Beat the Clock

Life Management for the Sales Professional – Part II
Strategic and Tactical Planning

Definitions:

**Strategy:** The ultimate *mission*; what you’re trying to accomplish

- Big picture and high-level

**Tactics:** The *definitive steps* you will take to reach your strategy or mission

- Task oriented and “in-the-trenches” activity

**Why is Strategic and Tactical Planning Critical to Sales Success?**

1. Sales success begins with a clear simple *strategic* and *tactical* plan.

   *In Simple Terms:*

   What you’re trying to accomplish and how you’re going to do it.

2. Possess a clear picture of what you’re trying to accomplish (strategy).

   *What am I trying to accomplish…*

   ...today
   ...this week
   ...this month
   ...this quarter
...this year
...in my career

3. Once your mission (strategy) is defined, you can then take the steps (tactics) required to achieve it.

Let’s Share Best Practices!

A Simple Strategic and Tactical Sales Plan

What are we trying to accomplish today, this week, this month, in my career?

___________________________________________________________
___________________________________________________________
___________________________________________________________
___________________________________________________________
___________________________________________________________
___________________________________________________________
___________________________________________________________
___________________________________________________________
___________________________________________________________

To achieve this mission (strategy), we must initiate the following activities (tactics):

Every Day, We Must:

1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
4. __________________________________________________________
5. __________________________________________________________

Every Week, We Must:

1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
4. __________________________________________________________
5. __________________________________________________________

Every Month, We Must:

1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
4. __________________________________________________________
5. __________________________________________________________

Every Quarter, We Must:

1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
4. __________________________________________________________
5. __________________________________________________________

Every Year, I Must:

1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
Building Measurable Goals

Why Goal Setting is Important?

1. Goals keep us **focused**.
   a. Goals keep us on track, don’t they?
   b. Goals enable us to keep our eye on the ball.
   c. Focused goals will derail unwanted or untimely interruptions every time!

2. Goals **stretch** us!
   a. Goals prompt us to go the extra mile.
   b. Goals enable us to perform at a higher level.

3. Goals give us a sense of...
   ...purpose
   ...control
   ...self-confidence

4. Goals cause us to **measure** our progress.
5. Goals empower us to eliminate poor habits and adjust our course, if necessary.

The Simple, 5-Step Goal Setting Plan:

STEP 1: WHAT are you trying to accomplish?

To develop $100,000.00 of new business this quarter.

STEP 2: WHY are you setting this goal?

To exceed quota, secure a bonus, and go to the Bahamas with my spouse.

STEP 3: HOW are you going to accomplish your goal?

By contacting at least 5 new restaurants each month.

STEP 4: WHEN do you want your goal to be completed?

By September 15, 2010

STEP 5: WHO can help you accomplish your goal?

My Regional Sales Manager, Brian Smith
Goal Setting Sheet:

STEP 1: **WHAT** are you trying to accomplish?

________________________________________________________________________

________________________________________________________________________

STEP 2: **WHY** are you setting this goal?

________________________________________________________________________

________________________________________________________________________

STEP 3: **HOW** are you going to accomplish your goal?

________________________________________________________________________

________________________________________________________________________

STEP 4: **WHEN** do you want your goal to be completed?

________________________________________________________________________

STEP 5: **WHO** can help you accomplish your goal?

________________________________________________________________________

________________________________________________________________________
Self-Awareness:

Grade yourself using a ten point scale. Ten is the highest, one is the lowest.

I set challenging, yet attainable goals:  

I set detailed and specific goals:  

I set quantifiable, measurable goals:  

I invite others to help me with my goals:  

I set target dates for all of my goals:  

I focus on short and long-term goals:  

I write out my goals and post them in a prominent place:  

Grading System:

Tally your scores.  
70-63 = Going Great!  
62-56 = Pretty Good  
55-49 = Need Improvement  
48-42 = Below Average  
41-35 = Ouch!
Let’s Share Best Practices!

