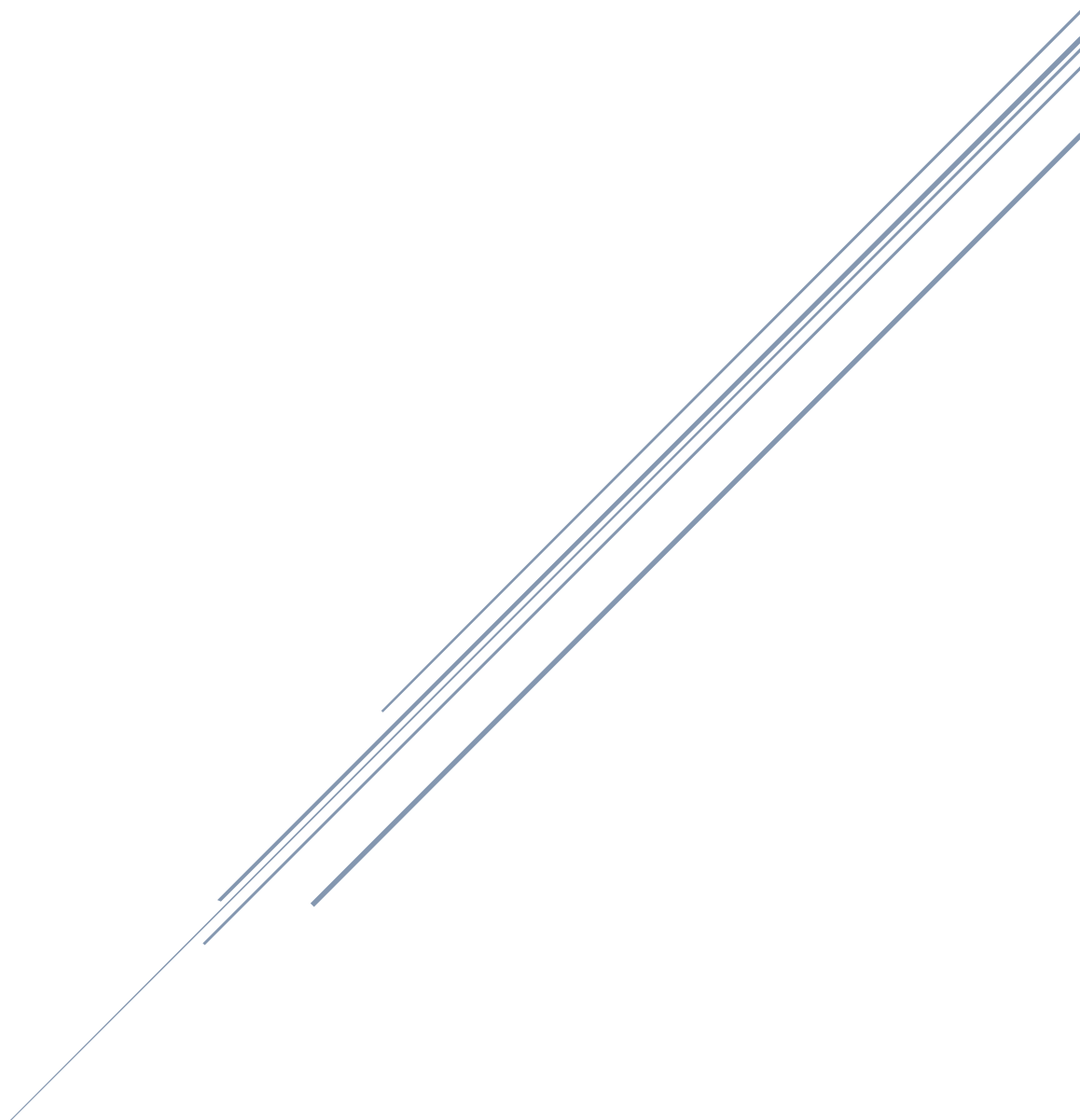


# THE SALES RENAISSANCE

Manuscript



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## Introduction

The sales profession is strange. If you attended a business school as I did then you will realize that in most cases no professor explained what sales is and what it entails. The sales profession is critical yet vague. It is mysterious and subject to interpretation.

There appears to be no single standard to defining the sales profession.

I intended to change that.

The goal of defining sales as one single profession is to alleviate many of the negatives you will see that arise from a disorganized, convoluted interpretation of the profession.

What I mean is that due to the lack of one single standard of sales ethics, processes, value and so forth the result is a disorganized field that creates superstars on top of an overwhelmingly unnecessary amount of costs for society.

The ultimate negative is that despite all the wild successes of largest companies that successfully sell millions on various gadgets, solutions and services the majority of the sales only add to the pains of society.

You might be surprised after reading this book in understanding how widespread the damages are on a global economic scale with the numerous examples I will cover.

Most importantly, I will provide a detailed systematic overview of how sales works, the various sequences of touch points and value creation on top of value differentiation in order to make this book as useful as possible for the greatest number of readers.

Lastly, I will cover the driving forces behind the change in the Sales Renaissance that I hope you can propagate throughout the world after reading this book so you too can play a role in making the world a better place.

Let us get to it.

## The Sales Professional

The world is full of sales professionals. The sales profession known by a simpler name in the Middle Ages is a merchant. A merchant purchased goods or services and exchanged them for money or other goods and services with the intention of making a profit or surplus.

The world has changed a lot since those days but the goal of making a profit has not.

As a result, any individual be it as part of a group or alone becomes a sales professional when they engage in the process of buying and selling goods or services in the economy with parties outside of themselves or their defined organizational group.

The reason for stating that the sales professional must be exchanging goods or services with someone outside of themselves or their immediately defined organization is because the majority of sales activity that is the root of many economic problems involves dealing with parties outside of one's immediate business group.

The point I am making is that the exchange of goods or services between various groups as well as individuals is the process of sales. This definition will permit us to define sales because it does not focus on the common misguided perception that all of us are involved in sales because we are all involved convincing someone of acting in one manner or another.

In non-technical language, the definition I am creating is focusing strictly on the exchange of goods or services in a business setting between individuals or groups of individuals outside of their immediate organization or group of associated individuals and only in an economic setting meaning with the intention of earning a profit rather than some other form of benefit.

The purpose of defining the criteria strictly is to focus on the billions of transactions taking place annually between business professionals that create so much harm for society when done improperly.

Coming back to the matter at hand with the definition set out in the preceding paragraph one can see that the world is full of sales professionals.

Examples of sales professionals are the sales department of any organization worldwide. In addition, anyone that serves as an intermediary in a transaction between a manufacturer and an end user of the product or service. This means the insurance agent, the car salesperson, the stockbroker, the account executive, the door-to-door salesperson, the Vice President of Sales at a Fortune 500 company and the like.

These are sales professionals.

They are sales professionals because they are part of an organization or act as individuals with the goal of earning a profit by exchanging goods or services with those outside of their organization or themselves.

This definition would include anyone who sells something to someone else with the intention of earning a profit.

## The Sale

The purpose of defining a sale is to permit us in the future to identify situations where a sale is taking place. The importance of being able to identify if a sale is taking place or not is to be able to understand if the proper ethics, processes and conditions apply. The resulting experience with a buyer will result in a positive for the seller, which cumulatively across billions of such interactions worldwide each year will result in a massive benefit to society.

A sale occurs when an individual with the intention of earning a profit is attempting to convince another individual or group of individuals to purchase a good or service.

The definition is simple.

The focus is on an individual acting with the intention of influencing the decision-making processes of the buyers.

As a result, you can see the importance of the sales process occurring in a manner that maintains the best interests of each party.

## The Seller

Contrary to popular belief, not every seller is a sales professional nor is every sales professional a seller. This means that a sales professional can act as an intermediary between a seller and a buyer. The manufacturer of teakettles can engage a sales professional to conduct sales on their behalf. Therefore, the seller is the manufacturer whom is leveraging a sales professional to find a buyer for their product being teakettles.

The seller is not responsible for engaging in the manner, which I will describe in this book as a sales professional is. The reason being that it is the sales professional who is the individual responsible for influencing the decision making processes of purchasing a product or service thus the onus of responsibility rests with the sales professional rather than the manufacturer.

You will notice that as we progress through this book the manufacturer may even have a leader that will threaten sales professionals, fire sales professionals and support as well as encourage unethical sales behaviour but the sales professional must not engage.

## The Buyer

The buyer is any individual be it a consumer or business represented via an individual that will be purchasing the goods or services from the sales professional. Notice the key distinction being such that the purchase comes from the sales professional rather than the seller. The seller is not legally responsible for the activities of the sales professional as the onus of responsibility is strictly on the sales professional. One may mistakenly believe that a buyer purchases from the seller directly when in the case of a buyer purchasing directly from a manufacturer without the use of an intermediary such as in the case of a sale occurring using the sales team that are employed by the manufacturer but this is incorrect. The sales team is a sales professional entity with the business activity being selling products and services while the manufacturer's primary business activity is of manufacturing.

In conclusion, you will notice that we have defined the sales professional, the sale, the seller and the buyer as separate events and entities. The purpose of separating these in their own fields is to ensure that the standard code of conduct that I am proposing in this book is not only enforceable but also mutually beneficial to all parties. Furthermore, the realities of business organization support this type of separation accordingly with the exception of the differentiation between a sales team employed by the manufacturer and the sales team separately as a sales professional entity. The courts may argue that the onus of responsibility rests with the manufacturer for establishing internal controls that will minimize if not completely eliminate the opportunity for unethical damaging sales behavior to occur.

However, the reality is such that in legal cases the employee is a sales professional separate from the entity, as it does not make business sense that the entire organization is responsible for unethical sales professionals. I am not a business lawyer but I have seen countless organizations undergo this type of differentiation hence I define this in this book so to permit whomever reading it to catch up to the way most organizations are beginning to define where the sales professionals stands when it comes to their organization. This differentiation is in stark contrast to the past thirty years of business history whereby sales, leadership and organization are united. We will cover this separation and the driving forces behind it in later chapters.

## Sales Renaissance - Driving Forces

The changes in sales models, sales perceptions, sales ethics, sales processes and everything else pertaining to sales are occurring because the world itself is changing. The change in the world can be broken down into three segments categorized as technological, social and environmental. The environmental change is both pertaining to the natural world such as our oceans, air and ground as well as the new digital world that is emerging that exists in a virtual world.

The technological changes affecting sales involve numerous improvements that permit salespeople to do more than previously with fewer inputs. The salespeople of the new digital world of sales utilizes software instead of pen and paper to take notes, communicate with anyone anywhere in the world as well as appear virtually anytime anyplace to meet with anyone on the planet. If this does not sound like your organization then you need to evolve or you will become extinct.

Technology has not changed the sales process but it has exuberated previous problems. The ability to contact via email has resulted in salespeople being able to spam email thousands if not millions of people a day. This behavior multiplied by a growing population of salespeople creates an enormous amount of waste. The amount of time wasted reading, possibly responding and dealing with spam emails on top of creating a negative sentiment towards any future unsolicited emails demonstrates the amount of negative impacts on society of unsportsmanlike conduct in sales activities. Therefore, it is apparent that technology is a critical driving force behind the change to sales.

The social changes driven by technological changes include new expectations of privacy as well as elimination of previous expectations of privacy in other cases. The world of streamers, v-loggers, online advertisements has created a culture of constant exposure of one's life no matter how private. In contrast, the introduction of new regulation has resulted in new expectations of privacy including ability not to appear in search engines as well as not have one's navigation patterns online tracked. The world twenty years ago did not experience such social changes let alone expectations of privacy, as the online world was not as pervasive as it is today. The digital world has become the real world as dating,



meetings, business interactions and much more has exploded in the past decade to the point that it is common knowledge that some members of society are no longer comfortable in speaking with individuals directly either via teleconferencing, phone or in-person. The social changes have also resulted in new expectations of privacy such as texting or calling someone without them having provided you their personal number prior considered an invasion of privacy. In contrast, contacting someone for a job opportunity as you saw his or her profile on a popular professional networking site is acceptable. The world continues evolving socially in adaption of the technological changes overlaying it.

The sales world thus has to adjust accordingly.

The sales world along with each of its processes, practices, behaviors has to try to learn what solicitation forms are acceptable and which are not. The responsibility thus rests with the sales professionals both in selling to businesses and to consumers. The sales professional becomes the subject matter expert for the organization whose product he or she is selling. This is a critical shift from the status quo where the organization tells a sales professional who to contact and how to sell.

The last driving change behind the sales renaissance and that is environmental.

The environment being both the physical environment consisting of our oceans, air and ground as well the digital environment meaning our digital world consisting of influencers, online sellers, ghost kitchens and bitcoin operators as well as many more new digital entities that have never existed before the internet.

The physical environment itself is undergoing a massive problem of catastrophic proportions as our planet has and continues been damaged. The damage caused by economic activity including manufacturing, fossil fuel burning, mineral extraction, waste and much more continues ravaging the planet. The sales processes thus must include the principles that slow or reverse these damaging activities focusing on sustainability and efficiency. The triple bottom line approach proposed by John Elkington focusing on including the costs of negative outcomes of economic activity into the costs of products and services with the intention of focusing on the reduction of such costs is critical to our survival.

The sales processes thus must follow in the same pattern of reducing waste, creating sustainable repeatable sales processes that are lowest cost in their inputs and maximum in their outputs.

This means that there should not be ninety-nine individuals contacted for every one hundred individuals that did not need the advertised product or service in order to make one sale. There should a focus on making the least amount of contacts to unnecessary individuals to avoid wasted time, effort and energy.

This means that there should not be unethical salespeople that distort facts, deny relevant information and unduly influence the purchasing decision making processes of individuals or organizations in order to earn a profit either.

This means that there should not be wasted resources on purchases that were not absolutely required or properly assessed for the value adding capabilities to achieving the organizational or individual objectives. In other words, we should not be selling a new tool kit to an organization or an individual when it only marginally improves the ability of the organization or individual to solve a problem resulting in overpaying which is a form of waste.

The changes occurring with the physical world becoming a digital world are the last change driving the sales renaissance. The digital world is becoming the new reality whereby the aforementioned influencers, online sellers, ghost kitchens and bitcoin operators much more are becoming the new environment.

The world of online banking, ecommerce, social media and global telecommunications is becoming a complete replacement for the physical landscape. It is a change of unprecedented speed and magnitude as the entire world is able to create a copy of itself in digital format without anyone leaving his or her physical location. The transfer of almost all aspects of society coupled with digital connectivity globally has resulted in more individuals each day being able to communicate with more individuals across the world. Moreover, the individuals are able to collectively plan, coordinate and execute on their activities across the globe. The result is a globally interconnected species that spans billions of beings on this planet.

A monumental achievement such as this requires an equally evolved means of exchanging value that is on par with the level of technological achievement. The legacy means of visiting a person physically across a geographical location in a world of geographically dispersed buyers is as inefficient as it is archaic in comparison to systems that allow anyone anywhere anytime to access a seller online from the comfort of their smart device. As a result, the sales renaissance requires evolution of the sales processes.

This means that there should not be wasted resources on any activity that can be virtual, as the global move towards sustainability requires maximum efficiency by all actors to help the world stand a chance in mitigating catastrophic climate change.

## The Universal Sales Process

The universal sales process is applicable to all organizations of all sizes and all revenues. It focuses on objectives, processes and presents the characteristics of any product or service in relation to either a positive or a negative impact on the aforementioned objectives and processes.

It is extremely simple to follow this process, as this process is itself very simple.

The first step is to assess the kind of objective a product or service helps to achieve when it comes to a small, medium, or large business. The goal is to assess the objective of any target market when you know you have clearly reached a differentiating objective of that target market.

It is easier to follow with an example hence we take a regular retail store that sells hats.

The goal of the retail store is to make a profit, which is no different from every other store. As a result, the objective is not sufficiently different to define this as the target market that we want to focus on assisting.

The objective of a retail store is to continue receiving foot traffic to maximize the probability that a fraction if not all the prospective buyers that enters the store will purchase a hat.

In comparing this to other retail stores, we know this to be sufficiently different because we have key parameters within this objective being that it involves hats, which is specific to only those stores that sell

hats. In addition, it is specific to retail stores only because it involves achieving enough foot traffic to the store that there are sufficient buyers to sustain the store operations i.e. profitability.

This definition of the target market is expandable depending on the number of characteristics of the product or service we are offering. In one hypothetical scenario, we can expand on this target market definition by stating that we are seeking retail store that in addition to the aforementioned criteria are also looking for customers that will return to the store to buy more hats with a minimum of one hat purchased per customer per quarter.

Another example of this target market definition would be that we are looking for all retail stores that in addition to the aforementioned criteria are also looking for customers that will be between the ages of eighteen and twenty-five.

I believe you understand that you can make the target market as specific or as general as possible. The target market change is an ongoing process that changes as the forces driving it change in unison being technological, social and environmental changes.

It is not static, nor is it past looking, it is forecasting, it is future looking as you ultimately want to meet demand where you see it going rather than attempting to pinpoint it as it will always be on the move.

The goal is to identify, categorize and assist the intended target markets groups of patterns of behaviors to help them achieve their objectives.

The process of identifying the target market group patterns of behavior both either current or forecasted is a skill that requires exposure to numerous business entities until one has a sufficiently honed skill to understand how demand moves.

As a result, do not be discouraged if the initial attempt is less than fruitful as ultimately, all matters addressed through practice, repetition and constant improvement will arrive at success.

The next step after one identifies the target market involves gathering information available on the prospect, their organization, their industry, their value proposition and differentiating factors. The goal is to understand the organizational environment to the extent that you feel you can begin accurately forecasting where the industry is going, how your value proposition aids in the achievements of that goal, what assumptions you are basing this on and the reasons behind your solution being different from another two or more competitors of yours.

This fairly straightforward and comprehensive checklist will trump most outreaches in comparison. The goal is to have at least three data supported main points supporting your hypothesis on the manner by which your solution will aid the target individual or organization.

The third step is devising a series of questions that by virtue of the question itself will make the customer understand that you have a solution for a problem they are offering. This takes a few years of practice but goes along the following lines.

If you are selling a software based solution, then you will ask what you believe is a pressing issue that most accurately draws a connection between what you are offering and what the issue is.

“We offer a solution that eliminates data entry within organization’s – I wanted to ask you if your organization spends a lot of time doing data entry like typing information from one system into another or from paper into digital systems?”

The preceding question is specifically asking about a problem that the sales professional understands should be present in the target organization.

Subsequently, the next series of communications should be offering their premises as well as hypothesis on the reason for the sales outreach.

“I understand that multiple organizations of your size and industry are focused on digitizing their back-end business processes hence if you enter a lot of manual data entry then we can reduce that time to seconds – would you say you spend more than 15 minutes on data entry per day?”

Once again, the information is specific, the conversation is on the objective of the organization with an onus on how the sales professional believes their seller’s value proposition can assist the organizational member help their organization’s objectives.

I could continue but the nuances of each specific interaction for each specific organization are far too numerous to explain.

This task requires quite a bit of trial and error over a period of a few months if not already completed previously by the founder of the organization with an experienced sales professional.

Coming back to the focus on the chapter being the universal sales process.

The universal sales process focuses on steps that are specific to the problem at hand in any business.

The universal sales process must be data driven, fact based and always containing a hypothesis that one is attempting to propose to a target market in order to ascertain if the solution applies actually applies the individual or individual business entity.

This mutual process of exploration starting with the initial contact via either a phone call, an email or an advert resulting in a phone call, meeting or demonstration is a process done together with the prospective buyer.

The general rule of thumb is that one takes a minute of a prospective buyer time to interest them sufficiently to obtain fifteen minutes of their time to which the prospective buyer will concede if interested. The buyer then will evaluate with the sales professional the criteria to assess fit, next steps and further details.

The closest analogy is a doctor office whereby the medical officer will inquire as to the symptoms, assess in their repertoire of knowledge the potential root causes, request further tests to further validate or deny certain hypotheses and subsequently prescribe the appropriate solution in the form of treatment, medication, etc.

This the universal sales process.

The questions to ask as well as the words to say to peak the interest of the prospective buyer can only come from a deep understanding of the industry, product and environment of the target organization coupled with a stringent adherence to ethical solution based diagnosis and prescription.

The lack of any such steps will ultimately yield a lack of engagement from the targeted buyer resulting in an abrupt end to the sales process.

The target buyer often will look for every next sentence to be a reason as to why they should continue listening to your next sentence. As a result, it is imperative that each sentence is not only engaging but is a piece of information slightly revealing your value proposition on top of including a question that leads the prospective target buyer to begin to guess at what the solution might be.

This creates not only trust in that you understand their challenge on top of being able to properly articulate the characteristics of their problem based on its components whilst subsequently proposing a logical, data driven solution that addresses each sub-component of their problem.

I could provide numerous examples but the complexity of something as simple as selling a VoIP system to selling a medical device will create more words than are typically used in a business book hence if additional information is required do not hesitate to reach out directly as I answer everyone's questions that reads my book free of charge.

## Sales Wastes

### Waiting

There are various methodologies describing the process of eliminating waste in a manufacturing environment yet not many that apply the same methodologies to sales.

The reality is that the same principles are easily and effectively applicable to the sales processes with such great results that it is surprising the application of such processes has not occurred to date in the majority of enterprises.

It is quite likely that only due to the new pressures of efficiency and sustainability on a global competitive scale that are only now beginning to take hold that the need to innovative the sales process has become widespread.

In order to avoid rewriting an entire series of books on lean methodologies it will be sufficient to advise the reader to read the various literature available on the topic starting and including Six Sigma Quality Control process and at least a few other books on lean manufacturing process methodologies. The goal is to identify areas where in your organization you can see potential for improvement to reduce waste.

I will provide a summary of each form of waste next with a commentary on its application successfully in the field of our company.

The first and most important waste in my opinion is the waste of time or waiting. Waiting involves waiting for anything or anyone to complete something that you require as an input. It is in my opinion one of the worst forms of waste as it pervades itself across the entire world with none the wiser that it is a waste, possible to eliminate and is among the most important wastes to eliminate.

Waste involves waiting on internal and external events with examples including

- waiting on the application to load
- waiting on the computer to load
- waiting on the manager to approve

- waiting on the sales team to close deals
- waiting on the CEO to make a strategic announcement
- waiting on the team to fill in the phone numbers for the target list so the sales team can make calls

These are numerous wastes of time as they involve a delay in whatever process that is required to be achieved using their input.

No matter how small or big the organization; one can address this waste in three steps.

The first step involves taking note of each time you wait in your daily sales routine the amount of time you waited for something.

The second step is categorizing this waiting as by the reason and individual or department for which we are waiting.

The third step is calculating a total of the time spent on waiting by each department, person and activity.

In manufacturing, this process of measuring time over activities is a “time study”.

The beauty of applying this to any business process including sales is that you will identify activities where you spend time waiting.

The next phase involves writing down all the alternative tasks that one can work on while waiting. The next step in this phase involves timing all of these tasks from starting point to finishing point.

The total time of all the tasks that one can work on while waiting should not exceed the total time of alternative tasks. If they do, then there is time wasted.

You can understand this to be true because of the following example.

I work in a company that makes donuts. I prepare a box of a dozen donuts for the customer and hand it over to the person who puts on the glaze on the donuts. This takes me one hour from making the dough to giving the completely shaped donuts to the person who glazes them as well as bakes them.

The person who does the glazing and baking takes currently two hours to complete their part of the process before the donuts are picked-up by the customer.

If I have, an alternative series of activities available while I wait the two hours for the donuts to bake then there is no wasted time. In on the other hand, I have no alternative series of activities available while I wait for the two hours for the donuts to bake then I have wasted two hours.

You can see how this type of waste analysis of time permits you to identify multiple areas where your entire process might be wasting time. I called these process waste “blind spots”. The “blind spots” occur because nobody bothered to walk through, analyze and assess the process from a macro perspective with the goal of maximizing the return for every dollar spent on producing every dollar of return.

The reason this has not occurred is because administrative processes have yet to be subject to such optimizations as sales teams and sales departments have been able to hide such waste in the processes due to their importance in generating revenues for the organization.

The reality in the new world with the arrival of the sales renaissance is that transparency, data driven decision making coupled with scalable repeatable processes is the new paradigm to which everyone must adhere.

The old school methods of killing time while the sales manager is busy reviewing deals is over. Machine like efficiency is the name of the game required to compete on a global interconnected scale against countries where work ethic is as important as religion.

It is due to such an exposure to labor forces on a global scale that most European and North American organizations will need to absorb such lean methodologies in order to bring to par their processes to compete on a global scale in sales and overall administrative functions of an enterprise.

### Overproduction

The second critical form of waste that is problematic is overproduction which when applied to sales processes means that the sales team over performs. The legacy listing of achievements above set quotas worn as a badge of honor are no longer relevant as it brings about two questions such as were quotas too low or was the team lacking in skill when the opposite is true?

As one sales manager once advised myself that setting quotas is both an art form and a management tool. The latter being truth the former complete bollocks of undeserving attention. The only artistic quality of setting quotas is the lie by definition that such a statement makes in the first place.

The setting of quotas is to ascertained based on market demand. The accounting profession worldwide has a concept in corporate performance management titled variance analysis that includes calculation of variances of expected market growth versus expected results. In addition, variance analysis implements the same principles of production to administrative tasks including sales to assess expected output at a standard level of performance versus an elevated level and reduced level. The purpose is to assess different scenarios to help with financial budgeting including expected returns to investors based on sales revenues, which connects to the actual expected cash flows into and out of the company. The resulting analysis purpose is to identify areas of cash shortages, corporate performance, and financial position and so forth to ensure the business is a going concern. This is the truth that most salespeople have been able to avoid for many decades due to a variety of factors outside the scope of this text but are now at the forefront.

In simple non-technical language, the variance analysis is simply a calculation of what the market is supposed to grow at versus what the actual results are by the sales teams as well as in relation the growth of market share.

