

CONNECTS ON SALES

A SALES WORKSHOP

February 3, 2017

Achieving Sales Results, LLC

Target Audience

- Start-ups
- Smart people with an idea
- Early stage companies trying to grow
- Companies trying to figure out why they can't sell
- CEOs who think they can sell, but not sure why they haven't

Agenda

- How to get your first customer
- The importance of a reference
- Hiring a salesperson
- Managing a salesperson
- Getting in the door
- Closing the sale
- Questioning techniques
- Setting sales goals

Finding Your First Customer

- Early adopter
- Experimental – proof of concept
- Beta test
- Your product or service solves a problem they can't solve themselves
- Local
- No initial billing*
- Know somebody who can get you in

Your First Customer

- Solving business problems
 - List the problems your product or service solves
 - Be specific
 - Explain how it solves them
 - Focus on industries or companies that have these problems
- Special arrangement
 - Make a deal for no initial revenue, but it will kick in later*
 - Be tenacious – onsite frequently – checking on progress
 - Deal broadly with more than one contact
 - Be sure to get their permission to be a reference if it works

The Value of the Reference

- Nurture the reference
- Try not to overuse
- Treat them well – thank yous, holiday gifts, etc.
- Determine if they really do speak well of your company – How?
- It would be great if they are well known and prestigious
- Make them aware of the second and third customers

Hire your first Salesperson

- What to look for:
 - Track record – quota %, size of quota, consistency
 - Compare what they sold to what you are selling
 - Between 5-15 years sales experience
 - Passion for selling; Assertiveness
 - Can they convince you?
- What to avoid:
 - Too many jobs (more than 2 per year)
 - Unknown companies
 - Poor references
 - Must understand start-ups

Your first salesperson

- Where to find them:
 - Your industry
 - Through trusted advisors
 - Networking sessions
 - Employed at competitors
 - Local universities
 - Referred by Private Equity companies
- How to hire them:
 - Trial basis (“Hire slow, Fire fast”)
 - Small salary, big potential commission
 - Equity

Manage your salesperson

- Set specific, measurable, achievable goals
- 90 days, 180 day goals
- Provide proper training and orientation
- Put yourself in their place – would you work under those conditions?
- Constant conversation, but give them rope (do not micromanage!)
- Be flexible in changing goals if you over estimated results
- But expect progress

Getting in the Door

- Must find an area of need for the prospect
- Must solve a problem they currently have
- Research and probe – use LinkedIn to ask people at the company what business problems they have
- Select the right level and role
- Write an email that identifies their “problem” – ask for verification
- Explain your solution
- Do not describe the size of your company initially – solve their problem first and then the size of the company will be less important

Getting in the Door

- Within a week of email, call on the phone
- Initially do not leave a message; call the next day
- Third try – leave a message – be brief
- If after 2-3 weeks, go on to someone else at the company
- Try going to the CEO's administrator and befriending them
- Try getting a referral from someone to get in the door
- Be persistent, keep trying
- Call at different times of the day – 7:30AM or 6:30PM at night
- Rehearse your opening many times so it's smooth

Closing the Sale

- Five steps of a sales call
 1. Opening, establish rapport
 2. Probing – asking good questions; determine need
 3. Solution presentation
 4. Asking how the solution impacts the business – nice to have or must have?
 5. Ask for the order – close
- Five qualifiers for an opportunity
 - Are you dealing with the decision maker?
 - What are the decision criteria?
 - Is there a good fit with our product or service and the problem?
 - Is there a budget to solve this problem?
 - What is the timing of your decision?

Questioning Techniques – An Exercise

- List examples of questions you might ask at the start of a first call on a new prospect selling your own product or service

Questioning Techniques – Two main types

- Situation Questions
 - Provide basic facts about the current situation
 - Give background details which help you judge where problems may exist
- Problem Questions
 - Ask about problems, difficulties or dissatisfactions with the current situation
 - Uncover needs

Questioning Techniques - Examples

- Situation Questions (Google Analytics consultant)
 - Are you using an analytics program now?
 - How are you using analytics now?
 - What have you tried before?
 - Who uses analytics in your department?
- Problem Questions
 - Are you satisfied with the integrity of your data now?
 - What are the disadvantages of not trusting your data?
 - Does the lack of a measurement strategy cause problems?

Questioning Techniques - Categorize

- Go back to your list of questions on the first call.
- Mark all examples of Situation Questions with an “S”
- Mark all example of Problem Questions with a “P”

Problem Development Questions

- Have these problems led to...?
 - What's the impact of that on your business?
 - What effect does that have on...?
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- How are problem development questions important?
 1. They are important when selling complex products and services
 2. They help decision makers understand the size of the problem
 3. They help to justify added value sales

Solution Development Questions

- Would it help if you had more qualified search traffic?
 - Why is that important to you?
 - What is the value to your business?
 - How else could our service help your analytics process?
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- Why Use Solution Development Questions?
 1. They create a positive climate
 2. They get the customer to talk about value and benefits
 3. They move the discussion forward towards action and commitment

Sales Administration

- Track and measure your progress against goals
- Keep a pipeline – spreadsheet, CRM, Salesforce.com, etc.
- Track statistics over time
- Look at frequency of calls, emails, conversations, appointments, proposals and sales
- Communicate this information to the company
- Calculate commissions backwards

Sales Collateral

- Always too technical – two versions
- Work on verbiage to explain what you and your product does
- Design and print professionally
- Develop your branding and image
- Listen to what customers are looking for
- List the problems you solve
- Case studies, testimonials

Panel Q&A