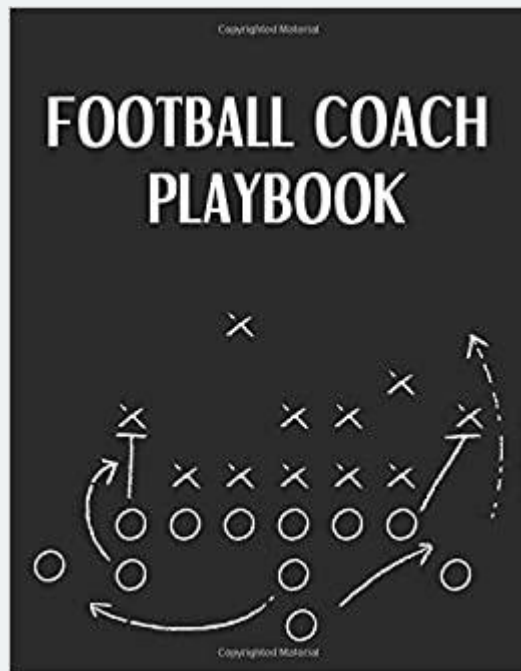


Playbook

How to make sales in the best way



3 strategic elements

When it comes to strategy, there are three essential elements that are all affected and affect the company's ability to create results

Content

- Company
- Sales – team & roles
- Ideal and dream customer
- Sales cycle
- Arguments & objections
- Tech and IT Tools
- Key KPIs
- Fixed routines
- Tips & Tricks
- Valuable resources

Company

In short, you must describe "who you are" and "what you do for whom". It is obvious to start from the strategic foundation in the form of mission, vision and customer promise.

These elements should be known by everyone and continuously used as a guideline for whether we are on the right track and delivering customer value.

At internal meetings, we should always start with this basis and ensure that decisions and plans are in sync with the vision/mission/customer promise.

It is possible to link in the values or other relevant descriptions of purposes, industries and industries.

Example

We are a company that helps athletes in football and handball. We help them both sportingly and personally.

We dream of a world where all our customers fulfil their full potential

We want to give them the strength and motivation to take responsibility for their own lives and achievements

"Your ambition – our dedication" is our promise to customers

Company

Write your text here

Sales teams and roles

Sales is not "a one-man game". It's a strong team game with roles for many people.

It is obvious to describe who has interactions with customers and what they need to do.

It can be beneficial to describe the internal relationships and handover between functions and roles.

When the descriptions are known, understood and accepted by everyone, we can achieve enormous efficiency and create fantastic customer experiences.

This is to the benefit of customers – and ultimately our competitiveness. Discuss the collaboration on an ongoing basis at the internal meetings.

Example

Marketing

Must ensure knowledge in the market and obtain warm leads.

Pre-sales

Contacts leads at stage 1 and forwards to the consultants.

Sale

Takes dialogues with warm leads, closes contracts and is in continuous dialogue with existing customers

Assembly

Takes over when the stroke has closed. Ensures that the plant is up and running at the agreed time.

Aftersales

Must onboard the customer and ensure that the customer always has the best and up-to-date solutions

Ideal customers

Are all customers equally important "No" – and are all customers equally attractive "No". Most companies have experienced getting customers who take the joy of sales away from us. There is simply no match and the work becomes difficult and not as rewarding for both parties as expected.

The better we have described who we are "matching" best, the easier it is for all processes in sales – marketing, sales, service and administration, etc. – to understand who we need to bring in as customers and retain.

The description can be based on both facts, behaviour and needs of the customer.

Example

Our wish/dream customer is machine shops in the metal industry. They are characterized by the management being close, either in the form of those we talk to having to decide or that an owner-manager "communicates" with us. They are typically between 20-70 men and produce between 8-10 units per day.

They want a partner who is close and who continuously challenges them and comes up with ideas for optimization and improvements. They appreciate openness in calculations and accept that we both have to make money.

