Compare your findings to the current quantity and quality of your sales rep’s activity.** Does he generate enough activity each week, and is he focused on high-payoff activities?

• **Ensure the sales quota that you have established for your rep is appropriate.** It must be realistic enough to be achieved with the right activities, yet enough of a stretch to motivate your sales rep consistently.

Once you are comfortable and you have enough education and data, you can set activity benchmarks appropriate for your business. Then you must put a sales plan and a process in place to measure performance against these metrics. Having visibility into all aspects of the sales cycle is critical to holding your sales rep accountable. A Customer Relationship Management (CRM) system is ideal, but if you’re not in a position to purchase one, you and your sales rep can develop your own method for tracking his pipeline, his prospects by annual revenue potential, his sales activity with those prospects and the stage of the sales cycle each opportunity is in. As his manager, your job is to coach and hold him accountable, ensuring he is actively moving the opportunities forward each week and winning the business



“Our enrollment tripled after switching to Essential StaffCARE.

Offering true health insurance and prescription drug coverage stood out as real benefits to our associates.”

Melanie Johnson, Franchise Owner | Express Employment Professionals, Greenville, SC

Essential StaffCARE makes it easier than ever to offer a full package of affordable benefits including health insurance, prescription drugs, dental, short-term disability and term life coverage to your temporary employees.

To learn more about how Essential StaffCARE can help your business, call today!

 **Essential StaffCARE**

John Walters | 864.527.0474 | johnwalters@lagbenefits.com

Health insurance and benefits for the temporary employment industry. Essential StaffCARE is a limited benefit health insurance plan underwritten by BCS Insurance Company, Oakbrook Terrace, IL and BCS Life Insurance Company, Oakbrook Terrace, IL. Administered by PlanNet Administrators Inc. (PNA), Columbia, SC.

PLAN PROVIDES FOR EMPLOYEES:

- Low Co-payments for Doctor's Office Visits
- In-Network and Out-of-Network Benefits
- Prescription Drug Coverage
- Hospital Coverage
- 24-Hour Nurse Advisor

BENEFITS FOR EMPLOYERS:

- Improve Employee Retention
- Recruit Better Employees
- Easy to Implement
- No Cost to Employer

Is Your Sales Rep Set Up for Success?

required to meet or exceed his quota. Over time, the trends you derive from tracking this information will prove invaluable in helping you refine your growth strategies and forecast new business requirements.

It's important not to make the fatal mistake of getting so caught up in the quantity of activity that you ignore the quality. You'll want to regularly assess both to maximize success. Sit down with your sales rep at least once a week and engage him in this process by reviewing his sales approach and

asking hard questions. What is working well, and where is he hitting roadblocks? Is he consistently looking for low-hanging fruit where his probability of success is high, or chasing business he's unlikely to win? Is he selling at the right level in the organization? Is he focused on identifying the prospect's point of pain by asking the right questions, and then proposing a solution designed to address that pain? These are just a few among many issues you will want to raise during these conversations that provide the

real opportunity for effective sales management as you strategize with him to maximize his chances for success.

Instilling this kind of discipline enables you to ensure expectations are clear and your sales rep has the support required to achieve them. Top sales performers surveyed historically credit managers who set measurable objectives and then hold them accountable to results as key to their success. **SI**

Amy Bingham is a staffing industry veteran and owner of Bingham Consulting Professionals, a firm dedicated to helping staffing companies grow. The Web site is www.binghamcp.com.

CTK North American Insurance Services, LLC

Does your broker know your industry? WE DO!!

Since 1974 CTK North American has provided insurance to the Staffing Industry. In fact, that is all we do. If you would like to receive a quote or talk with one of our experienced team members, call 714-779-2000.

We provide the best customer service and the broadest coverages available to the Staffing Industry.

CTK North American Insurance Services, LLC
1240 N. Lakeview Ave.
Suite 240 Anaheim Hills, CA 92807
www.CTKINS.com
Lic# 0F76001

WE SPECIALIZE IN:
Professional Liability
General Liability
Hired & Non-Owned Auto
Crime Bonds
Employment Practices Liability
Workers' Compensation

Phone: 714-779-2000
Fax: 714-779-4129
E-mail Us:
ernie@ctkins.com
judys@ctkins.com
richs@ctkins.com

WE UNDERSTAND YOUR OBJECTIVES.



Whether you are buying or selling, we understand.

We approach M&A from a strategic perspective as well as from your perspective.

We are relationship oriented, not just focused on transactions, we focus on your values and needs, supported by our awareness of the industry trends. We understand the many challenges facing you, given the rapidly changing staffing industry landscape.

We have walked in your shoes.

r.a.cohen consulting

M & A experience when you need it most.

Contact us at:

BOB COHEN 416.229.6462 or bob@racohenconsulting.com
SAM SACCO 910.509.0691 or sam@racohenconsulting.com
or visit www.racohenconsulting.com

OVER ONE HUNDRED TRANSACTIONS COMPLETED