

Sales & Marketing Investments
Ratios by Industry

Typical response rates by media
type.

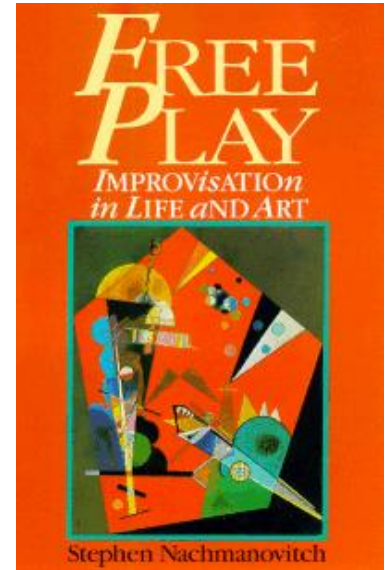
Typical conversion rates by offer
type.



“Marketing has been traditionally seen as an “art” relative to a company’s other business activities such as accounting or manufacturing – and has typically lacked the process rigor or operations.” SAP AG (Global ERP Software Co. – *The Best-Run Businesses Run SAP.*)

Reference: SAP White Paper, “Six Success Factors for Building a Best-Run Marketing Organization”





When you elevate anything to a true art, you've reached a level of expertise that allows both instincts *and* tactical skills to work fluidly.

SM-art™ Sales & Marketing...





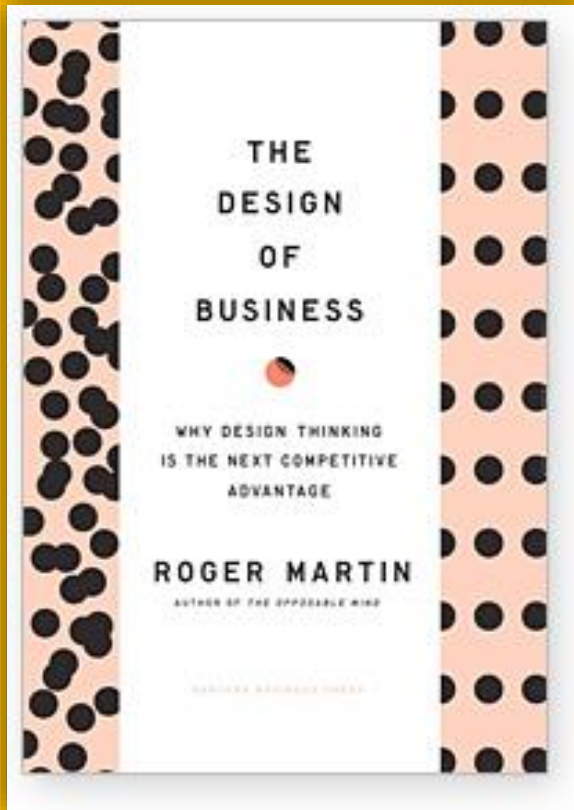
BACKGROUND RESOURCES

- <http://www.spearheadsalesmarketing.com/1-biggest-mistake-in-b2b-sales/>
- <http://www.spearheadsalesmarketing.com/4-roles-in-marketing/>
- <http://www.spearheadsalesmarketing.com/how-art-applies-to-sales-marketing/>
- <http://www.spearheadsalesmarketing.com/bridging-the-gap-between-sales-marketing/>





BACKGROUND RESOURCES



Business Management Process – Exploration to Exploitation

1. Mystery – Hunches based on keen observations, instincts and creative solutions; *“exploration”*
2. Model – Rule of thumb frameworks that increase chances of success
3. Formulas – Proven processes able to be programmed; *“exploitation”*





BACKGROUND RESOURCES

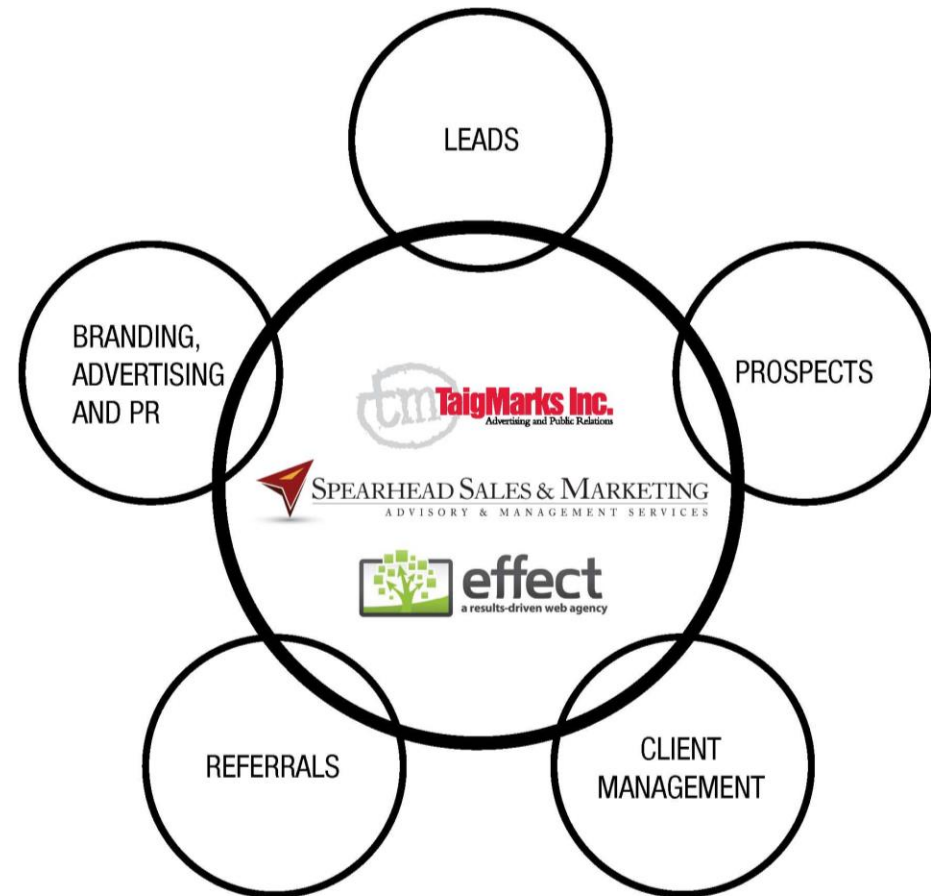
Action Register – 1. Observations, 2. Ideas. 3. Decisions (Record Actions Below)

Action Item		Leader	Due Date	Quote	PO	Notes
1.0	(Example) Research	John	Dec 1	\$1,000	# xyz123	Need target client scorecard



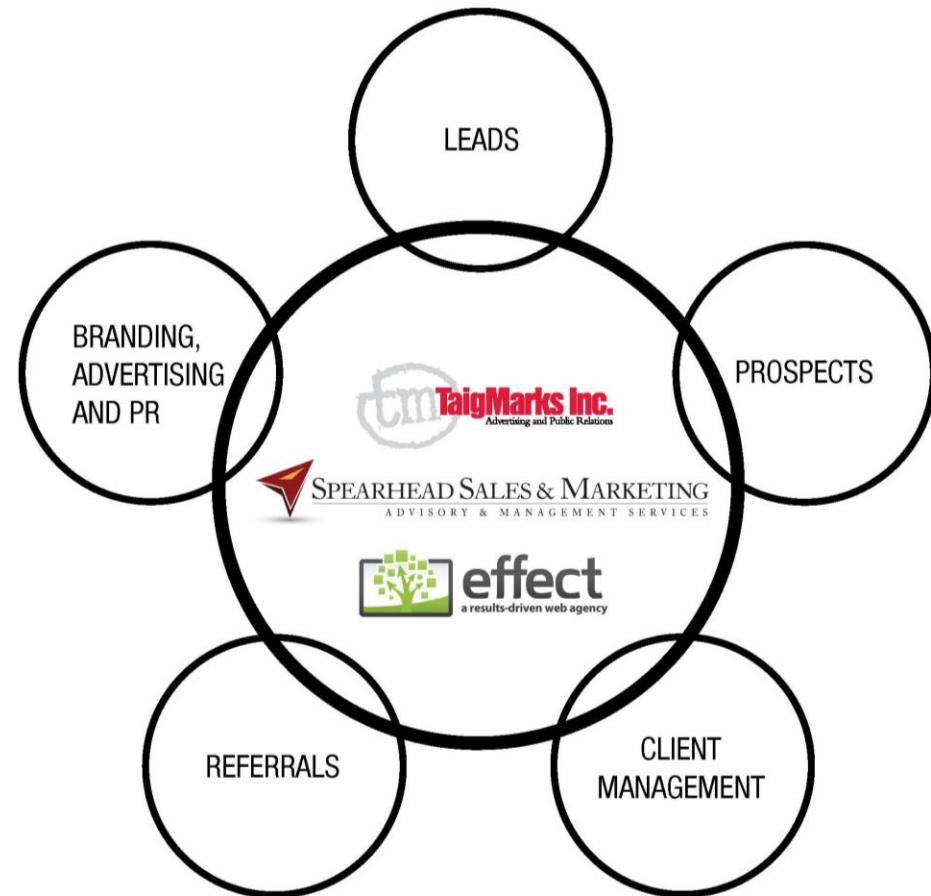
Keys to Sales & Marketing Art - SM-art™

- **Design the buyer experience** as a whole – create a consistent buyer experience (think Disney)
 - All marketing communications stem from here
- Recognize the contribution of **non sales & marketing roles** to the buyer experience
 - Include cross functional roles in the sales process.
- Support high level sales people with brand strength, lead generating marketing campaigns, **automated lead follow-up and automated customer support.**
 - Expect sales people to lead clients and your staff

