

sellibrations

DEPARTMENT OF **MARKETING & ENTREPRENEURSHIP**

v1_2010

Downsizing THE COMPANY WITHOUT Downsizing PERFORMANCE

FEATURING RESEARCH by Mike Ahearne, Ph.D.

5 TIPS TO DEFEAT TOUGH TIMES

FEATURES: **PARTNER
EDITORIAL**

WHAT **SALES PEOPLE NEED** IN A DOWN ECONOMY

PG 38

10 ACTION STEPS TO TAKE NOW LEADING YOUR WORKFORCE DURING AN ECONOMIC CRISIS



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Partnership with the Sales Excellence Institute gives companies the opportunity to build a professional relationship between the University of Houston and the business community providing them access to students, research, and executive education.

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FROM THE DIRECTOR

OUTLAST THE STRUGGLE

By Mike Ahearne



Welcome to the fall issue of *Sellebrations*. As many of you are aware, I have been with the Sales Excellence Institute since 2004. Throughout the years, I have had the opportunity to experience the triumphs of many of our corporate partners and sponsors, and subsequently the vigor of our program. During a healthy economy, though, it was almost effortless in working together to successfully promote and expand various levels of the sales force. While we were in the groove of celebrating numerous consistent victories, we soon faced, like many others, a downward swing in our economy.

Most recently, these experiences have shifted to more concern for many sales-focused organizations. When the economy experiences challenges, most corporations decide to pass on the opportunity of expert or formalized training and development since it may seem as the most convenient, cost-effective option. It is critical, though, for organizations to look a bit closer to the opportunity for return on investments, thus realizing this time is the most optimal to take advantage of developing their sales forces. Actually, the most aggressive and successful companies do this to create more value preparation when the economy is moving along again.

EXECUTIVE EDUCATION

The Center for Corporate Sales Excellence at SEI delivers executive education focused on helping corporations achieve excellence in leadership, strategic account management and customer orientation.

Sales Leadership

Many corporations excel at recruiting, training and managing sales people. Then, they promote their best sales people into management without providing the same level of support and training for this critical leadership function. The Center for Corporate Sales Excellence identifies the competencies and skills that impact sales management performance at each unique

corporation. Then, with our client, we develop curriculum, deliver the training and provide the coaching to support behavior changes that reduces the competency gaps and improves sales performance. We follow training interventions with follow up assessments of performance and an analysis of the return on the training investment.

Strategic Account Management

The 80/20 rule is a universal truth in most sales organizations. There is a small group of strategic accounts that are critical to a corporation's success. We assess the skills, knowledge and tools the organization uses to manage these major accounts. We identify the steps in the complex selling process that is necessary to win and grow complex accounts. Once we have identified the ideal process for each organization, we help implement the process through training, coaching and integration with the company's sales technologies.

Customer Orientation

Ultimately, companies' success depends on the quality of their relationship with their clients. Our assessment processes measure and analyze the strength and long term value of a company's relationship with their customers. By helping clients better understand their competitive market position, SEI Executive Education enhances sales

people and managers' ability to identify high value customers and increase their retention and profitability.

SEI Research and Executive Education – A Unique Combination

SEI is the leading academic research institution focused on sales knowledge. We are singularly focused on sales and committed to bringing a unique combination of theory and practice to our work and to our collaboration with the companies we support. This combination is reflected in our outstanding executive faculty – a combination of executive professors who have at least two decades of Fortune 500 sales executive management experience and PhD's who are today's leading, most widely published researchers in the sales discipline.

NEW PARTNERS

While the majority of our partner-related effort is directed toward deepening our relationships with existing partners, we are always glad to start relationships with new partners. This last semester we had the pleasure of welcoming five new program partners: Aflac, Hearst Media Services, KB Home, Paycom and Southwest Infronti.

Aflac, the world's largest provider of supplemental insurance, has seen growth across the board. They are widely recognized by most as a result of commercials featuring

the Aflac Duck, a major staple in their branding efforts.

Hearst Media Services is most recognized in Houston as the parent company name of the Houston Chronicle. The Houston Chronicle – the nation’s seventh largest daily paper with a circulation of 494,131 – proudly markets its most popular product Chron.com. The online edition offers everything from expanded news, to job and car search capabilities with a section in Spanish as well.

KB Home builds award-winning neighborhoods in all of the top ten fastest-growing U.S. cities according to a recent U.S. Census Bureau report. The company was recently listed –for the sixth year in a row – on the Fortune World’s Most Admired Companies list.

Founded just 12 years ago, Paycom has backed their payroll and human resources services with cutting-edge payroll technology to country’s mid-size businesses. Its commitment to the one-to-one service model that guarantees customers one point of contact for all their inquiries continues to see growth despite their exponential company growth.

Southwest Infiniti, a small, privately held company, sells new and used vehicles, specializing in a luxury product line. They have been conducting business in Houston since 1990 and are excited to recruit PES students who are interested in furthering their careers in high-end products.

We are excited to welcome these five new partners on board. We are confident these organizations’ respective strengths and opportunities will make them an attractive employment option for our future PES graduates.

NEW FACULTY AND STAFF

While on the topic of additions to our team, I am pleased to announce that we have hired Joel Le Bon, Carmen Colunga and Clarisa Miranda as our new program managers. Both ladies are 2009 graduates of the Program for Excellence in Selling.

JOEL LE BON recently joined the Sales Excellence Institute as a Clinical Professor of Marketing and Director of Executive

Education. He was born in Mauritius and received his education in Paris (Master in Management Science, Master of Science in Marketing & Strategy, Ph.D. in Marketing from the University of Paris Dauphine) and United States (Kellogg ITP from Northwestern University, Postdoctoral Scholar at Pennsylvania State University within the ISBM - Institute for the Study of Business Markets). Dr. Le Bon worked in both Paris and Singapore for over 10 years as a marketing professor and department head at ESSEC Business School which is widely regarded as a top business school in Europe. Before joining academia, he was a Strategic Account Manager for Xerox Corporation in France. He has received several research and teaching distinctions and is the first international professor awarded the American Marketing Association’s Prentice Hall Solomon-Marshall-Stuart Best Teacher Award for Innovative Excellence in Marketing Education.

CARMEN COLUNGA graduated from the University of Houston with a Bachelor of Arts degree in Broadcast Journalism and a minor in Marketing, also earning a sales certificate from the Program for Excellence in Selling in 2009. Her work ethic and commitment to the program is obvious through her assistance to the students and the program’s corporate partners.

Carmen’s main responsibilities include coordination and execution of all events relating to the Sales Excellence Institute, upholding a consistent line of communication with partners and acting as a liaison between the students and the business community. She also coordinates all communications and public relations aspects of the Sales Excellence Institute.

CLARISA MIRANDA graduated in May 2010 from the University of Houston with a major in Marketing and a minor in Sales; she graduated from the Program for Excellence in Selling in the Fall of 2009 with an Advanced Sales Professional certificate. Clarisa worked as an Assistant Program Manager for the Customer Relationship Management course within the program; she was responsible for managing the first

semester students to meet their individual and class quotas. She began full-time in June 2010 as a Program Manager, and her main responsibilities involve leading, managing and motivating all the students. Her favorite part of her position is developing trusting relationships with the students to motivate them to not only meet their quotas, but exceed them as well.

POSITIVE OUTLOOK REMAINS

As the economic climate slowly recovers, there is promise many corporations and organizations will rebound and later thrive again. Until then, take the notes, tips and research findings in this edition of *Sellebrations* as supportive devices to help your team continue to produce despite the many objections. Also, make the most of the relationship your organization has fostered with the Sales Excellence Institute, as it is a true resource of top sales and sales management instruction and applied research.

We invite you to upcoming career fairs, golf tournaments and conferences – each providing value to your organization whether it is education for your sales team or an upper edge against competitors in sales force recruiting – and to discover how SEI continues to expand.



