Present

“You Can Always Sell More, By Increasing Your Competitive Selling Advantage”

Selling Skills for the NBMDA & NAFCD Sales Professional Webinar Series Workbook and Action Guide

Questions? You may contact Jim at:
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Name ____________________________________________

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www.pancero.com
ABOUT JIM PANCERO

If you are interested...open... and ready to improve your team's success, then Jim Pancero has answers for you. The proven selling philosophies, processes and structures Jim shares all have just one goal...to increase your personal “Powerhouse Selling Advantage.” The leading-edged ideas Jim shares have been researched, validated and fine-tuned through his over 30 years influencing and guiding top performers selling higher priced and/or competitively complex distribution materials, large equipment, or business services. Jim has conducted extensive work within the agricultural industry including training over 3,500 John Deere dealer team members in the US and Canada.

Even during a sixty-minute keynote, Jim's combination of humor and real-world examples provides even experienced audience members who think they've heard it all before and are convinced there's nothing new in sales with immediately implementable concepts that work. Jim's proven concepts center on showing you ways to strengthen the messaging and positioning of your uniqueness and value, gaining more control of your selling processes, and strengthening your leadership team's abilities to coach and lead in today's hyper-competitive economy and global marketplace.

Jim's background includes being a top performer selling large computer systems for the Data Processing Division of the IBM Corporation. During Jim's prestigious IBM career, he earned several awards including the coveted "Golden Circle" designation annually awarded to the top 5% of their international sales force.

Since founding his sales training and consulting company in 1982, Jim has conducted over 3,100 speeches, in-depth seminars or consulting days for more than 600 companies in over 80 different industries. Over 90% of Jim's clients have utilized his ideas and services more than once. Jim has also been recognized by the National Speakers Association having earned their CSP (Certified Speaking Professional) designation and been inducted into their Speakers Hall of Fame. This combined honor has only been awarded to less than 3% of their 3,500 professional members.

For more on how to increase your competitive selling advantage visit Jim's Pancero.com website and check out his video clips on YouTube® (YouTube channel “2Sellmore”) and Vimeo.

“We know you’re good. Now the only question is...are you ready to get even better?”
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WEBINAR AGENDA

Four Modules in Eight Video Segments – [https://pancero.com/webinar](https://pancero.com/webinar)

Webinar Module 1 - Part 1 & 2 – “Selling is Dramatically Changing – Are You?”

- Understanding how selling has profoundly changed in the last few years and what you can do about it.

Webinar Module 2 - Part 1 & 2 – “Why Do I Want to Buy from You?”

- Strengthening your Strategic selling skills by effectively communicating your messages of value and competitive uniqueness.

Webinar Module 3 - Part 1 & 2 – “How to Gain More Control of Your Buyer’s Decision Process”

- How to think and plan more moves ahead by gaining more control of your multiple-call selling process.

Webinar Module 4 - Part 1 & 2 – “How to Out-Think, Out-Plan, and Out-Position Your Competition”

- How to successfully implement and utilize account planning with your most important accounts.
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Selling Skills for the NBMDA & NAFCD Sales Professional

Webinar Module #1 – Part 1 & 2

“Selling is Dramatically Changing – Are You?”
THREE MOST DISRUPTIVE SHIFTS IN SELLING TODAY

Shift #1 – Generational Shift

- Millennials replacing Baby Boomers
LET'S MAKE SURE WE ARE ALL USING THE SAME TERMS...

- Your age tends to define your philosophy

  Over 91    - "The Greatest Generation" (Born before 1925)
  73 – 91    - "The Silent Generation" (1923 to 1944)
  53 to 72   - "Baby Boomer Generation" (1945 to 1964)
  40 to 52   - "Generation X" (1965 to 1977)
  17 to 39   - "Generation Y / Millennials" (1978 to 2000)
  Under 17  - "Generation Z" (2000 to 2015)

- Dominant generations that significantly changed (or will change) our culture and the way we do business

  Over 91    - "The Greatest Generation" (Born before 1925)
  73 - 91    - "The Silent Generation" (1923 to 1944)
  53 to 72   - "Baby Boomer Generation" (1945 to 1964)
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  Under 17  - "Generation Z" (2000 to 2015)

- Now is a time of major change...a changing of the leadership guard

  - Over 50% of U.S. workforce are millennials
  - Last 30 years was ruled by Baby Boomers and their philosophies
  - Next 30 years will be ruled by Millennials and your philosophies
## WHAT DIFFERENCES DO YOU SEE BETWEEN BABY BOOMERS AND MILLENNIALS?

