THE WAY TO SELL

POWERED BY

SALES NAVIGATOR Miller Heiman Group™

*INTRO*duction

“Selling to people who work in sales is a bit like selling magic to a magician.”

We want to help you spend more time performing and building relationships with your audience and customers. Yet you can easily see through illusions and complex “smoke and mirrors” type distractions.

That’s why LinkedIn and Miller Heiman Group created this ebook based entirely on our research and experience. This means there’s a lot of substance and absolutely no bluffing or gimmicky tricks within these pages.

The current state of sales is in disruption. There are ballooning buyer expectations, more people involved in the buying process and fundamental shifts in workforces and technology. Selling as a profession is evolving, and we need to bring more science to the art of selling.

The Way To Sell, powered by Miller Heiman Group and Sales Navigator explores how to use repeatable, scalable and proven sales methodology with a modern selling tool. Follow these steps, and you’ll soon be spending more time adding sparkle and value to your sales relationships.

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start

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UNLESS YOU'VE BEEN LIVING UNDER A ROCK FOR THE PAST COUPLE OF YEARS

you'll know that there are more people involved in the buying decision

THAN EVER BEFORE

In fact, **CSO Insights** revealed there are now 6.4 decision makers involved in an average B2B sales cycle. Yet many of us are still relying on one or two people inside a company to close the deal. This is an increasingly risky strategy as the sizes of your deals grow.

Ideally, you want to establish connections with all the key Buying Influences in the buying team. LinkedIn's own sales teams have found that the more right people you're connected with in the decision process, the higher your chances of success.

This is true for both new customer acquisitions as well as renewals. If you only have one lead and this person leaves the organisation, you may have to start the entire sale process from the beginning.

01

WHO'S INVOLVED IN THE BUYING CIRCLE?

No matter how many people are involved in a buying decision and no matter what official functions they play in their organisation, the same four buying roles are present in every complex sale.

Miller Heiman Group's four buying influencer terms
(TBI, UBI, EBI, C) listed on the NEXT PAGES will be familiar to those sales professionals with prior experience in Strategic Selling® (and Blue Sheets).

It's more useful to focus on roles rather than comfort level, past contacts or job titles because any given player in an account can shift roles quickly and unpredictably, even though their title and official function on the buying team remain the same.

If you can identify who's playing which role in your deal, you'll be able to tailor your proposal early on and increase the odds of winning the deal.

01

one

TECHNICAL BUYING INFLUENCE (TBI)

BY MILLER HEIMAN GROUP

ROLE

To act as Gatekeepers

- Screen proposals
- Judge measurable, quantifiable aspects of your proposal
- Can't give final approval
- Can say no based on specs or technicalities

Asks:

"Does this meet the buying criteria/specifications?"

FO-CUS:

Matching specifications to their area of expertise

EXAMPLE JOB TITLES

Job titles can vary widely. They are people who are deeply focused on the details of your solution. Procurement managers and IT specialists fall into this category.

NUMBER

1 person to a committee

ROLE

- To identify a need for your product/service by their company
- To judge whether your product/service will perform as the business needs it to

EXAMPLE JOB TITLES

For Miller Heiman Group and Sales Navigator, our UBIs are front-line Sales Reps, Sales Managers and LinkedIn.

NUMBER

There are often many UBIs as they are the end user – the people who will live and breathe your solution.

Asks:

"How will this product work for me in my job or department?"

FOCUS:

The job to be done

BY MILLER HEIMAN GROUP

USER BUYING INFLUENCE (UBI)

two

three

ECONOMIC BUYING INFLUENCE (EBI)

BY MILLER HEIMAN GROUP

ROLE

To give final approval to buy

NUMBER

In any situation, there is one EBI, but there may be a set of people involved such as a team, board or buying committee.

EXAMPLE JOB TITLES:

For Miller Heiman Group and Sales Navigator, our EBIs are Head of Sales, Chief Sales Officer, GM of Sales, President/VP of Sales, CFO or Sales Director.

Asks:

"What return on investment can I expect on this purchase?" "How will this impact our organisation?"

