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# **Money Talks**

**How To Develop The Perfect Sales Process  
and Find the Right People to Make It Happen**

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Presented by:



## David Marler

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LightSpeed Automation

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- Former Small Business Owner
- National Sales Manager, Nfinity Athletic
- Vice President of Sales, Rebel Athletic



- Former Small Business Owner
  - Built an embroidery company to \$2.5 million in sales
  - Founded an event merchandising company
- National Sales Manager, Nfinity Athletic
  - Drove sales from \$1.5 million to \$7 million in 5 years
  - Changed sales model in last year after loosing our largest customer
- Vice President of Sales, Rebel Athletic
  - Developed a nationwide sales force from zero to 30 reps in 2 years
  - Went from \$1 million in sales to \$7 million



## Today's Objectives

#1. Develop and demonstrate a simple **Two Step** Sales Process that will grow your business without making an investment in sales people.

#2. Provide the tools needed to successfully manage an outside sales force of any size

#3. Create a sales profile and determine the qualities you want in a great sales person



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# Marler's Top 5 Common Sense Sales Principles

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## Marler's Common Sense Sales Principle #1

NO ONE WANTS  
TO BE "SOLD"



There is a fundamental, subconscious response to push back against anything unwanted or uninvited into your world



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Would you buy a car from this guy?



How about him?







## Sales techniques that have lost their impact

- Telemarketing
- Door to door
- Direct marketing
- Print Advertising



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There's only one time when I'm happy to be "sold to" by a door to door salesperson....





## **Marler's Common Sense Sales Principle #2**

FACTS TELL  
STORIES SELL



Mr. Rogers carried a quote in his wallet from a social worker that he once met that said....

***“There isn’t anyone that you can’t learn to love once you’ve heard their story.”***



***“Your story is the most powerful sales tool that you own.”***

*David Marler  
LightSpeed Automation*

- I've never met an operator who didn't have an interesting story on how they got into this business.
- People connect through stories. A successful story connects in 3 equal ways: 1/3 See, 1/3 Hear, 1/3 Feel



- Stories create the emotional bond that allow a prospect to drop their radar and actually listen to what you're saying.
- More buying decisions are made with emotion than facts.
- A great story has a beginning, a middle and an end. Too much of any part will lose it's effect. Stay on point.
- Give them 2 + 2. Don't give them 4. Allow them to fill in their own blanks.
- A quick story...



The purpose of your story is to create the emotional bond that makes a prospect feel comfortable about hearing what you have to say.

“Business should be like friendship with profit.”

Jim Cathcart's book, *“Relationship Selling”*



## **Marler's Common Sense Sales Principle #3**

DON'T TRY TO SELL TO  
CLIENTS YOU KNOW  
WON'T BUY





The first step in developing a good sales strategy is to determine who the ideal customer is for you product or service.

LightSpeed's Target Market

***“Distributors or Manufacturers who pick a large number of SKU's on a daily basis using manual or complicated processes creating pain points due to mistakes, complexity and excess labor”***



## *Who is your ideal customer?*

- Have you done a deep dive into your top accounts and found out why they buy more?
- Have you created customer profile and identified the key traits that you want in a customer?
- Are you fishing in the pond where your customers are swimming?



## Sales Statistics

Source: ***National Sales Executive Association***

- 2% of Sales are made on the 1<sup>st</sup> contact
- 3% of sales are made on the 2<sup>nd</sup> contact
- 5% of sales are made on the 3<sup>rd</sup> contact
- 10% of sales are made on the 4<sup>th</sup> contact
- 80% of sales are made on the 5<sup>th</sup> to 12<sup>th</sup> contact



## Sales Statistics - Part II

Source: ***National Sales Executive Association***

- 48% of Sales People never follow up with a prospect
  - 25% of Sales people make a 2<sup>nd</sup> contact and stop
  - 12% of sales people only make 3 contacts and stop
  - 10% of sales people make more than 3 contacts



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## **Marler's Common Sense Sales Principle #4**

YOUR CUSTOMERS ARE  
YOUR ***BEST*** SALES FORCE

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## People buy from whom....

