

# Media Selling, 4<sup>th</sup> Edition

By Charles Warner

## Part Four: Opportunities, Preparation, and Persistence

### Chapter 24 – Opportunities, Organization, and Time Management

#### Opportunities

The fifth element in the AESKOPP system of selling is Opportunities. If you have the proper attitude, the emotional intelligence (EI), the right skills, and sufficient knowledge to make a sale in your chosen medium, you will *not* get an order unless you create opportunities to use your attitude, EI, skills, and knowledge.

You create opportunities by using the Money Engine system you learned in Chapter 9 and, especially, the prospecting element within that system. Now might be a good time to review the Money Engine system in Chapter 9 as a way to reinforce the vital importance of prospecting and developing new business in pursuing a successful career in media selling.

#### Preparation and Persistence

There is an old joke that you have heard 1,000 times, but it bears repeating in this chapter about preparation and persistence. A young person stops a passerby on Fifth Avenue in New York and asks, “How do I get to Carnegie Hall?” The stranger answers emphatically, “practice, practice, practice.” Notice the passerby did not say “practice” once, but three times, which emphasizes the need not only to practice in order to become highly skilled, but also to be persistent. Preparation and persistence, the last two elements in the AESKOPP system, go together hand-in-glove.

The twist in the above joke is that the passerby thought Carnegie Hall was a goal rather than a destination. However, to either achieve a goal or arrive at a destination, you need directions. You need a plan for your journey toward your goal of being a successful media salesperson, perhaps even being a world-class champion salesperson.

Tiger Woods set a goal when he was a young boy of being the greatest golfer who ever lived, and he eventually achieved that goal. How? Practice, practice, practice. Tiger’s practice routines are legendary. He will practice a six-foot putt 100 times; not just the putt, but 100 times without missing. In a *Time* magazine article, Dan Goodgame wrote:

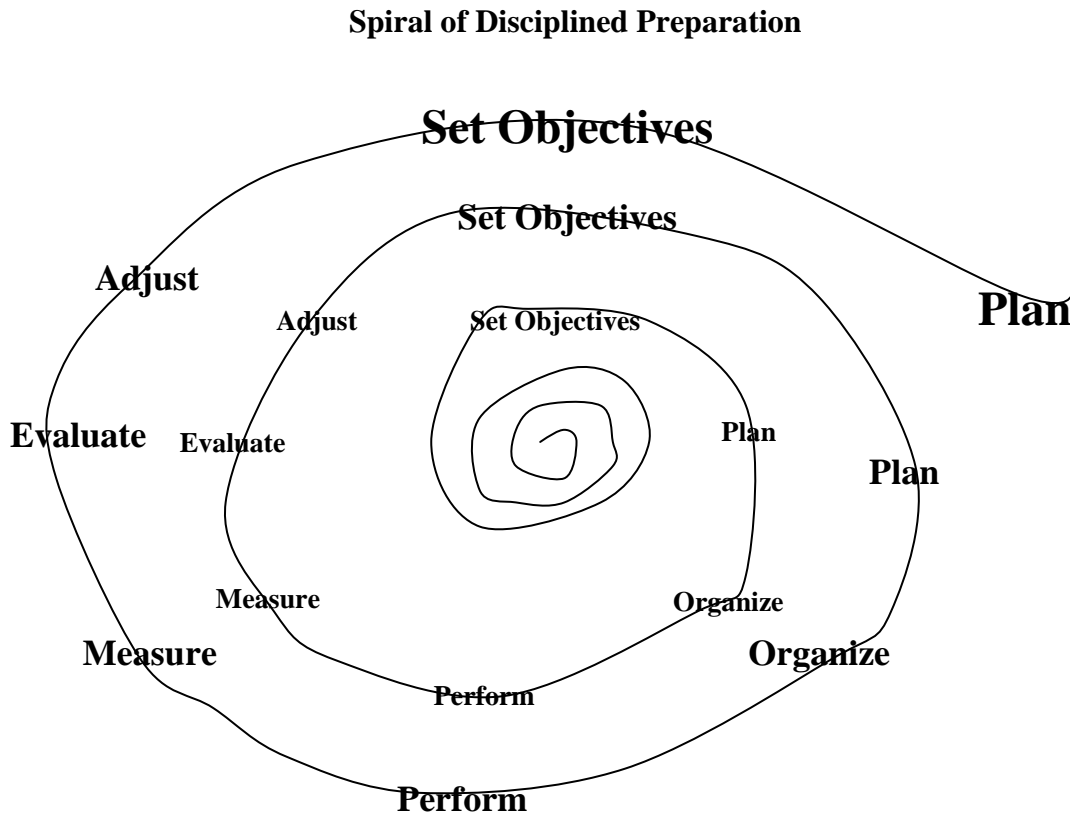
He has become, over time, eerily calm under pressure and an obsessive student of the game who reviews videotapes of old tournaments for clues about how to play each hole. He works hard at building his strengths and honing his shots. But what is most remarkable about Woods is his restless drive for what the Japanese call *kaizen*, or continuous improvement. Toyota engineers will push a perfectly good assembly line until it breaks down. Then they’ll find it and fix the flaw and push the system again. That’s *kaizen*. That’s Tiger. It’s also Tiger’s buddy, Michael Jordan, who worked as hard on defense as offense and in his later years

added a deadly fallaway jumper to his arsenal. No matter how good they say you are, Michael tells Tiger, “always keep working on your game.”<sup>i</sup>

Later in the article quoted above, Dan Goodgame writes about how Tiger Woods decided to rebuild his swing after he won the Master’s tournament in 1997. His coach, Butch Harmon, told Tiger that it would not come quickly, but, as Goodgame writes, “...Woods didn’t hesitate. He and Harmon went to work in a kaizen sequence of 1) pounding of hundreds of practice balls, 2) reviewing tapes of the swing, and 3) repeating both the above.”<sup>ii</sup>

The above kaizen sequence emphasizes the importance of creating Spiral of Disciplined Preparations that you can repeat over and over again—with persistence—to achieve more and more success, as shown in Exhibit 24.1.

Exhibit 24.1



Note in Exhibit 24.1 that as you go along the path, beginning at the center, and implement the elements of Plan, Organize, Perform, Measure, Evaluate, and Adjust that lead to Set Objectives, that each Set Objectives element is larger – you are raising your performance bar each time in a continual spiral of improvement.

Because of all you must try to get done in each of the six steps of selling, as a media salesperson, you have to keep a lot of balls in the air. To help you manage this juggling act and help you keep everything straight, you need well-organized systems for

each of the elements in the Spiral. You will learn in the remainder of this chapter a number of systems and rules that will help you.

## Preparation

### Set Objectives

Remember that goals have a longer time horizon than objectives long-term goals, short-term objectives. Goals are set for longer than a year in the future, objectives for a year or less. The first objective you must set is how much you want to earn in the coming year. Then, work backwards to see how much revenue you must generate to achieve your income objective. In most radio and television stations, salespeople are paid based on some sort of commission system, so there is a direct relationship between their income and how much revenue they generate. In most television and cable network, magazine, newspaper, and online sales organizations, salespeople are paid on the basis of a salary plus an incentive for reaching an individual or an organizational revenue goal. But whatever the makeup of your compensation system, you must estimate the revenue you need to generate in order to achieve your desired income level. To arrive at that income, you must set objectives for activities in each of the six steps of selling. When you have set your objectives, you must then develop plans to achieve them.

