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# Sales Presentation

*Andrew McNeile*

**Fiontraithe le Gaeilge**

Letterkenny, Friday 8 March, 2007

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Your objectives from the  
session

# Objectives

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- Discuss some of the - Sales Challenges for small companies

## The 3 Key Elements of Sales Success

- Get the Message Across Powerfully – the USP
- Build Sales Plans that Deliver and Connect
- Making Effective Sales Calls

# Proposed Agenda

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- 1.00 – 1.30 The Message - USP
- 1.30 – 2.00 The Sales Plan
- 2.00 – 2.30 Making Effective Sales Calls

# Brief Intro

## Intro to AM

# The Challenge

## Small Technical Companies and Sales

- No experience with Sales – low image
- Default to area of comfort
- Sales and marketing not excellence of offering determines success/ failure
- Self confidence – wasting others time
- No funds to hire others and when do often no idea how to manage/control
- Need to get Sales going to drive Cash – you as salesman
- Ability to clearly articulate distinctiveness of offering - the key to success USP



Lets review our messaging

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# The Message - USP

## Unique Selling Point

Why is it critical?  
How do I refine mine?

# Clarity of USP Communication

“The challenge for business is differentiation. What will differentiate companies in the eyes of their customers in future is the quality of their communications”

Sir Martin Sorrell, WPP, Chief Executive

Source: Irish Times Friday March 22, 2002

# Your USP

- Do you clearly communicate your uniques?
- Are they really unique?
- Does it compel to action?
- Does it answer the why you?
- Does it contain proof (answer credibility)?
- Has it been tested in the fire of reality and have you received clear undiluted feedback?

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# Some examples from the web



01 CORPORATE

02 EXPERTISE

03 PRODUCTS

04 RECRUITMENT

05 CONTACT MQUERY

↓  
▸ OPEN SMS ▸ OPEN MMS ▸ OPEN COMMUNICATOR

## 03. PRODUCTS

In keeping with mQuery's overall philosophy, the company's products exploit wireless technologies to both improve communication effectiveness and reduce operational costs. The OpenMessenger suite allows the simplest of all mBusiness technologies, SMS, to be used in a business environment. Meanwhile, OpenCommunicator provides the application infrastructure required to exploit the next generation of wireless technologies.

▸ OPEN SMS

▸ OPEN MMS

▸ OPEN COMMUNICATOR

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What is USP all about and  
how do I develop one?

# USP – source idea

*Rosser Reeves Chairman of Ted Bates in 1950's  
- it's an advertising concept*

- Benefit
  - what is the customer getting out of it
- Unique
  - Something competitors cannot claim
- Compelling
  - It must motivate individuals to act

# What Business are we in

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If the customer is King.....

- Domino's Pizza

# How to develop a USP?

- What does your business do? ←Product
- For whom? ←Customer
- What is the business benefit? ←Benefit
- How do you prove that? ←Proof
- What differentiates you from your competitors? ←Unique
- Is this compelling? ←Grab You?

*Thou shalt not use jargon*

# Tips in developing USP

- Be clear about the target audience
  - The more focus more likely success
  - In complex solution diff msg for tech buyer, mgmt buyer, corp msg, channel etc
- Don't confuse features and benefits
  - Feature is something designed in
  - Benefit is what customer gets out of it
- Bulletize - Clarity is King
- Try to focus on positive message
- In Initial Phase – Test, Review, Refine until happy
- Make sure competitor position well researched

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What could a better one look like?



Pick your sector ...

[Local Government](#) | [Pharmaceutical and Manufacturing](#) | [Education](#)  
[Financial](#) | [Software/Product Development](#) | [Project Management Consultancy](#)

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- ☛ Looking for a simple but highly effective project management tool ?
  - ☛ Managing a large corporate strategy with annual plans ?
  - ☛ Project Manager and under pressure to deliver on time and within budget ?
  - ☛ Multiple teams spread out geographically ?
  - ☛ Want to pull reports quickly at strategy/program and/or project level ?
  - ☛ Want to significantly reduce your IT overheads ?
- 

... then you need [ProjectVision](#)

Other Products from Cora Systems ...  
[PurchaseVision](#)   [Collect](#)   [ODS](#)

# Dell – The No. 1 Direct Computer Company

- Direct means more for your money
- Direct cuts out the middleman
- Direct means tailored to your needs
- Direct means no inventory and therefore
  1. Latest Technology
  2. No Inventory – Pass financial Savings to you
- Direct means quality award winning back up and service direct from Dell (=peace of mind)

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Any Questions on USP?

