

For CEOs, Entrepreneurs, and Anyone Running a Business

THE REVENUE ENGINE

**How to Build a Company Where
Everyone is in Marketing and Sales**



ROBERT HARGROVE and TOM KAISER

Who We Are

We are business catalysts who have gotten wealthy helping business leaders create a revenue engine that yields geometric growth and sustainable profit even in the toughest economies.



Tom Kaiser has been a top executive in Arkwright Insurance, Zurich Financial Solutions, and Arch Insurance where he either built the business from the ground up or took those businesses whose strategies and practices seldom varied from industry orthodoxies and who were being pushed along by the momentum of the market place and transformed them into dynamic industry leaders that changed the game and were able to compete in uncontested market space.

Tom did this by differentiating companies from the competition, continuously identifying hidden assets and overlooked opportunities in the business, and by combining business capabilities that were previously disconnected into a powerful and unique business model. He also super-charged the business' sales force with both outside-the-box thinking and proven ways to increase sales. The result: ***a powerful new revenue engine that spurted out a torrent of cash.***

THE REVENUE ENGINE

How to Build a Company Where Everyone is in Marketing and Sales

We have a track record of helping 100s of companies on a global basis get their revenue engines to kick in by supercharging them with our own special formula of marketing and innovation.



Robert Hargrove is the CEO of Masterful Coaching, author of many landmark books leadership and coaching, as well as the co-founder of the Harvard Leadership Research Project. He has developed his own wealth by helping business owners (both large and small) grow their business exponentially and multiply their profits and sharing in the rewards. He starts by getting companies to get out of denial and face reality. That's when Robert's ability to creatively synthesize diverse ideas comes in. He works with people to envision an Impossible Future, and then working backwards from that vision, he coaches people to bring it forth in reality.

Robert has worked in over 100 different companies in many different industries, which allows him to take the most successful visions, paradigm smashing ideas, strategies and tactics and combine them into hybrids that can be directly apply to any business. For example, he took one company and increased its sales from 10 million to 100 million in less than six months, just by introducing the idea of a multiple sales channel.

Tom and Robert have directly contributed \$5 billion in sales growth and hundreds of millions to companies: Fortune 500 corporations, mid-size and small businesses.

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*Our purpose is straightforward: to help you
and your company make money.*

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Lunch at the Oyster Bar

We met for lunch at the Oyster Bar under Grand Central Station not long after the global financial meltdown and wondered aloud what we could do to make a difference. We wanted to capitalize on our experience: Robert's in working with executives of mature companies helping to get things going again, as well as entrepreneurs who were often dealing with cash-flow issues and Tom's experience as a senior executive, always supercharging sales and getting things done at a profit. We asked ourselves, ***How could we take what we have learned and make it available to others?***

Our questioning went something like this: *What are business leaders of companies large and small setting as their first goal and priorities, given the economy we are operating in? Is the top goal or priority a better business strategy? We thought not. More innovative products or better business processes? No again.*

We concluded that, while all of these things may be in the interim useful and ultimately necessary, the first goal and priority of every business today is generating Revenue with a capital R, not just bottom-line, but also top-line.

Q: The number one goal of every business person and business in this economy? A: Creating a Revenue Engine that spurts out an immediate torrent of cash & sustainable profits, while building personal wealth.

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How to Build a Company Where Everyone is in Marketing and Sales

The fastest way to get your revenue engine roaring if you don't have time for strategic brilliance or a big budget for a fancy marketing campaign...SELL, SELL, SELL!

Today, both Fortune 500s and small businesses that previously have been doing all right by offering a generic commodity and being pushed along by the momentum of the marketplace are finding themselves in a revenue crunch. We asked ourselves: *What's missing that, if provided, could make a difference? What is the fastest, most powerful, surest way to increase revenue or cash flow?*

Let's face it, the problem most businesses have today with revenue is not a scarcity of great products, but a scarcity of great marketing and sales. *How can you make the sweat equity, time, and expense you are already investing in marketing and sales much more effective?*

How can you make your advertising, website, cover letters, product pitches, sales presentations, and closing offers much more effective without spending any more time or expense?

After all, one well-crafted newspaper headline can produce 25 times the return of another. The opening sentence in a cover letter can result in a dead lead — or an interested prospect. One sales appointment can produce *zilch* — or a signed deal that results in a short-term profit windfall.

We love the idea of coming up with game-changing strategies and innovative products, so in thinking about these questions, the focus we decided to take was marketing and sales and we came up with **The Revenue Engine: How to Build a Company Where Everyone is in Marketing and Sales.**

THE REVENUE ENGINE

How to Build a Company Where Everyone is in Marketing and Sales

The bottom line in bad times... Obsess over the top line.

We created a model for building a Revenue Engine that is



- 1) **Face Reality:** *Your business isn't growing. Your marketing is being ignored. Your sales force is discouraged. Your sales are flat. Stagnation!*
- 2) **Declare an Impossible Future & Winning Game Plan:** *Develop a growth mindset. Leverage every marketing dollar. Supercharge your sales force. Innovate!*
- 3) **Catalyze With Business Multipliers:** *21 Ways to Grow Your Business Exponentially*
- 4) **Short-Term Profit Windfalls.** *Exploit hidden assets & overlooked opportunities*
- 5) **12 Catalytic Conversations.** *Train your sales force and develop a coaching culture*

We Are All in Sales, Period!

