



Sales & Personal Development Training

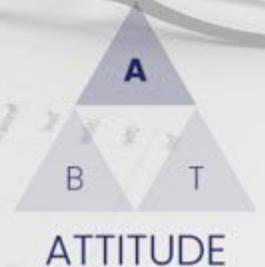
April 16, 2024

Presented by Chris McDonell



52 RULES FOR SALES SUCCESS
SANDLER Rule #4

**People don't argue
with their own data.**



Sample Metrics – Focus on the Financial Side

- **Employee Turnover Rate:** A high turnover rate can indicate issues with employee satisfaction and engagement, which in turn affect productivity.
 - **Labor Utilization Rate:** It measures the proportion of time that employees spend on billable work compared to their total available working hours.
 - **Revenue Per Employee:** the revenue generated by the business divided by the number of employees, giving an average productivity value in terms of revenue contribution.
 - **Labor Cost as a Percentage of Revenue:** The revenue generated by the business divided by the number of employees.
 - **Absenteeism Rate:** Measures the frequency of unscheduled absences from work.
 - **Cycle Time:** The time required to complete a process from start to finish.
 - **Project Completion Rate:** The percentage of projects completed on time, reflecting the productivity of project teams.
- **Customer Acquisition Cost:** How much an organization spends to acquire new customers.
 - **Shrinkage:** The difference between a company's recorded inventory and its actual inventory.
 - **Scrap Value:** The worth of a physical asset's individual components when the asset itself is deemed no longer usable.
 - **Downtime:** A period when a system, device, or application is unavailable or idle.
 - **Yield:** How much income an investment generates, separate from the principal.
 - **Throughput:** The amount of a product or service that a company can produce and deliver to a client within a specified period of time.
 - **Rework:** The correction of a product that does not initially meet an entity's minimum quality standards.

Maintenance Metrics for Manufacturing

February 28, 2024



Anonymous

What are the metric a maintenance manager at a manufacturing plant uses to assess performance. Give me 5 in a table



ChatGPT

A maintenance manager at a manufacturing plant might use a variety of metrics to assess performance. These metrics can help in ensuring the reliability and efficiency of the manufacturing process. Here are five key metrics:

Metric	Description
Overall Equipment Effectiveness (OEE)	Measures the efficiency and effectiveness of a manufacturing process, considering availability, performance, and quality.
Downtime	Tracks the total time that production equipment is not operational due to maintenance issues, helping to identify areas for improvement.
Maintenance Costs	Evaluates the total cost of maintenance activities, including labor, materials, and overhead, to ensure budget efficiency.
Mean Time to Repair (MTTR)	Calculates the average time it takes to repair a piece of equipment after a failure, indicating the efficiency of the maintenance team.
Mean Time Between Failures (MTBF)	Measures the average time between equipment failures, assessing the reliability of the machinery and effectiveness of preventive maintenance strategies.

These metrics provide a comprehensive overview of the maintenance function's performance, highlighting areas of success and opportunities for improvement.

Key Metrics

Key Metrics – Facilities Manager

You
what are the metrics that a facilities manager uses to measure the effectiveness of their energy provider? Give me 5 in a table

ChatGPT
To evaluate the effectiveness of their energy provider, a facilities manager might focus on several key metrics that offer insights into cost efficiency, reliability, sustainability, and overall service quality. Here are five crucial metrics commonly used:

Metric	Description
1. Cost Effectiveness	Measures the financial efficiency of energy usage, often evaluated through cost per kilowatt-hour (kWh) or by comparing total energy costs against similar facilities or benchmarks.
2. Energy Reliability	Assesses the consistency and dependability of energy supply, including the frequency and duration of outages, to ensure continuous operation of facility operations.
3. Energy Efficiency	Evaluates how effectively the energy is utilized within the facility, often measured by the energy intensity metric (energy use per square foot) or by improvements in energy savings.
4. Renewable Energy Usage	Quantifies the proportion of energy consumed that comes from renewable sources, reflecting the facility's commitment to sustainability and potential for cost savings over time.
5. Customer Service and Support	Considers the quality of service provided by the energy supplier, including response times to inquiries, resolution of issues, and the availability of advisory services.

These metrics provide a comprehensive view of an energy provider's performance from a facilities management perspective, covering cost, reliability, efficiency, sustainability, and service quality aspects.

