



# What the Future Sales Team Looks Like

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# Why change is needed:

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

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

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

## SALES DEPARTMENT STRUCTURE

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



# 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:

## A SALES MANAGER 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

## **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
- Multi-tasking
- Broadcast, 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



**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....



# 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.

# Example 1: Dedicated Coordinator



Admin working  
with sales team

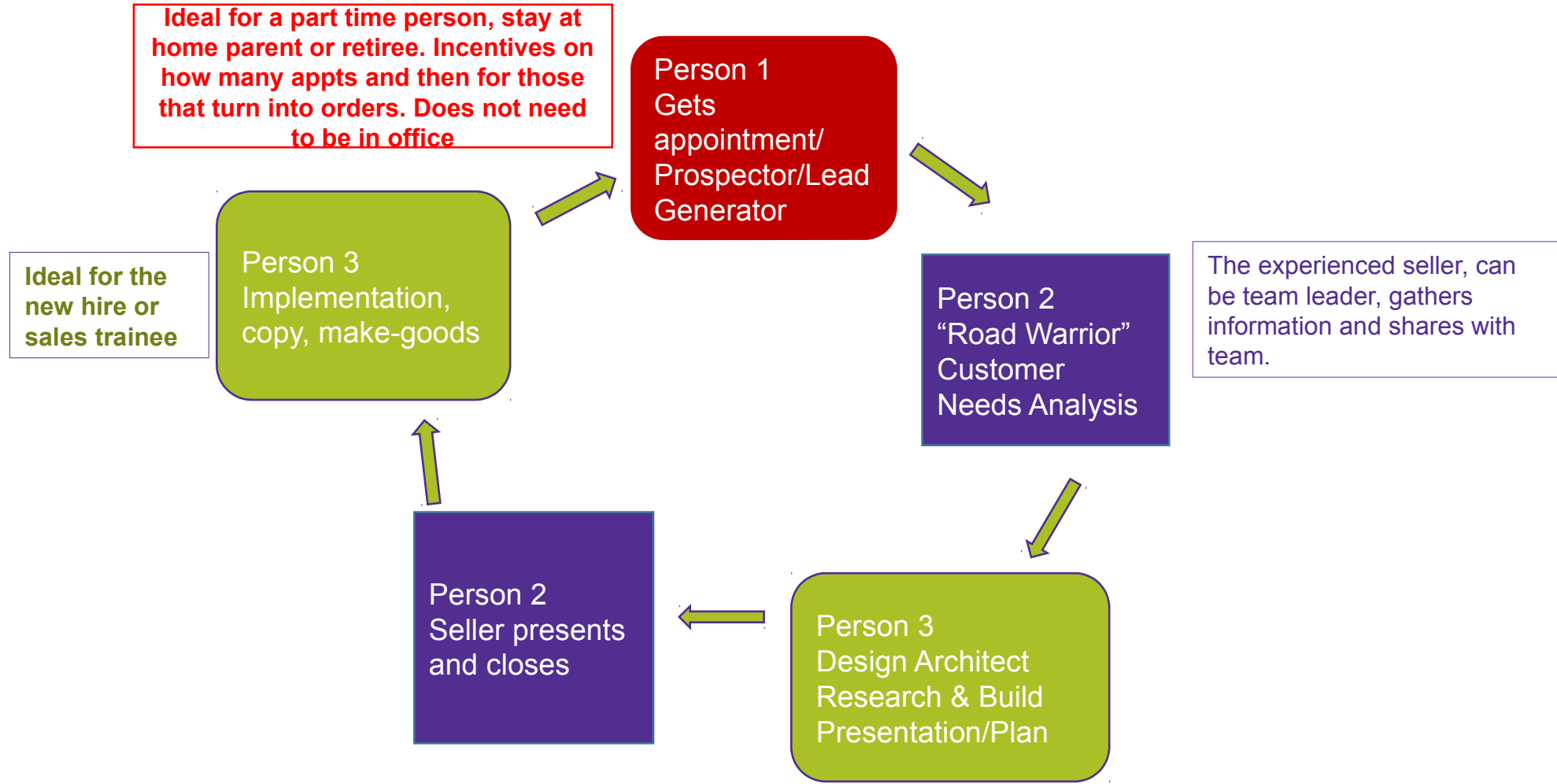


- Simple and easy to do
- Good for all market sizes
- A great way to build & train your team