- **They know**
- **They like**
- **They trust**



**The perfect prospect comes through an existing customer....**

- **Who has already told your story.**
- **Provided validation for your product or service.**
- **Given their stamp of approval.**



- **How many testimonials do you have on your website?**
- **How many video testimonials do you have on your website?**
- **When was the last time you went to a good customer and visited with them and ASKED them for a referral?**
- **Do you use testimonies in your marketing and advertising?**





# **Invest in Incentivizing YOUR best customers:**

- **Gift Cards**
- **Free product for the office**
- **Trips, Travel Certificates**
- **Avoid cash**



**What ever you choose, it must be:**

- **Meaningful & sincere**
- **Truly a reward**



## **Marler's Common Sense Sales Principle #5**

EVERYONE LOVES A  
PARTY



**Event marketing is the most effective way for a small business to reach qualified prospects, share their story and grow the business.**



## Event Marketing.....

- **Invest in a high quality event**
- **Get a higher return on investment**
- **Opportunity to talk one on one**
- **Prequalified prospects**
- **Tell your story to many people at one time**



- **Great events make take more than a year to really start to pay dividends.**
- **Don't skimp on the budget. Put the money aside and do it right.**
- **Make the event appeal to your target customers. Men and women will respond to different type of events.**



## Marler's Common Sense Sales Principles

- I. NO ONE WANTS TO BE "SOLD"
- II. FACTS TELL, STORIES SELL
- III. DON'T SELL TO PEOPLE WHO WON'T BUY
- IV. YOUR CUSTOMERS ARE YOUR *BEST* SALES FORCE
- V. EVERYONE LOVES A PARTY



#1. Develop and demonstrate a simple **Two Step** Sales Process that will grow your business without making an investment in sales people.

***Step #1: Use your customers to do your prospecting***

***Step #2: Use your story to close the deal***





# *One Page* Sales Strategy

- 1. Create an event***
- 2. Incentivize your customers to bring new prospects with them***
- 3. Tell your story***
- 4. Give the prospects a reason to give you their contact information***
- 5. Follow up - forever***



## Examples of Event Marketing

- Golf tournament
  - Trivia Night
  - Bowling
  - Little Black Dress Party
  - Fashion Show
  - 5K Fun Run
  - Create your own festival
  - Create fund raising event
  - Pet contest
  - Experiential Marketing\*
- Boston Based 451 Marketing
- DC Fly-In Reception



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# Developing the Sales Process

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Step One in developing a solid sales process is developing **YOUR** story

At the heart of a good story is your USP;  
“Unique Selling Proposition”



## What makes your business different from your competition?

- Can you defend against your competition?
- Low price leader? – Easy to undercut
- Uses new technology? – So can your competitor
- Friendly employees? – Don't fire one of them
- Fast service? – Really sexy



## When developing your USP.....

- Use your story and how you got into the business
- Build in the ideas you created using Experiential/Event Marketing
- Make it difficult for competitors to follow suit
- Drill it into every sales person and employee in the company.



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LightSpeed's USP...

***“Revolutionizing Order  
Fulfilment”***

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## Determine the Stages of a Sale

- What stages or steps do your customers go through to make a buying decision?
- What elements are present in each stage?
- Are you selling to a first time buyer, taking the customer from a competitor or flipping them from vending to a market?





## LightSpeed's Sales & Marketing Funnel





Once the sales stages are identified, determine what sales activities need to be engaged with that stage

- Contact – information gathering
  - # of Routes, Markets
  - Providers
  - Prekitting, bulk picking, picking with paper, old school vending
  - Direct them to the website for specific information
  - Determine why they reached out to LightSpeed
  - What's important to them
  - Speed at which they want to move



Once the sales stages are identified, determine what sales activities need to be engaged with that stage

- Consultation – determine next steps in the process
  - Warehouse organization
  - Potential site visit
  - Walk them through the steps to start prekitting
  - Introduce them to suppliers that we trust (carton flow shelving)
  - Introduce them to other LightSpeed customers
  - Schedule a site visit to a LightSpeed customer who is not their competitor



Once the sales stages are identified, determine what sales activities need to be engaged with that stage

- Demo/Quote
  - Happens in conjunction with Consultation
  - Creates an Opportunity
  - Moves to the top of the radar
  - Determine the probability of close
  - Spend most of my time in this stage



The devil is in the details.

Once the process is in place make sure everyone on the team knows the steps by heart and DO NOT miss one. A single miss step can lose the sale.



## *Next Step...*

- The USP has been created and articulated
- The sales stages have been identified with the activities written for each stage

What tools are needed to properly manage the sales process?