FOCUS

Bottom line and impact on organisation

four

COACH (C)

BY MILLER HEIMAN GROUP

ROLE

To act as a guide for the sale; to provide and interpret information about the:

- Validity of your sales proposal
- Buying influences you need to uncover/work with to increase the probability of closing the sale
- Elements of your strategic analysis

FO-CUS:

Your success with this proposal

Asks:

"How can we ensure this deal closes?"

NUMBER

As a seller, you need to develop at least one Coach.

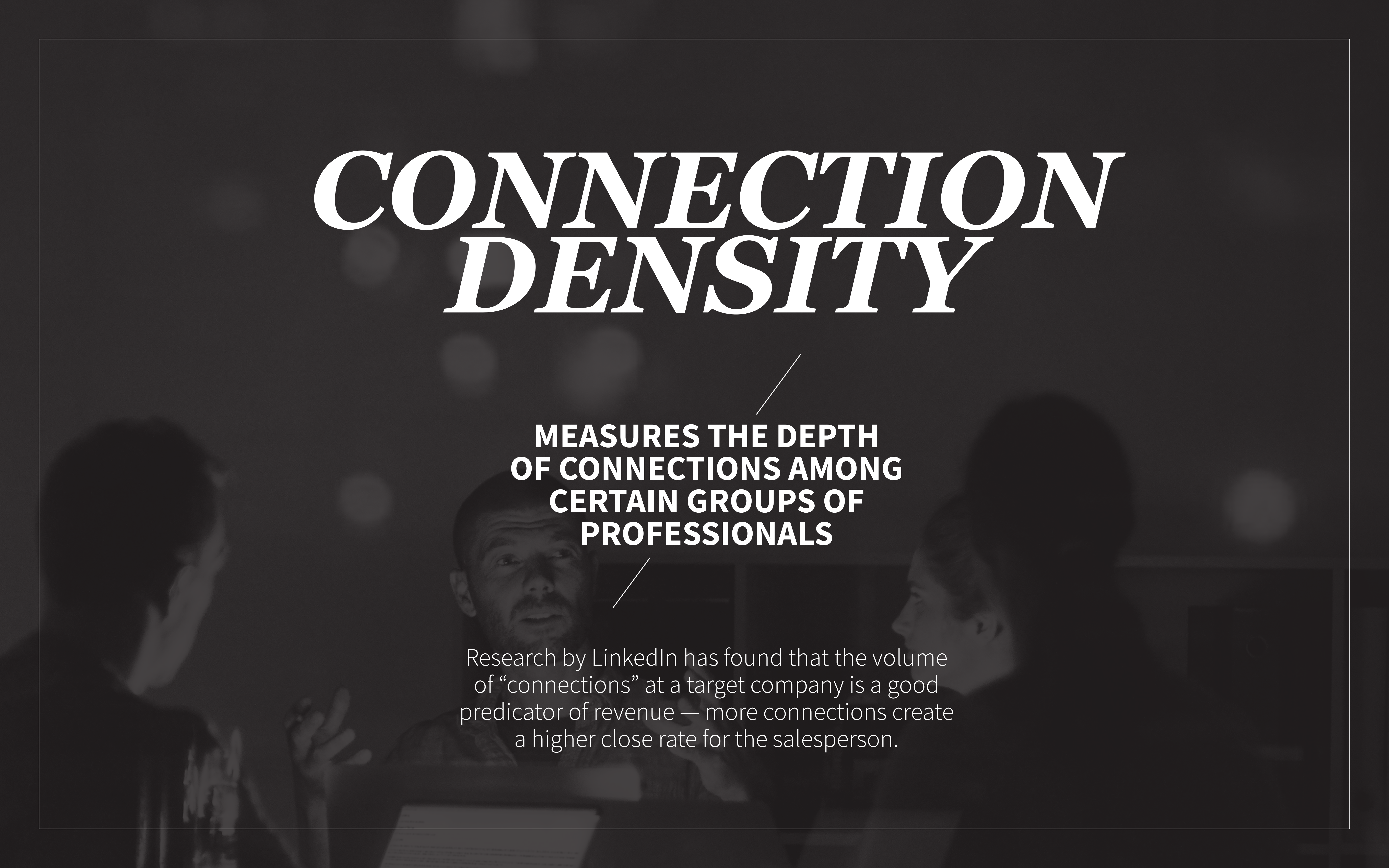
EXAMPLE JOB TITLES:

