TREELINE

ADRENALINE FOR YOUR SALES FORCE

Define and Find
Your **Perfect Fit:**

A Guide For
Hiring Salespeople

Define and Find Your Perfect Fit: A Guide For Hiring Salespeople

The Treeline community uses intentional language and terms which are granular by design. The purpose is to help you, as a Sales Hiring Manager hire a great salesperson, and find your perfect fit!

Finding your perfect fit begins with defining your perfect fit. By this, we are really talking about defining the salesperson characteristics which are more relevant for your particular open role.

The language companies often use to reflect and express criteria when communicating with the marketplace about their open roles is truly interesting. This is so curious because job posts often express that the company is looking for a person who is a "self-starter," "good listener," "team player," "motivated," "organized," "strong communicator," etc., etc. These terms come from the sales archive and seem to be immortal. As a result, salespeople learn to speak in these same terms in sales interviews. The salesperson and Sales Hiring Manager might find themselves on the same page, but unfortunately it is often the wrong page, and wrong fit, for both.

So, what is the solution? Do we need to resort to complex profiles and personality indexes to understand the inner workings of each sales professional with scientific precision? While some of these tools are effective, they can be time consuming, confusing, overly complex, and expensive. Even when these tools are used, finding the perfect fit is not always the outcome. While you might understand the candidate's characteristics, that insight is mostly useless if you do not also understand the characteristics of your particular role, offering, and company.

The trick is to find a lens that highlights the characteristics of each and the degree to which the role and candidate are naturally aligned. What is the right lens? The right lens organizes and presents this information along with the candidate's work history, accomplishments, and information that might reflect character, such as recommendations or social insights. The right lens is the one that accomplishes this with the most simplicity and least cost.

This whitepaper focuses on the deterministic characteristics and criteria that best slice through the noise.

Inspiration **Value versus Volume**

Defined by the conditions that enable productivity and performance; i.e. the things on which your sales team thrives and focuses.

Sale Type **Transactional versus Strategic**

Defined by the degree of sales process complexion in terms of buyers and buyer influences, process duration, decision process, resource investment and collaboration, and contract value.

Degree of Need **Unrecognized versus Recognized**

Defined by the degree to which the buyer or buyers of your solution recognize the need for your product or service prior to actively engaging with your sales representatives.

Sales Approach **Hunter versus Farmer**

Defined by the degree to which your sales representatives are calling on prospects with whom your company is not doing business.

Drive **Assertive versus Passive**

Defined by the degree to which your sales representatives will advocate, evangelize, and enlist prospects in the value of his/her ideas, perspectives, and proposals.

Audience **General Decision Maker versus C-Level Executive**

Defined by the organizational level at which your sales representative are comfortable communicating.

Inside/Outside **Inside versus Outside**

Defined by the degree to which your sales force engages and interacts with prospects beyond the phone and Internet.

Average Sales Size **Contract/Transaction Value**

Defined by the typical value of each contract closed.

Sales Cycle **Short versus Long**

Defined by the average sales process duration from the point of active engagement to close.

Quota **Quantifiable Accountability**

Defined by the quantifiable metrics (including revenue) on which each sales representative is measured.

Inspiration   Value versus Volume

The "Inspiration" characteristic is defined by the things on which your sales team thrives and focuses. In summary, candidates are either inspired by Value or Volume. Which should you look for?

Salespeople inspired by value tend to be more patient. These individuals tend to sell a more complex product or service that requires in-depth conversations and presentations driven by research and knowledge. Each prospect engagement opportunity is significant because the lower volume makes each measurably important. Salespeople inspired by value prefer to sell to executive level prospects who are trying to solve problems and create value. Value-inspired salespeople tend to be more analytical, and will demonstrate more empathy to some extent. These individuals enjoy a longer term outlook and can view each sales process as an ongoing campaign. These individuals also prefer to work in their own office or private area.