# The Sales Plan

Does it exist?

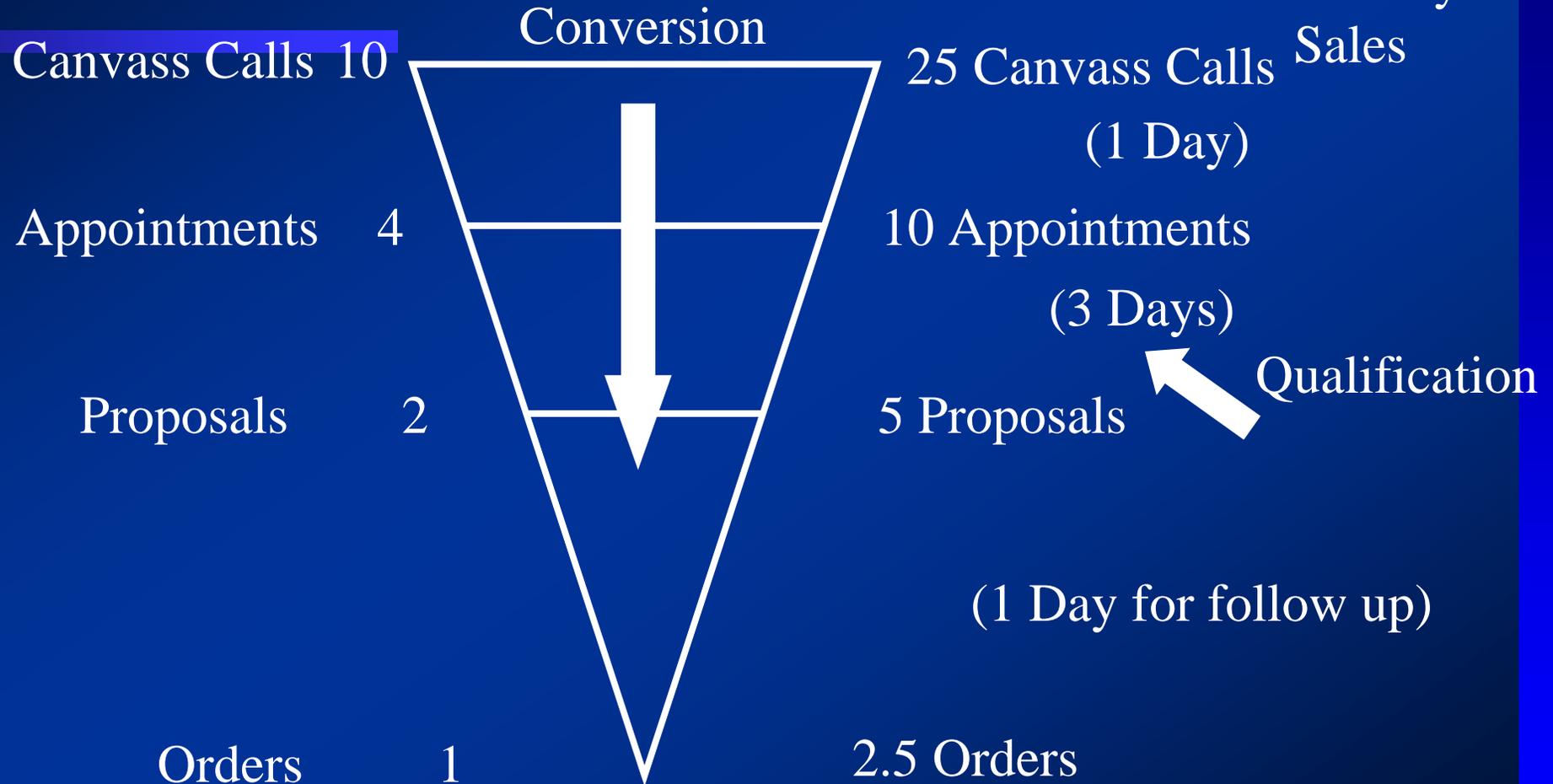
Does it connect to the Business Plan?