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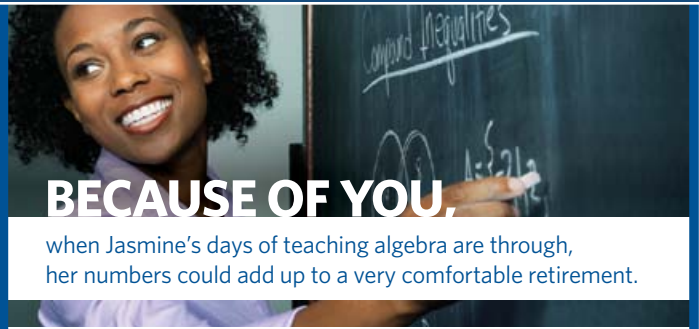
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MEET THE TEAM

MICHAEL AHEARNE is the C.T. Bauer Chaired Professor in Marketing and Executive Director of the Sales Excellence Institute. He is also the PhD Coordinator for the Marketing Department. Prior to joining the faculty at the University of Houston, he was a professor at the University of Connecticut and Pennsylvania State University. He has a Ph.D. and M.S. in Marketing with a minor in Decision Sciences from Indiana University. He has an M.B.A. and a B.S. in Mathematics with honors from Worcester Polytechnic Institute.

Mike's research has primarily focused on two areas: 1) the performance of sales organizations and 2) building brand identity and corporate image. He has published in the *Journal of Marketing*, *Journal of Marketing Research*, *Management Science*, *Journal of Applied Psychology*, *International Journal of Research in Marketing*, *Journal of the Academy of Marketing Science*, as well as several other journals. Mike is a co-author on the leading professional selling textbook, *Selling Today: Creating Customer Value*, which has been translated into numerous languages and is currently used to teach professional selling in over 30 countries. His research has been profiled in *Business 2.0*, *Business Investors Daily*, and *INC Magazine* and many other news outlets.

He has substantial experience conducting marketing research in the health care and pharmaceutical industry. Before entering academia he worked for Eli Lilly and Company and PCS Healthcare. He currently works as a consultant for a number of companies in area of sales and sales management.

WILLY BOLANDER is a Doctoral Candidate in Marketing at the University of Houston. He holds a B.B.A. in Professional Sales from Kennesaw State University (Atlanta, Georgia) and is an active member of the research division of the Sales Excellence Institute, working on problems related to sales management, key accounts, marketing strategy implementation, and organizational change. His research has been published in various outlets, including the *Journal of Marketing*. Prior to coming to UH to pursue his Ph.D., Willy held various sales and marketing positions with small professional service firms and start-ups. He has sold life insurance, financial products, and accounting services. Most recently, he served as Client Development Manager for a CPA firm in Atlanta where he worked to improve pricing negotiation practices, align marketing employees' compensation with firm goals, and increase customer referrals. He also worked for a few years as a musician. Willy teaches Advanced Professional Selling in the Program for Excellence in Selling and the introductory Professional Selling course which feeds into the PES program. Willy consistently ranks among the top instructors in the Bauer College of Business and has been recognized for his teaching through several departmental commendations, the PES Teaching Excellence Award in 2009, and the UH Graduate Teaching Excellence Award in 2010.

CARMEN COLUNGA graduated from the University of Houston with a Bachelor of Arts degree in Broadcast Journalism and Marketing, also earning a sales certificate from the Program for Excellence in Selling in 2009. Her work ethic and commitment to the program is obvious through her assistance to the students and the program's corporate partners.

Carmen's main responsibilities include coordination and execution of all events relating to the Sales Excellence Institute, upholding a consistent line of communication with partners and acting as a liaison between the students and the business community. She also coordinates all communications and public relations aspects of the Sales Excellence Institute.

CARL HERMAN received his Bachelor of Arts degree in Economics from The Colorado College and a Masters in Business Administration from Southern Methodist University. He has held sales and sales executive positions for five high technology companies: Unisys, Oracle, Siebel Systems, KPMG Consulting and Landmark Graphics, a Halliburton Company.

Prior to becoming a full-time member of the Bauer College of Business faculty in June 2005, Mr. Herman served for six years as an Adjunct Professor in the Program for Excellence in Selling.

Currently Professor Herman teaches Strategic Selling in the Bauer College of Business' MBA program, as well as a number of undergraduate courses in the Program for Excellence in Selling, including Customer Relationship Management and Key Account Selling. In addition, he also conducts courses in sales and customer relationship management for Executive Education clients.

JOEL LE BON recently joined the Sales Excellence Institute as a Clinical Professor of Marketing and Director of Executive Education. He was born in Mauritius and received his education in Paris (Master in Management Science, Master of Science in Marketing & Strategy, Ph.D. in Marketing from the University of Paris Dauphine) and United States (Kellogg ITP from Northwestern University, Postdoctoral Scholar at Pennsylvania State University within the ISBM - Institute for the Study of Business Markets). Dr. Le Bon worked in both Paris and Singapore for over 10 years as a marketing professor and department head at ESSEC Business School which is widely regarded as a top business school in Europe. Before joining academia, he was a Strategic Account Manager for Xerox Corporation in France. He has received several research and teaching distinctions and is the first international professor awarded the American Marketing Association's Prentice Hall Solomon-Marshall-Stuart Best Teacher Award for Innovative Excellence in Marketing Education.

CLARISA MIRANDA graduated with a B.B.A. in Marketing with a minor in Sales at the University of Houston and graduated from the Program for Excellence in Selling in the Fall of 2009. Like many of the alum from the Program, she credits PES for the great career opportunities that have been available to her.

Clarisa works as the Program Manager for the Program for Excellence in Selling; she is responsible for leading, motivating and managing all students to each meet their individual and class quotas. Her favorite part of her position is developing trusting relationships with the students to motivate them to not only meet their quotas, but exceed them as well. Clarisa makes herself readily available to her students to answer any questions or concerns they have regarding their sales goals. She also coordinates all recruiting efforts and programmatic material.

RYAN MULLINS is currently pursuing his Ph.D. in Marketing at the University of Houston and is an instructor for an Advanced Professional Selling course section. His initial research interests include Marketing Strategy, Corporate Social Responsibility, Sales Force Management, and Branding/Identity issues.

Before coming to Houston, Ryan received his undergraduate degree in Aerospace Engineering from Texas A&M University. After graduation, he worked for the Boeing Company in Product Performance and Marketing as an Engineering Liaison between the marketing/sales division and performance engineering. Wanting to pursue further avenues into business, Ryan came back to Texas A&M to receive his MBA degree in May 2008.

NICK NITSCHMANN is a senior marketing major, with a minor in leadership, at the University of Houston and graduated from the Program for Excellence in Selling in the fall of 2009. Nick was the top producer in his class for Jacket/Technology sales in Spring 2009 and plans to work for current partner company EMC in January of 2011. Nick also competed in the National Collegiate Sales Competition (NCSC) in March of 2010 in Kennesaw, Georgia. He helped the University of Houston place 8th overall out of over 60 colleges nationwide. He is currently in Sales for Social Impact, an invitation-only course in the sales program in which the students must coordinate with partnering companies to create a sustainable marketing plan for a product which will be launched in rural locations in Uganda. Nick is enjoying his work in this course and has found it to be a great learning experience. As the Assistant Program Manager for the Program for Excellence in Selling, Nick coaches and assists students in overcoming challenges they may face while going through the program's curriculum. He is also responsible for assisting the staff and faculty as well as event coordination, specifically the Semi-Annual Golf Tournament and Sales Career Fair. Nick enjoys his work with the program and appreciates the opportunities he has been given.

