

**CHAPTER ONE**

**NOTHING  
HAPPENS  
UNTIL  
SOMETHING  
IS  
SOLD**

The Smart  
Sales Method | Morone, Benjamin, Smith

Chapter One

When you're the CEO or leader, all the people around you are depending on you. They're your colleagues, your friends and your family. Their ability to feed their families, educate their children and cover their bills depends on you. And all of that hangs on one thing: Sales.

Sales is revenue.

Sales is cash flow.

Sales enables research and development. Sales covers payroll. Sales drives profit.

Sales is survival.

We understand that, for you, *nothing happens until something is sold*. This is your life.

As a business leader you're comfortable dealing with the hard facts, making analytical decisions and handling challenging situations. That's why you're in the leadership role.

When you're in front of the right customer, under the right circumstances, you get the job done. You can sell. You understand how your offerings impact your customer's business performance. You're able to negotiate a price that both sides can live

with. And many times you can get a transaction back on track within a conversation or two. That's why you're in the leadership role!

You may have superstars on your team that can do it too. So why can't the rest of the sales team sell effectively? You've tried it all. You've hired them all. It's just not happening. When you ask questions everything seems to be so fuzzy, unclear and uncertain. Why do you keep hearing the same things over and over again?

*"People buy from who they like."*

*"Our price is too high, quality too low, no differentiation."*

*"We have a long sales cycle."*

Is it all true? Are you simply too impatient? Are your products or services out of line with the competition? Do you have a 'me-too' product?

May I ask you three simple questions to see if we can discover the answers together?

1. *Likability.* When you're involved in buying decisions for your *own* organization, would you buy from a sales team that had the ability to teach you how to improve your business competitiveness,

reduce operational costs, and better achieve compliance? Or would you ignore all that and buy from the most likeable person that called on you?

If you answered that you'd buy from the most likable person, please close this book and throw it away right now. (OK, I'm having a little fun here. Just because this book is statistically driven, it doesn't mean we can't have a little fun reading it!) Of *course* you're going to buy from the thought leader. This is statistically supported.

2. *Price vs. Quality.* How many products or services did you buy last year that you can validate represents the highest quality in the marketplace? Conversely, how many products or services did you buy last year that you were able to validate represented the absolute lowest price in the marketplace?

The majority of sophisticated buyers decide on the *best fit* to their organization's needs at the time that they're making the purchasing decision. Not the best, not the lowest. The best fit overall.

We call this Relative Value. In the Smart Sales Method, relative value is represented by the formula  $RV = BR + RM$ , sold at Fair Market Price (FMP). More on  **$RV = BR + RM @ FMP$**  in a moment.

3. *Six, Twelve, Eighteen Month Sales Cycles.* Do you or your leadership team regularly begin evaluating B2B purchases for your organization six,

twelve, eighteen months before you are going to make the decision?

When B2B and many B2G buyers were asked the question, “Why are you waiting six, twelve, eighteen months before making a purchasing decision?” what do you think the answer was? The majority of the responses were (and are) that they intend to buy now or within the quarter, but the sales cycle drags out. The primary reason? Because the internal stakeholders were unclear on how to come to a conclusion. (More on this in following chapters.)

The point here is that top B2B sales teams are able to (1) teach their customers how to improve a business result, (2) lead their customer through an objective evaluation process, and (3) close the sale using the Relative Value equation:

$$\mathbf{RV=BR+RM@FMP}$$

When done effectively, sales closure rates move from the estimated 3%-10% to a healthy 70% or more.

This is Smart Selling.

The rest of this book is dedicated to providing you with guidance to implement 3 simple steps, performed in a linear format. This is The Smart Sales Method for B2B technology sales teams.

## TEACH

TEACH CUSTOMERS HOW TO  
IMPROVE A *BUSINESS RESULT*

1. IMPROVE SALES, REV MARKET PENETRATION
2. REDUCE CYCLE/WORK TIME
3. IMPROVE FIRST TIME QUALITY
4. MEET LEGAL/POLITICAL COMPLIANCE
5. IMPROVE PROFIT/SAVE MONEY



## LEAD

LEAD CUSTOMERS  
THROUGH AN OBJECTIVE  
EVALUATION PROCESS

- BUSINESS LEVEL DECISION MAKER
- USER LEVEL DECISION MAKER
- PROCUREMENT DECISION MAKER



## CLOSE

CLOSE THE SALE  
USING THE  
RELATIVE VALUE EQUATION

$$RV=BR+RM@FMP$$

Decades of independent research plus our own study of the top 6% of successful sales performers have allowed us to build a new and very different picture of what best practices mean in a complex B2B technology selling environment.

Credible, objective, third party research has been done on literally hundreds of thousands of sales practices relevant to your business. That research has allowed us to build an extraordinarily effective way of building a clear, clean, lean and dependable sales methodology.

This book is a blueprint of that method. It's short, tight, and to the point. It'll walk you through the Smart Sales Method in less than an hour. Read it and you'll learn exactly what you need to do to push your sales force up into the ranks of the top sales performers, and raise your sales and your company to the ranks of the market leaders.

But there's one thing it won't do. It won't put it into effect for you. That's your job.

Some executive leaders leave that to others. Many of them leave it to their sales department.

Maybe you're thinking of doing this. Maybe you've been avoiding the uncomfortable job of coming to grips with sales for years.

Please don't push it down. It won't get done the way it needs to be done. You're the one who's got to take charge of your sales process and your sales team. You're the one who's got to get personally

involved and get a solid, practical, fact-driven methodology set up.

Because nothing happens until something is sold.

And nothing is sold until you put an effective sales team and sales methodology in place to sell it.

We know enough already to have developed a methodology that has gotten results in the field that leave earlier approaches far behind. We present it here. We call it the Smart Sales Method.

Sit down, take an hour, and read through the rest of this book. We believe it will transform your understanding of sales — and your business.

Make it work. And make your business the success it was meant to be.

If you need help, just call, text or email me.

*Joe Morone*

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