

Cold Calling 3.0

The Art of Selling Smarter Not Harder

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The Art of Selling
Smarter Not Harder

Interruption Based Selling does not work any more – period! Traditional cold calling is still the default approach of too many business people – call centers around the world are filled with rows of salespeople pitching cold. It doesn't work but too many businesses can't think of a better approach. The telephone is still the most important business tool – it is the approach that must be different – same tool, different approach – stunningly different results!

A paradigm shift in sales strategy is needed if businesses are to promote, grow and thrive but what is to replace the cold call too many businesses depend on?

The business world has changed dramatically and permanently. We have moved away from a push model where we were told what to buy to a pull model where the customer sets the agenda.

In the past, companies owned factories and sold products and we bought what was on offer. Today, companies own brands instead of factories and the value of every brand are in the hands of the consumer.

Marketing has changed from a world where the consumer was manipulated to a world where the buyer must be inspired. Think Apple

and you will understand that the sales process has changed radically! The rewards are huge to brands and businesses that can truly inspire customers to buy!

The result has been the death of newspapers and network television and the growth of new media like Craigslist, LinkedIn, Facebook, Twitter and an ever-changing landscape of consumer driven media.

Money doesn't guarantee success anymore, money chases success.

Facebook was worth billions before it made a dime of profit and just days after its initial public offering, valued at one hundred billion dollars, it is facing an uncertain financial future in the face of mobile, which challenges its very revenue model.

In a business environment full of change, traditional push sales models are failing and the push back from consumers and business is increasing. British Gas voluntarily ceased door-to-door selling last year and nobody in sales refers to themselves, as a salesperson anymore – sales, is a very dirty word.

What is needed is a Paradigm Shift from a push mentality to a connection mentality.

The shift moves from pushing the buyer to compelling the buyer. The shift moves from shouting our message to a conversation about desires and needs.

In this paradigm shift cold calling become redefined and refined and Cold Calling 3.0 © is the result!

In the old paradigm cold calling is the marketing process of approaching prospective customers or clients, typically via telephone, which were not expecting such an interaction. The word "cold" is used because the person receiving the call is not expecting a call or has not specifically asked to be contacted by a sales person.

In the new paradigm cold calling evolves from interruption to a process of engagement where a cloud of compelling messages and permission-based marketing allow the prospect to participate. We move from a cold call to engagement. We use a variety of social media and marketing, driven by compelling messages, to warm the path so that once we begin to connect we can quickly engage and convert. We filter our leads so that when we do connect with our prospects we are able to offer a compelling message that inspires the buyer. It doesn't matter what the industry, if we have something of value to offer we can create a compelling message.

This is the new paradigm!

This is a much more sophisticated sales process and is better suited to a much more sophisticated buyer and marketplace. Long gone are hard pitches like 'what would it take you to sign this agreement today?'

What does this mean for the sales process?

Salespeople and sales organizations need to get much, much smarter. I predict that sales teams and marketing teams will merge and the titles 'salesperson' or 'business development manager' with be dropped in favour of 'community managers' and 'engagement specialists' to reflect a more connected process.

Instead of playing the increasing difficult cold calling 'numbers game' it is time to start using a much broader range of tools to intelligently warm the prospect and get permission to engage.

The change for the elite salesperson will be smaller, as they have already evolved considerably but average salespeople will find that they build much more stability into the sales pipeline and that average earnings increase regularly as they develop into using a system that builds more engagement. Companies that take on the system will literally transform the organization!

The very best salespeople have always been connecting this way but for most businesses the change will be large. Most sales organizations have already seen that the cold call approach that has been working for years is less and less effective. The walls put up by buyers are getting higher and higher and shouting louder just doesn't work any more.

Businesses need to know whom they want to sell to and why. What is in it for customer? What compelling messages will inspire the sale and how can the buyer be reached and engaged without trampling on personal space?

Selling will always drive business but Cold Calling needs to evolve!

The problem is not Cold Calling in itself but that the traditional Cold Calling approach just doesn't work any more. A shift in perception and approach can change everything.

This book is about selling smarter, not harder, but also addresses the biggest symptom of bad cold calling – avoidance of the connection process!

Action is everything!

Nothing happens in business until something is sold and nothing happens in selling until a sale is closed. The problem for most salespeople and business owners, who must sell to grow their business, is with even starting.

Salespeople are people first and procrastination, fear, and uncertainly are among the issues that every salesperson struggles through every week. It is the limits that we place on ourselves that will hold us back more than any external factor. People like to talk about the economy, changes in media, voicemail and a myriad of reasons why success in sales does not happen.

These are simply excuses. Not to say that for a high performing salesperson that these factors don't have a very real impact on the volume of business – they do! However, for the vast majority of salespeople the only thing holding back the sales performance is human performance.

Many of us struggle with confidence and action.

When I was approaching forty, a few years back, a friend of mine committed suicide. It was a sad story – a bad divorce, financial struggles, heavy drinking and finally a complete loss of direction. Rory hung himself in the basement apartment he had rented. It was a sad story, made sadder by the fact that he had five children. We always get more of what we think about in life and he had become absorbed with the pain of his life until he could see nothing else and the pain became unbearable.

Rory's story was a sad one but the lesson I took away from it is that life is a gift.

We all face struggles and we all must face the consequences of our actions and decisions.

Ultimately we decide if our own life will be focused on growth and success or pain and failure.

This basic decision – deciding whether we are going to be 'life half full or half empty' kind of people – will set the tone for all of our actions and results.

We do get more of what we focus on in life! This is very real! If we focus on love and abundance then that is what we will bring into our lives. If we focus on fear and lack then we will attract that to our lives.

This is the starting point to a successful sales territory or business – deciding first that success and abundance will be our focus! This decision

alone will make all the difference, as this attitude will frame the perspective from which you view every challenge and every opportunity. Look for and expect success and abundance and you will find the opportunities that other miss and get the positive outcome others can't find.

This book will discuss skills and approaches that can help you sell more and grow your business but the biggest difference that you can make in your life and in your sales success is both the easiest and hardest thing you will ever do!

I consider myself to be healthy, fit and active. I have, as I have grown older, learned the value and importance that fitness and health play on success and attitude. I love to be active and running is my favorite thing in the world. I have run a handful of marathons and triathlons and simply love feeling strong, fit and alive! I have not always been fit and have on a couple of occasions put on quite a bit of weight. Usually, for me, weight gain came with getting lost in enjoying life instead of investing in life. I get off track and almost before I know it I have put on twenty or thirty pounds – maybe you have the same problem.

Inevitably, I wake up one-day look in the mirror and decide I am fat and have had enough. I get mad and make the decision to lose the weight. Until I reach this moment I am only playing at the idea of loosing weight, grumbling at the mirror and buying low fat cake! Once I do get mad and decide that I have had enough then the weight simply falls off – I have

lost as much as twenty-five pounds in a month by eating right and exercising like a fool. I am pleased to say I have only had to do this twice in my life but change, even huge change, can be easy if you have the will.

The trick to loosing weight or any goal in life – no matter how difficult – is not technique but attitude. The hardest part is not the doing but rather in the decision to do. Once we decide, truly decide, then every power in the universe comes to our aid and success becomes a fact! If we have not come to that decision then we will struggle – whether it is weight loss or selling!

This book is about the tools and the attitude that will help you succeed in selling but the biggest difference in your success will be the simple decision to succeed. Just to be clear, I don't mean wanting success like you want a pizza. I mean wanting success like you want air to breathe!

Take Away: Decide that success will be part of your life and that you will accept nothing less no matter what it takes or what challenges you face and your focus will subtly shift from failure to success. Once this is done then success is assured and the tools in this book will become real aids to your success!

Decide you want success, really want success!

Now, let's start!

The Cold Call

The cold call is only one small aspect of selling but it is an area, which keeps many salespeople, especially the self-employed business owner, from even getting started. Lots of people seem to think that calling is dead and that networking, social media, marketing and referrals have replaced the cold call!

This simply is not true!

Successful cold calling happens everyday and is a fundamental part of the sales process in every industry. When cold calling is done right it is a powerful tool in the successful salesperson's strategy to connect with prospects and get business.

Poorly done cold calling is probably one of the most miserable and demoralizing activities on the face of the earth! Cold calling done poorly gives businesses and salespeople a bad name and wastes everyone's time involved – a sad thing!

I am not sure who invented the classic cold call but it could not have been invented by a salesperson. There is a category of sales manager who feel it is their job to manage activity rather than develop salespeople and so they demand the maximum amount of activity. Organizing a team of salespeople to sit and call, virtually random lists of telephone numbers,

pitching a poorly written script, makes an office look busy but this is not selling and it is not cold calling either.

The business people who advocate the 'numbers' approach to selling know absolutely nothing about selling.

The 'numbers' approach to selling suggests that selling is not a skill but is simply a result of pitching to enough people. The strategy suggests that if you call enough people and pitch them then the business will follow. It is basically a hunt for those ready to buy. Anyone who advocates this approach knows nothing about selling and should get out of the selling business! The problem with this approach is that it sounds reasonable to those who know nothing about selling and so it is a practice that continues. Thankfully, numbers calling is dying and rightly so – most of the time it is nothing less than harassment!

Activity is NOT strategy!

I have made thousands of cold calls in my life and the vast majority of them have been successful, leading to orders and long-term business relationships. A successful sales strategy absolutely requires us to contact people with whom we have never spoken and initiate a business relationship – this is selling!

