



# **Upgrade your selling systems**

***The qualitative part***

**Glenn Guilfoyle**

# The context for transition

- **The race to the bottom**
- **Pressure on justification of expense and RoI of sales team**
- **Trends to market consolidation and centralisation**
- **The rise of e-commerce and the educated customer**
- **Difficulty in assessing Sales exec productivity and effectiveness**

# Annual Barrett 12 key trends research

- **Race to the bottom**
  - **E-commerce – the hybrid model**
- **Driving cost out of sales**
  - **Micro sales segmentation**

# Converting sales relationships to business partnerships



# Visits designed to be programmable must always fulfil a VBR\*

- **A Valid Business Reason (VBR) gives customer/prospect a reason for spending time with you...**
- **A strong VBR:**
  - **Clearly defines why customer should meet with you**
  - **States purpose of setting an appointment**
  - **Must impact what customer wants to fix, accomplish or avoid**
  - **Should be concise enough to be left as a message or voicemail**
  - **Issues and solutions; not features and benefits**
  - **WIIFY**

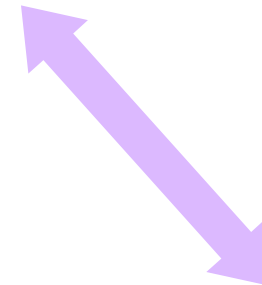
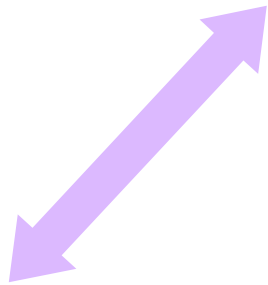
# **VBR... The Next Level slant**

- **Creates basis of the visit program... And visit types**
- **Elevates Sales Exec to Business Partner... and Program Director**
- **Assists next appointment confirmation**
- **Assists desired visit frequency maintenance**
- **Creates point of difference**

# Partnership role model

## INVENTORY PARTNER

- ▶ make to order customer -> forecaster/planner
- ▶ supply from stock customer -> stock advisor/reorderer
- ▶ Retail customer -> category captain



## ADVISORY PARTNER

- ▶ independent auditor
- ▶ educational advisor
- ▶ farming/hunting systems provider
- ▶ financial consultant
- ▶ co-promoter



## LOYALTY PARTNER

- ▶ annual partnership plan/calendar
- ▶ qtrly review of partnership plan progress
  - ▶ volume/loyalty targets
  - ▶ good behaviours
- ▶ loyalty program/ T&C incentives

# The decline of relationship selling

- **Conventional wisdom = relationship underpins sales success**
- **Decoupling of relationship and purchasing decision**



# The rise of challenger selling

- **Offers unique perspectives**
- **Strong two-way communication skills**
- **Knows customer value drivers**
- **Identify economic drivers**
- **Comfortable discussing money**
- **Can pressure the customer**

# Challenger selling key features

- **Teach**
- **Tailor**
- **Take control**

# Challenger selling key features

- **Teach**
  - **Deliver insights that help reframe and see differently**
    - **Teach how to compete better**
      - **Not to do with your products/solutions**
- **Tailor**
  - **Contextualise sales messages**
- **Take control**
  - **Leverage constructive tension over all dimensions**

# Teaching the customer what they don't know but should

- **Offer unique, valuable perspectives on the market**
- **Help navigate alternatives**
- **Provide ongoing advice or consultation**
- **Help avoid potential land mines**
- **Educate on new issues and outcomes**

# **Is investment in brand, product and service irrelevant?**

- **Entry ticket**
- **Not what you sell, but how**
- **Differentiation is not in quality of products, but value of insights**

