



Managing Customers

Presented at:

Finnish Language Service Providers (SKY)

By:

Richard Brooks

February 2022

Introductions...

Download this slidedeck:
<https://richard-brooks.com/downloads>

Executive Director

ELIA

(and former ALC Exec Director)

an introduction to

Richard Brooks

Fellow at ISP

Institute of Sales Professionals - developing their small business sales training programs.

CEO

K International Ltd
UK Based LSP


My own career...
Admin - Creative - Manager - CEO -
Owner/Investor.

Active Investor


Interests around electrification, green technology, Gold, crypto.

Director

Cranfield School of Management BPKAM program.

 @RichardMBrooks

 @RichBrooks

 0044 7792 252998

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**“a good
conversation
is better than
a lecture”**

use the chat
box... or just
shout

Is this what you
think about what
someone
mentions sales?
#sleasbag

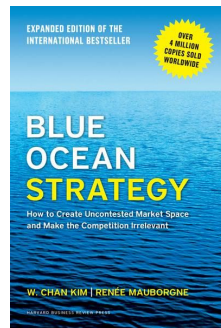
Hopefully I can help to
change your mind.

A photograph of a man with a mustache, wearing sunglasses, a pink shirt, and a gold chain. He is pointing his right index finger towards the camera. An orange speech bubble is overlaid on the image, containing text. In the background, a car with a 'NO 200' sign is visible.

**We have 8,000
translators. Good
price. Best quality.
All Languages. Sell
my Grandma. etc
etc....**

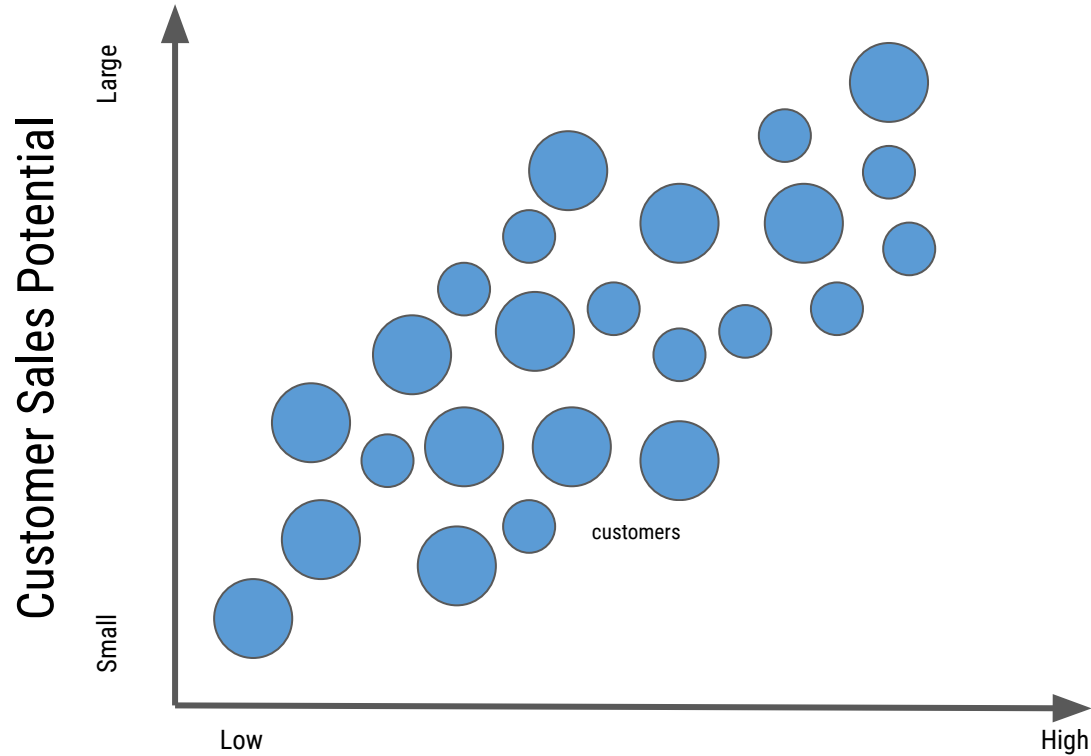
*“Toughest job I ever
had was selling doors...
door to door.”*