SUSANA ROSAS joined the Sales Excellence Institute in 2009 as Director of Corporate Relations. She is a 2001 graduate of Bauer College of Business and the Program for Excellence in Selling. Susana has over five years of experience in professional fundraising at the University of Houston and the American Cancer Society specializing in major gifts. She most recently worked at CB Richard Ellis as the first and only female industrial broker in corporate services. There she specialized in providing corporate and professional clients with brokerage, consulting and strategic planning services. She successfully transacted more than 1.5 million square feet with a total value of over \$900 million. Susana's responsibilities for SEI include servicing current corporate partners and new business development. She is also currently enrolled in the Executive MBA program at the University of Houston with an expected graduation date in 2011.

CAROL SMITH has been with the Sales Excellence Institute for seven months and with the Bauer College of Business' marketing department for three years. She is responsible for SEI's financial information, human resource records and daily office operations. She is a big proponent of communication and teamwork as well as giving support to whoever needs it. Being a part of SEI has been a new exciting adventure for Carol; she enjoys working with an organization that promotes pride and teamwork in such wonderful young men and women. Their knowledge, inspiration and passion provide her motivation.

AMY VANDAVEER is a Clinical Professor in the Marketing Department teaching Professional Selling and a Sales Career Lab. She brings her real world experiences to the classroom and emphasizes the importance of sales in any environment, professionally or personally. She has been recognized as an outstanding teacher by receiving the Program for Excellence in Selling's teaching award in 2002.

Amy Vandaveer has over 10 years business experience in sales, marketing, and training. She received her Bachelor of Arts degree from Texas A&M University and studied English and Speech Communications, while earning her teaching certification. Upon graduation, she worked abroad in London before returning to Houston as a corporate recruiter for Reynolds and Reynolds, specializing in sales and marketing. Also at

this time, Amy began teaching as an adjunct professor at the University of Houston and the C. T. Bauer College of Business, a position she held for nine years.

As Amy transitioned her career from recruiting to marketing, she worked with Reynolds and Reynolds' sales force to promote their software products throughout the United States and Mexico. She then joined the Bauer College staff to market the Executive MBA before going to work as the training manager for Dovarri, a start up CRM company, conducting sales and client training. Following her experience at Dovarri, Amy joined the team at Texas Monthly magazine as an account manager, where she did advertising sales and consulted with clients on their marketing needs. Her unique combined experience in marketing and sales gives her the ability to bridge both worlds and use her experience to translate how they are an integral part of success in business.

RANDY WEBB has over 28 years of business experience in sales, marketing and senior management. He earned a Bachelor of Science degree from Florida State University and an MBA from the University of Houston. He began his career in sales at the Dial Corporation and, at age 29, was the youngest corporate officer in the history of the company when he was appointed Regional Vice-President. After sixteen years with Dial, the last five as Vice-President of Field Sales, he accepted a position as Vice-President of Sales at M&M/Mars, a division of Mars, Inc. While At M&M/Mars, he was instrumental in developing one of the most successful sales organizations in the consumer goods industry. In 1991, he was appointed President of Uncle Ben's, Inc., the food division of Mars, Inc. Since retiring in 1997, Mr. Webb has focused on teaching. Mr. Webb is an Executive Professor and Director of The Program for Excellence in Selling at the University of Houston's C.T. Bauer College of Business. Mr. Webb teaches sales management and key account selling in the sales program and corporate politics in the Executive MBA Program. He has been recognized as an outstanding teacher by receiving the C.T Bauer College R. Wayne & Kathryn E. Payne Faculty Excellence in Teaching Award for 2006. In addition, Mr. Webb received The Program for Excellence in Selling teaching award in 2003 and the Midcon EMBA teaching award for 2003 and 2006.

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RESEARCH MISSION

Our research mission, broadly defined, is to uncover the key drivers of superior sales force performance and provide information to sales managers about state-of-the-art methods for creating and sustaining competitive advantage in the sales force. We are networked with researchers, educators and practitioners in the area of sales and sales management in companies and universities throughout the world. We support publishable academic research by providing research expense funding for our scholars as well as access to cooperating firms (research partners). Our current research projects focus on several levels of the organization, ranging from the overall culture of the organization to the psychological and behavioral characteristics of individual salespeople.

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“Dynamic and Exciting Careers at Hilti? You Bet!”

– Tania Maynez

If you have a passion to do well in life the only route to take is one with perseverance and persistence. This is exactly what I discovered while attending the University of Houston and the Program for Excellence in Selling. I learned about Hilti while I was in the sales program. I quickly realized that sales was the profession for me and Hilti was a great sales company.

In the summer of 2006 I had my first Hilti experience. I was about to embark on an internship in one of Hilti’s busiest markets, Miami. In my paid internship in this exotic city, Hilti took care of all my housing expenses. Let me tell you, this was quiet an awesome experience! From the time the plane landed I was immersed in many aspects of Hilti’s operations. I was very fortunate to work with great people, learn about commercial construction tools and to be in a beautiful city. What else could I have asked for?

On my return to Houston I had no doubts that Hilti had everything I wanted. A company recognized for leadership, a unique direct customer contact, excellence in innovation while delivering quality to both customers and employees. So, I joined this powerhouse of quality and innovation in December 2006 just after my graduation from the University of Houston with a Bachelor’s in Business and Marketing and an Advanced Certificate in Professional Selling.

My only concern when I entered the company was that I had no previous experience in the construction industry, but Hilti’s extensive training gave me the tools necessary to feel confident in myself. I began my career as a Hilti Center Sales Representative with a promising idea of becoming an Account Manager within 6 to 12 months. In this role I assisted many walk-in customers and supported the Houston team from an inside perspective. This opportunity enabled me to learn more about our product lines and the applications in which they are used. This also prepared me for new challenges with Hilti.

Sooner than I thought, I was getting ready to become an Account Manager. With the help of my Regional Manager and by following my objectives with the company I got offered a promotion with the Industrial and Government group in Houston.

I now service Houston’s metro area which includes healthcare, government entities, as well as all industrial and commercial facilities. From Houston’s Medical Center to Houston’s Independent School District I visit my customers consistently with the goal of building prosperous relationships to create mutual benefits.

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LEADING YOUR WORKFORCE

DURING AN ECONOMIC CRISIS

TEN ACTION STEPS TO TAKE NOW By Gregory P. Smith

In the days and weeks since the economy began tanking, the workforce has been on an emotional roller coaster. Some people have fallen to terrible lows of fear, uncertainty, and frustration. On and on it goes.

While no one knows the outcome of our current situation, one fact is indisputable: the out-of-control emotions and the financial condition of our employees will have a tremendous impact on worker motivation, employee retention, and productivity.

How can business leaders lead in the wake of this crisis? No two people will respond to these events in exactly the same way. Some may seem unaffected, others may exhibit out-of-the-ordinary behavior, and still others may react in dramatic ways. Actions business leaders take today can help improve productivity, maintain motivation and avoid a mass exodus of alienated employees when the economy turns around.

Managers have a critical role to play in these uncertain times; indeed, how managers treat their employees today will continue to resonate tomorrow. In offices across the United States, employees have been laid off while other businesses have closed their doors for good.

In times of crisis, communication is vital. One frustrated CFO accidentally blurted out to a few employees they were “lucky to have a job.” That one act did more to damage the morale and loyalty of the workforce than anything else.

Just as the United States is forming an economic plan to stabilize the economy, managers need a strategy for helping their companies get through the current crisis. I offer the following 10 steps—which are organized under the acronym TAKE CHARGE—for managing, motivating and leading your employees in a radically changed work environment.



T-TARGET FEARS AND ANXIETY.

People traverse through a span of emotions during crisis situations beginning with concerns over their job security, their compensation, and their ability to pay their bills. Announcements of job layoffs have exacerbated fear and anxiety. Managers should plan to address each of these concerns.

A-ACCEPT THE FACT PERFORMANCE AND PRODUCTIVITY WILL DROP.