They experience our service and product as being critical to their production – and are happy to connect us in dialogues with the end user to be able to learn about previous processes and productions.

Sales process

In efficient productions, a production process with quality standards is a matter of course. In an airport or a hospital, absolutely crucial. They are followed and applied to ensure few errors.

In sales, we can advantageously describe the sales process to have control over which behavior gives us success. We are not chasing "zero errors" – but rather "100%" on budget.

Define with the sales team the most important steps in the sale. Feel free to elaborate with detailed descriptions of behavior, materials used, the way we make offers, contracts, etc. In this way, you make it easy to evaluate and succeed.

Example

Lead

Marketing does advertising and SoMe
Lead list updated and relevance scores
Webinar invitations and guides are sent out

Contact

Leads are connected personally on LinkedIn
Pre-meeting book - online

1st meeting

We must remember that.....

2nd meeting

At this meeting, it is defined,.....

Offer

Ships and always contains....
Follow-up no later than after 3 days
Handover service
They must be prepared.....

Arguments & Objections

It is important that we have the crucial strategies and tactics in place. But when it comes to the actual sale, we need to have the "melee force" in place. We only have that when we know our sales technique.

That is, we know the most important arguments for our products and solutions, the benefits of the products' properties and at the same time we can handle both the "everlasting" objections and the more "ad hoc" objections that arise.

The training and development of arguments and the handling of objections should be a regular ritual at any internal sales meeting. This is where we train our technique. The exercises can be done as idea generation, exchange of experience and concrete training.

Example

Arguments company

With our size, we can always ensure fast service to our customers. This saves them time and downtime. A shutdown costs approx. DKK x.xxx per hour

We have the most widely used operating system. This means greater integration with all other systems. This gives the customer a flexible and future-proof solution – as well as better opportunities for connection to customers. This saves time, money and the opportunity for a stronger market position

Arguments product

Product XYZ is the strongest construction on the market. This means that customers can build the production machine on top of it, thereby saving space. That space can be used for storage and thereby save costs – in addition, customers save time by not having to go to remote storage all the time.

Arguments & Objections

Example

Generic objections

You are way too expensive

It is fair that you focus on the investment. But elaborate on what it is you are specifically thinking about?

If you had to choose freely without regard to finances, what would you choose?

When we talk about the investment, it is important to see it in an overall view. How long do you expect to have the machine?

If you expect 7 years, how much will you save on our significantly lower service costs and documented fewer stops?

Agree with your consideration. It will be approx. 10,000 per year as well as downtime. It can be difficult to make up. But would approx. 20,000 be a fair figure?

So in total, it is a saving over 7 years of at least 210,000 - and compared to an investment of 150,000, it is actually a gain. What other benefits do you see with our product?

Example

Specific objections

Your XYZ is the heaviest on the market

At first glance, you may be right. But explain to me just what makes you mention it?

You mention that it is the handling of the move that you are afraid of. During the period when you need the machine – expect 7 years – how many times will you move it?

If you are expecting 3 moves per year. Then we are talking about a time and financial cost of about 15 hours a year and DKK 5,000. How much can it produce more than the others?

Yes, you are right. Production efficiency is almost 20% better. This gives increased capacity of xxx per hour or xxxxxxxx per year. How much does it reduce your investment in other machines?

Tech Tools

Digitalization has made its entrance – also in sales work. Therefore, it is important that everyone in sales and service agrees on which tools we use – internally and externally – and what are the requirements for both structure, competence and attitude in relation to the tools.

Often we see that many tools are tried because we fall for one feature or several. Unfortunately, many people can achieve greater gains by sticking to the tools they have and making better use of them by training and working with the application.

A list of the most important tools should be made and perhaps small tutorial videos with ideas for use and application.

