



## Five Tips to Sales Force Success

Would you like your organization's sales force to be able to close a million dollar deal in two sales calls? Here is advice from Patricia Gardner, author of *Code-Breakers*, a book designed to help sales professionals learn the five secrets of strategic sales.

- 1. Have preparation time.** Too often, sales reps aren't given enough—or any—time to research new accounts or even their own product lines.
- 2. Be results-oriented.** Go after the contacts most likely to result in big new business.
- 3. Encourage and reward teamwork.** Developing a teamwork ethic may be a challenge, especially if competition has been the main motivator for your staff. But bigger sales come about when you lower the barriers between sales and other departments.
- 4. Increase cross-selling opportunities.** Teach sales personnel to introduce their client contacts with access to channels outside of the rep's core area to those sales personnel in your firm who handle those channels.
- 5. Show your appreciation.** You want a formal compensation plan that includes a finder's fee for opportunities found and passed along.

Check out AMA's new Sales Conference at [www.amanet.org](http://www.amanet.org).

## Which Comes First in Marketing: Strategy or Tactics?

BY RICHARD CZERNIAWSKI AND MIKE MALONEY

The mere suggestion that tactics precede strategy should cause not only marketers but all executives to shudder. We have been schooled—drilled—in what has become almost instinctive within many organiza-

tions: we start marketing planning by identifying objectives, then proceed to create strategies designed to realize our objectives and, finally, choose to execute those tactics that give life to our strategies.

Why, then, is it that many strategies are still-born and others live an unfulfilled life?

As Leo Kiely, president of Coors Brewing Company, once said, "Strategies are war-games. Tactics are war itself." Oh, the strategies are critically important. They provide needed direction for mobilizing an organization to achieve a competitive advantage. In an "age of sameness," this could be the essential difference between winning and losing in the marketplace. But the strategies chosen are appropriate direction only if we can execute them (and they lead to the achievement of our objectives).

We're all familiar with companies and brands whose poorly executed strategies resulted in failure. Think about it. A given strategy is useless—even counter-



productive—if the company lacks the ability to successfully execute it. And, all too often, strategies are concocted without understanding the company's capabilities for successfully executing them in the marketplace.

Before we can begin to develop a strategy, we need to have a sound understanding of the objective and our ability to achieve it, particularly with competitors striving for similar or opposing objectives in what is typically a win/lose marketplace (one wins at the expense of another's loss). Even in those categories where significant mar-

*continued on next page*

## AMA Surveys in the News

The resignation of Boeing CEO Harry Stonecipher made national headlines last month after an intercepted e-mail revealed his affair with a female co-worker. The news brought the issues of office romance and electronic monitoring back into the national debate.

As a result, AMA's "Workplace Dating" and "E-mail and Instant Messaging" surveys received national attention as their findings helped frame this story as it unfolded in the press.

AMA was featured in *The Wall Street Journal*, *USA Today* and CNN among other national media. For more information on these and other AMA surveys, or to become a survey participant, visit [www.amanet.org/research](http://www.amanet.org/research).

## Which Comes First in Marketing: Strategy or Tactics? continued from preceding page

ket growth pulls every competitor into the winner's circle, some will win more.

So it makes sense to take inventory of potential tactics that the company can employ before finalizing strategic thinking. We can't use what we don't have (e.g., size). And we shouldn't attempt to lead with what we have but our competitor has more of. So we have to appreciate our company's capability to execute in relation to its competitors. Which also means that we need to understand what we can execute in the marketplace and what our competitors can and cannot do.

### Gatorade's Branding Story

Gatorade represents an example of a brand that has successfully evolved strategy from tactics. Gatorade got its commercial start by selling products to college teams. It was all its resources, market development and product

development (remember the powdered form?) would allow. Outstanding collegiate athletes and coaches eventually found their way to the professional ranks and so did Gatorade.

When the Quaker Oats Company took over ownership of Gatorade, it drove long-term relationships with organized support teams and associations. It also had the capability to develop product and drive retail distribution to broaden availability. When Coca-Cola, with its PowerAde, and PepsiCo, with its All Sport, entered the market (which Gatorade created), neither could make a meaningful dent against the brand, given its impenetrable position with organized support, sound product and retail strength.