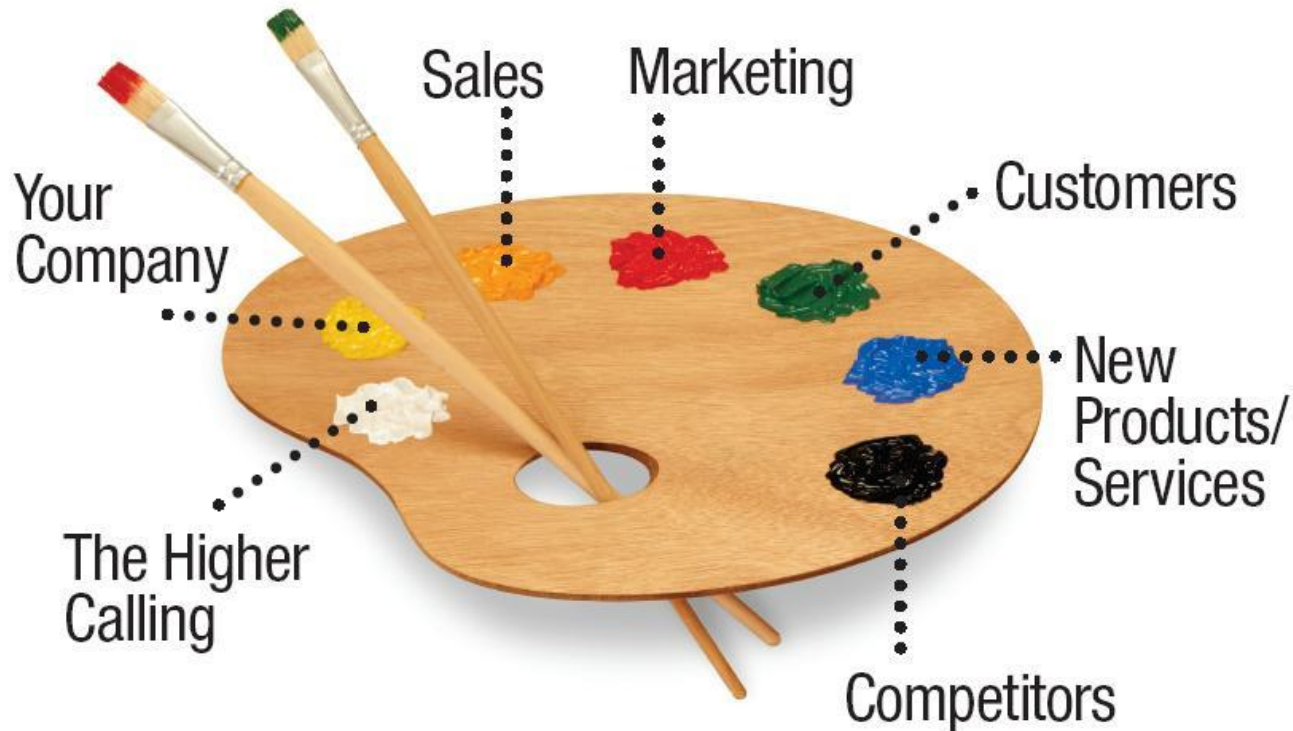


Keys to Sales & Marketing Art – SM-art™

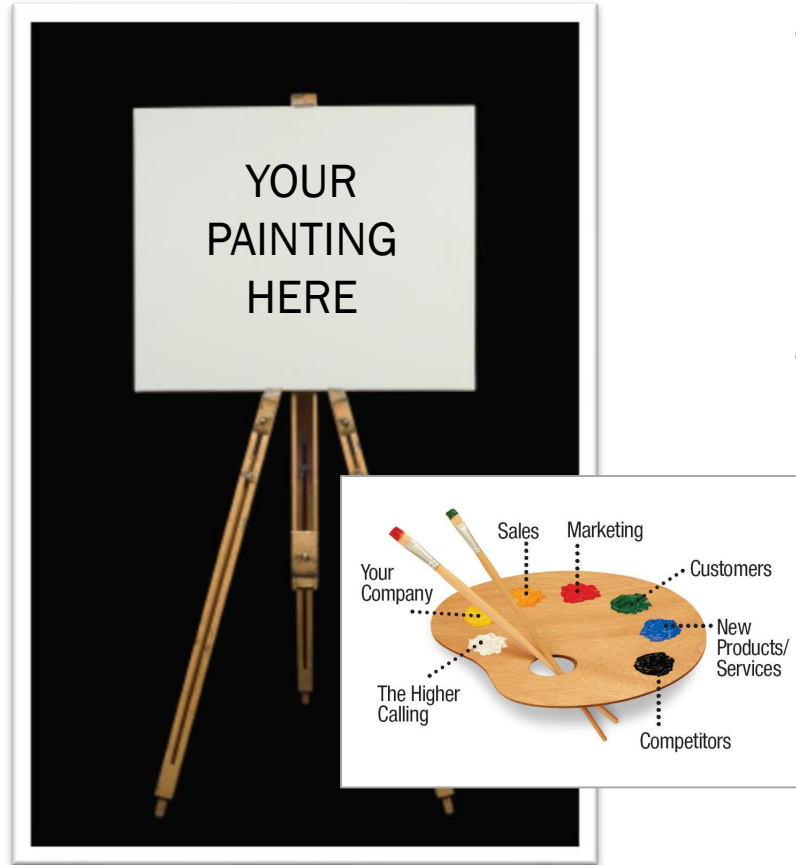
- Keep **strategic planning tied with execution** so it stays informed and can adapt; it's a craft.
- Hold frequent executive planning sessions with top clients
- Be **practical, not academic** – leverage instincts, improvisation and creativity.
- Host frequent events where advocates and leads can cross-pollinate
- **Adapt** to the unique nuances of your marketplace, your competitors and individual personalities involved.



PALETTE for a SM-art™ BRAND



SM-artSM BRAND



- Everyone involved gets to paint. Note: Sales & Marketing are only 2 of the 7 colors
- Your brand is defined by how people feel about your painting.
 - It's your reputation
 - It's your implied brand promise

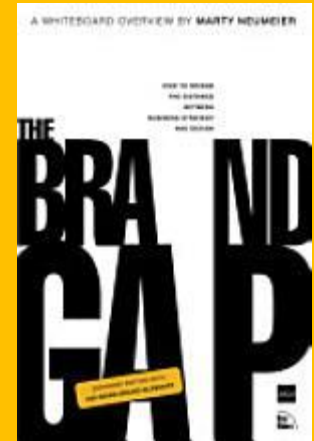




HOW I FEEL ABOUT A BRAND...

<http://www.slideshare.net/sjhus/the-brand-gap-2318215>

- What a product / service looks like.
- Where it's sold.
- What kind of people buy it.
- Do I want to be in that “tribe” of people?
- Who makes / provides it? Do I trust them?



Source: The Brand Gap, Marty Neumeier, Revised Edition 2006

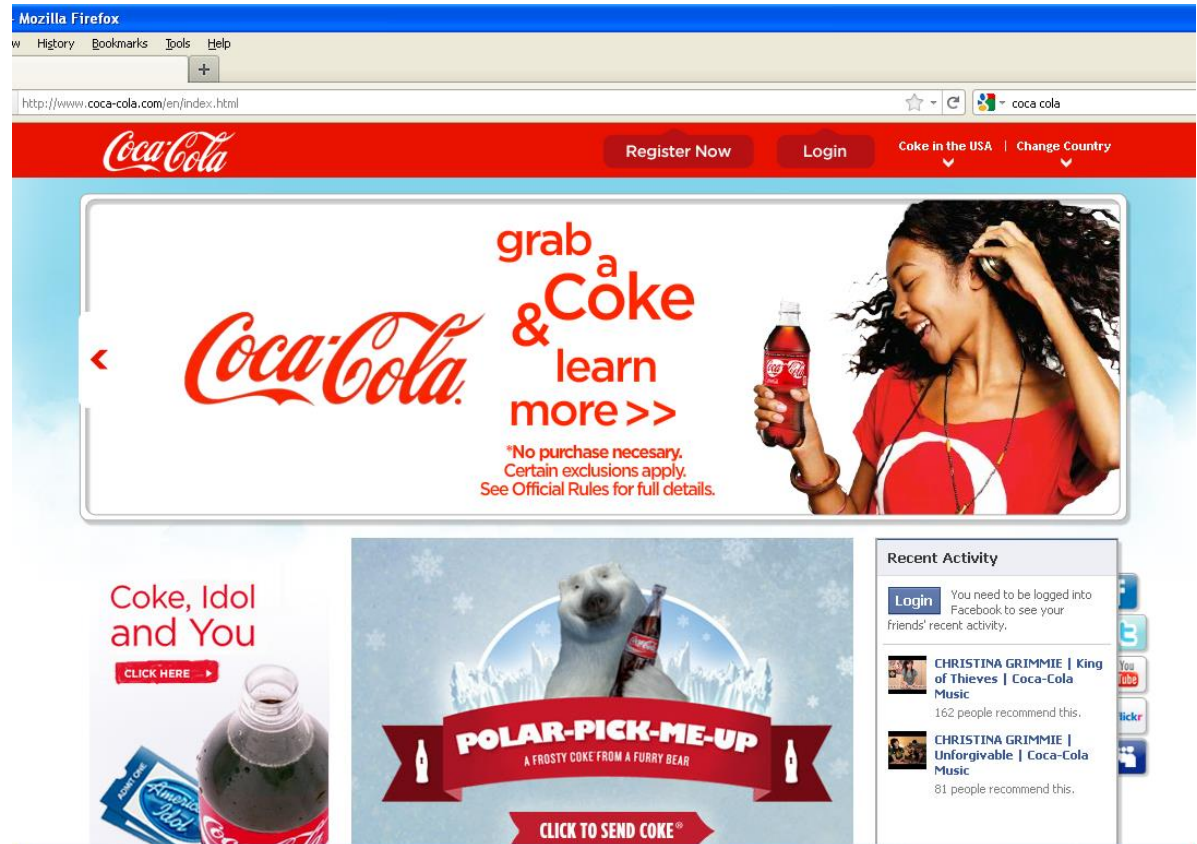


EXAMPLE

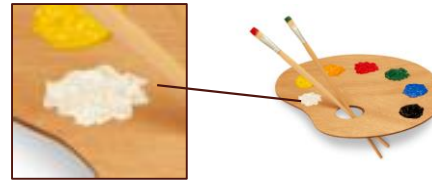
One of the best known, most revered, global brands.

Using well water in India to make their product lowered the water table and caused shortages.

The strategy and the brand intention were not aligned.



