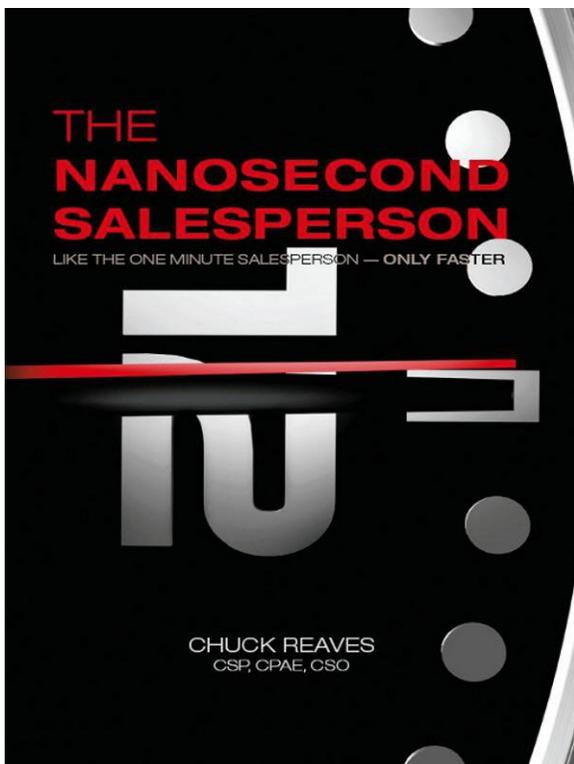

*“In the history of recorded time,
no customer has ever said,
“Your price is too high,”
and meant it.”*

- Chuckism #6



The Nanosecond Salesperson

Student Handbook

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INTRODUCTION

Welcome to *The Nanosecond Salesperson's Study Guide for Students*, a relevant resource to help you week by week to make the most of Chuck Reaves's revolutionary ideas about changing the way you sell.

Whether you are just starting your sales career or are a seasoned professional, your earnings will increase and your productivity will be stream-lined if you partner your reading with the exercises and additional information and perspectives in this guide.

If you are reading this book for discussions in a group setting in your workplace, or are doing your own sales boot camp from your home office, we recommend that you set aside between 40 and 90 minutes a week.

The duration of the course, including introduction and closing, will be 14 weeks. We know this a big commitment to an already packed schedule, and that's why we have filled it with so much value and thought-provoking ideas. You won't regret the investment.

You will be exposed to the myth-busting, mind-adjusting, no-holds-barred truth about today's sales realities. Things you believed to be real are no longer valid. The market has changed, the consumer has changed, and we have changed as a society. If you do not rise to that challenge, you will slowly fall below your quotas and find yourself replaced with someone who grasps the new rules.

In this course you will learn how to:

- Engage in a process of continuous improvement to shorten your sales cycle and make it more efficient
- Avoid making mistakes because there is simply no time for a do-over
- Adjust your work habits to the reality of a speeded-up world
- Distinguish the difference between fast and immediate
- Use technology to make your workflow smoother
- Warm up your sales leads process
- Communicate more effectively with your customers

Although many books and courses have been written about the art of sales, this book flies in the face of them. That is because Reaves firmly believes that sales is a science, not an art at all. He sees sales as measurable, predictable and a process that can be replicated.

He is also convinced that sales people need to start immediately to make better use of technology to eliminate some of their routine tasks and find ways to bring more efficiency to the sales cycle process.

About the author

Chuck Reaves, CSP, CPAE, CSO, writes from the perspective of one who has walked in your shoes. After spending 10 years as an entry-level employee at AT&T, he was promoted to account executive and was the highest producer out of 1,100 salespeople. He was then named sales manager and received numerous sales honors and awards. His ability to manage difficult situations gained him distinction within the Bell System, and made him a frequent speaker at AT&T sales schools.

He is the founder of Twenty-One Associates Inc., an Atlanta-based sales training and consulting company. His first book, *The Theory of 21*, is the

result of his years of success in the corporate environment. In his second book, *Never Take Money From A Stranger*, he teaches readers how to ask for whatever they want and get it.

Even though he commands substantial fees for his sales courses and speaking engagements, if he works with a team he guarantees that if their sales or other performance does not increase by more than his fee as a result of his work, he will make a refund. After 30 years and 3,500 presentations, nobody has ever asked for a refund.

Why did he write *The Nanosecond Salesperson* as his third book? Because he knew the timing was right based on the turmoil in the markets, the growing sophistication of customers, and the more controlling aspects of buyers.

Getting the most out of your Study Guide

To retain and make practical use of what Chuck Reaves advises in *The Nanosecond Salesperson*, read the book in segments as suggested in this Study Guide. Then take the time to implement what you have learned.

