Activating Sales
Workbook

Technique and Process improvement tools to achieve consistent excellence in consultative selling

edensilk
business growth architects
www.edensilk.com.au

Copyright Notices

Published by Edensilk Pty Ltd, PO Box 141, Maylands, WA, 6931. Tel: +61 8 9271 7661.

Printed and bound in Australia.

Available for purchase at the price of $990 per workbook.

Optional Revision Cards available for purchase at the price of $990 per set.

Legal Notices

While all attempts have been made to verify information provided in this publication, neither the author nor the publisher assumes any responsibility for errors, omissions or contrary interpretation of the subject matter herein.

This publication is not intended for use as a source of legal or accounting advice. The publisher wants to stress that the information contained herein may be subject to varying state and/or local laws or regulations. All users are advised to retain competent counsel to determine what state and/or local laws or regulations may apply to the user's particular business.

The purchaser or reader of this publication assumes responsibility for the use of these materials and information. Adherence to all applicable laws and regulations, both federal and state and local, governing professional licensing, business practices, advertising and all other aspects of doing business in Australia or any other jurisdiction is the sole responsibility of the purchaser or reader. The author and publisher assume no responsibility or liability whatsoever on behalf of any purchaser or reader of these materials. We expressly do not guarantee any results you may or may not get as a result of following our recommendations. You must test everything for yourself.

Any perceived slights of specific people or organisations are unintentional.

Contents

Introduction

Not a training course. Not software. Not role playing. Not a workshop. Not a seminar. And not a manual.

This unique way of causing continuous sales improvement is for sales professionals, sales teams, and sales managers that want something more and better than the tired old methods of performance improvement.

'Activating Sales' is a tool kit for sales managers of consultative sales personnel.

It's for businesses that are committed to increasing revenues, profits, and service levels in a sustainable way.

Activating Sales is …

- fast
- proven
- flexible
- content rich
- easy to use
- thought provoking
- fun
- varied
- fixed price
- motivational
- action oriented
- effective
- freeing
- memorable
- good value

Activating Sales is just as applicable to 'old sales masters' as to those completely new to 'the selling game', in any industry, for any product or service.

WARNING: Once you and your team have begun … you won't want to stop!

And this workbook is only a small element of all that is 'Activating Sales'.

The Activating Sales Workbook consists of 2 parts:

1. **Activating Sales *Technique***, which includes 6 sections and 42 pages of content; and
2. **Activating Sales *Process***, which includes 4 sections and 20 pages of content.

The logic of each part, section and page is explained in the body of this workbook.

Each page can be thought of as 'suggestive' ie to stimulate your thinking and discussion about how the general principles outlined in that page could be applied to your own situation – product/service line, business, market, industry, etc. So we refer to the pages of this workbook as 'Suggestion Pages'.

Creative use of these resources will provide hours of productive and enjoyable learning and practice, and that's where the input and guidance of your local Edensilk consultant will prove invaluable.

If you think the pages of this workbook are valuable in themselves, then you may be surprised (or disappointed) to hear that this is just the tip of the iceberg that is 'Activating Sales'.

Contact your local Edensilk consultant to find out the rest of the picture, or call the main office on +61 8 9271 7661.

1. Activating Sales *Technique*

This part of your workbook focuses on the many techniques of consultative selling that you and your team must master, from the mental preparation required beforehand through to negotiating with the client/customer and closing the sale.

So much goes on when selling that many a sales professional has been known to 'get lost in the deal'. It helps to have some sort of 'road map' for the sequence of activities or stages that normally make up a sale, and then to understand and practice the methods that contribute to successful outcomes as the sale progresses from one stage to the next.

