

# We will be starting shortly



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# 5 KEY BEHAVIOURS TO SUCCESSFULLY BUILD AN UNSTOPPABLE SALES ENGINE IN AN IT BUSINESS



**Shaun Frohlich**  
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[www.comptia.org](http://www.comptia.org)



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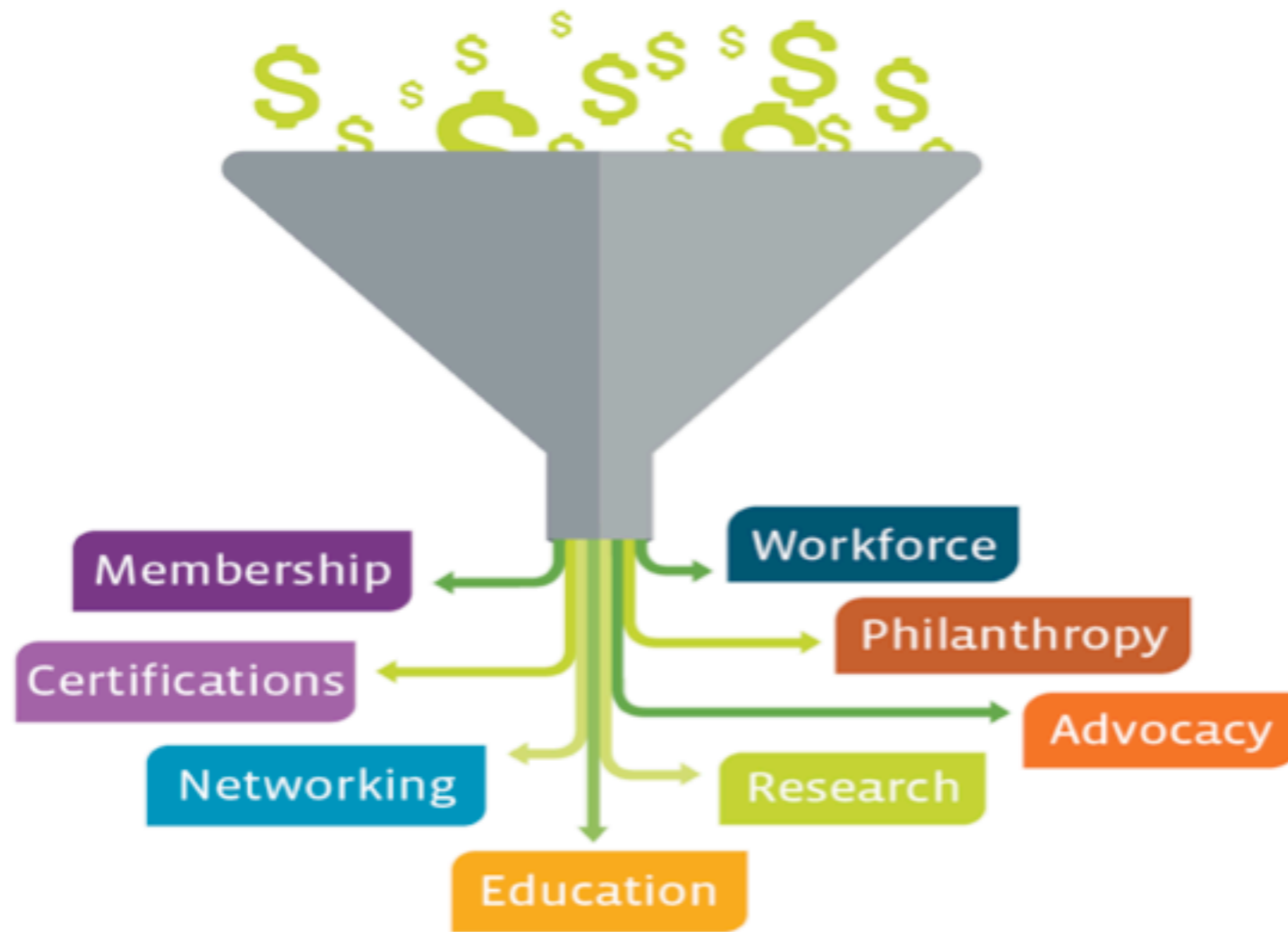
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- Research
- Industry Insight
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INCLUSIVE  
NETWORKING  
PARTNERSHIP  
**LEADING**  
EDUCATIONAL  
EXPERIENCED

FRIENDLY  
ENTREPRENEURIAL  
INFORMATION  
**INNOVATION**  
ENGAGED  
LISTENING  
MENTORING  
EVANGELIST

AWESOME  
BROAD  
SUPPORTIVE  
**INSPIRING**  
GROWING  
KNOWLEDGE  
COLLABORATION

OPEN

# UK Channel Community



- UK-specific discussions, and provides an understanding of how CompTIA can best serve the UK channel and its members
- Together, we're advancing the UK IT industry

[ejohannes@comptia.org](mailto:ejohannes@comptia.org)



# CompTIA UK Channel Community Regional Meeting – Manchester

March 5, 2019 - March 6, 2019



## CompTIA Community Forum

March 11-13, 2019 | Chicago Marriott Downtown





# 5 KEY BEHAVIOURS TO SUCCESSFULLY BUILD AN UNSTOPPABLE SALES ENGINE IN AN IT BUSINESS

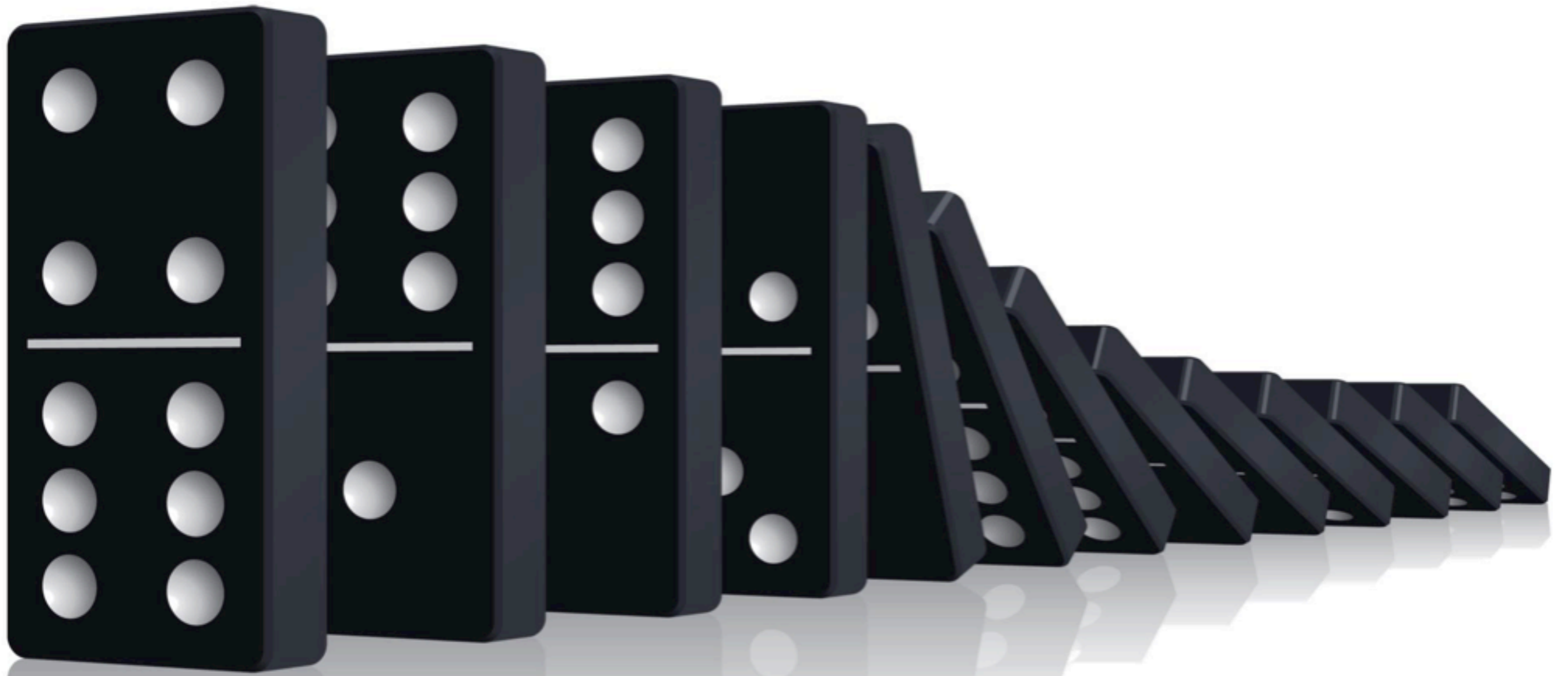


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**5 key behaviours to successfully build an  
unstoppable sales engine in an IT business**



**...interactive..!**

**5 key behaviours to successfully build an  
unstoppable sales engine in an IT business**

What are the top few things your company needs to get better at to consistently get the sales growth you want...?



# Two objectives...

1. Help you build greater value in your company by developing an unstoppable sales engine...

# Two objectives...



1. Help you build greater value in your company by developing an unstoppable sales engine...
2. Be the best value hour you spend this year...