Breaking Down the Numbers:

Example:

<table>
<thead>
<tr>
<th>Quota</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Quota</td>
<td>$1,000,000.00</td>
</tr>
<tr>
<td>Quarterly Quota</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>Monthly Quota</td>
<td>$83,300.00</td>
</tr>
<tr>
<td>Weekly Quota</td>
<td>$19,250.00</td>
</tr>
</tbody>
</table>

Working with your table, make a list of the time management strategies you can use to reach this weekly quota:

1. _____________________________________________
2. _____________________________________________
3. _____________________________________________
4. _____________________________________________
5. _____________________________________________
Developing a Pre-Call Plan

According to Selling Power Magazine, a Pre-Call Plan is the one defining activity that separates top sales performers from mid-level performers.

Defining a Pre-Call Plan (PCP):

1. A PCP is a simple, repeatable process you engage in prior to meeting with customers.

2. A PCP uses a list of pointed questions to keep the sales call headed in the right direction.

3. A PCP enables you to maximize each sales call and improve your sales productivity.

**BENEFIT OF PCP:** A PCP keeps you on track and ensures that all of your call objectives are achieved on each call.
**Typical PCP Form:**

1. Why am I meeting with this customer?
   __________________________________________________________
   __________________________________________________________

2. What is my call objective? What am I trying to accomplish?
   __________________________________________________________
   __________________________________________________________

3. Have I identified the decision-makers at the highest level? Who are they?
   __________________________________________________________
   __________________________________________________________

4. Have I penetrated the account at all possible levels?
   __________________________________________________________

5. Have I identified their decision-making process and criteria?
   __________________________________________________________

6. What questions should I be asking?
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

7. What do I have to show the customer that is new or compelling?
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

8. What shelf space is available?
   __________________________________________________________

9. Have I moved the sales to the next step?
   __________________________________________________________

10. Were my goals accomplished?
    __________________________________________________________
How can I improve?

___________________________________________________________________________

___________________________________________________________________________

Take Back to Your Team/Recommended Application:

Individual Contributor - Self-Awareness:

Grade yourself using a ten point scale. Ten is the highest, one is the lowest.

I set a clear objective for each sales call: 1 2 3 4 5 6 7 8 9 10

I identify the key decision-makers: 1 2 3 4 5 6 7 8 9 10

I penetrate the account at all possible levels: 1 2 3 4 5 6 7 8 9 10

I ask high-yield, open-ended questions: 1 2 3 4 5 6 7 8 9 10

I always recommend a “next step” to the customer: 1 2 3 4 5 6 7 8 9 10

I present something new and compelling on each call: 1 2 3 4 5 6 7 8 9 10

Following the sales call, I ask myself, “What could I have done better?”: 1 2 3 4 5 6 7 8 9 10

Grading System:

Talley your scores. 70-63 = Going Great!
62-56 = Pretty Good
55-49 = Need Improvement
48-42 = Below Average
41-35 = Ouch!
ROI Prioritizing

Prioritizing is ranking your activities and/or tasks in terms of their value and return on investment (ROI) they produce.

OLD SCHOOL PRIORITIZING: Rank tasks based on importance

NEW SCHOOL PRIORITIZING: Rank tasks based on their ROI

Vilfredo Federico Damaso Pareto (15 July 1848 – 19 August 1923), born Wilfried Fritz Pareto, was an Italian industrialist, sociologist, economist, and philosopher. He made several important contributions to economics, particularly in the study of income distribution and in the analysis of individuals' choices. "His legacy as an economist was profound. Partly because of him, the field evolved from a branch of social philosophy as practiced by Adam Smith into a data intensive field of scientific research and mathematical equations. His books look more like modern economics than most other texts of that day: tables of statistics from across the world and ages, rows of integral signs and equations, intricate charts and graphs."[1] He introduced the concept of Pareto efficiency and helped develop the field of microeconomics. He also was the first to discover that income follows a Pareto distribution, which is a power law probability distribution. The pareto principle was named after him and built on observations of his such as that 80% of the land in Italy was owned by 20% of the population. He also contributed to the fields of sociology and mathematics.
Velfredo Pareto’s Principle:

1. Pareto’s 80/20 Principle says:

   20% of your activities will produce 80% of your sales results.

Here are some signs that will help you to recognize whether you're spending your time as you should:

You're in your 80 percent if the following statements ring true:

- You're working on tasks other people want you to, but you have no investment in them.
- You're frequently working on tasks labeled "urgent."
- You're spending time on tasks you are not usually good at doing.
- Activities are taking a lot longer than you expected.
- You find yourself complaining all the time.

