



## Mastering The New Era Of Enterprise Sales

00:04

All right, well, let's get started. And thanks, everyone for joining us today. And this is the second in our Level Up series by finless sticks. And today we want to talk about is finding new buyers in existing accounts. Now a couple of things as we go through this want to make this as interactive as possible, we'll be asking you questions. If you have any questions, please use the chat. And then, you know, Ben, and I actually say anything interesting. You know, give us a thumbs up are some so we know what's working and what's not. And then I hope we get some thumbs up. I feel really bad when I don't get any thumbs up. But yeah, make it as interactive as possible. We're going to have some polls, again, use the chat. Both Sharon Godley, who's with Ben lipsticks, and Ben will be monitoring the chat. So again, make it as interactive as possible. So let's get started. And while I'm Steven Timmy, the founder up in logistics, and also I'm the CEO today, that's great. I thought it was the president. I've been promoted. Ben, tell us about yourself. What do you what do you do? Yeah,

01:10

during the day. So briefly, I think in today's conversation, Steven, I was on the customer side, on a CIO Council division, President in industry did a lot of consulting in the past, I've been on many of the sides of the Zoom call, so to speak with many of the people that are participating the day selling in professional services or technology solutions. But on my day job, Steven, since I joined FinListics, is I work with a lot of global enterprises to help them apply some of the principles we'll be talking about today. So look forward to hopefully sharing some of that knowledge with the group. Great,

01:44

great. Thanks, Ben. love having you on board two. Plus, you're funny. Right? So Ben, what are we going to do today? We're talking about selling more. So tell us about this one real, real quick.

01:57

What Yeah, so I mean, the whole concept with us is how do you use a lot of the concepts we're talking about to sell to a higher level senior executive, to have that business conversation, whether you're in the CIO organization, or maybe marketing, maybe supply chain merchandise and different lines of business? And that's the selling across as well, Steven, so executive conversation, multiple stakeholders, and how does your value proposition as your solution apply to that, and then leveraging client relationships, we think this has become a lost art Steven, you and I were talking about, it's like, maybe we should just refresh everyone's memory on some of the founding principles. They're about leveraging client relationships. So we'll cover all three of these topics throughout our conversation today. Got it.

02:41

And, you know, Ben, this presentations, kind of hard for me, because you know, I'm a finance guy. And I like numbers. And these are the only numbers in his whole thing. So I could take this slide. Alright. So you know, this is really about cross sell upsell, right. And we've looked at the technology industry, which I know a lot of you are in, it turns out that of total revenues, cross sell is about 12% for the first quartile, and it's about 7%. For the median, right, I call it the average. So that's a spread of five 5% or 500 basis points. So what that means is for every 100 million dollars of revenues, if I could go from the meeting to the first quartile, then that's an extra \$5 million year that's like 5% growth, just by improving performance. And then if you look at it depends on the industry, but you're looking at like an SAP as an example. Their profit margins around 20%. So I mean, think about, that's a million bucks, the bottom line, so when everyone do is, you know, what is your cross sell upsell, what's the goal? How do you compare to the industry? What would that spread be? And what would that mean turn to revenues, but we're talking about some pretty good revenues here, Ben. Yeah.

03:55

And Steven, how does that how does that actually convert to commission for the individuals on this call? So well, we'll do that calculation later.

04:02

Yeah. All right. Well, let's start off with a poll and let me see I can figure this out polls. And poll number one launch Alright, so the question is, does your company achieve its cross sell upsell revenue forecasts everyone puts it in there, right? So let's see what we get. And so please participate. Let's have this going. We've got five folks so far. All right. Here we go. We got some more folks. We got some more folks. All right. Let's do a couple more and then Ben will we'll call it quits. Yeah. Okay. So let me see in poll. share results cut so Ben, can you see this can

04:48

see this? Yes, we can I believe Yep. Alright,

04:52

so what we got is 30% is in that 75 to 90 Good A 50 to 75 is 30, then less than 50% is 40 40% of the people that participated. So I'm going to ask you a question and please use the chat to respond is, you know, we'd all like to be at that 90% plus, right? But what is the one obstacle that you all find? That keeps you from being in that 90%? Plus are those in the 50 to 75 or less than 50? Being in that, you know, 75 to 90%? So the question is, please use chat to respond. You know, what, what is the one obstacle you face that you don't have a higher percentage of achievement in the cross sell upsell, so I'm going to stop sharing this. Alright, and again, use please use the chance to respond. And