People respond differently in crisis situations. Expect to see people having difficulty concentrating, being forgetful, showing anger, and displaying increased absenteeism—all normal responses. People will need to talk more, a natural aspect of dealing with this crisis. The more they talk the healthier the organization becomes. Expressions of concern and help with simple, daily tasks will go a long way to improve productivity.

K-KEEP COMMUNICATION OPEN.

During times of crisis and uncertainty, business leaders tend to hold Information—this will wreck havoc on the motivation of the workforce. Meet with staff members at all levels to express concern, as well as to promote available resources and other services. Obviously, people want to know about the security of their jobs and their compensation. Focus groups and town hall meetings can go a long way in helping people deal with the situation.

E-EDUCATE MANAGERS AND SUPERVISORS. HUMAN RESOURCE PROFESSIONALS, MANAGERS AND SUPERVISORS SHOULD BE EQUIPPED WITH THE RESOURCES, INFORMATION AND AUTHORITY TO ASSIST EMPLOYEES.

Training should include how to identify and help with stress as well as other issues related to financial distress. Identify those most vulnerable and ask questions to determine how they are doing both at work and at home.

C-CALM, CONFIDENT AND REASSURING LEADERSHIP STYLE.

Don't underestimate the importance of your personal leadership style. Displaying a calm and confident style of leadership can go a long way in maintaining stability and productivity. Managers should attempt to compartmentalize their own personal fears and concerns.

H-HELP THOSE IN NEED FIRST. MAKE NO ASSUMPTIONS ON HOW PEOPLE FEEL OR HOW THEY HAVE BEEN IMPACTED BY THIS CRISIS.

While many will share their feelings, others will try to manage the burden by themselves. Recognize some individuals may need professional assistance—so insure they understand how to access the employee assistance program. (EAP)

A-ALLOW PEOPLE TO DISPLAY THEIR EMOTIONS.

People are as diverse as their emotions and they display them in different ways. Allow them to express their feelings and emotions appropriately. One business has established a monthly gathering called the "Rumor Mill Meeting" where they address all the misinformation and rumors circulated that month.

R-RESTRICT NEGATIVE BEHAVIOR.

A crisis brings out the best and worst of people. Make sure your performance management process addresses performance issues brought on by the financial crisis. Be aware and take appropriate actions to prevent theft. Make clear, in no uncertain terms that behavior of this sort will not be tolerated and will be dealt with accordingly.



**APPLYING THESE TEN STEPS IS NOT
ONLY THE RIGHT THING TO DO; IT IS
THE SMART THING TO DO
FROM A BUSINESS STANDPOINT.**



PEOPLE ARE AS **DIVERSE** AS THEIR **EMOTIONS** AND THEY DISPLAY THEM IN DIFFERENT WAYS.

G-GET PEOPLE TO EMBRACE AND SUPPORT OTHERS.

The success of any business is the people that work there. Similar to an act of terrorism, a financial crisis creates psychological damage on self-worth—it violates them and attempts to rob them of control over their life. Management's role is to give control back to people. Interstate Battery Company is concerned about both the spiritual and emotional health of their workforce. Therefore, they have a fulltime chaplain to assist people with care and support.

Applying these ten steps is not only the right thing to do; it is the smart thing to do from a business standpoint. Do not abandon your employees. They will remember how you treated them during this highly emotional time. If you want your organization to be a place the best and the brightest will want to work in the future, you must be careful what you do in the here and now.

E-EXPECT AND PLAN FOR THE LONG TERM.

Unfortunately, this financial uncertainty is going to be with us for a long time to come. Insure you allow for activities to keep people motivated and engaged. Graham Weston, co-founder and CEO of the San Antonio based Rackspace Managed Hosting, finds this creative way to motivate employees and it has a big impact. Outstanding employees get the keys to the CEO's BMW M3 convertible for a week. He says, "When someone gets to drive my car for a week, they never forget it."

Greg Smith's cutting-edge keynotes, consulting, and training programs have helped businesses reduce turnover, increase sales, hire better people and deliver better customer service. As President and founder of Chart Your Course International. Greg has implemented professional development programs for thousands of organizations globally. He has authored nine informative books including 401 Proven Ways to Retain Your Best Employees. He lives in Conyers, Georgia. Sign up for his free Navigator Newsletter by visiting www.ChartCourse.com or call 770.860.9464.



Downsizing THE COMPANY WITHOUT Downsizing PERFORMANCE

Identification with the firm
is based on the sense of

“ONENESS”

an employee forms
between themselves
and attributes they feel
describe the firm.

By: Mike Ahearne, Florian Kraus, Doug Hughes, and Ryan Mullins

During difficult economic times, firms are frequently downsizing their workforce as the solution to “right the ship” and improve performance. However, the majority of firms choosing this solution actually experience a decline in performance. As if that irony weren’t enough, firms typically experience higher employee turnover post layoff as well. Therefore, managers are greatly interested in understanding the motivations and behaviors of surviving employees post layoff, as the survival of the firm itself lies within them. In this light, the goal of our study was to examine reactions of surviving employees and provide insight on how to improve performance. Our findings show that it is possible to not only maintain performance and turnover rates post layoff, but actually improve both by understanding their individual employees’ level of identification with the firm, as well as the corresponding management actions that stimulate positive behaviors from these different employees.



Using data from a large industrial products firm, the magnitude of survivor identification with the firm both before and after a layoff was assessed. Identification with the firm is based on the sense of “oneness” an employee forms between themselves and attributes they feel describe the firm. This identification forms an integral part of understanding salesperson reactions to layoff communications and managerial norms of fairness. By differentiating the management techniques implemented during the layoff event, managers can have large ramifications on the reactions, and subsequent employee performance after the layoff. However, the management techniques must take the level of identification into account to truly be effective.

Specifically, management for employees identifying at the extremes (highly and lowly identified) is not dependent on all forms of managerial fairness. In fact, highly identified employees are trusting of the organization’s procedures already and will only respond positively to perceptions of fair information sharing and interpersonal treatment from their managers. On the flip side, lowly identified employees have little trust with the firm. They will pay much closer attention and respond greater to perceived fairness in the procedures of the layoff, as well as their interpersonal treatment from managers.

Now, it might be intuitive to think that those most highly identified with the firm would be hardest hit during a layoff. However, this is not the case. Even more than with the ends of the spectrum, managers must pay particular attention to those “on the fence” in terms of their identification with the organization, i.e., those sales representatives with moderate levels of identification. These employees, whom some may argue represent the core of the sales force, are most favorably affected by positive perceptions (and most adversely affected by negative perceptions) of all forms of justice surrounding a downsizing.



These employees, whom some may argue represent the **CORE OF THE SALES FORCE, are most favorably affected by positive perceptions of all forms of justice surrounding a downsizing.**

This reinforces the need for management to be proactive in managing survivor reactions to a reduction in force by properly planning the manner in which the downsizing is executed. Specifically, the process should be as open and participative as possible, with ample opportunity provided for employees to express their views and feelings. Measures used to make personnel reduction decisions should be explained thoroughly to the sales force and be transparently free of bias and based on accurate information. Moreover, the interpersonal treatment of employees in the execution of the layoffs is of critical importance. Managers must recognize that survivors are very attentive to not only the way they were personally treated in the process but also in the treatment of that of their peers who were laid off. This suggests that not only is it crucial that the layoffs are carried out in a respectful way that preserves the dignity of those affected, but that managers take steps to reassure surviving salespeople that in fact this was the case.

So while thought to be a purely negative context, our study provides evidence for the potential opportunity managers have to promote the organization's identity, and even improve performance following a layoff. We have shown that organizational identification plays a pivotal role in strengthened performance post layoff, but that unfortunately there is a marked tendency for organizational identification to decline after a layoff, creating resulting challenges for the firm. However, managers can reverse this negative effect by creating in its sales organization positive perceptions of fairness in the way the layoffs were executed. To favorably influence the salesperson irrespective of prior levels of organizational identification, no single form of justice is sufficient. Rather managerial behaviors that stimulate perceptions of procedural, informational, and interpersonal justice are all important.