**Shaun Fröhlich**

**incredible**results  
●●● people partnerships strategy

# Two objectives...

*great sales people  
– are born or made –*

1. Help you build greater value in your company by developing an unstoppable sales engine...
2. Be the best value hour you spend this year...

# What do great sales engines deliver...?





# What do great sales engines deliver...?



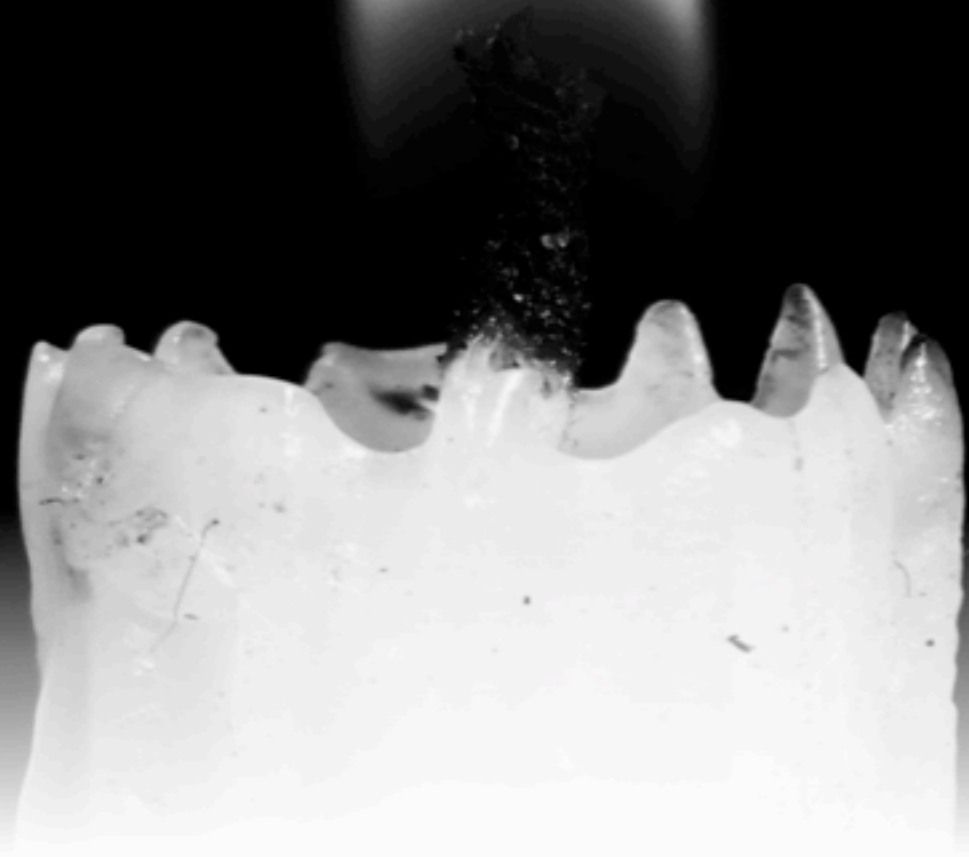
# What do great sales engines deliver...?



# What do great sales engines deliver...?



# What are the 7 candles?



# Great businesses are excellent at...

1. Leadership & strategy
2. Finance & administration
3. Proposition(s) & marketing
4. Sales & sales process
5. Quality of service
6. Technical capability
7. Talent management



Top priorities: for 5,500+ CEOs, directors & managers of Microsoft's top partners



78% rated sales as the #1 challenge

100% rated sales in the top 2 challenges

What are the  
issues most  
commonly  
inhibiting  
sales?



# Stuff that comes up most often

- Not enough good sales people out there
- Our win rate is good, we just don't get enough shots
- No one likes cold calling — does it even work?
- Deals often slip so we cant rely on our forecast
- Competitors undercut us / customers buy on price
- We haven't got the luxury to choose our opportunities

And all sorts of other head-trash



What can we  
learn from sport  
to grow sales ?



What can we  
learn from sport  
to grow sales ?

There is only **one winner**  
**Can't control** the competition  
It is **rare to win** every time  
**Standards go up** all the time  
**The best win most often**



1

Mindset

2

Planning

3

Focus

4

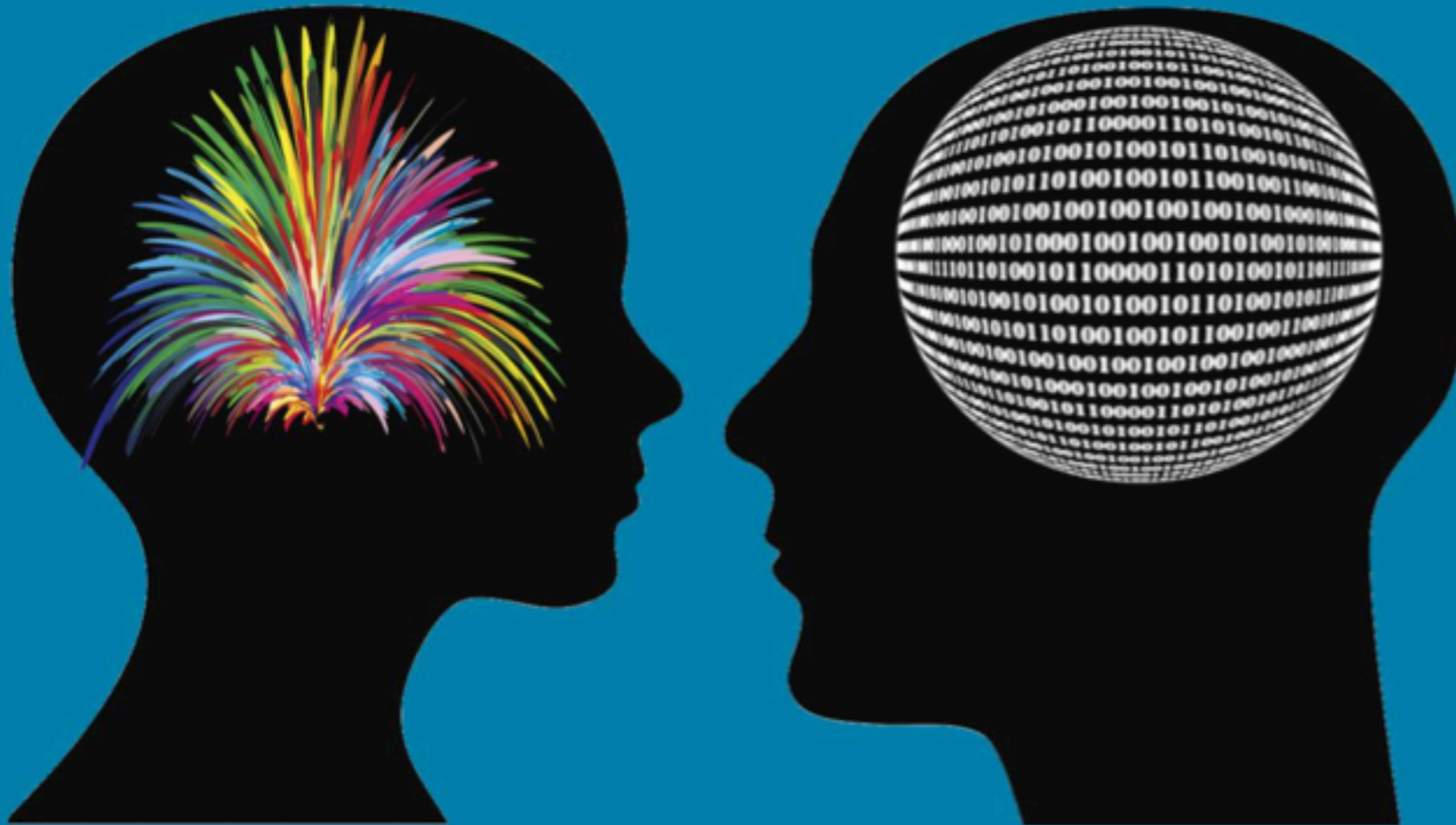
Founders


5

Discipline

# Mindset:

Are great sellers born or made?



A game show stage with a host and contestants. The host, a man in a dark suit, is clapping. To his left, a woman in a red dress is also clapping. Further left, a woman in a black and gold patterned dress is looking towards the camera. In the background, there are other people in suits. The stage is lit with blue lights, and a large screen in the background displays the word "WINCENT".

If we had asked  
100 people in the  
high street...

