

**Brandon Clay Enterprises, LLC**

**THE SALES CRUMBS  
TRILOGY VOLUME III**

# **Feasting On Sales Crumbs**

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**A Guide to Achieving Sales Success &  
Life Mastery**

**Focusing On Things That Bring  
Sales Success and Life  
Fulfillment**

**Brandon L. Clay**



## *Act I - Selling Out to Sales*

### You've Got Mail!

**H**appy Monday! Matt said enthusiastically to the early risers that were already in the office. He had arrived at 7:30am just as he had declared in his Get Better session with Jack Jeffries a week earlier. The usual people were there; Larry, the sales manager and some of the administrative team. As he sat down in his chair at the table, there was a note - "You've got mail".

To keep the newbies from wasting precious time on the computer with email and senseless surfing, they weren't given a computer until they graduated from the Fast Start training program. It wasn't a big deal since Matt knew that people did use these things as an excuse to keep from doing the *real work*. He had only gotten a few emails anyway.

He went to the community computer and pulled up his email. It was from his sister-in-law Lori, the National Sales Director for a fortune 50 healthcare company. Matt remembered that she was going to send him and Tim an outline for professional sales development after their debate. He liked the things that she had said at the cookout and felt he could benefit from her experience. The subject of the email read: **The E<sup>4</sup> Sales Success Roadmap**. Matt liked the sound of that and began to read the email;

## YOU'VE GOT MAIL!

Good morning Tim and Matt,

The last few days I have given a lot of thought to our robust discussion on helping sales people progress through the four phases - Lead Junkie, Order Taker, and Professional culminating in a thriving career as a Trusted Advisor. Ultimately, it comes down to two key things -**The People and The Process.**

- **People** - Sales people have to possess the two basic raw materials that can be developed into higher levels of sales achievement. These are energy and ethics. This combination generates self-motivation to control their *own destiny* - one that does not require artificial stimulus through “carrots or sticks”. When properly identified and leveraged in the recruiting process, this combination will instill the necessary traits of dogged persistence, a desire for product excellence, and a customer centric approach that builds strong relationships.

- **Process** - This is the strategic outline that guides sales people through the 4 stages. It is scalable to provide a template for small, large, national and multi-national sales organizations. It is also *customizable* to account for market dynamics and/or the individual learning styles of the sales people. This template is dynamic and not cookie cutter. It will identify strengths and weaknesses at an individual level and

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maximize strengths while compensating for weaknesses - so you don't lose otherwise good people needlessly.

Tim, I can hear your thoughts! Yes, if a person's weaknesses present major stumbling blocks, then hard choices have to be made - choices of *who can be developed and others that may not make it on our teams*. **The development process is not a smoke screen for those sales people that just aren't cut out for the profession or industry.** These hard decisions can be made in a way that preserves the dignity of the fallen and the morale of the remaining team members who secretly wonder "*if I am next?*".

The E<sup>4</sup> Sales Success Roadmap has 4 core elements that determine proper development of a sales person;

**1. Evaluate** - The power of the evaluation stage is that it uncovers strengths, reveals areas for improvement, development opportunities for weaknesses and opens your eyes to opportunity. It encompasses assessment of Product Knowledge, Sales Effectiveness from Prospecting models to Closing (Sales).

**2. Evolve** - After proper evaluation, some amount of evolution is usually necessary. Evolution adjusts to the environments and does not wait for conditions to improve. **It makes it happen!** It creates a compelling plan that maximizes strengths and compensates for weaknesses uncovered in the

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Evaluate Phase. It brings them together to leverage opportunities.

3. **Expand** - Once a strong foundation is established, it is time to "build up". Playing to the uncovered strengths and high yield opportunities (the ones that are most likely to bring positive results) you generate higher levels of *effective activity*.

4. **Explode** - To continue the building analogy, once a skyscraper has a proper foundation (Evaluate and Evolve) and the scaffolding is in place (Expand) the edifice goes up quickly. The resulting template from the first 3 phases is the "secret formula" that can be utilized to generate tremendous results - *to explode your business!*

Attached you will find four PDF's that take you through an E<sup>4</sup> Boot Camp. *It is a review of where you are today and provides a roadmap to improvement and development. They contain a rapid fire series of actions and activities that are best reviewed in a "brainstorm" environment with buy in from sales leadership and dedicated members of the sales team.* I hope this information is helpful...call me if you want to discuss further. *Continued success to both of you!*

Lori Thompson, National Sales Director.

