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ISSUE 31 • APRIL - JUNE 2018

## TIME TO TERMINATE

# Robotic Outbound Sales Calls

Robotically delivered scripts  
are hurting your sales efforts

**HERE'S WHAT TO DO ABOUT IT**

**STRATEGY**

More Frequent  
Sales Quotas  
Help Volume but  
Hurt Profits

**TALENT**

How to Make  
Sales Training  
More Effective by  
Making It Harder

# THE 10 ELEMENTS OF B2B VALUE

**5 STEPS TO IMPROVE  
YOUR VALUE PROPOSITION**

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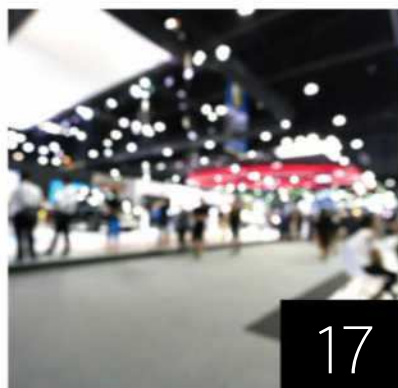
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# The Revenue Growth Advantage

Companies in every industry across the globe face a key positioning challenge; their business model does not position them as the best low-cost or best proposition option. All is not lost. Every company has a silver bullet at their disposal to give them a competitive advantage.

Companies are adjusting daily to unpredictability and uncertainty, driven by volatile global economies and a widening range of threats challenging even the world's leading organisations. Many businesses will be extinct within 10 years. Consider this data.

Only 12% of the Fortune 500 companies of 1955 exist today and a study from the John M. Olin School of Business at Washington University estimates that 40% of today's Fortune 500 companies on the S&P 500 will no longer exist in ten years.

There is no doubt the business playing field has changed and every company will face extraordinary disruption over the next decade; a disruption driven by market forces far greater than the challenging

business context in an industry and region. This disruption is fuelled by technology as well as companies seeking alternative revenue growth opportunities outside their saturated market industries and geographies.

The result will be market transformations all companies will face, in every industry, from consumer products to professional services. No organisation will be spared.

## THE CUSTOMER ENGAGEMENT CHALLENGE

PROBLEM	CONSEQUENCE
Inability to articulate value	Loss of should-win deals
Increase in no-decisions	Time wastage, particularly for B2B field sales teams
Forced to discount and sell on price where the business model is not the low-cost option	Margin erosion and impact on profitability



## HOW THIS IS IMPACTING REVENUE GROWTH AND SALES ORGANISATIONS

There are numerous problems and consequences associated with market disruption, equally applicable to both B2B and B2C companies.

### THE DATA CHALLENGE

A lack of sophisticated approaches to information acquisition, combined with a lack of analytical tools to drive revenue and leading indicator metrics-based decisions is creating a challenge for executives to design unique insights and to make informed strategic decisions.

### ENGINEERING FOR GROWTH

At ThinkSales our extensive research of over 633 C-Suite and Sales Leaders from 206

**There is no doubt that the business playing field has changed and all companies will face extraordinary disruption over the next decade; a disruption driven by market forces far greater than the challenging business context in an industry and region.**

companies, combined with years of working with leading global firms and knowledge gained from engaging many leading high-growth companies across multiple industries in South Africa led to the development of the 5-Pillar Strategic Sales Organisation Framework and Assessment™ in 2017. This forms the basis for a strategic revenue growth process we call revenue growth engineering.

Revenue growth engineering enables any company to overcome multiple challenges in a sustainable and differentiated manner. The principal significance of this strategic choice is its availability to all organisations in any industry.

It is the silver bullet at the disposal of every company. There are six pathways to leveraging this silver bullet.

### PATHWAY 1: FILL STRATEGIC ROLES

Appoint a Chief Revenue Officer (CRO). The person tasked with this role would carry the responsibility of addressing all five pillars of a high-performance sales organisation and should report directly to the CEO and the Board. This person would be responsible for the strategic planning, implementation, measurement, management and success of every component of the 5-Pillar Strategic Sales Organisation Framework.

### PATHWAY 2: USE DIAGNOSTIC TOOLS

Use a Diagnostic Framework such as the 5-Pillar Strategic Sales Organisation Assessment™ to accurately measure strengths to leverage and weaknesses to address across all key components of the sales organisation.

### PATHWAY 3: LEVERAGE DATA & TECHNOLOGY

Plan and ensure all key revenue and activity metrics are measured and tracked daily,

weekly, monthly and annually, as relevant.

A key imperative is to look for patterns that are early indicators of a shift in any of the metrics.

CRM or ERP solutions are no longer cost centres but revenue growth tools that give insights into activities and customer engagements.

### PATHWAY 4: RIGHT-SIZE FOR IMPACT

Market opportunity analysis is critical to right-sizing a sales force. Develop a substantial competitive advantage by optimising productivity and market penetration.

### PATHWAY 5: STOP 'SELLING' & START MANAGING A DECISION-MAKING PROCESS

Buying is changing and change is painful. Customers with problems require assistance in managing a change process. Stop your sales force from selling! Equip them to manage a decision process that assists customers to change.

### PATHWAY 6: CREATE A CULTURE OF SALES EXCELLENCE

Culture cannot be discounted or imitated. Create an inspiring, learning culture of business advisors who differentiate your company in the marketplace and deliver exceptional levels of service. ●



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**Accelerate**

# To Control Your Life, Control What You Pay Attention To





Don't allow distraction to derail your aspirations and intentions.

BY MAURA THOMAS

In this frenzied work environment, accomplishing the things that are most meaningful to you doesn't just happen. You can't leave it to chance. Your busy environment presents choice after choice every day about what you will attend to – and what your experiences will be.

One of the best insights on what true productivity means in the 21st century dates back to 1890. In his book *The Principles of Psychology*, William

James wrote a simple statement that's packed with meaning: "My experience is what I agree to attend to."

Your attention determines the experiences you have, and the experiences you have determine the life you live. Or said another way: you must control your attention to control your life. Today, in a world where so many experiences are blended together – where we can work from anywhere, watch our kids on a nanny-cam from work, and distraction is just a thumb-swipe away – has that ever been more true?

### ATTENTION MANAGEMENT

To be consistently productive and manage stress better, we must strengthen our skill in attention management.

Attention management is the practice of controlling distractions, being present in the moment, finding flow, and maximising focus, so that you can unleash your genius. It's about being intentional instead of reactive. It is the ability to recognise when your attention is being stolen (or has the potential to be stolen) and to instead keep it focused on the activities you choose. Rather than allowing distractions to derail you, you choose where you direct your attention at any given moment, based on an understanding of your priorities and goals.

Better attention management leads to improved productivity, but it's about much more than checking things off a to-do list. The ultimate result is the ability to create a life of choice, around things that are important to you. It's more than just exercising focus. It's about taking back control over your time and your priorities.

### ASPIRATIONS VS. EXPERIENCES

The leaders I work with tell me: "I believe in the power of mentoring and coaching my team members. The most important thing I can do as a leader is support them

and encourage their growth. This is how I make a difference, and it's what gives me satisfaction at work."

But later in our conversation, I hear how their days actually go: "I spend a big chunk of my time on email and putting out fires. I started the year with a coaching plan for my team, but it's fallen by the wayside amid everything else that is going on. My one-on-ones with team members don't happen as often as I would like, and the content is too much 'trees' and not enough 'forest.'"

Even if you see yourself as a passionate advocate for coaching and mentoring, you won't have the impact you'd like if your actions and experiences don't reflect these values. As James said, your experience is what you attend to.

And your experiences become your life. So if your attention continues getting diverted, and email, meetings, and 'firefighting' consume your days, pretty soon weeks or months will have gone by and your life becomes full of the 'experiences' you never really intended to have.

So why don't we just have the experiences we want to have, and create the lives we most want to lead? Why does this painful gulf exist between the selves we aspire to and how we spend our time?

The fact that James was thinking about this topic in the 19th century shows that we've long wrestled with the conflict between our goals and values and the lure of distractions. But, of course, we live in a world with many more distractions than existed in the 1890s. When he published *The Principles of Psychology*, the telephone was brand-new. Today, we have internet-connected phones and other devices that are always with us, delivering a volume of information and communication James couldn't have imagined. There's a lot more competition for our attention.

Let's go back to our mentoring and coaching example. You could start each day intending to focus on developing your team. But those intentions can quickly get swept away in the rush of demands that characterise our workdays.

In this frenzied work environment, accomplishing the things that are most

meaningful to you doesn't just happen. You can't leave it to chance. Your busy environment presents choice after choice every day about what you will attend to – and what your experiences will be.

### DELIBERATELY CHOOSING WHAT YOU ATTEND TO

This is where attention management offers a solution. It's a deliberate approach that puts you back in control. Practising attention management means fighting back against the distractions and creating opportunities throughout your day to support your priorities. First, control *external* factors:

- **Control your technology**

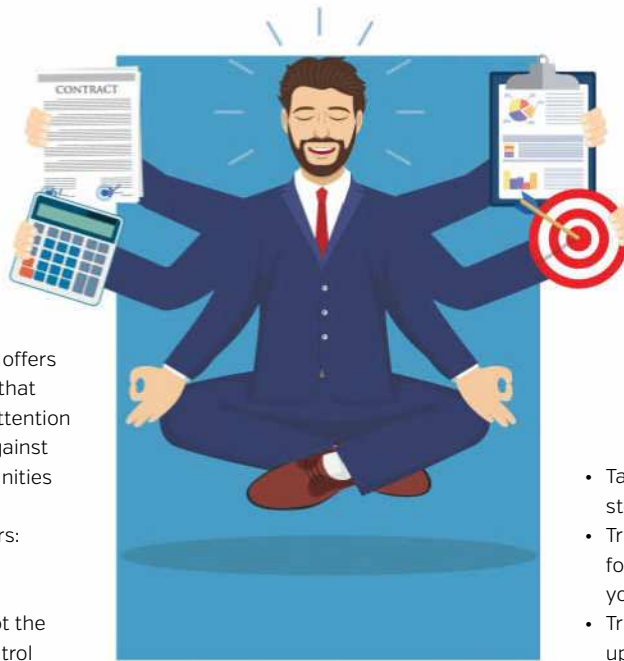
Remember, it's there to serve you, not the other way around! Decide to take control by turning off email and 'push' notifications which are specifically designed to steal your attention. This will allow you to engage in more stretches of focused work on tasks and activities that you choose. As often as possible and especially when you're working, keep your phone silent and out of sight.

- **Control your environment**

Set boundaries with others, especially in an open-office setting. For example, use headphones or put up a 'do not disturb' sign when you need to focus. If that doesn't work, try going to a different part of your office, or even another floor of your building. If things are really bad, you can try teaming up with colleagues to designate a certain time of day, or day of the week, a 'no distractions' day for everyone to do heads-down work.

But here's an overlooked truth: Our productivity suffers not just because we are distracted by outside interruptions, but also because our own brains, frazzled by today's frantic workplaces, become a source of distraction.

For example, the problem isn't just that an email interrupts your work. It's also the fact that being tethered to your email inbox conditions you to expect an interruption every few minutes, which chips away at your attention span. You then become so afraid of forgetting to do some small task – like sending an email or forwarding a document – that you start to do everything as soon as



**The problem isn't just that an email interrupts your work. It's also the fact that being tethered to your email inbox conditions you to expect an interruption every few minutes, which chips away at your attention span. You then become so afraid of forgetting to do some small task, that you start to do everything as soon as you've thought of it.**

you've thought of it; but then you end up getting sucked into your overflowing inbox before you know it.

Moreover, knowing that you have a catalogue of all the world's knowledge at your fingertips – the Internet on your smartphone – makes it difficult to be comfortable in a state of 'I don't know,' and hard to avoid the distracting temptation to 'find out now.'

### CONTROLLING INTERNAL FACTORS

You must also learn to control *internal* factors.

#### CONTROL YOUR BEHAVIOUR:

- Use those times when your technology is tamed and your do-not-disturb sign is up to get used to single-tasking: open only one window on your computer screen and give your full attention to one task until it's complete, or until a designated stopping point.
- Take breaks throughout the day where you step away from your computer.
- Try to 'unplug' completely (no technology) for at least an hour or more, as often as you can.
- Try it for 15-20 minutes at first; then build up to an hour, or even 90 minutes.

#### CONTROL YOUR THOUGHTS:

- For many of us, this is the hardest nut to crack, which is why I've left it to last. Minds are made to wander.
- Practice noticing when your mind is veering off in its own direction, and gently guide your focus back to where you want it.
- If you think of some important small task while you are doing focused work, jot it down and come back to it later.
- Do the same with information you want to look up online.

Practising attention management will not eliminate distractions from your day. But as you start to recognise when you become distracted, and build your 'attention muscle' through habits like those above, you'll start to reclaim your life and devote more of yourself to what's really important to you.

Don't allow distraction to derail your aspirations and intentions. Instead, control your attention to control your life. ●

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## BIG DEAL

## VITAL STATS

### JUSTIN MANSON

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National Sales Director,  
TomTom Telematics South Africa

**CAREER SUMMARY:**

Joined TomTom Telematics in 2013 as a business development manager, which was in essence a sales support role. This grew into a sales manager role, and Justin was appointed national sales director in 2018.

**COMPANY:** TomTom Telematics

**SALES FORCE SIZE:**

Four direct sales executives as well as channel partners across the country.



# Unpacking Value

**What do you attribute success in your sales organisation to?**

Sales is all about aligning the right people with the right product. We focus on understanding our client's business and where their shortfalls are so that we can fill those gaps through our technology and solutions. This means our sales executives need to really understand the industries we operate within.

It's also essential to prove how our solutions are generating efficiencies, cost savings or both. Without being able to show that return on investment and the value you bring to a customer's business, it's impossible to build long-term relationships.

**How do you choose sales executives that suit your sales approach?**

We try not to employ baggage, which means we don't employ people from the telematics space. We've found in the past that if we take sales executives who have a proven track record at one of our competitors, all they do is come along with a huge amount of baggage. They don't adjust to our approach to sales, but instead follow their previous habits.

People who come from the transport space, both on an operational and sales level, really understand the day-to-day challenges that fleet managers face.

**What is your sales leadership style?**

I come from a business analysis and project management background, and I joined TomTom Telematics as a business development manager, which was essentially a sales support role. I can very quickly understand a company's business processes and see where the shortfalls are, and

then start using our system to fill up those gaps.

As a sales leader this is where I focus. My team is trained to understand business and client needs, and to find solutions that fill those gaps, and I support them in that process. It's important that we give the client what they need, not what they want.

We're quite a mature sales team. We aren't scared to walk away from deals if we see that a company needs our solution but isn't ready for it. If our system isn't going to be used to drive business efficiencies, then value won't be created. A customer like that can damage our reputation in the market. We focus on the long-term integrity of our brand rather than short-term gains.

**What advice do you have in attaining growth goals in sales?**

Understand what those goals are, and then be specific in your approach and targets. A 'spray and pray' approach never works long-term. You end up spreading yourself too thin and relying on generic messaging.

Instead, we know the verticals we are targeting, and our messaging and marketing is specific to those verticals. In each industry we know exactly what the pain points are and we become subject matter experts in that space.

Sales organisations are often too scared to focus on a niche space. We take the opposite approach. We want to own a sector and then move on to the next niche. That's how you really become the expert and when customers start to give you referrals.

Customers can be fiercely competitive in the transport space, but if a solution works for one, everyone knows about it and is willing to try it.

– NADINE TODD



## More Frequent Sales Quotas Help Volume but Hurt Profits

When designing a compensation plan involving quotas, sales leaders must pay special attention to the outcomes they want. **BY DOUG CHUNG & DAS NARAYANDAS**



What should be the appropriate frequency of quotas – daily or monthly? Identify your desired outcomes and consider unintended consequences before you answer this question.

**S**ales organisations often struggle to find the best way to motivate their sales force.

Some common questions include:

- How much of a rep's compensation should consist of a fixed salary and how much should be based on commission?
- Should commissions be capped?
- What's the effectiveness of bonuses and other incentives?

### SALES QUOTA RESEARCH

While past quantitative research has investigated some of these issues, in our recent study we focused on an under-researched aspect of sales force compensation: sales quotas. More specifically, what should be the appropriate frequency of quotas – daily or monthly?

To answer this question, we conducted a large-scale field experiment at a major retail chain in Sweden.

The company sells small to mid-sized consumer electronic goods, accessories (such as headsets and phone cases), electronic parts, and small home appliances.

With more than 80 stores, the firm employs a direct sales force of about 350 employees who are compensated with a fixed salary plus a variable tiered commission, which ranges up to around 2%, based on sales performance surpassing a preset quota.

### MONTHLY QUOTAS VS DAILY QUOTAS

Traditionally, sales people have been compensated based on monthly quotas, and that plan was kept in place at five stores to serve as the control group in our experiment. These stores were selected as a representative sample of different geographic locations (Stockholm, Gothenburg, and Malmö) across Sweden.

For the remainder of the stores, a daily quota (more temporally frequent) plan was implemented for the entire month of May 2015.

Our hypothesis was that an increase in the frequency of the quotas would provide more continuous motivation. Under a monthly plan, sales people who started off the month poorly might become less motivated after realising they weren't going to make their quota for that month – in essence giving up in the current month.

Daily quotas would theoretically help prevent such behaviour. On the other hand, daily quotas could potentially increase people's anxiety and stress, eventually leading to a decrease in their performance.

Or, they might subtly encourage sales people to become overly aggressive, selling items that customers don't need, thus resulting in an increase in product returns.

### DAILY QUOTAS DO IMPROVE SALES PRODUCTIVITY, HOWEVER...

As it turns out, we found that daily quotas did indeed lead to a significant increase – almost 5% – in sales productivity. Moreover, we found that the improvement was particularly striking for low-performing sales people.

Specifically, the bottom quartile of performers experienced a substantial 18% boost in productivity. The reason is because, as expected, daily quotas seemed to help prevent those individuals from giving up for the rest of the month after having a slow start, which is typically the case for low performers.

We found no evidence of overly aggressive sales behaviour under the daily plan; that is, our data indicated no increase in product returns. Instead, we found quite the opposite.

With daily quotas, sales people tended to sell more quantities of low-ticket items, probably a result of shifting their mindset toward the smaller daily goals.

Even the high-performing sales people shifted their focus toward selling low-ticket items. This change led to an overall decrease in returned merchandise.

The accompanying drawback, unfortunately, was the corresponding decrease in the sales of higher-margin items, a result that hurt the firm's profitability.

Taken together, our findings strongly suggest that companies need to consider a number of factors when designing a sales compensation plan based on quotas.

A change in quota frequency can have unintended consequences, for example, leading to the sales force focusing on certain types of products at the expense of others. The industry context matters too.

Our research was in a retail setting and concerned items with relatively short sales cycles. Products with much longer sales cycles – aircraft, capital equipment, and so on – might have entirely different dynamics with respect to sales quotas.

### TAKE CARE

When designing a compensation plan involving quotas, sales managers have to think first about the outcome they want. If it is simply more sales, especially for the low performers, a more frequent quota plan may be the way to go. If the quality of the sales matter, then giving more time for sales people to sell items may be necessary. •

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# 5 Keys to Execute a Successful Sales Reorganisation

Did you recently roll out a new sales organisation design, or are you planning to reorganise in 2018? Here are the top five downstream focus areas you need to solve to ensure your sales reorganisation will be a success. **BY ANDY HASTINGS**

**W**eeks and months of planning go into defining the optimal sales org design for your organisation: Countless meetings and analysis comparing the benefits of hunter/farmer, stratification, product specialisation or other organisational designs.

