

# BTA West



## **The Ten Commandments of New Revenue Growth**

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## Pros Elite Group

- **Benchmark execution experts**
- **Training offerings in:**  
**Sales and service management**  
**MFP → MPS → MNS**
- **Sales and service consulting supports continuous benchmark achievement of clients**
- **PIVOT software: “automated execution excellence”**



## Pros Elite Group Results

- **Currently engaged with 200-plus dealerships located in 82 markets in North America and internationally, generating more than \$1.8 billion in annual revenues.**

### **Our Results:**

- **\$130 million in increased equipment sales**
- **\$82 million in bottom-line profit improvement**
- **400,000 MPS printer devices under contract**
- **\$150 million in IT services revenues**

## **The Original Ten Commandments**

- **NO INPUT FROM ANYONE!**
- **Given to an old guy who took 600,000 Jewish people out of Egypt, made them walk for 40 years and brought them to the only location in the Middle East without oil.**

## **Source of the Pros Elite Growth Commandments**

- **Advance Sales Management Training**
- **Sales calls with Pros Elite clients, including:**  
**Ray Morgan Company, GFI Digital, Centric Business Systems, Proven Business Systems, All Copy Products, Pro Source, ImageTek, Docutrend, RK Black, Stratix Business Systems and LaserRite.**

## The First Commandment

**“Thou shall invest in recruiting Hunters, not Farmers, and training them to be digital information systems managers.”**

**“Thou shall invest in recruiting Hunters, not Farmers, and training them to be digital information management systems reps.”**

**Hunters: They kill your competition. They prospect, they network and they are in the field. Understand the goal is 30 percent net-new business at a minimum.**

**Farmers: They kill you! They work their base, they are in the office and they renew their equipment business at the cost of your service and supply profitability.**

**“Thou shall invest in recruiting Hunters, not Farmers, and training them to be digital information management systems reps.”**

**Where are the Hunters hiding?**

- **Some are competing against you and you should target them, but ...**
- **Colleges and universities. They are communications, sociology, psychology, business and marketing majors.**
- **They have tuition loans they need help paying. Build it into your compensation plan (it's the investment).**

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**Attracting Hunters**

- **Develop a scholarship program with colleges and universities to give you first shot at the “pick of the litter.”**
- **Pay your employees finders fees equal to what you would pay headhunters. (Your employees won't re-recruit.)**

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### **Attracting Hunters**

- **Develop a mentoring/collaborative training program using your own people and reward team success.**
- **Develop a professional recruiting brochure targeted to the aggressive Hunter.**

**“Thou shall invest in recruiting Hunters, not Farmers, and training them to be digital information management systems reps.”**

### **Create a New Position**

#### **Digital Information Management Systems Rep:**

On the front end, it's document and content management and scanning, In the middle it's technology services, and on the tail end it's optimizing fleets of digital output devices.

**“Thou shall invest in recruiting Hunters, not Farmers, and training them to be digital information management systems reps.”**

- **Communicate the size of your market and your market share at every meeting (Let them know there is plenty of game to hunt and kill).**
- **BEQI for hypothetical Floradise market is 2.1%.**
- **Floradise total market potential size 2016:**  
**\$210,000,000 (2.1% X \$11.1 billion)**
- **Floradise company 2016 equipment sales:**  
**\$19,000,000**
- **Floradise company market share:**  
**9.1%**

## **The Second Commandment**

**“Thou shall set the highest standards for selling activity and production RESULTS.”**

**(never, ever lower them)**

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- **Your job as a leader is to “drag excellence out of your people.”**
- **What we preach about our expectation of excellence is too often far greater than what we tolerate (e.g., “quota”).**

**“Thou shall set the highest standards for selling activity and production RESULTS.”**

**Activity Standards RESULTS**

- **One addition to the pipeline every day.**
- **12 move-forward appointments per week (initial rapport-building call, account analysis, demo/trial, proposal, closing and MPS).**
- **Total pipeline dollar value in excess of \$700,000 (after 18 months).**
- **Eight current-customer cyclic visits per week.**
- **100% of all deals proposed with MPS.**
- **30% of equipment revenues are net-new business.**



