

INBOUND

Who to target & How to improve sales forecasting

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#INBOUND14

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SALES STRATEGY

Who to Target & How to improve Sales Forecasting



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Goal for the 45 min:
Less Theory & More Reality

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**Great Sales Process = Great Sales
Success**

*Who to target &
How to improve sales forecasting*

Who to Target & How to improve Sales Forecasting

1. Select better prospects.
2. Slow down your proposals.
3. Ask the right questions.

Who to Target & How to improve Sales Forecasting

Select better prospects.

- ❑ **Ideal customer profile**
- ❑ **Account list management system**
Key account strategy
- ❑ **Define your verticals**



Ideal Customer Profile

Ideal Customer Profile Worksheet

The Overall Grade is subjective based on your own overall analysis.

Individual grades are an indication of challenges and opportunities with this prospect.

Some factors can be improved and some most likely cannot.

Some factors carry more weight, but will vary with the client and the situation.

Prospects:

Grade each category A-F:

[illegible]

Ideal Customer Profile

Ideal Customer Profile

D

DOLLAR POTENTIAL

Would the prospect be able to spend a significant amount of money if they were motivated to do so? This is quite purposely not the same as asking have they just put out a big RFP to bid on, but rather, very simply, *are there dollars in the organization or available to it?*

A

ACCESS & CREDIBILITY

Can you gain access to the Decision Maker or key Decision Influencers in the organization and do you have or can you gain credibility in their eyes? In some organizations, it's virtually impossible to get the access and credibility you need, in others it's a breeze (but they may not have the best dollar potential!). Among the best prospects, the question usually comes down to: *what must I do in order to gain access and establish my credibility and am I willing to do it?*

P

PRODUCT FIT

Is it likely they have needs that match-up with the product or service you sell?

Va

VALUE-ADDED FIT

The other kind of fit is just as important. From what you can tell, will they value the things you bring beyond the core product? Will they pay more for the things you do better than anyone else in your space? A caution: you can't simply recite your list of capabilities and see if one turns 'em on; you have to *probe for genuine needs* and then *demonstrate how your capabilities benefit the prospect*.

L

LEVERAGE

If you were successful in converting this prospect, would it *open the door to lots of other business opportunities for you?* Could you 'leverage' that success into other successes? Could it be a source of *referrals and recommendations?* Could it lead to business from other departments or divisions of the same firm? Would it create a 'beachhead' for you in an entirely new category? Would successful dealings with this prospect put you on a fast learning curve so that you'd be better able to handle a similar prospect? Is this prospect clearly a leader whose moves are emulated by others? Would adding this name to your customer list make a big impression on other potential prospects?

Y

YOUR PERSONAL REASONS AND YOUR PERSONAL FEELINGS

What factors create the Ideal Customer for you *personally?* Think about personality, values, work style, types of needs to be filled, industry preferences, specialized knowledge and experience. Your personal conviction about targeting this prospect is important. Is there a fire burning somewhere inside you that says that you really have a lot to offer this prospect and that you really want to help? If so, your chances of success are greatly improved.

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**HOW
SELLING** 



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Account List Management System

The Account List Management System

"Concentration is the secret to all economic success." — Dr. Peter Drucker

	High Priority	Low Priority
Customers	KEY	SEC
Prospects	TGT	EXT

KEY **KEY** Accounts are the top 25% of your customers—often representing roughly 75% of your revenue. These are the 'big accounts,' and are *naturally* limited in number. There is no particular number of KEY Accounts right for any one account list. Some businesses choose to designate the top 10% of accounts as SuperKey.

TGT **TARGET** Accounts are the *very best prospects* identified as the best match using the salesperson's Ideal Customer Profile. **TARGET** Accounts should be limited to less than 10 to allow sufficient focus. The appropriate number varies by industry and salesperson.

SEC **SECONDARY** Accounts are the other 75% of your active accounts. As with Keys, the number of **SECONDARY**s is naturally limited. **SECONDARY** Accounts which are thought to have Key potential can be designated as one of the Targets and focused on accordingly.