A lot has been written in recent years that suggests the only viable approach to selling is through networking, introductions and referrals. These tools are important but to depend on them alone is as foolish as selling by the 'numbers'. When I read opinions like this I know instantly

that these people do not have a background in selling because a salesperson with real sales experience would never suggest that Cold Calling can be avoided – this is part of the work and enjoyable if done correctly.

Unfortunately, the huge growth in the self-employed has meant that many people are starting businesses with no sales experience. The prospect of contacting strangers to pitch business is daunting and so they avoid selling. Instead they spend time attending a wide range of networking groups hoping to find a customer or get a referral. Usually, they find just enough business to keep them going – many of these organized, paid membership networking groups provide just enough results to stay in business – like casinos. Just like casinos in the end you will leave with empty pockets.

Networking is not selling, social media is not selling, marketing is not selling and advertising is not selling! Finally, making a hundred telephone calls a day to virtual strangers, reciting a bad script, is not selling! Period!

Cold calling by the numbers is dead and it has not really worked for a long time. It is a strategy promoted by people who don't understand the sales process. Unfortunately, many salespeople start their sales career with a company that uses this strategy. The approach many businesses take is to throw as many salespeople at the problem as possible getting them all on the telephone for eight hours a day pitching a bad telephone script with the hope of getting lucky!

I have seen lots of these companies and the approach is always the same. They hire inexperienced salespeople to call so-called leads, usually the phone book, and pitch a poorly written script. The salespeople call fifty to a hundred people (or more) a day hoping to get lucky. Most new hires last a week or two, a few will last for a month or so and one out of fifty will figure out a cold call strategy that works and stay. Most of these 'winners' are really broken people who have the ability to completely detach themselves from the cold call experience. The managers look at these survivors as an indication that the 'system' works and so keep throwing warm bodies at the process. Every year this 'system' is becoming less and less effective. The process ruins salespeople with the bad experience and frustrates the market, turning people off any message that sounds like a 'pitch.'

This is not a sound approach to selling and quality salespeople and businesses have never used it.

The problem is this is the side of selling that most people experience and so when starting their own business believe that they should do the same – wrong!

The numbers approach to cold calling is not selling!

I have been "carrying a bag" as a salesperson, almost since I started working. Like a lot of people I pretty much fell into sales because I was friendly, had a good smile and liked to please people. The sales process was somewhat natural for me but I often struggled with the results. The

courses I took at university had not prepared me for sales and nobody in my family had been in sales or even in business. In fact, like many people, selling was a bit of a dirty word to me. I did not like to identify myself as a salesperson and would use phrases such as "marketing" and "customer relations" to avoid calling myself a "salesperson". In fact, it took a six-figure income and me more than ten years of selling before I felt comfortable and even proud to call myself a salesperson.

I have learned that this is very common. I am certain that many who read these words will be thinking of the classic used car salesman, the door-to-door canvasser or the pushy, commissioned, retail salesperson. The reality is that every profession has its quacks and charlatans and selling is no different. Businesses who don't understand selling or the sales process, push so many poorly trained salespeople with little or no support onto the public. It is no wonder we all cringe at the thought of having to deal with a salesperson. I too get frustrated when forced to deal with many commissioned sales people who are still being trained in old school selling techniques.

Luckily, I have had the opportunity to work for some good people early in my career who taught me how to sell professionally. What I learned from these early mentors was that success in selling is about discipline and routine.

Do the right things and do them everyday.
Have a plan and work your plan.
Work hard but take time to refresh yourself.

Respect your customers and always respect yourself.
Always, always, always be completely prepared.
Dress and act professionally at all times.
Creativity is a powerful tool.
Dig your well before you're thirsty – build contacts!
Develop a truly compelling message.
Connect and present to every qualified prospect.
Always, always, always ask for the order.

I also learned the value of working for a great company. A great company provides all the support that a salesperson needs. With a solid company behind me, I didn't need to lie or deceive to get business. With the right support, I was confident in my selling, and that confidence drives results. I feel I was lucky to work for a company that:

Cared about its employees and customers
Always delivered on promises
Had clear policies and procedures
Stood behind its products and its staff

I learned from my personal selling experiences that competent salespeople can thrive in a good environment and the best sales people can fail in a poor environment.

I also learned that many businesses don't understand what salespeople do. Many managers and owners think that all salespeople are "rainmakers" and that salespeople just go out and generate sales out of nothing. Many believe that all the support salespeople need is a desk in

the corner and a telephone. These businesses churn through salespeople damaging their own businesses, and the careers of struggling salespeople. Of course, there are salespeople who will find an oasis in the desert and create a territory in the worst of conditions but doesn't your business deserve better?

I have sold millions of dollars worth of goods and services for some great companies and have earned a large six-figure commissioned income year after year. I have also experienced the worst in sales where every sales call and every order was a painful struggle. With luck, I never had to endure the latter for long, as I always believed that if I was going to achieve the best for myself, I needed to associate myself with the best companies. This is of key importance because the best salespeople will not work with companies that do not provide them with the tools they need to succeed.

Winners will be attracted to winners and if you are not providing an environment where salespeople can win, over time, you will attract a team of losers. This has become my passion in life! I hate to see businesses fail because they lack the understanding of what it takes to create a winning sales system and I hate to see salespeople struggle because they haven't had the benefit of a strong sales system to support their efforts and ensure their success.

My philosophy is that selling should be a great opportunity for salespeople as well as businesses. Customers should have the opportunity

to be serviced by companies and salespeople that care about their needs and about delivering great products and services. Salespeople should have the opportunity to service their customers with strength and integrity and have the opportunity to grow and succeed in their sales careers.

Businesses should have the opportunity to serve their customers and their employees and to prosper in doing so.

Is this a pipe dream? No it is not! Great companies thrive every day working just this way and your company can too! Great companies and great salespeople don't participate in Cold calling 1.0 – that 'numbers' game - because it doesn't work. Cold Calling done properly does work but not when executed within a 'numbers' strategy.

Cold Calling 3.0 is pitching to prospects that are qualified leads. Cold Calling 3.0 is pitching with a compelling message that connects directly to the needs of the prospect. You know this because you understand the market, the needs of the buyer and have done the research to support every single statement made.

All business people are looking for opportunities and if your pitch is presented as an intelligent opportunity that addresses the needs of the business then your calls will be welcomed. If you call with authority and make intelligent statements to gatekeepers your calls will be put through.

Cold Calling 3.0 also means that you look for every opportunity to warm your Cold Call pitches by using networking, connections, referrals and social media networks such as LinkedIn. You might also join the right

clubs and community and charity connections – these are all important sales tools.

At the end of the day, however, you will pick up the telephone and connect with your powerful and carefully crafted and compelling messages. You know that your messages are powerful because the prospect writes the pitch! The prospect writes the pitch because you look for responses on every pitch and evolve your pitch based on the positive and negative responses you get. You get better and stronger on every pitch. Cold calling 3.0 is about making an investment in your knowledge and presentation skills so that you are able to present truly powerful presentations! Your close rate will soar!

Take Away! - Selling by 'numbers' has given cold calling a bad name. Cold Calling can be used as an effective tool when used professionally. When done right is a positive experience for everyone. Take the time to develop your message and skills to present powerfully!

Selling 3.0

The sales process is a source of frustration for many. Salespeople commonly complain about their company's inability to support their sales efforts. Management complains about the inability of sales staff to work the corporate plan and achieve goals. Customers complain about businesses and salespeople who deliver little more than empty promises.

My experience is that most businesses fail to manage their sales and marketing teams effectively and the impact on business growth is substantial. Many businesses fail to grow as a result, or severely limit their profitability, because they struggle with the high costs of failure.

I have witnessed many businesses, which over a twenty-year period have churned through salespeople, only managing to hang on to one or two, for any length of time, and whose performances are mediocre at best

This, however, doesn't need to be the case. Some companies have positive and collaborative relationships with their sales teams and their customers. These are the companies that have stunning growth rates and consistently achieve their goals and overcome market challenges.

Let's take this problem apart! Why do companies need salespeople in the first place?

Companies wanting to grow need to tell their story and convince others to pay for their products and services. The world is a competitive place and most companies face competition from others that provide equal or

near to equal solutions. Companies need someone to go into the marketplace and tell their story and sell their solutions. Once the solution is sold, someone needs to build and deepen the relationship with the customer so that the company can be assured of a future with a predictable base of business.

This is the role of the salesperson. Simple!

Well, not so simple because the world is increasingly competitive and almost everyone with a budget to spend is inundated with suppliers wishing to capture a piece of that budget.

In the past, a peddler would get in his wagon and simply offer his wares and people would buy. Although this sales format has not really existed for sixty years, many businesses treat their salespeople as if the world has never changed.

Now, if you are selling iphones or Rolling Stones tickets you may be able to sell your entire inventory without much effort, but most of the time we are not so lucky. In fact, selling today is a complicated process of trying to get the buyer's attention, presenting our solutions to them in a way that separates us from the competition and then close the sale with the customer who may have many more pressing issues than finding a new supplier for paper towels, printing or whatever your product may be.

As a business, your salesperson should passionately represent your brand to the world. They should care as much about your company's success as you do and should do everything within their ability to drive

the success of your business. They should build a powerful profile for themselves and your business within your industry. They should work hard to know all the players in your industry and be certain that those players know them. Your salesperson should spend their time meeting people who can help them build their profile and their reputation and, most importantly, they should spend most of their time selling.

Selling is not easy! One way to make it easier and to grow business is to leverage everything in the business toward the sales effort. Bringing all the strengths of the business to assist the sales effort will increase your success rate. Salespeople who feel that they have their entire company behind them will sell more confidently and will approach their work with more enthusiasm.