Time is spent defining the roles lead development reps, field sales, inside sales account managers and other sales support resources will play. Modelling is completed determining the ideal headcount to cover the market. Once that is completed the work is done, right?

Wrong, defining the strategy is critical, but once the strategy is finalised the work is just beginning. The execution and downstream impact the reorganisation will create is where most reorganisations fall short.

Below are the top five downstream focus areas you need to solve to ensure your sales reorganisation will be a success.

## TOP 5 DOWNSTREAM FOCUS AREAS

### 1 TERRITORY DESIGN / ACCOUNT ASSIGNMENTS

*Create balanced territories by placing the right reps in the right territories*

Once the new org design is finalised the next step is to determine the ideal territories

/ account assignments for each rep.

The goal is to create balanced territories using the account potential of each account.

A rep capacity model will also need to be developed to determine how many accounts each rep can work.

Next, the accounts can be assigned to individual reps. You will need to adjust assignments until balanced territories are created and your best reps are covering your best accounts.

### 2 ACCOUNT TRANSITIONS *Seamlessly transition accounts from previous owner to new owner*

The effort to pass an account from one rep to another cannot be overlooked. You must approach this effort through two lenses: internal and external.

Internally, a document should be drafted by the current account owner which details all the important information the new rep will need to know. The new rep will also need to review notes in CRM, account plans and open opportunities to ensure nothing falls through the cracks. The account contacts should not need to explain things to the new rep that they already covered with the former rep.

Externally, a communication plan needs to be put in place to ensure the account contacts are aware of the change and the benefits to them. For high value accounts this needs to be done on a call, while lower value accounts can be communicated to using email.





Defining the strategy is critical, but once the strategy is finalised the work is just beginning. The execution and downstream impact the reorganisation will create is where most reorganisations fall short.

### 3 RULES OF ENGAGEMENT

*Define how different reps will work with each other in the new sales organisation*

- How will different reps work with each other?
- What are the touch points and transition points between reps?

Everyone needs clarity on the roles and responsibilities of all parties involved in the sales process.

This could be the lead development team transitioning a prospect to the sales rep, hunters passing customers to farmers, sales enablement working opportunities with the sales rep or inside sales working with field sales.

A full touch-point analysis is needed along with defined rules of engagement to set the team up for success.

### 4 QUOTA SETTING

*Set individual quotas for each rep leveraging the account potential of each account a rep owns*

Each rep will now have new accounts they are working.

- How will their quota be determined?
- Every rep should have a unique quota based on the potential of the accounts in their patch.
- Over assignment needs to be calculated at each level to ensure the bottoms up quotas align to the corporate objectives.

### 5 COMPENSATION DESIGN

*Ensure go-forward comp plans are aligned to corporate strategy and new sales organisation design*

Odds are your current compensation plans will not work in the new sales organisation. Start with the 'why' to determine what the new comp plans should look like:

- Why are we making this change?
- What are the metrics we are trying to impact?

The new compensation plan should be specific for each role and tie to the metrics you are trying to impact. •



**ANDY HASTINGS** is the Engagement Manager at SBI. He has expertise in direct sales, channel sales, marketing, operations and CRM design and implementation, and sales productivity and enablement.

BULKSMS.COM



# SMS Streamlines Sales & Improves Customer Communication

Connect with your customers in the most accessible way possible, through SMS.

In the highly competitive consumer-focused world of sales, businesses and sales people are constantly looking for ways to generate leads and engage with potential customers. But with so much information and 'noise' filling up the marketing and advertising space, how can businesses make sure that their message is getting through? The answer is simple: SMS.

## WHY USE SMS FOR CUSTOMER COMMUNICATION?

SMS offers a competitive advantage in the digital age. People don't need to have a data connection to receive SMS messages and every cell phone handset comes preloaded with SMS functionality, making it one of the most accessible communication tools out there. In fact, Pew Research Centre states that SMS is the most widely used feature on a smartphone.

But it is more than just accessibility and familiarity that keeps SMS relevant when communicating with new or existing customers. SMS messages boast a 98% open rate, with 90% of these messages being read within three minutes. What this

means is that not only is your message guaranteed to be seen and read, but it also offers real-time engagement. SMS puts the decision in the customer's hands. Literally. Customers can read and respond to the message in their own time.

With its extensive reach and impressive open rates, coupled with the fact that many consumers choose to receive SMS updates and alerts from the brands that they know and trust, SMS has proven to be an effective tool in any sales strategy.

## TOP 6 TIPS

**Use these top tips for effective customer communication when using SMS in your sales strategy**

### 1. Lead Generation

When running an online or print campaign, include a Call-to-Action [CTA] where your potential customers can initiate contact using an incoming number or a five.0 digit shortcode. You can automate your response, send out individual responses or even call your new lead.

### 2. Integrate with CRM Systems

SMS API integration with a CRM system allows businesses to effectively manage, target and track SMS campaigns from one platform. This integration can also provide marketing opportunities for targeted and automated drip campaigns, which ensure that your customers stay engaged at all times.

### 3. Keep it Simple

SMS is, by nature, a simple tool which makes it unique in a world overloaded with information. The best way to use the 160 character limit is to keep the message short and stick to the important details. Stay away from complex special characters and SMS speak that is difficult to decipher.

### 4. Provide Value

When using SMS to communicate with your existing and potential clients, make sure that you provide value. Send out relevant tips and special offers to pique their interest and keep them looking forward to your next message.

### 5. Two-way Communication

Instead of only using one-way communication with your clients, give them the chance to reply to your SMS messages. This gives them the ability to communicate directly with your brand, which gives you an added opportunity to communicate personally with your customers and to move them further along the sales funnel.

### 6. Call-to-Action [CTA]

Lastly, and most importantly, use a CTA in your SMS campaigns. This CTA should encourage potential clients to perform a certain action via the SMS. For example, it could prompt the message recipient to click through to your website, collect a discount code or subscribe to a monthly mailer.

So there you have it, SMS is an effective sales tool that allows you to communicate with a range of customers in a manner that is both affordable and reliable. SMS offers businesses the chance to cut through the clutter and engage directly with their clients in a world that remains saturated with digital information. •

Visit [www.bulksms.com](http://www.bulksms.com)



# *Celebrating 18 years of cutting through the clutter*

## USE SMS TO:

- ✉ Engage with potential clients
- ✉ Improve lead generation
- ✉ Send updates and notifications
- ✉ Efficiently communicate through our CRM integrations



To register visit [www.bulksms.com](http://www.bulksms.com) or SMS "ThinkSales" to 31022  
and we'll call you back (standard SMS rates apply).



Cut through the clutter



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# SALES LEADERSHIP CONVENTION 2018

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SANDTON  
CONVENTION  
CENTRE

**21-22 AUG 2018**

**2 DAYS OF INSPIRATION,  
LEARNING & NETWORKING**

FOR BUILDING A  
HIGH-PERFORMANCE  
SALES ORGANISATION

# WHY 2018 CONVENTION MATTERS

## BUSINESS ENVIRONMENT

### Two Sides of the Same Coin

A decade is a long time in business. Particularly in a suppressed economic environment. However a new hint of optimism is sweeping across the South African business landscape, but many unanswered questions and concerns remain.

#### THREATS

1. Low growth forecasts of 1.5% - 1.9% [2018] and potentially 2.0% [2019]
2. High unemployment at 27% placing pressure on Government funds
3. The World Bank rates South Africa the most unequal country in the world
4. Political uncertainty ahead of the 2019 election.

#### OPPORTUNITIES

1. The Cyril Ramaphosa election and hopes of improved governance
2. Business confidence is at an all-time high
3. SA remains the No 1 gateway to Africa
4. SA ranks in top 25% of countries for strength of investor protection.

### How This Is Impacting You and the Sales Organisation

Shareholders are demanding revenue increases above South Africa's economic growth rate, and customers, faced with the realities of a tough business environment, are adopting a 'wait and see' mentality.

- **Deals lost** to cheaper and/or inferior products
- Time wasted as a result of **no decisions**
- Salesforce **selling on price** causing eroded margins
- Your **true value** is not being realised
- **Lack of clarity** where salesforce is going wrong.

### How the 2018 ThinkSales Convention Can Help

The 2018 Sales Leadership Convention is designed to assist Executives reinvent their Sales Organisations to **differentiate and win** in these disruptive times.

#### Here's how.

1. Access to Version 2.0 of the **5-Pillar Strategic Sales Organisation Framework & Assessment™** for a detailed diagnosis of your Sales Organisation
2. Two days, 10 impactful topics, five global perspectives
3. Two workshops to inspire exceptional leadership and strategic planning
4. Access to practical tools to reinvent and differentiate your Sales Organisation
5. Opportunity to network with over 900 C-Suite Executives.





**MESSAGE FROM CEO**  
**ANDREW HONEY**

“Most companies don’t die because they are wrong; most die because they don’t commit themselves. They fritter away their momentum and their valuable resources while attempting to make a decision. *The greater danger is in standing still.*”

–Andy Grove, co-founder & former CEO, Intel

# ATTENTION

To all concerned with revenue growth

There is no doubt the business playing field has changed and every company will face extraordinary disruption over the next decade, driven by market forces far greater than the challenging business context in South Africa.

This disruption will be led by local and global companies seeking alternative revenue growth opportunities outside their saturated market industries and geographies. Many will adopt technology to disrupt.

The result will be market transformation in every industry, impacting all companies, from consumer products to professional services. No organisation will be spared in this market transformation.

**Consider this for a moment.** Only 12% of the Fortune 500 companies of 1955 exist today and a study from the John M. Olin School of Business at Washington University estimates that 40% of today's Fortune 500 on the S&P 500 will no longer exist in 10 years.

**Are you equipped for this extraordinary disruption?**

Consider these revenue growth strategies.

**ENGINEER FOR GROWTH**

While the Internet is a source of around 60% of early research, at the end of the day, in many cases,

a buyer purchases from a human being. Deploy the right-sized, finest trained and best enabled Sales Organisation.

**STOP SELLING**

Buying is changing and changing is painful. Customers with problems require assistance in managing a **change** process. Stop selling! Equip your salesforce to manage a **decision** process that assists customers to change.

**CREATE A CULTURE**

Culture cannot be discounted or imitated. Create an inspiring, learning culture with business advisors who differentiate your company in the marketplace.

These solutions and many more are the essence of the 2018 ThinkSales Sales Leadership Convention. We will assist you design and differentiate your Sales Organisation for exponential growth.

**The choice is quite simple. Differentiate or die.**

**WHERE WILL YOU BE ON 21 & 22 AUGUST?**

**ANDREW HONEY**  
CEO: ThinkSales Corporation



## COMMENTS FROM OUR 2017 APP

**Debri van Wyk**

Experience of a lifetime!

**Karen Gokool**

Life changing...Thank you.

**Glen Davies**

On my way home to dream big, thank you ThinkSales.

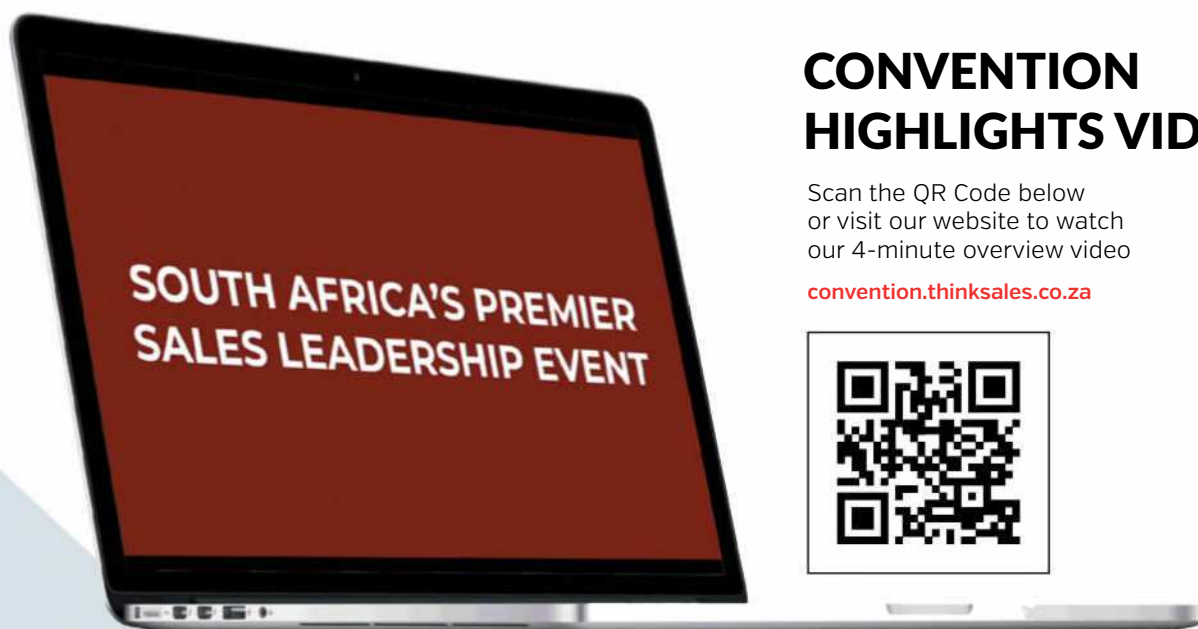
**Jan Hofmeyr**

It was a great adventure thanks TS team. Well done. Outstanding 2 days.

**Jan Hofmeyr**

I can assure you, the TS convention is worth every cent.





## CONVENTION HIGHLIGHTS VIDEO

Scan the QR Code below  
or visit our website to watch  
our 4-minute overview video

[convention.thinksales.co.za](http://convention.thinksales.co.za)



## EVENT RATING

# 95%

of attendees rated  
the 2017 Convention  
**Very Good to Outstanding**



"This is our fourth time at Convention, and this year has been my favourite year. Today had exceptional speakers – every one spoke about different topics but the whole message pulled together. I'm looking forward to going back to work and implementing so much. Every speaker was phenomenal. I'm blown away."

**JACQUI VAN DER RIET**  
MD, UDM International



"The ThinkSales Convention provides us with an opportunity to self-reflect on what we are currently doing, what we need to improve on and what we really need to do, particularly to be disruptive."

**LEFA NDLOVU**  
Head of Channel Development,  
Liberty Africa Insurance



"This is our first time at the ThinkSales Convention and it's been absolutely amazing – speakers are top drawer and we are taking a lot home with us. I'd like to implement it with all our sales people. I wish they could have all been here."

**NEVILLE WEARNE**  
Marketing Project Manager, Lafarge



# VALUABLE NETWORKING OPPORTUNITIES

## KEY DELEGATE DEMOGRAPHICS:

Who you'll meet at Convention 2018

Our new Event App facilitates easy opt-in networking for delegates who wish to participate



## POSITIONS HELD

• CEO/MD/GM/Owners	22%
• Sales & Marketing Directors	7%
• Sales & Marketing Managers	25%
• Other Managers	20%



## SALES FORCE SIZE

• 1 – 9	18%
• 10 – 49	31%
• 50 – 99	14%
• 100 – 499	12%
• 500 – 999	2%
• 1 000 plus	17%



## TURNOVER

• Under R20 million	7%
• R20 – 49 million	4%
• R50 – 99 million	6%
• R100 – 499 million	21%
• R500 – 999 million	13%
• R1 billion plus	41%



Data from 2017 Attendees





# 7 REASONS TO ATTEND IN 2018

## STRATEGIC SALES ORGANISATION FRAMEWORK

Utilise the **5-Pillar Strategic Sales Organisation Framework™** and take the online **5-Pillar Strategic Sales Organisation Assessment™** to determine potential gaps and growth areas for your Sales Organisation. *Applicable to delegates attending Day 1 & 2.*

1

## WORKBOOKS, IMPLEMENTATION PLANNER & TOOLS

Two 68 page **Revenue Growth Workbooks**, an **Implementation Planner** and **slidedeck** (Day 2 only) plus Tools for Sales Organisation optimisation.

2

## COLLABORATE, CONNECT, EXPERIENCE

Use our Event App for optional 1-on-1 delegate networking and deeper event engagement. Receive high-speed wifi, use cell phone & iPad charging stations and enjoy Nespresso coffee throughout the event.

3



4

## TWO WORKSHOPS ON DAY 2

Advance your Sales Organisation with two powerful workshops. **Leadership**, delivered by Mark. C Thompson, executive coach to Steve Jobs, Richard Branson and Tony Robbins. **Strategy**, delivered by expert Dr Greg Fisher in association with ThinkSales CEO Andrew Honey. *Applicable to delegates attending Day 2.*

5

## NETWORK WITH THE C-SUITE

Connecting with potential customers is challenging. Leverage the event to network with over 900 C-Suite and Senior Executives from R100 million to R1 billion plus organisations.

6

## EXCEPTIONAL LEARNING

11 expert speakers, four content pillars, five global perspectives.

7

## EXEC & VIP ACCESS (ONLY)

Enjoy seated teas and lunches, live music and a personalised 2019 year planner. [Strictly payments by 31 July].

# DAY 1

## COMMANDING LINE-UP



**MASTER OF CEREMONY**

### ALEX GRANGER

Alex Granger is Founder and CEO of The Possibility of YOU, a specialist consulting, training, and development firm. As a highly regarded professional speaker he delivers presentations to more than 15 000 people per year and has been booked by many corporate companies as an MC. He holds an Executive Leadership qualification from the Gordon Institute of Business Science with a distinction in leadership. Alex has spoken at events for Old Mutual, Imperial, Standard Bank, First National Bank, Sanlam, Stanlib and Total SA. He was MC at the 2016 ThinkSales Sales Leadership Convention where he received very favourable ratings.

#### 2018 CONTENT PILLARS

1. Strategy
2. Leadership & Motivation
3. Customer Engagement
4. Sales Enablement



**LEADERSHIP & MOTIVATION**

### GRAEME SMITH

#### BUILT TO LAST

##### KEY LEARNINGS

1. Using your experiences to hone and grow your leadership
2. How leadership is instrumental to building a successful team
3. How to best utilise your team's diverse backgrounds and talents to build a value-based winning culture.



**LEADERSHIP & MOTIVATION**

### RUSTY LABUSCHAGNE

#### BREAKING CHAINS

##### KEY LEARNINGS

1. The potential of positive thinking
2. The power of forgiveness
3. The importance and value of gratitude
4. What true freedom really means.



**SALES ENABLEMENT**

### ANDREW HONEY

#### EVERY SECOND COUNTS

##### KEY LEARNINGS

1. Learn why customer endorsements are key to decision-making in a buying process
2. Discover how Aristotle, more than 20 centuries ago addressed the challenge every seller faces in sales today. The importance of ethos (credibility), logos (logic) and pathos (art of story-telling)
3. Find out how best-practice sales enablement dramatically impacts productivity and improved performance across the entire Sales Organisation.