### Building on Past Successes

Quaker Oats Company was able to build upon previous brand successes with the

company's tactical capabilities. As such, they were able, over time, to immunize consumers against the entry and muscle of cola giants Coca-Cola and PepsiCo. More important, neither of these two companies could achieve success by playing the same game as Gatorade. Now, with PepsiCo's acquisition of Gatorade, the brand has even more capabilities and tactics at its disposal and, with them, a greater degree of strategic freedom.

In summary, tactics precede strategy in those cases when we need to gain an appreciation of what we are capable of executing and thus achieving. An examination of potential tactics reveals the degree of strategic freedom open to our brand versus the competition.

Richard Czerniawski and Mike Maloney are principals of Brand Development Network International. For more information, call 847-256-8820. Learn more at AMA's 2005 Corporate Branding Conference, at [www.amanet.org](http://www.amanet.org).

## Influencing Senior Management

Having great ideas can prove frustrating if you don't know how to sell them to someone who has the power to approve implementation.

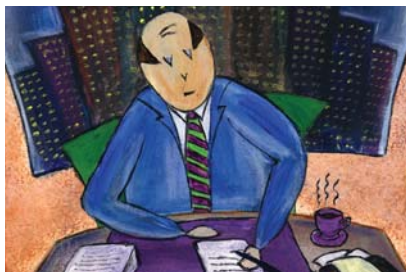
Here are some tips from Cy Charney, author of *The Portable Mentor*, to persuade those above you to accept your ideas:

**Prepare thoroughly before you meet.** The more important and controversial the idea, the more you need to prepare.

Be frank with yourself. Do you really care about the issue? Can you project enthusiasm? If not, be realistic about the outcome.

**Get as many backup facts as you can.** Your opinion is more important to you than it is to others. The more data you have, the more rational you can be and the greater will be your influence.

**Anticipate senior management's reaction to your proposal.** Prepare



effective responses to any resistance. Rehearse your presentation with an associate, if possible. Have written documentation to support key aspects of your proposal.

**Present your idea concisely.** You will not have ages to convince people. Senior executives' time is valuable, and their attention spans are short. If you can't convince them in five to seven minutes, you probably will never convince them. If their interest grows and they have more questions, the discussion will go beyond your anticipated time.

*The Portable Mentor* by Cy Charney is published by AMACOM, AMA's book publishing division. For more information about this book and other AMA books, visit [www.amacombooks.org](http://www.amacombooks.org).

For more insights into influencing executive management, check out AMA's leadership and management seminars at [www.amanet.org/seminars](http://www.amanet.org/seminars).

## Diplomatic Strategies for Managing Conflict

When faced with a business communication barrier, consider and isolate the core problem. Here are five steps to start with.

**1. Look at the personalities involved.** Identify if the problem is personality- or situational-based.

**2. Identify the type of conflict and the barrier.** Determine the underlying issues and impacting influences. Evaluate your own role in the conflict.

**3. Break down differing goals.** While goals do not need to be entirely in sync, finding points of agreement is the optimal approach.

**4. Examine the ethics involved.** Take the path of preserving the respect and dignity of the other person.

**5. Evaluate the circumstances.** Determine whether there are extenuating circumstances creating the conflict. Give others the benefit of the doubt if you are not sure.

For more insights from AMA's popular seminar "How to Communicate with Diplomacy, Tact and Credibility," visit [www.amanet.org/seminars](http://www.amanet.org/seminars).

# All Managers Must Think Strategically To Be Successful

Strategic planning is usually considered the domain of senior managers. But all managers need to think and act strategically so that they can impact the future rather than be impacted by it. The steps you must take to develop a plan are as follows:



**Step 1: Plan to plan.** You need to know what support you will need from those above and below and from your peers. Of particular concern is the answer to the following question: To what extent will you have to involve the people who must help you implement your plan?

**Step 2: Develop a mission.** Your division's or department's mission should reflect the corporate mission. Work with your team to develop a statement of what you do daily—one that is easily understood and is fairly specific since it will prompt goal setting.

