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Driving Client Value

Executive Development - Sales

Welcome

One of the key challenges for Managing Directors and other executive leaders is how to support the organisation in driving upsell and cross sells into existing clients.

MD's and Execs are often brought into meetings to demonstrate commitment from a senior level, but also to add value to the discussions and hold sway with the client, often from a strategic viewpoint.

To do these executives need a combination of skills to add value to this meeting. Firstly they must understand the sales journey and how to influence at the right level, and secondly how to expand their conversation to investigate and open new opportunities, for different service lines, across the client organisation thus drive greater client value.

Some executives might be able to generate an invite for another sales team to attend a meeting and pitch why they should be interested. This can turn into an opportunity but can also leave the customer cold since they don't have any identified wants or needs. To drive better value, and increase penetration, this programme shows how to build client engagement, ask great questions that qualify and evaluate clients needs, so the Executive can bring in the right people, at the right time, for real opportunities. - not just a show and tell session.

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Introduction

What is the programme?

This programme is designed to enhance the executives ability to develop client accounts both from a strategic standpoint as well as influencing conversations that lead to opening new opportunities from across the portfolio.

The programme is divided into 4 cores elements:

- **Sales and Psychology -** What is a typical buying cycle and sales process, what makes people say yes or no, how do we build relationships and influence decisions. What are the 3 Why's and how do we uncover them, what is the training our sales team receive and how to i support them in a client meeting.
- **Where are the opportunities -** how to conduct an account review, with or without the account manager, looking at product penetration, whitespace, exploring current value, identifying target relationships and strategising how to elevate and leverage the current relationships.
- **Influential and Engaging Conversations-** How to lead to new topics of discussion, questioning skills that trigger broader conversations, qualify and evaluate business needs that emotional engage the client. How to make impactful presentations at Strategic, Managerial and Operational levels.
- **Handing over / Managing Relationships & Expectations - (internal and external)-** how to manage customer relationships to ensure that they are comfortable with other departments getting involved, the value they will bring and maintaining relationships. How to brief and manage internal teams on customer needs, relationships and expectations throughout the engagement.

Sales and Psychology

To support the sales function leaders must understand the sales cycle, the process and the behaviours expected at each stage of the sale. That way the leaders can ensure they influence customers into the right direction and not unwittingly take a conversation off on a tangent.

Understanding the process is only the beginning of it, knowing what to do and being able to do it are very different things. On this programme you will learn how customers buy and how different personalities are affected throughout the process. You will explore the Salecology Colours, completing your own Salecology Sales Profile, helping you understand more about your selling style and how you like to influence decisions.

The key to this section is learning how to engage the customer both rationally and emotionally into the sale. Ensuring as a leader, when you are invited into the sales meetings, you engage at the right level and understand where the deal sits in the sales cycle and what the various stakeholders need from you to increase momentum in the sale.

The psychology and content of this section underpins the remainder of the programme.

Key Learning

- ✓ How customers buy solution
- ✓ The Sales Process
- ✓ 4 Parts of any sales call / meeting
- ✓ The 3 Why's
- ✓ Your buying and selling style
- ✓ Why customers say Yes or No
- ✓ IQ vs EQ vs SQ
- ✓ 4 Eras of Influencing sales

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Key Learning

- DEVELOP Account Plan
- Product Penetration
- Revenue at risk
- Whitespace Analysis - upsell & Cross sell opportunities
- Champions vs Coaches
- How to identify target contacts
- How to uncover ROI

Where are the opportunities

It is important for leaders to be able to review customer accounts and identify areas of focus to retain, acquire and grow revenue and drive client value. The part of the programme provides an ideal framework for leaders to analyse or coach their team on an account review and strategise for driving additional value within the account.

Having covered the core selling aspects in the first section, this part of the programme helps you ascertain the health of the account and pinpoint areas to retain, acquire or grow the revenue. You will learn how to use the DEVELOP account plan and acronym to take a strategic view of an account and ask questions around each of the core areas of product penetration, at risk areas as well as identify new whitespace opportunities for upsell and cross selling.