To introduce people to the ideas of the Revenue Engine, we have written two eBooks. **The Revenue Engine** explores the first four steps of the model, while **Virtuoso: Consultative Selling in a Connected Age** about the last step.

We wrote VIRTUOSO: Consultative Selling in a Connected Age with two groups in mind. One group consists of CEOs (and their teams) of small to medium size businesses that may not even have a sales force. In most cases, CEOs are tinkerers who are barely competent in the sales process. They often focus on the wrong things, like talking from a “me point of view” about their great products, rather than a “you point of view” about the customers and their needs.

The other group is sales managers and sales teams of mature companies seeking to get their business going again, the ones who needs to get more “bang for the buck” from their sales force. We intend to provide what is missing beyond the sole need to supercharge the motivation of the sales force, given the fact that so many salespeople are beaten down by the rigors of doing business in a tough economy.

“Everyone lives by selling something,” Robert Louis Stevenson...Presidents, CEOs, managers, salespeople. So master your craft! Virtuoso: Consultative Selling in a Connected Age will inspire and enable you to do so.

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How to Build a Company Where Everyone is in Marketing and Sales

The world has changed! The fact is that...

- The world now has 3 billion capitalists
- Every business is a web business
- Sales is becoming increasingly consultative

People in Boston are as likely to buy a BMW on Craigslist from Austin or Austria, as they are from their local dealer. In most cases, the sales process begins long before a prospect ever talks to a salesperson. The customer does independent research on Google, Facebook or Twitter, prior to you even hearing from them. Finally, when they do call, they are looking for a consultant and a trusted advisor, not just someone hawking goods and services.

We created the 12 Catalytic Conversations for sales and marketing to address the fact that the world has changed. The idea is to help sales managers transform their organization into a 21st century marketing and sales machine.

The idea behind The 12 Catalytic Conversations is to help you to create a winning marketing and sales process for every customer amid change, complexity, and competition.

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How to Build a Company Where Everyone is in Marketing and Sales



The 12 Catalytic Conversations for Sales and Marketing Breakthroughs meets the challenges of today's business environment by...

- Supercharging the motivation of your sales force, given today's economy;
- Giving your sales force much more of a marketing mindset when it comes to writing blogs, cover letters, making presentations, irresistible offers;
- Instilling 21st century selling skills, given that the web has changed everything;
- Being brilliant on the basics — positioning yourself as a “trusted advisor,” “finding the pain,” “coming up with a joint solution” and “getting to yes” — which are so important in all economic cycles;
- Create a coaching culture by providing follow-up coaching.

Marketing is the Ultimate Leverage

Get more results from every headline, every sales letter, and every customer meeting. What do we mean when we say that “marketing is the ultimate leverage?” We mean it’s not just how wonderful your product or services is that gives you leverage, but your ability to sell it. For example, Tommy Hilfiger was an unknown clothing designer struggling in Manhattan until he bumped into master ad man, George Lois, who took on the challenge of “selling his stuff” and made him a super-star designer in a matter of months, on a relatively small budget.

What we are talking about here however, is not you spending a lot of money running big billboard ads in Times Square, running fancy sales promotions, or tripling your sales force. We are talking about taking whatever sweat equity, time, and money you are putting into your marketing and sales activities, and getting phenomenally better result from it. In our Bootcamps we offer specific ideas for getting more leverage out of the things you do every day in marketing and sales, without it requiring any more investment of time and money.

Just using one headline vs. another in an advertisement (or sales promo letter) can produce 25 times the return in terms of new revenue.

The 12 Catalytic Conversations were put together with the idea of helping you get more leverage out of every marketing and sales dollar you spend, by giving your sales force everything it needs to become a 21st century selling machine.

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How to Build a Company Where Everyone is in Marketing and Sales

Our system consists of 12 powerful steps that provide your sales force with the most advanced selling system that exists today (one that takes into account that the web has changed everything). It will provide insight into the most bothersome issues and problems that most sales managers face.

The sales process today starts long before anyone ever talks to a salesperson with the customers doing independent research on Google.

Most salespeople are still selling as if it is the 20th Century. Here are a few statistics that we came up with: Did you know that 75% of most salespeople “just don’t get” what 21st century sales is all about? They are still selling as if it’s the 20th century or even the 19th. The web has changed everything. For example, the sales process today starts with customers who are doing independent research on the web, long before they ever talk to a salesperson. Did you know that by monitoring (mining) conversations about you and your competitors on Twitter and Facebook and other social media, that you can build a powerful pipeline, dramatically increasing the number of leads? How much money is your organization losing, if your sales team doesn’t do this?

twitter



Google



facebook



Welcome to the 21st Century!

21st Century Selling vs. 20th Century Selling	
<ul style="list-style-type: none">• Buzz is created with blogging, tweets, Facebook posts, key word management for search engine placement	<ul style="list-style-type: none">• Buzz is created with institutional ads, fancy marketing campaigns, special promotions
<ul style="list-style-type: none">• A pipeline is created by mining conversations about you & your company on Facebook, Twitter, etc.	<ul style="list-style-type: none">• A pipeline is created by working a heritage list of existing accounts or by being handed another salesperson's cold leads
<ul style="list-style-type: none">• All sales is social networking on and off the web; prospects come from friend of a friend	<ul style="list-style-type: none">• Social networking happens only face to face at industry events, dinners, sporting events
<ul style="list-style-type: none">• The sales process starts long before the customer ever talks to a salesperson by researching on Google, Yahoo, Bing	<ul style="list-style-type: none">• The sales process starts with the sales people sending out brochures, making cold calls, trying to set appointments
<ul style="list-style-type: none">• The salesperson positions themselves as a trusted advisor – <i>Got a problem? Let's talk</i>	<ul style="list-style-type: none">• The sale person positioned as a company rep: <i>Here is our product or service</i>
<ul style="list-style-type: none">• The salesperson is strategic, consultative, collaborative	<ul style="list-style-type: none">• The salesperson's job is to convince and persuade through pitches and pressure
<ul style="list-style-type: none">• The salesperson is a political entrepreneur—winning over all buying influences	<ul style="list-style-type: none">• The salesperson deals mainly with a single buyer, often skipping key buying Influences
<ul style="list-style-type: none">• Competition is local and global	<ul style="list-style-type: none">• Competition is national and local