Let's start at the beginning - hiring the right sales person in the first place and for the salesperson, not wasting your career with the wrong opportunities.

When a salesperson fails, it is often for many reasons, but it all started when they were hired. Hire right and you are more than halfway there!

Selling is similar to a game, like football or chess. In order to win, you need to understand the rules of the game and you need to have a desire to win.

In sales, winning is getting the order. The desire to win is balance between need and ego. Some sales people will have a strong desire to win because they have a need such as wanting a bigger house or simply

to pay their bills. Other salespeople don't care so much for the reward but they really like to win. Wanting the sale to fill a need makes for a poor salesperson because as soon as their need is filled their desire to win will go away. The best salespeople are those who want and like to win. Of course, motives that drive successful salespeople are more complicated than this but paying attention to motives is crucial to hiring well.

The desire to win, however, still needs to be in balance with your industry. A Wall Street stockbroker may be able to use his huge ego to steamroll his way to sales but the same approach might be deadly, if you are selling to physicians, for example. Every industry is somewhat different but every successful salesperson has a balance between ego and empathy. The ego is the drive, and the desire to win and the empathy is an appreciation for the needs and concerns of the customer and others affected by the sale.

The first step to hiring a successful salesperson is being aware of the range of selling styles that suit the company. Hire wrong at the beginning and nothing else that you do will make it right. As a salesperson, you must be honest with yourself about what you really want and what work you are capable of doing. No amount of training will correct the wrong choice of personality or the wrong sales role. When I graduated from university I was interviewed by Xerox, famous at that time for the quality of their sales force. I was interviewed by no less than eight different people and didn't even get the job! It was clear that I didn't fit their

profile, but it was also clear that they knew what they were looking for and were not about to accept less than their perfect fit.

Think about your company DNA. Would a prospective salesperson fit? Do not settle for less than a solid fit, because the salesperson is the public representative of the company. Your brand is too important! Going with less than perfect may seem like the right thing to do at the time because you have an immediate need, but it is more important to get it right. I am not talking about settling for an inferior salesperson. It is not about quality it is about the right kind of person to represent your company. It is important to be realistic about your company and the image of your business as well. Trying to hire better than suitable for your business will also frustrate.

Just like buying a pair of shoes. The pair you like may be on sale and may be your dream but if they don't fit, you're in for a lot of pain down the road.

Once you find the right person invest in their success by training them effectively. Have them spend a week or two inside following the order process to understand the flow and process of your business. Let them spend time in the factory to see how your goods are made, inventoried and shipped. Have them visit customers and competitors so they understand the needs and demands of the industry and who are the best and the weakest players.

Your new recruit should spend time shadowing your most successful salesperson. If this recruit is your first sales hire then they should spend time with the owner, a senior manager or ask an outside sales consultant to provide an introduction to the business.

The key is to make your sales person feel part of your business. You may ask why this is necessary. Are salespeople not supposed to be independent players who go out into the world and fearlessly knock on doors to uncover business?

The answer is no!

Salespeople have the same needs and concerns as any other employee. Even though they may have the ability to knock on a door cold and present your company, the better prepared they are, the better the tools they have, the better the training, and the more confidence they have, the higher their success rate will be. A skilled salesperson with the ability to fearlessly go into the world has a very strong sense of personal credibility. A professional salesperson knows that they are using their personal credibility to sell your company's products and services and the more professional the salesperson, the more concerned they are about maintaining that credibility.

The closer the salesperson's relationship to your company, the more they feel associated with the company's brand image and goals and the more comfortable they will be putting their personal credibility on the line. If your salespeople lack confidence in your business, they may make the

sales calls but will not give it their personal endorsement, which is an important part of sales success. The will sell with their words but not their spirit. Prospects will sense the uncertainty and the lack of commitment.

Selling is not reading a speech or handing out a brochure, selling is an expression of commitment and passion.

Take the time to make your sales staff completely part of your team and your chances of sales success will increase dramatically.

Selling by cold calling alone is a tough way to build a business and all but the toughest salespeople will lose interest. Marketing efforts should be combined with your sales efforts to leverage the work of your sales force. Newsletters, press releases, social media, networking, online sites like LinkedIn and paid advertising will support your sales team's efforts by paving their way with brand awareness. Make certain that everyone on your team uses every tool available!

Another important part of sales development is the setting of goals. The stronger and more well defined the goals the better for everyone involved – goals provide clarity and focus efforts. Solid goals also help salespeople by helping them define the reason behind the actions!

A well thought out compensation plan will create a strong incentive for your sales team to go the extra mile to get business.

When developing your compensation program, it is important to be realistic about the goals and objectives that are being set. Starting off with smaller, achievable goals builds confidence. When unachievable goals

are set, salespeople quickly get a sense of failure and lose confidence in their ability. Once this happens your sales program is bound to lose steam quickly.

A healthy sales compensation program for a salesperson should include an adequate base that allows them to work on building their territory without concern about how they will pay their mortgage or car payment. Automotive and sales expenses should be covered and all reasonable out-of-pocket expenses such as parking and entertainment should also be covered.

An important point here: it is critically important that allowable expenses be outlined specifically and in writing. What are "reasonable" expenses to one person may not necessarily be the same to someone else. To avoid potential conflict, tell your salespeople exactly what will be covered and give dollar specifics. Is your business okay with a salesperson spending three hundred dollars on a lunch? Outline in writing what will be covered and what will not be covered and the dollar range of acceptable expenses. When salespeople submit receipts for expenses, reimburse them promptly. It is not the role of a salesperson to extend credit to your business and slow reimbursement of expenses is a common annoyance for salespeople.

Please always keep in mind that in order for your salespeople to sell effectively, their confidence must be one hundred percent! Anything less will dramatically diminish selling effectiveness.

Sales plans should be devised together with your sales team. Encourage your sales team to stretch and reach for larger goals but do not impose the unachievable.

Commission and bonus programs should be clear and specific and you should be prepared to pay them. I have known companies that have set what they thought were unachievable goals and then tried to avoid paying the bonuses when goals were reached. Don't play games with your salespeople. Play it straight. As a manager, are you comfortable with your sales team earning more than you? I have seen situations where top salespeople are paid more than the company president and the salesperson's reward was losing their job because the president couldn't accept the situation. Do not establish a program that you cannot honour!

I have also seen programs where commission rates decline as sales increase. Programs such as this will suck the life out of your sales force. In the commission world, it is pay for play and if you are not comfortable with that, then develop a salary program. Whatever your program, make sure that it is honest and straightforward. Also, know that your choice of compensation must fit your industry and the type of salesperson you wish to hire.

If you are hiring a salesperson to manage an established territory, you may choose a higher salary and lower commission rate. If you are selling stocks, property or vehicles that require aggressive selling and little on-

going business then a high commission and lower (or no salary) may make sense. In the end, the compensation must make sense for everyone involved and must balance profit, staff turnover, recruitment and sales growth.

Take away - Get a clear and powerful vision and you can become a power to be reckoned with. This focus will allow you to professionally approach prospects and confidently pitch your products or services. Being clear and proud about who and what you are. Be certain of the value you deliver and the sales experience becomes much more rewarding to everyone.

Where are you heading?

Wherever you are, remember, your best thinking got you here! Success in business can be boiled down, in a large part, to understanding models that work. The better the models, the better the result.

The fundamental business model is very simple: create a product or service, define a customer, establish a price, close the sale, deliver the order, collect the money and realize a profit.

Sometimes it is that easy but usually the reality of business is not that simple.

I have written hundreds of business plans. My perspective is that the most challenging aspect of any business plan is not the financials, production or where to source the various inputs – these are the science of business. The most challenging and critical aspect of any business is determining the sales strategy – this is the art of business.

The sales strategy is the meat of the business; it is where the rubber hits the road. Get this right and you've got a business, get it wrong and you will struggle until you do get it right. We have the product but who will buy it, how much will they pay and how must we frame the message in order to compel them to act – this is the sales strategy!

What is your sales strategy? Answer these following questions accurately and you will have your strategy.

1) What business are you really in?

2) Where is the profit made?

3) What value do you deliver and to whom?

4) Define exactly who your are prospects (hint: phone book is not an answer)

5) Define exactly how you will reach out to your prospects.

6) Exactly what benefits do your prospects really want?

7) What will your prospects pay for your service or product?

8) Is there sufficient profit to support the business?

9) What is the compelling message your prospects want and need to hear to decide to buy?

10) Does your compelling message consistently represent your brand across every client touch-point?

11) What level of service is required?

12) What payment terms will your prospects demand and can your cash flow support this?

Does your current business model have a clear sales strategy? Without a clear and definitive sales strategy your sales results will be a fraction of what they could or should be. Without a clear sales strategy your company culture will lack clarity and direction – your team won't know where their business is going!

Define your sales strategy and get focus and direction in your business! If you're struggling to define your sales strategy, remember that your current thinking got you here – you're the problem but you're not necessarily the answer – to find the answer you need to think differently, find a new perspective and look outside of your current experience. Often an outside consultant can help a great deal here! Solve the

questions above and define your sales strategy and your business will thrive!

Taking strategy to the street and making it work requires understanding of your particular sales cycle. A cycle is defined as any complete round or series of occurrences that repeats or is repeated. A cycle is like a wheel spinning round and round.

A sales & marketing cycle is a series of actions and events that are continuously repeated to generate a sales result. The more often the series of actions and events are repeated the faster the sales cycle and the greater the success of the sales organization. Over time if the cycle is maintained and the quality and strength of the actions and events are improved, then the organization will grow and prosper.