# Connecting to the Business Plan

- If you have for example a €1m Bus. Plan for 2006 with sales prod of €5000
- Increase sales by 36% Qtr over Qtr
- Then Q1 150    Q2 204    Q3 277    Q4 377
- Q4 is already 152% increase over Q1
- In January 10 units = 2.5 per week (Q1 - €50K/mnth)
- How many calls, visits, demos and follow ups?
- So what do you need to do now to meet that rate?

# The Sales Funnel

Previous  
Example  
Weekly  
Sales



KEY MSG: UNDERSTAND TRACK AND **PLAN**

# Why Sales Forecasting Critical?

- It controls cash flow
  - Rev. vanity, profits sanity, cash reality
- It enables confidence in hiring decisions
- It gives confidence to investors you can control business
- It gives you a plan of work
- It focusses you on what needs to be done
- It enables you to increase the speed of growth of your company

# A Sales Plan

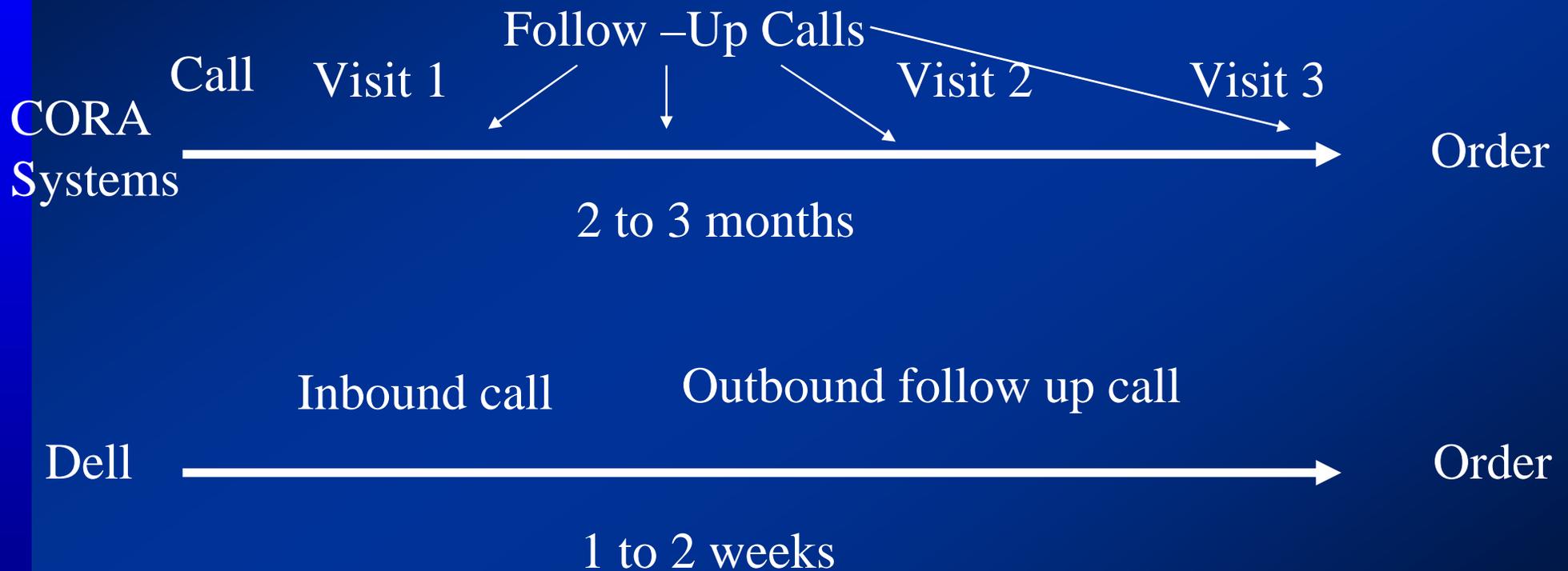
## My example in detail

2006

		Jan	Feb	Mar	Total
Effort	→ Canvass Calls	100	100	100	300
	→ Total Visits	40	40	40	120
	Proposals	20	20	20	60
	Orders	10	10	10	30
<b>Revenue</b>		<b>€50,000</b>	<b>€50,000</b>	<b>€50,000</b>	<b>€150,000</b>
Skill	→ Canvass Calls/Visits	2.5	2.5	2.5	
	→ Visits/Proposals	2	2	2	
	→ Proposals/Orders	2	2	2	
	Average Order Value	€5,000	€5,000	€5,000	
	Average Visits per order	4	4	4	
Prod/Mktg Dynamics					

# Sales Cycles Vary a lot

Get to understand (and improve) yours



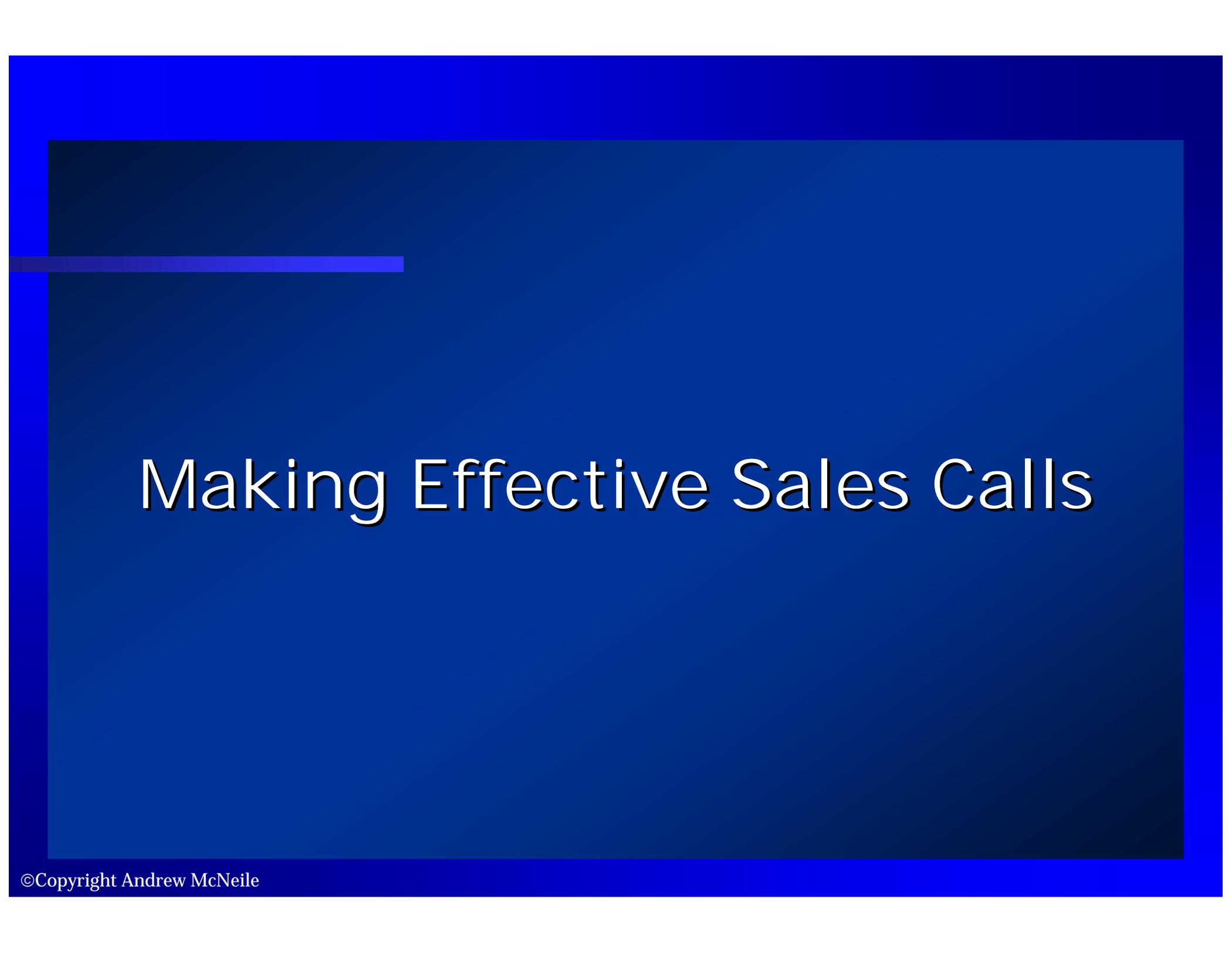
# Just starting out?

