A-Z of SALES SUCCESS

Carpedia Consulting

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CONTENTS

FOREWORD

When we started putting the content for *The A-Z of Sales Success* together, we put ourselves in the shoes of sales people and sales managers alike and came up with a format where a wide variety of sales success subjects are easy to access and even easier to understand and execute. We created a handbook format and focused on 45 key sales subjects. While the subjects are by no means exhaustive, it does cover most of the top of mind sales subjects talked about in the sales environment today. The content is set out in a manner which is easy to comprehend so that any salesperson or sales manager can relate to the subject in its practical context.

Our previous publications, *"The Science of Selling"* and *"The Science of Managing Sales Performance"* focused a great deal on the mechanics and process requirements of selling and sales management. We went to great lengths to provide detail insights into describing methodologies for improving sales. In fact, both publications are also positioned to serve as training manual content, focusing on *"Relationship Centered Selling"*, *"Presentation Skills"*, *"Negotiation Skills"*, and *"The Success Triangle"* and covered the skills required to execute sales and manage small, medium and large sales organizations.

The A-Z of Sales Success is very different. The content structure simply defines 45 key sales subjects and flows into   useful content, which can be put to use daily.

There are 45 individual sales subjects covered. Here are 5 of them.

- Coaching
- Conversion Processes
- Forecasting Sales
- Initiating Structure
- Leadership
- Metrics

The sales subjects are then broken down into easy to read bullet points.

SUBJECT

SIGNIFICANCE

STRATEGY

TOOLS

SKILLS

BIG OPPORTUNITY

DO'S AND DON'TS

The A-Z of Sales Success is more than a handbook. It's an easy to read reference guide for providing key insights as to what is really meant by " Customer Acquisition" why customer acquisition is important to companies today, a typical strategy for customer acquisition, some key customer acquisition tools, the opportunities locked up in effective customer acquisition and some hints as to what to do, and what not to do.

Should be fun!

Enjoy!


A

ACQUISITION STRATEGY

SIGNIFICANCE: Acquisition, or more accurately, new customer acquisition, is one of the key instruments for ensuring customer growth. Businesses naturally lose a certain percentage of customers every year and if they aren't replaced, sales will suffer. Acquisition is therefore, a strategy which is used to keep the customer base growing.

THE ACQUISITION STRATEGY: Finding new customers in order to grow the business.

TOOLS: The **market development process** is designed to assist with formalized steps in order to develop new customers.

- Identify: Which sales prospects are interested in purchasing our products?
- Qualify: Are these potential customers serious about doing business?
- Convert: Have they made a commitment?
- Start: Have the necessary tools and processes been put in place to activate the customers?
- Monitor: What system/s will ensure continued growth with the new customer/s?

> *Effective selling is all about identifying needs and positioning solutions.*
>
> ***Werner Hess***

BIG OPPORTUNITY: The largest and most attractive acquisition opportunities need to be identified.

DO define **high probability** segments. DON'T chase **undefined opportunities**.

ACTION - ACTION - ACTION

Men seldom bridge the gulf between practice and profession, between doing and saying.

Martin Luther King

SIGNIFICANCE: If nothing is being done, nothing will happen! Action is the difference between talking and doing - taking action will deliver results. Without action, the current scenario will not change.

THE ACTION STRATEGY: The pre-defined objectives and plans to achieve goals. These are the steps and guidelines that need to be followed to produce positive outcomes.

TOOLS:

- **Scheduling customer meetings;**
- **Planning weekly coaching sessions;**
- **Keeping a to-do list.**

SKILLS: Involves putting the necessary steps and plans into motion and mobilising people and processes in order to reach the outlined objectives.

BIG OPPORTUNITY: Effective actioning involves executing action plans successfully.

DO move from the planning to the action phase. DON'T allow continuous planning to keep you from achieving your goals. Success is 90% perspiration and only 10% inspiration.


B

BEHAVIOURAL FRAMEWORK

SIGNIFICANCE: Behaviour, in the sales process can be defined as the activities completed and steps taken to achieve goals. In contrast to feelings and beliefs, behaviour is what we actually do to reach our goals.

THE BEHAVIOUR STRATEGY: Behaviour is changed almost immediately and it is also readily measurable by way of the things we do.

TOOLS: Nobody goes to work to fail but if individuals behave poorly, then the results will be poor and if they behave well, the business will achieve great results!

Positive sales behaviours:

- Smile;
- Be enthusiastic, patient and reliable;
- Ask open-ended, closed questions and high-gain questions;
- Project the impact that the product will have on the customer's problem;
- Use calculations to underline value and make recommendations to the customer;
- Present, in context, what the customer's needs are;
- Do what you say and resolve any issues effectively;
- Close the sale by confirming the customer's decision.

"Being good in business is the most fascinating kind of art. Making money is art and working is art and good business is the best art."

Andy Warhol

SKILLS: Positive behaviours come from discipline and converting plans into processes.

BIG OPPORTUNITY: Positive behaviours will drive positive attitudes

DO engage in positive behaviour which is endorsed by management. DON'T fall into the negative behaviour / bad habits trap.

BODY LANGUAGE

SIGNIFICANCE: Body language refers to the non-verbal responses which reveal people's feelings about each other and provide clues about their intentions and feelings towards one another:

- 7% of meaning is found in the spoken word
- 38% of meaning is paralinguistic i.e., the way the words are said
- 55% of meaning is facial expression and body language

THE BODY LANGUAGE STRATEGY: Pay attention to and interpret people's body language while at the same time using positive body language to embellish your communication.

TOOLS:

- Manage your stress level by taking a few deep breaths;
- Stand or sit with your body weight centred;
- Relax;
- Smile;
- Maintain eye contact;
- Use hand gestures to underscore what is important.

> *I mean, I'm in the business of storytelling, not message making.*
>
> ***John le Carre***

SKILLS: Synchronise your body language, signals and gestures with those of the person you are engaging with.

BIG OPPORTUNITY: Use body language to enhance your own non – verbal communication

DO use body language to build rapport. DON'T overdo it!

BRAND STRATEGY

SIGNIFICANCE: Brands are a manifestation of products – they have identities, a culture, are alive in the minds of people and they have a unique value to the company. For example, think of the Coca-Cola brand. It is the world's most valued and best-known brand.

THE BRAND STRATEGY: Develop a brand strategy that encompasses the concepts, ideas and visual communication of your products / services by focusing on shared values and experiences.

TOOLS: A brand is a powerful differentiator. Just ask the people who try to compete with well-known brands!

Good brands have five powerful characteristics:

- **They are well-defined;**
- **Create a strong identity;**
- **Easily recognisable;**
- **Creative / innovative;**
- **Elements are all-encompassing.**

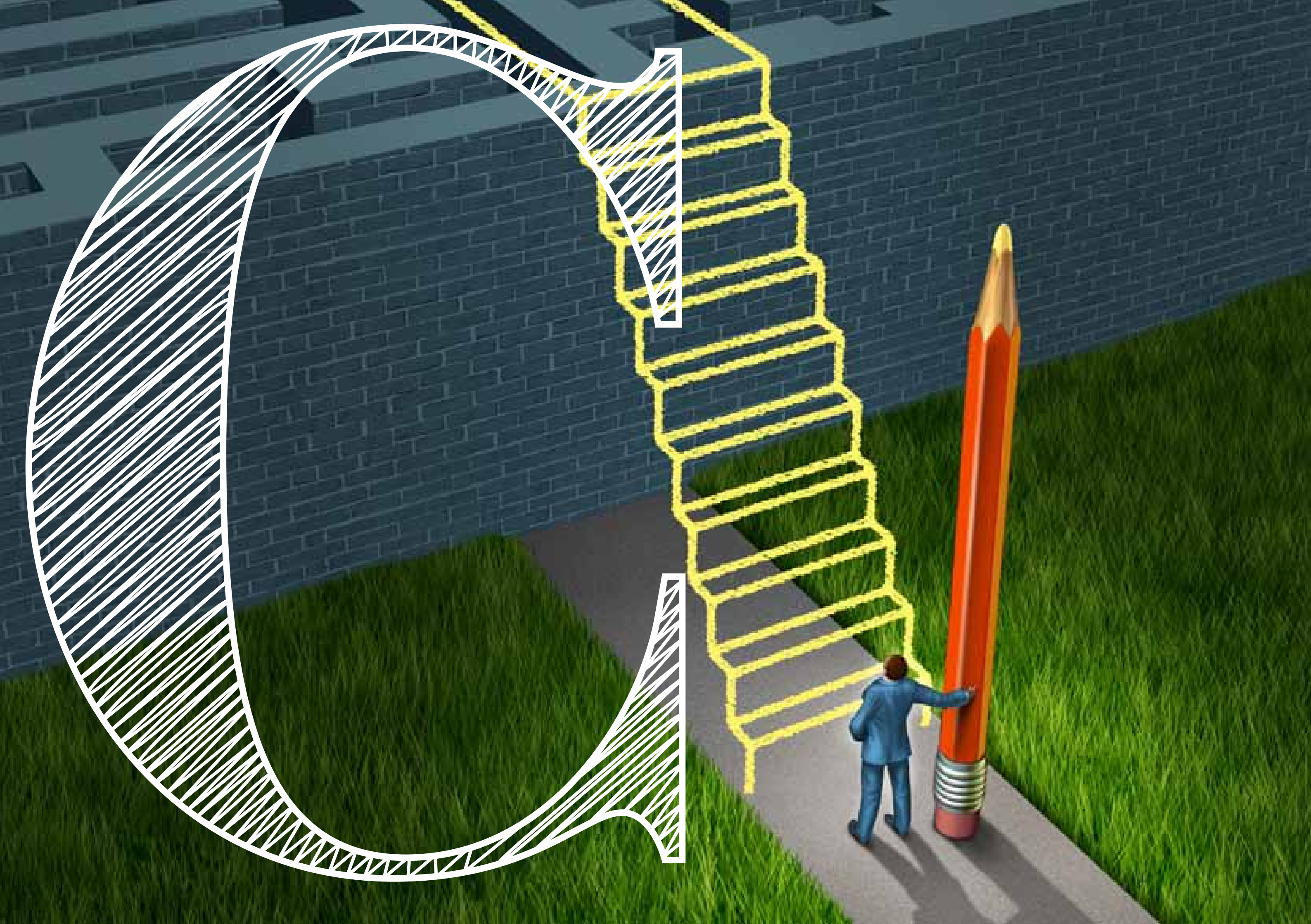
SKILLS: Leveraging the power of a brand, its awareness, relevant differentiation, value, accessibility and emotional connection, by way of the brand positioning.

"Your premium brand had better be delivering something special, or it's not going to get the business."

Warren Buffett

BIG OPPORTUNITY: Use your brand messages to convey sales messages – Consistency is king!

DO talk brand. DON'T talk generically. Don't talk cars, talk Ford!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CUSTOMER STRATEGY

SIGNIFICANCE: Customers are undoubtedly the most important people in the sales / product cycle. Businesses and economies exist because of customers and without them these systems would fail. The business only exists because of its customers and not because it can develop products.

THE CUSTOMER STRATEGY: Develop a customer charter by improving your customer knowledge and adopt a customer-centric perspective.

TOOLS:

- The customer is the most important element in any business. They are not dependent on us, we need them;
- The customer is not the interruption of our work, but the purpose for it.They do us a favour by calling us – we are not doing them any favours by waiting for them to make the first move.
- The customer is part of our business and should not be viewed as an outsider;
  They are more than money in the bank – he/she is a person with feelings similar to our own;
  The customer is someone who comes to us with their wants and needs and it is our job to fulfill those requirements. They deserve the most courteous attention we can give them;
- The customer is the lifeblood of any business – he/she directly pays our salaries and without customers, we would have to close our doors;

"There is only one boss. The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else."