It will assist in spotting who within the client organisation you need to get in front of and how to plan a route of approach through leveraging your existing network. It shows you how to create an hypothesis of why the customer should consider moving more business to you and prepares you for making that first approach.

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Influential & engaging conversations

You are brought into meetings and conversations to demonstrate commitment from a senior level, to add gravitas, insight and value to the narrative. It is also your role to extend the breadth of conversation into new areas and represent the whole organisation not just one service line.

Session1 provided you with the understanding of sales, processes and behaviour, Session 2 helped you identify areas for new opportunities and an hypothesis on why the client should be interested. This part of the programme is designed to provide you with skills to open and broaden the conversation into new topic areas at Strategic, Managerial or Operational level to ascertain and qualify that this opportunity really exists.

Within this section you will develop your abilities to influence the conversation through the 4 Impact Questions that lead the customer to engage in open dialogue and gain access into their psyche that will provide deeper more meaningful conversations. The techniques covered in this section also show how to extend the size of the impact and uncover potential metrics that will provide rational argument and emotional buy in for the need to change.

Key Learning

- ✓ How to avoid selling at the wrong time
- ✓ Initial Positioning Statements
- ✓ How to build strong Needs
- ✓ Pro’s and Con’s of Background Questions
- ✓ Creating a burning platform for change
- ✓ Demonstrating credibility in focused questions
- ✓ Extending the Impact of the solution
- ✓ The solution heartbeat

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Key Learning

- ✓ IMPACT opportunity plan
- ✓ EQ Dashboard
- ✓ Contact strategy (high vs low touch)
- ✓ Setting expectations
- ✓ XQ - execute and stakeholder mgt.

Hand over & managing expectations

Having uncovered new opportunities it is the leaders task to ensure that all stakeholders, internal and external, are fully briefed on the next steps and relationships are not damaged.

It is always a little concerning when other people from across the business become intertwined in the daily operations of a client and the account management aspect can be challenging if not managed correctly from the beginning. Utilising the Salecology IMPACT opportunity plan, the leader can ensure that all the data about the opportunity, needs, metrics, timescales etc, are communicated to the relevant sales team. Also utilising the EQ dashboard the additional team members can learn about the people involved the culture and requirements from the presentation or proposal.

In addition this part of the programme is how to manage the transition, maintaining contact and agreeing the role that each party has when dealing with the customers, at each level.

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Learner Journey

The learner journey ensures that each delegate not only learn the skills and methodologies for each part of the sales process, but more importantly **they are successfully applied in the real world**.

People learn best when they are in control of their own learning; therefore, we provide a combination of learning materials and modules which are made up of elements of both self-paced and interactive classroom-based learning. This way, people can plough through the content or take their time - depending on their workload, availability and learning style. the programme can be delivered as 2 Full classroom days, or divided into 4 x half days. Each session is made up of three core aspects:

1: Formal Learning / Education

Formal learning is used to educate the learner on the given topic, providing tools and knowledge to assist in their learning and reduce downtime or classroom time where appropriate. This formal learning is often delivered outside of the classroom via **reading/reference material, online modules and / or videos.**

2: Experiential and Application

Each classroom session is focused on bringing the content to life through RealPlay and utilising the delegates actual accounts. Following the session, the tools utilised in the workshops, such as a relationship dashboard, will be added to deal reviews, opportunity plans and 121 coaching sessions.

3: Additional Learning

Some learners want more. For each session, we provide additional material and pointers of where they can gain further knowledge on the topic. This may include websites, books, blogs, groups and associations.