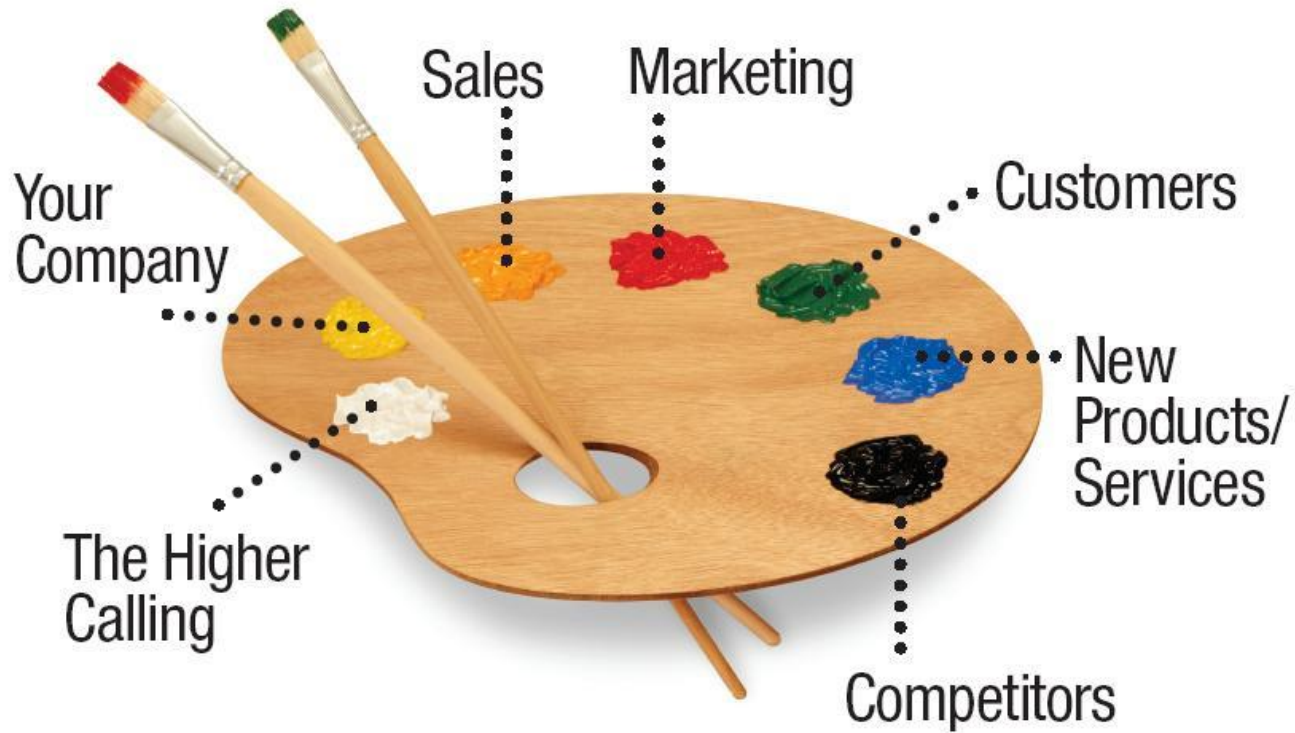
EXERCISE



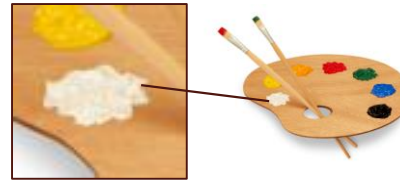
- What impression do you want people to have of your brand?
- Could others see you differently than you intend?
- Where could your strategic or operational decisions interfere with your intended brand impression?



LET'S PAINT



THE HIGHER CALLING



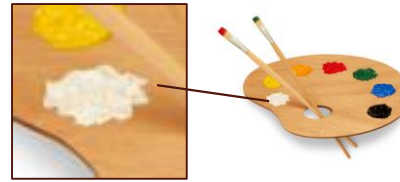
- The Higher Calling is the energy source of a SM-artSM Brand; the dream...
 - Vision, Hope, Drive, Purpose and Accomplishment
 - Emotional connection to everyone involved with “the painting” that resonates with the viewer
 - “Mojo” - Charisma
- White light seen through a prism reveals a rainbow of colors



Small Giants, Bo Burlingham , 2005



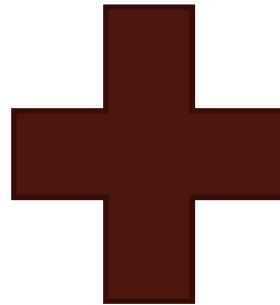
THE HIGHER CALLING



Ideology:

Core Values (Disney's are imagination and wholesomeness)

Core Purpose (Disney's is to make people happy)



Envisioned Future:

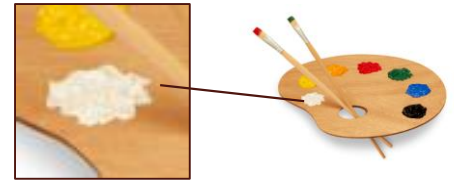
BHAG (Sony's 1950's version was change worldwide poor quality image of Japanese products)

Vivid Description (Sony's was 1st to the US, succeed where US companies had failed...)

Source: Building Your Company's Vision, Jim Collins and Jerry Porras, 1996. Adapted from "Built to Last".



SPEARHEAD'S HIGHER CALLING



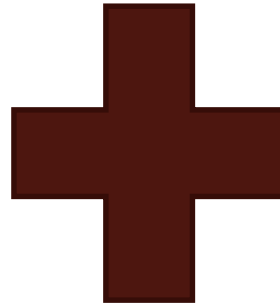
Ideology:

Core Values:

Freedom and discipline to grow.
Responsibility to make a difference.

Core Purpose:

Help people and companies achieve their potential.



Envisioned Future:

BHAG:

Become the McKinsey/Deloitte of Sales & Marketing

Vivid Description:

Be more hands-on than traditional marketing consultants.
Make agency services more productive.



EXERCISE

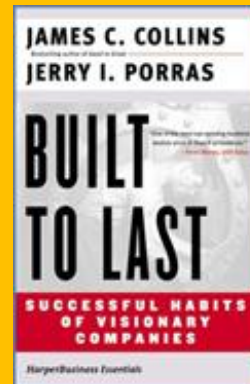
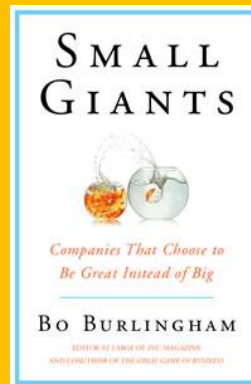


Company Mission, Vision, Value
statements here.

Ideology:

Core Values:

Core Purpose:



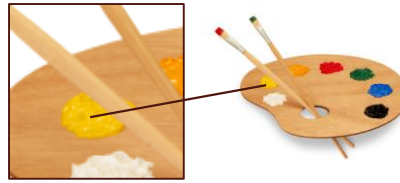
Envisioned Future:

BHAG:

Vivid Description:



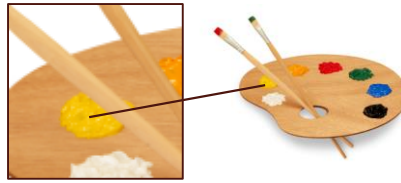
YOUR COMPANY



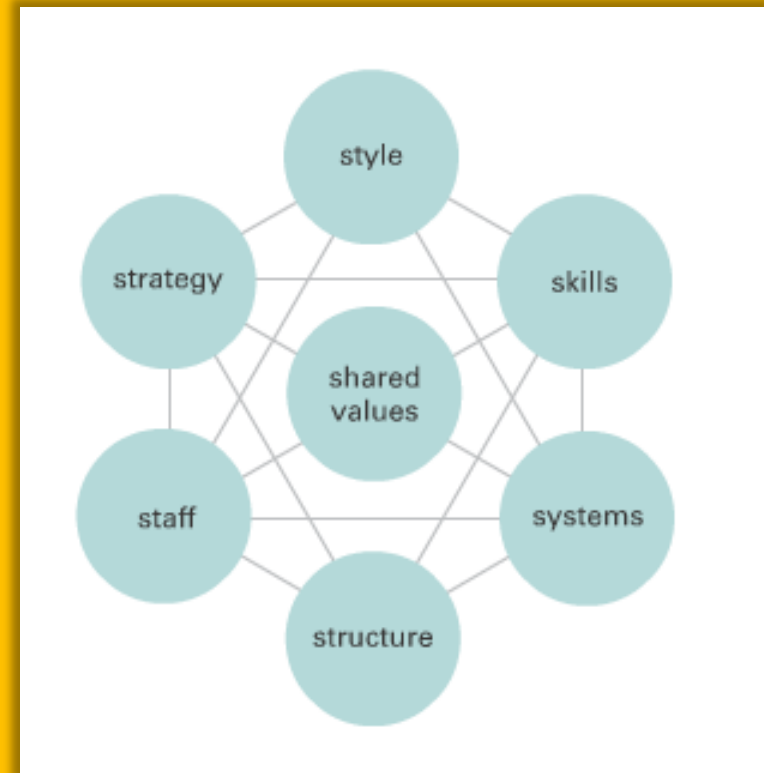
- Yellow is a highlighter, and so is your company's culture, people, processes, technology, facilities and investment.
- Your strengths and weaknesses are highlighted everyday by how you have built your company.
- Your readiness to pursue opportunities and address threats is highlighted by how you have built your company.



