



Build your companies selling and sales management system to double your results.

How to sell a **Boeing 747** and other big ticket items.

NOV 2009

Seminar Location
VANCOUVER
Wed. Nov. 25th, 2009
Time: 7:29-9:30 am.
(arrive 15 min early)
Breakfast included
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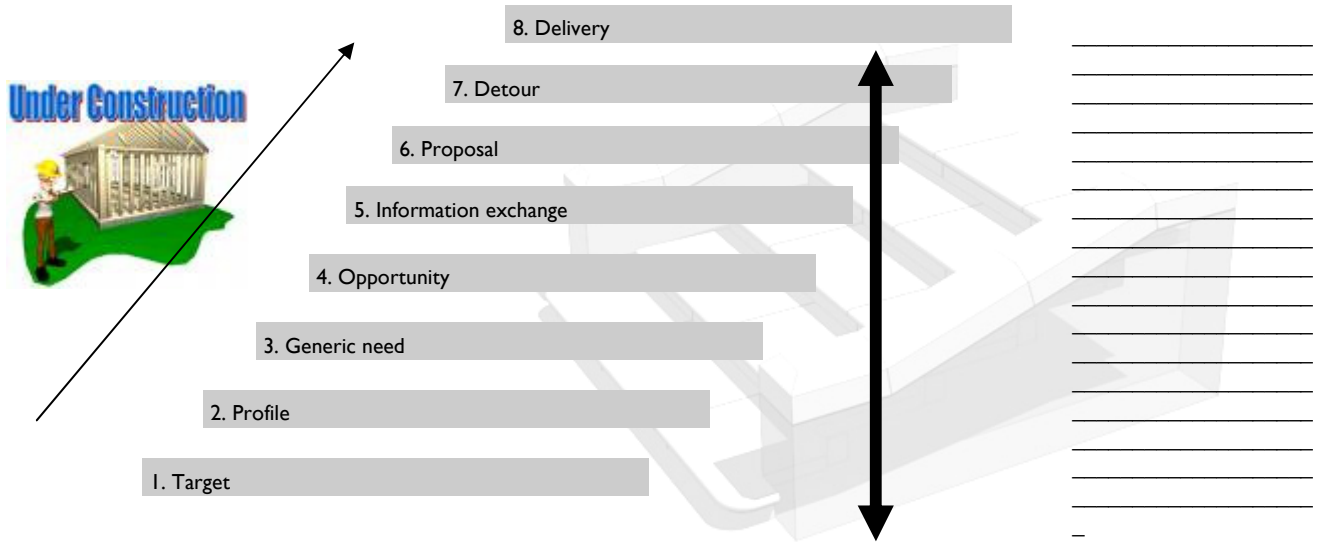
Summary points

1. Change your new business generation from personalities to a system.
2. When a large B2B sale happens, there's a lot more going on than someone's persuasion skills.
3. Divide the steps in the pipeline and work accounts through each stage, or step.
4. Find high probability accounts.
5. Eliminate those prospects who don't fit.
6. Establish generic need, or simpatico.
7. Find opportunities first. Make them later.
8. Strong interpersonal sales people often struggle with system selling.
9. Treat expanding existing business the same as you would finding new sales.
10. Load your pipeline so it delivers.
11. Think total market and top ten accounts.
12. Market potential vs. year over year planning.
13. Build the list and qualify through it.
14. Some customers buy more easily than others and are happier with your company. They are the ideal customer.
15. Not all companies are only after increased sales or reduced cost. Ask questions about the business need.
16. Every buyer type has their own reason for stopping or advancing your proposal.
17. Sales management is responsible for the system and the sales people.
18. Compensation packages have unintended consequences.

METRIK



The stages a B2B sale goes through.



These steps are general and what happens in your company might be slightly different, or be called by different names. They do represent the stages that most B2B sales will go through.

1. Target, - who are we selling to?
 Define and limit your primary customer categories.
 Limit your geography

2. Profile, what do they look like? (or not)
 All sales are not equally likely to happen. The company has learned to tell the difference between them.

3. Generic need (Have they had lunch?)
 a. Need agreed to before vendor is decided on.
 b. "Sympatico"

4. Opportunity
 "blue sky" to run through. Where can this go?





B2B sale stages, cont'd.

5. Information exchange

Buyer assess you, you assess the buyer. **Qualify** each other.

6. Proposal

Can be formal or budget proposal, draft form.

7. Detour

Missing information, objections, new information, changing conditions, - there is always something before a transaction completes.

8. Agreement and delivery

Sold. Do what was promised.



Who?