WINCENT

name a characteristic do you most associate with sales people

# Pushy, sleazy, manipulating, waffling...



## ...a proud profession?

"Vastly entertaining and informative."—FORBES.COM

THE #1 NEW YORK TIMES BUSINESS BESTSELLER

AUTHOR OF *DRIVE* AND *A WHOLE NEW MIND*

# DANIEL H. PINK TO SELL IS HUMAN

THE SURPRISING TRUTH  
ABOUT MOVING OTHERS

Times change, jobs change  
Buyers are better informed  
The “moving” business  
Discovery vs diatribe  
Psychology...





pendulum

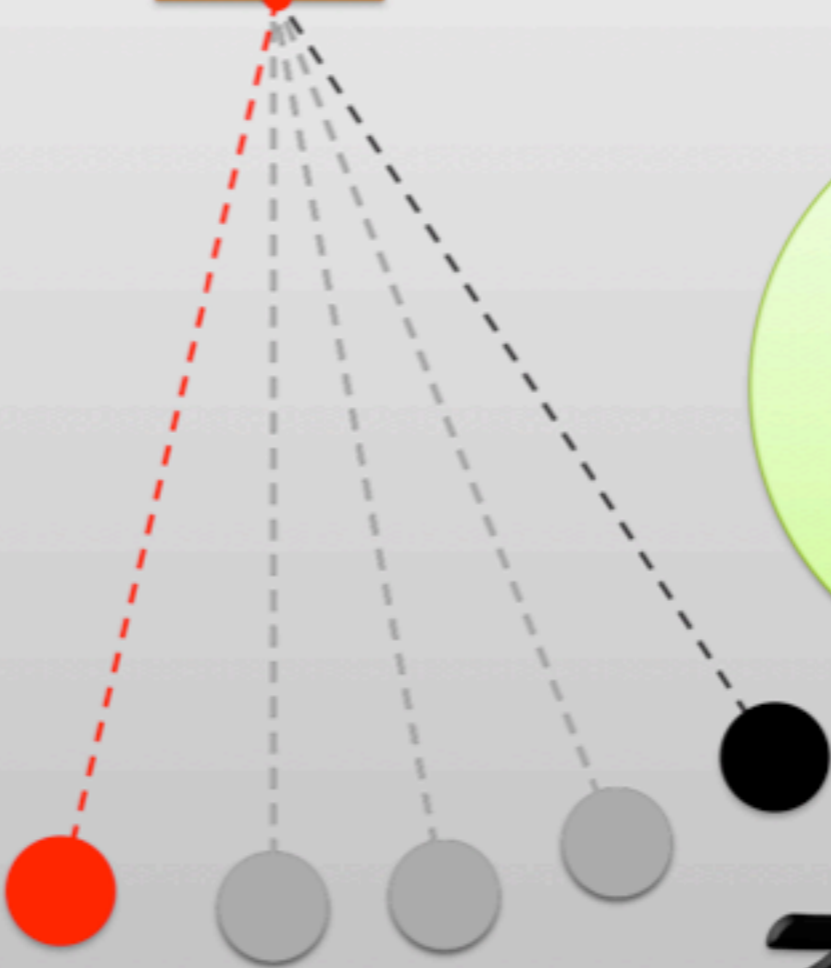




NO

pendulum

YES



Don't ever want it more than they do...



If it quacks like a duck, waddles like a duck, is bright yellow with a bill, it probably is a duck...



If it ~~quacks~~ like a duck, ~~waddles~~ like a duck, is ~~bright yellow with a bill~~, it probably is a duck...



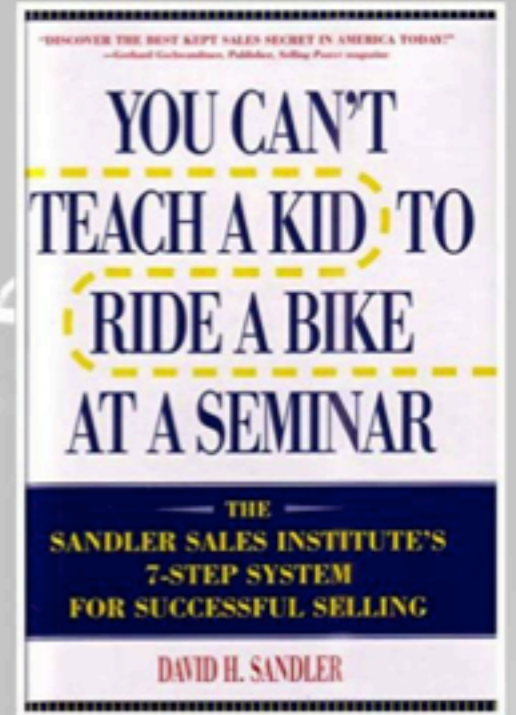
1

# Mindset

## Understand the job

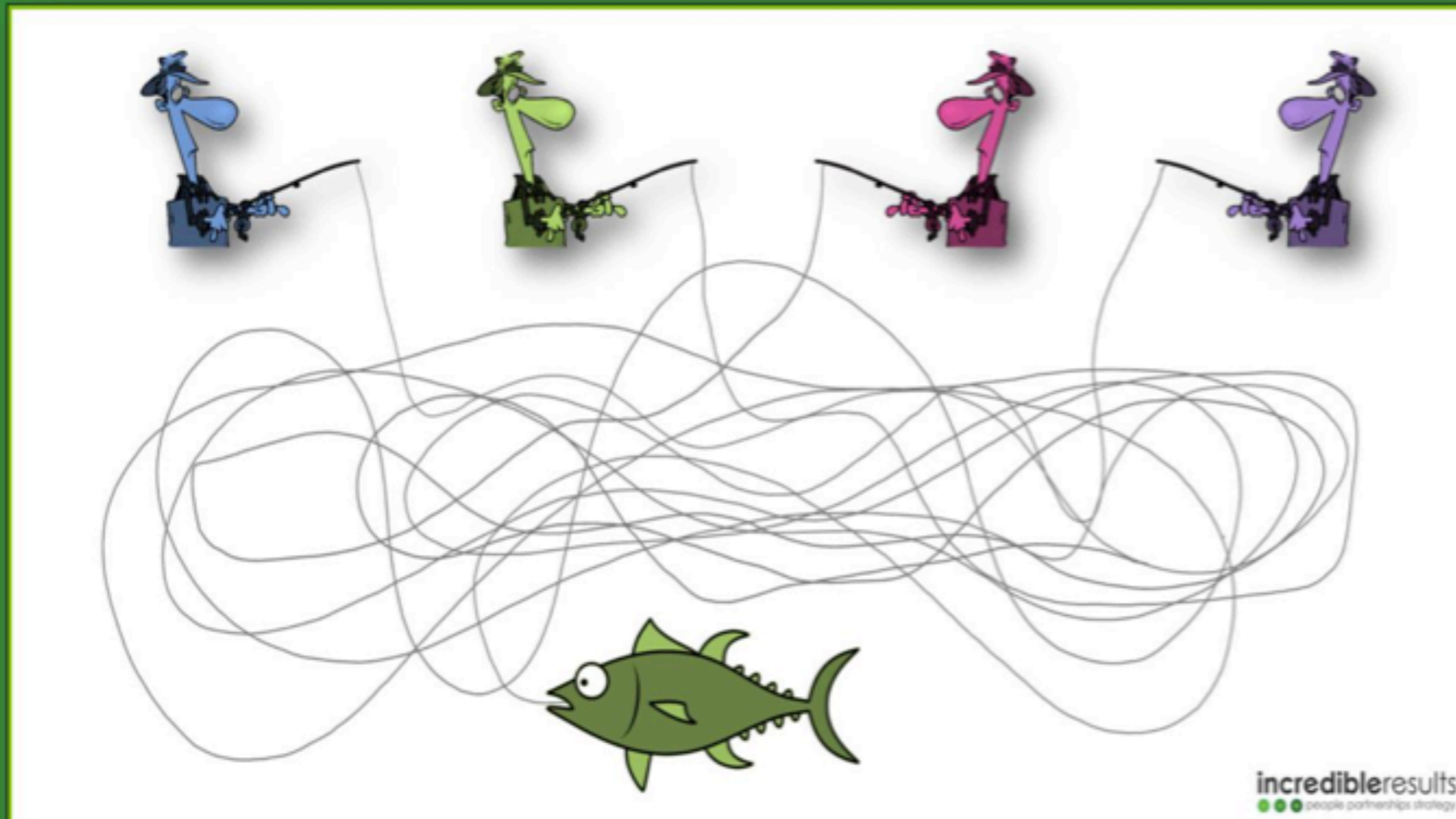
- mitigate bias
- map the buying journey(s)
- learn how to uncover customers' deeper needs

## Develop “*discovery*” people & processes



# Planning:

starting with the goal and working backwards



Does everybody  
love your sales  
plan?