Who's playing Luigi to Mario? Robin to Batman? Or Mini-me to Dr. Evil? Any "sidekick" (good or bad) is a great example of a Coach, as long as the person:

1) Believes you to be credible and offering a good business solution

2) Has credibility with the Buying Influences

3) Wants your solution



CONNECTION DENSITY

MEASURES THE DEPTH OF CONNECTIONS AMONG CERTAIN GROUPS OF PROFESSIONALS

Research by LinkedIn has found that the volume of “connections” at a target company is a good predicator of revenue — more connections create a higher close rate for the salesperson.

02

HOW TO FIND THE BUYING INFLUENCES?

The easiest way to find out who influences the buying decision is to ask your connections directly. The trouble is they don't always know who else is part of the process, and if they do, they can be reluctant to offer introductions. Sometimes your relationship hasn't progressed to a stage where either of you will feel comfortable having that conversation. And, you don't want to risk giving the impression that the person isn't worth your time by asking about others at the company.

You could use more traditional approaches like company directories, trade publications or word of mouth to find other influencers. But these options have diminishing returns.

Perhaps you are already using your normal LinkedIn membership to try to find out who else works at the company. But what if you want to find out if you're already connected to someone at the organisation? Or more importantly, what if you're missing out on a referral through someone on your own team?

OPTIMISE YOUR APPROACH

Take advantage of the Advanced Search features on Sales Navigator. There are two filters that can help you find key Buying Influences.

01 PROFILE FILTERS

allow you to find people by seniority, geography, function and more.

02 ROLE AND TENURE FILTERS

(unique to Sales Navigator) allow you to search for people by seniority level, years in current position, years at current company and years of experience.

OTHER FILTERS

If Sales Navigator is synced with your Customer Relationship Management (CRM), then you can also find other CRM contacts from that company.

If you've already saved a company (or contacts from that company) in Sales Navigator, you can look for Lead Recommendations. These are automatically-generated recommendations based on preferences and leads you've saved in the past. You can also see similar decision makers and influencers at the same company when you view a profile and receive new leads via email or desktop or mobile notifications.

Once you've identified all the possible Buying Influences, you can then connect or save them as leads in Sales Navigator to ensure you stay up-to-date with their news.

THE DIFFERENCE BETWEEN

YOUR LINKEDIN ACCOUNT AND SALES NAVIGATOR

			FREE LINKEDIN	SALES NAVIGATOR*
TARGET the right buyers and companies	Find the right people faster and more easily	People Filters	✓	✓
		Lead Builder/Advanced Search	-	✓
	Qualify new people at your account	Lead Recommendations	-	✓
		CRM Sync	-	✓
UNDER-STAND what buyers value	Stay up-to-date with contacts and accounts	Saved Accounts & Account page view		✓
	Research prospects wherever you work	CRM Widgets & CRM Write-Back Sales Navigator Application Platform (SNAP)	-	✓
ENGAGE buyers with personalized outreach	Reach your prospects directly with the right context	PointDrive presentations	-	✓ 10 (unlimited in Enterprise)
	Engage with prospects and customers through your network	TeamLink	-	✓ (Team & Enterprise)

*Sales Navigator has more than 20 other features that will streamline and empower your sales process.