Build a 21st Century Marketing and Sales Machine

To Build a 21st Century Sales Machine

- ◆ Face Reality: *Stagnation*
- ◆ Design an Impossible Future: *Staggering Growth*
- ◆ Create a Winning Game Plan

Face Reality

Building a powerful revenue engine starts with facing reality. For example, your business is stuck in a no-growth-morass. Your marketing is being ignored. Your sales force is demoralized by a tough economy. You are not sure what to do about it. It's easy to stay in denial and say that all you have to do is stay on course and the economy will eventually improve, and everything will get back to normal. But what if it doesn't?

If your business seems stuck, one of the first things you need to do is address the sticking points. For example: *What kind of sales force do you have now? Do you have a team of 'A' players? Or do you have 'B's and 'C's? Is it a 21st century sales force? Or is your sales force lingering in the 20th or even 19th century, before the global economy and before the web changed everything about professional selling?*

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Consider these staggering statistics: 40 percent of salespeople give up after their first “no!”, 70 percent give up after the second “no!”, and 90 percent give up after the fourth, often when they are only inches away from closing the deal.

On top of all this, there is the issue of morale. The chances are your sales team is being kicked around by pressure to bring in business, beaten up by customers, and living in a competitive environment that resembles a bar room brawl. Imagine the impact on sales and profits if you could alter all this.

Answer the following questions to better understand your current reality:

- **Are your revenue engines sputtering or surging? Sales? Profits?**
- **Is your marketing being ignored despite investment of time and money?**
- **Is your sales force up on web-based, 21st century selling methods?**
- **Is your sales team made up of ‘A,’ ‘B,’ or chronic ‘C’ players?**

Apple, Best Buy, Johnson and Johnson defied the odds and boosted revenue in a down economy by emphasizing sales training.



The first step in building a 21st Century Sales Machine is to face reality. The next is to design an Impossible Future.

Design an Impossible Future

If you are the leader of a business, a sales team manager, or even a sales rep, these statistics are staggering. Think about the additional revenue and profits your organization could generate, if you could alter these statistics. The first step out of this morass is to envision an Impossible Future that represents moving your sales organization to a whole new dynamic level.

When we are talking about an Impossible Future that is not just a stretch goal based on numbers—last year's sales and profits plus 10 to 15 percent.

We are talking about a whole new invented future, for example....

Transforming your sales force into a 21st century selling machine:

- ◆ Where people recognize that “the web” has changed everything about the sales process;
- ◆ Where every sales manager is building a team of ‘A’ players;
- ◆ Where there is both an individual and collective commitment to becoming a master salesperson.

A good metaphor is the movie about the lightweight boxing champion Kim Deuk-gu. Kim and a group of seven friends, most of whom did not have very impressive physiques, decided in their late teens to join a boxing club in order to escape their bleak surroundings. The coach, an impressive man who combined the serene temperament of a martial arts master and the street toughness of a gang boss, lined the group up and told them as they slouched in front of him: “There is only one reason for you to join this boxing club, and that is to become a world champion.” Wow!

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The coach not only got people to buy into the Impossible Dream without effort, but also made it clear about the reality of what it would take to achieve it. The young men worked out with a determination to become champions. And as it turned out, three of the young men did go on to reach the goal of champions in their weight class. A more reasonable objective would have produced a totally different outcome.

As people go for the Impossible Future and sales mastery, the outcome is a breakthrough in sales results and breakthroughs for people.

Spend some time imagining what an Impossible Future might be for you and your team. Setting sales goals like last year plus 10% just doesn't make it, unless your only objective is to make sure your boss doesn't yell at you.



- Imagine an Impossible Future for your sales organization – *a dramatic increase in profitable revenue.*
- Imagine an Impossible Future for yourself – *a dramatic increase your personal income and wealth.*
- Imagine a sales team made up of absolutely the best in the world.

It is better to aim too high and miss the target, than to aim too low and achieve it. -Michelangelo

“Find a coach.” - John Doerr, Legendary Moneyman

Create a Winning Game Plan

Now it is time to create a WINNING GAME PLAN — the structure for fulfillment that will allow you to reach it. Our approach is to get people to stand in their Impossible Future of a 21st century selling machine and then think about all the missing pieces that need to be put in place for fulfillment, together with the actions they can take today (such as short-term goals and going for quick wins), to bring the Impossible Future down to the ground and build some momentum.

For example, when we work inside a company as coaches, we ask every sales manager to create an impossible goal (rather than a predictable goal) in service of the Impossible Future that can be achieved on a quarterly basis. Sometimes we are asked: *“Why an impossible goal?”* The reason: it’s the only way you are going to do a brilliant job of leading your team. It’s the only way you are going to alter who you are being as a sales manager, and start thinking further outside the box. It’s also the only way you are going to attempt some fundamentally different things.