**“Thou shall set the highest standards for selling activity and production RESULTS.”**

### **Production Standards RESULTS**

**Quota: The point where recognition and incentives kick in.**

Retail/Solutions Rep	\$30,000/month
Named Account Rep	\$50,000/month
Major Account Rep	\$75,000/month

### **Minimum Standards RESULTS**

**The point in time where consequences kick in (and you break even).**

Retail/Solutions Rep	\$51,000/quarter
Named Account Rep	\$72,000/quarter
Major Account Rep	\$102,000/quarter

## **The Third Commandment**

**“Thou shall have a thoroughly documented prospecting continuum that all sales professionals execute flawlessly.”**

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- **Define the prospecting activities\* that all of your sales reps will execute and exactly how they will be executed.**
- **Define how many prospecting touches will be made in a specific time frame.**
- **Publish a monthly calendar of those activities and execute them on that day as if it were a matter of life or death (because they are!).**

**\*cold calling, teleselling, blitzing, current-customer cyclic visits and social marketing.**

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### **Cold Calling (A way, not THE way)**

- **Cold calling begins with the sales rep creating a letter and making 20 copies of the letter on the company’s letterhead. The letter contains the theme for the cold-calling day.**
- **This letter always includes the name of the sales professional, his (or her) qualifications as an expert in that specific theme, and how that theme will enable the potential prospect to either increase his revenue or grow profit.**
- **Most importantly, the letter closes with a statement of the sales professional’s intent to follow up on a specific day and time range (which is the time of one of the next teleselling days) to speak with the decision maker with whom they are trying to make an MFA.**

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### **The Cold Call**

- “Can you help me? I am looking to leave some very important information for the individual who makes decisions on digital information management systems.”
- The gatekeeper may get flustered by that opening and ask for more specifics. If that happens, the sales professional should say, “That individual will be responsible for either your scanning capability and the document management solutions that drive them, or your server maintenance and server applications (if you offer tech services) and, finally, that person is responsible for optimizing your fleet of digital output devices such as digital printing devices. Is he or she available?”
- If “yes,” have a first-rapport meeting and close for account analysis.
- If “no,” write the decision-maker’s name on the envelope and hand the letter to the gatekeeper.

## **The Fourth Commandment**

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### **CRMs are great for:**

- **Managing current and future customer activity**
- **Pricing proposals**
- **Sales process documentation (i.e., internal inventory paperwork or lease/sale documentation).**
- **Lease portfolio management**

**“Thou shall not attempt to utilize your CRM to supervise or manage your sales force.”**

- **Operate with a four-week side-by-side analysis to review activity results in a manageable format (one piece of paper per rep).**
- **Pipeline value and activity information must be at your fingertips and extremely easy to resurrect.**
- **All reporting should be bottoms up!**

“Thou shall not attempt to utilize your CRM to supervise or manage your sales force.”

Create a one-page report that summarizes the following activities for four consecutive weeks:

- Pipeline additions, number and \$ value for the next 270 days
- Move-forward appointments by account name, type of appointment, net new or current customer
- Current customers' cyclic visits completed
- Demos or trials completed
- Proposals issued that week
- MPS opportunities working
- Business closed that week

“Thou shall not attempt to utilize your CRM to supervise or manage your sales force.”