You
Provide 5 more metrics in a table

ChatGPT
To further evaluate the effectiveness of an energy provider from a facilities management perspective, here are five additional metrics that can be crucial:

Metric	Description
6. Peak Demand Charges	Assesses charges incurred during peak usage times, which can significantly affect overall energy costs. It's crucial for planning energy use and for strategies to reduce peak load charges.
7. Billing and Invoice Accuracy	Evaluates the reliability and accuracy of billing processes, including the frequency of errors in invoices and the efficiency of their resolution, which impacts financial planning and trust.
8. Energy Price Stability	Measures the variability in energy prices over time, helping facilities plan for future costs and assess the risk of price volatility, which is crucial for long-term budgeting and contracts.
9. Carbon Footprint Reduction	Quantifies efforts and achievements in reducing greenhouse gas emissions associated with energy consumption, reflecting the facility's environmental impact and sustainability goals.
10. Regulatory Compliance	Assesses the energy provider's adherence to local, state, and federal regulations, including environmental standards and safety regulations, ensuring that the facility remains in legal compliance.

Incorporating these metrics allows facilities managers to have a holistic view of their energy provider's performance, focusing not just on cost and efficiency but also on sustainability, regulatory compliance, and the accuracy and stability of billing.

CH

You

what are the metrics that a commercial roofing company uses to measure the effectiveness of their marketing, branding, and advertising. Give me 5 in a table



ChatGPT

Here are five key metrics that a commercial roofing company might use to measure the effectiveness of their marketing, branding, and advertising efforts. These metrics help in assessing the impact and efficiency of various strategies:

Metric	Description
Lead Generation	Tracks the number of new leads generated through various marketing channels.
Conversion Rate	Measures the percentage of leads that convert into paying customers.
Cost per Acquisition (CPA)	Calculates the cost incurred to acquire a new customer through different marketing activities.
Return on Investment (ROI)	Evaluates the financial return on marketing investments compared to the cost of the marketing efforts.
Brand Awareness	Assesses how well potential customers recognize and recall the roofing company's brand. This can be measured through surveys, social media mentions, and website traffic from branded searches.

These metrics are essential for understanding the effectiveness of the company's marketing and advertising strategies and for making informed decisions on where to allocate resources for maximum impact.

CH

You

give me 5 more



ChatGPT

Certainly! Here are five additional metrics that a commercial roofing company might use to gauge the effectiveness of their marketing, branding, and advertising:

Metric	Description
Customer Lifetime Value (CLV)	Measures the total revenue a company can expect from a single customer account throughout their relationship.
Customer Acquisition Cost (CAC)	The total cost of acquiring a new customer, including all marketing and sales expenses.
Engagement Rate	Tracks how actively involved with the brand customers are on digital platforms such as social media. This can include likes, shares, comments, and other interactions.
Market Share	Assesses the company's proportion of total sales in its industry compared to its competitors, indicating the success of its marketing efforts in capturing more of the market.
Net Promoter Score (NPS)	A metric that measures customer satisfaction and loyalty by asking customers how likely they are to recommend the company to others.

These metrics provide a deeper insight into the effectiveness of the company's marketing strategies, including how they influence customer perceptions and behaviors over time.

Key Financial Terms

- **Internal Rate of Return:** The annual rate of growth that an investment is expected to generate.
 - **Payback Period:** The length of time required for an investment to recover its initial outlay in terms of profits or savings.
 - **Cashflow:** The total amount of money being transferred into and out of a business.
 - **Return on Equity:** The measure of a company's net income divided by its shareholders' equity.
 - **Return on Assets:** A financial ratio that indicates how profitable a company is in relation to its total assets.
 - **EBITDA:** Earnings before interest, taxes, depreciation, and amortization, is an alternative measure of a company's overall financial performance.
 - **Cost of Goods Sold:** The direct costs of producing the goods sold by a company.
- **Profit and Loss (Income Statement):** A report showing a company's income and expenses over a period of time.
 - **Balance Sheet:** A financial statement that reports a company's assets, liabilities, and shareholder equity at a specific point in time.
 - **Capitalization:** Accounting method in which a cost is included in the value of an asset and expensed over the useful life of that asset.
 - **Operating Lease:** A contract for a company to use an asset and return it in a similar condition to the lessor.
 - **Capital Lease:** A contract that gives a renter temporary use of an asset.
 - **Gross Margin:** The percentage of a company's revenue that it retains after direct expenses, such as labor and materials, have been subtracted.