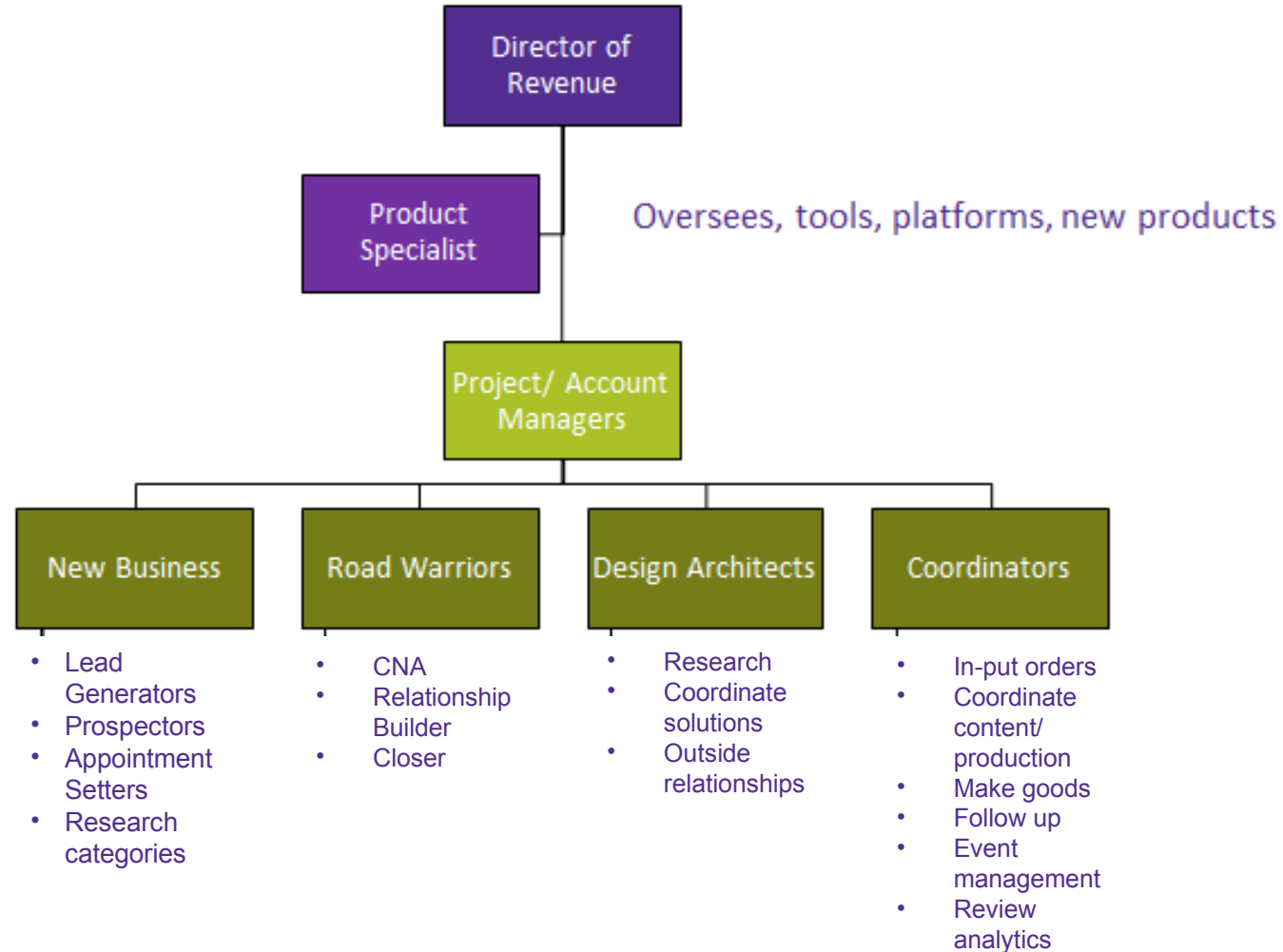
Good for interns, recent grads, people who want to learn & earn (Re-internships)