The Study Guide coincides to the chapters you are reading by providing a series of contemplative questions to help you immediately apply what you are learning to your own situation. There will be no “right” or “wrong” answers to the questions and exercises. Instead, there will be action choices that can help you enliven your career and move ahead as you deal with the challenges you encounter.

Each lesson will be broken up into a mindset adjustment, a reading assignment, a summary of key concepts discussed in the reading, new rules

to remember, definitions of terms mentioned, points to ponder, and action to take and/or assignments to do.

Two separate study sheets will also be provided when major new concepts are introduced.

Although essentially designed as a “do-it-yourself” career coaching program, *The Nanosecond Salesperson* also adapts well to group sessions.

LESSON 1 - “FAST” IS THE NEW SALES SPEED

Mindset Adjustment

Sales is a science, not an art. As such, it is a measureable, predictable and replicatable.

Reading Assignment

Introduction of *The Nanosecond Salesperson*

Summary of Key Concepts Discussed

The number one trend in sales is “fast.” As a sales professional, you need to learn how to deliver everything you do faster than ever. Acceleration of the sales process can be the difference between success and failure.

Yet while the speed is accelerating, the quality of sales calls needs to improve as well. Customers want quality information that will allow them to make quality decisions and they want it fast.

The science of sales is changing. The sales department is finally being given access to the benefits of the programs, processes, technology and tools that the other departments of a corporation have long enjoyed.

This has many applications for you as a salesperson. Some of these include replacing the face-to-face call with a video email. You will be making a customized, targeted sales presentation that addresses the same customer’s senses as a face-to-face call, except for smell.

Supplement your video email with some generic collateral materials and you can deliver a better, faster, and lower cost sales presentation.

With the right sales systems in place, you can identify prospects, conduct a qualified and quantified needs analysis, do a qualified and quantified feature-benefit-solution presentation, overcome their price resistance with a qualified and quantified cost justification and close the sale before your competitors can schedule an appointment.

New Rules to Remember

1. Spend less, sell better and do it faster.
2. Replace face-to-face calls whenever possible. Time is saved and your cost-of-sales (COS) is lower.

Definition

Cost of Sales – Also known as cost of revenue and even cost of goods sold, your cost of sales reflects the amount it costs a business to produce or purchase a good or service to be sold to customers.

Points to Ponder

Setting extraordinary goals is the first step to achieving extraordinary success. As you begin this course, set aside some time to think about the results you hope to achieve as a result of your time and thought investment in this program.

Action/Assignments

Pull up your agenda for the last month and determine which face-to-face sales calls could have been replaced with an electronic call. If you had excellent video of product demonstrations and specific collateral materials to support it, how could you customize a targeted sales presentation?

You may not have the exact specifications of how this can work at this stage of your program, but at least you can draw up an action list of material that should be developed to reduce face-to-face sales calls as an end goal.

LESSON 2 – WHAT YOU DON'T KNOW CAN HURT YOU

Mindset Adjustment

Thinking that if you build a better mousetrap the world will beat a path to your door denies three assumptions:

- (a) That the world knows you have a better mousetrap – that's the function of marketing.
- (b) That the world knows where your door is – that's sales.
- (c) That the world knows it has mice. If they don't have mice, or don't realize they have mice, they're not going to be interested in your mousetrap, no matter how good it is.

Reading Assignment

Chapter 1 of *The Nanosecond Salesperson*

Summary of key concepts discussed

It is time for you to start focusing on what you can do for your customers, not just what you can do. Customers don't want your products and services, nor do they want what you can do. They only want what your products and services can do for them right now.

This can be a difficult concept for salespeople to absorb, especially when they find themselves experiencing a slump in sales. We have all been there, and the fact that we know intimately the up and down periods of our performance is crucial to us truly understanding the necessity of finding a method of evening out the system.

Today's company has little loyalty to its employees. If you cannot bring yourself out of a slump quickly, you could find yourself on the outside.

You are the one who has to find new ways to sell that take the roller coaster ride off the premises and replace it with a steady, continuously performing process.

There is no escape from that reality.

New Rule to Remember

1. No product has ever sold itself. Ever. If you think yours will, take a customer out to your warehouse at 2 a.m. and listen.

Points to Ponder

What can you do for your customers to persuade them they must have your products or services? Make a list of key areas in which you can be particularly helpful.

Assignment / Action

Make a list of five long-time clients you have and five new clients you are trying to secure. What product or service could you offer them that would ease a burden for them or help them do their jobs better? How does what you sell fit into their work and to their benefit?

.

LESSON 3 – SOMETIMES YOU *DO* HAVE TO REINVENT THE WHEEL

Mindset Adjustment

Pre-call planning is the first activity seasoned salespeople abandon. That is a huge mistake and can send you spiraling into a severe slump. Even worse, it can allow you to be blindsided like a rookie.