Sales & marketing needs to be a cycle and not a process. What I mean by this is that effective sales and marketing is not a process that requires a

set number of steps to be completed in order to achieve a goal. Sales & marketing is a cycle that needs to be repeated over and over and over for as long as you are in business. Companies such as Coca-Cola have been in business for more than one hundred years but still need to advertise to keep their products foremost in the minds of customers.

Another important reason for keeping the cycle going is because getting our sales and marketing efforts moving is like getting a rocket off the ground. Enormous energy is needed to get things moving but once we have achieved some level of inertia, a more modest amount of effort is required to keep things in motion.

Many business start-ups however miss this point and budget little or no money for marketing. Owners will say that they can't spend money on marketing when they are not making money, but this is like saying that you'll get into shape after you run a marathon – things just don't work that way.

The good news is that marketing and sales efforts do not necessarily require a great deal of money. There are many strategies that can boost sales without you spending a cent. Sales and marketing is not necessarily about money (although face it, money helps). It is about activity.

Brand is a word frequently tossed around. Think of "brand" name products. The reason we purchase a "brand" over a similar non-branded product is that a brand provides a recognized level of quality. A brand gives us confidence in our purchase and we are usually prepared

to pay a premium for that extra level of confidence. An established brand also represents an enormous investment that the owner of the brand has made in quality, packaging and in name recognition. Brand recognition can also go beyond the brand product and represent the company or brand owner. Whether the brand is Coca-Cola or a well-known local dry cleaner, brand represents value!

Brand is important because it represents the value of a business. Why choose one bank over another? Why choose one soft drink over another soft drink?

We regularly pay more for brand name products and services because of the confidence they provide, and that is why branding is important! Building brand recognition creates value in our business. The greater the value of our brand, the more recognizable our business becomes and the easier it is to sell our products and services.

I have sold products that had the number one market position and have also sold the number two, three and lower-rated brands. I can assure you that selling number one is much easier. Buyers take your call and the sales process gets to "yes" faster.

Defining your brand is about deciding who you are and what you stand for. A well-defined brand is clearly understood and easily remembered and most importantly, must be true. There may be a fool born every minute but that is not a market I would personally target. Consumers may or not be smart or well informed but most people can sense when they

are being lied to. As humans, we sense when things we are being told are inconsistent with what we see or experience. In other words, calling ourselves "the best" or saying that we are the company "that cares" will not get us far unless those claims are true.

To determine what our brand should be look at our brand "DNA". Our human DNA, or biological code, determines our height, hair colour and almost every aspect of our physical development. Brand DNA represents every aspect of our business that influences our resulting service or product. Quality, design, hiring practices, employee and customer relations, history and location all affect our brand DNA. It is important that our brand positioning is consistent with our brand DNA. It is not so important whether we are a discounter or premium or luxury or innovative business but that we are completely true to that image.

Once we have determined that our brand is consistent with our brand DNA then we are in a position to take the steps to build our brand in the eyes of our market.

This process is not automatic! Just because we have a business does not mean our services and products are brands. Branding is a process that consistently presents and positions our company, products and services in a way that makes them memorable. A memorable, recognizable brand has value.

Without a brand, selling our services and products never gets easier. When we have a brand selling gets easier and easier. When your brand

is consistent with every aspect of your business then brand integrity will support your branding efforts. Solid brands support solid business growth.

Brand integrity is about walking the talk. Just as with people, if our actions match our words we build credibility over time. Each time our actions don't match our words we lose credibility. The same is true with companies and brands.

Whether your company manufactures concrete or provides accounting services start building your brand today!

Take Away – The greatest strength you can give to your businesss, or career, is to know where you're going and to develop a strategy to get there. Plans have power in them and the greater thought, effort, focus and energy put into your plans the greater your success! Don't ignore this point!

Tools of the Trade

Selling is never easy and the more tools you leverage toward your sales goals the more powerful the results! Social media is the most powerful tool to land in the lap of business in a generation. Social Media can build brand awareness, unearth prospects, engage and build connections.

Unfortunately, most businesses have little or no idea what to do with this amazing opportunity.

Here is the answer – or at least part of it!

In a world where a Google Adword can cost $100.00 per click or more Social Media offers an opportunity for business to skirt skeptical paid advertising and get right to their customers! Get your clients and prospects to connect and engage and they become partners in your success – true Mavens for your business!

Powerful stuff!

Social media can be used for a variety of goals so it is important to know what you want and where you're going. The tools in social media can be used for brand awareness, lead generation and direct sales depending on what you want to achieve.

The key to success is to understand the sales process, which is always the same:

1) Create the want through brand awareness

2) Deliver a compelling message
3) Connect with a qualified prospect
4) Trial close and then close and get the business

The following three stages will get you very real results in developing sales through social media. Remember social media is not selling and at some point you will need to sell and ask for the business! If your business requires a face-to-face sales element then real selling and closing skills will also be required. You should always be investing in the selling skills of your team – that includes you!

Stage One: Traffic

This is all about getting noticed in a busy, noisy social media world!

Start with the following Social Media platforms:

Twitter – your account should be based on the brand you wish to promote in the long run. Post regular updates that will be of interest to your target market. Follow everyone you do business with or wish to do business with in the future. Keep the spread between following and followers inside of 2000 or Twitter will classify you as a spammer and close down your account! Don't automatically follow everyone who follows you – lots of spammers out there! There are tools to help with this.

Hootsuite – this program will allow you to schedule your Tweets over busy periods so that your message is delivered consistently – even on weekends or when you're on holidays! The last thing you want is for your message to stop just when you're getting some attention out there!

Facebook – This should reflect your web and brand but with a slightly more casual design. 'Like' pages that you do business with or wish to do business with in the future. Facebook does provide a great opportunity to connect. I would not suggest connecting this with your real personal page. Create a social media persona so that you can become fully involved without exposing your real personal life. This is always a mistake.

Create a Blog – WordPress is a good format – either on the wordpress site or part of your own website – both have advantages. Provide solid, interesting content and publish regularly. Your blog can be automatically configured to repost on to your Facebook page. Make sure to include like and share buttons to make spreading the word so much easier. Blog articles also make great material for articles submissions, which is the fastest and cheapest method to drive SEO.

Create a Sound Cloud account and post audio versions of your blog! Use the same to post on your Youtube account. An audio version allows people to choose whether to listen as well as read. Hearing your voice or watching you on video is a great method to connect – much stronger than the written word alone!

Add Share and like buttons to all of your web pages to make it easy to promote your business – this really drives SEO!

Create a LinkedIn account and create a compelling profile that presents you and your business in the most professional and compelling manner

possible. Connect with everyone with whom you can reasonably expect to have a business relationship. Everyone in your organization should have a LinkedIn profile and all the profiles should be linked to your LinkedIn company page. Take your profile seriously and put effort into being sure it sells you! No silly photos please!

Create your own LinkedIn Group and take on a leadership role within your industry. Don't use your own group for pure self-promotion as it is tacky, a turn off for others and will limit membership.

Join LinkedIn Groups. You're allowed to join fifty groups. Pick them carefully and make an effort to pick groups where your ideal customers belong. If you're uncertain look at the profiles of your target customers and see which groups they are involved and join those groups.

Open a Google + account – content can be duplicated from other social media sites to minimize effort. Another opportunity to connect!

Create an email newsletter. These are less popular than in the past but still powerful! I use i-contact and use content from my Blog and so a weekly newsletter takes me about ten minutes to prepare each week as I have already produced the content for my blog. I have produced an email newsletter for 275 weeks in a row – consistency demonstrates discipline and focus to my audience – good things I think! Sign up for my newsletter on my website! Email newsletters are diminishing in value but still have impact. As currect trend continue I don't expect email

newsletters to have much value in the future – open platforms have a stronger opportunity to leverage content.

Open an Empire Avenue account to leverage your efforts and to broaden your engagement within the social media landscape. This is a powerful platform to gain real connections and help within the social media world. You can enlist the help of others to achieve your social media goals!

Open a Klout account to measure your performance against others. This will help you understand that balance is important and help prevent you from focusing all of your efforts on just one platform.

Sounds like too much work?

All of this probably seems likes a lot (and it is) but start slowly and build momentum over time. Even one hour a week will produce results if you are consistent. Content can be shared, varied and duplicated which does save much of the effort. You want to avoid being too repetitive, however, but material can be used multiple times, edited, and rehashed to create new and still interesting content. Promoting other's content is important in building a following and making the message more inclusive and open. This also helps on the content issue!

The important point is to develop a consistent and regular message that is consistent with your brand image.

Ultimately during stage one you want to build traffic and so measurement is important. Week by week, month by month you should see increased

traffic to your sites and blogs as well as increased connections in all areas.

What is measured can be improved!

Stage two: Engagement

Engagement is the part of Social Media that most people get wrong. Either they can't create enough of a connection with those they would like to connect with or they get stuck in the engagement and cannot move from engagement to closing the sale. I have built a significant business from LinkedIn – connecti online – engage – meet for coffee - pitch! This is a simple process that has worked time and time again. LinkedIn is a powerful tool to removing the gatekeepers that can get in the way but you must be strategic. Forget those sales emails to all of your contacts – this will only hurt you!

To begin the process of learning how to engage using social media I would strongly recommend starting with Empire Avenue. As a Social Media Stock Exchange you will quickly learn the ins and outs of leveraging social media to build real connections with real people to raise the awareness of your business. As the system is a trading house for social media you will learn what works and what doesn't.

These tools and experiences can be quickly translated to client and prospect relationships. Social media has become a powerful and efficient tool to connect with potential prospects. The result is that Social Media

will become an important lead generation tool and contribute to the filling of your sales pipeline.

