

UPSA 4th Annual Sales Convention

"Selling beyond 2010..." Wed 1 (Pre-Conf. Workshop) Thurs 2 & Fri 3 Sept 2010

Emperors Palace / Johannesburg / South Africa

Dr. Anders Ericsson

The concept of 10,000 hours of continual improvement is what is needed to move one from wanting to play, to mastering the subject anything less and your just one of those that have attempted the subject.

<http://www.coachingmanagement.nl/The%20Making%20of%20an%20Expert.pdf>

x1000 hrs

0-3 hrs _____ Play an instrument

3-6 hrs _____ Conduct a orchestra

6-10 hrs _____ a Maestro

During the Science of Successful Sales the following caught my eye; On Practice 10 ways to become more proficient - score yourself;

How often do you engage in the following activities with the goal of performance improvement		Days per Month
1	Preparation	
2	Mental stimulation	
3	Explore new strategies	
4	Concluding and assessing afterwards	
5	Asking for feedback	
6	Consulting colleagues	
7	Consulting domain experts	
8	Formal meetings	
9	Information gathering meetings	
10	Private Conversations	

Agility selling

Discussing value and of course it is in the eye of the beholder;

Definitions may be; The POSITIVE delta between the COST and REALISED outcome has to be COMPELLING.

Value is anything the CUSTOMER can COMPLAIN about!

To articulate value one could use these points;

- Satisfaction..... may be intangible
- Realisation..... the +ve delta to cost
- Quality..... translate to lower cost or increased income
- Appeal buy what you want not what you need
- Efficiency..... low risk value is in the perception
- Accountability.....

Selling styles;

And interesting - and new for me - acronym is AIDA

- A..... ATTENTION..... gets them to THINK
- I INTEREST..... gets them to CONNECT
- D..... DESIRE..... gets them to FEEL
- A..... ACTION..... gets them to PLAN

Evolution of Selling styles

Show-up ; Throw-up



**Communicate
Manage
co-Create**

Heroic effort



Systematic Team selling



Marketing + Sales

This first slide represents a concept brought out by Brian Lambert in the discussion he set the scene as follows;

Show-up Throw-up

Most selling in the past used this method. A single representative made sense of the offering and translated that offering to the customer. Most times the initial activity was to have the customer drink from the fire-hose. There was little attempt to fit the customers need to the product and the connected value was left to the customer to "get-it". As products became more sophisticated the ability of the sales representative to represent the full breadth of the product became increasingly difficult which meant that the prospect "missed" some of the character of the offering. Many times after the deal is lost we hear "oh, I didn't know you guys were into . . ."

