



BREAKTHROUGH SALES SUCCESS INSIGHTS

25 plus Powerful Breakthrough Questions and 77-plus Killer Bullets to Significantly or Dramatically Transform Your Sales Performance and Results Without Increasing Your Marketing and Sales Budget



**Based on extensive research plus the authors personal experience in strategy and training.*

To the Attention of,

1. The Chief Executive Officer
2. The Managing Director
3. The Marketing Director
4. The Chief Marketing Officer
5. The Chief Sales Officer
6. The Small and Medium Business Owner
7. The National Sales Directors
8. National Sales Managers
9. The Inspired and Motivated Sales Executive

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Please Read This to the End

Does this Apply to You?

Most organisations, at the beginning of the year, say,

“This is our budget”

“These are our goals”

“These are our objectives”

And they set up them up and they only worked 5% last year or 10%, or whatever the case maybe.

And its almost they expect their guys to now go out and do the work they need to do to get the sales and achieve the targets.

So when you start to see month after month, the gap widening between your reality and your goal, in many times there's a panic; sometimes again it's a feeling of, what am I paying these guys for? Good sales people don't come cheap. And many times you have sales people that aren't good and they don't come cheap either. And then the boss is walking through the office and he sees sales people at the water cooler, having coffee, or they're out and the perception is, I don't know what my people are doing. The sales aren't there, and sometimes they're in the office, most times they're out of the office.

The boss begins to think

“It's almost like, I'm paying these people but I don't know what they're doing. I don't see them and I don't see the sales figures.

All I get is excuses. I come to them every week at the sales meeting, let's look at sales, what's happening. Well this one says that they're gonna close, this one said next week, this one says . . .it's always next week. “

In the meantime, if you're the boss, you've got payroll to meet; you've got expenses, you've got to pay them.

Are You Familiar With These Claimed Causes For Poor or Average Sales?

When sales are not coming according to expectation, both the Chief Executive Officer, The Chief Marketing and Sales Officers and the Sales Executives need to explain their situation. Here are some common reasons given,

It is because of the environment

It is in fact foolish to argue against the impact of the environment on business performance and sales results. However, to think at the level of the economy to justify the performance of a single organisation is unhelpful except in a situation where the corporate is a monopoly without any competition. If there are other businesses, trading in the same goods and services in that same environment, then to say it is the environment is the reason for poor sales can be challenged on the grounds of strategy. Strategy exists because it is known that a business is competing with other companies for the same customers and therefore, the company that has a better strategy wins over the one with a poor strategy.

It is Because People or Customers Have no Money

This is a common reason people give, but if you analyse this reason carefully, you will realise that its roots is in strategy. I often respond to this assumption with the following questions

1. Which people have no people?
2. How do you call people without money to buy your goods and services customers?
3. Is there demand for your goods and services?

Is it because competitors have better products and better prices

This reason is interesting as it reveals a lack of knowledge of the subject of marketing and sales indicating no or poor training in marketing and sales. This lack of interest in training in marketing and sales is itself is a serious fatal wound many company that inflict on themselves and then blame other factors.

How many companies are still in business while they are selling average products? Why are customers still buying those average products from those companies?

Is it Because the Competition is stiff?

A very common reason or excuse I have heard over and over again. Sadly even some senior executives in organisations take this not just as reason for poor sales but as a great excuse for doing nothing serious to turn around the sales situation. The question is,

1. Can you prove beyond any doubt that all your sales problems are just because of your competition?
2. Are you going to leave it like that and allow your competition to drive you out of business?
3. What are you doing to outthink and outwit your competition?
4. If you are sure that you are failing to compete successfully in that business and if you are also certain that you have no chance of winning against your competition why are you staying in that business?

What Does Research in Sales and Sales Performance Reveal?

I have compiled some key research findings in the area of sales and sales performance and here is a sample of the major ones.

Are You in this Common Situation in Some Organisations in the World Over?