Sam Walton

- A customer is not someone to argue or match wits with – no one ever won an argument with a customer.

SKILLS: Use a relationship-centered selling process and view the world from the customer's perspective. Ask them and don't tell them!

BIG OPPORTUNITY: Develop a customer centic strategy

DO focus on the customer. DON'T allow your interests to overshadow those of the customer.

COACHING

> *"I think the most important thing about coaching is that you have to have a sense of confidence about what you're doing."*
>
> ***Phil Jackson***

SIGNIFICANCE: Coaching is process which allows us to continuously improve our customer-interaction skills. Coaching also allows us to review our sales process, and our activity levels and highlights how we can improve what we are currently doing.

THE COACHING STRATEGY: A structured way of spending a few hours with our sales people in the field. It allows us to rate skills, and at the same time, it allows us to increase sales to existing customers. It further allows us to keep sales people motivated.

TOOLS: A Coaching Assessment provides structure for the coaching sessions.

The Coaching Assessments allows us to: Measure the sales process steps; it allows us to rate the process skills; it also allows us to rate our sales talent.

SKILLS: The successful sales coach, uses the following skills:

- **Listen – Understand – Interpret - Guide**

BIG OPPORTUNITY: Make coaching part of your sales system – Coach continuously!

DO coach regularly. Plan at least five coaching sessions per week. **DON'T** allow coaching to slip. Allowing coaching to slip, is allowing your team to become weaker.

CONVERSION PROCESS

SIGNIFICANCE: Conversion is the process used for progressing the sale. Significant conversion milestones are normally when we have identified a confirmed customer need, and when the customer sees the value of spending money to convert the need

THE CONVERSION STRATEGY: is structured, by plotting the sales process to be followed, and identifying what the strategy for conversion would be at every process step.

TOOLS: The Conversion Process

- **Plot the conversion process**
- **Develop a conversion strategy by process step**
- **Train sales people in the execution of the conversion process**

SKILLS: The successful conversion execution relies on effective execution of Relationship Centered Selling process steps:

- Connecting
- Positioning
- Discovering
- Projecting
- Presenting
- Negotiating
- Concluding

> *"Conviction is worthless unless it is converted into conduct."*
>
> ***Thomas Carlyle***

BIG OPPORTUNITY: Your Conversion Process defines your Success!

DO: Use an effective conversion process **DON'T:** Just wing it. Learn how the conversion process steps are effectively executed.

CRM

SIGNIFICANCE: Customer Relationship Management is one of the most misunderstood and underrated concepts as far as sales and selling is concerned. Sales people generally feel that CRM is imposed by management, designed to "check in on them." and sales managers are generally apprehensive of introducing anything that could be perceived to be counter productive. CRM is however an essential tool to manage opportunities and activities.

THE CRM STRATEGY: The best strategy for CRM is to integrate it with the sales system as well as the sales process, driving adoption through functionality.

TOOLS: The CRM Solution

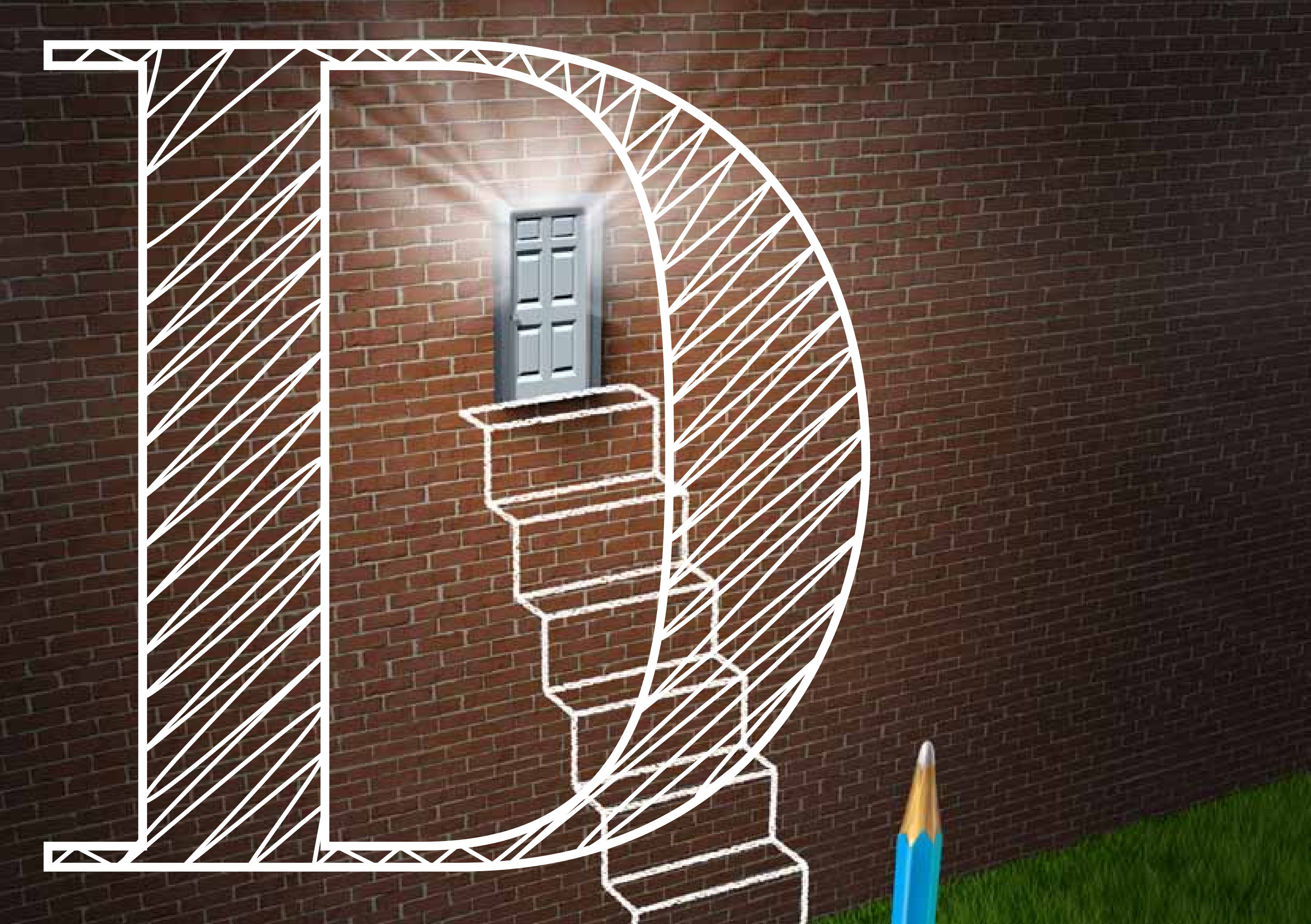
- A customer data base
- A contact management tool
- A communication tool
- An opportunity management tool
- A campaign management tool

SKILLS: Successful CRM is a key enabler. Investments in updating the CRM data base delivers healthy time saving returns in the future.

> *It is not your customer's job to remember you. It is your obligation and responsibility to make sure they don't have the chance to forget you*
>
> ***Patricia Fripp***

BIG OPPORTUNITY: Develop CRM as your sales "Brain – Trust"

DO: Use CRM to manage your customer interactions **DON'T:** Feel that it is a policing tool. If you feel that way, and you just can't see your sales life continuing with CRM as your daily interaction platform, you can join a circus instead!



DISCOVERING NEEDS

The work of an advertising agency is warmly and immediately human. It deals with human needs, wants, dreams and hopes. Its 'product' cannot be turned out on an assembly line.

Leo Burnett

SIGNIFICANCE: Discovering is a sales process step. Discovering allows us to find out what the customers needs are. If we know what the customer needs, then we can recommend the right solution.

THE DISCOVERING STRATEGY: Starts off by asking Open Questions, so that we can get an overall idea of the customer's situation. Then asks closed questions, to confirm what we know. Finally asks High Gain questions, to get the customer to think about the impact of the deal.

TOOLS: Three distinct questioning Techniques.

- Open questions: Gets the customer to talk
- Closed questions: Gets the customer to confirm
- High Gain questions: Get's the customer to think

SKILLS: In any sales process, a discovery phase helps us understand the customer's environment.

BIG OPPORTUNITY: Finding and confirming needs is the biggest challenge in sales!

DO: Focus on the customer DON'T: assume that you know what the customer wants… Discover his needs!

EFFECTIVENESS

> *Efficiency is doing things right;*
> *effectiveness is doing the right things.*
>
> ***Peter Drucker***

SIGNIFICANCE: to be effective, it is no longer enough for the individual to be intelligent and work hard, or to be knowledgeable. Effectiveness is something separate, something different. To be effective does not require a special gift, a special attitude or special training. Effectiveness demands DOING things, DOING fairly simple things. (Peter Drucker)

THE EFFECTIVENESS STRATEGY: Starts off by setting GOALS, making PLANS, and putting the Plans into ACTION.

TOOLS: Three distinct actions.

- GOALS:
  I will activate 10 new customers today.

- PLAN:
  I will identify at least 30 potential customers.
  I will contact 30 customers, qualifying at least 15
  I will activate at least 10, using "Relationship Centered Selling Skills"

- ACTION:
  I WILL START TODAY!!

SKILLS: Effectiveness is behavioural.

BIG OPPORTUNITY: Turn yourself into a do-er!

DO: Go into ACTION DON'T: SIT AROUND WAITING FOR THINGS TO HAPPEN!!

FORECASTING SALES

SIGNIFICANCE: If we say that sales forecasting is the most important function in any company, then we mean it is the most important function in any company. All of the companies planning is dependent on the sales forecast. Every budget is developed with the sales forecast as a foundation. In fact, we have seen companies loose 50% of their value when they started missing their sales forecasts.

THE FORECASTING STRATEGY: Having detailed and intimate knowledge of the sum total of all deal flow is critical. All deals, force ranked by probability of closing as a %, per customer, will result in detailed 1, 3 and 6 monthly forecasts. Invaluable as a planning input to all financial planning for the company as a whole.

TOOLS: The visibility and predictability in terms of:

- **Visibility** of all deals at 20, 50, 70, 80 and 90% probability
- **Predictability** in terms closing dates at 30, 60 and 90 day windows

SKILLS: Proficiency in using Sales Tracker and other sales forecasting tools.

> *I have spent too long being able to manipulate the answers I want from market research to rely upon its findings any more than I do weather forecasts.*
>
> ***Charles Saatchi***

BIG OPPORTUNITY: Having an accurate sales forecast not only means that financial planning inputs are reliable, but it also means that every sales opportunity, at every stage of the conversion process is being managed!

DO: Accurate forecasting by product and by customer!
DON'T: Screw around with forecasting, the company depends on the forecast

GOALS

SIGNIFICANCE: Not having clearly defined goals is like a ship without a destination. It does not know where it's going, and if it does not know where it's going, it will certainly never get there. Goals define the purpose of what we are doing, as well as the end result of what we wish to achieve.

THE GOALS STRATEGY: Goals should be:

- Realistic
- Achievable
- Time Bound

TOOLS: Four distinct actions.