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



# What does the team look like?



# **We all know about the Millennials, now is time to plan for Gen Z**

**Generation Z or “Post Millennials” are individuals whose age ranges from 2-19 years old (Born after 1995)**

**Currently 25.9%\* of the population  
By 2020 they will be 33%\***

**\*US population**



# Gen Z are technology natives so will need different communication, management, etc.

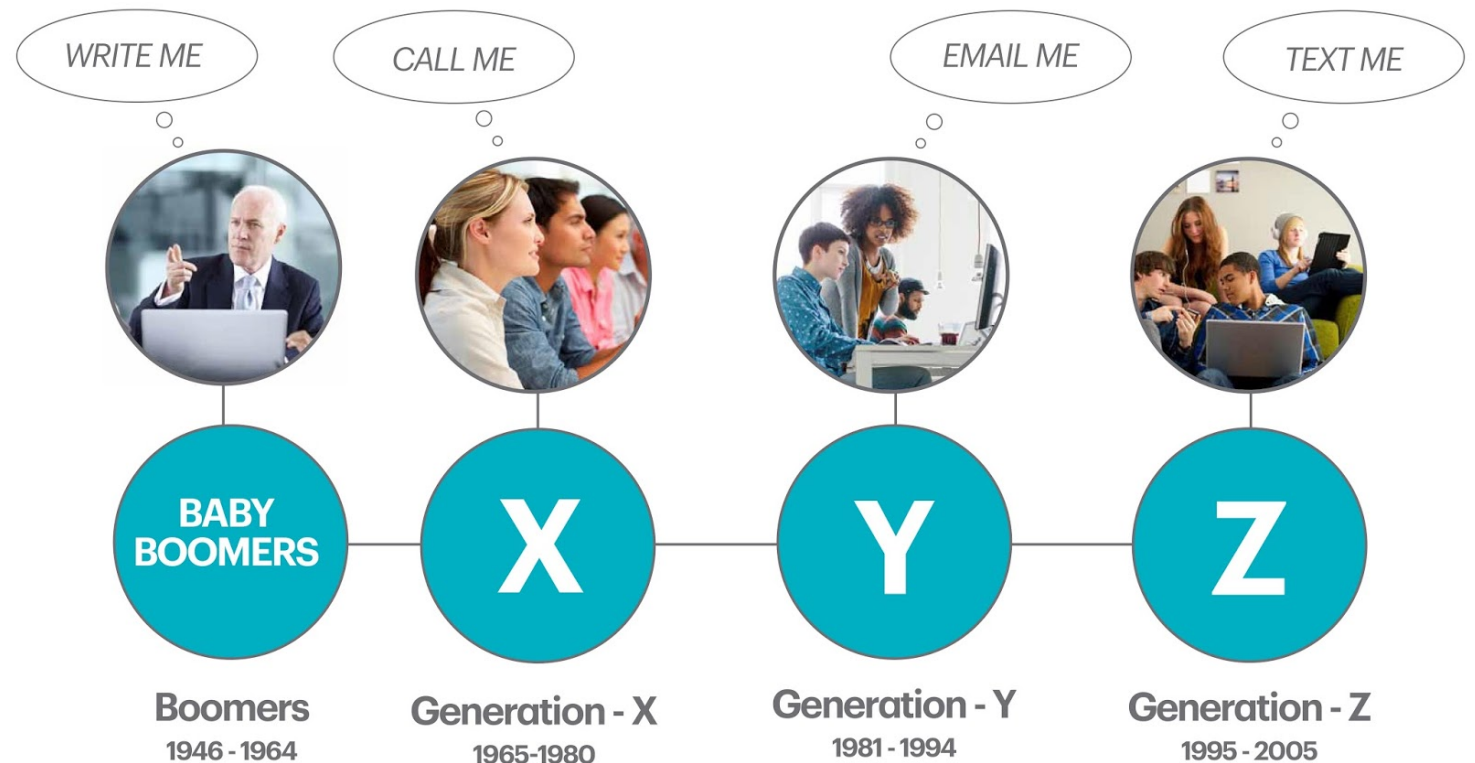
They grew up with cell phones, and tablets and social media. They prefer being online to in person communication.

On average a Gen Z person can use up to 5 items at a time (TV, laptop, desktop, tablet, and smartphone)

How they communicate due to technology has also changed.

Most Gen Z's display signs of distress when kept away from their devices.

## FIVE GENERATIONS WORKING SIDE BY SIDE IN 2020



Attitude	Millennials	Gen Z
Personal Values	Focused on living in the present Idealists	Moment focused, but also looks towards the future Pragmatic Realists
	Mistrusting of large corporations	Mistrusting of large corporations who don't have strong values of inclusion and meaningful work
Communication Style	Scans text. Focus in on headlines and bullet points	8 second filter, prefers images and videos to text
	Grew up in an age when tech was new and didn't realize the lasting effects it could have	Conscious about their image- brand managers from an early age
Technology Adoption	Thinks tech will solve world problems	Grew up with tech and is more conscious of the effect it can have on society. Does not believe it will solve all problems
	Enthusiastic about self driving cars and AI	Enthusiastic about Internet of Things (IoT) and Wearable tech
	Overshares with public and less concerned about privacy	More concerned about privacy, and recognized that sharing could have a lasting effect on their brand.

Information from “Make Way For Gen Z: Recruiting The Next Generation” by Dice 5/9/18

Attitude	Millennials	Gen Z
Personal Values	Brought tech into the workplace to automate processes and jobs	Strong technical skills and creativity, but focused on jobs that are less automated
	They care about 1) having a positive relationship with their colleagues 2) benefits & perks 3) working on something they are passionate about	They care about 1) having impact 2) workplace culture and values 3) growth opportunities
	Open to learning new skills and switching careers, versus staying in the same job for 20 years	Entrepreneurship minded, will learn new skills on their own, but appreciates interpersonal communication and mentorship

**They may not come to the office...**



**Or even live in your state!**

# 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. Each team member should build a relationship with the client
3. Define what "lead" is considered for bonus
4. Strong communication among the team is required

*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
- 🍅 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 plan
- 🍅 Invest in updated training
- 🍅 Ask for suggestions from your staff on how to work more productively
- 🍅 Build a team of advocates

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



# 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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