There are many views of the 'stages' to a sale. This part of your workbook organizes them into 6 logical and sequential stages (or sections) as follows:

1. **Preparing yourself for success**: In sales, attitude is everything. This stage is about making sure your team members set themselves clear and compelling goals, feel calm, confident, and in a positive frame of mind, and look forward to the selling experience.
2. **Relationship building**: Research shows that people buy from people they like, so your team members ability to build powerful rapport with customers, quickly and easily, provides them with the foundation for success in sales. This stage is about developing strong relationships based on mutual trust and respect.
3. **Understanding customer requirements**: The better your team members understand their customers, they will be able to better align your products/services to the customer's specific requirements, and the more likely they are to get the sale. This section is about using questions in a systematic and persuasive way to find out what's important to the customer and gaining full appreciation of their specific requirements.
4. **Fulfilling customer requirements**: Once your team members have understood their customers' requirements they are in a great position to meet them and win the business. This stage is about presenting proposals so that they show how your products/services totally fulfill the customer's requirements and offer an irresistible proposition.
5. **Negotiating for win-win outcomes**: There may be occasions when your team members have to negotiate with a client prior to making the sale. This section is about the strategies they can use to help establish common ground and develop the relationship with the customer even further and achieve a win-win outcome.
6. **Handling objections and closing**: The manner in which your team members respond to customer objections will have a major impact on their sales results. This section is about pre-empting objections as far as possible, and handling them positively if and when they arise. It's also about taking a proactive approach to closing and getting the sale.

In this workbook the numbering of each of the page headings will clearly show which of the sections/stages you are considering.

There are 42 Suggestion Pages within the Activating Sales *Technique* part.

For information about Part 2: Activating Sales *Process*, go to page 49.

1.1 Preparing yourself for success

1.1.1 Going for Goal!

Setting goals can be likened to concentrating the rays of the sun using a magnifying glass into a force powerful enough to start a fire. Goals provide both our conscious and unconscious mind with a focus that compels action, and unleashes our inner motivation because they enable clarity of vision, and install a sense of purpose. The best goals are those that completely compliment an individual's values and principles, and their accomplishment contributes to a greater sense of overall satisfaction in all aspects of a person's life. If your goals aren't exciting and energizing then the likelihood of you achieving them is dramatically reduced.

The evidence is convincing - goal setting is a vital skill to achieve success. When defining your goals, ask yourself the following questions to ensure that each of your goals meets the SMART criteria…

Specific

Measurable

Achievable

Realistic

Timed

- What specifically do you want?
- Where are you now?
- How will you know when you have it?
- What will you see, hear and feel?
- What will this goal get for you and allow you to do?
- Where, when and with whom do you want it?
- What do you need to have or do to get your goal?
- Have you ever had or done this before?
- Do you know anyone who has?
- What will happen if you get it?
- What won't happen if you get it?
- Is it okay for you and for everyone
- How will you feel when you have it?
- When do you expect to have it?

These questions are both thought-provoking and motivational. They help to ensure that you really do want to achieve your goal and that you are ready for success.

TEAM EXERCISE

- **Ask each team member to write down that they would like to achieve at work. Then, in pairs ask one individual to put on a blindfold (which increases internal concentration). The other person then asks their partner the above questions who answers 'inside their head' (this encourages honesty of responses). Conduct an open discussion of their learnings.**

1.2 Relationship Building

1.2.1 Up-front Contracts

When people share the same expectations they feel more comfortable with the relationship, and having understood each other's boundaries this helps to build trust and respect. Good salespeople communicate their expectations at every stage in the sales process as well as seeking to understand their prospect's/customer's expectations. This can be likened to laying the ground rules and is sometimes referred to as Up-Front Contracting.

The following chart highlights some examples that can be used for different occasions during the sales process:

SITUATION	EXAMPLE
Contract for ensuring appointment sticks	• "To help me plan my week, should I treat this meeting as confirmed?"
Contract for saying "No" (avoids time wasting)	• "If at the end of our meeting you decide there isn't a good fit, are you comfortable with telling me this?"
Contract for allowing sufficient time	• "So that we can maximize our time together, how much time have you allocated for this meeting?"
Contract on the telephone for dealing with literature requests	• I've noticed that some people request literature rather than tell me they are not interested. Is this the situation here?"
Contract for providing end result at meetings	• "Before I leave here will you tell me your understanding of the next steps?"