05:50

Steven, just so you know, in chat, my crab gave you a thumbs up. So he's affirming you duty, your insecurities. They're about needing affirmation. Cheryl, yeah, the reaction button, just go from here. All right. So Cheryl, thanks very much for this still building seller capabilities in selling new solutions. Hmm. And we're hearing a lot about that. I think Cheryl, call us on if we don't address that. But I think that is a key Yeah, yeah. missing key challenge around that. Dennis Roman, nice to see you again. Talk to you, again, being able to make contact with business people in the organization that can be client could be clients, so that cross sell finding new stakeholders, Stephen, that business people over the technology. Good one, Dennis,

appreciate that. Again, good talking to you again. Anyone else? In the chat, any other comments or barriers, obstacles to keeping you from your upsell, cross sell?

06:48

Then what do you while we're waiting for another response? Comment? What I mean, what do you see? What do you see is the biggest obstacle? Yeah,

06:57

Steven, we're seeing a lot, especially in this market. We advise people selling AI, cloud solutions, data analytics, you know, all kinds of platforms, and really getting into the multiple stakeholders, because what's happened is, as we've gone to the world of zoom, or the world of teams, whatever your collaborative technology is, that they only have one off conversations. So being intentional around getting, as we call it, all the people around the conversation, I think is going to be key to that. And I think that's too silo focused, Michelle Christie, thanks very much for that. So this is helping you this actually, I think, Steven, what you're bringing up here is a good context of what we've seen. Are some of the missing links in the chain, in terms of what's keeping people from upselling and cross selling? Steven, I don't know what you're doing there.

07:48

I don't know what I'm doing either. Obviously, no. And Karen, thanks. I agree. It's kind of hard. That's when things weren't talked about is if you're not getting the kind of adoption and return. You know, in one group, what why the heck are they going to say, oh, yeah, go talk to these folks. But my Ben mine also, and those are all great comments appreciate it, is I just don't understand these other groups, like one of our customers. They excellent supply chain, you can say, Hey, you got to go talk to the VP of supply chain at Lowe's. They did sweat and talk, they knew it. And then they come out of this omni channel. Solution, Olson, they got to talk to store operations, they got to talk to merchandising, they talk to marketing. And they just they just at first, like, we don't know how, but they put the resources into what's top of mind for those other folks. So

08:38

I think Michelle Christie, you've kind of reiterated that saying to silo focused as well. Some other challenges with kind of the legacy applications. So I think you're hitting on some of the themes here. So Greg Gregory price, thanks very much for that. Appreciate the comments, Dennis, keep them coming in. So yeah, Stephen, what do you think about on this slide?

08:59

Yeah. So this, this is really a framework, folks, I don't, you know, feel free to use it, please. And so to call higher or call across, it says, Look, you really need to know the customer. And I know that's basics, but it's, we do surveys all the time. And only about 25% of the sales or revenue organizations, we can call them now. Do this well, and they'll say this isn't me saying it's them saying it. So Ben, let's I mean, there's a lot of stuff going on here. But you're much better at putting pieces together than I am. So kind of walk us through this and what's the what's the big picture?

09:34

Yeah, this is kind of the links in the chain that we see are kind of missing in today's market. So you know, Steven, you actually, you know, talked about this for years, right? That not just the business but the financial goals, understanding that so you can align to everyone's agenda, especially the day if you don't align to what the

customer is doing from a strategic standpoint, or what their financial priorities are. You're not going to get off the gate right? So really being in attentional around asking those questions or doing your research around the goals. The executive compensation, the financial part of the conversation. This is understanding not just how they're paid, but what metrics they're paid on again, so being relevant to the customer around compensation. The other thing is there's so much disruption going on here. Right? So we've worked probably Stephen in the second year of a technology, recession, if you will, with all the right size. But every trend even in you know, manufacturing, retail, everyone's being disrupted. So how are you relevant? This is all about executive mindshare. How you relevant to those trends? Obviously, financial performance, say, Are you selling into a customer that's growing, declining, profit, pressure, margin pressure, as they scale their profitability is going down? Understanding how they compare to themselves, their trends, as well as the competition, the stakeholder map, Steven, you and I get asked, well, we're doing persona mapping, right, everyone's doing persona mapping here are doing their strategic goal mapping with the personas, the stakeholders, this is key, but also speaking the language of those personas. So again, if you're calling on it, but your application has marketing or revenue type attributions, you know to it, or capabilities or outcome improvement, how do you get those operational KPIs for that stakeholder or all the stakeholders into the conversation? So we see the gap there, Steven and the personas, that's a big, big layer, and then the solution mapping, Steven? Well, we call solution mapping. Some people call it a sales playbook, a financial sales playbook, understanding the potential financial impact of your solution for the overall enterprise. But more importantly, getting into that cascading value, and operational KPI and financial KPIs alignment, those two gaps, stakeholder mapping, Persona mapping doesn't go quite far enough with getting to the metrics, and definitely solution mapping. And then Steven, the last one, you're developing your point of view. So you can get we used to call it in consulting, get all the liars around the table, get all the customer stakeholders around the table, right? And having one conversation about why we're doing this, is it worth doing how it fits in then you talk about your technology or your consulting solution. So maybe if you're having problems with upsell, cross sell, if you're in that bottom 50% Check your organizational alignment around these. And again, we talk to a lot of solution marketing, sales leaders, and of course, you know, solution reps, all the stakeholders around the client facing around this this chains in the link or the links in the chain here, Steven? Yeah,