Salespeople inspired by volume tend to thrive on high activity. These individuals are energized by higher levels of daily and weekly prospect engagements which translate into higher volumes of pipeline opportunities. They are comfortable making calls in noisy open environments, and tend to enjoy the buzz. Salespeople inspired by volume multitask and function well within interrupt-driven environments. These professionals are particularly metric-driven and focus on conversions; more no's mean more yes's. Volume inspired sales professionals prefer shorter sales cycles which typically translates to lower contract values. While there are more no's, there are more yes's and the interval between each is shorter which provides measurable results and validation.

These descriptions are not intended as "all or nothing" scenarios. The reality is that most candidates have degrees of each. The key is to first define which characteristic best translates into success within your environment and culture, and then to hire candidates substantially aligned. Hiring managers can better analyze the discrete aspects of each by developing screening questions designed to elicit these traits.

The Value/Volume characteristic is sometimes misunderstood relative to the Strategic/Transactional characteristic. While there are parallels, the Strategic/Transactional characteristic is defined by the degree of complexion in terms of buyers and buyer influences, process duration, decision process, resource investment and collaboration, and contract value.

Sale Type   Transactional versus Strategic

This "Sale Type" characteristic is defined by degree of sales process complexion in terms of buyers and buyer influences, process duration, decision process, resource investment and collaboration, and contract value. Sales types are either "Transactional" or "Strategic" and sales people typically fit best with one or the other.

For which type of sale are you hiring?

Sales Type: Strategic

Miller Heiman's "Strategic Selling" outlines three distinct buyers and buyer influences: "Economic", "User", and "Technical". There is also a role of "Coach", a stakeholder who is willing to help the salesperson navigate organizational complexities.

"Strategic" sales processes are complex and longer in nature. These sales processes involve communicating with and enlisting multiple buyer influences. In less complex sales, these buyer influences (or roles) can be a single person such as a small business owner. In more complex, strategic, sales processes these three buyer influences can be distributed across three or more people including groups and committees.

Strategic sales people must make careful decisions about the buyer influences with whom they communicate, the order in which they communicate with them, and timing and tactics around enlisting other stakeholders so as to build the broadest and strongest base of knowledge and support for an eventual positive decision outcome. Engaging and enlisting each stakeholder involves approaches specific to the stakeholder and therefore requires prerequisite discretion and instinct on the part of the Strategic sales person. The ability to ask the right questions is also paramount. Again, Miller Heiman provides a great structure within their iconic "Conceptual Selling" program.

While all sales processes can be broken down into discrete, discernable, stages from initiation to close, strategic sales processes provide a longer playing field on which to achieve progress. The stages are more likely to occur in a logical or sequential order. Short cuts in prior stages can bear invisible but negative consequences later in the sales process. For instance, a strategic salesperson will be thinking carefully about the source and amount of budget early in the process because that knowledge will affect behavior in terms of tactics and buyer influence engagement. Knowledge about the source and amount of budget could also lead to the early termination or suspension of the sales process if the prospect is insufficiently qualified to warrant further risk and investment.

Each strategic sales process brings opportunities for internal communication and collaboration with the sales team as different tactics and resources are aligned with different buyer influences. Strategic salespeople often also need to negotiate for resources and to make prudent decisions about when and where to deploy valuable resources. For instance, in enterprise software sales processes a sales engineer and/or subject matter expert might be leveraged during the discovery/definition stages and also during the solution presentation stages. Cross functional input might be required during the creation of a proposal or RFP Response. Different executives might be enlisted to support each sales process based on their backgrounds and that of the prospect's team. The Finance and Legal teams would be involved in the negotiation of terms and conditions.

Strategic salespeople have the patience and desire to make these decisions, to organize and lead resources, to navigate prospect organizational complexities (budget processes, committees,

personalities, politics, stakeholder motives and perceptions, etc.) over periods of many months to a year and more. They also have the ability, given their understanding of the sales processes stages (and related probabilities) to accurately forecast close dates and values.

Strategic sales processes correlate to higher contract values. Given the resource investment and complexity of each, Strategic salespeople manage fewer late stage opportunities in their pipelines than that of their transactional brethren. There are fewer wins and fewer losses, and each is significant given the investment throughout the process.

