



SALES
MANAGEMENT
ASSOCIATION

Sales Leadership Best Practices for Latin American Markets

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TODAY'S AGENDA

1. Latin Americans: context
2. Leading Latin American Sales Forces
3. Best Practices
4. Q&A



1. Latin Americans: context

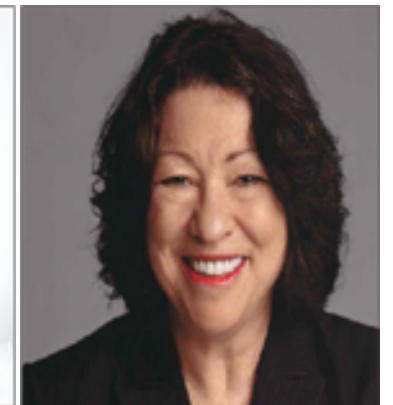
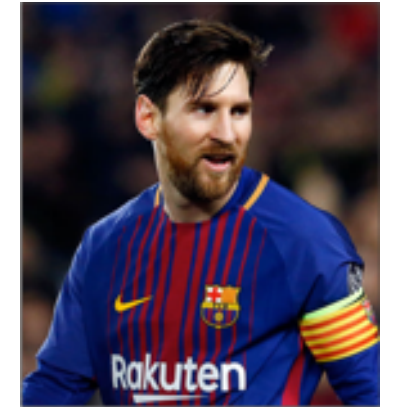
Who are Latin Americans



Who are Latin Americans



Some influential Latin Americans



The Opportunity

Over 700 million
consumers (abroad)

(Including Spain, Central America, South America
and The Caribbean)

The Opportunity

GDP (PPP) + \$10 trillions

(Including Spain, Central America, South America and The Caribbean)

The Opportunity

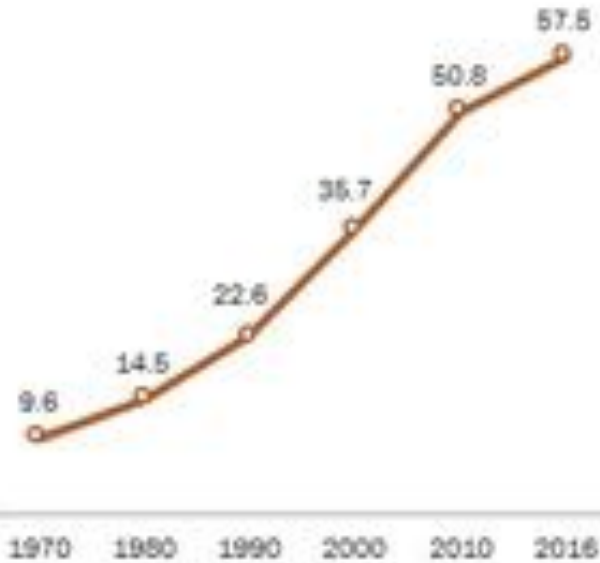
Over 58 million
consumers (USA)

**Hispanics accounted for 18%
of the nation's population
and are the second-largest
racial or ethnic group behind
whites.**

The Opportunity

U.S. Hispanic population hits new high

In millions



Note: 1990-2010 estimates are for July 1.
Source: 1970-1980 estimates based on decennial censuses (see Patten & Cohn 2008); 1990-2016 estimates based on intercensal population estimates and vintage 2014.

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Cultural Differences



Cultural Differences

Degree of intimacy



Cultural Differences **Social Harmony**



Source: <https://abasto.com/en/advice/cultural-differences-hispanics/>

Cultural Differences **Personal Space**



Source: <https://abasto.com/en/advice/cultural-differences-hispanics/>

Cultural Differences

Respect for authority



Source: <https://abasto.com/en/advice/cultural-differences-hispanics/>



Work Practices

The Company is like a family





Work Practices

The importance of Social Status



Work Practices

Own styles of confrontation



A stylized graphic of a bar chart with four bars of varying heights, outlined in white against a red background. The bars are arranged in a slightly descending order from left to right.

2.

