



Vanguard

The Three Dimensional Sales Skills Development Program



www.jonathanfarrington.com



Introduction

Today's 'traditional' salesperson is just as effective as the high performer at explaining features and benefits, relating a service or product to the customer's need and closing a sale. But above this plateau of competence, the very best performers are busy defining the basic skills of tomorrow.

In skills development the key words are **continuous improvement**, and in today's selling environment there is less time to bed-in, as organisations need to see a swift return on their investment. As a consequence, development organisations need to review their own methods of delivery and the range of solutions they are able to offer.

We are continually assessing market needs and thinking; **VANGUARD** has been developed as a complete suite and is the only sales skills development program available that is delivered in three stages i.e. Foundation through Advanced and up to Collaborative. In other words, it develops sales professionals from the "apprenticeship" stage to "master craftsmen."

We also recognise that successful selling has become an exclusive club of highly skilled professionals where, for example, product knowledge, questioning techniques, and objection handling are the cost of membership – not leadership.

However, it is not possible to equate experience or seniority with success - i.e. some people have ten years selling experience, most have one year's experience ten times, because they have failed to complete their development.

The task of selling never becomes any easier and as competition continues to intensify, sales people will face issues that can be extremely difficult to deal with - i.e. decreased product uniqueness, increased competition within 'safe' markets, longer sales cycles, and shorter product life spans. Every organisation that intends to survive in the re-engineered environment that arrived with the new millennium must, in our view, respond to those realities.

Today's clients/customers are looking for vendors who can be business partners, who are willing and able to share risks and who are able to properly manage the entire sales process.

Thus we can identify that there are three dimensions to selling.

Recent exhaustive surveys suggest that only 5% of professional salespeople reach and remain at the highest level, which we call **Level 3**. A further 15% attain **Level 2** status but the majority – i.e. a massive 80% - remain at **Level 1** in terms of potential achievement.



Level One salespeople sell products and depend on having the right technical solution for the customer's specification.

Level Two salespeople sell solutions, which changes the salesperson's image from 'sales rep' to 'business consultant' and positions him/her as a strategic resource.

Sadly, that is as far as 95% of the sales population ever progress because they do not have the necessary skills to break through that invisible glass ceiling into the **Third Dimension**.

Level Three salespeople are able to first identify and then capitalise upon the political component of the buying process. They develop and sustain strong commercial relationships at all levels within their accounts and these relationships endure because they are based on mutual respect and trust. Their clients feel secure, so secure that they would be fearful of changing supplier. **Level Three** salespeople rarely, if ever, lose an order that they really want because they are always in control. They have identified that in marketplaces where product uniqueness and technical expertise are no longer enough, it is they, themselves, that make the difference – their superior skills.

It would be easy to suggest that everyone has a limit to what they personally can achieve, and certainly intellectual 'band-width', ambition, drive and desire all play a part. But we believe that, in most cases, success limitation is self-created and stems from a number of internal inhibitors, for example:

Commercial Acumen: Collaborative sales professionals have high levels of 'strategic awareness' and they can communicate with board-level players - the economic buyers - using common language and terminology. Level 2 performers, unable to demonstrate credibility when discussing financial, commercial, and political issues, are usually left behind.

Competitive Courage: In order to achieve consistent levels of success in today's environment, it is necessary to be able to pro-actively target competitors and their client base. Any individual who lacks the guts for a fight, and is not comfortable with competitive selling, will severely restrict their potential.

In essence, this program is designed to provide a route map, which will greatly assist committed professional salespeople to break through that final glass ceiling.

In order to illustrate what constitutes **Level 3 - Top 5%** - performance, the two tables overleaf indicate what you should be aiming for.



EXISTING SKILLS SET

	FOUNDATION LEVEL 1	ADVANCED LEVEL 2	COLLABORATIVE LEVEL 3
Pre-Occupation	The Sales Event	Business Process	Long-Term Outcome
Focus	Product	Customer / Competition	Customer's Commercial Objectives
Value	Product Options	Application Solutions	Strategic Direction
Financial Focus	Competitive Price	Profitability	Long Term R.O.I
Operating Level	Users (Casual)	Recommenders (Mutualistic)	Decision Makers (Symbiotic)

DEVELOPMENT

	FOUNDATION LEVEL 1	ADVANCED LEVEL 2	COLLABORATIVE LEVEL 3
Selling Mode	Me - Too (No Control)	Me First (Partial Control)	Only Me (Account Control)
Operating Mode	Consistently Reactive	Reliably Responsive	Deliberately Pro-Active
Political Awareness	Vaguely Aware	Politically Agile	Politically Astute
Use of Resources	Not aware of ROI Need	Aims at ROI	Secures High ROI
Achievement Level	Inconsistent	Consistently Achieves	Consistently Exceeds



VANGUARD – The Options

As with all our programs, we offer four alternative delivery options, depending on your specific requirements.

Option One: In-House

We can provide a three day highly interactive "in-house" program for a maximum of twenty delegates. Our fees for providing this service will depend very much on your location and which Level you require.

Option Two: On-Line

Or, utilising the very latest web-conferencing technology, we can deliver all three VANGUARD modules online, again for a maximum of twenty delegates.

Option Three: Self-Teach

Or, we are able to offer each of the three programs in a self-teach modular format that allows students to complete a course at times most convenient to them. Each course is delivered in ten to twelve modules and consists of a comprehensive delegate pack, self-paced visual presentation with audio and final assessments.