- Define the goals carefully - Ensure they comply with your strategy
- Make sure that they are in your face every day
- Make sure you have regular reviews – Daily – Weekly – Monthly- on whether you are achieving our goals.
- Make sure that you can get back on track

> *Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude.*
>
> ***Thomas Jefferson***

SKILLS: Define your goals, go after them, review your achievement regularly and get back on track when you are starting to miss

BIG OPPORTUNITY: Set big, bold, achievable and realistic goals

DO: Set realistically achievable goals **DON'T:** Allow yourself to go off track


START

HANDLING OBJECTIONS

SIGNIFICANCE: Being able to handle customer objections effectively ensures that you make the sale. Customers aren't actually "objecting" they may simply be making sure that they make the right decision.

HANDLING OBJECTIONS STRATEGY: In handling objections you should identify:

- **Is it a genuine issue?**
- **Is it perhaps a misconception?**
- **Is it misinformation?**

TOOLS: Five distinct actions.

- Deal with genuine issues – perhaps there is room for a trade-off
- Clear up any apparent misconceptions
- Clarify any misinformation by setting the record straight
- Make sure you really understand the objection.
- Make sure that you have resolved all the issues around the objection

> *An objection is not a rejection; it is simply a request for more information.*
>
> ***Bo Bennett***

SKILLS:

- Paraphrase the objection
- Make sure that you and the customer understand the objection
- Clarify the objection
- Get the customer to agree that the objection is no longer an issue
- Don't minimize the customer's concerns

DO: Resolve the issues effectively DON'T: Allow yourself to get into an argument with the customer. The customer will always win the argument!


I

INITIATE STRUCTURE

SIGNIFICANCE: Initiating structure simply means that you will allow yourself to work in a structured environment. Good structure allows success to happen. No structure allows for failure. Make sure your structures are set up for success.

INITIATE STRUCTURE STRATEGY: In fact, structure follows strategy… once you know what your strategy will be; you can put a structure in place to execute the strategy.

TOOLS: Structure follows strategy and consists of the following actions:

- **What resources will you need to achieve success?**
- **What process will you follow to achieve success?**
- **What metrics will be used to measure success?**

SKILLS:

- Define your resource requirements in people, finances and time
- Develop a process map
- Define success metrics

Without change there is no innovation, creativity, or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable.

William Pollard

BIG OPPORTUNITY: Structure = Success

DO: Place a lot of emphasis on structure - it lays out what success will look like. DON'T: Leave things to chance. !

INFLUENCE

SIGNIFICANCE: Essentially a sales person's job is to influence and persuade. Influence refers to producing an effect that would result in an action.

INFLUENCING STRATEGY: Influence is more subtle then persuasion. It's about using your position or your connections to drive a persons thinking into a certain direction. Influence is potentially very powerful if executed correctly.

TOOLS: Influencing is alike to becoming a driver or a force that moves actions into a positive direction.

- **Use persuasion to drive actions**
- **Create a compelling force to sway behaviour**
- **Producing an influence has the effect of moving it into the right direction**

SKILLS: Persuasive abilities

- Define how you exert pressure on a situation
- Define what actions you can take to move people to taking action

Ninety percent of selling is conviction, and 10 per cent is persuasion.

Shiv Khera

BIG OPPORTUNITY: Ensure that you use influence positively

DO: Influence, it's a more subtle way of persuasion - DON'T: Forget to use subtle arguments to move actions in the right direction

JUDGEMENT

Sales is at best an inexact science. In sales, much of our effort is designed to create certainly out of what is in fact an uncertain environment. That's why we use structure, processes and systems to make our sales world more predictable.

SIGNIFICANCE: Good judgments flow from your cognitive systems. Everything you have ever learnt and experienced and everything you know or you think you know, makes up what is called your cognitive system. However, you will often be faced with situations in sales where, once you taken all the quantitative aspects into account, you may be asked to make a judgement call.

JUDGMENT STRATEGY: In exercising judgment, make sure that:

- **You have all the facts**
- **Consulted widely**
- **Applied analytical thinking**
- **… and then make your judgment call**

TOOLS: Three distinct actions.

- Define the situation
- Gather all the facts
- Analyze the facts
- Discuss the facts
- Explore options
- Make a call

> *Depend upon yourself. Make your judgement trustworthy by trusting it. You can develop good judgement as you do the muscles of your body - by judicious, daily exercise. To be known as a man of sound judgement will be much in your favour.*
>
> *?*

SKILLS: Analytical thinking, optioning, decision making

BIG OPPORTUNITY: Think before you act!

DO: Make an informed judgment call DON'T: Use the lack of information as an excuse

KNOWLEDGE

Knowledge is power! Many a deal was won on one selling party's superior knowledge and information about key aspects of the deal. In sales all your tacit knowledge can in fact be converted into active knowledge through the rigorous implementation and use of CRM systems.

SIGNIFICANCE: A strong knowledge base or repository, and access to key market or customer information will allow you to tailor and to fine tune your offering to customers, making you more attractive and responsive to customer needs. This will allow you to win more deals than your competitors.

KNOWLEDGE STRATEGY:

Define:

- **How you can convert information into knowledge**
- **Build a knowledge base**
- **Access knowledge (people, data and situational knowledge)**
- **Apply the knowledge**

TOOLS: Create a Knowledge base.

- Sources of knowledge
- People who may have the knowledge
- Knowledge management

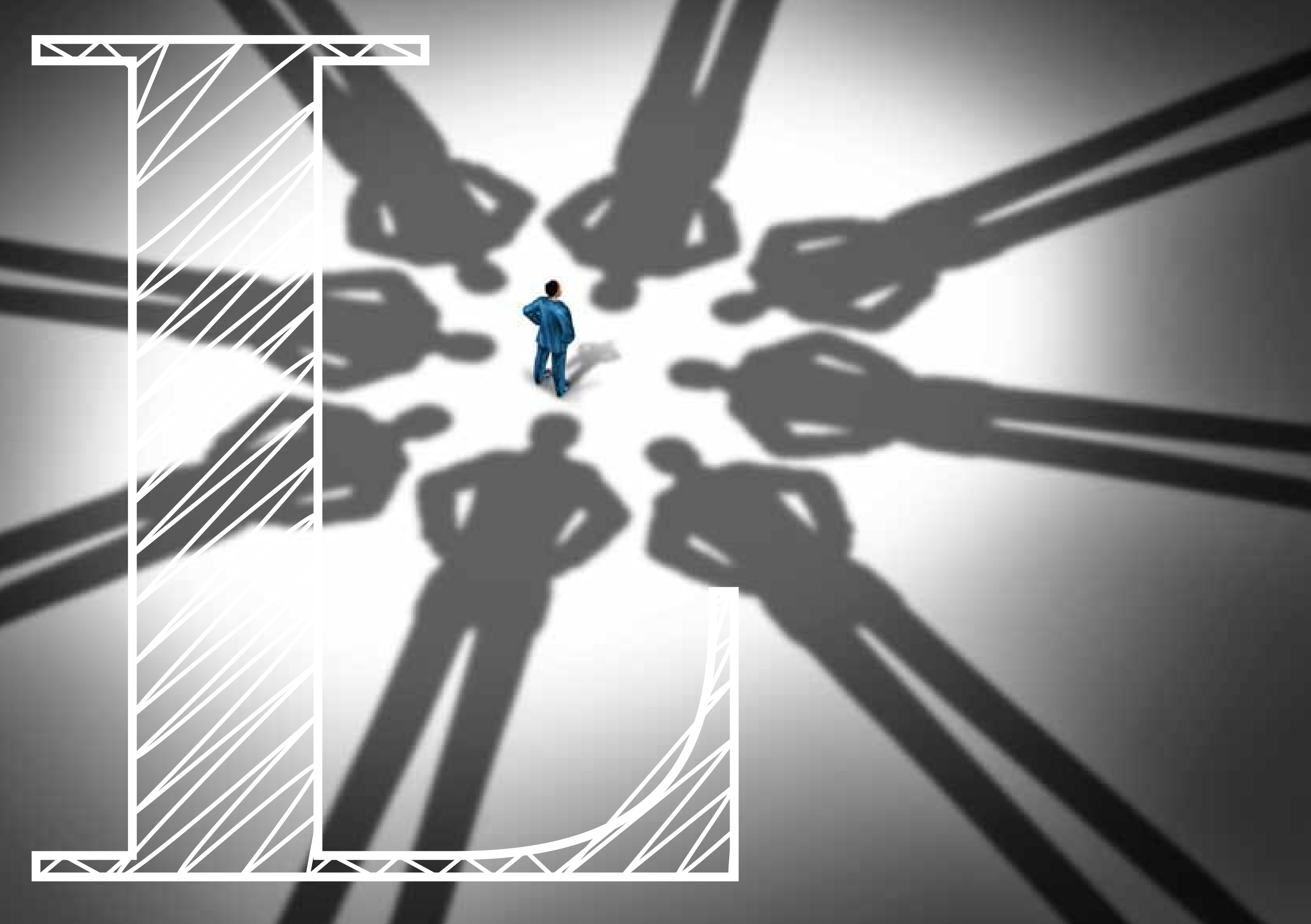
> *Ignorance is the curse of God; knowledge is the wing wherewith we fly to heaven.*
>
> ***William Shakespeare***

SKILLS:

- Define what you need to know
- Define what you already know
- Define who will know
- Define a process of getting to know, what you don't know

BIG OPPORTUNITY: Knowledge is what differentiates you from competitors

DO: Create a knowledge management system DON'T: Be trapped by inertia because you don't have the knowledge



LEADERSHIP

Sales leadership is an essential element in sales success. That doesn't mean that sales leadership only exits at the top of the organization. In fact good sales leadership is a requirement in sales people, at every level of the sales organisation. Setting up for good sales leadership will make the difference between winning, and loosing sales teams.

SIGNIFICANCE: Strong sales leadership ensures that the sales organization moves in the right direction and does the right things. Sales leadership needs to be evident so that the sales organization performs at peak most of the time. Research has shown that organizations with strong sales leadership are often more successful than blunderers, by quite a strong margin!

LEADERSHIP STRATEGY: Leadership Strategy revolves around:

- **Creating a strong and shared vision and mission for sales**
- **Building High Performance Sales Teams**
- **Clear Communication**
- **Problem solving and process improvement**
- **Training, coaching and developing teams**

TOOLS:

- Leadership awareness

> *Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.*
>
> ***Colin Powell***

