

15.387

Technology Sales and Sales Management

Introduction

“Divers Delight”

Lou Shipley

Dennis Hoffman

Kirk Arnold

About Lou

- Senior Lecturer at MIT
- CEO, Black Duck Software
 - ▶ Open Source Logistics Software
- CEO, VMTurbo.com
 - ▶ Intelligent Workload Management for Cloud and Virtualized Environments
- Experienced Operating Executive
 - ▶ Citrix
 - ▶ Reflectent (acquired by Citrix)
 - ▶ WebLine Communications
 - ▶ Avid Technology
- B.A. from Trinity College and M.B.A. from HBS

About Dennis

- SVP, Strategic Planning, EMC Corporation
 - ▶ Diversified Information Technology
- CEO, Storigen Systems (acquired by EMC)
 - ▶ Distributed Storage Networking
- Previous Roles
 - ▶ Entrepreneur in Residence, Bessemer Ventures
 - ▶ Product Management and Marketing, Avid Technology
 - ▶ Strategy Consultant, Marakon Associates
 - ▶ Engineer, Polaroid Corporation
- BSEE from Union College and MBA from Harvard
- Married, four children, two dogs
- <http://www.linkedin.com/in/dennishoffman/>

About Kirk

- Lecturer at MIT
- CEO, Data Intensity
 - ▶ Cloud based services provider of Oracle application and data management
- Experienced General Manager
 - ▶ COO, Avid (Audio/Video tech; public, global)
 - ▶ CEO, Keane (Systems Integrator and Outsourcer, public)
 - ▶ CEO and Founder, NerveWire (Consulting and SI; venture)
 - ▶ Sales and sales management, IBM
- B.A. Dartmouth; Chair, Mass Tech Leadership Council; Board member, Cramer Digital Marketing

Meet Jake Q. Snow

- How old is he?
- What is his background?
- What's on his desk?
- What conferences/Industry associations?
- What's his motivation?

What's his motivation?

- Head
- Heart
- Wallet

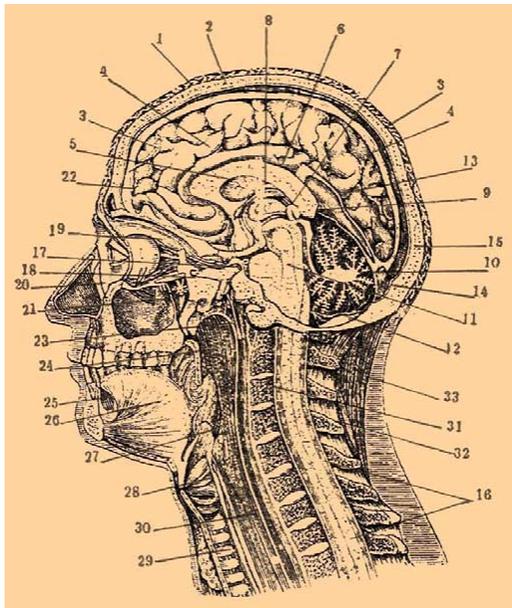


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Source: [Double-M on Flickr](#).

HEAD

(What are the technical qualities?)

- Technical features
 - Zipper
 - Cuffs
 - Seams
- Comfort
- Alternative approaches
 - Wearing a hood
- Warranty
- Funding levels