Why an impossible goal? It is the only way to get your team to do a really brilliant job.



My Winning Game Plan is...

- **Set impossible goals for each salesperson quarterly**
- **Shift from sales manager as “boss” to sales manager as “coach”**
- **Sign your sales team up for 12 Catalytic Conversations training**
- **Sign up top people in the “Master Salespeople” coaching program**

12 CATALYTIC CONVERSATIONS

Our goal with the 12 Catalytic Conversations is to provide salespeople with the guiding ideas, tools and motivation to immediately be able to increase the organization's profitable revenue. Our mantra is “profitable growth” and all of the ideas we deliver are based on that objective. When we work with clients, we introduce people to the 12 conversations in about a day. We then offer to coach you and your sales team to maximize the profit-producing, revenue-enhancing leverage you can get from these conversations on an ongoing basis.

We would like to distinguish for you the 12 Catalytic Conversations for a Sales and Marketing Breakthrough. We call these “conversations” rather than “steps” for a reason. We want to encourage sales managers to engage their teams in coaching conversations about the 21st Century Sales process on an ongoing basis, rather than having people view them as a 12 step model that one reads through once. You can master these conversations by putting them into practice in the coming weeks and months, with real customers, real sales goals, and real time sales situations.

The 12 conversations follow a logical, 21st century sales process that we have identified with painstaking research. While each person should have a basic knowledge of the 12 conversations, there are certain things that each sales manager (or salesperson) needs to focus on. When you find an area that is a gold mine for you, dig down deeper, whether you are a sales manager or leader of an organization or an individual salesperson.

Master these conversations with real customers, real sales goals, and coaching in real time in your sales situations.

Conversation 1. So You're a Sales Person

Be proud of it!

Why do most salespeople spend only 65% of their time in the field selling? Maybe it's because we live in a society where all kinds of social stigmas are associated with being in sales. For example, most children's parents want them to be doctors, lawyers, or other professionals. How many parents want their kids to say, "When I grow up, I want to be a salesperson"? That's why the first conversation is "You're a Salesperson, Be proud of It." We want you to totally reset your mindset about being in sales so that you wake up in the morning feeling like a hero (versus a zero), ready to conquer the world.

Think of stories you know from your own experience or other salespeople people you know or have read about who did heroic things that resulted in making a difference in the lives of their customers. This concept is best summarized by Zig Ziglar's famous quote, "Nothing happens until someone sells something." Think about it: "no sale, no business" means no jobs and no success. If you cannot take pride in your role in sales, it might not be the right place for you. We recommend that you take the time to discover this so that you can put your total energy into being a success.

Wake up and conquer the world!



Conversation 2. Three Key Ways to Increase Sales Revenue *Apply the Geometric Business Growth Model*

We want every salesperson to think like a CEO, to be a business person striving to increase profitable revenue, rather than just be salesperson trying to make their quota and afraid of the boss yelling at them. This means understanding the geometric business growth model, a model that, if applied, will produce windfall profits.

The fact is that there are only three ways to increase revenue:

- 1) **create more customers**
- 2) **create more sales per transaction**
- 3) **create more repeat business**

If you increase your number of clients/customers by 10%, increase what you sell them by 10%, and the units or products purchased by 10%, you will achieve a 30% overall increase in revenue. We have discovered that a slight shift in the sales person's mindset can make a huge difference in their results. For example, if your goal is to create more new customers, think in terms of *breaking even today and breaking the bank tomorrow*. Or if your goal is to sell more per transaction, think in terms of cross selling your competitor's products. ***What can you do differently in each area to make an impact on your results?***



Conversation 3. People Buy from People They Like: *Position yourself as a trusted advisor*

Have you ever bought a major product from someone you didn't like or whose way of interacting with you was a turn off? "He talks too much," and so on. We recommend that people seek 360° feedback so they can see how they are coming across in the sales process. "How am I doing?" You may be smart or competent, but achieve sub-optimal performance because you are focusing on the wrong things.

For example, you might fall in love with your brand and your product rather than fall in love with your client. To fall in love with your client is to have a 100% commitment to their well-being. If you are committed to a client's well-being, you never let them make the wrong strategic decision about how to solve their problem, or buy less than what they really need, or leave them in the lurch after the sale is over. In this way, you reposition yourself not just as "the salesman," but as a "trusted advisor." You become not just another vendor on the list, but the only viable solution.

Fall in love with your clients rather than your brand or your product... this means being 100% committed to their well-being.



Conversation 4. People Buy By Differentiating *Out-market, out-sell, out-perform the competition*

Closely related to the fact that people buy from people they like (which is all about personal branding) is the need to differentiate, not only yourself but your product or service. In today's world, with 3 billion capitalists, you can't just be a "me too" competitor, personally or organizationally.

You need to ask yourself: Why should the customer do business with you and your company over everybody else?

Sounds simple, but for most people, not so easy. Imagine you are at a cocktail party and someone asks who you work for, about the brand, and how your product is different. How do you answer?

Spend some time articulating a dramatic difference, the Unique Selling Proposition (USP) that you can deliver on. Once you come up with a well-honed USP, it is critical to integrate it into all of your marketing.

How would you put your USP in your blogs? How could you use your USP in your sales cover letters? How would you use it in informal, face-to-face meetings or formal sales presentation?