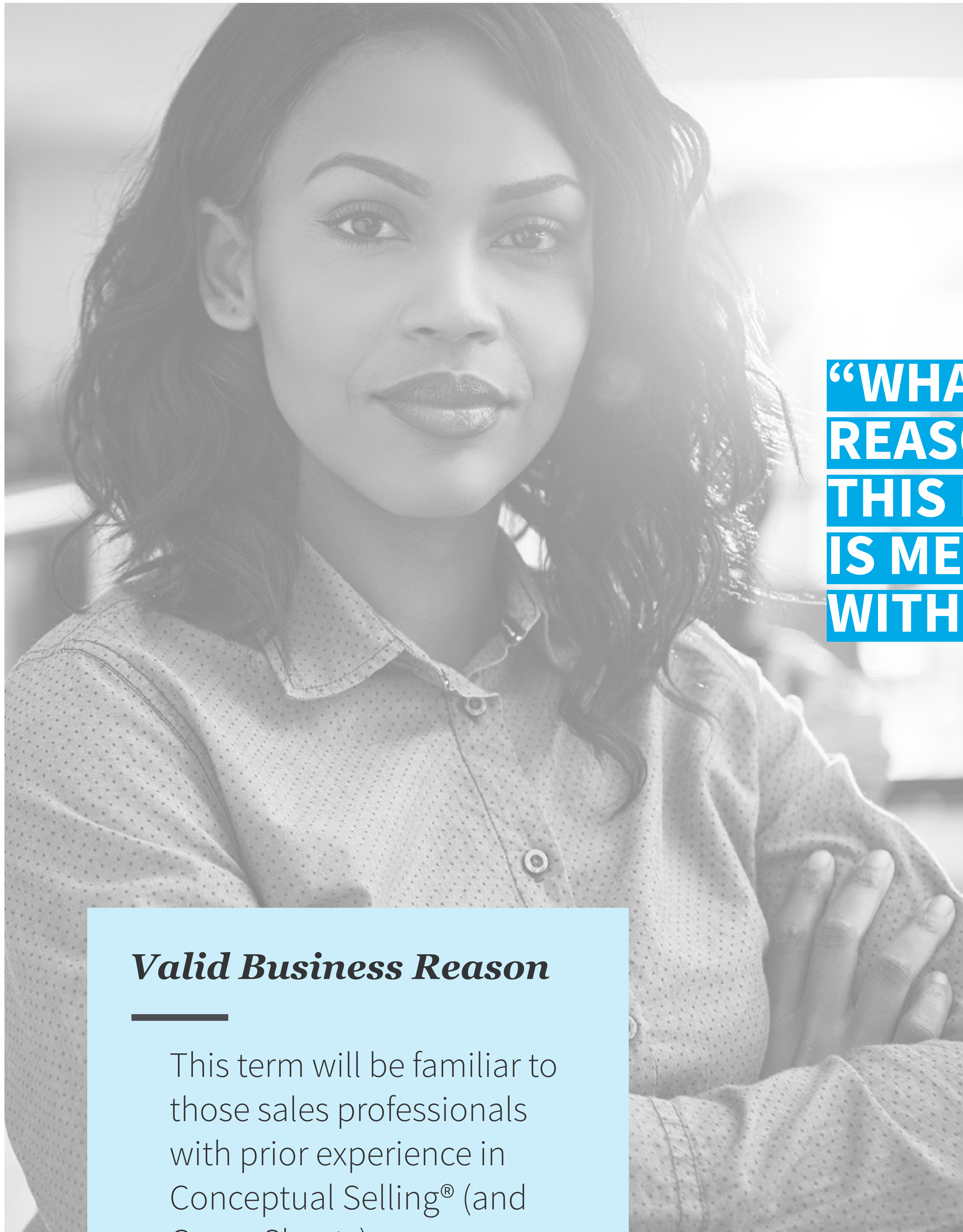
"HI! I'M THOMAS AND I'M CALLING YOU TODAY WITH AN EXCLUSIVE, FIRST-OF-ITS-KIND, EXTRA SPECIAL OFFER..."

WHAT TO DO BEFORE YOU REACH OUT?

No one enjoys making a cold call! And the truth is, most of the time there is a better way to start the conversation. Nearly 15 years of extensive research across geographies and industries has shown that sellers who adhere to a specific sales process are more likely to be successful.[2]

[2] Sellers who consistently use a sales methodology have a 24% higher win rate than those who don't, CSO Insights, The Research Division of Miller Heiman Group.

03



BEFORE YOU WALK INTO A SALES CALL OR MEETING, YOU MUST ASK YOURSELF:

"WHAT IS THE REASON THAT THIS PERSON IS MEETING WITH ME?"

This isn't *your* reason; it's your customer's reason for agreeing to see you. It may sound obvious yet most sellers don't ask this simple question. Instead of giving their customers sound business reasons for spending time with them, sellers focus on their own comfort areas, the product pitch or nonproductive social calls and lunch dates. Thus, the sales process falters or stalls.