Stage three – The sale

In my experience this is where most people either choke or overdo it and turn off the prospect. As discussed, in a recent Blog www.thesalesexperts.com the key to a powerful business development program is a Sales Pipeline full of prospects. As each prospect becomes ripe then that is the time to close and get the business.

How to know when a prospect is ripe? The trial close!

This is important and where the more subtle aspects of selling come into play.

Initially, a trial close is asking for a meeting – keep it simple – a coffee can move a relationship forward. It could be asking for an order, a potential referral or a long-term contract that can be developed overtime.

If a prospect appears interested then try a close. "Is this something that you would like to be doing fairly soon?" If they back away, explore further to see if there are objections that can be resolved right away. If not, then back off and put them back into the Pipeline and continue to market to them. If they are ready, then just ask for the order.

Always ask for the order!

How about Networking groups? Networking is NOT Selling and be careful of the networking trap - thinking that because you're chatting that you're selling – it is not the same thing!

Networking is important but it is not selling! Networking is a powerful tool – especially in a city such as London!

A long successful business career is built on many trusting relationships and many of these can start with networking. This could be joining Rotary, Golf Club or any place where people come together!

The more people you know the easier business will be for you!

Networking, properly done, however, is specifically not about selling it is about rapport building!

Selling is about identifying a buyer, presenting a compelling offer and then closing the sale – getting the order in the quickest time possible.

The difference between selling and networking is really the difference between selling and marketing.

Marketing is the process of brand awareness, development of a compelling message, and a clear offer that generates interest in the business, product or service. With an effective marketing program, which includes networking, presentations, referrals, blogs, social networking, paid advertising, web, SEO, etc… leads are generated (leads are people who have expressed an interest in the product or service) and then these leads should be sold.

Selling is the clear presentation of an offer and a request to do business (asking for the order). Smoozing and building rapport outside of delivering a clear pitch for business is not selling.

Order taking (waiting for someone to give us the business directly or indirectly) is also not selling.

In addition, none of the various marketing efforts listed above (included networking, presentations, referrals, blogs, social networking, paid advertising, SEO, etc) is selling – they are marketing! Marketing is important but it cannot replace selling (in most cases).

Here is the problem with many businesses – especially small businesses.

Many business people, including those with the title of salesperson are afraid to actually pitch for business and so stand around waiting for orders to fall into their laps. They keep busy networking and doing other forms of marketing hoping to generate enough awareness so that they don't need to sell.

This approach keeps many businesses small at best and kills them in the worst case.

Now, if you have amazing products and great marketing – take Apple for example – then selling is not an issue as there are more than enough orders to keep everything rolling over. Most businesses are not this lucky!

If you want more business then you are going to have to learn how to sell or develop some amazing products or services that have the world beating a path to your door.

A good business plan and sales strategy addresses the sales process and defines how customers are going to be found and developed, in increasing amounts, over time.

If you do not actually know where your next customer is coming from but are hopeful that the next person you shake hands with at a networking event will be ready to give you an order or a referral then your business is in trouble and your business plan is not complete.

If you do not have a clear plan for getting new customers and growing your business then get some help!

Is it time that your business adopted a better sales model?

One of the major differences between businesses that are stagnant and struggling and those that are vibrant and growing is a strong sales model.

Most businesses do not have unique, proprietary products or services. Website design, accounting, building products, recruiting, stationery are not significantly different from one business to another and having a compelling message and strong sales program is essential.

Building a sales system:

1) Develop a compelling sales message that separates you from the competition in terms that are important to your target audience. Work on your sales presentation skills and adjust after each presentation. Remember 'the customer writes the pitch' meaning that your sales pitch should evolve and grow with each presentation based on your prospect's reaction.

2) Assemble some professional sales collateral – high quality business cards at a minimum.

3) Get your name out there. A professional looking website, facebook, e-mail newsletter, twitter and a blog are the basics. To this can be added YouTube videos, strong presence on LinkedIn and focused business networking. Be consistent!

4) Develop a sales funnel. Every sale takes time to close, for a variety of reasons, and so it is extremely important to have as many quality leads as possible. Create a list of businesses that you would like to do business with and begin to contact them directly.

5) Use a sales management system. I like online programs like Salesforce or Capsule, which are free at the one or two user level and can be accessed via the web – even on your smart phone. These programs allow you to see the proposed value of leads so that you can determine how much activity will result in how many sales. Keeping this pipeline full is essential.

6) Know what you're doing next week. All of your marketing, social media and networking activity must result in face-to-face selling time. The problem is that most people don't like to do this and will use all kinds of 'urgent' activity to avoid selling. If your sales calls are not booked by Friday for the following week they won't happen. Allow this to go on for more than a few weeks then you will have some very difficult times down the road!

7) Never stop selling! Selling is the lifeblood of every business and it must happen constantly. If you experience regular dry spells in your business then you are not keeping your sales pipeline full! Make selling a priority and keep the business coming in! If you get too much business you can always raise your prices!

Most important is to realize that selling is a system and should be organized, supported and managed! Its success does not depend on the salesperson and if you are blaming your salespeople for the poor results you are looking at the wrong place – try the mirror! A good salesperson will thrive with a good sales system but the best salesperson can fail without the right tools!

Take Away – Selling should be a system! You should be selling everyday and every week. If you don't schedule your sales activity it won't happen. Develop a sales funnel and manage it on a daily business. Know where yoru business

will be coming from tomorrow, next week, next month and the month after that. Hope is not a strategy!

Get a Plan

A business plan can save your business! A lack of focus and unified effort can delay and slow business growth for months and even years. I have worked with hundreds of businesses and the vast majority of businesses simply react to events, few design an agenda and fewer still actually proactively drive an agenda toward a clear vision.

Most business problems are created when focus and planning is lacking.

A business plan, regularly updated, forms the basis of daily activity. With a clear and detailed plan you stop 'doing random' and start on the road to focused, driven activity, which can move your business forward incredibly fast!

A good plan shapes good decisions, brilliant plans shape brilliant decisions.

I have written hundreds of business plans for clients. Most have been well over sixty pages in length and some run to more than one hundred with full financial projections. The best business plans that I have written have approached three hundred pages!

Why so much detail? The more detailed your business plan the more exact the execution. Why would you leave detail out of a plan?

A complete business plan should include the following sections.

Executive Summary

Market Opportunity
Company Overview
Vision, Mission, Goals & Objectives
Business Strategy
Demand / Revenue Model
Product Strategy
Market Analysis
Environmental Sustainability
Competition
Marketing Plan & Strategy
Internet Strategy
Management
Operations
Risk
Present Situation
Financial Plan
Capital Requirements
Exit / Payback Strategy
Summary
Supporting Documents

Detail provides clarity and focus!

Could it be shorter? Could you leave some detail out and still convey the message? Sure, that is why the summary is included. Executive summaries are sold of most major books but would you toss out all books on the

library in favour of summaries? No! There is tremendous value in telling the entire story!

Think about an architect's plan, which provides all information required to build including specific details on materials. A qualified builder can take this plan and project the cost of materials and labour right to the dollar. Wouldn't that kind of plan be useful for your business?

A business plan should be a plan for the business!

Consider buying a franchise and you will understand the success of detailed plans. When you buy a franchise most include plans that are hundreds of pages long. The result? Business success that is many times more successful than non-franchised businesses. Put more power into your business! Planning leads to a stronger and more focused organization.

How your business is organized can have a dramatic effect on your sales success. Many businesses are designed around production or collection of receivables. If you want your business to grow you must be certain that every aspect of your business is geared toward getting the sale and keeping the customer happy. Every person in your company should have training on how their specific job can help the company's sales. The delivery driver, the accountant, the technical support person can all have an impact on the sale. Even the person packing the orders can have an affect on future sales.

When every person and every process in your business is focused on getting the sale and promoting a positive impression of your business, then you have a powerful force to leverage your business success.

I have decided not to deal with companies because of the behaviour of their delivery driver. A relationship has also been cemented by a helpful warehouse or accounting person.

Also, remember that many of your non-sales staff may have relatives or connections in their personal lives that could be important to your business. Bring everyone into the sales effort. Get everyone involved in the sales process and realize that every single aspect of your business has an influence on the sale.

Dirty windows, dirty delivery vehicles, poorly groomed staff and disorganized office or warehouse space all project an impression about your business to the public. Control that message!

Sales and marketing is not the same thing, but do work hand in hand to create results. If your business has these jobs separated, make certain that their desks are near each other and that all of their efforts are coordinated.

Websites are often an afterthought for businesses but they are of utmost importance. They are your opportunity to tell your complete story and pull all aspects of your business together. Make certain that every advertisement, every product, every box, every business card and every vehicle marking drives people to your website and that your website allows visitors to register and receive extra value in exchange for opting into an email newsletter program. Your website should be like the great campfire where everyone wants to come to feel warm, share and join hands! Websites can be this powerful! The message you project for your business is your brand and the more energy you put out there the better. Speaking is a great opportunity to grow business.

The fastest route to power, position and money in business is through public speaking.

The ability to turn the opinion of a crowd can get you the financing you need, the customers you want and position yourself as an important, powerful expert in your field.

Think of the politicians, religious and business leaders who have used the ability to speak in public to build a powerful profile and garner powerful friends. Think of Dragon's Den and the Apprentice that made stars out of

successful but really rather average business people. Think of Steve Jobs who used his public speaking skills throughout his career.

Why does this work?