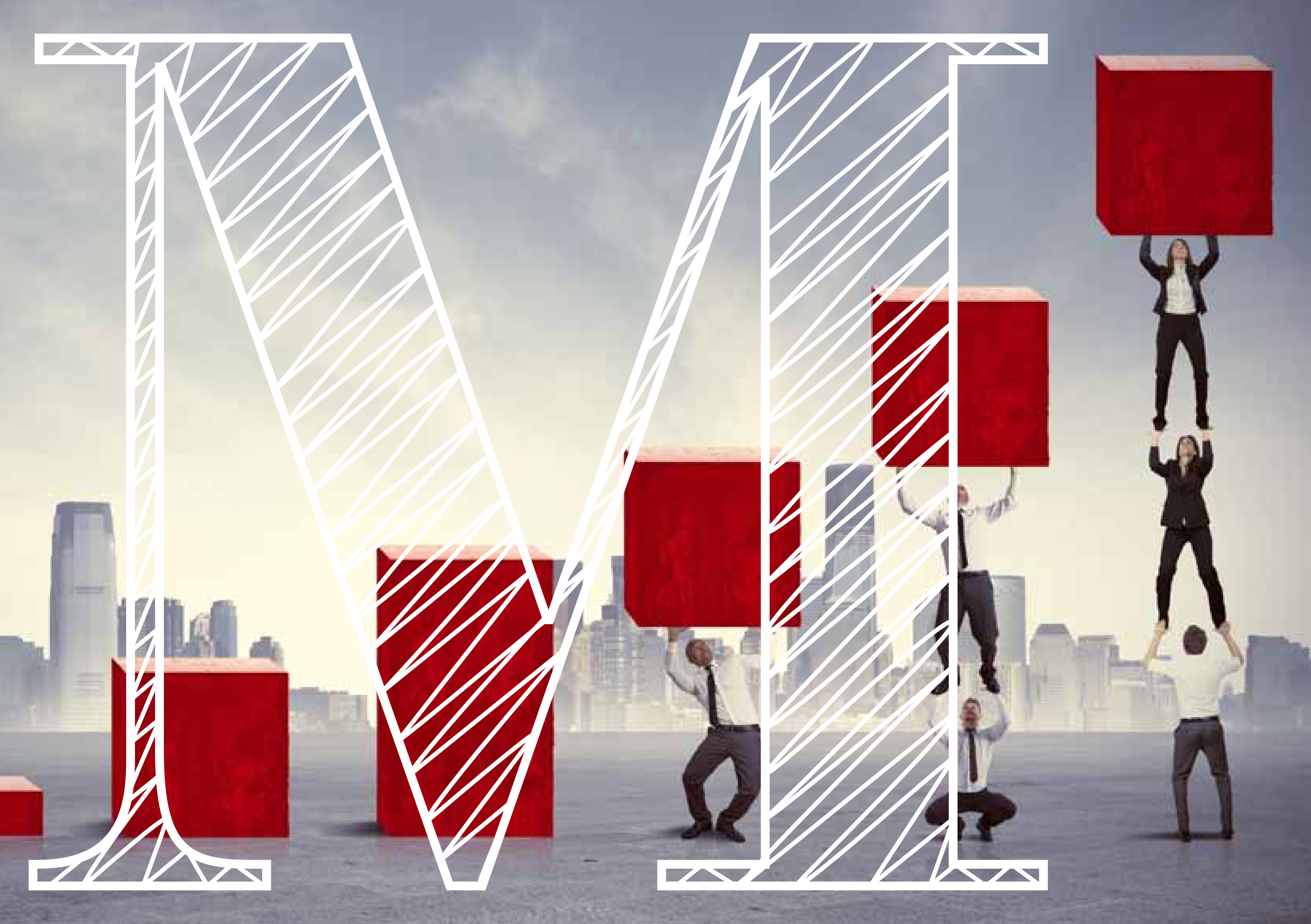
- Communication
- Walking the walk
- Enthusing and creating structure
- Achieving results through others

SKILLS:

- Understanding People
- Knowing how to exercise power and authority
- Making Decisions
- Taking Charge

BIG OPPORTUNITY: Leadership creates winning organizations!

DO: Lead! DON'T: Don't talk the talk, if you can't walk the walk!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MANAGING SALES

While leadership is more about driving enthusiasm, providing direction and motivating people to perform at their own free will, management is more concerned about the technical aspects of managing effectively. In today's world, we need leaders who can manage, just as much as we need managers who can lead!

SIGNIFICANCE: Managing sales is essential. It's no longer good enough to simply expect sales people to "get out there and make it happen". Today's sales situations require definitive actions to set sales people up for success, to guide them, train them, to coach them and to keep them motivated. Sales in today's world requires management. Effective management.

SALES MANAGEMENT STRATEGY:

- **Manage resources**
- **Manage opportunities**
- **Manage performance**
- **Manage the future (forecast)**
- **Train, coach and develop your people**

TOOLS:

- Relationship Centered Selling
- The success Matrix
- Sales Process visibility
- Sales conversion system implementation
- Coaching
- The motivation matrix

> *I think management is about just that - managing people via man-to-man skills.*
>
> ***Stuart Pearce***

SKILLS:

- Planning
- Organizing
- Executing
- Controlling

BIG OPPORTUNITY: Managing sales creates a cohesive, goal directed achievement focused environment

DO: Manage! DON'T: Have a 'Just go out and sell!" attitude.

METRICS

Most sales people don't like the fact that management measure performance. Metrics are however key to sales success, and sales people who measure their own performance, get to know which areas of their own performance needs improvement. Metrics is certainly not to be seen as the enemy, but rather as a tool that provides performance visibility.

SIGNIFICANCE: Metrics are used in every area of the business. We use metrics to keep track of the company's performance in the form of income statements and management accounts. Production uses a wide range of metrics to measure many aspects of production output and quality. Sales therefore also need to manage the processes of acquisition, retention and penetration, as well as the resources and activities to achieve those sales.

METRICS STRATEGY: You can't measure what your can't manage! Plot your sales conversion process, and assign time line metrics to every process step.

- Identify
- Approach
- Qualify
- Engage

> *When a positive exchange between a brand and customers becomes quantifiable metrics, it encourages brand to provide better service, customer service to do a better job, and consumers to actively show their gratitude.*
>
> ***Simon Mainwaring***

- Needs ID
- Value projection
- Presentation
- Proposal
- Negotiation
- Conclusion

Assign a % to completion to every step

METRICS (CONT...)

TOOLS:

- Sales Conversion Metrics
- Activity metrics
- Deal flow metrics
- Selling skills measures (Coaching Tools)
- Sales by product
- Sales by sales rep.
- Daily, weekly, monthly sales reports

SKILLS:

- Systems set-up
- Systems integration
- Systems implementation
- Systems conformance

BIG OPPORTUNITY: Performance improvement relies on relevant measures to drive results

DO: Measure to manage more effectively! DON'T: Fly by the seat of your pants!

NEGOTIATION

Most people view negotiation as a process where we either gain something, or give something away. The true art of negotiation is about managing expectations. Sellers have expectations and so have buyers. Many sales are lost purely on the basis of either one of the parties negotiating, having warped expectations of possible outcomes. .

> *You do not get what you want. You get what you negotiate.*
>
> ***Harvey Mackay***

SIGNIFICANCE: Negotiation is fundamental to every sales process. Sales people often make heavy weather of the negotiation process and much stress is experienced during a sales negotiation. However, negotiation is here to stay, because from the customer's perspective, everyone wants the assurance that they are getting the best deal and are in fact making the right decision.

NEGOTIATION STRATEGY: Negotiation is not about win or loose. It's simply about win.

TOOLS:

- Decide on your positioning
- Define your motivators
- Define your customer's motivators
- Define your negotiable items
- Learn to deal with dirty tricks

SKILLS:

- Acknowledge your customer's positioning
- Disclose your perceptions
- Structure a discussion around perceptions
- Clarify understanding

BIG OPPORTUNITY: Think "Win!"

DO: Make negotiation a Win process - DON'T: Turn negotiations in an adversarial contest of minds

OPPORTUNITIES

Sales are about opportunities. It's about searching for opportunities, connecting with opportunities, exploring opportunities, converting opportunities and concluding opportunities.

SIGNIFICANCE: Opportunity is the life blood of sales. While some opportunities may come around fortuitously, 99% of sales opportunities are the result of actions taken. Calling for meetings. Having meetings. Converting meetings and closing deals. Generally it is said that sales people need at least 10 opportunities to convert 1 deal!

OPPORTUNITY STRATEGY: In exploring opportunities:

- Make sure that you activate the right behaviours
- Make sure that you put effective selling skills to work to convert opportunities

TOOLS: **Five distinct actions.**

- **Make a connection**
- **Position your value**
- **Discover common ground**
- **Qualify in or out**
- **Convert the opportunity**

CRM systems all have an opportunity management module, where you can pro-actively drive an opportunity to a successful sale

O

> ***A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.***
>
> ***Winston Churchill***

SKILLS:

- Connecting
- Value propositioning
- Qualification (time scales, budgets, competitors)

BIG OPPORTUNITY: It's a fact. The more holes you drill, the more likely you are to strike oil!

DO: Create as many opportunities as is possible DON'T: Lose track of opportunities – use CRM to manage opportunities

POSITIONING

Al Reiss first coined the concept of positing, as a marketing concept, "positioning a product or service" in the market. When you start talking to customers, you use the same concept to position what it is you do. This is also often referred to as the elevator pitch. These days sales people go as far as positioning not only what they do, but also what the value to the customer would be.

SIGNIFICANCE: Strong positioning enables the customer to stop guessing what you do, and get a real sense of what business you are in, what you do, and why it could be of value to them. Some sales people even position what they don't do, as a method of creating more clarity around what they do.

POSITIONING STRATEGY: Effective sales people position:

- **Themselves**
- **Their organizations**
- **Their products**
- **Their value**

… And then focus back on the customer…

TOOLS: Positioning….

- Who I am, what my experience is, what my role in the company is.
- Who we are, how long we have been in business, our core offering and who we deal with
- Why what we do has value, how customers talk about us, what they say

> *Positioning the brand and regaining trust are all smart things for us to do and those are the litmus tests for any decisions we make.*
>
> ***John McKinley***

SKILLS:

- Clear communications
- Rehearsed
- Not cheesy

BIG OPPORTUNITY: Positioning enables the most critical buyer to understand your value!

DO: Make use of a script DON'T: Don't make it sound like you do

PENETRATION STRATEGY

> *American business has just forgotten the importance of selling.*
>
> ***Barry Goldwater***

SIGNIFICANCE: Penetration, or also referred to as cross and up- selling, are key instruments for ensuring growth within your current customer base. We always have opportunities to sell more product solutions to existing customers. Penetration is therefore a strategy that we will use to grow the average value per customer.

THE PENETRATION STRATEGY: Simply means that we have to find more new ways of selling more products and solutions to existing customers...

TOOLS: Use an up selling and cross selling Process. This process needs to be designed to help us formalize the steps we need to take, in order to sell more value to existing customers. .

- **Up selling: When you can position a larger, or more complex offering to a customer, to expand the sales upwards in value.**
- **Cross Selling: When you position to sell add on products to the existing product being purchased. The customer purchases a stove, and you were able to sell a set of copper bottomed pots in addition to the stove.**

BIG OPPORTUNITY: The largest and singularly most attractive penetration opportunities need to be identified.

DO: Define penetration opportunities DON'T: Ignore the potential value of existing customers

PROPOSALS

At Athens, wise men propose,
and fools dispose.

Alcuin

SIGNIFICANCE: Proposals happen at a point in the sales conversion process, where the customer needs are known, and the customer is in fact clearly aware what the solution would look like, and is ready to consider the commercial aspects of the sale.

THE PROPOSAL STRATEGY: The proposal needs to be submitted when the customer is ready to buy.

TOOLS: An effective framework for proposal development is as follows:

- An introductory "who we are, what we do, who we do business with, what our value proposition is"
- A fairly elaborate " what our understanding of your challenges" are
- How our product / solution can address your challenges and deliver the expected value
- Commercial terms and conditions

BIG OPPORTUNITY: A well constructed proposal, which summarizes the understanding reached though the conversion process is worth a million dollars!

DO: Construct a well written and well pitched proposal
DON'T: Present the proposal if the customer is not ready to buy, in the hope that the proposal will be able to further the sale. In fact, even if the customer should request a proposal, make sure that the customer has a full view of his needs and the value that you can deliver, before agreeing to submit the proposal.

PROJECTING

I think dress, hairstyle and make-up are the crucial factors in projecting an attractive persona and give one the chance to enhance one's best physical features.

Vivienne Westwood

SIGNIFICANCE: One of the most important skills in selling is the ability that the sales person has to project the value of a solution, so that the customer can see how the solution adds value and becomes convinced of the fact that he needs to act!

THE PROJECTING STRATEGY: Projecting is used once the customer has revealed his need, and now needs to understand how a product or a solution can help him resolve his issues effectively.