Sales Type: Transactional

"Transactional" sales processes are less complex and shorter in nature. There is less strategy and more emphasis on tactics (and the tactics are more predictable and trainable). The range of activity and behavior within transactional sales processes are faster and more immediately measurable. This also means that transactional sales forces are more metric-driven since revenue outcomes can be more directly attributed to activity and conversion (number of calls to connects or connects to meetings or proposals to deals, etc.).

Transactional sales professionals have the ability and desire to maintain a high level of measurable activity at all times. They are involved in more sales processes each shorter in duration and each involving a small number of buyers, perhaps one or two.

Transactional sales professionals are energized by a higher volume of wins (albeit smaller in contract value) and a shorter interval between wins which is sometimes measured in weeks, days even hours.

Athletes often make great transactional sales professionals because of the persistent, consistent activity metrics and milestones associated with setting and reaching significant athletic achievement; along with the fierce competitive nature and intrinsic motivation that accomplished athletes possess.

Transactional salespeople are also aware of the discrete stages and steps within their sales process and can often conflate stages to ensure timely outcomes and appropriate investments of time. Therefore, they are quick on their feet and can make quick decisions.

Sales forecasts are fluid and often align more directly to key performance indicators or metrics e.g. online demonstrations, proposals, contracts sent; activities which are more tangible and involve less discretion than the forecasting within longer more complex strategic sales processes.

Understanding the type of sales process for which you are hiring makes all the difference in the world. Hiring an accomplished "Strategic" sales person for a Transactional type of sale is a recipe for disaster; these individuals are not wired this way. S/he will become frustrated with what seems like an arbitrary decision process; one more driven on numbers and personalities than tactics and strategies. Similarly, hiring a "Transactional" sales person for a Strategic sales process will most likely end badly. Even if the sales rep was ranked number 1 out of 100 and always exceeded monthly quota, etc. In fact, this person is even more likely to fail because s/he just is not wired for what can seem like a slow, boring, frustrating sales process that is dictated by far too many variables.

So, the question is not just, "where to find salespeople" and it's not just about posting a job online and finding a top salesperson; it's all about hiring the right salesperson for your type of sale, and creating the conditions for success.

Degree of Need   Unrecognized versus Recognized

The "Degree of Need" characteristic is defined by the degree to which your buyer or buyers recognize the need for your product, service or solution prior to actively engaging with your sales representative. Degree of need can be characterized as "Recognized" or "Unrecognized".

To which "Degree of Need" are your sales representatives selling?

Recognized Need:

Sales processes based on a recognized need are those in which the buyer does not need to be educated about the problem and/or opportunity for improvement or the fact that solutions exist relative to this need. Buyers will have a varying level of interest in spending on the problem or opportunity for improvement; however, the selling is less about "why spend?"

Salespeople selling to a recognized need therefore concentrate their selling on reaching the right buyers at the right time and focus the communication on "why us?" and to a lesser extent "why now?" The buyer is likely already aware of other providers and has preconceived ideas about the choices within the marketplace. The ability to develop rapport and credibility and to stand out in the crowd are of paramount importance.

Salespeople who are more comfortable selling to a "Recognized need" probably align more closely with the "Volume" sales characteristic.

Unrecognized Need:

Sales processes based on an unrecognized need are those in which the buyer must first be made aware that a solution or opportunity for improvement exists.

Ingenuity and innovation produce new technologies and applications, materials, and techniques which create value in the economy. They also create the opportunity for companies to rethink existing ways of doing things. Many software solutions for instance are able to integrate systems and disparate data in new ways which increase automation and productivity while reducing cost. New behaviors spur new commercial solutions that also drive evolution and progress within traditional domains; the DADOMACTH social hiring solution is one of many examples of this.

Initiating the sales process is more challenging because the buyer has not allocated the time and resources necessary to acquire such a solution. The buying process has not been determined which might lead to an RFI or RFP yet to be created, a fluid list of competitors, and budget has not been set.