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- Make a guesstimate that ties into your business plan
- Start making calls and see what happens – change plan accordingly
- Ditto with visits
- Always track it back to the plan
- Your recorded sales activity history is gold dust..don't blow it

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Any Questions on Sales  
Planning?



# Making Effective Sales Calls

# Attitudes

- You are not wasting people's time
- You are offering them something you believe will help them
- Your time is valuable too ... those you are selling to do not have a right to waste it
- Do NOT be afraid of NO... your aim is a decision, yes is better – no is OK – the killer is no decision
- Your attitude communicates itself
- Believe Passionately or Retreat gracefully

# The Sales Canvass Call

- Plan the Call
- Have Opening Statement ready
- Refine it as you learn
- Go with Warm ones First
- Establish any connection you can
- Sell Benefits not Features
- Keep asking OPEN Questions
  - If closed make yes the only answer
- Listen Lots, Talk Little
- Persevere      you can make 40 to 50 calls/day

# Example - Canvass

- Hi John my name is Andrew from Idiro. Our business is to help mobile phone companies dramatically improve their marketing financial return and effectiveness. Is this relevant to you?
  - Most mobile operators seem to agree that the issues of customer churn and diminishing return on marketing efforts are key issues, which would be most relevant for you?
- Interested in him not co.      ↑      Open Question

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## CLOSE

- So I imagine it would be worth us exploring this further?
- Yes
- When would be a convenient time for me to come and see you?

# The Sales Appointment

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- Plan the Call
- Plan your objectives
- Do appropriate research
- Anticipate objections and plan response
- Make sure demos are spot on and have live data in, that is relevant to the customer
- Ensure you get data to close effectively
- Understand decision process and timescale
- Ensure clear and agreed action plan

# Sales Appointment Example

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- Calling on an Irish local authority
- Aim to sell Project Management System to track and Control Corporate Plan
- First Appointment

# The Sales Appointment Plan 1

- Objectives
  - Get clear on issues for Bill of tracking and managing the corporate plan
  - Get Agreed that Projectvision will address issues and provide financial return
  - Get Bill to committ to drive sale through
- Opening
  - Hi Bill when we spoke last you mentioned that you were looking for something that did x,y &z but were concerned about integration to your existing system. Before I proceed to show you the product are there any other things that are important to you?
- Y/N
- If we meet all of these criteria would you be happy to proceed with this? (if not why not... whats the point?)

***Ensure you have the names and contact details of all present***

# The Sales Appointment Plan 2

- Sales Presentation - SELL BENEFITS NOT FEATURES
- Tease out objections
  - Have we met all the criteria we discussed earlier?
- Plan Possible Objections
  - No Money Now
    - Ans. Buy now pay later
  - People Won't use it
    - Very easy to use
    - Provide Training
    - Can prove we have overcome this hurdle elsewhere
- Start Close
  - At €15K I imagine this falls within your budget are you able to sign it off yourself?
- AGREE ACTION PLAN

# The Sales Manager Interview

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- Can you tell me what you are looking for in a sales manager?
- If I can demonstrate to you that I meet those criteria will you hire me?
- Point by Point demonstration
- Would you agree that I have shown that I meet all of the points you raised?
- Will you hire me?