TOOLS: An effective framework for projecting is a follows:

- **High gain questions get the customer to imagine his need, and starts the mental process of thinking about ways to fulfill the need.**
- **Using calculation as a projection technique allows you and the customer to put a value around solving the problem.**
- **Using projection by referring to other customers who have had similar problems which you solved, allows the customer insight into similar situations, similar solutions.**

BIG OPPORTUNITY: Projecting is a fine art, and allows the customer to visualize ownership of the solution as well as to satisfy himself about issues surrounding viability.

DO: Project to capture the customer's imagination. DON'T: Project until you are quite sure that you are addressing the issues that are central to the customer's needs.

PERSISTENCE

Nothing in this world can take the place of persistence. Talent will not: nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not: the world is full of educated derelicts. Persistence and determination alone are omnipotent.

Calvin Coolidge

SIGNIFICANCE: Persistence refers to the tenacity that needs to be displayed by sales people to endure and persist with the relentless follow –up and follow-through of opportunities to ensure that every opportunity is worked to its fullest potential. Customers respect persistent sales people and persistence is often what has won many deals

THE PERSISTENCE STRATEGY: Persistence needs to fit into the sales process and needs to be used judiciously, in order not turn into an activity that becomes counterproductive. Persistence needs to be moderated and should not result in customers complaining about being hounded!

TOOLS: Use Relationship Centered Selling skills, to ensure that best practice sales skills are used persistently, rather than thoughtless and single minded persistence leading to the sale being ruined.

BIG OPPORTUNITY: Persistence pays off. Dogged minded persistence peeves –off.

DO: Be persistent!
DON'T: Allow blind persistence to ruin your chances of making a sale.

PRESENTING

SIGNIFICANCE: Presentations are very much part of the sales process and effective presentations do win the deal in many sales situations. In fact, effective presentations are great differentiators. However, in talking about presentations, we don't mean that you should be strutting around with 120 pages of PowerPoint slides, administering death by PowerPoint.

THE PRESENTATION STRATEGY: Presenting is in fact a Relationship Centered Selling process step. Presenting is often a process step that is executed as part of a proposal submission and should in fact be designed to illustrate how your solution / product solves customer challenges and in so doing deliver value.

TOOLS: Use Effective Presentations to structure your presentation. A total of 12- 22 slides should do the trick. Focus on:

- **Preparation**
- **Content**
- **Delivery**
- **Commitment**

> *You don't need a big close, as many sales reps believe. You risk losing your customer when you save all the good stuff for the end. Keep the customer actively involved throughout your presentation, and watch your results improve.*
>
> ***Harvey Mackay***

BIG OPPORTUNITY: Present effectively by using slides as the back drop. The challenge is not to read the slides, but to use the slide as a backdrop to presenting effectively.

DO: Present effectively! DON'T: Don't kill the opportunity by failing to get the message across!

PERSUASION

> *Eloquence, n. The art of orally persuading fools that white is the color that it appears to be. It includes the gift of making any color appear white.*
>
> ***Ambrose Bierce***

SIGNIFICANCE: Sales is all about persuasion! However persuasion is not always what we think it is. Persuasion is not a mindless process of egging people on to take action. It's also not about applying pressure to act. In fact, persuasion is something often misunderstood. Persuasion is a set of logical arguments that are positioned in order to place emphasis on a particular subject...

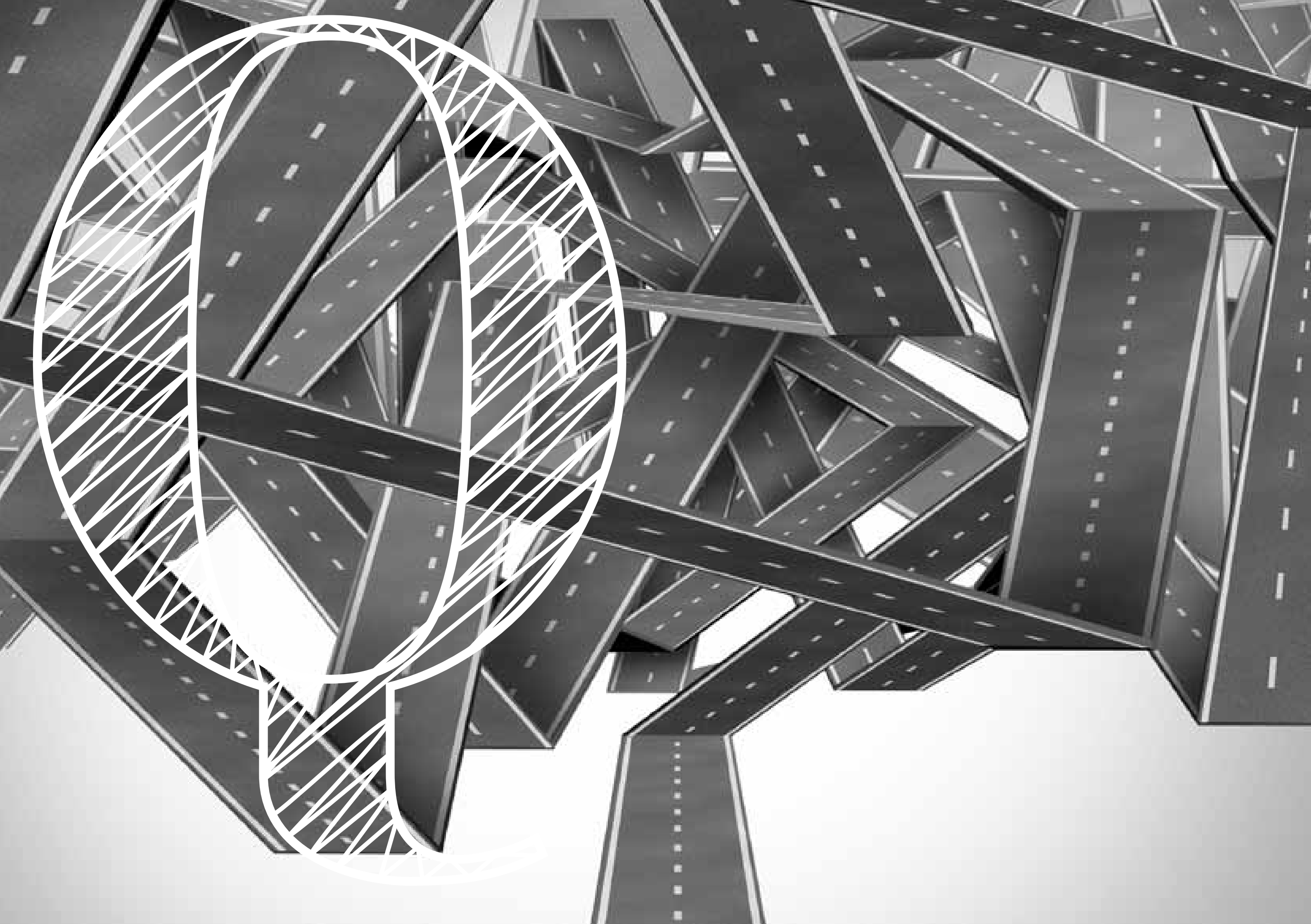
THE PERSUASION STRATEGY: Persuasion is the development of a logical argument, delivered in such a way as to make compelling case for taking action, or at least giving the subject due consideration.

TOOLS: Effective Persuasion does in fact revolve around a few skills, which once mastered, has the potential to catapult the sale into a reality. Here are some of the skills:

- Argument is the life blood of persuasion
- Lock in on emotions to give persuasion momentum
- Use the right language
- End crisply

BIG OPPORTUNITY: Persuasion is the key magic ingredient to make the sale happen. Delivered effectively, it catapults the potential sale in the reality dimension!

DO: Persuade effectively. Inject self belief and emotion into the communication. **DON'T:** Dilly daddle and talk around the point – compose and argument and deliver it with conviction!


Q

THE 2 Q'S

THE 2 Q'S:

Quantity:: How many sales meetings (situations) you create.

Quality: How well the meeting (situation) is managed and how well you are able to take the customer through the process.

SIGNIFICANCE: Sales is often a numbers game. There is a saying "The more holes you drill, the more likely you are of striking oil."

Sales is certainly also a quality game. How well you communicate, project and present solutions often determines whether you get the sale, or not.

THE 2- Q STRATEGY: Make sure you develop sufficient quantity, and make sure you execute with quality:

TOOLS:

The 10: 1 Rule

- Make sure you have multiple opportunities in your pipeline
- Make sure that you have the skills to enable quality conversions
- You need at least 10 opportunities for every deal that will close.

> *Quality is not an act, it is a habit.*
>
> ***Aristotle***

SKILLS:

- Effective prospect development
- Effective qualification
- Effective sales conversion

BIG OPPORTUNITY: The 2Q's balances activities and quality calls! Get the balance right!

DO: have sufficient quantity in terms of activity DON'T: waste opportunities by not being able to convert with a quality sales process.

QUALIFICATION

Rigorous opportunity qualification is almost as important as the sale itself. We qualify accounts and opportunities as “In” or “Out” based on the potential that we will be able to sell our product into the opportunity.

SIGNIFICANCE: Poor qualification can result in sales people chasing sales opportunities that simply won’t mature into a sale. This is obviously a waste of time and effort, which could have been spent on better opportunities.

THE QUALIFICATION STRATEGY: Qualify early in the sale process, so that the “sinkhole syndrome” can be avoided. Sinkhole syndrome = lots of effort, little result.

TOOLS:

- **Use Ideal Customer Profiling to make sure that a potential customer fits all the ideal customer criteria.**
- **Use qualification as a definitive step in the sales process**

SKILLS: Correctly interpret the “Ideal Customer Profile”

Ask qualification questions while exploring the customer’s environment for qualification clues.

What’s special about Superman is that he will always make the right choice.

Max Landis

BIG OPPORTUNITY: Early “in – out” qualification can save hundreds of man hours chasing duds!

DO: Qualify effectively to be more effective! DON’T: Use qualification as an excuse for not having converted an opportunity

RELATIONSHIPS

Relationships are paramount! In fact it is said that costs up to 10 xs more in terms of investment in a new customer relationship, then it would cost to hold onto an existing one. Without strong customer relationships you will always be at risk of losing business. It is therefore paramount that companies invest in customer relationships.

SIGNIFICANCE: Good relationships are worth gold to your company. All sales people will agree that some competitors have relationships that are so strong, that it makes acquiring that specific account very challenging. Nurturing existing customer relationships and forging new relationships with potential customers is essential to a company's survival.

RELATIONSHIP STRATEGY: Develop retention strategies based on customer relationships.

- Let them know you are there
- Let them know you care
- Let them know that you value their business
- Deliver exceptional service

TOOLS:

- **Use your CRM system to action a " drip irrigation" campaign**
- **Set-up customer events aimed at strengthening existing relationships**
- **Identify relationship enhancing touch points**

R

Treasure your relationships, not your possessions.

Anthony J. D'Angelo

SKILLS: Staying in touch and touching base through relationship networking

BIG OPPORTUNITY: Relationships are worth gold. Look after it like it was gold!

DO: Develop new relationships DON'T: Neglect existing relationships

RECRUITMENT

Having the right people on board working in sales is one of the keys to sales success. Recruitment, while falling in the HR domain for execution, is strictly speaking a key responsibility of the sales leadership. Recruiting sales people is often a challenging task, because of the fact that candidates sell themselves to you so well, and end up not being able to deliver anything close to what they sold you.

SIGNIFICANCE: Being able to recruit the right profile of sales people into the team is vital to sales success. Sales leaders should always be recruiting and a successful sales leader will always have 5 -6 resume's in his bottom drawer, ready to hire.