# **Not just any teaching .... Commercial teaching**

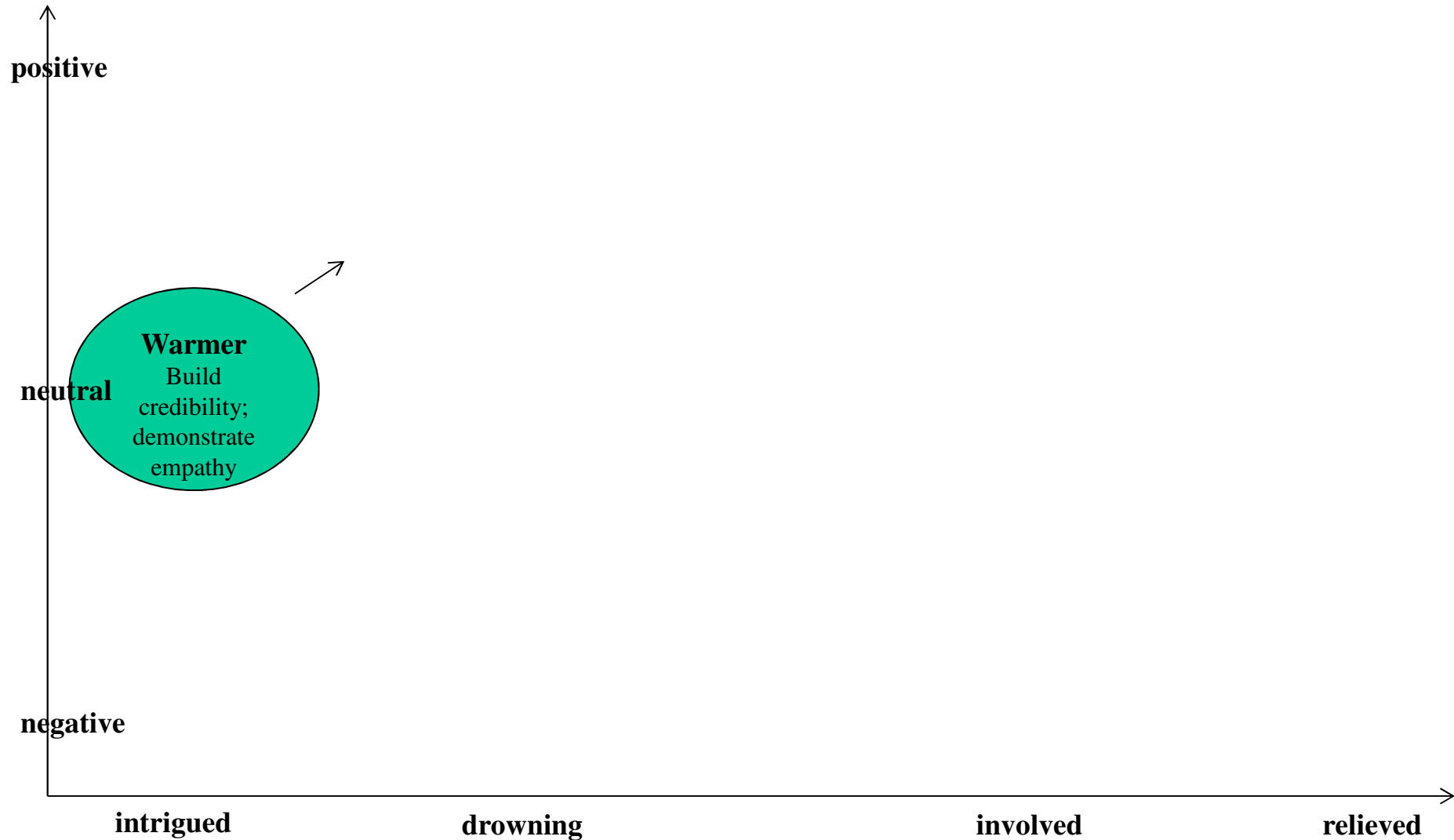
- **Lead to your unique strengths**
- **Challenge customer assumptions**
- **Catalyse actions**
- **Scaled by sales organisation ... and across customers**