- Bill Bailey



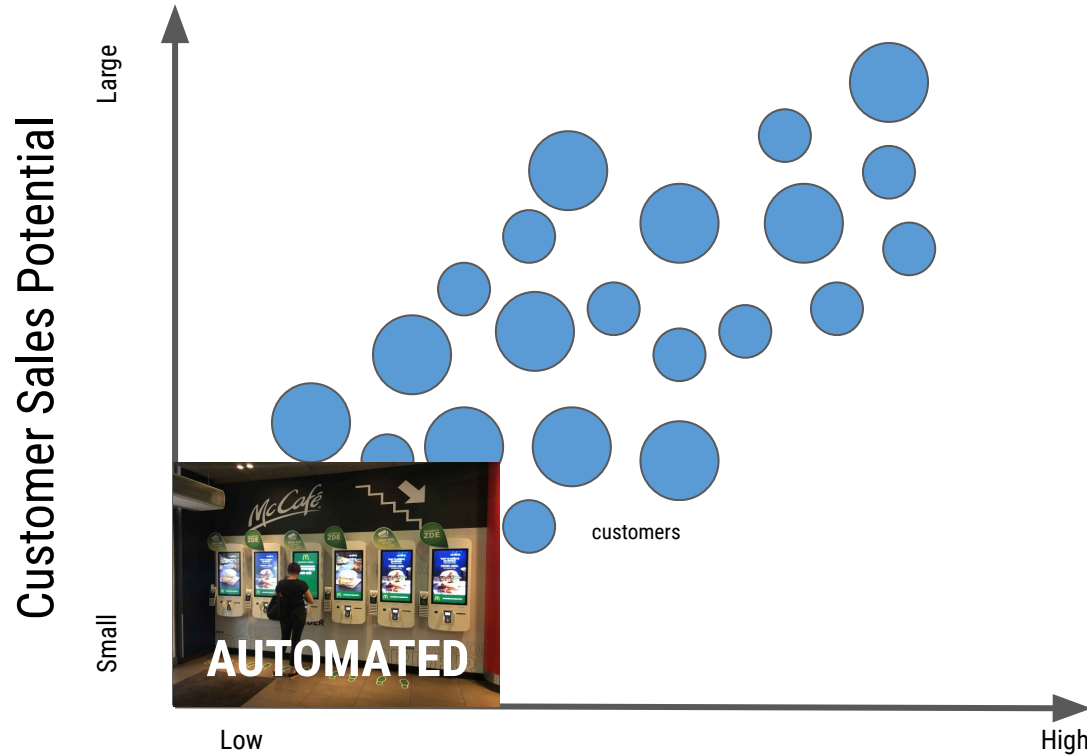
<https://billbailey.co.uk/>

The Customer Portfolio



Customer Service Requirements

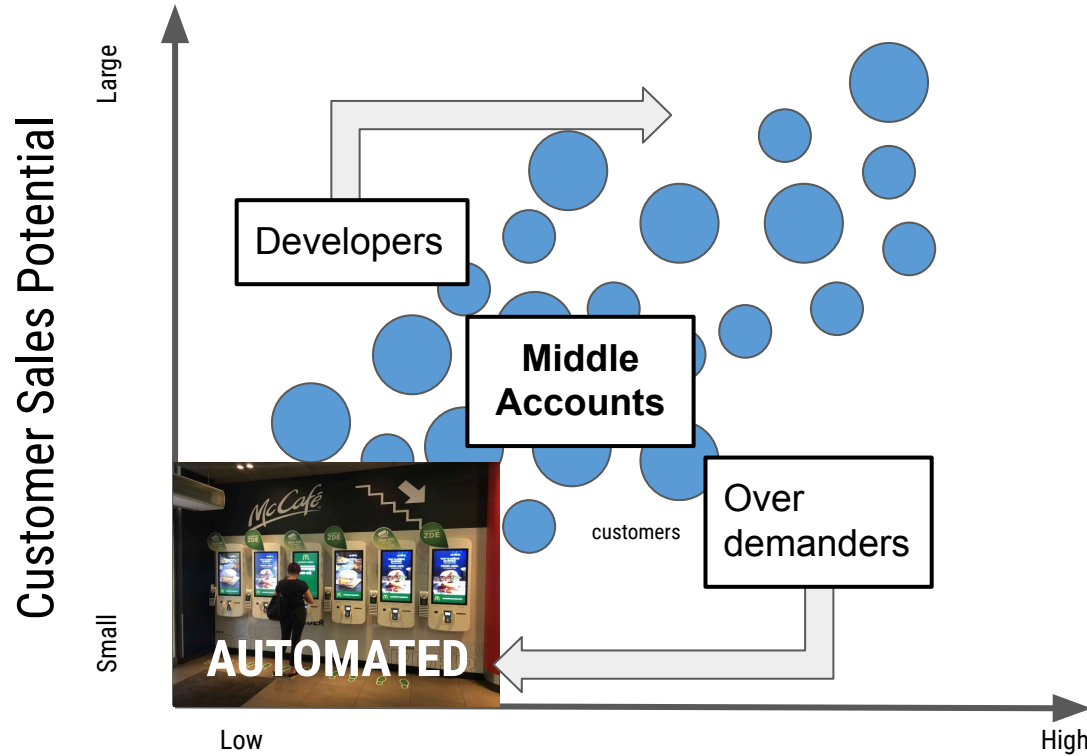
The Customer Portfolio



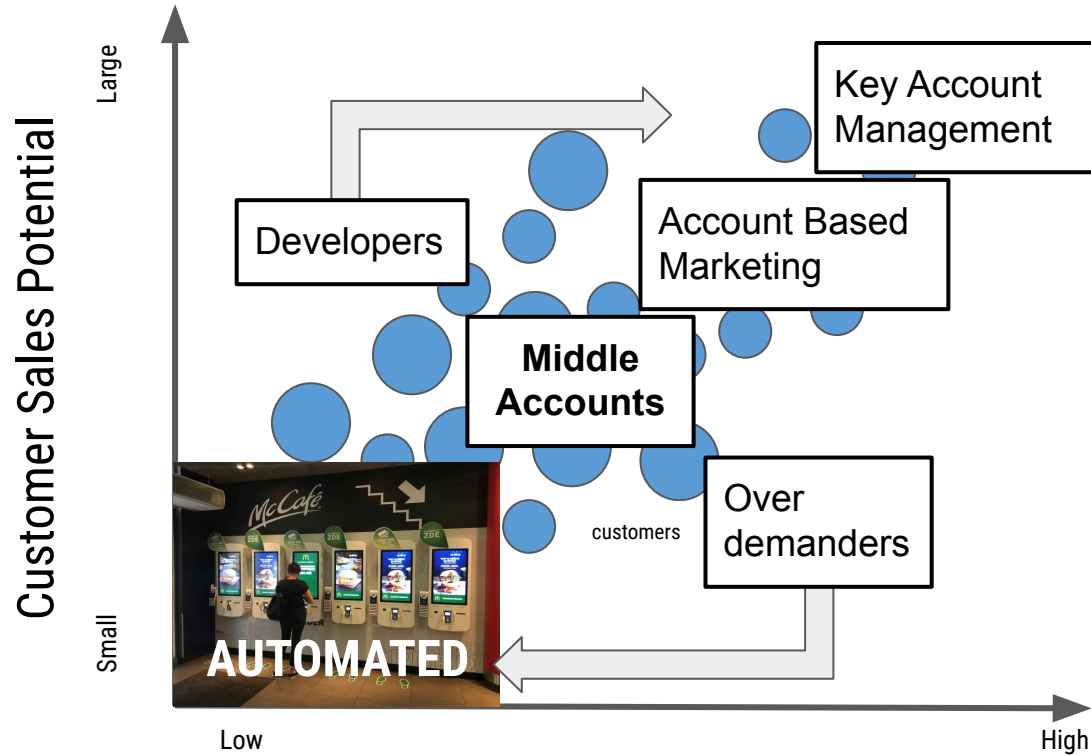
Customer Service Requirements

web: richard-brooks.com | Telegram: @RichBrooks | Twitter: @RichardMBrooks

The Customer Portfolio

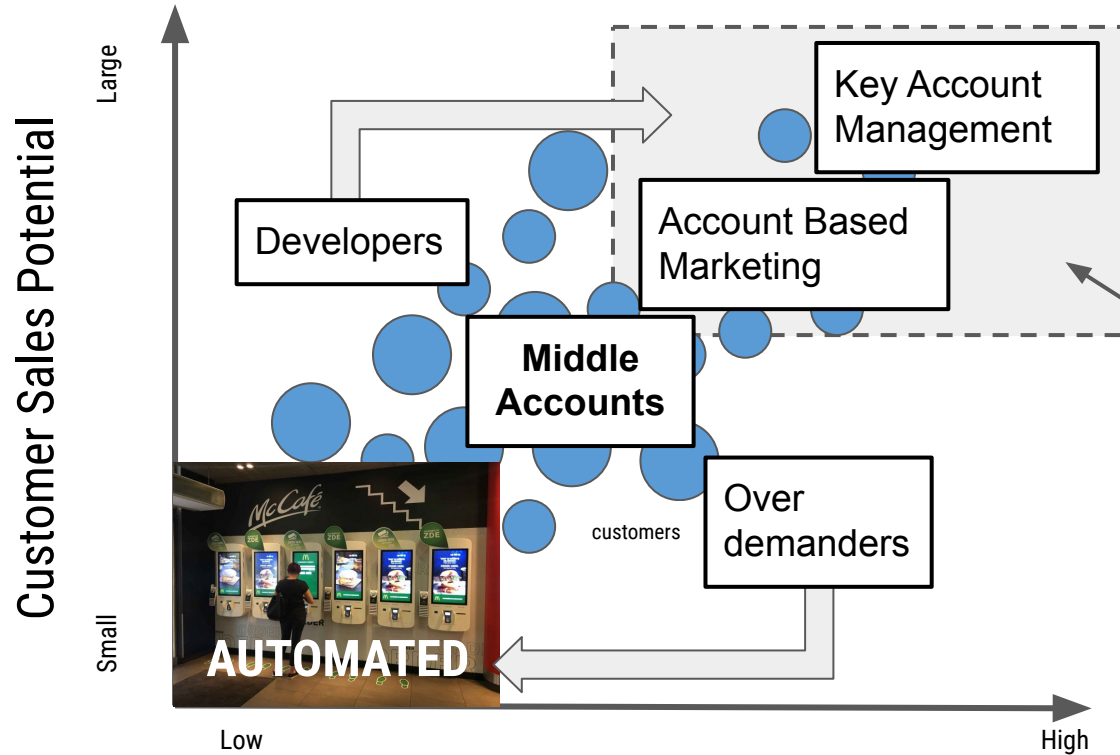


The Customer Portfolio



Customer Service Requirements

The Customer Portfolio



Will your existing people and processes perform in this area?

Customer Service Requirements

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Sales Training

I know you hate sales (and more so sales people) - I do too.

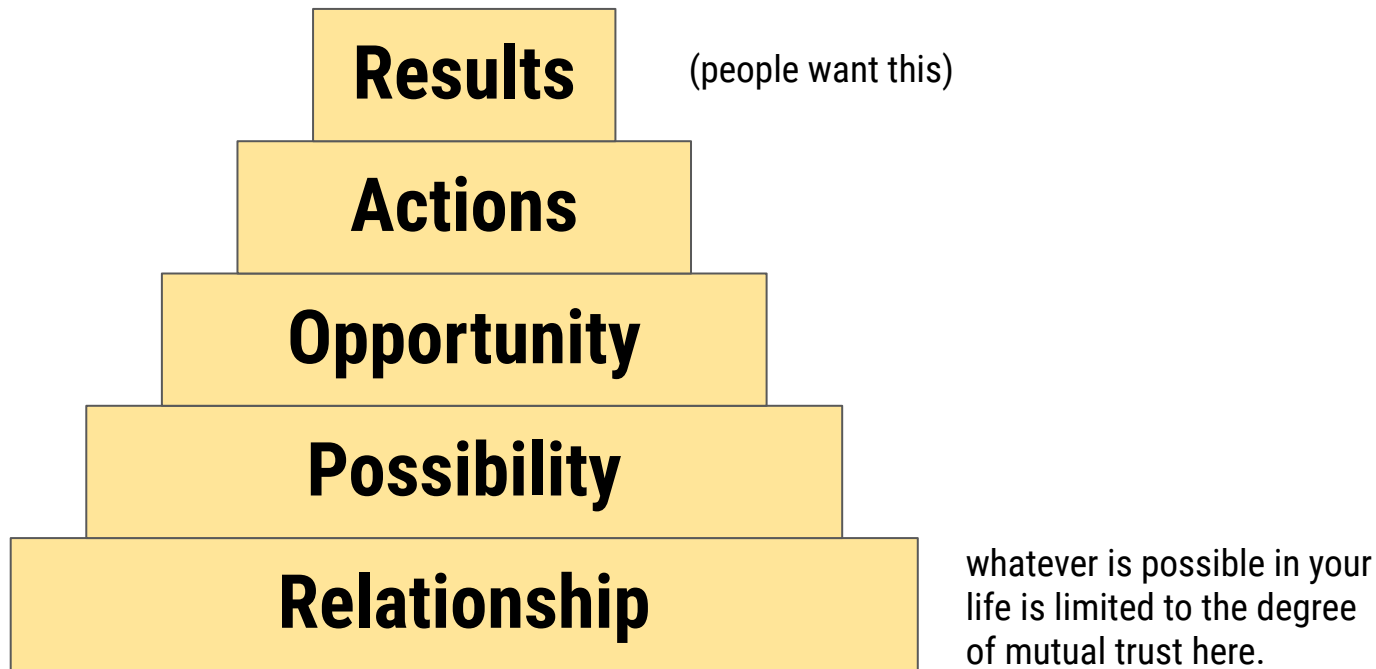
My central premise is this.

No one cares about what you're selling, they care about what they can achieve when they use it. To understand this, you need to understand the customer and the customer's business. The people best placed to do this are the teams closest to the customer - this is often the PM teams. Lots of sales people are being replaced with automation.



"People like sincerity. Learn how to fake that and you've got it made."

The secret to life



Buying has Changed

90% of decision makers say they never respond to cold outreach.

**Harvard
Business
Review**

75% of B2B buyers expect to use social media in future purchases.

**Social Media
B2B**

5.4 people now have to formally sign off on each purchase.

**CEB survey
2015**

buyers are, at a minimum, 57 % of the way through the buying process before they contact a potential supplier

CEB

29% of B2B customers are fully engaged.
(SO 71% are indifferent !!!)