RELATIONSHIP STRATEGY: Recruit the right people.

- Be sure that you are looking for the right kind of people.
- Be sure that you know that they can sell.
- Be sure that they will do the work.

TOOLS:

- **Use competency models**
- **Use psychological assessments**
- **Use competency assessments**
- **Use personality assessments**
- **Use good judgment**

My name is Harvey Milk and I'm here to recruit you.

Harvey Milk

SKILLS:

- Good interviewing skills coupled to an effective competency model.
- Try to determine the difference between "knowing a lot about selling" and "being able to sell!"

BIG OPPORTUNITY: Recruiting the right talent sets you up for long term success

DO: Always be in recruitment mode DON'T: Just hire on gut feel, use assessments...

RETENTION

SIGNIFICANCE: Retention refers to holding on to existing revenue streams from existing customers. It is estimated that companies can lose up to 25% of their revenue from existing customers per year. Even if the loss were to be only 5%, it is still a significant number! Given the fact that it costs on average 10 times more to acquire a new customer, solid customer retention strategies are critical to ensure revenue stability.

THE RETENTION STRATEGY: Simply means that we have to find new and innovative ways of holding on to existing customers...

TOOLS: Use a retention strategy. Frequent and effective interaction with your customers will see to it that you will be able to keep existing customers for longer.

- **Interaction: Regular interaction will improve the customer adhesion.**
- **Loyalty programs will help lock customers in.**
- **Effective customer service will improve customer experience**

> *I think the acquisition of consumers might be on the verge of being mapped. The battlefield is going to be retention and lifetime value.*
>
> ***Gary Vaynerchuk***

BIG OPPORTUNITY: The largest and singularly most attractive retention opportunity is exceptional customer service.

DO: Define retention opportunities DON'T: Ignore retention as a potentially powerful way of increasing sales.

SELLING

Selling refers to the actions taken to engage with and convert customers to purchasing your products and services. The function of selling is often misunderstood and in fact poorly managed. Selling skills are as vital to the position of selling as accounting skills are to finance, however companies neglect investment in the specific skills of selling.

SIGNIFICANCE: When a company starts messing up in the area of sales, it could eventually mean the total demise of the company. Very few companies can survive the impact of not making sales. In fact, in any business, nothing happens until a sale is made. Sales are therefore a vital function of the business.

SELLING STRATEGY: Develop selling strategies that address acquisition, retention and penetration strategies separately.

- Acquisition targets
- Retention targets
- Penetration targets

TOOLS:

- **Develop a well defined sales process**
- **Make sure your sales people have the skills to EXECUTE the sales process**
- **Measure sales success**

> *Everyone lives by selling something.*
>
> ***Robert Louis Stevenson***

SKILLS:

- Develop a sound sales strategy
- Create the right sales structure (coverage in term of width and depth of market)
- Equip you sales people with Relationship Centered Selling Skills

BIG OPPORTUNITY: Make sure that your sales people know how to sell!

DO: Train your people how to sell! DON'T: Expect your sales people "just to bring in the business!"

SEGMENTATION

Segmentation is strictly speaking a marketing tool, but if we had to use segmentation more often in sales, we would be able to benefit from the insights that segmentation provides us.

SIGNIFICANCE: Segmentation is a process of grouping or dividing similarities or differences together. Segmentation doesn't only provide insight, but it classifies information together based on similarities. Segmentation by size for example, will group large, medium and small accounts together.

SEGMENTATION STRATEGY: For sales, demographic, user group, size and geo-demographic segmentation provides the best actionable information that sales people can use.

TOOLS:

- **Pareto – Defines which 20% of customers provide us with 80% of our revenues**
- **Histograms – Helps us define the representation of defined user groups as part of the whole**
- **Demographics – Defines the characteristics of user groups**
- **Geo-demographics – Marketscope – Identifies regional demographics**

SKILLS:

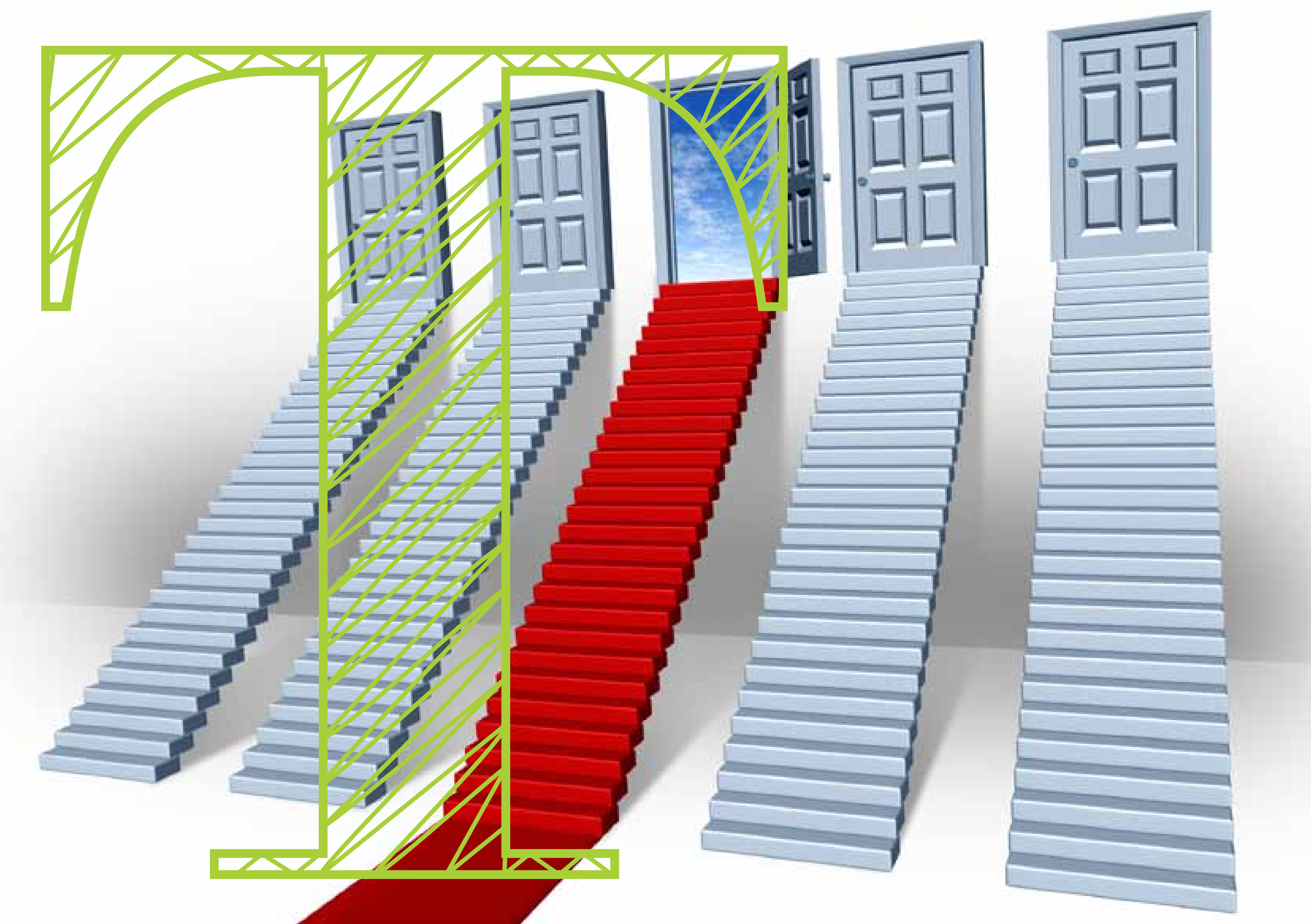
- There are simple Pareto tools available where you simply cut and paste customer data into, and the tool provides the 80/20 insight that you are looking for.

> *Our goal should be to understand our differences.*
>
> ***James D. Watson***

- Histograms can quite easily be set up in Excel, and are quite easy to run out of Excel.
- Marketscope is a proprietary software solution, that can give you insights into the demographics of specific geographic areas.

BIG OPPORTUNITY: Activities directed into high value segments, delivers high value returns

DO: Segment for insight – Define "high probability" segments
DON'T: Just tackle the customer base as whole by starting at "A" and working your way through it. Define segments of interest and become more targeted in terms of approaching high probability customers first.



TRAINING

Some sales leaders will tell you that sales training doesn't deliver the desired effect in their business. We agree.

The days of generic sales training programs are over. What is required is a sales training solution that is customized to the company, the solutions sets sold and the markets it operates in. Sales execution frameworks are now the vogue. Companies who can come in and custom design a selling skills program based on the company's own inherent realities is what sales directors are after today.

> *Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit.*
>
> ***Aristotle***

SALE

SIGNIFICANCE: Sales leaders who simply say "Right we have now hired you, so get out into the market and show us what you can do" should be fired! In today's highly competitive world your sales people is what differentiates you from your competitors. Makes sure you train your sales people to perform at all levels.

TRAINING STRATEGY: Develop a training strategy that includes a coaching program to perpetuate skills application in the sales situation. If you don't plan to include coaching in your training strategy, then you may as well save the training budget!
Make sure that your training strategy covers:

- Relationship Selling Skills (A framework program that is customized to your requirements)
- Negotiation skills
- Presentation Skills
- The skills of Persuasion
- Value proposition design and delivery
- Managing successful sales performance for sales managers
- Coaching for sales managers

TRAINING (CONT...)

TOOLS:

- Relationship Selling Skills (A framework program that is customized to your requirements)
- Negotiation skills
- Presentation Skills
- The skills of Persuasion
- Value proposition design and delivery. Managing successful sales performance for sales managers
- Coaching for sales managers

SKILLS: A vital requirement for managers is to have the essential coaching required to perpetuate the skills learnt in the class room, by coaching the skills out in the field.

BIG OPPORTUNITY: Go for custom designed training programs that reflect your market reality!

DO: Train DON'T: Train if you don't plan to coach

UNIQUE VALUE

If you want to stand out in today's world you have to be different. You need to offer the market unique value so that potential customers see you as a standalone, rather than an also ran. Even in dead straight commodities like coal, companies can develop unique value and differentiate themselves from other run of the mill competitors.

SIGNIFICANCE: Unique value enables sales people to position themselves as a unique proposition to the market. The unique positioning not only enables the sale, but it also enables the company to sell at higher prices relative to run of the mill competitors.

UNIQUE VALUE STRATEGY: Developing unique value may be simpler then what meets the eye. A desktop supplier offering a service bundle offers unique value. An airline that offers a chauffeur service offers unique value. A chemical company that bundles engineering solutions offers unique value, a shirt supplier that offers home tailoring offers unique value. Seek out your unique value!

TOOLS:

- Service solutions
- Payment solutions
- Logistics solutions
- Maintenance solutions
- Installation solutions

We get paid for bringing value to the market place.

Jim Rohn

SKILLS:

- Out of the box thinking
- Brainstorming
- Productizing
- Innovation

BIG OPPORTUNITY: You will be seen by your customers as a person delivering something special!

DO: Develop unique value DON'T: Discount indiscriminately

VALUE BASED PRICING

If your profits are being eroded by excessive discounting, then your sales teams have run out ideas and automatically default to discounts. This even happens without the customers asking for discounts! The sales person simply says "and I'll throw in a 10% discount!" Pricing (and selling based on perceived value) can go a long way to correcting the excessive discounting problem, and strengthen your bottom line.

SIGNIFICANCE: what most sales people (and even sales leaders) don't often realize, is that for every 1% reduction in the selling price, the company's profitability actually decreases by 8% Astonishing. Competitors often discount because they don't offer the full basket of value, and if your sales people were to react to the discount portion of the transaction, they actually destroy value!