Reading Assignment

Read Chapter 2 of *The Nanosecond Sales Person*.

Summary

When you get a sales lead, you normally determine its viability and establish a priority for it. Then you engage in pre-call planning, set an appointment with the potential client and go out for the initial needs analysis.

Depending on what you learn in your first face-to-face meeting, you determine whether to see them face-to-face for a second time, or rely on electronic communication.

These may be tried and true processes, but the more seasoned a salesperson becomes, the more apt they are to get sloppy with the process. The first thing to be gone is the pre-call planning.

The veteran salesperson develops templates that they can pull out and apply to similar industries. They justify this with the assumption that it is not necessary to re-invent the wheel.

Except that it is, especially if the road has been closed or substantially changed.

When an experienced salesperson falls into a slump and can't close deals like they normally do, some part of their process needs to be reinvented. Frequently it is their approach to pre-call planning.

If you land a meeting with a client who has the potential to bring you out of your slump, your every waking moment prior to that meeting should be spent ensuring that you have gathered all the relevant information that exists about that firm.

Focus on that, rather than filling up your time with busy work, chasing other leads and leaving messages that won't likely be answered.

When pressure mounts on you because you are in a sales slump, chances are you will suddenly become incredibly productive. But are you doing the right things, or are you doing busy work without focusing on what is really essential?

Besides gathering data on your client, make sure that you are well-versed on what has been going on within your own company. For example, do you understand all the efficiencies that your company has implemented in its other departments outside of sales, especially in the field of logistics and delivery? If you heard a rumor that they had started a LEAN manufacturing initiative, do you know what the results are, or do you stay buried in your comfort zone?

New Rules to Remember

1. If you work in sales, it is a mistake to think that the sales department is the only one relevant to you. They are all relevant, and you should

know what is going on throughout your organization. You do not want to be blindsided by a client.

Points to Ponder

Are you currently experiencing a sales slump or have you recently recovered from one? Consider what aspects of your sales cycle have changed in the last two years. If you haven't made any big changes in your processes, it is time to start.

Action / Assignment

Write down the number of departments that exist within your company, and underneath it, write down the biggest initiative they conducted successfully in the past year. If you cannot name any, start gathering information immediately.

LESSON 4 – WHAT YOU DON'T KNOW CAN HURT YOU - MORE

Mindset adjustment

“Winging it” is not an option, ever. No matter how long you have been serving an account or how many times you have interacted with them, there are things you don't know. What you don't know can hurt you.

Summary of Key Concepts Discussed

Whenever you work in any business for a long time, you develop certain habits. What worked for you as you start to learn the business is a rule you hold near and dear to your heart, creating a kind of template for action as the years pass. People often say they don't need to re-invent the wheel, for example.

Veteran salespeople are particularly inclined toward habits that work for them, but these ways of doing things need to be frequently re-examined to ensure that they are still relevant as markets and world circumstances change. Failure to do so is sloppy work and is known in the business as “winging it.”

Pre-call planning is one of the first activities seasoned salespeople tend to abandon, and that is a huge mistake. If you arrive to call on a customer and your information is not completely up to date, you may lose a sale.

New Rules to Remember

1. There is no such thing as having too much information; there is such a thing as giving too much.
2. The person at the table who knows the most about the other person's business wins.

Definition

Pre-call planning – This refers to the process of research, planning and anticipating and considering various scenarios that might occur prior to engaging in a sales call.

Points to Ponder

It's easier for senior sales people to make rookie errors than it is for rookies. Consider how long you have been in sales and whether or not some of your pre-call methods have grown lax with the years. What could you do to invigorate the process?

Action/ Assignments

What methods do you use regularly to stay abreast of news that impacts your clients? What is your pre-call planning protocol? What sources do you check? What files do you go over? Do you have an itemized process that you re-examining regularly? If you do not, take the time to write up your pre-call planning protocol now.

Review

Prior to every sales call, review all previous contracts, previous buying habits and notes from previous sales meetings. If you had promised to deliver follow-up information, did you? Is there something you should be sending the client prior to your call?

Research

Go to the company's website and refresh yourself on all their products and/or services. Read corporate blogs and check news releases to see if new developments are in the offing.

Download a copy of their annual report if they are a public company and read it thoroughly to be acquainted with the message they want people to know about themselves. You will also gain hints about long term strategy that can be useful in your sales presentation to them and gain data about their financial health.

At the same time, run the business sector they represent through Feedly to see what kind of stories are trending in their segment of the market.

Check the local newspaper to determine if there are any other issues at a local or regional front that might be impacting them.

Talk to others

If there are people within your own organization who have worked with this client before you, gather feedback from them. More good, anecdotal information can be gleaned by speaking with vendors whom you might know who sell non-competing products. They might offer some insight.