1. Business leaders are not doing what they are supposed to be doing to create high performing sales organisations, either because they do not know exactly what to do and how, or they are just not interested. Some who are trying are either doing the wrong thing in the right way or they are doing the correct thing in the wrong or poor way.
2. Sales leaders are not doing what they are supposed to doing to drive sales, either because they are not interested or because they do not know what they are supposed to do. Some who are trying are either doing the wrong thing in the right way or they are doing the correct thing in the wrong or poor way.
3. Sales executives are not doing what they are supposed to be doing and how they are supposed to be doing to be top sales producers, either because they do know what to do and how to do it or because they are just not interested. Some who are trying are either doing the wrong thing in the right way or they are doing the correct thing in the wrong or poor way.
4. Sales and performance are below their potential in many organisations and decision makers are either not aware of it, or they are just not interesting in committing to do something serious to improve their sales.

- Many people in leadership and management such as CEOs, Marketing and Sales Directors, Managing Directors and Chief Marketing and Sales Officers are not getting the sales production and the sales performance and the sales results they are looking for.
- Many marketing and sales managers are stressed and frustrated because they have their boss on their heels, they have jobs they must keep to feed their families and send their children to school and they have their reputations to keep.
- Many sales executives do not enjoy their work because their success rates are very low and they face many challenges especially in tough economic environment. They fail to achieve their sales targets and those paid on commission spends long periods without enough money to meet their personal needs
- At least 50% of the sales people fail to meet their sales targets
- 90% of sales opportunities do not close when the sales person says they will
- 75% of the product launches fail

Which of the Following Challenges are You Facing?

- increased competition
- it doesn't take long before it's flooded with competitors
- Fast commoditisation
- Rapid personnel mobility
- Fast transmission of knowledge
- Cost of acquiring a customer
- How to increase sales
- The sales cycle-the costs of acquiring a customer and lag time between contact and purchase
- Finding good sales people hardworking, with ethics, with skills, whose if effective and efficient
- Keeping good sales people

Do You Know These Things that A Few CEOs and Chief Marketing and Sales

Officers Know and What The Most Do Not Know?

- Many leaders have marketing and sales teams but they do not know how to get more productivity and higher performance out of the teams.
- A few of chief executives, marketing and sales managers and the sales executives themselves are concerned about their results and are always seeking solutions to improve while others do not care about it as long as they are getting are enough resources to cover their perks even through borrowings.
- They assume, but do not know the biggest factors that affect sales performance and sales results and so they cannot figure out how to dramatically change their sales.
- They do not know an approach to sales that increase productivity by at least 53% and has a return on their investment in the approach of over 500% percent.
- They do not know a simple approach to sales that increases simultaneously achieves the following,
 - ✓ Increases quality
 - ✓ Increases customer service
 - ✓ Dramatically reduces customer complaints
 - ✓ Superbly increases team work in the sales team and the organisation
- They do not know the proven method for dramatically improving their sales without fail
- They do not know one big poor assumption they make that leads to poor to average sales results.

- They do not know how to turn poor to average sales people into good to great sales people
- They do not know a simply strategy that can make poor to average sales people outperform even the naturally talented people.
- They do not know the key reason why their sales training efforts fail to achieve their desired results and the simply method to correct the situation
- Many marketing and sales managers are frustrated with the performance of their sales teams and spend many agonising hours wondering,
 - ✓ Why aren't these people not doing what they are supposed to do?
 - ✓ Why is it that I am always the one who always has to go and sell?
 - ✓ Why is it that I'm the one that has to go out and close the deals, bringing them home?
- They do not know with enough detail what it takes to get sales and improve their sales performance and results
- They do not know the major reason why their sales people including their workhorses leave the organisation.
- They do not know the most powerful way of retaining their top performers
- Most organizations don't even measure the cost of their turnover.
- But there are larger organizations that don't do that.
- If the sales leaves in three months, the costs can be anywhere between USD6000 and 60000
- There are many managers who are not formally trained in sales leadership and sales management but are learning as they go
- Many sales managers are not doing what they must be doing and are doing what they must not be doing
- They do not know the most powerful and effective way to create and retain top sales performers

Do You Believe That These Are Some of the Real Causes of Poor Sales?

1. Assumed Capability

CEOs assume that if they are hiring a marketing or sales person and paying them US\$80 000 or USD100 000 a year plus a car, then that marketing or sales person already has all those skills and capabilities at the right level to deliver marketing and sales results and all they need to do is teach them about the company's product lines, their services and their procedures. They expect that with that the marketing or sales person must and will go out and become a top producer in marketing and sales.