EXT **EXTRA** Accounts are prospects which are in the process of being qualified as potential Targets using the Ideal Customer Profile. **EXTRA** Accounts can be prospects you want to research and develop in the near future. We recommend a maximum of 10 **EXTRA**s be assigned to any list at any one time.



What category do you want to own?

- ☐ B2B
- ☐ Retail
- ☐ Furniture
- ☐ Home and Garden
- ☐ Manufacturing
- ☐ Medical
- ☐ Home healthcare



Who to Target & How to improve Sales Forecasting

Slow down your proposals

- ❑ Interactive selling
- ❑ Contracting and Partnering
- ❑ Homework assignments
- ❑ Use a pre proposal



Selling Interactively

Selling Interactively



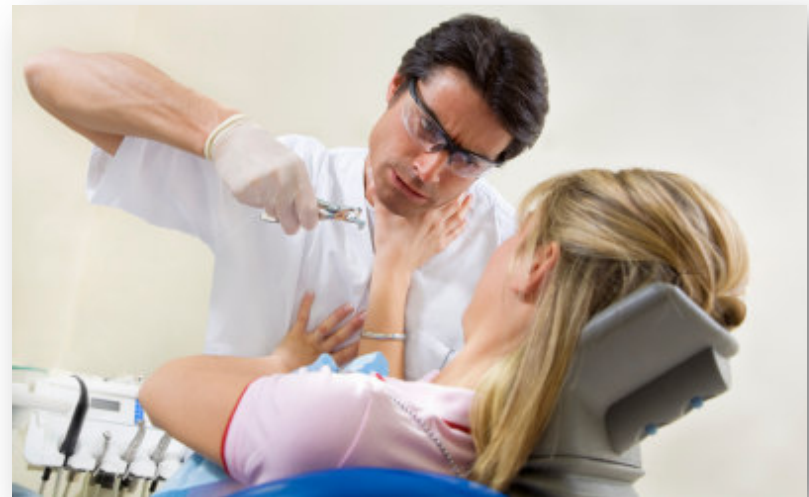
*Simultaneous
Integrated
Interactive*

Contracting and partnering

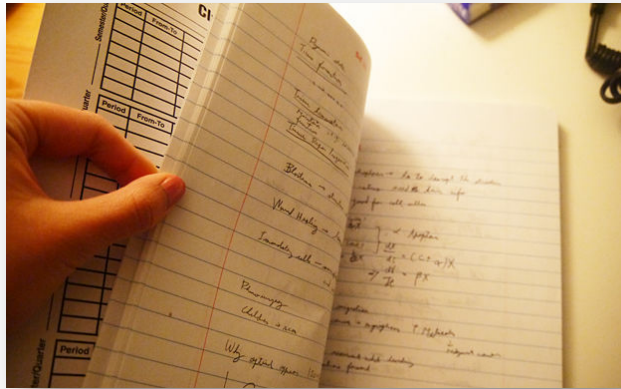
Like this.



Not like this.



Homework Assignments



- ▣ Complete questionnaire
- ▣ Give examples of what they currently do
- ▣ Choose between a couple of ideas