Gallup

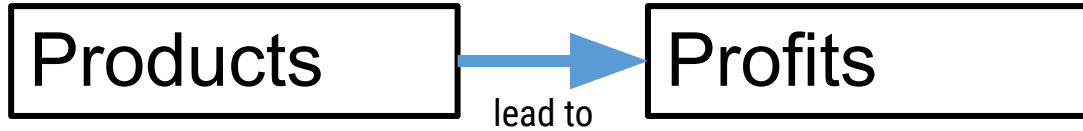
**this much of the sales process now happens
outside of your organisation**



57%

**The challenge is how to
influence the buyer when they
are this far through the process.
What do you invest in?**

Organised people will think that...



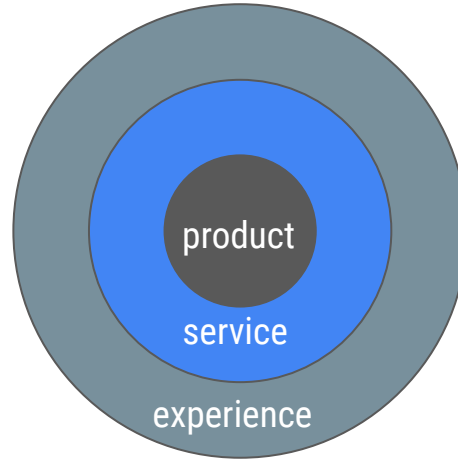
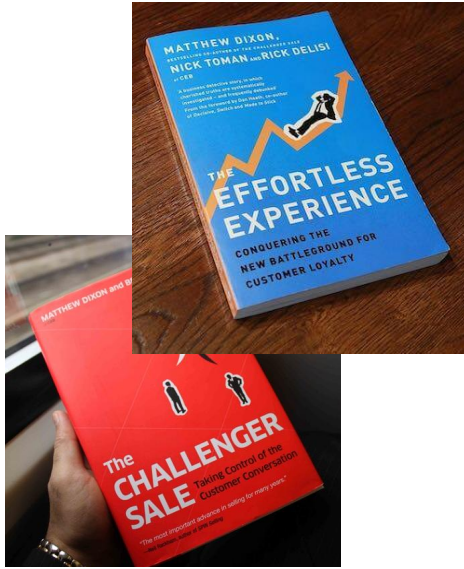
But...

**Profits come from
Customers**

Service chain theory, more info:
<https://hbr.org/2008/07/putting-the-service-profit-chain-to-work>

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Sales has to Change



Most things you do can be copied. Emotional engagement is harder to copy/move.

As we move away from commodities where do we truly compete? What value-in-use do each one of these have for your customers?

July 1925 E.K. Strong The Psychology of Selling

Download link:

<https://catalog.hathitrust.org/Record/000475708>

PSYCHOLOGY OF SELLING AND ADVERTISING

CHAPTER I

THE TWO POINTS OF VIEW

There is a real need for salesmanship in the world today. Even though everyone should know exactly what he wanted, he would not know just where or how to obtain it. The salesman's function is to make him realize his wants and to show him how to find satisfaction.

It sounds easy. But it is not so simple as it sounds.

There are, of course, many reasons, connected with the product itself, why a given product does not sell. It may be as out of date as a mustache cup, as limited in appeal as a pet rattlesnake, as disappointing as a cheap cigar, once tried and ever after not wanted. The chief concern here is not with such cases. It is taken as a premise that our salesman is dealing in a reputable, authentic commodity which is designed to serve some useful end or increase the sum total of human happiness.

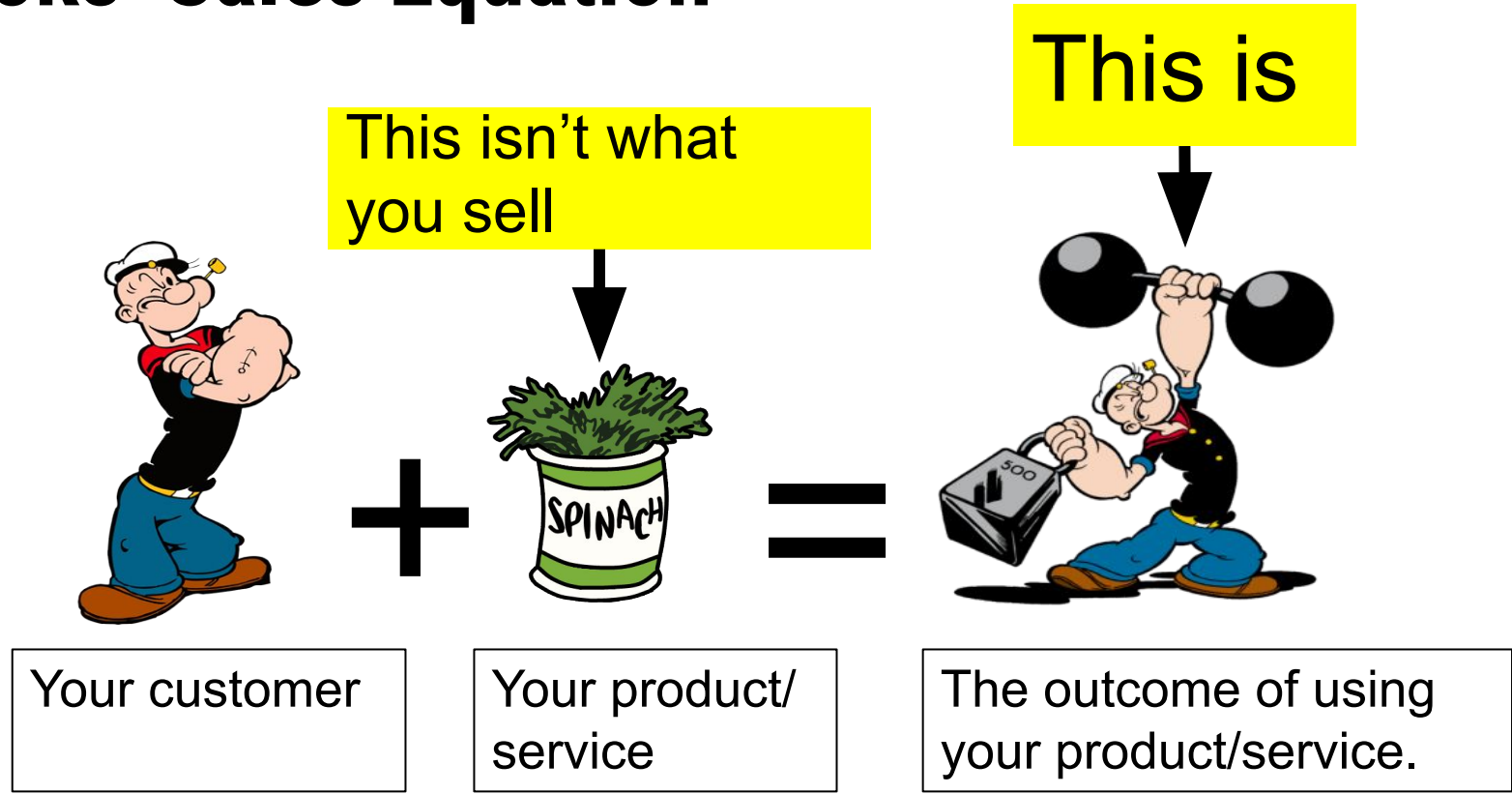
But many a worth-while article does not sell as it should. Obviously, then, the trouble is with the salesman. He is not reaching all his real prospects. Or if he reaches them, he is not interesting them. Or, if he interests, he is not holding them. Why?

One of the chief causes of such inefficiency is illustrated in the following story told by Lambert:¹

A salesman had covered three states in the South for a year and a half and was not making the progress that the sales manager expected. The product was something new in ice boxes and rather costly. It embraced several patented features, among which was a home process for manufacturing the ice.

¹ LAMBERT, S. C., "When the Salesman Samples His Own Line," *Printers' Ink*, Jan. 19, 1922.

Brooks' Sales Equation

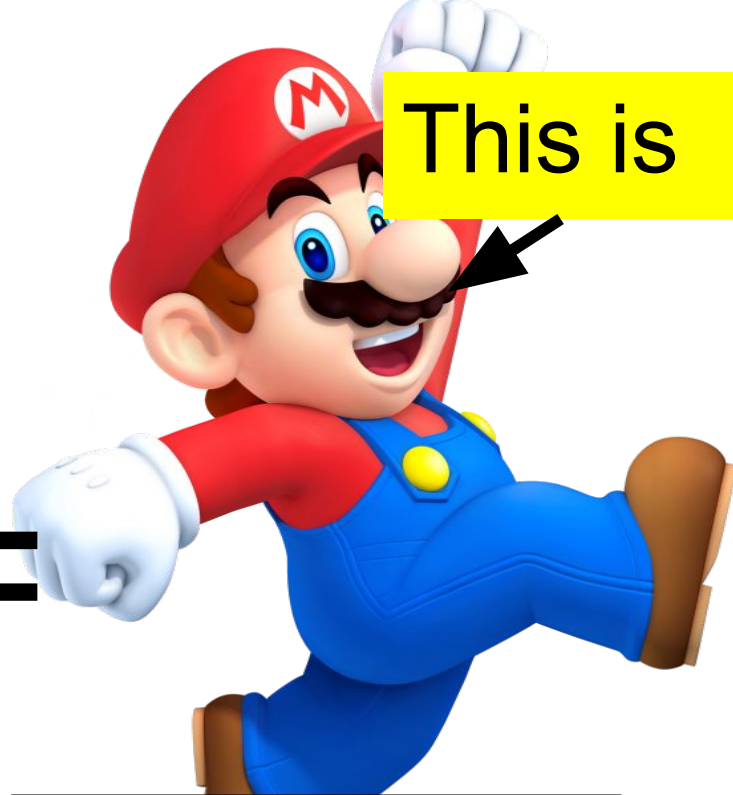




+



=



This isn't what
you sell

This is

Your customer

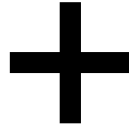
Your product/
service

The outcome of using
your product/service.