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<td>Independence – Left alone until they ask for help</td>
<td>Direction – Pulled into ongoing coaching and planning support</td>
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SHIFT #2 – SALES REPS Brought in Later in the Buying Process

Steps of the buyer problem resolution process

1st Step – Agree on pain
- “Is this problem big enough that it needs to be fixed?”
- Successful sales reps identify and uncover problems buyers do not know they have (or do not understand the severity/consequences)

2nd Step – Agree on solution direction
- “Is it better to solve this with more automation…or more worker training?”
- Successful sales reps develop inside buyer champions to their solution direction before buyers realize they even have a problem that needs fixing

3rd Step – Agree on potential solution providers
- “Who do we want to consider fixing this?”
- Successful sales reps position their company, products and services in advance of any bidding so they get the chance to propose and be heard

4th Step – Agree/select final vendor(s)
- “Who is the best choice to fix this?”
- Successful sales reps win business by positioning and proving (from the beginning) how you will be a lower risk and lower total cost to your buyers (even when you are a higher price)

5th Step – Agree on solution implementation process, timeframes and responsibilities
- “Who will lead (or support) this solution implementation?”
- Successful sales reps sell a more proactive, vendor-led solution to create (and provide) more value, a lower risk, and ultimately a lower total cost to their buyers

6th Step – Agree on who will take responsibility to maintain this solution
- “Who will maintain this solution and make sure it never happens again?”
- Successful sales reps position their company as a proactive provider of solutions and support so you will be first-in-mind for any reorders and/or additional solutions

- What can you and your team do to get in front of your buyers earlier in their problem resolution process?
SHIFT #3 – THE EVOLUTION OF A COMPETITIVE ADVANTAGE
ARE YOU SELLING LIKE AN “INDEPENDENT GUNFIGHTER?”

- **What is your definition of a professional?**

  - My definition...A professional is defined by their consistency of performance

- **What is the philosophy of you and your sales team?**

  - **“Independent Gunfighters” – Old school “baby boomer” style**

    - Like a gunfighter in the old West, treats each customer or selling situation as a unique selling opportunity or challenge

    - Each customer gets a unique selling message of value to best fit what they said they wanted (no matter what they said they wanted)

    - Each customer is sold in a different way or approach...no consistency of their multiple stepped selling process

    - Nothing is learned or gained from either a win or loss since the next customer will get their own unique approach anyway

    - Sees themselves in direct competition against all the other reps on their team.

    - Manager only learns about a new selling opportunity after a proposal or quote is delivered

    - Wants as little management attention as possible. Only wants to use their manager for special pricing, expediting, problem solving, or customer visits

  - **“Selling SWAT Team” – More competitive “Millennial” style**

    - Sales team defines, and then follows a consistent multiple-stepped selling process and message of value and uniqueness

    - What is learned through the win or loss of an individual sales provides learning, input and value to the entire sales team helping all make the next selling opportunity even more efficient and successful

    - Encourages an “Us against the rest of the world” team philosophy so team members encourage and support each other

    - Manager involved from the beginning of the sales planning efforts so the first positioning efforts are effective and successful

    - Active involvement with their sales manager to help develop account plans and next best steps to be taking
WHAT SKILLS DO YOU WANT IN THE NEXT SALES REPS YOUR COMPANY HIRES?
# SELLING SKILLS REQUIRED FOR SELLING SUCCESS

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**Attitude & Energy**
INCREASING YOUR SELLING SKILLS

- What to expect from strengthened **strategic** selling skills

  - The ability of your sales team to sell at higher margins because they understand you are *not* in a price driven market

  - The ability to answer persuasively a customer asking them “why, based on all the alternatives available to me do I want to buy from you?”

- What to expect from strengthened **tactical** selling skills

  - Sales professionals planning their daily and weekly activities or travel schedules in advance and in a logical way that is visible to everyone within your sales team.

  - Sales professionals better able to answer where any customer currently is and what they have planned to maintain or grow their business

  - Sales professionals being more proactive and initiating competitive protection activities sooner and with a higher degree of effectiveness

  - More ongoing new business prospecting efforts

- What to expect from strengthened **operational** selling skills

  - A more consistent and persuasive sales professional able to handle a wider range of customers, their concerns, their needs and expectations.

  - A sales team who will come across to your customers as more customer focused, more professional and of more value than your competition.

- What to expect from strengthened **attitude and energy** selling skills

  - A sales team who has earned customer's loyalty due to their proven professionalism, values, and commitment to helping.

  - A more energized, excited and harder working sales professional.

  - A coachable sales team open to your suggestions and guidance.
KEYS TO COMPETITIVE ADVANTAGE AND INCREASED SALES IN TODAY’S DISRUPTIVE ENVIRONMENT

1) Strong response to “Why buy from you?” consistently delivered by your entire team.

2) Defined (and coached to) “Selling Process Best Practices.”
   - Steps of a Sales Call
   - “ID to Close” new business selling process.
   - “1/1 to 12/31” processes to support your best customers.
   - Operational “Steps of a Sales Call” and “personality flexibility” skills.