Salespeople who are more comfortable selling to an "Unrecognized need" probably align more closely with the "Value" sales characteristic but this is not necessary an either/or scenario. Salespeople who are inspired by value tend to be more patient; patience is an asset during the early education and enlistment stages of these sales processes which can be more deliberate in nature and more conceptual. Salespeople who are comfortable selling to an unrecognized need possess a slightly higher level of empathy than those selling to a recognized need; although this level of empathy is not so high as to encumber the salesperson's ability and desire to hunt for, and close, new business. These sales processes can be "Transactional" or "Strategic".

Selling to an unrecognized need involves evangelism and sometimes also requires the ability to enlist buyers in the abstract. Are your salespeople selling to an unrecognized need, and do they have the skills and characteristics that create the right fit?

Sales Approach   Hunter versus Farmer

The "Sales Approach" characteristic is defined by the degree to which your sales representatives are calling on prospects with which your company is not already doing business. Sales approach is most commonly characterized as "Hunter" or "Farmer".

To whom are your salespeople selling?

Sales Hunters:

Sales Hunters enjoy the pursuit for net new customers.

While the nature of sales processes vary, for instance tactical versus strategic as reviewed in the third article in this series, each requires a sales professional who can initiate, manage, and close sales processes. Sales processes also vary by dimensions such as degree of need, as reviewed in the fourth article in this series.

Regardless of the specific type of sales process, hunters must encounter new prospects unique in terms of personality, background, experience, perceptions and expectations. Hunters enjoy the variability and welcome the chance to meet and engage with new prospects knowing that both positive and negative outcomes result. Hunters are driven to have more conversations while increasing conversion rates along the way. Hunters have a sense of urgency and understand the power of now.

Hunters have the ability to manage and affect their attitude and to leverage the power of belief, energy, and enthusiasm; they pursue, they improvise, they learn, they overcome. Hunters remain focused on the desired outcome at all times and they develop credibility and rapport to the point necessary to close the sales process, at which point they are entirely comfortable asking for the order. While relationships might develop with prospects throughout the process (whatever type of sales process it might be), this is about business which needs to be defined and closed.

Sales Farmers:

Sales farmers enjoy creating and sustaining accounts and long-term commercial relationships.

The most significant delineator involves the level of empathy. Empathy is inherent in the farmer process; particularly with respect to the "what's working and what's not working" conversation that commonly occurs.

Given that farmers are working with current or previous customers, they must align their approach and strategy with actual history especially in terms of customer expectations and perceptions (i.e. what they expected going into the relationship and the value they perceived getting). So, farming is not a one-size-fits-all proposition. A farmer can't enter the conversation knowing what's on the mind of the customer given expectations and perceptions are entirely relative. Farmers have the patience for this, and enjoy the consultative conversation.

Farmers often begin relationships with legacy customers by solving problems or finding remedies for conditions which have, or are, harming the relationship. As a result, credibility is garnered and perceived value is accumulated. Farmers leverage this goodwill when seeking to renew contracts or "upselling" new products and services or cross selling to other buyers within the client company.

Farmers manage the process to a natural point of conclusion to the ongoing dialog. Hunters direct the process and ask for the order and bring the process to a close. Forecasting is also different and

in many cases more predictable. Renewal sales processes have predetermined close dates which help farmers manage their placement and progress within the sales process (whereas hunters have to better understand the discrete steps in their process and the corresponding probability and timing dependencies when forecasting).

The downside to empathy is that it can confound a sales professional's ability to ask tough questions such as "what is the budget" or "who else are you talking to"?   The perception of friendship and relationship prevails, and farmers have trouble asking for the order which can become necessary at the end of a quarter or as the renewal date approaches.

For companies with clearly defined hunter and farmer positions, the key is simply to hire hunters for hunter positions and farmers for farmer positions.   They are wired differently.   Just as farmers can have difficulty "closing", hunters struggle with the "what's working and what's not working" conversation.

For companies with hybrid roles, the lines are not as clear. Companies must understand the revenue requirement per salesperson, the composition of existing versus existing accounts, and the nature of the existing customer conversation and renewal process. With this insight, hunter/farmer candidates can be carefully vetted for explicit alignment.