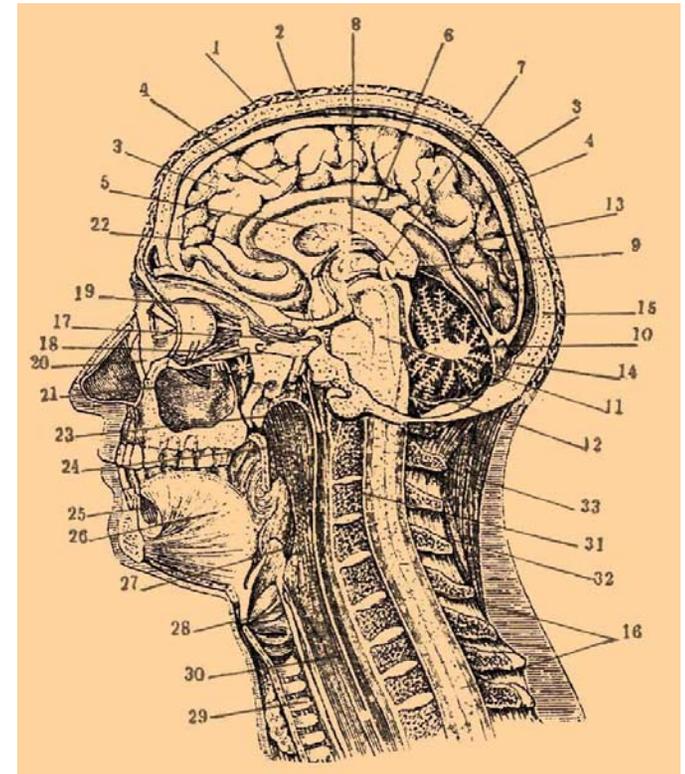


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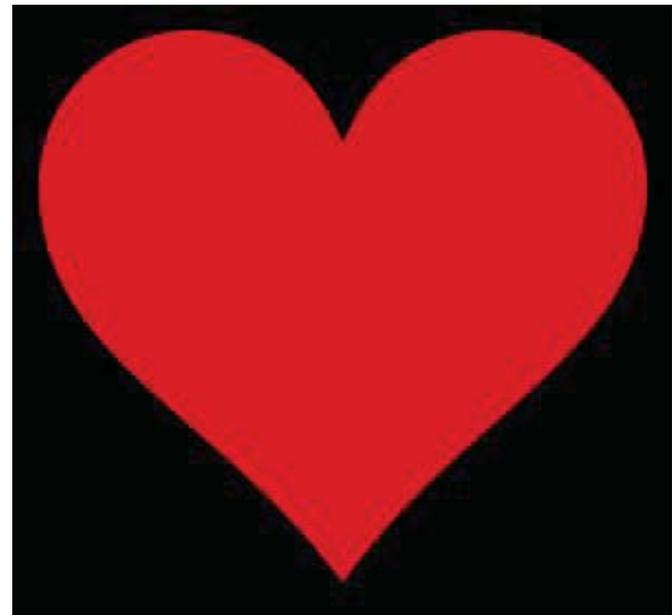
Source: [Double-M on Flickr](#).

Heart

(How do I feel about my supplier?)

Characteristics of “heart”:

- Trust
- Relationship
- Partnership
- Support
- Working together
- Building a business
- Brand



Wallet

(What are the wallet items?)

Examples of
“wallet” items:

- Cost
- Margin
- Volume
- Other?



Assume Head, Heart, Wallet Are Equally Important...

Then....

Introduction to Sales and Sales Force Management

What Will You Learn?

Automation
Time & Territory Management
Product Knowledge
Forecasting
Budgets
Tactics vs. Strategy
Ethics
7 Step Sales Process
Hiring & Firing
Handling Objections

Selling is NOT ...

- An art, it is a Process.
- A “*Low-Life*” profession.
- Done solely on relationships.
- Throwing out the latest features.
- A price game.

What is Selling!

- Definition:

“Selling is the transfer of products or services from one person to another through an exchange mechanism called money.”