3) Proactive “Selling Process” coaching to all team members.
   - One to four hours a week, (for each assigned sales person), discussing “Future Focused” account and territory planning and strategy.
   - Free up time to coach.
   - Each sales person prepares written plan for his or her five most important accounts.
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Selling Skills for the NBMDA & NAFCD Sales Professional

Program Overview - Four Modules in Eight Video Segments – [https://pancero.com/webinar](https://pancero.com/webinar)

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Webinar Module #2 – Part 1 & 2

“Why Do I Want to Buy from You?”
YOU ARE NOT IN A PRICE DRIVEN MARKET

- Price is never the primary determinant in a customer’s competitive buying decision

- #1 Determinant – __________________________

- #2 Determinant – Price Differential
IF I’M NOT IN A PRICE DRIVEN ENVIRONMENT…THEN HOW COME THERE IS SO MUCH PRICING PRESSURE?

- Buyers will negotiate:

  1) Because they can.

     - The more vendors calling on me the more I’ll try negotiating better terms or a better price.

  2) When they see little to no value differential between vendor alternatives.

     - The greater the differential in value perceived then the greater the differential in value that will be paid.

  3) When they receive demands or pressure from their bosses.

  4) When they are not getting what they really want or need.

  5) When your price is significantly higher than what they have paid in the past.

  6) When they perceive weakness in the seller.

  7) When they personally view negotiating with a vendor as a sport or game.
HOW HIGH IS YOUR COMPETITIVE AWARENESS?

COMPETITIVE AWARENESS

PRICING/DISCOUNTING
COMPETITIVE AWARENESS

PRODUCT KNOWLEDGE
COMPETITIVE AWARENESS
DO YOU HAVE A STRONG STRATEGIC MESSAGE OF COMPETITIVE UNIQUENESS?

- How are you answering the question, "Why based on all of the competitive alternatives available to me, do I want to buy from you?"

1. _________________________________________________________________________________________________

______________________________________________________________________________________________

2. _________________________________________________________________________________________________

______________________________________________________________________________________________

3. _________________________________________________________________________________________________

______________________________________________________________________________________________
DO YOU HAVE A STRONG STRATEGIC MESSAGE OF COMPETITIVE UNIQUENESS?

- How are you answering the question, “Why based on all the competitive alternatives available to me, do I want to buy from you?”

1. ________________________________________________________________

2. ________________________________________________________________

3. ________________________________________________________________
THE FOUR CONSISTENT PROBLEMS WITH A SALES TEAM’S MESSAGE OF UNIQUENESS

Problem #1 – Everyone’s saying the same thing…

- Four most common answers:
  - “Our high-quality products or services”
  - “Our strong level of support”
  - “Our competitive prices”
  - “You get me”

Problem #2 – Everyone has different answers (when they aren’t saying the four same points).

- How many different responses did your team generate?

Problem #3 – Sales reps only talk about themselves.

- Give your answers the X’s and O’s test...
  - “X” out every time you say “us,” “we,” “our,” your name, your company name or your product/service names
  - “O” circle every time you say “you,” “your,” or mention the customer by name or use their company name
  - What is your balance of “X’s” to “O’s”?

Problem #4 – Your answers assume you are alone in the world.
USING THE “FOUR CORE VALUES” ON A DAILY BASIS TO INCREASE YOUR COMPETITIVE ADVANTAGE

- Focus on core values, not just product intangibles
  - Why do your customers really buy?
  - The closer you identify to your customer’s core values, the stronger your position of uniqueness.

- Positioning your product vs. your competitors

- How can you incorporate the four most critical core values into your selling message?
  - “Lower my risk”
  - “Make my life or work easier”
  - “Lower my total costs or increase my profitability”
  - “Increase my competitive advantage”
PERSUASIVE MESSAGE PRESENTATION SKILLS

- Your message is meant to start a buyer conversation – Not to finish it

  - Max message length is five minutes
  - Goal is to set up you philosophy/message so you can then lead a discussion with your buyer
  - You are presenting a philosophy
    - Strip out all of the side explanations, examples and stories (save them for expanding your ideas during the discussion)
      - Your examples could be hiding or diffusing your message and philosophy
    - Keep asking “Is this example or story really helping me position our philosophy as we begin our discussion?”
    - The fewer words you use and/or points you try to make – The stronger (and better retained) your message
  - Visually use as few words as possible
    - Print as clearly as possible – Can they see it?

- Organize your five-minute message like you were taught to write a newspaper article

  - 30 second opening/positioning of your complete message
    - “My goal is to share with you how and why we can give you more predictability and more support than any of your other options.”
  - No drawing or writing during this opening
  - 4-minute building your message
  - 30 second summarizing/repeating your overall message
    - “Our goal is to give you more predictability and more support to help you increase your competitive advantage”
  - End with a question to get them to start talking
    - “How does our philosophy fit into how you want to build your houses?”
    - No drawing or writing during this closing
PERSUASIVE MESSAGE PRESENTATION SKILLS (continued)

- Organize your presentation to maximize your buyer’s retention of your philosophy

  - Keep it simple

    - The cleaner and clearer your message – The greater their retention of your philosophy

  - Keep it personal – Talk about “you” and “your,” not “People,” “our customers,” “most,” or “they”

  - Keep leading with the “WIIFM’s” – “What’s in it for me”

    - Lead with your benefit – Then follow up with your feature to validate your benefit

      - **Negative** - “*We have the largest delivery fleet and materials inventory to make sure you get what you need when you need it*” (Feature then benefit)

      - **Positive** – “*We have the best ability to get you what you need when you need it because we have the largest delivery fleet and inventory in this area*” (Benefit that feature)

  - If you list three or four points, then repeat and summarize all points together at once to summarize and position before moving onto your next section of your message

- Open any future sales calls (or conversations) by reminding them of your message and positioning (in under one-minute)
TEN STEPS TO STRENGTHENING YOUR TEAM’S MESSAGE OF COMPETITIVE UNIQUENESS

Step 1 – Agreement - You are not in a price driven market.