Leading Latin American Sales Forces

Key success factors to develop sales management skills in the United States

Key abilities:

Impact

1. Business Acumen	21,5%
2. Assessing Performance	15,6%
3. Pipeline Management	13,6%
4. Sales Forecasting	13,0%
5. Planning / Analysis	12,6%
6. Using Technology	12,6%
7. Company Products	12,4%
8. Internal Procedures	9,8%
9. Customer Knowledge	9,3%
10. Coaching	9,2%



*What if we ask
the same
questions to
Latin American
sales managers?*

For 20 years, we have asked Latin American Sales Managers what the Top 20 characteristics of the best Sales Professional would be



Characteristics

Team Player

Disciplined

Responsible

Dynamic

Proactive

Devises a Good Plan

Motivated

Creative

Good Communicator

Nice

Knowledgeable

Honest

Empathetic

Sales skills

Organized

Loyal

Product and Market Knowledge

Sincere

Punctual

Available



In evaluating highly-rated competencies held by the most successful sales representatives, (by the managers we interviewed), we have identified Two Big Groups:

ATTITUDES

ABILITIES

Characteristics

Teamwork

Disciplined

Responsible

Dynamic

Proactive

Devises a Good Plan

Motivated

Creative

Good Communicator

Nice

Knowledgeable

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Product and Market Knowledge

Sincere


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Available





***80% of SUCCESS
FOR SALES
PROFESSIONALS
DEPENDS ON
ATTITUDE***



*Main Conclusion:
Most of the
characteristics which
lead to **success** have to
do with...*

ATTITUDE



*How can Latin
American Sales
Managers
calculate ROI
on their sales reps?*



ROI OF A SALES REP

$$\text{ROI} = (\text{AB} + \text{K}) \times \text{AT}$$

$$\text{ROI} = (\text{Ability} + \text{Knowledge}) \times \text{Attitude}$$



*Clearly, the
stronger and more
positive the
attitude, the
greater the success*

Even the best managers in the Latin American countries evaluate their sales force in this way: They classify their reps into one of four groups, but the main evaluation criterion for this exercise is *Attitude*.



For those reps who remain, Latin American Sales Managers work a lot with the softskills





If attitude is the key...what's next? How Latin American Sales Managers develop and maintain this strong and positive attitude?

Latin Sales Force Direction

**Recruitment
Policy**

Training Policy

**Definition of
Roles and
Objectives
Policy**

**Supervision
Policy**

**Assessment
Policy**

**Compensation
Policy**

**Career Path
Policy**

**Communication
Policy**

**Corrective
Measures Policy**

**Motivation
Policy**



***Motivation Policy:** If we do well on the others but fail on this one, it won't work for this latin american sales Rep.*

*If I fail to motivate the latin american rep and I fail to support him emotionally and with great care, he will not **succeed** as he could.*

Motivation of Latin American Sales forces



*Motivation depends on knowing
how to push the team members*



*For sales teams, the tool is
Emotional Intelligence, or EQ*

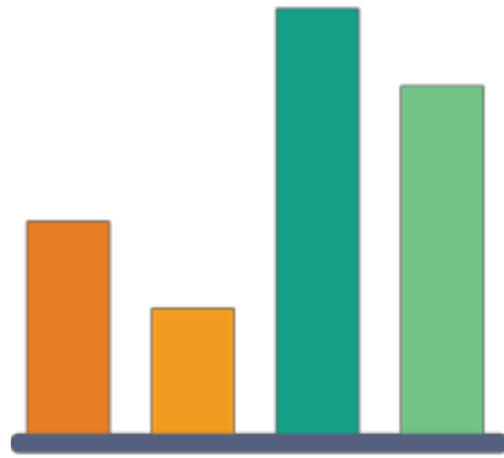
*If you are a sales manager in the
States, and you begin to lead a
Latin American sales force, you
would need to know that EQ plays
a much more important role for
success*

Emotional leadership is the key to successful sales management



PERSUASION

Impact and Influence



LOGOS
(Logic)



ETHOS
(Ethics)



PATHOS
(Chemistry)



If our sales managers don't have emotional leadership, or if they lead by way of threat to the salesperson's job, it will never work

With the Latin American sales rep, this management style would end badly in a faster way

3. Best Practices



Best Practices

TRUST.

