

THE **A TO Z** OF SALES EXCELLENCE

Things to touch today



STRATEGIC EDGE

THE **A TO Z** OF SALES EXCELLENCE

Things

A Account Management

B Blockers

C Closing

D Decision Making Unit

E Energy

F Fear

G Goal

H Hear

I Insider

J Jump!

K Killer Application

L Learn

M Money

N Niche

O Objections

P Prospecting

Q Questions

R Rapport

S Sell

T Today

U Up

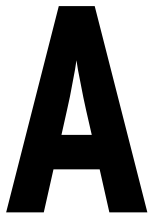
V value

W Who


X XS. Excess

Y Year-end

Z Zen

A large, bold, black letter 'A' is positioned on the left side of the page. It is the first letter of the word 'Account' in the title below it.

Account Management

A black and white photograph is located at the top right of the page. It shows a group of people, likely athletes, in a gym or training facility. One person in the foreground is looking towards the camera, while others are visible in the background. The image is partially obscured by a black rectangular block on the left side.

Love your account. Never, ever take them for granted nor assume they are 'locked-in' to you. Look after them: sell to them as you would to a brand new exciting account. Your regular accounts help you sleep at night, they establish your credibility, your references. They are your network; they are you.

A

“While you are struggling with the fear that it cannot be done, someone else is doing it.”

Take action!

- Who's in the decision-making unit?
- Have you contact with each of them?
- Are you quantifying the value you are offering?
- Are you ping-pong (staying in touch)?
- Have you asked for references and leads?
- What's the next action in each of your accounts?



B

Blockers



Who or what are the potential blockers in this sale/this account? How will you handle them? Is it lack of money? Is the key decision maker too weak? Is it your lack of knowledge? What needs to be done? Do it, sort it, resolve it: now!

B

**Those who never
take risks can
only see other
people's failures**


PAULO COELHO

Ask:

- Who could block us?
- What could block us?
- How can I resolve/anticipate that?

C

Closing



Closing is as easy as ABC: always be closing. Don't leave it until some big finale. Close every stage, every agreement. It's not a social conversation. This is a professional business conversation. Close it all down: who, where, when, why. They should all be in no doubt. You should have no doubt.

C

**'Forget to
remember the
stuff you don't
need any more'**

RICHARD BANDLER

Take action!

- Close on small stuff.
- Close by asking. So are you ready to..
- Close: use dates. So when...
- Close: use alternatives and options. So, which..
- Close: use IF. IF...then...
- Just CLOSE.





Decision Making Unit

There will rarely be a single decision maker, especially in larger and/or more complex sales. Decide to track down each element of the DMU and ensure he/she is happy. Don't let one or more of them appear at the last stage and block your sale. Use the management of the DMU to help you manage politics in the account. Your awareness and skill in this area can ensure you win over the competition.

D

Am I doing the right things before I am doing things right?

Take action!

- Who's the strategic (big picture) DM?
- Who's' the financial DM? Are they cost or RoI?
- Who's your champion?
- Who's the user?
- Who's the technical DM?
- Who's the wildcard?



E

Energy



Do you possess energy and enthusiasm? Are you in great state? Because sales are made both logically and emotionally. Have you addressed the emotional side? Do people WANT to do business with you?

E



**You must be
the change you
wish to see in
the world**


GANDHI

Make sure you are in the best possible state for any meeting or presentation.

- Sleep well
- Eat well
- Exercise well
- Relax well

F

Fear



Feel the fear and do it anyway (the title by the way of Susan Jeffers book on the subject): it'll only get easier. The major presentation. The cold call. The meeting with the CEO. The objection-handling board meeting. Explaining your return on investment calculations: live. Don't try and get rid of fear: use it to ensure that you do your best, at every stage, all of the time.

F

**'Whatever you
do: begin it'**

GOETHE

Take action!

- Decide: what are your fears in the sales arena?
- Prioritise them (greatest fear first).
- Work on them and eliminate them, one by one.
- Then ask the question again: what are your fears?

How to eliminate the fear

- Break it down into tiny parts.
- Expand your comfort zone.

G

Goal



Never take the next step in your sale without a goal. You cannot afford to waste time. Having a goal will ensure you are least likely to do that. Have a goal when you make a phone call, a visit, send a proposal, write an e-mail, make a presentation. Ask yourself: what am I trying to achieve?