- All markets are value focused. You increase your ability to win against lower priced competitors by increasing your value and uniqueness – not by dropping your prices.

- Your goal is to communicate how you are not the lowest price...but can prove how and why you are the lowest total cost for your buyers.

Step 2 – Identification - Your uniqueness and competitive edge will no longer likely come from your products, but from your support organization to help your customers increase their utilization and ease of using your products.

Step 3 – Build a team list - on a flip chart pad or white board, of the major points to answer a customer or prospect asking you, “Why, based on all the competitive alternatives available to me do I want to buy from you?”

Step 4 – Put your completed “Why buy” list through the four consistent problems or tests of your uniqueness message.

- This proves to your team how and why their current responses need to be strengthened and improved.

Step 5 – Discuss the “Four Core Values” and how they apply to your organization.

- To prove these core values fit all buying opportunities ask your team to identify any terms on their “Why buy” list that do not tie directly into at least one of the four core values.

Step 6 – Discuss as a team how you can repackage your value and uniqueness into one consistent message delivered by all members of your team.

- Once you develop your new message do not put it in print, in a brochure or on your website so you can keep your message away from your competitors.
TEN STEPS TO STRENGTHENING YOUR TEAM’S MESSAGE OF COMPETITIVE UNIQUENESS...

Step 7 – Test your message to insure you are moving in the correct direction.

1st - Share your new message with some of your best customers (“We’ve been working to clarify why others would want to buy from us...do you think our new message accurately describes our competitive value and uniqueness?”).

2nd - Share your new message with prospects (“We’ve always described our uniqueness and value based on...”).

3rd - Start sharing your new message with everyone your distributorship talks to, either existing or new.

Step 8 – Discuss your expectations of how much of your message you expect each member of your team to be able to communicate.

- Sales people – all message levels.
- All managers – at least the first two levels.
- Service and support people (including your drivers) – at least the first level.

Step 9 – Work with all members of your team to learn and consistently communicate your new message of value and uniqueness to all prospects and customers.

Step 10 – Monitor your customers and competitors to insure your message continues to accurately communicate your competitive value and uniqueness.
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Webinar Module #3 – Part 1 & 2

“How to Gain More Control of Your Buyer’s Decision Process”
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| Attitude & Energy |
INCREASING YOUR TACTICAL SELLING EFFECTIVENESS

• With prospects and new selling efforts.

• With existing customers, you want to maintain and grow.

• Within your larger customers.
  - How do you get “Higher, Wider, and Deeper”?
STEPS OF A “RETAIL” SELLING PROCESS

Lower Resistance

- “Thanks for allowing me to learn more about how you’re using these types of products”

Ask questions to learn and qualify

- The “Mind if I ask you five quick questions” to ask selling a distribution product:
  - #1 – “How much do you use/consume/install per month now?”
  - #2 – “Have you had any performance or quality challenges with this in the past?”
  - #3 – “How would you most like to be supported with this?”
  - #4 – “What could we do to help lower your risks or make your life easier?”
  - #5 – “Would you allow us to offer to help increase your efficiency or effectiveness using these products?”

Present your solutions:

- Use “Feature – Advantage – Reaction”
  - Feature – Fact about your product or services.
  - Advantage – The advantage or benefit the buyer will receive from this feature.
  - Reaction – Asking for feedback or direction.
    - “Would this be important to you?”
    - “Would this be something you’d like to use?”
    - “Would this make it easier/faster/simpler to use?”

Ask for the order:

- “So, what would you like to do?”
- “Where do we go from here?”
- “So, what happens next?”

Agree and set up your next contact:

- Introduce them to the service team.
- Discuss when they will potentially want/need service.
- Review your contact numbers and interest in answering any of their questions or concerns.
STEPS OF THE DISTRIBUTION SELLING PROCESS

**Step 1 – Set up, positioning and establishing an appointment**

- Identify potential selling “Success Factors”

**Step 2 - Initial sales call, plant tour & id of “next best” application to promote**

- Can you position your customer’s evaluation/decision process by recommending your four questions?
  1. What’s my total cost?
  2. Can you support me?
  3. How much risk am I taking doing business with you?
  4. How will you help me improve my business?