Brooks' Sales Equation - applied



Facebook



World class
Loc services.



2 billion users
worldwide = \$\$\$\$\$\$



Global Growth

Linguistics

Her career

Cambridge Analytic

Stock price

**User engagement
(\$256/user)**



Key questions to ask your sales team

- What does the customer want to achieve?
- How can we help them make it happen?
- What will they pay for the privilege? (how much value will this create?)

Writing Winning Proposals

1 Describe what the customer really wants to achieve (sell products in X market - not translate XXXX words). Talk to them, understand what it is they're doing. Gets bought on price (or transaction is automated) if you don't.

2 Give the customer choices on how you're going to achieve this. Agree with them beforehand how they like to be communicated to (lists or wordy).

3 Put a price to each choice.

IF YOU MUST talk about yourself/your company put it at the end of the document (unless specifically asked not to).

It's easier to sell to someone you've bought from before.



see Ansoff Matrix

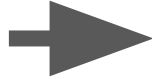
https://en.wikipedia.org/wiki/Ansoff_Matrix

Up Selling

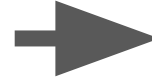
"do you want
to go large?"



\$200



\$500



\$1500

Cross Selling

"do you want
fries with
that?"



\$1500



How does that apply to your LSP?

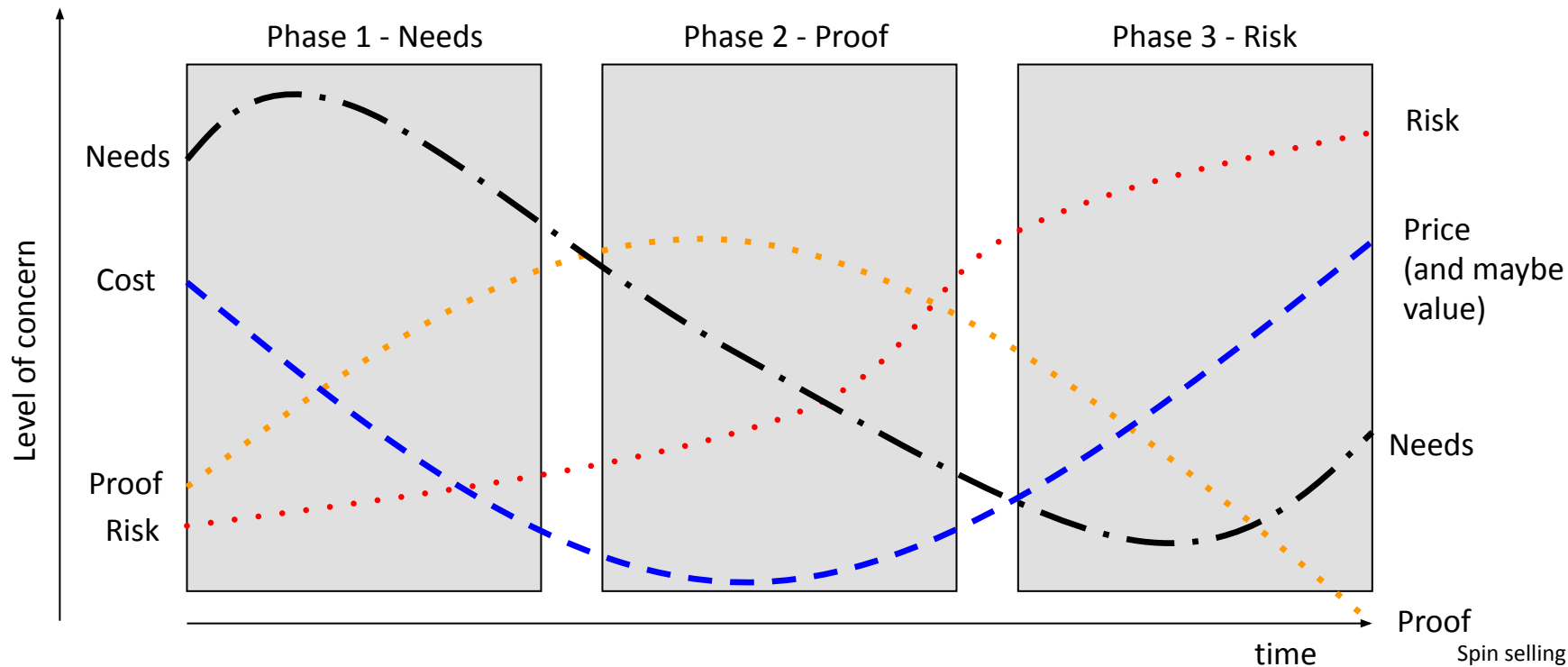
Maximise share of wallet...

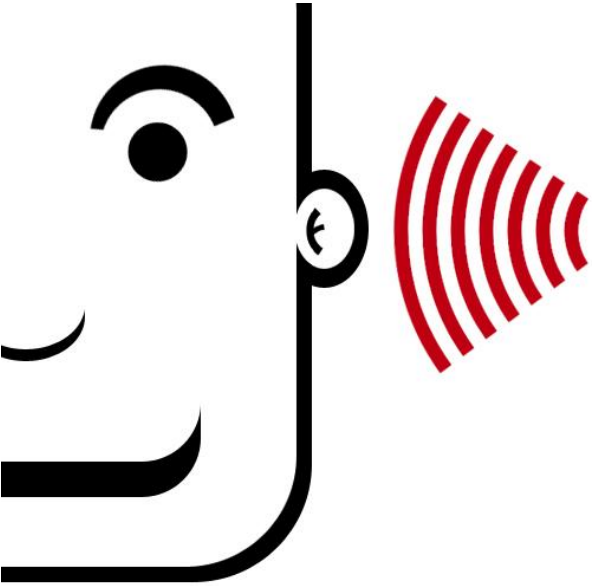
- what you sell them
- what they buy from your competitor
- what they do themselves
- what they should do but don't



There are different sales/marketing strategies for each one of these.

Buyers Needs Change Over Time





**Go to your
customers and
give them a
really good
listening to.**



**“If I’d asked people
what they wanted,
they would have said
faster horses.”
- Henry Ford**

Your customers might not
know what they want

The Account Management Toolbox



**Account
Development
Plan**

P	E	S	T	E	L
Political	Economic	Social	Technological	Environmental	Legal
<ul style="list-style-type: none"> Government policy Political stability or instability overseas Foreign trade policy Tax policy Labor laws Terrorism and military considerations Environmental laws Funding grants and initiatives Trade restrictions Fiscal policy 	<ul style="list-style-type: none"> Economic Growth Interest Rates Exchange rates Inflation Disposable income of consumers Disposable 	<ul style="list-style-type: none"> Population growth Age distribution Health consciousness Career attitudes Customer buying trends Cultural trends Demographics 	<ul style="list-style-type: none"> Producing goods and services Emerging technologies Technological maturity Distributing goods and services Target Market 	<ul style="list-style-type: none"> The decline of raw materials Pollution and green house gas emissions Promoting positive business ethics and sustainability Reduction of their foot print. and mental on physical location (and accessibility) 	<ul style="list-style-type: none"> Health & Safety Equal Opportunities Advertising Standards Consumer Rights and laws Product Labeling Product Safety Safety Standards Labor Laws Future Legislation Competitive Legislation
PEST or STEP or PESTEL...			Potential Return on Investment (ROI)		

Use these tools from the customer's point of view.

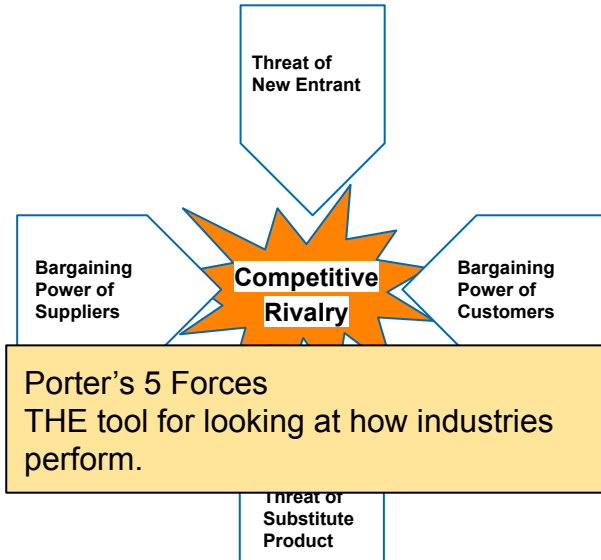


Value Chain Analysis.
Examine business activities and find competitive opportunities



SWOT analysis is a **Stupid Waste of Time** but a 9 Box SWOT is very useful.