Close Your Champion

“One thing I know for sure is that, if you, personally, don’t think _____ is the right partner, this won’t even make it to the committee. Is that fair? So, in that case, what is your opinion of our solution for your company?”

Thread the Needle

- “When you present this to the CFO, what do you think they’ll be concerned about?”
 - “What do you think they’ll ask?”
 - “What do you think will be their reaction?”
- “When you present this to the committee, and they ask why you’re recommending us, what will you say?”
- “I want to make sure I get this right, as I’m sure you do too. If you were me, what else would you be doing/thinking about when putting together this proposal? Anything else we haven’t talked about?”
- “Can I share with you what we’ve found needs to be in place in order for this to be successful? We find that if _____ isn’t part of the conversation early on, we can miss an important perspective that can be problematic down the road. How do we get them involved? Are they aware that we’ve been discussing this solution?”

There is a large group of stakeholders involved

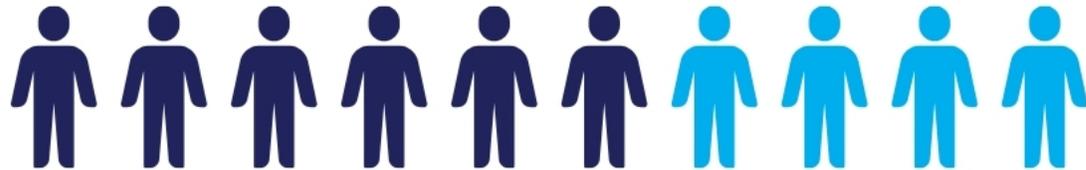
19 stakeholders on average, involved in B2B purchases



3 Ultimate Approvers



6 Core Committee Members

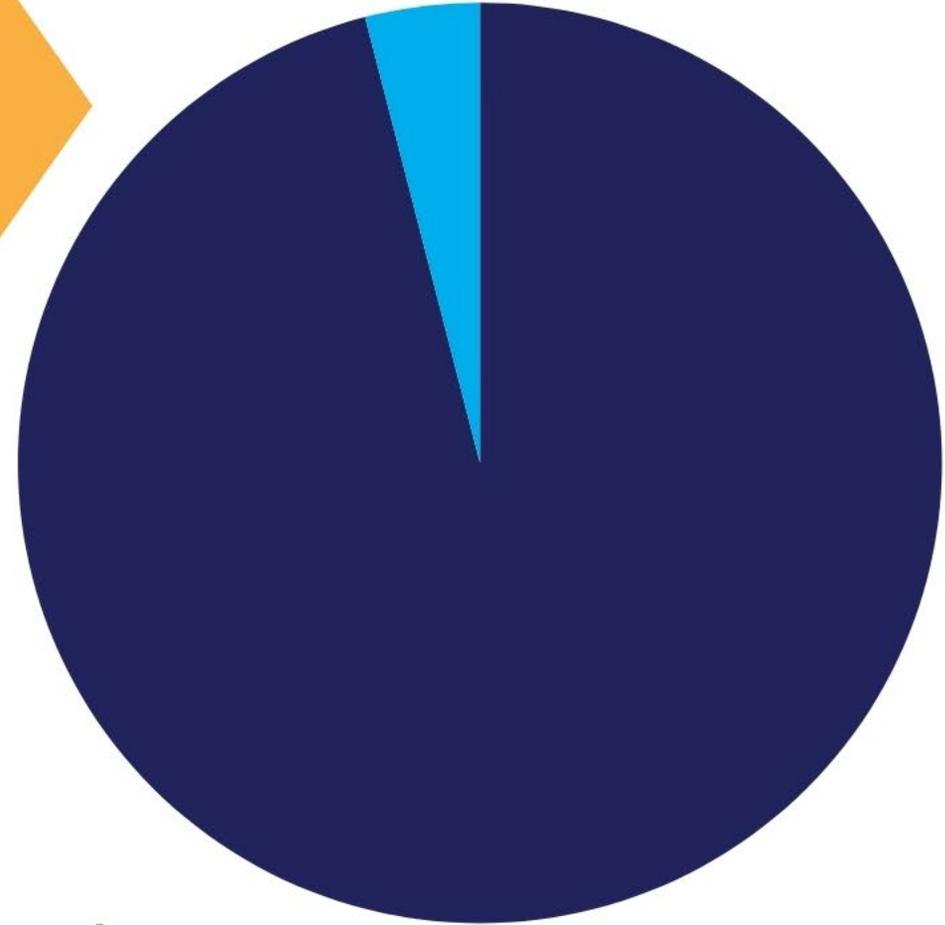


10 Other Influencers

71%
of sellers indicate that
always or frequently
additional stakeholders
are added to the process



How many prospects do their own research before speaking with a rep?