As you can see the problems inherently present with such an approach decades ago is that there was limited information on expected growth rates of various industries as well as a reliance on the sales leaders to obtain such information. As a result, you can imagine that when one relies on the individual or group of individuals whose best interests involve providing limited information to provide adequate information then it is unlikely the one who is required to provide such information will do so willingly. In practical terms, this means that the sales team or its leader are highly unlikely to provide the most honest information that would help the financial officer evaluate the actual versus the expected performance of the sales teams.

The result is a constant creation of an illusion of that the sales team is constantly performing at, above, or at worst slightly below quota resulting in the worst possible sense of security for an organization i.e. a false sense of security.

As we return to the concept of waste via overproduction, we can see that the sales function within the organization should be neither above nor below quota. In fact, it should match exactly the rate of production required to satisfy customer demand whilst maintaining the highest levels of service and quality possible given the current price of the product or service.

The manufacturing nomenclature describes this as “takt time” which is measure of the time it takes to produce an item to match the demand for the item over a unit of time.

An example will help illustrate the matter more easily.

The company manufactures sunglasses with the sales team having blow away the quota because they are absolute super stars according to the sales leader for the organization. The sales team has sold 200% of their target. The result is that now the organization has paid out the existing sales team double their regular pay with lots of fanfare for achieving so much business.

Once the celebrations are over, the production manager realizes that manufacturing costs are going to increase due to a need to increase labor costs to produce the sunglasses in the allotted time thereby reducing the profitability of the company. The sales team realizes that next year the expectation will be that they generate the same or better amount of sales or risk their jobs. The owners of the company potentially receive a larger than usual return providing more investment under a potentially misguided belief that the sunglasses market is booming when next year it could go bust. The result is a negative impact on everyone for achievement. The solution should have been better forecasting, oversight and quota setting along with quota review by an independent firm or experts on whether or not the quota was realistic.

If one reviews literature pertaining to quality control methodologies such as Six Sigma then one will understand that variations in any process are negative events. A variance is actually an unexpected outcome meaning that one planned for one event but another occurred. This means that the planning stage was lacking in accuracy. The result is in inaccurate shot. You can understand that the following is true if you take the famous example of statistical quality control processes such as Six Sigma uncovering material issues when you review the example of Boeing and Bombardier both being supplied bolts for use in aircraft by a supplier. The application of statistical quality control methodologies such as Six Sigma identified that the supplier was providing less than perfect parts to Bombardier whilst providing the better parts to Boeing. The matter had to be resolved.

The application of the same methodologies including independent third party review to quota setting as well as other sales processes should and will always result in eliminating opportunities for a practice known as “sandbagging” that is used to carry over excess sales into future years. An independent third party review should always include a competing team reporting to another divisional manager to outperform the current team, as this will ensure no collusion with no “sandbagging”.

The practice of “sandbagging” involves deliberately either delaying or avoiding customer purchases to avoid over-quota outcomes. The act of delaying revenues in accounting is termed “earnings smoothing”. In addition, it is manipulation of financial information creating a distortion of an entity’s true financial



position. The sales teams can no longer utilize such methods in the new age requiring utmost focus on efficiency and sustainability.

## Motion

The third waste in the order of importance to sales in my opinion is motion. The use of ink and paper as the main means of communication be it by printing of reports, printing or writing of purchase orders and so forth are monumental wastes of not only resources but also motion. Motion waste in sales functions is the process of conducting activities to achieve an objective that is value adding. A value-adding task is one that contributes directly to the generation of revenue, which is the primary task of sales professionals. The sales professionals should be spending their time dialing for dollars not typing up reports, writing out notes in CRM's or reviewing their deals or calculating their commissions on calculators and certainly not scraping contact data from databases.

Henry Ford with his book titled "My Life and Work" as well as Adam Smith with his book titled "The Wealth of Nations" put forth the concept of the modern production line. The modern production line involves the division of labor with a famous example by Smith whereby a factory making some form of widget leverages multiple individuals to each perform a seemingly simple yet critical task in the process of assembling a widget rather than using one individual to manufacture an entire widget on his or her own. The moral of the example is that not one single worker knows how to assemble one widget from start to finish but working as a team on a production line with each performing only one simple repetitive task of putting on one single part on the widget they are able to assemble thousands per hour.

The same concept applies to the sales process in modern day to optimize the entire sales process into a production like factory at blazing speeds.

The impediment to the same productive efficiency as was present in the factory is the concept of wasted motion in the sales department.

The sales professional must click then move the cursor and then click thousands if not hundreds of times per day with millions of keystrokes per annum to perform their duties.

The companies founded in the dot com bust all but a handful few have completely missed the focus that made few so successful – the elimination of wasted motion.

You can understand this guiding principle to be true because of the following.

When you go to an online web store, you judge the experience by how easy and convenient it was to conduct your shopping. The means by which you judge the ease and convenience is by the amount of motion you invest via clicks, movements of the cursor, movement of your eyes to different areas of the screen, filling out information and anything that requires movement such as getting your credit card.

As the slogan of my secondary educational institution once stated, "the world belongs to those who understand it" as a parallel to the success attributable to those in the business world that understand the guiding principles of successful firms.

It is thus apparent that we must curtail motion as a waste form in all of its propagations.

The most successful new items including voice activated commands, neural activated commands in the works as well as predictive commands that behave based on expected patterns of behavior all focus on elimination of motion waste.

You can spend your own time imagining how motion can be eliminated in your organization starting specifically with your sales team as you would be surprised how much wasted clicking, typing and cursor moving is done in an organization that can be eliminated leaving more time for value-adding sales activities to take place.

## Talent

The fourth waste is non-utilized talent. This flows directly from the previous waste of motion in a production environment of a factory whereby the division of labor serves as the backbone of mass manufacturing success. The division of labor in sales organizations requires a fundamental shift from one person doing the sales task from start to finish to strict division of labor to optimize the strengths of each individual whilst minimizing their exposure to their weaknesses. However, the key is progression of all talent from one task to the most profit generating task of customer meetings with constant growth and automation of mundane activities at the core. This is critical.

If one is eloquent in their speech, their voice, their mannerisms, tone, quick thinking then such an individual will yield more dollars per hour speaking to customers for the company than doing administrative tasks such as collecting information from databases, looking up phone numbers, etc. There are firms that agree that this division of labor is already in place and is nothing new but they are barely scratching the surface. The most division of labor currently present in organizations follows the process of buying target lists or at best engaging a firm to do lead generation whilst the supposed closers of the organization wait for leads to roll in to close them or sales development reps usually juniors by experience set meetings for a senior rep.

This for most organizations results in sub-optimal results because there are many other aspects of the process that are not to par that I mentioned already in this book as well will review in more detail in the subsequent chapter on internal and external problems with sales teams currently. It is sufficient to note for the purpose of this chapter that sales team whose jobs are threatened by teams that operate outside of the organization are clearly more likely to state that it is the leads that are provided to them by the lead generation company that are bad. The same applies between junior sales development reps and senior reps.

The reality is that in most cases the truth is between split between the two. New companies currently considered as behemoths of lead generation such as Facebook and Google are impeccable in providing leads that are clearly supported by data while anyone significantly tiny in comparison can be argued to be providing sub-par lead generation results as their processes are usually done by people which is subjective.

Therefore, the problem currently lies not in the impracticality of the application of division of labor to sales processes but rather the lack of innovative contenders to continue the trend of not only streamlining but also innovating the sales process to the point that it becomes as streamline as the best manufacturing processes of the largest manufacturers worldwide. Our firm focuses on creating this sales manufacturing utopia as the leader in this field leveraging all three key components lean being purpose, people and processes whilst doing the sales for your firm under your brand. I leave you to explore on

your own studies or via conversation with myself, directly how lean methodologies are critical to scaling large sales operations from one to many.

### Over-Processing

The fifth waste is similar to the previous waste of unused talent in that it focus on over-processing or if applying the concept to sales processes then it means over-doing it. There are plenty of examples where over-doing it in sales is possible including making too many calls per day, as the goal is not machine gunning through the calls but rather doing the proper research steps prior to each call to maximize the closing ratio. Another real-life example is over-researching, as your research should be in alignment with the total number of target you have in the target list batch to ensure you can hit the majority with a clear, objective driven statement with three supporting data driven points. I will cover this research topic in a bit more detail in subsequent chapters as part of the sales flow. In this section, it is sufficient to understand that you should do only what is necessary when it comes to the new way of sales, nothing more and nothing less as over-doing it does not serve any purpose other than create issues for the entire organization.

### Transportation

The sixth waste is transport. In this situation of a post-pandemic world, it is clear that mobility is a waste. Travelling to a location, spending gas, accommodations, airfare, etc. are all wastes on top of the wasted time that one could have made calls to targets to make deals. This is the waste of transport. Another example is commuting to the office. If you remember in previous sections, whereby we covered the topic of waiting versus alternative tasks to do whilst waiting then you can see how you can do other tasks while waiting to arrive to your work location if you commute on a train, bus or whatever means of transport whereby you are not the driver. However, in most cases there are several reasons why the entire commuting process remains a waste even if you work on alternative tasks during your commute. The first is that it is unpaid hence creating a distortion not only in your earnings but those of the company which never results in anything positive down the road as an organization should be compensating fairly for the actual number of hours an employee provides to the organization rather than arbitrary cut-off's of arriving to and from work. The second reason is that there is very limited ability to work remotely on a smart device when the internet usually is not available on top of being in a moving transport vehicle creating motion sickness for the employee. Again, any company deeming this to be acceptable is not a good company if they expect one to work during the commute. The last reason is the only remaining activity left to do when one is not working during their commute and that is to wait. I think you understand by now that waiting is a waste hence the entire commuting to work matter is a waste. In essence, any type of travel is a waste. The optimal setup is at one's desk working on tasks during work hours – it is that simple. There are myriads of tools to monitor one's phone calls and in subsequent chapters I cover the range of standard hours with expectations of calls and so forth that one should be doing gathered from hundreds of companies I have worked with to help you understand what to expect in the new age of sales.

### Defects

The seventh form of waste is very annoying. It is defects. These apply to sales as much as they do to manufacturing because sales involves the creation of defects. Defects in sales are situations where rework is required. A missed meeting by the customer is a defect. A wrong contract that needs to be redone because someone typed in the wrong legal address of the entity is a defect. A wrong phone

number in the target list is a defect because someone now has to research the proper number, fill it into the CRM and redo the call. As you can see, anything that results in one having to redo an activity is a defect. Defects are not the fault of the sales professional. Defects are the fault of the process design. The sales process must be free of defects. The means by which one can eliminate defects includes automation and quality controls. In order to automate contract creation one can integrate the CRM with a direct population to the required fields of the contract. This automation will not only save time but also eliminate the opportunity for defects. The application of statistical quality control methods to verifications of contact phone numbers either using rules of thumb such as having up to 9 to 10 successful phone numbers will indicate that the majority of the list is accurate if you repeat this process 3 times in a random set across the list. I tested this myself and for the most part, you will notice the 80/20 rule applies as well since there is always a defect rate that is present whilst this rule of thumb is an estimate from practical applications. The goal again is to eliminate potential for defects in our sales process hence we are seeking to first identify and subsequently eliminate or at least substantially reduce such defects.

## Inventory

The last waste is inventory. I have not noticed this waste apply as blatantly obvious as the other forms of waste to the sales processes thus I have no examples on how the waste of inventory is applicable. You are welcome to conduct your own analyses and possibly one day we can chat about it.

In conclusion, the eight forms of waste present a unique opportunity to obtain low-hanging fruit that cumulatively will absolutely increase exponentially the entire sales process to be a fine-tuned money making factory. The organization starting with the sales professional can optimize their daily routine to the point of maximizing their value-add to the organization and minimizing their non-value add to themselves as ultimately success of the organization results in success of the sales professional and vice versa. The importance of eliminating waste once again not only applies to the goal of increasing demands of efficiency and sustainability across the world competitive landscape but also because our entire planet depends on it.

## The Optimized Sales Flow

As you may have noticed, I am a strong proponent of optimization, maximization and cost minimization. I absolutely love fine-tuning, improving and creating processes that operate equivalent to a Swiss watch of the highest caliber. The reason behind this as stated in lean methodologies is such that one is process focused yet results oriented, as it is the process that yields the result.

The goal in the optimization of sales processes focuses on improving the variables involved to the point that they maximize organizational profitability, which is a function of revenues minus costs. As a result, the reduction of waste coupled with innovative ways of organizing revenue production will result in maximum profits on top of sustainability, innovation and satisfaction by all stakeholders.

The focus of this chapter is the steps by which such optimization occurs on an individual as well as organizational level.

The individual way of optimizing a sales process involves the sales professional focusing on time, input and output. The time is the time it takes to conduct a task usually counted in minutes or hours. The input is the inputs required to complete a task be it clicks of a mouse, movement of the cursor on screen

and keystrokes as the most common. The output is the number sales generated. In assessing the aforementioned variables one becomes aware that all activities in an organization are a function of inputs consisting of keystrokes, mouse clicks as well as calls resulting in sales dollars generated over time. The goal thus becomes focusing on reducing the inputs such as calls, keystrokes, mouse clicks whilst maximizing the outputs as sales generated. The result is a win-win for the sales professional with the least amount of work required and a win for the organization with the most sales dollars generated.

In delving deeper into this process with an objective in mind of minimizing our input, we can use this as a filter to see the sales processes in a new light. The task of arriving to an office takes away from our time of being awake, refreshed and ready to dial hence this task is a waste. The optimal approach is to have the individual work from home so we minimize the freshest most productive awake time of the sales professional being wasted on non-value adding activities such as commuting.

The next often-overlooked activity is water cooler chatter or the morning catching up chitchat, that often occurs before everyone settles in to make his or her calls. Telecommuting eliminates this. The next activity is waiting for the computer to turn on. This can take minutes or more. The sales professional should be notified or have an automatic switch installed on their software booting their computer, updating it overnight and turning it on ahead of the starting time by at least fifteen minutes. The sales professional can do this manually or via an automated software that wakes the computer in advance for the sales professional remotely to provide ample time for setup.

Expecting the unexpected. The new update or lack of internet connection quite often creates a problem that wastes valuable time regularly. The solution is mobile versions of CRM software installed on sales professional's phones. The costs associated with providing an employee with a mobile phone for work purposes may be prohibitive thus there is no issue in using personal phones as long as all work related communications go through the VoIP system or the CRM phone feature. The purpose of such a setup is to ensure that call logs are in place and the book of business contacts the sales professional develops during the course of their work remains under the control of the organization.

In addition, the use of calls occurring through a CRM eliminates the risk that a sales professional may cause harm to the organization once their relationship ends with the organization as the access controls on a CRM disable the ability to access the CRM database and its functionalities including making calls effectively shutting out unauthorized access. The mobile CRM solution permits the sales professional to operate uninterrupted by most technical issues associated with a computer and internet connections as radio towers used for data transmission ensure steady cellphone service including data for VoIP calls.

I should note that VoIP systems are the only systems to be useful for a sales professional as they permit recording, call log tracking, integration with CRM's and minimization of note taking as one recording can simply be attached to a deal to give maximum transparency to the sales leader of the contents of the conversation should it be required.

The matter of tracking activity is straightforward for management with a few standards I can provide that will help you track the activity with ease. The regular call rate per sales professional is twelve calls per hour at a slow pace and twenty four calls per hour at a fast pace. The average between the two values is eighteen. If one multiple eighteen by seven hours of call time per day assuming a one hour break for lunch then the total is one hundred twenty six calls per day. The majority of times most organizations will be able to do a maximum of approximately one hundred calls per day as often there

are laws requiring breaks every four hours of fifteen minutes or more and nobody wants to make their employees work so hard that they become less effective. The goal is thus a consistent daily, monthly, quarterly and annual level of performance that is best maintained when one hits approximately one hundred calls per day without taking on any meetings. These numbers can fluctuate based on the following variables beyond meetings, demonstrations and administrative sales tasks.

The first variable is the number of employees in the target enterprise prospected. The larger the organization the more likely it is more difficult to navigate the phone tree or requires contacting a front desk receptionist whom will transfer the call once they identify the extension number after spelling the name, which adds a few dozens of seconds to almost a minute per call. Automated systems are similar except now the sales professional is required to enter the details of the name into the phone, which is also inefficient as it is error prone, specific order of entering the name prone and many more issues that add on additional seconds or minutes to the call time. This process is error prone as both an operator can make mistakes as well as the sales professional when dealing with an automated system in an attempt to spell an unusual name on a dial pad.

Therefore, you can see that an average call with a voicemail takes one to two minutes with an average of one call every three to four minutes leaving some wiggle room for each of these activities depending on note taking, issues, etc. during the day. A seven-hour workday becomes a total of four hundred twenty minutes of available calling capacity. The four minute of note taking plus potential issues with dialing, going through phone trees or receptionists as well as leaving a voicemail means that each call at most takes approximately five minutes. As a result, we have a total expected minimum of eighty-four calls per day. These should be between twelve and twenty-four calls per hour as this pace ensures we evenly, consistently divide the outreach across the best times of days and worst times of days to reach individuals across various industries and organization sizes.

The next variable that will affect the call activity is whether one is leaving voicemails or not. There is a lot of debate on whether voicemails matter or not and the answer is they do. You can confirm this is true simply because of the following logic. A voicemail system exists because most will listen to their voicemails, if they did not, the option would cease to exist. Furthermore, the matter of fact is that most people will not call you back but the majority will have listened to your voicemail and might answer your call next time the phone rings. This is critical in maximizing your successful interactions. The voicemail is an advertising almost a commercial the targeted buyer has no choice but to hear.

If you collect a few dozen sales that resulted due to returning of your call by prospective buyers or because the next time around someone answered your call upon seeing your number on their display then you can rest assured voicemails are worth the extra time it takes to leave them.

The reality is that you should run an alternating schedule every couple of months between leaving voicemails certain days or weeks and not others as the results will over a course of a few months show that voicemails are effective or not in improving your efforts for your specific target market.

More importantly, when it comes to voicemails and waste rest assured that if you dial a number with no one answering you would quickly go through many calls with no results. As you continue calling through a list you will realize that at first you may think this to be an excellent strategy since you cover most of the list in a short amount of time with a few conversations leading to a meeting and possibly even a sale.

However, as the days or weeks continue you will realize that each time you move through the list you not only end up having a smaller list to go through but also receive more responses advising you that they are not interested in your value proposition once they do pick up the phone on the third or twelfth call.

The reality is that even though it may be hard to prove, as you will never get a chance to get the feedback you need that would enlighten you but the fact of the matter is that most people are simply annoyed with your consistent buzzing of their phone on a daily or weekly basis. As a result, they simply answer to advise you to stop without giving you the real reason nor the time of day to review your value prop. We will cover this in a subsequent chapter on being the customer to understand how the customer buys in a business setting.

One last point to make about voicemails is that they should be the same as a pitch i.e. engaging, sparking curiosity and indicative of your research into the organization meaning tailored specifically to the target. The voicemail can be lengthy but it should be clear, informative and detailed as if it is a radio advertisement for them rather than a quick request to call you back without further details. The request for returning a call with little to no detail provided will simply result in more wasted time, more pissed off prospective buyers and inability to return to said prospective customers with new value propositions, as they will remember your voice, name or other details about you wasting their time.

In coming back to the topic at hand being, the optimal sales flow and the point where we left off being the calling across lists with or without voicemails. The additional supporting point when it comes to leaving voicemails is as follows. If each time the inputs have been spent which consist of activities such as the researching the contact details, uploading the details into a CRM and making estimates of forecasted revenues then it follows that there should be maximum effort made to earn a return from the target list. As a result, leaving voicemails will at the very least ensure that the target contact has heard the message you sending thereby at the very least giving the potential opportunity to return your call, answer your call next time or at least refer you to someone else if not outright let you know it is not a fit in reply. Each of these outcomes would result in the completion of the sales outreach loop whereby you have finished the task pertaining to that target for the purpose of this campaign.

As we continue in walking through the optimized sales process, we need to understand that the world of remote opens up the entire world of global citizens at ones disposal. The legacy approach of hiring in one's zip code is a joke when one can hire the best of the best or the lowest of the lowest of cost on a state, national or global scale.

The capitalist system permits one to offer the currency that will help a family stay out of poverty worldwide or achieve their dreams of a better life whilst working far more diligently than any person in the developed world will as their very life depends on it. The situation becomes a win-win for both the employer and the employee as well as the citizens of the world. The world needs more jobs rather than donations. The citizens of the world are capable, willing and actively looking for employment whilst the legacy protectionist mentalities hamper the progression towards one global society interdependent and united.

Therefore, in hiring remote on a global scale a firm can engage in the best possible utilization of resources the world has ever seen. The establishing of a remote sales team broken down into its components in a matter of days including setting up VoIP systems, CRM and payment systems.

The optimized sales flow focuses on leveraging teams worldwide to break down the work into its simplest components including the mundane data gathering, researching and compiling as well as uploading data into a CRM outsourced overseas to the lowest of cost centers. This practice has been in place and is growing amongst the largest of corporations worldwide as well as the fastest growing companies. The continued investment into developing such individuals trumps even the most professional salespeople as the comparison of apples to apples but at lower cost will result in the work going to the lower of cost individual. As a result, the resistance is but a mentality problem rather than a sound logical business decision required of the new world business leaders.

The argument in support of such a practice is clear.

The cost of employing a remote global employee is at least half of the minimum wage of most developed countries. The benefits achieved with lower cost means more profitability providing ample capital to reinvest into critical roles that cannot be outsourced including research and development as well as local subject matter experts. The ability to leverage dozens for the price of half permits an organization to double its qualified lead flow at the same time providing more opportunity for their sales professionals to handle the meetings and demonstrations.

The sales professional himself or herself is also a team member that can be employed from anywhere in the world. The entire sales function can be managed from anywhere in the world by anyone located anywhere in the world. The world is now connected everyday all the time.

## Sales Renaissance

In order to demonstrate the extent of the degree of change occurring in the sales profession in this new age where innovation is once again becoming at the forefront of organizational success allow me to delve deeper into exploring this sales renaissance.

You see the traditional sales process was to demonstrate an offering and convince a buyer that is in their best interests to purchase. This has not changed in hundreds of years. The traders throughout the centuries took their wares to the market, showed them to prospective buyers and convinced them to buy.

Today, we see the growth in such transactions occurring online without the need for salespeople due to technology.

In fact, as you may have noticed salespeople as a profession is stagnating and in other situations declining with slight growths by sectors that require a high level of sales innovation by this new breed of innovative salespeople.

This in part is due to a variety of factors that are outside of the scope of this book but suffice it to say the profession is being forced into a very narrow high degree of ability to innovate function that almost ubiquitously requires salespeople to become the subject matter experts in their respective fields.

In other words, the person selling technology surrounding the enablement of e-commerce will involve everyone from the salesperson selling data storage to the salesperson selling the data transmission to the salesperson selling digital media to the salesperson selling applications and so forth.



Many companies are able to broaden their market share presently by providing multiple offerings through their businesses whilst others compete with such companies by focusing extensively on one.

One thing is certain is that the sales profession is no longer a show and tell but rather becoming the field of innovation more so forcing entire organizations to become innovators.

I want to elaborate on this further by explaining this in depth as it is the definition of the new age of sales innovation, the new age of sales and the sales profession in it.

The salesperson is no longer involved in simply demonstrating an offering nor convincing someone to buy it but rather serving as a subject matter expert to assist the buyer in making the optimal purchasing decision even if it means not purchasing the seller's value proposition.

Enterprises today are overwhelmed with companies offering products and services but few are true innovations. Most are but improvements on previous solutions. The mouse and keyboard has been around for fifty years.

As a result, the buyer be it an enterprise or consumer is no longer at a shortage of technological solutions but rather a relative expert in the field of technology seeking to make optimal technological investments out of the vast sea of solutions offered by various vendors.

In order to illustrate this on a more practical level it is always easier to use a real life example.

An enterprise client acquired due to its falling behind in technological investment. This business operates with outdated systems that do not permit it the same speed or versatility to make business decisions as its competitors, which are technologically advanced.

Simply speaking, the acquired business lacks information systems that are real time as well as means to gather such information not to mention make adjustments on the fly. The technological investment consists of an accounting system but the inventory counts at year-end and sales calculations remain monthly on spreadsheets.

The business involves a fairly loyal customer base but the growth of competitors focusing on specific needs previously satisfied by this enterprise are being eroded by smaller but more nimble and agile competitors worldwide as well as one big global competitor that very successfully leverages e-commerce technology.

This business has no overarching ability to see its entire value chain flowing through the market not to mention any ability to respond based on data.

As such, the business is up in the air, as no one knows if it will remain in operation the next ten years.

One company decides they can leverage their synergies with more resources and acquires the company in question. The acquirer believes that it can succeed in maintaining the market share as well as growing the enterprise through synergies.

Without revealing the name of the number of businesses facing such situations across North America and Europe, it is possible to say with a strong amount of confidence that this is the classic scenario of a business that has fallen behind in technology.

The reason for this business failing is not necessarily due its lack of investment in technology but more so in its lack of understanding of the changing business landscape as a result of technology as well as how to innovate.

The ability by competitors to target specific customers of the enterprise was possible because they understood how buyers were searching for products offered. Then, the competitors subsequently developed the ability to lure such customers away to their enterprises as well as were able to retain them by offering more innovative products. In order to solidify their position, they learned how to make their value proposition more innovative through use of technology as well as their understanding of how to navigate changing business landscapes.

The prices were not necessarily cheaper but the focus on leveraging technology by smaller competitors whom were better able to understand the customer needs resulted in a better ability to meet those needs.

As a result, the enterprise that originally was the king of the hill ended up being the only one on the hill while the customers left to competitors.

To make a bad situation worse the fact is that despite the resources available to such an enterprise the lack of understanding resulted in no ability to ascertain where to apply such resources in order to obtain the desired outcomes of reversing the decline.

In the end, the business slowly sank until it was time to close its doors, restructure it and open under a competitor name who is also facing the same problem.

As you can see from this example of real life businesses that have being destabilised due to, a lack of understanding of, technology and lack of innovation there is one theme that is prevalent in each which is easily overlooked.