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Digital & Social Learning

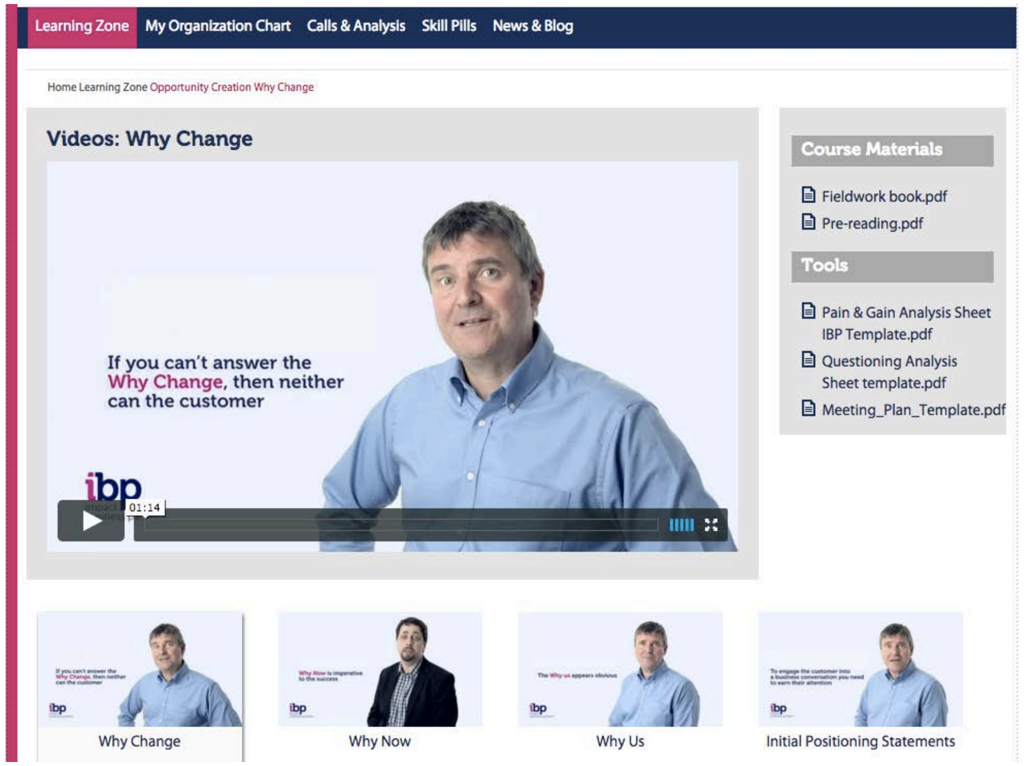
A key element of the rollout of the Driving Client Value programme is to ensure that learning can happen on demand as well as through a programme of events.

Digital Version of the Sessions.

Where possible we will record each session and make a digital copy available for people to watch online. These will be edited and combined with distance learning material to allow the teams an opportunity to do the workshop or session remotely, part of an induction, or used as a refresher. Some of the exercises and Real Plays conducted in the live workshops will be redeveloped to be practised by the student, which they can then self-evaluate.

Downloadable Course Material.

Course material, handouts and memory aids will be created and made available online for the sales teams to download and review. Having prior access to the workbook enables the pre-reading to take place, familiarisation with the course content, or saves embarrassment for those who lost their copy. A hardcopy can be produced for classroom sessions and workshop. A digital copy can also be posted to those who want to complete the programme online.