G

'The greatest danger for most of us is not that our aim is too high and we miss it but that it is too low and we reach it'

MICHELANGELO

Take action!

- Set a goal.
- Ensure it is measurable.
- Ensure it has a time-frame.
- Ensure it is sensible.

H

Hear



Listen and hear what they say and what they want and why they want it and what the concerns and worries are and who they are still attracted to in the competition. If you listen. If you really hear what they say then you'll have all you need to do great selling. But if you hear only what you want to hear you are stuck.

H



Listen to what the man said


PAUL MCCARTNEY,
JOHN LENNON

Take action!



- Relax: don't overly prepare 'your bit'
- Take key not verbatim notes.
- Regularly 'play-back' for accuracy and confirmation.



Insider



Develop your internal 'moles'.
Those who keep you informed,
who warn you of politics. You
need an insider, a friend, a coach.



**We have a
strategic plan.
It's called
doing things**

HERB KELLEHER

Are you confident of:

- The facts on money and time-scales?
- There is consistency across stories?

J

Jump!



Make sure you jump higher than your competitors. Offer the highest standards of service. Not just good, not just very good, not just excellent. Nor even outstanding, But awesome. Absolutely awesome.

J

Quality is not job one. Being totally f*c*ing amazing is job one.

HUGH MACCLOUD

Take action!

- Deliver what you promise at least.
- Deliver more than you promise, often.
- Delight the customer every time.
- Aim for awesome.
- Boy, will they remember and recommend you.

K

Killer Application



What will absolutely 'wow' them?
What are your unique differentiators,
your incredible case studies, your
mind-blowing financial return stories?

K

**It is not the strongest of
the species that survives
nor the most intelligent,
but the one most
responsive to change.**

DARWIN

Sort your portfolio:

- Best case studies
- Best stories
- Best financial argumentation
- Best references



Learn



Learn and get feedback. Decide that in 1 year's time not just to be better than you are now, but 15% better.

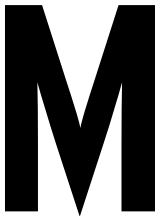
L



**No failure,
only feedback**

Decide to:

- Read more
- Attend more courses
- Review one's own performance after 'selling'
- Put aside some personal money for learning

A large, bold, black letter 'M' is centered at the top of the page. To its right, there is a rectangular image showing a close-up of a banknote with some text and a signature visible, though it is out of focus. The image is partially obscured by a black rectangle on the left side.

Money

It's all about money, really. Their money: how much have they got, and how much can you make for them? It's about your money. How much will you make: in this sale and over the life-time of the customer? You need to know how much they have got and who controls it. Thinking money helps you prioritise.

M

You are the story teller of your own life and you can create your own legend, or not

ISABEL ALLENDE

Take action?

- Turn qualitative into quantitative.
- Talk profit.
- Talk RoI.
- Think margin.
- Think life-time value of the customer.

N

Niche



What's your area of speciality?
Develop it quickly. As a consequence,
you will be even more effective.
As a consequence, you will win more
business. As a consequence you will
earn more money.

N



Follow your bliss


JOSEPH CAMPBELL

What are your

- Strengths?
- Weaker areas?
- Areas you want to develop?

O

Objections



Everybody always wants to know how to 'handle objections': 'It's too expensive', 'it's this', 'it's that'. Don't think of it as a 'technique': stay natural. Start by turning the objection into an objective. If they say 'it seems too expensive', your objective is to give them a better understanding of its value...

0


JFDI

Take action!

- Expect objections.
- Objections seek clarification.
- Objections are buying signals.

P

Prospecting



Keep the 'funnel' full. What ratio of calls/enquiries become prospects? Which become customers? Which become clients? Which become advocates? Know your ratios. Perhaps develop a points system. Aim to hit a certain number of points per day.

P


**Dream as if you will
live for ever. Live as
if you will die today**

JAMES DEAN

- Suspect = 1
- Prospect = 2
- Customer = 4
- Client = 8
- Advocate = 16

Q

Questions



What do you need to know? So what are your questions? You certainly need to know what they want. And what would cause them to choose you and who will make the decision and how they make decisions and who else they are looking at. So, get to it: ask questions. But skillfully: not an interrogation: a professional consultative business conversation.