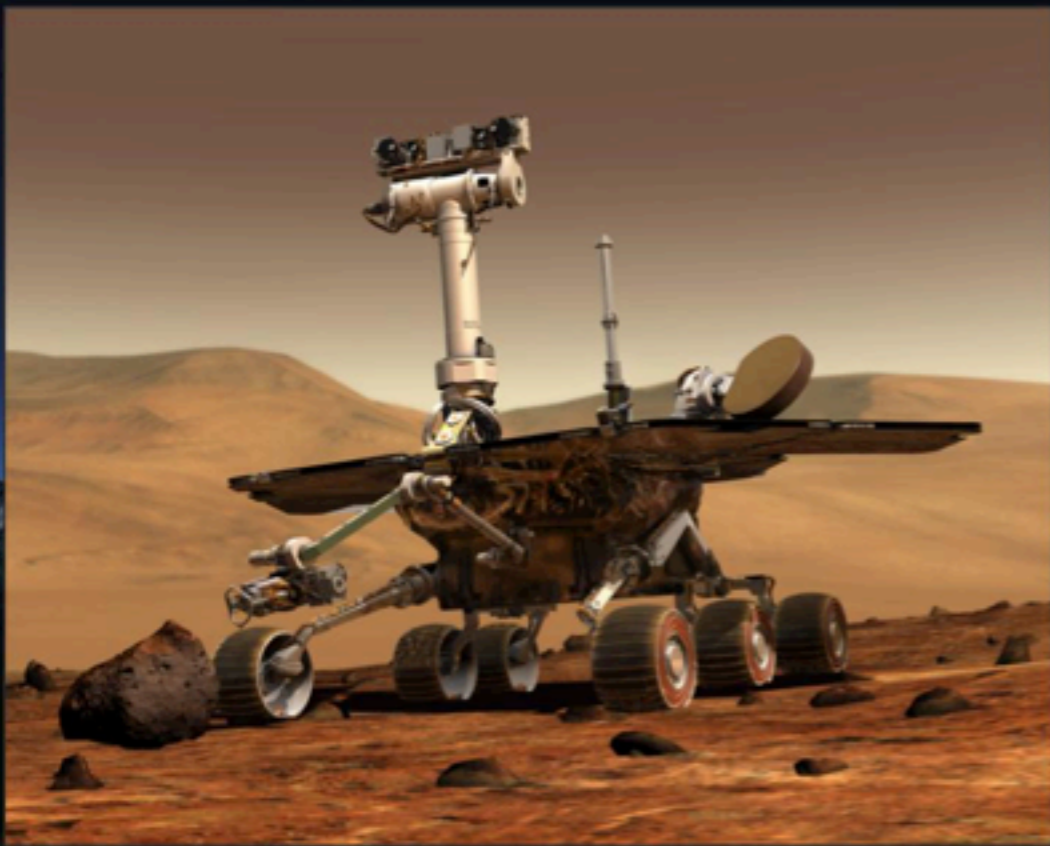




# Sales plan v1.0

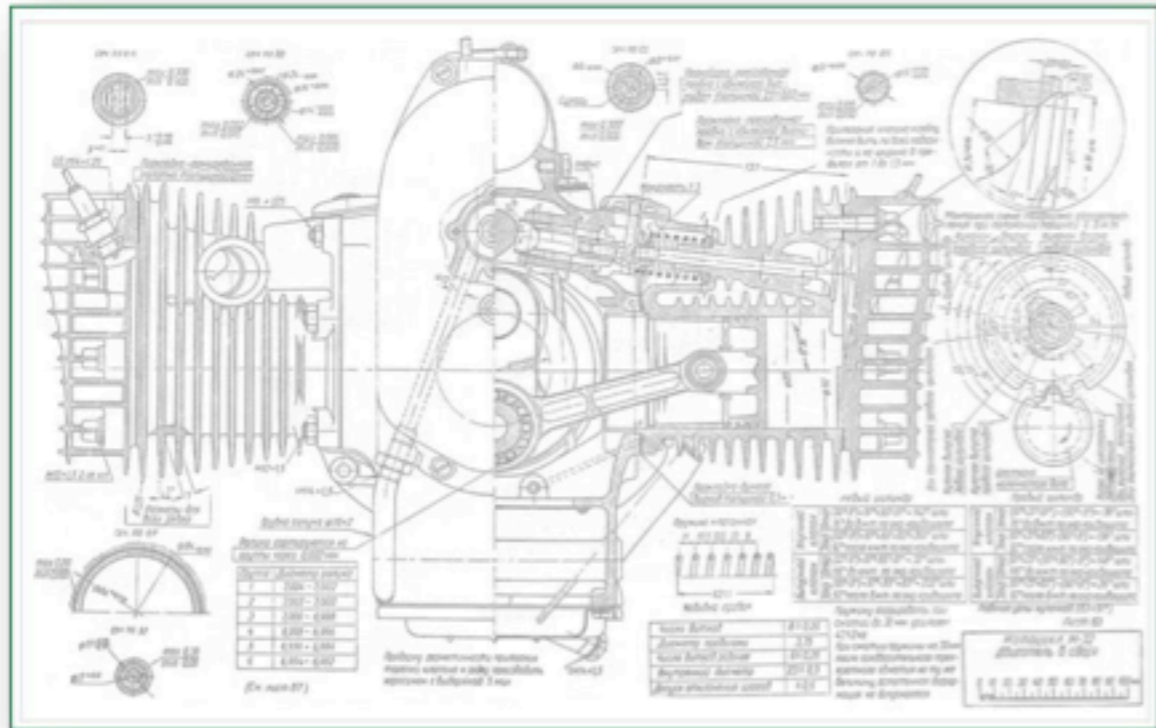
£10m target & 10 sellers = £1m/each

How do they put  
men on the  
moon?





# Sales plan v2.0



top down & bottom-up



# Sales plan v2.0

10 x \$1m customers	1,000,000 x \$10 customers
revenue splits	project, product managed service
customers splits	repeat, develop & net new
process & KPIs	suspect, prospect, solution, propose

top down & bottom-up



# Sales plan v2.0

total of 67 customers in 4 years, half the revenue from 5 most years

2015 (50% from top 5)	2016 (50% from top 7)	2017 (50% from top 6)	2018 (50% from top 5)
Shearman & Sterling 14% £221,471.37	Roche 9.30% #####	Roche 12.67% £226,691.49	UK Finance 20.94% £383,138.00
Fidelity 11% £176,025.77	Croydon Council 7.27% #####	Fidelity 9.87% £175,186.75	Beaumont Group plc 8.49% £152,750.00
Accenture 11% £173,700.60	Fidelity 6.80% #####	Beaumont Group plc 9.77% £176,209.04	Clyde & Co LLP 6.43% £116,610.00
Clyde & Co LLP 7% £112,890.25	Horner 6.42% #####	Allen & Overy 8.00% £142,512.13	West Sussex County Council 6.56% £117,022.00
Roche 6% £97,048.43	Advent Underwriting Ltd 6.17% £111,591.84	Croydon Council 6.17% £110,045.80	Roche 6.55% £117,076.00
Lakhouse 5% £81,609.50	Clyde & Co LLP 6.01% #####	Bank of England 6.10% £109,575.39	Advent Underwriting Ltd 5.39% £97,950.00
Beaumont Group plc 5% £79,560.73	Morgan Stanley 5.24% #####	Advent Underwriting Ltd 5.40% £96,544.62	Accenture 4.99% £91,868.00
Croydon Council 4% £67,796.19	Beaumont Group plc 5.20% #####	Cherish's 5.27% £93,890.15	Bank of England 4.93% £91,000.00
Morgan Stanley 4% £67,782.26	Accenture 4.90% #####	Clyde & Co LLP 4.82% £87,879.41	Baird 3.87% £69,882.00
Nomura 3% £53,086.78	Shearman & Sterling 4.67% #####	London Southbank University 3.73% £66,796.07	London Southbank University 3.77% £69,713.00
Advent Underwriting Ltd 3% £44,497.41	Nomura 4.18% £62,711.25	Accenture 3.59% £64,000.94	Fairfax 2.84% £51,480.00
Banarjee 3% £42,968.40	Bank of England 4.12% £61,712.17	Nomura International PLC 3.55% £62,758.75	Horner Fund Managers 2.57% £47,576.00
London Councils 3% £42,374.20	Allen & Overy 4.08% #####	Horner 3.15% £57,351.41	Allen & Overy 2.51% £45,343.00
Horner 3% £38,815.06	South London and Maudslayi Pl 3.52% #####	Baird 2.94% £52,271.54	Starr 1.97% £36,475.00
Allen & Overy 2% £36,954.20	Baring Asset Management Son 3.45% #####	Whitbread Group plc 1.73% £30,874.31	Sport England 1.71% £32,325.00
Baird 2% £29,797.85	Capita Business Services Ltd 3.40% #####	South London and Maudslayi Pl 1.62% £29,988.50	Boyden World Corporation 1.59% £29,625.00
Surrey County Council 2% £28,896.00	HGF Patent & Trademark Adson 3.40% #####	Chaucer Synchrotron Ltd 1.44% £25,728.17	Whitbread 1.55% £27,700.00
Capita Business Services 2% £24,575.90	Chaucer Synchrotron Ltd 3.40% #####	BT Pension Scheme Managers 1.37% £25,890.17	Nomura 1.46% £26,675.00
HQCapital 2% £24,482.46	London Southbank University 3.23% #####	FCA 1.33% £25,081.25	Croydon Council 1.33% £24,700.00
S&P Group Ltd 1% £17,401.01	Baird 3.20% #####	Starr Underwriting Ltd 1.30% £24,043.48	Chaucer 1.29% £24,500.00
Towers Watson 1% £17,218.64	Euclid London 3.20% #####	Morgan Stanley 1.07% £19,276.40	York 1.27% £23,500.00
CPA 1% £17,020.20	Lakhouse 3.19% #####	Borain Leighton Palmer LLP 0.97% £17,381.10	London Councils 1.27% £23,000.00
Collyer Bristow 1% £17,413.78	Borain Leighton Palmer LLP 3.18% #####	London Councils 0.96% £17,014.20	Cherish's 1.26% £22,800.00
M&I Cyber Security 1% £17,444.30	BT Pension Scheme Managers 3.07% #####	SNP Commercial Directorate C 0.84% £14,910.00	Borain Leighton Palmer 1.15% £21,800.00
Cabinet Office 1% £16,980.24	London Councils 3.06% #####	The Labour Party 0.76% £13,489.17	NPD Group 1.04% £19,800.00