EXERCISE



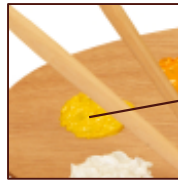
- Use the McKinsey 7-S model to analyze your company's organizational effectiveness.
- In this interactive presentation—one in a series of multimedia frameworks—Lowell Bryan, a director in McKinsey's New York office, examines 7-S, a framework introduced to address the critical role of **coordination**, rather than structure, in organizational effectiveness. MARCH 2008



http://www.mckinseyquarterly.com/Enduring_ideas_The_7-S_Framework_2123



EXERCISE

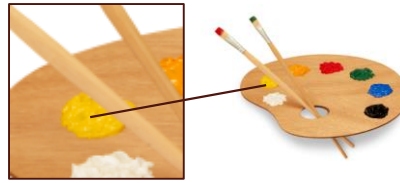


7-S Definitions:

- Strategy: Plan or course of action leading to the allocation of a firm's scarce resources, over time, to reach identified goals.
- Structure: Characterization of the organization chart (functional, decentralized, etc.)
- Systems: Procedures and routines such as meeting formats, reporting systems, order flow, etc
- Staff: Key player demographics, backgrounds, future potential
- Style: Characterization of how key managers behave in achieving the organization's goals; also the cultural style of the organization
- Skills: Distinctive capabilities of key personnel or the firm as a whole
- Shared Values: Significant meanings or guiding concepts that an organization imbues in its members



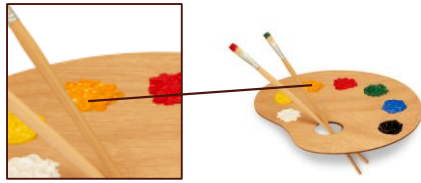
YOUR COMPANY



- Implications of the 7-S Model
 - Emphasizes the importance of “fit” and coordination
 - Pay attention to both the hard S’s (strategy, structure, systems) and the soft S’s (style, skill, staff and shared values)
 - Effectiveness results from all 7 areas complimenting each other



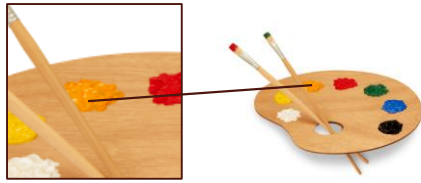
SALES



“The Sales Function is a relationship development process, beginning with a first impression, growing in trust, sharing opportunities and challenges, collaborating on an envisioned future and partnering to see it through.” – Chad Root 2012



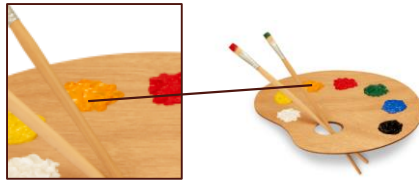
SALES



- What Makes a Great Salesperson?
 - Harvard Business Review, 1964 – Empathy (ability to feel) and Ego (need to conquer)
 - Cargill Consulting Group –Need Hunters for top line and Caretakers for defense
 - Sales Coach International – Attitude + Activity = Success (Guts, Intelligence, Persistence, Faith, Belief, Commitment, Skills, Action)
 - Typical Sales Training – Great Questions, Strong Referrals, Match Buyer Behavior



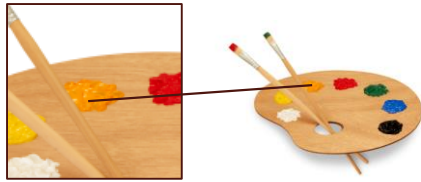
SALES



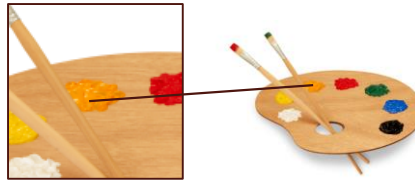
Hunter	Farmer
Need to Win, Hates Losing, Thrill in Closing	Defend Accounts
Don't manage accounts	Prefer Precision
Need Admin Support	Not as Competitive
Prefer High Commission vs. High Base	Stable & Compliant
Self Managing	Avoids Confrontation
Dominant and Influencing (DISC)	Dislikes Change
Demand Creation	Demand Fulfillment
Infancy & Growth of Product Lifecycle	Maturity and Decline of Product Lifecycle



SALES



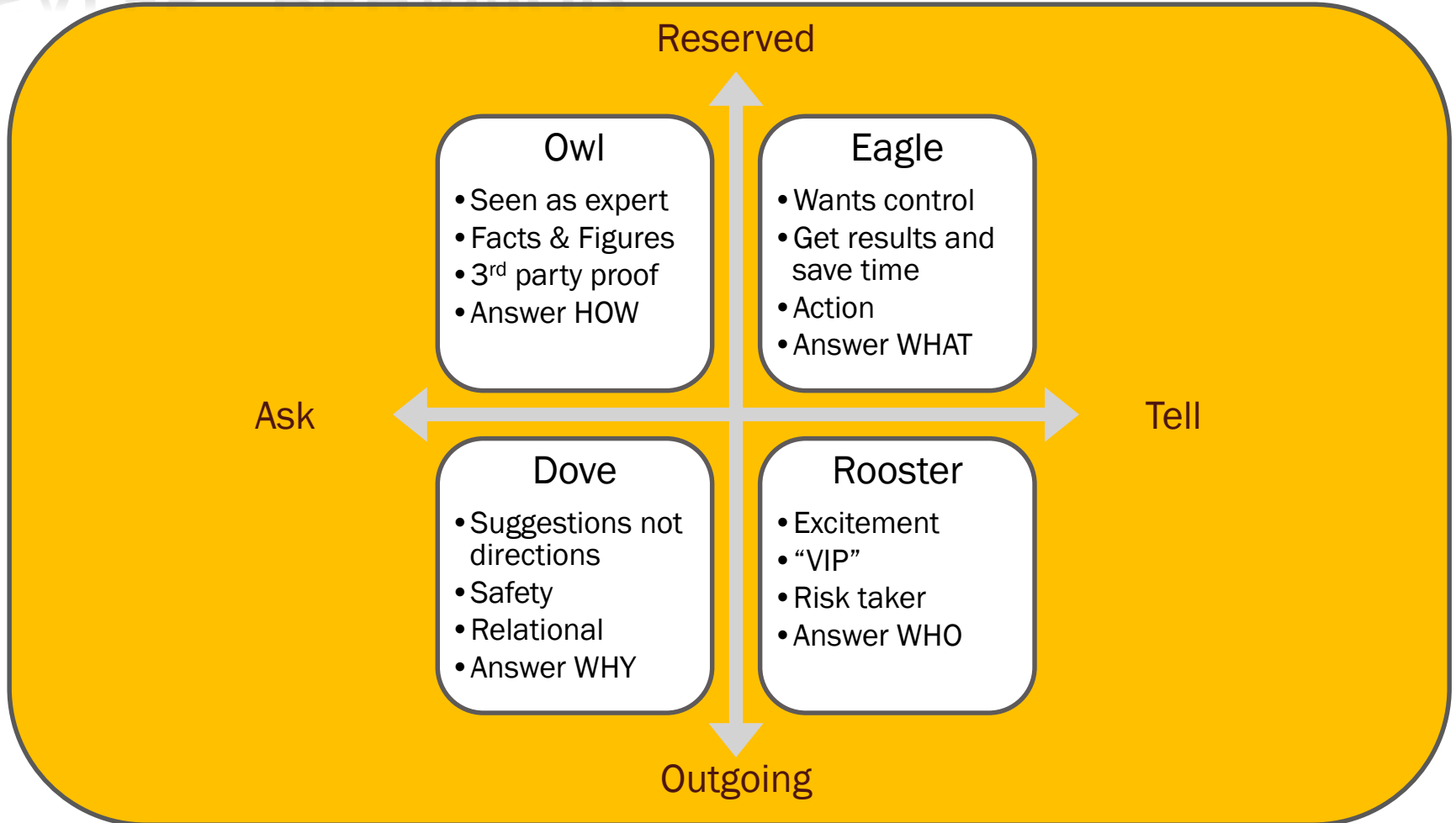
SELLING STYLES



- 1) **“Customer Service” [thermometer]** (Retail, Passive, Inside or Outside, Waits or Takes Orders, Win/Lose doesn't matter)
- 2) **“Enticer” [cheap thermostat]** (Stimulus-Response, Feature Preacher, Merchant, Discounts Quickly, Closes Prematurely)
- 3) **“Ambassador” [thermometer]** (Commodity, Leads w/ Price, Loses on Price, Value is Missing, Confuses Friendship w/ Selling)
- 4) **“Consultant” [basic thermostat]** (Solves Problems, Partner of Account, Highest Margins, Demand creator, Sells Concepts – Delivers Products, Leads w/ Results)
- 5) **“Strategist” [high performance thermostat]** (Strategic Advisor, Knows the Customers Marketplace, Deep Relationship, Multiple Decision Makers, Long Sales Cycle, Big Decisions, High Level)



SALES - BEHAVIOR



SALES - BEHAVIOR



Asking Behaviors

- ☐ Asks questions more than makes statements
- ☐ Seldom uses voice to emphasize ideas
- ☐ Expressions and posture are quiet and submissive
- ☐ Deliberate, studied or slow in speech
- ☐ Vague, unclear about what is wanted
- ☐ Tends to lean backwards

Reserved Behaviors

- ☐ Unresponsive, “poker faced”
- ☐ Actions cautious or careful
- ☐ Wants facts and details
- ☐ Eye contact infrequent
- ☐ Eyes harsh, severe or serious
- ☐ Limited use of hand, clinched or folded
- ☐ Limited personal feelings, story telling or small talk
- ☐ Preoccupied

Outgoing Behaviors

- ☐ Animated
- ☐ Smiles, nods, frowns
- ☐ Open and eager
- ☐ Little effort to push for facts
- ☐ Friendly gaze and gestures
- ☐ Hands free, palms up, open
- ☐ Shares personal feelings
- ☐ Attentive, responsive, enjoys the relationship

Telling Behaviors

- ☐ Makes statements more than asks questions
- ☐ Emphasizes ideas by tone change
- ☐ Expressions are aggressive or dominant
- ☐ Quick, clear or fast paced
- ☐ Firm handshake
- ☐ Let's other know what is wanted
- ☐ Tends to lean forward



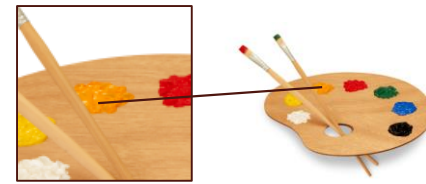
SALES - BEHAVIOR



	Eagle	Rooster	Dove	Owl
Back-up Style	Autocratic	Attacker	Acquiesce	Avoider
Measures Personal Value By	Results	Applause	Attention	Activity
For Growth, Needs To	Listen	Check	Initiate	Decide
Let Them Save	Time	Effort	Relationships	Face
Allow Them To	Control Structure	Inspire w/ Their Goals	Suggest not Direct	Focus on Details
Take Time To Be	Efficient	Stimulating	Agreeable	Accurate
Support Their	Conclusions & Actions	Dreams & Intuitions	Relationships & Feelings	Principles & Thinking
They Want to Know	What	Who	Why	How
To Help Them Decide, Give Them	Options & Probability	Testimony & Incentives	Safety & Assurance	Evidence & Service
Key	No Failure	No Criticism	No Risk	No Mistakes