Check with other departments within your own company such as shipping and accounts to ensure there are no outstanding issues or that there has not been any problems since your last visit to the client.

Gather information about the people you will be meeting

Run the names of everyone expected at the sales meeting through Linked In and Google just to see what comes up. You may find a common area of interest or a warning indication of a hidden agenda.

Prepare to ask good questions to gather more information

Write at least five good, open-ended questions that will encourage your client to talk about themselves and their business.

Study not only what information exists, but also what doesn't

If you would normally expect to see certain information on their website and it isn't there, take note of the gap and consider reasons for it.

Practice your sales presentation privately

Make your presentation to yourself in front of the mirror and watch the areas in which you hesitate and are insecure with your data. Try to anticipate questions or objects that your client will have.

Vet your presentation with your sales manager

Depending on your circumstances and the importance of the client, it's a good idea to run your presentation's key points past your sales manager or even a colleague in sales to ensure that you are not missing anything obvious.

Give your presentation the bottom line test

Everything you do in your sales presentation should be designed to bring the client to a sale and close the deal. Review your presentation from that perspective and ensure that what is included is relevant to your goal.

If your presentation does not get a “yes,” remember to find out why?

If you are rejected in your sales proposal, very few business people will be upset with you if you politely ask why, especially if you explain you are trying to serve them well and want to know what prompted their decision. That is where the real learning takes place.

LESSON 5 – LISTEN MORE THAN YOU TALK

Mindset Adjustment

The traditional salesperson is said to be blessed with “the gift of gab.” The modern salesperson should instead cultivate “the art of listening.”

Reading assignment

Read Chapter 4 in *The Nanosecond Salesperson*

Summary of Key Concepts

Intuition, that gut feeling identified with making you a good judge of character, helps a salesperson a great deal, but it isn't enough. Intuition in today's more complex marketplace has to be balanced with knowledge and facts about the client.

We sell to everyone differently based on who they are and how they like to be sold. This is a skill every good salesperson learns. It is not insincerity of personality that we appear to change as the client changes. Rather, it is a sign that we are capable of applying both our science and intuition to achieve the most favorable result.

Always approach a client armed with as much knowledge as you can gather about their business. Then encourage them to talk more about it.

New Rules to Remember

1. The more you talk about your client, the more your client appreciates you.
 2. Good salespeople use knowledge; great salespeople learn to balance knowledge and intuition.
-

Definition

Intuition – Intuition is your faculty for understanding something or knowing it without solid proof.

Points to Ponder

Has your pre-conversation process with your clients become shallow? Do you make the routine inquiry about their family and then launch right into talking about yourself and your products? What kinds of questions could you ask that would encourage them to open up more about their business and themselves?

Action / Assignments

What is everyone's favorite topic? Themselves. How are you encouraging your clients to talk more about themselves in a way that you will gather useful information about their likely reactions to situations?

Do you understand their value system and what is really important to them and their business?

When you go over a conversation with a client, how long did you talk and how long did you listen? If the latter is not much longer than the former, how could you rearrange your approach?

LESSON 6 – EVERYTHING CAN BE IMPROVED. EVERYTHING.

Mindset Adjustment

If you believe there are some things that just can't be improved, that is a belief in itself that needs to be improved.

Reading Assignment

Read Chapter 5 of *The Nanosecond Salesperson*.

Summary of Key Concepts Discussed

Whatever improvement programs --- productivity, quality, etc. – that are being used in other parts of the organization need to be used in sales as well. The sales department is not an island.

By their nature of focusing on closing the sale, salespeople can often take too much for granted and can overlook the obvious in what needs to be changed.

One of those areas is examining where their leads come from, the number of leads that translate into sales, and whether the leads received are cold or warm.

When a situation does not appear to be working efficiently, even if it has always been done that way, it is time to ask the hard questions that prepare the beginning of a solution.

This chapter introduces the idea of Kaizen, a process of looking at each step that needs to be done and a questioning how it can be done better, faster and at a lower overall cost.

Kaizen is a Japanese word that means, generally, continuous improvement. The Kaizen process is a formal defined series of steps that leads to a reduction in time and cost of production.

Once you determine what you can do to improve the situation, you look at how you can improve the process by which you hand off the process to the next person or department.

One of the primary and most obvious targets for Kaizen is the idea that something cannot be improved. It can. The way it was is not the way it needs to be, and therefore, it must change.

New Rules to Remember

1. Major improvements usually begin with small, even minute, events.
2. Thinking through the situation and then asking the hard questions is the beginning of the solution.

Definitions

Sales Funnel – The number of leads a sales person has that ultimately funnel through to actual sales. Managing the sales funnel means that we find ways of increasing the number of leads that result in sales.

Kaizen – A philosophy translated as a business management system designed to produce ongoing improvements throughout an organization, notably in efficiency and quality.