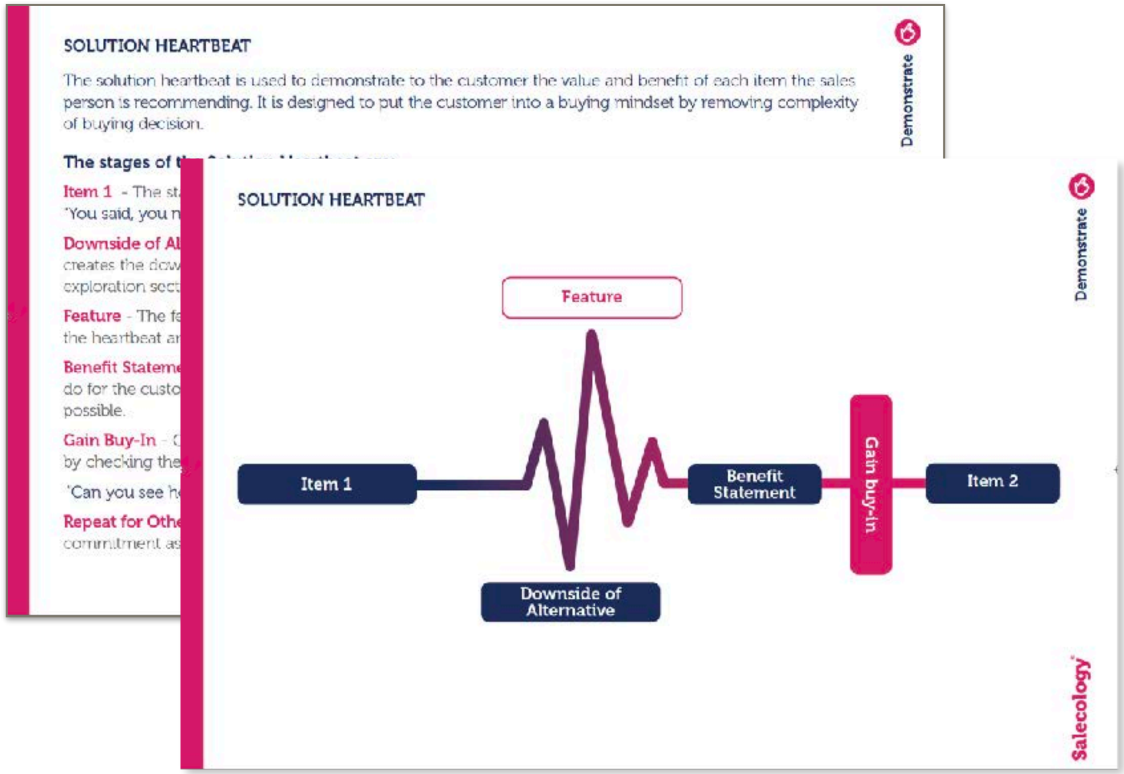


Skill Pills

A skill pill is a short video that introduces or refreshes the learner on a particular skill or behaviour. These pills are usually three to five minutes long and are designed to enable the learner to remind themselves or quickly garner how to do something. A Skill Pill will be produced for various techniques taught across the sessions. These are also very useful for Leaders to guide their colleagues to if they need some hints and tips.

Memory Aids

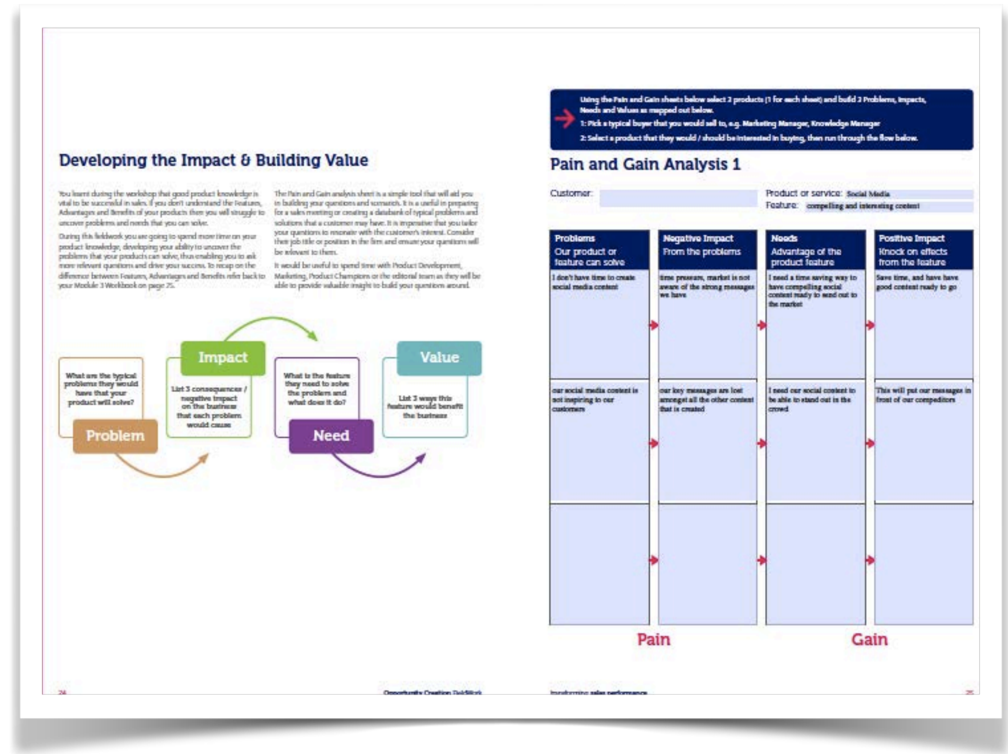
It is not unusual for delegates to ask for a copy of the slideshow, either to act as a refresher or to save them taking notes in the workshop. For those learners who like to have a print out of the various tools to use as a memory aid, we will produce "one pager" memory aids which can be downloaded and printed with a reminder of the particular skill or technique. These work well for the Leaders to also carry with them when conducting a coaching or feedback sessions to reinforce a specific behaviour or sales approach.