VALUE BASED PRICING (SELLING) STRATEGY: Develop a value based mindset that sensitizes sales people to the full basket of value being offered to the customer. Your sales people will be worth their weight in gold if they are able to sell the full value! We place "selling" in brackets, because before you can start selling the value, you need to analyze and price the value.

TOOLS:

- **Value based pricing (selling) enables you to make your customers aware of the full spectrum of value on offer.**
- **Sales people who have been through a value based selling program, are sufficiently street smart to have - value awareness.**

> *Price is what you pay. Value is what you get.*
>
> ***Warren Buffett***

- **Strategic pricing**
- **Perceived value measurement tools**
- **Pricing systems**
- **Price management**

SKILLS:

- Sell the unique value
- Handling fear
- Differentiate the offering

BIG OPPORTUNITY: Think margin! Sales at paper thin margins just don't make sense!

DO: Sell the value DON'T: Discount indiscriminately

VALUE PROPOSITIONING

Value selling is an essential part of the sales process, and refers to the aspects of the sales interaction where sales people talk about why companies should be dealing with them. In effect, it's about communicating what the value delivery of the company is all about. In our world of sales, we believe that the sales person holds as much value to the customer as the solution does.

SIGNIFICANCE: Think of yourself as an agent of value. A key skill to develop is the delivery of your value proposition (who I am, what I have done, key achievements and perhaps even a value statement like "I put my customers first!") The further skills to develop are the delivery of the company's value proposition.

VALUE PROPOSITION STRATEGY: Value propositions are crafted. The best value proposition statements are also designed to be specific to the customer's environment. In other words they are relevant and apply to the customer's world.

TOOLS:

- **Value propositions should be specific**
- **Value propositions should be relevant**
- **Value propositions should be "punchy"**
- **Value propositions are often called "elevator statements" and need to be delivered in a short time frame (in about the time it takes for elevator to reach the 10th floor!)**

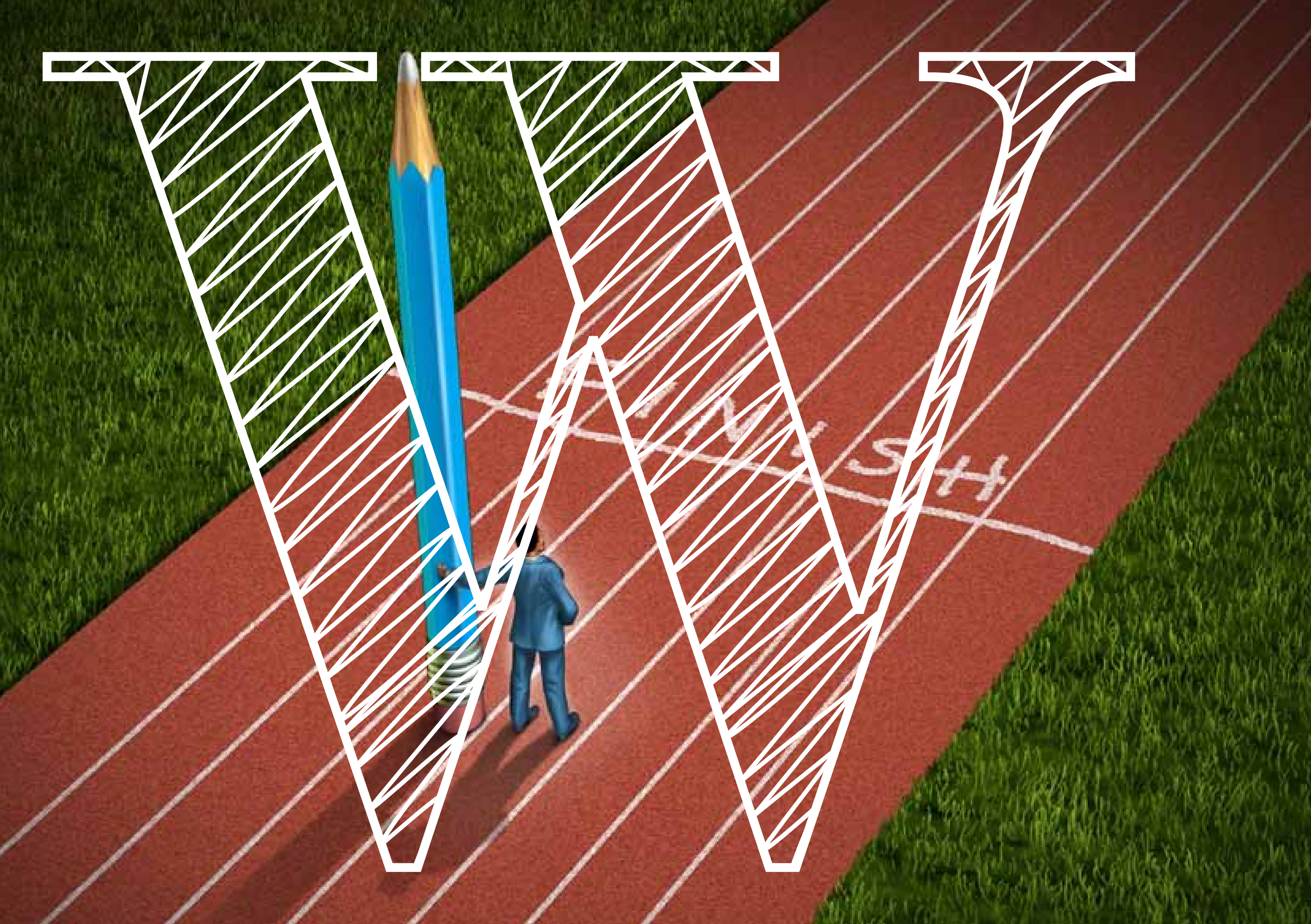
> *Whenever I've had to make a major decision as a doctor, cop or for a company I've worked for, I ask myself: What is the value proposition here? Will my decision bring added value to the population I have the privilege to serve?*
>
> ***Richard Carmona***

SKILLS:

- Customized value proposition crafting
- Crystal clear value proposition delivery
- Scripted and rehearsed delivery

BIG OPPORTUNITY: Crisp and clear value propositioning sets you apart from your closest competitors!

DO: Position a well-developed and relevant value proposition DON'T: Don't make it sound scripted or rehearsed!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FINISH

WINNING

Sales people are by nature very competitive and driven by recognition and reward. Winning is therefore a requirement. Your toughest opponent in sales is often not your competitor or your colleague, but yourself. Winning when in competition with yourself is a highly satisfying experience!

SIGNIFICANCE: Competitions and contests are all great motivational tools, as it impacts on the highly competitive individual's desire to win, and be rewarded and recognized for winning. The recognition is often a stronger motivator then the reward!

WINNING STRATEGY: Winning strategies are seldom successful if they don't involve the customer. In fact they can become counterproductive and turn sales behaviours into a "pushing product" mode rather then relationship selling mode. Successful sales people often involve their customers in the realm of a sales contest and customers therefore often help them win, by pulling orders forward and in cases by increasing orders. Relationships are what make this environment work.

Involve your customers in your winning strategy!

Winning is not a sometime thing; it's an all time thing. You don't win once in a while, you don't do things right once in a while, you do them right all the time. Winning is habit. Unfortunately, so is losing.

Vince Lombardi

TOOLS:

- Your strongest tool is your relationship with customers

SKILLS: All your selling skills come into their own when you are out to win a competition.

BIG OPPORTUNITY: It's simple. It's all about winning!

DO: Compete to win DON'T: Fail to involve your customer.

XXL SALES

It goes without saying. All companies are after extra large sales. The question is however, what are sales people doing to expand the size of the sale substantially. Are there opportunities to expand the size of the sale? How real are these opportunities.? Are customers ready to accept sales people pushing for an expanded sale?

SIGNIFICANCE: The concept of expanding the size of the sale is as welcoming as fresh breeze on a hot summer's day. Sales expansion opportunities are there all the time and if we know where to look and how to approach these opportunities, we will surprise ourselves as to what is possible. If you were able to expand an already large deal by another 20%, it could have the same impact as doing another 4-5 normal sales. Another secret, the larger the deal, the better the opportunities for expanding the sale

EXPANSION STRATEGY: The opportunities for expanding the sale materialize fairly early in the sales process. In fact, while you are "projecting the value of a solution" and projecting how your solutions could solve a specific problem, the customer may open up to areas where the solution can be expanded into. It is at this stage of the sales process where sales people have the best opportunity to expand the scope and in so doing expand the value of the sale.

TOOLS:

- **Exploring issues and projecting solutions are sales process steps where sales can be expanded.**
- **Spending time "walking through facilities" may also help in terms of spotting additional opportunities.**

> *Go big or go home!*
>
> ***Anon***

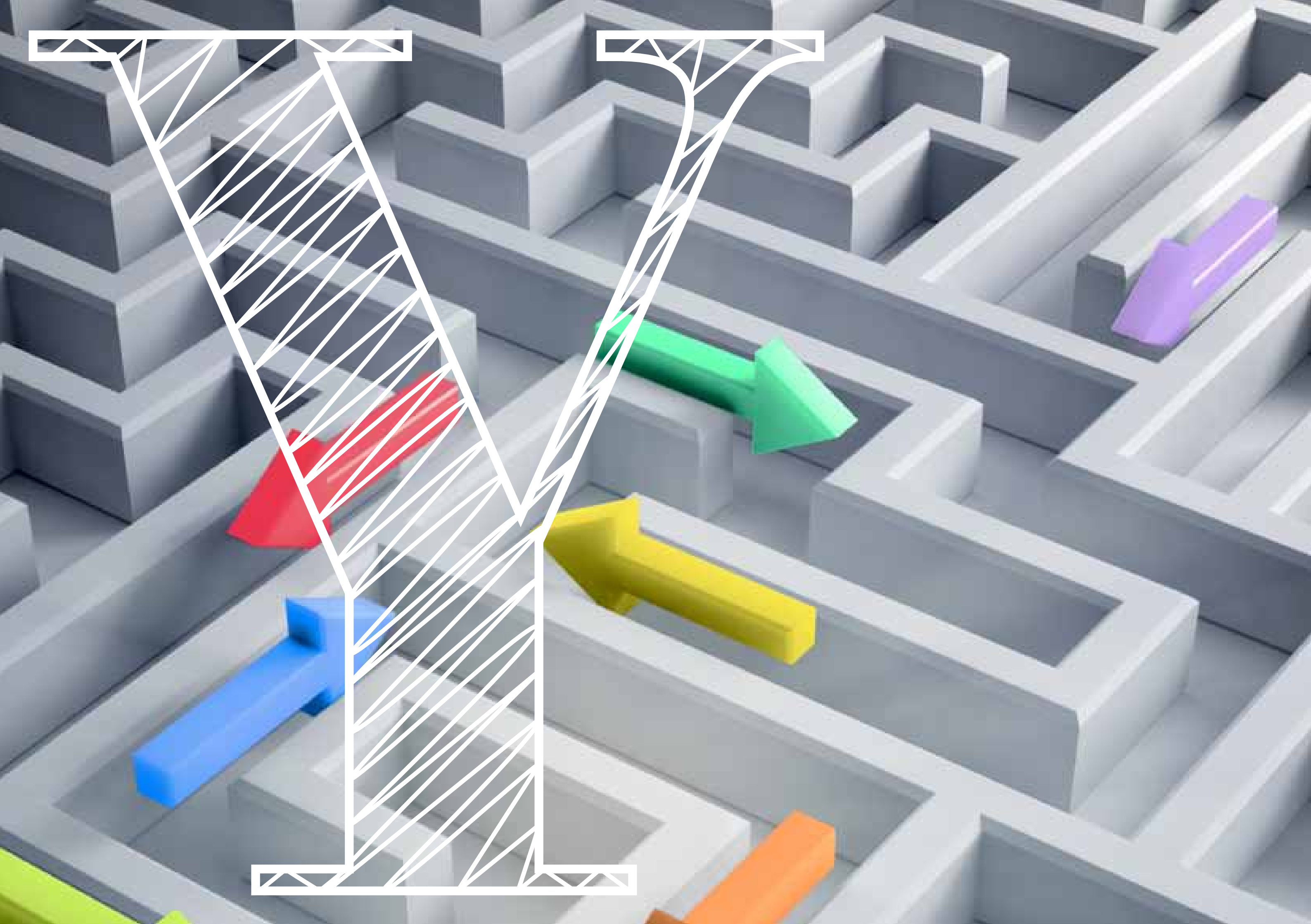
- **Bundling products and solution sets can expand a sale by 100%!**

SKILLS:

- A vital skill is effective exploring, i.e understanding the customer's environment. The more knowledge and understanding you can develop, the more opportunities for expansion will open up.
- A further skill lies in how you project what the value of a solution will deliver. You may be projecting the virtues of your new LCD TV, and at the same time, project what a sound system upgrade could do for the quality of the total user experience!