ACTIVITY CATEGORY		WEEK 01		WEEK 02		WEEK 03		WEEK 04		WEEK 05		WEEK 06		WEEK 07		WEEK 08		WEEK 09		WEEK 10		WEEK 11		WEEK 12		WEEK 13		WEEK 14		WEEK 15		WEEK 16		WEEK 17		WEEK 18		WEEK 19		WEEK 20		WEEK 21		WEEK 22		WEEK 23		WEEK 24		WEEK 25		WEEK 26		WEEK 27		WEEK 28		WEEK 29		WEEK 30		WEEK 31		WEEK 32		WEEK 33		WEEK 34		WEEK 35		WEEK 36		WEEK 37		WEEK 38		WEEK 39		WEEK 40		WEEK 41		WEEK 42		WEEK 43		WEEK 44		WEEK 45		WEEK 46		WEEK 47		WEEK 48		WEEK 49		WEEK 50		WEEK 51		WEEK 52		WEEK 53		WEEK 54		WEEK 55		WEEK 56		WEEK 57		WEEK 58		WEEK 59		WEEK 60		WEEK 61		WEEK 62		WEEK 63		WEEK 64		WEEK 65		WEEK 66		WEEK 67		WEEK 68		WEEK 69		WEEK 70		WEEK 71		WEEK 72		WEEK 73		WEEK 74		WEEK 75		WEEK 76		WEEK 77		WEEK 78		WEEK 79		WEEK 80		WEEK 81		WEEK 82		WEEK 83		WEEK 84		WEEK 85		WEEK 86		WEEK 87		WEEK 88		WEEK 89		WEEK 90		WEEK 91		WEEK 92		WEEK 93		WEEK 94		WEEK 95		WEEK 96		WEEK 97		WEEK 98		WEEK 99		WEEK 100		WEEK 101		WEEK 102		WEEK 103		WEEK 104		WEEK 105		WEEK 106		WEEK 107		WEEK 108		WEEK 109		WEEK 110		WEEK 111		WEEK 112		WEEK 113		WEEK 114		WEEK 115		WEEK 116		WEEK 117		WEEK 118		WEEK 119		WEEK 120		WEEK 121		WEEK 122		WEEK 123		WEEK 124		WEEK 125		WEEK 126		WEEK 127		WEEK 128		WEEK 129		WEEK 130		WEEK 131		WEEK 132		WEEK 133		WEEK 134		WEEK 135		WEEK 136		WEEK 137		WEEK 138		WEEK 139		WEEK 140		WEEK 141		WEEK 142		WEEK 143		WEEK 144		WEEK 145		WEEK 146		WEEK 147		WEEK 148		WEEK 149		WEEK 150		WEEK 151		WEEK 152		WEEK 153		WEEK 154		WEEK 155		WEEK 156		WEEK 157		WEEK 158		WEEK 159		WEEK 160		WEEK 161		WEEK 162		WEEK 163		WEEK 164		WEEK 165		WEEK 166		WEEK 167		WEEK 168		WEEK 169		WEEK 170		WEEK 171		WEEK 172		WEEK 173		WEEK 174		WEEK 175		WEEK 176		WEEK 177		WEEK 178		WEEK 179		WEEK 180		WEEK 181		WEEK 182		WEEK 183		WEEK 184		WEEK 185		WEEK 186		WEEK 187		WEEK 188		WEEK 189		WEEK 190		WEEK 191		WEEK 192		WEEK 193		WEEK 194		WEEK 195		WEEK 196		WEEK 197		WEEK 198		WEEK 199		WEEK 200		WEEK 201		WEEK 202		WEEK 203		WEEK 204		WEEK 205		WEEK 206		WEEK 207		WEEK 208		WEEK 209		WEEK 210		WEEK 211		WEEK 212		WEEK 213		WEEK 214		WEEK 215		WEEK 216		WEEK 217		WEEK 218		WEEK 219		WEEK 220		WEEK 221		WEEK 222		WEEK 223		WEEK 224		WEEK 225		WEEK 226		WEEK 227		WEEK 228		WEEK 229		WEEK 230		WEEK 231		WEEK 232		WEEK 233		WEEK 234		WEEK 235		WEEK 236		WEEK 237		WEEK 238		WEEK 239		WEEK 240		WEEK 241		WEEK 242		WEEK 243		WEEK 244		WEEK 245		WEEK 246		WEEK 247		WEEK 248		WEEK 249		WEEK 250		WEEK 251		WEEK 252		WEEK 253		WEEK 254		WEEK 255		WEEK 256		WEEK 257		WEEK 258		WEEK 259		WEEK 260		WEEK 261		WEEK 262		WEEK 263		WEEK 264		WEEK 265		WEEK 266		WEEK 267		WEEK 268		WEEK 269		WEEK 270		WEEK 271		WEEK 272		WEEK 273		WEEK 274		WEEK 275		WEEK 276		WEEK 277		WEEK 278		WEEK 279		WEEK 280		WEEK 281		WEEK 282		WEEK 283		WEEK 284		WEEK 285		WEEK 286		WEEK 287		WEEK 288		WEEK 289		WEEK 290		WEEK 291		WEEK 292		WEEK 293		WEEK 294		WEEK 295		WEEK 296		WEEK 297		WEEK 298		WEEK 299		WEEK 300		WEEK 301		WEEK 302		WEEK 303		WEEK 304		WEEK 305		