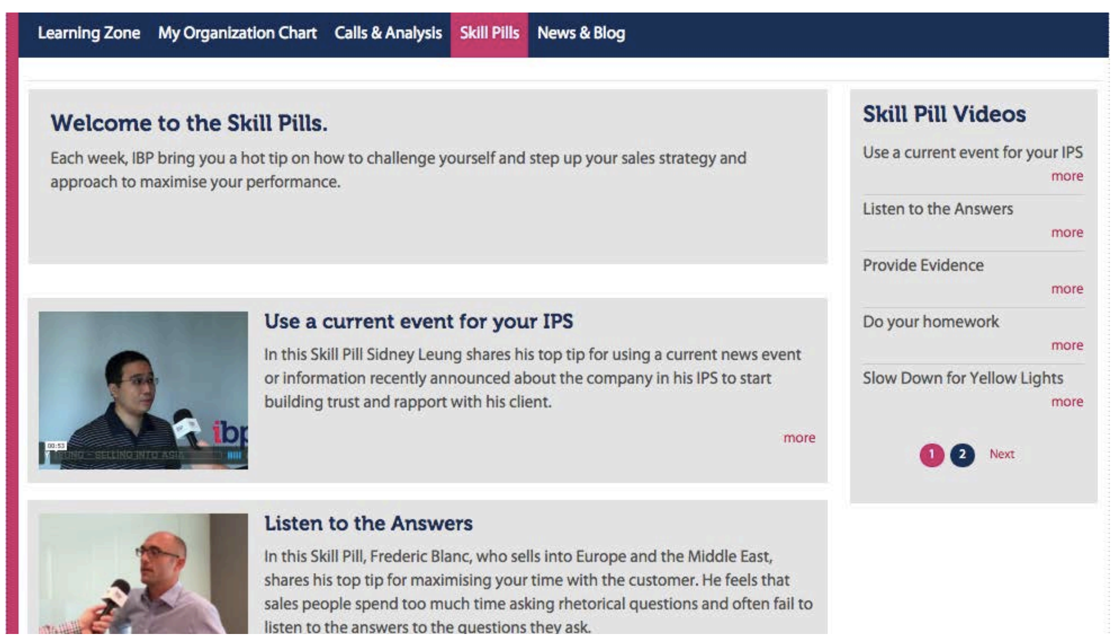


Fieldwork & Application of Learning

The fieldwork is an essential aspect of the delivery. It will enable the delegate to absorb, trial, test, watch and learn the new behaviours. Research has shown that if a learner can not apply, relate or test their learning within 48 hours of the point of learning, they will lose it.