### Plan

**Yearly Plan.** Begin each year with a yearly plan, as shown in Exhibit 24.2, which is a yearly sales plan for a radio station salesperson, as are all the examples in this chapter because there are 50 percent more radio salespeople in the country and, thus they are applicable to more sales jobs. However, all of the examples are applicable to all media selling situations and can easily be adapted for any medium.

#### Exhibit 24.2

##### Yearly Planner

Priority	Yearly Objectives Year: 2008	Due Date	Date of Follow-up			
A	Increase billing by 15% to \$2,543,000	12/31				
A	Select 7 new target accounts	1/15				
A	Spend more time on A and B accounts	12/31				
A	Increase average order size by 25%	6/31				
B	Improve closing skills --- up to 33%	6/31				
B	Improve prospecting skills - contact/appointment ratio up to 70%	4/1				
B	Get Torres Cadillac on 52-week schedule	3/15				
B	Get 20% more money from Davis Toyota	2/15				
B	Get 25% more money from Coca-Cola	5/1				
C	Improve research knowledge	3/1				
C	Write a retail presentation	2/1				
C	Practice presentation delivery skills	5/15				

##### Monthly Planner

Priority	Monthly Objectives Month: March	Due Date	Date of Follow-up			
A	Write J. C. Penny presentation	3/9				
A	Set up J.C. Penny breakfast meeting	3/2				
A	Work out with PD details of Coca-Cola promotion	3/5				
A	Write Coca-Cola presentation	3/9				
B	Take Torres to basketball game	3/16				
B	Make baseball presentation to Davis Toyota	3/23				
B	Collect from Sub Shop, Jones Motors	3/28				
B	Follow up on Men's Shop promotion	3/30				

**Weekly Planner**

Week: <u>3/3-7</u>				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9:30 - Quincy's - pitch baseball	8:30 - Sales meeting	8:30 - Finalize and rehearse Coca-Cola presentation	7:30 - Breakfast - Coca Cola marketing group - pitch renewal	9:00 - In office - prospecting on the phone
10:30 - Torres Cadillac - presentation - renewal	10:00 - BBB Agency - presentation	10:30 - Martin Motors - service	10:30 - Torres Cadillac - presentation	10:00 - Prospecting
11:45 - Sub Shop - collection	11:45 - Engine Re-builders - qualify	11:00 - Cutler Cutlery - discovery	11:45 - Sub Shop - collection	11:00 - Prospecting
<b>Lunch:</b> Davis - baseball sponsorship	<b>Lunch:</b> John Doe - promotion idea	<b>Lunch:</b> CCC Agency - pitch baseball	<b>Lunch:</b> Mary Martin - get Koll's buy parameters	<b>Lunch:</b> Open
2:15 - Smith Honda - pitch news	2:00 - Black Ford - new schedule	2:15 - Doobie Bros. - spec spot	2:30 - Henry's Harley's - renewal	2:15 - Open
3:00 - The Mall - service- results of weekend sale.	3:00 - Bower Jewelers - service	3:00 - The Mall - renewal	3:30 - Newbie's - discovery	3:00 - Rill's Restaurant - pitch weekend package
4:00 - Morton's - spec spot	4:00 - Able Agency - spec spot	4:00 - Open	4:15 - PermaDress - pitch copy idea	4:00 - On phone - make appointments for next week
5:00 - Jones Agency - pitch movie schedule	5:00 - Harry the Hat - pitch baseball	5:15 - Fletcher Furniture - pitch special weekend package	5:00 - Jones Agency - close on movie schedule	5:00 - On phone - make appointments for next week
	7:00 - Dinner BBB Agency - pitch baseball		7:30 - Dinner Widmer Brothers - pitch special weekend package	6:00 - Office - paperwork and week's wrap-up.

**Daily Planner**

Priority	To Do	Monday, March 3	Deadline
2	Make McDonald's appointment for 4:00 Wed.		12:00
1	9:30 Quincy's baseball pitch		9:30
2	Work out with PD details of Coca-Cola promotion		5:00
1	10:30 Torres Cadillac -renewal pitch		10:30
1	12:30 Lunch: Les Escargot - Davis - baseball		12:30
1	2:15 Smith Honda - news pitch		2:15
1	3:00 The Mall - check results		3:00
1	4:00 Morton's - spec spot		4:00
1	Jones Agency - pitch movie schedule		5:00
3	Write Barney's IO		6:00
3	Check on Doobie Bros. spec spot for Wed.		6:00
3	Write Mall renewal pitch		7:00

Note in the Yearly Planner in Exhibit 24.2 that the yearly objectives are prioritized A, B, and C. There are no D priorities; if a priority is not an A, B, or C, you should not bother with it.

**Monthly Plan.** Begin each month by filling out a Monthly Planner, as shown in Exhibit 24.2. Set your monthly objectives so that: (1) You keep on track to accomplish your yearly goals and their due dates and (2) you keep your Money Engine heated up. As you remember, the Money Engine has four sections: Prospects, Pending Accounts, Active Accounts, and Renewals (see Figure 9.1 on page xxx). The example that was used in Chapter 9 for keeping the Money Engine fueled was out of 100 accounts on your list, 80 should have reasonable potential, 40 should be bonafide prospects, 20 should be pending, 10 should be active accounts if you consistently have a 50 percent closing ratio, and you should be working on renewals for all 10 active accounts if all ten are legitimately renewable.

You must look at your account list, decide which type of account in the Money Engine needs attention, enter the activities into your Monthly Planner, and then prioritize them.

**Weekly Plan.** The most important element in your planning system is your weekly plan (see the Weekly Planner in Exhibit 24.2). Weekly Planners are much more effective than call reports because Weekly Planners focus on the future rather than report on past activity. Call reports are typically exercises in writing fiction and are typically used as policing systems by management, which does not sit well with or motivate salespeople (they get the message that management does not trust them). Planners, on the other hand, focus on planning. During the week, you must continually work to set up appointments for the next week, or weeks, so by the end of the week, your Weekly Planner for the next week is 90 percent full. This system forces you to be organized and to be conscious of how many calls and what type of calls you will be making.

On Friday evening or over the weekend, go through the following steps in filling out your Weekly Planner for the upcoming week:

1. Examine your previous week's Weekly Planner to see if there is any unfinished business to be carried forward.
2. Fill in information about any additional calls you made during the previous week.
3. Fill out the Key Account Call Tracker (see Exhibit 24.3) based on the calls you made the previous week.
4. Look over your appointment calendar and schedule all of your appointments for the coming week in your Weekly Planner. Always include the purpose of the call or type of call in the Weekly Planner. Never make or schedule calls that do not move a sale forward or have a specific servicing purpose.
5. Look over your Monthly Planner and see what type of accounts need attention and what activities need to be undertaken and put both on your To-Do list (To-Do lists will be covered later in the chapter).
6. Examine your To-Do list and enter items that need to be accomplished during the upcoming week on the appropriate day on your Weekly Planner.
7. Give a copy of your Weekly Planner to your sales manager or ad director, and keep a copy for yourself.
8. Keep all of your Weekly Planners in a folder and evaluate them at the end of the month.

