

**NANCE ROSEN**

Training and Coaching



**THE 5  
KEYS TO  
SALES  
FORCE  
SUCCESS**



# Introducing Key Factor Selling

## And Your Role as Sales Manager and Sales Representative

Whether you manage a sales force of 5,000+ or your entire team fits comfortably in a mid-sized sedan — or you manage your own sales activity, you must:

- Ensure your company's intelligence is communicated directly by your sellers to your target audiences.
- Maximize the value of each sales representative by identifying weak areas and boosting their mastery of key information and skills.
- Build your company's Library of Success, so all sales support material is easy to access.
- Facilitate positive interactions between your sales force and those who support them in the company.
- Keep your stress level down and company profits up!



## Simple Solutions Don't Remedy Complex Challenges

It's much easier to get over a head cold than a backache. Rest is the key factor to recovering from a cold. Juice and pain relievers make you feel like you've got some control over your condition. But really, just get enough sleep over several days and you're on the mend.

A backache is not so simple. Ninety percent of adults will experience it at some time in their lives. Some bounce back, never knowing what went wrong or what went right. Some people live in pain until the day they die.

"Key Factor Selling" came to my mind when I was wrestling with a bout of sciatica, and couldn't find the one thing to make it go away.

The mistake I made was thinking that back pain was like a cold, a simple problem. It's not. At the initial stage of back pain, rest is the key factor. But, resting too long makes you stiff, which adds more pain. So, as soon as the pain is tolerable, moderate activity is the key factor. When movement is no longer your enemy, strength training is key to increasing flexibility and making permanent improvements to your body mechanics. Then you're as good as new, or maybe even better.

At each stage, you have to capitalize on your gains and take the next step – even if you fear it. Overall, it takes a strategic mindset, good management and the discipline to use the right tactics at the right time.



# Fifteen Stages of the Complex Sale

At each stage along the way to transforming a prospect into a customer, different skills will make the difference between progress and defeat.

The stages of a successful selling often look like the list below. Keep in mind that some stages take several actions or interactions before you can move to the next one.

- Stage 1      Develop the value proposition for your product or service
- Stage 2      Compare and contrast competition in the category
- Stage 3      Select the niche or target market that you serve best
- Stage 4      Prepare qualifying questions to identify strong prospects
- Stage 5      Create sales talk tracks and support materials
- Stage 6      Produce the list of leads
- Stage 7      Attract and engage each prospect
- Stage 8      Define the prospect's specific pain and its implications
- Stage 9      Create the right sized remedy, tailored if possible
- Stage 10     Communicate its impact to buying group members
- Stage 11     Negotiate the purchase or contract and get the deal done
- Stage 12     Deliver
- Stage 13     Follow-up to ensure satisfaction
- Stage 14     Call for upgrades and add-ons
- Stage 15     Get referrals

The sales or marketing manager is responsible for stages 1-6, although veteran sales representatives, CEOs and those people acting as their own manager often take on the work involved in those stages. After that, each prospect must be taken through the remaining stages by the sales representative, with support from management when it is available.



## Assessing and Accelerating Sales Performance

All sales representatives are not alike. Different people require different approaches. Even your best performer may peak and valley. If you are a sales representative acting as your own sales manager, you must critically and objectively assess yourself, and coach yourself to success.

Remember that everyone has proficiencies and deficiencies. Without consistent and effective training and management, performance will ebb and flow as the sales representative confronts different time periods, markets, types of customers and outside factors like personal and family matters.

You can't treat all problems like they are simple, like a head cold. And, remember all problems aren't complex like a backache. What you can do is keep close watch on performance, so a sudden dip doesn't become a ditch. The right tools, rules and guidance can resuscitate a flagging rep and challenge a strong one to go bigger and better.



# Five Keys to Sales Success

There are five key competencies that every representative needs assessed and addressed. These skills are:

1. Knowledge
2. Ability/Capability
3. Skills
4. Communication
5. Management

The rest of this small book is dedicated to key competency training. This is a program you'll want to put in place and keep working on as you drive peak sales performance. Remember, some of us are managed by other people, but most of us are self-managed for at least some of our day. Whether you are the CEO, manager, trainer or sales representative: go after and master the information and skills needed to meet and beat your goals.



