Success Factors

OUTCOME
BASED SALES

Comes With a **7**-DAY
SALES
CHALLENGE

WES BERRY
keynote speaker I wordsmith

Business Quick Reads
Series Volume 11

WALL STREET JOURNAL
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And 7-DAY SALES CHALLENGE

By: WES BERRY

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Preparing for Sales Success

"Approach each customer with the idea of helping him or her solve a problem or achieve a goal, not of selling a product or service."
— Brian Tracy

Outcome Based Sales
Sales   Wes Berry

Chapter 1

Understanding Outcome-Based Sales

In the sales world, most of us think of a salesperson sitting down with us and discussing their product's features, technical specifications, and of course, immediate benefits. But what about if, instead, the salesperson focused on a long-term goal or solution? What if they offered you *more* than an immediate benefit? What if they offered you a bigger picture look at how their product could sustain you over the long-haul?

Welcome to the world of Outcome Based Sales.

Let's take the proverbial vacuum cleaner salesman for example. Say a guy comes to your home, offering to sell you a vacuum. It cleans well, he says, and he even vacuums your living room with it to prove his point. It's light to carry. It's shiny. He's offering a sale of 20% off if you buy it *today*. Great deal, right?

Many of us would thank him for his time and send him on his way. Or even not let him in at all. We are busy people, after all.

But what if he heard from a friend that you were having guests over for the holidays, and he showed up at your door a few weeks before to ask what your concerns were. Uncle Alex is allergic to the cat? The baby will be crawling all over the floor and you need it clean? You mother-in-law will give the house the white glove inspection?

Then, knowing your concerns, the vacuum cleaner salesman tailors his sale to meet your needs. Instead of convincing you what a great machine he has, he tells you how it can not only make your holiday party prep easier, but it can keep on giving you benefits for months, and even years to come.

How? The hepa filter it contains cleans so well you won't have to worry about Uncle Alex and his allergies. Give the room a sweep and the baby can crawl all over it, without fear. Your mother-in-law will be impressed because not only does it clean the carpet, but it's suction actually fluffs the carpet's pile, making it look newer. And if that's not enough, it has an attachable shampooer so you can wash out the grime.

And, these benefits are compounded. The more you vacuum, the more benefits you reap. People using this specific vacuum weekly have

been found to have 33% fewer allergy problems than those with other vacuums. The device is easy to store, and the bag costs is 25% cheaper than other vacuum cleaner bags, saving you a whomping $156 per year! Also, the parts are under warranty, so if it breaks, the repair costs are free.

The list goes on!

Suddenly, instead of a machine for vacuuming your floor, you have a health-improving, cost-saving, family-friendly household miracle. It doesn't just give you a clean floor *today*. It improves your life and your holiday gatherings *over and over again*, the more you use it!

That, my friend, is outcome-based sales. The vacuum cleaner man found out what the customer's needs were and tailored his product to meet them. A happy customer will come back to him to buy vacuum cleaner bags, refer friends, and

possibly for future purchase. Hand-held mini vacuum, anyone?

Let's take a deeper look at this.

So what exactly is Outcome-Based Sales?

Outcome Based Sales is a customer-centric sales approach that focuses on delivering specific outcomes or results that a customer seeks to achieve. While the traditional sales approach focuses on sales of a product or service, rather than addressing the underlying needs of the customer, *Outcome Based Sales aims to identify and understand the customer's goals and objectives, and then align the sales pitch with those goals.* The focus of the sales pitch is on the results that the customer is seeking to achieve, rather than on the product or service itself. This could be anything from increasing revenue, to improving customer

satisfaction, reducing costs, or achieving a specific performance metric. Once the outcome has been defined, the salesperson works with the customer to develop a customized solution that is designed to achieve that outcome. This solution may involve a combination of products, services, and other resources that are tailored to meet the customer's specific needs, just like with Salesforce and Coca-Cola.

Salesforce, a Customer Relationship Management (CRM) company and Coca-Cola, a beverage giant, embarked on a partnership that showcased the magic of Outcome-Based Sales.

Rather than just selling CRM software, Salesforce focused on understanding Coca-Cola's objectives and delivering specific outcomes. Salesforce's mission was clear: unravel the secrets of the beverage company's needs. With a customer-

centric approach, Salesforce dove deep into uncovering the outcomes and results Coca-Cola desired. They knew that simply pushing products wouldn't quench Coca-Cola's thirst for success.

Through a series of engaging conversations, Salesforce learned about Coca-Cola's challenges and aspirations. Coca-Cola yearned to streamline sales, spice up marketing campaigns, and ignite customer engagement to skyrocket revenue growth and capture a bigger slice of the market.

With a clear understanding of Coca-Cola's dreams, Salesforce created a tailored solution. Armed with their CRM software and expertise, Salesforce designed a comprehensive system that met Coca-Cola's specific needs. Forget just selling a product—this solution was all about *delivering the perfect outcome.*

Salesforce's Outcome-Based Sales

approach gave Coca-Cola's sales processes a makeover. They armed Coca-Cola with tools and functionalities to optimize sales workflows, track leads and opportunities, and boost collaboration among their sales teams. The CRM system empowered Coca-Cola's salesforce with valuable insights, helping them make strategic decisions and prioritize like true soda masters.

Salesforce didn't stop there. They then went on to optimize Coca-Cola's marketing campaigns. By leveraging the CRM platform's marketing automation superpowers, Coca-Cola could personalize their marketing communications, target specific cola-craving customer segments, and measure the effectiveness of their campaigns. The result? Better marketing ROI and customer engagement.

Thanks to the Outcome-Based Sales

partnership between Salesforce and Coca-Cola, the beverage giant's fortunes increased. They saw significant revenue growth and market share expansion, all thanks to Salesforce's tailored solution. Streamlined sales processes, optimized marketing efforts, and improved customer engagement combined to create a refreshing success story for Coca-Cola.

This tale of Salesforce and Coca-Cola showcases the power of Outcome-Based Sales in delivering specific goals that align with a customer's desires. By adopting a customer-centric approach and understanding Coca-Cola's unique needs, Salesforce forged a partnership that continues to sparkle. Cheers to a long-lasting and mutually beneficial alliance between these two forces!

Sales   Wes Berry

The goal of Outcome Based Sales is to create a solution that delivers measurable results for the customer. This means that the solution must be designed to achieve specific, quantifiable goals. For example, if the customer is seeking to increase revenue, the solution must be designed to deliver a specific amount of revenue growth within a defined timeframe. Similarly, if the customer is seeking to reduce costs, the solution must be designed to achieve a specific level of cost savings within a defined timeframe.

One of the key benefits of Outcome Based Sales is that it helps build long-term relationships with customers. By delivering measurable results, the salesperson builds trust and credibility with the customer. This leads to increased customer satisfaction, loyalty, and repeat business. In addition, Outcome Based Sales can help the

salesperson differentiate themselves from their competitors by delivering customized solutions that are designed to achieve specific outcomes. This shows their expertise and value to the customer.

To be successful with Outcome Based Sales, the salesperson must have a deep understanding of the customer's business and industry. They must be able to identify the customer's goals and objectives and develop a customized solution that is aligned with those goals. They must also be able to measure and track progress towards those goals and make adjustments as needed. And communication is essential! They must be able to communicate the value of the solution in terms of the outcomes that it delivers.

This approach can lead to increased customer satisfaction, loyalty, and repeat business.

This is all fine and dandy to read about, but

what are some key things we can *do* to ensure we're moving toward Outcome-Based Sales? Here are a few important elements to remember before you pitch.

1.   Take the Customer-Centric Approach

At the heart of Outcome-Based Sales is a customer-centric mindset where *understanding client needs drives the sales process.* It's important to put the client at the center of every interaction, actively listening to their challenges, and tailoring solutions to meet their specific requirements. To do that, you need to *build a deep understanding of the client's business, industry, and goals.* This personalized approach fosters trust and positions the sales professional as a strategic partner rather than just a vendor. Our vacuum cleaner salesman understood what it meant for the homeowner to

host their holiday party, and what needs had to be met.

2. Think Long-term Relationship Building

Focusing on client outcomes fosters trust and establishes a foundation for long-term partnerships. By consistently delivering value and aligning with client goals, sales professionals lay the groundwork for enduring relationships.

Long-term relationships not only lead to repeat business but also to positive word-of-mouth referrals and testimonials.

3. Refine Your Value Proposition to Align with Customer Outcomes

The value proposition is what sets your solution apart from your competitors, and helps your customers understand why they should choose your solution over others.