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MANAGING, AND MOTIVATING, A SALES TEAM... **TODAY**

By: Kimberly Paulus, Pulte Group

YOUR SALES TEAM IS WHERE THE BUSINESS STARTS, RIGHT? WE'VE ALL HEARD IT, "WITHOUT A SALE, NOTHING ELSE HAPPENS!" IN A RISING, HEALTHY ECONOMY, FEEDING THE TOP LINE CAN BE A FLURRY OF EXCITEMENT. IT'S OFTEN EUPHORIC AND SELF PERPETUATING BY THE SHEER NATURE OF THE ENVIRONMENT. SUCCESS BREEDS SUCCESS AND MOMENTUM PRODUCES MOMENTUM. CONFIDENCE BUILDS AND TALENT SOARS.

So what happens when the market isn't offering what it used to? When conversions are less and time frames are longer? When every sale takes more care and attention, and the competitive environment is a price war? How do we keep our teams engaged, in the fight and moving forward?

IT'S A MATTER OF PERSPECTIVE

The most important thing to recognize is that your sales team is largely the same group of individuals as they were before. It is not the team that has changed; it's the market! Make no mistake though, managing and navigating your team through the changed market is a delicate balance of motivation and accountability. As a general rule of thumb, sales teams feed on success and yearn for the rush of the sale. The opportunity for management is to help the sales team remain focused and find victory while still managing low producers as necessary.

Focus is a powerful ally. What we are focused on is what our minds are tending to. The choice is to focus on what you can control

vs. what you can't. I tell my team: focus on the client in front of you, the fact that they have a job and they can purchase. It doesn't matter if leads are down and unemployment is up. You can't control that. Focus on what you can impact, and that is the interested person in front of you.

The same is true of management on a larger scale. We certainly need to be aware of our economic environment and the impact it may be having on our markets and our organizations. However, we do have a choice on how we channel that information. In homebuilding, we can focus on the fact that the industry is 50% off the high, fall victim to and place blame on our environment. Or, we can focus on the fact that 20,000 people will say "yes" to the purchase of a new home this year. The second description focuses on the positive and encourages a mindset of accomplishment. Focus your efforts towards understanding the environment and finding new and innovative paths to success. Your team will appreciate the effort and likely do the same.

**FOCUS IS A
POWERFUL
ALLY.**

AS A GENERAL RULE OF THUMB,
SALES TEAMS FEED ON
SUCCESS AND YEARN FOR THE
RUSH OF THE SALE.

As our teams go out there and fight harder and for every sale, work longer with every client and hear “NO” more than they hear “YES,” that is exactly what they need from us.



BE THE RIGHT KIND OF “BOSS”

Be careful on performance evaluation! If someone isn't performing, be very deliberate on understanding their competitive environment, their market position and what the true cause of non-performance is. In a down market, it is extremely easy to point towards sales. It is management's job to ensure that we have provided the platform and competitive position for success. Although a great sales person can certainly help, they cannot solely solve for a market that is largely down or a poorly positioned product. Partner with them, compensate them appropriately for the challenge and reward them for success. Most important, when performance issues do exist, manage them on the individual level and keep the team focus moving forward.

ATTITUDE REFLECTS LEADERSHIP

Last is attitude. What we portray every day is very visible, and certainly noticed. Your team will follow your lead. If we choose to offer a negative attitude, than rest assured, our teams will follow. If we rally, recognize the victories, offer a positive outlook on the horizon, our teams will follow this as well. No different than in good times, the idea and potential of success is what motivates your sales team. As managers, we may need to work harder to create a positive environment and an atmosphere that inspires achievement. As our teams go out there and fight harder and for every sale, work longer with every client and hear “no” more than ever, this atmosphere is exactly what they need from us.



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PERSPECTIVE FROM A **SALES ROOKIE**

Selecting the Right Career in this New Economy

By Aaron Peterson, Class of Spring 2010, BMC Software

ONE OF THE BEST PIECES OF ADVICE I CAN GIVE TO CURRENT PROGRAM FOR EXCELLENCE IN SELLING STUDENTS IS TO BE VULNERABLE. BE OPEN TO SALES CAREERS IN ALL INDUSTRIES. FORTUNATELY, BECAUSE OF THE MANY PES PARTNER DAYS, I WAS EXPOSED TO ALL THE POTENTIAL OPTIONS AVAILABLE. I WAS ALSO TRAINED ON HOW TO LOOK FOR THE RIGHT CAREER ACCORDING TO WHAT I FOUND IMPORTANT FOR SUCCESS.

In addition to being open-minded, it is equally important to listen to what the seasoned professionals teach you in the classroom. A lot of what they teach is, in fact, how to select the right career. The professors are always there to answer questions and encourage you to discover what makes sense as a career choice.

GET TO KNOW THE COMPANY, ITS TRAINING AND THE CULTURE

It is vital to know whom you will be working for prior to being hired. There could be nothing worse than going through the hiring process and signing the contract without shaking the manager's hand that will be responsible for your initial success. There needs to be a connection and understanding of what is expected.

The training a potential employer offers was an important factor in me choosing the right company for me. PES gave me a great tool set to get in the door of a company and further enhance and develop; therefore I was looking to further utilize this gift. Look for a company that offers interactive and continuous training and education. I recognized the amount and quality of training a company provides as their degree of investment in their sales force. I wanted a company that



**IN ADDITION TO BEING
OPEN-MINDED, IT
IS EQUALLY IMPORTANT
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CLASSROOM.**



I BELIEVE TRAINING SHOULD BE INTERACTIVE AND CONTINUOUS, NOT LEFT TO A BOOK AND PAMPHLET.



ONE OF THE BEST PIECES OF ADVICE I CAN GIVE TO STUDENTS CURRENTLY IN THE PROGRAM FOR EXCELLENCE IN SELLING IS TO BE VULNERABLE.

would invest in my success. I viewed the program's corporate partners as companies that were already investing in all of us because of their strong and committed investment in the program.

LOOK TO THE FUTURE, AS YOUR SUCCESS AWAITS YOU THERE

The potential career path in any given company was something I wanted to be aware of before taking the next steps, that way I was able to set goals to gravitate toward. I knew I would need some time to "ramp up" and get past the learning curve of the company product and industry. I, personally, found a solid foundation from starting within the inside sales division, where there is constant product training and the latest prospecting techniques. The environment of people and resources within the inside sales division is great preparation for an outside account manager.

MAKE THE DECISION WITH STRONG CONVICTION

The options always narrow down once you compare each with your criteria. Speaking for my situation, I wanted to sell "high dollar" items

in a business-to-business atmosphere. In PES' invitation-only capstone course Key Accounts, we studied "Selling to the Top." In this class, I was reassured that I, in fact, desired to sell to C-level executives that could make the decision on strategic investments. I wanted to be exposed to this environment of tenured business executives so that I could further develop my communication skills and sell via a high-level discussion. That said, I chose the organization that would expose me to this early on in my development and challenge me to outperform myself constantly.

All in all, the above is humble guidance based on my career selection. Keep in mind, the key word is "selection." I worked hard in all of my classes and took the program seriously in order to have "selected" a career, industry and ultimately the right company. I found my success came from listening, being concerned with my position on the dashboard, accepting leadership opportunities, having a passion for the University of Houston and especially the Program for Excellence in Selling and my willingness to fail forward.