According to Miller Heiman Group, a Valid Business Reason (VBR) is something that gives your potential buyer a reason to spend their valuable time with you. It is important to think about your meeting from the customer's perspective.

A VBR accomplishes two major goals:

1) It gives the potential customer information he needs in order to understand exactly who you are and why you want to meet.

2) It establishes a common foundation, so that when you do meet you can concentrate on understanding the customer's Win-Result Concept.

Valid Business Reason

This term will be familiar to those sales professionals with prior experience in Conceptual Selling® (and Green Sheets).

TO UNCOVER A VBR, YOU MUST FIRST UNDERSTAND THE **WIN-RESULT CONCEPT**

According to Miller Heiman Group, a **Win** is the fulfillment of your buyer's own personal goals. Wins are always subjective, and they are different for every buyer. Samples of Wins are:

INCREASE PERSONAL PRODUCTIVITY

PUT IN A QUALITY PERFORMANCE

BE AN INSTRUMENT OF CHANGE

Be seen as a leader

REMAIN IN POWER

Increase responsibility and authority

BE MORE FLEXIBLE

CONTRIBUTE TO THE ORGANISATION

Be viewed as a problem solver

Increase self-esteem

GAIN RECOG-NITION

INCREASE SKILL DEVELOPMENT

A **Result** is the measurable impact that a product or service has on your customer's business, according to Miller Heiman Group. Results are objective, and they tell you what is important to each buying influence.

IF YOU CAN IDENTIFY POSSIBLE PERSONAL WINS AND BUSINESS RESULTS BEFORE YOU REACH OUT...

FIVE QUESTIONS TO ASK ABOUT YOUR VBR BEFORE CONTACTING A CUSTOMER:

01

DOES IT IMPACT THE CUSTOMER'S WIN-RESULT CONCEPT?

Will the customer accept the reason you want to see her as having an impact on her personal goals and business objectives?

02

DOES IT EXPLAIN WHY YOUR CALL SHOULD BE A HIGH PRIORITY FOR THE CUSTOMER?

As a seller, you need to know whether your VBR helps customers with their pain point. The closer your VBR is to their pain point, the more inclined they are to make time for you.

03

DOES IT EXPLAIN WHAT'S IN IT FOR THE CUSTOMER?

Is it obvious how you can help ease the customer's pain point?

04

CAN A CUSTOMER EASILY RELATE TO YOU?

Use natural language that you'd normally use in person. Don't try and sound more academic or formal than you are.

05

IS YOUR MESSAGE CONCISE AND CLEAR ENOUGH TO BE LEFT AS A VOICEMAIL OR WITH AN ASSISTANT?

In good selling, both the buyer and the seller have a responsibility to participate and move the selling process forward. If your VBR is compelling, it allows you to be concise and trigger a response from your customer.

HOW TO FIND A VALID BUSINESS REASON TO START THE CONVERSATION?

If you've used the search tools and saved your leads in Sales Navigator, you'll automatically be notified about your leads' activities, giving you a reminder and sharing information that could arm you with a good reason to reach out.

04

YOU CAN STAY UP-TO-DATE

with the people and companies you're interested in through five types of alerts offered on your Sales Navigator homepage and via email:

01

Lead Updates:

Be one of the first to know when your leads change roles, have a work anniversary or connect with someone in your network.

02

Shares:

Understand what your leads care about by seeing their professional shares on LinkedIn.

03

Company Updates:

Receive key information about your accounts that is posted to their LinkedIn Company Page.

04

In the News:

See when people or companies get mentioned in the news or sourced from sites across the web.

05

Potential Leads:

Identify new potential contacts or decision makers when accounts make new key hires.

By reading through your Sales Navigator news feed you'll be able to quickly identify the topics and issues that matter most to your buyer. Use the Miller Heiman Group VBR criteria to test that you've built a compelling reason for the buyer to respond.

Example VBR:

"We've had a lot of success in helping businesses like yours improve revenue (by up to 20% in some cases) by giving salespeople more time to sell. I'd love to meet you next week to see if we can do the same for you."

WHAT'S THE BEST WAY TO REACH OUT TO A PROSPECT FOR THE FIRST TIME?