# Feedback and Review

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- Key to success
- Try to go with others and let them critique
- Listen to the customers – if customers do not buy ask them why until you are very clear!!
- Track the stats and the ratios – they always tell a story
- Have others listen in to telephone calls
- Conduct weekly sales reviews

# Selling to Large Customers

- Start as high as you can
- Getting inside their heads – what are the drivers in the business – issues, motivators, budget cycles, financial drivers...whats hot and whats not
- Understand the structures clearly and where the power lies – get struct. Info each call.
- Get internal directories – access to internal info (olivetti/Abbey Life)
- Use internal references to cross sell

# Key Sales Issues

## Growing Prospect List no decisions

- No Understanding of the B.O.D. (Basis of Decision)
  - What is the compelling reason that makes the customer want to buy
  - Cannot sell effectively without this data
  - How to get it, when you start the process?
- Don't have Purchase Order
- Don't know key elements of sales process
  - Time, Budget, Authority, B.O.D., Decision Process
- Have not addressed different contacts issues
- Lack of ability to focus on sales and track activity effectively

# Closing Strategies

- The Price is going up on Jan 1.
- 15% discount if you confirm the order by Friday
- 30 day free trial – (But sign a PO)
- If you buy this product by then I will give this to you as well
- Always find out first when the customer CAN make the decision by and aim your offer at that
- You are gunning for a DECISION
- Be very careful of extension it wastes your time

***You have seen them all and the reason is they work!!!!!!***

# Inbound Calls

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- Your most important asset
- Ensure high quality response and turn around – if that's you phone back quick
- Make sure good and efficient message service
- Ditto with inbound email.

The furniture store story

# Sales Strategy in Start Up

- Identify the Key Industry Opinion Leaders
- You must get some of them on board no matter what – they all follow these guys
- Industry Conferences good place to rugby tackle senior execs – otherwise inaccessible
- Critical Trade Shows – expensive but poss. For major Impact
- Can have impact on tightly defined market niches much more quickly – benefit :issue understanding and word of mouth recommendation
- Don't be afraid of heavy travel expenses if high margin and reasonable close

# Conclusion

- Sales can be learnt – it is not a gene.
- Attitude is key
- Its all about numbers
- Perseverance key to success
- Be rigorous and self disciplined in pursuing the model
- Get feedback and review frequently
- TRACK THE DATA.....TRACK THE DATA

*Now lets try some selling!*

# Role Play

- You are doing a face to face call on a typical contact at a typical customer
- It is the first meeting with this company
- The contacts secretary booked the meeting he/she is not altogether clear why you are meeting
- Spend 10 minutes making a call plan for this call
- The call will last 10 minutes

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Any Questions and Wrap Up

# Additional Slides

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# Conversion Improvement Qualification

- Challenge: Easy to make appointments people fudge decisions result time wasted.
- Solution: Qualify HARD over the phone
  - What exactly are you looking for
  - If I can meet x,y and z are you in a position to buy? And if so when? Can we agree at mtg?
  - Do you have the authority to place order? If not will that person be at the meeting?
  - How critical is this solution to you?
  - If you look busy they are likely to take you seriously
- Each Sales Call costs ca €200 – spend wisely
- Don't be afraid of no – time wasting is lethal

# People Not Companies

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- The Company's needs and the Persons needs sometimes overlap, not always
- Target your pitch to the person
- The better you understand the person and the better your relationship the likelier the sale
- Establish the motives for buying for each contact and sell to them

# Sales Literature

- Make sure it sells
  - Who is aimed at it?
  - Does it state benefits for that person?
- Get feedback on the literature and respond
- Needs to give product details – but not lead
  - rather connect features to the benefits
- Elec Publishing makes high quality cheap possible and change easier

# Feedback and Review

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- Key to success
- Try to go with others and let them critique
- Listen to the customers – if customers do not buy ask them why until you are very clear!!
- Track the stats and the ratios – they always tell a story
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# Hiring Sales People

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- The biggest challenge to a technical co. Most difficult and dangerous step
- Track record is very important
- Always get verification and ask last 3 employers for their views
- Get help from someone with Sales b/g
- Verbosity and arrogance are NOT assets

# What to look for in Sales People

- An excellent track record
- Integrity and honesty
- Hunger to succeed, Drive, Ambition
- Clear execution of above sales model
- Strong desire and interest in what you are doing
- High Level of energy and enthusiasm
- Articulate (especially their own benefits)
- Asks Good Questions
- Uses Sales Closing at the Interview (as example)



# Frequently Asked Questions

# Sales Hiring

*(Cash light approach)*

- Get 50%+ comp into comm. (but high upside 80K)
- 3 month contract. If not paying way. Stop.
- Only full time contract when certain.
- Get it competitive. Salespeople compete.
- Use as part a young and v.hungry telesales team and develop and grow
- Cannot escape paying – your biggest returning asset – treat as such. BUT high risk/reward.