- What step are you on as an organization?
  1st – Decide pain
  2nd – Decide direction
  3rd – Decide solutions
  4th – Decide vendors
  5th – Decide process
  6th – Decide how to maintain implementation

**Step 3 - Do more research/positioning and get “higher wider & deeper”**

**Step 4 - Proposal positioning & delivery**

**Step 5 – Justify your “Higher Price – Lower Total Cost” philosophy**

**Step 6 – Post sale support to identify and position your next application solution**

**Step 7 – Evaluate, adjust & prepare for your next sale**

**Step 8 – ID next new application – Go back to Step 2**
Steps of Distribution Selling Process

Step 1 – Identify/qualify/position prospect

- Have you communicated your message of uniqueness?
- How much research have you done on this company and ID of potential need
- How many of our other customers can give you insights into what their unique problems and pain might be
- Are you prospecting to similar customers like your past success industries or companies?

Step 2 – Initial sales call, plant tour and ID of “Next Best” application to promote (area of their greatest pain/opportunity)

- ID current supplier/product
- Uncover customer’s needs
- ID key players
- Who is the best job title to start calling to build your inside champion?
- What application that you plan to present to be unique or different to what others are trying to sell?

Step 3 – Do more research/positioning and get “higher, wider and deeper” than your competition

- What other opportunities might this calling identify?
- Who all is going to be involved in approval of change or upgrading of solution?
  Have you called on them yet? Have you presented your message of uniqueness to each of them?
- Who will be against you with this proposal due to technical or competitive motivations? What are you doing to research and neutralize their positions to improve your chances of winning?
Steps of Distribution Selling Process (Continued)

Step 4 – Proposal positioning & delivery

- Never deliver a written proposal to a buyer that contains new information or surprises
- Review major proposal points and pricing in advance so you can defend or adjust what you are proposing
- How else can you justify and position your lower total cost approach and philosophy?

Step 5 – Justify your potentially “higher price – lower total cost” philosophy

- Walk your buyer through the ROI (Return on Investment) of buying from you
  
  **Step 1** – “Apples to apples” (Talking the same products and specs?)
  **Step 2** – Prove Hard Savings (Can be quantified and validated)
  **Step 3** – Prove “Soft Savings” (Not as quantified and harder to validate)
  **Step 4** – Explain your “Insurance Policy” (Can’t quantify or prove the savings of this point…but it is important to the buyer)
  
  **Close is to say**…” For only $xx/month (or unit or assembly) you get all this extra support, coverage and protection”

- What savings ideas can you pull from other proposal financial justifications already completed?
- Have you walked through your financial justification plans with your manager before you present this to your customer?
Steps of Distribution Selling Process (Continued)

Step 6 – Post sale support to identify and position your next application solution

- What can you do to so impress and amaze this buyer that they want to do more business with you in the future?
- How can you confirm and position your promised uniqueness and value?
- How are you going to educate and position your organization, so they can provide the solutions and support you have promised?

Step 7 – Evaluate, adjust & prepare for your next sale

- How does the multiple-stepped plan or supporting tools need to be added or adjusted to improve our chances of winning in the future?
- How would you sell this customer the next time you had a chance – what would you do different or better?
- Why did the competition win and outsell us? (If we lost) – How did we win and outsell our competition? (If we won)
- What did you learn from this selling cycle with this customer?

Step 8 – ID next new application – Go back to step 3

- Have you used this sale to position this main contact as an inside champion to you for future selling opportunities?
- Can you set this customer up as a reference or can they ID additional departments, divisions or other companies you can call on and sell?
## ADJUSTING YOUR LANGUAGE AND SELLING MESSAGE TO YOUR BUYER

<table>
<thead>
<tr>
<th>Level</th>
<th>Message</th>
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<tbody>
<tr>
<td><strong>Owner/CEO Level</strong></td>
<td>“How will this help me improve our brand, profitability or market share?”</td>
</tr>
<tr>
<td><strong>Vice President Level</strong></td>
<td>“How will this help me improve our performance, profitability or effectiveness?”</td>
</tr>
<tr>
<td><strong>Department Head Level</strong></td>
<td>“How will this help me improve my department’s budget, performance or quality?”</td>
</tr>
<tr>
<td><strong>Manager Level</strong></td>
<td>“How will this help my team by making their job simpler, faster or lower cost?”</td>
</tr>
<tr>
<td><strong>Worker Level</strong></td>
<td>“How will this make my job easier or improve the quality of what I do?”</td>
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</tbody>
</table>

### STRATEGIC LEVEL (Proactive)
- Direction, profitability, growth and market share

### TACTICAL LEVEL
- Department profitability, budget, tracking, product and quality improvement

### OPERATIONAL LEVEL ( Reactive)
- Maintaining productivity and quality
IDEAS TO GET "HIGHER, WIDER & DEEPER"

Idea #1 - Look for exposed accounts where you have not successfully gotten "Higher, Wider and Deeper"

- Put those customers or prospects through your account planning coaching to identify plans to correct this situation

Idea #2 - Include discussions about how to get "Higher, Wider and Deeper" within all account planning discussions

- Getting "Higher, Wider and Deeper" does not happen naturally within an account relationship
- It takes creative planning and selling to get above a main buyer