How do you determine the unique value proposition of your solution?

- *Identify the problem it solves.* Once you have identified the problem, you can then determine how your solution solves the problem in a unique and beneficial way. This should be communicated in a clear and concise manner to the customer so they understand why your solution is the best choice for them and how it is different from other solutions on the market.

- *Have a compelling statement.* The value proposition should not be a laundry list of features or benefits. Instead, it should be a compelling statement that connects the customer's needs with the unique benefits of your solution. For example, let's consider

our vacuum cleaner salesman again. Instead of listing the features – lightweight, light on the bottom so you can see what you are vacuuming, etc.—he told them it would help quell allergies and make their carpet look clean and new again. He gave them percentages from research to back up his statements.

- *Consider feedback.* Value proposition refinement involves continuous feedback loops, where sales professionals gather insights from client interactions to fine-tune their approach. Make phone calls or send an email to follow up with your client. Ask about their concerns, and if there is anything else you could help them with. Take their feedback seriously and use it to continue to improve and create what they may be in

need of next.

Let's take one last look at two companies who collaborated for an outcome-based sales approach.

Microsoft and Schneider Electric: A Sustainable Partnership Driven by Outcome-Based Sales

Schneider Electric, a global energy management and automation titan, was determined to make a green impact by curbing energy consumption and reducing carbon emissions. Enter Microsoft, known for its cloud services and tech wizardry. But Microsoft wasn't satisfied with a simple sales pitch. Microsoft aimed to understand Schneider Electric's goals and cook up a customized solution that focused on energy consumption, carbon emissions, and a touch of

technological magic.

Microsoft kickstarted the partnership by engaging in some serious heart-to-heart talks with Schneider Electric's team. They listened intently to Schneider Electric's dreams and challenges in the sustainability realm. It became crystal clear that slashing energy consumption and carbon emissions were at the top of Schneider Electric's wish list.

With that knowledge in hand, Microsoft rolled up their sleeves to create a comprehensive solution designed exclusively for Schneider Electric. Their Outcome-Based Sales approach revolved around leveraging data analytics and artificial intelligence (AI) to optimize energy usage and supercharge operational efficiency. It was like a high-tech energy-saving superhero in the making!

Microsoft whipped up a customized suite of tools and technologies that seamlessly integrated

with Schneider Electric's existing infrastructure. This wonder solution utilized advanced data analytics algorithms, machine learning models, and AI-driven insights. It was like having a sustainability guru on speed dial, allowing Schneider Electric to monitor, analyze, and control energy consumption like never before.

The magic didn't stop there. Microsoft's solution provided real-time visibility into energy usage patterns, helping Schneider Electric identify areas for improvement and optimize energy consumption across their operations. Armed with actionable insights and predictive analytics, Schneider Electric made informed decisions and embraced energy-saving measures like a true sustainability champion.

Microsoft's Outcome-Based Sales approach wasn't just a one-time magic trick. It fostered a

long-term partnership with Schneider Electric. They didn't just deliver the solution and vanish into the digital clouds. Instead, they provided ongoing support, collaboration, and fine-tuning to ensure that Schneider Electric's sustainability goals were consistently met. It was a sustainability love story that kept on evolving!

The Outcome-Based Sales partnership between Microsoft and Schneider Electric worked wonders. Schneider Electric achieved significant reductions in energy consumption and carbon emissions, perfectly aligned with their sustainability objectives. Not only did it make Mother Nature smile, but it also brought cost savings to Schneider Electric's doorstep.

This business story perfectly illustrates how Microsoft's Outcome-Based Sales approach can drive impactful results. By truly understanding

Schneider Electric's objectives and tailoring a solution that combined tech expertise with sustainability goals, Microsoft created a partnership that achieved desired outcomes and made the world a greener place.

In the end, Microsoft and Schneider Electric proved that Outcome-Based Sales can be both effective and sustainable, leaving a positive mark on the environment and their bottom line.

So how do you achieve results using Outcome Based Sales? Let me walk you through the steps in this book.

Part 2

Reaching (and Keeping) Your Customer

"Do what you do so well that they will want to see it again and bring their friends."
—Walt Disney

Outcome Based Sales
Sales   Wes Berry

Chapter 2

Customer Needs Analysis for Tailored Solutions

Let's dive into a fascinating business story where Oracle, a leading technology company, teamed up with Marriott International, a global hotel chain, to elevate guest experiences and streamline operations. This collaboration stands as a shining example of the power of an Outcome Based Sales approach, where Oracle focused on understanding Marriott's goals to deliver customized solutions rather than simply selling software.

When Oracle and Marriott embarked on their partnership, it wasn't just about making a

quick sale. Both companies shared a vision to enhance the guest experience and optimize operational efficiency. Oracle understood that a one-size-fits-all solution wouldn't cut it; they aimed to create a tailored approach that would meet Marriott's unique requirements.

Oracle engaged in in-depth consultations with Marriott, eager to uncover their aspirations and challenges. Together, they identified two key outcomes: personalized guest services and streamlined operations. Armed with this knowledge, Oracle set out to design a suite of integrated software tools that would empower Marriott to deliver exceptional guest experiences and transform Marriott's hospitality game. These tools included guest profiling and preference management, streamlined check-in and check-out processes, and an advanced revenue management

system. Each solution was carefully tailored to fit Marriott's specific needs.

Thanks to Oracle's software solutions, Marriott witnessed a remarkable boost in guest satisfaction. The personalized guest services enabled Marriott to create memorable experiences that catered to individual preferences, leaving guests feeling like VIPs and earning rave reviews. The streamlined operations, made possible by the software tools, reduced wait times and improved overall efficiency.

Oracle's Outcome-Based Sales approach proved to be the key ingredient that turned Marriott's goals into reality. This successful collaboration not only improved guest satisfaction but also brought cost savings and enhanced revenue management for Marriott. The hotel knew what their customer's needed, and Oracle helped them to

get there. This partnership demonstrates the effectiveness of an Outcome-Based Sales approach and the importance of knowing your customer's needs.

Here are some ways that you, like Oracle and Marriott, can tailor your approach to fit your customer's needs.

1.   Determine Your Customer's Needs and Pain Points

Obviously, determining the needs and pain points of the customer is a critical step in the sales process. By understanding what the customer is looking for and what challenges they are facing, salespeople can tailor their approach and develop a solution that meets the customer's specific needs.

How do we do this?

- *Through active listening.* Ask open-ended

questions and then listen carefully to the customer's responses. Listen for clues about what the customer is looking for, what challenges they are facing, and what their priorities are. What are they trying to achieve? What are some hurdles they may need to overcome to achieve it? By listening carefully to the customer's responses, you can gain a deeper understanding of the customer's needs and pain points.

- *Through research.* Take the time to learn about the customer's industry, their competitors, and their specific challenges. This research can provide valuable insights into what the customer is looking for and what challenges they are facing. This will help salespeople develop a solution that is tailored to the customer's specific needs.

Once the needs and pain points of the customer have been identified, the salesperson can begin to develop a solution that addresses those needs. This solution should be focused on delivering measurable results and should be tailored to the customer's s*pecific* needs and challenges. This customized approach will make you very valuable to your customer.

2. Tailor Products and Services to Your Specific Customer

Outcome-Based Sales requires a departure from one-size-fits-all solutions. You must customize your products or services to directly address identified customer pain points and objectives. The shift from generic offerings to

tailored solutions establishes a deeper connection with customers and enhances the value proposition.

3. Outline Goals and Objectives

Outlining goals and objectives is a critical step in sales planning. This process helps sales teams to identify their target audience, set clear expectations, and develop a focused approach to achieving their sales targets. By taking the time to map out specific goals and objectives, sales teams can ensure that they are working towards a common purpose and that their efforts are aligned with the broader objectives of the organization.

There are several benefits to this:

- *Outlining provides a clear roadmap for success.* By defining what success looks like, sales teams can identify the steps they need to take to achieve their targets. This

process also helps to prioritize efforts, ensuring that sales teams are focused on the activities that are most likely to drive results.

- *Outlining keeps sales teams motivated and engaged.* When salespeople have a clear understanding of what they are working towards and why it matters, they are more likely to stay focused and committed to achieving their targets. This can lead to higher levels of productivity, job satisfaction, and ultimately, better results.

- *Outlining helps sales teams to measure their progress.* By setting specific, measurable targets, sales teams can track their performance over time and make adjustments as needed. This process can help to identify areas where additional

resources or support may be needed, as well as highlight areas of success that can be replicated in other parts of the organization.