**Step 3: Evaluate your present situation.** Don't limit yourself to a review of your organization's mission statement.

Benchmark your organization against its counterpart in other companies in your industry.

**Step 4: Identify indicators to track your progress.** Think about the kinds of goals you will be setting. Now, what indicators will help you determine if you are succeeding in achieving these objectives? The indicators should be easy to collect or, better yet, are already being collected.

**Step 5: Set goals.** Your goals should be SMART; that is, they should be specific, measurable, agreed-upon, realistic and time-specific.

**Step 6: Develop plans.** The plans should enable you to achieve your goals. For plans to be achieved in the next 12 months, list all actions, who'll do them and their due dates. If you need help from other parts of the organization, identify those whose support you'll need.

For more insights into planning, check out AMA's strategic and operational planning seminars at [www.amanet.org/seminars](http://www.amanet.org/seminars).

# Don't Make the Wrong Hiring Decision

With all the talk about a labor shortage, you may be tempted to hire the first warm body that comes with some experience. Don't. Prepare a list of questions to ask each candidate that will identify his or her strengths and weaknesses. Here are some sample questions:

- What aspects of your previous jobs gave you the most trouble?
- What were some of the disappointments you had in your last job?
- In what areas did you need help or guidance from your manager?
- For what things have your managers complimented you? Criticized you?

One final bit of advice: If you feel that an applicant is holding something back in answer to a question, don't ask further questions. Rather, be quiet. You will be surprised at how often an applicant will fill in the silence with something—positive or negative—that adds to the response.

From *The Manager's Question and Answer Book* by Florence M. Stone. For more information about this and other AMA book titles, visit [www.amacombooks.org](http://www.amacombooks.org). For more help, see AMA's "Recruiting, Interviewing and Selecting Employees" seminar at [www.amanet.org/seminars](http://www.amanet.org/seminars).

# Create a Culture of Empowerment

You want to empower your staff. To do so, as the background for your empowerment effort, you need to create a culture of support. To that end, consider the following:

**Listen to your employees' ideas.** More important, determine how to make them work.

**Demonstrate trust in your employees.** If you behave as if you expect them to do their jobs to the best of their abilities, they will go that extra mile to exceed expectations.

**Give your staff the real picture, not "corporate speak."** They need to be informed if they are to make the right decisions when empowered to do so.

**Help employees balance work and personal demands.** Recognize that your employees have lives beyond the office.

Working long hours may occasionally be called for, but it should not be a measure of performance or a requirement.

**Offer opportunities for lifelong learning.** The more trained, the more able empowered employees are to assume greater authority.

**Foster open communications.** Show your employees that you consider yourself and them a part of a team—which means you will share all you hear from senior management when you can do so.

**Encourage reasonable risk.** Let employees know they will not be penalized for taking calculated chances that fail. Don't only say it—mean it and prove that by your actions when mistakes occur. Rather than rant when a mistake is made, analyze it with the employee to avoid a recurrence.

**Foster autonomy.** Make recommendations instead of issuing commands. Better, when an employee comes to you with a question, ask the employee how he or she would handle the problem. If the solution has shortcomings, discuss them with the employee to find ways to shore up his or her solution. Getting an employee to think for himself or herself is critical to empowerment.

**Praise successes.** When your employees meet or exceed expectations, recognize that fact in public. Ideally, acknowledge behavior that leads to attainment of organization goals. You want to reinforce behavior aligned to corporate strategic objectives.

For more insights into empowerment and delegation check AMA's management seminars at [www.amanet.org/seminars](http://www.amanet.org/seminars).



Here's what you'll find on the  
**AMA Members-only Website** [www.amamember.org](http://www.amamember.org)

#### LEADERSHIP

**Communication Tips for Leaders.** Churchill once said, "The difference between mere management and leadership is communication." Get your message across, with these tips from AMA's best-selling seminar "The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results."

**Position Your Organization for the Future.** No matter how rosy things may look today, a wise leader always keeps an eye on the horizon to anticipate what lies ahead tomorrow.

