

***BE DIFFERENT or be dead:* Your Business Survival Guide**

SECTION FIVE: BE DIFFERENT Sales

LEARNING POINTS

- It's all about *relationships*. Generating sales by building deep and meaningful relationships with customers provides greater financial benefits to an organization than sales produced by flogging products.
- *Brand* your warriors. Aggressively leverage your sales function to create competitive advantage. Think of your sales team and ask yourself, 'What are the things they do that distinguish them from everyone else?'
- Lose the sale, but *save the customer*. Do what is right for the customer in the long run, even if it results in losing a potential sale in the short run. The required sales behaviors are to own the customer forever, and to do whatever it takes to get there.
- *Mine* customer secrets. Hold your salespeople accountable to discover intimate customer knowledge and to make it available to the rest of the organization so that they can also use it.
- Get *addicted to recovery*. When things go wrong for a customer, Sales gets involved at the very onset of the conflict. Develop salespeople to be the customer's champion on the inside of your organization, to make things right for the customer and to reap the loyalty growth benefits of the recovery process.
- Say yes to more value; *no to lower prices*. Re-vector the sales mentality from reducing prices to get a sale to adding value to get a sale. It's a value game, not a price game.
- Listen, don't talk. Salespeople need to be active customer listeners, rather than be impressed with their own ability to give speeches on what your organization has to offer. Remember, it's all about relationships.
- Earn a spot on the customer's bench. By building deep relationships with your customers, earn the right to sit among them and to be an essential part of their leadership team.
- *Reinvent sales compensation*. Carefully. Salespeople do what their compensation tells them to do. Reinvent sales performance and compensation to explicitly align with the behaviors and outcomes your organization wants to see.