Farmers are measured by renewal revenue (often compensated at lower levels) new revenue (from up selling and cross selling), retention ratios, and sometimes also customer satisfaction metrics.

Do your salespeople need to be Hunters, Farmers, or both?

Drive   Assertive versus Passive

The "Drive" characteristic is defined by the degree to which your sales representatives will advocate, evangelize, and enlist prospects in the value of his/her ideas, perspectives, and proposals. Drive is sometimes characterized as "Assertive" and Passive".

In which way are your salespeople driven?

Assertive:

The term "assertive" is intentionally used rather than "aggressive" or "type-A". Assertive is used to convey a level of self-confidence, presence, credibility, and desire to advocate, evangelize, and enlist. This often encompasses the need to change a prospect's mind; and changing a prospect's mind is among the most difficult activity undertaken by sales professionals. Selling is a human endeavor; and every human has an ego. To have your mind changed at some level is to concede that your previous thought or position was wrong (or at least no longer correct). Belief, passion, credibility, empathy, and the ability to listen first are all pertinent attributes and characteristics when attempting to change a prospect's mind or enlist them in a new idea or otherwise affect behavior. For many, selling at this level is rewarding.

While some characteristics naturally align with other characteristics, the assertive dimension mostly cuts across the other DADOMATCH characteristics. For instance, both hunters and farmers can be assertive (although, farmers are typically more passive than hunters given the higher degree of patience and empathy required for farming); transactional and strategic salespeople can be assertive. The assertive characteristic does align better with the art of selling an unrecognized need versus recognized need (we discussed the unrecognized/recognized characteristic in the fourth article in this series about sales hiring best practices).

Passive:

Passive sales professionals are not entirely unable or uninterested in advocating, evangelizing, and enlisting. These sales professionals are more comfortable driving results through consistent effort, higher levels of activity, rapport and relationship, and articulating value. Passive sales professionals often sell within the process of account management, customer service, and translating earned goodwill into retention and upselling. In the new business/hunter context, passive sales professionals are effective in selling products and services within an already defined and recognized need. Therefore, the range of topics and perceptions about which the salesperson might need to change the prospect's mind and affect behavior are more narrowly focused. The conversation focuses more on features, price, why us, and why now.

The "Audience" characteristic is defined by the organizational level at which your sales force is selling. Audience is commonly characterized as "General decision maker versus C-level decision maker".

At which organizational level is your sales force comfortable communicating?

General Decision Maker:
General decision makers occupy a broad range of employees and small business owners across functional areas. These employees have sufficient discretional authority to make buying decisions but they do not possess CXO or VP titles.

At this level, employees might or might not have direct reports. Employees at this level are more accessible because they are less likely to have administrative assistants and direct reports to whom they have delegated vendor evaluation responsibilities. While more accessible once identified, these buyers can be more challenging to find given they are found in all areas of the company or plant and throughout divisions, regions, locations, etc. For instance, a sales representative selling office furniture might sell to an office manager or facility manager at a specific plant or location. While larger orders require cross-functional communication and senior level approval processes, vendor communication occurs at the general manager and decision maker level.

Communication at this level is more comfortable, informal, and direct. Salespeople who tend to sell on relationship and rapport excel here because their natural talent creates differentiation early in the sales process. Relationships are forged directly with key players within sales processes which tend to be more transactional than strategic.

C-Level Decision Maker:
C-level decision makers' titles vary largely depending on the size of company and industry. These CXOs, VPs, Directors, and Senior Managers are involved in the evaluation and purchase of certain products and services. Typically these purchases are more strategic in nature and reflect Board, CEO, or executive committee inspired initiatives and/or they reach pre-determined spending thresholds that warrant greater scrutiny.

These buyers are more seasoned and can be intimidating to many salespeople. Some salespeople welcome the consultative and often more strategic approach required to create and sustain credibility with this audience, others are simply not comfortable. Beyond approach, the language and communication with this audience is often more formal and deliberate.