most profitable, where from, growth rate

data driven = easy



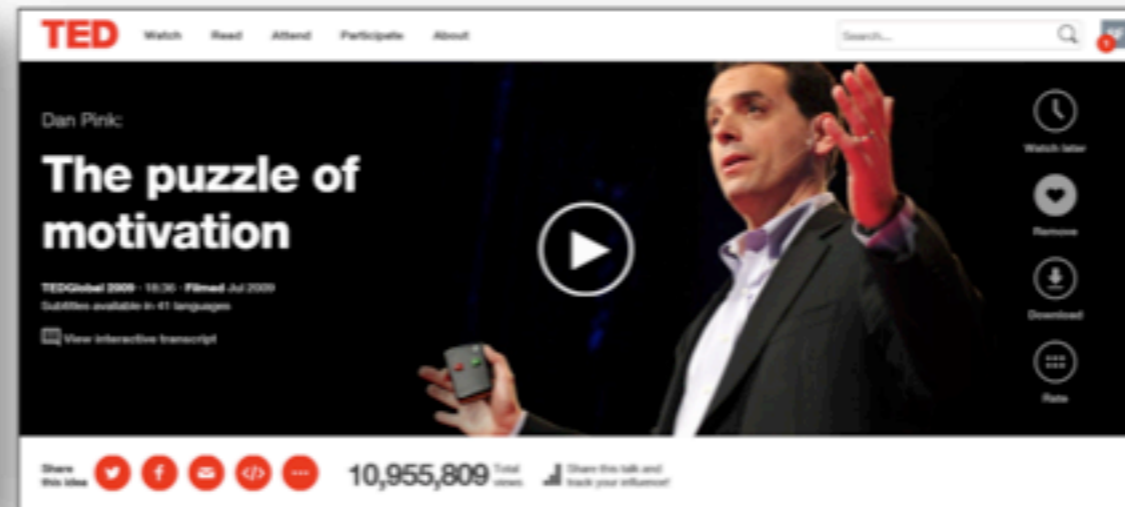
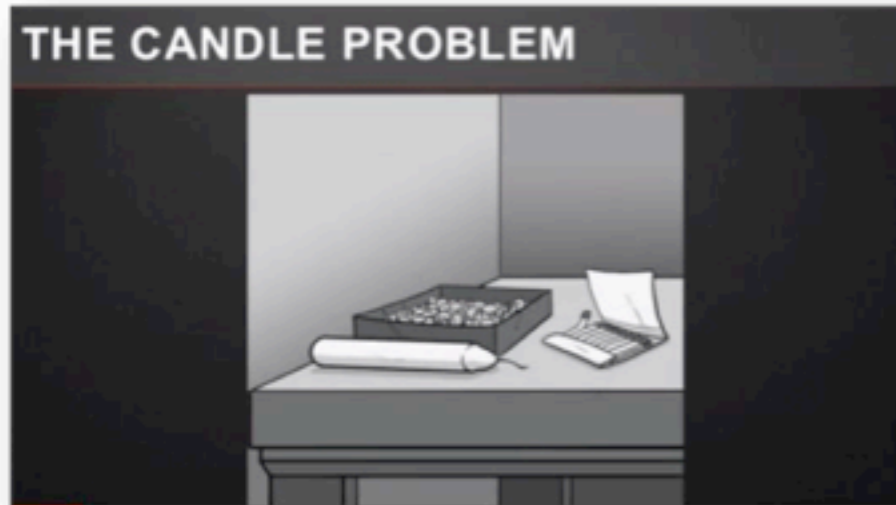
# Critical elements...

Multi-year targets for continuous growth – **strategic**

Plan reflects capacity & capability – **realistic**

The numbers are loaded in systems & **measured in KPIs**

Compensation aligns to strategy – **balanced diet**



2

# Planning

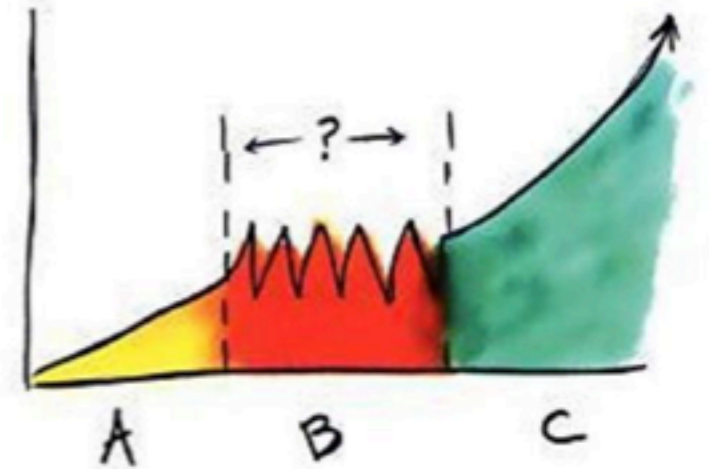
## Make a well thought through plan

- look at your data
- identify leading indicators & KPIs
- clarify roles & appropriate targets
- bake the plan into the targets

## Become better at learning

### PREDICTABLE REVENUE

Turn Your Business Into A Sales Machine With  
The \$100 Million Best Practices Of Salesforce.com




AARON ROSS & MARYLOU TYLER

*"Alexander Graham Bell discovered the telephone, Thomas Edison discovered electricity  
and Aaron Ross discovered the Enterprise Market for Salesforce.com."*

SHELLY DAVENPORT - VP Worldwide Sales at PayPal & ex-VP Corporate Sales at Salesforce.com

# Focus:

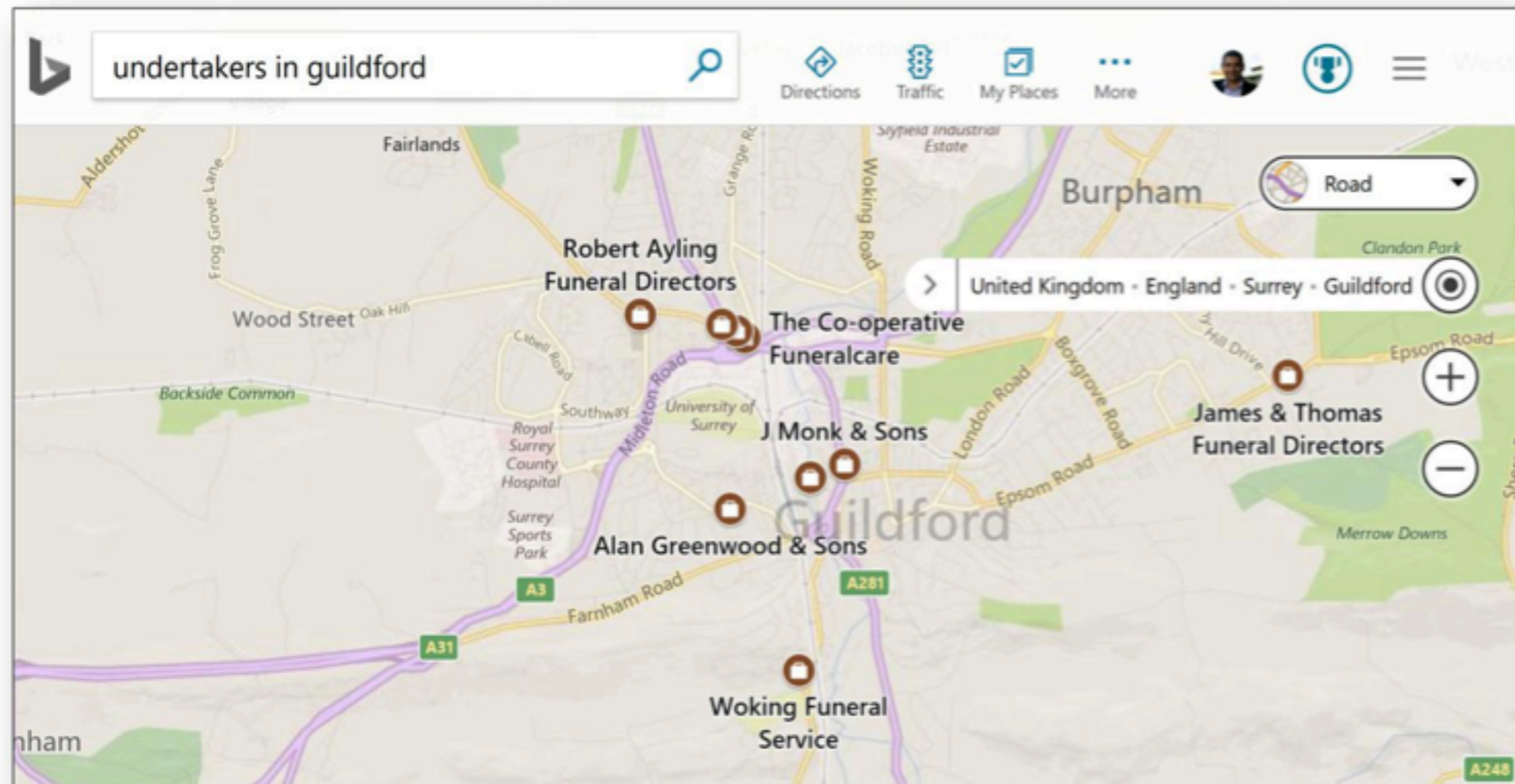
finding customers who highly value what you do very, very well

prop·o·si·tion:  prop-uh-zish-uhn

1. the act of offering or suggesting something to be considered, accepted or done
2. a plan or scheme proposed
3. an offer of terms for a transaction, as in business
4. a thing, matter, or person considered as something to be dealt with or encountered:  
*Keeping diplomatic channels open is a serious proposition*
5. anything stated or affirmed for discussion or illustration

**What is the  
purpose of your  
company?**

# Selling left handed scissors to undertakers in Guildford..!





# Focus = excellence...



# What does your company do...?

IT solutions

Managed Services to XYZ

SharePoint and UI

Cloud transformation

Blah, blah, blah..

starting with why...