12:37

Ben, thanks. So let's take the take a few seconds, any questions on this framework or process wherever you want to call it? So please use the chat if you have any questions. But if you do this, and this is, you know, think about you've got sales involved in here, you got the solution architects, you've got sales enablement, you got the CRO, I mean, this isn't just like one group goes and goes and does is this has to be the way you think about it. But any questions, please use the chat before we go

13:09

our challenges you've seen or gaps in your own approach. Any war stories you have around this? All right.

13:16

I don't think I don't think anyone disagrees with this. But you know, we see such a small percentage of revenue or organizations say, hey, we do this. We do this very

well. So okay, I guess Ben, you made that. Oh, there we go. One question. Thumbs up. Thank

13:31

you, Cheryl. So there, you got your affirmation, Steven. So let's move

13:36

on. Not even new man. I got two thumbs up. All right. So let's see. Now, Ben, let's talk about calling higher. Right. And you, you've been all up and down this pyramid? I mean, in the real world, John on the a kid. So you've been everyone else all the way up to executives. So just take a minute and, you know, share with folks like, how does the messaging need to change as you go up and down? Because a lot of times we were with everyone else, we're with executives, we got to get management support. So just kind of walk us through how that messaging first how that changes. And then we're going to talk about is how do you go from everyone else to management to executives. So real quick, let's talk about what they do and how they're measured.

14:21

Yeah, there's a couple of nuances to this. So definitely, if you look at the left side, what are the roles of the kind of the corporate hierarchy? And then of course, what metrics do they care about? Right? So if you're talking about really having a strategic impact, you really have to kind of call it the executive level. But we're here all the time. How do we get there? I know Stephen was an industry we paid McKinsey, many 10s of millions of dollars, let's just say for them to come up with a balanced scorecard or we ran an over \$40 billion company on seven metrics. And if our vendors coming in didn't understand those seven metrics or didn't tie to their solution It was just more difficult for us to understand it. So at the executive level, those seven metrics can be cashflow related EPS, you know, revenue growth related, but then it cascades down to that middle tier, the management tier in terms of, you know, different kinds of, you know, revenue, direct costs, cost, cost of goods sold as GNA, IT budgets and all of that. So, the magic here is understanding where you are in the organization. And if you're trying to have a revenue conversation with a director of it, you have an alignment problem. So getting young, using those insights to either empower that person that go talk to his boss, hopefully take you with them, and then jump over from the IT organization to the revenue organization where you're actually adding value. Getting to someone that cares about that value prop is going to be key. So always working the matrix here and I think it's great. I think Mike Krug commented, hey, it's hard to get all the stakeholders around the table. Yeah, Mike, what we're seeing, though, is that some people today have forgotten to be intentional to ask for those meetings. Who else can be involved with this? Who on your revenue team cares about that, or your supply chain team or your merchandising team? Really, you have to be proactive? Because what we're seeing is a lot of what we're hearing from our customers, is that their customers are too busy to think through how to get alignment internally. So going back to the future here being intentional as a seller saying, hey, look, we really need to meet with this individual or this or this group of individuals. Because here's the benefit. And here's how it ties into your corporate strategies is more education. It takes more time now, especially over you know, teams zoom or you know, WebEx type interactions. Yeah.

16:46

Yeah, no, that's, that's great. And, you know, I really liked what you said some of the information because a lot of the companies I've worked with, is that, you know, they're a little bit too siloed. And, you know, I was very, I remember one time working for this paper manufacturer, and I got to work mainly I was engaged by the CFO, but

I spent a lot of time in the plants. And I remember coming back a couple of times, saying, Jack, the company, you think you're running the company, you're really running? They're like two completely different things. But let's, let's say we've got a chap who's what we got going on here. The Chad's?

