Choosing the Right Sales Method for your Marketing Programme

Budget approval has been given and your marketing is up and running. But the sales don't match expectations. Do your sales techniques complement the marketing programme? Could they actually be damaging sales effectiveness?

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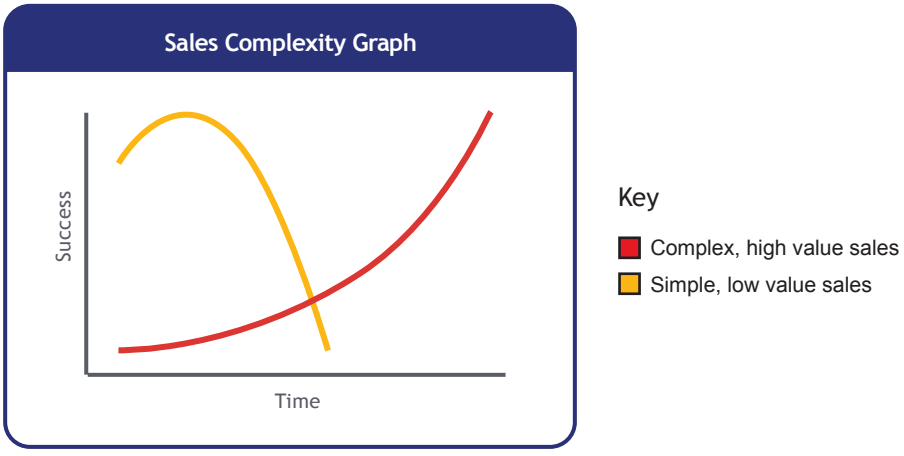
Selling is normally the preserve of the Sales Department, but sales and marketing are becoming more closely aligned. Inbound enquiries and outbound selling need to be managed in harmony with the marketing plan.

It's helpful to outline the difference between the two main types of selling; high-value, complex sales and-low value, simple sales.

If the proposition is simple and the value low, it should be easy to make a Yes or No decision. So the longer a simple sale remains uncompleted, the less likely it is to be won.

There also comes a point where the expense of engagement outweighs the lifetime value of the customer. It's simply not cost-effective to continue pursuing the lead. Diagram I illustrates the likelihood of success over time; a rapid rise, followed by a equally rapid fall.

Diagram I - Complex vs. Simple Sales



Sales Complexity Graph, Graham Smith, 2014

On complex sales, the reverse is often true. This is because complex sales require approval from a Buying Team, often at Boardroom level, and getting all members of the team to say Yes takes time. The longer you are in the game, the more likely you are to win.

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1. The DNA of simple & complex sales

SCi conducted research across 187 buyers to investigate the DNA of simple and complex sales. We asked how many executives would be involved in two different types of purchasing decision and how long the decision would take.

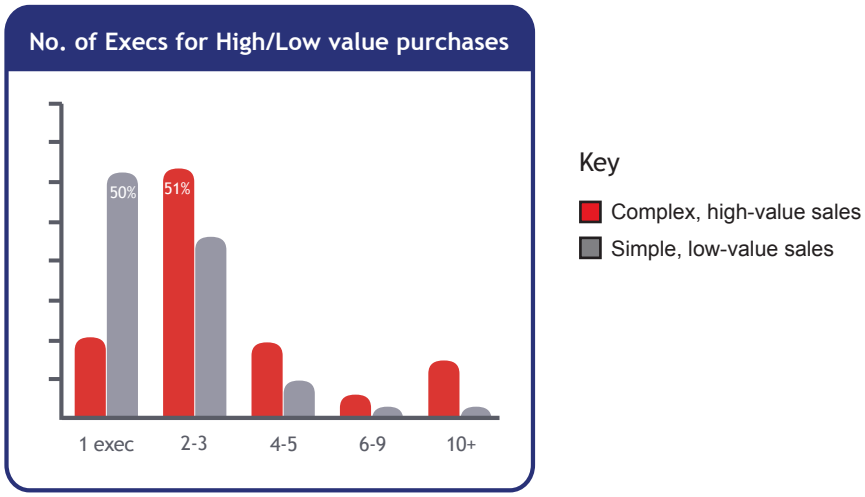
The two purchasing decisions were:

i) Purchasing stationery for your department to a value of £35 per month
ii) Purchasing a computer system for your department to a value of £70,000

Purchasing decision i) is considered to a be a simple and low-value sale, decision ii) is complex and high-value.

Chart I shows how the number of executives involved in the decision-making process varies according to the complexity and value of sale. For simpler sales often only 1 executive is required, but for more complex sales it's often 2-3 executives in the decision-making process; in some cases it's 10 executives and beyond.