Where the Strategic Selling System Applies

1. B2B, (Business to Business) Not B2C.
2. Large ticket purchase, contract sales.
3. Where there are many and custom variables, eg., prof services.
4. Multiple client decision makers
5. Can be strategic fit in target company, (mission critical)
6. Purchasing decisions are rarely made for personal reasons
"mission critical" is a good place to be.
7. Sometimes has a large technical, or consultative component
8. Long buying cycle
9. Commonly used in high end enterprise software sales, engineering projects, building construction, management consulting, any professional services sale, supply contracts, industrial sales.





The objectives of this selling system.

1. Systemize your new business selling so it's predictable every month.
 - a. Heroes don't scale. Only systems scale.
 - b. A correctly loaded pipeline delivers new revenue predictably every month.
 - c. You can't manage results. We can only manage activities.
 - d. A pipeline relies on doing an activity. Not on selling skills.



2. Say No. Strategically turn down business.
 - a. Move to high probability accounts.
 - b. Replace bad accounts with better accounts. Replace better accounts with excellent accounts.

3. The system has two types of goals.
 - a. To find new business.
 - b. To expand our business relationship with existing accounts.

4. Sell the way your customers buy.

The steps of the sale, and the steps of the customer are quite different. Adjust to the customer.

5. Increase each sales person's effectiveness eight times, with a pipeline based CRM selling systems. Bring new sales people up to speed quickly by training them in the pipeline method.

6. Load your sale pipeline.

Weight each stage so that it delivers to the next stage at the rate you need for your numbers.

A sales manager can direct effort from one stage of the pipeline to another stage of the pipeline, depending on where effort is needed.





Objectives of the system cont'd.

7. Solution based selling, what are some of the weaknesses?
 - 1.) **Diagnosis** controls the sale
 - 2.) It's weak in eliminating those who's problems you shouldn't be solving.

8. Please comment on the psychology of selling, or interpersonal skills as it applies to B2B.

It's not sufficient in a B2B sale
Sales people tend to elevate the role of persuasion skills
The selling system is stronger than personalities
Selling systems scale. Heroes don't.
Difficult to systemize



True or false?

1. Year over year sales planning is the best way to plan sales.
2. Any sale is a good sale.
3. Strategic selling is system based and therefore scaleable.
4. Each level in the pipeline required it's own selling skills.
5. Numbers drive sales.
6. Line staff can't really help with sales.
7. Our accountant would not be useful in a sales role.
8. If they ask you to quote, you have to quote or you take yourself out of the race.





The Funnel



1. Purpose of the funnel is to build our list.
Our data base, or list, has our potential market, or eligible universe, It's the foundation for every from of contact our company will have with out prospective customers.

2. *Prospect companies enter the system from many sources.*
We call them **"gates."**

3. **Sources can include:** phone room, marketing dept, the company's existing data base, purchased lists, inbound requests, inside sales, customer service, past customers from accounting, outbound research calls,

4. There are a million ways a list is built because there is no no **Selling** involved.
 - a.) Clerical, admin, or support staff. BDA's, (business development associates) junior sales people, hourly help, contract workers, etc..
 - a.) Base pay approx. \$30k to \$40k plus commission with a target income of \$60k.
 - b.) Career track to more senior sales role, CAM, or Corporate Account Manager.

The job in this step is: **Profiling.**

Profiling dials in on the **Ideal customer** profile

- a.) Those who tend to buy more easily
- b.) Those who acknowledge the generic value of your product.
- c.) Customers who fit our company. What's meant by this statement?

Ans: Customers who buy, pay for and demand service levels that closely match the way our company does business.

d.) Customers who think we're _____ when we've done _____.

Those who tell you you're excellent when all you've delivered has been at your normal level.





The FUNNEL steps con'td



5. Profiling is a paper exercise. It doesn't mean the company is willing to buy from us.

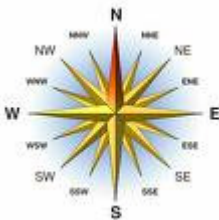
6. Parts of the profile could include.
Geography, annual revenues, number of employees, industry or sector.

7. Research with questions
- the company's products and markets?
- decision maker loop?
- what is their current usage or suppliers?

8. Establish generic need
Agreement at the business problem level
- No technical discussion yet
- No use of company's *resources*

The Big Four Measures in a target company

Talking business concept. Strategically, all client companies are interested in a couple of things.