17:21

Yeah, so as Mike was just saying, in terms of kind of a good point, getting the being intentional, I believe was the taking here. But Steve, you know, you and I see it right. I mean, we're working with this one customer that was, you know, congratulations, you're dealing with the chief digital officer who's taking over AI, they're having the right conversations, but their value prop was outside of that. So again, coaching them to be intentional of not just relying on this chief digital officer to carry the water carry the message, but instructing them or coaching them or almost requiring hey, look, we needed to talk to your if there was a manufacturer in this case, we need to go talk to your operations production people. Because our solution is digital is AI empowered, but it helps actually helps them lower, unplanned downtime, you know, if cost and efficiency. So what we're seeing is be intentional, be prescriptive, and almost think about your role as a seller to coach your customer, your sponsor, wherever you are, provide them something of value, provide them with an insight but coach them to actually Hey, we need to involve these people. Because guess why? Budget Steven, right? You and I talk about this all the time, you have to go elsewhere for budgets and maybe an operations versus centralized and it or centralized and supply chain. So this alignment is something and don't count on your very busy customer contact to do this for you. You've really got to manage them through the process.

18:48

Yeah, good. Good. Chat, Dennis. That's my next question is, so you guys share with each other through chat. So what's one of your favorite sales hack to go from everyone to management executive? So real, real quick, share with us? What's one of your secrets? I guess it was secret. You don't want to tell us but we won't tell anyone else. But no. So what is the sales hack that you use to say? Let me let me get let me go up a layer so let's see who do what do we have? And someone responded? Yeah.

19:21

So going back to Dennis, you know, thinking about going up the organization together. You're willing to be let's say you're willing to be good cop bad cop, or bad cops out there good cop rolls. So making your sponsor the hero maybe empowering them. So sounds like a corporate intrigue there. Dennis. And then I think Michelle says that let's see. What are your thoughts on in season sales professionals who don't embrace going back to the basics of reassessing core skills, like value prop creation. There are no shortcuts. Michelle, what we're seeing, and again, it's not just our opinion, or you know, we have gray hair. Stephen and I were in the market you So we're in the market now, talking literally to global sales reps. This is back to the future. I think organizations have swung to training their sales reps on technology or the solutions. Now we're seeing this swing back to we've got to be focused on the customer, we have to go up beyond, you know, solution selling to value selling to really being advisory type selling. We're hearing a lot of this getting back to the basics around that. So good point, then

20:30

real quick. In fact, I was talking to an exec at a consumer products company here in Atlanta, where I live and think of the color red, and we'd like to buy the world. Anyway. So that's what he was saying. I mean, he I mean, this guy buys billions of

dollars of stuff a year and he goes, you know, people forgotten the basics. So like, Ben, what you said there, there are no shortcuts. And nowadays, it's table stakes. But all right, any more chats before we go on? Yeah,

20:58

I thought Mike Krug made a good point here, let's see that we don't want to leave your contact alone and selling to management. Let me support you. It often works yet and power. If you can't get up to the top at least empower your person with the ammo to go up there and take it with you. We've heard a lot of war stories about, you know, a sales rep provided an insight, this value and they say, Hey, this is great. I can't wait to talk to my CFO. They go no, no, no, go take us with you. We'll explain it. So make sure if you're adding that value that you carry, so we call it carrying your own water until your own story. Alright,

21:33

so let's see, we got 1220, almost 1225 just want to be mindful of our time. But Ben rover, quick, that same story. You know who I'm talking about, but this Oh, yeah. Oh, yeah. Yeah, I was the he was boxed in by the CIO. And so they showed him if we can do this, it's worth this money. And this is a big, big grocery store, you know, 10s, hundreds of millions of dollars of benefits. So the CIO, went to grab it and said, I'm going to take this to the CFO, and he goes, not without me, but in it work. So let's, let's talk about tailoring the message. So we talked about going up. Now I've talked by going across, and, you know, here's an example, and grow revenues by accelerating frictionless commerce, this is actually a real golden strategy for consumer products company, my favorite one, Ben, which I won't tell you what it is. And so there's just there's just a lot of folks, one of the questions I have for the group is, you know, how many, you know, for a lot of your deals, what's a typical number of stakeholders, this is do a real quick, get some feedback on that. And the question is, what's kind of a typical number for stakeholders for the kind of deals strategic type deals that you're doing? So please use the chat to respond. And while they're doing that, the point here is and Ben, you kind of alluded to it earlier, yeah, I'm real comfortable talking to it, or the company I was referring to. So I'm very comfortable talking to distribution logistics. So now, you know, we've got all these other players, which means we maybe don't have to, you know, tailor the solution for each and every one of these really needs to for the influencers, that, you know, we need to identify those. But let's see some responses to typical number of stakeholders in a deal, Ben. Yeah.