Chart I - How many executives in the decision making process?



Source: SCi Sales Group, 2014 n = 187

Table I - Buyers' view of simple, low-value purchases

1. I enjoy comparing and negotiating
2. I do my own research, I dont need expert advice
3. I focus on today's transaction with little thought about future purchases
4. My biggest fear is paying more than I should; my focus is price and value
5. When I find the right product I will recommend it to a colleague

Table II - Buyers' view of complex, high-value purchases

1. I'm aware of the time I spend on making purchasing decisions
2. I'm looking for an expert I can trust
3. I consider today's purchase to be one in a long series of future purchases
4. My biggest fear is making a poor choice
5. Because I spend time on buying, I am a loyal and repeat customer

Our experience is the more complex the decision the greater the number of executives in the buying team. This is because complex purchases often impact many areas of an organisation and therefore input is required from several departments.

It is also true that complex purchases tend to require greater investment, and executives may want to share the decision-making risk with their colleagues, particularly at C-level.

Tip: How to reach C-level decision makers

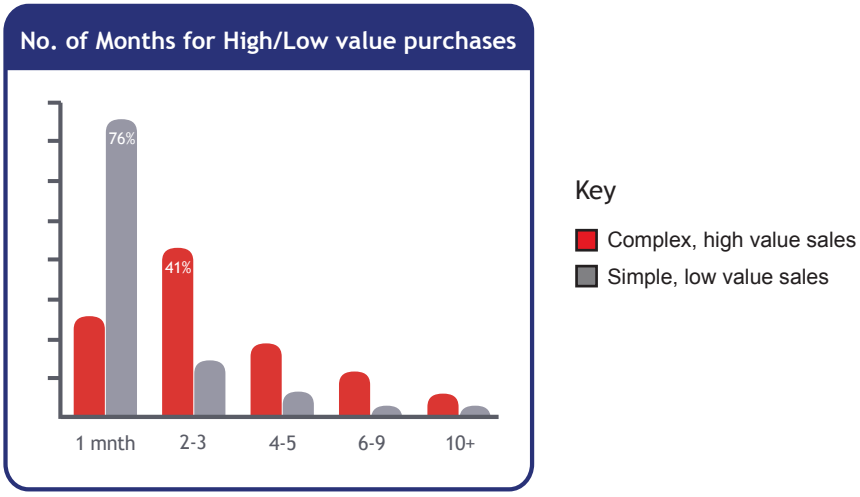
We have a white paper on this subject, which includes over 8 diagrams/charts and some unique research. To download visit http://bit.ly/SCiWhitePaper

To further illustrate the difference between simple and complex sales, we have outlined the thought process for buyers in Tables I & II.

Chart II is just as revealing. It shows the number of months it would take, from drawing up an initial list of potenetial suppliers to making the final decision.

The diagram graphically displays the difference between simple and complex sales. The simpler the sale the quicker the decision; the more complex, the greater need for nurturing.

Chart II - How long to make a decision on purchases?



Source: SCi Sales Group, 2014 n = 187

Table III - 3 elements to the science of selling

1) Selling can be taught

It's a skill that can be learnt (and improved) through training and practice. Lots of practice.

2) Selling is a process

You have to move through stages to get the right result.

3) Selling requires planning

You schedule activity throughout the year, and record information to identify 'ready to buy' prospects.

As the number of executives and length of decision making varies according to sales complexity and value, it's logical the sales method should also vary.

A brief word about the 'art' of selling. It's not an art.

Sales people are not born with the skill. It's nurture, not nature. Those that believe they are born sales people are no better than the rest - they just enjoy it more. For the 3 elements to the science of selling see Table III.

There are many sales methods (some are listed in Table IV), but we will focus on just 5. We will also concentrate primarily on outbound sales.

Table IV - Some of the most popular sales methods

1. Transactional selling
2. Subscription selling
3. Customer centred selling
4. System selling
5. Solution selling
6. SPIN Selling
7. Consultative selling
8. High probability
9. Buying facilitation
10. The Challenger Sale
11. Content selling

Simple, low values sales

A Transactional selling

B Subscription selling

Complex, high value sales

C SPIN Selling

D The Challenger Sale

E Content selling

2. Effective methods for simple sales

Simple, low-value sales tend to be telephone or online based. They don't have the profit margin to warrant face-to-face (F2F) selling.

Much has been written about ecommerce (and we don't have the space in this white paper to do the subject justice), so we will concentrate on offline techniques combined with online demonstrations.

In particular, in this section, we will examine Transactional and Subscription selling.

A Transactional selling

Transactional is a sales method that focuses on quick sales without a significant attempt to form long-term customer relationships.