**ENTERTAINMENT WITH PURPOSE**

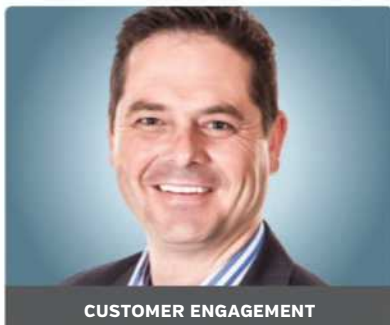
### GILAN GORK

#### THE MENTALIST EXPERIENCE

##### KEY LEARNINGS

1. Find out how you can get greater buy-in and support from customers
2. Discover how it is possible to improve sales through enhanced negotiation
3. Obtain take-home nuggets on how to read and influence people.

# OF GROWTH EXPERTS



CUSTOMER ENGAGEMENT

**DR GRAEME CODRINGTON**

**SPOT THE DIFFERENCE: RETHINKING SALES IN A DIVERSE WORLD**

**KEY LEARNINGS**

1. Apply diversity as a strategic competitive advantage, and not merely for compliance
2. Discover how to improve productivity and enhance engagement in a diverse team
3. Improve sales by adjusting your selling approach based on 7 key areas of difference.



CUSTOMER ENGAGEMENT

**JONI PEDDIE**

**MAKE CUSTOMER CONNECTIONS THAT MATTER**

**KEY LEARNINGS**

1. Boost your agility quotient for better relationships
2. Understand what the connection points are from different personality types
3. Learn to categorise your clients through your current interactions.



CUSTOMER ENGAGEMENT

**KEVIN HORSLEY**

**MEMORY MASTERY FOR YOUR SALES ORGANISATION**

**KEY LEARNINGS**

1. The key fundamentals of unlimited memory
2. One imperative memory tool to use in your sales organisation and life
3. The importance of names and how remembering them will increase your networking and customer engagement interactions.



STRATEGY

**VUSI THEMBEKWAYO**

**COMPLEXITY: THE ENEMY OF GREATNESS**

**KEY LEARNINGS**

1. Why is it that how we manage complexity today is obsolete?
2. What tools and skills are required to inspire the new breed of leader and manager?
3. Receive a Framework - a system you can use to identify the gaps in your strategy and to bring sanity to this world of complexity.



STRATEGY

**JOHN SANEI**

**MASTERING THE ART OF DISRUPTION**

**KEY LEARNINGS**

1. Spotting disruptors in outside sectors
2. The 'new' rules of business
3. How to increase your Adaptability Quotient [AQ].



STRATEGY

**DR GREG FISHER**

**MAKING STRATEGY WORK**

**KEY LEARNINGS**

1. Learn key behaviours and practices that transform strategy into results
2. Discover the mindsets and actions that enable you to overcome challenges and roadblocks that stall implementation
3. Understand how your day-to-day actions impact the inclination and ability of others to execute on your strategy.



## DAY 2: KEYNOTE



### LEADERSHIP & MOTIVATION

## MARK C. THOMPSON

**The World's #1 Executive Coach for Growth and Innovation**

### ENDURING LEADERSHIP

**Gain insights into the qualities of the world's most admired leaders based on their highly engaged employees and highest performing teams and how they inspire loyalty, engagement and success.**

In a broad survey of over 10 000 employees in 110 countries, Mark's research team identified the top eight leadership traits that people want from their leaders. He presents case studies from many of these leaders, drawing from his experience of working directly with several of them, such as Steve Jobs, Charles Schwab and Sir Richard Branson. He outlines how the most admired leaders have achieved such enduring success over decades and how they consistently drive improved performance.

#### KEY LEARNINGS

1. How to recruit, grow and retain the highest performing teams
2. Create a corporate culture that inspires loyalty and engagement
3. The secret to challenging yourself and your teams to outdo yourselves and achieve long-term growth
4. Learn what your MVPs (most valuable people) value and what drives them in their lives and work
5. Learn how to face adversity and bounce back from failures.

## HIS EXPERTISE

The American Management Association rates him the world's #1 executive coach for growth and innovation because he has worked closely with many of the world's top CEOs, including Steve Jobs, Charles Schwab and Sir Richard Branson.

He also works with C-Suite executives of high-growth companies, including Pinterest, Ford Motor Company, American Express and Walgreens, and is the CEO and Co-Founder of Virgin Unite Mentors, Sir Richard Branson's network for executive coaching and entrepreneurial innovation.

Mark's most recent bestseller *ADMIRE* is a primer on how the world's 'Most Admired Companies' achieve long-term success and growth as well as the qualities that are common to the world's 'Most Admired Leaders'.

He has invested years of research on the culture of companies and brands that achieve the highest levels of employee engagement, customer loyalty and continuous sales growth.



# DAY 2: WORKSHOP

## LEADERSHIP FOR ENHANCED PERFORMANCE

Discover and plan how to achieve improved performance through collaboration, engagement and inspired leadership.

### WORKSHOP OVERVIEW

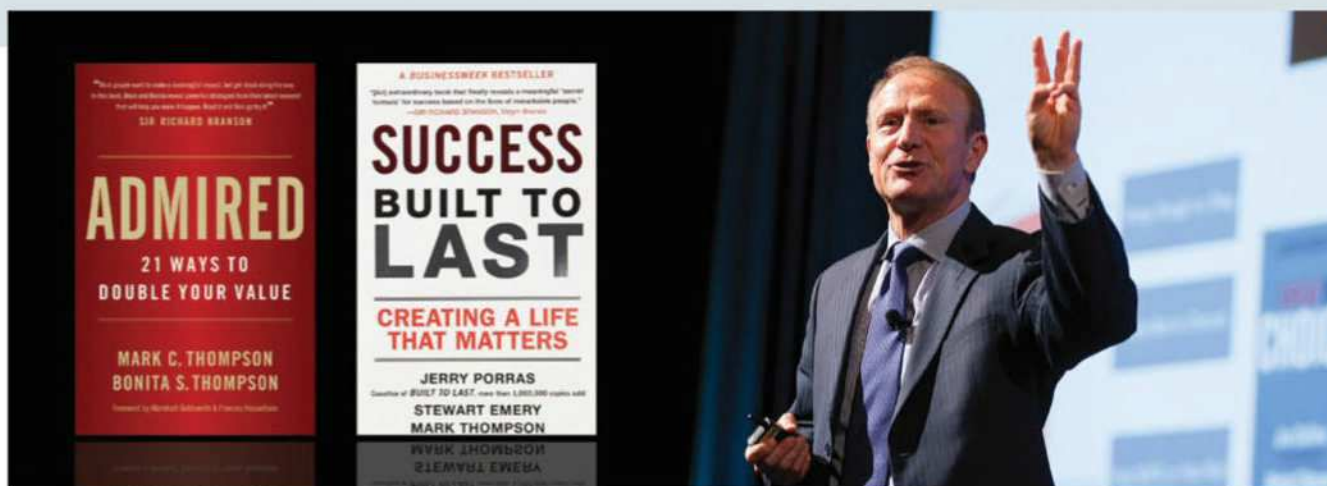
Apply your learnings from the keynote and begin crafting a leadership structure for you and your fellow managers to develop a Sales Organisation designed for exponential growth. Learn how to deploy the best-practice leadership traits and strategies of a number of the world's greatest CEOs. In the process discover how to inspire loyalty, engagement and improved performance.

Mark presents case studies from many of these leaders, based on his experience of working directly with several of them. He outlines how the most admired leaders have achieved such enduring success over decades and how they consistently recruit, build and retain the highest performing teams.

Your initial plan will be captured in the workbook and at the office, transferred into an editable word document designed exclusively for Convention 2018 delegates to ensure immediate implementation.

### KEY LEARNINGS

1. The fundamentals of a rapid planning session
2. How to conduct best-practice peer strategy reviews
3. A structure for learning what drives and motivates your MVPs (most valuable people)
4. The tools and methodology for inspiring collaboration and engagement across the Sales Organisation.



Mark has worked with the world's best



## DAY 1: KEYNOTE



**STRATEGY**

**DR GREG FISHER**

**Leading Business School Professor  
and Strategist for High-Growth Companies**

### MAKING STRATEGY WORK

**Developing the mindset, behaviours and practices to transform strategy into results.**

Learn how 'hustle' and good strategy work hand-in-hand and why hustle without a strategy is just wasted energy and spinning wheels, and strategy without hustle is often just grand ideas with no energy or implementation. Learn about the importance of being strategic [deciding where to play and how to win] but equally, the determination and willingness to hustle and take urgent creative action to overcome setbacks and challenges.

Discover practical activities individuals and teams can do to be more strategic [increase your strategy quotient] and the things that can be done to hustle more [increase your hustle quotient].

#### KEY LEARNINGS

1. The behaviours and practices that transform strategy into results
2. Discover the mindsets and actions that enable you to overcome challenges and roadblocks that stall implementation
3. Understand how your day-to-day actions impact the inclination and ability of others to execute on your strategy.

*NOTE. This strategic action perspective applies equally to a company's strategy as it does to a salesforce's strategy.*

## HIS EXPERTISE

**He was named one of the '40 Most Outstanding Business School Professors under 40' in the USA in 2014 and in 2016.**

Greg was born and educated in South Africa where he completed a Bachelor of Accounting undergraduate degree and qualified as a Chartered Accountant with Deloitte in South Africa.

Today, Dr. Greg Fisher is a professor in the Management and Entrepreneurship Department at the Kelley School of Business at Indiana University and is also a visiting lecturer at GIBS in SA.

He teaches in the areas of strategy and entrepreneurship and has won teaching awards at Indiana University, the University of Washington and GIBS.

He holds a Ph.D. in Entrepreneurship and Strategy from the University of Washington in Seattle and an MBA from GIBS.

Greg's current research examines issues related to strategy and resource acquisition in high growth firms. His research has been published in the Academy of Management Review, Journal of Business Venturing and many other publications.

Greg has done consulting work for GIBS, Deloitte, Standard Bank, MTN, Dimension Data and SAICA.

# DAY 2: WORKSHOP

ThinkSales welcomes Dr Greg Fisher back in 2018 to share new, leading edge insights on strategy for sales leaders

## ENGINEERING FOR EXPONENTIAL GROWTH

### 5-Pillar Strategic Sales Organisation & Assessment™ Workshop

#### WORKSHOP OVERVIEW

Utilising your assessment scores from the **5-Pillar Strategic Sales Organisation Framework™**, begin designing a Sales Organisation engineered for exponential growth. Learn how to bridge the gap between strategy design, execution and outcomes.

**You will be guided through each pillar of the strategic framework so as to:**

- Classify key strengths to leverage growth
- Identify key areas for improvement
- Develop action plans to leverage strengths and overcome areas for improvement

Your initial plan will be captured in a slide deck developed exclusively for 2018 Convention delegates so you can go back to your organisation and immediately begin engineering for exponential growth.

#### KEY LEARNINGS

1. Diagnose your organisation's sales strategy to identify key strengths and weaknesses
2. Apply the exclusively designed slide deck to map your 5-Pillar growth strategy
3. Return to your company with definitive plans and approaches to engineer your Sales Organisation for exponential growth using the benchmarks from the **5-Pillar Strategic Sales Organisation™** Framework.

The workshop is co-hosted by Greg Fisher [Strategy Professor] and Andrew Honey [ThinkSales CEO].

MODULES	TIME
Introduction: 5-Pillar Strategic Sales Organisation Framework™ by Andrew Honey	10 mins
Andrew Honey hands over to Dr. Greg Fisher	
Recap fundamentals of keynote	10 mins
Unveiling of Assessment Results for benchmarking your organisation against: <ul style="list-style-type: none"> <li>a. All Convention delegate companies</li> <li>b. Your turnover band</li> <li>c. Your industry competitors</li> </ul>	30 mins
Workshop your Company's Improvement Plan <ul style="list-style-type: none"> <li>a. Pillar 1: Competitive Strategy</li> <li>b. Pillar 2: Customer Strategy</li> </ul>	40 mins
Break: Tea & Networking	30 mins
Workshop your Company's Improvement Plan: <ul style="list-style-type: none"> <li>c. Pillar 3: Talent Strategy</li> <li>d. Pillar 4: Management Strategy</li> <li>e. Pillar 5: Enablement Strategy</li> </ul>	80 mins
Closing and Next Steps: How to use the Framework	10 mins



All delegates attending Day 2 will have access to version 2.0 of the 5-Pillar Strategic Sales Organisation Framework™

### 5-Pillar Strategic Sales Organisation Framework™

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	PILLAR 5
Competitive Strategy	Customer Strategy	Talent Strategy	Management Strategy	Enablement Strategy

# REVENUE GROWTH ENGINEERING

## CHALLENGES FACED BY TODAY'S EXECUTIVES

The rate of change is placing an ever increasing burden on executives, amplified by a disruptive world with new competitors emerging out of nowhere. In this turbulent business environment sales organisations need to consider all revenue growth fundamentals required of a high-growth Sales Organisation. Success is dependent on a sound strategic approach and not tactical plans.

## WHY FRAMEWORKS ADD VALUE TO STRATEGIC PLANNING

1. They offer structure, simplicity and clarity
2. They allow for an AS IS and FUTURE orientated vision\*

*\*Research conducted by Generon Consulting and the Society for Organizational Learning found a key capability for leaders in today's economy is an ability to 'sense and actualise emerging futures' and to 'recognise critical shifts in a business long before impact is a leadership essential.'*



### THE SALES ORGANISATION: A UNIQUE STRATEGY OPTION

A unique strategy is a position taken by a company based on activities difficult to match by competitors. The sales organisation is where uniqueness and differentiation is possible; from customer segmentation to go-to-market, from a diagnostic selling process to sales enablement. This is the silver bullet every company has at its disposal: The opportunity to create a unique SalesWay and culture almost bullet-proof from emulation and disruption.

### WHERE TO START

The 5-Pillar Strategic Sales Organisation Framework and Assessment™ allows for engineering a high-performance sales organisation.

1. It is a diagnostic tool to assess your company's established revenue growth capabilities against best practice
2. Assists leaders to leverage strengths and address weaknesses to focus on where to invest for future success
3. Allows for deep insights to drive specific expertise in all aspects of the sales organisation.

### CONVENTION BONUS FOR DAY-2 DELEGATES

Take the Version 2.0 of the 5-Pillar Strategic Sales Organisation Framework Assessment™ Attend the 3-Hour Workshop by Dr Greg Fisher who will run through each pillar of the framework and you will capture your thinking into a slide deck designed exclusively for Convention 2018.

# 94%

of attendees in 2017 rated the 5-Pillar Framework Assessment™ as **Very Good to Outstanding**



"Sometimes it's easy to set a strategy and then drop it down to the people and say 'follow this, this is what you're going to do', but you have very little input from down, up – this assessment can actually give you a fair representation of where your organisation sits in terms of sales."

**KIM LARS JERNBERG** SSAB Special Steels: Area Sales Manager Sub Saharan & Africa



2018 RATES	DAY 1 ACCESS ONLY		STANDARD ACCESS: DAY 1 & 2		EXECUTIVE ACCESS: DAY 1 & 2		VIP PREMIUM: DAY 1 & 2	
EARLY BIRD RATES PER DELEGATE Payments by 30 June 2018	EXCL. VAT	Save / Ticket	EXCL. VAT	Save / Ticket	EXCL. VAT	Save / Ticket	EXCL. VAT	Save / Ticket
Individuals: 1-5	8 980.00	1 000.00	12 680.00	1 000.00	13 680.00	1 000.00	16 850.00	1 000.00
Group: 6-9	8 531.00	1 449.00	12 046.00	1 634.00	12 996.00	1 684.00	16 007.50	1 842.50
Group: 10-19	8 306.50	1 673.50	11 729.00	1 951.00	12 654.00	2 026.00	15 586.25	2 263.75
Group: 20 plus	8 082.00	1 898.00	11 412.00	2 268.00	12 312.00	2 368.00	15 165.00	2 685.00
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Individuals: 1-5	9 980.00	–	13 680.00	–	14 680.00	–	17 850.00	–
Group: 6-9	9 481.00	499.00	12 996.00	684.00	13 946.00	734.00	16 957.50	892.50
Group: 10-19	9 231.50	748.50	12 654.00	1 026.00	13 579.00	1 101.00	16 511.25	1 338.75
Group: 20 plus	8 982.00	998.00	12 312.00	1 368.00	13 212.00	1 468.00	16 065.00	1 785.00

WHAT YOU GET	SEATING LIMITED TO 150	SEATING LIMITED TO 650	SEATING LIMITED TO 390	SEATING LIMITED TO 40
<b>Presentations:</b> Ten	●	●	●	●
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<b>Workbook:</b> Full Colour 68 Pages	●	●	●	●
<b>Happy Hour:</b> 2 Complimentary Drinks	●	●	●	●
<b>Refreshers:</b> Two Post-Event Mailers	●	●	●	●
<b>Free Wifi:</b> 500MB Per Delegate	●	●	●	●
ADDITIONAL BENEFITS DAY 2 (EXCL. VAT)		STANDARD ACCESS BENEFITS VALUE: R23 314	EXECUTIVE BENEFITS VALUE: R31 619	VIP PREMIUM BENEFITS VALUE: R37 064
<b>All meals:</b> Arrival, Teas and Lunch		●	●	●
<b>Free Wifi:</b> 500MB per delegate		●	●	●
<b>ThinkSales Magazine:</b> Digital Subscription <b>R109</b>		●	●	●
<b>Mark C. Thompson:</b> Keynote <b>R3 195</b>		●	●	●
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# The Revenue Marketer's Guide to B2B Field Events

While most buyers today will evaluate your products and services on their merits – delivering memorable and emotional experiences at business events can distinguish you from your competitors. **BY MELISSA VALDEZ**

Thinking like a B2C marketer can help you create motivational and emotional connections with your clients – connections that will distinguish your brand from its competitors.

**M**arketing leaders in the B2B space drive hyper-growth by bridging the gap between the corporate office and the field. If you are investing in field events, and not generating desired outcomes, consider thinking like a B2C marketer. To do this, you need to differentiate the experience. Nothing replaces the value of a person-to-person interaction, motivates attendees to act and inspires buyers to advance the buying process.

What kind of experience will your team create to achieve this significant interaction? This is where thinking like a B2C marketer enters the arena. It's an opportunity for your field events to be differentiated and memorable.

Gasp – think like a B2C marketer? But this is B2B! Don't panic! You have already started the process by completing segmentation and targeting your buyer personas. Take it a step further.

Successful field events don't view the event experience from a group perspective. They view the event at an individual persona

level. No two people are exactly alike, which means no team's business challenges are exactly alike. Therefore, the path leading to your solution is... not... alike. One size does not fit all in terms of product, so carry that thread through into your field events.

### **1 Brand Experience**

You know your brand better than anyone, so start there. A field event is an opportunity to bring life to the inspiring story of your brand. Consider every factor in the overall look-and-feel for any event, regardless if it's in-person or virtual. What is



**While we are selling B2B, we must still approach people as human beings and consumers. How do we make the experience engaging and create an impact? How do we create an environment that is a safe haven for learning, yet also an emotional experience that connects on an individual level?**

your brand's look, sound, and feel? How do you want the audience to experience your brand in a way that resonates with them individually? People will tell others (their buyer decision team) about a phenomenal brand experience, whether created by a toothpaste brand or an interaction with a SaaS company.

- **DO** create a brand-complementary, custom experience.
- **DON'T** create a generic experience. But at the same time, don't try to create something not representative of your brand.

## 2 Client Engagement

Time is a person's most precious resource. If people spend time attending your event, they had better receive value. Exchange value. For their time, ensure they receive valuable insights mixed with a level of entertainment. While we are selling B2B, we must still approach people as human beings and consumers. How do we make the experience engaging and create an impact? How do we create an environment that is a safe haven for learning, yet also an emotional experience that speaks to them on an individual level? Make them laugh or make them cry, inspire them, do something that connects your brand to emotion.