Improve Sales Forecasting Tactics

Pre-
Proposal

No Surprise
Proposal



No-Surprise Proposal

How to put your

No-Surprise Proposal on paper

- | | | |
|---------------------------------------|---|--------------|
| 1 Cover | Attention-grabbing, tightly-focused, customer-needs-oriented title (sometimes you may wish to put the price on the cover, too). | |
| 2 Needs | Start with a review of all of the customer's major needs, from the customer's point of view, focusing on those needs you can meet. | |
| 3 The Idea | Present the idea(s) you've developed to meet one or more of the needs... <i>not the details, just the "oh, wow!"</i> The best ideas will be something more than merely to use your product(s) or buy into your latest package. | MINI-CLOSE 1 |
| 4 The Plan | Here's where you magnify your "oh, wow" idea into a complete plan. This is the only section of the proposal which may run longer than one page. This section is where you put all the important details, including investment, implementation, terms, etc. | |
| 5 Capabilities & Standards | Give the prospect a sense of what to expect when they deal with you... your company's capabilities, your account service standards, and generally what life will be like after they say "yes." Be as specific as you can; tailor this section to this customer and this proposal. | |
| 6 Recommendations | At least 3 or 4—but not more than 6 or 8—recommendations, each beginning with an active verb. The first one (or more) are what it takes to implement your proposal. Additional recommendations support or extend the plan or meet other needs of the client, but don't benefit you. | MINI-CLOSE 2 |
| 7 Critical Path | Document the dates and the activities that led up to this proposal, as well as all projected dates for successful implementation of the plan. | MINI-CLOSE 3 |
| 8 Appendix | Supporting documentation, non-critical details, and background information should be placed in an appendix and kept out of the body of the proposal. The appendix should not be attached to the proposal, but stapled separately. | |

Mini-Closes are:

- #1: "Does what you've seen so far match your expectations of what we've discussed?"
- #2: "Do you think this plan has a good chance of meeting the objectives we've established?"
- #3: WHO is to do WHAT before WHEN

- In-Person** > Keep the prospect's attention focused on you, not your document.
- Presentation** > Use visual aids whenever possible.
- Reminders** > Refer to, but do not present, the Appendix material.

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Ask the right questions.

- ❑ Be consistent – ask the same questions every time about your pending opportunities

- ❑ Study the analytics.

The curse of “*I have a good feeling about this one*”

- ❑ Pipeline Accelerator = Sales algorithm

3 Questions to Ask

1. Has the prospect already seen and agreed to everything that is in the proposal?
2. Can you make a list of why this is good for the prospect to do?
3. What reasons might the prospect have to say no or want to think its over?

Study the analytics

Know what to measure.

- ✓ Intro calls per month
- ✓ Questionnaires completed
- ✓ Demos
- ✓ Pre-proposals
- ✓ Proposals
- ✓ Closes



Pipeline Accelerator



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PIPELINE *Accelerator*

Powered by



Sales Expertise & Sales Intelligence Combined

- Increase Win Rates
- Increase the number of AE's making quota
- Reduce number of deals slipping past their close Date
- Reduce the number of 'No-Decision' deals
- Increase Forecasting Accuracy
- Gain greater Predictability in Revenue Projections
- Inspire Confidence & Trust in Sales Forecasts

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PIPELINE *Accelerator*

Powered by



Sales Expertise & Sales Intelligence Combined

The Intelligence by Occulus

- Provides the **sales science** to a sales organization enabling it to accurately assess the quality of deals in the pipeline
- Informs sales organizations **what** to do to win more business
- Provides objective probabilities for winning and timing

The Expertise by The Center for Sales Strategy

- Provides the **sales expertise** to a sales organization enabling it to accurately forecast revenue based on the assessments
- Develops the strategy on **how** to win more business utilizing the principles of How Selling and the information from the Pipeline Accelerator predictive analytics software

STEP 1:

The Account Executive (AE) answers a series of multiple choice questions that cover the key areas of a deal:

- Quality and definition of the Opportunity
- Quality of the Solution
- Understanding of the prospect's Buying Process
- Depth & Breadth of the Relationship
- Understanding of the Competition
- Understanding of the Timing