**Exhibit 24.3**

**Key Account Call Tracker**

<b>Account</b>	3/1	3/8	3/15	3/22	3/39	Month	4/5	4/12	4/19	4/26	Month	5/3	5/10	5/17	5/24	5/31	Month	Qtr.	
Abbey	R*		S		I	3													
Bud	S			I	U	3													
Cartier	U	S		U	I	4													
Denny's	I			I	U	3													
Eckert	IP		I			2													
Ford	N		NG		S	3													
GM	NG		S			2													
Hoyt	R			I		2													
IHOP	R					1													
Jack's	S		I		R	3													
K&K	S			N	NG	3													
Liberty	S		U			2													
Magda	U			NG		2													
Nissan	I		R		S	3													
Orrey	N					1													
PepBoys	NG		U			2													
Quill	S		U		S	3													
Royal	NG			U		2													
Sam's	S			NG		2													
Turbo	R		S	S	S	4													

\* Call Type: I = Idea, IP = Identify Problems (every six months), N = New schedule, NG = Negotiation, PE = Presenting, R = Renewal, S = Service, U = Up-sell

**Monthly Analysis**

1. Too many calls on Turbo and Cartier, not enough on Orrey and IHOP.
2. Too many service, not enough idea calls.

In the Weekly Planner in Exhibit 24.2, notice that that the 32 calls that have been scheduled (including lunch and dinner) are of different types: pitching copy ideas and spec spots, pitching baseball sponsorships and a special weekend package, pitching for renewals, collecting, discovery, and qualifying. Notice there are open slots so the unscheduled times can be filled in when new opportunities occur during the week. The week is not over-schedule – a good practice to follow. Also, note that a whole morning has been set aside for making prospecting calls and part of Friday afternoon has been left unscheduled so that calls can be made and emails sent to set up appointments for the following week.

**Daily Plan:** As you make appointments during the week for upcoming weeks, enter them into your appointment calendar system. Most media salespeople use PDAs or cell phones, such as a BlackBerry, or an appointment booklet. But whatever system you prefer, have only one system and use it not only to guide you each day but also as the basis for filling out your Weekly Planners and Daily Planners. See the Daily Planner in

Exhibit 24.2. Follow these steps when you fill out a Daily Planner each morning before 9:00 A.M. After 9:00 A.M., you should be doing scheduled tasks or on the street making scheduled calls:

1. Look at your weekly planner and enter all appointments for the day in your Daily Planner.
2. Look at your appointment calendar and enter any new appointments you have made that are not in your Weekly Planner.
3. Look at your To-Do list and transfer items that need to be completed that day to your Daily Planner.
4. Fill out any Business Opportunity Reports and Business Disposition Reports you need to because of the calls you made or information you received the previous day (see Exhibit 24.4). Update your Business Pending Tracker (see Exhibit 24.5) with information from the Business Opportunity Reports. It is important to do these three tasks daily, because if let them slide, you will never catch up. Be disciplined and get it the habit of filling out Business Opportunity and the Disposition reports at the bottom of the Business Pending Report and updating your Business Pending Tracker daily.
5. Do not over-schedule yourself – no more than 12 To-Do items or appointments in a day.

**Exhibit 24.4**

**BUSINESS OPPORTUNITY REPORT**

**Account:** *XYZ Toyota*

**Product:** *Autos*

**Agency:** *KYK*

**Buyer:** *Mary Smith*

**Salesperson:** *Charles Warner*

**Date of Request:** *9/23*

**Rating Service:** *Arbitron*

**Primary Target Audience:** *A 25-54*    **Secondary Target Audience:** *W 25-49*

**Schedule Starts:** *10/28*    **Schedule ends:** *12/1*

**Evaluation Basis (Metro, DMA, TSA):** *Metro*

**Number of Weeks:** *5*    **Weekly reach goal:** *30*

**Weekly market budget:** *\$5,600*    **Weekly frequency goal:** *4*

**Market CPP Target:** *\$95*    **Dayparts:** *AM, PM, WE*

**Target number of spots per station:** *15*    **Target number of stations:** *5*

**Other:** (Merchandising, promotions, co-op, affidavits, contests): *Request merchandising, will buy without it.*

**DISPOSITION**

**Won: ☺ Lost:**

**Order (\$/spots/dayparts): \$1,500; 15 spots, AM, PM,,WE**

**CPP: \$100      Share of budget: 25%      Avg. Rate: \$100**

**Stations (\$/spots) CPP, Share of Budget:**

- WBBB - 18%
- WCCC - 17%
- WDDD - 20%
- WEEE - 20%

**Figure 24.5**

**Business Pending Tracker  
Charles Warner**

10/7/2008

Account	Wk\$	Demo	Wks	Up Date	Daypart					10/14	10/22	10/28	11/4	11/11	11/18	11/25	12/2	12/9	12/16	12/23
					AM	Day	PM	WE	NT											
Warner Bros	\$1.0	A12-34	2	9/30	1	1	1		1	1										
20th Cent																				
Fox	\$2.0	M18-34	1	9/30	1	1	1			1										
ABC Ford	\$10.0	A25-54	8	9/23	1		1	1				1	1	1	1	1	1	1	1	1
XYZ Toyota	\$28.0	A25-54	5	9/23	1		1	1			1	1	1	1	1					
Courtesy Chev	\$12.0	A25-49	6	9/16	1		1	1	1	1	1	1	1	1	1					
Dixie Lexus	\$6.0	M25+	4	9/23	1	1	1	1				1	1	1	1					
Big Wheel																				
Tires	\$4.0	A25-54	3	9/30	1		1	1		1	1	1								
Joe Cadillac	\$5.0	A25+	9	9/16	1		1	1			1	1	1	1	1	1	1	1	1	1
Mary																				
Mattress	\$2.0	W25-49	4	9/30	1	1		1	1		1	1	1	1						
Belk's	\$5.0	W25-54	1	9/30	1	1	1	1	1											
<b>Total \$ '03 = 390 * Total \$ '02 = 305 *</b>					10	5	9	8	5	1	4	5	7	6	6	5	2	2	2	2
<b>Total # '03 = 10 Total # '02 = 7</b>																				
<b>Av. # Wks '03 = 4.3      Av. # Wks '02 = 6.4</b>																				

\* Weekly \$ X No. Wks.

When you schedule your Daily Planner be tough on yourself. Do the hardest things first if you can. If you have several top-priority calls to make during the day, begin with the most difficult ones and save the easiest ones for late in the day if you can. If you do the task that is most fun last and reward yourself, you will have something pleasant to look forward to.

## Organize

**Organize Your Accounts.** You have two types of accounts on your account list: *assigned and unassigned*. Assigned accounts and agencies are those given to you by your management and those for which you are responsible and unassigned accounts are those you develop yourself through prospecting. Both types of accounts should be classified as A, B, or C accounts. Accounts classified as A are *key accounts*, or those 20 percent of your active accounts that generate 80 percent of your billing. Accounts classified as B are *target accounts*, or accounts that you have not yet sold but have the potential of being key accounts. Accounts classified as C are medium-sized accounts that are currently active or have reasonable potential. You must have a system for organizing the information on your accounts in order to prospect, sell, and service them. Systems can vary from simple index cards to complex computerized systems, but whatever system you use, it must be an easily accessible database that contains the information as seen in the Account File in Exhibit 24.6.