3

# Focus

## Define ideal customers for your ideal type of business

- look at your data
- razor sharp routes to market
- how to stop being “*a stranger*”

**Yes's & no's are good – it's the maybe's that kill you**

# Founders:

Leaders, directors, people – there are gotcha's all over the park!



Effective leadership is putting first things **1<sup>st</sup>**  
Effective management is discipline, carrying it out

# The most common gotcha...

## ...founder's syndrome

- translation table
- authority
- mindset

## the curse of knowledge



# Tackling the elephant in the room



More telesales or  
more heavy  
hitters?

# Unique people for defined roles...

## The Hard Worker



- Always willing to go the extra mile
- Doesn't give up easily
- Self-motivated
- Interested in feedback and development

## The Challenger



- Always has a different view of the world
- Understands the customer's business
- Pushes the customer

## The Relationship Builder



- Builds strong advocates in customer organization
- Generous in giving time to help others
- Gets along with everyone

## The Lone Wolf



- Follows own instincts
- Self-assured
- Difficult to control

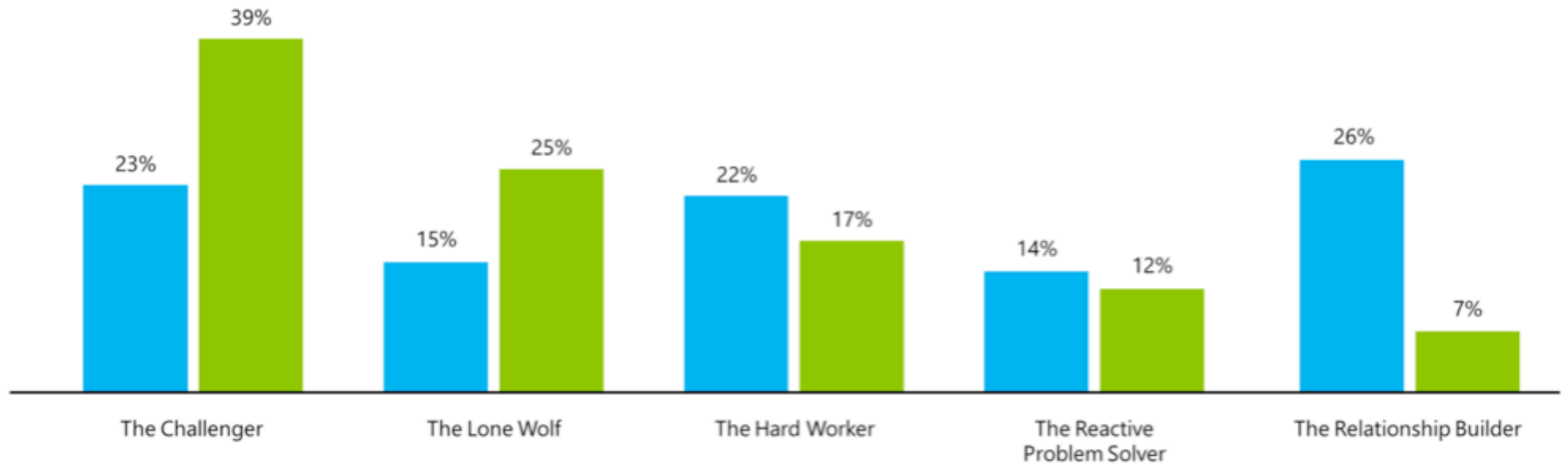
## The Reactive Problem Solver



- Reliably responds to internal and external stakeholders
- Ensures that all problems are solved
- Detail-oriented

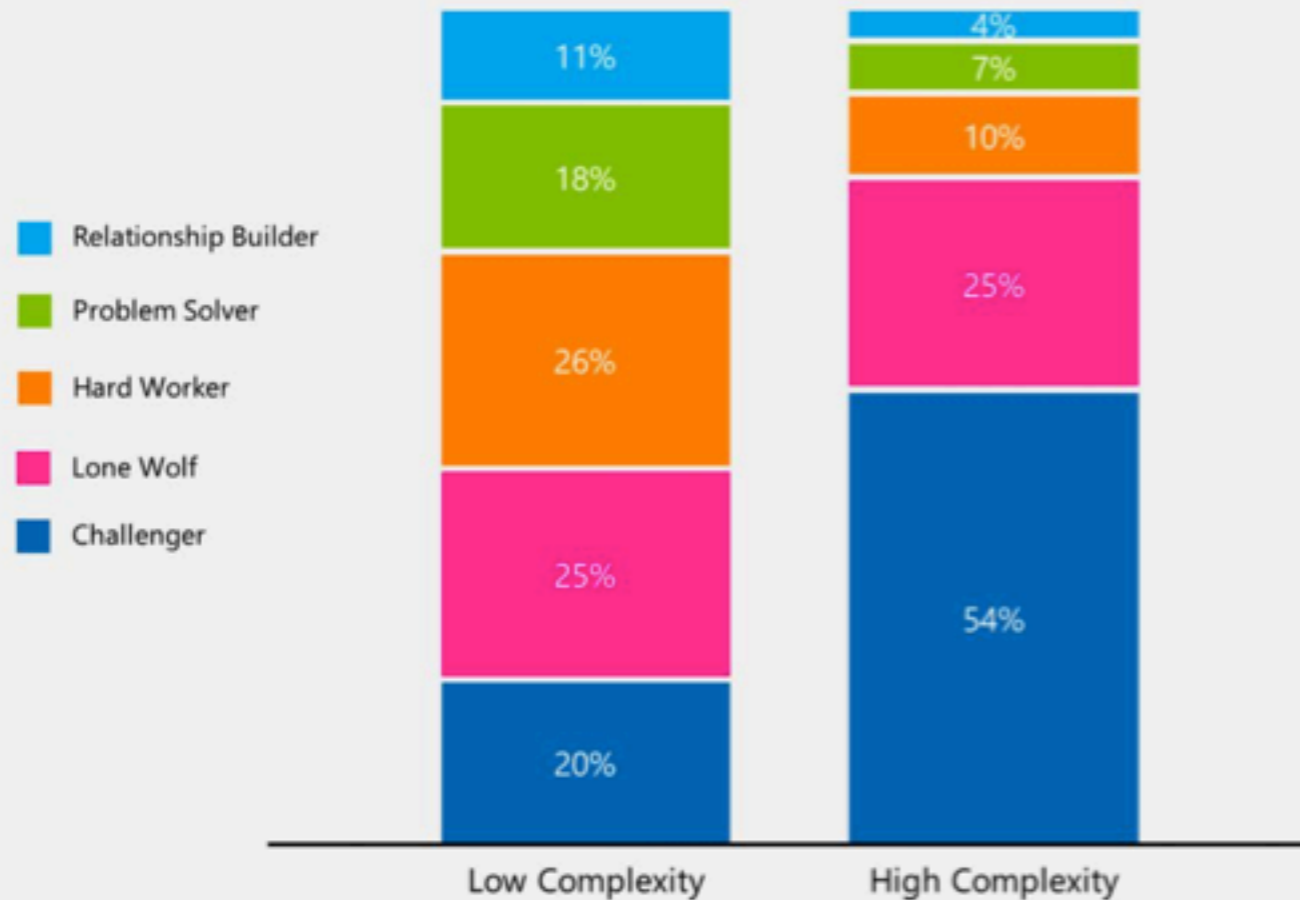


# All can become top performers...



# ...but context is everything

Challengers win in complexed sales





**...quaking like a  
doctor – easier  
with the founder  
perspective**

# The CHD test

less

more

1

9

how critical are sales ?

1

9

1

9

# The CHD test

less

more

1

how critical are sales ?