You're in your 20 percent if:

- You're engaged in activities that advance your overall purpose (assuming you know what that is — and you should!).
- You're doing things you have always wanted to do or that make you feel good about yourself.
- You're working on tasks you don't like, but you're doing them knowing they relate to the bigger picture.
- You’re smiling.
2. Use a simple prioritizing schematic.

*Example:*

A = Vital (High ROI)
B = Important
C = Low Value
D = Trivial/Useless

(NOTE: If you have multiple items under A, B or C, use numbers. For example, you might have an A1, A2, B1, B2, B3, and C1, C2.)

*Example:*

A1 Prepare proposal for Henry’s Market
A2 Call Ben Smith regarding delayed shipment
A3 Check on status of Albertson’s order

B1 Drop off samples at Boney’s
B2 Email Sam regarding delivery on Friday
B3 Stop by Marritta’s to drop SWS Merlot samples
B4 Place order for Gregory’s Steakhouse

C1 Send monthly report to Susan
C2 Pick up office supplies from Staples

**Don’t Forget:** Rework the list throughout the day when necessary to keep your highest priorities on your “A-List”.

1. Identify the tasks that hold the highest value and produce the largest return on the investment of your time.

2. Use a simple prioritizing schematic for your daily plan.

3. Focus all of your energy and time on the 20% activities.
Eliminating Sales Time Wasters

Working with your table, list your 5 biggest time-wasters. Then look at how these time wasters can be converted into effective gap time usage.

<table>
<thead>
<tr>
<th>Time Waster</th>
<th>How can this time-waster be overcome?</th>
<th>Gap Time Utilization</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>

According to a time management coach and expert, Wendy Hearn, the 12 biggest time wasters are:

1. The allure of the urgent/trivial.
2. A lack of unclear, measurable goals.
3. Lack of a daily plan.
4. Failure to prioritize.

5. Not maximizing gaps between appointments.

6. Internet surfing and social networking.

7. Procrastination

8. Untimely, unwarranted, or unwanted interruptions.

9. Procrastination or waiting until the last minute to start/complete projects.

10. Disorganized or cluttered work area/car.

11. **Constant changes, mix messages, and unclear direction from boss/company.**

12. Reading and responding to emails as they arrive.
The Ideal Day

The Ideal Day Includes:

1. Designating a block of time to focus on your high-payoff activities.
   - This ensures that vital activities don’t get overlooked.
   - It’s dictating where and how you’re going to spend your time.

2. Identifying 3-5 tasks that are most critical to your success.


Example:

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8am</td>
<td>Paperwork</td>
</tr>
<tr>
<td>9am</td>
<td>Return phone calls</td>
</tr>
<tr>
<td>10am-12am</td>
<td>New business development calls</td>
</tr>
<tr>
<td>12pm</td>
<td>Lunch</td>
</tr>
<tr>
<td>1pm-4pm</td>
<td>Meetings with existing accounts</td>
</tr>
<tr>
<td>5pm</td>
<td>Phone calls, email responses, order processing, etc.</td>
</tr>
</tbody>
</table>
Recognize the value of 1 hour.

Maximize “GAP TIME” and have 4-5 tasks to fill this time.

Differentiate between “urgent” and “vital”.

Track every minute of your time for one week.

Focus most of your time and energy on “high-yield” activities.

Use the “Goal Setting Sheet” on page 24 to set short and long-term goals.

Use the PCP Sheet on page 28 prior to each sales call.

Use a simple Day Planner for scheduled appointments and tasks.

Check email at 8am, 1pm, and 5pm.

Use the subject line on the email form to convey your message.

Develop a model of “The Ideal Day”.
My Personal Commitment

Following today’s training session; I will make the following changes/improvements:

1. __________________________________________________________

2. __________________________________________________________

3. __________________________________________________________

4. __________________________________________________________

5. __________________________________________________________

6. __________________________________________________________

7. __________________________________________________________

To assist me with these changes/improvements and to hold me accountable, I will solicit the help of:

__________________________________________________________________