## YOU'VE GOT MAIL!

Matt opened the attached files and was surprised at the simple layout. Seeing it laid out this way confirmed that what he had been learning *was* pointing him in the right direction. This roadmap would be the key to faster progression. His mind was reeling from all that Lori outlined - *a process that he could follow and be successful*. He also realized he could not do it alone. As the Table of 4 came in, he showed them the email. They all had the same reaction.

"With this as a process and platform, we could accelerate our success," said Suzy excitedly.

"This is the type of desktop procedure approach we used in operations," added David. "It benchmarked our progress and success in a quantitative and qualitative way. I work best in a measured environment - this is terrific!"

"They *are* measuring us...by our sales, *right?*" said Brad who was struggling to see the bigger picture.

Matt spoke up first, "Yes, but right now, if our sales are our *only* judge -"

"The number of sales will eventually be our *only jury*," said David.

"How would the three of you feel if we could enact what Lori has outlined?" Matt asked.

"Great!" they said in unison.

"Then I am going to the sales manager with this."

## YOU'VE GOT MAIL!

Won't he be insulted? Isn't that kind of *his job* to take us through his process?" offered Brad with an uncharacteristic sensitivity.

"Yes, but on some level, he is like my brother-in-law Tom. The old school approach created by having *his neck* on the line based on the results of his team, *his own production*, and then having to take on 10 new recruits each 8 weeks makes it hard for him to provide us with what we need. Jack Jeffries said that the company owes us 'access to success' but that innovation, ingenuity and imagination is our part."

"I actually think he will be receptive," said David.

"Or *relieved*," concluded Suzy.

"In either event, I am going to see him now. Wish me luck!"



## No "I" in team...but there is "ME"!

**D**uring lunchtime when Matt usually sits with the sales manager to do a 30 minute call review, he shows him the email from Lori. The sales manager is impressed. "This is a terrific philosophy and roadmap that she has outlined here and it looks to be very effective. While simple, it is thorough - a guide to help create the core template of sales success. Once your foundation is solid, it sets the stage for expanding your efforts - making it scalable. That said...*I am not sure what you want me to do with this?*"

"I am not sure either," began Matt, "I guess I wanted to see how we could adopt this process. To help those of us just getting started in sales, or those that have been here a while but are struggling."

"Yes, just making the cut and graduating from the Fast Start training program are no guarantees. I feel for the people who are sincerely making an effort, but their results don't bear that out. I make myself available to them but in some ways I am not in a position to give them what they need most - *individual attention*," he lamented.

Matt realized that the sales manager was facing his own pressures and regardless of his intentions, the deck was stacked against him. As making quota was the only thing that mattered, he was singularly focused on meeting it, and not people

## NO "I" IN TEAM...BUT THERE IS "ME"!

development. At least he was nicer than Tom in chastising the team when they fell short. He was also willing to forgo lunch to sit with Matt every day. *He truly was doing the best he could.*

"Understand, showing you this is not an indictment of you or the company. I want to succeed and have been fortunate to have some good people mentor me," Matt reassured him knowing it was uncomfortable to hear he may not be doing enough for his team.

"*Like LeRoy?*" said the sales manager. "He is a good man that always tried to help me see the bigger picture. He preached that if I could spend more time developing and coaching I would eventually build a team that would blow past quota. I agreed with him, but it is -"

"Hard to coach when you have *to play*," finished Matt.

"That is not an excuse I will make, but our current process does leave much to be desired. The 10-day Fast Start training does a good job of establishing an initial foundation but does a poor job of *building on it*. I know that the best learning comes from doing. He pointed to a plaque on his desk. It was a quote from Confucius.

*"I hear and forget. I see and I remember. I do and I understand."*

## NO "I" IN TEAM...BUT THERE IS "ME"!

"Most of what we teach in that 10-day program is forgotten. Then as the newbies begin *to do*, and the learnings dissipate, they begin to 'wing' it. Then trial and error becomes their teacher - it becomes what they 'understand'. What they need is a mentor, like LeRoy, or a coach that can provide a watchful eye so bad habits don't become the norm."