It's typically used by firms offering generic products where profit is achieved through high volume sales, e.g. office stationery.

It's true that selling needs a structure or process, but it is very true in transactional sales. Speed of delivery is important, it enables the sales person to move quickly onto the next prospect. Transactional is all about volume.

The most common structure is a 4-part process. The label for each stage is unimportant.

Stage 1
Check if the call is convenient and set an agenda. During this stage you identify and confirm the decision maker, explain the reason for calling and include a benefit statement. There may be some early objections which are handled and explored.

Stage 2
During this phase you qualify the prospect and understand their needs, wants and pain points. You actively listen to the prospect and deliver a summary to ensure you both agree on their needs. This phase consists of a lot of questioning and listening.

Stage 3
At this stage you are selling your solution based on the needs identified in Stage 2. You fully explain how your product/service works, and link benefits back to their needs.

Stage 4
Here you start to close the sale. You start with a trial close and handle any objections. Confirm details for the desired outcome. You check if there are any outstanding questions and confirm all the contact details are correct.

> "Speed of delivery is important, it enables the sales person to move quickly onto the next prospect. Transactional is all about volume"

Tip: They're looking at you (2)

During the phone call the prospect may have checked your company on the web and even checked you on LinkedIn. There is a need for consistency of message, so ensure what you say offline matches what you say online.

Because transactional is all about volume, in many cases the sales agent is not given time to do any in-depth pre-qualification... and their Supervisor is hounding them to reach 150 dials a day and 3 hours talk-time.

As a result, the sales agent will have a limited number of real conversations throughout the day and some of them will be irrelevant. It is cold calling at its worst.

Cold calling can be an effective sales method, but the high rejection rates sometimes has side effects:

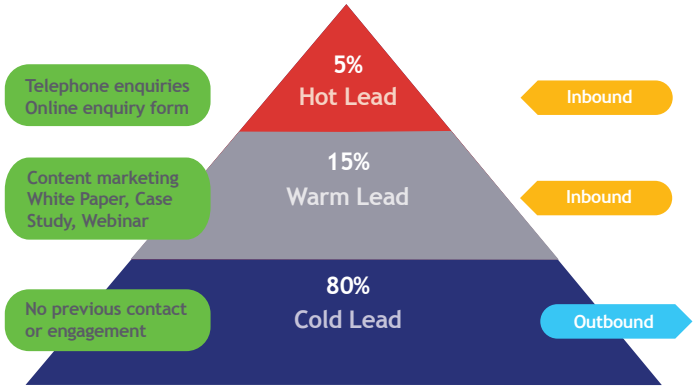
1) Staff moral - regular rejection can hurt, leading to high levels of staff churn
2) Brand damage - having irrelevant conversations can hurt your brand
3) Burning data - they may refuse your call next time or unsubscribe from email

> "A better solution is cold calling with relevance - cool calling"

A better solution is cold calling with relevance - cool calling. Contacts are segmented by demographics (size of company, job title, etc) to enable the sales agent to have a flow of similar conversations. Hyperlinks in the CRM to the targets' website and LinkedIn profile help to add further relevance to the conversation.

Despite all the challenges, cold or cool calling is still an important part of sales and marketing. It enables you to reach the 80% of your target audience that are not Hot or Warm inbound leads.

Diagram II - The Lead Pyramid



Lead Pyramid, Graham Smith, 2014

An over-reliance on Warm and Hot leads means you are leaving 80% of your potential market free for your competitors to grab. Bad idea.

Tip: One size does not fit all

There is absolutely no reason why your sales strategy cannot be a mix of different sales methods. Cold or Cool Calling for outbound sales and Content Selling for inbound warm leads.

> Hunters track down the subscribers, and Farmers grow them

B Subscription selling

The advent of cloud-based Software-as-a-Service (SaaS) means that subscrption selling within the IT/Tech sector has become very popular. It's a slightly more sophisticated version of transactional selling. Profit margins can still be tight, so again F2F meetings are rarely affordable.