Gita Holodovskaya

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SELLEBRITY:

THE PROGRAM FOR EXCELLENCE IN SELLING PRESENTS CHRISTIN TASCHERY

REMEMBERING THE DAY SITTING IN A SENIOR MARKETING CLASS, A REPRESENTATIVE FOR THE PROGRAM FOR EXCELLENCE IN SELLING SPOKE ON THE BENEFITS OF JOINING AN ELITE GROUP OF STUDENTS. BEING COERCED FROM SEVERAL OF MY PEERS NOT TO APPLY, SOMETHING INSIDE OF ME KNEW THIS PROGRAM WAS DIFFERENT. REALIZING EVEN IF SUBMITTING MY APPLICATION WERE TO ADVANCE ME THROUGH TO THE INTERVIEW PROCESS, THERE WAS A STRONG POSSIBILITY I WOULD NOT BE CONSIDERED. PES RECEIVES OVER 1200 APPLICATIONS A YEAR AND ONLY 120 ARE ACCEPTED. SHORTLY THEREAFTER, THOUGH, I RECEIVED A PHONE CALL – I HAD BEEN ACCEPTED IN THE PROGRAM; THIS IS TRULY THE DAY MY PROFESSIONAL LIFE CHANGED.

After a whirlwind of an experience PES offered, I pursued a career in pharmaceutical sales. Immediately after graduation, I was blessed to join Sanofi-Aventis US; the fourth largest pharmaceutical company in the world. The company's mission and goal is to improve patients' health through the appropriate and effective use of its products.

PES STILL PROVIDES AN ELITE EDUCATIONAL EXPERIENCE

From my experience in the "real world," I've learned the Program for Excellence in Selling exposes all of its students to a variety of situations and circumstances that take place everyday in a career environment. It allows a student to make mistakes in a real life scenario and provides them the real sales experience because of the implementation of quotas, but it gives each student a chance to make appropriate changes without feeling the pressure of being demoted or terminated. Students are offered a real sense of what a sales career encompasses.

The program also teaches you how to handle yourself in an ethical manner, which I now find incredibly familiar in the corporate world. It taught me how to probe my customers with open-ended questions, communicate effectively and gave me the confidence to close for the business. In today's downward economy, without prior sales experience graduates may not have the opportunity of on the job training. PES affords this to these few selected students. I'm thankful I was one.

QUICK FACTS:

- Class of 2004
- Graduated with a double major in Marketing & Management
- Minored in International Studies
- Earned an Advanced Selling Certificate after her success in Key Accounts



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Students graduating from PES have a significant advantage versus the average graduate. Why? As one of the few nationally recognized programs, it offers competitive training as well as team and leadership preparation. The program exposes students to Fortune 500 companies, giving them exposure to top executives and CEOs. Each student will learn how to sell themselves, their ideas and why he/she must believe they will be the best candidates in their respective organization. Before the student graduates, they will have the ability to choose their career, not just settle for a job.

STUMBLING BLOCKS ARE ALSO PRESENT IN THE "REAL WORLD," NO MATTER THE CIRCUMSTANCE

Avoiding obstacles is impossible; this is why it's important to fall back on the fundamentals & education. Many corporations are now facing economic challenges in light of the current financial climate; the pharmaceutical industry is no exception. The new emerging health care system, expiring patents on products, new competition and price cuts are just a few hurdles the industry is currently facing. As the company re-structures, anticipating some of these challenges, it leaves the sales force wondering what is next.

In such a volatile climate one could make assumptions on his/her future. When will the next layoffs take place? Will I make the cut? Am I meeting my bosses' expectations? Occasionally, it can be difficult to stay focused when uncertainty lingers at your door. It is especially important in a multi-billion dollar company that senior- and lower-level management is as transparent with their sales force as possible. When both collaborate and speak with consistency about the change and evolution of the company, it shows competency within the organization and builds confidence among the sales force.

IT ALLOWS A STUDENT TO MAKE MISTAKES IN A REAL LIFE SCENARIO, BUT GIVES YOU A CHANCE TO MAKE APPROPRIATE CHANGES WITHOUT FEELING THE PRESSURE OF MEETING QUOTAS, BEING DEMOTED OR TERMINATED.

WHEN WILL THE **NEXT LAYOFFS** TAKE PLACE?

WILL I MAKE **THE CUT**?

AM I **MEETING** MY BOSSES' EXPECTATIONS?

THE TRANSITION INTO THE "REAL WORLD" WITH THE IDEA THAT KNOWLEDGE IS POWER

As a pharmaceutical sales representative, the skills learned in PES have translated into early and consistent success in my current role. It first provided me the opportunity to be hired with little prior one-the-job sales experience. Soon after, though, I developed into my role and have earned multiple awards and recognition to prove my sales competencies, including two Sales Champion awards.

Working in the Medical Center – the healthcare capital of the world – it is important to implement effective territory business plans, utilize effective selling techniques and marketing strategies to expand a product. As a rep with the largest territory volume in the company's southwest area and one of the largest in the company, it becomes incredibly vital to achieve annual sales and profit objectives for my territory through the development, maintenance, and enhancement of key customer relationships. My sales aptitude and product knowledge allow me to do so.

Building and utilizing on fundamentals and prior experience, one must be prepared to make persuasive but factual presentations to doctors and other staff in the medical industry to have a clear understanding of all aspects of the product. Someone in my industry needs to be able to do this while effectively communicating the benefits as well as any and all supplemental facts and information.

Every single salesperson in my company must set aside time for additional training to study new and emerging terminologies along with trends in the medical arena. One must be able to balance time management with client appointments, paperwork, traveling and achieving sales targets.

But like in all industries, you must take hold of your own success, utilizing your past education and your present work ethic to strive for high numbers and self-improvement. Having a career in sales, your future and pay is dependent on your performance. No matter your industry or trade, like my regional manager always says, "you must prove with science, and sell with conviction."

WHAT SALES PEOPLE NEED IN A DOWN ECONOMY

By Paul Johnson

It takes something special to sell in a down economy. Unless sales people are properly equipped, it's easy for them to get discouraged and give up, perhaps before they even get started. When salespeople stop selling, falling revenues eventually cause pain for all employees and can threaten the very existence of the business. That's why it's in everybody's best interest to ensure that every salesperson has the one thing that will keep them producing sales in a down economy.

Clue Me Down

First, how can we be sure we're experiencing a down economy? Here are some headlines that appeared in newspapers over the last 30 days:

**HOME FORECLOSURE RATE SOARS
IN 2007**
**TATE'S UNEMPLOYMENT
RATE JUMPS**
**BANKRUPTCY FILINGS UP 24%
IN GEORGIA**

Statistics like that could easily discourage any sales person. The changing environment means they'll soon be facing unfamiliar selling challenges they are not confident they can handle. Any salesperson could righteously proclaim, "The economy is killing me!"

If that were true, I should already be dead.

Leggo My Ego

As I share this story from my past, please don't discount it as self-serving ego aggrandizement. I offer it to give perspective. Besides, facts are facts, and these are the facts.

I started my direct selling career in 1979. In 1981 and 1982, I was an award-winning sales leader at my company (ask me, and I'll show you my diamond ring, earned through an incentive program. Actually, I earned two diamonds; my wife claimed the bigger one). Here are some indicators of how the economy of 1981 compared to 2007:

2007
6.34% MORTGAGE INTEREST RATE
4.61% UNEMPLOYMENT RATE
2.85% INFLATION RATE

1981
16.63% MORTGAGE INTEREST RATE
7.62% UNEMPLOYMENT RATE
10.35% INFLATION RATE

To come close to duplicating the horrific economy of 1981, you'd have to go back to the Great Depression of the 1930's. Yet here I was, a "newbie" salesperson facing an economy that could easily kill off my new sales career. Yet I had something that enabled me to not just survive, but thrive in a difficult environment.