"Like becoming and remaining a Lead Junkie," said Matt pointing to the email from Lori.

"Exactly! We want and need to foster an entrepreneurial environment, where people can call most of their own shots - run their own business. Reality is, not everyone is capable of running a business *without guidance*. I think of a friend who is a great dentist, but he is a poor businessman. In dentistry school they taught him the dentistry craft but did not develop his business acumen. As a result, his business struggles. That is what I see here...talented people who need *more guidance*. What is worse; they see their temporary base salary as a countdown to Armageddon."

"No joke - T-minus and counting for me!" Matt actually knew the day and hour when it would end.

"I understand that the base salary is a major plus and that most companies don't provide it. As a differentiator, it helps us recruit the *best talent* and take some of the angst of career transition away. If we could somehow leverage the *entire* guarantee period to do pure people development, without the

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pressure of quotas, those 3 months would be plenty of time to cultivate the core qualities of a sales professional."

Matt could only shake his head in agreement. He knew that some of the newbies were waiting out the 3 months and would then look for another job. Essentially collecting it like unemployment benefits.

"Look Matt, I know that many of the newbies see the base salary as a safety net and will leave after they have milked the cow for three months. *That can't be profitable for the company to invest so heavily just to have your investment walk out at ROI time.* Others see the countdown as a -"

*"A noose that constricts performance,"* admitted Matt.

"Sad but true. *Back to this plan* - I can't formally advocate this as something the company is behind but since it is general sales and business development material and not proprietary to another company, you are free to use it."

"I want to share it with my team if you don't mind."

"I see that the four of you are working hard, teaming and trying to support each other. I think that is great and don't believe it isn't noticed. Even Larry said something to the VP today about the effort and particularly, *your leadership.* He also mentioned your dinner the other day - *he was impressed!*"

"Yes, the Evan's Agency opportunity is a good one - though yet to materialize. I want to be able to leverage *every* opportunity and help my colleagues when possible. I know that sales is an individual sport, but I like connecting and teaming

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with my colleagues who can relate and provide me good feedback."

"In some ways you *are* coaching...*each other*. I am here for you and will do what I can," the sales manager said compassionately.

"Do you mind if we meet for the next three days to conduct an E4 Boot Camp using this material?"

"Not at all, in fact, you can use the small conference room. There is a whiteboard, an easel with paper and a coffee pot. Have at it! While you are making me look good, I have to ask...you aren't gunning for my job *are you?*"

"Not just yet...let me get my second sale and get back with you!" both laughing. Inwardly, Matt did think of the changes he would make if he had the authority. As Matt went back to the table, he gave the thumbs up to the team.

"It went well?" asked David.

"Yes, he really is a nice guy with good intentions - just over matched based on company expectations and the current recruitment and training process."

"You know the saying?" said Suzy, "the road to trouble is paved with good intentions!"

"I told him we were going to do a four day E4 Boot Camp to create our roadmap. We can start each day at 8:00am."

"There is a lot to cover, let's make it 7:30am," said Brad with a newfound energy.

**NO "I" IN TEAM...BUT THERE IS "ME"!**

"The eligible bachelor has spoken! If he can abstain from the 2am last call for alcohol at the local sports bar then we can all be here at 7:30am," said Suzy playfully.

"Then it's a plan!" said Matt triumphantly.

## E<sup>4</sup> Boot Camp - Day #1

**M**att actually arrived at 6:30am to put together the materials for everyone for the day. It was quite a bit of material and there was a lot to read with several exercises to complete. He could feel that this work was important and would help him build a stronger foundation for his future. As he glanced over the material, much of it was familiar in concept, but now it was going to be "drilled in". He hoped the others were as excited as he was. He didn't have to wait long as the three of them arrived together at 7:15am.

"Good morning guys," Matt said with a burst of energy despite the early start.

"Good morning for sure," said David, "I am about to explode from anticipation of what the next four days will hold."

"Wow, there is a lot here!" commented Brad flipping through the clipped packet.

"If I understand this right, we are about to design *our lives*. It should be more than a cursory exercise and one that we should take very seriously," Suzy added.