- *Outlining aligns sales efforts with the broader objectives of the organization.* By setting targets that are aligned with the organization's overall strategy, sales teams can ensure that their efforts are contributing to the success of the business as a whole. This process can also help to identify areas where sales teams may need to shift their focus in order to better support the organization's goals.

4.   Distinguish Between the Customer's Needs vs. Wants

In the process of Customer Needs Analysis, distinguishing between essential needs and

secondary wants is crucial. By prioritizing essential needs, sales professionals ensure that the proposed solution directly addresses critical pain points.

Needs vs. wants assessment involves collaborative discussions with customers to identify priorities. Figuring out motivation is the key here. Why do they want to buy what you have? What is their final objective? You can use a variety of methods to determine this assessment, including focus groups, customer surveys, and social media following. Steve Jobs once said, "You've got to start with the customer experience and work backwards to the technology. You cannot start with the technology and try to figure out where you are going to sell it." Understanding customer needs before developing solutions is the way to achieve success.

5.   Understand Your Competition

First, you have to know who they are. Then, once the competition has been identified, the salesperson needs to understand their offerings across the road. This is a vital task for any salesperson. One man I knew cold-called all of his competitors and asked what they offered. Or you can visit the website, speak to customers, or read reviews. There are many different ways to flesh out the competitors.

The next step is to develop a strategy that differentiates your product or service from theirs.

Finally, demonstrate the value of your product or service while highlighting the shortcomings of the competition. By understanding the competition's offerings and its shortcomings, the salesperson can tailor their approach for maximum impact and help the customer make an

informed decision.

6.   Build a Comprehensive Customer Profile

Customer profiles allow sales professionals to anticipate needs, tailor communication styles, and offer solutions that resonate with the customer's preferences. Here's how to build that profile:

- *Gather data:* The right software will help you gather, aggregate, and analyze data for building these customer profiles. There are many different types out of Customer Relationship Management (CRMs) out there. Find a software that bests matches your needs.

- *Identify customer demographics:* Once you start gathering your customer's information using a CRM, you can build a profile. Some

points to focus on are where they live, their age, gender, how they like to shop (online or in a store), etc.

- *Target Your Audience.* Where is the best place to reach your customer? On Amazon? On your website? In person? Through specific ads? You can target your search based on the demographics above.

- *Gather feedback.* Once you find them, keep in touch. Gather feedback on their preferences, pain points, etc. This will help you reach out to them again when they are ready for your product, or to help ease an issue they are having with a current product. This helps with customer retention.

7.   Understand   the   Customer's   Buying Process

Developing a clear understanding of the customer's buying process is crucial for any salesperson. Here are several steps in the buying process:

- *Step 1: Awareness.* The customer must become aware of the product or service that the salesperson is offering.

- *Step 2: Interest.* The customer must be interested in the product or service that the salesperson is offering.

- *Step 3: Evaluation.* The customer must evaluate the product or service and compare it to other options. The salesperson may encounter a customer who is indecisive or who has a hard time making decisions. This

customer may spend hours weighing the pros and cons of each option or may simply flip a coin to make their decision.

- *Step 4: Decision.* The customer must make a decision to purchase the product or service. The salesperson may encounter a customer who is hesitant or who changes their mind at the last minute.

- *Step 5: Post-purchase evaluation.* The customer evaluates their decision and decides whether or not they are satisfied with their purchase.

The customer's buying process can be unpredictable and challenging, but by working with the customer and understanding their unique needs you can find success.

8.   Know the Customer's Budget

Understanding a customer's budget and financial constraints can be a tricky task for any salesperson. How do you get through it tactfully?

First, identify the budget the customer has set aside for their purchase. This can be as hard as finding a needle in a haystack or as easy as finding a penny on the sidewalk.

Once the budget has been identified, you need to understand any financial constraints the customer may have. These first two steps are crucial for any salesperson and can increase the likelihood of a successful sale.

Then, develop a customized solution that meets those constraints.

Finally, demonstrate the value of your product or service within the customer's budget and financial constraints. This can help the customer

make an informed decision.

While understanding a customer's budget and financial constraints can be a daunting task, don't let it worry you. As said before, a little humor can lighten the mood.

9.   Prepare for Potential Objections

Identifying potential objections that customers may have is an important step to making a successful sale. By anticipating and addressing these objections early on, you can increase the likelihood of closing the deal.

Objections can come in many different forms, such as price, quality, or features. The key is to understand each objection that a customer may have and to develop a strategy to overcome it.

For example, what if they want to haggle over price? Customers may feel that the price is too

high or that they can find a similar product at a lower price. In this case, you can emphasize the unique value of the product and how it justifies the price. You can also offer payment plans or discounts to make the price more manageable for the customer.

Another objection that customers may have is quality. They may be concerned about the quality of the product and whether it will meet their needs. Address this objection by providing testimonials or case studies that demonstrate the quality and effectiveness of the product. You can also offer a satisfaction guarantee to give the customer peace of mind.

A third objection that customers may have is features. Customers may feel that the product does not have all the features they need or that they can find a better product with more features. In this

case, highlight the unique features of their product and how it meets the customer's specific needs. You can also offer customization options to tailor the product to the customer's needs.

There may be other objections that customers have such as concerns over implementation or compatibility. The key is to listen to the customer's objections, address them in a respectful and empathetic manner, and provide solutions that meet their needs.

Conclusion

In the realm of Outcome-Based Sales, crafting customer-centric solutions is not just a strategy—it's a fundamental shift in the approach to meeting customer needs. Once you know what they need, you can find a way to meet that need. Make

it personal. Remember that each interaction is an opportunity to create a lasting impact.

In the subsequent chapters, we will delve deeper into actionable strategies for implementing Customer Needs Analysis, ensuring that every solution offered is not just a product or service but a tailored response to the unique needs of each customer.

Next up, let's make sure your customer knows what to expect.

Chapter 3

Setting Clear Customer Expectations

A good friend of mine, when giving an estimate, always adds a percentage onto the sum she comes up with. This allows a margin in case the project takes longer or costs more than she originally anticipated. The customer then is pleasantly surprised if my friend comes in under, which she usually does. It's better to make sure your customer is prepared, then to surprise them with more costs or longer deadlines, which can lead to frustration and loss of trust.

Here are some key ways to set clear customer expectations:

1.   Be Transparent in Your Communication

Transparent and open communication is the cornerstone of setting clear customer expectations. Sales professionals should always use a communication style that leaves no room for ambiguity, ensuring that customers fully understand what they can expect from the offered solution. By openly discussing the capabilities, limitations, and potential challenges of the proposed outcomes, sales professionals establish trust and transparency.

Transparent communication involves active engagement with customers, inviting questions, and addressing concerns.

2.   Know the Customer's Measure of Success

In order to develop a customized solution

that meets the customer's specific needs, it's crucial that you understand the metrics the customer will use to measure. This way you can develop a solution that is focused on delivering results and achieving the customer's desired outcome.

Do Your Research. This is a great way to understand their measure of success. Defining success metrics involves understanding the key performance indicators (KPIs) that matter most to the customer. What are other companies in their field doing? How do their competitors measure success? What is most important to your customer? Gather these and other metrics.

Develop a solution that addresses those metrics. The solution should be focused on delivering measurable results and should be tailored to the customer's specific needs. It's important to

articulate how the solution will deliver measurable results and help the customer achieve their desired outcome. By engaging customers in the establishment of measurable outcomes, sales professionals ensure that customer expectations are not only clear but also aligned with achievable goals.

3. Understand the Customer's Timeframe

Deadlines help everybody. It's important to determine the timeframe in which the customer needs to achieve the desired outcome. Time sensitivity is more critical in some cases than others, depending on if sales are seasonal or if they're up against a competitor in a race to get products out.

In Outcome-Based Sales, negotiating and agreeing on realistic timelines for achieving desired outcomes are integral. By setting achievable timelines, sales professionals foster a sense of realism and collaboration.

Agreeing on timeframes involves considering factors such as the complexity of the solution, resource availability, and external dependencies. By engaging customers in this negotiation process, sales professionals build a shared commitment to the journey. Realistic timelines will positively impact customer satisfaction and the perceived success of the solution.