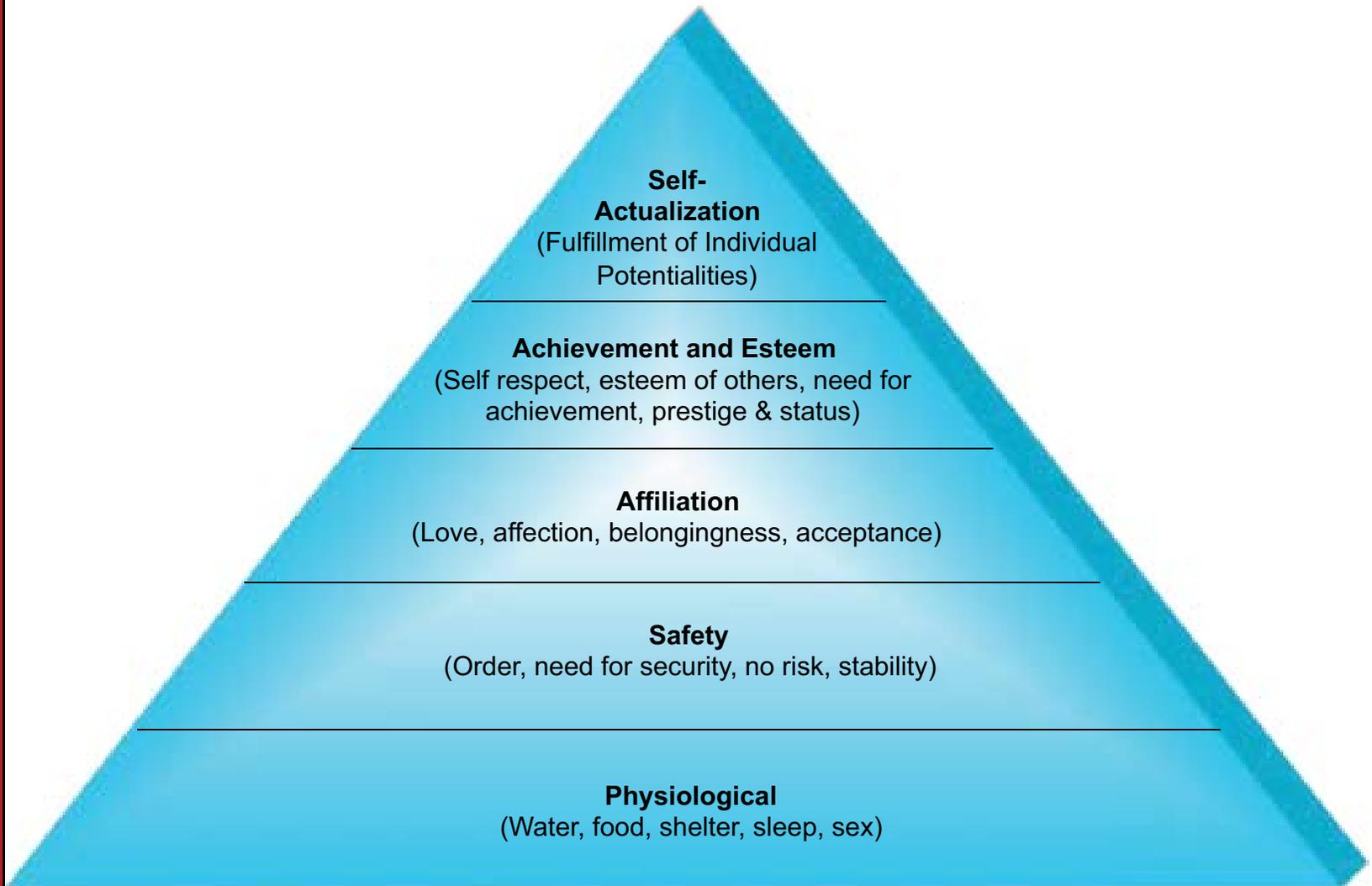
Fears All Buyers Have!

- **Fear** of losing self-esteem.
- **Fear** of the unknown.
- **Fear** of losing control.
- **Fear** that a wrong decision could mean disaster for the company.
- **Fear** that a wrong decision could ruin their career.
- **Fear** of buyer's remorse.
- **Fear** of a wrong choice could diminish respect & esteem of others.