### Exhibit 24.6

#### Account File

<b>Account:</b> J. C. Penny	<b>Agency:</b> BB & B	<b>Products:</b> Various
<b>Address:</b> 700 Main St. Fairfield 20202	<b>Buyer:</b> Jane Doe <b>Address:</b> 333 Oak St. Fairfield 20202	
<b>Phone:</b> 322-8000	<b>Phone:</b> 433-7654	

**Decision Maker:** Harry Hoyt, Store manager (X - 8001, [harry@jcp.com](mailto:harry@jcp.com)), Mary Sanders, Advertising Manager (X - 8002, [mary@jcp.com](mailto:mary@jcp.com))

**Needs Portrait:** Harry - Personal/Business: Achievement, competition, control, impulsiveness, order, risk-taking  
Personal/Non-business: Conservative, nurturance, play, recognition,  
Mary - Personal/Business: Risk avoidance, defensiveness, recognition, control, autonomy, contrariness  
Personal/Non-business: Affiliation, novelty, recognition, deference, play, nurturance

**Business Needs:** Huge newspaper schedule. Use radio as supplement. Demos: Adults 18+, women 25-54. Sale and promotions oriented

**Competition:** Wal-Mart, Target, Sears. Wal-Mart and Target outspend substantially in TV, Sears outspends substantially in newspapers. None uses much radio.

**\$ Potential:** \$200,000

**Type:** B (Target account)

Contact Date	Contact Type	Pending	Order
1/17	PO *		
1/20	IP		
1/30	IP		
2/8	IP		
3/2	PE		
3/9	PE	\$150,000	
3/16	NG		\$145,000

\* PO = Prospecting, IP = Identifying Problems, PE = Presenting, NG = Negotiating and Closing, S = Servicing

**Organize Your Desk.** It is vital to keep your internal materials well ordered and accessible. When you are in a hurry, and salespeople are often in a hurry, you do not want to have to shuffle through a pile of randomly arranged papers to find the latest rate information or a copy of a sales presentation. You should be able to see the top of your desk every morning when you come to work. Put information in folders that you can reach easily when you are on the phone. I prefer colored folders with a different color for each subject such as: Active Accounts, Weekly Planners, Prospects, Management, and so forth. The Management folder is for notes of things you want to talk to your sales managers about. Do not waste time and interrupt yourself and your management with each individual question that might come up (unless it is urgent), save items so you can talk to management about several items at one time. Put your phone, if it has a cord, on your left if you are right handed so you can hold the phone with your left hand and write with your right hand and the phone cord is not trailing across the desk as you try to write. Have an 8½ X 11” spiral notebook on your desk to keep notes in when you talk on the phone and take it with you to meetings to take notes. Put the following information in separate folders:

***Sales promotion material and presentations*** are the tools of your trade. Make sure you keep them up to date and in folders near by so you can get to them in a hurry when you are preparing a proposal or presentation, rushing out to make a call, or talking to someone on the phone or emailing someone.

***Rate information and special packages or sections*** must be kept current on a daily basis. Check with your sales manager or ad director regularly to see if new inventory has become available, rates have changed, or new packages, web pages, or sections have been designed and released.

***Inventory records*** also must be continually maintained. Put the latest information in a folder and keep it at your fingertips for quick reference when you are on the phone or emailing people. Develop a good relationship with the operations department so you can always find out the latest information on what is available to sell. Your income is dependent on how much you sell, which, of course, depends on what is available to sell.

***Active account information*** must also be current. Keep a copy of the current Insertion Order (IO) or contract for each account in a three-ring binder or accessible in an automated, computerized system. When you fill out an IO or contract, put a copy in the binder or enter it into an automated computerized system. Enter new IO or contract information daily.

**Organize Your Briefcase.** Carpenters and mechanics have their toolboxes; you have your briefcase. It is as important to you as any worker’s toolbox. Your briefcase is not only a necessity but it also has become a symbol of a salesperson, so make sure your symbol reflects the image you want to convey to your customers. Equip yourself with an attractive, functional briefcase. Your briefcase should contain a laptop computer with a mobile Internet connection so you can send and receive email from anywhere. Keep several copies of current research information, sales promotion material, and success case studies in your briefcase. Also, have extra batteries for your cell phone, laptop, and other electronic devices in your briefcase.

**Organize Your Laptop.** I strongly recommend that you invest in a light, portable laptop, not only to use as an appointment calendar and address book, but also to store

important documents that you can review before making calls. While you are waiting in a reception area to see a buyer or a client, it is handy to be able to fire up your laptop and review your Negotiating and Closing Planner, or when you are in a prospect's office to refer to the Discovery Questions.

Organize your laptop so that you can easily find presentations that you show to buyers and customers. I recommend that you keep all of your presentations on your desktop and not in separate files that you have to search for then open. Also, download onto your laptop the documents, presentations, and forms such as "Advertising Strategies in a Slowdown," the Checklist for Presentations, and all the blank forms from this chapter. All of this material is available on [www.mediaselling.us](http://www.mediaselling.us).

**Organize Your Knowledge Acquisition.** You should keep folders on your computer or three-ring binders on your desk for each competitor in your medium and for each competitive medium. In these folders or binders, you should place the latest rate information (if you can obtain it), sales promotion material, and research information. You can usually pick up this material from clients and agencies if you have managed relationships with them properly. Keep these competitive folders updated. When you are on the telephone with customers who inform you that they are considering buying from one of your competitors, it helps enormously to have an abundance of information about that competitor at your fingertips; it aids you in creating a differential competitive advantage. You should regularly monitor the content of your major competitors and put brief notes into the proper folders about any major shifts in programming, content, advertising strategy, and management. You want to be a market expert in order to gain source credibility with your accounts, so you must keep your information current.

You should also have folders in your computer or binders for the following knowledge areas: (1) Market information such as population, demographics, business conditions, demographic trends, and the like. (2) Customer-helpful information such as relevant material from general business publications like *Business Week*, *Fortune*, *Forbes*, *The Jack Myers Report*, and *Advertising Age*. (3) Publications specific to your key accounts' industries, such as *Automotive News*. (4) Publications specific to your industry such as *Editor and Publisher*, *Folio*, *Radio, Inc* or *Television Week*.

You should always have your computer on your desk turned on and connected to the Internet so you can go to a company's website when you talk to on the phone to a customer. When you are on the phone with an account, you should have its Account File on your screen, either in a file generated by an automated software system or in a file you have generated (blank available on [www.mediaselling.us](http://www.mediaselling.us)).

**Organize Your Community Activities.** It is not only good citizenship but also good business practice to become involved in community activities. It is helpful to become part of a network of relationships with business executives, community leaders, and consumers. Get involved in organizations such as Rotary Club, League of Women Voters, Kiwanis, Knights of Columbus, Boy Scouts and Girl Scouts, or various church organizations.

## **Manage Your Money**

The two most important resources you have are *money* and *time*. You must set up systems to organize and manage both. First, keep track of where your money goes. Buy a good record-keeping system for appointments and expenses if your organization does

not supply you with such a system. If you do not write down your expenses daily, you will forget most the details about them and will not be able to get full credit for them. If you are ever audited by the Internal Revenue Service, you will need to produce a *daily expense record* in addition to receipts as proof.

Second, budget your expense money. Then, look over your *weekly expense record* to see if you are on budget. Be stingy with yourself; save your money for important clients and plan your calls geographically to save both time and gas. Even if your company allows you use some of its trade deals with local restaurants, treat these trade deals as though they were cash, and do not waste lunches on friends or other salespeople. Also, take prospects and customers to lunch and dinner at nice restaurants. It is better to invest your expense money in fewer but more memorable, quality meals you are creating value at meals and entertainment, too).

Next, always fill out expense reports weekly. If you let them go longer than a week, they will become even more burdensome and time-consuming. If your organization does not reimburse you for your business and entertainment expenses, you must know exactly how much of your own money you are spending so you can budget it, spend it in the most effective manner, and get proper deductions for your expenses when you pay your taxes.