Option Four: Site Licence

However, if your organisation is committed to the ongoing development of your personnel, we are able to provide annual site licences, giving you unlimited access to any of the three levels or to the entire suite. We can even badge all courseware and presentation material with your own company logos.

Which Level?

The successful development of sales professionals should be a gradual and ongoing process – after all, you would not contemplate climbing into a Formula One racing car the day after passing your driving test! – and if you are uncertain which level of training is appropriate, we can provide you with an extremely accurate assessment, using one of the most sophisticated, objective, measurement tools available.



Program Content – Level One

- 1** **MODULE ONE: Introduction & Objectives**
Professional Selling – An Overview
The six key elements. The position of selling in the total marketing process. Market trends.....
- 2** **MODULE TWO: Planning To Win – Personal Management & Time Management**
Identifying time robbers. Emerging from comfort zones. The “Law of Expectation”. Taking control.....
- 3** **MODULE THREE: Business Development – Target Marketing & Account Development**
Profiling successful hunters. Considering USP's. Sixteen strategies for finding new business.....
- 4** **MODULE FOUR: Communication – Verbal, Non-Verbal & Written plus Developing Assertiveness**
Secrets of communicating effectively. Empathy vs. Ego. Learning the language of the four buyers...
- 5** **MODULE FIVE: The Customer Imperative – Customer Focus**
Behaviour and its effect. The five rights to success. Building brick walls. Moving to preferred supplier..
- 6** **MODULE SIX: Sales Psychology – An Introduction**
Desire not ability determines success. PMA, success redefined. Great attitude = Great results.....
- 7** **MODULE SEVEN: Money Matters – The Fundamentals of Negotiation**
Creating a “Worth Analysis.” Cost vs. investment. Why “Win-Win” the only acceptable outcome.....
- 8** **MODULE EIGHT: Team Working & Team Building – The Basics**
Understanding roles and preferences – Meredith Belbin. What makes an effective team?.....
- 9** **MODULE NINE: Full Program Review**
A complete revision of all eight modules.
- 10** **MODULE TEN: Written Assessment**



Program Content – Level Two

- 1** **MODULE ONE: Introduction & Objectives**
Advanced Selling – An Overview
The Strategic Professional – A profile. The complex sale defined. Strategy and tactics.....
- 2** **MODULE TWO: Telephone Qualification** – The First Contact
How important is it? Value time. The essential questions. The key objectives.....
- 3** **MODULE THREE: The Exploratory Meeting** – The Component Parts
The most important element within the sales cycle. Uncovering the decision-making unit
- 4** **MODULE FOUR: Qualification** – Rigorous Objective Analysis
Four stage objective analysis. Can the opportunity be won? How can it be won? Is it worth winning?
- 5** **MODULE FIVE: The Professional Proposal** – How to Construct A Winning Bid
How to construct a professional proposal. Considering the contents. It is a selling document...
- 6** **MODULE SIX: Advanced Presentation Techniques** – For Presenting Proposals
The four elements of a successful presentation. The three laws of communicating your message.....
- 7** **MODULE SEVEN: Negotiating To “Win-Win” Every time** – Advanced Negotiation & Closing Skills
Understanding variables. Reacting to tricks and threats. Repackaging with credibility.....
- 8** **MODULE EIGHT: Account Management** – Developing the Opportunity
Building rapport. Seeking out further opportunities. The account review process.....
- 9** **MODULE NINE: Full Program Review**
- 10** **MODULE TEN: Practical Assessment**



Program Content – Level Three

- 1 **MODULE ONE:** Introduction & Objectives
Collaborative Selling Versus Traditional Selling – An Overview
- 2 **MODULE TWO:** **The Four Stages of a Collaborative Sales Cycle** – Covering All the Bases
- 3 **MODULE THREE:** **The Sales Platform & Sales Funnel Concepts** – To Manage Time & Opportunities
- 4 **MODULE FOUR:** **The Seven Habits of Highly Successful People** – Applied To Strategic Selling
- 5 **MODULE FIVE:** **Selling With NLP** – Advanced Communication Techniques
- 6 **MODULE SIX:** **Key Account Management & Development** – The KAM Model Introduced
- 7 **MODULE SEVEN:** **Uncovering the Political Element** – Recognising the Part That Politics Play
- 8 **MODULE EIGHT:** **My New Direction** – Creating a Personal Strategy for Success
- 9 **MODULE NINE:** **Full Program Review**
- 10 **MODULE TEN:** **Written Assessment**



Summary

Here are your choices:

You can read this, **do nothing**, and know in your heart of hearts that this same time next year you will **continue with the same unsatisfactory results** you have now.

OR in less than 12 months you can be among **that Exclusive Club of highly skilled sales professionals privy to THE insiders' sales secrets**. You too can break through that final glass ceiling and do as other Club Members do - take home **multiples of what they brought home the year before, every year, like clockwork**.

The choice is yours ... and the enviable results? Well, they are just a click away.

Break through **NOW!** **Contact Jonathan to discuss your precise requirements.**

Jf@jonathanfarrington.com



Communications House 26 York Street London W1U 6PZ
Tel: +00 44 (0) 845 026 4752

www.jonathanfarrington.com

Copyright © 2009 Jonathan Farrington.