A powerful USP sets you apart from all of the other "me too" competitors in your field.

USP What's yours?

Conversation 5. All Sales is Social Networking *How to Create a Pipeline of Leads*

Robert visited Shanghai in 2010, staying at the Ritz Carlton., where he made friends with a charismatic business executive, Adolpho, from Venezuela, a country known for its oil reserves. Robert asked, “What business are you in?” and he was told “housewares.” However, his reason for being in Shanghai wasn’t about that, “I just closed an oil deal.” “How did you do that?” Robert asked. Adolpho replied, “I don’t work in the oil business, but I do so much social networking and have so many contacts, the deal just fell into my lap.”

This story sums up the whole idea that sales is about social networking, and the power this has in creating a pipeline of leads, and to ultimately getting your foot in the door.



- Where are you creating and maintaining a network, on and off the internet?
- Does your website include the use of social networking to share useful content?
- Do you have the ability to see where people are talking about you or your company and respond?
- How can people interact with you and your company?

Whose in your network? How many people are you interacting with every day? Most of us tend to default to interacting with the same 5 people.

Conversation 6. Sell Strategically & Tactically *Become the only viable solution*

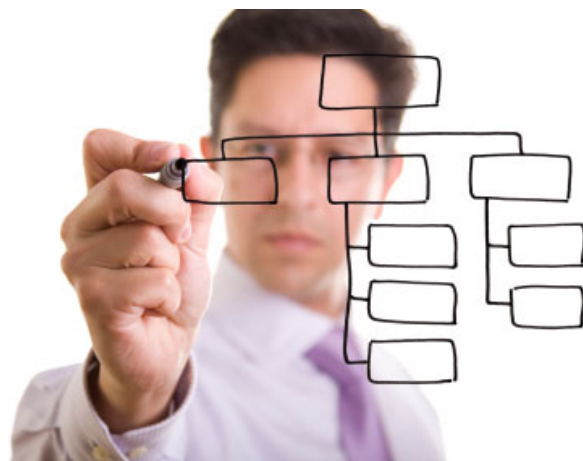
This conversation is where the rubber meets the road. Having a well thought out strategy, especially in dealing with major purchases, is so important. The idea here is to show up as a trusted advisor who helps the customer earn an opportunity or solve a problem vs. be perceived as a vulture ready to swoop down and sink their talons into the customer's skin, in order to make a sale.

Thinking in terms of helping the customer make a *strategic* decision first and a *buying* decision second is all important. Strategic selling depends very much on reconnaissance of the customer's company and their buying process.

Go Strategic, Go Consultative, Go Collaborative.

Sit down and map out the buying influences — *economic buyers, technical buyers, users, coaches* — and what you have to do to create a relationship with them. This is critical, especially in a complex sale and where you have to deal with the complications of sales using middle people such as brokers, agents, and manufacturers' reps.

Map out the buying influences...



Conversation 7. Getting to Yes!

Make an irresistible offer and close

Strategy is followed by tactics and we like to emphasize that you must not mix them up. This is where one needs to learn to “Romance the Stone.” Each and every call you make must have its unique strategy and unique tactic to enhance a successful result. We believe that sales is a street fight in white shirts and that you never, ever underestimate your competition. One important tactic is to take actions around “getting to yes,” which is the art of negotiating a *win/win* deal for your company and the buyer.

This is different from the whole idea of closing, which often turns out to be a *win/lose*, and results in lost customers. It is also important to design an irresistible offer that results in the customer saying “Yes, we are going to do this. Sign me up.”

*Don't stop at designing a good or even a great offer.
Keep going until the offer is irresistible.*



Conversation 8. Up-sell, Cross-Sell, and Follow-Up-Sell *How to connect the dots*

We have to confess our admiration for the clerk in the small family owned, ethnic grocery store who asks “anything else?” This not only conveys the smell of a sales-oriented company, but also is in fact the key question that opens the door to up-selling, cross-selling and follow-up-selling. The difference is that when you’re selling more highly sophisticated products like banking or insurance, up-selling, cross-selling and follow-up-selling takes more varied product knowledge and sales skills.

It all comes back to positioning yourself as a trusted advisor who helps your client make a *strategic* decision first and a *buying* decision second. This opens the door to talking to your customer about all the pieces of the puzzle they must have in order to earn the opportunity or solve the problem. To do this, you must be able to come up with a collaborative solution that involves your own products, your business partner’s products, or even the competitor’s products. It creates the perfect opportunity to ethically exploit your relationship with customers to dramatically increase sales and profits.



A trusted advisor never lets the customer buy less than what they really need.

Conversation 9. Turning Defeat Into Victory

Love is better the second time around

You need to accept the fact that in sales nobody wins all the time, and that sometimes the other guy wins. But what most don't realize is that there are proven ways to turn defeat into victory. The basic principle is "Never give up." Further, come from the point of view that "no" is just a statement that can be turned into a "yes" and that more information is required prior to a favorable decision.

Again, if a proposal or offer made to a prospect does not turn into a sale the first go round, then by the second or the third time, the odds of success skyrocket. The reason is that as you continue to build a relationship, you gain more critical information that allows you to match your offering more closely to what the buyer needs or wants. You also may meet others in the buying organization who can influence your success. Although this is a key concept, it is amazing how many people never follow up or continue their sale after a turn down. **Remember, your first time losses can also be your best future prospects.**



I understand that you decided to go with another company, but could you tell me, what could I have done differently to win your business?