Points to Ponder

In this reading assignment, did you notice how Charlie made a note to himself when he came up with the idea of the “warming oven” and its implications for sales leads? How do you capture your on-the-spot ideas to develop them later? Do you carry a physical notebook, text yourself, or use some other method of remembering your flashes of insight that could lead to significant improvements in how you work?

Action / Assignments

How do you receive the bulk of your leads? Is this process effective? What are its strengths and weaknesses? How could it be improved? Consider other sources for leads, the ratio of leads to sales, and the process by which leads are vetted.

LESSON 7 – NO TIME FOR MAKING MISTAKES

Mindset Adjustment

Technology is readily available to anyone who wants it. Salespeople need to take advantage of it.

Reading Assignment

Read Chapter 6 of *The Nanosecond Salesperson*

Summary

The business of sales is changing and it is changing fast. We have to take our sales process and focus on every aspect of it if we are to take it to the next level. And once we arrive there, it will be time to change again.

There is less and less room for error. The old tools, like differentiations, have grown dull.

We have to consider new ideas like Real Sales Automation (RSA) and Enterprise Resource Planning (ERP) systems to keep all departments on the same page of the same songbook at the same time.

Continuous improvement systems like Kaizen must be implemented, and more and more firms are looking at designated Client Relationship Managers (CRMs).

All of these programs bring new and challenging opportunities that are fun for successful people.

At the same time, we must to continue analyze our failures since we often learn more through our failures than our successes.

New Rules to Remember

1. There is virtually no time for mistakes because there is no time for a do-over.
2. Differentiations do not last. Technology is available to everyone who wants it.

Definitions

Differentiations – The act or process of being different from the others. In business, it refers to modifications to goods and services that attempt to distinguish them from competitor's offerings.

Real Sales Automation – Also known as sales force automation, this term refers to the process of taking the basic business tasks of sales and automating them. Aspects that can be automated start with order processing, order tracking, sales forecast analysis, employee performance evaluation, contact management and customer manager, but can be far more extensive.

ERP systems – Enterprise Resource Planning systems are business management software that can provide an integrated view of the core business process all at once, in real time.

Client Relationship Managers – The client relationship manager in an organization works with strategies, processes and systems that help them develop clients for life.

Noose Questions – Noose questions are questions that have enough rope in them to allow you to hang yourself.

Points to Ponder

Who are the encouragers in your life, the people who put the courage in you?

Action / Assignments

We often learn more from our failures than our successes. Think back over your work in the last six months and determine one situation that did not end as well as you had hoped. What did you learn from that experience? What could you have done to have changed the outcome?

LESSON 8 – FOCUSING ON COMMUNICATION IN SALES

Mindset Adjustment

Having wrong information can be more problematic than having no information.

Reading Assignment

Read Chapter 7 of *The Nanosecond Salesperson*.

Summary of key points

Effective salespeople are masterful communicators. They modify their behavioral and communications styles to improve their customer's ability to hear and understand their message.

People who have not been in sales will often see the behavioral shift as insincerity, as if the salesperson is a chameleon who changes just to meet whichever style to which the customer responds.

That is not the case.

Professional salespeople don't compromise ethics or integrity or alter their price, but they do alter their behavior in the interest of having the best possible communication experience.

Besides being listened to, today's customers want a quality response to what they are saying, and part of that quality is speed. Having the information they want is the other part.

The way to have the proper response is to ask good questions about what your customer is doing and listen and learn from their reply.

Consider the concept of Supply Chain Selling. As the saying goes, “Don’t sell to, sell through.”

Help your customers sell more of their stuff and they’ll buy more of yours.

Regardless of how your sales call goes, do a post-call critique on every significant call. If there are no legal restrictions in your state, record every call and go back and review it. You will find that is the most powerful and most effective sales coaching ever.

New Rules to Remember

1. Anyone can make a mistake – how you respond to it will determine your level of success.
2. Fast does not necessarily mean immediate.

Definitions

Supply Chain Selling – Don’t sell to, sell through. Help your customers to sell more of their products to their customers, and they will inevitably need more of your products.

Vertical Selling – Selling more products or services to existing clients.

Horizontal Selling – Selling products to new clients.

Jeopardy Selling – Phrasing everything in the form of a question.

Points to Ponder

Talking to customers can ruin relationships; asking questions can strengthen them. Think up three good questions that get a great

conversation going with a client. Make a resolution to ask more questions of more people. Consider Jeopardy Selling.

Action/Assignments

Memorizing and internalizing sales nuggets like “sell through, not to,” is essential for keeping selling on track. What are some nuggets that you like to mine as part of your sales process?

LESSON 9 - BRING KAIZEN INTO YOUR SALES WORLD

Mindset Adjustment

Non-salespeople can often give us new insights into the way we are conducting our business.