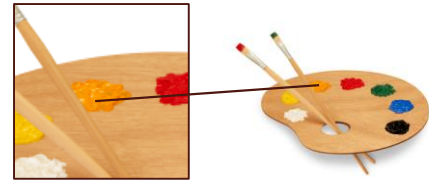
SIZE & LENGTH OF SALE



Small	Large
Short sales cycle	Long sales cycle
User level	Executive Level
Less affected by bad sales experience	Highly affected by sales experience
Sale vs. No Sale (Simple)	Sale or Advance vs. No Sale or Continuation (Complex)
Individual Need	Group Need
High Emotional Component	Subtle Emotional Component
Low consequence of bad choice	High consequence of bad choice
Implied needs predict success	Explicit needs predict success
Problem questions predict success	Implication questions predict success
Features & Advantages ok for success	Explicit Benefits required for success



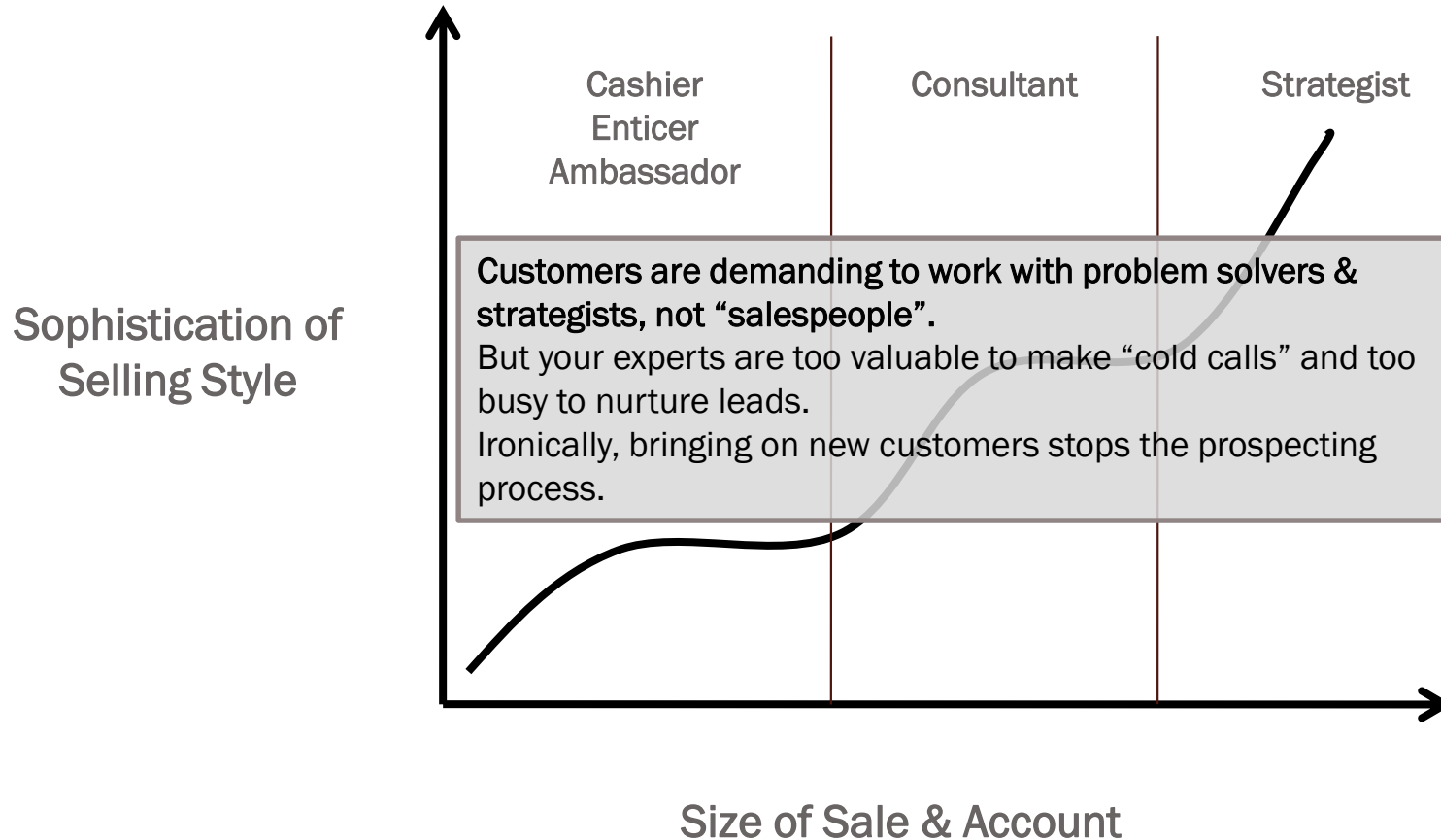
SALES - SIZE OF ACCOUNT



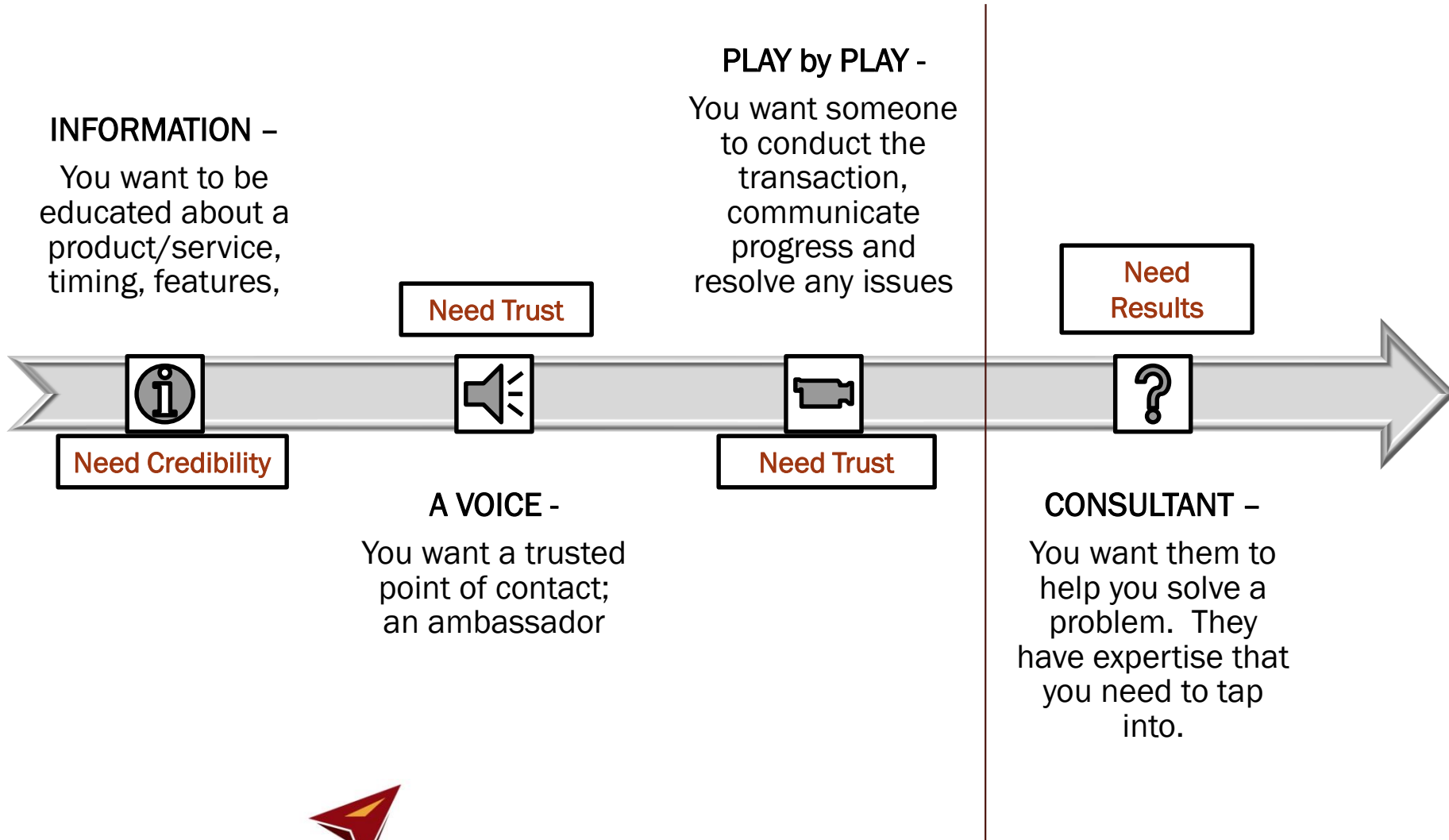
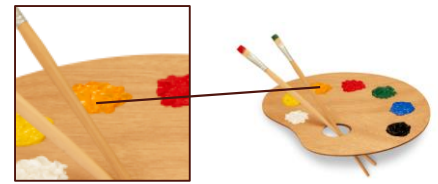
Small	Large
Fishing	Whale Hunting (ref: “The Whale Hunters” 10-20 times larger than the ave. account)
Usually catch something, even if small	High risk – High reward
Shorter sales cycle	Longer sales cycle
Less people involved; Individual selling	Multi-level, many people & team Selling
Salesperson leads the process	Sales Manager leads the process - Account is “Zipped” together with company
Standard solutions	Tailored solutions
Tolerant of status quo	Requires policy & cultural adjustments
Forecast by segment	Forecast by account
Success in attitude + activity	Success in choosing the right whale at the right time



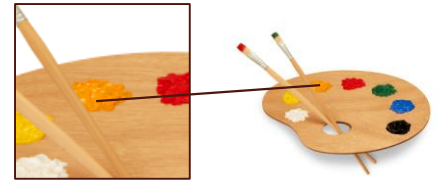
SALES - SIZE OF SALE & ACCOUNT



WHY INVOLVE A SALESPERSON?