COMPETITION

1. Does your Value Proposition map into the compelling event that is driving this project? [?] ^{HELP}

YES NO UNCERTAIN

2. Did you influence the writing of the Statement of Requirements? [?]

YES NO N/A

3. Did any of your competitors influence the writing of the Statement of Requirements? [?]

YES NO UNCERTAIN N/A

4. Is there any external competition? [?]

YES NO UNCERTAIN

5. Do you know who the external competition is? [?]

YES NO UNCERTAIN N/A

6. Does the external competition have a good relationship with the Prospect? [?]

YES NO UNCERTAIN N/A

7. What is your confidence level for beating the external competition? [?]

HIGH MEDIUM LOW UNCERTAIN N/A

8. Is there an incumbent? [?]

YES NO UNCERTAIN

9. Are you the incumbent? [?]

YES NO N/A

10. Does the Incumbent have a good history with the Prospect? [?]

YES NO UNCERTAIN N/A

11. What is your confidence level for beating the incumbent? [?]

HIGH MEDIUM LOW UNCERTAIN N/A

12. Is there any internal competition? [?]

YES NO UNCERTAIN

13. What is your confidence level for beating the internal competition? [?]

HIGH MEDIUM LOW UNCERTAIN N/A

14. Relative to the competition, what is the Prospect's level of risk with your solution? [?]

HIGHER SAME LOWER UNCERTAIN

Her boss Rodney Morgan has been to our event before

15. Do the "key" individuals in the decision process agree with your Value Proposition for this project? [?]

YES NO UNCERTAIN N/A

16. Do you have a competitive differentiation? [?]

YES NO UNCERTAIN

17. Is your proposed solution price-competitive? [?]

YES NO UNCERTAIN N/A

18. Do you know why the Prospect is talking to you? [?]

YES NO UNCERTAIN

19. Do you know the Value Proposition of your competitors? [?]

YES NO UNCERTAIN

20. Does the competition have any new / innovative products or services or technology that could give them a competitive edge? [?]

YES NO UNCERTAIN



STEP 2:

The AE's answers are analyzed, providing an objective assessment of the deal, enabling the Sales Manager to understand:

- The degree to which the AE has qualified the deal.
- The degree to which the AE understands what the prospect is trying to do and why.
- If the AE's solution matches the prospect's requirements.
- How well the AE understands the prospect's buying process.
- The strength & depth of the AE's relationships with key individuals.
- How well AE's solution stacks up against the competition.
- The probability that the AE will win the business.
- The probability that the deal will close when the AE says it will.



DETAILED ANALYSIS

HEL

SUMMARY SWOT ANALYSIS MISSING INFORMATION ACTION ITEMS VELOCITY CHART

OPPORTUNITY: Gild

Amount: US\$49,995 Closing Date: 6/20/2014
Date Opened: 3/4/2014 Last Updated: 6/17/2014
Type of Sale: Services
Type of Prospect: NEW

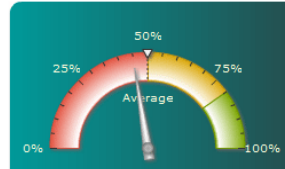
Company: Micron Technology
Address: Idaho
Contact name: Heather Baldwin
Contact phone: 678-8907-0987
Contact e-mail: heather@micron.com
Notes:

Original Amount: US\$49,995
Oculus Forecast: US\$49,995 x 49% = US\$24,498

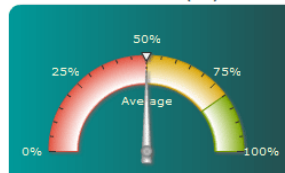
This opportunity is qualified (Q).
However, additional information is required in order for you to better understand your chances of winning the business. Review the questions you answered 'Uncertain' and obtain the missing information.