Conversation 10. Find a Coach Who Wants You to Win *Get an edge on every sale*

It is amazing that coaching in sports is used to improve performance, but relatively few business people understand, let alone use, the power of coaching to advance their goals. To be a Master Salesperson, you must have the “willingness to be coached.” The 12 Catalytic Conversations can also be used as a monthly coaching process by sales managers and their teams, either face-to-face, or virtually over a webinar format.

You may also find that you can go into your client’s organization and make your prospect your coach (or any other key buying influence). People will agree to coach you on making the sale when they see you are genuinely there to help them earn an opportunity or solve a problem, and further, you can bring something to the table that represents the only viable solution.

Using a coach is the fastest, most powerful way to add velocity to achieving your sales goals.



Conversation 11. Focus on the Scoreboard

Move from hunches to metrics

Way back in the days of the 20th century, coaching salespeople was based on hunches without any real data. “Hey, his sales are down, he must not be banging on the doors of enough new customers.” 21st century selling is about coaching sales people according to metrics that provide actual insight as to what is going on. It’s not only important to keep score (sales figures to date), but also to set up metrics on those practices that could influence people’s ability to succeed.

For example, in football you measure the number of yards passed, number of yards rushing, number of third down conversions, blocking and tackling and so on. This not only tells you what you are doing well, but also what to work on. In today’s digital world every salesperson should have a digital dashboard of 21st century sales metrics to measure and inform them as to how they are doing.



21st Century Sales Metrics

- Creating buzz on and off the web
- Creating a pipeline of leads
- Converting leads into interested prospects
- Number of sales appointments
- Number of times you got to yes. Closes
- Number of \$ from up-selling, cross-selling and follow-up-selling
- Rate of retention

Do you have a digital scoreboard?

Conversation 12. Becoming a Master Salesperson *It's not just tips and techniques*

Most professional salespeople go through some kind of sales training over the course of their career that tells them the steps in the sales process.

People evolve as a salesperson, going through various states:

- 1) **Beginner**—incompetent;
- 2) **Advanced Beginner**—can perform with supervision;
- 3) **Competent**—can perform on their own and make their sales quota;
- 4) **Virtuoso**—performs with excellence, meeting or exceeding their quota, and excels in the standard sales process;
- 5) **The Master Salesperson**—brings in a huge percentage of the revenue (these are few and far between even in a big company).

A Master Salesperson demonstrates clear mastery over each step of the sales process, and often adds their own powerful twist and as a result, becomes a legend. Becoming a Master Salesperson means mastering the 12 conversations outlined here in the process of closing complex sales. It may also involve finding coaching opportunities.

Make a commitment to becoming a Master!



THREE POWERFUL CONCEPTS FOR THE 21st CENTURY MASTER SALESPERSON



Personal Branding: Make Yourself the Only Viable Solution

One of the most powerful ideas we think we have come up with is the combination of personal and organizational branding. First of all, what is a brand? As David Ogilvy once said, “It takes a genius to make a great brand; whereas any damn fool can produce a great product or service.” A great brand is an icon, concept, or reputation a company owns in the mind of the customer that directly results in them buying their offerings, over everyone else in a crowded field of “me too” competitors.

All things being equal, most of us would rather drive a Mercedes than a Lexus, ship by FedEx vs. generic air freight, buy at Amazon vs. Barnes & Nobles, drink a latte at Starbucks vs. the local espresso shop, fly Virgin Atlantic Airways vs. American. While we usually associate brands with companies or organizations, building a personal brand can be equally powerful, especially when you are trying to sell something. For example, Donald Trump said, “I never planned on becoming a brand name. The success of the Trump name worldwide has been a surprise. It has helped me to sell just about anything I wanted.”

A brand is what sets an individual or company apart from all the “me too” competitors.



*Personal and organizational branding go hand-in-hand.
Think Donald Trump, Steve Jobs, Richard Branson.*

Build a Personal Brand: Make Yourself the Salesperson of Choice

One of the most powerful concepts of this book is the power of building not just a business brand as a company, but a personal brand as a sales person that will help you sell whatever it is you have on offer. A personal brand is an image, concept, reputation you own in your customer's mind that makes them feel that when they are ready to talk to a salesperson about a buying decision, you are the only viable solution.

Let's face it; most of us aren't selling big brand names like Apple, Amazon, or Google, where the brand has such tremendous panache that it makes our job as salespeople easy. The fact is that a lot of us are working for companies who most people can't name and offering products or services that are pretty generic. Yet this is precisely why building a personal brand is such high leverage.

If the product you are selling is a commodity, than the only differentiator is you – the sales person.



How Do You Create a Personal Brand?

Jeff Bezos, CEO of Amazon says that a personal brand is like a good reputation—you earn it by doing all the hard things right. For example, If you are a salesperson who does the following kinds of things, you will position yourself as a trusted advisor, and the only viable option.