SALES - STRATEGIC ADVISOR



CREDIBILITY-

- 1) Quotes from credible people
- 2) Statistics
- 3) Referrals
- 4) 3rd party accreditation,
- 5) Leadership (speaking, articles, event organizer)

JOIN THE PARTY-

An extension of their team – A trusted advisor called in for subject area problems –

Strategist
Creates Opportunity

TRUST-

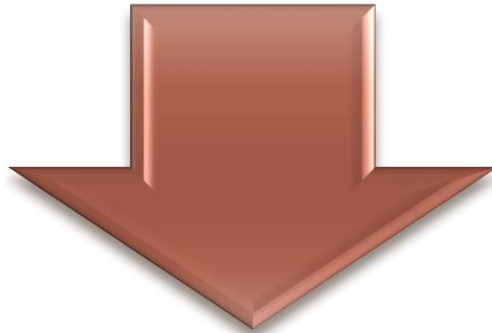
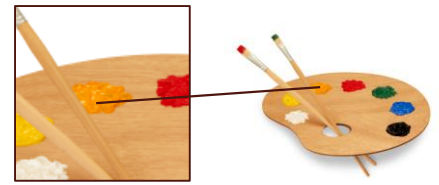
“Transfer of Trust”
– Gerry Layo’s 4C’s:
Confidence,
Credibility,
Contribution
(steps together),
Comfortability
(you have their interest at heart)

STRATEGIC ADVISOR

Business Consultant identifies unseen opportunities and brokers strengths; knows the customer’s marketplace



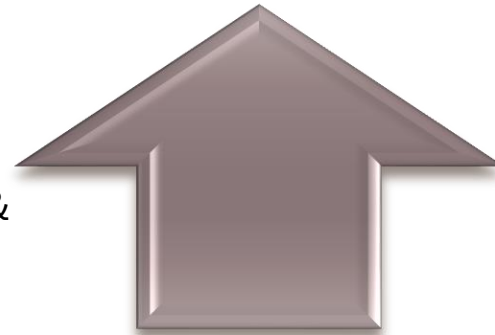
SALES/MARKETING TRADE OFF



Traditional Transactional Sales Roles
Prospecting, Providing Information, Voice
of Customer & Project Play by Play



Marketing Process & Technology
Website + Free Resources to Get Leads +
Advertising to Be Seen + Automated Response &
Follow-up = **Sales Ready Leads** – **Strategy &
Consultative Relationship not Transactional**



INFORMATION

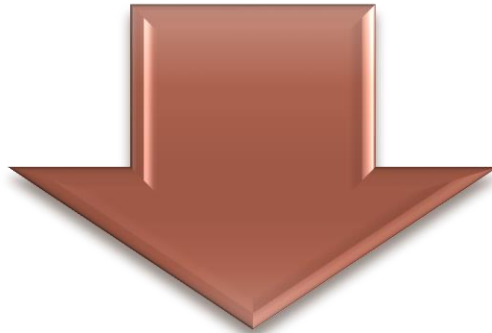
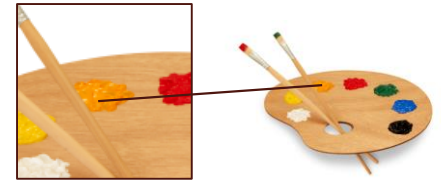
PLAY by PLAY



A VOICE

CONSULTANT

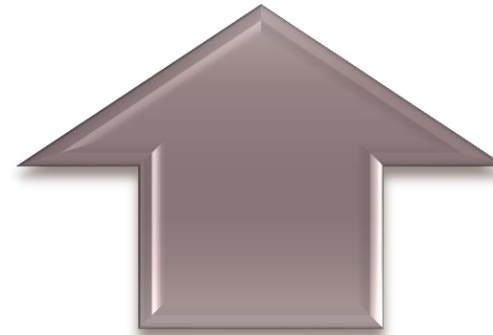
SALES/MARKETING TRADE OFF



Free Up Your Sales Talent - Less Sales
“Busy Work” More High-Level Help to
Customers



Brand Strength
Provides Credibility,
Builds Trust & Get's
You an “Invitation to
the Party”



