



New Sales. **Simplified.**

**THE ESSENTIAL HANDBOOK FOR PROSPECTING
AND NEW BUSINESS DEVELOPMENT**

MIKE WEINBERG

Foreword by S. Anthony Iannarino

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*Dedicated to my beautiful bride Katie,
my biggest fan, my best friend, and
still the best proof that I can sell.*

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FOREWORD

Why do salespeople fail?

Is it because they don't have some key piece of technology? Because they need a new and painfully esoteric sales process? Or because they don't spend enough time on the Internet?

Of course not. Salespeople fail when they can't execute the fundamentals. No matter how flashy or exciting trick plays may look on the highlight reel, football is a game of blocking and tackling and advancing the ball down the field. Success in any game or arena is always about the fundamentals.

Enter, Mike Weinberg. Unlike those who would sell you the new "new" thing, Mike will tell you the truth (even though it may sting a little). Mike will help you to understand that acquiring new clients is simple, but not easy.

For more than two decades, Mike has sold, managed salespeople, coached salespeople and consulted with sales organizations. His formula for producing new business sales success will deliver results for every sales organization willing to do the work and employ his approach.

New Sales. Simplified. That's an apt title because this isn't an academic treatise on sales. It's not full of theories. It's an action-oriented guide for salespeople, sales managers, and executives. It's a field guide

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for any person trying to help a sales team compete and win in a competitive market.

This book will help you choose the right targets. You will learn to build a plan to pursue those targets without giving up too early. You will learn to use all of the weapons in your arsenal, particularly your sales story, to prove that you are a value creator and you deserve a place at your dream client's table. You will learn to work a plan and to execute it flawlessly. If you are a sales manager, this book will provide you with the tools you need to lead your team to success.

New Sales. Simplified. It's a book of fundamentals and timeless truths, with proven, real-world strategies that produce sales results every time they are employed. Most of all, it's a book for those with the courage to do what is necessary to win new business. And win they will!

Winning new business isn't easy. But there's no reason to make it more complicated than it has to be. This is the book I wish I had when I started in sales. Take what Mike teaches and go make a difference!

S. ANTHONY IANNARINO
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INTRODUCTION

I love sales. My passion and specialty is new business development, and nothing energizes me more than helping salespeople improve at acquiring new customers.

By day, I provide sales and sales leadership coaching to sales teams and sales managers and sales force consulting to senior executives. By night, I have been assembling my thoughts from twenty successful years in sales in order to write the book you are holding. My practice keeps me engaged with salespeople in a wide variety of businesses and I'm increasingly concerned by a disturbing trend: It seems fewer and fewer people who make a living in sales have a working knowledge of how to prospect for new business.

There are plenty of account managers and reactive-type salespeople who get by, or even thrive, when enough business comes their way. But there is dire shortage of those who can create new opportunities through their own proactive sales effort. Many veteran salespeople are victims of their own past success and easier times, when they could make their numbers while operating in a reactive mode. Others were carried along by their company's momentum and favorable economic conditions that created strong demand for their products or services. They never *had to* go out and find business. In addition, today's younger salespeople struggle because they haven't been taught how

to prospect and the basics of new business development have never been modeled for them. For both young and old, the inability to plan and execute an effective new business sales attack is painfully apparent.

New Sales. Simplified. I chose that title because I intended the book as a how-to guide for the individual salesperson or sales leader charged with acquiring new business. It's a fresh look at the fundamentals and a much-needed return to the basics. The objective is to provide a framework for a new business sales attack and to offer simple, clear, practical, and actionable ideas and techniques. I hope to demystify prospecting and the entire new business development process. Veterans will be reacquainted with forgotten timeless truths. Rookies will be introduced to a simple, straightforward approach to acquiring new accounts and new business. My goal is for you to walk away excited about hunting for new business and equipped with the usable, practical, effective tools necessary to succeed.

Chapters 1 through 3 of this book are intended to serve as a wake-up call. I set the stage by sharing part of my own sales journey and the simple approach I used to become a top-performing sales hunter in multiple organizations. We'll look at the significant challenges faced by many people working in sales today. And I will gladly offer a strong contrarian voice to the ever-growing number of false teachers loudly proclaiming that prospecting is no longer effective for acquiring new business.

I'll also shine the light of truth on salespeople and share the most common reasons many fail at new business development. My intention is to hold up a giant mirror to provide a glimpse of the attitudes, behaviors, and circumstances potentially damaging your likelihood of success. Believing that turnabout is fair play, this book also puts senior executives and companies on the hot seat to examine the ways they hinder sales success. Salespeople do not operate in a vacuum; there are often cultural and environmental issues beyond their control that severely hamper the opportunity to acquire new pieces of business.

Chapter 4 switches gears and presents the New Sales Driver—a simple framework outlining a new business development sales attack.

Sales is simple. Those who attempt to make it sound complicated are either confused themselves or trying to confuse others by creating a smokescreen to hide their lame effort and poor results. There will be nothing confusing or mysterious as we dissect an easy-to-grasp and easy-to-implement model for proactively pursuing new business.

The midsection of the book, Chapters 5 through 14, provides a roadmap and instructions covering the essential elements of the New Sales Driver model. We'll identify and select strategic target accounts that give us the best chance of winning. Then we'll invest heavily in building the arsenal of sales weapons needed to successfully carry out the attack against our chosen targets. The three weapons most worthy of attention—the sales story, proactive telephone call, and the face-to-face sales call—are all addressed in great detail beginning in Chapter 7.

Chapter 12 examines what causes buyers to throw up their defense shield, and how we can alter our approach to minimize or overcome that resistance. I will offer my strongest arguments, and even an embarrassing example, in Chapter 13, making the supreme effort to convince you that presenting is not the same thing as selling.

The best intentions, target account lists, and powerful sales weapons are useless if we never launch the attack. My biggest surprise working with sales teams is how little time is actually spent proactively selling. Chapter 14 gets down to brass tacks regarding planning and executing our sales attack. We must take back control of our calendars, stop allowing others to put work on our desks, and selfishly guard our selling time. No one defaults to prospecting mode and way too many salespeople happily find every imaginable excuse to avoid picking up the phone. No one likes to admit it, but we all know that sales is a numbers game. Good things happen when talented salespeople get in front of prospective customers. It follows that more good things happen when we get face-to-face with more prospects. We'll also take an in-depth look at business planning and time blocking, to ensure we execute a high frequency attack.

An incredible opportunity lies before you. There is an oversupply of account managers and customer-service people filling sales roles,

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but precious few true sales hunters that can be counted on to consistently deliver new business. You can bring tremendous value to your business, your customers, and yourself by becoming proficient at bringing in new business. I invite you to open your mind to the simple, practical ideas in this book and jump in with both feet.