Additional interesting nuance is that some, not all, C-level executives are comfortable at the center of a purchasing process. For instance, a Chief Learning Officer (CLO) is likely to have prior experience communicating with salespeople and evaluating sales presentations and proposals. For example, they would have purchased software platforms and content involved in enterprise training and development. On the other hand, a Chief Legal Officer (CLO) would have been involved as legal counsel on an enterprise transaction at various times in his/her career but they might not have been the actual customer. Therefore, they are less experienced in the buyer role which increases the necessity of trust with the salesperson, and patience on the part of salesperson while the sales process is defined as it progresses.

C-level buyers are often one of multiple levels during the sales process. Certain sales processes culminate at the C-level, others begin there and require gaining executive support prior to engaging other mid-level managers and stakeholders.

Inside/Outside   Inside versus Outside

The "Inside/Outside" characteristic is defined by the degree to which your sales force engages and interacts with prospects beyond the phone and Internet.

Inside:
Inside sales professionals conduct all (or substantially all) of their business without visiting prospects in person. Business is conducted over the phone and Internet. Inside sales professionals leverage tools such as GoTo Meeting, Webex, and Skype to engage and connect in a manner beyond the phone.

Inside sales forces tend to be metric-oriented. Activity and conversion metrics are easier to construct and track with the variables of travel and external meetings removed from the model. Beyond metrics and structure, a sales culture of performance is a very important enabler of sustained success.

Inside selling can occur from remote home offices or corporate office environments although promoting and sustaining high-output culture is much more difficult across remote offices. Regardless of location, a properly configured and cloud-based sales force automation tool, such as salesforce.com, is critical. For external/remote salespeople, effective Intranets and content management systems that provide access to sales and marketing materials are also critical.

Even with the progression of sales 2.0 inbound lead generation engines, inside (hunter) sales forces need to proactively and consistently prospect for new business. Cold calling is not dead. Subscriptions to prospecting and market information tools such as Jigsaw, LinkedIn, Netprospex, OneSource, and Zoom Information are required.

Structured and metric-driven inside sales environments lend themselves well to sales ranking, contests, and spiffs. Not every sales professional can handle this kind of visibility. Inside salespeople are able to create excitement in the way they generate and convert activity often measured on a monthly basis. Whereas outside sale people have a different spectrum of thrills and challenges within which to find motivation.

Outside:

"Outside" sales professionals spend a considerable amount of time traveling to visit prospects. Different skills sets and traits are necessary for "outside" versus "inside" success.

Outside sales professionals have a fair degree of autonomy and discretion particularly in terms of time management. They must be able to use time wisely and to make things happen on the go. "The office" changes daily; it's a hotel room, airport lounge or terminal, rental car, and restaurant. Mobile communication is vital and using wireless networks, netbooks, smart phones, tablets, etc., become second nature. Outside salespeople must remain productive.

Productivity also involves the ability to manage travel arrangements and to make good decision about travel options to balance tangible costs with time and opportunity costs. Managing life on the road is in and of itself a skill set. Outside salespeople also need to be able to take care of themselves on the road; diet, exercise, rest despite different hotel rooms, etc.

Beyond the pragmatic aspects of time management and travel, outside salespeople also need to be good at the most important part: prospect engagement. Engaging prospects and customers involves giving presentations and meeting with individuals and groups. Some meetings are

formal and some are informal even social in nature such as a lunch or conversation at a conference. The venues and formats change daily whereas inside sales professionals enjoy a more consistent environment.

Some meetings are executed according to the plan, and some are not…. Sometimes technical or scheduling snafus occur which is part of the game. Outside salespeople must be quick on their feet and expect the unexpected. They are able to collaborate and communicate with different team members (which varies depending on the nature and location of the prospect) also communicate and develop rapport with different people and personalities.

Outside salespeople know their industry, their solution, and the audience with whom they are engaging. They have energy. They are confident and have credibility. It's hard to label this, but some refer to it as "presence".