The fieldwork will check their learning, reinforce the models and request them to apply it. The fieldwork is primarily focused on bringing the knowledge to life. After each classroom session, the delegate will be given relevant fieldwork to complete before attending the next session. This keeps the learning fresh in their minds and forces them to apply it to their sales situations. The Sales Manager will be included in this learning, as they may have to support, coach or provide additional information. This fieldwork can be submitted for feedback and may form part of the programme.





Additional Learning Material

Each week a blog/video is shared with the audience about sales behaviour in action around the business. This will take different formats which could include a news article or blog post, share a refresher on a given topic or additional content and learning material which is an optional watch / read.

One of the powerful tools is short interviews with sales team members from around the world, to share their top tip on driving sales success. This is at best filmed on a camera phone for authenticity and requires very light editing. A bank of Sales Talk can be stored for people to watch previous editions. This will require support and co-ordination from the Sales Enablement team.

Why Salecology?

Salecology are the world's leading sales behaviour psychologists. We transform your team from the inside out. The Salecology methodology is the brain and applied behavioural science of building connections with your customers and influencing them to say YES, resulting in more sales.

At Salecology we offer a range of high impact services to help you and your company move from good to great. We have specialist expertise to help enhance and develop your organisation from individual sales improvement solutions to complete sales transformation. Our goal is to drive significant, sustainable impact that will accelerate your business and deliver top line revenue growth. We have an unbeaten track record in giving companies the edge they need to succeed.

Our clients rely on the Salecology to keep their sales forces at the peak of their game, and we've helped them to achieve double-digit growth throughout one of the toughest trading periods in history. No organisation can afford to stand still in today's constantly evolving business environment. So we don't. At Salecology we make it our business to keep up with the world's most innovative and successful approaches to selling – and to translate them into solutions that deliver direct top line growth for your business.

The Science behind Salecology

Neuroscience shows us that when two people are interacting their brains are unconsciously connected…

Unlike any other training in the world, Salecology brings together the latest thinking from the world of Science into the world of Sales.

For example recent findings from Neuroscience has shown that whatever I think or feel about something, that message is transmitted to the person I am communicating with through what is known as the Social Brain.

Bringing this into Kroll– we will assist you to develop highly emotionally intelligent sales leaders and business development managers that will be able to connect and build trust and rapport at an unprecedented level.

We don't teach so much the theory of the actual science, we are not trying to make them Neuroscientists (that's our job), but all of our training and programmes are designed to change the unconscious and conscious mind through the utilisation of the left and right brain. This will help your people to connect with customers on a deeper more meaningful level, building instant trust and rapport.

We help the practitioners change their communication styles to match the customer, help them consider how different customers will think, feel and behave, and coach the practitioner on how to influence the decision and get to a Yes!

To learn more about our science see our brochure.

People Buy from People they Trust!

Testimonials

"Salecology's ability to really understand the key business challenges we face, together with their engaging learning style, have made an enormous positive impact with real tangible results in sales growth."

Hillary Harris
Chief Talent Officer
Reed Business Information

"Working with Salecology was a breath of fresh air. They took time to understand our business and our needs and developed a custom-designed training programme which we rolled out across the business with great success"

Gavin Cummy
Director of Sales Operations & Customer Service
LexisNexis

"Through deploying the Salecology programme, we successfully transformed our core New Business inside sales team by providing them with additional capabilities to engage with their prospects at greater levels. As a result our New Business performance, within this team alone, has increased by 277%."