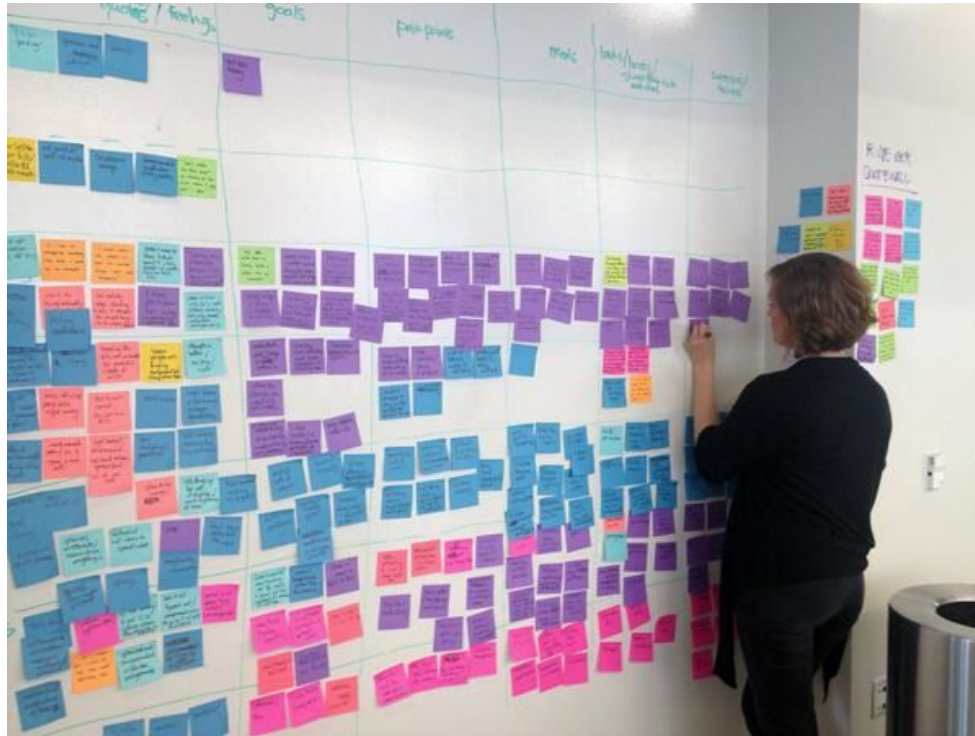
OBJECTIVES	Strengths	Weaknesses
Opportunities	Quick Wins	Invest
Threats	Diffuse	Defend



Financial Analysis/Ratios

- Quick ratio/acid test, Working Capital
- Return on Assets, RO CE, ROE, Profitability
- Debtor days, Creditor days
- Debt to equity, Interest coverage

Ask your accountant to prepare these.



**Nothing works
better than
postit notes and
whiteboards**

**Bonus points
for doing this
with your
customer**

Sell on value not price but...



WTF is value...

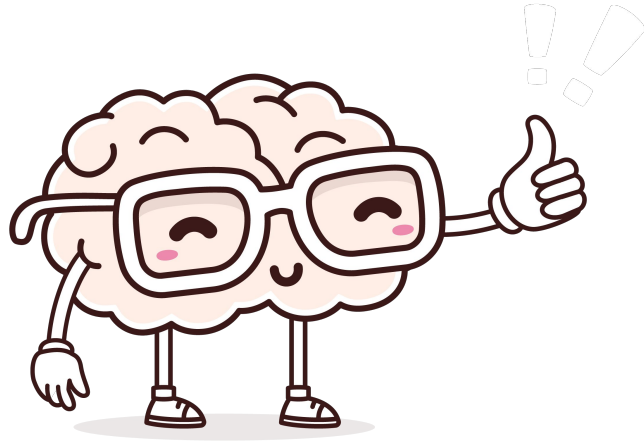
Value is contextual

(and defined by the customer)



**A horse, a horse!
My kingdom for a
horse!**

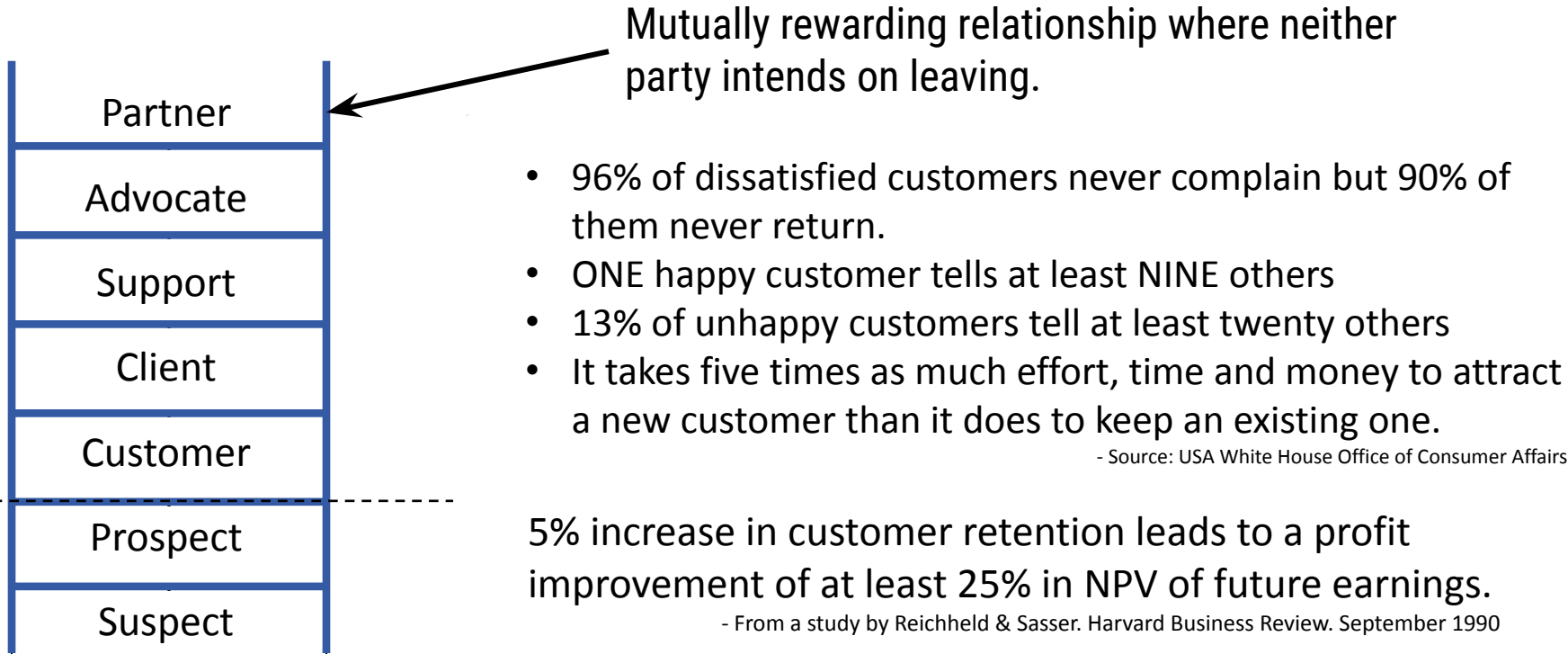
Richard III by William Shakespeare:
Act 5. Scene IV



Above all use your brain
and a huge dollop of
common sense.

The Ladder of Loyalty

Moving your key accounts up the ladder



B2B

1. Extent of personal contact
2. Flexibility
3. Implicit understanding of customer needs
4. Pro-activity in eliciting customer's objectives
5. Pro-activity in checking everything is ok
6. Promise fulfilment
7. Knowledge

Source: Lemke, Clarke & Wilson (2011)
Journal of the Academy of Marketing Science

B2C

1. Helpfulness
2. Value for time
3. Customer recognition
4. Promise fulfilment
5. Problem solving
6. Personalisation
7. Competence
8. Accessibility

**People who will buy from you
again value this (so measure it!)**

What do customers value?

Top Line. Trends/Competitors/Cultures.

Bottom Line. Cutting Costs/Improving Yields.

Business Reputation & Continuity.

Perception/Safety/Social Media.

Strategy, Organisational & Other Advisory.

Legal/Compliance/Governance.