CREDIBILITY

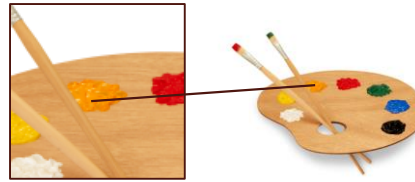
JOIN THE PARTY



TRUST

STRATEGIC ADVISOR

SALES - PROCESS

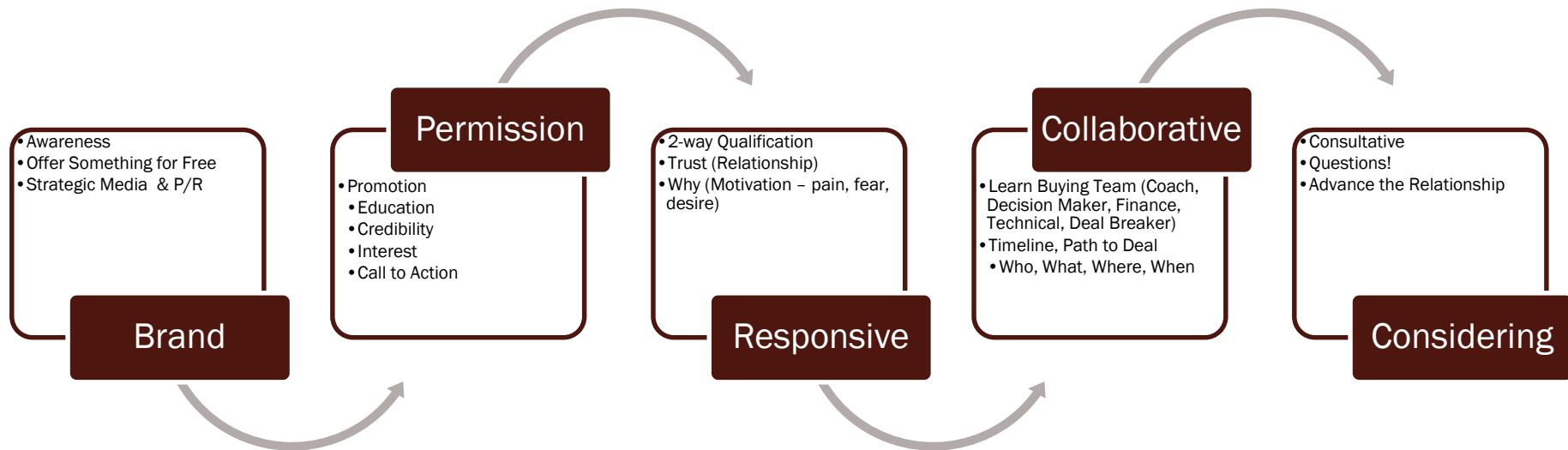


Lead
Stage 1

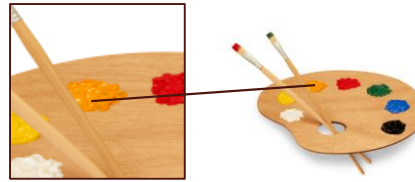
Lead
Stage 2

Lead
Stage 3

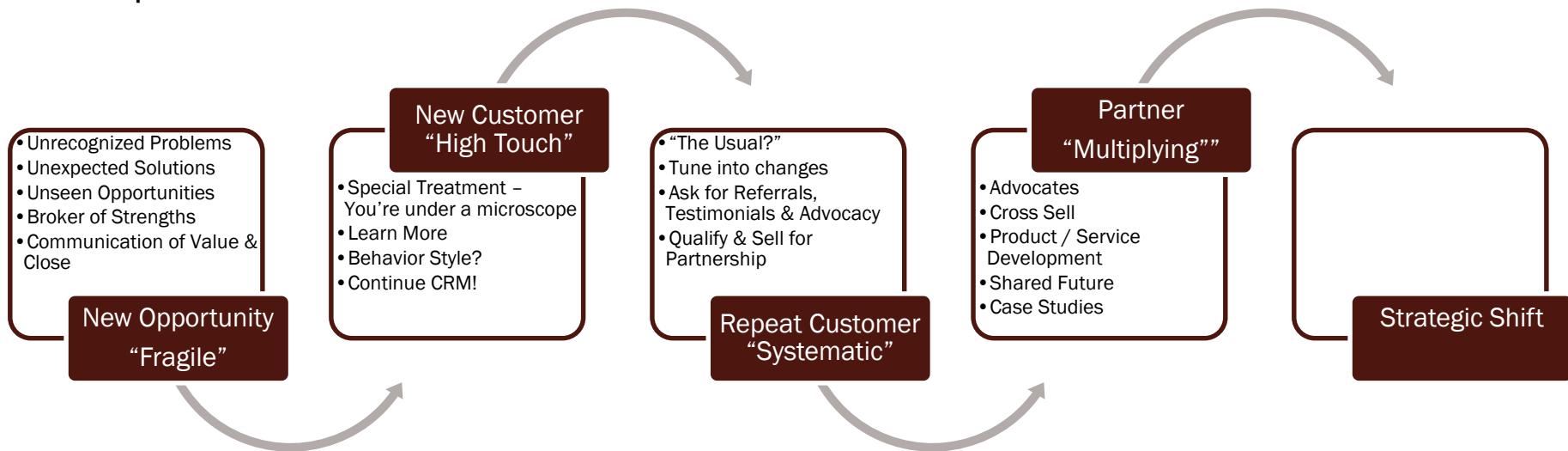
Prospect



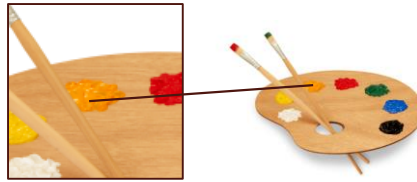
SALES - PROCESS



Complex
Sale
Prospect



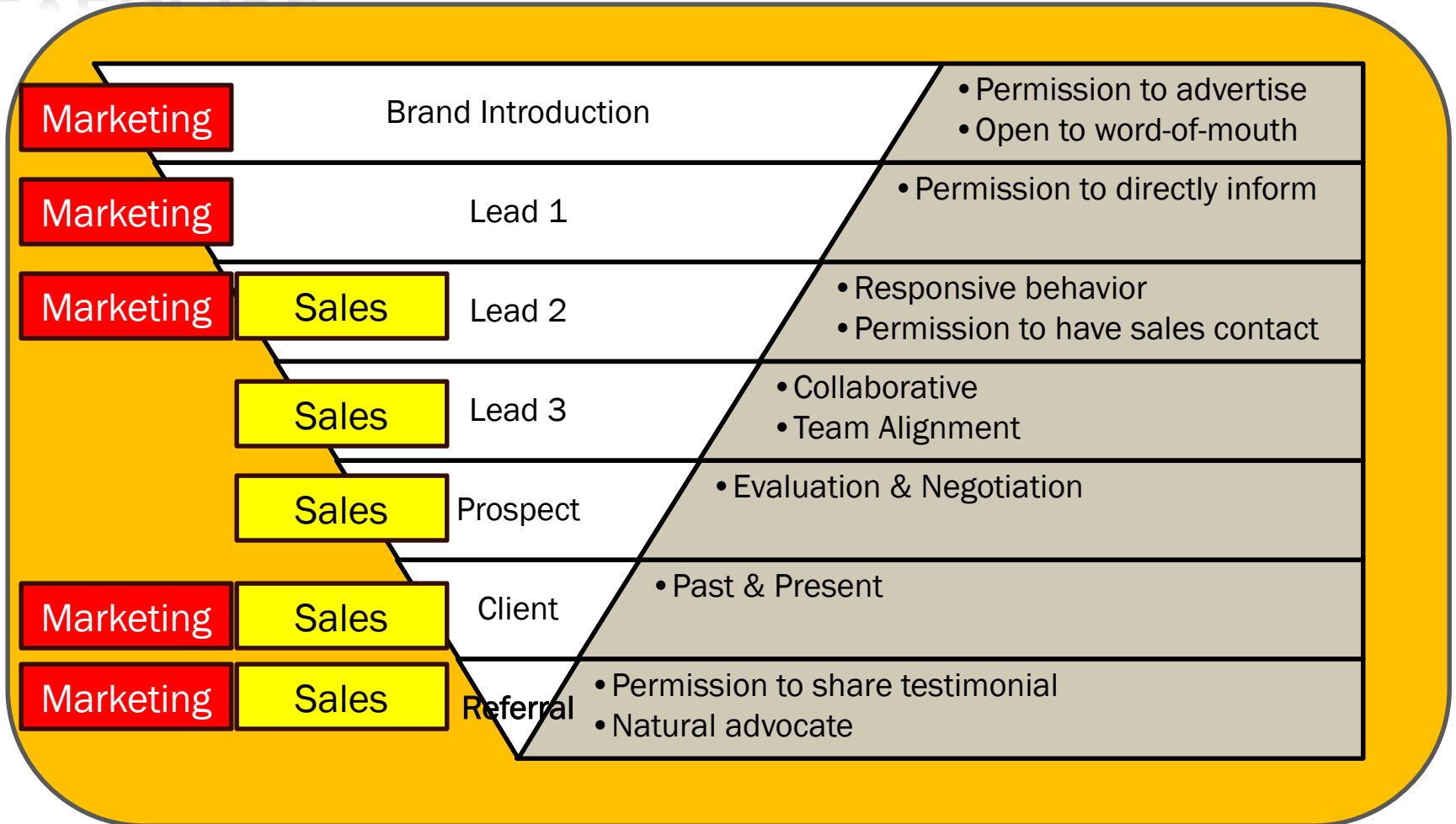
EXERCISE



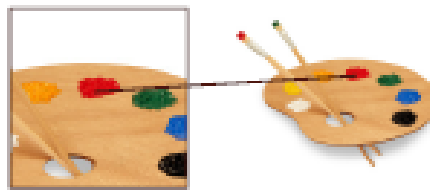
- Do you have thermostats or thermometers?
- What categories of sales people do you have?
- What behavior category are they?
- What behavior category are your customers? (multi-level)
- What size of sales (order size) are you going after?
- What size of accounts are you going after?
- Can you identify the “why our customers need a salesperson”? Maybe by product?
- What would your lead list look like if you labeled them permission, responsive, collaborative and considering?
- What would your customer list look like if you labeled them by stage of fragile, high touch, systematic, multiplying and strategically shifting?
- How much could you use marketing to automate traditional sales roles?
- How much could a stronger brand position your experts to manage and close better opportunities?



EXERCISE



MARKETING

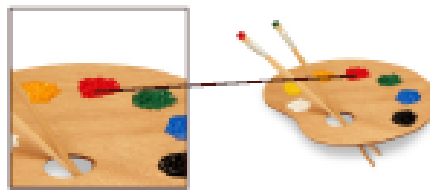


Why a Sales Only Approach Doesn't Work...

- 45-65% of leads buy from someone within 6-18 months.
- Unfortunately, 80% of leads are never followed up on.
- Most salespeople give up after 2 attempts.
- Most buying opportunities occur between 7-12 attempts.
- Sales people only spend 22% of their time actually selling!



MARKETING

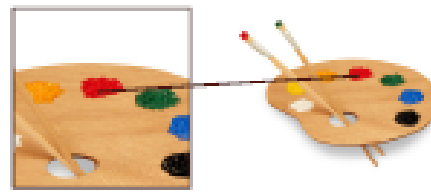


Internal Marketing –

- Sales – Transforming a sales organization requires more communication than can be channeled through a sales manager. An adaptive organization all needs cross functional support for real transformations to occur. Example: Fast Heat
 - Upgrading role to consultative and strategic selling
 - Shedding old role, habits, behaviors
- Finance – Show sales and marketing investment vs. market share comparison data to other companies in the industry.
- Operations – Involve in collecting the story of the company and celebrate success stories. Get key players involved with sales and marketing activities to increase their understanding and appreciation



EXERCISE

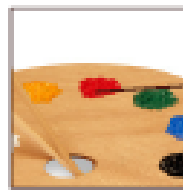


See
Competitive
Positioning

- ENABLE buyers to make a strong buying decision. Identify the following about each of your products and services:
 - Equipped with what features?
 - Necessary for what benefits?
 - Actual proof that you tested this. Provide.
 - Believable because someone else says so. Who? Credentials?
 - Licensed by your credentials. What are they?
 - Encouraged by hope of what opportunity or diversion of what threat?



PROGRAM MGT



Vision

- Vision and Strategic Impact on Business Development

Game Plan

- Planning & Setting Creative Direction

Creative
Process

- Creative Concepts and Refinements

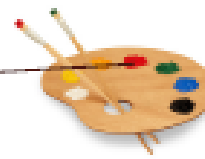
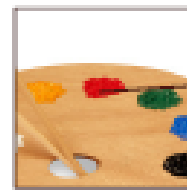
Execution

- The craft of pulling it off

<http://www.spearheadsalesmarketing.com/4-roles-in-marketing/>



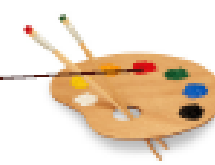
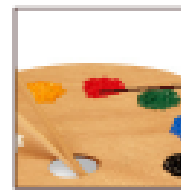
EXERCISE



Stage	Marketing Tools	Current Marketing AND SALES Investments	Measurable ROI
Brand	<ul style="list-style-type: none"> •Advertising •Public Relations •Publication Articles, Speaking Engagements •Word-of-Mouth & Top-of-Mind Events, Reminders, etc 		# of Permission Leads
Permission	<ul style="list-style-type: none"> •How-To Guides, Tools, Kits, Literature, Videos, etc •Direct Mail and Email w/ Landing Pages 		# of Responsive Leads
Responsive	<ul style="list-style-type: none"> •Mail, Call, Email •Basic Value Comparisons 		# of Collaborative Leads
Collaborative	<ul style="list-style-type: none"> •Assessments •Sales Documents / Communications 		# of Considering Leads
Considering	<ul style="list-style-type: none"> •ROI Calculator/Presentation •Execution Proof (Factory/Office Branding) •Sales Documents / Communications 		# of Prospects

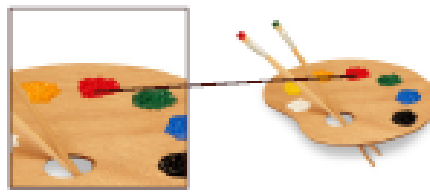


EXERCISE CONTINUED...



Stage	Marketing Tools	Current Investments	Measurable ROI
Clients	<ul style="list-style-type: none">•Customer Satisfaction Surveys•Joint Strategic Planning		<ul style="list-style-type: none">•New Projects•New Products/Services•Referrals
Referrals	<ul style="list-style-type: none">•Customer Appreciation Awards, etc•Advocate Events (They invite others)•Advisory Boards		<ul style="list-style-type: none">•Brand Equity



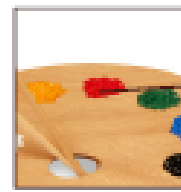


MARKETING

- Radio 📢



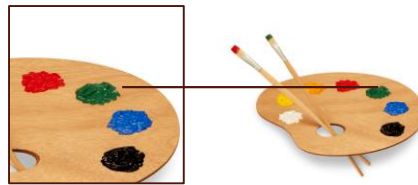
MARKETING BUDGET



Stage	Investment Description	Expectations	Mo 1	Mo 2	Mo 3	Cont...
Brand			\$	\$	\$	\$
L1 Permission Leads			\$	\$	\$	\$
L2 Responsive Leads			\$	\$	\$	\$
L3 Collaborative Leads			\$	\$	\$	\$
Prospects			\$	\$	\$	\$
Clients			\$	\$	\$	\$
Referrals			\$	\$	\$	\$
Totals			\$	\$	\$	\$

Use
Spearhead
Spreadsheet
Template





CUSTOMERS

“Marketing executives focus too much on ever-narrower demographic segments and ever-more-trivial product extensions. They should find out, instead, what jobs consumers need to get done. Those jobs will point the way to purposeful products – and genuine innovation.”

Marketing Malpractice, The Cause and the Cure by Clayton M. Christensen, Scott Cook and Taddy Hall, Harvard Business Review, December 2005

- 1) Meet commitments
- 2) Feel important
- 3) Help others
- 4) Prevent mistakes/problems
- 5) Manage key variable
- 6) Communicate
- 7) Manage time



CUSTOMERS



How Well Do You Know Your Target Buyer?

What do they want to accomplish?
Have more of? Less of?

Who do they aspire to be seen as?

Segment (Industry, geography,
demographics)

Symptoms of need

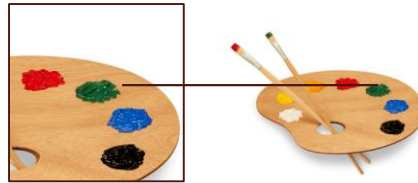
Triggers of readiness to act

Buying Process & Point of Sale; how
have they purchased in the past? How
do they want to buy? (i.e. Apple)

Referral sources



CUSTOMERS



Odd's of Buying...