Example

Customer registration

We use XYZ CRM for all customer info. The following data must be entered (Link to list) and the system can be found at this link (Link to CRM)

In meetings with customers, we use XY presentation. Presentations have been prepared for

Intro meeting – link here

Follow-up meeting – link here

Offer presentation – link here

For online meetings with customers, we use Teams

Teams meetings are conducted using our fixed background with presentation of the company's logo and production. Link to background here

Questions to Tech should be directed to navn@navnesen.com

Key KPIs

In order to stay focused on what we need to achieve and thus support the strategy, everyone in sales should know the most important KPIs and the prioritization of these.

It may also be appropriate to have them divided into several levels. For example, there may be a number of cases in the European Union. These include:

Level 1 Revenue

Level 2 Customer Share of Products

Level 3 Number of meetings

In this way, we can constantly measure and develop sales in the exact direction.

Example

We measure overall sales on the following:

Total Revenue

Revenue per customer

Earnings per customer

On a day-to-day basis, we manage the pipeline by knowing:

Number of Outstanding Offers (Must be between x and y)

Average per quote (From x to y)

Closed orders last week (Minimum x)

Closed orders against new offers (xx%)

Contacting new customers (Number min. X)

Meeting new customers (Min x per consultant)

Faste rutiner

Success is, of course, about conscious actions and efforts in certain areas. There is a limited capacity for how many conscious actions we can focus on, so to ensure that some of the things can be handled as automatisms – and thus more unconsciously – it is an advantage to have some fixed routines.

These routines should be known to everyone in the sales and should ensure that we continuously hold the number of meetings and trainings that can create success in sales.

Often, sales departments have simply continued old habits of meetings – they should be continuously evaluated and assessed based on whether they create value.

Example

Annually

Status meeting customers

Sales strategy – evaluation and new direction

Quarter

Value meeting customers – present sales and the customer's savings in relation to the framework agreement

Internal sales meeting – agenda playbook

Month

Dialogue with all A and B customers personally

C customers by email

Internal sales meeting with focus on KPIs and challenges in the market

Daily

Check on Teams with input from sales

Tips & Tricks

It is important that everyone in the sales team learns from each other. Especially in sales organizations where the salespeople are spread throughout the country, it will be of enormous value to be able to share successes and challenges online.

It can be done in many ways and done easily via Teams, Facebook or other tools.

The most important tips and tricks should be part of the playbook.

In particular, it can be beneficial to share canvass scripts and LinkedIn texts that the individual seller is successful with.

That way, there is always inspiration and ideas for new ways of doing things.

Example

Order entry

Remember that PIM code should not be changed to xx from yy. This creates waiting time in the warehouse.

Offer follow-up

It is a good idea to send the following material to the customer before reviewing the offer. Demo brochure, intro video and XX folder.

When the follow-up is done, start by making sure that the customer has seen the video and ask "What were the 2-3 most important messages for you in that video?"

CRM Entry

Provide the customer with codes in the "Category" field. That way, we can always follow the campaign and the result.

Resources

In any business, there are many powerful resources available. They can have both human and more systemic expressions.

Unfortunately, we can't always remember them and therefore often only use the ones we know about and therefore wear out the same channels all the time.

In addition, we often miss out on important information that can ensure us an even better market position.

This can be information about the use of systems, internal procedures or product yields or customization options.

If we always have the overview available for most important resources, we can more easily take advantage of the many opportunities.

Example

Responsible marketing

SoMe	Hanne Olsen
Product data	Jens Andersen
Conferences	Benny Hansen

Systems

Video sharing	wetransfer
Conversion	pdfconverter

Internal departments

R&D	Inge Jensen
Quality input	Kenneth Olsen
Production	Jan Kristensen

HOW TO USE

- Think big – build it small
- Involve your team
- Use it actively
- Keep building

Company

Skriv din tekst her

Sales teams and roles

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Ideal & the dream customer

Skriv din tekst her

Salgsprocesses

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Arguments & Objections

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Tech & Tools

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