The theme is that there was no innovative sales professional around to explain this matter to the executives as well as demonstrate, educate and establish the correct path to ensuring the business is back on track. Such sales professionals are very hard to find but in the future that we are in now they are invaluable and must be as widespread s the profession itself.

I assure you what this example illustrates is that the sales professional is no longer a salesperson involved in a show and tell but must rather become a sales scientist in leveraging not only technology to help organizations achieve business success but also innovation. A process of innovation as we will explore in more depth throughout this book involves amongst other activities constantly serving as a feedback loop into research and product development to help research and development create value propositions that will meet the evolving demands. Suddenly, the sales professionals now super important and super critical towards enterprise success, sustainability and efficiency.

As you see therein lies the core root of the change affecting the sales profession today. It is a combination of business acumen, innovation and sales into one.

The reality is that the majority of salespeople today are ill equipped for this change with only a handful few being truly understanding of what this new challenge entails and even fewer able to adjust to it.

It is therefore imperative to move as quickly as possible to embrace this change as well as leverage it towards the success of the economy worldwide as failure to do so will quite likely result in stagnation if not in absolute decline of sales professionals worldwide not to mention their employing organizations.

This will occur because the ability by those to understand the change not to mention leverage it will result in the automation of most tasks previously treated as traditional sales responsibilities resulting in no more need for traditional salespeople.

Scary but true just ask that big e-commerce competitor.

## New Age of Sales

Once you accept the fact that innovation, sales and technology is ongoing it becomes necessary to understand how you can progress with this change to evolve as a salesperson and as an organization.

It is important to remember that the key characteristics of this new age is that it is no longer sufficient to simply demonstrate a product and convince someone that it is the right product or service for them.

You must innovate.

So what does this mean exactly when it comes to sales?

It means you as sale professionals must take your product or service and determine ways that can it can add value to different groups in society sharing similar characteristics.

In other words, identify target markets worldwide on top of providing constant feedback for further research and development by your organization to work on the next best value proposition. You must also engage your organization to make the required changes to the offering to best suit the changing conditions to remain at the forefront of this change. Better yet, to help lead the change.

Let us take an example to help further clarify what I mean.

I have developed a technology that allows me to construct millions of pieces of construction grade material in a matter of days. The assembly of each piece occurs without the use of fasteners be it bolts adhesives, nails, etc. I can design any structure I want in computer software and subsequently the machine individually will create the pieces in order to permit me to assemble a building twenty stories tall in a matter of months if not weeks or even days.

The materials, construction, etc. all meet safety and regulatory standards.

I now ask myself as a traditional sales person –where am I supposed to sell this.

The answer in the new age is up to you.

I personally know of a company that already does this with exactly the same sales model spanning the globe.

The world is their oyster as they can assemble a structure anywhere in the world in twenty-four hours give or take.

The sale thus comes from anywhere in the world and the current application is military and civilian aircraft as everyone needs a hangar for their aircraft to protect it from the elements be it sandstorms or snow or for private aircraft.

Other potential applications include remote communities that need a new recreational facility while a province may need a new stadium. The problem addressed is that instead of paying for the entire project of traditionally millions if not billions of dollars using traditional construction materials and methods this company can do this for a fraction of the cost at a fraction of the time.

As you can see from this example, the utilization of such technology is as widespread as the industries requiring this of solution.

The sales professional must be innovative in their identification of industries where such a solution is applicable.

The reality is that most organizations today are not only unwilling to support this type of exploration but continue focusing on servicing existing customers with the same solutions they provided decades ago that continue to offer reducing returns.

Furthermore, the salespeople of today rather than sales professionals of tomorrow are focusing on finding a buyer in a defined territory, defined target list using a traditional method of reaching out to ninety nine prospects out of hundred to find one that will buy at best.

It is a sad state of affairs.

## A 3<sup>rd</sup> Pillar

Sales activities previously involved two functions being marketing and sales. In other words, demonstrating the offering and convincing someone to buy the demonstrated offering. As you can see from the previous chapter has now evolved to include a third activity – innovation.

The third pillar of innovation is broken down into creativity and knowledge.

This means that in order to be able to successfully innovate one must obtain knowledge and apply creativity to determine new ways a value proposition can be leveraged to enhance value in new applications, markets or industries.

If you are in the digital media space then you know that your sole existence is possible because there is the internet. Someone needs to be able to position the goods and services that are being advertised in front of the right buyers at the right time but now online.

The old ways of marketing are still around but they are no longer the primary means of advertising as we become more and more tuned into the digital devices we use in our daily lives. As a result, it should be no surprise that the sales professionals in digital media are usually digital media experts themselves constantly figuring out new ways to stay the forefront of innovation in terms of digital media.

I want to reiterate the same point, which is that in order to leverage this new third pillar of innovation you must obtain knowledge and apply creativity in order to determine new ways that a value proposition is applicable to an existing process to generate significant improvements.

It should come as no surprise that subsequently the sales job becomes not to just go out there and tell people what the technology does and how it helps the typical customer profile but rather to find those customer profiles within the economy as well as explore new ones that research and development has yet to create solutions for. This is the challenge of the sales professionals of tomorrow.

In order to drive the point home here is a very simple example. The telecommunications solutions including VoIP systems and teleconferencing are applicable in many ways to help businesses become digital and remote. The sales professional of tomorrow must identify the ways that such a technology is applicable in helping the target industry and the target organizations with specific parameters achieve their objectives. The car dealerships can have remote meetings with prospective buyers with a test-drive in-person. The manufacturer of vehicles can sell the vehicles on their own online. The court systems can be remote. The retail store can be remote. The suit store can be remote. The possibilities are endless. The knowledge of each industry to successfully assist its leaders in understanding how VoIP technology can assist in achieving their objectives is limited only by the level of industry knowledge of the sales professional.

## Knowledge

This topic is simple on the surface but more complicated in terms of which knowledge to obtain. I will do my best to explain first of all why it is absolutely necessary to constantly grow your knowledge base through various means as well as how to select which knowledge base to tap into in order to continue your progression in building your ability to innovate.

After all, since innovation will be the main export of the 21<sup>st</sup> century you certainly will need to ensure you can continue to export this on a regular basis to meet the demand, as it will mean the difference between making the mortgage payment and not making the mortgage payment.

Imagine a calculator, you need to solve a simple equation of say  $111 + 123 + X = X$ .

In order to do this, you must first know what a calculator is.

- 1) You must also know how to operate a calculator.
- 2) You must also know basic math meaning rules regarding addition and subtraction, etc.
- 3) You must also know algebra, at least in a basic sense in order to be able to solve for the X.
- 4) All of this is required to understand the simple fact there is no solution, without driving yourself nuts trying to do this by trial and error.

This may seem abstract but the reality here is that in order to do this you had to have a lot of background knowledge on mathematics relative to someone who does not even know what a calculator is.

Onto a more practical example.

You have a problem. You want more money and more time to spend on activities that matter to you but you do not have ways to get more of either.

You come up with several ideas.

- 1) Begin “trading in stocks”
- 2) Begin “figuring out more ways to make money”
- 3) Begin “making woven baskets to sell for money”
- 4) Buy lottery tickets.
- 5) Buy a house and sell it for a profit.
- 6) Buy a car and sell it for a profit.
- 7) Get a second job to make more money. You quickly realize this ruins your plan of having more time.
- 8) Go back to 2) to figure out more ways to make money.

As you can see, the barrier here in this simple practical example involves constraints and a need for knowledge. It is not a want nor a wish. It is a need. An absolute need for more knowledge. In order to solve this equation, which is likely the equation all of us are facing on a daily basis, you certainly will need more knowledge in order to figure out how to achieve the solution.

The solution may be simple.

Some of us play sports, others make baskets, and others do variety of activities as big as one’s imagination to solve for the two answers we are looking for being more money and more time.

In order to do any of the things on the preceding list including buying a house and selling it for profit or buying a car and selling it for a profit you will first need to understand a number of concepts.

The concepts will range from the forces driving demand in the housing market and the car market to the technical details about cars or houses such as piping, carpentry, engines, tires, brakes, etc.

Notice how I did not say that you must be akin to a scientist or master or even an expert in each of the fields as this is clearly not possible due to the decades of time required. You can however understand sufficiently each field in terms of it positively or negatively affecting your objective of making a profit.

In simpler words, there is no need to become an absolute expert in as many fields as you possibly can but rather you can become an expert in one specific layer of each field that comprises your current product or service. The specific layer is simply whether or not it positively or negatively impacts your goal of achieving an innovation and if so be required you invest enough time or leverage experts to make it positive if it ends up being at first a negative in its default state.

This may seem abstract and vague not to mention confusing so an example as usual will certainly help drive the point home.

If I picked the idea of buying and selling cars as a business then I likely need to understand what makes a car so valuable and justifies the price. This is possible without really understanding the mechanics of the vehicle at first because you can understand that if you buy a car and try to sell it at a profit you already may or may not succeed at selling the same car but for a higher price simply by listing it at a higher price. If successful then you are done, buy next car, up the price, make the sale and result in more profit.

However, if the car you list is not selling then suddenly you have a business problem that you need to come up with a solution for. As result, you gather knowledge, likely starting with asking questions and so forth around those who buy and sell cars.

You will eventually realize that buying and selling cars affected by geography in terms of where you can buy cheaper cars and sell them for a profit. You will also learn, eventually that buying cars with damages can result in significant profits if you get them fixed up cheaply and sell them. As a result, suddenly due to likely years of information gathering coupled with trial and error you will become a reseller of cars.

This entire process is driven simply by knowledge and your ability to gather it, understand whether such knowledge can positively or negatively impact your business problem and through trial and error or careful calculation you will likely end up being successful in generating a profit more often than not.

Therefore, in order to summarize this section you can see based on the example that in order to be able to innovate you must be able to identify and acquire knowledge surrounding a field in order to pinpoint the defining critical points to be addressed in order to provide value using a solution that leverages your offering. This is part one of innovation. You also need creativity.

#### Techniques for Creative Problem Solving

It is amazing to me that no business school teaches arts as part of its business curriculum then sends out students like lambs to the slaughter asking them to come up with creative solutions to solve society's problems. If you have ever visited an art gallery or even looked at photographs on the internet or visit museums then you will certainly realize the amount of creativity involved.

Each artist defines themselves via their way of viewing the world as demonstrated through their art.

So you may ask – what is creative thought when it comes to innovation in business?

In my experience and those like myself, it is the ability to identify transferrable characteristics of situations, objects and concepts in order to create new ways to improve the functions performed by similar concepts.

Once again, this may seem abstract and vague so I will offer an example instead.

Imagine the situation as follows.

There is a duck, there is a goose and there is a platypus.

Each one is a different kind of shape, makes different sounds, eat a similar diet and all three live near waterways or lakes.

The difference is that only two of the three can fly.

If your goal is to fly and you are the platypus then you likely will need to spend time to figure out how to fly.

I know this may seem too philosophical so let us step it up to a real practical example.

Imagine I am sitting at home watching something online, suddenly I decide I want to be the next, insert your idol here.

So how do you accomplish this?

I hope you can see that you are the platypus while these examples are the ducks and geese.

The difference is that they are flying yet you are waddling in the water.

So how do you joint them in the skies as a master of flight?

This is where innovation and thus creativity begins.

I discuss the creative steps I take in the next series of sections starting with Frontier, Utopia and Alternate Universe.

## Frontier

I call this step frontier because this one involves getting to the frontier of knowledge in the respective field you are looking to innovate in. In fact, you have to arrive to the forefront of existing knowledge in order to be able to begin applying creativity.

You start off by identifying the problem that your solution solves either currently as an employee of an organization that actively sells a product or service or as an entrepreneur identifying the next challenge or as an executive looking for an innovative way to obtain a competitive advantage.

The problem I pick is the following.

Why do so many people die of heart attacks each year? Can we not prevent these deaths?

You certainly know from common knowledge that proper diet and exercise are primary preventive measures while reactive measures involve access to defibrillators in a matter of minutes of someone experiencing a heart attack. You can certainly realize that if you dig deeper into this question in order to attempt to solve this problem there are multiple ways to prevent deaths from heart attacks.

The strategy here is to keep going and pick a venue that you will explore to the frontier.

In other words, if you pick one of the reasons being that access to defibrillators is limited then you can certainly continue digging further to find out that defibrillators are expensive and thus are not included in every person's home in order to be able to assist anyone who may be experiencing a heart attack.

You can dig deeper and breakdown the cost of a defibrillator into the cost of its components and you will notice that it may be only part of the problem.

You may also notice that it may be people's perceptions.

You may also notice that it may be regulations.

You may also notice that it is not as profitable for people to address this problem.

You may also notice that it is because people may not care about the problem as much.

As you can see, numerous preceding problems are resolved when you start getting to the frontier.

The purpose of these steps is to dig deeply until you finally can confirm that you are at the frontier based on all the information you examined.



This becomes apparent when there is a lack of information from subject matter experts such as for example, when those responsible for resolving this situation are unable to provide you any further information on the topic and you have no further steps you can take to gather more information. You can dig through peer reviewed scientific journals, contact subject matter experts, read books by such experts and many more until you know there is no answer with a high level of confidence.

More specifically pertaining to our example, this means when the prominent theme amongst doctors, defibrillator manufacturers, ambulatory services, etc. provides no further details on how to resolve the matter.

This is key; this is when you know you have reached the frontier.

If you were to pursue this question on your own then you would likely discover that multiple people might weigh in on the solution as being prevention and thus it may become ultimately clear that solving the problem through a defibrillator within arm's reach of every potential heart attack risk may not be the ultimate way to solve the problem.

This is a real life example with multiple solutions.

At times, these pathways of solutions intersect such as awareness and education regarding defibrillator use and healthy active lifestyles while at other times they diverge as each one sees a different way of solving the ultimate problem of a reduction in deaths per year due to heart attacks. One large body focuses on prevention via a proactive approach while another focuses on a reactive approach via defibrillator availability.

The point to remember is that going to the frontiers of existing bodies of knowledge will permit you to identify the various constraints on any current matter.

This is step 1.

## Utopia

I often use this to begin testing how far I can go beyond the frontiers of current technology or science to see what life may be like if we had the solution already hence the name of this step being Utopia.

I call this Utopia because it permits you to understand the practice very easily as a Utopia is a society where there are no problems to solve as all have been solved by design.

The practical application of leveraging this approach effectively however takes a bit of practice.

Think too far and you will get lost in a fictional Utopia where you do not need to solve any problems which is not too practical in helping you solve your existing problem.

Think too close to the frontier and you just might realize that either you are not at the frontier as the concepts you come up with are already developed but you are simply not aware of them or they end up only partially moving you towards innovation but not fully.

An easy way to evaluate how far or how close to go is to count the number of steps in series and if it is a higher probability than not that, it will result in the desired innovation.

In other words, if I wanted to solve world hunger then I could have a series of steps that would span each month, each year, each decade and so forth.

This is somewhat more manageable but there are far too many variations that can occur for a decade long timeframe. Therefore, for practicality purposes I aim for a shorter period such as say one to two years that can be broken down into months and actionable steps that I can invest my time in to actually obtain a tangible series of results that do indeed move me closer to the innovation.

I then evaluate my progress to date at the next stage whatever it may be and conduct the exercise again to see what my next most realistic Utopia would be.

In addition, it is important to note that in order to achieve success you seek when it comes to innovation you have to ensure you do not try to follow in someone's footsteps because quite often the variables that were at play leading to a successful innovation were once in a lifetime that once discovered cannot be discovered again.

### Alternate Universe

As you go through the process of creativity in the steps outlined starting from the Frontier to Utopia you can now begin to construct what I call the Alternate Universe to bridge the gap from reality to your innovation.

You can see how this name is fitting as the alternate universe existing in your imagination is the closest you can bring your innovation to this universe.

I do this purposefully not looking at all the facts surrounding existing solutions as if you are dreaming during sleep and as such attempt to find one series of variables that on the surface will appear like they will solve the problem at hand or at least a component of the problem without telling myself that it will not work.

The reason for this is that quite often the human mind becomes boggled and lost in the details hence it is required to skim over multiple solutions to identify a few that can be candidates to solving an existing problem by recognizing transferrable patterns that define the characteristics of one solution to another.

Subsequently, you attempt to apply the existing solution to the problem at hand by fitting it into the constraints present within your problem such as financial constraints, social constraints, time constraints, organizational constraints, mechanical constraints, etc.

This is applicable regardless if you are a business manager seeking an innovative way to improve operations or an individual seeking to develop an innovative way to have more time or the platypus trying to fly.

What we are attempting to do here is to take the innate qualities of a successful solution in an alternate universe where say the laws of gravity do not apply and fit them into the constraints of our existing problem where the laws of gravity do apply. The bridge being the technology, steps, innovation, or combination of these elements will serve as the solution for the problem that we seek to solve.

Quite often, in fact in the majority of such cases I have experienced the solution will not fit perfectly hence it remains in an alternate universe without becoming an innovation in reality.

However, in some cases and I want to stress this point thoroughly – in some cases it is sufficient due to other constraints you have placed upon you such as time and money being the most dominant that will require you to solve problems in the manner whereby you are only creating mediocre improvements rather than innovations. They are not innovations per se but they are nonetheless steps that serve as precursors as you return to the matter in the future.

Once again, this is only applicable in cases where constraints such as time and money are absolute.

This is by no means the intention of the alternate universe approach but I digressed to give you two options to innovate, as every magician needs a few standard simple tricks to fill the gaps between the biggest jaw dropping acts. As a result, you too will likely need a few such acts in order to be able to meet the constraints of time and money in this universe.

At the very least, you will have provided a bit more creativity than the average segment of the population in such cases while in others cases you will have successfully achieved an innovation.

Coming back to the core concept of the alternate universe approach the goal is to take attributes of seemingly unrelated topics and concepts in order to attempt to apply them to the problem at hand in a mental simulation where you remove constraining factors in order to explore possible ways to solve the original problem.

In order to demonstrate the power of this outside of advising you to go research the entire topic and likely never find the same level of variation and practical application in nonprofessional terms as described here I provide you with the following example instead.

Imagine there is a problem that I am attempting to solve for a client. My job as a new age salesperson for a technology firm includes being a sales scientist. This means I cannot simply show and tell. I actually have to come up with new ideas based on frontiers of existing bodies of knowledge in order to solve problems. The client is a technology security firm that deals in penetration testing and firewalls. A hot topic as I write this.

The prospective client of my client is a large e-commerce enterprise so I need to figure out what can make our firm different from the hundreds of others who have somewhat the same offering as we do.

How do I go about doing this?

Let us try this out. I swear to you I am doing this with you as I write this. I did not think of this prior. Therefore, fingers crossed.

I will pick my random list of subjects such as door, seal (the animal), duck, doorknob, table, television, lava lamp, train and bullet.

Door:

- A doorway is a structure within a building
- A doorway is an entrance to the building that has a door
- A door is used to seal an entrance
- A door is used as a fire retardant to keep out fire during a fire as well as smoke

- A door prevents the elements from getting into your house such as rain, snow, dust, etc.

Seal:

- A seal is an animal
- It is a biological organism
- It lives in the North of Canada in the Arctic
- It lives in a cold environment
- It consumes small fish (I think)
- It gets killed by Orca whales for food and hunters for its fur
- It has big eyes
- It swims very well
- It comes out ice holes and get eaten by Polar bears
- It flops around on its belly on ice

Duck:

- A duck is a bird
- It has feathers
- It has a beak that is akin to two flip flops put together on top of each other
- It makes a quacking noise for communication
- It can fly
- It resides in Canada and it leaves for the winter to go somewhere warmer
- Baby ducks follow the mother duck around

Doorknob:

- A doorknob is used to open a door and can be the locking mechanism
- A doorknob can be round or have a handle
- It is usually made of some sort of alloy
- It is usually not the main locking mechanism
- It is circular in most cases
- It is often cold to the touch

Table:

- A table is a piece of furniture
- Made of wood or metal
- It is usually in the shape of a chair without the back rest
- The top surface is always flat
- It is used to keep things closer to the hands and mouth being either a work desk or dinner table
- It can be a standing desk or a sitting desk

#### Television:

- A television is a technology that permits one to view images that can be captured anywhere in the world
- It can be the old school tube television or the modern plasma or LED television
- It is often used to view entertaining shows
- It is often displayed as a centerpiece in the living room of households
- Everyone's living room worldwide appears to look the same according to this perspective
- It provides audio and video output

#### Lava Lamp:

- A lava lamp used to be the coolest type of lamp a decade or two ago
- It is a lightbulb on which a bottle sits that contains a fluid that begins to float as it heats
- The fluid can be different colors and is solid at room temperature but becomes liquid due to the heat off the lamp
- The liquid rises in the bottle, cools and settles back down repeating the cycle like a flow of lava in a bottle
- It is a cylinder made of glass
- It is transparent
- It is encased in a metal housing that contains the lightbulb and snugly fits the glass container on top of the lightbulb
- It operates on electricity

#### Train:

- A train is a method of transportation
- It is powered by a steam engine or combustion engine or electricity
- A train is made of metal or aluminum

- It was used in warfare and transportation before aircraft was the main way of travelling for long distances
- It is extremely heavy weighing at hundreds of tons and travels on rails that must be laid down before a train can pass
- The rails are made of steel.

Bullet:

- A bullet is a projectile made of various alloys designed to transfer kinetic energy from the explosive energy within a firearm
- It travels at an average speed of 1,500 feet per second, weighs an average of 7.5 grams and can weigh as well as travel a lot faster depending on the size of the firearm along with the containment chamber for the resulting explosion, which in itself can vary depending on amount and type of explosive used.
- The bullet travels due to expanding gases pushing the bullet out of the barrel of a gun
- A bullet creates damage to the body resulting in death or severe injury depending on body area impacted

Wow, that was a lot to write out. I nearly wanted to stop during the exercise but knew I had to continue to demonstrate the full power of this technique.

Back to the question at hand – which is as follows:

*“The prospective client of my client is a fairly large e-commerce enterprise so I need to figure out what can make our firm different than the hundreds of others who have somewhat the same offering as we do.*

*How do I go about doing this?”*

If we look at penetration testing of cyber security as a bullet then we can see that penetration testing is firing a bullet into the body of an organization albeit the damage is not real as we stop the bullet before it creates any damage. This in essence permits us to identify points where an organization may need to beef up its defenses in order to stop a bullet.

However, we could also look at avoiding a shot. A proactive measure in contrast.

As a result, maybe we could set-up a security awareness program by being aware of enemies before they are aware of us through say our cyber eyes which could be series of data packets we could send out like an echo through our network that would indicate if an intruder is there.

A little bit of research I just did online using keywords of “using a packet echo in cyber security” reveals that “Packet Crafting” is indeed a series of techniques used by hackers and security experts to either hack into a network or diagnose a network for holes or conduct other functions relating to cyber security. You can see how there is no mention of using a packet series to create a sort of defensive net that if triggered will alert someone that there is a disturbance in the network that is unaccounted for.

This could already be an innovative solution but now we must explore it, test it and see if it is feasible with existing constraints of time and money on top of any preceding problems that might need fixing.

In digging deeper, I noticed online the US Department of Homeland Security commercialized a technology called Flower in 2016 that utilizes packet header data to set baselines and identify abnormal data flows within an existing network.

The research even goes on to say that, threats that do not have any signatures by which they would be identified are stopped by such attacks because the technology does not rely on signature but rather on the packets themselves being abnormal from what is expected. In other words, we become aware of an intruder before they become aware of us as the presence of the intruder catches our cyber eyes permitting us to be aware of their presence.

Let us not get too excited but now try something different for a word such as a seal, which appears to be amongst the most unlikely matches in characteristics to the topic of security and firewalls.

Once again, I read over the characteristics of a seal and start to get ideas.

The seal dies in most scenarios due its lack of defenses and inability to avoid risky situations. The seal appears is attacked by humans and Polar bears when it comes out of the ice hole and underwater it is eaten by Orca whales. Pretty bad deal for the seal. However, the seal is safer when it is in the habitat for which its body is already adapted to which is cold water but unsafe when it comes out of it. It has fur to let it stay warm but it does need to come out of the water for air and to sleep.

A business does need to go outside of its networks to receive transmissions from other entities be it customers or other businesses or government as well. As a result, it at this time that it is like the seal it is most likely to be at risk. Therefore, if we could do two things then we could reduce the risk.

1) If the seal could see outside before it comes out of the water who is there then it could avoid being harmed and if it did see someone there waiting for it then it would need to B) be able to create another hole where there is no attacker waiting for it. Sort of like a game of whack a mole at the amusement parks.

However, this still leaves the matter of Orca whales so it seems we still need to figure out a way to handle that problem separately but let us try to run with this for the moment.

In our case, we want to be able to peek out and see if an attacker is there so we will certainly need a little bit of more work to figure out a method for identifying what is an attacker and what is a clear blue sky.

Let us try to go a step further and try this.

We know that a seal or at least we as humans would want to come out of the water to see who would be there, but this would likely result with us being in harm's way. We know that in police and military forces they use a mirror on a stick to see behind corners as well as automated drones to fly around the buildings to identify attackers, or are at least likely testing these.

So, let us see if anything comes up. In fact, as I searched online I already found information talking about a variety of techniques that involve steps similar to this so given that there is little to no information on this we might have an innovation or at least a creative solution.

If a malicious action takes place then the dummy is not real hence the real seal never suffers any harm. Instead, it goes on to a different hole to repeat the same exercise until it finds one that is safe.

I stop the exercise here for simplicity.

As you can see from just two words that we defined characteristics for it was possible to come up with a few alternating scenarios to provide a creative way to approach a problem that had very little to begin with.

The purpose is to help us guide create a guided mindset of creative thinking in business problem solving to propose solutions for customer problems as part of a critical chain between sales, product development and the customer.

It is not the only and best process but it certainly permits me and should permit you to create new ways to figure out solutions to create value for your own problems or those of your clients.

However before we go on, it is necessary to cover a few key underlying assumptions in order to understand where this approach is most successful and where it is limited.