## Sales Glossary

- CRM: Customer Relationship Management. Software designed to coordinate all sales and marketing activities.
- Opportunity: A term created by some software developer to refer to a potential sale.
- Quota: Predetermined sales goal for a sales person to hit over a specific time frame.
- Pipeline: A report showing what stage each opportunity is currently in and which direction it is moving.



## CRM: Customer Relationship Management

- Will automate many of the marketing activities.
- Can help eliminate missing certain steps
- Make sales personnel more productive
- Gives you visibility of the entire sales process
- Shows where every prospect and sales rep are in the sales process





David's Dashboard

Create

## My Tasks

Subject	Contact	Related to	Due Date
F/U with Kitchen Fresh on Cooler	Greg Hill	Kitchen Fresh Foods	09/19/2017 07:31am
Status Check with Bittner Vending	Mr. Kim Bittner	Bittner Vending, Inc	09/20/2017 08:52am
Status check - Lean Box	Tim Haffner	Lean Box	09/20/2017 09:47am
Status Update - from OneShow Hanse...	Gary Bell	Hansen Vending Service	09/20/2017 10:47am
F/U on pricing/quote	Jeff Hemp	Coca Cola Bottling - Pasco, WA	09/20/2017 01:42pm
OneShow F/U - A priority	TJ Young	Snack Rack, Inc	09/21/2017 08:33am
One Show F/U - A priority	David Boucher	C&S Vending Company	09/21/2017 10:25am
Status Check with Ten M	Donald Mistretta	Ten M Vending	09/21/2017 11:11am
OneShow F/U - B priority	Randy Moncla	Moncla's	09/21/2017 03:24pm

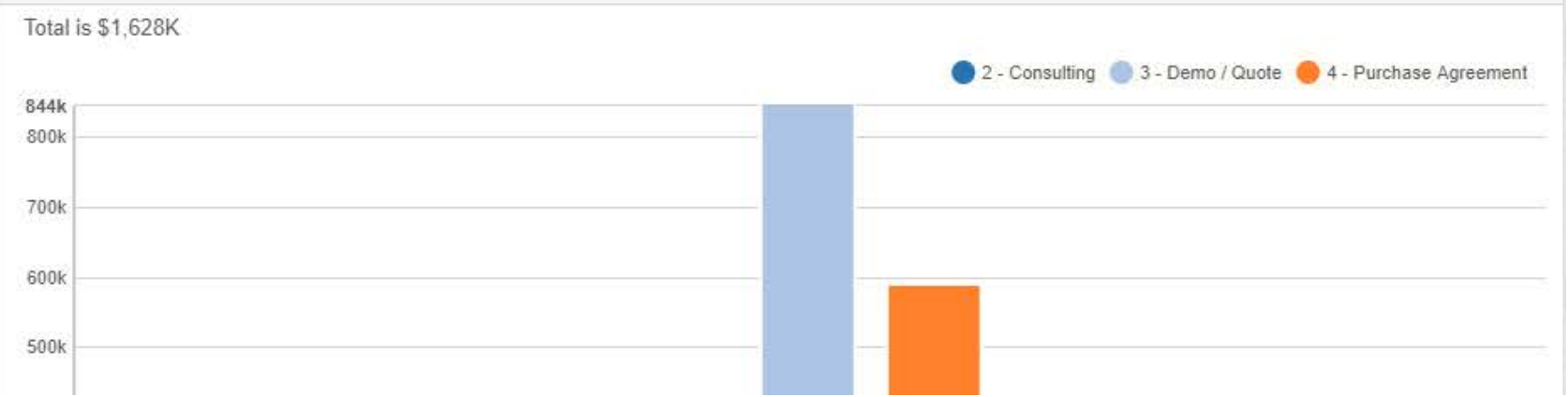
## My Opportunities

Name	Account Name	Sales Stage	Opportunity Amount	Probability (%)	Expected Close Date
FastTrack	AVM Services	3 - Demo / Quote	\$40,400.00	75	12/31/2017
Mobile	Mcliff Coffee and Vendi...	3 - Demo / Quote	\$20,400.00	80	12/31/2017
Mobile	Larsen Vending	3 - Demo / Quote	\$21,500.00	75	12/01/2017
Light Addition	One Source Office Refr...	3 - Demo / Quote	\$21,500.00	80	12/31/2017
FT&Mobile	PepsiCo - Fargo	3 - Demo / Quote	\$39,500.00	95	09/30/2016