# For Sales Managers and Trainers

## **K**ey Competency Training Will Lead to Your Sales Representatives' Success

### **TRAINING OUTCOMES**

- Ensure your company's intelligence is communicated directly by your representative to your target audiences.
- Maximize the value of each representative by identifying weak areas and boosting their mastery of key information and skills.
- Continue to build your company's Library of Success™.

### **TRAINING OVERVIEW**

Create a Library of Success that includes all the content and skills your representatives need to be effective. Create learning modules for each aspect of The Five Key Competencies. Rate each member of the sales force and other customer care employees on the qualities that matter most when they interact with target audiences. Typically, this includes prospecting, qualifying, closing and keeping your customers satisfied. Success also demands mastery of your internal processes so work-arounds, rush orders and conflicts are diminished. Once identified, deficiencies are addressed with training and role-playing. Success is rewarded with certification and elevation to master status. Representatives who master your key competencies become the best ambassadors for your company!



# The Five Key Competencies

What do your sales representatives need to know and be able to access in your Library of Success?

## 1. Knowledge

Product

Customer

Technology

Managing files and paperwork

Company policy and processes

## 2. Ability/Capability

Customer and industry research

Customer and account profitability maximization

Development of best selling process

Quantitative analysis

Problem solving

## 3. Skills

Prospecting

Needs identification

Time and territory management





## 4. Communication

Identify the number of links that will lead to the ideal relationship outcome

**Create a rapid transformation from a prospect's negativity or indifference to enthusiasm and purchase:**

Gain attention

Share pertinent knowledge

Develop preference in comparison to alternatives  
and competition

Ignite conviction to act immediately

Get action: secure meetings, trials, purchase orders,  
purchases and upgrades

## 5. Account Management

Earn a reputation for being trustworthy, reliable and valuable

Call with the right message at the right time

Serve the customers' best interests

Give sweeteners (special spiffs) and show appreciation

Educate the customer on new products and services

Keep the company's goals and culture in mind at all times

Work well with key people in your company so bids, orders,  
and upgrades are streamlined



# Key Competency Training Program Implementation Steps

## Step One

From the list of the Five Key Competencies, select the aspects that apply to your product, service, brand or organization.

## Step Two

For each aspect on your list, define the knowledge, techniques or experience that you want your sales force to master and deliver to customers. Put this content into a Library of Success, either online or in hard copy, so it is easily accessed by the representatives.

## Step Three

Create an assessment, including questions that assess each individual's level of competency.

## Step Four

Give and grade the assessment to identify strengths and weaknesses.

## Step Five

Provide remedial training as necessary.

## Step Six

Once you have completed the training, use an assessment to evaluate whether you produced the desired changes.



## **Step Seven**

Coach and re-train in areas of deficiency. Consider different techniques.

**Ex.** If you lectured: try a more hands-on training.

**Ex.** If you created a self-study course: try classroom, web-meetings or peer-coaching.

## **Step Eight**

Once your post-training assessment is successful, role-play to develop your representatives' ease-of-use and confidence. Help them customize content so they are effective with various types of prospects and customers (player profiles) and can use it in different styles of interaction (persuasive, training, team and briefing).

## **Step Nine**

Certify your representatives to document their achievement. You may create several levels of certification to recognize increasing levels of mastery or specific skill-sets.

## **Step Ten**

Leverage your best-trained representatives. Use them as peer coaches. Have them model best practices in the field, by encouraging them to take new and upcoming representatives on ride-alongs. Keep communication lines open, so they add to your company's Library of Success. Make sure they regularly brief you on trends, competition and customer needs.



Library of Success  
Content Component Reference Guide

**Accountability**

BD Budgets

CB Contracts

FO Forecasts

LA Letters of Agreement

PA Proposals

RT Roadmaps and Timelines

SP Specifications

TC Total Cost of Purchase and Use Analysis

**Comparisons**

CA Comparison of Alternative Courses of Action

CC Comparison of Competition

**Credibility**

PF People Profiles

RE References

TE Testimonials and Endorsements

TH Third Party Standards and Evaluations

**Demonstration**

FB Features, Functions and Benefits

PR Product Demonstrations

PP Proprietary Processes or Parts

SA Samples

**Downsides**

CD Contrary Data or Conclusions

PB Plan Bs

RA Risk Analysis



## Insights

AN	Analogies
EX	Examples
GA	Graphics, Photos, Animation and Artwork
PS	Props
RC	Recommendations
RE	References and Resources
VA	Video and Audio