SELL THE LIGHTS OUT

Sell Yourself with Critical Thinking

My competitors may have gotten discouraged, but the daily news didn't bother me much. I learned to use critical thinking skills to evaluate what I was reading in the newspaper. When I saw "state's unemployment rate jumps," I looked closer. The "jump" was from 4.2% to 4.6%, a 9.5% increase in just one month... pretty alarming. But what does that really mean to me as a salesperson? It means that last month, out of 250 people, 10.5 were unemployed. This month, 11.5 are unemployed. We lost one suspect out of every 250 people. Should that slow down our selling efforts? I don't think so.

What about "home foreclosure rate soars in 2007"? The article reveals that the rate is 79 percent higher in 2007 compared to 2006. While that's a sizable increase, it still means that 99 percent of all U.S. households are NOT facing foreclosure, leaving them as potential suspects for you.

Check out the bankruptcy filing statistics, and in a like manner you'll find that the vast majority of people still have jobs. They are earning money they can spend on your products and services... if you have what it takes to stay in the selling game despite a down economy.

Get Rid of Dis

When you're feeling discouraged with the down economy, you need only one thing to "sell the lights out": courage. The difference between where you are and what you need is simply dis. Remove dis, and you can replace discouragement with courage. You can gain all the courage you need to succeed through Perspective, Plan and Persistence.



DISCOURAGED, YOU FAIL. **WITH COURAGE,** YOU SUCCEED.

Create Your Own Courage

PERSPECTIVE involves using your critical thinking skills to evaluate the reality of your situation. Reporters write headlines to sell newspapers, not to help you keep an optimistic outlook. Use critical thinking skills as in the examples above to ensure you keep proper perspective. This down economy, like every other one before, is temporary.

PLAN a way to deal with the challenges that a down economy can bring. Write down your goals and objectives, and find ways to gather and measure feedback as you execute. Retain flexibility so you can make course corrections and adjust your plan as you learn what's working in a down economy.

PERSISTENCE is perhaps most important of all. It means getting up every day and putting your plan into action. It means continuing to sell even when the headlines suck. It means being too busy selling to even bother reading the headlines.

Make Time for P's

It's easy to get discouraged in a down economy. Everyday the media is happy to tell us why things are so terrible. As Nicholas Murray Butler noted, "Optimism is the foundation of courage."

Discouraged, you fail. With courage, you succeed. The difference is simply dis.

Salespeople can find courage to thrive by beginning each selling day with a review of the importance of Perspective, Plan, and Persistence. Do that and you can find diamonds in any down economy.



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TO ENHANCE THEIR
SELLING AND SALES
LEADERSHIP SKILLS.**

AMANDA WILLIAMS, MATTRESS FIRM

Our biggest benefit of the partnership is when we do have people who come and join our team full-time such as Edith Botello and others. They typically take less time to be successful with our company. We still put you in a training program but having a sales background and experience really puts you above your fellow peers. One of the best attributes of a PES student is their willingness to learn, seeing sales as a profession as opposed to something to do to make money.

GRAHAM PAINTER, STERLING BANK

In a professional career, there's a tendency at the beginning to focus on order-taking because, usually, the training programs are teaching you the basic fundamentals. You have to learn that, but it's important to move past that as soon as possible.

Learn the fundamentals, and then begin to understand that [sales] is really about relationship-building. That's what you do in life. You never want to be viewed as an order-taker. They can be replaced. A person who has relationships cannot be replaced. The Program for Excellence in Selling helps students learn this instead of having to learn it the hard way. The rest of us had to learn it in the business world butting heads. Wouldn't we have all been better off if we had the Program for Excellence in Selling at the University

of Houston. We could have walked out the door and understood the paradigm, the model we're dealing with the very next day. Why not get a jump start.

We've had a great record of experience with PES. We are confident [PES students] understand the vocabulary of customer relations. They understand the relationship is paramount compared to just signing a contract or closing a loan.

TESTIMONIALS

software



CHRIS ALBA, STATE FARM

We are very excited to have an alliance with the program. It mirrors State Farm as we are a very diverse group that serves a diverse community. In addition to that, having a sales program is unique for business schools. We have found that we have had good success with candidates moving in or transitioning into a career with State Farm.

The most valuable aspect of our partnership is the accessibility

to the students. [At this time], there are 18 alumni or current students working in State Farm offices; we hope to have more. We've got our first very successful agent from PES and we think the model will continue to produce more agents in the future.

[PES students] have smarts; they have sales training, and they're fearless. I love that about these students.

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LANDING BIG SALES –

By: Andy Miller

WATCH OUT FOR NEW BUYING TECHNIQUES

EVERY ECONOMIC ENVIRONMENT, ESPECIALLY THIS ONE, CHANGES THE FACE OF SALES. ONE MUST ALWAYS BE EDUCATED IN ORDER TO STAY AFLOAT.

Over the last 30 years I have seen the business environment undergo vast changes, prompted by a number of factors. One of the main factors is the need to curtail the waste of time and money and increase the efficiency and profitability of the organization. In any company, purchase of goods and services cost between 40-60 percent of the company's revenue and any saving in this cost adds to profitability. You will find that most large companies have now adopted new buying technologies, driven by the IT revolution. These new technologies like just-in-time delivery, quality control rejection analysis, vendor performance rating, etc. have influenced their methods of doing business, particularly with the small suppliers.





JUST-IN-TIME DELIVERIES:

I will take just-in-time as an illustration of the new technology. Large companies no longer hold big inventories of stores and spares in their warehouses. The cash locked in, as well as the costs of space, infrastructure and insurance put a drag on their finance. This burden is now passed on to the small suppliers who are expected to hold their stocks of manufactured products in their own warehouses. As per their purchase contracts, they have to deliver the products to the large companies in the required quantities, as per the agreed schedule.

This arrangement also implies that the small manufacturer has to maintain adequate stocks of raw materials and auxiliaries to ensure that the production levels and the flow of supplies to the large companies are not affected. In turn, the small manufacturer benefits by way of big sales and long term supply contracts.

DECLINING TRENDS:

To a great extent, the small manufacturers have been able to adopt their production strategies in tune with the new buying technologies of the large companies. But I find a flaw in one area. Many of the small companies still cling to their old mindset and have failed to make concurrent changes in their selling techniques to achieve big sales and thus stagnate in the same “small” category.

It is this mindset that I want them to overcome. Some examples of its impact on small companies are given below:

- The arrival on the scene of new companies which have a more adventurous and accommodative approach to their business;
- In spite of regular participation in bids and proposals, the acceptance rate for the small companies remains low;
- The new and relatively larger companies encroaching on their turf and grabbing a share of their business;
- Wild fluctuations year over year in the revenues of the small companies, which they are not able to address.

LANDING BIG SALES:

I must confess that the current selling techniques and methodologies of the small companies are not appropriate for the complex buying process used by large companies. Single buyers are almost an extinct species in such companies. The purchasing head of a large company will likely be a professional manager, leading a team of subject experts in diverse fields like finance, IT, R&D, HRD, SQC, etc. To hold purchase negotiations in this kind of a situation, the ambitious executives of a small company should develop his own team, maybe smaller in size, of dedicated subject experts to support their leader. During negotiations, the subject experts of both teams will face each other and sort out the issues. The final decision on the big sales will be more informed and beneficial to both the seller and the buyer.

Andy Miller is the President of Andy Miller International, Inc. He has a wide knowledge over sales management and continues to spread it by giving training in the areas of landing big sales, landing large accounts and selling to large companies. For more information, visit www.andymillerinternational.com




ESCAPING THE 'RUT'

**BE THE CHAMPION AMIDST THE STRUGGLING ECONOMY BY
BREAKING OUT OF YOUR MONOTONOUS THOUGHT**

By Roy Stuart Heeley





THE TRICK IS FIRST TO START SEEING THE POSSIBILITIES OF THESE NEGATIVE ELEMENTS OR “LIFE SENTENCES” IN YOUR SUBCONSCIOUS.