Product Stage	Customer Stage	Odds of Buying
Established	Current	1 in 2
New	Current	1 in 4
Established	New	1 in 8
New	New	1 in 24

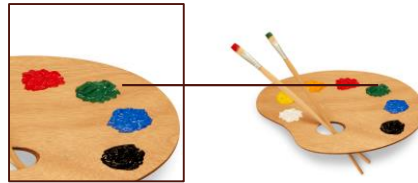
Lesson's to Seller's...

- Priority #1 - Secure existing customers with established and new products/services
- Priority #2 - Re-visit accounts that got away
- Priority #3 - Hunt new accounts

Source: Selling In A Down Economy by Robert B. Miller, Founder, Miller Heiman



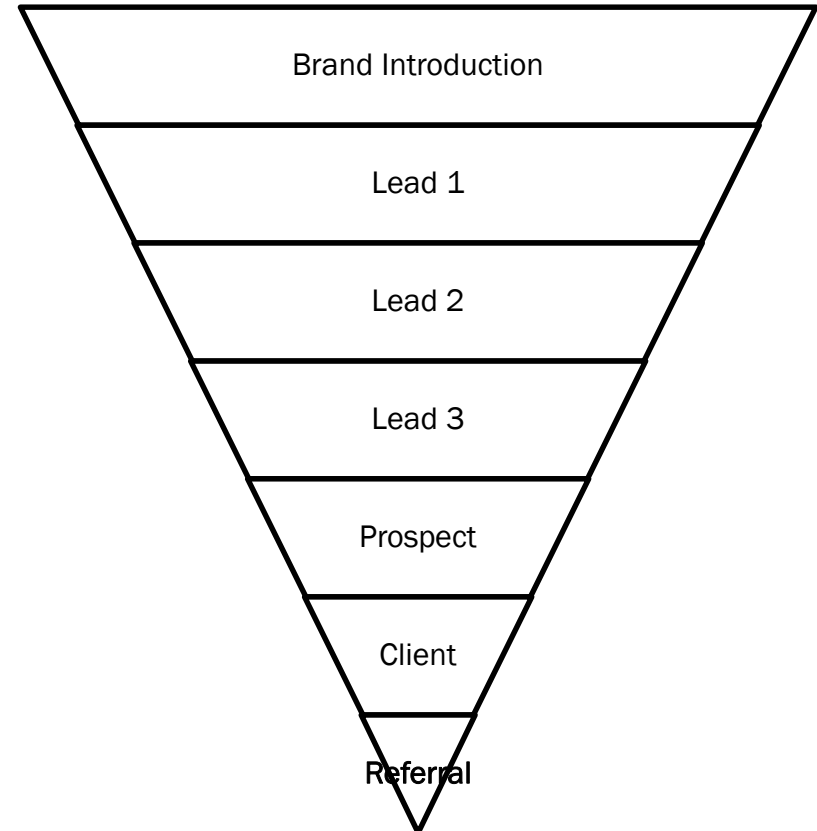
CUSTOMERS



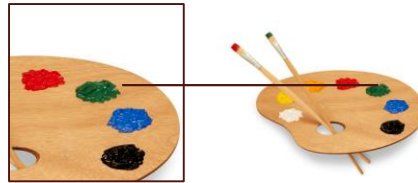
Buyer's Process...



Should Match Seller's Process...



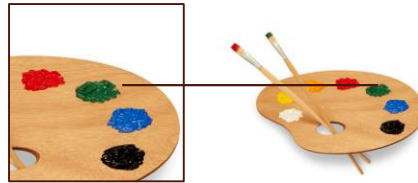
CUSTOMERS



$$\text{Value} = \frac{\text{Perceived Benefits}}{\text{Cost}}$$



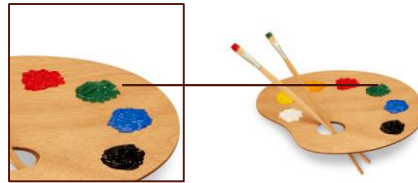
CUSTOMERS



*“Three key qualities stand out in organizations that are truly customer focused: Strong leadership, a solid system for gathering and distributing customer insights, and a willingness to take action on input from customers. I have the privilege to work with over 25 publicly traded **companies who are intensely customer focused** and as a group they outperform the market by 7:1 in building enterprise value.” - Steve Walker, Chairman & CEO, Walker, research and analysis for Indiana Business Council.*



CUSTOMERS

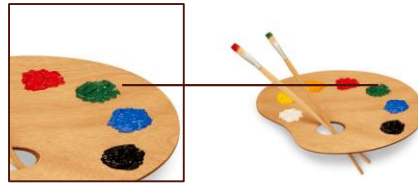


Database

- Contact Information
- Tags – Industry, Segment, Type, etc
- Source/s
- Other Location/s
- Rating (score)
- Stage
- Time at Stage
- Symptoms / Triggers
- Sales Volume / Profit
- Potential Sales Volume, Profit
- Meeting Record
- Call Record
- Registration Record
- Task Record
- Campaigns
- Subscriptions
- Email Open/Click-Thru
- Web Visits
- *Look for data patterns*



CUSTOMERS



Social Media & CRM

- Facebook fan record
 - Connect with Facebook function
 - Likes record
 - Facebook mentions
- LinkedIn connection record
- Twitter mentions



EXERCISE

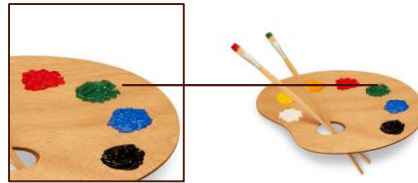


Interview Buyers!

CRITERIA EXAMPLES...	IMPORTANCE (1-5)	YOUR RATING
Expertise Currently On Staff Related to My Business		
Portfolio of Success Related to My Business (show current staff by project)		
Leadership in Current/Future Trends		
Documented Results (On-Time/On-Budget Performance)		
Relationships w/ People I Know		



CUSTOMERS

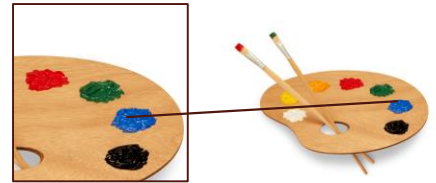


Channels

- Marketing Support
- Shared Customer Data?



NEW PRODUCTS / SERVICES

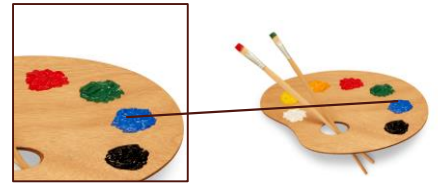


- Inspiration for refreshed vision
- Innovation for new solutions
- Integration for company-wide contribution
- Execution for new business development

Reference: <http://www.spearheadsalesmarketing.com/4-roles-in-marketing/>



NEW PRODUCTS / SERVICES

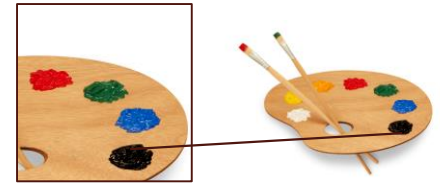


“If I had asked my customers what they wanted, they would have said a faster horse.”

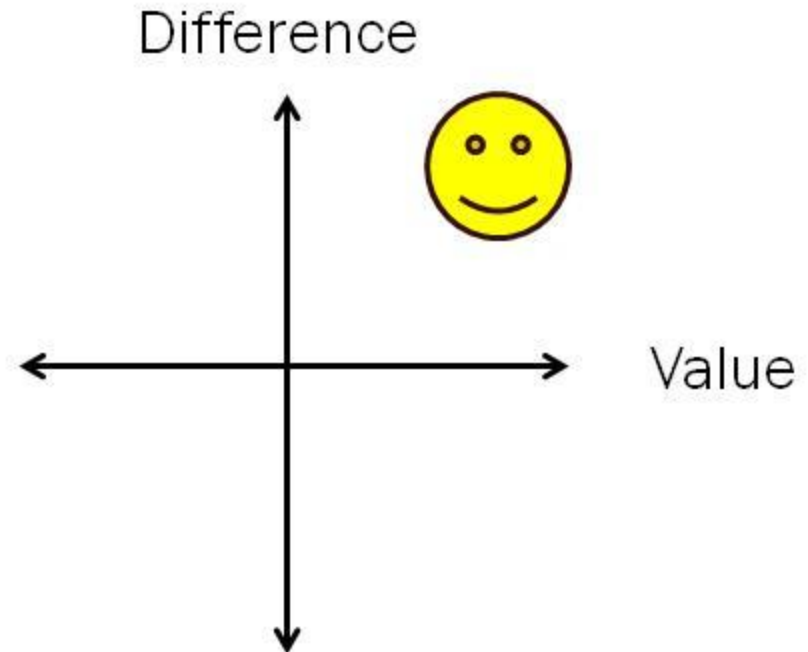
-Henry Ford



COMPETITORS - POSITIONING



- Competition for same target clients
- Benchmarks; similar companies in other markets
 - Success factors
- Positioning
 - Difference vs. Value
 - Sometimes referred to as “Unique Selling Proposition”



EXERCISE



Interview Buyers
and Salespeople

Tip - Ask
clients about
your specific
product &
services
features as
well as your
company in
general.

Unique Low
Value

- _____
- _____

Unique High
Value

- _____
- _____

"Same As" Low
Value

- _____
- _____

"Same As" High
Value

- _____
- _____



EXERCISE

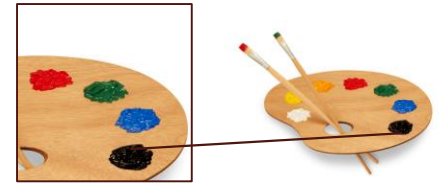


Interview Buyers
and Salespeople

CRITERIA EXAMPLES...	IMPORTANCE (1-5)	COMPETITOR RATING vs. YOUR RATING
Expertise Currently On Staff Related to My Business		
Portfolio of Success Related to My Business (show current staff by project)		
Leadership in Current/Future Trends		
Documented Results (On- Time/On-Budget Performance)		
Relationships w/ People I Know		



COMPETITORS



- Intelligence – Direct Competition

- Major Customers and/or Channels
- Sales Team
- Marketing
- Product Development

- Intelligence – Industry Comparison

- Sales Expense
- Advertising/Marketing Expense
- R&D/Product Development Expense