#### MANAGEMENT

**Strategies for Effective Problem Solving.** Five tips to help you deal with any challenge that arises in your business—from how to

identify the problem to working with your team to come up with the best solution.

#### PROFESSIONAL DEVELOPMENT

**Succeed by Becoming More Resilient.** Ever notice how some people seem to shine under the most stressful, pressure cooker-type conditions? According to a new book, the key to their success is resilience. Learn how you too can cultivate resilient behaviors and rise above even the most negative events.

#### SALES & MARKETING

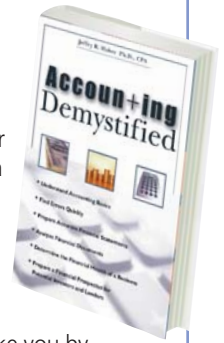
**The Presentation Trap: Why Making Presentations Can Cost You the Sale.** Could the tried and true sales presentation really be a waste of time? One sales expert says there's a better way to clinch a sale.

#### Book of the Month:

*Accounting Demystified*, by Jeffrey R. Haber, Ph.D., CPA (AMACOM 2004).

Do your eyes glaze over when you're confronted by a balance sheet? No matter what business you're in, success or failure is measured in dollars, so a basic understanding of finance is a must. Let Professor Haber take you by the hand and "demystify" all the jargon.

For more about this book and other AMA books, visit [www.amacombooks.org](http://www.amacombooks.org).



## AMA Conferences/Special Events Calendar

**APRIL • AMA-"Apprentice" Lessons Learned Forums.** Half-day programs featuring just-fired contestants in Atlanta (4/15), Jacksonville (4/19), Cleveland (4/21) and Tulsa (4/22). Plus "Apprentice"-style competition for all attendees. Members \$95, Nonmembers \$125, Students \$25.

**APRIL 25-27, TORONTO • 6th Administrative Professionals Conference**—Acquire practical knowledge, tools and techniques for work and life at Canadian Management Centre's popular event. For details and to register, go to [www.cmctraining.org](http://www.cmctraining.org).

**APRIL 27-29, RHODES, GREECE • 37th Global HR Conference "The Impact of Globalization on Human Capital"**—Sponsored by Management Centre Europe. Go to [www.mce.be](http://www.mce.be) for details.

**JUNE 9, NEW YORK • Achieving Break-through Performance in Senior Executive Teams**—Author and consultant Howard Guttman and top managers from Sara Lee, Pfizer and Masterfoods will provide a roadmap for executives who want to resolve conflict and build break-through teams. Members \$495, Nonmembers \$595.

**JUNE 10, SCOTTSDALE, AZ • Current Issues Forum: Doing Business in Today's India**—Experts will discuss the opportunities and the pitfalls. Sanctuary on Camelback Mountain. Members \$1,195, Nonmembers \$1,395. Special early-bird discount.

**SEPTEMBER 18-21, SAN DIEGO • 13th Annual Administrative Professionals Conference**—Dynamic keynotes, including Carrie Fisher, valuable skill-building sessions and

learning from peers. Manchester Grand Hyatt. Go to [www.apcevent.com](http://www.apcevent.com).

**SEPTEMBER 29-30, LAS VEGAS • Corporate Branding 2005**—Marketing professionals share leading-edge branding strategies and insights. Caesars Palace. Special earlybird prices.

**OCTOBER 14, CHICAGO • 4th Annual China Forum: Doing Business in Today's China**—Intelligence professionals share insights on the world's largest and fastest growing economy. Members \$1,195, Nonmembers \$1,395.

**OCTOBER 20-21, LAS VEGAS • Sales Leadership 2005**—Explore the role of leadership in building and strengthening your sales force. Caesars Palace. Special earlybird prices.

**For details and to register for any AMA event, go to [www.amanet.org](http://www.amanet.org) or call 1-800-262-9699.**

Nonprofit  
 U.S. Postage  
**PAID**  
 American Management  
 Association International

American Management  
 Association International™



1601 Broadway  
 New York, NY 10019-7420

**Executive Matters**  
 Member Newsletter  
 April 2005 Issue