The first is that this type of creativity is applicable when you have leeway in applying the solution or creating it or affecting its development materially. In other words, this entire concept of innovation does not apply if the organization you work with or work for simply has a product or service that has a defined function and your goal is to simply show and tell as in the traditional salesperson role.

That is a style of company where the founder, management, or both are the sole innovators while the rest are pawns. This type of scenario is going out the door shortly and in fact is already on its way out.

This is true because individuals like myself are slowly designing tools that will automate such pawn like functions thereby eliminating the need for pawns and forcing everyone to become innovators.

The second underlying assumption is that you are able to invest the time and money to engage in this type of behavior. If not, then innovation is not for you. It is blunt but this is the reality. I do not bother saying it is for everyone as I have seen too many businesses want to innovate but fail to invest resulting in disappointing results then blaming everyone but themselves for the reasons behind the failure.

Trust me when I say this that I am not a salesperson attempting to sell sales innovation I am simply explaining sales innovation and its required parameters for successful implementation rather than using what I would call unethical sales tactics to get buy-in into sales innovation.

The third underlying assumption is that the organization is able to adjust its structure to make an environment conducive to sales innovation. Once again, if the organization you are in or working with does not have such as an environment then there is no ability for innovation to succeed hence no point in attempting to apply this, as it will simply not work with you as the introducer likely being the source of blame. I want to save you the tyranny of the dinosaur non-innovators by discouraging any partisan attempts to innovate as I have done so myself only to find it never lasting despite the millions in success generated.

Fourth, you need to read this book in full as well as research the variety of topics of you plan to leverage as your knowledge base, which in itself took me almost a decade to accomplish to reach this level of ability to innovate.



Lastly, you will need practice and lots of it. A lot of practice.

## Mindset of a Sales Scientist

As you read so far you can tell that by now you may or may not have been exposed to this type of new age of sales and requirement for sales innovation already in your life.

Starting with success as an innovator from the perspective of a technology salesperson.

The key aspects of being successful do not rest with being a master of programming languages or having spent decades in school learning about all the components that make up a network. The success comes from the ability to collaborate while leveraging a goal oriented innovative framework for such collaboration underpinned by understanding value creation, value exchange and business formation.

In other words, currently and as has occurred in the past by the technology firms that have become small, mid and gigantic powerhouses as well as my experience interacting with such firms indicates that small teams are primarily responsible for various innovations. This is an observation both from the numerous decades in the past to the present 2018 onward.

This means that whilst previously Detroit, Michigan consisted of a handful of car manufacturer brand names supplying vehicles for the entire United States population not to mention defining what a car is, the modern technology industry consists of thousands of firms across the globe outputting products and services worldwide that combined have completely revolutionized the world across all industries.

That is the power innovation.

The future of technology sales thus rests not in size and depth of pockets but rather on innovation.

The PhD in artificial intelligence will need a team of developers along with a team of business savvy individuals to create and propagate the next revolutionizing technology. As such, it is no longer a matter of being bigger than everyone else is because a team of 20 with the right innovation can expand in a matter of a decade or two to be the world's largest tech firm.

It is therefore absolutely critical to understand that the core of the salesperson in technology in the new age is to be the same entrepreneur that originally developed the first big innovations 50 years ago or even 50 years before that.

In other words, the future of technology sales is not based on the notion that patents, regulations, capital investment and the like control industries but rather that society will reward the best solutions for the times.

To some reading, this it may appear that nothing has really changed, as this is in fact the root of all technology companies but unfortunately, as I notice in the market today there are far too many imitators with far too few innovators. Most of the imitators have lost themselves in the success stories of true innovators thereby incorrectly perceiving as well as negatively affecting the direction of technological development.

I want to elaborate on this because what I have observed and continue to observe is everyone scrambling to create solutions that somewhat resemble those of everyone else in order to seize market share rather than truly devise innovations that made the technology field so revolutionary.

You can see this to be true because the creation of millions of mundane useless apps for the cell phones.

You can see this to be true by the proliferation of the digital marketing firms and many more imitator type of companies with little to no differentiation between each other.

I could go on and on as but it is unnecessary as you yourself both as a buyer and seller are fully aware of the volume of similar so called solutions available on the market that are in reality knockoffs of innovations.

This behavior occurs because there is a desperate need for innovation and nobody really being able to deliver it, as everyone wants a quick buck rather than decades of investment.

The creation of various platforms by more software makers than I count for sending out millions of e-mails operating as e-mail service providers is another good case in point. The e-mail service provider provides a service to send out millions of e-mails which is indeed a required service for organizations that create targeted e-mail campaigns for millions of customers but the myriad of features, analytics, etc. becomes akin to the growth of CD's that were custom shaped a decade or more ago. It was a brief fad. They added mostly marketing value depending on who you ask but are not the innovations the CD was in itself.

It is true that in order to generate true innovation as successfully done by the pioneers of each major innovation that has revolutionized our world to date there is a monumental amount of investment into the topics of knowledge and creativity combined with an honest focus on value for the customer.

Furthermore, the odds are that the investment will truly never materialize hence it is understandable that the majority prefer a share of the existing market created by an innovation rather than risking at failing at their own ending up with nothing to show for it.

As such, this brings us to the next topic that makes up the mindset of an innovator.

Risk taking.

### Risk Taking

In order to succeed in technological innovation or synonymously the sales profession itself in the new world you must continuously invest in knowledge and creativity. You can confirm this to be true because it is not by chance that most successful innovators in technology not to mention the biggest today are always making statements about their time spent on increasing their knowledge and developing the next value offering around the clock throughout their lifetime.

The risk component here is that not all of this time spent might never amount to anything more than a lifetime wasted. In most cases, this is not true because as we all know or should know that eventually you become the one standing at the frontier of existing problems figuring out the next innovation quite often with success resulting in commercialization.

The difference between success and failure is mostly due to inability to maintain the same levels of investment consistently, keyword being consistently, in both time and effort. However, the risk is valid as it is true that you might spend a lifetime developing the next innovation but never see it commercialized as has occurred for innovators in the past.

As a result, it is understandable that with risk comes the possibility of great reward and the higher the risk the higher the reward. Unfortunately, it appears a lot of companies today with pressure from investors who are by nature of their responsibilities expected to generate returns rather than risk losing all the funds creates an environment that is primarily risk averse and thus not optimized for innovation.

Therefore, the innovations are more or less variations of the original.

One thus conclude that in order to achieve innovation the risks must outweigh what is deemed acceptable by investors as expected returns on the funds invested.

This summarized in two key factors required to foster an environment for innovation in a business setting.

1. The environment must be fraught with risk
2. The environment must be free from restrictions of expected returns, at least in the mind of the entrepreneur, the sales person and their research and development team even if it is not the case – reckless creativity is required for innovation with the illusion of no strings attached.

You might be confused as to what this means in terms of a practical impact thus I will explain. It means that in order for innovation to take place there must be opportunity to assume large amounts of risk, which in turn means accepting failure, very costly, repeatable failure.

It does not have to be financial failure as most assume reading this. It means time, investment into knowledge development and quite often by smaller groups of people than an entire organization hence not the traditional pervasive investor focused perspective so prevalent in the minds of everyone today.

Furthermore, it means that there must be no restrictions due to expected returns by investors. As such, any investor that expects a return establishing a contingency for a venture to receive further funding is ill informed on the concept of innovation as innovation stems from failure not from avoiding failure. It must be financing failure rather than investing into success.

The continuous flow of funds into innovative ventures is in itself premised on the expected return that one of these ventures might succeed to become an innovation thereby covering the cost of numerous preceding failures many times over.

This type of truth helps explain why a large majority of companies today are simply building minor variations to serve niche markets rather than developing innovations as the money fueling such ventures is focused either mistakenly or intentionally with the goal obtaining a piece of the market share rather than creation of a new market.

The fallacy of such a phenomenon once again occurring either unintentionally or intentionally is that it stifles innovation pushing everyone to take a safer risk averse route, which is akin to rowing slowly against the tide as opposed to going all in to break through, as is the essence of most breakthrough ideas to this day.

The analogy of going against the tide is to portray the tide as the changing business conditions that continuously place demands on innovators to innovate in order to break past the tide that is continuously pushing the innovator back to shore. As a result, the innovator has to and often does exert

the most possible amount of force possible to break through the tide with most achieving some form of relatively large success after a grueling, sustained and consistent effort.

At worst, the vessel being the innovation and venture in this analogy will break, overturn, capsize, etc. resulting in lessons learned and a new adventure being able to begin to attempt to break through once more both by the observers and participants.

This is how innovation works.

It certainly does not work by playing it safe as widely occurring today. Wealth preservation is incongruent with investing for innovation.

This is the macro overview of how each micro series of actions occurring within the process of innovation occurs as viewed in a specific lens focusing on strategic factors required for success of such a process.

The reason the current system lacks this in most companies is because the original entrepreneurial activity that was completely in alignment with utmost risk and absolutely free from any expectations of investor returns has been overtaken by a sea of risk averse institutionalized investors who do have a valid responsibility for ensuring a return for the funds entrusted to them.

I hope you can see the conflict that I am referring to between investors today that are expecting returns due to the capital they are investing into the various sectors and the natural conflict that ensues due to the imposition of such constraints onto the strategic factors required for innovation. In essence, the constraints prevent innovation from taking place.

This the root of the problem with both sides been correct. The investors must provide an amicable return in comparison with other venues of investment options available to them while the various sectors do require funds in order to achieve the glorious growth chased by those infatuated with the success of innovators.

As a result, I hope you as the reader understand that by being aware of this core root of the problem you either as an employee, contractor, executive or an entrepreneur can operate in a spectrum of innovation as well as educate others on what is the right direction towards generating innovation and what is not.

If you are an employee then you will be in the most restrained environment for innovation as someone is already expecting a return on the funds issued to you as salary and commissions not to mention potentially expecting the same of your entire organization.

If you are a contractor then the matter is slightly more relaxed depending on the nature of your contract responsibilities as once again there is an expected return on the funds allocated for your activities.

If you are an entrepreneur then you are in the best position possible as no such constraints are present nor are there financially relatively large hard costs associated with your failures that will cost hundreds of thousands if not millions of dollars.

The lack of capital quite often is only a trivial matter as designing solutions then testing them with minor experiments financed easily by oneself or as a team to generate a positive ROI then evaluate the concept for sustainability and scalability as well as commercialization.

Another aspect to keep in mind is the relative size of the organization and department for which you work or work with. The larger the organization the larger the expected returns from that organization by investors due to the amount of funds invested and the lesser the amount of risk the organization is allowed to assume which is in conflict with the environment required for innovation.

The smaller the organization the more risk it can assume and there are no expected returns as long as the investment capital size remains low, which is exactly the type of environment most conducive to innovation.

It is a very critical point to understand that most technological innovations do not require as much capital investment. If an experiment made by a team of innovators demonstrates the feasibility and scalability of a product or service then the rest are simply relative numbers to how big the total addressable market is for that innovation and what it will cost to bring that innovation to market. This is assuming of course that the innovation has been proven to be scalable.

It is thus apparent that the entire concept of innovation, constraints or the preferred lack of constraints can be demonstrated in the following very realistic example to help solidify the points discussed here into a practical example.

Imagine, if after numerous failures you have created a solution that can save everyone in the world 10 to 20 minutes per cycle of activity, that occurs on average 365 days a year. There are a few activities that can fall into this breakdown such as activities pertaining to grooming such as showering or business activities such as going through e-mails. These are potential examples to help you understand the practicality of the example at hand.

You calculate that you can likely expect to collect a percentage of the time value in monetary terms of 60 hours to 120 hours of costs associated with this specific activity from everyone in the world per year.

The world GDP is around 78 trillion now. As a result, even a rough estimate of 10 to 20 minutes per day even at 10% of the actual cost is equal to a total potential market share of 140 million to 280 million dollars per year. This of course is a rough estimate but you get the idea. Not bad for a solution that saves everyone 10 to 20 minutes sold for  $1/10^{\text{th}}$  of the price of that time, per year.

You can see how computers, global positioning satellites, cars, internet and wireless communications are such valuable innovations as they save a lot more than 10 to 20 minutes per day. Imagine how long it would take you to reach your nearest grocery store or visit someone in another town not to mention find out if one is open or the other is home before you arrive.

The solution in this case regardless of what it is becomes a matter of scalability which involves calculations of investment required, growth required to achieve the desired level of profits within the desired timeframe and so forth, all of which ends up dictating if the founders will engage investors or simply proceed with organic growth driven by the innovation without need for capital.

This example subtly illustrates the unconstrained, unrestricted environment required for innovation, which is as simple as one individual coming up with a means of saving time on an activity that is generally applicable to most members of the world on a daily recurring basis. There is no massive investment spanning hundreds of thousands of dollars nor hundreds of researchers analyzing the

activities yet the market potential is in the range of ¼ of a billion dollars for 10-20 minutes per day saved.

It is surprising that nobody today really truly aims to save us more time despite the market rewards available as well as this being the single most valuable resource in the universe. Instead, many are providing us with millions of ways to spend time rather than save it.

### Scientific

In coming back to the mindset required to be a sales innovation we can examine in more detail the following changing reality of the sales profession, which is the need to bring on a scientific mindset.

What I mean by this is that there was no real need to follow an empirical method of scientific knowledge development nor application of such a method to any process by those in sales. This means that products or services are sold in a way that permitted the product or service to work as advertised in some cases whilst not so much in others with no real explanation or care for the reasons behind this. As long as it sold was and in many cases remains to be the most important aspect.

This was acceptable previously as a washing machine could only wash the clothes and nothing more was required. Simply building and selling a washing machine was enough of an innovation that market share was allotted to those that could successfully build one at a reasonably affordable price for others to procure one. Today, any household will have or either has access to a washing machine thus the market is fully saturated with this innovation.

It is therefore required to innovate further and as such new technologies are emerging such as different means of washing clothes without using water or detergent.

As you can tell the scientific method based on empirical evidence to observe, develop hypotheses, design experiments, evaluate hypotheses, create conclusions and present findings in a manner that is replicable are key series of steps required of this method.

It is almost unimaginable that everyone would not be following this method in every single sales process but rather relying on skipping certain steps such as say testing or designing experiments prior to actually making conclusions.

In order to more clearly articulate this point see how many times you have noticed that sales occurred in a way that absolutely reflected this method and how successful those projects were in relation to projects that deviated from this method.

I have seen and heard as well as observed companies pitching clients both products and services that simply did not provide any tests of the ability of the product or service to deliver the actual results intended but still requested the customer to make a full commitment with payment up front in full.

I personally believe this to be an unethical sales practice that can only be circumvented in the case of special extenuating circumstances that clearly outline the need to ditch testing such as due to constraints on costs or time that are truly justifiable such as emergency situations. Once again, these should be exceptions to the rule rather than the norm.

In addition, quite often the lack of data to substantiate the success or failure of a technology not to mention the requirement for it nor the benefits are available. This means that many times over the

decisions are made based on some method of buying products or services that had no actual scientific method for evaluation meaning no hypotheses, no evidence gathering, no analysis, no conclusions, no replication of results, no peer review of the decisions, etc.

The offering quite often was neither tested nor fully evaluated to be required nor are the expected benefits quantitatively measured with an acceptable degree of confidence in the underlying assumptions of the probabilities of expected benefits.

Most do not bother to assess the risks facing an organization with the introduction of a new offering then are surprised to the number of issues resulting eagerly ready to throw more resources at the problem that vendors are eagerly ready to catch.

Often the offering is simply purchased from a list of vendors with some evaluation by non-qualified professionals dabbling in statistics, finance, process engineering to make a half-baked arguments that satisfy both the desire of the sales team to sell and the buying team to buy without actual substance to all the details.

Too often with too much fallacy, there is a promise that the offering brings that is never assessed on a comprehensive holistic level of an organization as to its full impact. I know many will say that indeed there is but having been witness to many executive transactions as well as the realities of people in sales interacting with other people doing the purchasing there is far too much social dynamic instead of sound judgement.

Everyone wants to feel positive about the purchase as well as demonstrate that they conducted their due diligence by having evaluated the vendors and confirmed the benefits whilst in reality mostly taking a chance on the success of the project. This is partly due to numerous factors including lack of knowledge on how to achieve this detailed evaluation in the first place.

The sales cycles albeit labelled and laden with professionals involves numerous proposed benefits that are often exaggerated by salespeople and their expert teams at organizations that are then somewhat verified the best they can by professionals on the other side of the table being the purchasing organization in an attempt to determine if indeed the technology will bring a proposed benefit.

As simple as such a process may sound the reality is that it is too simple to be true. In fact, proof of concepts, returns on investments along with demonstrations, and so forth end up in essence being advertisements that are not held to account.

This occurs primarily because as the joke goes “Ask a salesperson what ROI the solution brings and they will ask you what you want it to be?”

This is exactly the kind of behaviour that erodes not only the benefits of technology but erodes the integrity of salespeople worldwide whilst also resulting in introduction of solutions into environments that had no place there in the 1<sup>st</sup> place or were not the optimal choice had a more rigorous evaluation been conducted or worse could have been created in-house.

I am sure any business manager might have been exposed to at least one if not numerous examples of situations in their lives where they questioned with a very strong supporting argument the acquisition of a technology solution that was either acquired before their time, during their time or will be acquired in the future.

In conclusion, the way to solve the conundrum that the business world appears to be in is thus to execute a specific, scientific methodology that is fact, data and objective evidence driven. The result will be a gradual return to sound principles of innovations that pass the stringiest of tests of quality ensuring the highest standard of quality for customers as well as resume the focus on innovation by selling solutions that are truly innovative rather than market share grabs.

## Ethical

One should not be surprised that ethics is included as a key trait required for the sales professional in this new age. This key concept is missed when dealing with evaluations of offerings as well as pressured by sales quotas, expected returns to shareholders and the like. On the buyer side, the pressure to complete a project, fulfil a requirement and remain competitive in the marketplace creates a similar dynamic on the ones charged with buying.

The result is two groups on behalf of each organization focusing on alleviating the pressures placed upon them personally and professionally along with their organizations by finding an economic fit within the market to make the value exchange occur in order to release the pressure.

As you can imagine this type of pressure exerted on the individuals being the sales and purchasing teams of each organization along with the impacted stakeholders on both sides all with varying degrees of involvement and impact results in a very demanding, stressful and pressure driven environment.

In fact, as you read this it is quite likely that as both the buyer and seller it is an absolute norm that utmost focus on ethics is the last priority when faced with such situations.

Taking an example from game theory in economics, one can easily argue since nobody else acts ethically one would be at a significant disadvantage for acting ethically with very little to gain or justify in terms of one's lack of achievement of outlined objectives other than one's own knowledge that one acted ethically.

Unfortunately, the majority of the world continues to operate in this manner without understanding the fact that it is not required to act unethically and in fact completely counter-productive to do so.

This is true because violation of any ethical guideline is simply a means of obtaining a short-term positive over solidifying a long-term positive benefit for both parties involved in any business activity.

As an example, if you as the seller up the price for one client yet discount the price for another client. Eventually, clients will figure this out resulting in lost sales thereby eliminating the extra revenues generated through such practices. The only winner is the one who collected the commissions.

As an additional example, if you as the buyer avoid doing the best you possibly can to evaluate a solution prior to purchasing it because you are concerned that your lack of ability to do so will result in uncovering of your lack of knowledge in this aspect thereby affecting your career.

As a result, you do the best you can by making decisions that do not truly reflect the best possible knowledge driven evaluation process resulting in a satisfactory risk laden decision for the time being that decades later if not a year later results in massive losses to the organization.

This type of short-term versus long-term trade-off is the true root of all ethical dilemmas. Economics and reality indicates that in long-term all problems are resolved and equilibrium achieved due to



adaptation by market players to challenges but in the short-term disregard for ethics results in short-term gains that unreasonably add unnecessary costs to the economy, which eventually must fall on someone's shoulders.

The quantification of such costs due to lack of ability by current technology to catch such practice does not mean that it is not already worth trillions of dollars per annum due to negative consequences of rework, failed projects, poor solutions, unnecessary acquisitions, due diligence costs, internal controls, policing, etc.

As much an organization is able to hide such costs from its employees, its customers and society, eventually it will be public. The reality is that the requirement for innovation in the new age will surface such short-term driven ethical violations due to significantly tighter purchasing decisions driven by scientific methods due to lack of resources. As a result, it is wiser to avoid such unethical behavior in the first place by always being ethical even if it results in losses in the short-term as the long-term cost of such violations will far outweigh the short-term gains.

Ignoring this will result in the comprehensive proliferation of such behavior resulting in bubbles of overpriced assets that will end in crashes once such bubbles burst. The current mass layoffs, shrinkages in profits and lack of innovation are all tied to a lack of innovation underpinned by many factors I will discuss in this book including ethics, which contributed significantly to such bubbles occurring in the first place. This has occurred over and over in the past with no need for me to mention the examples of industries or names of organizations that were involved in such crashes as we know them all too well.

## Sales Scientist

As you have noticed the paradigm shift that is described within this book is the notion that the salesperson is no longer involved in two functions being marketing and sales. Instead, the third pillar and thus function added is innovation.

Innovation in the responsibilities attributable to a salesperson involves a number of key functions that I will describe next and already laid the foundation for in previous chapters. The purpose of separately discussing these functions is because each comprises a key activity group of the new age salesperson that makes them what I call a Sales Scientist. The reason behind describing the sales function in this manner will be made apparent below.

### Innovation

This entails the activities described throughout this book when it comes to innovation being knowledge combined with creativity resulting in new solutions to problems. The process by which frontiers are determined, creativity applied and innovation as well as improvements devised can be offered to others experiencing the same or similar problem as I described previously and will continue to explain throughout the chapters.

### Identification

This entails the identification of problems for which solutions are required to progress society forward. This process in itself involves identifying the problems facing the world today requiring solutions.

There is no shortage of problems as some common easy examples of groups of problems are as follows:

- Longevity
- Disease
- Disability
- Information Technology
- Defense
- Currency
- Social Construct
- Social Inequality
- Nutrition

Each of these categories are simple groups of problems already faced by the world that each have millions of sub-problems that can be benefit from innovations.

Longevity involves aspects of health care in terms of how to permit individuals to live longer and happier lives. Diseases involves aspects of healthcare in terms of how diseases affecting the global population. Disability involves aspects of healthcare in terms of rehabilitation and restoration of functionality post-trauma or genetic inheritance of disabilities. You get the point. For each area once you drill down the sub-problems will present one with frontiers regarding what areas require innovations to facilitate the resolution.

As a result, the process of identification regardless if you are an individual or employed by an organization that seeks to address a sub-set of these problems the matter entails identifying the areas where your solution will add value. I alternate the terms solution and innovation based on the context of the situation described as innovations at times start as a solution only to cumulatively result in innovations.

In order to make this a more practical example rather than that of an entrepreneur who does this regularly with businesses let us take an example of a salesperson employed by an organization that sells a technology. This technology can be any technology you pick.

The traditional salesperson would quite often simply contact a majority of existing clients or prospective clients in order to determine whether the solution presented by the employing organization is a fit. The salesperson would likely target a specific industry or market to narrow down the contact list.

This is the standard method resulting in plenty of cold-calls, e-mails, etc. that wastes valuable resources because it is inefficient as 99% of the individuals contacted do not find this to be a fit hence we call 99% of the population to get to 1%. This method is inefficient because the amount of effort spent on behalf of the salesperson to contact and determine with the prospective client whether or not the solution is a fit results in costs that could be better spent elsewhere not to mention would not result in plenty of irritated prospective buyers.

Most solutions fit a specific type of problem categorized as the target market and as such, the efforts put in by the salesperson as well as the prospective clients to assess fit through lengthy discussions and

analyses results in monumental wastes of resources that often yield no result other than advising the salesperson that the solution does not fit.

Therefore, the task of the new age salesperson is to not only efficiently and effectively identify the prospective clients for whom the solution will be of value but to also notify them of the solution with utmost precision in terms of fit so as to avoid this waste of searching for clients.

This means that there is to be no more endless tasks of contacting prospective buyers to notify them of the existence of a potential solution to their problems. In contrast, the notification occurs by the salesperson when a solution is already a fit but now requires human intervention to ascertain, confirm and outline the steps required to put the solution in place.

Considering that, this is a new way of thinking not to mention will be the new way to what is traditionally known as selling it will likely be of assistance to understand this process through an example.

Imagine you are a salesperson selling an innovation that helps conserve energy. This innovation helps conserve electricity by using an innovative way of converting current from AC to DC and vice versa with significantly less loss in energy than previous technologies.

So, whom do you sell this technology to?

The answer might seem easy but the reality is not.

Everyone uses electricity but you can try selling this item door to door with little to no results or you can try selling this technology to the energy corporations worldwide most likely resulting in far more revenues not to mention benefits to society than ever before.

The first and foremost step is to understand where the innovation is used.

In this case, it was easy, as everyone requires electricity.

If we narrow this down further, we know that such innovation would be of most benefit to those that use electricity to power devices.

Once again, this may seem simple but we are looking to generate the most benefit with the least amount of effort not to mention waste. This is a key point.

As such, we know that energy companies supply electricity to consumers, businesses and so forth across the country. This is a key point.

We then need to evaluate what will yield the largest benefit to society in the shortest amount of time with the least amount of waste. Utilitarian approach.

You can see how contacting the energy companies will likely provide a benefit to everyone utilizing the electricity of that provider hence resulting in the most benefit for the least amount of effort.

We can also leverage the energy company to integrate the innovation further down the supply chain.

As result, we begin the process of creating our education plan for the contact with the prospective buyer.

The process was driven by a utilitarian approach in terms of identifying the means by which to generate the greatest benefit to society at the lowest cost after we have created an innovative product.

Rest assured, this entire process will generate significantly more profits than contacting each individual or business entity separately to offer the innovation to the 99% when it is best sold to the 1% that will benefit the other 99% through their distribution channels.

This is the process of identification of the target market in the new age in a simple example that demonstrates what is required as a prospecting activity. Providing more details than this would deviate us too far from the purposes of this chapter, which is defining the activities of the new age salesperson as a Sales Scientist.