## Inspiration

ID	Invention or Discovery Stories
MM	Motivating Misery Triggers
RR	Rewards and Results Stories and Lists
SS	Success Stories, Applications and Case Histories

## Interactivity

AS	Assessments
AE	Audience Experiences
CF	Communication Facilitation
HO	Hands-on Practice
PM	Premium
QA	Question and Answers
QS	Questionnaires
RP	Role-Play

## Logic

BT	Blueprints or Technical Drawings
DD	Data with Analysis
FF	Facts and Figures
TD	Technical Data

## Tips

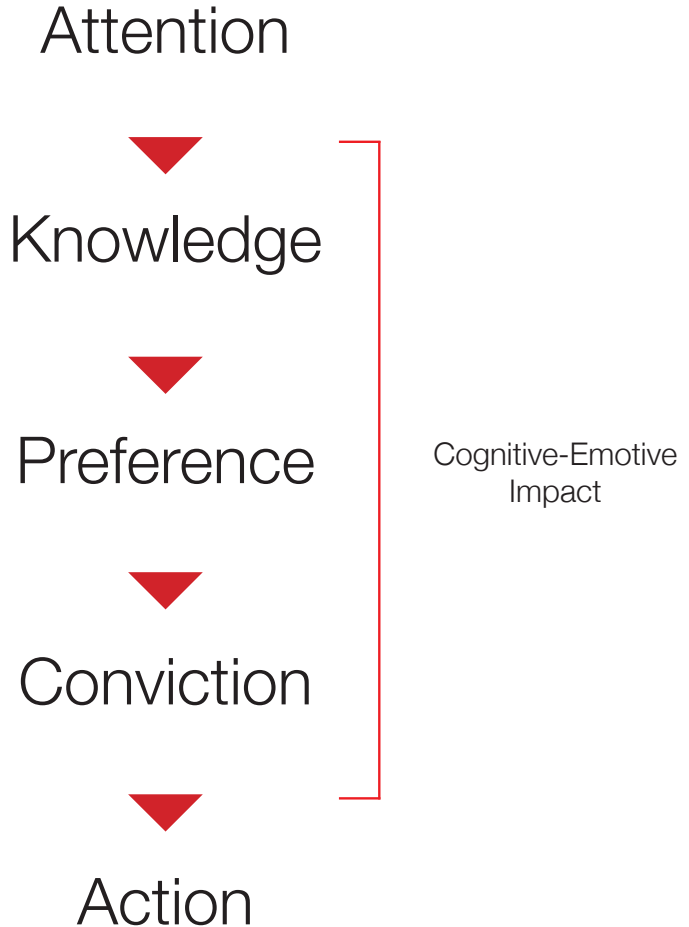
LD	Lists of Do's and Don'ts
ST	Step-by-Step Instructions
TN	Techniques, Advanced
TS	Tips, Secrets, and Hints



## Bonus Material

# The Transformation Channel

To be successful, your sales representatives must lead prospects through these stages.



For more information, see Nance's new book *Speak Up! & Succeed: How to get everything you want in marketing, presentation and conversations.*



## About The Author

Nance Rosen, MBA is a business coach, trainer and speaker on communication, sales, marketing and career building. She is a frequent guest on television and radio, most recently appearing on CNBC's The Big Idea with Donny Deutsch. Her new book is: Speak Up! & Succeed: How to get everything meetings, presentations and conversations.

Nance teaches and trains CEOs, executives, business owners, sales representatives and managers of all levels on the campuses of UCLA and UC Irvine, as well as around the world at company meetings, association events and business summits.

Formerly, Nance was a marketing executive with The Coca-Cola Company, president of the Medical Marketing Association, first woman director of marketing in the Fortune 500 technology sector, host of International Business on public radio, and a general manager at Bozell Advertising and Public Relations (now Omnicom). She is a successful entrepreneur, as managing director of NAX Partners, a marketing consulting firm and CEO of NanceSpeaks!, a training and development company.

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