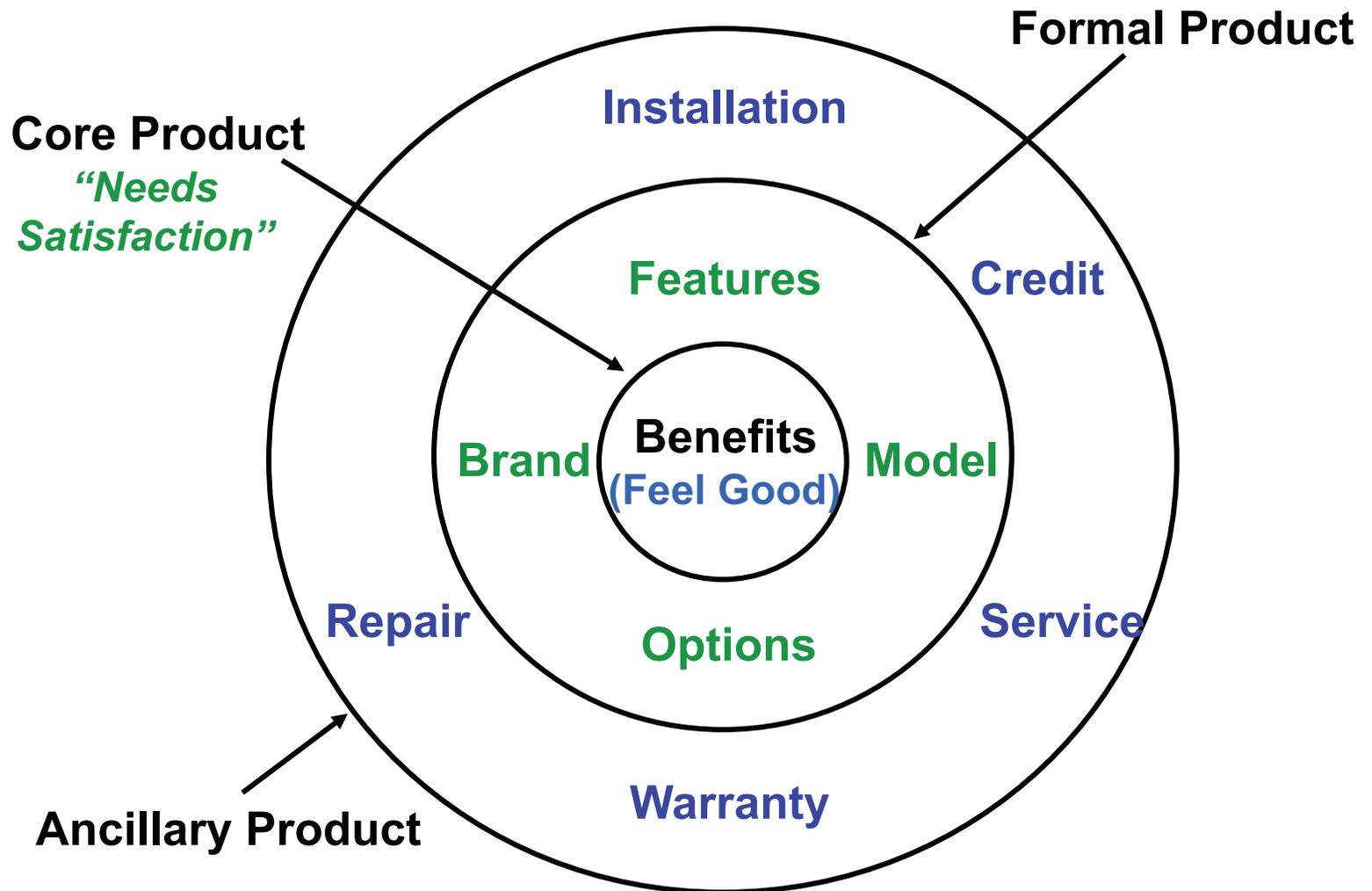
Selling Facts

- ***“PEOPLE BUY NEEDS SATISFACTION”***
- Selling is the fastest way to wealth outside of an inheritance.
- *“Sales success is a continuous journey towards the achievement of predetermined goals”* (by: Tom Hopkins).
- 20% of your customers will generate 80% of your sales.
- Sales is a “Numbers Game.”
- Sales is a “Planned Process.”