Get to know your attendees ahead of the event and be prepared to speak to their challenges. Individually, do your research.

- Are there imminent trigger events?
- What is the account management stage or point in their customer life-cycle?
- Do you know something personal about them?

Hosting an event addressing a common topic obviously highlights group interest, on the surface. How do you dig deeper to find the intricacies of their individual issues as they pertain to the main topic? Remember, these are people giving up their time. Treat each person like a rock star. This is a cross-

functional effort across your company.

- **DO** treat people as individual rock stars.
- **DON'T** give a cookie-cutter experience for a group.

## 3 Set Crystal Clear Goals

Your goals for the event must be crystal clear. Recall the scene in the movie *A Few Good Men*, where Jack Nicholson's character says to Tom Cruise: "Are we clear?" Cruise's response: "Crystal."

Your goals must be completely transparent and easily understood across all levels of the organisation. Also, map the attendees back to the sales process.

Define what success looks like, and be specific. If the goal from each attendee is an appointment, then define a qualified appointment. What is the persona, company size (ideal customer profile), time frame, location, and the desired outcome?

There may be different goals for each attendee, depending on where they are in the buyer's journey. Internally, communicate the goals before, during and after the event so that everyone is on the same page.

Develop a roadmap and metrics to get from point A to B. Have your roadmap ready to execute at the event, and a design for post-event follow-up.

- **DO** have a clearly defined, well-communicated end goal for each attendee.
- **DON'T** assume the event team is clear on the purpose and outcomes.

## SEEK TO IMPRESS

At the end of the day, you and your executive team want to see results justifying the spend for field events.

A sophisticated buyer is going to evaluate your products and services based on merit. In addition, their event engagement is an insight to the customer experience they can expect with your company.

A field event provides a prime opportunity to knock their socks off, and for marketing to drive revenue growth. ●



**MELISSA VALDEZ** is the Director of Client Experience at SBI



# Pinpoint Your Market's Sweet Spot

A valuable question for any CEO: Should you cover the entire market or double down on your sweet spot?

BY GEOFF SCHULER

Should you cover the entire market or double down on your sweet spot? You're a CEO who just missed the quarterly number for the third time in a row. You know what happens next. You are on the hook to answer to the board and shareholders. Specifically, you know they'll question the strategic decision you made last year to focus on your market's sweet spot. Well, why did you do it?

CEO's routinely face the challenge of balancing short-term requirements with long-term strategic initiatives. Sometimes decisions are made based on gut, data, or a combination of both. You made this particular decision based on what you thought was good market research. You thought your sweet spot provided you with plenty of room for growth and you knew your company could deliver to this segment of the market.

## COVER NEW MARKETS OR REALLOCATE RESOURCES

So, what went wrong? Well... it depends.

Let's first consider a few of the questions that you should answer when faced with the dilemma of covering new markets or pointing all of your resources at the portion of the market that has brought you to where you are today.

- How big is the addressable market within your 'sweet spot', and what is the growth rate?
- How big is the addressable market for the other segments of the market and what is the growth rate of each?
- Who are your competitors in the addressable market and how effectively can you compete with them?
- What is your customer lifetime value within your sweet spot vs all other segments of the market?
- What is your cost to acquire a new customer within your sweet spot vs. all other segments of the market?
- Is all growth across all segments of the market equally value-creating?
- Are you willing to forgo short-term profits to earn better returns for shareholders over the long-term?

## THE VIABILITY OF YOUR SWEET SPOT

It will often make sense to remain laser-focused on those segments of the market that you've proven you can serve well at a healthy margin. On many occasions though, CEOs are hesitant to tackle new areas of the market where the outcome is in question. In choosing not to play in these market segments, they may be missing their greatest opportunities for future revenue growth.

What it really comes down to is this – **do you anticipate that your sweet spot will continue to expand at a rate that can drive the growth that you need to consistently create enterprise value?**

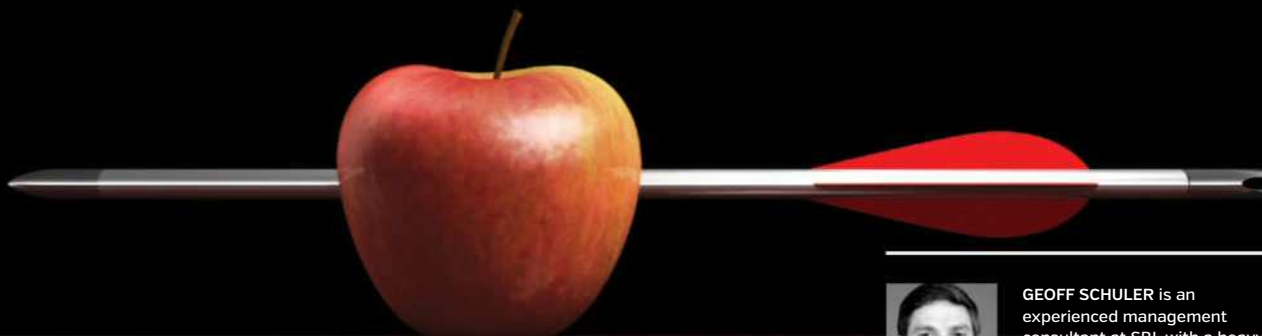
Or, is your growth strategy reliant on you capturing a larger *share* of the 'sweet spot'?

## THE ANSWER VARIES

Great CEOs ensure that they are placing their company's boats over the most fish. If you happen to have your boat positioned directly over a fish population that is exploding with growth, then keeping your focus here could very well be the best decision you can make.

In any other case though, a strategy that is heavily reliant on market share growth in existing markets is unlikely to take you where you need to go. If your sweet spot is not growing faster than the market as a whole, you need to change your exposure to the rest of the market, specifically focusing on those segments that are growing.

Do this without throwing your acquisition costs out of whack, and your next conversation with the board will be an easier one. •



GEOFF SCHULER is an experienced management consultant at SBI, with a heavy background in working directly with executive leadership to help achieve strategic outcomes.

## UWIN IWIN

# Incentive Programmes Are About More Than Just Rewards

In simplistic terms, an incentive programme creates a culture of appreciation for good work.

Reputable research shows that companies that implemented effective incentive and rewards programmes outperform companies that don't by between 30% and 40%. This is to say that employees are impressively inspired to realise their individual and team potentials.

## EXCEPTIONAL ROI

A culture of appreciation leads to more productive work, more profitable work and that often over-looked element of top talent retention. Companies implementing incentives realise a median return to shareholders almost double that of companies without programmes in place.

The truly remarkable statistic is that only 5% of the extra profits earned through incentive programmes need to be re-invested into the programme itself.

So why aren't more companies taking advantage of the benefits incentive and reward programmes can deliver? It seems that some companies tend to be operationally focused – too consumed with

the nuts-and-bolts and quantifiabiles of management to focus on recognition. What's more, prevailing research suggests that non-practitioners don't think it's important and therefore don't prioritise it, while others say they lack the time, or don't know how to effectively recognise or reward their employees.

Incentive programmes are based on the premise that people will work hard to obtain a reward that they value. Incentives must take into account the things that employees value and the things that make them feel appreciated. Incentive programmes are not a waste of time and money; they work, because people will strive for something they desire.

The form of appreciation should ideally be a mix of peer recognition and tangible rewards that have an inherent trophy value. This mix serves as a powerful motivation for employees to perform at their best levels.

There are actually more to incentive programmes than only the obvious reward at the end. The whole programme should be a value-add to the company that rewards and motivates, but also builds

brand awareness and loyalty. It is therefore imperative to choose the right partner in formulating the best possible incentive scheme for your company.

All of these services can be added on to your specific incentive programme – a package that takes everything into account. Remember, an incentive programme is a motivational and performance enhancing programme that encourages a commitment to increased productivity, increased sales, culture change and augmented profit. All the while creating a healthy work environment. As it stands, there really is no reason why a company should not implement a proper incentive programme. ●

## MORE THAN JUST A REWARD

Uwin Iwin offers so much more than just a reward. Look at these extra value adding services:

- **Consulting workshops:** Uwin Iwin does a comprehensive needs analysis with the company and from there the programme structure is developed to fit the company's specific needs.
- **More than one type of reward:** Uwin Iwin offers more than just a trophy at the end of the programme. There are points systems, an online catalogue where prizes can be selected according to the individual's wants and needs, and branded cash that allows winners to buy what they want.
- **Events:** Uwin Iwin can organise events from the launch of the programme, through the different stages to the highlight of an awards evening at the end.
- **Inspirational communication and brand enhancement:** We recommend desk drops, motivational emails and exciting SMSes to keep participants enticed.

## INCENTIVE TRAVEL

Travel rewards are by far the most desired of all reward components and participants competing to be part of an unforgettable motivational experience will perform at their highest level to ensure their place on the journey.

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## Talent & Motivation

# Make Sales Training More Effective by Making It Harder

These four changes in internal training methods resulted in a 70% sales increase in two months.

BY JEFF WINTERS



By making the practice harder than a real sales call, sales people are prepared for any conversation. Have reps practice in front of their peers. Don't help them when they get stuck and don't let them break out of their roles by feeding them answers.



**N**ot long ago, my company was the king of ineffective sales training. We'd hire and onboard reps and then train them in a hurried few weeks dedicated to shadowing sales calls, reading call scripts and learning how to handle objections.

As the company grew, however, I found that individual sales approaches were wildly different. Our reps answered questions inconsistently, and prospects underwent entirely divergent experiences.

It became increasingly obvious that our haphazard training model would lead to inconsistent rep ramp-up time, continued customer expectation problems, customer churn, and employee turnover.

But last year, we adopted the following four training methods, and since then, we've vastly improved our performance: After two months of my team's updated practice-based model, we increased our new sales by nearly 70%.

## 1 Include Leaders in Practice Sessions

Sales people need their leaders to model success for them. Research published in the journal *Frontiers in Psychology* shows that when employees view their leaders as empowering and capable, they work more proactively.

Our team adopted a strict practice regimen. Each sales rep began role-playing calls individually, using an AI tool that simulated a potential customer, and role-playing in a face-to-face group weekly. Newer and lower-performing sales reps began practising daily.

When we implemented these practices, I jumped into the hot seat first. I acted as the sales person while my sales team threw curveball objections my way for 45 minutes. If I'm not too good to practice, my sales people aren't, either.

I still regularly jump into sales call practices to demonstrate this and to bond with the team.

## 2 Make Practice Harder Than the Sale Itself

Softball scenarios in which the 'prospect' asks only a handful of easy questions are a waste of time. Make practice harder than a real sales call so sales people are prepared for any conversation. Have reps practice in front of their peers. Don't help them when they get stuck; wait for them to recover. Don't let them break out of their roles by feeding them answers. Ask follow-up questions until they find solutions themselves.

With this strategy, practice is essentially a type of exposure therapy. A study by New York University researchers gave participants small shocks while showing them an image of a blue square to create an unconscious fear response to the image. Then, they removed the fear by repeatedly and consistently showing participants the image without giving any shocks.

Similarly, when sales reps practice hard sales calls without the pressure of having a client on the line, they're working to fight off an automatic negative response to tough questions. When that real sales call comes, they'll be prepared to handle it without panicking.

## 3 Practice the Entire Sales Cycle, Not Just the First Call

All sales training programmes include practising initial sales calls, but practising the calls that follow is less common. Spend time going over the follow-up message, the second sales call, and every call after. Great sales teams excel in all interactions, so practice even seemingly obvious encounters.

The principle at work is 'overlearning.' Alaa Ahmed, an assistant professor at the University of Colorado-Boulder, worked with a team to study how overlearning a task affects task performance.

By asking participants to repeatedly use a robotic arm to move a cursor on a screen, they found that subjects exerted less effort to successfully complete the task as they practised. Even if it seems unnecessary to practice daily tasks like sending follow-up emails, the reinforcement makes task completion faster and more successful with less effort.

**Include even the best reps in practice and coaching efforts. While the most skilled sales people's calls are undoubtedly good, a true practice culture means no one should be exempt.**

Uniform practising across our sales team enabled our calls to become more consistent. Our reps shifted from spending 60-65% of their time talking to spending that proportion of their time listening to prospects instead. This practising and perspective shift helped reduce customer churn by 70% in just two months.

## 4 Have the Highest Performers Practice, too

Include even the best reps in practice and coaching efforts. While the most skilled sales people's calls are undoubtedly good, a true practice culture means no one should be exempt.

The data agrees: A study published in *Performance Improvement Quarterly* revealed that, controlling for sales experience and tenure, a coached sales person displays superior performance, with coaching accounting for 2.9% to 6.2% of the performance difference between employees. We saw the effects of coaching in our work, too, as we've seen from our vastly improved sales rate.

Growing a great company means basic training won't cut it. Implement a thorough practice program to help your sales people hone their skills until they're sharper than ever. ●

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**JEFF WINTERS** is founder and CEO of Sapper Consulting, which replaces cold calling for its clients. It's cooler than it sounds.

# How to Help Employees Change Ingrained Habits

Gurus and coaches often tell people to 'visualise success,' but that's not enough. To really achieve your goals, don't stop there. Think through what will get in your way, and make a plan for overcoming it.

BY JOEL CONSTABLE

I first met Eric (not his real name) during new manager training I was facilitating. He had recently become a manager after several successful years as an individual contributor and was excited to learn more about his new role.

Throughout the next two days Eric fully immersed himself, engaging with other participants and actively practising new concepts. At the end of the training, Eric committed to let go of more of the tactical work he was doing to empower his team and

open up his time to think strategically.

Months later I talked with Eric about how things were going. He acknowledged that after a few weeks of creating space for big picture work, he'd gotten buried with a new project and jumped back into the details. Some members of his team had begun to feel like he was micro-managing them and his boss had recently given him feedback that he needed to have a clearer vision for the future.

Eric's situation certainly isn't unique.

In my experience developing leaders at Intuit, Pinterest, and Google, just about everyone I've ever worked with is capable of and interested in getting better. And yet time and again many of these individuals struggle to improve despite their best intentions. I believe one reason for this is that in learning and development programs, far too little time and focus is devoted to how to change existing habits and behaviours, which are often the greatest barriers to personal growth.



Fortunately, there is lots of behavioural science on how people best achieve their goals and change their behaviours.

## TWO SILVER BULLETS

Research by psychologists Gabrielle Oettingen and Peter Gollwitzer has found that doing two things significantly increases the likelihood of goal achievement in virtually every context.

## Implementation intentions can be powerful both as reminders to take action and in helping create contingency plans for obstacles that may take you off track.

### 1 Considering your ideal future state and the obstacles you expect to face on the way to achieving that state.

In Eric's case, possible obstacles may be a lack of time to think strategically, the sense of satisfaction he gets from doing tactical work, or even discomfort he feels from letting go of control.

Most of us do well on the first part, declaring what we want to achieve, but rarely complete the second part, thoughtfully considering all the obstacles we'll face. Oettingen calls this exercise mental contrasting and has found that it increases the likelihood that we will stick with our goals.

At first glance this may seem counter-intuitive. Shouldn't focusing on obstacles discourage us from pursuing our goals? Actually, the opposite is true. Anticipating obstacles and deciding to pursue the goal anyway increases our commitment, and allows us to plan for them.

### 2 Building on mental contrasting and involving framing your goal as an 'if-then' statement.

The 'if' is a goal-relevant situational cue, and the 'then' is your goal behaviour.

Gollwitzer calls these implementation intentions. Implementation intentions are powerful because they create a strong associative link between the cue and action which becomes automatic over time.

Implementation intentions can be powerful both as reminders to take action and in helping create contingency plans for obstacles that may take you off track.

Eric would think about what time, situation, or circumstance would help prompt or remind him to focus more on big picture work. A few examples:

- If Eric's main obstacle is not making time or forgetting: If it's 9am on a Friday, then I will spend 60-min focused on our team's strategy and vision for the future.
- If Eric's main barrier is his satisfaction

completing tactical work: If I'm doing work that a member of my team could do, then I'll ask her if she can take over the work in our next 1:1.

- If Eric's main barrier is discomfort about letting go of control: If I start to feel uncomfortable about not completing the work myself, then I'll ask for updates on the work in our next team meeting.

## PUTTING THIS TECHNIQUE IN ACTION

At Pinterest, we began using this science to modernise our development planning approach. Early results were encouraging. We first tested this approach with a group of our managers who attended a one-hour action planning workshop following the results of our bi-monthly employee engagement survey.

During the workshop, managers filled out a one-page action planning worksheet, which prompted them to list things like goals, obstacles, and if-then plans. They also paired up to coach one another.

Two months later we launched our next engagement survey and asked employees whether they perceived their manager had taken action since the last survey. 97% of employees reporting to one of the managers who attended our workshop felt that their manager had taken action.

While we don't know for certain whether our worksheet and workshop made the difference in managers' follow-through, we feel confident that aligning the structure and focus of the worksheet with the behavioural science that exists, significantly increased the likelihood that managers would act on their intention. ●

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**JOEL CONSTABLE** is a Director of Talent Development at Intuit where he leads their leadership development efforts. Prior to Intuit, Joel spent four years at Pinterest as the Head of People Development.

# Reduce the Costs of Sales Person Turnover

Build strategies to focus on minimising sales losses during the three critical phases of a sales person's departure. **BY ANDRIS ZOLTNERS, PK SINHA & SALLY LORIMER**

Even the best sales forces can't keep every good sales person. Loss of sales people to competitors occurs frequently in high-growth industries in which the demand for experienced sales people exceeds the supply, such as in fast-evolving technology markets.

Poaching of sales people also occurs when sales are driven largely by relationships. For example, wealth management companies frequently recruit advisors who have built a strong book of business at competitive firms.