Reading Assignment

Read Chapter 8 in *The Nanosecond Salesperson*

Summary of Key Points

In this chapter, a non-salesperson brings the concept of Kaizen to the table as an idea that he believed would be healthy. It is important in our rapidly changing world not to consider that only a professional can advise you on a course of action.

It is time to consider how new systems and technology can help you sell more effectively.

For example, at trade shows, business cards can be scanned so basic contact information is collected in one file immediately for quick follow-up.

Different messages of follow-up can be devised based on the person's job title, so those handling technology get relevant messages that are different from the follow-up sent to managers.

The speed with which the Kaizen event signals how sales departments need to respond to new initiatives.

A Kaizen event is a formal process that examines an entire process in the smallest detail. Once the process is laid out, each step, sub-step –even the simplest aspect – can be evaluated.

New Rules to Remember

1. Make faster decisions – ready, fire, aim.

Points to Ponder

Along with all the other changes you must absorb, a change of attitude towards accepting input from people who aren't necessarily experts in your particular line of business is crucial. Nobody has a corner on all the good ideas, and people who work in one sector sometimes fall into a habit of thinking alike. Being shaken up by a voice from the outside is invigorating.

What steps do you take to seek feedback about your business from people outside of it?

Action / Assignments

Start to think about the process of breaking your sales cycle down to a series of steps, as small and as detailed as you can, in preparation for embracing the Kaizen system

LESSON 10 – ENGAGING IN A KAIZEN EVENT

Mindset Adjustment

Improvement is a continuous development. No process can be carved in stone. Be prepared to change, and then change again.

Reading Assignment

Read Chapter 9 of *The Nanosecond Salesperson*.

Summary of Key Concepts Discussed

Kaizen events are used to determine how to do a particular action better and faster.

If you are taking this course as part of an organizational training initiative, this is where participants should plan to stage a Kaizen event. If you are studying alone, you can still apply the Kaizen system to every single aspect of your work.

List every step in your sales cycle. Use a Word document, not random sheets of paper. This is a document you will refer to regularly and need to keep available and updated.

Once the steps are laid out, then map the sales process.

Look at each step in the sales process and apply the EDA Factor: Eliminate, Delegate, or Automate if at all possible.

Then do it again, week upon week.

One of the amazing things that emerges is that the right attitude and the smart use of technology, we can make better things happen quickly.

You should do this repeatedly throughout your career for continuous improvement. If you change roles within the sales department, start with the basic document of steps in your sales cycle again and proceed from there.

If you stage a Kaizen event as a group or as an individual, take time in the hours that follow to assess it. How successful was it?

It helps to ensure that goals are set in advance of the process. Common goals include:

- Shorten sales cycle
- Make better sales calls and at a lower cost
- Automate much of the sales process.

Keep a record of all the outcomes of the exercise.

In many organizations, a chief sales officer is appointed to know all aspects of the sales strategy, development and management.

New Rules to Remember

1. When a question is on the table, the first person to speak usually loses.
2. Respect for authority and hierarchy are not challenged by incidental activities like sharing coffee pots.
3. New customers are more likely to give us referrals than older ones – especially in the case of a competitive win.

Definition

EDA Factor - EDA stands for eliminate, delegate or automate, part of the kaizen approach to improving your business.

CSO – A chief sales officer is responsible for knowing all aspects of the sales strategy, development and management.

Points to Ponder

Every encounter with a customer (phone call, email, invoice, and the way the phone is answered) is a “customer touch” and is part of the sales cycle. In what ways could those touches be improved? Can you apply the EDA Factor to them?

Action/ Assignments

Stage your own Kaizen event or come together as a group in your workplace and hold the event. Be sure to set measurable goals and to keep track of all the activities and suggestions. Watch Chuck Reaves’ video on Kaizen events (<http://www.screencast.com/t/B3kChmCg>).

Additional Resources

Click [here](#) to receive *The Nanosecond Salesperson’s Quick Guide to Kaizen Events*.

The Nanosecond Salesperson’s Quick Guide to Kaizen Events

What Kaizen Is

The process of Kaizen is often associated with manufacturing and production, but it is equally effective in sales. When it is done correctly, it brings a scientific method to all work processes and humanizes the workplace by encouraging innovation and experimentation.

It fosters participation of workers at all levels and generates new ideas, breaking a cycle of thought that centers on “we always did it this way so we will continue.”

Essential components of a successful Kaizen event

Participation is the key component to success at a Kaizen event. In sales, for example, it might not just include sales staff but also representatives from different departments, innovative thinkers throughout the company, clients and even analysts from the academic world.

The idea is to broaden the range of ideas coming forward. Having said that, small groups trying to solve a specific problem can also use it effectively to focus on the issue at hand.