Maslow's Model



What People Buy...



"People buy for their reasons – Not yours"

Source: Selling & Sales Management 17

Influence Types of a Sale

Type	Definition
User	The person using the product.
Influencer	The person who helps influence the sale, such as a consultant.
Technical Decision Maker	The person who qualifies, technically, the product or service.
Economic Decision Maker	The person who has the authority to approve the purchase.
Buyer	The actual purchaser, usually a purchasing agent.
Enemy	The person who does not want your product sold to the company.

Psychological “Needs” of Selling

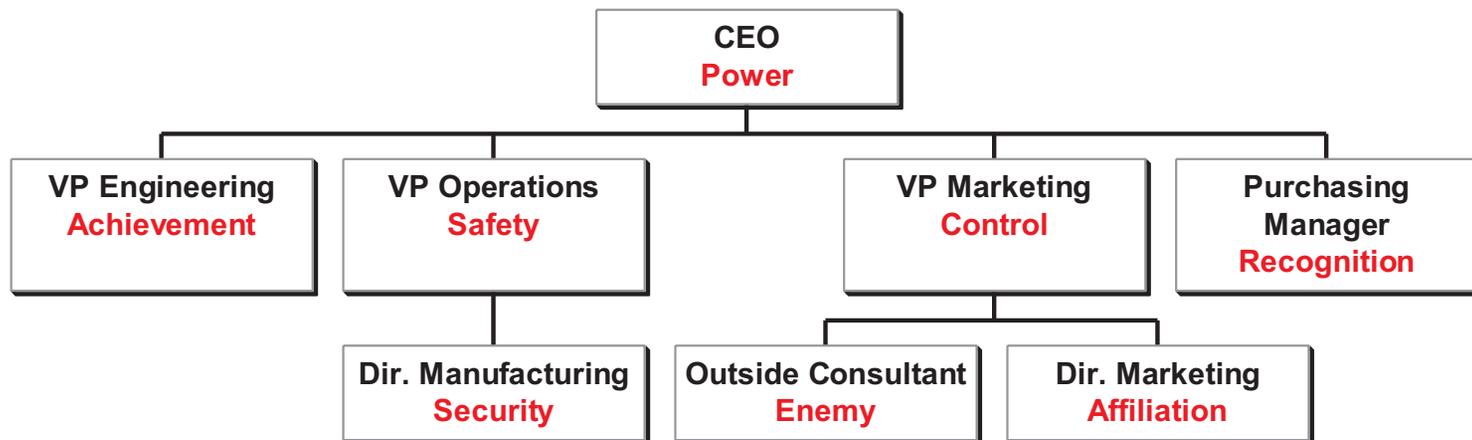
Psychological Needs	Decision Making Process	Sales Cycle Timing
Power	Bold decisive decisions; Influences control of the sales process on others.	Fast
Achievement	Bold decisive decisions; The need to accomplish or see change; Results driven.	Fast
Recognition	Moderate decisions; Influences the sales process on others and must be recognized.	Moderate
Affiliation	Moderate decisions; Team or group driven; Influences the sales process with others.	Moderate
Control	Cautious decisions; Must have order, process or rules; Influences others sometimes.	Slow
Security	No real decisions; Avoids risk or change; No real influence on others in the sales process .	Slow