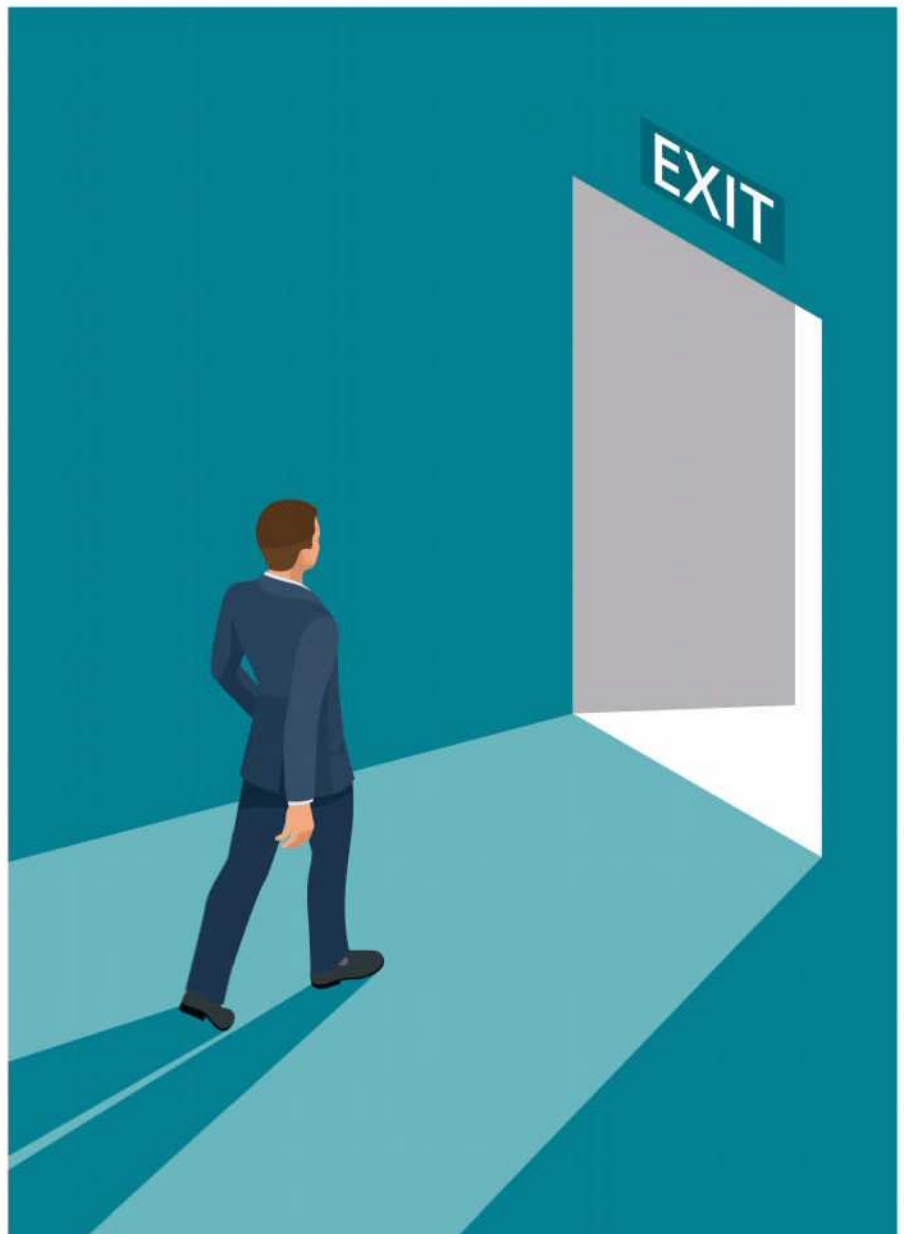
## FORMULATE 3 KEY STRATEGIES

Companies facing high sales force turnover situations can try to reduce undesirable loss of sales people, but they should also use another strategy, by taking steps to reduce the negative consequences on customers and the company when sales people leave, as some inevitably will.

These strategies focus on minimising sales loss during three critical phases surrounding a sales person's departure – the withdrawal period, the vacancy period, and the hiring/orientation period.

### 1 Managing the Withdrawal Period

In the period from when sales people contemplate leaving until they actually depart, sales people often stop putting full effort into the job. Too frequently, departing sales people are distracted by their job search. Or worse, if a departing sales person plans to work for a competitor, the sales person might feel pressure to convince customers to defect. Minimising withdrawal period sales loss requires a proactive approach.





It starts with detecting the possibility that a sales person might leave as early as possible.

First-line sales managers are critical to this effort. By keeping in touch with their people, managers can identify and address emerging issues before they escalate to the point where sales people decide to leave.

One company with a large internal sales force used an early-warning system to track call agent behaviour and predict the likelihood of resignations.

#### Signals of impending departure included:

- Fluctuating productivity
- An increase in the number of off days taken one at a time
- A drop in call quality
- Increased off-phone time.

By tracking these signals, the system could direct incoming phone calls from important customers to agents who were not at risk of leaving. In addition, managers could meet with employees at risk of leaving to talk through their situation and try to prevent their departure. Managers could use solutions such as job rotation, job enhancement, relocation, and greater control of their work schedule.

Even when intervention can't pre-empt an unwanted departure, early detection gives companies more time to prepare for a smooth transition of relationships with customers before a sales person leaves.

**2 Managing the Vacancy Period**  
From the time the sales person departs until a replacement is found, two strategies help minimise sales loss.

The first is to shorten the vacancy period through aggressive and proactive sales force recruiting. One medical equipment company minimised vacancy time by keeping a bench of screened and trained candidates who were ready to jump into sales positions quickly when needed. Bench programmes work best in large sales forces in which the sales job requires significant training time.

If training needs are modest or the cost of maintaining a bench is too high, constant recruiting can create a 'virtual' bench. By maintaining a list of viable job candidates before an opening occurs (including employee referrals, candidates who rejected

## Companies facing high sales force turnover situations can try to reduce undesirable loss of sales people, but they should also take steps to reduce the negative consequences on customers and the company when sales people leave, as some inevitably will.

past offers, employees in other functions), companies accelerate hiring and reduce vacancy time.

The other key to minimising the costs of the vacancy period is to avoid lapses in customer coverage. This is especially important for major customers that depend upon and trust a departing sales person who has in-depth knowledge of their business or who has participated throughout a long sales cycle (which means sales are often left half-completed).

Even the most loyal customers may see the sales person's departure as a reason to consider competitive offerings. Providing temporary coverage of major customers by a sales manager or by another sales person until a permanent replacement is found can avoid sales loss.

## 3 Managing the Hiring and Orientation Period

Once a replacement is selected, it takes time for that individual to become fully productive. The costs of this period can be reduced by making it a priority to get sales people up to speed quickly. Sales managers play a critical role in onboarding and training new sales people to help them understand the culture, learn the products and customers, and become fully engaged. Hiring experienced sales people also helps accelerate the learning curve.

### AN OUNCE OF PREVENTION

Defensive approaches can protect companies

in high sales force turnover environments. Two strategies help minimise sales loss across all three phases surrounding a sales person's departure.

#### ● Build Multiple Connections Between Customers and the Company

The risk of customer loss is especially great when departing sales people hope to bring customers along to a new job with a competitor. Take action well before a departure is imminent.

Get a sales manager or sales specialist involved with customers in deals with long sales cycles. Provide customers with resources they value outside the sales force, such as a customised ordering website or easy access to customer service or technical support personnel. Such resources can encourage customer loyalty that outlives a connection with an individual sales person.

#### ● Use CRM Systems to Capture Critical Information

Such systems can document customer needs, track the sales pipeline, and help ensure essential information is not lost in transition.

Turnover of sales people too often results in missed sales opportunities and loss of business. Even the best sales forces experience some disappointing departures. By taking defensive steps now, and working diligently during the three phases that accompany an individual's departure, those costs can be minimised. ●

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PNET



Faan van der Walt,  
CEO of We Buy Cars

#### CUSTOMER SUCCESS CASE STUDY

# A Workforce That Keeps the Wheels Turning

Eighteen years since its inception, We Buy Cars has aced the formula to successful sales – a passionate and diverse sales force, says CEO Faan van der Walt. He unpacks the power of having the right staff running his rapidly expanding company.

## THE CHALLENGE

“Due to the growth that We Buy Cars experiences we continuously need to recruit new talent,” says Faan. This increases the need to fill the positions quickly, yet appropriately, as it is imperative the right person is hired to join the team, otherwise their performance may not be worth the effort put into hiring them.

Faan highlights the challenge of finding people who are self-motivated with a passion for We Buy Cars’ beliefs:

- Hard work precedes success
- Confidence will get you 90% there
- Mutual trust and respect
- There is always a better way to do things
- The level of our service will equal our level of success
- Transparency and open communication.

“The ideal candidate doesn’t need skills.

That, we can teach them,” he says. “The challenge lies in attracting the best talent and keeping them.”

## THE SOLUTION

With a current staff complement of close to 550 employees, 105 of whom are highly trained and professional sales staff, We Buy Cars has more than doubled the number of employees it had in February 2017, just over a year ago.

Smart recruitment means you get the cream of the crop – staff that know how to carry out your objectives quickly and effectively. We Buy Cars’ sales force, sourced through PNet, are diverse in background, but have a common hunger to perform and exceed expectation.

“PNet delivers the most incredible service to our clients without a manager needing to micro-manage their team’s delivery,” explains

Faan. “Because of our robust recruitment processes, we have sufficient sales executives at all of our branches who are able to assist customers with their needs. We also have a dedicated sales call centre that consists of a further seven employees who assist customers over the phone.”

## IMPLEMENTATION

Recruitment is a critical element of building the right staff complement, especially with a company like We Buy Cars, where buyers are located countrywide in all major towns of all provinces including Pretoria, Durban, Cape Town and their flagship branch in Midrand, Gauteng.

“We look for a culture fit and mostly trust our gut-feel and human radar to make decisions on appointing new staff,” explains Faan. “You can learn a lot about a person by asking the right questions and then listening carefully.”

Typical questions candidates are asked at an interview for a position at We Buy Cars will include:

- Tell me about your best friend.
- What have you been reading lately, or what is your favourite TV show?
- Do you have any hope for South Africa?
- How will getting this job change your life?

PNet’s team understands exactly what we are looking for. Their channels allow for quantity, but also quality, as they can filter out people who they know don’t suit We Buy Cars’ culture and needs.

They also recognise the need to filter out unsuitable candidates through their early screening process, providing We Buy Cars with a concise and valuable selection of potential staff.

“PNet makes it possible for us to obtain a lot of CVs and to make the important placements that we need to make,” says Faan. “We receive more than 5 000 CVs per month through PNet.” ●

For more information, please contact us on [sales@pnet.co.za](mailto:sales@pnet.co.za)

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Welcome to

# THE TEAM

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**60%**

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more hires

\*Based on independent research by TNS

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# Robotic Outbound Calls are Dead on Arrival





The value of a script is in preparing your team for outbound calls. However, scripts can hurt your sales efforts if they are delivered robotically.

BY VINCE KOEHLER

Having callers read scripts word-for-word undermines your sales efforts. Script reading is literally swimming up-stream against a raging current. It's time to reorient your teams.

B

uyers don't tolerate generic or scripted communications from sales reps any longer.

Think of the emails and voicemails you personally received over the past

week and the number of poorly trained reps causing you pain.

### **MOST OUTBOUND SALES CALLS LACK VALUE**

Unfortunately we've reached a tipping point where most outbound sales calls lack value for the buyer.

The types of calls vary from informal approaches that lack professionalism to poorly trained sales reps who are reading something they were handed, but without any depth to discuss it.

Buyers can smell uninformed communication a mile away and have no patience for sales development reps (SDRs) who lack depth.

SDRs who lack depth are a dead-end. A buyer's mind focuses on one activity: "What is the quickest way to flush this time waster?"

One of the leading culprits of poor sales call performance is providing scripts without sufficient training.

Scripts can be an effective tool when used to illustrate an example to model natural talk tracks.

### **NATURAL DELIVERY IS KEY**

Script examples can help sales reps develop their own natural talk tracks. The value of a script comes as an example of solid conversation that should be emulated. Natural delivery is the key to success.

While writing this article I received an outstanding call from an SDR named Eddie from a gamification app company.

I had signed up for a webinar with his company and Eddie was calling to encourage me to attend the webinar.

His delivery was natural. He asked great questions and was able to get me talking. Eddie had depth and the conversation that I experienced was with a true professional, not an appointment setter. Eddie concluded the call by offering a next step of sending me a copy of the webinar deck.

Clearly Eddie is talented and was onboarded and developed properly, so my

hat off to his management team.

Do you want more Eddies on your SDR team? The blog article below provides guidance on how to approach training and role-play exercises for developing SDR talent.

### **Where is the old outbound script most common?**

- Sales development reps seeking to set appointments
- Inside sales teams that rely heavily on script delivery in outbound phone selling
- Lead development representatives performing lead generation follow-ups using scripts and the all too familiar "do you have any questions about the X that you downloaded?"

Script reading is tough work in today's highly competitive selling environment. Having callers read word-for-word scripts is the perfect deoptimisation of your efforts. I can't think of a more difficult path. Script reading is literally swimming up-stream against a raging current. It's time to reorient your teams.

### **DEVELOP YOUR OUTBOUND CALLERS**

Scripting is the lazy alternative to real training. How do you as a leader guide your teams to evolve past script reading? Solid preparation is the answer. Invest in your teams.

### **STEP 1**

#### **KNOWLEDGE IMMERSION**

In a complex B2B sales process, your representatives require solid product/service training to confidently talk about the business application. The training should be performed from a field perspective first to focus on the problems that are solved and the results realised. Once the business application is understood, the nuts and bolts of features can be trained.

After an understanding of the business solution is accomplished, then the sales rep is ready to develop and practice their natural talk tracks.

### **STEP 2**

#### **TALK TRACKS & ROLE-PLAY (REPLACING SCRIPTS)**

The end game is to train sales reps to incorporate key points into their natural

delivery. A caller should arrive at a point where they can enter a natural dialogue. There's only one way to accomplish this and that's through practice. The hard work produces fantastic results.

Start by documenting talk tracks for the most common scenarios. The talk tracks are script examples developed from best practice aids from a sales consulting firm or advisor. These replace the old outbound script. The best practice approach talk tracks are then customised to your company by top reps and through product marketing input.

Role-plays serve as the foundation for success. Whether they are sales development reps, inside sales reps, or lead development reps, the path to excellence is practice through role-plays.

Sales reps must undergo a regular cadence of role-plays where they develop their natural talk track. Practice scenarios are required to develop the ability to dialogue at a natural level. The role-plays should be done with a combination of peers, managers, and product marketing managers.

### IDEAL ROLE-PLAY EXERCISE FOR YOUR COMPANY

Your team leaders require solid role-play scenarios for their teams to practice so they ramp up quickly. The bulk of the role-plays should include the most common scenarios. However, it is important when driving behaviour change to offer some role-plays from outside your industry. This opens the mind to new approaches more quickly.

In summary, exterminate scripts by changing the behaviour of your teams. Drive business understanding and push role-plays to build natural delivery. Your prospects will thank you with increased conversions of qualified opportunities into your pipeline. ●



**VINCE KOEHLER** is the Vice President of Marketing at SBI. Prior to this he served as the head of marketing for Integer and led e-commerce Agency of Record account teams at VML, a full service digital marketing agency.

# OBJECTIONS: 5 THINGS YOU NEED TO DO NOW

Don't avoid objections, prepare for them.

BY MIKE BROOKS



was interviewed on a podcast when the interviewer asked me a good question that he said would cause me to think a bit. He asked, "Mike, how many objections are there?"

That did cause me to think. After a moment, I told him that while there are a lot of variations of objections, in truth there are really only a few. And he agreed. The interviewer shared a story about how once when he was consulting onsite, he asked the manager that same question and the manager replied: "There are a hundred different objections!"

He then challenged his client with: "I'll bet my entire fee there are no more than 15, and if there are less than ten, you double my fee." After going through them with this manager, there turned out to be just 12.

And that's been my experience as well. Whenever I'm onsite with a company, I brainstorm with the team to identify all the objections they get. They rarely can come up with more than five to seven for prospecting and about the same amount for the close.

So given this truth (and I'm sure once you think about your own situation you'll agree), I can give you five things you need to do to anticipate, prevent, deal with, and overcome them.

Here they are:

## 1 There is a Finite Number of Objections

The key to dealing effectively with objections is to recognise that there is a finite number of them (about five to ten). And you're going to get these same ones over and over again. So you need to anticipate them.

Be prepared for them with an effective, best practice approach or script. In fact, write out three or four responses to the most frequent objections you get, learn them, and use them over and over again.

Sounds easy, I know, but you would be amazed by how many sales people

still won't take the time to do this. If you will, however, you'll increase your success rate and your confidence exponentially.

## 2 Prevent Objections

At the end of your presentation, two of the biggest objections and stalls are: "The price is too high," and: "I need to talk it over with..."

These two objections should have been uncovered and dealt with during your prospecting call. These should have been qualified for and you should know in advance what the decision process is like, and if this fits within their budget.

If you don't, then weave these kinds of qualifying questions into your prospecting script and never encounter them again.

## 3 Know When to Deal with Objections

My mentor taught me there were three times to deal with objections: When they come up, later in the presentation, or never.

You need to decide which time is best for you. If you deal with them when they come up, you're likely to lose momentum and give control over to your prospect. If you delay them until the end, ["I'll cover that in just a few minutes"] then you can buy yourself some time and the objection might even go away. And if you don't answer it at all, sometimes you'll find that the prospect doesn't bring it up again.

When you decide to handle an objection depends on many things, and you can probably tell when the right time is. Just know you have options.

## 4 Know How to Deal with an Objection

One of the biggest mistakes people make is they rush to answer an objection. That shouldn't be your first approach. Instead, always get into the habit of questioning an objection and make your prospect work to answer

and clarify it.

Doing so often allows you to get more information about what the real objection is, and often your prospect – in explaining it – will give you the seeds to answer it. Simple statements could be: "Really? Why is that?" or: "What do you mean by that?" or: "Why is that important to you?" or my favourite: "Oh?"

**The key to dealing effectively with objections is to recognise that there is a finite number of them.**

## 5 Be Ready to Go to Work When You Get an Objection

The final thing I want to share from my podcast with Jeffrey is when we both talked about how the sale starts when you get an objection. In fact, I shared that I was taught that the sale doesn't start until you've received five objections!

Compare that to how you handle objections today. Do you tend to give up after one objection? How about after two?

Bottom line is that if you're not prepared with a best practice approach (a script that you're familiar with, that you can use naturally) of what to say when you get objections, then you're probably not ready to stay the course and keep closing until you win the sale. •



**MIKE BROOKS** has over 20 years of inside sales closing experience. Once a bottom 80% producer, he learned and perfected the skills of top 20% producers and became the number one sales rep out of five branch offices. Since then he has produced numerous sales training resources under his Mr. Inside Sales brand.

Feature

# 10 Elements of B2B Value





**Company executives face a multitude of options when trying to decide where to allocate scarce resources to improve and market their offerings.**

**The 10 elements of value in the B2B Value Pyramid enable the executive team to identify what matters most to each set of important stakeholders to differentiate from the pack.**

**BY ERIC ALMQUIST,  
JAMIE CLEGHORN &  
LORI SHERER**

It's Saturday, and a chief operating officer who last week negotiated a multimillion-dollar deal for a fleet of vehicles for her company is feeling pretty good. To reward herself, she's shopping for a convertible sports car to enjoy on weekends. Surely the price-value calculation she makes for

a fun personal purchase is different from the one she made when negotiating at work, right?

Maybe those two calculations are not all that different. Her fleet decision obviously included objective criteria such as price, warranties, and service levels, but other, more subjective criteria figured as well. For instance, the vehicles have to reflect the company's brand. And their design and handling need to appeal to the employees who drive or ride in them, especially the higher-end models for executives.

In reality, the differences between business-to-business and consumer decisions are not cut-and-dried. True, B2B sellers need to optimise prices, meet specifications, comply with regulations, and follow ethical practices. Procurement teams rigorously evaluate vendors and run total cost-of-ownership models to ensure that rational, quantifiable criteria around price and performance shape their analyses.

But today meeting those criteria is table stakes. As B2B offerings become ever more commoditised, the subjective, sometimes quite personal concerns that business customers bring to the purchase process are increasingly important. Indeed, our research shows that with some purchases, considerations such as whether a product can enhance the buyer's reputation or reduce anxiety play a large role. Recognising the full range of

both rational and emotional factors behind business purchases – and tailoring the value proposition accordingly – is critical to avoiding the commodity trap.

To help B2B suppliers understand the spectrum of customer priorities, we analysed scores of quantitative and qualitative customer studies that our firm had conducted for clients over three decades, examining what mattered most to buyers. From this research, we identified 40 fundamental “elements of value.” They fall into five categories: table stakes, functional, ease of doing business, individual, and inspirational.