Idea #3 - Never go around a buyer...take them with you

- Your main contact/buyer will need to see the value to them in you getting higher, wider and deeper than just calling on them

Idea #4 – Make sure you have a reason to be calling on someone outside your normal buyer contact

- Have a reason to meet them
  - "Just wanted a chance to meet you and introduce myself" just tends to irritate customers
- Great reasons to get a few minutes in front of senior customer management
- Explaining a new industry direction (and its impact on their business, profitability or usage)
  - Significant new industry technologies, products or services that can dramatically impact this customer, their business and profitability

Idea #5 - Use your senior managers

- The easiest way to get a meeting with customer senior management is when "My senior manager wants to meet with your senior manager to discuss how we can be of more value and assistance to you and your company"

Idea #6 - Change your message the higher up you get within your customer

- The higher up you go within a company the more your language and focus of discussion will change
CONNECTING WITHIN YOUR MOST IMPORTANT ACCOUNTS

- Getting “Higher, Wider and Deeper”
  - “Higher” - Calling on more senior managers or company executives
  - “Wider” - Calling to other departments or users who are impacted by your products or services
  - “Deeper” - Calling on the front-line operators or users of your products or services

- Getting "Higher, Wider and Deeper" within an account
  - Potentially opens additional business opportunities because of your conversations with a wider range of people within your customer account
  - Increases your competitive advantage (reducing competitive threats) because you have a wider range of people aware and interested in your company and products
  - Improves your customer service opportunities by receiving feedback from a wider range of connections at your important customers

- If you ignore or make no effort to get "Higher, Wider and Deeper"
  - How many of your accounts are "One car wreck" away from you losing the business (or having it put out to competitive bid)?
  - The "Car wreck" sales test – "Did you hear the news? Your main buyer contact at your most important account was just killed in a car wreck...will you still keep the business?"
    - The average distribution sales rep has over 50% of their accounts exposed due to them only calling and being connected with a single buying contact at their customer
  - You expose yourself and your company to an "end run" where your competitor convinces other departments or more senior executives on the value and uniqueness of doing business with them instead of you
“You Can Always Sell More, By Increasing Your Competitive Selling Advantage”

Selling Skills for the NBMDA & NAFCD Sales Professional

Webinar Module #4 – Part 1 & 2

“How to Out-Think, Out-Plan, and Out-Position Your Competition”
ACCOUNT PLANNING FOR AN EXISTING CUSTOMER

- Reactive Efforts
  - Identify number of calls to make on an existing customer.
  - Identify any scheduled special events or time lines for your existing customers.

- Proactive Efforts
  1) What are your account target sales and margin goals for this account?
  2) Are you talking to everyone?
     - How are you working to get higher, wider and deeper?
     - Do you have 100% of their business?
  3) How are you adjusting your support levels based on this importance?
  4) How are you using the rest of your management team as sales tools?
     - Both “face-to-face” and by phone.
  5) What is your next major new growth opportunity you are working on?
  6) What are your stepped plans to make this happen?
  7) What else do you need from your company to make this happen?
THE LANGUAGE OF “THE COACHING ZONE”

- The “Coaching Zone” occurs when you keep your coaching conversations...

- Tactical

- Strategic

- Future focused

Strategic
Focus and Positioning
- Communicating your philosophy and market position
- Answering the question "why, based on all of the competitive alternatives available you?"

Tactical
Tools and Controls
- Understanding and controlling your "id to close" selling process
- How to call "higher and wider" within a customer’s organization
- How to utilize the rest of your team in your selling process
- Time and territory management skills
- Effective negotiation skills

Operational
Skills and Abilities
- Steps of a sales call
- Personality awareness skills ("why people buy")
- Persuasive communication skills
- Product and industry knowledge

Attitude & Energy

Future
- Forecasts and quotas
- Strategic planning
- Coaches team “what to do” before anything is done

Today
- Status reports
- Call planning meetings
- Customer sales calls
- Problem resolution activities

History
- Call reports
- Expense reports
"What happened?" meetings
- Only complains about what wasn’t done after the fact
SUGGESTED ACCOUNT PLANNING COACHING SESSION AGENDA

- Goals/Agenda of coaching session
  - Review process and plans for top accounts
  - Develop one (or two) new account plans
    - Sales rep develops and presents to manager for discussion, questions and answers
  - Discuss how they are tracking their customer data in your computer system
  - Identify if/how manager can assist and support sales rep’s selling efforts
  - Evaluate/Identify how sales rep is maintaining the proper balance of key accounts to rest of territory to prospecting

- Suggested account planning coaching agenda

  1) History (Brief time)
     - “What’s been happening?”
     - “What’s the latest?”

  2) “Crisis” and transactional closing problems (Brief time)
     - “What’s it going to take to close this business?”
     - “What’s it going to take to solve this problem?”

  3) Review and discuss planned actions with your selected account
     1. To whom are you talking?
     2. What equipment/products do they currently have?
     3. What additional equipment/products do you think they will need?
     4. What other competitors do you expect to be going after this business?
     5. Who do you think you should be strengthening your relationship with at this account?
     6. How do you plan to position our company’s philosophies and messaging with this customer?
     7. What is your plan to work to win this business?
     8. What can you do to increase your competitive advantage with this account?
     9. What else can you do to get your profitability up on this sale/proposal?
    10. How can you best position our higher price?