Source: Tom Hopkins & Tim Kraskey

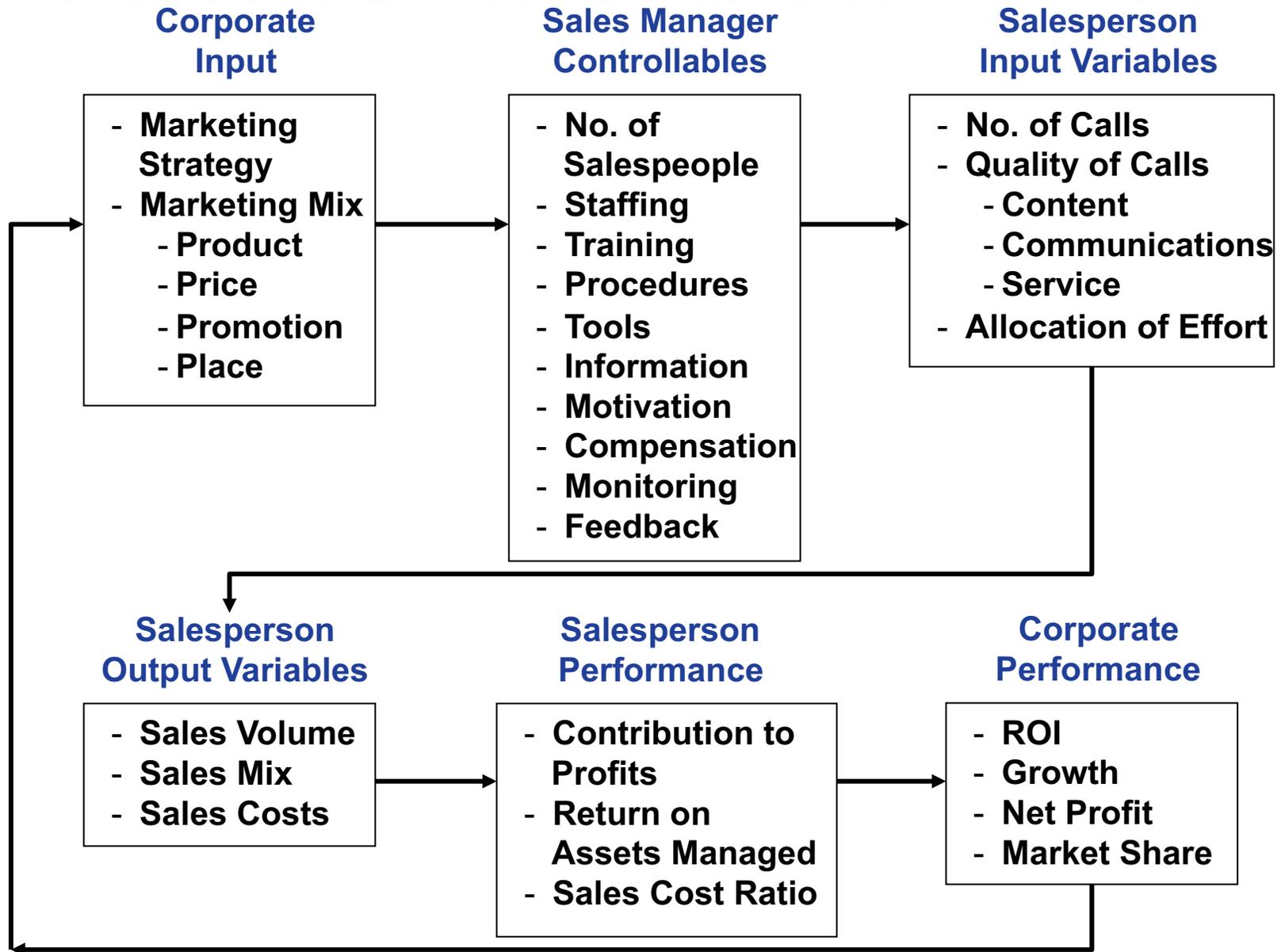


Multi-Level Selling

When selling in large organizations, you will have different “Needs” satisfaction by various departments and individuals.



The Sales Effect to the Process



Why Sales People Fail?

- Lack of planning.
- Lack of product knowledge.
- Poor work habits and time management.
- Lack of desire, ambition or drive.
- Lack of vision for opportunity.
- Inability to handle objections.
- No self-confidence and easily discouraged.
- Can't close effectively.
- Poor presentation skills.
- Poor listener or communications skills.