"No doubt about that. This is important stuff and I am excited to get started," Matt echoing the sentiments of the group. "Notice the board and the packets I have prepared. Today we will focus on Evaluation. I thought maybe we could take turns leading the sessions by reading the section briefs and

then completing the exercises - if that sounds good to you guys?"

"You are a natural born leader, Matt, and we're all fine doing this your way," confirmed David speaking for the others who were in agreement.

"Then I will begin," Matt standing in front of the room, began to read the material;

**Day #1 Evaluate** - the power of perspective. Sales can be complicated. There are so many things to do and be proficient in - prospecting, products, selling, closing, administration, servicing, and self-development. Looking at things universally can be overwhelming. *You must narrow your focus and concentrate.* The closer you look, the more you will see...the more you see, the more you understand...the more you understand, the more power you have – power that will turn into ability and higher sales. As you look deeper you will gain insight to;

○ *Determine your strengths* - what activities are you strongest in and naturally gravitate to? Which prospecting methods yield the best closing rates? The key to rapid development is to play to your highest and best gifts. Evaluation will help you determine where you are strongest.

○ *Uncover your weaknesses* - what are the areas of deficiency that are impacting your current performance? Do you avoid certain products due to their complexity? Is your close rate for a particular type of lead too low? There are some



weaknesses that you can "outsource" to a resource that provides the needed competency. Are there other areas of weakness that will require development to achieve an acceptable level of performance? Evaluation will help you determine where you need that improvement or assistance.

○ *Discover optimal opportunities* - as you evaluate your activities and their effectiveness, the highest yield opportunities will emerge from the review. This inspection will reveal the activities you should focus on to increase sales effectiveness. You will still integrate other areas that require development, but the majority of time should be spent where your "seeds of energy can provide a great harvest" and not spinning wheels in areas of low yield.

Evaluation is about determining where your business is today. Even if you are working for a Fortune 50 company with thousands of sales people or if you are a Lone Ranger - *you are running a business*. You must get out of the producer mindset and become a business person - *focused on being highly effective, driving new opportunity, and taking P & L (Profit and Loss) responsibility for all your efforts*. As the CEO of your company, there are some big picture questions you have to review;

○ **Revenue analysis** - Sales people generate revenue in the form of salary and commissions - first year and renewals. List the revenue you have generated in the last three years

(include other sales positions if less than three years with current company).

- Is your revenue increasing, decreasing or flat?

○ **Product focus** - If you offer a family of products, list how many sales you had in the previous 12 month period by product.

- Are the products you sell *the most* the ones that you are most comfortable with based on features, price, or other factors?
- Are the products you sell *the least* more complicated or more expensive?
- What products do you avoid totally? *Why?*

○ **Cross-Selling** - If you have a portfolio of products, cross-selling or getting repeat business is vital to your businesses' growth. How many products do you average per client?

- 1 product is symptomatic of an order taker.
- 2-3 products presents you as a professional to your clients.
- Full portfolio approach to clients establishes you as their trusted advisor.

○ **Revenue by product** - to determine the highest yield opportunities, review the products sold and the revenue generated.

▪ By the list of products sold, calculate the total revenue (commission) generated.

▪ Does the product you sell the most generate the highest commission on a *per sale basis*?

▪ Do the products you sell the least have the *highest revenue potential*?

○ **Lead generation** - Leads are the life's blood of your business. They are powerful for building momentum to *get you in motion*. As Newton's law states, once you are in motion, you should stay in motion! Evaluate the channels where your business comes from;

▪ **Overall lead mix** - in the last 12 months (and by month) identify where your leads came from - list number of telemarketing (direct efforts vs. outsourcing), direct mail, pre-set appointments, networking, referrals, repeat business, and other sources.