## My Meetings

Subject	Related to	Start Date	Status
L10 Meeting		10/09/2017 09:00am	Scheduled
L10 Meeting		10/02/2017 09:00am	Scheduled
L10 Meeting		09/25/2017 09:00am	Scheduled
L10 Meeting		09/18/2017 09:00am	Scheduled

## Opportunities by Stage this year (\$)





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Refresh Facility Services



Following

Business Card

General Site Information

Client Hardware Serial Numbers

Providers/Usernames

Additional Customer Parts

VISION

Client ID

Main Contact (First)

Jack

Main Contact (Last)

Brown

Email

[jbrown@refreshmyfacility.com](mailto:jbrown@refreshmyfacility.com)

Billing Address

PO Box 1997  
Portage, IN 46368  
USA

Customer Category

Vending, Micro Markets

Description

Janitorial company that got into vending 5 years ago. Has 150 machines and 2 markets. Switching to Company Kitchens. Sodexo partner. Has not made a decision on a VMS. Looking at Vendsys, ParLevel and Cantaloupe. Won't be ready for a year. His goal for the next 24 months is 300 machines and 15 markets. Knows Rory Raven at CL Vending very well.

Lead Generation

Website

Office Phone

219-250-3024

Fax

Website

<http://www.refreshmyfacility.com/>

Shipping Address

6743 Calumet Ave  
Hammond, IN 46324  
USA

LightSpeed Services

Mobile

Member Organizations

Sodexo Partner

Marketing Tags

Lead Not Prekitting

## Additional Information

Original Install Date

License Type





## Determine Quota's

- Quota is a predetermined sales total that is expected of a sales rep over a specific time frame.
- Need to be realistic. Rep should have to reach to hit but not be so high it's a demotivator.
- Adjust as more data has been gathered
- Initially set short term quota's (quarterly)
- Should be representative of your typical sale.



## Factors to use in determining Quota's

- Average annual volume of an account
- Average days to close
- # of Potential Prospects in territory
- # of Prequalified prospects in pipeline
- Will sales rep be doing their own prospecting



Weekly Pipeline Report  
Mon, 04 Sep 2017 08:01:02 -0400

Sales Stage = 2 - Consulting, SUM: Converted Amount = \$286,000.00

Name	Opportunity Name	Opportunity Amount	Sales Stage	Probability (%)	Next Step
Coca Cola Bottling - Yakima, WA	FastTrack/Mobile	\$43,000.00	2 - Consulting	50	Site visit scheduled for 9/14
Coca Cola Bottling - Pasco, WA	FastTrack/Mobile	\$42,500.00	2 - Consulting	50	Site visit scheduled for 9/14 at their sister branch
Bigfoot Vending - Roseburg OR	Foundation	\$10,000.00	2 - Consulting	40	Still not prekitting yet. No market. Check back in 4Q
CA Timbs Vending & Food Service	Foundation	\$11,500.00	2 - Consulting		Sprinkle's Account - Meeting in Conway Headquarters
Leal's Snacks LLC	Foundation	\$10,000.00	2 - Consulting	25	Meet with him at NAMA. Warehouse U Live attendee. Asked to make contact in June.
Bigfoot Vending - Bend OR	Foundation	\$10,000.00	2 - Consulting	40	6/6: Email received. Still not ready. Volume doesn't justify yet.
Dependable Vending	FT & Mobile	\$43,000.00	2 - Consulting	50	Site Visit scheduled for 9/12
Triangle Vending & Water Services	FT&Mobile	\$38,500.00	2 - Consulting		8/19: CEO Michael Vannoy will be at ACE to discuss next steps.
1st Choice Food Service	Mobile	\$19,500.00	2 - Consulting		8/22: Owner Melvin Barnett will be at ACE.
RSI Holding, LLC	Mobile	\$19,000.00	2 - Consulting		Sprinkle's Account 4/6 F/U Nothing new to report with call today.
WeServ Inc	Mobile	\$19,500.00	2 - Consulting	50	Site visit scheduled for 9/13



# Finding the Right Sales Personnel



**Hunters**



**Farmers**



## Hunters

- Highly motivated by the chase
- Aren't afraid of cold calling
- Thrive on high commission
- Need very little supervision
- Will leave quickly if can't close

## Farmers

- Great relationship builders
- HATE cold calling
- Prefer a more stable compensation
- Need some hand holding
- Wants a home



## Qualities of a Great Sales Professional

- Coachable: Can absorb and apply feedback
- Curious: Interested in learning more about prospects; willing to ask probing questions
- Intelligent: Able to master a subject
- Hard-working: Will put in the time and energy
- Previously successful: Track record of success in sales, sports, school, another job

Mark Roberge, SVP of Worldwide Sales at HubSpot





# Which Type is Right For Your Business?

It depends...