Q

**You are only
as good as
your last gig**

TOM PETERS



Take action!

- Ask re money
- Ask re decision making process
- Ask re need
- Ask open
- Ask close
- Ask niche, ask now

R

Rapport



If they don't trust you, if they don't like you, then it doesn't matter how magical your product and argumentation is, they'll always feel wary. Build trust. Do what you say you are going to do. Give them attention. Never assume.

R

**Good enough is
not good enough
anymore.**

SETH GODIN

Always:

- Meet your promises
- Build the emotional bank account
- Give them 100% attention



S

Sell



Too much selling revolves around qualitative information coupled with relationship building. While valid, you will stand out from the crowd when will build your differentiator, you will create you argumentation when you increase your quantitative side

S

**For star performance...
emotional competence is
twice as important as purely
cognitive abilities.**

DANIEL GOLEMAN

Ensure:

- Sound qualitative statements
- Sound quantitative statement
- Sound Relationship building

T

Today



What action can you take today to further 'lock in' and build value in each of your accounts? Who can you call? Who can you 'ping'? What sales book can you read? What presentation can you 'sharpen-up'?

T

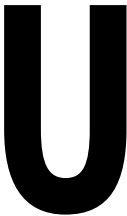
**Feel the fear
and do it
anyway**

SUSAN JEFFERS

Take action!

- Make a call
- Write a note
- Learn some product information
- Map out an account
- Develop a white paper
- Read some trade press





Up



Sell 'up'. Lock into the account at higher and higher levels of decision making. Keep asking for introductions to more senior and more senior and more senior people. Learn how to talk their strategic language and what they need to know.

U

**Discover what
you don't like
doing and
don't do it.**

MARCUS BUCKINGHAM

Learn how to

- Be of strategic value
- Talk financial language
- Be a business partner
- Work as a professional

V

Value



Sell value, sell results. Stay away from pure price as an argument, because you cannot win long-term. Sure, you might win some short-term business, but what happens next time? Absolutely, they'll want an even better discount.

V

**Whatever you
do, do it with
passion**

CARLOS CASTENEDA

Take action!

- What results do you offer?
- Why are you unique?
- How do you quantify your results?
- Calculate the benefit of doing work
- And the cost of not doing work



W

Who



Who can help you? Who can help you develop your skills, find new prospects, expand the account, further your career? Develop your network. Build your personal network. Spend time with the best people. Ensure that you invest in relationships: don't always expect an immediate return.

W

**Make a
dent in the
universe**

STEVE JOBS

Take action!

- Develop your network.
- Record your network: rolodex or diary or database.
- Help people out.



X

XS. Excess



Don't do it to excess; know when to turn away, when to move on, when to decide that account is not profitable. Know when to look after yourself. To take a break, a walk.

X



Start!

Be willing to:

- Walk away
- Say no
- Take a walk
- Leave the e-mail and get some sleep

Y

Year-end



That's really what counts: the end-point. Perhaps it is the quarter, perhaps it is the year-end. Whatever, are you focussing on the ultimate target? What will you bring in? Where is it coming from? Are you certain? What would increase your certainty?

Y

**Don't be trapped by
dogma-living with
the results of other
people's thinking**

STEVE JOBS

Take action TODAY!

- Create a prospect matrix: prospect amount by month expected.
- Create an account matrix: account amount by month expected.
- Identify three sources of new business.

Z

Zen



Zen and the Art of Selling. Love selling: it's an art form. Don't let anyone be dismissive of the skill you are developing: we all sell, all of the time. Decide to be brilliant at it. Read to learn more. Listen to learn more. Do to learn more.

Z



**There is no way
to happiness;
happiness is
the way.**

DALAI LAMA

Take action!

- Selling is an art. Treat it as such.
- Develop your portfolio
- Read
- Listen
- Learn

Strategic Edge

Nicholas Bate

T: +44 1865 764953 | E: nicholas.bate@strategicedge.co.uk

Get a Life | Being the Best | JFDI

www.amazon.co.uk

Open Programme | In Company

Coaching | Key Note

www.strategicedge.co.uk