

Director of Sales

Reports To: Chief Executive Officer

Status: Exempt

Job Summary

Be responsible and accountable for planning, development, and implementation of the Organization's sales strategies and for all of the Organization's sales revenue. Define and recommend the strategic direction needed to achieve long-term sales goals and Organization's profitability. Build and maintain excellent customer relations. Acquire and oversee Affiliate partners. Recruit, supervise, support, and mentor qualified personnel in order to perform the functions of the Sales Department. Lead and direct the efforts of the Sales Department staff and coordinate at the strategic and tactical levels with the other functions of the Organization.

Primary Relationships

The position reports to the Chief Executive Officer and serves as a member of the senior management team. This position participates with the Executive Advisory Committee, Chief Executive Officer, Executive Director of Operations, Executive Director, and other senior management staff in charting the direction of the Organization, assuring its accountability to all constituencies, and ensuring its effective and efficient operation.

- Within the Organization, the position has primary working relationships with the Chief Executive Officer, other senior management team members, staff of the Sales Department, and any staff assigned to sales activities and projects.
- Outside the Organization, the position coordinates primarily with Affiliates, Merchant/Advertisers, and other potential and existing customers.

Principle Accountabilities

Sales Management

1. Be responsible for creating, implementing, and measuring the success of a comprehensive sales program that will enhance the Organization's image and position within the marketplace and the general public.
2. In consultation with Chief Executive Officer, establish equitable compensation plans for all sales personnel including salary structures, commission plans, sales contests, and bonus plans.
3. In line with the Organization's marketing objectives, determine target Merchant/Advertisers and sales strategies and objectives to acquire their business.
4. Develop sales model scenarios that sales personnel will successfully use to close Merchant/Advertiser business.
5. Motivate, assist, mentor, and support sales personnel in closing business with Merchant/Advertisers, end-user Members, and other targeted customers/affiliates. Make frequent customer visits with sales personnel to help close business and monitor the salesperson's development.
6. Determine appropriate sales territories that are divided equitably among sales personnel and update as required due to change in number or turnover of sales personnel.
7. Ensure continuity of a positive relationship between Merchant/Advertisers and the Organization when there is turnover of sales personnel.
8. Coordinating with Sales Account Representatives and the Director of Marketing, develop, coordinate, and oversee programs, technical assistance, and resource materials to assist Merchant/Advertisers, as appropriate, in the advertising, marketing, and positioning of their activities.
9. Coordinating with Sales Account Representatives and the Director of Marketing, provide counsel to Merchant/Advertisers, as appropriate, on advertising, marketing, communications, and public relations regarding their relationship to the Organization.

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10. In consultation with Chief Executive Officer, identify and build an appropriate mix of Affiliates (or channel partners) that would best position the Organization for short-term and long-term growth.
11. Determine sales strategies and objectives for acquiring target Affiliates.
12. Acquire/recruit Affiliates, negotiate contracts, and establish appropriate policies and procedures to maintain lucrative relationships between Affiliates and the Organization.
13. Oversee Affiliates to ensure appropriate sales performance and conformance to Organization's objectives.
14. Track and resolve customer complaints regarding satisfaction issues with programs, products, services, and projects. Regularly report progress and status of customer relations to the Executive Director of Operations.
15. Develop and maintain contacts with constituents to monitor and measure customer satisfaction and ensure that the Organization's programs, products, services, and projects are valuable to the client and fit for their purpose. Introduce changes into the Organization as appropriate based on feedback.

Planning, Budgeting, and Controls

1. Be responsible for the achievement of the Sales Department mission, goals, and financial objectives.
2. Identify, develop, and evaluate sales strategy, based on Organization's objectives, global market characteristics, constituency needs, and financial factors.
3. Create a *Corporate Sales Strategy and Plan* that covers a strategic multi-year outlook, assumes rapid growth, and addresses annual operations. Update at least annually and when necessary to align with the Organization's strategic direction.
4. Develop short-term and long-term plans and budgets consistent with the *Corporate Plan*.
5. Plan and administer the Department's annual operations budget, including project specific budgets, to meet budgetary controls.
6. Prioritize and plan work to consistently meet commitments and deadlines.
7. Ensure that the Department's productivity is high and costs are acceptable by ensuring that sales resources are planned and used in the optimum manner.
8. Develop project plans for sales activities, monitor progress, assure adherence, and continuously evaluate performance to schedule, quality, and budget goals. Regularly report project progress and status to the Executive Director.
9. Ensure that evaluation systems are utilized as related to these goals and objectives and report progress and status to the Executive Director and Executive Director of Operations.
10. Develop, implement, and monitor systems and procedures necessary to the smooth, efficient, and effective operation of the Department.
11. Plan, organize, implement, and evaluate special projects of benefit to the Organization.