So few people are prepared to get up in public and speak that even those who have mediocre talent get huge kudos. If you can become one of the few who can communicate powerfully whether to a small group or large then, in fact, you can simply choose your prize!

Speaking is one of the most powerful things you can learn to do for your career or your business.

You can visit a networking event and connect, meaningfully, to maybe four or five people, you can work hard and get three or four face-to-face sales presentations in a day or you could learn to deliver a powerful presentation and connect to a hundred or more at one time.

Record that presentation and thousands can view it on You Tube! A well-delivered presentation will establish you as an expert in your field and people will seek you out for your expertise – a great business position!

Imagine two scenarios.

The first you arrive at a business event full of strangers and do your best to introduce yourself and get some notice and perhaps collect a few business cards – maybe you will make one meaningful connection – if you're lucky.

The second is that you arrive at the event, greeted by the organizer, introduced to the movers and shakers and then you stand up and deliver your message powerfully to the entire group.

Which sounds like the better business proposition?

Imagine every situation that you need to speak to other people that you are always in complete control. You are never at a loss for words and in fact words, rather than a burden, are your playthings to be manipulated and used to achieve whatever end you desire!

This is what powerful public speaking can become – the power to influence large numbers of people in one moment.

So if you feel more Mr. Bean than Nelson Mandela there is hope. You can learn to get past the fear, you can learn to build the skills and you can learn to express yourself powerfully!

It may not be your goal to speak in front of thousands or even millions but you can learn to speak more powerfully to small groups – even within your own business.

You can start with Toastmasters or you can work with a coach but you should start. Don't worry about the fear because there are simple processes to get rid of fear as easily as scrubbing ink off the back of your hand – a bit of work but nothing worth getting into a fit over.

Take Away – Get your plan into place! Planning gives us power in a way that hard work alone just can't deliver. Take

all of your energy and focus it with laser precision – that is the power of a plan. Once you have the plan put the promotion and marketing energy behind it to drive it as far as possible – you will amaze yourself!

Perspective is Everything

Change your perspective and you change your mind! Find your edge, be your best, be bold, be wise!

Every moment of our lives we have a choice of how we will view a situation and how we will react – not reacting is also a reaction. Instead of running away from the things that scare you it is actually easier to learn not to be scared.

We are scared of too many things.

When we bump up against our edges, our limits, our comfort zones, we can embrace the discomfort and play with our edge by pushing gently and stretching or we can react! We react by eating, becoming angry, drinking, abusing what is best about ourselves and we become destructive.

Yoga philosophy encourages participants to be gentle with their bodies and minds but to always be touching the edge. Push less or push more but always pushing and mindful that the practice is life long - given time we will all become our full potential. "Practice, practice, all is coming." Are the words of Ashtanga Yoga founder Sri K. Pattabhi Jois.

In business, selling is the edge for most people. In selling and business we don't need to win everything today but we need to win!

Selling is a challenge for most people in business (even salespeople) and the result is avoidance. Business owners don't want to sell and so spend money on expensive marketing instead hoping to make the phone ring – this rarely works effectively. Money is spent on joining network membership clubs, SEO, continuous review of marketing and branding, which are all fine activities but they are not selling and selling is what builds business!

1) Selling must become your priority and every aspect of the business must be geared toward getting more business and building deeper connections.

2) Get out there! Use powerful on-line tools like Linkedin to build connections and raise your profile and then meet people face-to-face. Every time you have a meaningful connection with a potential business contact move it forward and suggest a meeting over coffee. Don't be pushy but let them know what you do! Forget the 'how can I help you find what you're looking for' line. It is a line and although it sounded good the first time I heard it now it is simply lame and lets me know the person doesn't really care. You're in business tell them why your business excites you and ask them about what they do. If you really think you know someone who might benefit tell them and get them the details – don't make a drama over the process. Be real with people – they know!

3) You wear two hats. If you are a business owner, you wear the hat of doing the work and the hat of business ownership. Know what hat you're

wearing. When you're selling you're not the business owner and selling should be your focus. Sell! If they are not interested or cannot buy then thank them and move on! Don't waste your time or theirs. Nothing wrong with building connections but be realistic about the amount of time you're going to put into a vague outcome! Really!

4) If you are afraid of selling then recognize it, admit it and deal with it! It will kill your business if you don't. If the owner of a business cannot sell then nobody will sell for you and you won't be able to effectively hire or manage salespeople. Unless you can invest in hiring a sales manager then learn to sell yourself. Identify what the fear is and face it. Do whatever it takes to get rid of the fear and get back to selling! Toastmasters is a great, cheap start for many people!

5) Avoid avoidance! People who are afraid to sell do all sorts of things to avoid selling – marketing, networking, trade shows the list goes on and on! Sit down and figure out who you want to do business with and then figure out the shortest route to connect with them and then connect!

6) Schedule your toughest activities for the first of the week and give them the highest priority. Design your week's schedule on Friday and book as many meetings as possible. Look at your advance week and ask yourself if that amount of sales activity will generate the business you need down the road!

7) Never wait for the phone to ring! If you ever catch yourself looking at the phone or checking emails hoping to discover someone chasing you then you are avoiding what you need to be doing!

8) Love your business and get passionate about telling the world why you are the best – whatever you do – and if you are not the best then get working on that but at least be the most passionate!

Don't let selling be the wall that holds you back from achieving your goals and dreams. Figure it out and get good at it.

Honestly, I see too many people who have given up on life and their business – and it shows! They put in enough effort to pay the bills and then avoid everything else.

Look in the mirror! Is this the 'you' that you always wanted?

If the answer is yes then fine and live your life according to your rules. If however, you are not pleased then change it today. Fears are perception so change your perception – it really is that easy!

'Find your edge, be your best, be bold, be wise!' Make life work and be happy! Your customers will love it and you will be happier!

Being happy just makes life better. We have a better time, people like us more, business improves, health improves – hey, life becomes worth living.

So why are so many of us unhappy?

Walking through the streets on London, taking the Tube and quickly observing the passers by it is hard to imagine that many people are happy. Heads down, a scowl on the faces and a generally disappointed look suggests that few people are happy.

Generally, people seem disappointed with life and angry at the whole world.

It is easy to imagine why people might be unhappy. With most people in debt, divorced, overweight and with disappointing trends on the immediate horizon life does not always seem brilliant.

The problem with being unhappy is that depression – even mild depression – tends to lead to behaviour that supports and reinforces unhappiness.

Being unhappy makes us unhappier.

The world – especially a city like London – holds all the possible opportunity for anyone to change his or her circumstances. Depression and unhappiness makes those opportunities difficult to spot.

The answer, like most answers to complex problems is simple.

To be happy you just need to be happy! To be happier you need to be happy more of the time. Too simple? Let me explain my approach.

I begin with two basic assumptions:

1) We are capable of being rational

2) We accept that we have free will

By rational I simply mean that we can follow and accept a logical concept.

By having free will I mean that we accept the idea that we have complete choice over how we respond to the world around us. We cannot, necessarily, change the world around us but we do have control over how we feel about it.

We can look across the living room at our spouse, whom we once loved, and decide to love them again – that is our choice. We can decide to love our jobs, spouses, noisy neighbours, barking dogs and delayed trains. We don't have to but we can – that is free will.

We cannot control all of the things around us but we do have one hundred percent control over how we feel about those things. No matter how difficult a situation how we respond is always our choice. If a loved one is in trouble we may not choose to be happy but that choice is always our and ours alone.

We can bemoan life or we can revel in it – it is all good really – even the bad stuff. Take a breath – feels good to be alive doesn't it?

So we have a choice to be happy or sad! Every moment that you feel upset at something ask yourself if this is how you really choose to feel – then choose to be happy. It is your choice, to make that choice, every moment of everyday!

Try it for a day and see if the world responds differently to you.

The train is a good time to read or make plans, enjoy your customers and your work mates. Love your work (or love finding a new job)! Cherish every moment with your children, spouse, and mates or just enjoy your own company. Try it for one day and I bet you'll have a great day!

I have recently made the decision to make the choice to be happy every moment of everyday - to stop fighting life and to just live it with a smile on my face and for everyone around me.

Guess what?

I am having a better time and my life is going much more smoothly! Nothing like the obvious!

Remember, if you want more of something then do more of that thing! Want to run faster? Do speed work. Want more energy? Exercise more! Want to become more productive? Take on more everyday? What to become a more honest person? Stop lying!

Change is easy! You just need to change! Get happy!

Take Away – We ultimately chose our life so why not chose a powerful, interesting and happy life. The past is gone and doesn't exist except in our own minds – let it go and choose the powerful future you want! Make a decision to change!

The Rich Get Richer…

The rich get richer; it's the law of the land!

It does seem like the rich get richer. In fact, studies have consistently shown that rich people are getting richer all the time. Over the last few decades more money and resources has moved into fewer hands then ever before.

Why?

I have a theory. I do not believe that rich people are smarter than people without a great deal of money.

I do know, personally, some very rich people. People who are worth in excess of £100 million – to me, that's very rich!

I have known them for years and have spent a lot of time with them in their homes and I believe they are no different than many middle class families.

So what makes them rich?

I believe it is expectation. They expect and believe that they will have wealth and abundance and so they do. Other people expect to get by and they do that. Still others expect to live comfortably and that is their reality! I believe that rich people expect and believe to be rich and so that is what they manifest in their lives!

We can do the same!

I do believe that we create our reality as a result of our vision of the world. I believe that this is true about every aspect of our lives!

The concept of Creative Visualization suggests that creating a detailed schema of what one desires and then visualizing it over and over again with all of the senses will create that reality in our lives (i.e., what do you see? what do you feel? what do you hear? what does it smell like?). For example, in sports a golfer may visualize the "perfect" stroke over and over again to mentally train muscle memory.