Leading a Kaizen event

Normally led by a supervisor, the Kaizen event stresses that no department operates as an island within the corporation. It draws in cross-departmental participation. Looking at solutions, a focus is on using machines and computing power to free human efforts for other tasks.

What can be expected

A Kaizen system differs significantly from the “command and control” atmosphere that dominates corporate America. Instead, it promotes small improvements through a culture of continual improvement. All the small steps ultimately lead to large, overall improvements. It is a process of making changes and monitoring what happens, and then adjusting and re-adjusting.

How Kaizen differs from traditional strategy

Instead of detailed, extensive strategic planning processes that have been in favor in recent years, the Kaizen system fosters smaller experiments whose results can be implemented immediately.

What is the cycle of a Kaizen event?

A Kaizen event can last for a weekend of a few days or even a week. The event is frequently referred to as a “blitz.” Issues that are not solved in the designated time period are recorded to be used in later events. The person that all participants deem to have made the greatest contribution to the

event is honored with the title of “Zenkaï.

The Kaizen cycle includes standardizing process and activities, measuring the results, gauging the measured results against the essential requirements, innovating to meet requirements, and continuing the cycle indefinitely.

LESSON 11 – CELEBRATE YOUR WINS

Mindset Adjustment

You can get your customers to manage many of your routine sales tasks, leaving you free to bring in more new clients.

Reading Assignment

Read Chapter 10 of *The Nanosecond Salesperson*.

Summary of Key Points Discussed

The sales process can be refined through the Kaizen system, making it faster, better and less expensive.

Specifically, by using EDA (eliminate, delegate and automate), doing business as we know it will never be the same again.

Aspects of the sales process that can benefit from EDA include:

- Making better sales calls
 - Reducing time taken to close an account
 - Reducing sales expenses
 - Increasing revenues
 - Increasing profits
 - Improving compensation for salespeople
 - Utilizing sales tools
 - Advancing careers
-

With the right attitude and the smart use of technology, you can make better things happen quickly. How many times have you been in a meeting where the meeting notes were boring? How many times have you seen presentations that were not up to date?

Take the issue of sales leads. What is the process by which they are funneled to the sales staff? What selection criteria is used to determine which leads to follow? Can a criteria be given to the marketing department to help them create a better process of collecting leads?

How do you determine which leads are most valuable? There are industries and applications where the advantage of securing a client is obvious; in others, there has to be room for intuition as well.

It all comes down to a process of determining “probability of sale.” A Probability of Sales Calculator can help to automate this information.

The last step in the cycle is “referrals.” New customers are likely to give us referrals for two reasons: they are happy and they want someone else to buy what they just bought to validate their buying decisions

New Rules to Remember

1. New customers are likely to give us referrals than old ones.

Definition

EDA Factor: EDA stands for eliminate, delegate or automate, part of the kaizen approach to improving your business.

CSO – A chief sales officer is responsible for knowing all aspects of the sales strategy, development and management.

Points to Ponder

Determining which sales leads to pursue as a priority is a process than can benefit from consulting a standard criteria. What process works best for you?

Action / Assignment

Apply Eliminate, Delegate and Automate (EDA) protocol to all tasks on your plate. Start immediately to get rid of those tasks that can be eliminated to allow yourself more time to do the work that will lead to increased sales and revenue.

LESSON 12 – GETTING YOUR CUSTOMERS TO TAKE OVER SOME TASKS

Mindset Adjustment

Tasks that eat up large amounts of time from your sales force when they should be generating new business need to be delegated.

Reading Assignment

Read Chapter 11 of *The Nanosecond Salesperson*.

Summary of key points discussed

Where can you delegate sales tasks?

One of the most obvious places is to the customers. The formal name for that is a Customer Managed Transaction and there are many advantages of it.

It is low cost, there are no labor costs for the vendor, there is little time invested and time is also saved for the customer. The customer can buy anytime, even when a staff sales person is not available. It frees up salespeople for other sales.

The downside is that there is no personal touch and the customer may not make the best decision. The question of what happens when a new product is introduced is also perplexing, as is new programming and new pricing. The company has to consider if they want to do Internet sales.

Product demos can also be delegated to customers largely through the use of your corporate website. To gauge whether this will be effective, a key

question to be determined is whether the customer is more interested in how it works or what it will do for them.

Remember there are two audiences for product demos. The decision makers want to know what the product will do, and the decision influencers want to know how it does it.

Before making such significant changes in your sales cycle, however, it is imperative to step back and consider what percentage of your time is spent doing product demos for a customer's technical people.

In a discussion about this, salespeople noted it can vary considerably, since some technical people ask far more questions than others. However, a general figure of 20 percent is estimated.

If you can free up 20 percent of your time by having product demos done on the corporate website, you can theoretically generate 20 percent more revenue. Considering the impact of a whole team, this can have a tremendous impact on a company's bottom line.