Building a brand as a salesperson:

- ◆ Fall in love with your customer vs. fall in love with your product
- ◆ Genuinely try to make a contribution to your customer by helping them earn opportunities or solve problems vs. sit like a vulture waiting to swoop down and peck away at their wallets
- ◆ Be honest and reliable and never let the customer buying less than what they really need vs. just get the order

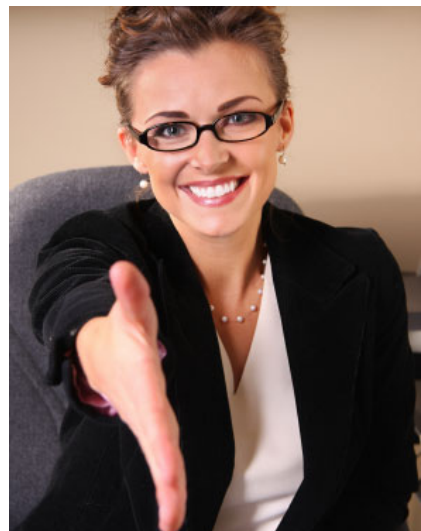
If you're really a Master salesperson, you will establish a brand name for yourself independent of any company you might be working for.

A Personal Brand is what people think of when they think of you.

1) How do you want to be thought of?

Base this on your particular strengths or attributes: *smart, empathetic, profession problem solver, honest.*

2) What do you need to do to make it a reality in the world?



Be Your Own Brand Manager and Your Own Publicist

Great personal brands are not just based on style but substance. However, you still have to use the equivalent of “advertising” and “promotion” and “publicity” if you want to stand out from the crowded field of the other sales people knocking on the customer’s door. Speak at an industry event or sponsor your own industry event on a provocative topic. For example, while Tom was heading up an insurance company selling to global risk managers, he hired the world’s greatest expert on counter-terrorism to tell his customers where their greatest risks lay and what they could do to hedge them.

Spend at least an hour a day creating buzz about yourself and your company.

Leveraging the Internet

We know salespeople who have created personal blogs where they write about themselves, their company, and products. The blogs show stories of charming and disarming customer interactions—showing up on Easter morning at a Polish prospects house with a winning proposal & a Kielbasa.

Recount your best stories, interview a coworker, take your readers into the back room. Show an intimate and personal side to your company that the average person will never hear about.

There are 53 million active users on Facebook, 250,000 new users join each day. 34% of users work as professionals, sales, executives, educators or are in technical careers.



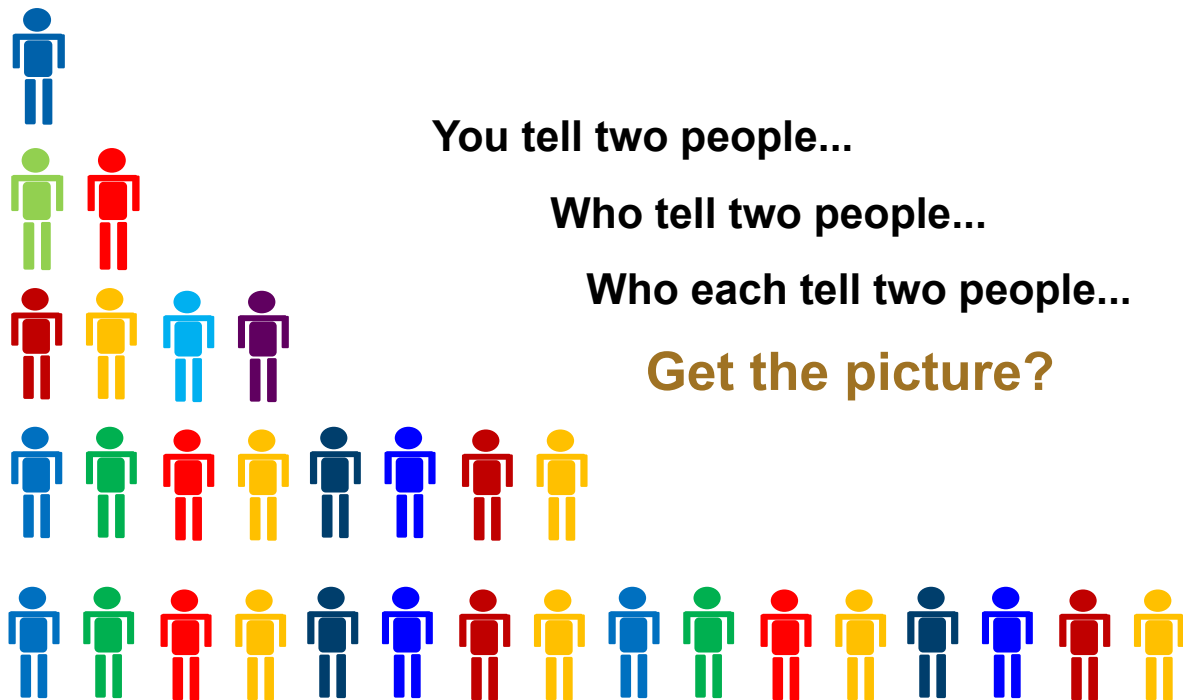
THE REVENUE ENGINE

How to Build a Company Where Everyone is in Marketing and Sales

Social networking is a great way to make an exciting personal or organizational brand message go viral.

Use a blog to improve credibility and to bolster your personal visibility on the internet. Write about an industry issue or an issue on people's minds regarding your products or services. In the blog directly address people's concerns, this positions yourself as an expert. Use keyword phrases (words people type to search) for blog headlines to land at the top of Google.

Today's top salespeople also use Twitter and other social media to tell customers what they are up to: "We will deliver on time tomorrow." They use Facebook and LinkedIn to connect with customers and colleague and to develop a relationship that transcends business.