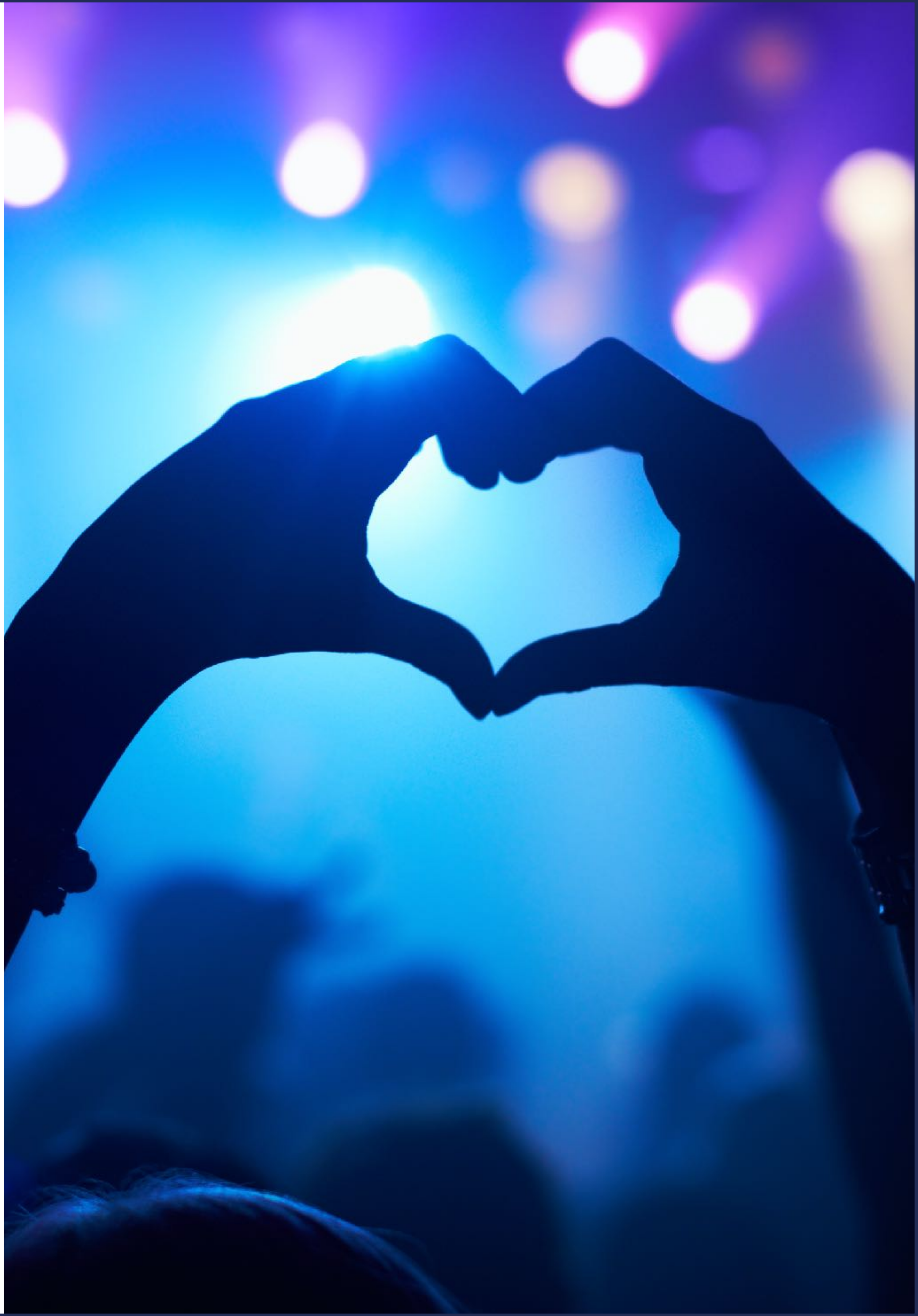
Steve Nicholson
Group Sales Director
XpertHR

My team loved it and thought it was the best training/ skills improvement session we have ever done and 6 months on I still hear the team strategizing on how to use different skills they learned during that week.

Merlin Piscitelli
Chief Revenue Officer
Merrill Corporation

"Salecology know how to turn good sales people into great sales people… resulting in a deeper understanding of customer needs."

Dan Barnard
Global Vice President of Sales
ICIS



Award Winning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