4.   **Clarify Deliverables**

Outcome-Based Sales hinges on the delivery of specific outcomes tied to customer needs. By providing a detailed roadmap of what customers

can expect, you can manage expectations and instill confidence in the value of the offered solution. Clarify deliverables with your customer by breaking down the larger outcome into actionable and measurable components. This creates a shared understanding of the steps involved in achieving success.

5.   **Mitigate Potential Challenges**

Proactive problem-solving plays a pivotal role in mitigating potential challenges. Here's what you can do:

- *Anticipate challenges.* This demonstrates foresight and a commitment to a smooth customer experience.

- *Conduct assessments.* How well does your product perform? Does it meet customer

expectations? What is the chance of the perceived challenge actually happening?

- *Develop contingency plans.* What do we do if/when something goes wrong? What if our deadline needs to be pushed? By openly discussing potential hurdles with customers, sales professionals build trust and showcase their dedication to customer success.

Conclusion

In any relationship, knowing what to expect from each other is important to long-term success. I have always found that being truthful is in the best interest of your business. Customers will return to you if you are honest with them and have built a relationship of integrity. I mean, if they can't trust you, how can they trust your product?

Let's discuss that in more detail in the next chapter.

Chapter 4

Building Trust through Demonstrated Value

In any sales relationship, building trust is not just a goal—it's a continuous process intertwined with the demonstration of tangible value. Whether you are selling a vacuum cleaner or a technology service, your chances of success are far better if the customer or client can trust you. And what better way to build trust than to provide an exceptional product at a fair price, and maintain an ongoing relationship with the customer to ensure their continued satisfaction?

This chapter explores the multifaceted strategies which play a pivotal role in fostering trust throughout the customer journey, ultimately

contributing to lasting and meaningful relationships. Let's take a look:

1.   Proof of Concept: Showcasing Tangible Value

It's very important to showcase tangible value early in the customer relationship. By offering a preview of the proposed solution's effectiveness, sales professionals provide customers with firsthand experience, instilling confidence in the value they are about to receive.

How do you do this?

A proof of concept involves a small-scale demonstration that allows customers to assess the practicality and efficiency of the solution. It could be as simple and informal as creating a marketing video. This video should showcase your product

idea and is a great tool for gauging your customer's interest in what you are proposing.

If you want to get more formal, you can create a simple, hand-built model of the product itself to test its feasibility and show your customer how it would work.

Providing proof of concept often influences customer perceptions of value and reduces perceived risk. It's important to align the proof of concept with customer needs, using the information you have gathered about them already. Make it personal.

2.   Client   Testimonials: Authenticating Value

Nothing speaks louder than testimonials of real clients using your product in the real world. These are proof that you can actually deliver what

you promised, and that people are happy with the end result.

Here are a few ideas:

- *Website testimonials:* Most organizations put testimonials up on their websites. You can label this page, "What others are saying . . ." or "Praise for . . ." or just "testimonials." These can be in the form of text, video clips, or even audio. Photos of clients using your product are great ideas to include on your testimonials page.

- *Social media* is another great place to add your testimonials. Create banners or memes with quotes from customers and post regularly. Again, photos of customer's using your product can go here as well as short video clips on Instagram. Be sure to use hashtags that will draw in other,

possibly new clients. One small newspaper in Michigan used to post a photo on their front page every month of someone enjoying reading their paper in other places around the world. Customers started taking a copy of the newspaper with them to get photos in different cities by famous landmarks, and some even abroad! It was fun for both the customers and the employees, as well as a catchy way to showcase a positive experience with the paper.

- *Create a Scrapbook:* One physical therapist office I know has taken the "thank you" cards from patients and made a scrapbook which they put out front in the waiting room. It's fun to look through and see all of the "success stories" of clients and gives

one hope that he or she will also benefit from their services. Another, more practical way is to gather short clips of testimonials and add them at the front of any written material you present, such as a brochure, an instruction booklet, or a pamphlet.

Those are just a few, simple ways you can showcase testimonials.

While testimonials are valuable, they are not always easy to get. At the end of a successful project, don't be afraid to ask your client for a review right away. Offer them incentives, such as, "If you place the review on our website by (date) you will receive a free chance to win (pick a prize.)" Or you can do a follow up email with a direct link to a review site. The less work people have to do,

the more likely they will be to leave a testimonial. Keep it simple.

3.   Transparent Pricing and Value: Aligning Perceptions

Transparent pricing fosters an environment of honesty and openness. By clearly articulating the correlation between pricing and the value delivered, sales professionals enhance customer trust and reduce uncertainty.

Transparent pricing involves breaking down costs and aligning them with specific elements of the proposed outcomes. This way customers will feel that your prices are fair and trustworthy.

4.   Responsive   Customer   Support: Nurturing Trust Throughout the Journey

You need to be responsive and available to your customer, offering support along the way. Timely and effective customer support contributes to the overall perception of value. How often have you called a company for customer service help and been sent to robo help? And never been able to get hold of a real person? Frustrating, to say the least. Remember that and regularly reach out to your customer to address any inquiries, concerns, and issues promptly. Be there when they need you.

Conclusion

Stephen Covey says, "Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships."

In Outcome-Based Sales, trust is not merely earned; it's nurtured through consistent

demonstrations of value. This chapter explored the strategies of providing a proof of concept, leveraging case studies and success stories, incorporating client testimonials, aligning transparent pricing with perceived value, and ensuring responsive customer support.

In simple terms, do what you say you're going to do, and do it well.

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Chapter 5

Collaborative Decision-Making with Customers

Lego, a company that sells small, brightly colored plastic building bricks, has come up with a great demonstration of collaboration that has landed them popularity with their customers. They call it simply "Lego Ideas" and the premise is that Lego enthusiasts can send in their own building designs for consideration for Lego sets. It's a win-win for everybody and is a very popular part of the Lego world.

In Outcome-Based Sales, the journey is not a solitary adventure, but rather, a collaboration with your customer. Instead of thinking in terms of "I've

got to get the sale," think instead of how you can work with the customer to achieve the desired results that are mutually beneficial to everyone. Like a Lego set that they really want to build. Today's customers don't want to be "pitched." They want to feel like they are part of the process.

How can you do this?

This starts with the sales pitch.

Create a Sales Pitch That Addresses the Customer's Desired Outcome

The sales pitch should be tailored to the customer's specific needs and goals and should clearly communicate how the product or service meets those needs and helps the customer achieve their desired outcome.

The sales pitch should begin by introducing the product or service and highlighting its unique

features and benefits. It should then focus on how the product or service meets the customer's specific needs and helps them achieve their desired outcome.

For example, if the customer's desired outcome is to increase sales, the sales pitch could focus on how the product or service can help them reach more customers, improve their marketing strategy, and ultimately increase revenue. The sales pitch should also provide specific examples or case studies that demonstrate how the product or service has helped other customers achieve similar outcomes.

It is important to keep the sales pitch concise and easy to understand. The customer should be able to quickly grasp how the product or service meets their needs and helps them achieve their desired outcome.

In addition to highlighting the benefits of the product or service, the sales pitch should also address any potential objections or concerns that the customer may have. This can be done by providing testimonials or case studies that address these concerns or by offering solutions that address these objections.

Finally, the sales pitch should end with a clear call to action that encourages the customer to take the next step, whether that be scheduling a demo, signing up for a trial, or making a purchase.

Below, I have outlined in more detail some ways to make your customer feel part of this plan.

1.   Act as Advisor

Think of taking a consultant approach, where you (or your sales professionals) act as

advisors in the decision-making process. This is a fundamental shift in Outcome-Based Sales where the sales professionals are seen as trusted advisors rather than mere transactional facilitators. By understanding customer needs, providing expert guidance, and co-creating solutions, sales professionals empower customers to make informed decisions.

Consultative selling involves active listening, asking probing questions, and tailoring solutions to meet specific customer needs. It's about making your communication all *about* them, their goals, and their concerns, rather than pitching a sale *to* them. What can *you* do for *them*?

A consultative approach often enhances customer satisfaction and loyalty. By positioning themselves as partners invested in customer

success, sales professionals pave the way for collaborative decision-making.

2.   Give Them a Voice

Involving all relevant stakeholders is crucial. Inclusive stakeholder engagement ensures that decision-making discussions incorporate diverse perspectives. By including voices from various departments and levels within the customer organization, you enhance the comprehensiveness and relevance of the decision-making process.

Inclusive stakeholder engagement involves identifying and engaging individuals who hold influence or are affected by the decision. Decisions made through inclusive processes often result in greater acceptance and implementation success. Work hard to foster an environment where all stakeholders feel heard and valued.