If your company reimburses you for all or part of your expenses, keep the same accurate weekly records as you would if it were your own money and submit your expense accounts weekly. The longer you wait to fill out your expense reports and turn them in, the more interest-free money you will be lending to your company. It is best to handle your expenses in cash rather than on credit cards unless you have two credit cards, one for business and one for personal use. If you have just one credit card that charges interest on unpaid balances and you put business expenses on it, you will invariably wind up paying interest on business expenses.

Another tip based on my personal experience: Do not get in the habit of taking cash advances from your company to finance your business expenses. You will regret it. You will more than likely spend the cash not only on business expenses but also on other things, too, unless you can possibly remember to keep your own money in one pocket and the business's in another pocket; then when you go to bed, to put the money from one pocket on the left-hand side of the dresser... forget it. Do not take cash advances for expenses or you will find yourself paying back money to the company for which you cannot account – a painful experience.

### **Manage Your Time**

The other resource you must control is your *time*. Time is a salesperson's most important resource, even more important than money, because you must have time to make the calls and presentations that result in sales. It is easy for salespeople to find a million excuses to have coffee with acquaintances, to linger longer than is necessary with friendly customers, or to knock off early to get back to the office to do paperwork. After several days of rejections without getting an order, it is a natural tendency to want to hang around the office and not to go out and face prospects and more rejections. Remember: no opportunities, no sales; no objections, no sales; no rejections, no sales. You must organize your days, weeks, and months to take advantage of every minute of the

workday. You must manage your time to maximize face-to-face contacts with prospects and customers.

The first rule in time management is:

***Rule: Develop the proper attitude about time.***

Just as you must learn to control and manage your emotions, attitudes, and money, you must learn to control and manage your time. Restructure your thinking so that you see time as an opportunity to gain a competitive edge. Time is a finite, non-expandable resource of which everyone has exactly the same amount. Every salesperson on your staff and on every sales staff in every medium has a maximum of twenty-four hours a day, not a millisecond more or less, so no one has an edge in the amount of time available to use. You create your competitive edge by how well you manage the time available to you and to everyone.

Because time is finite and ticks away at the same rate for everyone, when you say to yourself something like, “I didn’t make that call on Coca-Cola today because I didn’t have enough time,” stop and think how illogical you are being. There cannot be “enough” or “too much” time – everyone has the same amount. The problem is not that there is not enough time; the problem is that you did not effectively manage the finite amount of time available to you. Furthermore, once time passes by, it is irreplaceable. It cannot be saved, made up, or overspent; so, you must use what you have wisely.

***Rule: Time can only be used or wasted.***

The next rule in managing your time is:

***Rule: Know how much your time is worth.***

Calculate how much your time is worth to you. As we did at the beginning of this chapter, figure out how much you want to earn in a year and then break that amount down into weekly, daily, and hourly amounts. Put a note with the hourly figure (such as “\$68 per hour,” which is \$136,000 yearly) in plain view at your office desk so you can see it daily, particularly when you are on the phone, to serve as a reminder of how much in income it costs you each hour you spend in the office not making calls.

The next rule of managing your time is:

***Rule: Know where your time goes.***

Peter Drucker wrote that managing time is a three-step process: Recording time, managing time, and consolidating time.<sup>iii</sup> In order to know where your time goes, you must record your time by keeping a minute-by-minute log of everything you do for three days every six months. Keep your notebook with you at all times for these three days and write down absolutely everything that you do. It is imperative that the time log be complete and accurate. The reason to keep a time log is that the perceptions we all have about how we spend our time are incredibly inaccurate. Things that we like doing seem to go fast, and things that we dislike doing seem to go slowly, so we invariably misjudge

how much time we spend on each type of task. It is impossible to estimate how much time you spend on each activity in your daily routine, so you must write it down. If you are going to manage your time effectively, you must first know how you spend it, and the time log is the only useful tool to use for recording activity.

Your time log should have five columns and should look like the example in Exhibit 24.7.

**Exhibit 24.7**

**Time Log**

<b>Time</b>	<b>Activity</b>	<b>Time Used</b>	<b>Priority</b>	<b>Improvement</b>
8:00 am	Read paper	20 min.	2	Read at home.
8:20 am	Got coffee	10 min.	3	Bring it with me.
8:30 am	Planned day	15 min.	1	Do night before.
8:45 am	Did paperwork	30 min.	1	Do in the evening.
9:15 am	Drove to call	15 min.	1	Start earlier.
9:30 am	Called on Coca-Cola	45 min.	1	

When you have finished your time log, analyze it to see if you are doing the right things. Fill in the Improvement column on your time log after you have asked yourself the following questions:

1. Am I doing the right things at the right time? Did I do things I did not need to do? Could they have been done outside the office?
2. What could be done better, faster, simpler, in less detail?
3. What interrupted me? How often, how long, and how important were the interruptions? How long did it take to recover and get back on track?
4. What contacts did I make with others? How important were the people? Were the communications important? How long did they take?

Most time logs reveal that interruptions are the biggest time wasters and that the biggest source of interruptions is ourselves. We interrupt ourselves because we allow our attention to wander, we want to be friendly, we need to socialize, and we tend to place a low value on our own time. Analyze your time log carefully and then use the following tips to help you manage your time more efficiently.

***Rule: Consolidate your activities.***

Here are more time management rules. The next is the primary time management rule.

***Rule: Do one thing until it is finished.***

The most important lesson you can learn about time management is to do one task at a time and not to leave it until you are finished. Concentrate and do not interrupt yourself; do not get up and go for coffee or talk to your friend at the next desk. When

people interrupt you, tell them you will get back in a few minutes when you are finished with what you are doing. If you are interrupted by someone you cannot put off, make sure you go back to the task you were working on immediately after the interruption. Go back, and back, and back until you finish it.

***Rule: Use chunking.***

Set aside large chunks of time in which to do your non-selling tasks, preparations, and follow-ups. Part of the trick to sticking to a task until it is finished is to plan your time efficiently. It is very inefficient to stop and start tasks. It takes you a few minutes to get mentally prepared, organized, and into the task you are doing; for example, you line up your pens, arrange the stapler, rearrange your desk top, find paper clips, turn on your computer, think about how to start, think about how to begin, and think about how to commence. If you are interrupted, you have to begin the mental process all over again, and that wastes time. A job that takes fifteen minutes to do working straight through without interruptions will take half an hour if you are interrupted for only one minute three or four times while you are working. Thus, it is vital that you plan your time so that when you have tasks that take large blocks of time (fifteen minutes or more) you set aside chunks of time to do these tasks during parts of the day when you are least likely to be disturbed.

For instance, if you have to complete the paperwork on several orders, estimate how long this task will take you (say, half an hour) and set time apart in tomorrow's schedule for half an hour of uninterrupted time. Before or after normal office hours is best for paperwork. You should be calling on customers between 9:00 A.M. and 5:30 P.M. Most salespeople find they can maximize their selling time by doing their paperwork and generating presentations at home at night or in the morning before they get into the office and by planning for large chunks of continuous time in which to do their work.