23:19

So Karen says a minimum of four. Greg's saying, hey, you know, what, five plus? So I mean, we're hearing how many Stephen are typical here? Karen, you may actually be fortunate if it's only four. Right. Yeah. But and I know it's hard not discounting what you have to do there. But Stephen, what are we hearing out in the market in terms of numbers? I mean,

23:39

Gartner says it's 10. Plus, I mean, these are like digital transformation, all that bigger deal. But still, I mean, four is still you know, three to many. Karen's

23:51

jumping into defender. So way to go care and yeah, absolutely. A minimum. Yeah, there you go. We, we hear your point? Yeah, not. But this is, I think being intentional around this. And again, you coming up with the playbook sharing that with your

sponsor, and working them through that chain of those chains of, you know, connecting the dots that we talked about. All right,

24:13

real quick. Let's talk about tailoring the message. And when you tailor the message, it's made up of a couple of components, right? So identifying those stakeholders aligned with this company, why golden strategy, all right, got to do that. And then talking about being intentional. Well, one size does not fit all we hear that when we hear this from, you know, executives all the time, they come in with the same sales pitch. In fact, a friend of mine is the VP of supply chain for really big industrial wholesaler. And he said, you know, these people come in like the one guy came in using industrial manufacturing terms. He's like, you know, we're on the distribution side, we're not making this stuff. So the point is, is find out hey, what are they up to? You know, so we've got in this case, marketing distribution ology. sticks, both alive, the same company wide golden strategy, but look at the differences and the ways they're getting there. And also look at the differences and how they're going to be measured. So marketing is going to think about campaign response rate, right? cross sell upsell, we're distribution logistics, we're talking about on time deliveries where I work, we got to battle Amazon, they can deliver the next hour or whatever it is, you know, how long does it take? So the point I'm making is, is that you really have to understand what are their initiatives, whether KPIs and then tailoring the message for for those individual stakeholders? Then we got some more chat. What were we getting into?

25:41

I think we're talking about the stakeholders here. around that. I think also, Steven again, we're talking about you have to as a seller, connect the dots, you're talking about it on one level the KPIs there, Stevens. So again, all those whether you're talking marketing or distribution, logistics, and this example, rolls up to revenue or customer satisfaction or customer experience, which rolls up to revenue, right? Then you got the distribution costs. So telling that complete story for macro at the top of that theoretical pyramid and then cascading it down. And what we're seeing Stephen is, customers today are star for ideas going in with a point of view around what are some initiatives or other projects that other people in their or their industry are undertaking there, which are kind of represented here by the blue boxes, that's adding that much more value to start the conversation to get them thinking, too, as a seller, you're adding value around that. So bring your industry experts in. We have some points of view around that we want, don't worry, we're not going to get a promotion or salesy on you. But they're going in with that point of view of saying, Here's what we see going on in the industry, engaging them in the conversation coaching your customer through it, is really become that kind of sales experience to get this upsell, cross sell going. Yeah.

26:58

And, Ben, you mentioned something you tell them, maybe something they don't know. And in? I don't know, this Amazon Best Seller. Anyway, one of the where we interviewed a dozen execs, the one thing that was the consistent theme. Tell me something I don't know. So maybe you can find something in here. Hey, you know, time for another poll. Let's see.

27:22

share results. Oh, Steven, you got a pat on the head here. Michelle says great book. Oh, she has that and the audio book. So someone's making the old professor feel very good. Thank you for that. Michelle.



27:34

I'm waiting. I'm waiting for the apple. Alright, so let's, let's launch this. And the question is, how well does your team tailor the message for individual stakeholders? So and this is mission critical? This one size does not fit all? Alright, let's see, what do we have? Please vote. It's really just to kind of click it. It's really easy. It's real, super easy to do this.

28:00

So did you don't insult the intelligence of your guests here on the Webinars saying it's, it's really simple here, you know? All right, very well, look at this distribution, though. And oh, by the way, you're getting apples all up. And down here is, as you said, that we're getting Apple icon. So Michelle is either paying attention or she she's born has a sense of humor, or all three.