1. Productivity

2. Financial, (top line, bottom line)

3. Employee retention or satisfaction

4. Customer retention or satisfaction

5. Strategy goals, eg., organizational strength.





The OPPORTUNITY

1. Opportunities are the whole thing.

2. Markers that show when an opportunity is moving forward.

- 1) New information about the company
- 2) Information about what an order could look like.
- 3) Actual future projects or purchasing needs.
- 4) An order

3. When an opportunity is not moving forward, what's in CRM notes?

- social information,
- information about what the sales person did
- observations about barriers or problems

4. The role of the CAM

This stage required higher skill levels. The position is often referred to as a CAM, or corporate account manager.

5. When prospects don't advance through the stages of the pipeline, what needs to be done?

- 1) Re-qualify
- 2) Strategize with sales manager or team members.
- 3) Reassign the account to another sales person.

6. Do not skip levels in the process. Why not?

Because it can become a waste of company resources and your time where you could be qualifying other prospects.

7. Sales managers load pipelines by

- sales person
- by department
- by product line
- by territory





The Village People, - Buyer types

Some buyer types and what they respond to:

1. Financial / economical buyer

2. **Coach**
Use the coach to show you how his company can buy.

3. **User** - The people who end up having to use what you're selling their company.

4. Technical
We have to to integrate this with the legacy system
We have to fix it, support it, make it work

5. Executive
Does it suit our strategy, shareholders, future direction, public image?

6. Politician
if it ain't our idea, we don't want it." / They focus is on territory.
Nice to your face while undermining you behind your back
Other reasons, eg., environmental, politically correct, etc..

7. **Idealist, or Immature**

Comments on buyer types

1. Companies make decisions by informal committee.

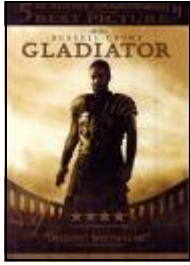
2. Different buyers have different interests in whether your product gets purchased or not. Each buyer type responds to a different value proposition.

3. Who rules? Who is the most important person in the target company's manager group? (ans: anyone who can say "no.")

4. Buyers advance or don't for these four reasons.
Fix, Accomplish, Avoid, Status quo

Some of the information on this page and in this workbook is based on Miller Heiman's method in the book, "Strategic Selling"





Sales Management Selection. How to hire Sales Managers / sales staff for this process.

1. Has managed and hired inside sales teams selling into distant markets. (North America, world).

2. Has personally sold in a cold calling environment
Carried a **quota**.
Large part of past earnings were commission from personal production.

- I don't want someone who has also had service responsibilities in the past.

3. Understands marketing,
but has had no direct marketing responsibility.

4. Responsible for generating own leads.
- Did not have a separate marketing department generating leads.
- Did not have inbound inquiry response responsibility.

5. Discuss Trade shows. Your opinion please
Good bad, number of? How to work?

6. Call rates. What's the right number of calls / day?

7. Has sold boardroom or "C" level to end users with multiple decision makers, using other than in person presentations.
- telephone cold calling at the C level.
- Webex
- Website, telephone product walk throughs and presentations.
- Could include beta sites
- Trial product uses





8. Has long history with computers and CRMs

9. Use of structured, b2b, sales model.

10. Career progression.
Has a graduated, sales to sales manager, unbroken career history.

11. Is **mature**. This for the management component.

12. Is not in transition. Has few personal problems.

13. Bent for action, don't hire philosophers. Less concept person, more "pickup the phone."

14. Has a basic business understanding.

15. Establish the selling experience focus for the candidate.
End user
VAR, agent or resellers
Distributors
Key account manager people

16. Prefer no B2C experience, eg., stock, insurance, investments.
Reason: _____ (rely too heavily on interpersonal skills and not system.)

17. Specific experience in either outside or inside sales, as required. .





- 18. Work ethic. Average day, early start. Local 8:00. east coast sales begin at 5:30 am.

Sales training courses

- 1. Good: Miller Heiman, SPIN selling. High Probability Selling.
- 2. Poor: Tom Hopkins, Xerox, old PSS courses, SME Vancouver. Tend to be interpersonal selling courses.
- 3. Question: Have you had any sales training? / f/up: What do you remember most about that course?
- 4. Q—What is the primary difference between B2C and B2B selling?

Personal value and motivation

- 1. Useful. People who are motivated by money are predictable. More valuable to a company when they have integrity and ethics.
- 2. Not useful. Big stakes players, gamblers They sometimes want to take short cuts. Think up get rich schemes. Sometimes have a background in offshore schemes, online gambling out of the Caymans, dot.coms that went sideways. They may give your company a black eye.
- 3. Useful. Students of the sale. They're problem solvers and get hooked on the adrenalin of the sale and the process.
- 4. Not useful. Those who want to move to general management.



Sales Management Remuneration

- 1. Target earnings from \$80k to \$200k
 - % salary
 - % personal quota
 - % team production
 - % company bonus