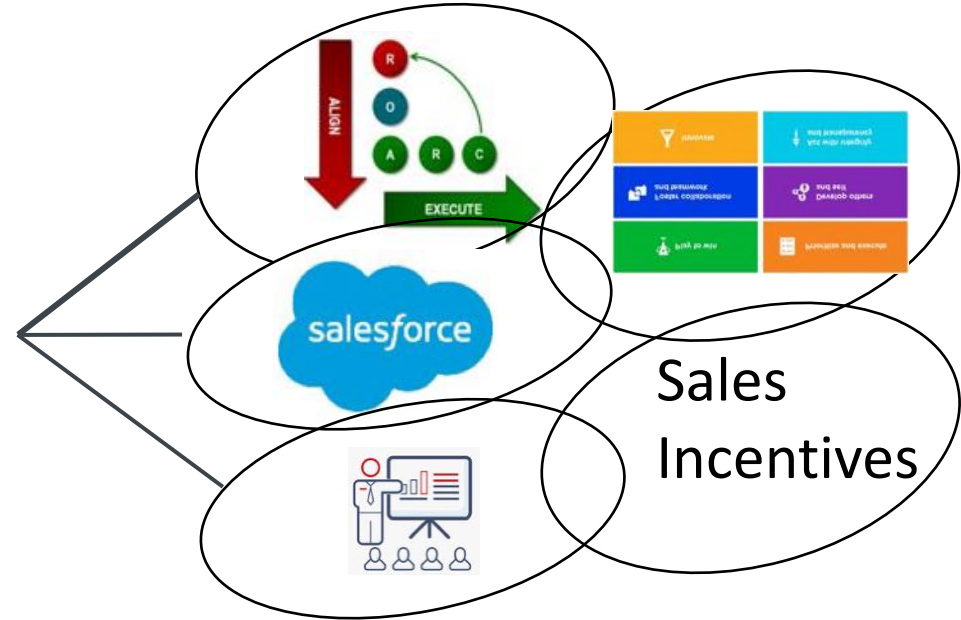


Where there is no TRUST, relationships decay, projects fail, Customer go to competitors, initiatives under-perform and work grinds to a crawl

Story about CRM adoption



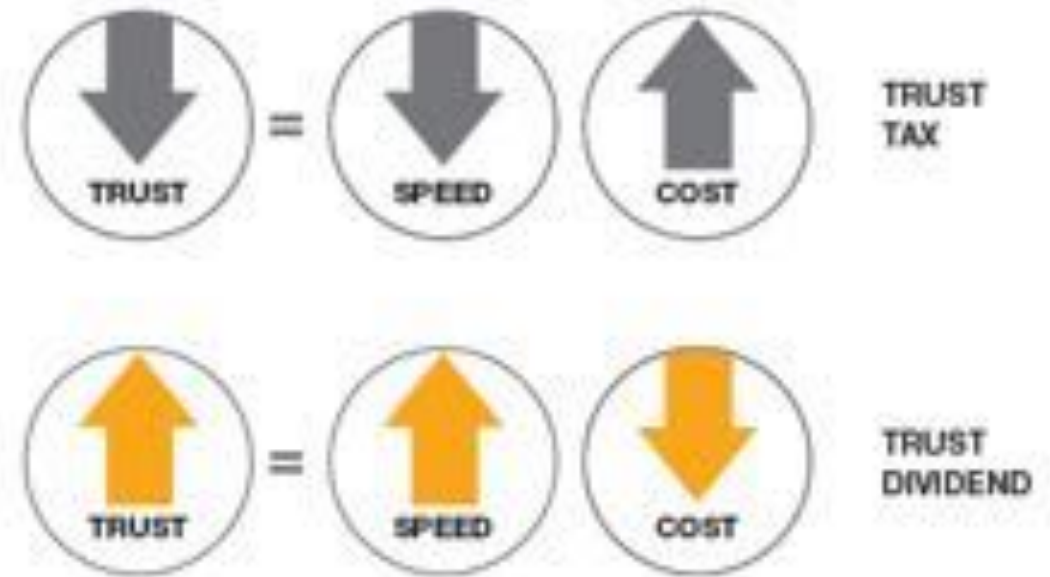
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Vs.



The Impact on building TRUST



Stephen Covey – The Speed of Trust



5 ways for building TRUST

Different ways of building Trust...

- Be open and empathize
- Create a healthy atmosphere
- Question yourself
- Promote communication
- Be patient !



TRUST: Critical leadership Competency

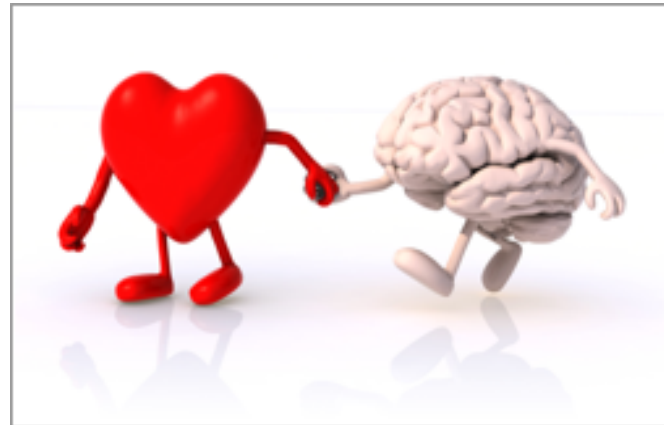
“The ability to establish, grow, extend and restore trust with all stakeholders – customers, suppliers, and employees – is the critical leadership competency in the global economy”

Stephen Covey – The Speed of Trust

CONCLUSIONS



Cultural differences



Emotional Leadership



Importance of Trust

Q & A

PLEASE BE SURE TO SPEAK INTO THE MICROPHONE.
WE'RE RECORDING!



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