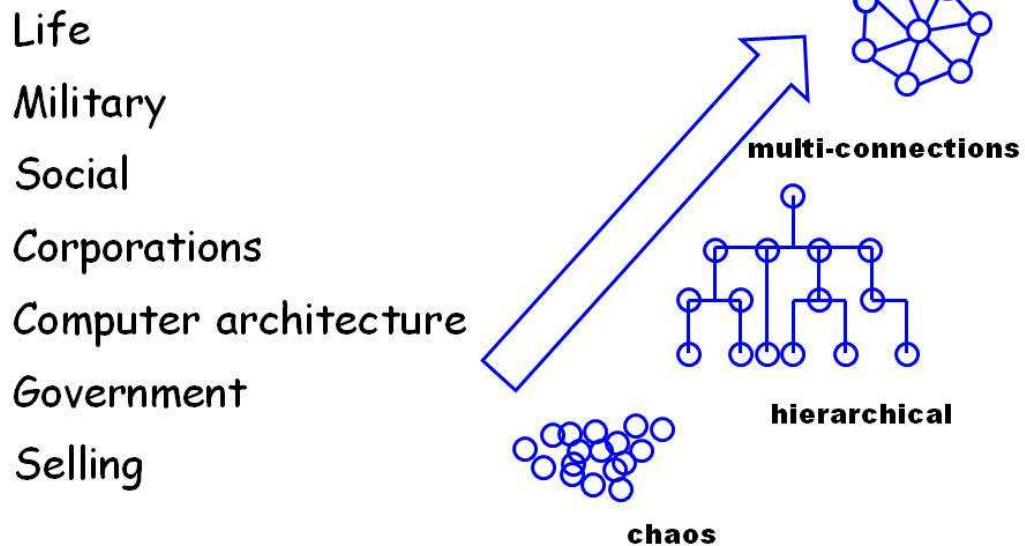
Heroic Effort

Here, the increased complexity of the product is hidden by a "special" type of sales person, who is able to articulate the character of all the offerings which make up the breadth of a solution in such a way the prospect understands the offering. This "animal" was very difficult to find, train and keep and often once they had become proficient we found them being "head-hunted" to another organisation where we were surprised that they did not continue to be stars. They had lost their ability to articulate the full story.

Systematic Team selling

Today's increasingly complex solutions can become "unbundled" if we cannot articulate the importance of the facets that make up a unique - often co-created with the customer - solution. The complexity is hidden from the prospect and bundled together by product evangelists who work with marketing to establish the character and value for the INDIVIDUAL customer of the components. Multiple sales people who understand the specific domain are assembled to bring these characteristics to the prospect given depth of domain knowledge. Coordination of their efforts in a complex prospect may be "orchestrated" by a "people manager" who in the past may have been called a "Key Account Manager" but today may need the understanding and ability of a Key Account LEADER!

Evolution of organisms

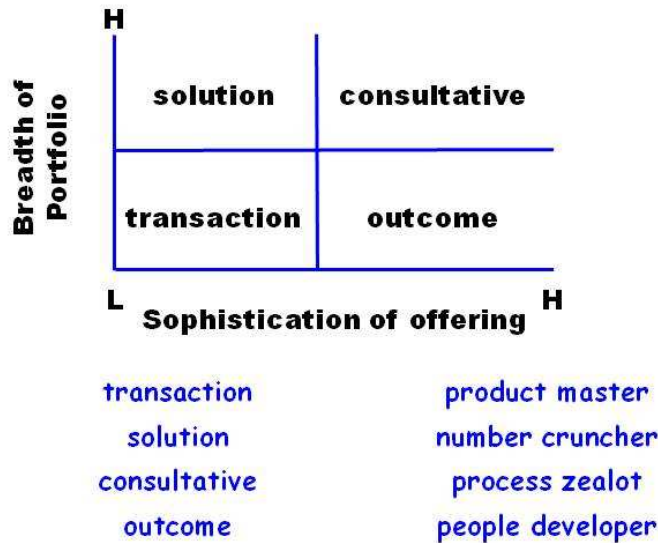


Evolution of Sales activities

Given the changes that have happened in society and many other areas of human activity, it was interesting to hear that the chaos activities of the 1800's were recognised in the ACTIVITY paradigm of the sales team. The number of customers' you covered and converted was a function of the size of the team and the activity that the team was driven to perform. Activity was the mantra.

Going through the Industrial Revolution order and process were the watchwords and this also was duplicated in the sales team. Process was king and like the building of the model T Ford, the customer could have anything as long as it was black! However, through the '60's the individual was becoming more important and the rise of Social Networking became apparent. People were connected in ways that defied logic and customer were informed not only by the access which the Internet gave them but also the "word-of-mouth" of their network.

Sales patterns



Sales Patterns

A new sales characteristic is emerging. As the product became more sophisticated and the companies built capability around their products, sometimes these capabilities were undistinguishable from the original product and became a solution. The days of transactional selling are gone; today this is accomplished by low cost – high performance on-line choice engines and automated logistics. No Human needed.

As the breadth of the portfolio builds from Low to High a solution sales person is needed to fit the solution to the prospects' needs. The more sophistication that the solution encompasses, the more need there is for the sales activity to be consultative in its approach to matching prospect and solution characteristics. In this segment we find the need to co-create a solution which may be made up of solutions from multiple suppliers. As this paradigm unfolds the breadth of the portfolio now is provided by multiple suppliers and the outcome of the activity is important rather than the product or where we get it from. Here, the people developer is the characteristic which enables social networking and influence through contacts to be the dominant ability.