3.   **Address Concerns and Objections**

Have you ever gone to a doctor who told you that you must take a certain medication? You have questions, of course. What are the side effects? How long do I have to stay on it? Are there other options?

A good doctor will involve he patient in the decision-making process, rather than just have over a prescription. He or she will access the risks of taking vs. not taking the medicine and allow the patient to answer questions. A well-educated patient is not only a safer option, but more likely to comply with which treatment is best for their condition.

The same is true in business. In collaborative decision-making, addressing customer concerns and objections is not a roadblock but an opportunity for strengthening the

decision-making process. By acknowledging and resolving concerns collaboratively, sales professionals contribute to trust-building and informed decision-making. Openly discussing challenges and finding mutually beneficial solutions fosters a climate of transparency and collaboration.

This process of addressing concerns and objections involves active communication and problem-solving. When the customers see that you are aware of potential issues and willing to work through them together, this leads to higher customer satisfaction and a more positive perception of the sales professional. Treat concerns as valuable insights and address them collaboratively.

4.   Be Flexible and Adapt to Evolving Needs

Flexibility in configuring solutions based on evolving customer needs is a strategic imperative. By embracing flexibility, sales professionals demonstrate responsiveness to customer dynamics and contribute to a collaborative decision-making environment.

Flexibility in solution configuration involves a willingness to modify, adjust, or enhance the proposed outcomes based on customer feedback. By being agile and adaptable, sales professionals enhance their capacity to co-create successful outcomes with customers.

5.   Align the Sales Process with the Customer's Buying Process

Aligning the sales process with the customer buying process involves mapping sales

activities to key milestones in the customer's journey. Acknowledge and respect the customer's pace and preferences. A synchronized approach reduces friction in the decision-making process and enhances customer satisfaction.

Conclusion

In Outcome-Based Sales, collaboration is not an option; it's the heartbeat of success. Don't pitch your customers. Sales reps are often regarded as unsavory stereotypical characters. This is unfair for the most part, but we can see how it was achieved.

Work together with your customer to ensure that they are part of the plan, and your "sales pitch" will be less of a high-pressure meeting and more of a discovery process.

Chapter 6

Continuous Communication and Progress Updates

Imagine Whole Foods calling you to see if the lettuce you bought the other day was sufficient for your salad. Or the hygienist calling to see if you were satisfied with your teeth cleaning and if the free toothbrush they gave you was to your satisfaction. That would blow your mind, wouldn't it? And maybe irritate you a little bit too! Those are ridiculous examples, just me making a point, but follow up is so important, and not just that you do it, but *how* you do it.

We have talked a little bit about communication in establishing customer trust and

satisfaction. We've mentioned how checking in was crucial. In this chapter, we'll take a closer look at how continuous communication and regular check-ins will not only keep your customer updated on progress but help them to feel a part of the experience. And when they feel they have some control, trust is stronger and satisfaction with the end result is easier to achieve.

Communication starts at the beginning. When you first meet, it's important to guide the sales conversation. This helps you, the sales professional, to appear confident and able, and gives the customer a feeling of security and that they can trust your guidance. Here's how to do that:

1.   Guide the Sales Conversation

Using the customer's desired outcome to guide the sales conversation is a powerful

technique for building trust and rapport with potential clients. Using my silly hygienist example, you obviously want clean teeth which is why you went to your dental cleaning to begin with. That's your desired outcome. But perhaps you had bigger aspirations when you were sitting in the chair, ad told her you wanted a brighter smile. When she calls to check on you, she mentions whitening. Or maybe getting that crown fixed that has been bothering you. She helps you set up a plan to reach your desired outcome—a brighter, healthier smile.

Same with sales. When you guide the sales conversation, this helps you to understand the customer's needs and show that you're committed to delivering value. This approach can help to build a strong relationship with the customer and increase the likelihood of a successful sale.

So how *do* you guide the sales

conversation?

- *Ask open-ended questions.* This means asking questions that encourage the customer to talk about their goals and priorities. Look for opportunities to understand what the customer is trying to achieve and how they plan to get there. Then you can tailor your approach accordingly.

- *Focus on the benefits of the product or service being offered.* How can your product or service can help the customer achieve their desired outcome? Know the ins and outs of your product well.

- *Be transparent about the limitations of the product or service being offered.* Be honest about what the product or service can and

cannot do, and how it can help the customer achieve their desired outcome. Transparency helps build trust with the customer and demonstrates that you are committed to delivering value.

Be prepared to offer solutions that are tailored to the customer's unique needs. This means developing a customized solution that is focused on delivering the customer's desired outcome.

Confidence is a big factor here. As you guide the sales conversation, do your best to help the customer relax and understand that you have their best interests at heart. After all, the main point of sales is not, "Will you buy my product," but rather, "What can my product do for YOU?"

Once you have established a baseline for

communication, continue communicating with regular progress updates.   Here's how:

2.   Establish Regular Check-ins

Regular check-ins are the heartbeat of continuous communication, and it's important to stay connected with customers throughout the entire journey. Regular check-ins go beyond routine updates; they foster a sense of partnership, ensuring that customers are not just informed but actively engaged in the ongoing process.

Regular check-ins involve scheduled meetings, calls, or digital interactions to provide updates, discuss progress, and address any emerging needs or concerns. When you first meet your customer, ask them what is the best way to reach them. Do they prefer email? Text? Phone calls?

Frequent communication contributes to higher customer satisfaction and loyalty, builds trust, and established a mutual collaboration. However, you don't want to overdo it. Communicate when necessary, and be aware not to fill up their inbox with unnecessary contacts.

3.   Anticipate Challenges Ahead of Time

By proactively identifying and resolving any issues or challenges that may arise, you can show your customer that you are on top of things. Rather than waiting for issues to escalate, actively seek and address potential challenges, ensuring a seamless and harmonious customer experience.

Proactive issue resolution involves anticipating hurdles, monitoring for early signs of

potential problems, and taking swift action to mitigate risks.

4.   Offer Data-Driven Progress Reports

Using data-driven progress reports to demonstrate the quantifiable impact of the solution provides customers with tangible evidence of progress, showcasing the measurable outcomes achieved through the implemented solution.

Data-driven progress reports involve the use of key performance indicators (KPIs) and relevant metrics to track and communicate the impact of the solution. Transparent reporting builds trust. By presenting objective data, sales professionals not only validate the effectiveness of their offerings but also empower customers to make informed decisions.

5.   Solicit Feedback

The customer's voice as a valuable instrument in continuous communication. Feedback solicitation is not just a means of gathering insights; it's a powerful tool for fostering a customer-centric approach and refining the ongoing sales strategy.

Feedback solicitation involves creating channels for customers to share their thoughts, concerns, and suggestions. This can be done through regular calls, forms, or even including customers in some of your meetings.

6.   **Adjust and Optimize**

Continuous communication allows for adjustments and optimization to better meet evolving customer needs. Sales professionals, armed with insights from ongoing communication

and feedback, have the ability to adapt and optimize solutions to ensure they remain aligned with changing customer requirements.

Adjustments and optimization involve fine-tuning the solution, modifying processes, or introducing new elements to enhance overall effectiveness. Adaptability is a key factor in customer satisfaction and loyalty, especially in industries with rapidly changing environments.

Conclusion

In Outcome-Based Sales, communication is not just a means of conveying information; it's the bedrock that creates success. Remember that each interaction is an opportunity to fine-tune the harmony between your solutions and the customer's evolving needs.

Next up, let's look at how tech can help you

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in your workplace.

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Chapter 7

Leveraging Technology for Data-Driven Sales

Michael Dell, founder of Dell Inc., once said that "technology is about enabling human potential." While we've all watched movies about how AI takes over the world and makes humans obsolete, there is also a very strong argument for how technology can help us all and—used correctly—enable us to run our organizations more smoothly, communicate more quickly, and offer us some respite by doing small, menial tasks we don't have the time, energy, or inclination for.

This chapter discusses some forms of technology that can help drive your sales. Let's consider them.

1.   Customer Relationship Management (CRM) Systems

Customer Relationship Management Systems, (CRMs) is a type of technology used for managing your company's relationships with customers and potential customers. These systems can track customer interactions, preferences, and progress, helping your organization to track customer insights that empower sales professionals to tailor their strategies based on a nuanced understanding of individual preferences and behaviors.

According to Salesforce, "CRM is the largest and fastest-growing enterprise application software category, and worldwide spending on CRM is expected to reach USD $114.4 billion by the year 2027." Since it seems everyone is getting in the game, it's crucial that your

organization learn to use a CRM system in your workplace as well.