### Educational Plan

It is often the case with innovations especially in today's saturated market it is critical to create an educational plan.

An educational plan is not a series of marketing sheets created to describe the offering in a few bullet points that does little if anything to assist in educating the client regarding value.

Moreover, the educational plan is purposefully there to educate the prospective client regarding the components of the situation they are encountering for which an innovation is now available.

I am talking about specifically designing a plan that involves the following key aspects:

### Gathering of Parameters

This step is primarily involved in gathering the parameters required for the innovation to be applicable. This means that the prospective customer be it individuals in the economy that use a washing machine or those that drive cars or those that have a house or any business entity with certain characteristics for which our innovation is applicable must be gathered before engaging the customer with our educational plan.

The traditional sales method calls this qualifying a prospect or prospecting whereby one reaches out to again the same 99% of the population, asks for their time to ask questions to assess fit only to discover that only 1% are a fit. The costs of the wasted 99% of the efforts are included into the price at which the offering is sold to the customer. Absolutely inefficiently savage like approach to sales akin to knocking on every door asking for a person named John Smith when a simply lookup in the phone directory would indicate where John Smith is found. Reality is not so simple of course.

In the new age requiring an absolute focus on reduction of waste as well as due to the saturation of the market with wasted contacts by hundreds of thousands of salespersons contacting 99% of the wrong people there is now an absolute requirement to contact only and directly the 1% or as close to possible to the 1%.

This is both practical in most cases with the variety of information publicly available coupled with one's own knowledge and experience in business and can thus be done with no intrusion into the prospective buyer's operations or consumer's time.

If the solution is a standalone service such as ergonomic keyboards then one can understand with research where such a solution is most applicable as well as how to introduce it to the clients in a most cost effective, least wasteful and optimal manner.

There is absolutely no requirement to contact the client, ask them questions to assess fit, qualify or disqualify them, etc. to attempt to sell them on the solution in the traditional sense.

None.

I repeat, none.

One more time, there is no reason to contact the client to determine if the solution is a fit. We already know it is a fit because we know a lot of detail already publicly available about the organization through numerous sources available to the public which we can piece together to get a very accurate picture.

I let that sink in.

Welcome to the new world of sales.

### Assessment of Fit

Assuming that you finished taking a cold shower from the words I said in the previous section then allow me to elaborate on this step.

This step is the design of an experiment whereby you try to replicate the solution in an environment that most closely mimics that of the intended target market.

You can understand that this is quite more complicated than ever but I assure you that having done this successfully in the past the result will be that not only will you avoid wasting making annoying pitches to even more than you annoyed prospective buyers but you will also learn about the value that your offering brings to such an extent that you will be that much closer to a Sales Scientist.

Most importantly, the closing ratio becomes significantly higher if not almost close to 90% in comparison to whatever it is you would be doing in a traditional sense.

Lastly, the amount of effort required becomes almost next to nil in terms of traditional prospecting activities of cold-calling, etc.

I hope you can see that all the effort is focused on researching the prospective client and determining if the solution is a fit before ever contacting them, which brings us to the next step being the creation of the Educational Plan.

### Educational Plan Creation

In this aspect, we devise the plan by which we will educate the clients for whom the innovation is a fit, the reasons behind so as per our simulations based on research of such target market prospective buyers supported by data that meets scientific standards and make this into a campaign.

Note that the campaign is also not in the traditional sales and marketing tone of a campaign.

The campaign is not filled with marketing material saying “Look at me I can do this and this and this!”

It is a means by which to grow the value of the prospective enterprise or consumer that will leverage our innovation.

It truly what is so loosely thrown around today a customer centric approach that should have always been the core of every approach of every enterprise until we got lost in the profits over substance.

The educational plan leverages the research of the target market, the simulations, the data driven value our innovation provides for the specific segment of the population of prospective buyers that we have researched to the point that we are certain it is a fit to the best of our ability and information available. The goal is now to educate the market on top of learning as well as improving any points we might have missed in our research with the prospective buyers together.

#### Contact Plan

Contact is by far the most revolutionary aspect of this new age.

No more cold-calls or cold e-mails looking for the best pitch to attempt to progress a meeting to take place or a traditional “discovery” call to occur.

It has been done repeatedly.

As a result, the only venue as is already occurring is customer events both online and in person.

The customer events are not chitchats over drinks and hors d'oeuvres when in person nor show and tell conventions as categorical of the past but rather educational events that serve to provide true value to customers by providing content that enhances their own ability to provide value to others.

Notice how we are not attempting to sell anyone on any benefits, features or advantages of our product.

This is the way to build business relationships that lead to long-term lasting profitable partnerships that are terms so loosely thrown around today but are so far and few from reality in their substance.

There is absolutely no pitching nor cold-calling nor demonstrating the innovation until much later which is when and if the prospective customer becomes sufficiently interested in us and requests information from us due to their desire to learn more about the value we can bring to them.

It is even at this point that we do not necessarily need to demonstrate anything, as we already know if the solution is a fit.

Trust me this is not a trick as I have and continue to do so successfully.

We offer the prospective buyers an educational segment; it is not a sales pitch.

We arrive to provide our understanding of their challenges, followed by our proposed solution followed by an assessment of our supporting data backing up our proposed future state of their environment.

Notice that the entire approach is an educational approach focused on enhancing the value of the organization or consumer at hand despite them not being aware of us until the moment we reached out.

This may seem to be a completely new way of thinking whilst others may argue they do this already and most will state that they offer the same approach despite the massive differences in achievements of those who do this successfully versus those who only claim they do. The truth is only your customers will honestly indicate if it is true or not.

### Solution Fitting

The process following the creation of an education plan and making contact would involve the process of solution fitting.

Notice how the keyword here is fitting not solution creation or solution qualification or solution creation.

The prospective buyers simply respond to the Sales Scientist if there are items that must be adjusted as part of the risk mitigation process to better fit the solution to the parameters present in the customer situation.

This in essence is what should be occurring but in most cases does not.

In reality, we have everything from charlatans to knockoff corporations to truly misguided individuals creating noise in the economy that simply creates trillions of dollars of inefficiency not to mention significant impacts on effectiveness on organizations to be able to accomplish this task in the market.

This is true because you as a buyer have experienced being propositioned a solution that was not relevant to you resulting lost time with a negative bias towards future propositions.

### Vision

As you read this book, you may realize that this is indeed a significant undertaking that will require significant development by the sales professionals of today to become sales professionals of tomorrow.

The goal is not to kill the sales profession as many fear by establishing the means by which such seemingly monumental standards will need to be met but instead make it so much more efficient and effective that it will truly be responsible for Sales Innovation worldwide.

This will require a significant investment in knowledge and creativity by all current and future sales professionals not to mention require practice of utmost ethical behavior in order to bear the responsibilities associated with such a task.

Rest assured the technology would be there to facilitate as well as enforce such behavior resulting in nothing but absolute efficiency when it comes to evaluating proposed solutions.

The end result will be initially a decline in the volume of sales professionals as is already occurring due to the decline of knockoff ventures unable to compete with innovators but in the long run will result in a monumental increase of new markets in the new age that is here today.

### Current Problems with Sales

As an honest individual truly looking to benefit society I want to ensure that I present my premises for the arguments as well as concepts presented in this book to ensure you can understand where they are coming from.

This will serve two purposes. First, to help you understand the changes occurring in sales as well as business that will help you had better plan. Second, to ensure that if your situation or experience indicates something more or in conflict with what I present then you can adjust the conclusions I provide accordingly to suit your specific situation to obtain the value from the information presented.

### Over-Enablement of Sales

This specifically refers to the myriad of ways that salespeople have been made more efficient but not more effective. The rolodex has become social media whilst customer relationship management software has attempted to replace sales skills.

There is no denying that technology has created a salesperson capable of making calls anywhere in the world to anyone worldwide.

Unfortunately, the rapidly growing sources are becoming sever infringements on privacy with salespeople able to obtain everything from personal e-mails to residential numbers to cell phone numbers to even the entire organizational structure of the organization and even more.

The amount of information available publicly about the intended individual and organization to be contacted is as widespread as air itself. Any action, any digital footprint left by an individual can be reviewed by a salesperson with the intention of leveraging the information to sell the client a product or service regardless if it is a fit.

Notice how this is the traditional perception and behavior of the salesperson.

There is no mention of innovation nor acquisition of knowledge nor building an educational plan for contact with the client but rather a sole focus on getting a sale as quickly as possible as per the demands of the employing organization.

As a result, the situation has reached a point whereby individuals are simply overwhelmed to the point of having become desensitized to all sales contacts.

Articles abound debating the death or continuation of cold calls with some quoting only a fractional success rate whilst others advocating the use of social media or social events to reach contacts to sell.

The one common theme despite the vast negativity from the prospective buyers is the order to keep pushing, keep marching and keep selling no matter how badly the prospective buyer indicates the product or service is not a fit and no matter how “no’s” one hears in a day.

You do not have to be a genius to see that this is self-destructive to the sales profession not to mention economy, innovation and everything else that relies on someone buying something.

At times, I almost wonder if the growth in e-commerce is due to technology or simply a dislike of interacting with salespeople.

Regardless, it is clear that this type of compounded growth in negative behavior is the direct result of enablement by technology in producing such a level of efficiency in such activities that everyone and anyone can now bombard the market with thousands if not millions of offerings per day.

The problem here is that there is absolutely no focus on the matter of effectiveness in conjunction with efficiency.



Effectiveness defined as the actual accomplishment of tasks according to specified parameters, objectives and resources utilized.

Effectiveness in sales is the number of contacts one had to make in order to make a sale..

The achievement of sales has become the maniacal goal of the modern salesperson despite the negative as well as counter-productive result that this creates on the market. It is emboldened by maniacal pursuit of profits, uncapped commissions and psychotic leadership that defies all boundaries of humanity.

The pursuit for fractional success rates in cold-calls by an entire population of salespeople across the world with the ability to squeeze out 100 calls a day means that there are approximately 99 calls made per sales person per work day that result in nothing but wasted time, irritation and costs for both the buyers as well as the employer.

A statistic from the 2015 US Department of Labor Statistics indicates that there are close to 15 million sales people in the country and expected to become only 3 million by 2020.

You can see how this confirms not only the astronomical numbers of offerings likely pitched by those salespeople to clients on a daily basis as well as the fact that sales profession is declining significantly, for now.

The often quoted technology sales conversion ratio of one third of all prospective buyers quite often resembles more a real 1% conversion ratio completely losing sight of the fact that there is astronomical amount of wasted effort, frustration and wasted time answering such calls, e-mails, drop-ins, etc. by prospective buyers which only pushes this ratio lower every day.

Imagine how many resources you, the buyer and employing organization as well as all stakeholders involved including the shareholders are missing when you realize that the cost of sales contains 99% of wasted resources that are included in your price.

In essence, we are purposefully paying for wasted time, effort and inefficiency.

### Cost of Salespeople

It is no surprise that the next driver of change is the cost of salespeople. Most importantly, it is important to realize that based on the previous discussion the cost discussed here is not the gross amount that salespeople earn as great salespeople generate but rather it is the cost per dollar earned for the organization.

In the previous discussion, as was explained that the number of dollars paid out to have a salesperson conducting all of the non-value adding activities that we classically categorize as “sales” is mostly waste amounting to about 99% of the costs since only 1% or less are actual buyers.

As a result, we can agree that the amount of revenue dollars generated per dollar of pay to salespeople is significantly below what it should be.

This means that due to the waste inherently present in all sales functions as it currently stands there is a significant cost to each company not to mention the economy that is priced into the cost of sales.

This is a fact because every company knows that a salesperson with a higher closing ratio is significantly more valuable than a salesperson with a lower closing ratio.

It is clear that this too requires us to change to not just survive by thrive in the new age.

### Lack of Sales Professionals

Once taking into consideration the ability to not only innovate but also continuously develop one's knowledge base coupled with creativity outputting innovation underpinned by ethical professional sales skills you can imagine that you are beginning to talk about the 1% of salespeople.

It is no myth salespeople can be anyone and everyone but phenomenal salespeople are extremely hard to come by, as is the reality with any profession.

In fact, executive teams worldwide prize many such salespeople simply because they are not salespeople per se but rather the aforementioned Sales Scientist along with numerous additional unmentioned qualities that are both unique and general characteristics of such a class.

This is a known fact that creates a vacuum within the supply creating the circumstances that require change to occur to increase supply of such sales professionals.

As much as one knows that limited supply will result in increases in prices for those that are part of the 1% it is critical to understand that despite the revenues for those successful there is a large disproportionate cost to society.

The result will be a significant cost to the economy likely filling the void with a variety of unskilled individuals and once again bringing the profession to current continuously growing inefficient processes only to be magnified into an even larger problem over time.

### Lack of Innovation in the Sales Profession

As you likely are familiar yourself there is a significant lack of innovation by salespeople today.

This is evident by the fact that most salespeople do not have a customer centric approach to any sales process despite the constant quarterly proclamations by each new company in the process of growing that says it is so until it is no longer, so once investors take over or the psychotic leaders whichever one comes first.

The majority of sales pitches you will hear will be coming from the following process:

1. Obtain list from sales manager of whom to contact
2. Read the features, advantages and benefits of the product or service being sold
3. Contact the individuals on the list regurgitating the features, advantages and benefits

The result is millions of salespeople bombarding prospective buyers as if a nightmare of advertisements delivered in person, via phone or e-mail until somehow somewhere someone does need the solution.

The result is again the 99% unhappy prospective buyers with 1% happy customers making the next bombardment even harder for everyone and so the cycle continues until today where there is a general dislike of salespeople.

Once again, change is required.

### Lack of Developed Sales Professionals

The constant requirements for years of experience results quite often in a misguided means of hiring salespeople that further aggravates the current situation.

The salesperson with 20 years of experience does not remotely come close to the person with 5 years' experience that is truly indicative of constant self-development.

In other words, I have seen 20 to 40 years of experience simply meaning 1 year of experience replicated 20 to 40 times.

This certainly does not mean that experience does not matter but judgment must be exercised in the ability to correlate experience to skill upon hiring which it is not for the most part. Another fallacy of our business society.

In essence, the fallacy currently present in the marketplace is that experience is almost completely positively correlated with success rather than self-development as self-development is hard to measure whilst experience is simply counted in years. Big difference.

We know this not to be true, as many have met experienced individuals whom are head and shoulders below others in their ability with half the years of experience.

This is consistently an incorrect assumption made by most organizations resulting in propagation of disastrous behaviours that continue to be put in front of customers because we assume that experience indicates ability to succeed rather than talent, combined with innovative experience and business acumen.

In most cases there is no way for an organization to know that the salesperson may have bounced around from company to company often ending their employment due to the reasons outlined in this book as unethical sales practices so we continue falling victim to such salespeople by hiring them and further damaging the economy.

This must change.

### Lack of Ethics in Sales

The single biggest shortage facing the world today is ethical salespeople as well as their not so ethical leaders.

The quota-setting firing squad known as management forces by threat of firing the salesperson to engage in behavior that ultimately crosses the ethical line.

The salesperson motivated by either greed or fear of losing their job crosses the ethical line.

The resulting behaviour regardless of its root never stops but continues creating massive amounts of costs for the economy.

The inability by anyone to stop unethical behavior starting with abstaining from such organizations in the first place results in continuous proliferation of such behavior in the market and acceptance as a norm.

The 99% whom did not become customers but were contacted by thousands of sales people are unhappy because they experienced numerous contacts through various unethical violations of privacy or experienced borderline harassment by salespeople pitching them offerings that did not fit but also wasted their time.

The result is a consistently growing market of unhappy prospective buyers that consistently gets more difficult to engage with as each wave of salespeople passes through.

The cycle continues on and on with no solution in sight.

This all needs to change.

## Current Problems with Business Mindsets

### Lack of Objectivity

I find that all companies today do a show and tell of their successful customers as to the reasons for which companies that are not already their customers should buy from them.

This may seem like the standard way on top of being the only way that companies sell.

It is hard to see how this approach generates value for organizations as opposed to generates revenues built on the intrinsically biased premise that if a solution worked for someone else it will work for you.

This may seem strange as you examine this argument logically because it is akin to saying that Daniel was a good business partner of Dave hence Dave tells everyone at a business event that everyone should be a business partner of Daniel.

This approach would not make sense in a business event, as it would appear absurd because it is likely that everyone else in the room might have businesses that are completely different from Dave and Daniel will need to figure out ways that he can truly help different members at the business event achieve success.

This in essence forces Daniel to simply approach different members and proceed in the same manner as Daniel originally added value to Dave thereby making Dave's endorsement of Daniel to the group redundant as either way Daniel will have to engage in the process of determining how to add value to each member at the event regardless of Dave's endorsement.

At most, Dave's endorsement would be an icebreaker but even then, it is value that drives Daniel is offering not endorsements. I hope you get the point.

The constant marketing of the number of customers served by a company with leading examples of success in the form of case studies, references and those captions that stay what others had to say about each company is never compared against the total number of customers for whom the solution did not fit or had not achieved satisfactory results.

In addition, there is no mention of risks, additional costs expected and so forth because this would not benefit the vendors in making a sale.

It is therefore absurd that despite all the claims for technology to revolutionize the lives of our fellow global citizens that we refuse to provide the best information each decision maker should have in order

to make the best decision for their organization or life given their unique circumstances including situations where the solution is not a fit.

To all those that may argue with me on such points then let me ask you this.

If this were the type of behaviour exhibited and accepted in matters of national defense – how would you feel if you knew that those nuclear weapons might explode in their silos because the vendor chose to cut, a few corners and salespeople did not mention the electrical glitches in event of thunderstorms?

How about if you knew that the bulletproof vests were less than bullet stopping material or the weapons had a few glitches that might regularly make them non-functional mid combat?

How about if the airbags in your car were a little faulty causing you to suffer horrible debilitating injuries or even death in case of an accident?

Lastly and I could go on and on, if the planes had a few defects in them that once a day a plane or two falls out of the sky?

If it is not acceptable with situations, where human lives are involved then why is it acceptable in other areas? Are costs not resources for which human life has been exchanged as is the nature of work and earning money?

Instead, we prefer to distort the views of the customer with only positive information as the costs in business situations for the most part especially those as vague and opaque as the cost of inefficient sales processes are hard to understand.

The result is multiple companies putting only a positive spin of their offering leaving the buyer in a confused state as each vendor is hiding or not disclosing any negative information about each other thereby colluding to usurp the resources of the buyer.

Imagine if financial information used in investment decision was as unregulated as the current sales profession.

### Lack of Ethics

Imagine if in the not so distant future the spaceship you board has a 50% chance of exploding on re-entry.

However, the vendor does not want you to know this because the vendor has to pay their employees and the employees do like to be able to purchase their children Christmas gifts too.

As a result, you as the buyer do not need to know all the risks to your family during the trip to space this Christmas Eve as otherwise that would scare off all the customers leaving the vendor bankrupt.

The negative impacts of technology and sales in general cannot continue to be downplayed or outright hidden their discovery would somehow result in the cataclysmic destruction of all enterprise.

It is understandable that if one vendor displays their negatives and another vendor does not then it may appear to be that one vendor that despite withholding such information will be selected.

However, I can tell you that as time progresses and especially with those reading this book now as witnesses that sooner or later buyers will begin asking the vendors the same questions about their failed projects as they do about their successes without the stigma of today.

In other cases, those negatives will surface sooner rather than later as the global economic becomes more and more transparent.

In other words, as is currently done through growth in online vendor reviews or network contacts sharing information about the failures will be available information to buyers in the same way that successes are displayed on a pedestal. Automotive industry already provides information on car accidents experienced by a car before you make a purchase and many other industries should follow.

It is highly unlikely that in an industry driven by innovation, which as you saw, is driven primarily by an environment of failure in order to progress that there are nothing but successes around.

One must be fairly naïve to think that for every organization referenced by a technology vendor that there are not ten or more failures.

If NASA experiences failures with technologies in sending astronauts to space and back then certainly the numerous projects numbering in the hundreds of any vendor must have failures that pose costly risks that must be factored into decisions of buyers yet currently are not.

In contrast, the current process appears to simply hide or fail to disclose costly risks leaving buyers attempting to figure out for themselves which vendor is most suitable for their enterprise.

This behavior quite often leading to costly mistakes arising due to such lack of understanding and knowledge of risks which are purposefully hidden from buyers.

The biggest tragedy on macro-economic terms is that such costly mistakes are costing the world economy massive amounts of resources in efficiency and effectiveness as well as waste.

In essence, due to vendors not disclosing the negative aspects surrounding their offerings the mutual collusion that occurs results in the buyers being at a disadvantage at making the best decision due to the lack of information.

This benefits the vendors because each knows the buyer will simply fall for the best pitch rather than the best solution and if no negatives are disclosed about each other then each vendor has a good chance of ensuring they make the sale, repeating the same process with each new buyer.

In my opinion, this not only stifles true innovation as no vendor needs to really resolve the less newsworthy failures of their offering but also because this type of collusion results in efficiencies due to poor decision making resulting in massive amounts of waste that should not be part of the economy.

This occurs all industries and all vendors acting as if a group of stereotypical used car salesmen or worse a cartel that controls the buyers by eliminating all information that is contrary to their interests.

This type of behaviour appears to have become more brazen with even government entities if not directly colluding then ignoring such behaviors.

This needs to stop.

## Short-Term Focus

When I first mentioned the concept that the focus on short-term will begin to dwindle away in the new age of sales that is already occurring at a company I received the utmost negative feedback. The idea that the focus should shift away from short-term to customer value long-term was ludicrous. Senior management nearly had an aneurism when I explained to a customer that things were going to change moving forward in order for the organization they are dealing with to succeed.

A couple of years later at all such organizations the change is already on its way.

The focus on long-term customer value has begun.

The focus on short-term is subsiding.

Please note that short-term results are critical to an enterprise. However, a business cannot be successful in the new age unless it thinks long term. The reason behind is simple. The short-term focus creates short-term solutions including lack of accountability, lack of ethics and many more considered unimportant elements because there is no need to focus on long-term thinking as the enterprise will not be there in the end. It is easier to understand via an example.

You buy a washing machine only to realize there is no support, there are no replacement parts, and there is no customer service. You can simply buy another if you have issues with the one you currently have. You go buy another and the same issue occurs. You just keep buying the washing machines until eventually you succumb to the fact that they regularly break. Multiply this by the thousands of business today that are refusing to evolve into new business models or accommodate changes to the environment and you can see how this short-term thinking becomes a mass waste problem globally.

## Overcoming Resistance to Innovation

### Education

Knowledge is the first part of the innovation formula.

As mentioned previously with explanations regarding how innovation consists of two parts being knowledge and creativity it follows that knowledge is obtained through education.

Education is thus the process of obtaining knowledge.

Education should be a part of an ongoing structured process of any organization.

Most importantly, the education must come in the form of a plan that is cumulatively created, generated into an education plan combined with teachers, assignments, tests, etc.

The entire system must as closely mimic an educational institution with peer reviews as well as driven purely by results.

This means that the educational plan for the employees must involve the process of knowledge already in possession of the teachers as well as input from the practical results of other departments in terms of how such knowledge has resulted in benefits to the organization.

This is a subtle but often overlooked interconnected dynamic that is missing from most if not all organizations currently in the marketplace.

I have seen everything from educational plans operating in silos from the actual results achieved by those being educated within the organization meaning individuals were educated but nobody assessed how valid the education was of a contributor to their success nor bothered to revamp the plans to make it more successful.

I have also seen teachers in such systems that are completely detached or lacking in assistance in terms of the practical realities of the rest of the organizational structure. In other words, teachers that are either completely inept or isolated from the ability to influence the remainder of the organizational functions to optimize the fulfilment of the educational program towards generating results for the organization.

In other words, education at best is included but in a system of constraints often restrained to the point that it is generating returns that are comparatively lower than would be obtained with a full investment thereby making the erroneous perception appear to be true that education is best left to the educational system of colleges, universities and professional bodies.

In building upon the understanding of the reasons behind the lack of innovation in the marketplace today it is important to note that the reason resources are becoming more finite is due to a lack of innovation of which the first part consists of knowledge. Therefore, in not investing into education within an organization the organization slowly declines in its innovation thereby reducing the profits. The same cycle as discussed occurring on a macro-level is occurring on a micro-level within each organization.

To the proponents of this argument indicating that education is indeed a healthy part of some if not most organization I ask you to answer how often such education has been a direct contributor to the achievement of growth of an organization? If the answer is not nearly 100% of the time then it is clear that the lessons learned in daily challenges are colligating within the minds of few or simply not being redistributed throughout the organization.

Once again, many will state this is impossible and utterly foolish as spending resources on creation of such a system within an organization is foolish when instead we should spending more money on research and development or marketing or production and so forth despite the general decline in profits albeit at times raised through such investment continues. Nobody wants the long term costly investment solution, instant gratification is the motto of today with tomorrow left for others to deal with.

It is interesting how despite the lack of such systems and negativity that most individuals who have significantly invested into their own education are prized by most if not all organizations.

Something to think about in terms of reviewing the value of educational systems within organizations.

Imagine if everyone was as educated as the most educated person in the organization was – what a change that would be.

Most importantly, to those that bring up the point that data shows that most individuals are today in fact more if not the most educated generation to date then it is necessary to discuss the second component of this section being the structure of the educational system that needs to be established within the organization to create innovation.



The system must be consisting of three parts:

#### Knowledge gathering:

The individuals and processes involved in this aspect must be focused on gathering sources of knowledge in the form of observations, results and data. This means information including interviews, performance appraisals, financial data, etc.

#### Knowledge analysis

The individuals and processes involved in this aspect must be focused on analyzing the data with the goal of identifying correlations, patterns and building as well as testing of hypothesis in order to determine what sources of knowledge can be useful towards achieving organizational objectives.

#### Knowledge redistribution

The individuals and processes involved in this aspect must be focused on redistributing such knowledge towards improving the ability of the organization to achieve its objectives meaning improvements in production, delivery, customer service, marketing, sales, management, etc.