***Rule: Write everything down.***

Write down the important details of every conversation you have at your desk in your spiral notebook (I prefer spiral notebooks because I can keep them on file and refer back to them). Never trust your memory for anything, and write down everything you have to do. At the end of the day (at home is best), you can look over your notes and transfer information to your To-Do list. You can transfer the notes on accounts onto your To-Do list, into your Account Files, or into a folder if the notes are extensive and important for future reference. Taking good notes is a major timesaving device because you know where to find information and you will not have to rack your brain to remember things.

***Rule: Plan every hour of your workday.***

In no area of selling is self-discipline more important than in planning your time. You must plan every hour of your working day, every week, every month, and every year. Time management experts estimate that every hour you spend in planning saves

you three or four hours in execution. By failing to plan, you plan to fail. Do your daily plan for the next day the evening before or in the early morning of that day. Indecision and procrastination are huge time wasters. The best way to overcome a natural tendency to be indecisive about what to do, and to avoid procrastinating about doing it, is to plan carefully every hour of your day and then to work this plan unrelentingly.

***Rule: Set priorities for everything and do first things first and second things not at all.***

When you make a plan, put a priority on everything according to its importance. As Peter F Drucker said in his book *The Effective Executive*, “Do first things first and second things not at all.”<sup>iv</sup> Set priorities on the basis of the 20/80 principle. In time management, this means that 20 percent of your activity will produce 80 percent of your results. Set priorities to concentrate on your key and target accounts.

***Rule: Set a deadline on everything.***

When you fill out your Daily, Weekly, and Monthly Planners, you must put a deadline on every task (you probably remember the importance of deadlined goals from Chapter 5). Unless you have a deadline, your tasks are unmeasurable intentions instead of measurable objectives. The classic example of an indefinite, unmeasurable, and useless objective is the use of the phrase “as soon as possible.” “As soon as possible” may mean the next hour, the next day, or the next week depending on who defines what is possible and whose priorities are being used. Plans and To-Do lists are virtually worthless unless they contain specific deadlines for each activity.

***Rule: Do not attempt to do too much.***

We all tend to be unrealistic about how much we can get done; we tend to be optimistic. You are probably aware of Murphy’s first law, “If anything can wrong, it will.” Murphy’s second law is “Everything takes more time than you think.” Salespeople are especially optimistic by nature and in their overall outlook, which is good for most things. However, this tendency can work against you when you are planning your time. Not only does over-planning mean that you will not get some things done but it also means that you are apt to get discouraged and depressed about how much you are not getting done. Just as you must control your customers’ expectations, you must control your own expectations about how much you can get done so you will not feel frustrated and unsuccessful. When you hear people say, “I never have enough time and I’m always behind,” it probably means that their expectations for what they can get done are too high. This condition can lead to stress and low self-confidence, which can be disastrous. As in any objective-setting situation, you want to set moderately difficult but achievable task-completion objectives to give yourself a sense of success and confidence when they are achieved.

***Rule: Be flexible.***

Your task-completion objectives and daily schedules must be flexible. Unforeseen opportunities will always occur, so you must be able to adapt. One way to build in flexibility is to purposefully avoid filling your schedule so that, in a sense, you are planning for interruptions and a little serendipity. If you have established your priorities properly, you will set four or five calls or tasks to be done in a day; therefore, if a top-priority item comes along unexpectedly, you can move some of your second-priority items to the next day.

***Rule: Bunch your tasks.***

Consolidate, bunch, your tasks so that you schedule a group of similar things together to be done at the same time. For instance, you might set aside 4:45-5:30 P.M. to return phone calls or set aside 7:45-8:30 A.M. on another day to get some reports and paperwork out of the way. You can bunch service calls by making six or seven in-and-out calls in a morning or you can bunch calls by geographic area. Always be on the lookout for efficient ways to bunch your activities and tasks, which is a way to execute the third of Drucker's steps in time management, consolidate time.

***Rule: Remember Parkinson's Law.***

“Work expands so as to fill the time available for its completion,” economics professor C. Northcote Parkinson noted while observing large bureaucratic organizations in which everyone seemed busy but little was getting accomplished.<sup>v</sup> In other words, if there were seven people in a bureaucratic organization and the work that had to be done could be done by one person, the six other people would find ways to keep busy by inventing systems, controls, hierarchies, and paperwork.

Applying this principle to individual time planning reveals that it is temptingly easy for you to keep busy and to fill time. You can find a thousand tasks that have to be done in the office on a rainy day. The colder it is outside, the longer it takes to generate each presentation and the more time in the office it takes to rehearse them. The problem in time management is not filling time or doing things but doing the *right* things. When you make your daily plan and write down things to do, ask yourself, “Does this *have* to get done?” Be ruthless with yourself and eliminate all frivolous time wasters. Ask yourself, “How much money am I making by doing this?” and “Am I moving the sale forward on this upcoming call”? The most important time you have is face-to-face time with your clients and prospects; so, maximize it.

If you use this cost-benefit analysis technique in planning your time, when you come to items such as dropping by to see a friend or taking time off to pick up tickets for next Saturday's football game, you will know what the costs are (because you have figured out what an hour is worth to you) and you will be able to make an informed decision. By the way, workaholics often do not get a lot accomplished; they are dedicated to keeping busy, and so they tend to invent activities to fill time. Plan your time so that you *work smart* and get the right things done. If you manage your time properly, you can normally get your work done in eight or 10 hours each day and have plenty of time to be a well-rounded person and devote time to community service and to your family or other interests.

***Rule: Focus on activities that get results.***

Too many sales planning and reporting systems focus on activity for its own sake, not on activities that get *results*. For example, a reporting system that only keeps track of the quantity of calls a salesperson makes focuses on activity, not results. Your job is creating customers and keeping them, and the outcome of creating customers is getting orders. Thus, you must focus on getting the right orders from the right customers (your key and target accounts that pay their bills).

Effective systems must include all of the selling elements that lead up to results, not just one or two activity elements. Some sales managers or ad directors still insist that salespeople fill out activity-oriented call reports. It is counterproductive to argue or to try to teach them how it should be done by saying, “Charles Warner says in his book, *Media Selling*, that activity-focused call reports are useless.” Do not tempt fate or jeopardize your job; keep quiet and fill out the reports neatly and turn them in on time, two critically important factors for those who use call reports (they rarely read them, but they want them to be neat and on time). However, make sure you use your own results-oriented systems that you are learning about in this chapter:

**Manage Your To-Do Lists**

To-Do lists that contain a large number of things you intend to accomplish are virtually useless unless they are prioritized and deadlined. For To-Do lists to be useful, they must be part of a time management system that begins with yearly and monthly objectives and they must be updated on a weekly and daily basis accordingly. You may find that your initial To-Do list contains just your objectives and the immediate tasks that are required to achieve those objectives, and at the beginning of the year it may be two pages long on your appointment calendar or To-Do system on your computer. I do not recommend keeping To-Do lists in spiral notebooks because To-Do lists need to be updated weekly at a minimum, which can be done easily in a software system such as Outlook, which saves time from having to hand-write an updated list every week.

Following are rules for To-Do lists.

***Rule: Prioritize all To-Do list items.***

People usually compile To-Do lists by adding items to the bottom of the list as they occur to them, and, therefore, the items are not ordered according to priority. Priorities should be set on a first-, second-, or third-level basis. If you have anything less important than a three, you should not be doing it. To make matters worse, most people cross off items on the list as they do them, thus making the list hard to read and even more disorganized.