# Challenging insights ....

## Reframe, don't resonate

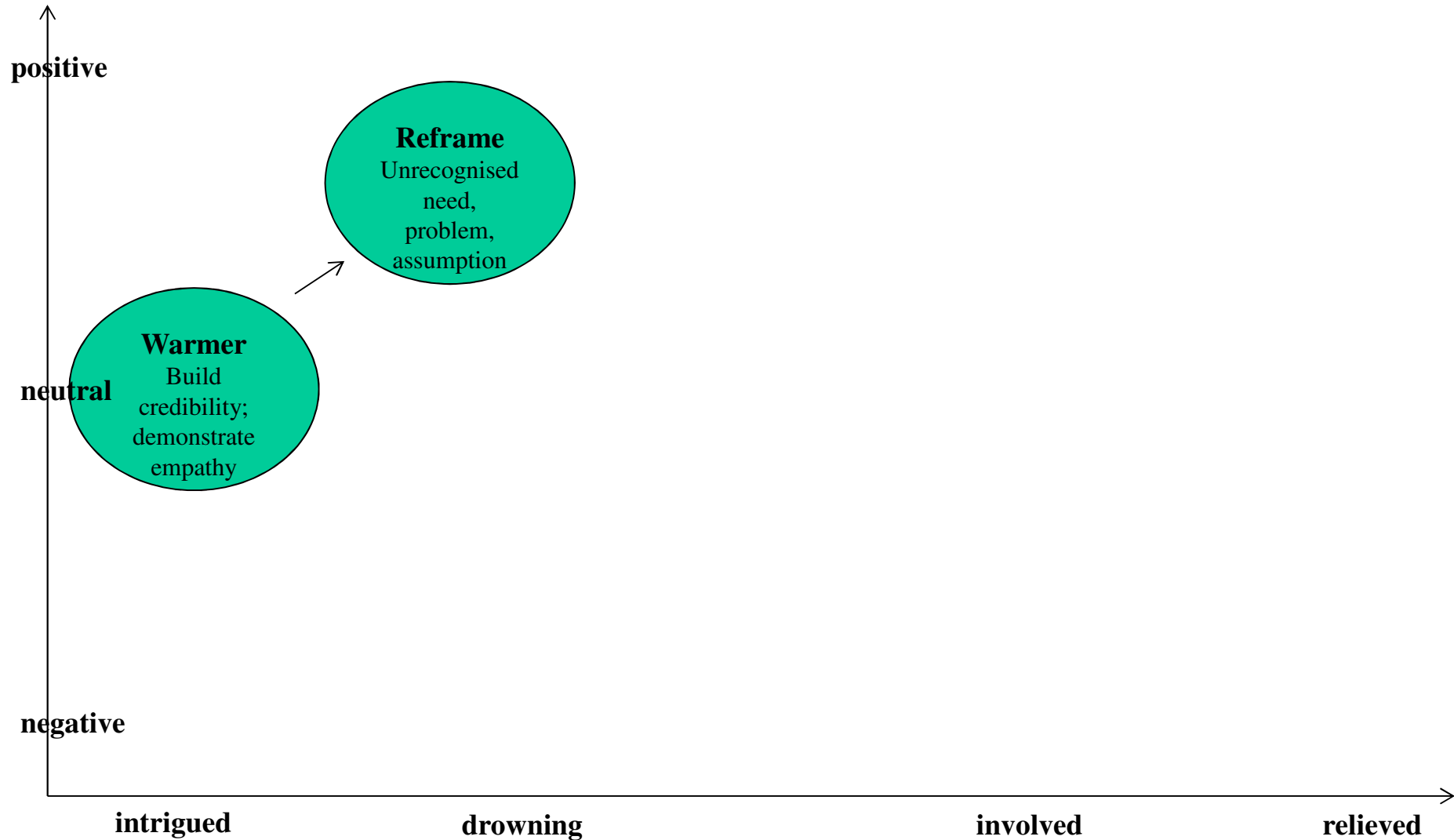
- **“yes ... I totally agree ... that’s exactly what keeps me awake at night”**
  - ... **“ah, I had never thought of it that way”**
- **Build your RoI calculator on the return on the reframe**
  - .....**NOT the return on products/services purchased**
- **If the Sales Exec primary goal in first meetings is to discover you’ve lost before you start**