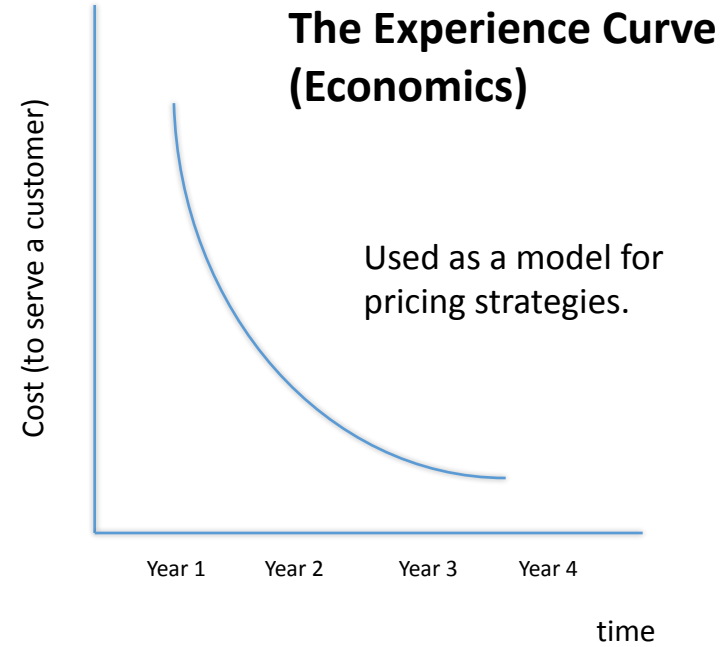
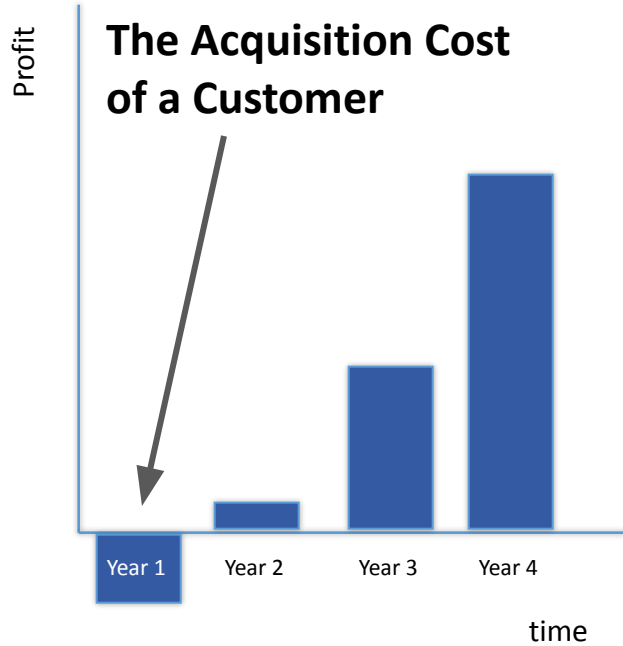
The Customer's Customer. Customer dependant.



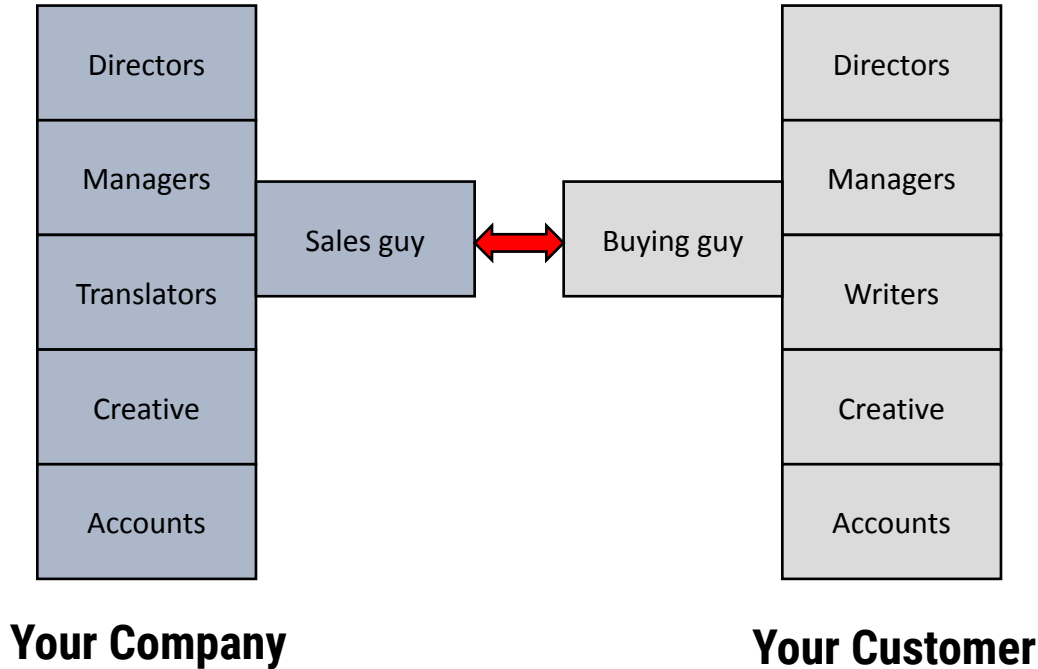
Adapted from. Infinite Value, Mark Davies

Cost of Customer Service

The cost to serve your customers decreases over time



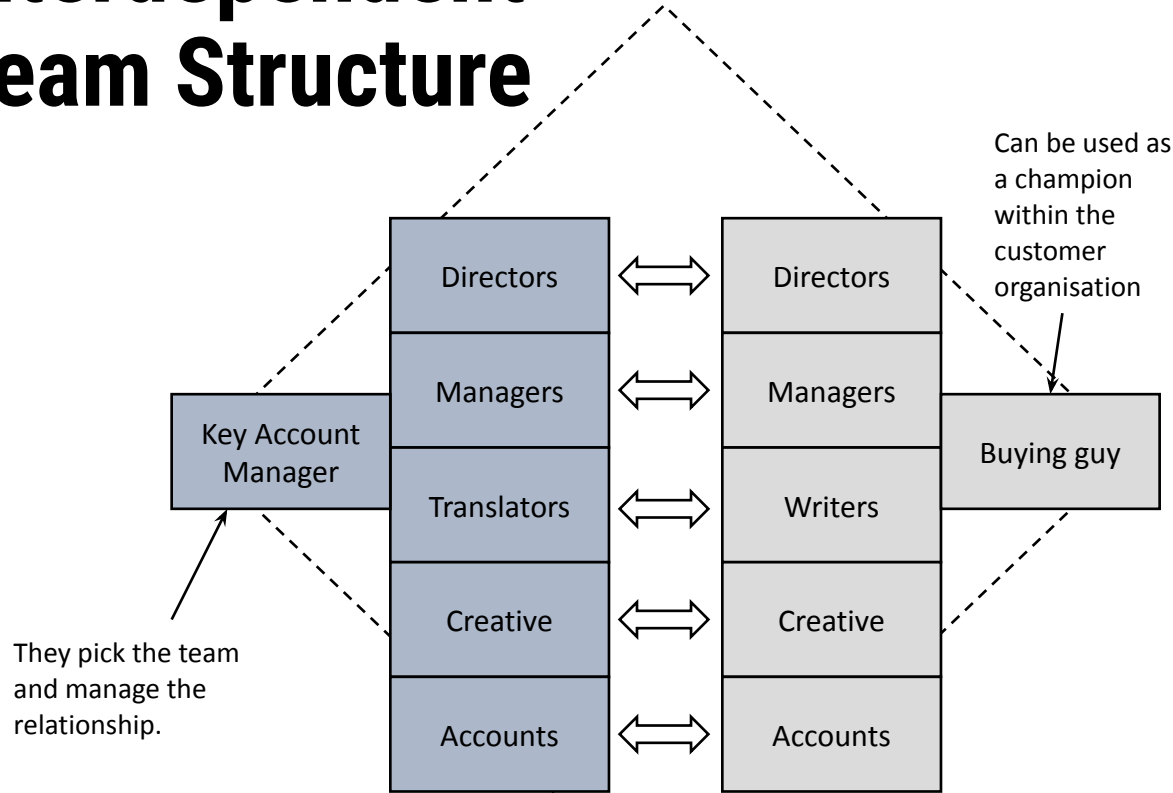
Traditional(?) Team Structure



Traditional relationship.
Means that the sales guy is incredibly valuable (they like this) and will get head hunted by the bigger companies to work for them (they like this as well).

Lose the sales guy lose the client.

Interdependent Team Structure



A stronger relationship.

If the sales guy goes... you're more likely to keep the client.

This relationship can then develop... R&D teams can merge, teams on customer site, joint board meetings, joint strategy development and social events.

Customer Research

If the company is listed (on the stock market) by law they have to publish financial and strategic information.

Some examples are here:

<https://www.bloomberg.com/markets>

<https://www.google.co.uk/finance>

<https://www.kitco.com/>

<https://www.sec.gov/edgar.shtml>

<https://finance.yahoo.com/>



Social Media

Taken with a **HUGE** pinch of salt almost all companies have their own social media teams. Worth looking thru LinkedIn (and other social media) for too.