28:21

Thanks for that. Michelle, are both Alright, so let's see, in the poll share results. And yep, this is pretty this is pretty typical. Ben, we find usually like in that. Usually, it's a little bit higher on the very well, but this case is, you know, a percent on making progress, that she's a percent very well, about 40%. Making progress and 50% is on focus on the features and the functions. So let's ask the group has been very interactive group, and we appreciate it. So what's, what's the main obstacles from making progress to doing very well, because I can tell you right now, executives, and I'm very fortunate I get to work with a lot of they could care less about features and functions. It's all about business outcome. So again, use the chat you guys been very sharing today. So what are the obstacles from moving from feature function to making progress to very well, so let's see what kind of feedback we're talking about

29:25

the customer agenda. And Cheryl, actually, in the chat said something I thought interesting, as, you know, last poll, and probably this poll to it, it varies, right? There's an inconsistency there. And what we've seen since COVID, is organizations are struggling either in the team or across an organization with having that consistent approach that consistent discipline. People have been, you know, right sizing organizations, different roles, different organizations. We're seeing that a lot of customers are saying Help us get back to a solid. Here's our approach, get everyone singing off the same hymnal as we used to say those kinds of thing. Very interesting. Listen to what Mike had to say here. Let's see, not enough research done on the industry specific points. approach is one size fits all. Okay, you're right, Mike with all again, the right sizing the organization, everyone's in a hurry so much to do, focusing on those specific, you know, customizing it by industry, at least not by customer listing as newer to the role, but I feel like the issue is being held accountable. Okay. So you know, very good and that we've talked about that Stephen with a lot of sales leaders, are the sales leaders coaching the people and holding them accountable to understanding the customer's priorities right. Versus did you make your number just make that, you know, you're advancing when you get close? Yeah.

30:43

And Ben, we've seen that scorecards of some of these organizations. I mean, obviously, you got, you know, get your quota. But, you know, how many new buyers are you talking to at what level are you talking to? So, yeah, thanks, everyone, for sharing. Let's see, we have we have one more. Couple more. Boy, this is really a very interactive group. This is great. So what, what do we have next? Who else? Yeah,

31:05

it's a Dennis. Yeah, their income statement, the revenue, the major costs getting aligned around that being relevant at that level? business outcomes. Thank you, Greg. You're talking our language? You know, your customer, your customers, customer? Michelle, lots of market research, Stephen. But not a clear. Yeah. So that you may be doing market analysis is great. We've got all this analysis, but hey, what's, what's the direction? How do you get prescriptive on that? Steven, any thoughts around that? You know, you're doing all this research? Yeah.

31:37

I mean, focus specifically on I always like, say, by industry, you know, what's the what's the goals and strategies by stakeholders? What are they up to? Right to support that? So those are the initiatives and then there's operational KPIs. So the very, very focus, just don't say, you know, what are the top issues in manufacturing or banking, whatever it might be, but then you got to do that drill down. That's where I see a lot of folks.

32:03

Hey, Steven, May I share a few more of the chats here? I think they're pretty cool. Yeah, yeah, sure. Sure. That great. Okay, so Cheryl, is that the world's changed, right? I'm going to paraphrase here, Cheryl, the target buyers have expanded and changed three years, long time sellers, are not adjusting to that change, right, they need to expand their thinking, Cheryl, we get into a lot of change management type discussions with what we do. You're exactly right. We're seeing it. There are ways around it. But it's the old change management of that Cheryl. So great point of view there,

32:34

then I've got a great example of that one real quick. I didn't. Yeah, go for it cut you off. You know, I do that all the time. Yeah, I'm used to it. So no, no, there's this one company, they could cut like, you know, app development time in half. And so they talked to it, right, talking to the CIO, great relationship. And so I was talking to my so Tell, tell me about one of these apps. And they said, Oh, yeah, we just built this cool one for a bank. And so what does it do with it can speed up loan processing? I said, we mean, oh, it can do it. Like on the fly? I said, oh, did you talk to marketing? And they're like, Well, why would we do that? I said, because they're the ones who would gladly funded that. So to your point, Cheryl, the world is changing. I was encouraged. But just think about the end user of the stuff that you're creating. Right? You're helping your customers create. Yeah,