1

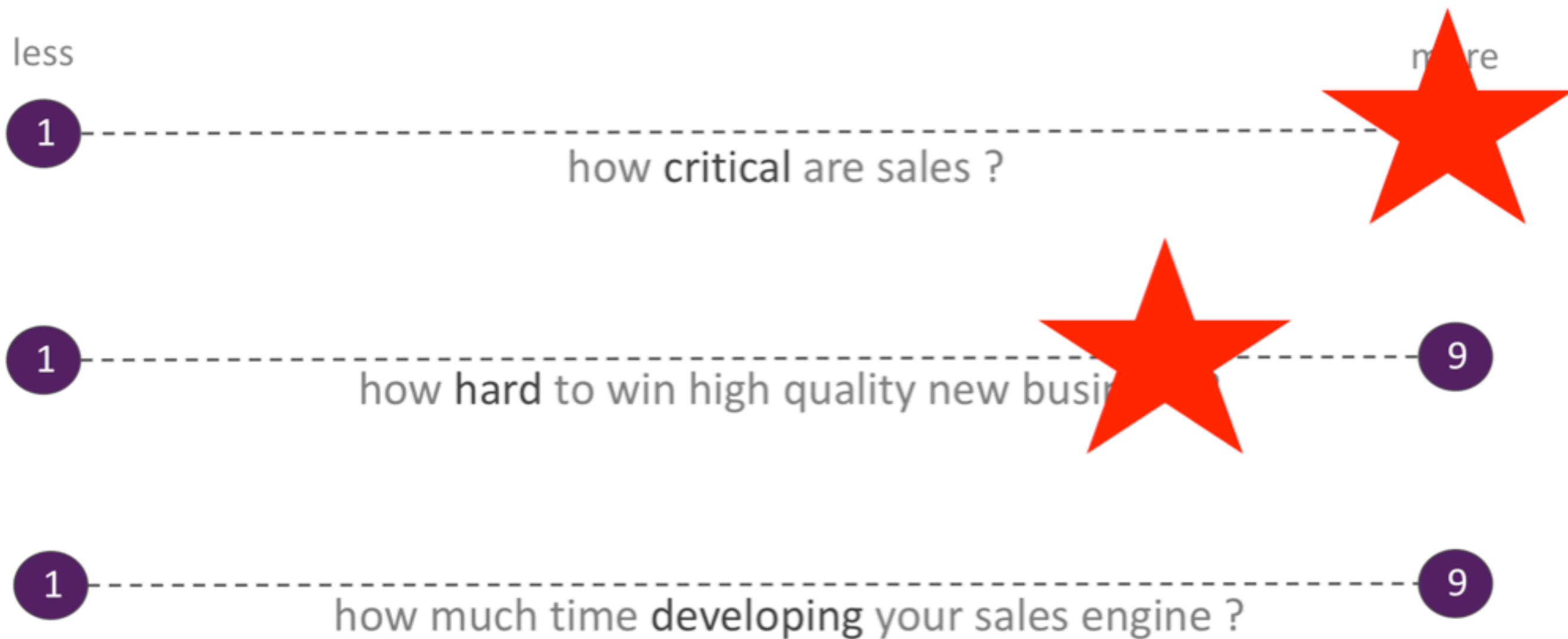
how hard to win high quality new business ?

9

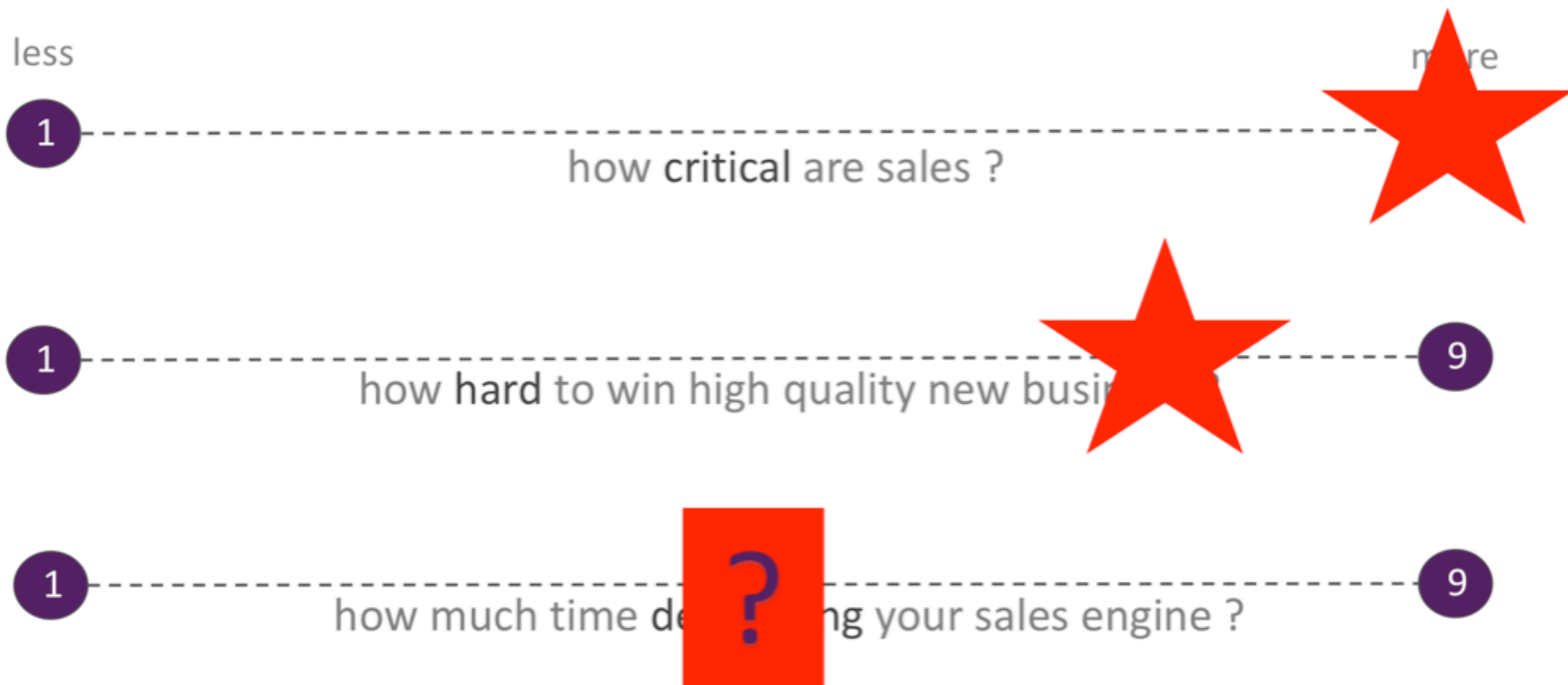
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9

# The CHD test



# The CHD test



4

# Founders

**Recognise your shadow**

**Understand the sales roles and select right vs desired**


**Developing sales needs defined offerings & processes**

**Invest in skills (in line with above)**



# Discipline:


motivation evidenced by ruthless and relentless behaviours...



**Discipline is the foundation upon which all success is built. Lack of discipline inevitably leads to failure.**

Jim Rohn

quoteslany

A close-up, low-angle shot of a soccer ball hitting the white net of a goal. The ball is white with colorful patterns in blue, green, and orange. The net is made of white hexagonal mesh. In the background, a soccer stadium is visible at night, with bright lights illuminating the field and the stands filled with spectators. Several players in white and red jerseys are visible on the field.

Compelling and  
aligned goals that  
matter

# Why does every team need KPIs?

- **showing where you are vs where you think you are**
- **comparing where you are vs where you want to be**
- **to make decisions and agree actions**
- **check the impact of actions**

# Measure the process & activity pumps

<p>interest</p>	<p>Vendor leads Industry events WWW Partners Social media</p>			
<p>solution &amp; proposal</p>			<p>Consultative Repeatable Trainable Improvable IP &amp; data generative</p>	
<p>sales operations</p>				