  4) Recap and summarize identified action plans and completion deadlines
ACCOUNT PLANNING FORM - Page 1 of 4 - Where we are now

Account Name: ______________________________________________

1. Important top contacts you have already met:
   Status - Champion (and supporter of your company)
   - Friend (of your company)
   - Neutral (toward any company)
   - Biased (toward another company)
   - Unknown (where they stand)

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<tr>
<th>Name</th>
<th>Job Title</th>
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2. Current products used:
   Products | Quantity | Part # | Date first purchased
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3. Products requested by customer or expected to be proposed
   Products | Quantity | Why? | Expected Delivery
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4. Who else do we expect will be proposing?
   Competitor | Strengths | Weaknesses
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5. Who currently has the competitive advantage to win this business?
_____________________________________________________________________

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ACCOUNT PLANNING FORM - Page 2 of 4 - Where we want to go

Account Name: ________________________________________________________________

6. Most Important top contacts still want/need to meet:

<table>
<thead>
<tr>
<th>Importance</th>
<th>Name</th>
<th>Job Title</th>
<th>Status</th>
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<tbody>
<tr>
<td>Critical (to us winning this business)</td>
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<tr>
<td>Important (to us winning this business)</td>
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<tr>
<td>Positive (for us to be talking with them)</td>
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<tr>
<td>Unknown (what their real impact will be on their final decision to buy)</td>
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7. Our current competitive strengths and weaknesses with this customer:

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<th>Strengths</th>
<th>Weaknesses</th>
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8. How we plan to position our company and our philosophies and messaging with this customer:

Our selling message _____________________________________________________________

9. Key goals we want to accomplish with this customer

Goal #1 ________________________________________________________________

Goal #2 ________________________________________________________________

Goal #3 ________________________________________________________________
ACCOUNT PLANNING FORM - Page 3 of 4 - How we plan to win this business

Your planned selling strategy with this customer

7-Step Selling Process

Step 1 – Set up, Positioning and Establishing an Appointment

Step 2 - Initial Sales Call, Plant Tour & ID of “Next Best” Application to Promote

Step 3 - Do More Research/Positioning and get “Higher wider & deeper”

Step 4 - Proposal Positioning & delivery

Step 5 – Justify Your “Higher Price – Lower Total Cost” Philosophy

Step 6 – Post sale support to identify and position your next application solution

Step 7 – Evaluate, Adjust & Prepare for Your Next Sale

Selling “to-do’s” and action plans to win this business
Sales Professional: ____________________________________________

Account Planning Form for Existing Accounts – Page 4 of 4

<table>
<thead>
<tr>
<th>Account Name</th>
<th>Date Prepared</th>
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<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>4th Quarter</th>
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<td><strong>Account Growth</strong></td>
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<td>Plan</td>
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<td><strong>Contact Growth</strong></td>
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<td>Plan</td>
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<td>- Existing accounts</td>
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<td>- New contacts</td>
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<tr>
<td>- New locations</td>
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| **Business/Executive** |     |     |     |     |
| **Review & Growth**    |     |     |     |     |
| Planning              |     |     |     |     |
| **Introduce New**      |     |     |     |     |
| **Products and**       |     |     |     |     |
| **Technologies**       |     |     |     |     |
| **Executive**          |     |     |     |     |
| **Involvement**        |     |     |     |     |
| **Social**             |     |     |     |     |
| **Entertainment**      |     |     |     |     |
| **Customer Service**   |     |     |     |     |
| **Reviews**            |     |     |     |     |
ORGANIZE THE YEAR INTO “SELLING CAMPAIGNS”

- A “selling campaign” is defined by the length of time it takes you to make one pass through your territory.
  - Most selling campaigns are 4-6 weeks long
  - The goal of a single “selling campaign” cycle is to call on/talk with all of your “A Accounts,” all of your “B Accounts,” and over half of your “C Accounts” (plus prospects)

- “A Accounts” – Your largest and most critical customers
  - Buying the clear majority of their business from you
  - Buyers are very loyal and connected to you

- “B Accounts” – Your important customers
  - Buying a lot from you
  - Buyers show some loyalty and will talk with you when needed

- “C Accounts” – You are more interested in them than they are in you
  - Buying some from you
  - Buyers show little to no loyalty to you

- “Prospects” – Qualified buyers not buying from you currently

- During each campaign all sales reps on your team focus on a different area of your buyer’s business, a different service or training you offer, or a different set of questions to learn more about their business
  - During each campaign all sales reps on your team talk about those ideas to as many customers as possible as you make your normal sales calls in your territory

- Maximum of two ideas highlighted in any campaign
  - One campaign idea focuses on how to better use, or get more value out of your products or services
  - One campaign idea is to help improve your customer’s business that doesn’t necessarily require them to buy your products to take advantage of your idea or suggestion

- Work as a team to plan and prepare multiple campaigns in advance
  - What literature or support material will be needed to support this selling campaign?
  - What additional information or training does our sales team need for this selling campaign?
SALES EVALUATION

You make take this free evaluation online at https://pancero.com/sales/sales-pro-evaluation/

Rate your skill on a scale from 1 to 5. 1 = non-existent; 2 = weak; 3 = just average; 4 = leading; 5 = best practice.