05

LETTER

- (+) Outside the box; can be creative and more personal; less likely to be screened
- (−) No tracking; easy to ignore

RATING 3/10

EMAIL

- (+) Can be more professional than other channels; easy to share value with team
- (−) Spam filters; easy to ignore; Gatekeeper may manage inbox; easy to delegate

RATING 4/10

PHONE CALL

- (+) Quick and effective if the salesperson has the right skills
- (−) Inefficient; under 1% response rate; can be seen as pushy; may encounter Gatekeepers

RATING 5/10

SOCIAL MEDIA

- (+) Builds social relationship in advance of sales dialogue; builds professional brand
- (−) Requires time; messaging must be consistent

RATING 7/10

INMAIL

- (+) High positive response rate (13% in APAC); received across all devices; more personalized
- (−) Easy to ignore

RATING 8/10

PERSONAL INTRODUCTION

- (+) 5x more likely to respond; increases credibility; ability to get personal insights based on existing relationships; removes cold outreach; chance that contact will later become a Coach
- (−) Can be turned down

RATING 9/10

HOW SALES NAVIGATOR CAN HELP YOU IDENTIFY AND GET A **PERSONAL INTRODUCTION**

SELLERS WHO REACH OUT TO BUYING INFLUENCES THROUGH MUTUAL CONNECTIONS ARE MORE SUCCESSFUL THAN THOSE WHO REACH OUT COLD.

With Sales Navigator, you can use your sales team's network to uncover the best way to get introduced. The **TeamLink** feature in Sales Navigator makes it possible to tap into the networks of all your sales colleagues, even those you're not directly connected to on LinkedIn. This automatically expands your LinkedIn network and identifies your sales colleagues that can help connect you with prospects and accounts.

YOU SIMPLY

- Search your TeamLink network to find the most promising prospects.
- Tap your newly extended network for introductions and insights.

IDENTIFYING THE CUSTOMER MODES

“PEOPLE BUY WHEN, AND ONLY WHEN, THEY PERCEIVE A DISCREPANCY BETWEEN REALITY AND THEIR DESIRED RESULT.”

Predicting the best time to call or meet a Buying Influence is one of the greatest unknowns in the world of selling. By understanding the Miller Heiman Group’s concept of “The Four Response Modes” of Buying Influences, it can help you gauge the best time and manner to approach.

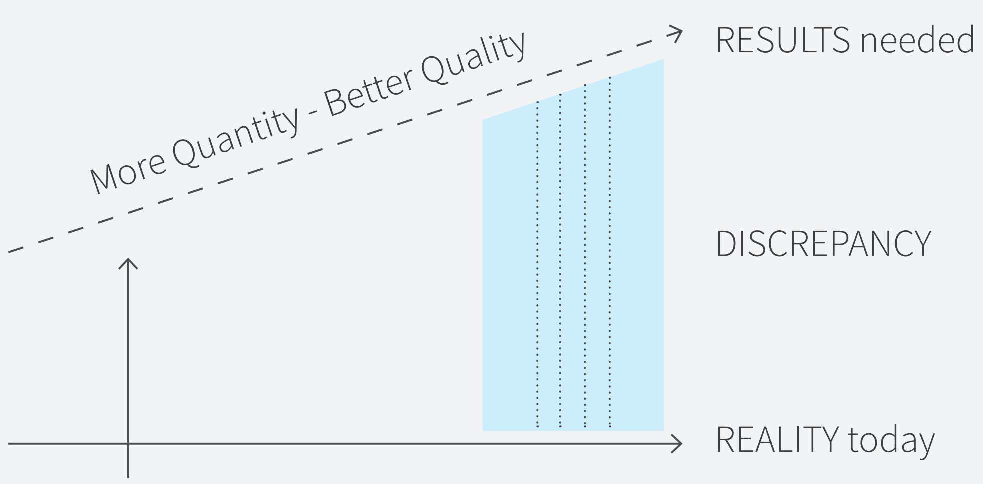
A BUYER IN
GROWTH MODE (G)

is always ready to say yes to somebody's proposal – though not necessarily yours.