	Low	Score	High
Winning Prob.	41%	58%	72%
Close Date Prob.	61%	68%	75%

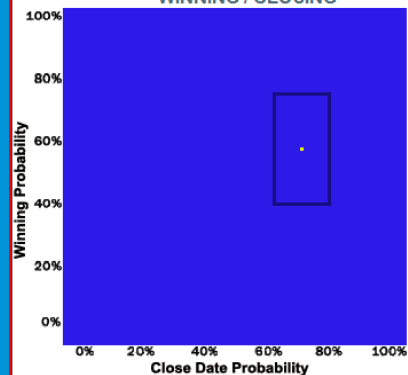
Degree of Qualification (DoQ) = 45%



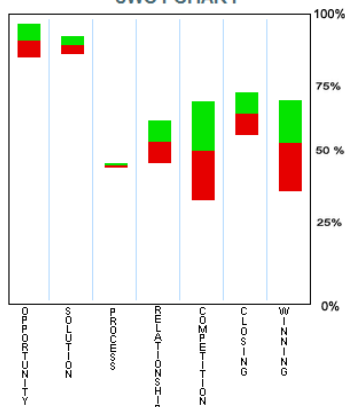
Confidence Factor (CF) = 49%



WINNING / CLOSING



SWOT CHART



SWOT ANALYSIS

OPPORTUNITY DESCRIPTION

			Rating	Description
<div><div></div><div></div><div></div><div></div><div></div></div>	High	0.99	STRENGTH	The high-point of the Uncertainty Range indicates that you are in a strong position in this category.
	Score	0.94	STRENGTH	The project is well defined.
	Low	0.88	STRENGTH	The low-point of the Uncertainty Range places you in a very strong position in this category.
				RECOMMENDATIONS Ensure that all the prospect's requirements are contained in the project definition. The Uncertainty Range for this category is within acceptable limits The low-point of the Uncertainty Range places you in a strong position. Determine if you can realistically obtain additional information by eliminating those questions you answered with 'Uncertain'.

PROPOSED SOLUTION

PROPOSED SOLUTION				
			Rating	Description
	High	0.95	STRENGTH	The high-point of the Uncertainty Range indicates that you are in a strong position in this category.
	Score	0.92	STRENGTH	Your proposed solution is a very good fit with the requirements.
	Low	0.90	STRENGTH	The low-point of the Uncertainty Range places you in a very strong position in this category.
				RECOMMENDATIONS Review your proposed solution and identify areas of strength, leverage those strengths to improve your chances of winning the business. The Uncertainty Range for this category is within acceptable limits The low-point of the Uncertainty Range places you in a strong position. Determine if you can realistically obtain additional information by eliminating those questions you answered with 'Uncertain'.

DECISION PROCESS

			Rating	Description
1	High	0.50	THREAT	The high-point of the Uncertainty Range indicates that you are still weak in this category.
	Score	0.50	THREAT	Your knowledge of the decision process for this project is poor.
	Low	0.50	THREAT	The low-point of the Uncertainty Range places you at risk in this category
				RECOMMENDATIONS Find out who is involved in the decision process, what role they play and how much influence they have and arrange to meet them. The Uncertainty Range for this category is within acceptable limits The low-point of the Uncertainty Range places you at risk in this category. Examine those questions that you answered with 'Uncertain' and obtain additional information to reduce or eliminate the uncertainty.

RELATIONSHIP

			Rating	Description
<div><div></div><div></div><div></div><div></div></div>	High	0.65	EXPOSURE	The high-point of the Uncertainty Range indicates that you are still exposed in this category.
	Score	0.58	EXPOSURE	Your relationship with the prospect is weak
	Low	0.51	EXPOSURE	The low-point of the Uncertainty Range places you at in exposed position in this category.
				RECOMMENDATIONS

STEP 3:

PIPELINE *Accelerator* determines what needs to be done to win the deal; the AE and the Sales Manager determine how to do it:

- The SWOT Analysis identifies the strengths & weaknesses of the AE's selling strategy and provides the basis for developing strategies to build on the strengths and mitigate the weaknesses.
- Provides a list of “*still missing*” information the AE needs to obtain
- Determines **what** “*specific actions*” the AE needs to do to improve their chances of winning
- Development of a strategy on **how** to win the business



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Powered by



Sales Expertise & Sales Intelligence Combined

BENEFITS:

- Increased Win Rates
- More AE's making quota
- Reduction in Deal Slippage
- Reduction in 'No-Decision' deals
- Increased Forecasting Accuracy
- Greater Predictability in Revenue Projections
- Great Confidence & Trust in Sales Forecasts

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Download this Presentation and the sales tools that were mentioned:

<http://tinyurl.com/inbound2014>

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