# What to look for in a Sales Director?

- Single Biggest Risk to the Company
- Your channel of communication to all sales activity – much prefer to grow internally

## Good Ways

- Worked together in previous co.
- Outstanding record in field testified by numerous people
- Happy to prove worth over 6 month period, with high risk/reward - no committ

## V. Dangerous Ways

- Hired on basis of CV
- Big Merc required – large claims
- Demands a salary level and committment

# How to hire, interview and manage sales people

- Lots of good internet sites €3k get good reach
- New country interview plenty of recruitment agencies, find one u like no up fr. Fee
- Interview a science..told about what to look ..key is how...get sales help

# Managing Sales People

- Powerful Vision – Proverbs 29:18 – picture that...
- Clear Goals and Objectives - Document
- Give them the Tools
- Frequent Review – Assess, Praise & Guide, Listen to Feedback
- Space to Compete – Get it visible
- Commission – Use KISS principle/can earn lots
- Communicate Often Resolve Issues quickly
- Failure to discipline non performers demotivates

*Your greatest asset and your greatest potential impact*

# Risks with Sales People

- External Factors – family, illness
  - Generous care for both individ. & firm
- They lied to you – not interested
  - Ascertain and encourage career change
- Heart is willing - €'s not arriving
  - Identify with Sales person Set clear deadlines. Apply

A Small company cannot have non performers  
But should have outstanding earners ....more than you!!!

# Channel Sales

How to identify partners?  
(like husband/wife)

- Certain amount of frog kissing required
- Challenge: too big (not interested) too small (no sales)
- Target your sector – IT Security/Elec. Publishing
- Knock on a lot of doors – where is mutual interest?
- Channel cash focussed what is there for them?
- Trade Shows – Meet them and ask end users
- Get your proposition clear and ascertain clearly the resellers goals and objectives
- Relationships move and change ...experience will be your teacher – the 80:20 rule will apply

# Effective Account Management

- Like Managing Sales People (minus control)
- Frequent Reviews and Listen Feedback
- Assist on Key Sales
- Bedding in Training to sell and install
- Maintaining Profile of product and customer situations
- Understanding reseller finances and incentive to drive and understanding forecasts (KEY ISSUE)
- Ensuring sales crib sheets current and effective
- Ensuring any technical issues removed immediately
- Incentives – slippery slope be careful

# Marketing

- Essential to support the sales process.
- Early Days – best bang for buck
  - PR
  - Collateral, boxing, CD covers, crib sheets, tech sheet,
  - Good direct Mail Pieces
  - A Web Site that SELLS to Channel and Customers NOT informing
- All Coordinated – One Message, One Vision, One Identity

# Sales Campaign Planning Methodology

- Agree Target – Say Channel Partners in UK
- Gather Prospect/Suspect Information
  - Web/directories/ads in computer mags/trade assocs/trade shows
- Conduct Test with Warm leads (phone/meet)
  - Estab. Issues/receptiveness
- Refine Sales Argument – Agree Script & Documentation
- Plan calls and ownership
- Track rate of contact and success and review

But reality for small company....

# Building a Prospect Database

General – 90% common sense

Who do I call on?

- What market are you in?
- Within the target market start with warm contacts, friends, local business', local councils ets
- Get the appropriate directory – get a full listing
  - Contacts, Names, Addresses and Telephone Numbers
  - Establishing the right contact (key to effective sales)
- Get a volume of prospects that is appropriate to your sales plan
- Approach first those that profile most effectively to your offering

# Other topics

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- Driving internet models
- Revenue maximisation
- Margin enhancement
- Tracking Sales Call To Product Cost
- Book Suggestions