INDICATORS:

Buyer recently joined the company, there are lots of job openings in sales roles, company is in the news for spectacular growth

PROBABILITY OF TAKING ACTION IS HIGH



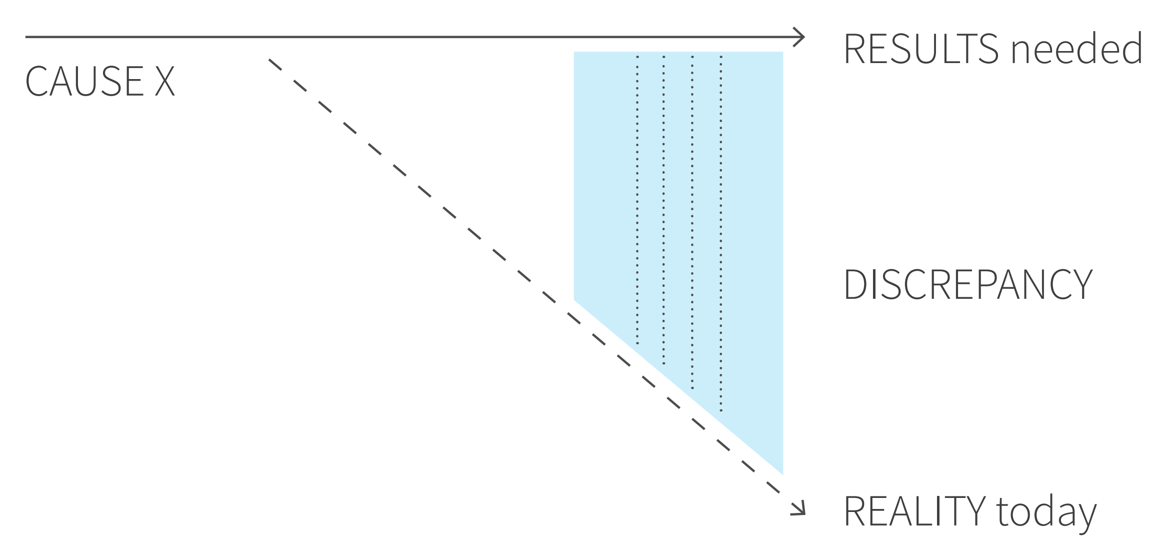
A BUYER IN
TROUBLE MODE (T)

is begging for immediate change as a way of preventing a defeat. The buyer wants to fix whatever is wrong and get back to normal.

INDICATORS:

Negative press, high turnover of staff

PROBABILITY OF TAKING ACTION IS HIGH



DOES YOUR PROPOSAL REDUCE OR ELIMINATE THE DISCREPANCY?

As taken from Miller Heiman Group's Strategic Selling.

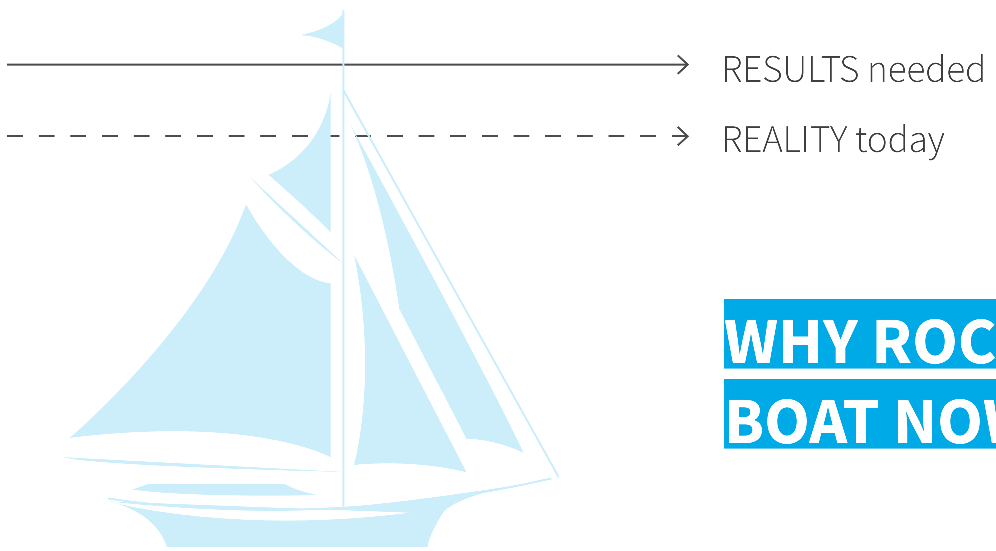
A BUYER IN
EVEN KEEL MODE (EK)

has a "why rock the boat now" mindset, and your chance of making a sale is low.