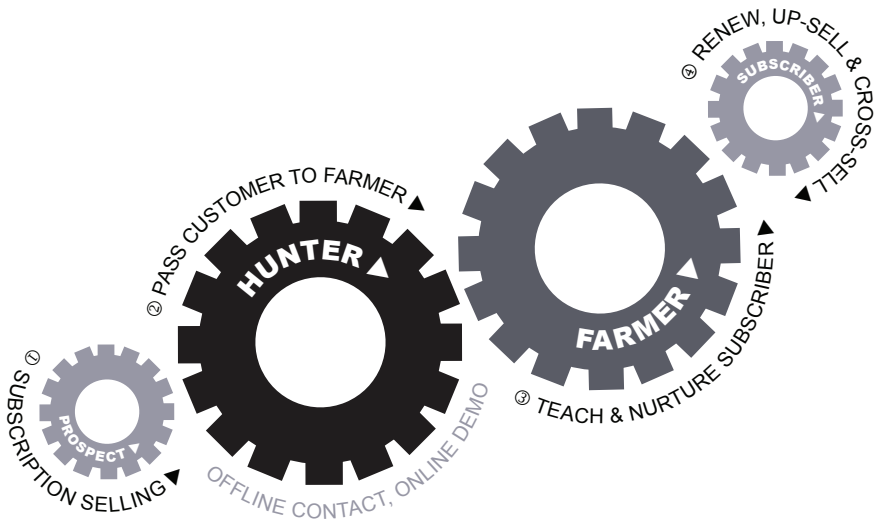
Subscription selling often uses a mix of telemarketing and online demonstrations. The rules for online demonstrations are similar to those for offline PowerPoint presentations. Need a reminder? Check http://bit.ly/SCiBlog43.

Subscribers will not renew if they cannot be persuaded of the value at the end of the contract. Therefore any subscription Sales Team needs to be divided into two camps - Hunters track down the subscribers, and Farmers grow them.

The characteristics of the two are different, Hunters are the determined 'drivers' that enjoy the buzz of finding prospective customers and winning new business. They are always eager to move on to the next big deal.

Farmer are the executives who build and cultivate relationships and opportunities, typically within existing accounts. Farmers turn a customer from good to great by gaining loyalty from their efforts. They nurture.

Diagram III - The Subscription Machine



Subscription Machine, Graham Smith, 2014

Don't assume that tight profit margin means low order value, we have worked on projects were the average order value was over £3,500 p.a. and as high as £40,000 per company. Typically the split is 60-80% Warm leads, and 20-40% Cold.

Tip: Hunters, Farmers... Trappers?

Hunters use Cold and Cool Calling techniques to find new business, Farmers nurture existing business. So what do Trappers do? They use content marketing to attract warm leads to their 'watering hole' - then pounce.

3. Effective methods for complex sales

Now we move onto the high-value, complex sales. Our research shows these buying decisions take time, and there are many executives involoved in the process (the Buying Team).

One surprising aspect of our research was there seemed to be little difference in the length of sale or number of decision makers from one department to another.

Chart III and IV show that, broadly speaking, Finance, IT and Operations all take the same amount of time and number of exectives to make these big decisions.

It's important in complex sales to engage with the Buying Team early and nurture the relationship over a period of time. Diagram VI shows the Suspect to Sale process with the Sales & Marketing Department's view in blue. In red is the Buyers' view, underneath is what they are thinking at each stage.

Chart III - Months for a £70k purchase by Department

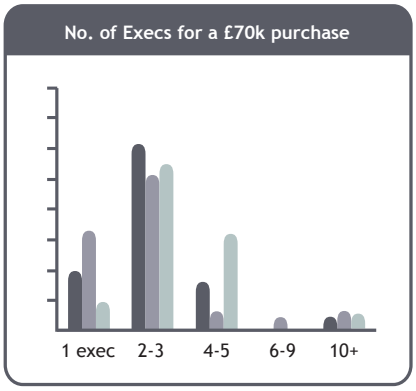


Chart IV - Executives for a £70k purchase by Department

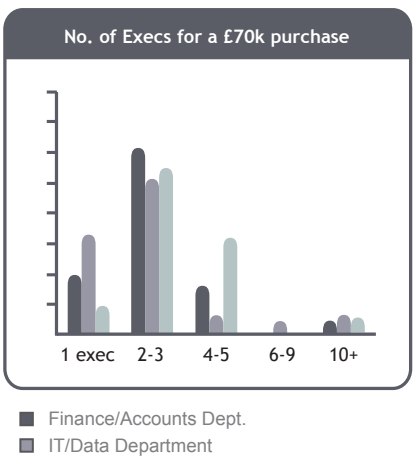


Diagram IV - Suspect to Sale process



Traditionally, the Marketing department engaged with buyers at Suspect and Prospect stage, and Sales engaged at Opportunity and Sale stages. There is normally a fight over who controls Leads.

But the rise in content marketing has given sales teams the chance to engage earlier, at Prospect stage. More on this later.

Social selling is now a big part of high-value, complex sales. LinkedIn for example, not only gives you access to the prospects CV (profile page), it also provides another channel for engagement (InMails) and a window on their interests and point of view (LinkedIn Groups). For a brief guide to social selling check http://bit.ly/SCiBlog38.

But digital is not a universal panacea. At some point in complex sales you have to introduce Human Interaction (HI), either an F2F meeting or a phone call. Average order value with HI is £68,032; without HI, it drops to just £1,018*.