In addition to product demos, some other tasks can be delegated away from a sales team. These include things like automating restocking orders and then delegating them to customers.

New rules to remember

1. Customers want to know specifically what our product or service will do for them right now.
2. Look for parallel ideas from other industries.

Definition

Customer Managed Transaction – This is a task traditionally handled by a sales force person that is now handled by the customer.

Points to Ponder

Product demos placed on line can include downloadable comprehensive spec sheets and even a chat line for those wishing to talk to technical support. Of the product lines you sell, which ones lend themselves well to being demonstrated on the corporate website?

Action / Assignment

How many routine sales tasks could be managed by your customers on your website? What percentage of time can that free up for you?

LESSON 13 – WHAT DOES “BETTER” LOOK LIKE?

Mindset Adjustment

Automating parts of traditional sales tasks is not doing a disservice to your customers or cheating them of a valued experience. Customers appreciate interactive tools that allow them to conduct their own analysis.

Reading Assignment

Read Chapter 12 of *The Nanosecond Salesperson*.

Key Concepts Being Discussed

The sales game has change forever with the advent of increased automation and enhanced technology. In many ways, this new way of handling sales is considerably better than in the so-called “good old days.”

You can complete sales now at a lower cost to your company, you spend less time in front of the customer, less time planning your class, and less non-productive time tied up with travel and answering follow-up questions.

With new visuals and collateral materials, you have tools for enhanced communication. The day before a sales call, detailed information can be forwarded to customers.

The modern salesperson is an effective communicator, using visuals and collateral materials.

The sales cycle has changed substantially in that it is now solution based, not product or feature based and it adds qualified and quantified value to the customer.

In addition to video emails and web-based tools, face-to-face meetings can be reduced with the introduction of interactive PowerPoint and PDF documents.

There is less travel involved for the salesperson, better territory management and a realignment of territories.

The modern sales force has a better system of lead generation. Client profiles are pre-populated by marketing. Online databases are created as well and automated and delegated pre-call planning is a way of life.

As a result, salespeople are able to provide faster written responses (often using template RFP responses) and collateral materials are easy to access and forward to clients.

PowerPoint presentations are templated and easily customized.

Another new concept introduced in this chapter is that in this future, highly-automated sales environment, compensation for the salespeople will be calculated on profit, not revenue. How would you feel about that?

New Rules to Remember

1. Real sales automation can cause strange habits and bring great results.
2. Some people are out of the game before they realize it. Not adapting to change is the most common reason.
3. Quantity discounts are not mandatory.
4. Even lost sales can be won back by sophisticated salespeople.

Points to Ponder

The sales cycle has become solution based. Templates are based on specific problems and an entire library is created of customer problems. The important now is to make the best use of all the automated sales tools

available to you. What steps can you take to use these resources for maximum efficiency?

Action / Assignment

Celebrate your wins. The next time you make a sale using automation and technology, throw yourself a special celebration. Record your success and reflect on how you were able to use the tools at your disposal effectively. Are there other sales campaigns you are currently working on that could benefit from this new approach as well?

LESSON 14 – GOING BOLDLY FORWARD INTO A NEW SALES WORLD

Mindset Adjustment

In the history of recorded time no customer has ever said, “Your price is too high,” and meant it.

Reading Assignment

Read the Epilogue of *The Nanosecond Salesperson*.

Summary of Key Points Discussed

All over the world, Business-to-Business and Business-to-Consumer salespeople are capitalizing on the advantages that come with sales sophistication.

You have the option of embracing, ignoring or resisting the changes that are happening in sales. Regardless of what you decide, your customers will be just fine.

If your organization refuses to change and does not embrace your customers and their needs, one of your competitors will.

No matter how you look at it, sales is a measurable, predictable and replicatable science.

New Rules to Remember

1. The more you use discounting as a sales tool, the more you will need to use it. It eventually leads to a sale with no profit and companies run on profit.

Point to Ponder

Customers are expecting a more qualified and quantified answer to the question, “Why should I pay more for your product/service? Are you able to meet their information needs now?”

Assignment/Action

As you wrap up this course, consider what things you plan to do different in the future. Write them down and then get started.

AFTERWORD

Sales is changing rapidly. By the time you read this many more changes have happened in the profession and the processes of sales. Stay on top of what is happening by devoting time each week to reassess what you're doing, look at what others are doing and determining what you will change next.

You can visit Chuck's websites, sign up for his free newsletters and follow him on social media. Ultimately, though, it is up to you. What do you want to change?

"If I always do what I've always done, I will have less than I've ever had before. After all, the customers are changing their business models, technology is changing, processes are changing and our competitors are changing. There is no sitting still in sales." – Chuck Reaves

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