WEEK 306		WEEK 307		WEEK 308		WEEK 309		WEEK 310		WEEK 311		WEEK 312		WEEK 313		WEEK 314		WEEK 315		WEEK 316		WEEK 317		WEEK 318		WEEK 319		WEEK 320		WEEK 321		WEEK 322		WEEK 323		WEEK 324		WEEK 325		WEEK 326		WEEK 327		WEEK 328		WEEK 329		WEEK 330		WEEK 331		WEEK 332		WEEK 333		WEEK 334		WEEK 335		WEEK 336		WEEK 337		WEEK 338		WEEK 339		WEEK 340		WEEK 341		WEEK 342		WEEK 343		WEEK 344		WEEK 345		WEEK 346		WEEK 347		WEEK 348		WEEK 349		WEEK 350		WEEK 351		WEEK 352		WEEK 353		WEEK 354		WEEK 355		WEEK 356		WEEK 357		WEEK 358		WEEK 359		WEEK 360		WEEK 361		WEEK 362		WEEK 363		WEEK 364		WEEK 365		WEEK 366		WEEK 367		WEEK 368		WEEK 369		WEEK 370		WEEK 371		WEEK 372		WEEK 373		WEEK 374		WEEK 375		WEEK 376		WEEK 377		WEEK 378		WEEK 379		WEEK 380		WEEK 381		WEEK 382		WEEK 383		WEEK 384		WEEK 385		WEEK 386		WEEK 387		WEEK 388		WEEK 389		WEEK 390		WEEK 391		WEEK 392		WEEK 393		WEEK 394		WEEK 395		WEEK 396		WEEK 397		WEEK 398		WEEK 399		WEEK 400		WEEK 401		WEEK 402		WEEK 403		WEEK 404		WEEK 405		WEEK 406		WEEK 407		WEEK 408		WEEK 409		WEEK 410		WEEK 411		WEEK 412		WEEK 413		WEEK 414		WEEK 415		WEEK 416		WEEK 417		WEEK 418		WEEK 419		WEEK 420		WEEK 421		WEEK 422		WEEK 423		WEEK 424		WEEK 425		WEEK 426		WEEK 427		WEEK 428		WEEK 429		WEEK 430		WEEK 431		WEEK 432		WEEK 433		WEEK 434		WEEK 435		WEEK 436		WEEK 437		WEEK 438		WEEK 439		WEEK 440		WEEK 441		WEEK 442		WEEK 443		WEEK 444		WEEK 445		WEEK 446		WEEK 447		WEEK 448		WEEK 449		WEEK 450		WEEK 451		WEEK 452		WEEK 453		WEEK 454		WEEK 455		WEEK 456		WEEK 457		WEEK 458		WEEK 459		WEEK 460		WEEK 461		WEEK 462		WEEK 463		WEEK 464		WEEK 465		WEEK 466		WEEK 467		WEEK 468		WEEK 469		WEEK 470		WEEK 471		WEEK 472		WEEK 473		WEEK 474		WEEK 475		WEEK 476		WEEK 477		WEEK 478		WEEK 479		WEEK 480		WEEK 481		WEEK 482		WEEK 483		WEEK 484		WEEK 485		WEEK 486		WEEK 487		WEEK 488		WEEK 489		WEEK 490		WEEK 491		WEEK 492		WEEK 493		WEEK 494		WEEK 495		WEEK 496		WEEK 497		WEEK 498		WEEK 499		WEEK 500		WEEK 501		WEEK 502		WEEK 503		WEEK 504		WEEK 505		WEEK 506		WEEK 507		WEEK 508		WEEK 509		WEEK 510		WEEK 511		WEEK 512		WEEK 513		WEEK 514		WEEK 515		WEEK 516		WEEK 517		WEEK 518		WEEK 519		WEEK 520		WEEK 521		WEEK 522		WEEK 523		WEEK 524		WEEK 525		WEEK 526		WEEK 527		WEEK 528		WEEK 529		WEEK 530		WEEK 531		WEEK 532		WEEK 533		WEEK 534		WEEK 535		WEEK 536		WEEK 537		WEEK 538		WEEK 539		WEEK 540		WEEK 541		WEEK 542		WEEK 543		WEEK 544		WEEK 545		WEEK 546		WEEK 547		WEEK 548		WEEK 549		WEEK 550		WEEK 551		WEEK 552		WEEK 553		WEEK 554		WEEK 555		WEEK 556		WEEK 557		WEEK 558		WEEK 559		WEEK 560		WEEK 561		WEEK 562		WEEK 563		WEEK 564		WEEK 565		WEEK 566		WEEK 567		WEEK 568		WEEK 569		WEEK 570		WEEK 571		WEEK 572		WEEK 573		WEEK 574		WEEK 575		WEEK 576		WEEK 577		WEEK 578		WEEK 579		WEEK 580		WEEK 581		WEEK 582		WEEK 583		WEEK 584		WEEK 585		WEEK 586		WEEK 587		WEEK 588		WEEK 589		WEEK 590		WEEK 591		WEEK 592		WEEK 593		WEEK 594		WEEK 595		WEEK 596		WEEK 597		WEEK 598		WEEK 599		WEEK 600		WEEK 601		WEEK 