When you've gained the prospect's agreement to your Up-Front Contract, if at any time they try to deviate from the ground rules you have set, remind them of what they said. That's why it's a good idea to have your Up-Front Contracting questions written down for your reference at any future point. Confirming your Up-Front Contract in writing (either by email or letter) reinforces what has been verbally agreed, and creates further credibility because the ground rules have been clarified.

TEAM EXERCISE TEAM EXERCISE TEAM EXERCISE

- **Using flipchart paper asks your team to highlight all the occasions when Up-Front Contracting would be useful. Then for each identified occasion suggest that your team brainstorms different examples of appropriate Up-Front Contracting questions that they can use with their own prospects and customers.**

2. Activating Sales *Process*

Outstanding sales performance is not just about being able to sell, it's also about making the best possible use of your time, and focusing your energy on activities that really deliver results.

As the saying goes … 'aptitude without application is worthless'.

This part of the workbook is designed to help you and your team members to plan, prepare and manage their sales activities more effectively - from dealing with the first enquiry to managing existing clients - it provides an overall framework that will enable them to maximise their time and improve their productivity.

With so much to do, and only so many (or few) selling hours available each day, many a sales professional has been known to 'get sidetracked along the way'. Juggling inbound calls, proposals, presentations, marketing events, etc requires perspective and discipline. It helps to have some sort of 'model' of the production line or 'funnel' of phases that normally create an income stream, and then to understand and practice the methods that contribute to successful outcomes as your dealings with new enquiries and existing customers progress from one phase to the next.

There are many views of the 'phases' of prospect and customer management. This part of your workbook organizes them into 4 logical and sequential phases (or sections) as follows:

1. **Leads** are the starting point of the sales cycle. This section focuses on the active cultivation of new, high potential leads, how to find them, and how to ensure that they are the type of lead most likely to produce optimum sales results.
2. **Prospects** have been qualified in terms of whether they have the money, authority, and desire to buy and organisation's products/services. Because time is a huge constraint on salespeople's selling activities, it's vitally important to provide an objective set of criteria against which prospects can be prioritised.
3. **Opportunities** often require that the salesperson commits a significant proportion of their time to accelerating prospects through their pipeline until they win the business. Having key sales milestones that are well defined, can help salespeople to define a percentage probability for success that will guide their actions and shorten the sales cycle.
4. **Customers** require ongoing account management to minimize the risk of losing them over time and to develop incremental business opportunities, because it's easier to win new business from existing clients. The ability to evaluate the strength of each customer relationship can determine an account strategy that leads to long term profitable partnerships.

In this workbook the numbering of each of the page headings will clearly show which of the sections/phases you are considering.

There are 20 Suggestion Pages within the Activating Sales *Process* part.

For information about Part 1: Activating Sales *Technique*, go to page 6.