***Rule: The longer your daily list is, the worse it is.***

When people look at a To-Do list, the longer it is, the more they get discouraged, so they play little unconscious tricks on themselves. To make themselves feel better and more successful, they choose a number of minor list items that they can accomplish in a

hurry and for which they can give themselves feedback for achievement. To correct this tendency, you must do a Daily Planner and move only those items from your To-Do list and appointment calendar onto your Daily Planner that are important and that you know you can complete.

How you feel about how much you get done is not based on how hard you work but on how long your daily To-Do list is. If you put 10 items on your Daily Planner and complete 11 of them, you will be happy and feel successful, as though you accomplished a lot. If you put 12 items on your Daily Planner and complete 11 of them, you will be depressed and feel unsuccessful, stressed, and as though you did not accomplish much. It is up to you how successful you feel; you can control it by the length of your daily To-Do list.

***Rule: Do the nastiest, hardest things first.***

People also tend to select from their To-Do list the easiest or the most fun things to do. Picking the smallest, easiest, and most enjoyable tasks may satisfy our personal, short-term needs for achievement, but they are really excuses to procrastinate and put off harder and, often, more important tasks. These types of rationalizations disregard priorities and thus are self-defeating for achieving objectives.

### **Perform**

The next step in the Spiral of Disciplined Preparation is to perform the daily tasks and activities on your Daily Planner. Do not waste time, stay on schedule. In his *Harvard Business Review* article, “The Tests of a Good Salesperson,” Saul Gellerman identified three factors that differentiated top-performing salespeople from mediocre salespeople: Discussion focus, time management, and staying power.<sup>vi</sup>

You learned about the importance of discussion focus in Chapter 11. Gellerman says that the top-performing salespeople he observed did several things to manage their time effectively. First, they did not wait more than 20 or 30 minutes for a scheduled appointment with a customer, as many salespeople did, because they realized it was a signal of low regard, low interest, or a negotiating ploy. Waiting also signaled that a seller was willing to be put off in a like manner during future calls. Also, top-performing salespeople knew that they had to get on with their scheduled appointments and spend time with promising customers. By staying power, Gellerman meant that top-performing salespeople stuck to their schedule and slogged on relentlessly, regardless of multiple rejections or weather. These stars “hunted for a quick sandwich and then headed for the next customer. Weaker sellers lingered over lunch, cursed the fates that had ordained that day to be so unrewarding, and eventually reentered the fray with low expectations.”

Gellerman’s message is clear: When you perform your daily tasks, finish all of your scheduled tasks and do so with relentless discipline.

### **Measure**

You must measure your performance so you can evaluate it, adjust it, improve it, and set higher objectives. Even though your revenue production, or billing, is certainly an important measure of your past performance, it is not the only one that tells you how well you are doing. There are several things other than billing that you should measure:

**1. Key account contacts**, which you track with the Key Call Account Tracker Report in Exhibit 24.3. You do not need to track all of your calls because that would take too much time, but you need to focus on your 10 or 20 key accounts that give you 80 percent of your billing. Update this report daily and give a copy of it weekly to your management.

**2. Pending business**, which you measure by filling out a Business Pending Report (Exhibit 24.4) daily (and giving a copy to management daily) and transferring the information from the Business Pending Report into a Business Pending Tracker (Exhibit 24.5). Give a copy of your updated Business Pending Tracker to management every week. Many media organizations refer to business pending reports as a pipeline. Some sales organizations want pipelines for all pending business, some just for pending business on target accounts, and some just on pending business over a specified amount, \$100,000 for example. Regardless of organizational requirements, you should keep your own pipeline on all pending business. If your company does not have automated computerized programs that compile these pending business, or pipeline, reports for you, you should do them by hand.

**3. Business lost.** Once a month do a summary of your business disposition reports (at the far right of the Business Pending Tracker in Exhibit 24.5). Summarize why you lost any business and to whom. All salespeople hate to fill out business disposition reports and often fail to do so to avoid the pain. However, do not be defensive but be candid in this summary because you want to know the reasons for losses so you and, especially, management can make any necessary adjustments. Business disposition reports are like bad-tasting medicine, bitter to take, but it helps you get better. Exhibit 24.8 shows a monthly Business Disposition Summary (the information for which you get from the Business Pending Tracker).

**4. Business closed.** A business-closed report is the most fun of any report; all salespeople love to fill them out when they close business and loving to send them to management. Some companies call these reports business-booked reports. Up-date this summary daily and give it to management at the end of the week. These reports also measure your progress toward your two main objectives – your revenue and income objectives. See Exhibit 24.8 for a Business Disposition Summary, the information for which you get from the Business Pending Tracker, and which contains a weekly total as well as a monthly business-disposition analysis

**Exhibit 24.8**

**Business Disposition Summary**

**Salesperson:**

**Week:**

Account	\$	W/L	Share	Reason	Stations
<i>Warner Bros</i>		<i>L</i>		<i>A12-24 demo (\$1,000)</i>	<i>WBBB WCCC</i>
<i>20<sup>th</sup> Cent Fox</i>		<i>L</i>		<i>M18-34 (\$2,000)</i>	<i>WBBB WCCC</i>
<i>ABC Ford</i>	<i>\$2,000</i>	<i>W</i>	<i>20%</i>		
<i>XYZ Toyota</i>	<i>\$,7,000</i>	<i>W</i>	<i>25%</i>		

Courtesy Chev.	\$4,000	W	30%	Merchandising	
Dixie Lexus	\$2,000	W	33%		
Big Wheel Tires	\$800	W	20%		
Joe Cadillac	\$5,000	W	100%	Baseball	
Mary Mattress	\$1,000	W	50%	WE package	
Belk's	\$1,000	W	20%		
Speedway		L		M 18-34 (\$3,000)	WBBB WCCC
Pepsi-Cola		L		A12-34 (\$30,000)	WBBB WCCC WDDD WEEE WFFF WGGG

**Month:**            Analysis

*Lost young demo business: Warner Bros., Fox, and Speedway.  
Lost Pepsi – big piece of business. Bought six other stations that cut rates significantly. Do not pursue business or cut rates because we have lion's share of Coca-Cola business at higher rates.  
Won Courtesy Chev. Due to merchandising – only cost 1% for merchandising.  
Won Joe Cadillac because of baseball – only buys sports and pays good rates.  
Won Mary Mattress because of WE package. The package worked well; need more special packages to pick up similar business.*

**Evaluate**

If you want to create more customers one month than you did the previous month, you are going to have to continually improve your performance – kaizen. The elements in the Spiral of Disciplined Preparation will help you improve. The next step toward kaizen is to evaluate the information (measurements) you have gathered, as Tiger Woods does when he watches video tapes of his golf matches and you do when you debrief after giving a major presentation or going through an important negotiation.

Exhibit 24.9 shows an Evaluation Schedule that indicates the performance elements you should evaluate and when (daily, weekly, monthly, quarterly, or yearly).

**Exhibit 24.9**

Evaluation Schedule

<b>Report</b>	<b>When You Complete</b>	<b>When You Give to Management</b>	<b>When You Evaluate</b>
Yearly Planner	Beginning of year	Beginning of year	Yearly
Monthly Planner	Beginning of month	Beginning of month	Monthly
Weekly Planner	End of old week	Beginning of new week	Weekly
Daily Planner	Daily		Weekly
Key Account Call Tracker	Daily	End of week	Monthly

Business Opportunity Report	Daily	Weekly	Monthly
Business Pending Tracker	Daily	Weekly	Monthly
Business Disposition Summary	Weekly	Monthly	Monthly
Time Log	Every six months		Every six months
Core Competencies	Quarterly	Quarterly	Quarterly
Improvement Opportunity Chart	Quarterly		Quarterly

All of the forms and reports listed in Exhibit 24.9 are available as blank forms on [www.mediaselling.us](http://www.mediaselling.us).