This is a task that I have personally done while simultaneously doing the regular responsibilities of any of the previously held positions in business. The entire process yields monumental achievements that are often as widely available as simply looking outside of the immediate tasks put before you.

The investment and returns for organizations have been enormous ranging in the millions but the ability to leverage such an approach has and continues to be non-existent. It is almost knowledge that is passed on to the immediate few who are witness but subsequently leaves with such individuals leaving the organization or keeping the knowledge for themselves.

It is thus no surprise that despite the value I demonstrate most simply are unable to institute such change within their environment instead the focus is always on fire drills, fires, latest sales forecasts, latest attempts at innovation despite the almost tiring cliché answer by myself that the root of the problem is a lack of investment into innovation. Remember, innovation consists of two parts being knowledge and creative application of such knowledge. Knowledge consists of education both organically developed and proliferated throughout the organization and acquired through hiring on of personnel.

#### Introduction of Education into an organization

As I continue to generate successes for organizations, I have to state that my greatest achievement is not in generating success but rather in facilitating the educational progression of others resulting in my success.

As any individual knows the investment into creating empowered, educated, fit and overall well taken care of employees or members of an organization rests primarily in the ability of those overseeing such individuals in facilitating their growth.

The process by which education is to be introduced into an organization must not be a force fed system as quite often is done forcing individuals to act in a manner that leaves them no option than to listen to

the material but automatically ignore it due to the negative emotions that were instilled by nature of the force feeding.

Children are especially aware of this as they enter the educational system with the most sought after teachers able to educate the children in innovative ways that engage the students in the lesson plans rather than force them to read, regurgitate and answer tests.

It is thus surprising that somehow as adults we believe such a system is acceptable not to mention effective means of educating yet we continues.

In my own personal experience, the process has been widely successful when done on an individual level at each organization in order to optimize the sales functions of organizations to become innovators on top of the traditional show and tell responsibilities required traditionally.

The approach of introducing education is been focused on teaching individuals, departments and organizations on the means by which to gather knowledge in their own personal time as no business currently has a proper education system in place, followed by applying the various concepts using the scientific method in real practical applications.

It is very disheartening to see that despite the myriad of knowledge available the majority of it remains isolated from the tasks involved in a business environment. This means that the individuals doing the work are never educated in means that could permit them at the very least to do a better job not to mention create millions of dollars of innovation that could be the next competitive advantage for that firm.

We often hear stories of employees leaving to start their own companies as well as innovations that came about due to employees yet seldom understand the reasons for such situations to have occurred nor bother to investigate further due to the natural attribution of such successes as being outside of acceptable norms within our immediate groups.

We categorize such successes as one offs yet never bother to understand how to replicate such matters for ourselves not to mention institutionalize such a system within the organization to truly mass produce innovation.

I know this to be true because I would not be in business had this been a reality across most organizations.

Coming back to the matter at hand, the point is to introduce the concepts slowly and steadily through real life teaching by teachers in ways that help individuals perform better at their existing tasks.

As you can see the previous section detailing the need for multiple functions of the educational system within the organization is the infrastructure required to support this type of process as it is unlikely one or two individuals or even three can perform the function of gathering information, analyzing it and subsequently actively dispersing the improvements throughout the organization on a one by one basis.

Subsequently the system needs to be evaluated in terms of its contribution to improving results thereby enacting a system of continuous learning, application of knowledge and thus development of innovation resulting in growth in profits.

If not convinced then imagine how much more efficient and effective each member of an organization could be in the best possible minds of the organization suddenly were operating on all levels of the organization in unison. This is the power of establishing the educational system within an organization in order to cultivate innovation.

### Creativity

In the formula of innovation creativity is the second part of the formula.

Creativity needs to be established into a process that flows throughout the educational system of the organization focusing on the application of the knowledge developed through education by its members.

This means more simply the various starting points discussed as my own favourite creative techniques must be actively employed by the organization in various approaches towards resolving both customer and internal constraints.

Notice how I did not say problems in the preceding sentence as it is not only problems that must be dealt with but instead constraints.

This would ensure not only the optimal utilization of resources including downtime being spent on such pursuits whilst uptime would be spent on daily business events but also result in continuous flow of value adding output alternating between innovation generating activities and regular output of an enterprise.

I have personally implemented such systems to see them play out wonderfully whereby individuals first determined innovative ways to improve their output then were facilitated with investment by the organization in doing so and subsequently continued to implement further innovations towards pushing out the constraints generating more profits in the end.

This is the reality but the know-how of doing this successfully remains out of reach for most organizations simply because nobody bothered to invest into such innovation.

Coming back to the matter at hand, creativity is established through various techniques applicable whereby the goal is to leverage knowledge learned through education into creative application to the organization by each and every member within their respective field of responsibilities.

This too must be measured and reviewed by the same group of people that conduct the educational reviews in order to learn, develop and further disperse such experiences throughout the organization.

The scope of such an application of creativity is outside of the parameters of this book hence I defer to you or welcome to contact me directly to explain how this is done if you cannot afford to invest your time into this yourself.

This is not a gimmick but rather it is truly a process whereby it cannot be explained simply in words as the details require customization to the unique layout of each business in order to achieve the optimal successful implementation of innovation.

### Institutionalization of Innovation

The description of the steps involved in overcoming the resistance to innovation such as establishment of education and creativity within the organization is the process of institutionalizing innovation thereby raising its importance to not just a fad but rather the core of organizational success moving forward.

This does not mean it is to absorb all resources as is quite often the prevalent attempt by misguided individuals upon realizing how important their function is to an organization but rather it is another function of an enterprise that must now become as equally important as IT, finance, marketing, sales, etc.

Innovation as many falsely believe cannot be outsourced nor acquired.

It is always developed internally in collaboration with various teams of the organization all of which contribute to the understanding of constraints and creativity required to turn knowledge into innovation.

It is indeed a collaborative exercise measuring all inputs as equal with the intent of producing a monumental output.

I have seen only one company to date engage in such behaviour collectively but the results have yet been satisfactory due to the lack of institutionalization of such innovation into the organization.

It remains a hobby of an activity or more of a platform whereby individuals collaborate towards generating innovation, but the product development teams as well as sales teams continue to supersede the reins in their interests despite the detrimental impact on the organization.

As such the challenge is not so much as the process of creating innovation it is institutionalizing it.

Once again, please do not hesitate to contact direct as explaining this process in general terms is sufficient only to understand its importance the actual specific application requires understanding of the landscape into which the innovation infrastructure must go into.

The concepts albeit in summary are fully discussed here and with a little bit of investment it is possible to institutionalize this system into your organization yourself.

### Theory of Innovation

All of the information you see here is a collection of my own work taking into account various theoretical concepts from various disciplines spanning all sciences to practical application of such concepts in a systematic manner to business problems.

The majority of sources of information are in their own right fields of science that have yet to be applied to social sciences such as business not to mention sales.

It is almost sad to see that sales has been left to its own devices with no actual scientific method applied to its evolution resulting in evolution that has been primarily categorized as archaic.

As a result, given that the new age of sales is upon us with technology being the primary driver forcing innovation to become a key component of sales functions in enterprises I hope to provide the proper infrastructure to continue progressing sales in the right direction.

As such in order to understand what innovation is about I found that the best most closely matching theory to actual practical application has been the work of Genrikh Altshuller whom was a man of many talents including engineering and science that gave rise to the Theory of Inventive Problem Solving.

The theory itself consists of practical methods that share a certain general pattern towards facilitating the creation of inventions.

In other words, Genrikh developed a method by which problems in primarily engineering fields could be solved by implementing a practical set of steps towards creating inventions, innovations and improvements.

The work itself consists of numerous pieces of content and far outside the scope of this book hence best researched on your own or by contacting myself to network to the individuals actively engaging in this.

Rest assured that the theory is one of the primary reasons you see the direction of technology today across many industries including primarily the IT sector.

It is the theory upon which a number of giant enterprises continue to mould the development of what you see today as innovations.

This is a fact that you can verify with some interactions with the individuals who were the founders of such enterprises.

The contents of this book attempt to build on this theory in terms of practical application towards a multitude of business problems focusing a step further on the function of sales, which now will require the integration of innovation into its daily practice.

As a result, what better understanding can one obtain than learning how to apply the practical steps responsible for innovation in engineering towards facilitating the creation of innovative solutions in the new ages of sales?

## The World of Value Exchange

The underlying core of every transaction in sales is value. It is plain and simple to understand that no matter the relationships one can claim they have or the amount of value a product offers or service generates, the decision always comes down to value.

This is true because there are many that will argue that leveraging numerous techniques one persuade someone into making a decision that will be beyond value. The legacy salespeople call this relationship building. However, the globally connected world already has a basis relationship between people established in the form of connected citizens that are not only aware of each other but understand that they can work with anyone in the world to exchange value.

The legacy divisions amongst countries as us versus them are no longer relevant as race, nationality, gender and much more no longer serve as dividers between groups. In addition, the value of individuals worldwide has the potential to resolve most problems as once again coming back to the point on engaging lower of cost labor it is straightforward to understand that in a digital economy one can leverage millions of virtual assistants to handle their work.

The only matter becomes a matter of mentality required to accept this transition. We will review the topic of mentality change in another chapter as the current focus is on value.

Coming back to the root of sales with value being the most important to assess we can examine the concept of value from the eyes of the buyer, the seller and the intermediary or sales professional. The purpose is to understand how the root of all sales transactions comes down to financial assessments of value, alternatives and costs.

### The Buyer

The buyer for the most part has a theoretically limitless supply of sellers because the buyer is able to find sellers by offering someone something of value in exchange. The result is such that anyone whom is interested in obtaining such value has the potential to become a seller to the buyer. It is better to frame the concept of demand for understanding sales in this manner as it opens up the mind to understanding that demand can appear out of thin air and is in a constant state of flux.

The buyer be it by their desire to have a bath of milk this morning or by their adherence to more immediate needs such as food, shelter or companionship will offer value in exchange for fulfilling this want or need.

The exchange of value will occur once the buyer has identified a potential seller be it of milk for their milk bath or a grocer for their food needs or a suitable mate for their companionship needs. The point of the example is to illustrate that in three seemingly disconnected situations the common denominator is the ability by the seller to offer a means of exchanging value with someone else to result in an exchange.

The concept occurs daily countless times world yet no one seems to shed light on this incredible event that demonstrates an innate ability to influence the world by our species using our own species.

Think of the matter in more detail, one is able to exert influence meaning making another human being act in one way or another via a mechanism that engages the other party to behave differently than had the two never met.

The buyer is able to offer something of value to someone who wants the value in exchange for something of value to them. This mechanism means that the other party to the transaction will have to come up with something that the buyer wants in order to obtain something that they want from the buyer. The concept may seem theoretical or philosophical but it is not. It is the root of all occurrences worldwide. Value exchange opens up the universe to our perceptions, thoughts, emotions and much more.

The buyer may desire a bath of milk or a giant monument to the moon or even a chance at becoming a god-like being.

The buyer can offer their resources to anyone whom is able to help the buyer achieve the aforementioned goals. You can see how value exchange becomes the mechanism of cause and effect whereby the buyer causes a behavior by offering value and the seller whomever that may be is under the effect of the seller for engaging in an activity that will yield something that the buyer is willingly to exchange.

To help drive the point home think of yourself in your daily life. You provide your time to others in exchange for them providing you with something usually being money. Money is simply a mechanism of storing value used to measure value exchanged. The work you do results in someone paying you in money. As a result, you have completed some form of activity to obtain said money. The activities can range as wild as the imagination but for the most part all focus around one single concept of production.

The work that most do in the world pertains to production.

Anywhere you think, look, examine, analyze and point to will involve an activity that contributes to production.

The production of goods and services.

The buyer thus becomes a contributor to the creation of production of goods and services.

The buyer sends out a request to the world by offering value be it money, goods or services in exchange for acquisition of money, goods or services in order to produce something of value.

The books of Adam Smith with the Wealth of Nations explain the topic in detail with the entire process over a few hundred years.

The summary in this chapter sufficient to understand that the buyer ultimately begins to enact control over the global citizens by making available the resources that others need and thus subsequently directing their activities accordingly.

Value exchange is therefore a means of control and production. Value exchange permits one to direct the world affairs in their respective industries towards the achievement of goals important to the individuals or groups of individuals whom have the most resources in each industry.

The resulting method of control means that global activities occur according to groups of business leaders acting as the buyers by offering resources to the rest of the population in exchange for assisting in the production of whatever it may be that the buyer wants produced.

The buyer therefore directs all global activities with the richest buyer having the most capacity to influence global production.

#### The Seller

The seller can be anyone and everyone ranging from an individual selling their time to the farmer selling their crop to the business selling goods and services.

The seller is any vendor.

The preceding section on the buyer illustrates that the seller is ultimately under the control, guidance and influence of the buyer. The seller simply offers the best attempt to deliver what the buyer needs or wants.

The seller can sell to businesses, individuals, or both, and can offer services, products or both.

The importance of personal data including browsing patterns, shopping patterns, travelling information becomes critical to understanding not only the wants and needs of the buyers but also what goods and services to produce.

This is a critical root of value exchange globally.

The individuals offering solutions that can track, monitor and analyze the needs or wants of citizens are there for the purpose of improving the accuracy of production as each online search, each website visited provides ample understanding of the needs or wants of the buyer.

The seller thus focuses on adjusting their production of goods and services to match the demand for the goods and services actively sought or potentially useful if they existed.

You can see how the entire global groups of buyers being the producers in the economy and sellers being the consumers are one circular system that feeds back into itself with value exchanges or sales occurring countless of times worldwide everyday.

It is this analysis of the underlying components and interconnections of the world systems that provides a critical understanding required to navigate the world of tomorrow today.

#### The intermediary

The intermediary or sales professional matches buyers and sellers on a global scale and educating the sellers as well as buyers on each other's needs to better match supply to demand.

The intermediary has a function that consists of two steps.

On the front end, the intermediary assists the seller in finding a buyer.

On the back-end, the intermediary helps the buyer by directing them to the appropriate seller.

As a result, an intermediary must deal with multiple buyers and sellers not only to act as an independent party free from conflict of interest that arises when a buyer is associated with one or a group of sellers as is the case of employment.



The reason this is true is that in order to restore reliability in the exchange value mechanism then the onus of each actor in the value exchange chain should be on the best interests of oneself.

Adam Smith described these as the assumption that all individuals will act in their own best interests.

As a result, if one attaches a compensation to the intermediary that focuses on pushing forth the value proposition of one seller without assessment of the value then the market becomes fraught with misinformation, inefficiency and waste.

This is the modern market of today in industries with less such inefficiency in the financial markets due to regulation.

The sales organization thus become an independent intermediary focusing on matching buyers with sellers based on their value rather than their ability in persuading decision makers in losing track of value as is the practice of legacy salespeople.

The entire value exchange mechanism is very straightforward as most problems are broken down into smaller components hence the buyer is able to make the appropriate decision the majority of the time on their without much need for a sales professional to be involved in making the decision.

The sales professional objective rests in finding more buyers that connect with more sellers with the least amount of wasted resources in achieving this match. This means that there should not be ninety-nine calls before one finds a buyer in a list of one hundred.

#### The Planetary Value Exchange System

The majority of this book has laid out the foundations for the system of planetary exchange.

The closest examples of systems matching this description include e-commerce giants or online retailers.

The financial markets and many other markets that are specialized in efficient, effective and sustainable exchange of goods and services.

The majority the markets worldwide continue to be archaic.

The seller engages salespeople to unduly influence the purchasing decision making processes of the buyers in order to strike a medium somewhere between value and lack thereof.

The proposed system is currently in already in development and includes thousands if not millions of actors compiling pieces of such a system already in the works.

The sci-fi video games have plenty of such systems often displayed as galactic trade terminals of the future that permit one to exchange resources on a the galactic market either for money or goods and services.

The present world is only beginning a transition to towards this type of system with measure of its success already apparent by the relatively large profits of every business that operates online versus ones that do not. Moreover, the system of exchange on a planetary level would involve a large sequence of supply chains, markets and actors required to operate on one platform.

The platform itself is neither standard nor tailored to each group. It is a collection of markets bundled into one platform. The system would not only interact with the purchasing systems of each specific buyer but also interact with system of each vendor with the PEVS itself acting as the intermediary.

There are currently numerous companies transition numerous markets to digital formats that offer relatively large benefits of optimization, cost minimization and efficiency that dwarf the ability of any single individual or group to unduly influence the market.

There is a lack of unification of such systems across the globe due to protectionist tendencies of nations despite the benefits of establishing such systems. The greatest examples of a planetary exchange value system are the financial markets.

The financial markets deals in value exchange in various forms be it through currency swaps, stocks, bonds, futures, etc. The financial markets create one single market for exchange that continues to serve as the trump card across all other markets of physicals goods or services. The financial markets are the largest because they affect all other markets through the exchange of value of goods and services via one single method of exchange – money.

The financial markets involves regulatory bodies to monitor existing actors within a nation, the market itself regulates itself by offering information that reflects the true value of an item traded via even the semi-efficient market hypothesis and lastly provides relatively ultra-fast means of exchange.

The financial markets are subject to manipulation but the manipulation is unlike the manipulation of decision-making processes of individuals in a physical goods or services market. The goal of the planetary value exchange system is to provide a method for exchanging goods and services with the same level of efficiency as the financial markets.

The means by which this will be achievable is through organizations serving as the intermediaries between the buyers and sellers to acts as the exchanges on a national level. This means that each country should have a sales intermediary available to serve the most efficient exchange of goods and services without regard for any best interests of any specific buyer or seller. The core of such a system relies on providing categorically ample information defined as parameters of each product and service offered on such an exchange so that buyers and sellers are able to make the decisions best serving their interests.

The world will thus involve day traders serving as buyers and sellers of goods and services across local, regional, national and global exchanges for each different market of goods and services available.

The system will undoubtedly create the largest growth in economic activity in the history of humanity, as every seller connected to the system will be able to offer its products or services on the planetary value exchange system and immediately connect with a buyer to make an exchange.

The transition involves a collective, united shift on a global scale of individuals towards efficiency, effectiveness and sustainability. This will permit humanity to have a system of value exchange on par with the level of complexity involved of having billions of humans on the planet.

The Financial Decision Making Process

Hiring Sales Professionals

Voice of the Customer

## No Sales Stack

There is a massive amount of software available on the market. The software solutions are numerous but for the most part; a few are relevant whilst the rest are copies, variations and slight improvements. The reality is that there is an over-saturation in the software space as all of it focuses on manual entry by an operator. This means that the software solutions of today all require input from a user. To add insult to injury the input is by hand in the form of clicks, keystrokes and movements of the mouse. Millions of software providers yet work done by hand as if ancient times.

As a result, we have software solutions that are more or less the same in their ability to improve the lives of individuals. We know this to be true because everyone appears to have a software for some sort of application yet everyone still requires the most expensive input of all being labor or someone to click, type and input user commands.

The problem for the most part is a problem for the rest of the world except when it hits the sales processes requiring a critical analysis on my part to help those that are not able to help themselves distinguish between what is required and what is not.

The point I am preparing to focus on might stun you so please ensure you are sitting down.

The majority of software associated with sales is not required.

## The CRM is thrash

The sales professional does not need a CRM with clicks, buttons, features, etc.

The reality is such that a sales professional must for the most part focus on understanding the market, the value proposition as well as communicate with prospective buyers, competitors, clients, industry experts, read newspapers and overall continuously improve their knowledge of the market.

The result is a sales professional that knows who to call depending on the signals observed in the economy rather than a horde of doorbell ringers rushing a neighborhood to try to find one person interested in purchasing their product or service.

This is the closest analogy to the way that salespeople are setup, treated and considered in the economy today due to the business mentality we have in place, which we will cover in another chapter.

The reality is that in most cases there is no need for multiple software, systems and the like for sales professionals.

This is true because of the following truths from someone who has applied a large amount of knowledge to the field from other scientific disciplines to dissect the sales profession.

The truth is that sending emails is over in hopes of catching one person that is interested out of the hundreds if not thousands of individuals on an email list.

It is also true that anti-spam legislation and quickly catching up new personal privacy regulation is eliminating the bombardment of multiple thousands of emails with semi-relevant messaging in order to establish order in a chaotic, inefficient world of digital communications.

The truth is that CRM's primarily give managers the ability to let loose dozens of inexperienced sales people on a target list they create then monitor their progression through said target list with the hope that one out of hundreds of individuals contacted will purchase the value proposition. The CRM builds inefficiency into the processes of the organization. The thousands of notes, buttons pressed and details entered into a CRM serve no other purpose than to act as a control mechanism for management. The means of control is via the process of verification of expected accounts worked versus actual accounts worked.

As explained in another chapter the in-house salesperson does not serve their own best interests of more income as their income is restricted to the sales growth of their specific employing firm including its value proposition competitiveness and the ability of the market to absorb its offering via quotas and territory assignments. The salesperson is thus restricted to selling only as much as the organization can sell or they are able to sell in their territory, industry or whatever other segmentation method their sales manager created.

The CRM software utilized thus serves no other purpose than to record activity.

The reality is that any salesperson that ultimately succeeds does not need a CRM to keep track of his or her own activity.

It is sufficient to use an excel sheet to process the few hundred at most a few thousand contacts every few months and move on to a new prospect list along with more lists that can leveraged as needed in the order they are needed by the sales professional to organize their prospecting activities.

There is absolutely no need to store countless contact details, as most will be out of date.

The legacy means of creating a database for selling purposes is passé as keeping such a database up to date is a task in and of itself.

I hope by now that you see the variety of arguments against leveraging a CRM.

The only matter that one needs to track is sales by each sales person, which does not require a CRM.

### Email Marketing is over

One salesperson explained to me that before there were spammers there were "faxers". "Faxers" were individuals or companies that would mass send out faxes to phone numbers in the hopes that they would get sales. This practice worked well for its time until most moved to email. However, the move to email has also resulted in anti-spam legislation barring individuals from sending unsolicited emails to individuals in hopes of selling a product or service.

The era of email marketing is over because no matter the quoted returns per sale generated via email marketing or the number of occasional sales one can start by leveraging email marketing the truth is most of the efforts of email marketing go nowhere.

The majority of individuals may foam at the mouth stating that it is not so because they did X,Y,Z and resulted in sales but if that were still the truth then email marketing software would still be used by companies worldwide to sell both to businesses and consumers. The truth is that it is not because of anti-spam legislation on top of new privacy regulations surrounding leveraging emails to send unsolicited offers for products or services. The only use of email marketing software today and possibly in the future is maintaining communications with existing customers via subscription to newsletters, new releases, promotions, etc. It is a tool of communication with existing or past customers rather than outreaches to obtain new customers.

As a result, email marketing does not have any place in the sales professional sales stack.

### Social Media

The use of social media in selling is applicable primarily to consumer sales as selling to business professionals does not apply. The director of an enterprise is highly unlikely to be able to justify that he clicked on an advertisement on Facebook to find a new vendor. As a result, social media in business-to-business sales does not apply. The opportunity can arise from other professional social media networks but the majority are not the same gold standard when it comes to making sales calls as a direct voice communication via a phone.

### 100% Commission Offers

One hundred percent commission assignments were at one point a possibility to offer a significant opportunity to the salesperson. However, as the majority of the world has evolved into the digital space the one hundred percent commission function no longer applies in the business-to-business sales world. The reasons behind this are such that for the majority of situations the value proposition is not large enough to justify a healthy income desired by a salesperson for a one hundred percent commission role to be fruitful. The reason this is true is the following I discovered myself. If a business is successful, then it will involve the founder or chief executive officer making at least six figures. The founder or chief executive officer can work in a job to make the same income without as much risk of loss of income nor the additional skills and effort required in operating a business.

As a result, any individual making six figures will likely be busy with the aspect of delivering the service or product to the customer. This means that the founder or chief executive officer will not have the time to do sales. Therefore, the business owner will hire a salesperson to do the sales. Any business that does not fall into these simple, logical parameters is a thrash of a business.

The reason for such a harsh judgement is that the economic system of value exchange involves fair exchange. The exchange is time for something of value. The rule is that all exchanges are fair as otherwise they are robberies. Anyone that does not offer someone something for his or her time is a robber. The time you invest into a 100% commission role should provide minimum wage earnings for the hours contributed even if nothing sold. The argument most such robbers present is full of attempted twisting of facts, nonsense and the like but in reality once you fall for their trap you will realize it is fruitless.

The only 100% commission offers that are worthwhile is when one sells high priced items ranging in the few hundred thousand to millions of dollars. The reality is that if you are operating at this level then you likely do not need this advice.

## Diversity

The sales profession is open to anyone and everyone that has a solid moral compass and desire to make money. The sales professional can be anyone over the working age, of any race, gender, etc. The individual can learn, be transparent and focused on improving their life via service to others.

The importance of diversity in the sales profession is critical to avoid lack of creative solutions to complex problems. The sales professional has to be able to leverage knowledge that is pertaining to humans in general. The traditional metaphors of each nation are rooted in lessons that reflect the understandings of the world from their perspective. The diversity of such perspectives provides innovative solutions to complex problems. As a result, diversity across both gender, race and any other aspect possible should not only be welcome but rather leveraged in the sales profession to achieve greater levels of success than without.

## No Databases

Data is stale once you access it. Information relies in data being real time meaning you want immediate data from the source when you need it. The contact databases are useless. The concept of avoiding waste means that contacting individuals in a database that ages results in wasting resources on contacting contacts that are no longer present, have changed jobs or are no longer interested in what you have to offer. The world only needs one database but in reality has multiple databases of contacts depending on their classification to the objectives of the organization. The business database will contain contact data of key personnel, company details, transactions and other information pertaining to its vendors, suppliers and employees. The government database will contain data based on specific government agency involved whose objective relates to data pertaining specifically to its ability to achieve that objective.

The point is that the more data that is archived the greater the cost of keeping the data up to date. As a result, the task of keeping data up to date, accurate and in proper format useful for decision making purposes is a process that should not be managed by an organization directly. The lean sales organization outsources data management, as efficiencies of scale will permit another organization to manage data for the organization at a lower of cost with greater benefits.