602		WEEK 603		WEEK 604		WEEK 605		WEEK 606		WEEK 607		WEEK 608		WEEK 609		WEEK 610		WEEK 611		WEEK 612		WEEK 613		WEEK 614		WEEK 615		WEEK 616		WEEK 617		WEEK 618		WEEK 619		WEEK 620		WEEK 621		WEEK 622		WEEK 623		WEEK 624		WEEK 625		WEEK 626		WEEK 627		WEEK 628		WEEK 629		WEEK 630		WEEK 631		WEEK 632		WEEK 633		WEEK 634		WEEK 635		WEEK 636		WEEK 637		WEEK 638		WEEK 639		WEEK 640		WEEK 641		WEEK 642		WEEK 643		WEEK 644		WEEK 645		WEEK 646		WEEK 647		WEEK 648		WEEK 649		WEEK 650		WEEK 651		WEEK 652		WEEK 653		WEEK 654		WEEK 655		WEEK 656		WEEK 657		WEEK 658		WEEK 659		WEEK 660		WEEK 661		WEEK 662		WEEK 663		WEEK 664		WEEK 665		WEEK 666		WEEK 667		WEEK 668		WEEK 669		WEEK 670		WEEK 671		WEEK 672		WEEK 673		WEEK 674		WEEK 675		WEEK 676		WEEK 677		WEEK 678		WEEK 679		WEEK 680		WEEK 681		WEEK 682		WEEK 683		WEEK 684		WEEK 685		WEEK 686		WEEK 687		WEEK 688		WEEK 689		WEEK 690		WEEK 691		WEEK 692		WEEK 693		WEEK 694		WEEK 695		WEEK 696		WEEK 697		WEEK 698		WEEK 699		WEEK 700		WEEK 701		WEEK 702		WEEK 703		WEEK 704		WEEK 705		WEEK 706		WEEK 707		WEEK 708		WEEK 709		WEEK 710		WEEK 711		WEEK 712		WEEK 713		WEEK 714		WEEK 715		WEEK 716		WEEK 717		WEEK 718		WEEK 719		WEEK 720		WEEK 721		WEEK 722		WEEK 723		WEEK 724		WEEK 725		WEEK 726		WEEK 727		WEEK 728		WEEK 729		WEEK 730		WEEK 731		WEEK 732		WEEK 733		WEEK 734		WEEK 735		WEEK 736		WEEK 737		WEEK 738		WEEK 739		WEEK 740		WEEK 741		WEEK 742		WEEK 743		WEEK 744		WEEK 745		WEEK 746		WEEK 747		WEEK 748		WEEK 749		WEEK 750		WEEK 751		WEEK 752		WEEK 753		WEEK 754		WEEK 755		WEEK 756		WEEK 757		WEEK 758		WEEK 759		WEEK 760		WEEK 761		WEEK 762		WEEK 763		WEEK 764		WEEK 765		WEEK 766		WEEK 767		WEEK 768		WEEK 769		WEEK 770		WEEK 771		WEEK 772		WEEK 773		WEEK 774		WEEK 775		WEEK 776		WEEK 777		WEEK 778		WEEK 779		WEEK 780		WEEK 781		WEEK 782		WEEK 783		WEEK 784		WEEK 785		WEEK 786		WEEK 787		WEEK 788		WEEK 789		WEEK 790		WEEK 791		WEEK 792		WEEK 793		WEEK 794		WEEK 795		WEEK 796		WEEK 797		WEEK 798		WEEK 799		WEEK 800		WEEK 801		WEEK 802		WEEK 803		WEEK 804		WEEK 805		WEEK 806		WEEK 807		WEEK 808		WEEK 809		WEEK 810		WEEK 811		WEEK 812		WEEK 813		WEEK 814		WEEK 815		WEEK 816		WEEK 817		WEEK 818		WEEK 819		WEEK 820		WEEK 821		WEEK 822		WEEK 823		WEEK 824		WEEK 825		WEEK 826		WEEK 827		WEEK 828		WEEK 829		WEEK 830		WEEK 831		WEEK 832		WEEK 833		WEEK 834		WEEK 835		WEEK 836		WEEK 837		WEEK 838		WEEK 839		WEEK 840		WEEK 841		WEEK 842		WEEK 843		WEEK 844		WEEK 845		WEEK 846		WEEK 847		WEEK 848		WEEK 849		WEEK 850		WEEK 851		WEEK 852		WEEK 853		WEEK 854		WEEK 855		WEEK 856		WEEK 857		WEEK 858		WEEK 859		WEEK 860		WEEK 861		WEEK 862		WEEK 863		WEEK 864		WEEK 865		WEEK 866		WEEK 867		WEEK 868		WEEK 869		WEEK 870		WEEK 871		WEEK 872		WEEK 873		WEEK 874		WEEK 875		WEEK 876		WEEK 877		WEEK 878		WEEK 879		WEEK 880		WEEK 881		WEEK 882		WEEK 883		WEEK 884		WEEK 885		WEEK 886		WEEK 887		WEEK 888		WEEK 889		WEEK 890		WEEK	
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# The Fifth Commandment