Interdepartmental Coordination

1. Actively promote communications and teamwork that result in a cohesive and collegial work force.
2. Maintain effective communications between and among senior management team. Ensure that senior management team members are kept informed in a timely fashion on relevant conditions, operations, and activities of the Organization that are deemed pertinent to the overall objectives of the Organization.
3. Create, support, and oversee Organization cross-functional teams as required for specific activities and projects.

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4. Coordinate with the Director of Marketing to ensure appropriate, prerequisite marketing materials, services, and support, are readily accessible to Sales Department staff and are being effectively utilized for sales activities and projects.
5. Coordinate with the Executive Director for management and financial reports needed on a regular or occasional basis.
6. Coordinate with the Director of Information Technology to ensure appropriate, prerequisite software (i.e. publishing, database, etc), hardware resources, and processing/procedures are accessible to Department staff for their activities and projects.
7. Coordinate with the Director of Information Technology to schedule, with adequate lead times and clear articulation of desired outcomes, any need for or use of software, hardware, technology, or personnel resources that are not already covered in routine processing and procedures or in existing projects.
8. Coordinate with the Office Manager to ensure appropriate and adequate office equipment, supplies, space, and support personnel are accessible to Department staff for their activities and projects.
9. Coordinate with the Office Manager to schedule, with adequate lead times and clear articulation of desired outcomes, any need for or use of office equipment, supplies, space, or personnel resources that are not already covered in routine processing and procedures or in existing projects.
10. Recommend short-term and long-term Organization goals and objectives to the Chief Executive Officer, Executive Director, and Executive Director of Operations.
11. Recommend to the Executive Director and Executive Director of Operations any administrative or operational policies, processes, and procedures that will facilitate the smooth running of the Department, especially as concerns interactions with other departments or reduce costs.

Leadership and Management

1. Lead and direct daily operations of Department, analyzing workflow, establishing priorities, setting deadlines, assigning and reviewing work, and ensuring quality standards are met.
2. Recruit, train, appraise, supervise, support, develop, promote, and guide qualified personnel in the functions of the Department.
3. Ensure effective management within the Department with provision for succession.
4. Follow human resources policies and procedures to complete timely job performance appraisals and training and development plans for each staff member.
5. Maintain a climate that attracts, retains, and motivates top quality personnel in the Department, as well as throughout the Organization.
6. Develop collaborative and cooperative working relationships with staff and maintain them over time.
7. Calmly confront conflict, understanding another's point of view and work along with the other person collaboratively to resolve the problem.
8. Effectively enable all staff, within the Department especially and also across the whole Organization, so they can take action on behalf of the Organization by:
 - a) transmitting the Organization's values, vision, mission, and direction;
 - b) engaging people in the meaning of the Organization;
 - c) respecting and using the skills, expertise, experience, and insights of people;
 - d) providing direction and resources, removing barriers, and helping develop people's skills;
 - e) articulating expectations and clarifying roles and relationships;

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- f) communicating such that it includes helping people transform information into knowledge and learning;
- g) encouraging people to question organizational assumptions and ask strategic questions;
- h) ensuring quality decision-making;
- i) anticipating conflicts and facilitating resolution;
- j) engaging people in process as well as tasks;
- k) encouraging people to use their power, practice their authority, and accept their responsibility;
- l) modeling behavior; and
- m) mentoring and coaching people to success.