Like all selling, complex sales have a structure and process. We will touch on 3 sales methods; SPIN Selling (around since 1988), The Challenger Sale (first published 2011) and Content Selling (a new addidtion).

* Source: SCi Sales Group, 2011 n = 108

C SPIN Selling

Neil Rackham showed how classic sales techniques, such as objection-handling and closing, can actually reduce your chance of selling - especially in high value sales, where buyers are aware of the standard sales methods.

SPIN uses a 'hurt & rescue' method. You hurt them by exposing the negative things that might happen. Then you rescue them with the positive benefits of your product.

There is a four stage process – Opening, Investigation, Demonstrating Capability and Obtaining Commitment. SPIN is used at the Investigation stage, and it's this part of the process we will concentrate on.

SPIN is an acronym for Situation, Problem, Implication and Need-payoff. It relates to the different types of question asked during a call or F2F meeting.

Situation questions: A starting place for understanding your buyer's needs.

Problem questions: Problem questions ensure you and your buyer share an understanding of their needs and pain points.

Implication questions: These increase the motivation to seek change. They uncover the effects or consequences of a prospect's problems.

Need-payoff questions: How can the problem be solved? If you ask the right questions, the buyer will tell you how your solution can help.

Example I

You are in conversation with the Production Director of XYZ Ltd. You start SPIN selling by asking Situation Questions.

Not too many questions as you should have done your homework. The questions glean information you couldn't find on their website.

Next are Problem Questions, such as "Do you have enough capacity in the Preparation Department?"

This will illicit Implied Needs, answers such as "Our present system can't cope with the volume of work".

This leads to Implication Questions, like "Does slowness in preparation create bottlenecks in other areas?"

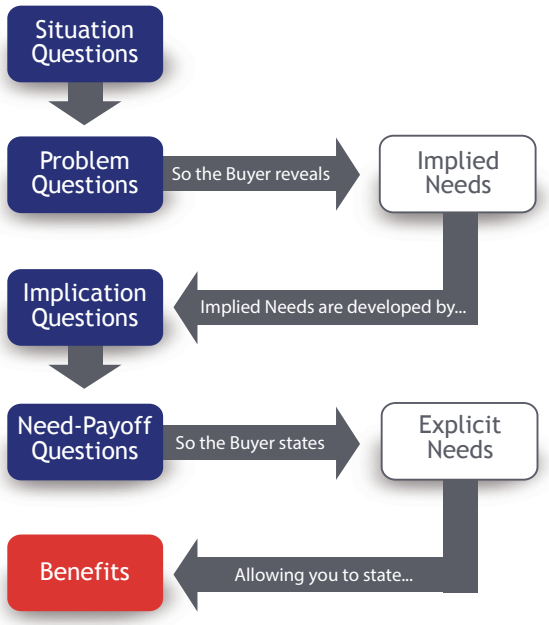
Their answer leads to Need-Payoff Questions such as "So you would like to see a reduction in preparation time?"

This results in the prospect revealing their Explicit Needs with an answer like "Yes, we need a faster system".

This allows you to state the benefits of your system and how it reduces preparation time.

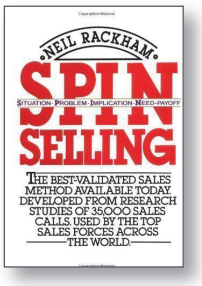
You can ask several Implication Questions, and note how Implication Questions are 'sad', but Need-Payoff questions are 'happy'.

Diagram V - SPIN selling



What are Implied and Explicit Needs? Implied Needs are the pain points, problems, difficulties and dissatisfactions that propspects experience. Explicit Needs are their wants and desires.

This White Paper is a very brief synopsis of the SPIN Selling method. We recommend you read the book.



SPIN Selling
by Neil Rackham
http://bit.ly/SCiBook2

Example II

You are in conversation with the Facilities Manager of ABC Plc. They are about to award a contract for refurbishment of their offices.

You know that 'collaborative spaces' are a big part of the refurbishment, so you share some research your firm has done that suggests the current plans may not be right.

Your research shows collaboration does not happen in groups of eight, but in twos and threes. So the collaboration areas on their plans are too large.

This is the Teaching that reframes the way the client thinks about the project.

Next you Tailor by suggesting your company carries out further research, asking their staff about the ideal collaborative space. This will avoid any further expensive mistakes.

Finally you Take Control. You firmly request an assurance that as you are investing in them (by carrying out the research), they will need to invest in you (by awardig you the contract).

This White Paper is a very brief synopsis of The Challenger Sale method. We recommend you read the book.