## Adjust

The next step after evaluating all of your performance elements is to adjust, to correct any problems you have discovered – like Tiger Woods or a Major League Baseball player, to adjust your swing and make it better. Your adjustment should include a set of improvement objectives, as show in the Improvement Opportunities Chart in Exhibit 285.10.

### Exhibit 24.10

#### Improvement Opportunity Chart

Performance Measures	This Month: <i>September</i>	Opportunities for Improvement	Competencies to Concentrate On
Average order size:	\$3,000	<i>Larger orders—pitch recency theory and continuity.</i>	<i>Preparation: Generating solutions (research).</i>
Average number of orders per week:	6	<i>Make more prospecting contacts to fill up the Prospecting section of the Money Engine to increase my pipeline.</i>	<i>Opportunity: Prospecting</i>
Average length of schedules:	<i>4.3 weeks</i>	<i>Pitch recency and continuity. Talk to sales manager about offering a 6-week discount.</i>	<i>Knowledge: Pricing</i>
Average number of spots per order:	15	<i>Pitch Week End Packages and bundle in more WE and nighttime spots in all proposals.</i>	<i>Preparation: Strategic thinking.</i>
Average rate:	\$100	<i>Open higher in negotiations and ask for higher rates on proposals.</i>	<i>Skills: Negotiating and closing.</i>
Average share of budget per order:	25%	<i>See above to get higher rates. Don't lower rates to get a higher share—25% is fine if rates are higher. Have BATNAs for all proposals.</i>	<i>Skills: Negotiating and closing.</i>
Average number of contacts * per week:	45	<i>Up contacts by 50%. Set aside more time during week.</i>	<i>Skills: Prospecting, getting appointments.</i>

Average number of appointments * per week:	20	See above and below.	See above.
Contacts/Appointments ratio:	44%	Practice phone techniques. Write a new phone script and rehearse it.	See above.
Average number of presentations * per week:	10	If appointments go up, presentations will go up.	Skills: Presenting
Closing ratio (orders/presentations ratio):	60%	Prepare more thoroughly for negotiations	Skills: Presenting, negotiating

\* **Contacts** = prospecting call trying to set up an appointment. **Appointments** = A qualifying, identifying problem, or servicing call, not a call on which you expect to get an order. **Presentations** = A call on which you present something (an idea, a promotion, or a proposal) and on which you could possibly or expect to close a sale. A presentation call could be a negotiation.

Is all this necessary? You may ask, “Do I really have to go through these planning, organizing, measuring, and evaluating steps? Can’t I just get out there and sell?” The answer is, no, you do not *have* to. You might be able to improve your performance without filling out all these reports and doing all of the analysis. If you are doing well and writing orders, you may feel you do not need help. On the other hand, even when things are going well, you might not know why you are being successful. It is wise to keep records so that if you have a slump you can compare what you are doing to when you were performing well.

Just as Tiger Woods looks at tapes of every hole he plays, by constant analysis, evaluation, and detailed improvement plans, other champion athletes are able to lift their performance with similar disciplined preparation. Champion salespeople are no different. Remember, sports performance is more dependent on natural talent than is sales performance. Thus, in sports, a talented Major League Baseball hitter might be able to raise his performance by 15 percent from .280 to .322, or by 25 percent to a league-leading .350, by improving his techniques. However, a weak .230 hitter may have an impossible time trying to improve his performance 15 percent because of a lack of natural ability.

However, most salespeople can reasonably expect to improve their performance by at least 15 and perhaps 25 percent over the course of a year by using the systems in this chapter. If you can improve your performance by 25 percent each year for three years, if you are on a commission system, you can potentially double your yearly income.

By administering these systems, you will be more objective about your performance, something few salespeople are, and the systems will help you make a thorough evaluation of your sales activities. Administering these systems takes about a half-hour each day, an hour at the end of each week, two hours at the end of each month, and three hours at the end of each quarter – less if you keep up with everything on a daily basis – all of which time is well invested considering the potential results. Your performance should improve slowly but steadily, and you could well become a top-

billing professional. At least 80 percent of all media salespeople do not perform this type of detailed measurement and evaluation each month, but they are the ones who typically do only 20 percent of the billing. Be one of the few who manage their time well, who analyze their performance regularly, and who are invariably among the 20 percent who bill 80 percent of the revenues and make 80 percent of the money.

## **Persistence**

The great hitters in Major League Baseball know that when they are in a slump they must keep swinging the bat. A major factor in their success is their confidence. They know that they can hit, that their grips and stances are right, and that they will get their hits if they watch tapes of their at bats, adjust, and keep swinging.

These top performers also know that no player can be totally consistent all the time and that every player is subject to streaks. Top performers have longer hot streaks and shorter slumps than do other players, but they are still relatively inconsistent from day to day, although over a season they tend to perform close to their lifetime averages. Top performers are realistic about these streaks and have the mental discipline to wait them out, to be patient, and to keep swinging. Patience is not only a virtue but it is also a necessary ingredient of successful performance.

Salespeople are like Major League Baseball players in that they are also subject to hot streaks and slumps. The way out of slumps is the same for salespeople as it is for baseball players, to keep swinging. Be persistent and disciplined in your work habits. Have confidence in your ability, and do not let negative thinking get the best of you. Give yourself positive feedback, practice visualization and mental rehearsal, and take the high road by doing the right, ethical thing and your slumps will get shorter and shorter and you will be more and more successful.

Persistence means never giving up and continually slogging along on the journey toward kaizen and your ultimate goal to which the Spiral of Disciplined Preparation will take you.

## **Test Yourself**

1. What are the seven elements in the Spiral of Disciplined Preparation?
2. What is the first objective you must set?
3. What are the four type of Planners?
4. Which Planner is most important?
5. What should you do with accounts classified as D accounts?
6. Give three areas for knowledge acquisition.
7. When should you file expense reports?
8. If you should do first things first, when should you do second things?
9. What is chunking?
10. What is wrong with long To-Do lists?

## **Project**

Write a list of all of things you want to get done next month and then order these items according to priority on a one-, two-, or three-level basis and set deadlines for them. Next, prepare a daily planning guide for what you will do tomorrow, complete with priorities and deadlines.

## References

- Peter F. Drucker. 1966. *The Effective Executive*. New York: Harper & Row.  
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C. Northcote Parkinson. 1957. *Parkinson's Law*. New York: Ballantine Books.  
Stephanie Winston. 1983. *The Organized Executive: New Ways to Manage Time, Paper, and People*. New York: W. W. Norton.

## Endnotes

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<sup>i</sup> Goodgame, Dan. 2000. "The Game of Risk: How the Best Golfer in the World Got Even Better." *Time*. August 14. [www.time.com](http://www.time.com). April, 2003.

<sup>ii</sup> Ibid.

<sup>iii</sup> Peter F. Drucker. 1966. *The Effective Executive*. New York: Harper & Row. p. 25

<sup>iv</sup> Ibid. p. 24

<sup>v</sup> C. Northcote Parkinson. 1957. *Parkinson's Law*. New York: Ballantine Books. p. 15.

<sup>vi</sup> Gellerman, Saul. 1990. "The Tests of a Good Salesperson." *Harvard Business Review*. May-June.