The challenges and thrills of outside sales are not for every salesperson. The variables, uncertainties, and rigors of travel are foreign and undesired by many – which is perfectly okay! Salespeople need to know their comfort level and capabilities. Hiring managers need to understand that "Inside" and "Outside" sales professionals are wired differently which is why this characteristic is so germane in defining the perfect fit. This characteristic needs to be visible within the screening process that sales hiring managers use to make decisions about which candidates to interview. For example, this characteristic is reflected within the DADOMATCH social resume which is the lens that sales managers are increasingly using to find and hire the perfect fit faster and with less cost.

Summarizing the remaining DADOMATCH criteria…

Average Sales Size, Sales Cycle, and Quota are straight forward.

The "Average Sales Size" characteristic is simply defined by the typical value of each contract closed.

The "Sales Cycle" characteristic is defined by the average sales process duration from the point of active engagement. Active engagement is the point at which the buyer recognizes the need and has decided to engage in a buying process; therefore, the early marketing, prospecting and enlistment phases of the process occur prior to "active engagement". It is at this point that the opportunity typically enters the forecast. Sales cycles are generally characterized as short versus long.

The "Quota" characteristic is defined by the degree to which the salesperson has attained and achieved the quantifiable measures associated with the role. These are the measures and metrics on which variable compensation is predicated (e.g. revenue closed for hunters, revenue and retention rates for farmers, activity metrics for inside sales professionals).
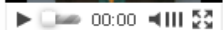
DADOMATCH™
DEFINE WHAT MATTERS

Kate Miller's Profile

My Picture

My Video

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Candidate Information

Name:	Kate Miller	City:	Lake Forest
Industry:	Technology	State:	Illinois

Sales Stats

Company:	ACME Corporation	Quota this Year:	2m
Title:	Senior Sales Executive	% Quota this Year:	175%
Current Base Salary:	$90,000	Quota Last Year:	2m
Anticipated W2:	$180,000	% Quota Last Year:	175%
Last Year W2:	$90,000	Product/Service:	Service
2 Years Prior W2:	$80,000	Inspiration:	Value
Inside/Outside:	Inside	Sales Type:	Strategic
Average Sales Size:	$250,000 - $1,000,000	Recognized Need:	Unrecognized
		Sales Approach:	Hunter
Sales Cycle:	3 Months - 6 Months	Drive:	Assertive
		Audience:	-- Choose One --
		Sales Rank:	Number 1

Kate Miller 1st
Senior Sales Executive at ACME Corporation
Greater Chicago Area
[Send Message]

You have 7 connections in common

◄ **LinkedIn Profile and Recommendations**

◄ **Candidate Sales Statistics and Deterministic Characteristics**

Candidate Resume

Kate Miller
196 River Road, Lake Forest, IL 60045
647-845-8740 | kate.miller54@gmail.com

◄ **Candidate Resume**

Objective

Sales leadership position with a company seeking an individual with a successful track record in managing and leading productive sales teams while promoting and sustaining high-output sales culture.

Background Summary

- Over sixteen years of industry sales and sales management experience , primarily in technology products and services , also relationship management ("Farmer" retention and sales).
- Achievement highlights have included:
  - attaining consistent individual and team success in diverse and dynamic environments;
  - engendering trust, collaboration, and achievement of shared goals;
  - leading the organization to the highest ever annual installed base sales at 110% of target (2007);
  - leading a team to the highest consecutive quarterly installed base sales in company history (2006);
  - top sales producer (2004 and 2005);
- Excels at relationship development and management , leveraging and translating company resources into competitive advantage, revenue, and assuring that value is provided to the client.

Experience

ACME Corporation , Lake Forest, IL, (January 2006 to present)
The global leader in education, advisory services, software tools and frameworks that enable companies to mitigate, measure, and manage compliance risk

Senior Sales Executive
Hired by former top competitor to help create the new Strategic Enlistment (sales) function and advance the company's mission to foster and reinforce principled performance for sustainable 21 st century enterprises.
- Codified and articulated the value of having true insight and perspective exchanges with our prospects and created the processes and structures to institutionalize these best practices;
- Initiated and supported meaningful interactions with decision makers that control strategy and budget measurable, in part, by new contracts with iconic brand leaders