Like our related framework for consumer markets [see “The Elements of Value,” HBR, September 2016], our B2B model sorts the elements into the levels of a pyramid, with those providing more objective value at the base and those that offer more subjective value higher up. The model traces its conceptual roots to the hierarchy of needs that the psychologist Abraham Maslow first described in 1943. Then on the faculty at Brooklyn College, Maslow argued that human actions are motivated by an innate desire to fulfill needs ranging from the very basic [security, warmth, food, and rest] to the complex [self-esteem and altruism]. Our elements of value approach extends those insights to people in corporate roles and their motivations for buying and using business products and services.

## **B2B ELEMENTS OF THE VALUE PYRAMID**

At the base of the pyramid are the table stakes: meeting specifications at an acceptable price in compliance with regulations while abiding by ethical standards. Above the table stakes are functional elements, which address companies' economic or product

## INSPIRATIONAL VALUE

### PURPOSE



Vision



Hope



Social  
Responsibility

## INDIVIDUAL VALUE

### CAREER



Network  
Expansion



Marketability



Reputational  
Assurance

### PERSONAL



Design &  
Aesthetics



Growth &  
Development



Reduced  
Anxiety



Fun &  
Perks

## EASE OF DOING BUSINESS VALUE

### PRODUCTIVITY



Time Savings



Reduced Effort



Decreased  
Hassles



Information Transparency



### ACCESS



Availability



Variety

### RELATIONSHIP



Responsiveness



Expertise



Commitment



Stability



Cultural  
Fit



Organisation



Simplification



Connection



Integration



Configurability



Risk  
Reduction



Reach



Flexibility



Component  
Quality

### OPERATIONAL

### STRATEGIC

## FUNCTIONAL VALUE

### ECONOMIC



Improved  
Top Line



Cost  
Reduction



Product  
Quality

### PERFORMANCE



Scalability



Innovation

## TABLE STAKES



Meeting  
Specifications



Acceptable  
Price



Regulatory  
Compliance



Ethical  
Standards

## B2B ELEMENTS OF THE VALUE PYRAMID

Bain has organised the 40 distinct kinds of value that B2B offerings provide customers into a pyramid with five levels. The most objective kinds of value are found at the base, and the higher a level is, the more subjective and personal the types of value it contains.

Source: Bain & Company Illustration: Nik Schultz

From: 'The B2B Elements of Value' By Eric Almquist Et Al, March-April 2018

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performance needs, such as cost reduction and scalability. Delivering on those has long been a priority in old-line industries such as manufacturing. As both buyers and sellers, B2B companies still focus most of their energy on functional elements.

Elements within the third level make it easier to do business; some provide purely objective types of value, by, say, increasing a customer's productivity (time savings, reduced effort) or improving its operational performance (simplification, organisation). But here we encounter the first set of elements that involve subjective judgements from buyers. They include things that enhance relationships between parties, such as a good cultural fit and a seller's commitment to the customer organisation.

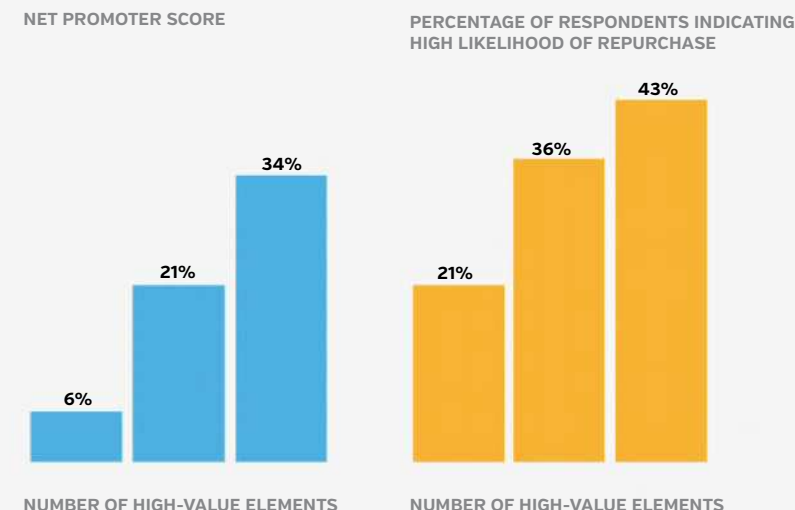
## Considerations such as whether a product can decrease anxiety play a large role

The elements at the next level provide additional types of subjective value, addressing individual buyers' priorities, whether they are personal (reduced anxiety, appealing design and aesthetics) or career related (increased marketability or network expansion.)

Here the elements of value can address highly emotional concerns. A fear of failure often nags at buyers who spend large amounts of money and make decisions that may affect revenues or many employees. When you're purchasing mission-critical software, negotiating loans, or leasing real estate, the risks abound. Consider one US telecommunications provider's decision to upgrade its fibre-optic video service several years ago. It chose a China-based vendor that offered the lowest price and looked good on paper. Once installed, however, the new network was plagued with outages, and the telecom firm had to deal with technical support based 12 hours away in

### MORE VALUE, GREATER LOYALTY

Customers' likelihood of recommending an IT infrastructure company, as indicated by Net Promoter Score, rises in tandem with the number of high-value elements provided. [High-value elements received a rating of eight or above on a 0-to-10 scale from at least 65% of the 1 050 corporate decision-makers surveyed.] Likelihood of repurchasing a product also rises with the number of high-value elements.



**Note:** Net Promoter Score is calculated by subtracting the percentage of Detractors (customers scoring a firm 6 or below on a 0-to-10 scale) from the percentage of Promoters (customers scoring it 9 or 10). Table-stakes elements (such as meeting specifications and an acceptable price) were not included in this analysis.

**Source:** Bain & Company

**From:** 'The B2B Elements of Value' By Eric Almquist Et Al, March-April 2018, Copyright HBR Org

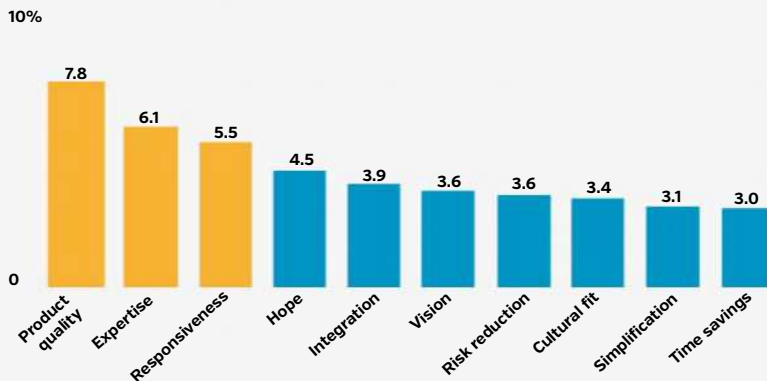
China. From the customer's perspective, the vendor's poor communication and relationship missteps – such as launching major changes without notice – were big problems. Though the firm eventually switched network vendors, it wasted a great deal of time and money and took a hit to its reputation with customers. This goes to show why some suppliers benefit from offering risk reduction and providing reputational assurance to individuals who are accountable for purchases.

At the top of the pyramid are inspirational elements: those that improve the customer's vision of the future (helping a firm anticipate changes in its markets), provide hope for the future of the organisation or the individual buyers (for instance, that they can move to

the next generation of technology easily and affordably), or enhance a company's social responsibility.

Elements at the base of the pyramid have long been easy to measure, and competing on them has been straightforward. The more emotional elements at the middle and upper levels have traditionally been difficult to isolate and quantify and, therefore, harder to implement. But the battle for differentiation is shifting toward these less transactional aspects. For a strategist or a product manager, mastering the intangibles of the customer's total experience – all the service, support, interactions, and communications wrapped around an offering – is much harder than making an offering faster, cheaper, or more durable.

## RELATIVE IMPACT OF EACH ELEMENT ON CUSTOMER LOYALTY\*



\*Percentages indicate how much each element contributed to predicting that a customer would be a loyal promoter of the vendor. The total of all 36 elements is 100%

Source: Bain & Company

From: 'The B2B Elements of Value' By Eric Almquist Et Al, March-April 2018, Copyright HBR Org

## WHICH ELEMENTS MATTER MOST TO IT INFRASTRUCTURE BUYERS?

In surveys, customers stated that cost reduction was the element of value most important to them. But a statistical analysis of the ratings they gave suppliers on each element and of the suppliers' Net Promoter Scores revealed that product quality, vendor expertise, and responsiveness drove customer loyalty far more.

In fact, when all the elements beyond table stakes were ranked on their impact on loyalty, cost reduction came in 27th.

## The B2B elements of value framework helps companies address a broader challenge.

If they use modern survey techniques and statistical analysis to quantify all the elements on a consistent basis, they can learn what customers truly value and which aspects of an offering merit investment. Executives can bring scientific rigour to a previously visceral area of decision-making. Let's look now at how firms can go about achieving this.

### WHICH ELEMENTS MATTER MOST

To understand how delivering on the elements affects company performance – and particularly, customer loyalty – we collaborated with Research Now and Lucid to survey more than 2 300 corporate decision-makers in two industries: IT infrastructure and commercial insurance. Specifically, we gathered information on their perceptions of how the sellers in those industries performed on the 36 non-

table-stakes elements of value. [We did not include the table stakes in the analysis because they're prerequisites for being in business, not areas for differentiation.]

Our analysis of the results reveals how much excelling at multiple elements pays off. In IT infrastructure it's strongly correlated with higher customer loyalty. In fact, performance on the elements and customer loyalty have a nearly one-to-one statistical relationship.

We defined excellence in an element as receiving a score of eight or above on a scale of 0 to 10, and strong performance as being that well-rated on six or more elements by at least 65% of decision-makers. We then looked at how performance correlated with customer loyalty, by comparing the vendors' Net Promoter Scores [a key metric of loyalty, calculated by subtracting the percentage of customers who are detractors from the percentage who are promoters]. We found that the average NPS of strong performers was 60% higher than that of companies excelling at only one to five elements – and was several times higher than that of companies excelling at no elements. More is clearly better, although it's obviously unrealistic to try to inject all elements into a product or service.

We also found that IT infrastructure customers were more apt to make repeat purchases from the strong performers. On average, 43% of respondents said they were highly likely to buy from them again, while just 21% were highly likely to buy again from companies receiving no excellent scores.

In addition, the analysis indicated which elements matter most. IT infrastructure is commonly considered a commodity market for hardware boxes with similar functionality. And indeed, the survey respondents, when asked to rank the importance of elements, put cost reduction at the top of the list.

However, IT infrastructure vendors still have plenty of room to differentiate by delivering on elements at all levels. Even though the respondents stated that cost reduction was most important in their decisions, their answers to other questions suggested otherwise. When we calculated how much each element influenced NPS [by analysing the impact of the 36 elements on whether respondents were promoters or not], product quality, expertise, and responsiveness emerged as the strongest predictors of customer loyalty. Cost reduction was not even among the top 10.



Even of the top 10 elements reside in the pyramid's ease-of-doing-business level, suggesting that IT infrastructure suppliers can break out of the commodity trap by excelling at providing both objective and subjective value. Take Microsoft's Azure cloud computing platform, which performed the best in our data on 10 IT infrastructure providers, getting high scores from respondents on 20 of the 36 elements, including time savings, decreased hassles, and responsiveness. [Azure also had the highest NPS.] In follow-up interviews, respondents revealed why, saying that Azure stood out for providing immediate visibility and recovery of deleted or otherwise lost files and for automating cloud management tasks – automatically increasing processing and storage capacity as needed, for instance.

The commercial insurance customers we surveyed showed similar high loyalty to providers (insurance carriers, in this case) that scored well on many elements. However, the gap between strong and weak performers was not as wide, signalling that earning customer loyalty is more difficult for carriers. That may be because much of the value in commercial insurance historically has been delivered by brokers, who have strong relationships with many carriers' customers.

In commercial insurance we again saw that the elements that customers said were most important to them differed from those that, according to our statistical analysis, determined their loyalty. When asked what they wanted most from their insurance carriers, respondents came up with a fairly predictable list: risk reduction, cost reduction, availability, stability, and reduced anxiety. Still, when we used regression analysis to determine which aspects prompted loyalty to carriers, other elements proved more important: product quality, expertise in the customer's business, and responsiveness. Clearly, elements that pertain to the ease of doing business and introduce both objective and subjective types of value present areas of opportunity for insurers as well.

## PUTTING THE ELEMENTS TO WORK

Improving on the elements that are the source of their offerings' core benefits will enable vendors to better meet customer needs. They can also judiciously add elements to expand their value proposition without overhauling the products or services themselves. Doing either requires taking the customer's point of view, not an inside-out, operational perspective. A product or service might function just fine, but if customers find the purchasing, order tracking, or technical support process terrible, many will seek out other suppliers.

When B2B companies conduct a full elements analysis, they are often surprised to find big gaps between their self-assessments and customer opinions of the overall experience of buying and using their offerings. In commercial insurance, for instance, elements analyses show that brokers particularly value carriers' stability, product quality, variety of offerings, and responsiveness. When one large carrier surveyed its brokers, it found that it fared well in product quality relative to key competitors but lagged in the relationship elements, particularly responsiveness. This carrier is now investing in responsiveness and in improving the overall value proposition for brokers.

In a different industry, agricultural markets, the elements point to the broad commercial potential of developing new types of services. The equipment maker John Deere has long excelled at expertise and the configurability of its products, as well as at providing reputational assurance through the quality of its products. To expand its value proposition, Deere recently invested in enhancements related to productivity. These include remote diagnostics and the MyJohnDeere app, which provides farmers with information about soil conditions and weather data. Deere is also focusing on economic elements that could increase loyalty; it has introduced FarmSight analytics, which help customers reduce fuel costs, and AutoTrac self-driving tractors, which reduce labour costs. As it has made each enhancement, Deere has systematically gathered feedback, both from customers and from its close-knit dealer network.

Note that each of Deere's innovations

has digital and data analytics components. When managers are unsure of where to focus their efforts to innovate with technology, an elements analysis can be useful. Say a firm's technology budget allows for building a self-service portal for inventory checking or a back-end system to manage the supply chain, but not both. Which should the firm choose? To answer the question, the company could survey and interview customers about the relative importance of each element, as well as the company's performance on the elements. By analysing both data sets and doing follow-up interviews with a sample of respondents, the company would be able to determine where buyers' (and influential stakeholders') priorities lie, where it falls short relative to competitors, and which areas merit investment.

To expand its value proposition, Deere enhanced elements related to productivity.

FM Global, a commercial insurer in property coverage, has built a distinctive value proposition around risk reduction, drawing on the expertise of several thousand engineers. In fact, it prioritises prospective customers according to their likelihood to implement its recommendations and thereby decrease risks.

The company was one of the first in the industry to invest heavily in data analytics and machine learning. FM Global combines customers' internal property data with publicly available data, creates algorithms that predict when a customer is likely to suffer damage such as a fire or a broken pipe, and then sends out alerts. The customers avoid costly business interruptions and losses, and FM Global benefits because its customer retention rate is among the highest in the industry.

# 5 STEPS TO IMPROVE YOUR VALUE PROPOSITION

Any B2B company can use an elements analysis to examine and improve its value proposition. To identify the elements your customers prize most and determine how best to enhance your offerings, follow these five steps:

## 1 Benchmark your company's value proposition against your competitors'

Do this by surveying your customers on how your products and services perform relative to rival offerings on the 36 non-table-stakes elements. A quantitative survey with a sample large enough to produce reliable results can reveal dramatic insights.

## 2 Talk with customers to understand their experience

Conduct follow-up interviews to explore their needs and sources of satisfaction and frustration, and the compromises they make in using your products and services. Since many people can be involved in buying decisions, especially at larger organisations, it's worth mapping who is on the buying team, who has influence on it, and the different priorities and sources of value for each. [A business unit head may want to address market needs in Southeast Asia, while an end user may want a product that's easy to learn.] Make sure to conduct interviews across a spectrum of customer organisations, especially those at the leading edge of growth in their industries. Avoid using an existing customer panel or user group, whose members might say what they think you want to hear. And consider conducting the interviews through a neutral third party, because customers are more likely to provide honest feedback to an intermediary.



## 3 Imagine Ways to Increase Value for Customers

Once you have identified a set of elements warranting attention, hold day-long ideation sessions to determine which core elements to focus on first. The participants might include product planners, pricing experts, sales people, service representatives, and other customer-facing staff, and even customers themselves. Typically, a good way to prepare for such sessions is by developing advance reading materials, such as the competitive benchmark surveys and interviews; giving homework [for example, "Come with five ideas"]; and talking to devoted customers of competitors.

Map who is on the buying team and the different sources of value for each.

## 4 Refine, Test, and Learn

Assess the best ideas from the ideation session by discussing their appeal with customers and your firm's ability to deliver on them. That will allow you to revise value concepts before further development, understand how they fit into the overall customer experience, and identify the tangible results that customers would expect from any enhancements. Those insights can inform rapid, successive improvements to the concepts prior to a market test or a broader rollout.

## 5 Apply the Acid Test

After introducing enhancements, re-evaluate how you stack up against competitors, ideally by rerunning the original research. Especially in fast-moving markets, your competitors will probably have carried out their own innovations while you redesigned your value proposition. Objective follow-up analysis is important to ensure that your initiatives have actually delivered the value customers are seeking.

Let's look at this process in action, through the case of a struggling global technology equipment company that was acquired by a private equity firm. Many PE funds have been using a version of the elements analysis as part of their due diligence on target companies in order to gain insight into their growth prospects. In this case, however, the PE firm did an elements analysis after the acquisition to determine how to reverse declining sales. The core products of the company, which sold mainly through distributors and value-added resellers, were losing ground to lower-cost competitors in Europe, particularly to an emerging-market firm whose technology had become good enough to commoditise the market. The situation became critical in 2015, when revenue fell more than 20%.

## THREE QUESTIONS TO DETERMINE WHERE TO INVEST

Working with Bain, the new PE investors addressed the following three questions to determine where to invest:

### 1 How does our value proposition compare with competitors'?

Surveys and interviews of sales people, the company's channel partners, and end customers, highlighted several critical elements of value where the company fell short. First, the company was not easy to do business with: It was weak on responsiveness, taking several weeks to deliver inventory. Second, channel partners believed the company lacked commitment to relationships,

sometimes circumventing them by selling directly to certain large customers. Third, integration with the channel partners was subpar, because the company lacked good data on what and how much the partners were selling every week, which aggravated the inventory problems. "By far the most complex manufacturer to deal with," noted one customer. Finally, the company lacked a good entry-level product offering, which the emerging-market competitor had exploited to great advantage. On top of all that, came the realisation that the company's products no longer had a performance edge that merited a price premium.

### 2 How do we bridge the gaps and seize opportunities to differentiate in the market?

To address the weaknesses the data and interviews had pinpointed, the company decided to increase the level of sales support for channel partners, providing better training and tools in areas such as customer segmentation, market identification, and pricing to simplify their sales process. To appeal to the partners' owners, it offered back-end rebates that rewarded growth and loyalty; to motivate sales people in the channel, it simplified the discount price structure and made selling easier. To fix inventory issues, it placed its own employees inside key distribution partners to clean up the flow of data and get ahead of stock-outs. To address the gap at the entry level of the market, it accelerated investment in a lower-end product family.