# Commercial teaching model

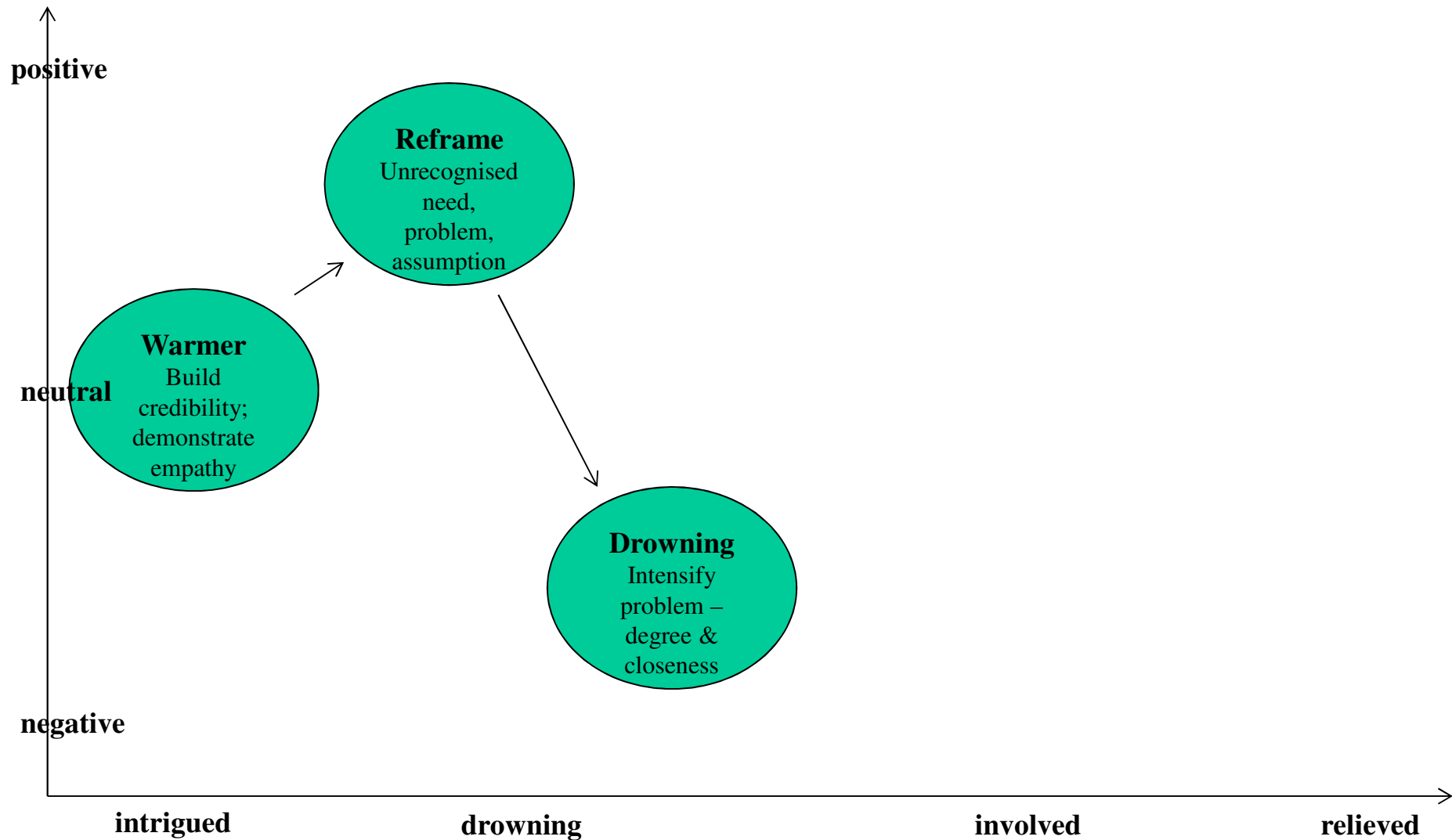




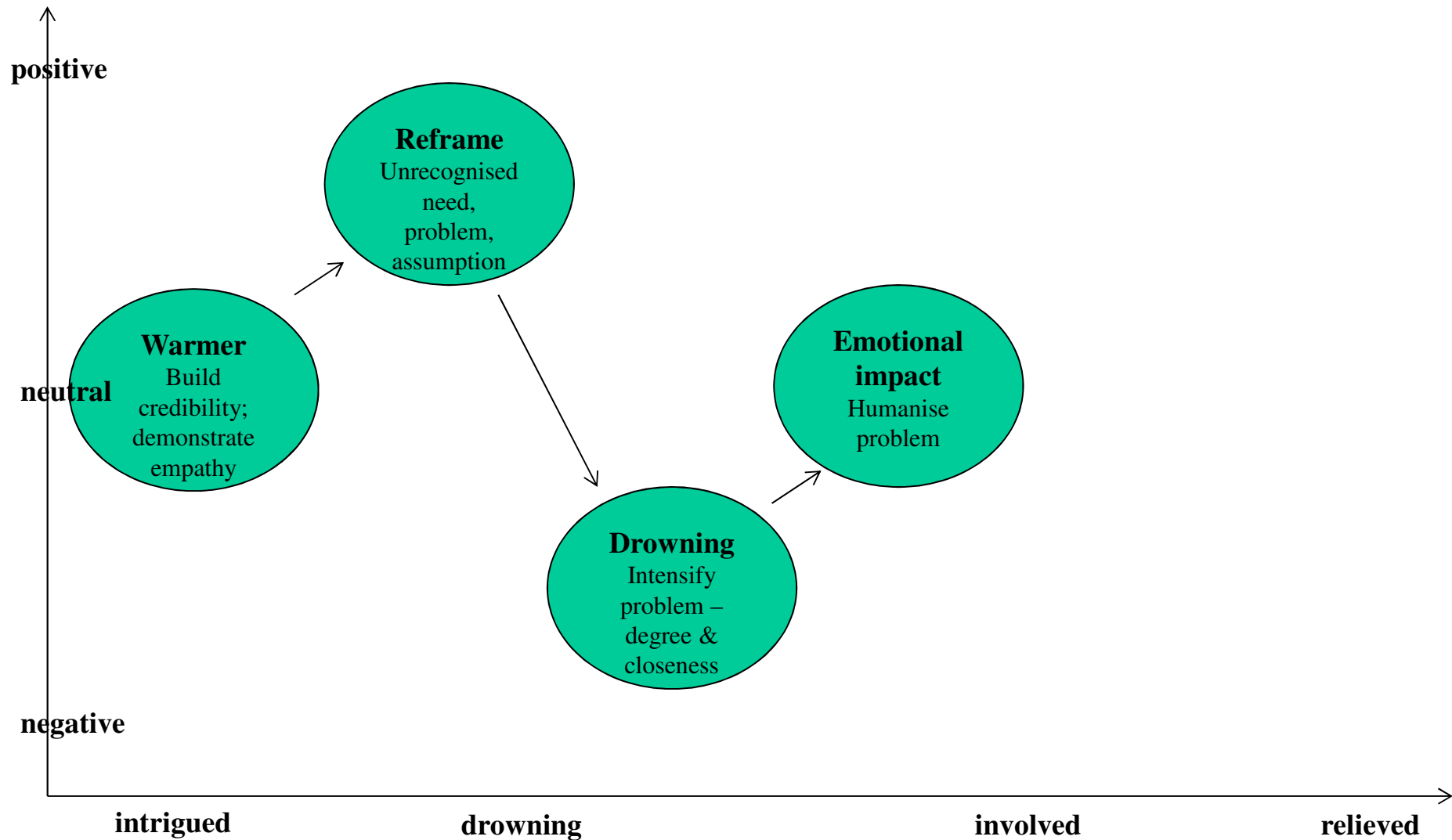
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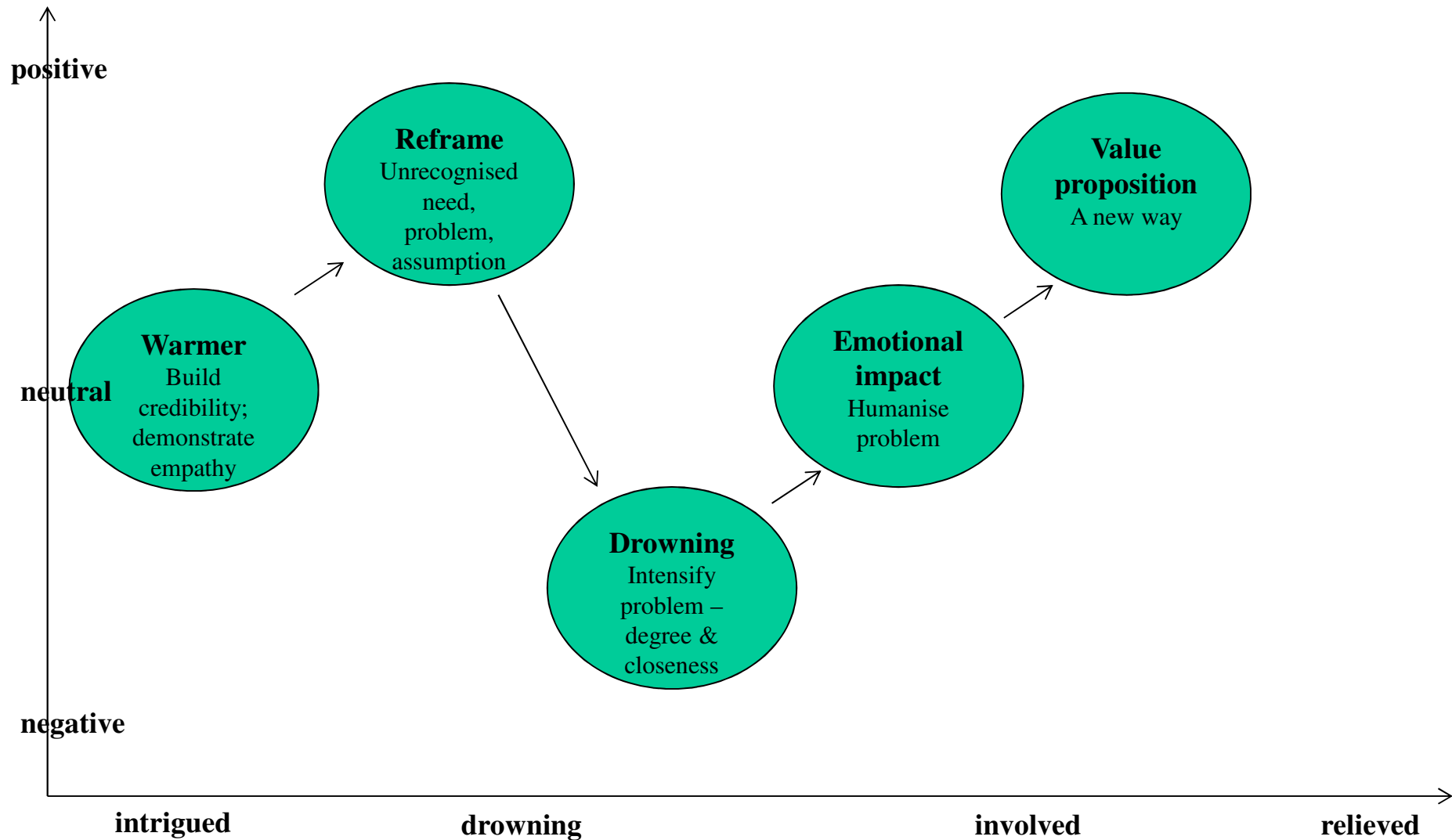