As a result, the sales organization should be accessing data on an ad-hoc basis with the resulting cost per access included in the base cost of the product or service price. The current problem with most organizations currently is the storage, management and ownership of efficiencies, risks and updating of data by each organization in its own environment.

The data should be accessible as needed with the least amount of effort, least amount of steps and lowest of cost and subsequently destroyed as the primary business of the organization is not being a data storage company.

## Mind of The Customer

In order to help you understand what I have learned from hundreds of thousands of interactions across numerous businesses it is important to provide you with a walk-through in the shoes of the customer. The details provided here will focus on helping you understand the business buyer, the environment and the changes affecting the business buying process.

The business buyer is quite often someone with a business background involving at least a few years of experience along with someone supervising his or her decisions to select a vendor that has more years of experience. The third level of purchasing decision rests with a final oversight of someone who is the divisional manager, general manager or final general authority for the business such as the president.

The business buyer often focuses on price. The justification of higher returns due to a pricier product or service will often be an up-hill battle that is difficult to win because the purchase is an expense. The expense for the most part reduces the profits achieved from a business. The profits go to the business owner as well as in some compensation packages to the upper levels of management. The higher compensation with more positive profitability incentivizes management to reduce expenses and increase revenues.

The dilemma for the business buyer becomes comparing value propositions that are higher in price than the existing solutions because often the justification to a higher priced value proposition would require a simple realistic demonstration on improving profitability through either an increase in revenues or a greater reduction in expenses than the status quo solution. The demonstrations for the most part be it financial scenarios done by the company accountant or other managers involved rely on assumptions that are estimates. As a result, it is difficult to argue price unless you can identify and demonstrate the connections between your value proposition and the facts supporting it in simple terms. If not, the competition will always go to the cheaper or cost reducing value proposition.

An important factor in uprooting a status quo solution involves time.

If the time is relatively short such as a period of less than a few years since the acquisition of the status quo solution then the sale is less likely as most business professionals will understand that innovation takes a few years. Remember, these business buyers holding the company purse strings are for the most part are not new to the business thus they understand revenues, expenses, profitability and poor value propositions.

The value proposition must focus on time, change and innovation. The solution offered must be reflective of the past parameters of the solution with a demonstration of the change involving the innovation.

The process must be exactly as described, as everything else is irrelevant including relationships, legacy sales techniques, used car salesperson tactics and the like.

The sales professional, the research and development team and the leaders of the selling organization must be in alignment. The message must be along the lines of "We have spent X number of years to create innovation X to replace legacy innovation Y"

The majority of sales success occurs due to the understanding of the target market with creation of innovation that improves the status quo beyond the preceding innovation in place.

There is no need to contact firms in attempt to offload innovations that one does not believe fully apply or are marginally better than the previous solution as the business buyer will see through this.

A good rule of thumb is to be one's own strictest critic and if this passes then you can proceed to contacting customers.

The only way to obtain knowledge in order to understand the current status quo innovative solutions leveraged by organizations is by actively contacting the target market organizations to learn about their most prized acquisitions.

The ability to identify opportunities for improvements requires an in-depth level of knowledge and expertise in the industry usually from several years in a managerial or specialist role.

As a result, the sales professional in the new age of sales has to serve a function of researcher on top of solution fitter, educator and prospector in order to be successful in helping their firm achieve the sales targets.

Thousands of vendors bombard prospective customers on an annual basis.

The resulting bombardments result in most prospective customers being far more capable than vendor salespeople to identify unique value propositions.

The vendor will be most interested in value propositions that strike at the core of the problem driving the solution. The concept is difficult to understand but in most cases, one will understand what the core of the problem is after speaking to at least thousands of prospective buyers in a target market.

The process can take a few months to over a year.

This process is market research but in the new age of sales, it is synonymous with prospecting.

The prospective buyer will often be seeking an organization that serves as a relationship vendor that is able to deliver innovation on a continuous basis rather than a transactional vendor that provides a solution that does not change or adjust based on buyer feedback under stringent consumable type of conditions.

The prospective buyer regardless of industry will seek a sizeable return to justify the review and transition of the status quo to a new state. As a result, a buyer prefers to have the least amount of vendors to maximize their returns leading to a selection of vendors that are trustworthy, reliable and dependent on each other for success.

The process of change for a prospective buyer is highly stressful both financially, operationally and emotionally. The frustrations associated with changing a new machine on the shop floor including leveraging a new software that creates new educational requirements. The manual machine operator becomes a software engineer.

The associated machine will begin transitioning the financial, cultural and operational aspects of the buying organization to a new status quo that must include changes across the entire organization.

This is true because the application of 3D printing is only becoming acceptable because there is new management that consists of a younger generation along with a cultural shift towards innovation.

The preceding sentence alone comprehensively demonstrates the truth behind a purchase of a new manufacturing piece of equipment.

The complexities involved do not stop at one simple dimension being financial.



The organization as a whole must be prepared to undergo change. As a result, the only time this occurs is when there are generational shifts.

It is no surprise that organizations are embracing changes to their processes, policies and mentalities. The reason for change acceptance in the world today and moving forward is that the next generation is taking on the role in performing the actual work that creates value. Therefore, the workers have an automatic influence in the workplace.

The changes are occurring because the next generation is executing the majority of the manual tasks in value creation globally. The changes observed in the world today thus reflect the change in the demographics of the population starting with age. The younger generation has a preference towards remote work resulting in remote work becoming the norm.

The focus on health results in the younger generation focusing on remote work as it provides more time to focus on health pursuits including exercise. The high cost of shelter globally results in remote work because the younger generation cannot afford to live within an acceptable commute timeframe of the workplace.

The cumulative factors influencing the world of change that one is witness to during the years of two-thousand twenty onwards will reflect the preferences of the demographics responsible for value creation.

It should come as no surprise that the prospective buyers will be purchasing items that support these changes, as the relationship is cyclical in nature. The younger generation performing the majority of the value created globally will work on creating items that it agrees with because they are also the consumers of the said items.

In observing industries undergoing change during these years, one observes the transition to moving to rural areas with the introduction of telecommuting. The move towards flexible work hours because the world is becoming globally connected means there is a need to create a business that services customers worldwide resulting in organizations that operate around the clock throughout the year.

The prospective buyer thus will behave in accordance with the way the demographic behaviors change around them. If the environment is moving to urban areas due to telecommuting, be prepared to offer value propositions that further this objective such as telecommunications solutions that are of significantly lower cost or help generate more revenues than the status quo or both.

The prospective buyer will focus on healthcare as a major component of the change in demographics. As a result, the seller has to be ready with solutions focusing on healthcare that is remote. This means solutions that achieve the objective of maintenance of health delivered remotely.

The climate change initiatives will result in digital economies, green construction and environmentally sustainable processes. The business buyer will adjust their production to match the demands of the new population and will be influenced by own organizational members.

Therefore, in order to understand the business buyer one must simply have to look at the world trends occurring at the current time to anticipate the demand.

The process of forecasting demand often involves comparing previous outcomes of trends to future unknown events.

The fact that recessions exist confirms that they are not final to the economy.

As a result, one can adequately plan for changes in a post-recession planning exercise to prepare for the demand changes after a recession as an example.

### Go Big or Go Home

There are small businesses that have no potential to become the next national or multi-national enterprise. The definition of a small business in my opinion is anyone that engages more than one person to conduct activities that yield a profit. The accounting definition typically focuses on revenues. The purpose here is to frame the concept of aiming big as opposed to aiming small and staying small.

The small business regardless of the definition has the potential to become the next national or multi-national enterprise. In most cases, the business will encounter competitors that present challenges. The challenges will fall into one of the following categories. The product or service helps the target market either generate more revenues or reduce costs or both.

Therefore, there is only one outcome for each small business, which is to grow or remain stagnant.

The path of growth will require a business to address the challenges encountered from its competitors or its inability to grow. If the business is unable to grow due to constraints then it must overcome them through innovation. As a result, the only challenge is developing improvements that subsequently propel the organization into an organization of a new larger size. The reluctance to do so will result in stagnation followed by peril. These are the two outcomes for all businesses. As a result, the only approach is leadership in growth and innovation to achieve long-term success. The next recession cycle typically occurring every ten years will shut down businesses that do not engage in following the path of growth.

### Selling to Enterprise vs. Everyone Else

The majority of prospective buyers will not be customers. The customer market consists of two segments such as enterprise and everyone else. Enterprise customers are large organizations that produce annual cash flows in the hundreds of millions. Everyone else refers to businesses that do not meet these immediate criteria. The reason for the segmentation is that in selling any value proposition it is critical to be aware of the implications of each prospective buyer in becoming a customer.

The enterprise organization requires adherence to strict protocols of engagement, which often entail numerous legal hurdles, procedures, reviews and the like. The enterprise organization has multiple decision makers for each value proposition and your value proposition will be up against numerous other sub-organizations embedded in the main organization such as divisions, departments, teams, etc.

The process of selling to an enterprise account will generally involve outreaches to specific business contacts titles that are responsible for different functions of an enterprise within their respective areas of influence and responsibility. The responsibility of the human resources department is to oversee absenteeism, hiring, firing, employee benefits, disputes, etc. The responsibility of the sales department is to generate sales, which as we learned in this book involves a few more responsibilities than

previously. The production department regardless if it is a manufacturing plant or a software firm involves creating the product or service sold to customers be they other businesses or consumers.

The shipping department in a manufacturing environment is the same as the delivery department in a software company as both focus on delivering the product or service to the customer.

The customer service department handles complaints, problems, issues, errors and the like.

The marketing department handles matters pertaining to the messaging, presentation material, and the like. The marketing department often rolls under sales. The purpose of covering each department in brief is to permit you to understand even if you have no knowledge whatsoever of other departments in organizations other than sales the responsibilities and objectives of each.

The objectives and example performance metrics by which each department is measured are as follows. The objectives of the sales department is to increase revenues. The revenues are measured by units or value of services sold. The production department objective is manufacturing sufficient products or services to meet customer demand that the sales team sold. The ability to achieve this objective involves measurements of units manufactured, labor, materials and overhead costs involved. The measurement of this objective includes measures of utilization of resources including efficiency and effectiveness meaning the number of inputs required as well as the total number of units manufactured to meet demand, respectively. The customer service department is to handle objections, complaints, errors and other situations outside of regular processes of other departments. The measurements include number of complaints inbound from customers against the number of complaints resolved as well as the levels of satisfaction as indicated by a customer survey. Lastly, the accounting department as well as finance involve calculations of cash flows in the same way that one calculates one's own monthly budget of money made and expenses incurred. There are additional complexities involved in each department but for the purpose of this illustration, this will suffice.

The entire series of measurements is always across the dimension of time.

Time is central to every objective and measurement in an organization.

Time provides a segmented frame of reference for each process, each step and each performer in an organization.

The next concept of relevance is money. The money it cost to produce a product versus the money made over a period of time across any function of the organization be it sales to sell, production to produce or delivery to delivery.

In avoiding delving into complexities of each function across each industry with endless specific examples, it is sufficient to understand that everyone takes orders from the top.

The organizational chart structured akin to the military organization involves a commander in chief at the helm of the organization with sub-commanders below them each responsible for each segment of the organization endlessly. The structure is adaptable to one hundred employees or one hundred million. All organizations have a hierarchy of this type.

The purpose of such a hierarchy is to have a system of collective decision making at each level of the organization in order to ensure that the organization is able to dedicate specific resources to plan,

execute, review and execute anew the variety of functions required to sustain the organization profitability. This means the accounting department may have its own hierarchy with the chief financial officer with reporting managers for each team responsible for each portion of the accounting function within the organization. The sales team will have a sales vice president with managers reporting into the sales vice president. The same applies to marketing, production, customer service, delivery and any other function present within any organization. The easiest symbol to under this structure visually is pyramids within pyramids.

The greater the number of employees in an organization the larger the number of pyramid organizations within one single large enterprise organization.

The means by which one sells into such an organization involves targeting the decision makers associated with each function and each specific group. This process itself requires a lot of time spanning at times several weeks if not several months. The approach can be top down or bottom up.

The bottom up approach involves targeting the managers with the value proposition, requesting time to assess the value proposition against their existing challenges and status quo solution targeted for replacement. This approach is resource intensive as there are multiple individuals involved that one has to make time to speak with and them with the sales professional. The result can be fruitless or very fruitful. The managers may assist the sales professional in following the proper channels for decision-making process pertaining to assessing formally the proposed value proposition by taking on the responsibility of organizing internal meetings with the correct personnel required to review the proposed value proposition.

Once again, this process is intensive and akin to campaigning for a presidential role as one attempts to reach multiple lower level management whom quite often will not be interested in hearing sales pitches.

The bottom up approach will serve the purpose of building support for the proposed solution because it involves confirming various details of the organization as they relate to the proposed solution. An example involves selling a software into a large organization that will positively affect the finance department. The reaching out to the accounting managers with series of questions that drive to the core of the challenges faced will result in either no reply or front-line information either supporting the proposed benefits of the solution or refuting them with specific reasons.

The bottom up approach will permit building up of support for the solution until the outreach to the director or vice president. The problem of such an approach is that the managers might never take the time to assess the solution with you. The director or vice president might never reply to your request for time to review the solution because they are aware that it is not a fit because of critical contents missing from your outreach as well as your value proposition.

The most insightful outreaches to executives in organizations involve a deep understanding as well as demonstration of such an understanding via voicemail. The executive having heard thousands of standard pitches will know the difference between an industry expert and the current forced software peddler pitch.

As a result, the process is fraught with a high degree of risk of achieving nothing but also large rewards for successfully identifying problems, creating solutions and presenting them appropriately to executives.

This is in brief summary the bottom up approach.

The top down approach is for industry experts only.

The sales professional reaches out directly to the executive be it the vice president, the chief executive officer, the founder or the director of a medium sized to large organization. The sales professional can reach out to the chief executive officer of a large organization but chief executive officers of large organizations serve functions that are beyond the scope of sales calls.

The sales professional simply targets the directors or vice president for each function and reaches out via phone.

The method of reaching out via social media, email or other methods is seldom successful as voice indicates far more than what one said. The way of expressing, articulation, tone and content presents far more for the human mind to process than a simple message that pops up on one's computer.

This is the power of speaking with individuals directly even if leaving a voicemail.

This should not come as a surprise to most as politicians, leaders and anyone seeking to influence others always speaks verbally with a camera and voice recording their behavior.

The resulting transmission of information in this format will maximize the opportunity for success.

The process of selling to everyone else that does resemble an enterprise organization involves running around from person to person. The initial outreach is the same approach as outreaches to a sales organization with one notable exception. The organization might not have any decision-making processes that are normally present in large enterprise organizations. The sale of anything to any organization other than a large organization is often dependent upon a select group of individual or individual within the organization to make the decision. The individual or group of individuals will most often not be as critical in their decision-making abilities. This means that the sales process might end up being the sales professional explaining the value of the proposed solution to the organization via returns on investment, payback periods, and efficiencies gained whilst the decision maker will refuse without providing a reason.

The worst types of smaller to medium sized organizations are ones that are successful as such organization typically will only take on small to medium sized changes to their processes if any at all as their success ultimately clouds their judgement. The small or medium sized organization will typically use a biased decision-making process to assess value despite the best possible attempts to remain objective. The reasons behind this stem from the size of the organization, which restricts its ability to afford the best talent that could be involved in the decision making process. The organization will rely on the leaders or founders to make decisions when such individuals might not be the best judges of value propositions nor the best business professionals. The majority of small to medium sized businesses do not contain individuals that come from large corporations as the practice of career progression usually goes in the other direction. The organization will primarily rely on the founder or group of senior managers to make purchasing decisions. The majority of such individuals may or may not be adept at handling such decisions. The result is an organization that makes bad purchasing decisions either lagging in innovation, over-spending, missing opportunities, etc.

The result is that the sales professional will have no success in selling to such organizations. This does not apply to all small to medium sized organizations but a sizeable portion of about thirty percent match this description of the small to medium sized businesses.

#### A Numbers Game

The ultimate successful factor in all sales is the total number of individuals one can reach. The root success of email marketing campaigns involves reaching as many contacts as possible with the hope that one purchases. The same applies to any sale across business or consumers. The goal is to reach as many prospects as possible while staying within the budget available to do so. This means that the decision to reach more prospects over a period involves an associated cost. This cost translates ultimately into the cost to acquire each customer. The sales process as well as the business as a whole can be broken down into basic binary components whereby one extra dollar of sales should generate an extra dollar and then some of revenues. The founder, chief executive officer or the leadership committee ultimately plays a balancing act between the cost to acquire a new customer and the cost to maintain or service an existing customer. As a result, all activities translate into one single cost that can fine-tuned to be lower or higher by a relatively large difference based on how one orchestrates each process along with its technical and physical limitations.

The ability to call individuals is by far the most effective means of making a sale while many can argue that advertisements are the most cost effective. The goal regardless of the method chosen is to maximize the number of potential opportunities for success thereby requiring the maximization of outreaches. Therefore, more calls, more advertisements are always better than less.

#### Push Versus Pull System

The manner in which one reaches prospective buyers cannot always be a push system. This means that contacting directly via phone, social media or email or any other method cannot be the only way to reach all business prospective buyers. The medical profession is a great example. There are certain regulations in marketing products or services to medical professionals that prevent in essence direct solicitations or influencing of the medical professional.

The goal of such regulation is to protect the influencing of medical professionals in ways that may impair their proper decision making ability. The result of such impairment be it through lack of disclosure or misinformation may result in medical professionals choosing medication that may harm their patients.

As a result, there is only way to distinguish the manner by which one can influence such individuals. The method is as a pull system. The process describes applying subject matter experts to present the use of medical equipment, medications, etc. via sponsored research by the manufacturer or its distributor.

The pull system to create a pulling effect whereby prospective buyers are pulled into purchasing the product or service as opposed to the product or service being pushed onto them. Conferences, events and even entire organization can be part of the pull system.

The pull system is very expensive to implement thus it is only applicable in organizations that have large budgets or operate in areas where direct solicitation is not as easy. Outside of the medical profession, examples of pull systems include military demonstrations of new weapons and equipment as well as

conferences catering to specific licensed professionals. Any profession that has a duty of care to someone else or that requires fiduciary responsibility is a target for the pull system.

The problem with pull systems is that they cross the realm between sales and politics. The crossing into politics is outside the scope of this book hence not covered further.

### Hiring of Sales Professionals

The current process of hiring sales professionals does not exist as currently the process is hiring sales people. The hiring of sales professionals would entail someone holding a sales professional license that would eliminate the need for cross-examinations that I am about to describe.

The hiring of salespeople currently involves resumes, interviews and performance achievements. The majority of sales role seek individuals classified as “hunters” with a strong backbone for rejection.

The reality is that such advertisements made for salespeople that are junior in experience to those that understand sales to be a process rather than an activity. The majority of such advertisements either knowingly or unknowingly aim to attract salespeople that are transactional in their approach and focused on making a quick buck selling whatever it is they are told to sell.

The reality is that such a breed does not apply to the business decision makers nor to the changing environment that will require salespeople to behave as sales professionals in the new age of sales.

The new age of sales as previously reviewed requires a salesperson to become a scientific, data driven social scientist that analyzes market demand, communicates with research and development in addition to identifying new markets whilst selling.

The reality is that in order to achieve this transformation the salesperson has to become far more educated, continuously educating oneself as well as adhering to a code of ethics to the profession that creates a level of expectation of quality when dealing with such a professional.

Unfortunately, now no such processes are widespread enough to warrant mention.

Therefore, the only solution is to undergo the following steps that always separate the sales professionals at heart from everyone else.

The first and foremost step in hiring sales professionals requires the individual to have a post-secondary education. The first and foremost pillar of being successful in sales requires one to have ample knowledge as well as the ability to invest oneself in acquiring such knowledge. Since the process of acquiring knowledge will be continuous the individual must demonstrate the ability to acquire knowledge post-secondary as well as post-bachelor’s hence continuously throughout their career.

The education level of either college or university does not matter.

The second most important step in hiring sales professionals is giving them a challenge to present you a value proposition about a product or service that will focus on their demonstration on the spot of their process of engaging you in their outreach, assessing fit and selling you on the process.

The truth of the matter is that each different organization along with its different leaderships, complexities and dynamics will have a different way that its sales professional will approach its target market. As a result, the leadership be it the founder, chief executive officer or sales vice president as

well as the chief executive officer or founder should be involved in the interview stages from the very first interviews. The reason behind this approach is because the sales professional is forming a partnership with the leadership hence both should feel each other out in a way that demonstrates their alignment on matters of ethics, approach, understanding of the market and industry as well as any points of digression on any of these matters.

This type of approach ensures that the sales professional is in alignment with the organization which in itself will be in alignment with the target market as the leadership having formed a profitable business surely must know the sales professional persona required for success.

In addition, the sales professional represents the company thus the leadership should be choosing the sales professional that will represent their company. Furthermore, the choice brings on responsibility on the sales professional as well as understanding of the value proposition, the culture and the dynamics involved. This dual responsibility and understanding bestows upon the sales professional the ability to speak at least hypothetical terms with decision makers with knowledge that his or her proposed solutions will be in accordance with the best wishes of the leadership.

This is important because decision makers at the business level do not wish to speak with script reading automatons but rather engaging, interactive, experience and knowledgeable professionals that can make propositions outside of the norm.

This outside of the norm proposition is akin to a manager overriding a set of policies such as no returns outside of a 30-day limit. The purpose is not to appear grandiose but rather judge when modifications outside of the norm are required to obtain the business.

The importance of understanding business objectives, revenues and expenses as well as the various industry dynamics specific to those industries permits the sales professional to sell big-ticket items.

The sales professional must be akin to a consultant.

If the preceding criteria appear to be true then the individual appears to be sales professional.

The third and most important step in the sales professional hiring process is that one must learn something new about their own value proposition from the sales professional being interviewed. The more new information or manner of presenting the information or manner of pitching one receives the better the score of the sales professional. However, there must be substance rather than fluff.

These are primarily the main points of hiring sales professionals.

In order to ensure the maximum success the chief executive officer must be involved to cross-examine the sales professional to ensure he or she is responsible to both the company leader and the sales leader to avoid any potential for “sandbagging”. Furthermore, the sales professional should be aware that they are able to openly discuss and review topics with the chief executive officer and his or her team as well as those of the sales leadership. This ensure the chief executive officer, sales professional and sales leadership are transparent and focused on the same objectives.

The request to present a series of questions, identify a need, present a value proposition and tailor the solution on the spot should permit the interviewer to foretell the manner in which the sales professional



will perform in the organization. The avoidance of executing on such tasks will surely lead to less than sales professionals being hired resulting in significantly less than optimal results.

Lastly, the sales professional must exude confidence backed by substance rather than bluffs. The sales professional should be able to stand up to questioning of their value proposition rooted in facts that come from industry wide knowledge and experience.

The experience levels must be at least of several years of progressive growth in both achievements and career as reflected by companies worked with.

#### Sound Financial Decisions

The sales professional as well as the business buyer and the seller must all focus on sound financial decisions. It is required to possess a high level of expertise in accounting or finance to be able to accurately understand process costing, income statements, balance sheets, accounting method choices, requirements for revenue recognition and much more. The sales professional cannot be without such knowledge, as finances are the core of every single business decision.

The lack of expertise in financials is equivalent to a lack of understanding of the core basics of business. The information most often missing from properly analyzing the target market, the revenue potential and the earnings potential of any venture is financial information.

The truth lies in the ability to piece together financial information whether by employing surrogate measures in the form of gross margins, profitability, etc. as an overlay over real life business experience.

The example of a fast food restaurant opening up on the corner involves assessing the cost of the food at the restaurant as well as the associated costs of rent, labor, utilities, interest on loans, etc.

Subsequently, it is necessary to leverage real-life business experience to ascertain the cost and feasibility of achieving the necessary revenues, profits and demand required to continue to operating the business.

The processes involved in real-life business assessments of business feasibility focus on creating estimates of expected revenues at various points including the minimum requirement of breaking even.

Subsequently, the scenario analysis includes assessing various revenue earnings points based on estimates of demand. The estimates of demand are gained through either data gathered by secondary parties such as market research firms, surveys, statistical agencies, etc. or by first hand experience through direct observation. The example of the restaurant would require analyzing both secondary data sources on demographics, incomes, preferences in the region through statistical organization and commercial market research firms to forecast expected demand, on top of direct observations of traffic in the area.

The end-result is the creation of estimated financial statements forecasting expected profits. The calculation of profits will include estimates of customers serviced, revenues generated, expenses incurred, financing costs where required, investment required and expected rates of return. The entire exercise is primarily a calculating exercise coupled with obtaining direct and indirect information to support the calculations. The successful implementation of a project results in a flourishing business.

As a result, it is critical to understand that every organization is constantly calculating, assessing and reevaluating its estimates due to changing market conditions, demographics and technology. The factors affecting the sales professional, the business buyer and sellers include the technological, social and environmental constantly occurring change. The group of sales professionals, buyers and sellers in the global economy must thus consistently assess, forecast and establish supply systems to meet demand based on sound financial decisions.

The concept in practice is far more archaic as businesses change with changes in management, ownership, leadership and other internal factors. A business experiencing such changes may result in losses that would theoretically terminate the business such as whereby a business no longer makes sound financial decisions by operating despite being non-profitable. This type of anomaly occurs due to a lack of transparency in the accounting regulations to prevent the outflow of trade secrets to competitors but also permitting the hiding of lack of profitability for decades from investors. The example of the restaurant mentioned earlier may be incurring additional costs because there is a material amount of waste in the form of excessive food waste due to errors in the food preparation processes or because employees are slow or poor customer service resulting in decreased customer traffic to the location. The situation progressively erodes the profits of the restaurant resulting in owners seeking financing to help alleviate the seemingly temporary internal problems plaguing the organization. However, the matter may continue to deteriorate with higher turnover at the restaurant, less customer traffic and even worse customer service resulting in decreased investment into the restaurant annually by the owners. It is possible that a financial institution will not provide the necessary financing but the owners might sell to new owners or provide additional investment on their own despite decreasing returns. The matter will continue dragging on for decades despite the inefficiencies. The local market will suffer because a portion of the market will refuse to eat at the restaurant while another portion will. In essence, the concept of tyranny of the majority will ensure that other restaurants are unable to open in the location to service the under-served market because the cost of rent, starting costs and lack of a sufficient customer base to meet profitability requirements will prohibit this from occurring.