33:26

what else been a few more Yeah, cricket weighed in with, hey, you need to eat you don't have enough information as a seller to differentiate, differentiate the metric the key meant, you know, the KPIs. So getting that in there. Karen gave us a big Amen. On there's a big push now for us for the first line sales managers. Yeah, Karen, we've come up with Hey, ask about any deal. Make sure sales managers are asking for questions. We're going to actually have a webinar series. Yeah. A little tease on that one. So yeah, I mean, just keep it simple. But if the sales managers aren't asking you about the customer agenda, it's not going to happen there. Karen says we've added customer priorities initiative, objectives, pains, by persona. That's great. Good, good. Salesforce for the first line minute. Yeah, the first line managers have to speak this on our deal reviews love it. That is a great best. Performance. Karen Yeah. Karen. Great, best practice, I think, yeah. Cheryl gave affirmation to Karen on that once the snaps and claps from to Karen Goodwin on that one. Let's see, Michelle, I'm going directly

to align and working with small pockets that will listen rather than relying on leadership. Yeah, you're doing that bubble up, Michelle. That chain of the eight events and kind of challenging your leadership respectfully. Do we have all the parts of that chain together that one graphic we've had actually some of our customers use that with their leadership around it? Yeah. Karen, love it. Thanks very much. Yeah, and then Dennis, I think you raise a point you know different size deals. If you have 70 accounts 70 Customers versus three, the amount of research you've got to balance that, but coming up with that point of view, so this is great input in terms of the fact based love it. So appreciate that. Yeah. So but what are we looking at here? Stephen, what I want to

35:16

I want to respond to Dennis, I've got the 70 accounts, right? I can't research all those accounts. But if you got 70 accounts, I bet a lot of those are going to be private companies. So here's what I recommend. You can come up with industry messaging, you can say, okay, by this industry, you know, what, what, what are the key initiatives and marketing? How do we help, so you're not going to do the individual account research. But you can certainly still tailor the message for the different stakeholders in those 70 accounts, we're going to get to all them. Alright. So real quick, what this is, is a checklist, just like before you take off in the plane, here's, here's a checklist. And what I want to do, though, is thank you very much been looking at it. So let's pick one of these one or two of these. And I'd like for our friends out there to say, you know, this is this is one I think is necessary and sufficient, you know, for example, deliver exceptional value. So, real quick, please, please, you know, share with us what you think are like the top one or two these if you're not doing this, it just is not going to work, even if you do and everything else. Great. So, again, use the chat check one of these, you know, let us know which ones you think are mission critical. And then Ben unite can talk about those. Now.

36:27

That's great. And Karen is offering to help Cheryl, I think they've got some common connections. So Karen, thanks for that. Mike. Thanks for the comment there. The endorsement and all this. So all right, so the Yeah, and again, on this slide, if you can pick one or two of these that you think are just critical or have a higher priority, that would be great. Dennis is saying, let's see here. Dennis is saying clear value prop with numbers, outcomes to be anticipated. So he's voting for clear value property.

36:57

Yep. Yep. I agree with that. What about others? Karen, we're

37:01

not surprised. She says trust and how you build that trust, trust. And Kevin. Kathy weighs in trust and credibility. Greg, trust credibility provide a clear value prop clear value prop and

37:14

Greg's a number guy Greg, what do you what are you saying? You're a numbers guy like meters? Trust?

37:19

Is he talking left side right side of their brain? They're touchy feely, I like it. Let's see. Our clear value prop follow up built. Craig build trust, credibility? Understand relationship? My Greg trusted advisor. There you go.

37:35

Wow. Okay. So real quick. No, I like that. I want to weigh in real quick, Ben? Yeah. I think this second one, if you know, you're talking to your friends and it, you've sold them a lot of stuff. You show them what their return on investment supposed to be shown what the business outcomes are. And all the all the ones you said are absolutely right. But if boy, if you've not demonstrated value, value realization, I think someone mentioned that earlier. And then I've shared this with you before, it's like going to the bank and saying, Hey, I need a million dollars, they give you a million bucks, right? And year later, you go back, send me another million dollars. And the banker says we'll have you have you paid me back the first million. I don't know. But give me the other million. I mean this to me. And that's why it's so important. And I think a lot just do such a crummy job of this. It's so important. Say, here's what the business outcomes are supposed to be. Here's what the returns supposed to be. Let's work together to make sure that you actually got that. But