CRM systems centralize customer data, giving you a clear overall picture across various touchpoints, such as their past history with you or the status of their orders. You can choose to include their social media preferences to learn their likes and dislikes, or what they might be saying about your company or products, Some examples of CRM systems include Oracle CRM, Salesforce Sales Cloud and Microsoft 365.

2.   Predictive   Analytics   for   Sales Forecasting

This is a bit like predicting the future—only with data. Predictive analytics involve the use of advanced algorithms to analyze historical data and

identify patterns that can inform future sales outcomes. It can enhance sales forecasting based on historical data and trends.

Some of the algorithms used are:

- *Linear regression:* used when there is a linear relationship between variables. Linear regression involves analyzing the relationship between a dependent variable (like sales revenue) and one or more independent variables (such as advertising spend or economic indicators) Linear regression doesn't work for complex non-linear relationships between variables.

- *Time series analysis* analyzes historical and current data to predict future values

at a specific point in time. Kind of like a crystal ball!

- *Machine learning algorithms:* These are used for purposes of sales forecasting, including gradient boosting and random forests.

3.   Automation for Efficiency

Ever feel bogged down in "busy work"? Sales automation is your answer.

Sales automation involves the use of technology/software to automate repetitive tasks such as data entry, lead nurturing, and follow-up communications. When you use sales automation tools for routine tasks, it streamlines your workload, allowing sales professionals to focus on high-value activities while routine tasks are

seamlessly managed. Automation not only improves efficiency but also enhances the overall customer experience by ensuring timely and personalized interactions. You can use sales automation tools for tasks like follow-up emails, lead generation, and sales tracking.

4.   AI-Powered Personalization

Artificial intelligence can personalize your sales by learning a customer's demographic, their interests, browsing history, and even their social media interactions to create a profile on that person. This, in turn, benefits you with personalized and targeted sales strategies which allows sales professionals to tailor their approaches based on individual preferences, creating a bespoke experience for each customer.

AI-powered personalization involves the use of machine learning algorithms to analyze customer data and predict preferences. Personalized experiences lead to higher customer satisfaction and increased brand loyalty. One amazing—and somewhat frightening—example of using AI to personalize experience is Kentucky Fried Chicken. They have collaborated with Baidu, a Chinese search engine company, to create a facial recognition program to use with customers in China to offer ordering suggestions. For example, when an 18-year-old male approaches to order, the AI may offer him a basket of chicken with sides. But when a middle-aged, small female arrives, the same AI may offer her a much lighter meal.

AI-powered personalization can be a great asset to your company. Just remember to treat AI as a support tool, and not a human replacement.

5.   **Data Security and Privacy**

As technology plays a central role in the sales process, safeguarding customer data becomes paramount to ensure trust and maintain the integrity of the customer-sales professional relationship. Data security and privacy involve implementing measures to protect customer information from unauthorized access and breaches. Studies show that organizations prioritizing data security and privacy build stronger customer trust and loyalty (obviously). By upholding the highest standards in data protection, sales professionals demonstrate their commitment to ethical practices and create a safe and secure environment for customer interactions.

Conclusion

Angry robots aside, technology can be your friend. Organizations using a tech-infused workplace can certainly boost efficiency and customer satisfaction. These tools are amazing, and if handled well, can free up time for your employees to do more creative and difficult tasks. The strategic use of CRM systems, predictive analytics, automation, AI-powered personalization, and robust data security can ensure that sales remain sustainable in the long run.

Just be sure to put the human touch at the helm. While customers appreciate efficiency and the personalization that can come from data-driven research, they also want to know there is a live human being there to walk them through the sales process.

Remember, technology is not just a tool; it's a key player in your business, enhancing the overall orchestration of success.

Chapter 8

Negotiation Strategies for Win-Win Outcomes

Have you ever had a customer experience where you walked into a store and the salesperson helped you select what was exactly the right thing for you? Whether you were looking for a book or a washing machine, it's always wonderful when someone understands what it is you need and finds you the exact fit. The customer (you) gets what you came for with very little hassle and maybe even a cup of coffee. The salesperson gets a sale. Everyone goes home happy.

Sometimes it's that easy. But other times it takes some negotiation. Maybe you want a washing

machine that only has a clear lid, and you have a specific price point. That might not be available in your price point, so the salesperson has to negotiate and offer you something similar but perhaps better. Either way, if you go home happy, you might shop there again, say when your dryer breaks down.

In the realm of Outcome-Based Sales, negotiation is the art of orchestrating agreements that resonate with both parties. When a win-win situation is achieved, and both parties are happy with their agreement, there is a much better chance of a long-lasting relationship. This chapter delves into negotiation strategies that go beyond transactional exchanges.

In order to win sales, you may have to present several proposals. Be polite, but also don't agree to your counterpart's suggestions too quickly.

Here are some negotiation strategies to help you achieve win-win outcomes.

1.   Identify Common Ground

Find shared goals and interests between buyers and sellers. This establishes a foundation from which to continue. Identifying common ground sets the stage for collaborative and mutually beneficial agreements.

Sometimes there is disagreement about what works and what doesn't, or maybe if the cost of your product is worth the price. You can suggest these to get the client on board:

- *Try joint fact-finding with an outside party:* Sometimes it's beneficial to bring an outside party in to look over your product. This unbiased view can show you both the

products   strengths   and   where improvements can be made. This helps you come across as willing to offer up your best, instead of arrogant and assuming.

- *Consider contingent agreements.* For example, a consultant I know offers a discount if he doesn't achieve the result by deadline.

Negotiations are most fruitful when both parties find alignment in their objectives.

2. Use Value-Based Negotiation

This is a shift from price-focused negotiations to an emphasis on the value of the outcomes. It's a transformative approach that

transcends mere monetary considerations. Value-based negotiation allows both parties to get what they want.

One example may be to negotiate a lower priced item in return for a faster payment or a larger order. Think about buying in bulk. For example, if a landscape worker orders a large quantity of mulch, they may get a discount.

Value-based negotiation involves emphasizing the broader benefits and impact of the proposed outcomes rather than fixating on the price tag. For example, buying more mulch in one trip by using a big delivery truck instead of picking up bags from store allows you to work faster. By elevating the dialogue beyond price, sales professionals craft a symphony of value that resonates with the buyer's appreciation for long-term benefits.

3. Know the Obstacles to Success.

Understanding the risks associated with *not* achieving the desired outcome is important in developing a solution that is focused on delivering results. Not achieving the desired outcome can have serious consequences for both the customer and the salesperson. Let's take a closer look at some potential obstacles:

<u>External factors</u>

Weather, political unrest, or a sudden zombie apocalypse can all impact the customer's ability to achieve their desired outcome. Imagine a salesperson who promises to deliver a solution that will help a customer increase their sales by 50%, only to have a sudden hurricane wipe out the customer's entire inventory.

Internal factors

- *Lack of communication:* An unclear understanding of objectives can leave you both feeling discouraged. Your goals must be communicated well to all involved.

- *Resistance to change:* a customer may be unwilling to adopt new technologies or processes, for example. This customer may be stuck in their old ways and may resist any attempts to change their current processes.

- *Lack of internal buy-in.* Imagine a salesperson who is trying to sell a new solution to a customer, only to find out that the customer's internal stakeholders are not on board with the idea. These stakeholders may be resistant to change or may be more focused on their own agendas than on the overall success of the organization.

4. Use Creative Problem-Solving

Negotiations often involve unforeseen challenges that demand innovative solutions. There are many benefits to a collaborative and creative approach to problem-solving, where flexibility and creativity take center stage. Here are a few steps:

- *Identify the problem.* This seems obvious, but make sure you and the customer are both on the same page about what the problem actually is. Break it down in order to better understand it.

- *Generate a list of alternatives.* What else would work for them and still give them what they want? If you must offer an alternative, keep in mind effectiveness,

efficiency, fairness, feasibility, and acceptability.

- *Evaluate your alternatives* to find the most effective solutions.

5. Offer Clear Contractual Agreements

Clear and comprehensive contractual agreements that align with agreed-upon outcomes are a necessary thing. They ensure that every thought, plan, goal etc. is articulated as intended, and these help to avoid misunderstandings in the future. If I am going to build you an orange toaster with wide slots that heats to different degrees and has an automated alarm when the toast is done, then that's exactly what it should say in the contract.