hundreds
of tools
can help...
but \$\$\$\$\$

DESIGNED BY
Nicolas De Kouchkovsky

SalesTech Landscape

POWERED BY
VB | Profiles

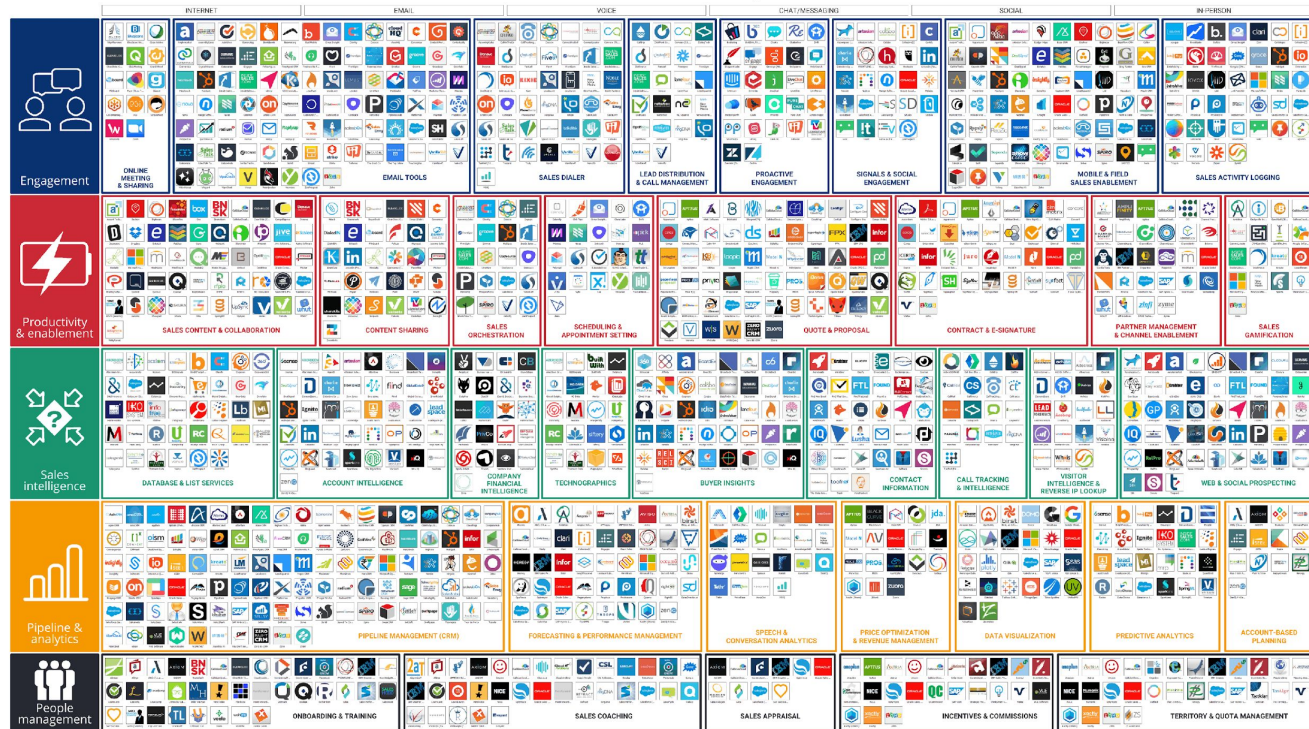


FIGURE 1

CC BY Nicolas De Kouchkovsky, May 2018

and if we had unlimited resources...

Sales Technology Blueprint

Interaction	Email		Voice	Chat/messaging		Internet	Social		In-person	Roles
Engagement	Online Meeting & Sharing	Email Tools	Sales Dialer	Lead Distribution & Call Mgt	Proactive Engagement	Signals & Social Engagement	Mobile & Field Sales Enablement	Sales Activity Logging	Sales Representatives	
Productivity & Enablement	Sales Content & Collaboration	Content Sharing & Consumption Tracking	Multichannel Sales Orchestration	Scheduling & Appointment Setting	Quote & Proposal	Contract & e-signature	Partner Mgt & Channel Enablement	Gamification		
Sales Intelligence	Database & List Services	Account Intelligence	Company Financial Intelligence	Technographic Data	Buyer insights	Contact Information	Call Tracking & Intelligence	Visitor Intelligence & Reverse IP lookup	Web & Social Prospecting Tools	Sales Operations
Pipeline & Analytics	Lead & Opportunity Management	Forecasting & Performance Management	Speech & Conversation Analytics	Price Optimization & Revenue Mgt	Data Visualization	Predictive Analytics	Account-Based Planning			
People	Onboarding & Training		Sales Coaching		Sales Appraisal		Incentives & Commissions		Territory & Quota Management	Sales Manager

Ed 5.01

CC: BY: Nicolas De Kouchkovsky, May 2018

Use the blueprint to build a global view of your applications.

Identify the functions that are foundational. Try to streamline these elements to simplify your reps' workflow and your pipeline instrumentation.

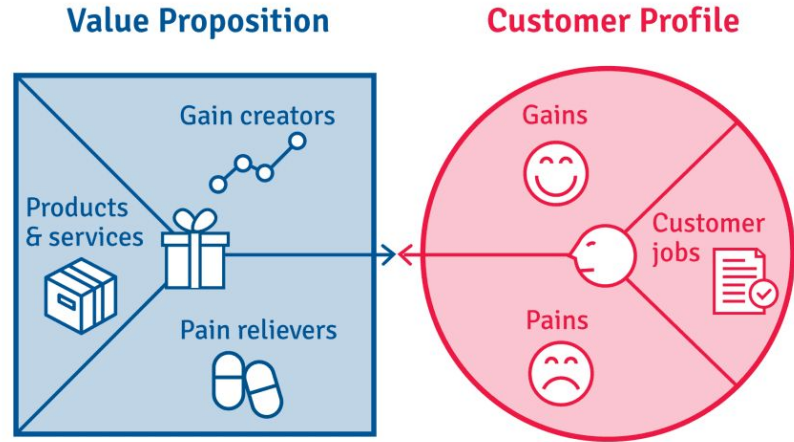
Explore innovations and additions based on your sales process. Harness technology to either address remaining gaps or find new ways to optimize critical steps.

more information is here:

<https://www.experfy.com/blog/consumer-tech/the-2018-sales-technology-landscape-your-go-to-sales-tech-guide/>

The Value Proposition

The articulation of the value a business provides to its customers.





UBER

The world's largest taxi firm owns no vehicles

NETFLIX

Fastest growing TV company lays no cables



Most popular media provider creates no content

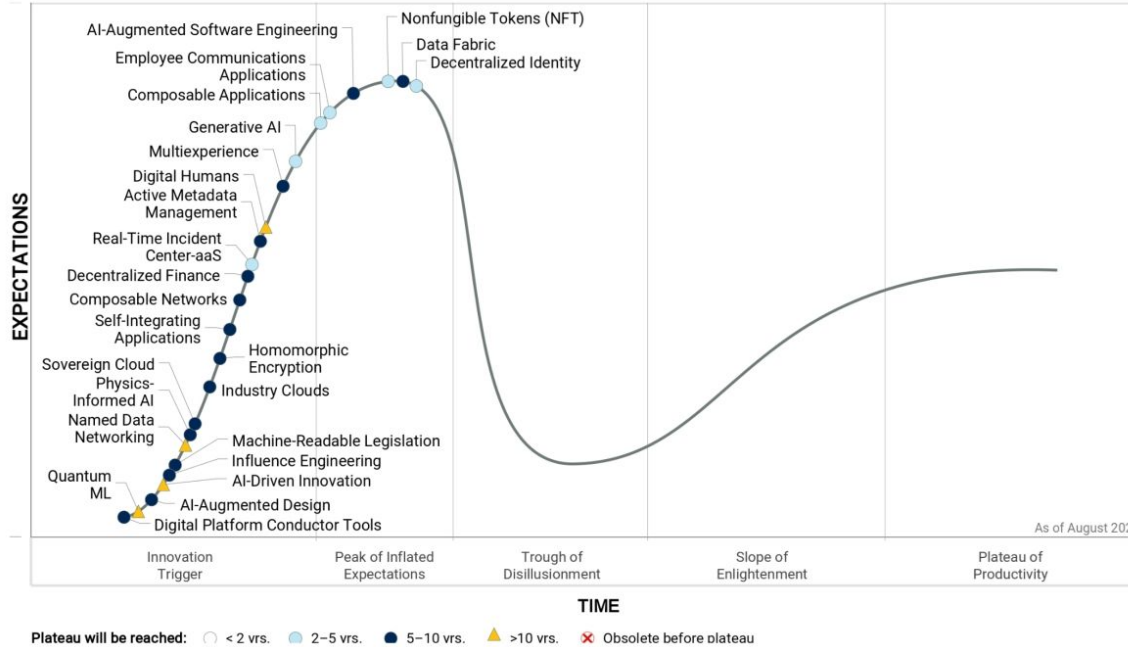


The world's largest retailer has no inventory



The world's largest accommodation provider owns no property

Hype Cycle for Emerging Technologies, 2021



Source: Gartner (August 2021)

747576

<https://www.gartner.com/en/newsroom/press-releases/2021-10-18-gartner-identifies-the-top-strategic-technology-trends-for-2022>

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What do you hire a milkshake to do?

"if you understand the job... understanding how to improve the product/service becomes obvious"

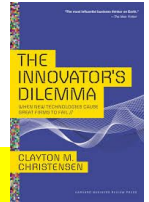
Q: Why do customers buy milkshakes from fast food restaurants?

Question was framed around what do you hire this product to do?

2 groups

Commuters. BIG shake, fits in the cup holder.

Parents. A milkshake is an easy yes.



watch this >>>

<https://youtu.be/sfGtw2C95Ms>

How much is your brand worth?

