

## **Overview of the Sales Intelligence Advanced Executive Sales Program and Target Achievement Program.**

Business Development in modern industries has advanced substantially in recent years. Buyers are informed, knowledgeable and sophisticated - the process of selling to them is one of true business development. This means the application of a multitude of competencies, the establishment of trust and the demonstration of expert product/industry knowledge. The successful Business Development Professional "leads" his client into the decision-making frame, and facilitates the deal through proactive and professional deal making activities.

In addition, the levels of competition, especially in a sophisticated and dynamic market such as Australia, are more intense than ever. In most cases the Business Development Professional is dealing with the question, not of whether the customer will buy our product or service, but whether he/she will buy it from us. This requires an imaginative, energetic and highly professional response if success is to be consistently achieved.

The Advanced Executive Sales and Target Achievement Program is made up of

- a 2 day sales training course followed by
- a period of coaching, typically 6 months, which ensures that sales targets are met.

## **THE EXECUTIVE SALES TRAINING PROGRAM**

The course is made up of a portfolio of modules, each designed to address the competencies, attitudes and capabilities required to meet the challenges of developing business at the current time. These are tried and tested generic teaching and training modules that are dynamic and appropriate. However, using a proven course building methodology, the modules form the basis of a customised training program that is designed to suit the exact needs of our client requirements.

Extensive use is made of role-play teaching methods in respect of most of the modules. Role-plays are used most extensively to teach the two most important competencies below, ie numbers (4) and (7). Role-plays utilise case studies that are directly appropriate for the sales people, mostly involving live and current customer situations.

Day one of the course deals with module numbers (1) to (5) and day two the remainder of the modules.

The portfolio of modules includes:

**1) High Level Definitions** of the Business Development process, aimed at introducing the concepts that extend the BDM's mind-set and assist him/her to drive higher values from the client engagement. These are also necessary to create winning strategies. This is a highly interactive session with a lot of class participation and debate, including a strategic discussion about the value proposition of the company, and how the BDMs relate to it.

**2) The structure of a successful "face-to-face" interaction.** This module analyses the structure of sales conversations from the establishment of the objective, through the process of client interaction, to the meeting of the objectives. It provides the Business Development Professional with a framework that allows him/her to "manage" their sales conversations to success, rather than relying on good fortune and luck. The ability to make a strong first impression, followed immediately by an interested and enthusiastic curiosity about the prospect's situation is the foundation upon which the relationship will be built. There is a need to build rapport and trust. The strong emphasis is on the prospect as "a person", and not on the salesperson or his/her product.

### **3) The structure of a successful sales strategy.**

In most cases, improved sales performance lies in the extraction of greater value from the customer account. This requires the planning, orchestration and execution of a carefully planned strategy. Sales strategies require to move along predictable lines, each phase meeting the milestones that the salesperson anticipates. The final milestone is the achievement of the deal that was originally planned.

This module describes the construction of winning, targeted strategies allowing Business Development Professionals to plan for higher returns. It is a discussion about the "shape" of multi-call sales and the phases that the Business Development Professional is required to manage in order to ensure a successful outcome. This is typical of any high value sale and it is necessary to demonstrate and teach the objectives and techniques that Business Development Professionals require in order to successfully manage the cycle. The steps that are proposed in this module may form the basis of a standard methodology for the client. The processes are generic to the proper management of a sales strategy and vital for the achievement of success.

**4) The Questioning Skills module.** Building rapport with the prospect, or totally identifying with the prospect, means the establishment of a relationship that will allow for the extraction of real needs and wants. Good questioning skills permit the Business Development Professional to obtain a uniquely deep level of understanding of the prospect's needs and buying requirements, such that the appropriate trust and respect are developed to support successful selling. Buyers may not immediately be prepared to articulate their needs, or even exactly understand the full implications of their needs, - they immediately recognise and respond to a Business Development Professional who is able to facilitate examination and lead them to a valuable analysis of their situation. By analysing the problem, using questions rather than statements, the Business Development Professional demonstrates understanding of the prospect's issues. Questioning techniques are most important when dealing with business-to-business opportunities such as the use of channels. This module is very interactive - case studies are developed which may be real business opportunities, real prospects, or hypothetical cases. Role-plays are undertaken to teach, practice and retain the competencies. The facilitator plays the role of the buyers thereby gauging, in real time, the effectiveness of the questioning skills and techniques of the Business Development Professionals. In addition, the whole class is able to experience the learning process of others.

**5) The Transition Thinking module** involves the communication and teaching of the important mental skill of moving from "problem" to "solution". At an appropriate point, controlled by the Business Development Professional, he/she must drive the conversation towards the achievement of the call objective. This is a complicated timing issue. It is concerned with the Business Development Professional's own level of satisfaction that he/she has learned enough, the sensing of the right time, and the confidence that a prospective solution will succeed. The salesperson needs to identify very closely with the client problem to succeed with this competence.

**6) The Psychology of Selling/Influencing module.** At the appropriate time in the sales cycle, the Business Development Professional's solution (which should now be totally relevant to the prospect's requirements) needs to be presented. The principle issue that governs this process is the thorough understanding of people, and how they behave, especially in the buying situation. It is a psychological issue. This module is designed to provide Business Development Professional's with a psychological context within which the sales, influencing, or negotiating process takes place. It is universally applicable - to all people, and it

provides the Business Development Professional with a basis on which to plan for successful outcomes. Although the module is largely theoretical, it is presented with the support of interesting and attention-retaining graphics and techniques. The material is unique to this Program and provides Business Development Professionals with a useful insight into their own behaviours, as well those of their prospects.

**7) Application of the Psychology modules.** Having studied the psychological aspects of sales, the Program demonstrates, and practices, the application of these concepts in the actual and real functions of selling, influencing, negotiating and closing. The modules consist of the:

- The process of obtaining an interview over the telephone,
- The process of presenting the solution, the idea, a suggestion, a proposal or any other predetermined step in the cycle that is designed to advance the sale. This aspect requires the development of conceptual thinking skills, called "core product" thinking.
- The process of presenting our ideas leads inevitably to the raising of objections by the prospect. This occurs in virtually every conversation, and certainly whenever we are influencing people. There is a need to study the underlying sources of objections and to learn how to use them. This aspect is also unique to this Program, and typically differs dramatically from any other sales training material.
- Overcoming objections, when dealt with correctly, leads to the advancement of the sales strategy and the closing of the sale. This is the central capability of a successful salesperson or negotiator. The program deals with techniques and methods of handling the most difficult situations, buyers and opportunities.
- The process of closing deals is dealt with, demonstrating the strength of personality and assertiveness required at this time. This module is one of the most important in the course. It teaches the skill required to use objections as the basis on which to close – either to advance the sale according to the sales strategy, or to finalise the sale at the end of the strategy.

The above competencies and skills are taught utilising role-plays from the previous modules. Participants are placed in high-pressure situations during this process and are shown how to deal with both the theory and the practice.

**8) The Sales Presentations module.** This module deals with the capability to develop appropriate and effective presentations that support the prospect's issues. The competencies are described, with the emphasis on the differences between "sales" presentations and "education" or "training" presentations. The module does not address presentation style in any way - it focuses on content and the framework for successful sales presentations.