Most contracts include at least these things:

- *Identification:* All parties must identify who they are. This is a legal thing, of course.

- *Offer:* Think of this as a promise to do or not to do something, to provide a service or a product. This needs to be broken down into great detail because this is what you are selling. Leave no room for misunderstandings.

- *Acceptance:* Both parties agree on the above offer.

- *Consideration:* This is what the parties are exchanging. Usually it's a product for money.

- And then, of course, the many legal parts.

Post-Negotiation Relationship Building

After you have closed the deal, you need to reach out to ensure that the partnership continues to resonate positively. Always review the outcomes

with both your customers and your team. We will take a look at this in more depth in the next chapter.

Conclusion

There are risks with any endeavor, for both sides. For the *customer*, if the solution does not deliver the desired results within the desired timeframe, the customer may lose revenue or suffer other financial losses. Additionally, if the solution does not meet the customer's expectations, it may damage their reputation with their own customers.

For the *salesperson,* if the solution does not deliver the desired results within the desired timeframe, the salesperson may lose the sale or suffer other financial losses. Additionally, it may damage the salesperson's reputation and make it more difficult to win future business.

Despite these challenges, there is always hope. A skilled salesperson can help the customer

navigate these obstacles and find a path to success. They can work with the customer to develop customized, creative solutions that addresses their specific needs and can help them overcome any obstacles that may arise.

It's important to take the time to understand the risks associated with not achieving the desired outcome so you can develop a solution if things go sideways. The salesperson who does this might be hailed as a hero by their customer, or even receive a medal of honor for their exceptional sales skills. They might even find themselves invited to a fancy gala, where they rub elbows with the rich and famous. You never know!

While the consequences of not achieving the desired outcome can be serious, a little bit of humor can help to lighten the mood and make the process more enjoyable. So, let's all take a deep

breath, put our best foot forward, and deliver the results our customers are looking for. After all, who knows what kind of adventures await us on the other side of success?

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Part 3

After the Sale

"To build a long-term, successful enterprise, when you don't close a sale, open a relationship."
— Patricia Fripp

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Chapter 9

Post-Sale Evaluation and Feedback Loop

Following up with the customer after the sale is a critical step in ensuring the desired outcome is achieved and identifying areas for improvement in the sales process. By checking in with the customer, the sales team can ensure they are satisfied with their purchase and that the product or service is meeting their needs. It also provides an opportunity for the sales team to identify any issues or concerns and make adjustments to the sales process as needed.

Here are a few ways to follow up with the customer:

- *Post-sale surveys.* These surveys can be

sent via email or phone and should ask
questions about the customer's experience
with the sales process and the product or
service they purchased. The survey should
be designed to gather specific feedback on
the customer's experience and should
include questions about the desired
outcome and whether it was achieved.

- *Personal contact.* The sales team should
  reach out to the customer via phone or email
  to thank them for their purchase and to
  check in on their experience. This personal
  contact allows the sales team to build a
  relationship with the customer and to
  identify any issues or concerns that may not
  have been captured in a survey. It's
  important to remember that following up
  with the customer is not just about

identifying areas for improvement in the sales process. It's also an opportunity to build a relationship with the customer and to ensure their satisfaction with the product or service. By showing the customer that their satisfaction is a priority, the sales team can build trust and loyalty.

- *Identify and address issues or concerns.* This might include providing additional training or resources to the customer or making adjustments to the product or service as needed. The sales team should work with the customer to find a solution that meets their needs and ensures the desired outcome is achieved.

- *Maintain contact with customers.* This is crucial for developing future opportunities. By staying in touch with customers,

businesses can build lasting relationships and increase the likelihood of repeat business. Additionally, regular communication can help businesses identify new opportunities for growth and expansion. One way to maintain contact with customers is through email marketing. By sending regular newsletters, promotions, and updates, businesses can keep their customers informed and engaged. Email marketing also allows businesses to segment their customer list and tailor the message to the specific needs and interests of each customer. This extra step will pay off in the long run.

Following up with the customer also provides an opportunity to gather testimonials and referrals.

Let's Talk About Referrals

Your customers can be the best source of referring new clients. When a customer is satisfied with your product or service, they are more likely to recommend it to others. This is because people tend to trust recommendations from their friends and family more than they trust advertising.

One way to encourage customers to refer new clients is through a referral program. This can include offering incentives, such as discounts or free products, to customers who refer new business. Referral programs can also be a great way to track the success of your customer referrals and reward your most loyal customers.

Another way to encourage customer referrals is to ask for them directly. When the transaction is complete, pursue an in-person conversation. If lunch or a baseball game is not an

option, find some way to make it special. By asking satisfied customers to refer their friends and family, you are more likely to get a positive response and generate new business.

It's also important to make it easy for customers to refer new clients. This can include providing referral links or shareable content that customers can easily send to their network. By making the referral process simple and straightforward, you can increase the likelihood of customer referrals.

By leveraging the power of your satisfied customers, you can grow your business and position yourself for long-term success.

Negative Feedback? Let's Try Again!

If at first you don't succeed . . .

Instead of looking at negative reviews or feedback as a failure, use it as a means to improve your product or service. Think of it a constructive criticism. What do you do now?

- *Iterative Improvements:* This is the process of rebuilding, refining, updating or fixing a product. Figure out what didn't work and why, and turn it around.
- *Refining the Composition*: This means making changes to the product as we go. People change, times change, tastes change. Keep up with demands and the market. Also, tweak. If it didn't work so well this

Conclusion

As we conclude this chapter on post-sale evaluation and feedback loops, we can see that this

post-sale evaluation is not a final move, but instead a segue into future success and a continued relationship with the client.

Keep the customer happy. Long-term client retention is a hallmark of successful Outcome-Based Sales. This offers you both financial stability and positive word-of-mouth and referrals.

Chapter 10

Scaling Outcome-Based Sales for Organizational Growth

Now that we've learned about Outcome Based Sales, and their importance, let's look at a couple of big companies who used Outcome Based Sales to rewrite the rules of success.

Unleashing Success: Amazon Web Services and Netflix's Outcome-Based Sales Journey

Amazon Web Services (AWS) and Netflix joined forces to conquer the streaming world. Their story goes beyond selling technology solutions; it's about understanding needs, achieving specific outcomes, and making magic happen.

As we have learned, an Outcome Based Sales focus is on crafting solutions that bring measurable results. It starts with defining specific, quantifiable goals that the solution aims to achieve within a set timeframe. Whether it's boosting revenue, slashing costs, or reaching any other target, the solution is tailor-made to make those outcomes a reality.

When AWS and Netflix teamed up, it was about more than just cloud infrastructure jargon. AWS embraced the Outcome-Based Sales approach, working closely with Netflix to understand their insatiable hunger for reliable and scalable computing resources. It was all about supporting Netflix's explosive growth and keeping their streaming prowess untamed.

AWS knew that Netflix's streaming success relied on their ability to handle jaw-dropping

volumes of content, deliver it seamlessly, and create a user experience that left audiences craving more. With this vital insight, AWS weaved together a comprehensive cloud solution that perfectly aligned with Netflix's ambitions, paving the way for outstanding outcomes.

Thanks to AWS's Outcome-Based Sales strategy, Netflix's star soared even higher. The scalable and reliable cloud infrastructure provided by AWS ensured that Netflix seamlessly handled the skyrocketing demand for streaming. Every user experienced content delivered flawlessly, propelling Netflix to its throne as a streaming powerhouse.

The Outcome-Based Sales journey between AWS and Netflix showcases the incredible potential of this approach. By understanding Netflix's need for rapid growth and scalability,

AWS designed a tailored cloud solution that delivered real, measurable outcomes. It empowered Netflix to handle massive streaming volumes, provide seamless content delivery, and deliver an unmatched user experience.

As we close this book on Outcome-Based Sales, let's discuss a few final strategies.

1.   Metrics for Success

What are some key metrics that your organization uses to measure the success of Outcome-Based Sales? It's crucial that you know what to track, how to track it, and why you are tracking it. Here are a few starters:

- *Total Revenue:* This one is obvious, being the total gross sales or turnover. It's the money coming in. You need to know if you

are financially stable or not and can help you monitor sales and know if you need to make changes in product cost or price.

- *Specific Revenue:* You can also track revenue by product or service. See which widget sells better and which ones you may have to discontinue.

- *Market Penetration:* Let's say your customer base is 100 customers, but you only sell to 50 of those customers. Your market penetration is 50%. Obviously, you would want it to be higher, so what can you do to reach more people in your target audience?