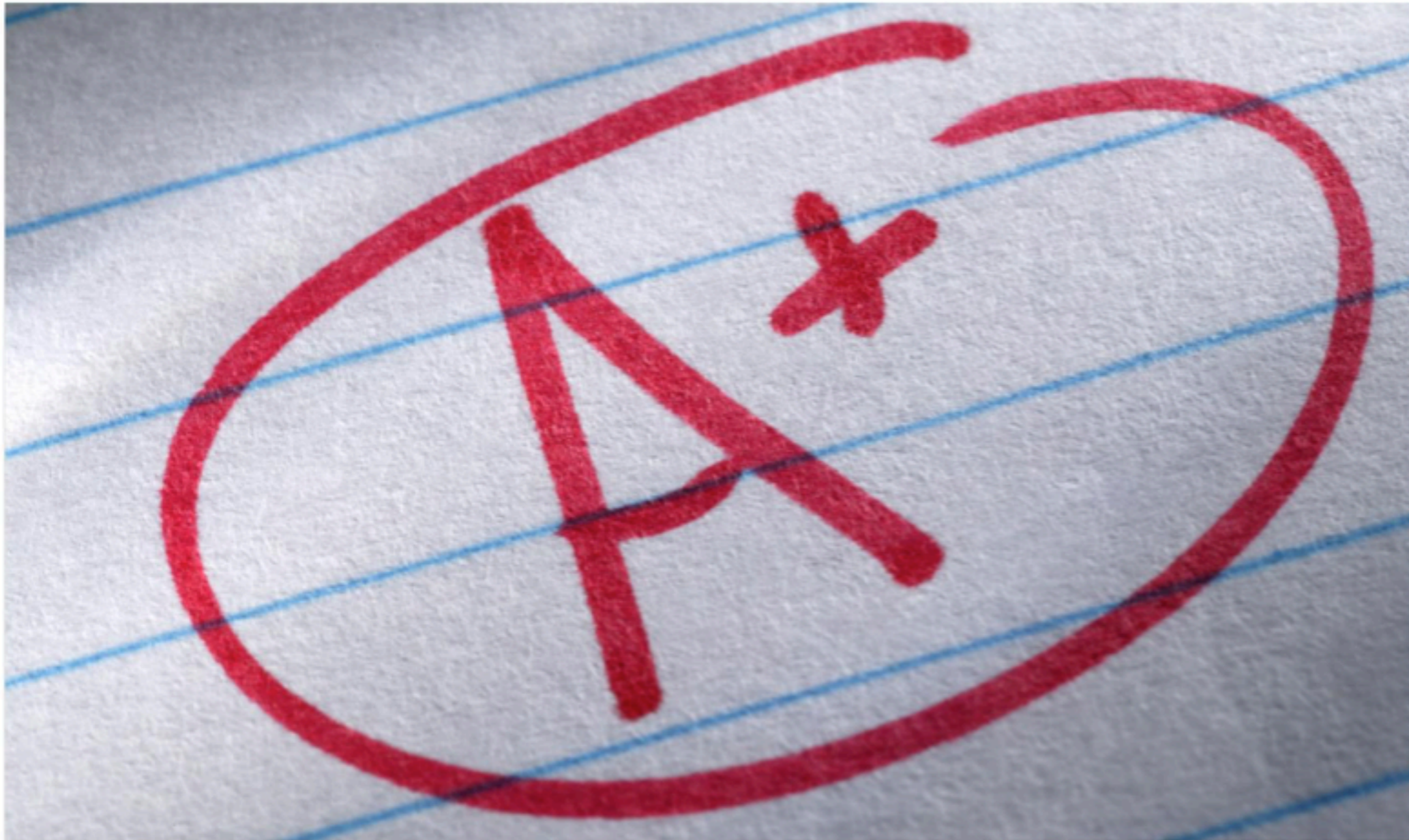
# Appropriate sales management...



# Appropriate sales management...



# Developing performance & potential



# Developing performance & potential





5

# Discipline

**Explicit & aligned goals – WIIFM**

**Plans, KPIs & systems – to drive all activities**

**Right rhythm of business – “ego free”**

**External assistance – to fill knowledge gaps**



1

Mindset

2

Planning

3

Focus

4

Founders

5

Discipline

A lit candle with a bright flame and a pool of wax at the base. The candle is white and the wax is melting. The flame is bright yellow and orange. The background is dark.

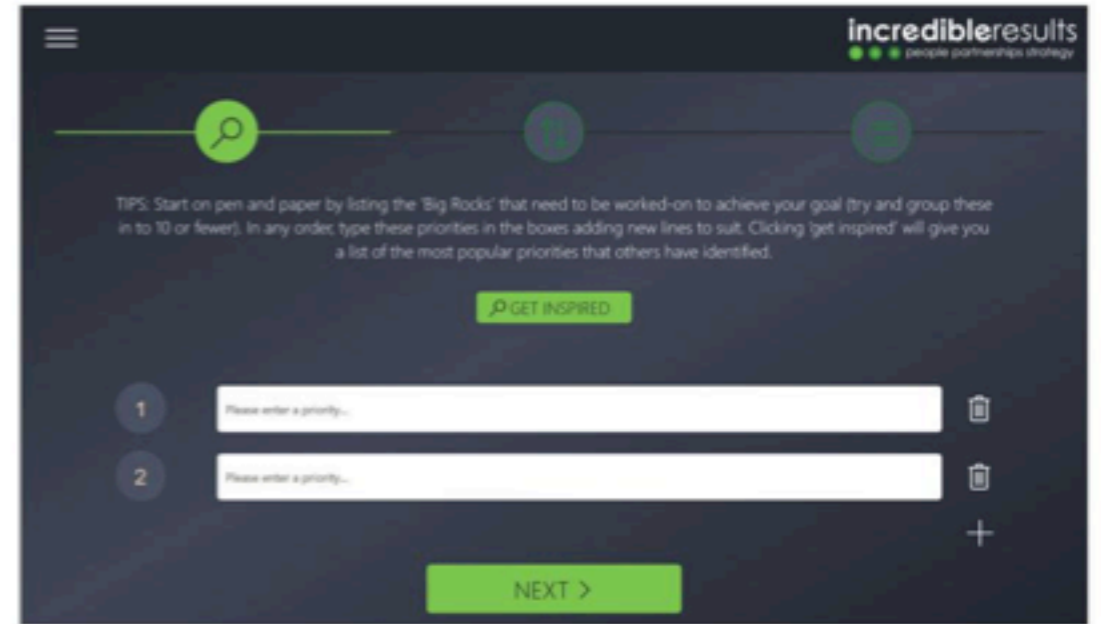
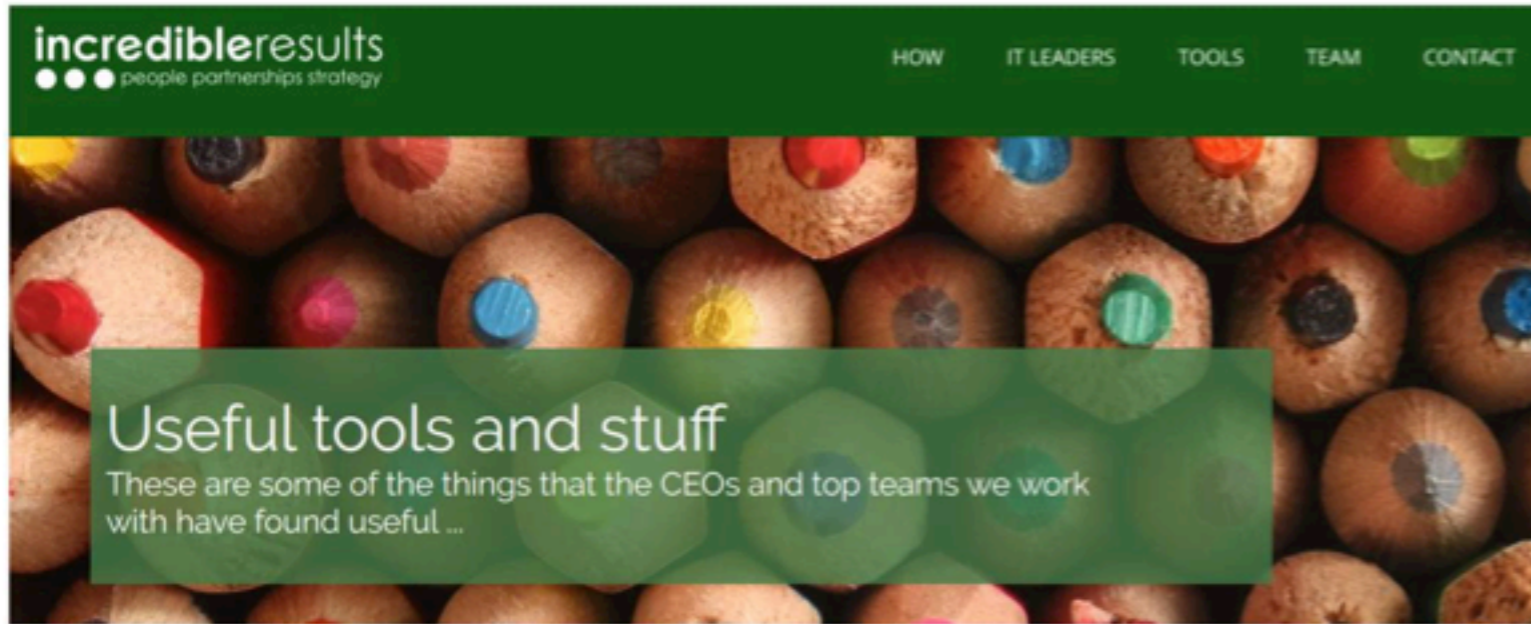
# To win

some make it happen

some watch it happening

the rest don't know what's happening

# A parting gift...



<http://prioritytool.azurewebsites.net/>

shaun@incredibleresults.co.uk

# References

To Sell is Human – Dan Pink

You Can't Teach a Kid to Ride a Bicycle at a Seminar – David Sandler

Predictable Revenue – Aaron Ross & Marylou Tyler

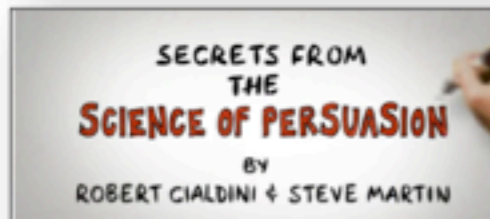
The Challenger Sale – Mathew Dixon



[http://www.ted.com/talks/dan\\_pink\\_on\\_motivation](http://www.ted.com/talks/dan_pink_on_motivation)



[http://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)



<http://www.youtube.com/watch?v=cFdCzN7RYbw>

# QUESTIONS?



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**THANK YOU**

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