The Challenger Sale
by Dixon & Adamson
http://bit.ly/SCiBook1

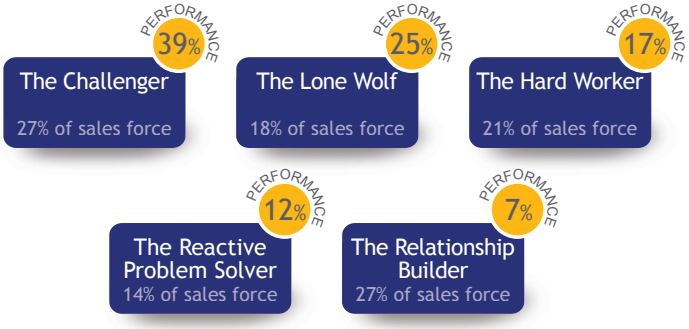
D The Challenger Sale

Buying Teams are becoming bigger, engaging later in the sales process and - as contracts increase in size - the Boardroom is becoming more cautious.

Customers are looking for trusted advisers. Being 'a good guy' is no longer enough.

This was the basis for research by CEB. They put 6,000 sales executives under the micrscope and found 40 attributes. This resulted in the identification of five distinct types of sales person (see Diagram VI).

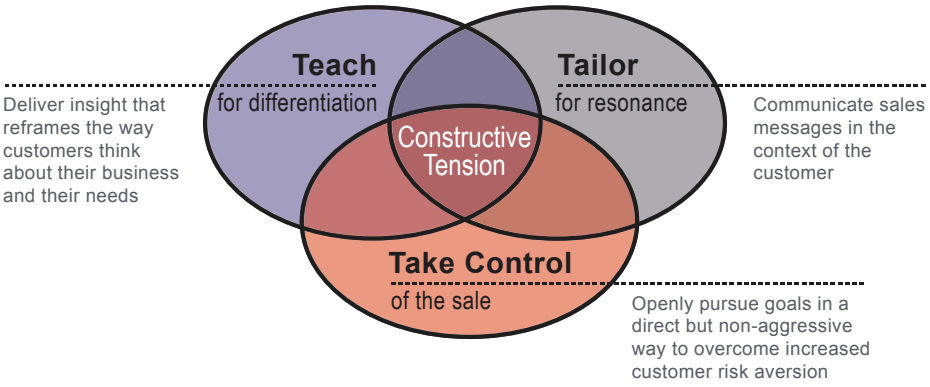
Diagram VI - The Five Sales Types



The best performer was The Challenger; especially in high-value, complex sales where their performance rose to 50%. The revelation was that Relationship Builders, the traditional trait looked for in a sales person, came last with just 7%.

When CEB disected The Challenger they discovered 3 elements to their sales process - they Teach, Tailor and Take Control (see Diagram VII).

Diagram VII - Teach, Tailor and Take Control



The three elements of The Challenger Sale creates constructive tension - something Relationship Builders try to avoid. Challengers are comfortable persuading the customer to change their requirements (reframing) and adding pressure when appropriate.

Challengers get their customers to think differently about their business. It's ultimately based on solution selling, but solution selling with a difference... disruptive selling.

Content selling

Content marketing finally meets its sales cousin - hello Content selling.

Content changes the way you sell. There is no need to introduce your company (they already know you, your content is in their hand) and no point in discussing your product (it's too early, they're most likely at Prospect stage - see Diagram VIII).

Example III

You are notified that a prospect has downloaded a White Paper about mobile device management (MDM).

The first stage is to note the title of the White Paper which refers to MDM across EMEA. This is a clue on the need of the prospect, and a starting point for a conversation.

You carry out further investigation on both the company and the person. He is below C-level, but you are able to identify his boss.

The next stage is the call. During which you share your knowledge on some of the challenges surrounding MDM in EMEA.

You ask for clarity on their MDM requirements and BANT qualify the person.

He does not have final authority, but you ask if you can send him further insights on MDM via your email newsletter. He agrees to opt-in.

Then you explain there is further research you would like to share with the Buying Team. You push for an online conference call.

This is just the first stage in the process, taking them from a Prospect to a Lead.

Diagram VIII - Content selling



Remember, at Prospect stage they are asking "What" can satisfy my need, not "Who". So adopting the stance of an impartial and trusted adviser will be more effective.

In addition, the content they downloaded gives you a big clue on at least one of their needs, wants or pain points. The clue is literally in the title. You're reading this White Paper, so there is a good chance that 'selling methods' are of interest to you.

Finally, content positions you as an expert. So don't spend too much time talking about your pedigree. Instead concentrate on talking about them, expand and explore why they downloaded a white paper or watched a webinar.

So here's the structure for Content selling, it's a modern version of the consultative sale.