- The fact that a marketing or sales manager is coming from a successful company does not necessarily mean he is well trained for the job nor does it mean he has the best strategy or formula for delivering results in the new organisation.
- Most organisations do not know a better strategy for ensuring they do not rely on the capability of the individual marketing and sales managers. That strategy exists but it is largely unknown or underutilised.

2. Attitude of the Marketing and Sales Managers

- Close minded decision makers will stick to what they think, what they think they know and what they are doing. This means no changes and when we keep doing the same things in the same way when results are bad or worsening, guess the ultimate result.
- The belief that nothing can improve their sales results except a change in a given economic environment. This means they will not take up any opportunities or possibilities to change the situation.

- Some marketing and sales managers believe that they and their teams already know everything about sales and no-one, not even sales strategist, sales trainers and sales consultants can teach them anything new or can help them change their sales performance and results

3. Underestimation of the Importance of the Sales Function

In many organisations, the sales function is treated with hidden scorn and is relegated to the periphery ahead of functions such as the C-suite, the finance function, the HR Function, the marketing function and the CEO's office. The sales functions get no budget and if any, a small budget. This is a lethal sword that organisations drive through their own hearts with the greatest force in the organisation. Why?

- ***This is because without sales there is no money and without money the organisation ceases and when the organisation ceases everyone, including the CEO, the Finance Director and the Board chairman pack their bags and go home.***
- ***This is because when sales do not happen, the marketing function is completely useless.***
- ***This is because when the marketing function becomes useless, the business loses its financial engine.***
- ***This is because every other department in the organisation except marketing depend directly on sales to survive.***

The challenge is most decision makers come across this piece of truth day in day out, but then it does nothing to trigger some transformation and change in their perspectives. So the sales function does not get the right attention, and when sales do not happen, the decision makers go back to blaming the environment and the sales function.

“If you want eggs, feed the chickens that lay the eggs. If you want to be killed one day, feed the cobras.”
Here are some key specifics

4. Little or No Sales Leadership Development

How many organisations invest in sales leadership development? Some organisations do not even know that there is something called sales leadership. Leadership is 50% responsible for success and 100% responsible for the perennial or permanent failure of sales performance.

5. No Effective Sales Leadership

Many sales executives perform poorly why? Because there is no sales leadership in many organisations. If it is there, it is very poor sales leadership.

These two factors are at the top of at least nine interrelated factors that work together to create a poor or average performing organisation in sales, including poor sales training.

Do You Have this The Key to Successful Sales Improvement and Sales

Transformation?

There is only one key for transformation sales performance and sales results in any organisation and in any environment. Few organisations know this key. Without the key, they fail to open the doors to significant to lasting dramatic improvement in their sales. With this key the following typical results have been experienced

- Sales improvements of as much as 88% within 3 months
- Margins can increase by at least 10% within three months
- 25% increase in sales within 6 weeks

- More than 500% increases in sales without increasing the marketing budget and in some cases actually cutting the marketing budget by as much as half.

What Must a Great Sales Person Deliver?

Many organisations do not seriously consider the return on investment on their marketing and sales executives. T

- Coaching Sales People
- Implementing a tougher coaching practice

Reason: People are getting their needs met

1. Sit down with the sales manager at least once a week
2. Looking at my performance and my work during the week-reviewing and planning
3. Planning my week
4. Knowing exactly what I am doing
5. Knowing how I am doing it
6. Knowing what results to expect
7. Getting the support I need

Do You Have These Hidden Costs of Poor Marketing and Sales Management?

The costs of recruiting and keeping a marketing or sales position

- Recruitment fees for them
- The vehicle they provide
- The petrol they provide
- The mobile phone
- The mobile telephone calls
- The salary
- The landline telephone calls
- Allowances
- Training is at all the company trains its sales people beyond basic product knowledge.

With all these costs, people wonder why most organisations would rather have marketing and sales people perform poorly and do nothing more serious than blaming them for the poor performance.

How to Get the Best Value from Your Marketing and Sales Force?