Organizational Strategy and Commitment

1. Work with Chief Executive Officer, Executive Director, Executive Director of Operations, and other senior management team members, to ensure the overall health and vitality of the Organization by:
 - a) developing and maintaining a strategic perspective in organizational direction and decision-making;
 - b) developing strategies, models, and pricing for the Organization's existing and future programs, products, services, and projects, balancing the Organization's objectives with constituent needs and customer satisfaction (particularly relevant to Merchant/Advertisers and consumer Members);
 - c) using forecasting and strategic planning to ensure the sale and profitability of the Organization's existing and future programs, products, services, and projects, through monitoring and analysis of business and market trends and technological advancements;
 - d) evaluating the financial aspects of the Organization's existing and future programs, products, services, and projects, through assessment of budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections;
2. Ensure that the Organization's philosophy, mission, and vision are pertinent and practiced throughout the Organization.
3. Formulate and administer policies to ensure the integrity of the Organization.
4. Develop and coordinate means to seek regular feedback from the Organization's key constituencies regarding the quality of the Organization's programs, products, services, and projects.
5. Perform as a function specific (i.e., marketing, sales, technology, management, operations, etc) consultant with expertise to bring attention and solutions to Organizational priorities. Keep informed of developments and advancements in the function. Educate other senior management team members around the capabilities of the function and how to apply it so the Organization operates effectively and efficiently.
6. Maintain confidentiality of all internal matters pertaining to the Organization and its operations.

General

1. Ensure articulation of the Organization's desired image and position, assure consistent communication of image and position throughout the Organization, and assure effective communication of image and position to all external constituencies.
2. Participate as the Organization's representative by membership in trade associations, business organizations, conferences, and so forth.

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3. Represent the Organization at appropriate meetings, conferences, and functions to promote programs, products, services, and projects.
4. Build a robust network of business and personal contacts, expanding the breadth of recognition of the Organization.
5. Maintain professional growth and development through continuing education, participation in professional associations, reading journals, Internet research, and other activities.
6. Keep informed of developments in the field of sales and sales management and the specific business of the Organization and use this information to help the Organization operate with initiative and innovation.
7. Ensure that the Organization regularly conducts relevant competitive research. Coordinate and oversee this activity to monitor and analyze trends in these areas. Incorporate findings into the Organization as appropriate.
8. Lead projects as assigned and perform other duties as assigned.

Qualifications, Experience, and Skills

General Attributes

- Keen creative, strategic, analytical, and organizational skills
- Entrepreneurial spirit, passion, and high energy level
- Effective and situational, flexible interpersonal skills
- Collegial disposition and ability to work effectively with diverse people
- Ability to work effectively with and present a professional image to multiple constituencies
- Ability to communicate effectively in writing by synthesizing complex topics and organizing and presenting material in a convincing manner
- Strong oral communications and polished presentation skills
- Ability to translate marketing or technical jargon depending on the audience
- Readiness to make decisions, commit to action, and accept responsibility
- Ability to work independently in a self-directed work environment
- Commitment to working as part of a collaborative leadership team
- Ability to contribute meaningfully in cross-functional teams
- Ability to organize priorities and practice effective time management skills
- Ability to facilitate focused, productive meetings
- Experience hiring, training, developing, supervising, and appraising personnel
- Experience developing and managing budgets and project plans
- Enough computer and technical skills to be self sufficient in effective use of the Internet and basic office applications: electronic mail, word processing, spreadsheet, and presentation software
- Ability to work in a highly dynamic environment
- Ability to handle multiple priorities and projects with good humor

Director/Manager Requirements

- Demonstrated successful experience hiring, training, developing, supervising, and appraising personnel who are motivated to exceed expectations
- Demonstrated successful experience managing projects that meet schedule, cost, and quality goals
- Demonstrated successful experience developing and managing budgets
- Demonstrated understanding of basic principles of business management, including strategic planning, operations, sales, marketing, accounting, and administration

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Function Specific Requirements

- Minimum of 10 years experience in progressively more responsible sales positions with a history of exceeding targeted sales revenue objectives.
- Minimum of 3 years experience in sales or marketing with demonstrated success in the advertising services sector and/or Internet on-line sales and marketing.
- Measurable, highly successful level of experience selling products and services through channel or affiliate partners.
- Demonstrated skills, knowledge, and experience in the design and execution of sales activities and projects.
- Bachelors degree in business administration or marketing preferred.

Environmental / Job Conditions

Work is performed primarily in an office setting. There may be occasional travel to customer sites, retail stores/establishments, meetings, events, and training.

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Sitting for extended periods of time while at a desk or in meetings; Hearing and visual acuity within normal range; Manual dexterity to operate computer keyboard and office equipment; Occasional lifting of light to medium weight objects or packages.

Function Specific Requirements