Sales intelligence: What was downloaded? Research them before you call.

Open questions: The content they request gives you a clue about their needs and pain point. Ask "What were you looking for help with?". Expand and explore.

Active listening: Two ears, one mouth. The aim is to ensure you and the prospect understand each other. Respond by repeating what they say for clarity.

Help them: Teach them something they don't already know. They are looking for guidance. Get opt-in for further content marketing.

BANT qualify: Ensure they are BANT qualified. If they are not the decision-maker, find the right person. Map the Buying Team.

Close them: Be clear about what outcome you want. It should be easy to close BANT qualified leads, especially those that consider you to be an expert.

This sequence of events may not happen in one phone call or meeting. As the size and complexity of the project increase so will the need for several touches.

4. The damage from choosing the wrong method

There is seldom much thought given to the impact of choosing the wrong sales method. In many companies the view is that as long as targets are being hit, why worry?

But what's the effect of having irrelevant conversations with target executives? What's their perception of your brand? Will they be permamnently in a meeting next time your company calls? And how quickly will they unsubscribe from your next email blast?

It's not just about the 2% that say Yes, it's also about the 98% that say No.

So what can go wrong when you don't use the right sales method?

Using Transactional methods in Content selling
Executives start engaging with your content at Prospect stage. They are not ready to buy... yet. They are asking "what" not "who" can satisfy their need.

Pitching and attempting to close early will damage your brand and simply burn data. The damage to your brand is from being perceived as too 'pushy', they have not yet defined their requirements so much of the conversation will be irrelevant.

As a result, the next time you try to connect you will hit a dead end. Another piece of wasted data in your CRM.

Using Content methods in Transactional selling
Transactional selling is all about volume and speed. The proposition is simple and the value low, so you are able to make your way through the list of prospects at a fairly rapid rate.

> "It's not just about the 2% that say Yes, it's also about the 98% that say No"

Often the profit margin is tight, so the lengthy Content selling process is simply unaffordable. In addition, prolonging the length of sale adds extra layers of complexity to what should be an easy decision.

Finally, there is a danger that teaching the prospect something they didn't know may encourage them to reconsider their needs. Which is fine in a complex sale at Prospect stage, but not with a simple low-value proposition.

Using SPIN methods in Transactional selling
SPIN Selling also takes place over a series of conversations and meetings, it's a complex sales method that requires a sales heavyweight to deliver it - which is too expensive on a transactional sales model.

Tip: Test, test and test again

Not sure which method is right for your firm? Test it. Use different methods and analyse the results. Split your sales team, Team A uses method 1 in the first quarter, and Team B uses method 2. Then in the second quarter you switch

5. The future of selling

Selling needs to change - and it is changing, slowly. The techniques of open and closed questions were first introduced in the 1920s. Even SPIN Selling was written in the 1980s before the arrival of the internet and smart phones.

So what's the future for selling? We are tracking 3 trends - Social Selling, Human Interaction and the EU Data Regulation.

The rise of social selling

The rise of social media as a business platform has been impressive. LinkedIn now has an estimated 275m users, and 2 new users every second♣. Twitter is now muscling its way into B2B and video sharing via YouTube or Vimeo is now common place.

Marketing has been multi-channel for decades, and selling needs to be the same. Social selling gives your sales team another avenue for engagement; when they don't return your call and unsubscribe from your newsletter, try social selling.

It's true that producing knowledge documents and content can be time consuming, but most social media channels are free of charge or a low monthly subscription. The ROI of social selling can be immense, particularly when combined with content marketing.

Check LinkedIn for the heads-up on any new staff joining or staff leaving, check Twitter for announcements about new product developments or check industry forums for challenges within particular market sectors.

150

is the average number of people with whom we can maintain a meaningful relationship*. In groups larger than 150, the members begin to lose their sense of connection. We live in a digital age, but we have Stone Age social capabilities.

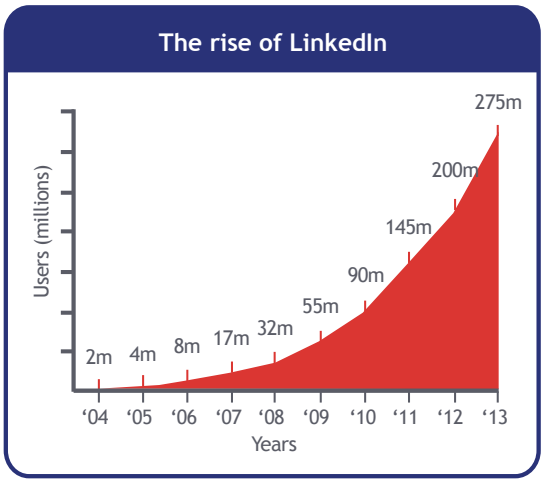
£68k

is the average order value with HI, but with no HI the order value drops to £1,018**.

