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High Performance Sales

SOMETIMES EVEN THE BEST SALES PEOPLE DON'T KNOW WHAT MAKES THEM SUCCESSFUL.

Were they born that way? This a question people often ask of professionals who excel in their fields. Is their success a result of nature or nurture? Were they born to succeed, or were they trained and coached to outshine their peers? In an increasingly competitive marketplace, companies are analyzing the behavior of top performers throughout their organizations to identify and teach those skills that contribute most to success.

Hospitality sales people are faced with more intense competition—and more knowledgeable and demanding decision makers—than ever before. Even their companies are asking more of them. For example, many organizations require salespeople to produce revenues approximately 10 times their annual compensation. Thus, a salesperson earning \$100,000 is typically expected to generate \$1 million or more in sales revenues.

Our research into the sales function reveals that the average cost of making a face-to-face sales call now exceeds \$350, and that the typical salesperson will make eight 45-minute calls per week. Available time for face-to-face selling is often far less than many professionals realize, however. Vacations, holidays, sick days, and planning days cut into a salesperson's time, as does the availability

of prospective clients.

During the average work day, a salesperson is likely to spend:

- Two hours traveling to and from meetings;
- One-and-a-half hours at two face-to-face sales calls;
- A half hour waiting for meetings to commence;
- Two hours on the phone, prospecting or following up on calls;
- An hour performing client follow-up, call reporting,