### 3 Can we launch a minimum viable product without breaking the bank?

Making all those changes at once would have been hugely expensive, and getting the channel partners on board was critical. So the company fielded small regional tests of the economic incentives and the new sales support, making adjustments based on the feedback from the partners.

That collaboration helped jump-start the company's effort to become easy to do business with. At the same time, the company ran models on how the changes would affect the economics of each major channel partner and the company's own P&L.

Once the technology equipment supplier rolled out the changes more broadly, and the improved value proposition took hold, it was able to reverse course and returned to single-digit, profitable revenue growth. Its customer loyalty scores have improved as well, and the company is on track for even greater gains.

## CONCLUSION

Managers of B2B suppliers face dozens of options when trying to decide where to allocate scarce resources to improve and market their offerings. The mix of objective and subjective priorities, and the often conflicting perspectives within a single corporate customer, can be tricky to untangle. The elements of value allow managers to identify what matters most to each set of important stakeholders and how the company can stand out from the competitive pack. •

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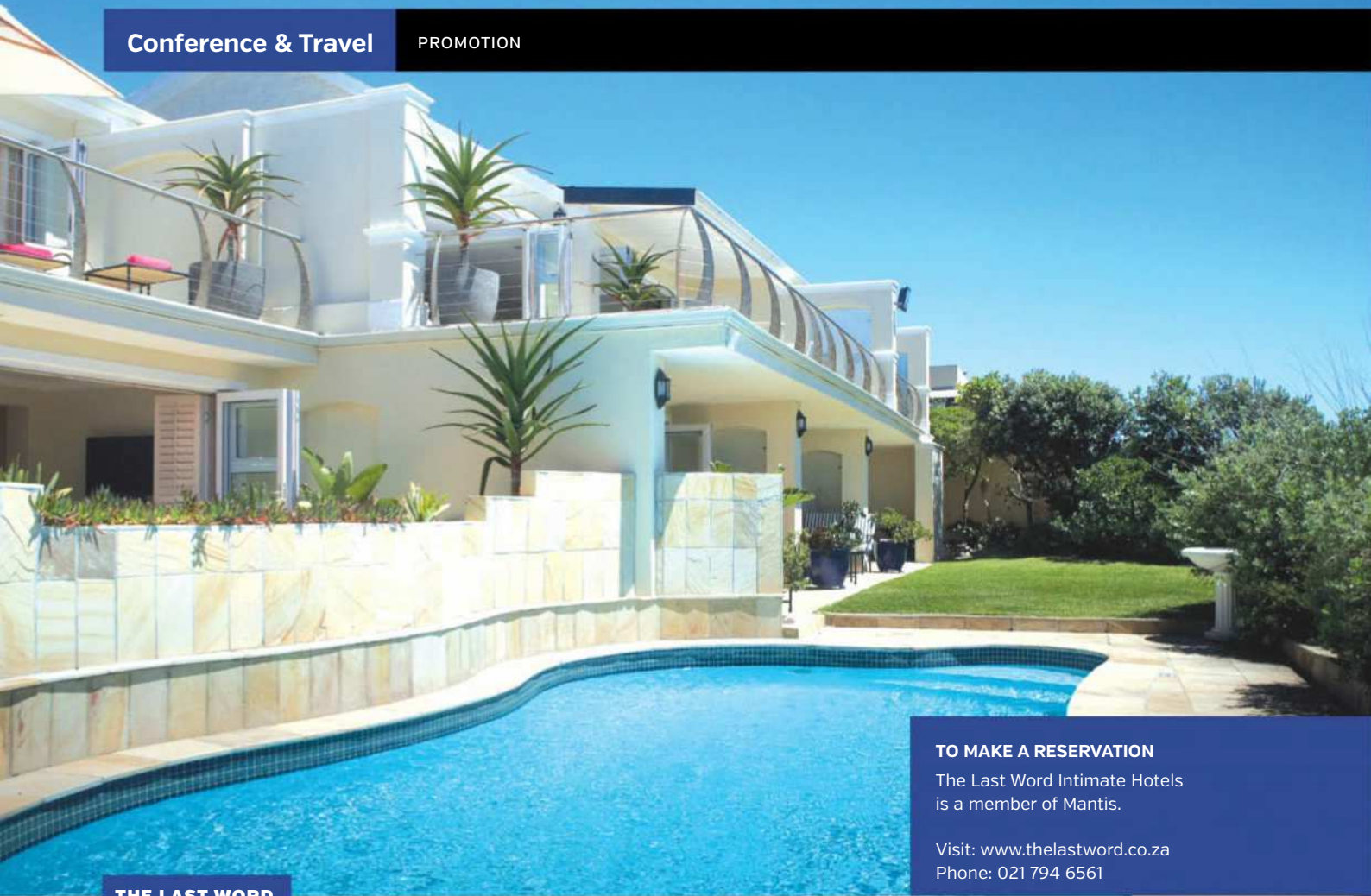
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THE LAST WORD

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# The Last Word About Intimate Destinations

Peace, quiet, privacy and safety are at the heart of The Last Word's boutique hotels.

## INTRIGUE AROUND INTIMATE EXPERIENCES IS EMERGING

This has been observed by The Last Word Intimate Hotels team that is steered by the successful father-and-daughter balance of Peter Fleck and Nicky Coenen.

Peter spearheads The Last Word portfolio and his analytical mind has led to extensive research of, and a fine insight into, hospitality.

"Many upmarket travellers want to move away from the noise and claustrophobic crowds," he says. "They are seeking remote locations where silence is golden, and peace, privacy and safety are paramount.

We believe that added to this, intimacy delivers a fulfilling, memorable stay."

At 40-something Nicky has been through the ranks in the hospitality industry and her role as general manager has helped take the group to a new level.

"Here paradise is inside," she explains. "With inordinately large spaces and tasteful décor, we focus internally on the pleasures of unsurpassed elegance and superior room comfort. The name, Intimate Hotels, defines our operational space – intimate in character, generosity and kindness."

These three old-fashioned values have placed The Last Word Intimate Hotels apart

from its competitors; and the small, creative team, that fits comfortably with the family ethos, believes warm-heartedness is as impressive as outdoor splendour, and has adopted the relevant purpose of making guests happy. Flipping through the guest book reveals the visitors' 'last word' – and that tells all...

"It sounds rather simple, but we know if the 'what' in our business had been to sell as many beds as possible, at competitive rates, then we would never have come this far," Peter adds.

## SMALL AND EXCLUSIVE

Now in its 14th year, the vision of The Last Word is matchless intimacy, subtle and soft on the emotional mind. It's a difficult concept to portray because visualising intimacy and exclusivity is challenging. The philosophy is about a dedicated, professional team – rather than panorama – making a difference.



The Last Word Long Beach



The three five-star, intimate hotels, each with no more than ten rooms, are in and around Cape Town – one of the most beautiful cities in the world.

“And here on the African Riviera, The Last Word Intimate Hotels may enchant and fascinate but the real intention is to touch the soul,” says Nicky.

Sculpted to perfection by past eras, Constantia Valley is the country's oldest wine-growing region, and The Last Word Constantia provides a five-star, intimate sanctuary in the heart of this rural setting. Here there is magic in charm; comfort in understated sophistication; and a garden, with solar-heated pool, that whispers abundance. Easy access to Cape Town central, close to renowned natural attractions, including Kirstenbosch National Botanical Garden, glistening beaches, golf courses - and other activities to suit all preferences - makes this an ideal destination for business and leisure travellers.

Azure treasures of the Atlantic, majestic mountain slopes, 8km of unspoiled white sand – and a five-star, intimate hotel. All this

is in the picturesque lobster-fishing village of Kommetjie where guests are captivated by the warmth of local hospitality. It is a mere ripple from the water's edge and only about an hour's drive from Cape Town. Leisurely walks, horse riding along the stretch of fine-white beach sand and other interesting excursions are among the outdoor activities the area offers.

#### ENCHANTING EXPERIENCE

At internationally-renowned vineyards, there's a place where an enchanting wisteria rose and bougainvillea-lined path offers an openhearted welcome and unpretentious, personalised service.

Expect French Provençal living at The Last Word Franschhoek, a five-star, intimate hotel that reflects nuances of Cape Huguenot heritage – remember Franschhoek, an easy hour-and-twenty minutes from the Mother City, is the country's food-and-wine heartland. Wine tasting on horseback offers an unusual activity, and the wine tram tour is, arguably, the best way to discover the true essence of the Franschhoek Valley. •

The Last Word Franschhoek



The Last Word Constantia





# CONFERENCE

We'll handle everything from concept to execution, small or large scale. Your Club Med experience is the most hassle-free and memorable trip your team is likely to have.

All-inclusive, of course.



With more than 70 resorts in some of the most exotic beach and snow locations around the world, let Meetings & Events by Club Med help you pick the perfect destination for your next conference or incentive trip. For major events you can book a whole resort or our exceptional five-mast cruise ship, the Club Med 2, for two days, a week, a month, or even longer. We can personalise every detail of your event and create the exact atmosphere you are looking for.

Club Med has more than 68 years' experience perfecting the all-inclusive concept. Our premium, all-inclusive offering means all meals, drinks, activities, conferencing packages, sports, nightly entertainment – and more! – are covered under one price, with no hidden costs.

#### UNIQUE CONFERRING OPTIONS

Our international locations offer a completely unique conference experience. Get an exclusive and tailored package that's guaranteed to impress while still facilitating your every need.

Our resorts have all the facilities to suit the needs of your guests and event – from intimate managers' meetings and team-building retreats, to large-scale national and global conferences of

350 delegates. We will configure your meeting space to best meet your needs, depending on the type of meeting.

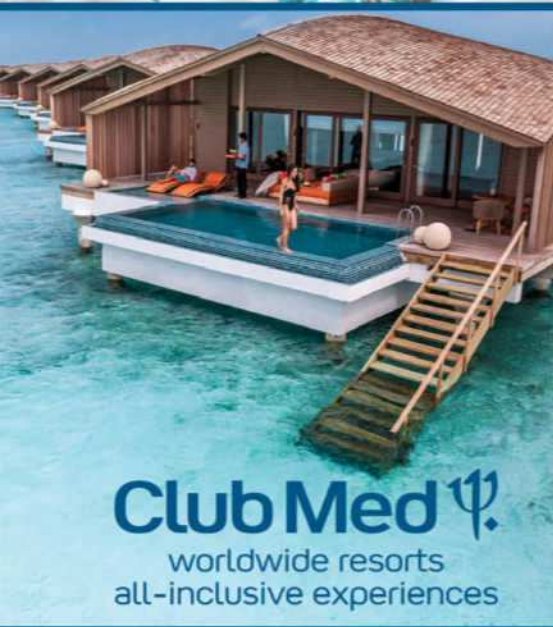
#### INSPIRED AND INSPIRING SPACES

All new and fresh. Our workspaces ensure your conference's maximum efficiency. Modern colours, locally inspired design, and natural or controlled light: our meeting venues are planned with care. Our modular spaces also make it possible to discuss comfortably one-on-one, in a group, or to simply enjoy a coffee break. What's essential is to allow people to work together to solve problems, reach a common goal or create something new.

#### CHOICE OF ROOM COMFORT

Club Med offers a variety of accommodation options for your group: Club rooms, Deluxe rooms, and Suites.





**Club Med**   
worldwide resorts  
all-inclusive experiences

Our Exclusive Collection includes Suites and luxury 5 Ψ spaces that provide an exceptional level of sophistication and service. You'll find accommodation that best suits your group trip.

#### **CITY STOPOVERS – A TRIP WITHIN A TRIP**

Fancy a shopping spree between flights? Our City Stopovers are the icing on the cake: before or after your stay you can discover an exciting new urban paradise in cities like Dubai, Singapore, Istanbul, Paris, Rio de Janeiro and many more, depending on which airline you use to get to your Club Med destination.

#### **EXTRAORDINARY DAY TRIPS**

With enthusiastic guides and a wealth of fascinating cultural excursions, \*Discovery at Club Med offers a unique selection of truly great visits and magical moments to be shared with your team. Discover the temples in Bali, Medina or Marrakech, or explore the city of Singapore. You choose the cultural excursions that inspire you and we do the rest.

*\*Additional costs apply*

## **Meetings & Events** by Club Med

### **CLUB MED DESTINATIONS**

#### **INDIAN OCEAN**

The Indian Ocean is a vast expanse of water between the continents of Africa and Australasia. The region's unique geography and highly favourable climate have made it a favourite for many seeking to escape from their everyday lives amidst natural beauty and sublime relaxation. Some of the most beautiful beaches in the world with crystal clear lagoons can be found at Club Med's resorts in Mauritius and the Maldives – ideal for conferences and incentive trips.

#### **THE ALPS**

The highest and most extensive mountains in Europe, the Alps are, without a doubt, the ideal location for memorable skiing incentives and conferences. Beyond winter sports, the Alps offer a spectacular backdrop for summer activities; Alpine villages with traditional woodworking, cheese-making, strong cultural identity and more. With Club Med snow and mountain resorts across the Italian Alps and French Alps, you're spoilt for choice.

#### **EUROPE**

Europe, a modern continent with a rich history. Medieval castles are testament to millennia of prosperity and conflict. Rolling green countryside gives way to dramatic mountain ranges and idyllic beaches, while museums and galleries offer up evidence of Europe's rich culture and heritage. Club Med has resorts in Italy, Portugal, France, Greece and a number of other European countries.

#### **ASIA**

Asia has the largest landmass of all the continents. From monsoon-soaked India, through the snow-capped Himalayas to the humid jungles of Malaysia and Thailand, Asia is a region of dramatic landscapes, vine-covered temples and longstanding traditions. The continent offers exceptional destinations for both cultural and summer holidays. Why not host your next incentive trip at Club Med Bintan Island or Club Med Bali?

#### **SOUTH AMERICA**

From the rain forests of the Amazon to the tropical beaches of Bahia, Brazil welcomes the intrepid with the tangy zest of a caipirinha and the elegant ritual of the capoeira. It's a perfect incentive or conference destination. Club Med's Rio Das Pedras resort (one of four Club Med resorts in Brazil) is beautifully located in the Mata Atlantica nature reserve, between the forest and a fine sandy beach. The resort puts the focus firmly on ecology and offers a good range of land and water sports in the heart of nature. Discover La Réserve, the 5Ψ Luxury Space at the 4Ψ Rio Das Pedras Resort. The 5Ψ space is ideal for those looking for privacy, customised services and premium comfort, without sacrificing the warm and friendly spirit for which Club Med is renowned.

#### **THE CARIBBEAN**

If you're looking for sun, sea, sand and adventure for your team, the Caribbean is a veritable paradise. White sand beaches, warm turquoise waters and a variety of activities make a trip to the Caribbean postcard-perfect. The Caribbean paints the perfect picture of a festive paradise and the people are known for their exceptional warmth and hospitality. How about heading to Punta Cana or Cancun for your next incentive trip?

### **CONTACT MEETINGS & EVENTS BY CLUB MED TODAY**

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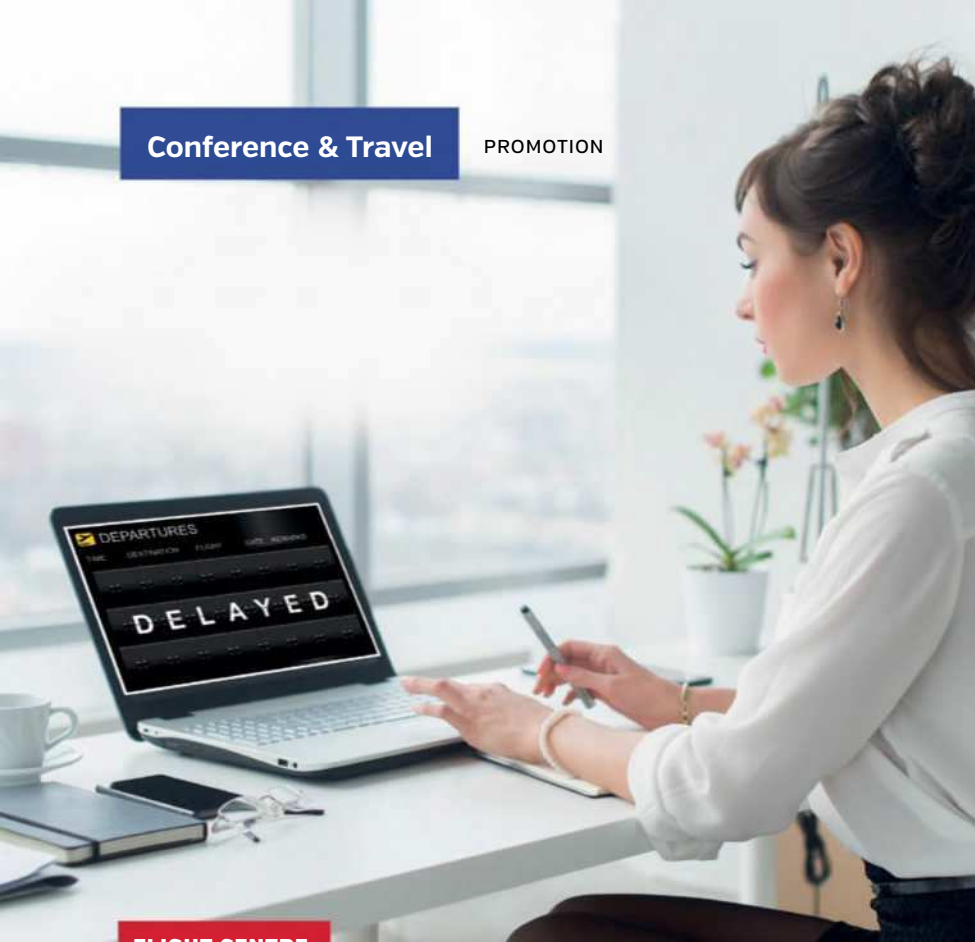
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**N<sup>Ψ</sup>8**

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FLIGHT CENTRE

# Should Your Company Use a TMC or Book Your Travel Online?

The key to managing your business travel properly is knowing when to use technology and when to partner with a travel management company.

There is a misconception amongst most businesses in South Africa when it comes to booking business travel for your sales teams. The perception is that if you do it yourself, it will be quicker and cheaper.

In most instances, this is a big mistake...

Think about the time you spend searching and comparing airfares and hotel prices and options. Or the time you waste when you miss your flight and have to rearrange your travel plans at the last minute, not to mention the costs involved when you or your sales team have to pay to change it.

"No matter the size of your business or number of travellers on the road, every cent saved can make a difference to your bottom

line. And if you charge by the hour, what does it cost you every month to do your own travel instead of outsourcing it," explains Flight Centre Business Travel (FCBT) Brand Manager, Ryan Potgieter.

Knowing when to do it yourself, use an Online Booking Tool (OBT) or entrust your travel requirements to a travel expert can deliver savings and enhance your productivity.

The first step is to understand the difference between an OBT and a Travel Management Company (TMC):

## ONLINE BOOKING TOOL

An OBT (usually built and supported by a Travel Management Company) is designed to meet a company's needs for complying

with travel policy, reporting, tracking staff for duty of care purposes and using preferred suppliers. It is best suited for very basic domestic flight requirements and simple point-to-point transactions.