The question is,

1. Do decision makers in some organisations really care about getting the best value from their marketing and sales force, their money and their assets?
2. Do the chief marketing and sales officers feel really motivated to produce their best possible levels and to drive high sales performance from their teams?
3. While decision makers talk a lot of delivering excellence, are they serious in making sure the actions and behaviours of the organisation match their talk?
4. Do decision makers really know how to get the best value from their marketing and sales people, money and assets?

How Companies End Up With Poor and Average Marketing and Sales Managers?

Organisations do not end up having poor and average marketing sales managers because they do not get smart people. It is because of a common mistake which is based on assuming the wrong things and marketing and sales management. This mistake puts even very smart people marketing and sales people into a performance trap where they performing way below their potential. They end up doing the wrong things and not doing what they must be doing as marketing and sales managers, leading to average to poor performance by their sales teams.

What One Approach to Sales that Leads to the Following in any Organisation?

- Increases productivity
- Improves quality of service
- Pushes customer services up
- Reduces customer complaints and increases customer retention
- Reduces the sales and marketing costs
- Increases team work
- Has a return on investment in is over 500%

How Do You Benefit Much From Your Sales Meetings?

Many organisations and team do sales meetings, but their sales meetings do not contribute much to sales performance because they do the wrong things or the correct things in the wrong way. They miss doing the simple but critical things that really drive sales performance and brings sales home.

Does Your Sales Training Drives Performance?

Most sales training goes to waste. Some companies even end up stopping sales training because they will have done some sales training that sounded like the panacea to their sales problems but then failed to delivers results on the ground. This is because many sales trainers and sales training consultant do not understand the inners workings what makes sales training effective. Some do not even have any training skills or capabilities and they end up dishing some sales content plucked from somewhere. They end up teaching and not training.

What is the Vital Missing Element Sales Performance Management?

There is vital missing element in many sales performance management programs and approaches. This element is vital because,

- I gives predictable results to sales teams and the organisations
- It transforms the 85% non-talented people in sales teams to more effective sales people
- It simplifies complex things

What are the Two Different Ways of Managing Sales Performance?

There are two different ways of managing sales performance. The most commonly used way produces poor results, the less know known and less used produces dramatically different sales results. The less know and less used approach is at least 80% more reliable in predicting and producing sales results.

What is The More Effective Way to Handle Sales Training?

Many organisations handle sales training poorly and this is one major reason why sales training ends up delivering disappointing results. Major challenges can be in any of the following stages

- How they do their in-house training if they do it in-house-(No matter great you think your in-house training is, always regularly get outsider sales trainers and consultants. Things change and there must be new and more effective strategies and approaches that you do not know out there.
- How they recruit their sales trainers and sales consultants (the fact that someone has consulted for many companies does not mean she is the best, and the fact that someone has trained or consulted for few companies does not mean she is not good. The greatest things are usually discovered by the open minded. Be different.
- The design of your training programs (do you do some training programs audits and reviews?)
- How you manage the training portfolio.

Do You Really Want to Improve Your Sales Performance?

Personal experience in strategy, consultancy and train backed by extensive research and reviews on business and sales performance reveals that most organisations suffer not because there are no solutions to help them transform their situations and their results. There are **four major** big barriers to results transformation. Here are four major ones,

1. Lack of interest or
2. Lack of belief that your results can change or
3. Lack of awareness of exactly what to do to create change in performance and results
4. Inability sense the opportunities and the solutions and to take chances when they these solutions and opportunities appear

What are the other 6 Barriers?

No matter what sales situation you are facing and no matter what the environment, you have the obligation and responsibility to do everything under the sun to create the sales results that you desire. Unless you and your organisations are from Mars, there are numerous opportunities and very specific powerful things you can do right now to create changes in your sales and without even increasing your marketing and sales budget and with very little increase in spending if it becomes necessary. The environment is something that is beyond our control. And the question is,

If competition is carrying truckloads of money from customers into their bank accounts, why should we sit and fold our arms and say, "Ok let's do nothing, it is not our fault. It is the environment". Even when there are no guarantees for success, we must embrace the warrior spirit and take the war to the enemy. We have to decide, we have to commit, we have to act. Are you in or you are out?

Do You Really Want More Make a Sales Transformation Happen By Addressing the Issues Raised in this Book? Do You Want to Do it Now?

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