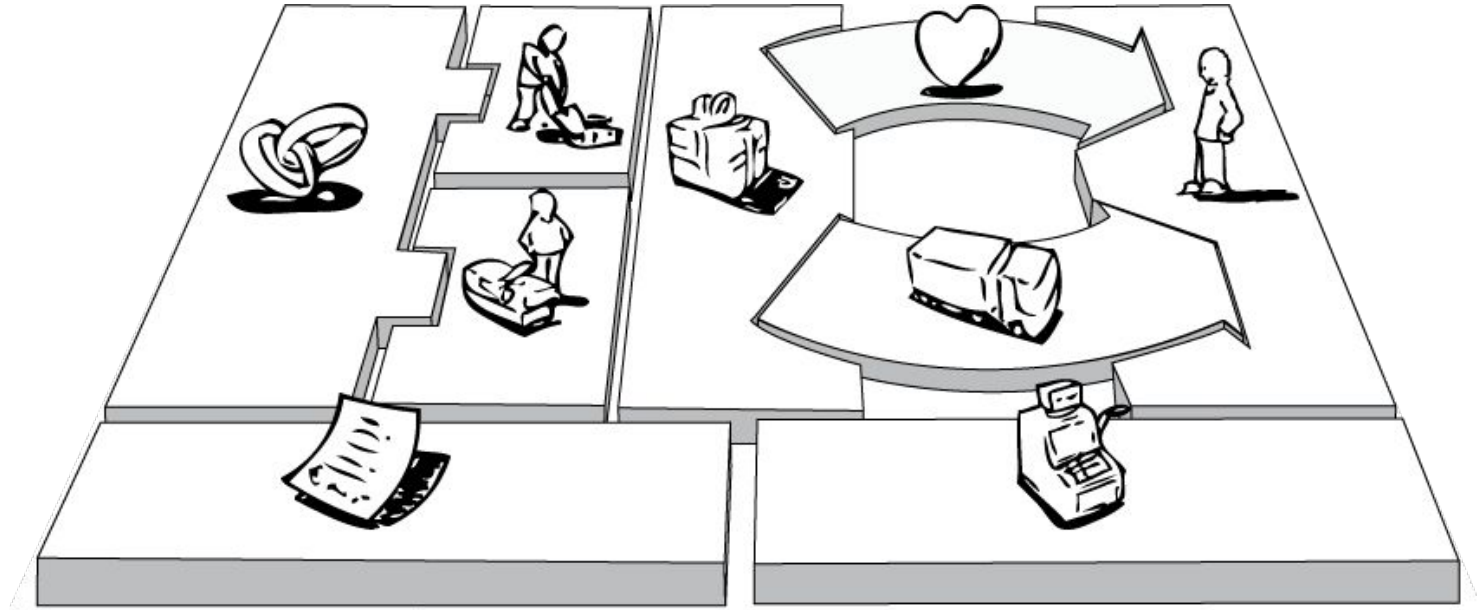


\$1.25



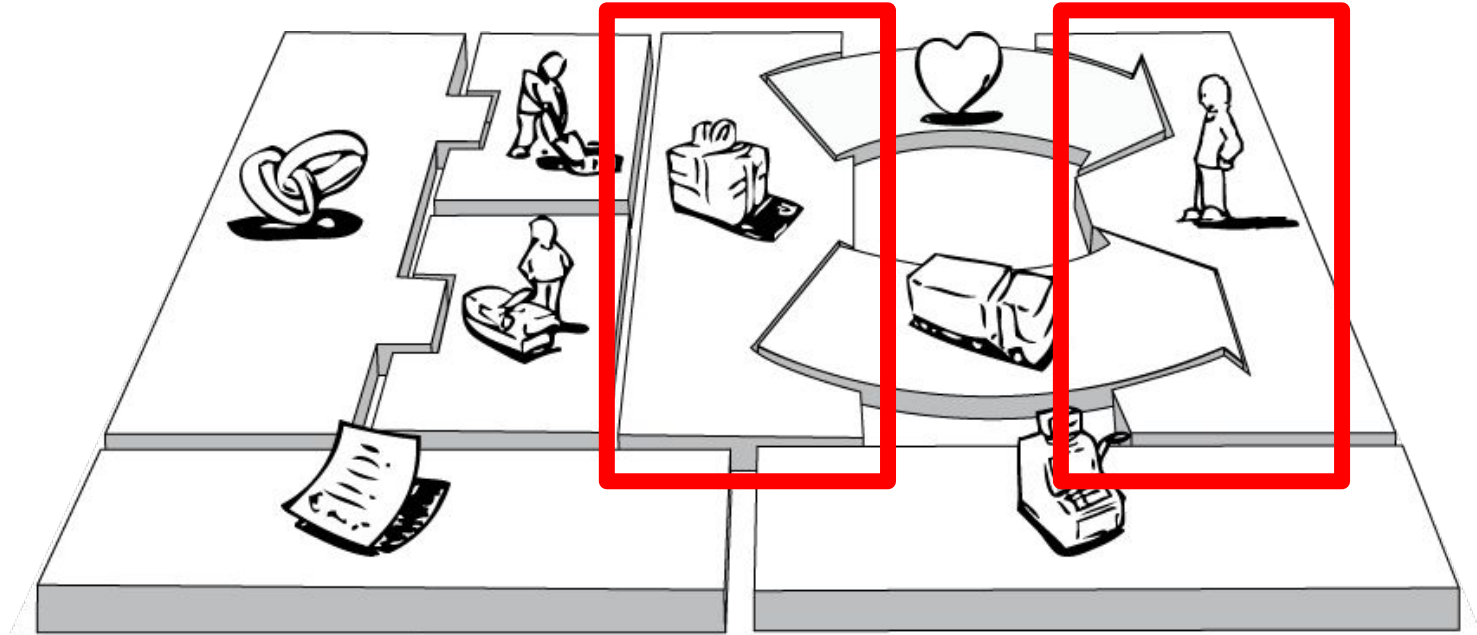
\$3.25

Business Model Canvas



<https://www.strategyzer.com/canvas/business-model-canvas>

Taking the Value Proposition and the Customer



The Customer

Customer's Jobs to be done

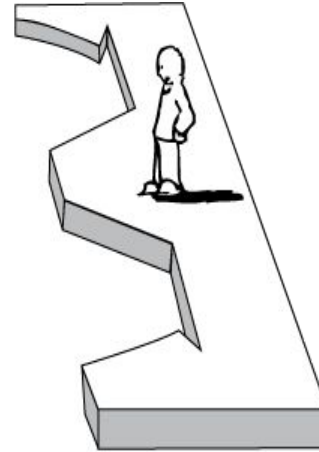
An important issue they are trying to solve in their life/work. Problems they are trying to solve or needs they are trying to satisfy. Jobs can be functional, emotional or social in intent.

Customer's Pains

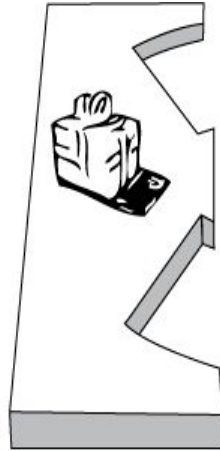
What are they trying to avoid?
What risks are there?

Customer's Gains

What do they gain from this?
Positive emotions ? Cost savings?



The Value Proposition



Products and/or Services

The products/services your value proposition is built around.

Pain Relievers

Outlining how you are going to elevate customer pains.

Gain Creators

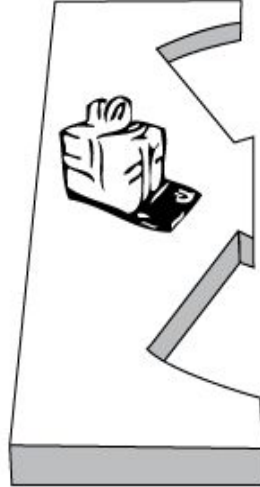
Describe the positive outcomes and benefits your products and services create for your customers.

Products and/or Services

The products/services your value proposition is built around.

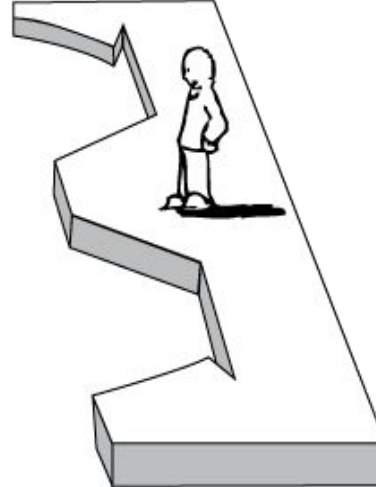
Gain Creators

Describe the positive outcomes and benefits your products and services create for your customers.



Customer's Gains

What do they gain from this?
Positive emotions ? Cost savings?



Customer's Jobs to be done

An important issue they are trying to solve in their life/work.
Problems they are trying to solve or needs they are trying to satisfy.
Jobs can be functional, emotional or social in intent.

Pain Relievers

Outlining how you are going to elevate customer pains.

Customer's Pains

What are they trying to avoid?
What risks are there?

to sum up

- client development is complicated
- sales (like everything else) is being automated
- sales is a process, project management is an art
- in this deck I've included A LOT of stuff... revisit it in a few weeks.
- PMs might be better suited to the new analytical world of sales than 'sales people'
- value is defined by the customer
- customers do not care about your company (they care about their own)
- the world is changing all the time there are lots of opportunities for dynamic people
- knowledge of the localisation process AND the ability to manage clients are VERY attractive skills to potential employers

Further Reading

Here's a list of the books I mentioned during the day and a few others to add to your reading list.

Corporate Strategy

Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter

Blue Ocean Strategy by W. Chan Kim and Renée A. Mauborgne

Start With Why by Simon Sinek

Business Model Generation by Alexander Osterwalder and Yves Pigneur

Management

The Practice of Management by Peter Drucker

Managing by Henry Mintzberg

The Innovator's Dilemma by Clayton M. Christensen

ReWork: Change the Way You Work Forever by Jason Fried

The 7 Habits of Highly Effective People by Stephen R. Covey

Who Moved My Cheese by Spencer Johnson

Sales/Marketing/Account Management

Implementing Key Account Management by Javier Marcos, Mark Davies et al

The Challenger Sale by Matthew Dixon and Brent Adamson

Purple Cow by Seth Godin

The Effortless Experience by Matthew Dixon , Nicholas Toman, et al

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