In order to better help you understand the problem imagine there are one hundred people whom are interested in eating but only forty eat at the restaurant on the corner. The other sixty do not like the terrible customer service, the cost of the food and the run-down appearance of the restaurant.

The restaurant is able to make one hundred thousand dollars per year in profits with only forty customers. The owners are satisfied. The restaurant remains in place. The sixty people that are not happy with the restaurant do not have a restaurant to go to for eating out.

The preceding example is irrelevant in relation to the same details problem applied to the concept of housing whereby developers, government and investors profit at the expense of renters in over-priced real estate markets. The millions unable to save for retirement or invest their savings into growth will remain unsatisfied. The economy will suffer in the long term because such individuals will eventually become a burden on social assistance systems or risk revolting in conflict against the wealthy as has occurred in countless revolutions in history.

As a result, sound financial decisions are not the status quo.

The hope of this book is to educate leadership on progressing change to avoid unnecessary hardship, costs and negativity associated with exploding change into evolving into a managed, guided, controlled change with minimal cost to society and maximum benefits.

Another alternative to the example of the overpriced real estate market actors creating negative costs for society is a concept of an organization being so large that it cannot be shutdown. The government sector fraught with inefficiencies or the banking sector fraught with questionable profiteering is akin to the restaurant. The government, banking, energy or any other organization in any industry that is significant size with revenues usually in the dozens of billions if not hundreds of billions that services one market despite hurting another are similar examples. The energy industry creates damage to the environment. The banking sector creates damage to the economy. The government sector hurts the same people it services. The examples are limitless.

The issue is such that there is a lack of sound financial decision making because such costs are not included within the profit equation. The requirements for investors are barbaric in that they only include the immediate benefits returned to investors without assessment of impacts on existing markets hurt by the service of the current market. In addition, there is no measurement, assessment nor transparency into the impact an organization will have on future generations. The result is a constantly building up group of dissatisfied target markets treated as casualties of war instead of dissatisfied customers.

The owners of the restaurant or the owners of an organization that is satisfied with existing profits should be focusing on dissatisfied customers as well as the responsibility of being an actor in the global economy creates a requirement to do so.

The driving forces of technology, environment and social change have created an unprecedented level of accessibility to target markets globally. Any group seeking a different vendor for any service be it public or commercial will find a vendor on the global stage ready to serve. The former barriers of geographically restrictive costs continue declining as the world gains more and more market entrants into the digital global world. The dissatisfied customer is dissatisfied with the restaurant, the governing authority and the credit card company will find a market elsewhere. The dissatisfied customer does not need to immigrate to another country and instead the other country will come to him or her. The result is growth of population segments eroding national identity, undermining local or national government authorities and eroding businesses that support the local economy. In essence, the citizens serviced by another entity within another country or region will identify as supporters of the nation that provided the said service resulting in growth of dissent, protests and risk of revolt both in physically and economic terms. The situation becomes more dangerous when the population segments focus on subterfuge of local economic systems, governing authorities and society to their liking. The situation will yield less than unfriendly population segments that will employ unfriendly tactics to achieving their needs and wants that will ultimately hurt the enterprise that created them along with the entire social, technological and environmental forces that gave rise to the organization in the first place.

The preceding notices are very critical in any business with even more importance in early stage smaller businesses as the dissatisfied customer becomes the customer of a new competitor who potentially enters the market due to news of your success. The restaurant or the new company entering with a specific market focus on a target market will quickly create competitors by taking a too narrow focus on a niche.

The objective thus becomes to consistently grow, innovate and include a wider value set of offerings that encompass as many new target markets as becomes profitable. The challenge in any modern business model to thrive on a global scale becomes to generate profits, break-even, reinvest profits and service the dissatisfied customer to minimize the risk of competitor growth. Subsequently, recreating the process will result in servicing of multiple target markets on a scale that is faster than any potential competitor is. The argument is that addressing each new market will identify a secondary market that is dissatisfied requiring an immediate investment of available profits into the dissatisfied market to maximize the growth across all target markets thereby effectively having a lead on all competitors as the business itself is the source of dissatisfied customers. This strategy ensures that the dissatisfied market never becomes the satisfied market of the competition as competitors always identify dissatisfied customers eventually making them their satisfied customers.

This process illustrates the importance of sound financial decision requiring the integration of all costs of the business to maximize its profitability and sustainability. Any business not following this type of strategy will create competitors of its own success. Examples include any large or small organization that has a competitor as the value propositions, differentiating factors and target markets are the same at the core but different in opposing ways.

## The Healthy Sales Professional

The concept of health has long been unnoticed in the sales profession. The lunches, the late nights, the stress and the long hours create potential for unhealthy habits ranging from smoking to bad diets. The consumption of excessive amounts of alcohol leads to not only potential for criminal charges but also risk of alcohol dependency. The requirements of the sales profession including sociability, perseverance, education, research and innovation in the age create a lot of stress on the sales professional.

It is thus no surprise that it is difficult to maintain a health course of habits to achieve the required health sales professional goal and sustain it.

The sales professional must be healthy both physically and mentally.

The sales professional focuses on mental health by way of engaging in activities that are outside of the regular work related matters including but not limited to biking, cycling, reading, running, video games, movies, etc. The goal is to divert the mind away from the workflow requirements of the daily work related tasks. The benefits include a fresh perspective on matters of creativity, problem solving and thus innovation, which directly contribute to the success of the sales professional and the seller organization. The sales professional that under stress be it due to work related stressors such as quotas, conflict with leadership, colleagues or customers must will negatively affect the performance of the entire group. The sales professional must engage in self-conscious assessment of potential depression, emotional instability and anxiety to ascertain the source and discern if the matter is work related or personal.

If the matter is personal then the principle of personal matter resolution must take place where possible and where not possible such as in situations where a constant matter continuously negatively affects the professional then appropriate measures taken to reduce the negative impacts. The truth is not all matters can be quickly resolved with minimal damage to the selling organization, the sales professional and the buyers because if such were the case then there would be not issues pertaining to this subject. The reality is such that these matters occur often infrequently in relation to the professional career of a

sales professional but when they do they must be self-diagnosed and appropriate measures taken to minimize the damage.

The mental issues can include work related stresses as well as personal including finances, relationships, etc. all of which are critical to be recognized, addressed to the best extent possible and reduced in negative impact best as possible.

The physical issues are a bit of an additional requirement including adherence to a physical exercise regiment, low levels of fat and muscular hypertrophy. The goal is to create a mixture of mental and physical behaviors that will assist a sales professional in maximizing success.

The physical hypertrophy objective will yield a healthy manner of maintaining a proper diet and exercise routine combined with a developed mental adherence to a focus on consistency.

Consistency at the gym yields consistency at work.

Consistent performs yields success.

Success yields both mental and physical benefits applicable in all aspects of sales.

The sales professional maintains confidence because of their physical abilities as well as mental resilience in the face of rejection, adversity and stress.

As a result, the mental and physical health of sales professionals is one the most important aspects of success for the sales professional, the seller and the buying organizations.

A sales professional that is overweight by medical standards is more likely to experience health related problems, which results in higher costs for everyone engaging with the sales professional in the economy.

A sales professional that is stressed, unhappy or unable to resolve their personal or work related stressors will be short, unpredictable, unfriendly and thus less profitable than one that is happy.

The importance of sales professionals being confident in their partnership with the organization will yield unprecedented levels of success.

The success often stems from improved creativity, presentation of value proposition, tone and manner of speaking.

The majority of human communication includes cues that include breathing, speed of conversation, tone, volume, choice of words and much more. The stressed individual or one not feeling well will select words that are more negative than those that are positive. The buyer will notice those resulting in negative feeling that may materialize into a negative gut feeling surrounding the sales professional, the value proposition and selling organization. The increase in more interactions required to achieve positive feeling resulting in success will mean higher costs thereby less competitive value proposition. This is precisely how the happy or unhappy or healthy and unhealthy aspects of a sales professional play a role in sales success.

## The Gut Feeling

The gut feeling is a sense of impending success, failure or caution in a situation of uncertainty. The business buyer and sales professional constantly exchange information pertaining to uncertainty. Uncertainty begins with the first communication. The buyer contacted by a prospective seller through either an advertisement or direct outreach via a phone or some alternative manner of communication. The uncertainty stems because there is a limited resource of time available that must be spent on priority tasks rather than listening to sales pitches. The sales professional has a moment to continue the investment made by the buyer to justify further investment. The buyer cannot make a judgement call on any matter in a short period of time based on the content of the information presented as any content presented no matter how relevant must be examined in closer detail to confirm its true value. The buyer consciously or subconsciously leverages additional indicators including time of contact, method of contact, tone, title, manner of speaking, age, gender, race, etc. to ascertain if further examination of the value proposition is viable. All of this and possibly more including memories of similar encounters in the past as well as their outcomes along with assumptions, beliefs, etc. will all play a role in split seconds to assess whether to invest more time into the communication.

Unfortunately, there is not a single unified method of establishing the appropriate variables required to maximize the chance of successful outreaches. However, there are a few key areas that one as a sales professional must be aware of to maximize success.

The foremost is presentation, tone and confidence. The individual reaching out should be creating a mental framework that evokes the mirror image of the behaviors of the individual targeted. The communication style should match the manner of communication of the individual at hand. The contacting of executives means contacting executives in an executive manner including setting up an appointment with an executive assistant if available. If an executive assistant is not available then sending direct note requesting a meeting with a brief overview of the meeting tailored specifically to the target contact, target organization and the hypothetical value proposition is required. The individual cannot contact the executive offering the same style of communication and presentation as someone that is not an executive. The reason behind this is that an executive in most organizations that have revenues in the millions will have more experience and achievements indicating they are well positioned to evaluate your value proposition. An approach that focuses on generic non-tailored communications without a deeper understanding of the means by which the target organization is profitable means the value proposition will appear generic. Thousands prospect successful organizations yet only a handful few become vendors thus it is imperative to understand this.

The seconds spent by an individual in assessing the situation often concludes with a judgement on whether or not to proceed further. The result is constant evaluation if time already spent is sufficiently justified with an expectation of return that is justifiable.

As a result, the gut feeling that one gets is critical towards proper assessment on the sales professional and buyer side in ensuring that each matches the correct sequence of variables accordingly to maximize the chance of success.

The gut feeling on the part of the sales professional involves combining a multitude of factors into split second decision making. The sales professional has to assess the target contact picture where available, background, experience, location, demographic, age, race, gender and much more to accurately begin a

conversation. The second counting down to the contact seeking to disconnect are critical to continuing to peak their interest with appropriate details that match their communication style, position, industry and much more to maintain communication. The sales professional makes multiple variables align in the interest of striking the right conditions to maximize the likelihood that the buyer invests more time to review the value proposition in more detail.

The buyer operating on the same gut feeling compresses multiple factors described to the objective of ensuring the time invested is justified and the chance of missing on a critical value proposition. An analogy is an auction but where everyone is looking through a keyhole to identify an item of value. The wrong assessment, time spent and non-objective perspective will result in the buyer investing their time into the wrong vendor resulting in no benefits or at worst the wrong solution applied to the organization. The best-case scenario is the buyer opening the door to the right vendor despite seeing only parts of the item up for auction through the keyhole.

In other situations of sales nature, the gut feeling plays an equally important role permitting the leadership of the organization to assess market demand. The seller organization leadership offering value propositions focused on ride sharing was able to assess the shift in market demand towards food delivery because it assessed thousands of variables involved as indicating the consumer market was likely to accept it. The shift by business organizations towards remote workforces was based on a gut feeling by leadership which consisted of thousands of signals of shifting market demand that were forecasted by leaders in the industry whom successfully capitalized on such shifts resulting in further establishment of their positions as leaders in their respective industries and fields.

The gut feeling consists of multiple assessments of variables in a matter of seconds or over a course of time until a conclusion on the next best course of action becomes apparent.

The gut feeling involves ones assumptions, previous experiences, emotional memories and overall best estimates of the unknowns in a situation. The resulting feedback results in emotions that translate into next steps via gut feeling.

Another example of gut feeling applies in more rare situations as known to be common knowledge whereby one may experience an ominous feeling prior to an event occurrence. The feeling of uneasiness before a terrible situation occurred but avoided by a driver is an example. The ability to differentiate between gut feelings, anxiety and other emotions over time results in honing of this ability to make it feasible in decision-making situations as a tool. In certain situations, the gut feeling becomes the only tool available resulting in famous situations explaining differences between ones success and ones potential failure had he or she did not follow their gut feeling.

Additional examples of applications of gut feeling include interviews by an employing organization in selecting the right sales professional, selecting the right target market to prioritize outreach to as well as choosing which progression in innovation to apply research resources to and which to avoid.

## Sales Red Flags

In most situations in sales, there are warnings signs available of potentially bad value propositions. The salesperson may be professional, well spoken, knowledgeable and transparent but the red flags are difficult to hide. The purpose of this section is to help identify such events to avoid sinking costs into falling for bad business deals.

## Sharing Risk

Someone once said, “You should only trust those that stand to lose as much as you do when everything goes wrong”. The reality is a bit more difficult as in most business transactions one is required to take on some amount of risk, which means that they might lose their investment without receiving anything of value in return. The simplest example includes a purchase of a car that you find out months later has several mechanical problems that end up costing more to repair than the price you paid for the car.

A more complex example is purchasing a business solution be it software or technology or service that yields less than advertised results. The hiring of an unethical sales person that creates a customer problem for the company resulting in poor perceptions by customers thereby affecting future sales is a great example of receiving not so great levels of performance despite great advertising. The situation can often be the opposite whereby a salesperson works at an unethical company that has misleading, deceitful and non-customer friendly tactics resulting in poor perception of the salesperson in the eyes of the customers.

The problematic pattern present in these situations is the concept of risk. More specifically, it is the concept of taking a leap of faith whereby one be it the customer, the salesperson or the company takes a step forward without knowing the outcome.

The problem of engaging in business activity that may result in negative outcomes for the one investing their resources is present worldwide with far more complex matters covering all industries as reflected by the volatility of the stock market. As a result, the inability to predict future outcomes with utmost accuracy means negative outcomes are normal costs associated with business activity.

However, the propensity to fall into mostly positive or mostly negative outcomes depends in part on the variables involved. Without delving into thousands of risk analysis models, techniques and knowledge available across risk mitigation in finance it is necessary to only understand that ethics, transparency and willingness to share risk are critical to successful business deals.

The salesperson, the company and the customer must focus on being ethical without knowing if the other parties are. The purpose of this is to mitigate risks via direct influence of the deal regardless if it is at the initial outreach stage with a sales person contacting the prospect for the first time or later in the deal stage with solution tailoring. The focus must be on ethics at all times meaning that each party should focus on providing a fair and equitable outcome that is as best as possible in alignment with the advertised value proposition in its final outcome. In simple terms, the seller, the buyer and the salesperson should deliver on the terms of the deal as closely as possible as to what is agreed upon.

As is apparent, this appears to focus more on later stages as delivering actual versus expected results occurs after the transaction has taken place. However, the focus on ethics by all parties in a mutually beneficial transaction will result in steps that give signals of ethics, transparency and willing to share risk amongst all parties involved. This becomes the core of the red flags that if not followed makes it apparent that one or more parties to the transaction are not focused on being ethical.

The red flags become apparent when one party asks the other to share all or a significant portion of the risk with very little or no recourse apparent if the outcome becomes negative. An example includes the salesperson asked to work on one hundred percent commission engagements, as the salesperson has no compensation for their time invested if the intended target market does not purchase the product or



service. Another includes the seller requesting all funds prior to delivering the goods or services sold. Other examples include signing annual contracts hefty penalty cancellation clauses that put a disproportionate amount of risk on the buyer should there be issues with the goods or services delivered to the buyer.

All parties in a transaction aim to share an equal portion of the risk.

Any argument to the contrary is a red flag.

This is the most important red flag in any business transaction.

The party in a position where they must bear the burden of an unequal portion of risk is a transaction to walk away from no matter how profitable.

Under no circumstances should one party bear an unequal portion of risk unless they have no other alternative.

The strategy of avoiding risk should be the forefront of all parties seeking long-term profitability in any specific transaction.

The risk averse party to any business transaction protects oneself from situations that will result in additional costs beyond the expected.

It is noteworthy that most transactions will not pass this test.

In practicality, you have to restructure most transactions in order to balance out the risks as a mutual exercise between parties involved maximizing each other's positive outcomes. This exercise of restructuring is a positive flag of parties engaging in ethical behavior, transparency and risk sharing.

### Sharing Information

All parties in a transaction have confidential information including their costs, intellectual property and market knowledge. The first two remain confidential in the new age of sales but the last is not. The market knowledge including competitor value propositions, pricing, strategies and other similar information obtained in the course of a firm's business activities through publicly available sources including customer feedback. The information on the market provides a unique position for the parties involved to assess if the transaction is the best possible outcome for the parties involved or not given the available information. As a result, it is apparent that sharing of information is critical as mutual information sharing results in better outcomes for the group in relation to other groups that do not share information during transactions.

The sharing of information on differentiating factors of the seller value proposition as well as the buyer sharing of information on other buyers to whom the value proposition is potentially applicable creates an environment of collaboration.

In collectively pooling information together the parties involved in a transaction will have a competitive advantage over other groups that do not share information as over time the parties will accumulate significantly more market knowledge than their competitors will.

The importance of sharing information includes understanding the market demand for forecasting demand as well as investment into research and development of innovation to meet market demand.

The companies that share market information become successful at constantly outpacing their competitors in areas of innovation, sales and positive market perception. These factors alone are sufficient to justify the benefits of information sharing, as they are the most critical to long-term business success.

The red flag is any company that is not sharing market information or is very one-sided in information it provides that one questions its objectivity.

### Sharing of Success

The success of any company should come in the form of profits, positive customer feedback and overall value created for society by the company. The company should be sharing the majority of its profits via reinvestment back into the business or society. The accumulation of wealth in one individual or group of individual pockets for the purpose of large cash stockpiles creates inefficiency in the economy in a way that is outside of the scope of this text. The company that consistently reinvests its profits into its organizational members, its customers and society in general is a company that demonstrates its ability to share in its success. The red flag is any company that does the opposite. The organizational culture must resonate collaboration, which in itself is a form of sharing of success. The organizational members must behave and be unrestricted in their behaviors by organizational policies to share in the success of the company. This means that salespeople should have tools available to share success of the organization in myriads of ways that a company can assist another company via either financial or business means or both. The buying organization is required to pass on the benefits to the next supply chain member as well as its organizational members in order to maximize the distribution of success across the supply chain. The importance of distributing success in parties in a transaction is because it serves as a collaborative investment into the supply chain by the organizations involved. The subsequent strengthening of the organization by the financially stronger organization creates alliances, targets for acquisition and a form of loosely connected companies known in Japanese business management as keiretsu. The resulting system permits the creation of a strong supply chain network of companies that benefit collaboratively from each other's strengths whilst reinforcing each other's weaknesses.

Any lack of behavior in focusing on sharing successes be they profits or other business benefits with the buyer, the seller or the salesperson is a red flag. It is difficult to narrow down examples of success sharing without restricting the application of such principles thus it is the concept serves best as a guiding moral compass in any business sales situation where an opportunity arises to share in success be it above average discounts, better terms, shared information, mutually beneficial PR events, cross-referencing, etc.

### Why Red Flags?

The preceding sections provided an overview of the key behaviors of actors in business sales transactions to maximize mutual benefit. The lack of such behavior classifies the actor as a red flag with certain red flags such as one-sided risk arrangements suggesting complete disengagement from the actor. The casual reader might assess such systems as draconian or inefficient due to potentially missed opportunities. However, the fact is that these types of critical factors are at the root of many successful organizations, their suppliers and vendors. Any organization may appear as a loose collection of individuals working towards a common objective of generating profits. However, if one were to inspect hundreds of thousands of interactions at the managerial level with managers of other organizations then one would become aware that there is a certain degree of preferential treatment of companies

that are part of each other's supply chains. The companies build up the initial investment into each other over numerous interactions and then subsequently leverage the benefits in daily business affairs when they reach maturation. The relationship as one professor of mine formerly described is analogous to a bank account. A bank account requires deposits to maintain a positive balance with subsequent dividends provided by the bank in the form of a secure place to store your wealth, access to funds worldwide and receipt of dividends in the form of payouts of interest at regular intervals. The bank in exchange leverages the funds to provide loans to those seeking credit. As you can see, the analogy of a bank account demonstrates how each of the behaviours previously mentioned such as sharing of success, sharing of information and sharing of risk are positive deposits into relationships amongst buyers, sellers and salespeople.

Avoiding such behaviors is indicative of an alternative to a mutually profitable relationship which one can only assume to be that of subjugation and thus unacceptable. The subjugation of any party in a business relationship stifles the ability of the subjugated organization that thereby effectively destroying it over time. As a result, subjugation, which can be any activity opposite of the behaviors of investing into mutually profitable relationships, is a short-term destructive strategy that is never successful.

## The Regulation of Sales Professionals Globally

The sales professional will be equivalent if not more important in the performance of key company functions in the 21<sup>st</sup> century than ever before. The salesperson is no longer a white man operating in a network of white men but rather a diverse, globally dispersed network of professionals coming from all occupations and all other disciplines. The sales professional of tomorrow today will need a strict code of conduct to ensure a single standard of quality worldwide.

As explained with the section that provided an overview of issues of salespeople today, salespeople are out of control. The amount of variation in standards of performance, lack of ethical behavior and social negatives is unmatched in any profession nor any point in time. The salesperson today appears to be worst than the criminal as lies, unethical behavior and corruption are rampant, encouraged and leveraged by nefarious business leaders without regard for social and market costs long-term.

The activity of value exchange as I find better describes the sales profession involves actively seeking buyers for a value proposition that consists of either a service or tangible good. The value exchange process is personal, subject to manipulation and potentially very costly as well as very damaging to the lives of others.

The surprising fact is that society does not punish nor aim to eradicate unethical sales behavior despite its massive social, economic and environmental costs.

As a result, the purpose of this book as I explained in the introduction is to educate, advocate and provide a platform for collaborative creation of a single regulatory framework for a unified regulation of sales professionals globally. The benefits include a single standard of excellence, which translates into an expected level of performance, ethical standards and behaviors.

The regulations of sales professionals today across most markets with the exception of financial markets is almost non-existent with no or few penalties, lack of regulatory bodies and numerous markets without regulation.

The sales professional selling technology should have a specific degree from an accredited university specializing understanding requirements, providing researched and development teams with market feedback and constantly improving their knowledge in their field to maximize the success of the profession. The regulatory bodies of professions including doctors, dentists, lawyers, stockbrokers, etc. include procedures for professional development, standards of quality, disciplinary actions for violations and much more.

The salesperson in most companies without required regulations such as in the financial industry is often the equivalent of a talking brochure of the employing company rather than a trustworthy objective subject matter expert.

The attachment of sales quotas under threat of firing with no government body responsible for regulation nor disciplinary action for salespeople nor their employing companies has resulted in more harm to society than one can imagine.

The sale of pharmaceuticals that proved to be deficient was fueled by unethical business leaders seeking profits under threat of firing and hunger for excess profits.

The sale of cigarettes would have long been halted had the sales professionals involved were regulated by government entities in their activities making them personally liable with jail terms for harm to society for products that harm citizens. The same should have applied to the companies supplying the products but regardless of who is to blame, someone should have stopped the sellers and salespeople involved from harming society for over half a century and continuing to do so to this day.

This example and other similar situations of social harm serve as supporting facts of the lack of regulation of salespeople and the sellers involved.

Furthermore, the existing frameworks must reflect a 21<sup>st</sup> century frame that is unified, national, global and regional that collectively reflects one single standard of sales excellence, disciplinary action and objectivity. The regulatory frameworks of professional organizations of doctors, dentists, lawyers, engineers are excellent examples of regulatory frameworks.

In order to assist the profession I put forth the following most prominent requirements that can serve as the basis for all sales professionals across all industries worldwide.

### [A Brief Overview of the Sales Professional Regulatory Framework](#)

The sales professional must act in accordance with established understandings of what is considered ethical behavior in value exchange situations between buyers, sellers and the sales professional.

The sales professional is both personally and professionally liable for violations of the Code of Ethics.

The Sales Professional must be operating as a separate legal entity from the seller and buyer at an arm's length transaction to maintain objectivity and independence. The sales professional cannot be under the undue influence in any form of the seller nor buyer to avoid loss of independence in assisting the buyer and seller in exchanging value.

The Sales Professional can be reported to the local chapter for review with annual reviews of local chapter rulings by regional and national chapters for decisions pertaining to violations of Professionals Standards of Excellence. The local, regional and national chapters will include at least three members of different legal backgrounds including a government inspector that seeks to provide judgement on matters pertaining to negative impacts to society. The terms are loose in this rough draft framework but the purpose is to create a committee of professionals that come from diverse professions to collectively help regulate the complex situations that give rise to complaints to the regulatory body.

The regulatory body is itself to be a part of the professional body responsible for education, admission to becoming a practicing professional and revocation of professional licenses when applicable.

The current legal system treats the sales person as an extension of the enterprise when the new system would treat the two separately. The sales professional will be focused on not affiliating, engaging or participating in potentially harmful activities with business leaders to avoid losing their license to practice their profession.

The Code of Ethics is equally transferrable as any other Code of Ethics in any other professional organization.

The feasibility of such transferability of the entire system of ethics is already done by our company, which operates on the very same principles and many more principles successfully.

In essence, the sales profession needs investment by the government into regulation to avoid the countless social harms caused by salespeople acting as extensions of nefarious business leaders to help our society progress into the new age of sales in the Sales Renaissance.