INDICATORS:

Buyer in role more than a year, the business is currently focused on other areas of growth

PROBABILITY OF TAKING ACTION IS LOW



WHY ROCK THE BOAT NOW?

As taken from Miller Heiman Group's Strategic Selling.

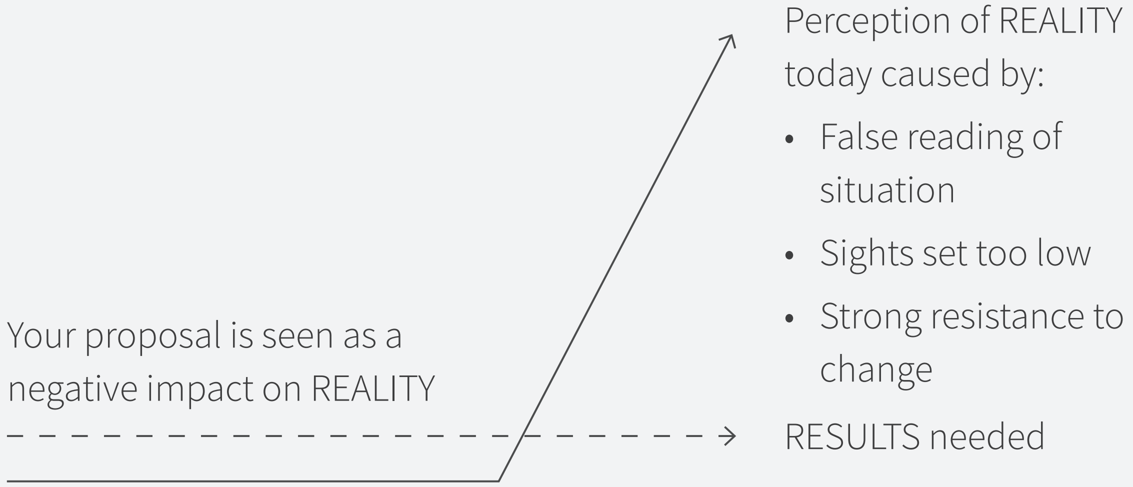
A BUYER IN
OVER CONFIDENT MODE (OC)

is the most difficult of the four Response Modes to sell to.

INDICATORS:

Buyer in role for a couple of years, company is successful, small number of job openings

PROBABILITY OF TAKING ACTION IS NIL



"WHO NEEDS YOUR PROPOSAL? I'VE NEVER HAD IT SO GOOD."

THE MILLER HEIMAN GROUP AND SALES NAVIGATOR PROSPECTING

CHECK-LIST:

HAVE YOU IDENTIFIED ALL THE BUYING INFLUENCES IN YOUR SALES OPPORTUNITY?

Use Sales Navigator's Advanced Search. Try filters like function and years at the company and save them as leads.

DO YOU HAVE A VALID BUSINESS REASON TO MEET?

Use your Sales Navigator feed to stay on top of news about your leads and their businesses.

WHAT'S THE BEST WAY TO REACH OUT?

Use Sales Navigator's TeamLink to see if you have any connections in common.

WHAT BUYING MODE ARE THEY LIKELY TO BE IN?

Use Advanced Search and your Sales Navigator feed to check for job changes, promotions or news that suggest the organization and the individual is in growth or trouble mode.

SUCCESSFUL SELLING: IT IS A MATTER OF PERSPECTIVE

Perspective is a seller bringing a point of view into the sales process. Perspective is data, insights and information that helps buyers see their situation in a new light. Perspective is a case study or alternative solution.

Learn how to add perspective to your Sales >

YOU CAN HAVE A FRIENDLY WALK-THROUGH OF SALES NAVIGATOR BY CLICKING HERE.

Take me to sales navigator >

We promise no magic tricks!