



TIPS FOR RECRUITING, HIRING & **RETAINING SALES PEOPLE**

SALESFORCE
S E A R C H

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Recruiting sales people should be an ongoing and never ending process. You may not be always be hiring but you should always been recruiting for sales people. Chances are, that sounds familiar. Yet, most organizations remain reactive in their approach to finding sales talent. Sales is such a critical role to every company, that it is imperative you should always be on the lookout for top sales talent.

THE BIGGEST CHALLENGE FOR MOST COMPANIES IN RECRUITING SALES PEOPLE ARE:

- Where do I find good sales people?
- How do I pay them?
- How do I keep good sales people once I have found them?

FINDING GOOD SALES PEOPLE

You should have a recruitment strategy in place that will provide you with a steady stream of qualified sales people to interview. In addition, a strategy needs to be in place to nurture these potential hires. Keep them engaged by providing company newsletters, successes, career information, etc. Each touch point will help strengthen your brand and position you as an employer of choice.



HOW DO I PAY SALES PEOPLE?

FROM OUR EXPERIENCE,
THE BIGGEST REASON
**SALES PEOPLE
DON'T WORK OUT
OR DON'T STAY WITH
A COMPANY IS THE
DESIGN OF THE SALES
COMPENSATION
PLAN.** PAY A SALES
PERSON TOO LITTLE AND
THEY'RE NOT HAPPY...
TOO MUCH AND THE
COMPANY ISN'T HAPPY.

To generate a pipeline of potential sales candidates, here's a list of possible sources:

- Internal Employees
- Employee Referrals
- Sales Recruiters
- Job Postings
- Social Media
- Industry Conferences & Events

A key takeaway is to not pick one of these avenues, but instead use a multi-pronged approach. Salesforce Search, when hired by a client on a recruiting assignment, utilizes all of these sources in order to cast the widest net and “scour” the market. For additional information, see chapter 2 in the ebook [“How to Find, Assess and Hire a Sales Star”](#).

As many employers consider whether they're still in the recession, temporarily out of it or see it in their rear-view, they need to have a defined sales strategy that aligns with their overall corporate strategy.

For example, if their corporate strategy is hinged on customer retention but the sales organization is promoting growth of new accounts, the wins and losses may simply balance each other out. Add to that, a compensation plan that hasn't been thoroughly designed and you're destined for failure.

A 2010 Deloitte Strategic Sales Compensation Survey sited 49% of participating sales organizations changed their incentive plan design or key metrics. Yet, 69% of the group reported that their sales team fell short of goals. You fall short of goals and you risk higher attrition rates. Higher attrition means less investing in technology and infrastructure. A revolving door, little innovation and you're sure to have low morale.

LOOK AT THE COMPETITION'S DESCRIPTIONS

So how do you know if your compensation plan is effectively designed? Varicent, a leading comp design company offers the following diagnostic questions:

1. Do your plan metrics help drive the company's strategy?
2. Is your plan a good fit for your sales organization?
3. Is your plan "mechanically sound"?
4. Can you administer the plan with existing people, processes, data and technology?

Here are a few things to keep in mind when reviewing your sales compensation plan:

1. What is the desired level of income for a sales person in your industry and what sales volume is necessary to achieve this income?
2. Is the plan tied to gross sales or gross profit?
3. In most cases, it is not advisable to pay commission of more than 20% of gross profit (this may vary by industry and product). Any more than this and you are paying too much.
4. How does your sales compensation plan compare to other firms in your industry?
5. Will sales commissioned be uncapped or limited?
6. Does your sales cycle require a team approach with multiple employees earning commissions?





THINGS TO **CONSIDER**

There are 3 things you should always consider when evaluating your sales compensation plan:

1. Keep it simple
2. Reward for the behaviours that support your corporate strategy
3. Evaluate and modify

These are just a few of the issues that can come up and if you don't know the answers to any of the questions above, it may be time to review your compensation structure for your sales team.

EDUCATION AND **EXPERIENCE**

As organizations claw their way through economic recovery and into growth mode, a certainty is that competitors will be knocking on the door to scoop up top talent.

While there's no way to build an impenetrable wall between your employees and the outside business community, here are six steps you can take to increase your chances of retaining your top assets.

1. Make them successful (we explore this further below)
2. Reward appropriately (see compensation plan)

YOU'VE RECRUITED AND HIRED **A GREAT SALES PERSON**. YOU'VE SPENT A LOT OF TIME, MONEY AND RESOURCES TO FIND THIS PERSON... **NOW WHAT?** HOW CAN YOU ENSURE THAT THEY WILL BE SUCCESSFUL AND **STAY WITH YOUR COMPANY** FOR YEARS TO COME?

3. Recognize them: Top sales professionals indicate that recognition amongst their peers is the number 1 motivator for high performance, aside from personal compensation.
4. Communicate and Ask for feedback: Keeping employees aware of changes in your go-to-market strategy will help increase their buy in. Ask for their feedback during the process, now you're getting ownership.
5. Conduct personal performance reviews and use them as career growth tools.
6. Understand what motivates each employee and build reward programs that are relevant (it's surprising how many different motivators exist)

Let's focus on the first step: **Make them Successful.**

A common mistake is to hire a sales person and hope they have contacts that can bring in big sales. The reality is that even experienced, well connected sales people need help to be successful. Here is what your company needs in place in order to ensure a successful sales person:



A GOOD SALES MANAGER

A big reason sales people leave or do not live up to expectations is they have no one to rely on to coach them, mentor them and help achieve their goals. For more information check out our white paper "[5 Traits of a Great Sales Manager](#)"



ON-BOARDING PROCESS

What happens when this person starts? Who is responsible for teaching them about the company, products and services? What kind of support is available? What type of training will be done? These are all important steps to ensuring success.



SALES TRAINING & COACHING

Even experienced sales people need reminders and refreshers on how to approach new business and how to move potential clients along in the sales process. Investing in ongoing training and development will go a long way to securing more business.

GOOD COMPANIES SHOULD ALWAYS BE ON THE LOOKOUT FOR TOP SALES PEOPLE. ONCE YOU HAVE FOUND THEM BE THEN PREPARED TO HIRE, TRAIN AND RETAIN!

SALES RECRUITERS HELPING COMPANIES GROW REVENUE

SalesForce Search is a sales recruiting company which specializes in the recruitment and placement of sales professionals. We work in nearly every industry sector from financial services to pharmaceuticals and believe our Hiring Process can help you find the right sales person for your organization. Sales is the most critical component of every organization and hiring great salespeople is challenging. We help companies save time and money by finding the right sales person quickly and ensuring your organization hits their sales targets.

To start your search for your
next great sales professional today,



call **1-800-461-SELL (7355)**
or visit www.salesforcesearch.com