38:35

as Steve comment on this, we're hearing some kind of best practices. Yeah, great. Please. Again, yeah, being very intentional around and value. So think about every meeting you have, can you bring something of value and insight for the mark from the market on AI? If you're selling an AI solution, right, hey, this is a great article, hey, here's a framework for how we can have this meeting with your other stakeholders across the organization. You know, here's, hey, here's a project plan for how we're going to get this through your organization. Can you respond to it? What we're seeing is that every customer contact is so time starved. This happened this morning to us, Steven, we're doing a contract renewal. And the contact actually did a screenshot of the contract with all the dates. And she goes, What does this mean? Well, it means your contracts its priority we need to so people are just so rushed, if you can get into the bullet, it's you know, prescriptive, help them, you know, it's kind of the old Jerry Maguire, help me help you. Right? So you know, help them with their job organize for them, give them the playbook. Hey, we should include this stakeholder, Hey, have you gone over here looking for budget, really becoming an advisor not just on how to think about your solution, but how they play their inside as we used to say inside baseball, how they work their organization. People don't have the time to think through this and is experienced sellers and advisers going in have, you know, hey, we really should be thinking about this anticipating and preparing your customer contact to help you expand. I think that proactive potential is so key these days. This is again, you think is obvious, but it's not. You really have to guide these time starved customers. No,

40:17

I really appreciate it when engaging, but there's good Express. I liked the one about follow up because candy Conway was senior VP of operate global operation 18 T. And she said she was amazed how only about 20% of people follow up. So hey, Ben, real quick, let's wrap things up. So again, this is the process. You know, if you follow this, it works. Believe me, it works. I know, it's easier said than done. And,

40:47

and then use this if your leaders aren't looking, use this graphic to take to your leadership saying, Hey, we're missing a chain and the link in the chain here. So think about this is almost a diagnostic for your organization. Sorry, Steven.

40:59

Yeah. And real quick. So let's just take a minute, we got like three minutes. So what were your major takeaways from today? So please use the chat. I mean, what were

the thing? I know there was, I know, there was a lot of insight. I know, Bender, just like, great. But what was the what was the one you said? Yeah, that's I can use I can use this because these are all about, you know, I was a former professor of finance. And I still have that a cat me. So it's all about learning. So what were your major? Share with us your major takeaway from today? What worked the best? Or what was the most meaningful to you? Ben, there's no, there's no responses. I know.

41:35

They've gone silent on you, Steven, I think it was how to give you an Apple icon was probably the biggest learning. All right. Well, Phil, here they go. They're coming in now. All right. Thanks, everyone. Let's see. Follow up promptly. Question about the book represents the website. Michelle, we're actually updating our website and actually coming up with an insights IQ website. So look for that. So we will be updating we're updating that in the in the process. So thanks for that. Mike said, Hey, be more active and pushing to higher positions. Absolutely. Be proactive love that. Michelle, say, hey, look, just affirmation. This is like a support group. She thinks she's on the right track. So I think a lot of the ideas she's already implementing. My

42:21

name is My name is Steven. I have a problem. Yeah, let's.

42:26

I'm thinking about tears in the messaging. Cheryl. Great, Dennis. Love it. Let's see how people are measured in tears. Thanks for that, you know, the multitiered and just being newer in the role. Michelle says, Hey, I needed that I needed to hear it. So thanks very much, everyone. You guys have been a great group. All right. Real

42:44

quick, here's your gifts for listening to Ben and I for 45 minutes. And so one, you can download a copy of this insight lead selling, which is a lot of this. But what's really cool about that interview, too does an exact so it isn't just me saying this stuff, this is the exact saying it. And then also, you can request a finless six Company Report which will have things like their financial performance, their goals, hey, what if you improve these KPIs by this to get you started, and you'll also receive a link to the recording I believe it's going to be tomorrow or the next day. They'll also give you info on downloading the book on a requesting the download requesting the company report. And so Ben, why does this keep happening like this?

43:30

Operator error?

43:31

Yeah, well, that. Sure. So hey, Ben, what's next in the Level Up series? What what's next?

43:37

So today, we covered obviously, how you upsell in existing accounts. Next year, next session is going to be on going into prospects cold, how do you actually enter an account? Where do you enter how you get into that? Love it so we look forward to you guys coming into making your quota selling the prospects net new customers? next week or next month? I believe we have that one scheduled, Stephen.

44:03

Yeah. And we'll be using this framework but about getting the meeting. So hey, listen, everyone enjoyed chatting with you. Great, great participation. Ben. I'm really impressed. So all right, well, let's see I think that's a wrap and everyone have a great rest of the day and for some of you that your quarters ending today. Good luck on that. But Ben as usual, grading engaging with you and again, everyone out there so impressed with your participation.

44:34

Thanks so much, everyone. See you next time.

44:35

Bye.