## Which Type is Right For Your Business?

### At Nfinity I wanted authenticity

- We created a new category: competitive cheer shoe.
- The pitch was to not buy a \$35 pair of sideline shoes and buy a \$70 pair of indoor competitive shoes.
- We were a women's athletic company
- We were 3 years old – very little brand recognition
- Our target customer base was 80% women and 20% men



## I Hired Young Hunters

- I hired an all female sales staff – look like our customer
- All under the age of 30 – look like they could wear the product
- Had been a prior cheerleader or a coach – they were coachable
- Marketing degree in college – had success and could learn the marketing pitch
- Had dreams to start a family or already had small children – perfect career. Work from home and make your own hours.



## At Rebel I wanted relationships

- Brand new company – one year old
- Not a new category – cheer uniforms – extremely competitive
- Had a huge competitor who owned 75% market share
- Had a new manufacturing model. 1<sup>st</sup> in the category to manufacture in China
- Highly customizable product. Needed very detailed sales process and follow up



## I hired Experienced Farmers

- They were going to buy a uniform – I wanted them to buy MY uniform
- They had to have a book of relationships within the industry. Former coaches, sales reps from other product lines.
- Track record of success – winning championships or a deep book of business.
- Knew we were going to have delivery issues and needed their relationship skills to keep customers calm while we dealt with production issues.



## Which Type is Right For Your Business?

- What does your successful customer look like?
- What type of sale or growth are you chasing?
- How much opportunity is there in the market?
- Is there opportunity in your existing customer base?
- Will they do marketing and prospecting?
- How long does it take to close a sale?



## Sales Compensation

- **Total Compensation should be 50/50 base & commission**
- **Comp should be based on opportunity**
- **What is the competition paying top sales professionals?**
- **Sales only? Or Sales and Prospecting?**
- **Hunt and Farm?**



## *Determining Sales Compensation*

<b>Ave. Contract Value</b>	<b>\$25,000</b>	<b>\$35,000</b>	<b>\$45,000</b>	<b>\$55,000</b>
<b>Annual Quota</b>	<b>\$500,000</b>	<b>\$650,000</b>	<b>\$750,000</b>	<b>\$1,000,000</b>
<b># of Deals Needed</b>	<b>20</b>	<b>19</b>	<b>17</b>	<b>18</b>
<b># of Deals P/Month</b>	<b>1.67</b>	<b>1.55</b>	<b>1.39</b>	<b>1.52</b>
<b># of Qualified Leads</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Close Ratio to Hit Quota</b>	<b>27.78%</b>	<b>25.79%</b>	<b>23.15%</b>	<b>25.25%</b>





## *Determining Sales Compensation*

<b>Ave. Contract Value</b>	<b>\$25,000</b>	<b>\$35,000</b>	<b>\$45,000</b>	<b>\$55,000</b>
<b>Annual Quota</b>	<b>\$500,000</b>	<b>\$650,000</b>	<b>\$750,000</b>	<b>\$1,000,000</b>
<b># of Deals Needed</b>	<b>20</b>	<b>19</b>	<b>17</b>	<b>18</b>
<b>Commission @ 5%</b>	<b>\$25,000</b>	<b>\$32,500</b>	<b>\$37,500</b>	<b>\$50,000</b>
<b>Base Salary</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>Total Compensation</b>	<b>\$50,000</b>	<b>\$57,500</b>	<b>\$62,500</b>	<b>\$75,000</b>
<b>Sales Comp as % of Sales</b>	<b>10.00%</b>	<b>8.85%</b>	<b>8.33%</b>	<b>7.50%</b>



## *Final thoughts & Takeaways*

- *Learn to tell a good story - yours*
- *Own something - your USP*
- *Develop a creative event & be consistent*
- *Use your customers as your sales force*
- *Follow Up - forever*
- *Develop a solid sales process*
- *Hunter or Farmer?*
- *Fair compensation plan*
- *What type of sales you want*
- *Invest in the right tools*
- *Never give anyone the end piece*
- *Always blow your nose before having sex*