33%

of businesses are failing to prepare for upheavals caused by the EU Data Regulation***. Are you one of them?

Chart V - The rise of LinkedIn and social selling



Source: LinkedIn, 2013

But it's important to keep your core network of digital friends to a manageable level. It's widely recognised that 150* is the average number of people with which you can have a meaningful relationship - business or personal. Digital world, Stone Age social skills.

> Prediction: Social selling as a tool for first engagement will increase, it will predominantly be used for inbound marketing as outbound marketing becomes limited by the EU Data Regulation.

* Dunbar's Number from English psychologist Robin Dunbar ** Source: SCi Sales Group, 2011
*** Source: Direct Marketing Association, 2014 ♣ Source: Sirius Decisions, 2011

Our need for Human Interaction

Although digital has many benefits, sales & marketing are still multi-channel. And B2B will always need Human Interaction (HI). 69% of B2B sales require some form of HI**, either a phone call or a F2F meeting.

Although digital has many benefits, marketing is still multi-channel. And B2B will always need Human Interaction (HI). 69% of B2B sales require some form of HI, either a phone call or a F2F meeting.

Furthermore, average order value with HI is £68,032, without HI it drops to just £1,018. You'll never sell a £60,000 computer system with just an email and a Tweet.

HI makes customers feel valued, as proven by our research on five of the most popular sales & marketing channels (see Table V).

Table V - Which Channel makes Managers feel most valued?

Channel	% Vote
Field Sales	54%
Telemarketing	28%
Direct Mail	14%
Mobile Marketing	2%
Email	1%
	100%

Source: LinkedIn Poll, 2011 n = 609

> Prediction: The rise in digital noise will mean that HI becomes more appreciated by customers. Consequently, expect an equivalent rise in demand for good telemarketing & sales agents, resulting in wage inflation.

The threat of the EU Data Regulation

The new EU Data Regulation (EUDR) will have a huge impact on the future of B2B sales. The changes are fast approaching, yet many companies who will be affected are unprepared (according to the DMA, 33% have no plans for the EUDR).

In its most simplistic form, the EUDR is essentially a massive restriction on direct marketing. Buyers will have greater control over how their personal information is captured, used and held.

The restraints on the use of personal data (name, job title, email, direct line, etc) are likely to alter the way B2B data is managed forever (note, the law makes no distinction between B2B or B2C data).

The EUDR states that in the future you will not be able to store a B2B prospective customer's name, contact details or online activity without their prior 'explicit' consent.

Direct marketing will move from an 'opt-out' system to an 'opt-in' rule.

We have produced an infographic that highlights the main changes, plus a 3 point plan that you can share with colleagues. Get it at http://bit.ly/SCiInfo3

> Prediction: Most companies will be either unprepared for the new law or fail to adequately cope with its restrictions. While email and direct mail cannot operate without personal data, telemarketing will flourish as switchboard numbers are not personal.

Tip: The future of B2B marketing

5

How will tomorrow's work environment influence B2B marketing strategy. We have produced a white paper that identifies and examines 18 key evolutions. Get the knowledge at http://bit.ly/SCiWpaper1

6. Conclusion

As buyers are bombarded with editorial & advertising messages (on average 600 to 2,500 per day depending on which research you read) the way in which you sell is increasingly important; the channels you use, the sales method and how it blends with your marketing.

> "53% of customer loyalty is the result of how you sell, not what you sell"

A relevant conversation, based on good sales intelligence, will always stand a better chance of success. According to CEB research, 53% of customer loyalty is the result of how you sell, not what you sell.

Our research shows there is a difference between high-value complex sales and low-value simple sales, so surely the sales method for each should also differ.

Choosing the right method can give you a competitive edge. You are not selling in a vacuum, your competitors are constantly improving their product, their sales and their marketing. You need to match their improvements and optimise sales.

Choosing the wrong method has lasting damage. It's logical that the method used to offer free advertising space on a website needs to be different from the method used to arrange the demonstration of a huge investment in IT.

We have outlined just five different methods from a library of dozens. Test which works for you and your product. Don't be tempted to a dopt a 'one size fits all' approach - different products, different methods of selling.

Want to learn more? We have created a Modern Selling Health Check. You can get the infographic from http://bit.ly/SCiInfo10 - or scan the QR Code below..

A printed version of this white paper is available for **£3.99** plus P&P. The download version is free of charge.

To support this white paper view an infographic titled 'Modern Selling Health Check'. Scan the QR Code or visit short-link http://bit.ly/SCiInfo10

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