BIG OPPORTUNITY: Hunt whales! Expand the opportunity, surprise yourself!

DO: Explore sales expansion opportunities DON'T: Think "I have now sold enough"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YIPPEE

The exuberance expressed by most sales people when they conclude a sizable deal. It's part of the reason why most people are in sales. The satisfaction of concluding an important deal is often greater than the commissions earned from the sale.

SIGNIFICANCE: The significance of many yippee's that the sales people are always happy, the customers get they want and the company grows from the result of many positive yippee's.

YIPPEE STRATEGY: The objective is to express as many yippee's as is possible per day, week and month. In that way exuberance is at a high, and management is always smiling.

TOOLS:

- A strong voice
- Air punches
- Good feelings at the base of your stomach

SKILLS:

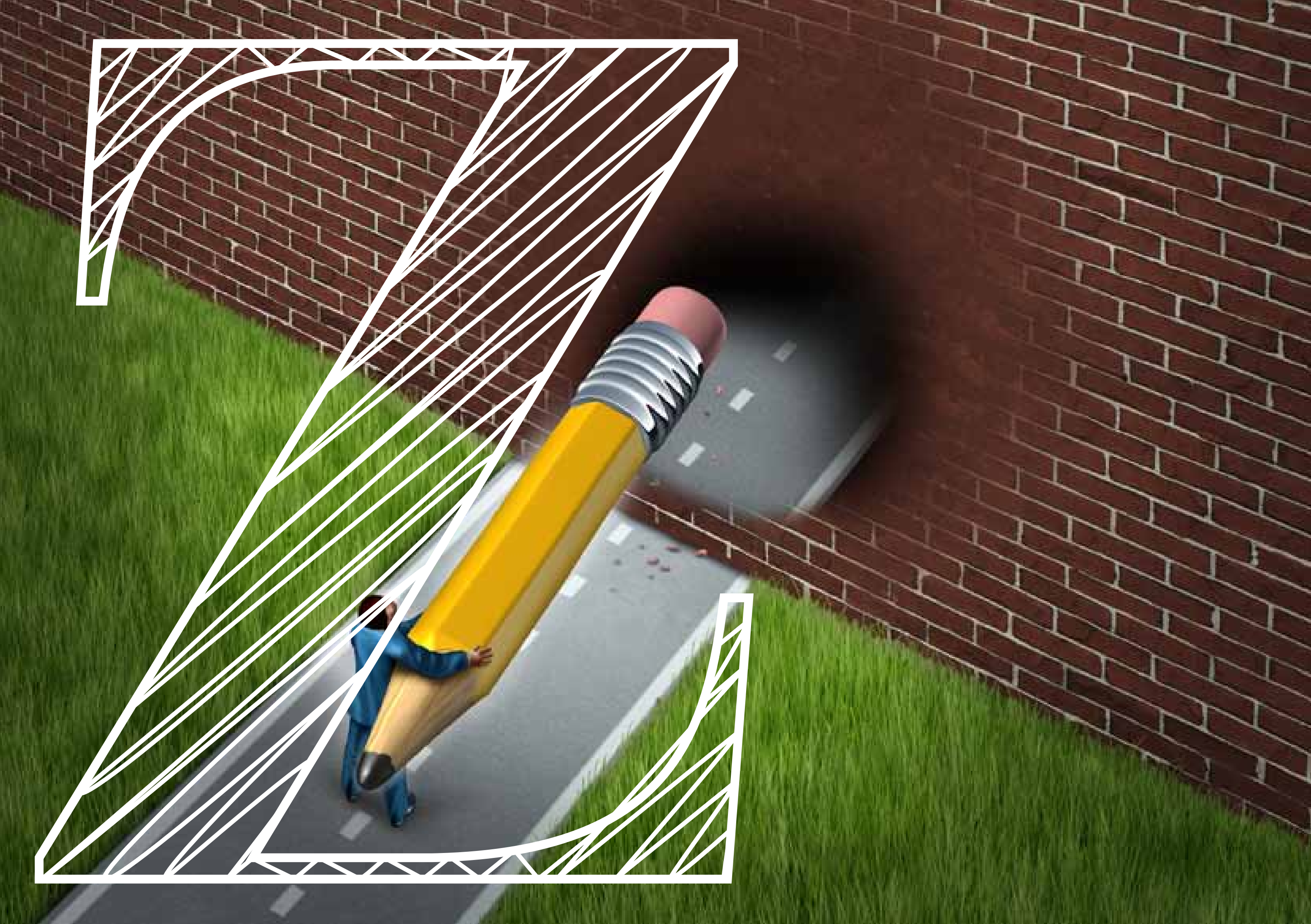
- Selling
- Presenting
- Negotiating
- Concluding deals

Personal satisfaction is the most important ingredient of success.

Denis Waitley

BIG OPPORTUNITY: Create as many Yippee's as you can!

DO: Aim to have as many yippee moments as possible
DON'T: Lay off the yippee's



ZING

The sound your sales curve makes as it hits an upward trajectory. The speed at which your sales organization converts leads into deals.

SIGNIFICANCE: Zing is a key success indicator. A Zinging sales organization achieves sales goals beyond expectations...

ZING STRATEGY: Zing is not a strategy per se, but rather the result of successful strategy execution. Once your sales zing, you know that you have arrived and that everything you have put into your sales efforts is in the process of materialising.

TOOLS:

- **A strong, upward trajectory or sales curve.**

SKILLS:

- Executing the A -to Z of Sales Success successfully!

BIG OPPORTUNITY: Zing drives shareholder value!

DO Aim to keep sales ZINGING! DON'T allow the Zing! to fade.

> *I just loved performing. It just made me feel alive. It's scary, but that's part of it. I think it's important to have that extra adrenaline. It gives you that extra zing.*
>
> ***Emma Watson***

CARPEDIA CONSULTING is a management consultancy firm focused on assisting clients with step- change performance improvements in sales, marketing and customer service.

These are some of Carpedia's solution sets:

PERFORMANCE ANALYSIS TOOLS

- Quick Analysis – Review your company's potential for improvement
- Sales Strategy Analysis – Review the strength of your sales strategy
- Sales Skills Analysis – Review the strength of your sales team's selling skills
- Sales Leadership Analysis – Review your sales leadership competencies
- Sales Readiness Analysis – Review your go-to market readiness from a sales point of view
- Lost sales root cause analysis – Review the root cause of your company loosing sales
- Sales Team Performance Analysis – Review the sales team performance and their contributions to the sales result
- Customer Centricity Analysis – Review how well your organization responds to customer needs
- Marketing Strategy Analysis- Review whether you have all your marketing bases covered

- Promotions Effectiveness Analysis – Review the effectiveness of your promotional efforts

CARPEDIA LARGE SCALE PROGRAMS

- **The Growth Accelerator**
  Typically implemented in situations where companies need growth in order to ensure survival
- **Market Entry Acceleration Program**
  Where the company needs to be able to access the market and accelerate sales into a clearly identified market opportunity
- **Sales Effectiveness Program**
  An holistic approach to sales performance improvement, using a systems/process/people framework- focused at sales and sales leadership levels
- **Call Centre Effectiveness Program**
  Highly effective program for setting up and ensuring performance in the call center environment, by focusing on process/technology/ behaviours at call center agent, supervisor and management levels. Implementation of concepts like VOC,CTQ's, DMAIC, drive improved customer satisfaction and significant, measureable operational performance improvement
- **Market Mapping**
  Using Market scope as a foundation tool, we develop market maps on a geo-spatial basis, providing detail market insights based on demographics, LSM's and segmentation models
- **Technology Enabled Selling**
  The conceptualization, design, development and implementation of large scale, enterprise sized projects using mobile technology (cell phones) to enable in-the-field sales transactions, merchandizing systems, sales management and distribution optimization in all sales contexts, specifically in FMCG sales and merchandising.
- **Value Based Pricing Programs**
  Exceptionally effective program for margin enhancement in very competitive environments where unreasonable discounting is rife. The program uses tools, methodologies and insights that drive behavioural change on a company –wide basis

CARPEDIA DYNAMIC CAPABILITY PROGRAMS

Dynamic capability programs are designed to equip key personnel with cutting edge skills to deliver exceptional performance. Carpedia's Dynamic Capacity Programs are delivered in a facilitated workshop with experienced facilitators, at the top of their game.

Relationship Centered Selling – A customized sales training program based on positioning solutions to customer needs

The 4 P's – A Process Based Approach to Presentations

Effective Sales Negotiation Skills

The Sales Success Matrix – Making sense of how attitude, behavior and skills help achieve success

The Science of Managing Sales Performance – This program is designed to equip sales managers and sales directors with the skills sets to manage sales performance

Sales Coaching – A highly structured coaching program, designed for the sales leadership level complete with assessment and tracking modules

Sales Systems Design and Development – The basic principles of designing and developing sales systems – CRM module assessment

The "Perfect Skills" Program for call centre agents and supervisors

Value Based Pricing – Change margin performance drastically by impacting discounting and price cutting behaviour

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Unlike most consultants starting out their careers with consulting companies, Werner joined Proudfoot Consulting as a director after spending a solid 20 years in a global corporate sales and marketing environment working for companies like Bayer and General Electric, in sales, product management, marketing management and eventually heading up GE Plastics as managing director.

While with Proudfoot, Werner actively engaged with and headed several sales effectiveness programmes for clients in the chemicals, ITC, communications, services and technology sectors, gaining exposure in the USA, Europe and Africa. In 2012, Werner published 'The Science of Selling' and 'The Science of Managing Sales Performance', a set of companion books aimed at sales people and sales leaders alike.

Founded in 2004, Carpedia Consulting is a management consultancy, focused on assisting clients with sales, marketing and customer service performance improvement programmes. Past clients include international blue chip companies like ABB, Avaya, BP, Canon, Henkel , Rockwell and United National Breweries. Major programmes include; Sales Effectiveness, Market Entry Acceleration, Competitor Lock-out, Mobile CRM, Marketscope, Geo-spatial Market Mapping Solutions, CRM as well as Capacity Building programmes including Relationship Centered Selling, The Sales Success Matrix, Coaching for Sales Leaders, 4-Ps Effective Presentations, Value Based Pricing and Winning Negotiating.

carpedia consulting