In one of the most well known studies on Creative Visualization in sports, Russian scientists compared four groups of Olympic athletes in terms of their training schedules:

* Group 1 = 100% physical training;
* Group 2 – 75% physical training with 25% mental training;
* Group 3 – 50% physical training with 50% mental training;
* Group 4 – 25% physical training with 75% mental training.
* Group 4, with 75% of their time devoted to mental training, performed the best. "The Soviets had discovered that mental images could act as a prelude to muscular impulses."

Belief is powerful medicine, even if the treatment itself is a sham.

This is seen with the Placebo Effect!

A man whom his doctors referred to as "Mr. Wright" was dying from cancer of the lymph nodes. Orange-size tumors had invaded his neck,

groin, chest and abdomen, and his doctors had exhausted all available treatments. Nevertheless, Mr. Wright was confident that a new anticancer drug called Krebiozen would cure him, according to a 1957 report by psychologist Bruno Klopfer of the University of California, Los Angeles, and entitled "Psychological Variables in Human Cancer."

Mr. Wright was bedridden and fighting for each breath when he received his first injection. But three days later he was cheerfully ambling around the unit, joking with the nurses. Mr. Wright's tumors had shrunk by half, and after 10 more days of treatment he was discharged from the hospital. And yet the other patients in the hospital who had received Krebiozen showed no improvement.

These stories are common and documented. Every test of a new drug includes a test group who are given a Placebo and often with significant results.

We can do more in our lives then just think positively and make the most of a bad situation – seeing the world with rose coloured glasses!

We can believe that our world is different and in believing make it so or we choose to fail!

Like most high achievers I have battled with failure and have fought self-limiting beliefs. I have studied NLP and considered dozens of theories of why some of us can face the daily battles of life with a smile and a laugh and why others need to struggle more.

As a business consultant, sales recruiter and speaker I connect with people everyday whose fear of failure holds them back. This affects careers, businesses and relationships. In the end, it is our fears that create failure. The biggest hurdle for most of us is not the work or skill to become successful but simply accepting that we are able to become successful at all. We lack the confidence, self-esteem and self-love to expect success and our doubts create failure.

I believe that most approaches to failure over complicate what is really a very simple problem.

I believe that we fail for one very simple reason – we choose to fail!

Before I explain my position let's get on the same page about a few things.

I believe that as humans we all have free will and the ability to decide how we feel about anything that is happening directly or indirectly to us. In other words, reality is perception and how we perceive our world determines our reality.

I believe that if we have fully participated in an activity and enjoyed ourselves then we have succeeded. I am not talking about winning and failing in absolute terms but winning or failing in our ability to effectively participate in life.

I believe that if you are able to take on any challenge that interests you then you are a winner.

I believe that if you walk away from opportunities, avoid challenges, and do not try because of some fear then you are a failure – you have failed!

So, to restate my position I believe that people fail because they choose to fail. Failure is an opportunity available to all of us and some of us choose it and some reject it.

Why do we choose failure?

The short answer is that when we choose failure we do not love ourselves, which is really about self-esteem. We are not born wanting failure we learn to be this way.

I believe that we are all born as innocent humans with everything we need to succeed. Look at small children play. They run and fall, they sing and dance, they will respond to all stimulus positively and joyfully. Children equally learn English, Chinese or Russian depending on where they live. Toss a new born into water and they can swim.

We are not born to fail. We are born to live and to succeed. We choose to fail because we believe we are not worthy to succeed!

We actually learn to fail! We learn to choose failure. I believe that when we are born we love ourselves, and the world around us, but that we learn over time that we are not worthy of love (even from ourselves). The result is that we doubt our abilities and develop a fear of challenge – we learn to believe ourselves as failures and so we fail. We choose failure!

What is the answer?

Well, it could be a lifetime of analysis or a fortune in self-improvement courses or we could simply choose to love ourselves as children do. When we do this our self-esteem soars and then fear disappears – challenges become simply fun. We can only have one thought at a time choose love or fear.

Try a little experiment. Think of a challenge that frightens you – got it?

Now put that fear aside and think of a parent holding a newborn child. Imagine all of the perfect love – the circle of love – the parent for the child and the child for the parent. No judgments or expectations just pure love. Got that feeling of love and perfection? Now imagine that you are both the parent and the child – that is the feeling of self-love!

Powerful isn't it? Hang on to the feeling for just a few minutes longer and go back to the challenge that frightens you. Is your feeling different? Even just for a second?

Learn to love yourself in this pure and uncomplicated way and you will learn to succeed. It takes practice as our negative habits run deep but you can learn to love yourself and embrace every challenge without fear.

Once we accept ourselves then we can simply enjoy life without the backing away from goals and ideas. Once we love and accept ourselves then we will also begin to love and accept those around us – life becomes better!

Is it worth a shot? I hope it is, after all, you're really are a winner!

What are you really afraid of? Try a new way to look at fear. We all face fears everyday that prevent other actions from being taken and goals being achieved. We might have a dream but cannot overcome our insurmountable fear and so we avoid the challenge.

We may want to develop presentation skills but are afraid of speaking in public, we want to start a business but are afraid to risk our assets; we are in an unhappy marriage but are afraid to be alone. Our fears are as varied as our personalities.

The fact is, most people fear a consequence that doesn't exist.

My father was afraid of bees. He was not allergic so there was no life or death consequence he was just afraid. My mother had no fear of bees and would let one land on her arm and would simply gently dust it away. Very different realities!

I have learned, over-time, that projection makes perception. The world you see is what you give it, nothing more than that.

Our fears are our personal 'reality' and are witness to our state of mind, the outside picture of an inward condition. As a man thinketh, so does he perceive. Therefore, do not seek to change your world, but choose to change your mind about the world. This will change your life! Perception truly is a result and not a cause.

I have not met Richard Branson but I do not imagine that he lives with much fear. Everyday whether in business or flying in a balloon, he risks everything and he has done so for years. Reading his biography 'Losing

My Virginity' I am not given the impression that he is a genius but rather someone who has never avoided a challenge and so has won more often than lost.

You can't win if you don't play.

If you understand that fear is not real your life will be very, very different!

Fear is not of the present, but only of the past and future, which do not exist. There is no fear in the present when each instant stands clear and separated from the past, without its shadow reaching out into the future. Each instant is a clean, untarnished moment. Live in the moment, be present and fear cannot affect you! Living in the moment is a powerful change that can increase your ability to get what you want. Doing what is important right now and focusing your attention completely on that makes every experience powerful – whether giving a speech, a sales presentation or playing with your children. People sense that you care and they react accordingly. Your personal connection to your world gets stronger and more fulfilling.

Understanding fear can be a challenge but the moment you understand that it is not real then life really starts to get interesting!

Take Away – this is an easy one! Attitude is everything and we can decide in one moment how we will view our life! Our mind is incredibly powerful – use it to create your own reality and your own circumstances!

Win Every Sale Every Time

This is really the holy grail of selling – how to consistently close, all day, everyday.

Is it possible?

Yes, it is and I have done it! It is 'selling in the zone' and this is how it is done!

Know your product and industry. This is key! Learn everything about your product, features, benefits, pricing, competition, quality, faults, everything! Know your stuff, inside out and backwards, plus know the competition. This will give you the tools to effectively present to the client and easily overcome any objection. Develop a compelling presentation and learn to deliver it with powerful enthusiasm! Get good!

Your knowledge will convince the prospect's intellect.

Your enthusiasm will win the prospect's emotions.

Know your customer. Take the time to identify clearly who is your customer. Don't make the mistake of trying to sell to people who will never buy just because they are willing to speak to you. This is a common mistake of salespeople because it checks the activity box. Selling is getting what you want by helping other people get what they want. If they don't want it then move on – do your homework so you never pitch

where you're not wanted! Your marketing should only be attracting the right prospect and your lead generation should do the same.

Develop a compelling message that will strike at the heart of your prospect's needs. I have written hundreds of articles and some headlines grab attention. I have done the same with product and service pitches. Your pitch must grab the attention of your prospect. One of my favorite expressions in sales is 'the customer writes the pitch' this means that the pitch evolves based on prospect response. The pitch isn't what interests you. Forget your needs! It is about them! Listen and watch as you pitch – evolve and sharpen your pitch every time.

Make it impossible for them to say no! If you have the right prospect and they want and need what you are selling then craft an offer they cannot refuse. Look at the price; develop creative offerings, volume discounts, and guarantees, whatever it takes to fully capture the imagination of the buyer. Make it as easy as possible while still making money. Most businesses miss the point that a sale can be crafted many ways. Think about the mobile phone you get for free! We all know nothing is free but we have all taken these deals – could your offer be crafted this way?

So here it is!

1) You know your stuff – so that nobody knows better than you!

2) You know your customer so that you only to pitch to real prospects.

3) Refine a compelling message that captures the imagination of the prospect. This is not easy but get it right.

4) Craft the best, profitable, offer – make it very, very easy to buy!

5) Always maintain a clear vision in your own mind that every prospect will buy!

6) Pitch and close with tremendous enthusiasm and complete conviction – no doubts!

That's it! Go sell something!

Three mistakes that will kill the sale! Lots of people think that all salespeople do is talk, if you have tried your hand at selling then you know that this is not true. Selling is a skill that few can manage effectively. Most salespeople are order takers – which is still work – but without the rewards granted to those who understand the art of the sale.

Selling at the top level takes drive, focus and a keen sense of strategy.