96%

of prospects have done their own research

**When a sales rep first speaks with a prospect,
how many know about the company, services
and competition?**

88%

**Know about the
company**

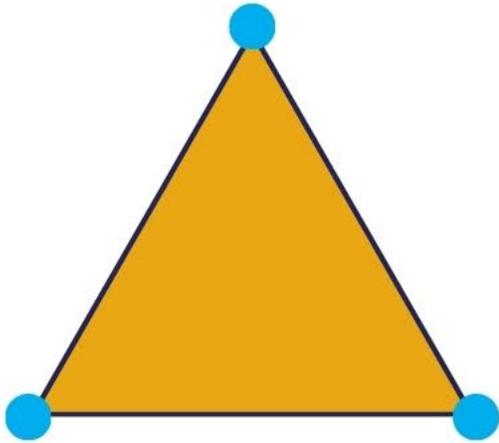
83%

**Know about the
products and services**

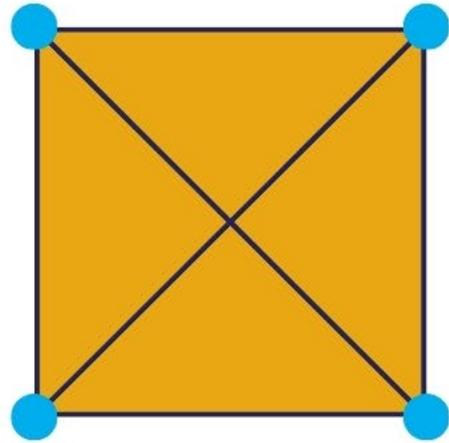
84%

**Know how the products and
services compare to the
competition**

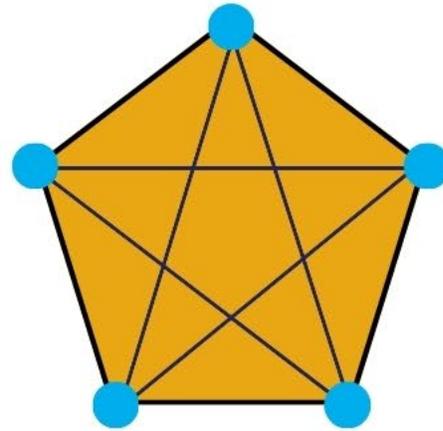
BUYING GROUP COMPLEXITY



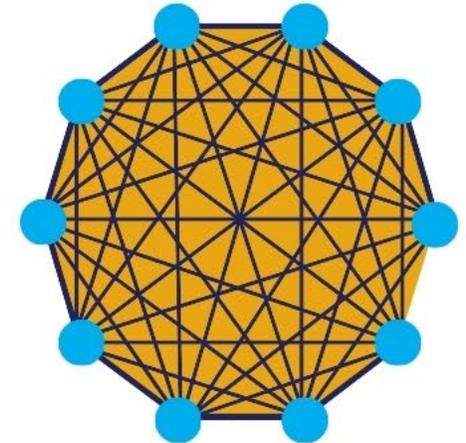
3 people, 3 lines



4 People, 6 lines



5 people, 10 lines



10 people, 45 lines

Present Re-Cap

- Buyers prefer rep-assisted buying (sense making)
- Buyers prefer digital interactions over in person, yet....
- Sellers are better in person than digital
- There are more decision makers/influencers than ever before
- Buyers are doing a lot of research prior to talking to a salesperson
- Buying groups are experiencing dysfunction
- Deals are being delayed
- Things are more complex than ever before in selling

Giving

“I can get you a lot more information on that.”

Telling

*“Let me tell you what you
need to know.”*

Sense Making

“There is a lot of information...let me help you make sense of it.”

Who closed more high quality deals?

- *Giving = 3 out of 10*
- *Telling = 5 out of 10*
- *Sense Making = 8 out of 10*