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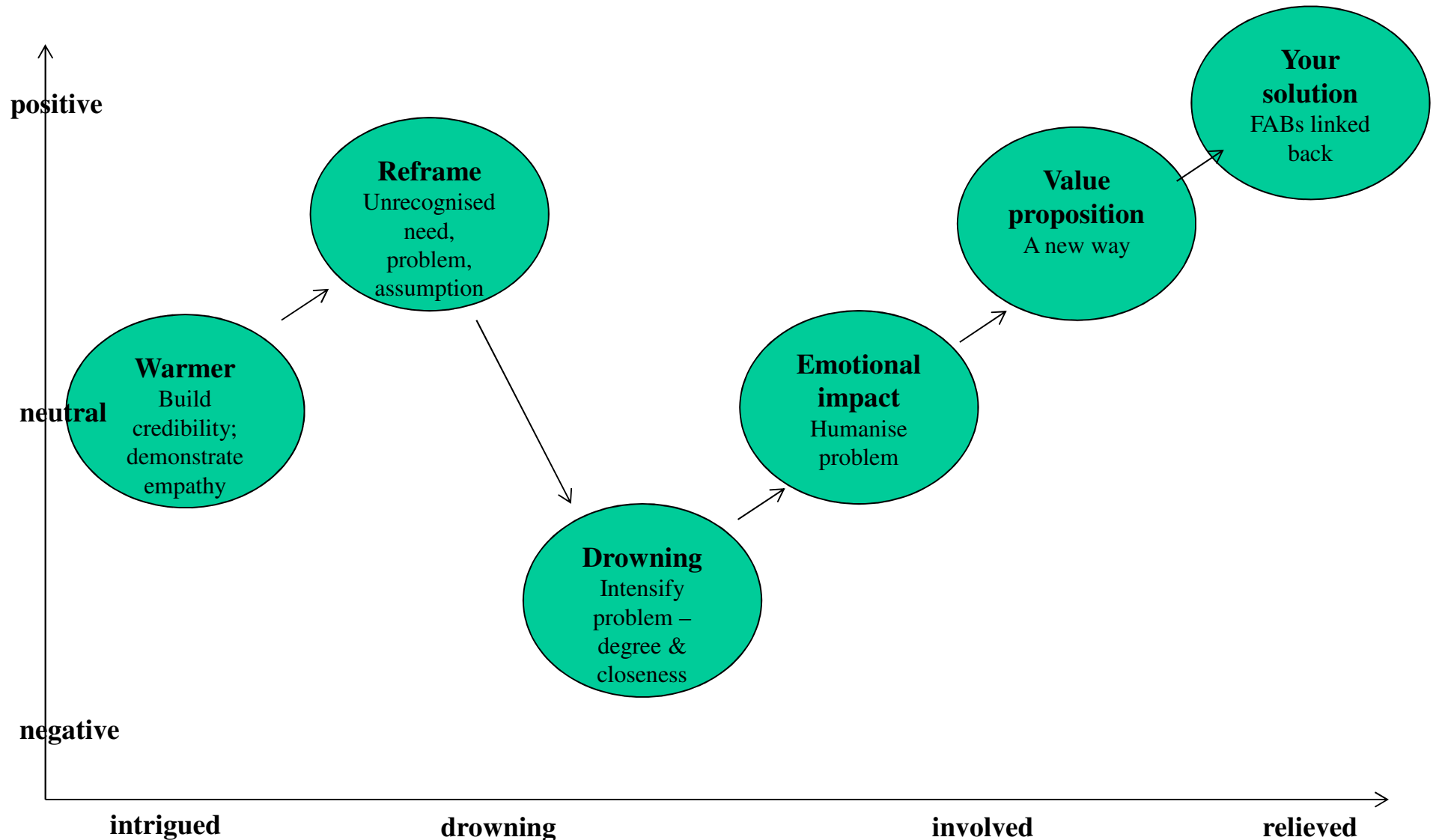
# Commercial teaching model



# Commercial teaching model



# Commercial teaching model



# First action point

- **Pull your “who we are and what we do” slides from the front of your capability deck**
- **Lead to , not with**
- **The real value of the interaction isn't what you sell...**
- **Considered as an extension of their own organisation**

# **Systematise your challenge**

- **Don't leave this to individual Sales Execs**
- **More sales and/or product-application is the last thing Sales Execs need and customers want**
- **"the trusted advisor"**