THOUGHTS BECOME THINGS” AND IN ORDER FOR YOU TO GET THE THINGS THAT YOU REALLY WANT AND DESIRE YOU NEED TO MAKE SURE THAT THERE IS LITTLE OR NO CONTAMINATION OF YOUR SUBCONSCIOUS.

Well that is easier said than done, as we all have baggage in our subconscious minds to some extent. The thing is we need to make a definite decision to clean up our mental act. If we don't we are constantly attracting things that we don't want. Thoughts become things whether those things are positive or not. So in order to achieve our goals and attain that which we desire we have to make sure that anything that might keep us back is eliminated.

One of the things keeping you back from within your subconscious might be “Life Sentences”, as written about in my recent book “Freeing Your Mind!” If you have not read the book as yet, and still have no idea what a “Life Sentence” is I will give you the exact wording that I used in the book to explain the concept: “Life Sentences are sentences that you have heard or thought, and accepted as truth. It can be any sentence, a cliché, it could be something that was said frequently to you by your parents for example, or a once-off sentence spoken to you or by you or even only thought by you. You said it, or heard it and accepted it as truth in your life”. These Life Sentences as the book explains keep us in bondage from achieving all that we want to achieve, subconsciously

often attracts negative elements into our lives and prevents us from reaching our goals. In actual fact they often keep you from even setting your goals in the first place.

The trick is first to start seeing the possibilities of these negative elements or “Life Sentences” in your subconscious. That's really what this blog and my daily motivational and Power Lists are about. You see although each of us is unique in our own way, our minds work very much the same and in that way you are absolutely no different from me or anyone. One tends to look at people who succeed or achieve great things with some kind of awe. You might think they must have done something special, that they are more deserving than you, had more opportunities or we attribute some other misguided perceptions to them. You are not alone in that type of reasoning and that's the problem. The vast majority of the world thinks like that and that's simply not true.

We somehow think that we are not worthy, and that we were destined to live average lives. In these blog articles I often talk about getting out of the “rut” and I thought perhaps I should clarify what a “rut” is. Well you are in a rut if you do the same (similar) thing every day, not because you are happy, but because you did it yesterday, the day before, and the day before that and because other people as well as yourself have come to expect it of you. You also do it because it feels easier to just keep doing what you are doing than any possible alternative. You don't necessarily have to be unhappy (although many people are) but you



are not really over the moon either. Getting out of the rut does not necessarily mean a complete change of lifestyle. You could still be doing the majority of what you are doing now, you would be just be doing it for the right reasons and you could add some spark and some enthusiasm and some peace of mind to the mix.

You have all you need to be great right there within you! All it takes initially is for you to make that decision. It's almost like saying that you must peer through the mind numbing clouds of average, lift your focus above the foggy fetters of mediocrity and glimpse the bright shiny diamond of hope.

I am offering to you, right here and now, a hand up. Imagine you are in a deep ditch and I am reaching down offering you a hand to pull you up out of it. You have been keeping an

eye out for that hand otherwise you would not have been reading this. So reach up in your mind's-eye right now as I am reaching down in my own mind to you! Grab hold of my hand and I will pull you out of that rut! Say out loud; "I can do this! I will do this! I owe it to myself to do this." Stand up walk around a bit. Breathe in deeply, and feel the energy, the rush and waves of a new beginning come over you. And that is the start! You are on the brink of success. Is there some hard work to do? Sure! Are there some habits to break? No doubt! But the decision is made – average is not an option anymore!

The next step is to start working on your self-image, as often this is the reason we got stuck in the rut in the first place. I have mentioned this in prior articles as well. A good way of doing this is by getting a journal! You

might think that writing stuff down is stupid, or not necessary but in actual fact writing things down in black and white (same as with goals) helps you to understand and visualise any problems you need to overcome, it helps to imprint positive images in your mind and it also helps you to track and see your own self-growth. I personally use an A4 hardcover school exercise book, but don't specifically wait till you have one of those. Open up a page in your MSWord or even Notepad or find a piece of black paper. Put a big heading on one page stating "I will overcome ..." and write down some of the things you are struggling with in your own mind about yourself underneath it so that you will know and acknowledge the fact that they are things that need to be dealt with and know that soon you will have conquered them. There is much



REMEMBER HENRY FORD'S SAYING: "IF YOU THINK YOU CAN OR THINK YOU CAN'T, YOU ARE RIGHT"

truth in the old saying "face your fears". Open another page by writing down some positive things about yourself. "I am alive" "I am able to write" "I can think" "I deserve to succeed". This is only the start of building a good self-image.

You also need to start reading and listening to good stuff. In a way feed your mind some "good food". After all we are what we eat, and the same goes for our minds. Clutter it up and stuff your mind with junk food and negativity and negative thoughts will fatten it up. My book "Freeing Your Mind" is an excellent easy read and a definite first step to helping you on your new course of action. It will also help you to lose some "mind weight" by targeting some of those negative elements in your subconscious to help rid you of them. I will revisit "Life Sentences" in the next article to tell you a bit more about it but if you can't wait for the next article or if you want the full picture behind it as the blog articles will only touch on the basics anyway due to the length, then buy the book

and get out of your rut today. Also this blog contains some good filler material, so read back into prior articles or search the internet for related material. There is plenty of other stuff to support you out there. Sign up for my daily motivation, if you need a little support and encouragement every day. Write to me and tell me of your decision and your plans. I would love to hear from you.

You can do this and I will be glad to help!

Remember Henry Ford's saying: "If you think you can or think you can't, you are right". I think you can and now you need to think and know you can too ... all that's left is that you are now going to think you can also!

FIVE TIPS TO DEFEAT TOUGH TIMES –

BE THE LEADER IN YOUR ORGANIZATION

Despite the fact the economy is slowly recovering, some industries, regions and companies are still besieged. Regardless, keep these five tips in mind and you may find yourself ahead of colleagues still concerned about the economic downturn.

TIP 1: Never, under any circumstance, forsake the client. No matter the economic situation, quotas never disappear. In case you find yourself pushing the sales cycle ahead of the client's buying cycle, pull back the reins. It is more important, especially in this climate, to discover the client's needs and to find value.

TIP 2: Ignore the urge to come to your team's rescue. You may have been the top producer in the past so it is natural to take charge. In these times, though, remember to take the role of a consistent leader. Coach and mentor your people; don't make the sale for them. Spend time making sure your team has solid sales plans and objectives, that way they can properly focus on key opportunities.

TIP 3: Hold back from running too many reports. Don't force your people into panic mode. Guide them in evaluating their sales funnel. It is important to keep an eye on them, but to make sure they are spending time with the right prospects and clients. Steer clear of the micromanaging during tough times, and your team will be appreciative, thus more productive.

TIP 4: Choose your battles...wisely. Don't blame everyone and anyone because of low numbers. Instead, support your team with instrumental training, whether it is in prospecting, closing or customer service improvement. It's better to reinforce these fundamentals in lieu of adding to the turmoil; your team will build more confidence. Teach accountability, but in a positive manner.

TIP 5: Be approachable and emphasize positive culture. No one likes bad news, so it's easy for managers or team leaders to avoid. But in hard times, your team needs to know you are approachable, ready to listen to their bad news. If you build teamwork and enforce an open-door policy-type of environment, you'll be in a better position to avoid the effect the bad news brings.



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- Career Advancement opportunities
- Comprehensive benefits package to include 401k and company paid pension plan
- Free AAA membership
- Insurance premium reductions
- Travel and entertainment discounts
- Free on site fitness center
- Onsite cafeteria

Qualifications for this position include:

- Bachelor degree preferred
- Two or more years of proven sales experience; consultative sales experience highly preferred
- Competitive sales drive and strong work ethic
- Ability to source, prospect and develop leads
- Posses professional presence in person and over the telephone
- Excellent communication and interpersonal skills
- Strong computer and organizational skills

To learn more about this opportunity, please go to:

www.aaa.com/careers

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