**“Thou shall have a complete and accurate understanding of your company’s pipeline at all times.”**

**“Thou shall have a complete and accurate understanding of your company’s pipeline at all times.”**

## **Fill in the blanks:**

1. What is your spouse’s name? \_\_\_\_\_
2. What is your wedding anniversary date? \_\_\_\_\_
3. What are the birthdates of your grandchildren? \_\_\_\_\_
4. How many employees do you have? \_\_\_\_\_
5. What is the balance in your company’s checkbook? \_\_\_\_\_
6. What is the dollar size of your company’s 0-270-day pipeline?  
\_\_\_\_\_
7. What percent of your 0-270 pipeline do you close monthly? (You should close 7-10%.) \_\_\_\_\_

**“Thou shall have a complete and accurate understanding of your company’s pipeline at all times.”**

- You should have an accurate one-page summary of every sales rep’s pipeline.
- Pipeline input information should be audited.
- There are 13 closing steps to be taken from identification of the prospect to close. You should know how many have been done.

### **WHY?**

- What do you do when a rep suddenly quits? How hard is it for you assemble what they were working on?
- Have you ever heard, “The rep’s pipeline was full of garbage”?

**“Thou shall have a complete and accurate understanding of your company’s pipeline at all times.”**

Pipeline Tracking Document												
480 days to 181 days				180 days to 91 days				90 days to close				
Initial Call	Value Proposition	Proactive Sales	President/VP References	Lease & copy print volume	Company Story	Buying Team	Credit Walk	Competing Bids	Demo	Sales Proposal	Install	
Proposition Presented	Proposition Presented	Proposition Presented	Proposition Presented	Proposition Presented	Proposition Presented	Proposition Presented	Proposition Presented	Proposition Presented	Proposition Presented	Proposition Presented	Proposition Presented	Proposition Presented
Account Name	Closing Date	Date	\$									
	Date	Discovered Potential										

## **The Sixth Commandment**

**“Thou shall be able to market your servicing capability with up-to-date, fact-based collaterals rather than with rhetorical B.S.”**

**“Thou shall be able to market your servicing capability with up-to-date, fact-based collaterals rather than with rhetorical B.S.”**