Evaluating Your Operational Selling Skills and Abilities

Understanding the technical side of your business
1 2 3 4 5 #1 - Your technical knowledge of your products/services and how they relate to your industry?
1 2 3 4 5 #2 – Knowledge of your competitor’s products and their customer success stories?

Understanding the Fundamentals of Selling
1 2 3 4 5 #3 – Your knowledge and daily usage of the steps of a sales call?
1 2 3 4 5 #4 – Your understanding of personalities, ability to identify, then mirror your customer’s communication style?

Understanding How to Manage Your Time and Information
1 2 3 4 5 #5 – Your personal “time and territory” organizational skills?
1 2 3 4 5 #6 - Your ability to utilize technology to increase your productivity and effectiveness?

Evaluating Your Tactical Selling Skills and Abilities

Maintaining and growing your business
1 2 3 4 5 #7 – Your ability to proactively manage, control, and resolve customers’ problems?
1 2 3 4 5 #8 - Your ability to keep your existing accounts stable and under control?
1 2 3 4 5 #9 - Your ongoing new business prospecting process?

Managing Your Selling Process
1 2 3 4 5 #10 – Your ability to think and plan multiple moves ahead with each of your customers and prospects?
1 2 3 4 5 #11 – Your knowledge/understanding of competitors’ pricing practices?
1 2 3 4 5 #12 – Your ability to utilize company support resources in your territory?

Maintaining and Controlling Your Customer
1 2 3 4 5 #13 – Your ability to communicate what your customers want to buy instead of just what you have to sell?
1 2 3 4 5 #14 – Your understanding of the political environment and decision process of each of your accounts?

Evaluating Your Strategic Positioning Skills and Abilities

Ability to manage the strategic aspects of your selling process
1 2 3 4 5 #15 – Your ability to communicate what your competitive uniqueness and value is?
1 2 3 4 5 #16 – Your knowledge of your competitors’ strongest “value points” they use to sell against you?
1 2 3 4 5 #17 – Your ability to win business at a higher price/margin by communicating your stronger value?

Your Philosophy Toward Ongoing Personal Development and Improvement
1 2 3 4 5 #18 – Ability to represent yourself in a professional, truthful, and ethical manner?
1 2 3 4 5 #19 – Your ongoing commitment and efforts to grow and improve your selling skills and awareness?
1 2 3 4 5 #20 – Your ongoing use of one or more coaches or mentors to help you get better?
The University of Innovative Distribution offers advanced marketing and sales leadership training for your entire experienced distribution leadership team.

Each day offers seven different distribution classes being taught by experienced instructor experts each sharing their latest proven concepts they have spent years, and even decades researching and mastering.

Your feedback and input as a student are critical to maintaining the highest UID quality content standards. All instructors and classes are evaluated by students at the end of each day to insure continued excellence and relevance of UID programming.

Co-sponsored by Purdue University and over forty of the largest distribution trade associations

Of the 579 attendees to a recent session:
- 22% attended a prior UID session
- 53% under age 40
- 13% International representing Brazil, Australia, New Zealand, Spain, Mexico and Canada

Register early – UID has sold out each of the last three years! Registration opens in October for the March event.
Register at [www.UNIVID.org](http://www.UNIVID.org)
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  https://pancero.com/articles

- **MP3’s** - MP3 audio training by Jim that you can listen to while on the go, can be played from your phone or tablet.
  https://pancero.com/videos/audios/

- **60+ Videos** - Watch training videos from Jim. Sales and Sales Management topics are covered, including new videos covering SWAT Team Selling and more coming so bookmark the site. https://pancero.com/videos/

“Managing & Coaching the Sales Team”
“You Can Always Sell More”
Online Sales Leadership Training

- 14 Classes
- 15-20-minute video & test per class

Sample video clips and class agenda at:
https://pancero.com/virtual-training/

**Evaluate Your Skills! Free 20 Question Sales and Sales Leadership Tests!**

The 20-question multiple choice *Sales Evaluation for sales reps* is a comprehensive analysis tool designed to help you as a sales rep increase awareness of your strongest selling skills, as well as the skills that, if improved, could most help you increase your selling abilities. https://pancero.com/sales/sales-pro-evaluation/

The goal of the 20-question multiple choice *Sales Leadership Evaluation* is to help improve your ability to lead a sales team. By answering these evaluation questions, you can learn specific skills that could improve your leadership success. https://pancero.com/sales-leadership/sales-leadership-evaluation/

Both tests can be taken multiple times to see how your skills are increasing and all tests results and analysis are instantly available online and emailed.

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