What are the three mistakes that will kill the sale?

1) Don't Engage

Sure, most salespeople are good talkers but that alone won't get the sale. It is about engagement and that is much more about listening than speaking. Find some common ground (sports, travel, children) and connect on a human level first. Don't overdo it – getting too personal will hurt your efforts – but show a dash of interest in the human in front of you. Generally, you should not be speaking more than twenty-five percent of the time. Listen carefully because if you let people speak they will give you important clues to what is important to them. Listen to engage!

2) Miss the pain

Everyone has pain and if you miss this you are missing a big one! When you let people talk about their business and if you listen carefully you will find the pain in their business. Perhaps it is frustration with cash flow, employees, suppliers or they are simply tired. Find that pain and you will find an important key to connecting with your buyer. The pain does not have to be directly related to your offering but understanding what is important to the buyer will allow your to present your offering in a manner that will connect with them. Find the pain!

3) Take your eyes off the prize

Whatever your reasons for being there – to request a meeting, book a presentation or to get the order - stay focused on making that happen. Before you get in front of the buyer, whether in person or on the telephone, know what your goal is and make the achievement of that goal crystal clear in your mind. Visualize it happening just before your meeting and stay focused on that outcome throughout.

Most sales are lost long before the pitch – don't let that happen to you!

Take Away – Always be selling and use all of your positive personal power to get the result you need. Don't let doubts and fears get in the way – they are not real anyway. Life, is a state of mind!

Leads, Real leads Please!

What is a lead?

Well, it is not a telephone phone book or an industry association membership list. A lead is the detailed contact information of someone who has expressed specific interest in the products and services you sell.

They visited your booth at a trade show or called and spoke to a customer service person about dealing with your company. They responded to a direct mail piece or emailed asking for your free white paper on industry issues. Maybe they have subscribed to your company newsletter.

However the person's contact information was collected, they have made the first move toward building a relationship. They are interested in what you make or in what you do. This is a lead!

Leads represent powerful potential for salespeople. A good salesperson can convert a serious lead into a customer quickly. Converting quality leads into customers is truly the best use of a powerful salesperson.

It is not an easy thing to convert even a highly motivated prospect into a customer. It is a skill that only an experienced salesperson knows how to manage.

Ask yourself how many times you have been ready to buy something but have ended up walking away empty handed, because the person you were dealing with simply did not understand how to sell.

If you owned a seafood business, wouldn't you prefer to send your boats into waters filled with fish? Of course you would! Then why do so many companies refuse to invest in quality lead generation? I have asked many sales managers and company owners this question and the answer is usually some version of "it's the salespeople's job to find new business".

Lead generation is NOT the job of sales people. Lead generation is a marketing role NOT a sales role. The role of salespeople is to close leads. This is not always the reality but this is the ideal approach. Leads are best generated by support staff.

Now, in reality, lead generation is done by many salespeople simply because they are likely to find qualified prospects in the course of their day. The important thing to know is that if your sales people are finding their own leads then they are wasting their time and skills. Lead generation can be done by inside marketing staff using a variety of lead generation techniques.

Sophistication is achieved through specialization. Think about a one-man-band compared to a symphony orchestra.

Sales people are closers! Don't waste their time and credibility and your investment by having them do jobs that could be done by someone else.

The most successful companies do not ask their sales people to generate leads. They ask them to close them. If you want to increase the sales of your business then invest in lead generation and hand the results to your closers.

Lead generation can be achieved through a wide variety of actions but the key is to hand off leads to salespeople quickly. Hot leads can get cold very fast.

Take Away – Know who you want to do business with – design a profile and use it to filter. LinkedIn is one of the most powerful sources of leads available. Learn to use the search functions and begin to connect with people that can change your business. Cold Calling strangers is just stupid! Get a good lead, warm it as much as possible and then pitch!

Sell More by Selling Less

Sell more by selling less

When I started selling, I followed what the senior guys seemed to be doing and of course what I was told to do by management.

What was that?

Organize the sales territory by customer and work out a sales call schedule that made the best use of my travel time. All of my accounts would be given the same amount of time and I would try to fit in a certain amount of cold calling into the weekly cycle.

Does it work?

Sure it does! I worked hard, kept organized and did pretty well.

Then, one day, everything changed.

I started to spend more time with a few large customers who had the potential to be even larger. I listened to their concerns, brainstormed solutions, and met with more of their staff in many different departments throughout the company. I soon found my sales were increasing dramatically. I reorganized my schedule so that I would still see all of the customers on a regular basis but the smaller accounts received a visit every two or three weeks instead of every week.

The time I gained was used to work with the larger companies. In fact, I worked even more hours by adding weekend product demonstrations in their stores. I supported my brands in their businesses, worked hard to provide ideas and solutions to help them sell more and make more profit. As a result, I was rewarded with more sales.

In time, I was selling five or six times what other salespeople in my industry would sell. The other sales people could clearly see what I was doing but none of them ever followed my lead. Even today, so many years later, they are still selling the same products and calling on the same customers in exactly the same way.

Selling more is NOT about more selling it never has been.

How could it be about selling more? How many hours are in a day? How far can you drive or how many telephone calls can you make? We are all limited by the number of hours in the day and if we are going to make more money, we need to work smarter. Now, I know that we have all heard the expression work smarter, not harder but I wonder how many really know what that means?

Here is a riddle.

Take a piece of letter-sized paper. Draw two small dots on each end of the paper. Now connect the two dots without drawing a line between the two dots.

How is it done? Well, just fold the piece of paper until the two dots meet, of course!

Some may call that a trick question. Not at all – just a different way to look at the answer.

If we are going to sell smarter then we don't need to work harder. We need to think harder and ask different questions.

In every industry there are the few who are selling six or ten or twenty times what the average person is selling. How is that possible? Well, clearly they are not working twenty times harder but chances are they are working differently.

Take a look at your work and pull it apart. Try different things. Look to different industries or different countries to see if something is being done differently that you might be able to adapt. Experiment, test, measure and evolve the way you do business.

There is always a better way.

My method of optimizing sales results was to envelop myself in my customer's business and to understand everything about their business and what made it tick. I got to know the people – all of the people. I brought donuts to the warehouse staff and cold drinks on the hottest day of summer.

As I understood and learned their business I saw opportunities to help. As I helped I became trusted, needed and valued. I became part of their businesses and they wanted to deal with me. They looked for opportunities to give me more business because dealing with me was easier than dealing with anyone else.

That was working smarter!

What does it take to work smarter?

At first, it takes hard work. It means taking your work home with you. Sometimes it requires the support of management who can see the value in what is being done. Strangely there are companies that want all their salespeople to make the same amount and will cut commissions to those who sell more than their quota. If that is your company find a better employer!

Working smarter needs to be supported by management but first the salespeople need to be inspired to be different, to think differently and to walk in the face of traditional thinking.

Are you ready to give it a try? Now let's look at pipelines.

Most sales pipelines are really sales drains wasting all of the efforts and money with inconsistent and poor activity!

With a background in sales my approach to business has always been to focus on the sales process first. If necessary, sell it first and then figure out how to deliver it!

Too many companies focus on process and not sales and so make several fundamental mistakes that can truly hurt the growth and even survival of the business.

A sales pipeline is simply a process of looking at how an order is obtained. In most businesses this is the process:

1) Create awareness
2) Connect with prospects
3) Create a need
4) Close the sale
5) Deliver the product or service
6) Put the money in the bank

The absolute essential element to a robust sales pipeline and, by extension, strong sales growth is the quality and quantity of the activity that generates the prospects. The more awareness created, the more leads. The higher the quality of the awareness the higher quality the leads generated.

In most businesses the buying cycle takes up to about three months to filter through the sales pipeline. If you do nothing this week you will feel the pain in about three months. The problem with this is that businesses that don't activity keep the pipeline full end up using short-term solutions to full the gaps in the pipeline. Too many businesses will pump up spending on Google Ad Words or cut prices to make the phone ring when efforts on marketing and outbound selling have not been strong enough to generate the results needed.

This erodes margins and brand value over time.

This is a major problem with small businesses where the owner is doing the work of the business and also the lead generation – a consultant or a designer is a prime example. When the business is busy nobody is selling and then when the projects are complete there are no new clients. The rollercoaster boom and bust cycle becomes a way of life and this can be deadly to a business.

The answer?

Never stop selling!

Be consistent on your social media, networking, marketing, paid ads, blogs and direct sales! Spend the same minimum amount of time on these activities no matter how busy you are even if this means using a subcontractor for your work. This is essential to building your business and getting out of the roller coaster cycle.

There are skills, tools and tricks to developing a vibrant and robust sales pipeline – take the time to learn the sales process and commit to making it happen for your business!

1) Social media if done correctly will draw hundreds of visitors a day to your web site. Know how to do more than just tweet!

2) Learn how to evaluate what networking events suit your goals and how to prepare to get the best results.

3) Learn how very inexpensive SEO tools can keep you on the top of the page! Don't waste your money on things you don't understand.

4) Learn how to get thousands of followers and connection and leverage them for referrals and increased business.

5) Learn how to conduct an outbound selling program that fits your business and personal style to connect with target businesses!

Take Away - Keep your pipeline full and you will never be concerned about the growth of your business. A full pipeline will provide you with a predicable revenue stream and the ability to adjust your marketing mix ahead of the curve to adjust for market changes.

End

Thank you for taking the time to read this – I enjoy sharing my ideas and am thankful when anybody invests time to consider my thoughts! In closing, I simply want to you to know that you are perfect – different from anybody else – but perfect and capable of achieving every dream you have!

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