- **Ensure you are performing to benchmarked, aftermarket asset management proficiency, aftermarket productivity, first-call effectiveness, and workforce and territory stability.**
- **Sound different! Is your service different? Put it in print!**
- **Make sure your sales professionals can articulate it and set traps with it.**
- **Be bold! Brand it with guarantees.**



## **The Seventh Commandment**

**“Thou shall have frequent, formal, documented dialogue with your named and major account customers.”**

**“Thou shall have frequent, formal, documented dialogue with your named and major account customers.”**

- **Major Accounts = 10-plus unit installations, 100-plus white-collar workers.**
- **Named Accounts = Greater than three, but less than 10 unit installations, or any account with any number of Segment 4+ devices.**

**“Thou shall have frequent, formal, documented dialogue with your named and major account customers.”**

**Account Review Outline**

- **Customer satisfaction survey**
- **Notes/history of previous reviews**
- **Updates on your company**
- **Review of all assets**
- **Review of all contract-related invoices**
- **Review of service performance**
- **Update new hardware offerings**
- **Update new software**
- **Updates on tech services offerings**
- **Important documents**

**The Eighth Commandment**

**“Thou shall expect to make money selling stuff.”**

**“Thou shall expect to make money selling stuff.”**

- **Revenue growth without profit growth is unsustainable growth.**

- **Each of a dealer's functions need to deliver profitability:**

**Service                      52%-plus gross profit**

**Administration        \$1 million-plus total revenue per employee**

**Sales                      12% profit contribution**

**“Thou shall expect to make money selling stuff.”**

**Financial benchmarks that most affect sales profitability are  
always measured as a percentage of equipment gross profit (EGP).**

**Sales rep and sales supervisor compensation                      37.5% EGP**

**Sales manager and vice president of sales compensation    13.5% EGP**

**All other sales expenses, compensation and non-compensation (MSRs,  
solutions reps, pre-sales systems support, delivery, database management, sales promotions,  
CRM and advertising)**

**18.5% EGP**

## **The Ninth Commandment**

**“Thou shall make every effort to develop and promote sales management talent from within.”**

**“Thou shall make every effort to develop and promote sales management talent from within.”**

- **Begins with hiring sales reps who are self-motivated former leaders.**
- **Invest in a goal-setting program. Get an understanding of their goals, personal and professional. Know their “have-to’s.”**
- **Make investments in management training before they are promoted.**

## **The Tenth Commandment**

**“Thou shall minimize the product you sell.  
Less will always be more.”**

**“Thou shall minimize the product you sell.  
Less will always be more.”**

**Study of 75 dealers with total revenues \$1.2 billion and an average size \$14.2 million:**

- **Single-line dealers have the greatest equipment revenue growth with 71% of the dealers in the top 1/3 of the distribution.**
- **Dual-line dealers, with 70% or greater distribution of one product line, also have good equipment revenue growth with 70% of the dealers in the top 2/3 of the distribution.**
- **Multi-line dealers (three or more lines) have the lowest growth rate. (More is less.)**

**“Thou shall minimize the product you sell.  
Less will always be more.”**

- **Top 1/3 saw an average of 28% equipment growth or \$1.96 million, which contributed \$235,000 profitability.**
- **Middle 1/3 saw an average of 16% equipment revenue growth or \$1.19 million, which contributed \$142,000 profitability.**
- **Bottom 1/3 saw an average of 7% equipment revenue growth or \$490,000, and contributed \$58,000 profitability.**

**“Thou shall minimize the product you sell.  
Less will always be more.”**

### **Define Your MNS offering and stick to it!**

- **Level 1 – Failure Only (not preventative)**

Monitoring only with the goal of reducing mean time to resolution when there is a failure.

- **Level 2 – Preventative**

Monitoring for thresholds that lead to failures. There may be some preventative testing (i.e., test restore on backup). There is usually some scheduled preventative maintenance in this type of agreement.

- **Level 3 – Comprehensive/Proactive**

Goal is to create a proactive program that is all-inclusive of Level 1 and Level 2 offerings. Provider is the most trusted advisor. Client eliminates internal IT director.

**Want More?**

**Advanced Sales  
Manager Training**

**Oct. 17-18**

**Fort Myers, Florida**

**Carpe Excellentia!**