

# Innovative Sales Strategies for Public Transportation Professionals

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## Selling the Intangible



## Tying Ties



## Sales: A Changing Landscape



- How Long?
- Success story
- What's changed?
  - Technology
  - Customer sophistication
  - Disintermediation
  - Touchpoints
  - Social factors

## What is a Salesperson?

Boundary spanner: **Not a formal position** or an explicitly defined task.

Five core characteristics

- High levels of professional expertise
- High levels of “bipolar” context understanding
- “Global” mindset
- Awareness of the need for boundary spanning
- Strong and wide reaching social ties



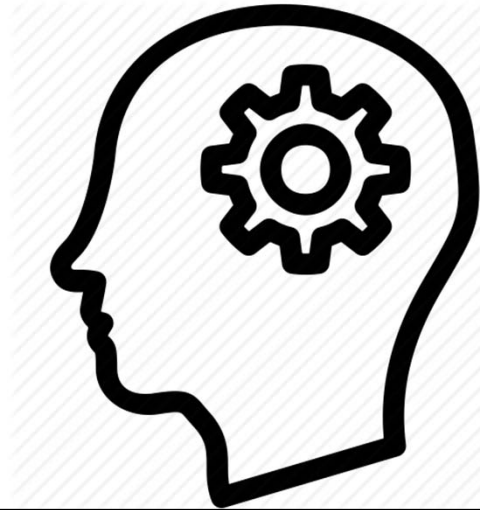
## What Drives Success? The Research Says...



- Selling related knowledge (+)
- Degree of adaptiveness (+)
- Role ambiguity (-)
- Cognitive aptitude (+)
- Work engagement (+)
- **Organizational/environmental (+)**

## #1 – Selling Related Knowledge

- Moving toward more knowledge intensive economy
- Acquiring and leveraging knowledge is more urgent and more challenging
- How do we “know-why,” “know-how,” and “know-who?”



But First....



And Now...



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**Got a wicked problem? First, tell me how you make toast**

9:02

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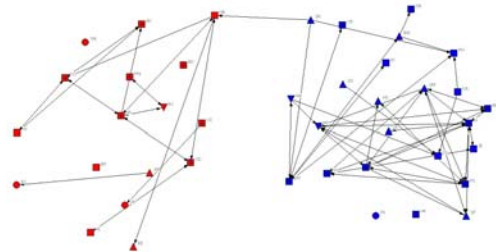
## The Power of Interpersonal Networks

- Activities and relationships with **customers** have been the focus of sales performance studies
- Performance may be also driven by **intraorganizational** actions and relationships
- Yet, the internal network represents one of the most **sustainable competitive advantages**



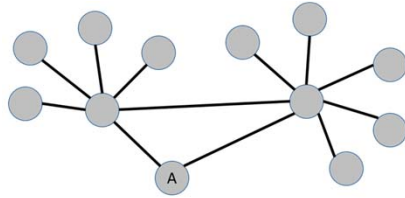
## Performance: A Robust and Strategic Network

- Knowledge is stored in social networks
- Support is found in interpersonal connections
- Role ambiguity is reduced by strong connections
- Shared meaning deepens the connection to work
- Opinion leaders open doors and transmit your message



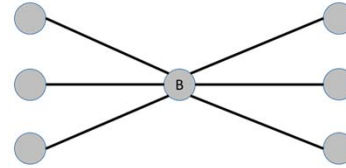


## Connection Types



### Relational Centrality

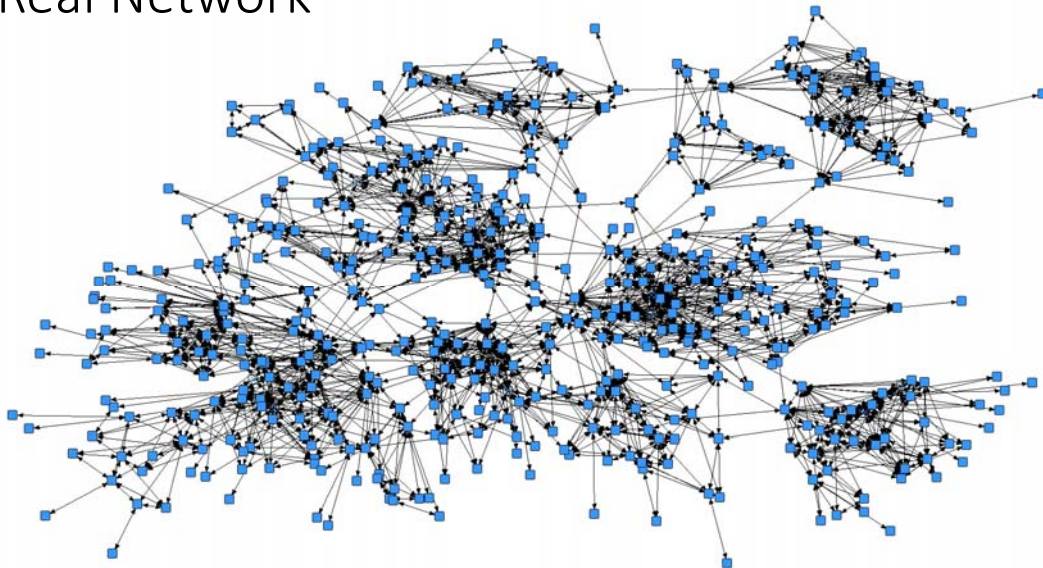
- Salesperson A is connected to other individuals who are themselves well connected.
- His/her connections are influentially connected.
- He/she possesses "*reputational resources*" derived from access to powerful others.



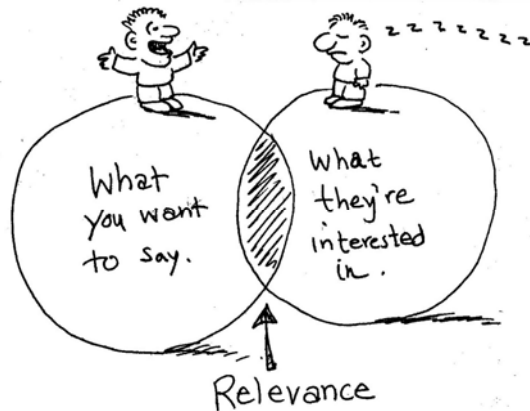
### Positional Centrality

- Salesperson B is connected to other individuals who are not otherwise connected.
- His/her connections are not connected, except through him/her.
- He/she possesses "*informational resources*" derived from access to unique information.

## A Real Network



## How Does This Apply to You?



- Imagine instead of toast we are talking about a new route or making maintenance more efficient or starting a new van pool?

## Key Takeaways



- Interactive co-production of value
- In selling to employers, more lengthy and interactive
- In selling to consumers, internal factors matter more

### Takeaways

- Cultivate reach – make nonobvious connections
- Leverage internal connections to “crowdsource” solutions
- Invest in social capital (managers, reward network building)



# Thank You!



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