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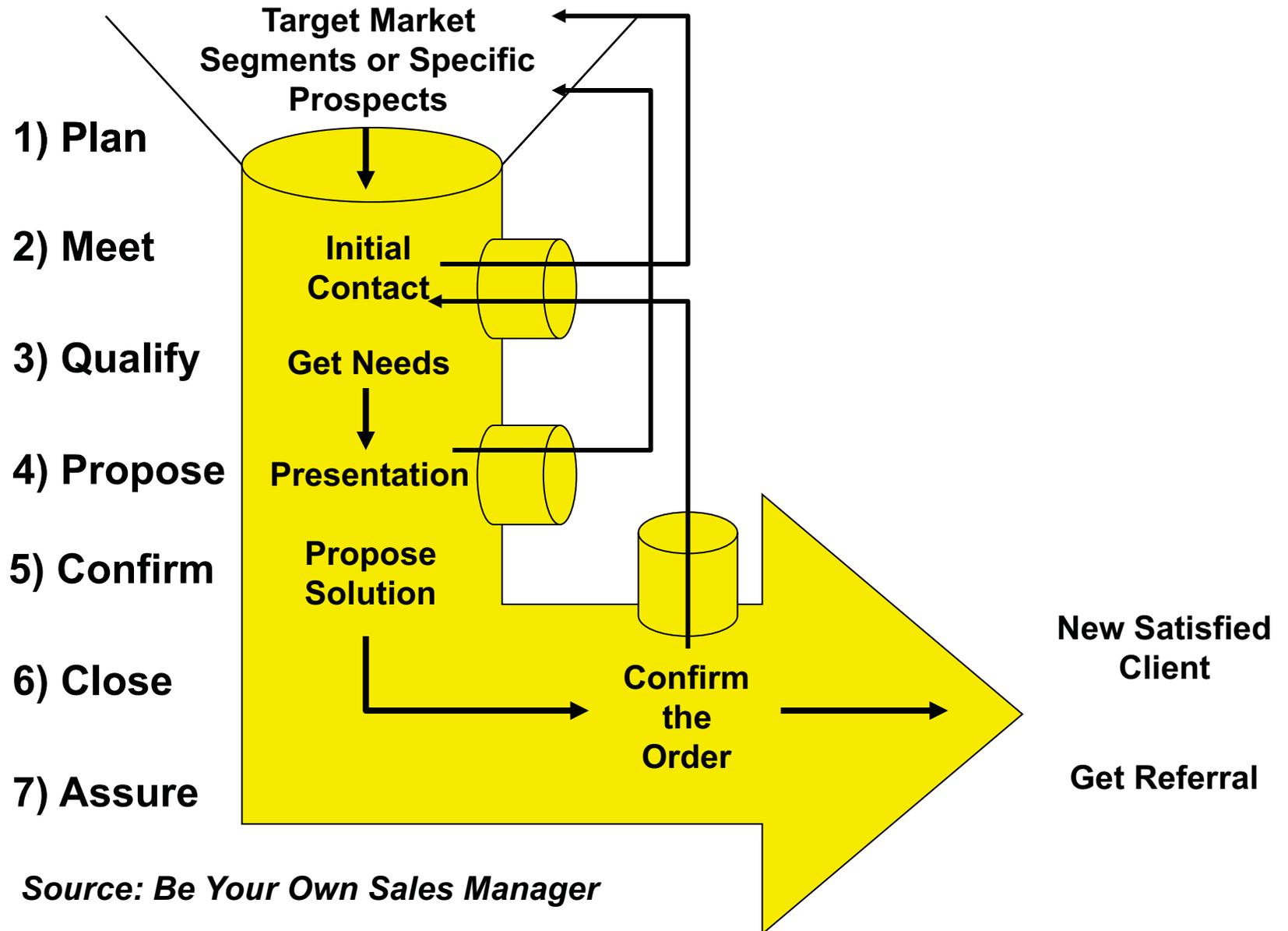
What Are They?