- *Cost of Selling:* This is the total cost that it takes you to sell your product, including advertising. It's important that this is less

than your product revenue! You may know this is ACOS, or Average Cost of Sales.

There are many other metrics to track. Find those that are valuable to you and organize a way to keep on top of them.

2.   Continuous Adaptation

In our ever-changing world, sales professionals must be able to adapt to new strategies, new sales channels, and new technologies. Organizations must be able to adapt their product to meet ever-changing demand. Make sure that both your organization and your team are open to change and willing to learn. This will help guarantee future success and sustainability in the sales world.

3.   Align Your Team's Strategy

In order to maximize sales success, it is essential that the entire sales team is aligned on the customer's desired outcome and the sales strategy. There are several steps that can be used to achieve this.

- *Step 1: Clearly define the customer's desired outcome.* This could be improving their business operations, increasing revenue, or reducing costs. Once the desired outcome has been defined, make sure the entire sales team is aware of it, through team meetings, training sessions, or by sharing relevant information and data with the team.

- *Step 2: Create a sales strategy that is aligned with the customer's desired*

outcome. The sales strategy should include the sales process, tactics, and tools required to achieve the desired outcome. The sales team should be involved in creating the sales strategy to ensure their buy-in and commitment to the process.

- *Step 3: Provide training and coaching to the sales team to ensure they are aligned with the sales strategy and the customer's desired outcome.* This training can be done through workshops, role-playing, or coaching sessions. The training should focus on the skills required to execute the sales strategy and how to align those skills with the customer's desired outcome.

- *Step 4: Encourage collaboration among the sales team.* This is a critical step in ensuring alignment. The sales team should

work together to achieve the desired outcome, share information and best practices, and support each other. Regular team meetings, brainstorming sessions, and team-building activities can help build a collaborative culture.

- *Step 5: Take advantage of technology.* Sales-enablement tools can help provide the team with the necessary information, content, and resources to execute the sales strategy effectively. Customer relationship management (CRM) software can also be used to track the progress of the sales team and ensure they are aligned with the customer's desired outcome.

Aligning the entire sales team on the customer's desired outcome and the sales strategy

being used is critical to maximizing sales success and more effectively achieving your goals.

4.   Navigate the Process and Adjust as Needed

Once the sales team is aligned on the customer's desired outcome and the sales strategy being used, it's important to continuously track progress towards that outcome. This allows the team to identify any issues or roadblocks and make adjustments to the sales strategy as needed.

One way to track progress is through regular reporting. The sales team should set clear metrics and targets for each stage of the sales process and track progress towards those targets. This data can be used to identify areas where the team is excelling and areas where they need to improve. It is important to ensure that the data

being collected is accurate and relevant to the desired outcome.

Another way to track progress is through customer feedback. The sales team should regularly check in with the customer to ensure they are satisfied with the sales process and that the desired outcome is being achieved. This feedback can be used to identify any issues or concerns. Then, it's important to make adjustments to the sales strategy as needed. This can be done based on the data and feedback collected by the sales team. Adjustments might include changes to the sales process, tactics, or tools being used. The sales team should be involved in making these adjustments to ensure their buy-in and commitment to the process.

It's important to remember that tracking progress and making adjustments is an ongoing process. Regular review ensures that the sales

strategy remains aligned with the customer's desired outcome and that the team is continuously improving their performance.

5.   Make it Personal

Personalizing the relationship is a critical component of Outcome Based Sales. Customers want to feel like they are more than just another number or sale. They want to feel understood and valued.

What's the best way to do this?

- *Take the time to get to know the customer on a personal level.* This includes learning about their interests, hobbies, and even family life. By doing so, a salesperson can establish rapport and build trust with the customer.

- *Handwritten notes* are another way to personalize the relationship. In today's digital age, receiving a handwritten note is a rarity. It shows that the salesperson took the time to sit down and write a personalized message to the customer. This small gesture can go a long way in building a lasting relationship.

- *Personalization can also be achieved through technology.* For example, using customer relationship management (CRM) software as mentioned before, can help salespeople keep track of customer preferences, purchase history, and communication preferences. This information can then be used to tailor the sales pitch and communication to the customer's specific needs.

In today's competitive marketplace, personalized relationships are more important than ever. Customers have more options than ever before and are more likely to do business with companies that they feel understand their needs and value them as individuals. Salespeople who take the time to personalize the relationship and understand the customer's desired outcome will be more successful in the long run.

Conclusion:

It pays high dividends professionally to focus on Outcome Based Sales. As opposed to merely trying to land a sale, taking the time to seek a customer-centric approach with targeted goals can not only grow your sales base, but land you returning customers for years to come. Likewise, as

businesses seek fruitful partnerships, embracing the Outcome Based Sales approach becomes pivotal. By defining specific goals, crafting personalized solutions, and keeping an unwavering focus on measurable outcomes, companies can forge alliances that drive growth and set the stage for mutual triumph.

With today's Internet, research is easier than ever before, and communication is wide-open through text, phone, email, or more to reach out, check in, and follow-up with your customers. When a happy customer is your end goal, your business will thrive.

ALMOST THE END! YOU STILL NEED TO COMPLETE THE 7-DAY CHALLENGE!

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7-Day Sales Challenge

Why Accept this Challenge?

If you're seeking personal growth and development, you need to commit to consistent effort. One way to jumpstart this journey is by taking the 7-Day Challenge. To succeed in this challenge, you must dedicate a little time each day to contemplation and reflection on the given topic.

The questions provided are only a starting point. If they don't resonate with your personal experiences, modify them to better suit your

situation. This flexibility allows for a more meaningful and authentic exploration of the subject matter.

When you commit to this challenge, you're making a decision to actively engage with your thoughts and emotions. Writing down your reflections is a powerful tool to solidify your insights and gain clarity on your internal landscape. This daily practice can have a profound impact on your overall well-being.

Approach this 7-Day Challenge with an open mind and willingness to explore. You may uncover aspects of yourself that you weren't previously aware of or gain a deeper understanding of your values and priorities. This challenge's benefits extend beyond the initial 7 days, and the act of carving out time for introspection and self-reflection can become a habit.

Ultimately, this challenge is a powerful tool for anyone seeking to enhance their self-awareness and personal growth. By dedicating a small amount of time each day to contemplation and reflection, you are taking an important step towards a more fulfilling and meaningful life. Upon completion, commit to re-reading and updating this challenge when you find yourself challenged by this concept in the future.

A 7-day Challenge provides a roadmap for achieving your goals by breaking them down into smaller, achievable tasks. By having a clear challenge, you can stay motivated and focused on your goals. Each day's challenge builds upon the previous day's, creating momentum towards the desired outcome. Additionally, having a plan can help you stay organized and prioritize tasks based on their importance and urgency.

A challenge can help you overcome procrastination and stay accountable. By having a clear outline of what needs to be done, you can avoid feeling overwhelmed and take action towards your goals. Furthermore, having a plan can help you track your progress and make adjustments as needed.

Overall, a 7-day Challenge is a powerful tool to focus on a particular issue and provide greater insight, bringing an area of concern into your comfort zone.

Day 1: Monday - Understand Your Customers

Take the time to research and understand your customers' business and industry. Identify their goals and objectives and learn about their challenges and pain points. This will help you tailor your sales approach to their specific needs.

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Day 2: Tuesday - Define Specific Outcomes

Work with your customers to define specific
outcomes that they are seeking to achieve. Use your
knowledge of their business and industry to suggest
outcomes that align with their goals and objectives.

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Day 3: Wednesday - Develop Customized Solutions

Collaborate with your customers to develop customized solutions that are designed to achieve the specific outcomes that they have defined. This may involve a combination of products, services, and other resources that are tailored to their needs.

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Day 4: Thursday - Align Solutions with Goals

Ensure that your solutions are aligned with your customers' goals and objectives. Be sure to communicate how your solutions will help them achieve their desired outcomes.

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Day 5: Friday - Measure and Track Progress

Measure and track progress towards achieving the specific outcomes that you have defined with your customers. Use this data to make adjustments to your solutions as needed.

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Day 6: Saturday - Communicate Value in Outcomes

Communicate the value of your solutions in terms of the specific outcomes that they deliver. Be sure to highlight how your solutions have helped your customers achieve their goals and objectives.

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Day 7: Sunday - Day of Contemplation

Reflect on your experience with Outcome Based Sales over the past week. Consider how you can continue to improve your approach to deliver even better outcomes for your customers.

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