## TRAVEL MANAGEMENT COMPANY

A Travel Management Company like FCBT offers comprehensive and personal travel management services that include helping to guide your travel policy, supplying an array of quotes and travel options, negotiating supplier deals, providing reporting so you can track what you spend on travel, helping consolidate your spend and doing complex travel transactions that cannot be fulfilled on an OBT.

## HERE ARE A FEW THINGS TO CONSIDER WHEN WEIGHING UP AN OBT VS A TMC:

### Save time and money

While there may be a transaction fee involved using a TMC like FCBT it can save you time and money in the long run. With one phone call to your dedicated account manager you'll receive three options for every travel requirement. You'll also have access to a global network and buying power that may provide access to corporate rates you could not negotiate based on your own travel spend.

### FLEXIBILITY

If you need last-minute changes to an itinerary, a travel agent can make these for you while you're on the road. Although business travellers can access their OBT on the go, it still takes time to cancel and rebook flights, and make other changes to travel arrangements. •

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*Business Travel*

For four more considerations to assess the best way for you to book your business travel, download FCBT's complimentary guide at [www.flightcentrebusinesstravel.co.za/whitepapers](http://www.flightcentrebusinesstravel.co.za/whitepapers).





**FLIGHT  
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*Business Travel*

## Get your business of the ground with **R3000** in travel offers

For a limited time only, Flight Centre Business Travel is offering a starter pack of discounts, upgrades and value-adds worth R3 000 – specifically designed to get your travel year off to a flying start.

To get your starter pack, you only have to switch your business travel to us... You'll be a customer for life once you've experienced our specialist service, flexible payment options, free after-hours assistance and incredible value for any corporate travel programme.

**Book your business travel with us and get a starter pack of discounts and value-adds worth **R3000**, including 20% off any Delsey product of your choice.** T&C's apply.

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## BIRCHWOOD

# Relax, Do Business

Conferences aren't 'nice-to-haves'; they're must haves that need to deliver on key objectives. If you're serious about keeping delegates engaged and ready to make a difference, choose a conferencing venue partner that understands your needs [and those of your delegates].



From humble beginnings and a relatively small-scale structure 20 years ago, Birchwood now has a variety of features and facilities that are not only unrivalled in the hospitality and conferencing industry, but comprehensively versatile.

"We have options available for the smallest group of two delegates, all the way up to large-scale conferences and events hosting 3 000 people," says Kevin Clarence, Birchwood's founder and CEO. "Our aim is to provide a seamless multi-day conferencing experience that offers variety through more than sixty venues on the property. Different dining experiences make each meal – and day – memorable and different."

According to Kevin, Birchwood's extensive on-site offerings have developed over years of designing and delivering unforgettable, top-class events and conferences.

"We have a front seat to the challenges our clients face when it comes to delivering conferences that need to meet specific corporate objectives," explains Kevin. "Conferences aren't just 'nice-to-have' corporate getaways. They have to deliver on specific mandates, which need to be met long after everyone is back at the office."

"In order to get the most out of an event or conference, it's therefore essential to keep delegates engaged and excited. Our goal is to not only add value from a planning, logistics and organisational perspective, but to ensure enough variety to boost creativity and morale."

## THE HOSPITALITY HUB

Within Birchwood's hospitality hub are 665 accommodation rooms, which have been sub-divided into three unique and distinctive brands – all appealing to different target markets.

Silverbirch @ Birchwood is a tailor-made product for the modern, and discerning



Silverbirch @ Birchwood

business traveller. Silverbirch is a 'hotel within a hotel' that offers unwavering quality secluded within the manicured gardens, far from bustling events at the Birchwood ensuring a peaceful night's rest," says Kevin. Silverbirch has earned a wealth of positive feedback, including a Certificate of





#### Award-winning one-stop shop

It's thanks to a host of innovations and a focus on being a one-stop shop for travellers and conferences that has earned Birchwood both provincial and national awards, including the Lilizela Tourism Award in 2017, and the Readers' Choice for Best Conference Venue and Best Function Venue in the annual Best of Ekurhuleni Awards in 2017, by Caxton Media.

#### A DINING EXPERIENCE

"Creating a memorable stay for guests on a multi-day conference was always a priority of ours, which is evident in our brand new Boma area," says Kevin. This new outdoor dining area comprises scenic decking areas, a flowing fountain and a semi-outdoor Boma."

This spectacular new dining area adds to the already popular upmarket steakhouse, The Grill at OneTwenty, as well as the more casual and quick, BC Café, home to some of the finest coffee this side of Gauteng.

"In keeping with a seamless experience, that awkward period between the end of your day-conference and dinner is always taken care of," says Kevin. "Birchwood's Hotspot Bar is ideal for unwinding, catching up on social media and enjoying an ice-cold drink while watching some sports on TV. Hotspot's semi-private booth areas are even complete with their very own LCD screens."

"If heading to the bar is not your thing, we have a renowned Mangwanani Boutique Spa nestled in our garden or you can even grab a quick work-out in the fitness room, followed by a revitalising swim in Birchwood's pool."



#### SEEING IS BELIEVING

When you're next in Joburg, why not catch Birchwood's complimentary shuttle from OR Tambo after enjoying a free drink at the Airport Waiting Lounge and be greeted by award-winning hospitality and simply, Relax and Do Business.



Visit [www.birchwoodhotel.co.za](http://www.birchwoodhotel.co.za)

Excellence from TripAdvisor within its first three years of existence.

Birchwood's second offering, ValuStay @ Birchwood, has the budget-conscious traveller or group in mind. 96 accommodation rooms near the main reception are built to exceed expectations, not budget.

ValuStay's incredible ratio of rate versus value has attracted a host of groups.

The remaining accommodation rooms form part of the conference or event offering based on the location near the many venues on offer, ensuring an easy move from venue to room.



ValuStay @ Birchwood



**SALES  
STRATEGY  
ASSESSMENT  
& WORKSHOPS**

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TALENT  
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& DEVELOPMENT  
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# SALES ENGAGEMENT PROCESS DESIGN

## A SALES ENGAGEMENT PROCESS FOR CONSISTENT, PREDICTABLE RESULTS

Is it time to adapt your sales engagement process to align with today's evolving buyers & buying processes?

### ARE YOU EXPERIENCING ANY OF THESE CHALLENGES?

- Many sales engagement processes are informal and inconsistently executed
- This makes it extremely difficult for sales managers to obtain consistent results, to accurately forecast or to effectively manage pipelines

## SALES ENGAGEMENT PROCESS DESIGN

A Sales Engagement Process ensures the correct phases and key components and activities within each phase of a client or prospect engagement process are mapped out and enacted.

This creates a replicable framework for each sales person to engage with a client in a manner most likely to drive consistent results.

### 1-DAY PRE-WORKSHOP

- An evaluation questionnaire is completed by selected members of your team
- This is followed by a 3-hour meeting to evaluate current engagement process
- Your responses are reviewed and packaged in preparation for the workshop

### 2-DAY FACILITATOR-LED STRATEGY WORKSHOP

- A two-day workshop attended by the executive team, sales leaders and senior members of your sales team
- Your team together with ThinkSales design your unique 'Diagnostic Sales Way' to increase deal size, reduce sales cycle and improve closing ratios
- Activities in each phase of the new process are identified and flagged for sales managers to measure, manage and coach following deployment

### 2-DAY DEPLOYMENT, FOLLOWED BY INFILDT IMPLEMENTATION

- **Deployment:** The new Diagnostic Sales Process is presented to the sales team over 2 days. This includes training and role plays for each phase of the process
- **Infield Observation & Coaching:** A facilitator accompanies sales executives and managers to live customer meetings for observation and post-meeting coaching

"As a result of the successful ThinkSales Sales Engagement Process programme in 2015, where a pilot team had the lowest client churn, increased deal size and achieved target, AutoTrader has deployed three tailored AutoTrader Diagnostic Sales Ways across the entire sales force."

**George Mienie**  
CEO

**Auto  
Trader®**  
.co.za



# SOLUTIONS FOR HIRING SALES TALENT

## TAKE THE GUESSWORK OUT OF HIRING

Are you battling to consistently identify, hire & retain competitive A-grade sales talent?

### ARE YOU EXPERIENCING ANY OF THESE CHALLENGES?

- The cost of a bad hire is staggering. We identified with one client that placement of a poor sales executive cost them over R1,5 million in hard costs and lost revenue
- While standard personality assessments may be suitable to assess non-sales positions, they are not able to clearly identify the traits required in competitive sales roles

#### FLAGSHIP POP7

Personal Orientation Profile



The flagship POP 7 is a predictive assessment tool that identifies the DNA of a sales candidate. It is based on a database of over 10 million assessments and is one of the world's leading sales employee selection tools. It measures self-confidence and the individual's attitudes about prospecting, managing rejection and handling call reluctance.

## IDENTIFY YOUR ORGANISATION'S SALES DNA

ThinkSales uses a Psychometric Benchmarking process to scientifically pinpoint the characteristics of your top sales performers.

Using this benchmark, you're able to assess the corresponding traits in recruits and develop new and existing sales executives to strengthen your organisation's sales DNA.

### SCREEN ASSESSMENTS

Use cost-effective screening tools to assess the traits of higher volumes of candidates with online, scientifically-based measures available in minutes.

### PROFILE ASSESSMENTS

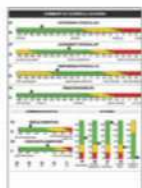
Use profiles for in-depth assessments of shortlisted candidates to make better-informed hiring decisions (includes interview questions).

## WIDE RANGE OF ASSESSMENTS & SCREENS AVAILABLE ONLINE



#### POP Screen

The Screen is used by many of the world's leading sales organisations to quickly identify candidates who will perform in a sales role and to eliminate obvious 'non-fits'.



#### POP7

The Personal Orientation Profile (POP7™) is used to select and develop high-performing sales people and has been proven to predict performance and retention.



#### Management Screen

Provides an efficient and economical solution to the challenge of targeting and screening a high number of potential recruits for junior to senior management positions.



#### Management Pro

Identifies a range of leadership competencies, including approach to motivating others, EQ, leadership style, communication style, approach to coaching, feedback and other critical competencies.



# SOLUTIONS FOR DEVELOPING TALENT

## INVEST EFFORT FOR GREATEST ROI

What if you were offered a quick & powerful shortcut to identify critical development areas in your sales team?

### ARE YOU EXPERIENCING ANY OF THESE CHALLENGES?

- A sales manager's ability to identify each team member's particular development areas is a lengthy and time-consuming process, one that in reality often unfolds over months or even years. In the meantime, coaching and training interventions tend to be a one-size-fits-all or 'hit and miss' exercise
- Under-performance in sales executives cannot only be attributed to a deficit in an individual's skill or attitude. Sometimes the reason for under-delivery is a result of misalignment in role positioning

## PROFILES FOR INDIVIDUAL COACHING

Our online assessments provide managers with individualised and in-depth coaching guides tailored to each executive on their team. Within minutes, managers can have a view of each executive's strengths and development areas across a number of sales performance categories.

## GROUP ANALYSIS REPORTS TO PRIORITISE CRITICAL TRAINING

Consolidated Group Analysis Reports examine the profile results obtained from the individuals within a team to identify key group strengths and development areas of the team as a whole, as well as the individual differences among its members. This enables managers to identify the key areas where the team will benefit most from training.

"Provantage is using the POP7 Profile as a tool assisting us in the recruitment of key sales staff. ThinkSales assisted in putting together a Benchmark for our company, against which we measure potential candidates – it is proving to be very successful and has become critical in appointing the 'best fit' candidates."

**Katinka Beeslaar**  
Human Resource Manager



### EXCLUSIVE PARTNER



#### Contact Centre Screen

Uses data-driven contact centre-specific criteria to assess talent, work history, and probability of success; provides an overall rating of each candidate and determines fit to specific contact centre environments.



#### Contact Centre Pro

This report accurately predicts performance and identifies candidates who will succeed in roles that require cross-selling and up-selling in contact centre sales roles or customer service positions.



# SALES SKILLS ACCELERATOR

## DITCH THE CARROT & STICK

Are your sales execs putting in the effort but not seeing the results?  
Are they struggling to close deals and meet targets?

### ARE YOU EXPERIENCING ANY OF THESE CHALLENGES?

- Inconsistency in sales results and average or below-average sales performance
- Sales activities not translating into higher levels of sales
- Low levels of commitment or effectiveness requiring regular interventions by management

"The training was wonderful; it helped identify gaps in my sales strategy, in approaching a customer and closing deals. What this training taught me was what to look for that can benefit the customer but also benefit Air Liquide.

It made me realise what I have been doing wrong as a sales person and to try different approaches."

**Jaco Dercksen**  
Branch Manager Weld Cut  
Olifantsfontein



## SALES SKILLS ACCELERATOR PROGRAMME

### Build a confident, skilled and self-directed sales force.

The Sales Skills Accelerator Programme is a two-day course designed to develop and strengthen self-management aspects and key selling skills critical for delivering consistent sales results.

### SELF MANAGEMENT FOR SALES PROFESSIONALS

This component of the course addresses:

- Developing and maintaining a positive attitude
- Building powerful success habits
- Time management to prioritise revenue-generating activities
- Self-discipline for efficiency and effectiveness
- Tactics to strengthen confidence and resilience

### DEVELOPING SELLING SKILLS FOR SALES PROFESSIONALS

- Improve your quality of service as a personal differentiator
- A powerful framework to clearly identify value and fast-track ability to be perceived as an expert by prospects and clients
- Qualifying, prospecting and developing a call script to get the appointment
- Building / refining the needs analysis
- Overcoming objections
- Understanding the commitments required in the closing process





# SALES MANAGER PRO

## HARNESS THE MULTIPLIER EFFECT

Sales managers are central to the performance of their teams. Have you considered how investing in them will yield results across their team?

### ARE YOU EXPERIENCING ANY OF THESE CHALLENGES?

- Sales management is no less important than other business disciplines in finance, operations or marketing and yet there is limited formalised tertiary education for sales or sales management
- This results in uneven levels of skill and expertise acquired through 'on-the-job' learning or trial-and-error

## SALES MANAGER PRO PROGRAMME

**Boost your sales results by investing in the development of your management team with a programme designed to hone the skills of new and existing sales managers.**

This course is designed to expand and strengthen the critical aspects of a sales manager's role. The information and insights condensed in this two-day course could take years to learn on the job by trial-and-error.

### DAY 1: MANAGING SALES TEAMS FOR RESULTS

- Understanding the difference between the management vs leadership role
- Build a positive, engaged and self-directed sales team
- Time management to radically improve personal and team efficiency and effectiveness
- Tactics to run more effective meetings designed to energise and obtain results
- Smarter approaches to hiring, onboarding, training and coaching
- Scientific approaches to incentivising & motivating groups within sales teams

### DAY 2: BUILDING METRICS-FOCUSED & PROCESS-DRIVEN SALES TEAMS

- Acumen and skills-focused training providing strategies necessary for building a results-producing sales team
- Uncover the sales engagement process secrets of top performing sales orgs
- Focus your prospecting through identifying the 'best opportunity to win'
- The impact of your sales cycle length and sales activities on your pipeline
- Tactics to improve the reliability and accuracy of forecasting

"I attended this course with two regional sales managers. It added huge value and resulted in the two managers achieving the top sales results for the year. Both regions made target and Gauteng achieved 25% growth and Cape Town achieved 21% growth. I can confidently say that the course added to the unbelievable results and the systems and way of managing the sales staff. We found that the course material was practical and applicable and we were able to instantly implement the learnings. We were so impressed that we implemented the course as part of the onboarding process for new managers and will be using it as part of the development plan in the future."

**Justin Vos**  
Key Accounts  
Manager





# METRICS & COACHING FOR RESULTS

## FOCUS ATTENTION WHERE IT COUNTS MOST

Are your managers focusing on the key metrics that matter [the activities that actually move the needle]? 83% of sales organisations are not.

### ARE YOU EXPERIENCING ANY OF THESE CHALLENGES?

- Despite managers' regular analysis of the numbers, it has little or no impact on improving results
- Sales procedures are not implemented uniformly throughout the sales organisation, making it difficult for managers to effectively and consistently manage
- Managers require assistance in knowing what, when and how to coach for performance improvement

### THE RESEARCH

It has been found that as few as 17% of metrics tracked by sales organisations are directly manageable by sales leaders.\*

This means that as much as 83% of sales data that is tracked cannot be directly managed – and therefore cannot be directly impacted or improved.

\* Research by the Sales Education Foundation

## METRICS & COACHING FOR RESULTS PROGRAMME

**This programme has been designed to transform sales management approaches from 'dark art' to scalable, replicable and coachable processes for delivering consistent and predictable results.**

The reality is numbers can't be managed, only activities can. The Metrics & Coaching For Results Programme is a two-day workshop programme that enables the sales leader to pinpoint the key activities that will move the needle, clearly define their measurement and learn how to 'coach the gaps' for performance improvement:

- **Define:** The workshop clearly shows how to define metrics that are manageable and coachable
- **Build:** Sales leaders build their own set of activities and metrics specific to their organisation
- **Coach:** They are then equipped to use these metrics to coach and guide their teams and individuals to consistently improve their performance

While most sales leaders profess to having effective systems in place to measure and manage sales activities, this workshop tends to elicit a sharp reality check that highlights existing gaps – and provides the comprehensive framework to remedy them, including:

- Strategic sales planning tools
- Formalisation of the sales process for predictable results
- Processes to build a high performance sales force
- Sales planning tools to transform sales interactions
- Pipeline management: A framework for greater clarity & control



# COACHING PRO FOR SALES MANAGERS

## A FORMALISED & SCALABLE FRAMEWORK FOR COACHING

What would it mean to your number if your managers could improve the performance of their team by 8% through formal coaching?

### ARE YOU EXPERIENCING ANY OF THESE CHALLENGES?

- While you recognise the need for coaching reps to strengthen development gaps, your managers are not well equipped to know who to coach or how to coach
- 'Coaching conversations' are typically informal feedback sessions post in-field ride-alongs. Impact is diluted since sessions are not formally documented and development is not monitored and tracked

## COACHING PRO FOR SALES MANAGERS PROGRAMME

Proactive, formalised, structured coaching interventions have been found to increase the win-rate of forecast deals.

The one-day Coaching Pro for Sales Managers course has been excerpted from the two-day Metrics & Coaching For Results Programme and is designed to equip sales leaders with the skill-set required for effective coaching:

### 1. METRICS-BASED COACHING

- Metrics-based coaching linked directly to pipeline activities and results

### 2. COACHING HARD SKILLS

- How to structure, conduct, record and follow-up on coaching sessions
- A framework for how to detect when to focus on skills development and when to focus on attitude adjustments
- Tools to identify which sales executives to train on which skills
- The knowledge required to be proactive rather than reactive in coaching interventions

### 3. COACHING SOFT SKILLS

- Techniques to build and strengthen a manager's ability to listen, build trust and effectively coach their team
- Techniques to make informal 'in the moment' coaching more effective

### THE RESEARCH

While it has been found that coaching can improve individual performance by 6-8% in at least 50% of your reps\* – coaching for the most part is nevertheless poorly executed by sales managers.

The main obstacles to effective coaching are: managers were either too busy to coach, they didn't know how to coach or they weren't expected to coach, held accountable for coaching\*\* or they focus their efforts on the incorrect reps\*.

\* Research by CIB

\*\* Research by Forum EMEA and The Sales Management Association



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**NOVAK DJOKOVIC**

\*If there are changes in the region / time zone, manual time zone selection may be required.

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