The Selling Triangle

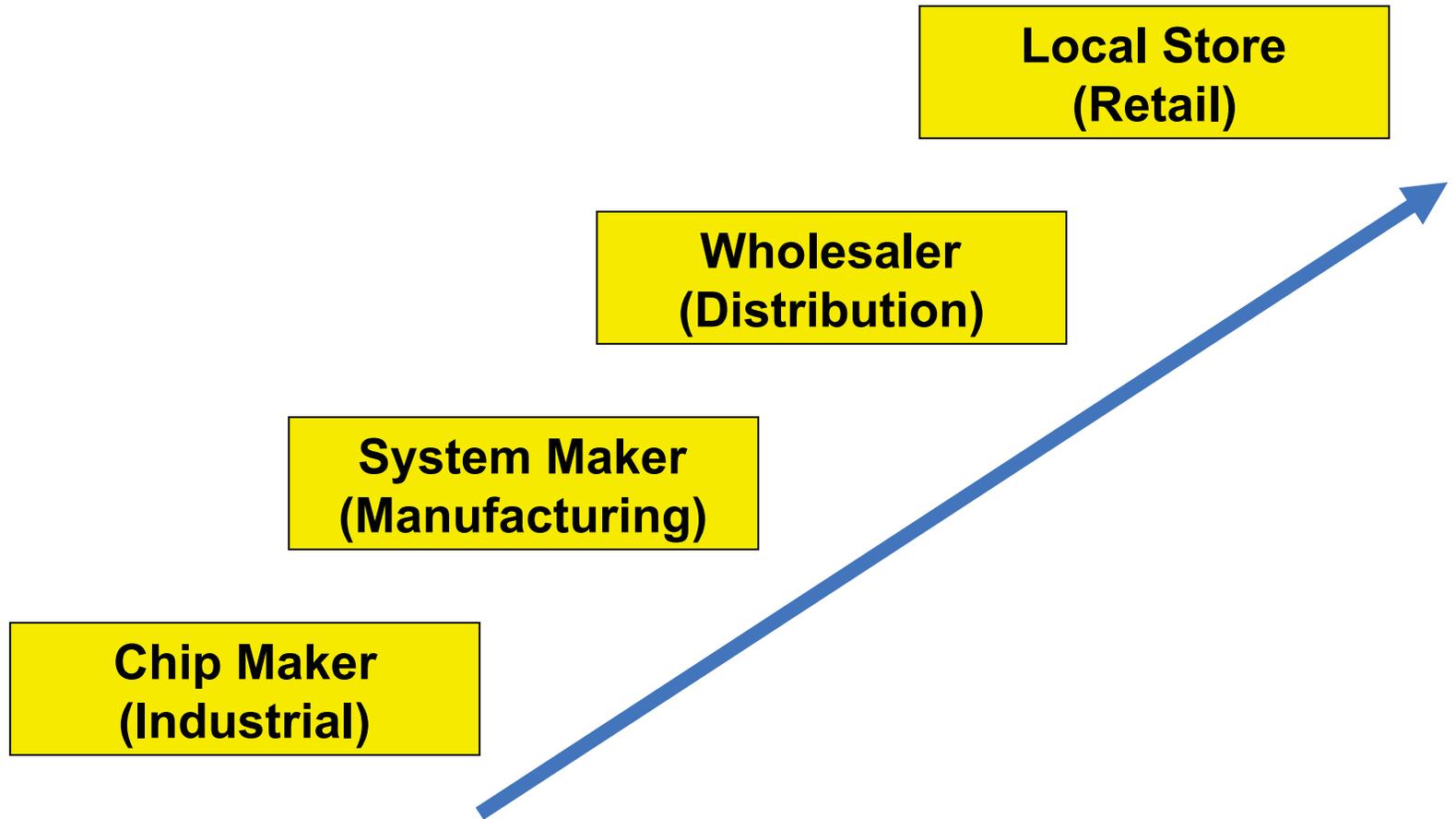


Source: Tom Hopkins

The 7 Step Sales Process



Types of Selling



what we will cover

- How to make a sales call
- Basic sales management
- Advanced sales management
- Startup sales toolkit

Readings

- Sales learning curve

MIT OpenCourseWare
<http://ocw.mit.edu>

15.387 Entrepreneurial Sales
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