○ **Close rates** - *Your sales effectiveness is governed by your ability to close sales*. If lead cost is inexpensive then the close rate can be lower, but if lead is expensive, close rates have to be higher. Let's evaluate;

▪ **Overall close rate** - take the total number of sales generated from all products and divide it by the total number of

leads from all channels for last 12 months (and by month). *Is your close rate increasing by month? Does it dip when you add new products to your offerings?*

▪ Close rate by channel - how many sales did you get from each lead source? Take the number of sales attributable to a lead type (for example direct mail) and divide it by the total number of leads from that channel. *Does your close rate put you "in the pack" of your colleagues? Is one channel overwhelmingly stronger/weaker than others? Does the close rate support the cost of generating the lead?*

○ Summary - To get the highest and best use of your time, energy and resources, you need to rank your top 3 results for the past 12 months;

- ✓ What are your top 3 products sold?
- ✓ What are your top 3 products by revenue?
- ✓ What are your top 3 lead sources by volume?
- ✓ What are your top 3 lead sources by close rate?

This concludes Day One

"Whew! That was quite the exercise!" said Matt.

"I keep meticulous records, but I *never* evaluated my results this thoroughly," admitted Suzy.

"Anyone care to share what they discovered through this exercise?" Matt asked wanting someone else to go first.

"The first thing I noticed is that all my sales are the same product," began Brad, "I also calculated that my close rate isn't as good as I thought. Being #2 on the leaderboard of the newbies gave me the false sense of security that I was actually effective, but a 30% close rate says differently."

"Well, *I am #1* and I have had several revelations; First, I do well with the leads I generate from my own calls, closing 65%, but the leads from the call center I only close 40%. Second, I am averaging 2 products per client, which is good. However, we offer a product that combines those two products that is less expensive for the client and actually *pays more commission.*"

"Why aren't you selling that one?" asked David. "It is a great product for the client," his operations background coming through.

"It is more complicated to explain and I have not built confidence with it yet," she confessed.

"I can help you with that...I know that product like the back of my hand! In fact, that is the product I need to present at my meetings next week," David said excitedly.

"Looks like we all learned some important lessons from evaluating our businesses," Matt remarked.

"I like the sound of that...*our businesses!*" interjected David feeling a new sense of ownership and opportunity.

"From this day forward, we are all CEO's," said Brad.

"Yes, Chief Evaluating Officers!" laughed Suzy.

## **E 4 BOOT CAMP - DAY #1**

"Tomorrow, we do the Evolve portion of the boot camp and I can't wait...see you guys tomorrow". Matt had a feeling of accomplishment and anticipation for what the next day would hold.

## About Brandon L. Clay

Brandon L. Clay is an author/story-teller, international speaker, and sales leader. For the past 28 years, he has delivered his distinctive brand of instruction and inspiration to over 30,000 sales professionals and 1,000's of others outside the sales arena. His strength is that he understands that there is no standardized template or “cookie cutter” approach to creating high sales achievers. His power of connection allows him to recognize and leverage each person's unique talents and help them unleash their greatest potential.

In February 2011, inspired by his father-in-law, LeRoy Shuffler, and combined with his experience of the 1,000's of people touched and transformed by his unique combination of life and sales mastery, he penned **Sales Crumbs from the Master's Table**. Brandon's entertaining, empowering, and enlightening approach to coaching sales excellence is brought to life through this simple story. It quickly become regarded as a *must read* for anyone in sales and inspired the follow-up volumes in the Trilogy - **A Trail of Sales Crumbs** and **Feasting On Sales Crumbs**. This trilogy is now touching everyone from CEO's, VP's, managers, seasoned veterans, to "newbies" in their first week and helping him fulfill his mission of Helping Millions Achieve Success...One At A Time.

## ABOUT BRANDON L CLAY

He lives in McDonough, Georgia with his high school sweetheart, Natalie, and their 3 children, Chaz, Christian, and Faith.

Learn more about Brandon, his available programs and additional resources at

**[www.brandonlclay.com](http://www.brandonlclay.com)**

Additional Titles Available from Brandon L Clay;

### **Sales Crumbs Trilogy**

**Volume I - Sales Crumbs from the Master's Table**

**Volume II - A Trail of Sales Crumbs**

**Volume III - Feasting On Sales Crumbs**

**Your Authentic Sales Voice** - *Discovering and unleashing your most natural gift for greater sales success!*

**The Power to Change** - *7 Day Life Transformation Guide*

**S=ME<sup>2</sup>**- *Revolutionary Success Formula!*

**The 80% Sales Solution** - *Training program based on the popular Sales Crumbs Trilogy*