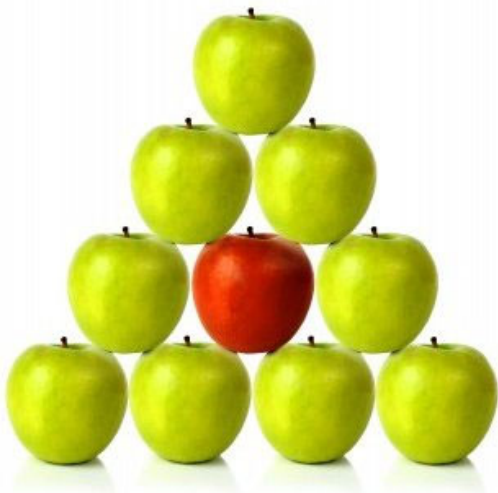


How strong is the web presence of you and your company?

A Powerful USP Allows You to Out-Market, Out-Sale, Out-Perform the Competition

A USP is that unique and appealing idea that sets you and your business or practice apart from every other “me too” competitor. It is the opening statement that you make that perks up the ears of the listeners and makes them want to hear more. It is the “elevator talk” that explains your company and yourself in the time it takes the elevator to get to the floor you are going to. *Your USP is your personal power talk.*

Robert helped me develop my first USP while I was head of Sales and Marketing at Arkwright Insurance. At the time, we were selling our products both directly and through a wholly owned broker. We also brokered other people’s products to the same customers. This was very unique, and as part of our USP, we defined it as a skill we had that others did not. In short, we could get the customer the best deal because we combined both the direct and the brokered distribution together with one salesperson, making the entire marketplace available to the customer — *a key differentiator!*



In a crowded marketplace, where it is hard to differentiate between brands and products, a USP is what makes you stand out.

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How to Build a Company Where Everyone is in Marketing and Sales

A USP helps you carve out a niche through a compelling promise. FedEx “Absolutely, positivity, 24 hour delivery overnight or we pay the freight.”

The USP must say “buy this product or service from us and you will get this specific benefit.” The USP must be unique, something that the competitors do not or cannot offer. The proposition must be strong enough to pull customers to the product and ***it is critical that you are able to deliver on the promise.***

Put yourself in your customer’s shoes. What are the limitations of the products, services currently being offered in your field? What are their frustrations with your company or the entire industry? What can you offer that would give you a unique niche? What would be a new twist on existing products and services and would make it easier for customers to buy?

EXAMPLES OF USPs

- Southwest Express Year Pass. Just pay \$2500 and take any Southwest flight within the USA for a year. *Wouldn't it be great if they offered this.*
- Buy a book, smart phone, or HDTV for less than you can buy it in any store in just two clicks. *Amazon.com*
- ABC Tree Trimmers will maintain your trees & shrubs six times a year, and all it costs you is \$16 a month, billed quarterly.
- We always have 168 different widgets in no less than 12 different sizes and 10 desirable Colors, in price ranges from \$6 to \$600.

When an tired, old company adopts a powerful, new USP, it gives new life and new energy: UPS, “Synchronizing the world.”

Write a one-paragraph statement of your new USP

It may take two or three paragraphs or more to get your ideas on paper. That's okay. Just make sure that the it meets the following criteria.

USP Criteria

- *It is a unique and appealing idea that sets you and your business apart from the competition*
- *It must say “buy this product and service from us and you will get this specific benefit”*
- *It must be something that the competition does not or cannot offer*
- *It must have a promise that is strong enough to pull customers to you*
- *You must be able to deliver on it*

Get your initial thoughts down, ruthlessly editing away the generalities and tenaciously focusing on the crispest, clearest, most specific promise you could possibly hold out. Then, iterate and chop away the excess verbiage until you have a clearly defined Unique Selling Proposition a customer can immediately seize upon.

After you articulate your USP

- Integrate it into every marketing aspect of your business
- Make sure salespeople don't “wing it”
- Clearly and powerfully express the USP in 60 seconds
- Be able to compellingly state how the USP benefits the prospect
- Provide plenty of examples of how you honestly deliver your USP

Coaching—The Fastest, Most Powerful Way To Become a Master Salesperson

If we stop and look at any type of competitive sport or areas where people seek individual achievement, you will find a common denominator that leads to success. That common denominator is the use of a coach to help bring knowledge, technique, and increased performance. Using a coach is not only for professional athletes, but also for anyone who wants to achieve excellence, including dancers, body builders, actors, musicians, and the average Joe with a personal trainer.

When people spin at the Health Club or watch cooking on television they are led by a coach. Coaching is becoming a part of our everyday lives.

What has always been missing is using coaching to promote enhanced performance in business, especially for salespeople.



*The first step is the willingness
to be coached.*

THE REVENUE ENGINE

How to Build a Company Where Everyone is in Marketing and Sales

*Training is something that happens in the classroom.
Masterful Coaching happens in real time, with
real goals, and real sales situations.*

One of the key differentiators of our approach is the fact that Robert has built his career and reputation around the development and the communication of coaching for business. Tom has built his career around developing successful businesses, promoting relationship management, and applying coaching as a sales manager to getting and retaining customers at a profit.

When we coach individual salespeople or a sales manager, not only does the chance of success dynamically increase, but a new organization-wide culture of winning is also promoted. The fact that people like to talk about their success helps us move your organization forward into a coaching mindset that begins to exhibit the same qualities of professional sports teams. This is powerful stuff and for those who use it, a huge competitive advantage.



Who can be a coach for you?

Thanks for taking a look at our eBook

We look forward to having a relationship with you which starts with a “get to know you” conversation about what you are trying to achieve and how we might help you.

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