2.1 Leads

2.1.1 The Art & Science of Selling

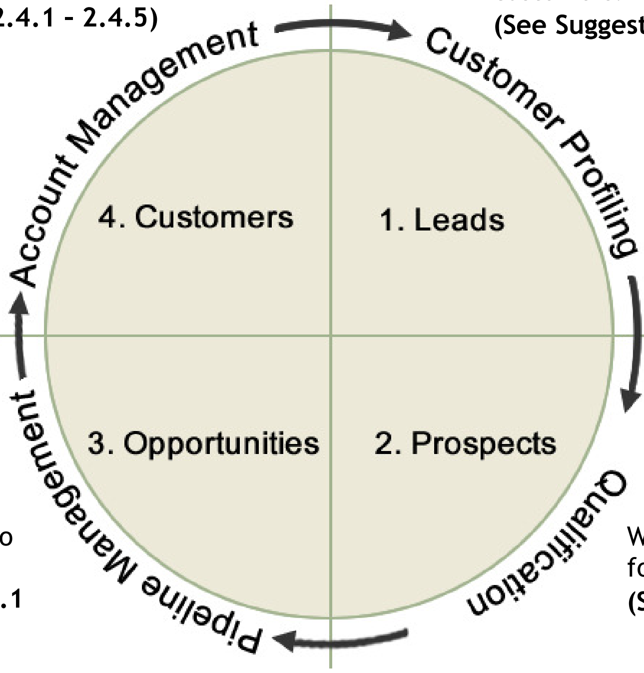
Selling is both an art and a science. To put it another way, your sales skills determine your level of artistry at selling and your strategic planning provides a scientific platform for your sales activities. Activating Sales incorporates the use of 4 different areas of focus to provide you with objectivity when planning and executing your sales activities.

One of the characteristics that make a salesperson successful is careful use of their selling time. Time is something that you can't change or stop yet how you choose to use it and how well you perform can leverage the impact of your sales activities. In the diagram below you'll see a number of questions. When answered, these will help you to determine the quality and direction of all your sales activities.

What actions do you take to reduce the risk of losing customers?
(See Suggestion Pages 2.4.1 - 2.4.5)

What actions do you take to develop additional business from existing customers?
(See Suggestion Pages 2.4.3 - 2.4.5)

How do you define the probability for new business?
(See Suggestion Pages 2.3.1 and 2.3.4)



When you look at potential customers, how do you decide if they are right for your organisation?
(See Suggestion Page 2.1.3)

What actions do you take to convert pipeline potential?
(See Suggestion Pages 2.3.1 - 2.3.5)

What strategies do you use for generating leads?
(See Suggestion Page 2.1.5)

Which of your prospects do you contact first? **(See Suggestion Page 2.2.1)**
What approach do you use to contact prospects? **(See Suggestion Pages 2.2.3 - 2.3.5)**

- **Ask your team to discuss their answers to the questions above and encourage them to write their responses onto flipchart paper. Then ask your team to identify their areas of strength in terms of their responses, and prioritise which areas they need to focus on first. Take your team's top priority and ask them to discuss the positive consequences gained from improving this area.**

3. Activating Sales *Revision*

Adult learning is greatly assisted by spaced repetition and application. So Activating Sales includes a series of **Question Cards** that the Sales Manager can use in various ways to aid learning and retention by his/her team.

These cards correspond to the pages of this workbook, and may be used in many ways, limited only by the creativity of the Sales Manager and their team.

There are also cards referred to as **QUIZ** cards and **SITUATION** cards. These may cross over the various phases of selling technique and process, and further challenge sales team members to apply what is discussed in the pages of this workbook.

There are 16 question cards for each phase of selling Technique and Process, plus 16 QUIZ cards and 16 SITUATION cards … a total of 192 Question Cards in all.

Some blank SITUATION cards are also included. These are for you and your team to add questions that are specific to your own circumstances, market, industry, product lines, etc.

3.5 Quiz Questions

These question cards have clear, right or wrong answers. Each card details 4 questions of varying levels of difficulty. So that's 64 questions in all.

3.6 Situation Questions

These describe challenging sales-related scenarios and ask you to decide how to successfully handle each situation. There are no defined answers for these because they are designed to stimulate discussion, ideas, and the sharing of best practices. It's amazing how much your colleagues already know and can share for the benefit of others, given the right questions!

Totalled together, the Revision phase of Activating Sales provides 240 challenging questions to keep every team member 'on their toes'. And together, you can add even more.

Appendix

If you are a manager of consultative sales personnel, optionally appended to this workbook you should find 25 pages of questions, each page containing 8 Question Cards, including 1 page of 8 blank SITUATION cards.