

# THE SALES M.B.A. MODEL



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# The Complex Reality of Today's Sales World

Are you spending more on sales than ever before—but getting less? If you're anything like the top companies recently studied by Bain & Company, the answer is probably an unfortunate "yes." In its study of the income reports of more than 200 companies over a seven-year period, the firm found that nearly half of the companies either had ballooning sales and marketing budgets that took up an increasingly large percentage of revenues, or the companies weren't exhibiting the "scale benefits" expected of organizations their size.

Stagnating growth and outsized budgets—as well as, according to Bain & Company, outdated sales techniques—are to blame. Today, customers are more sophisticated than ever, and they expect more for their time and money from vendors. They want solutions that fit their highly specific business needs, and they're willing to pay for them, no matter the cost. That means selling on price is a no-go. Customers have Google at their fingertips, and they can research your competitors with a click. They want salespeople who can show them something they can't easily find with a search; vendors who are not just experts in their products but experts in the industries they serve and are well-versed in trends and challenges.

In short, customers today are complex—but the selling techniques that companies still rely on are anything but.

“Customers have Google at their fingertips, and they can research your competitors with a click.”

The other problem? For many people—customers and sales professionals alike—“sales” is a bad word. It conjures up icky, manipulative persuasion techniques or desperate salespeople who will keep you on the phone at any cost, at any time of day. It's a problem that's plagued the sales profession for decades, resulting in an unfortunate (and often unfair) stereotype of salespeople as pushy, scheming, and overbearing.

It's a problem that's also tied up with increasing customer sophistication—customers today feel like they have “seen it all,” and they're weary of vendors pulling a fast one on them.

At Eagle's Flight, we take a different approach to selling. One that combines authenticity, integrity, and a service-first orientation for sales that are effective, never “icky.” Tailored, not tired.

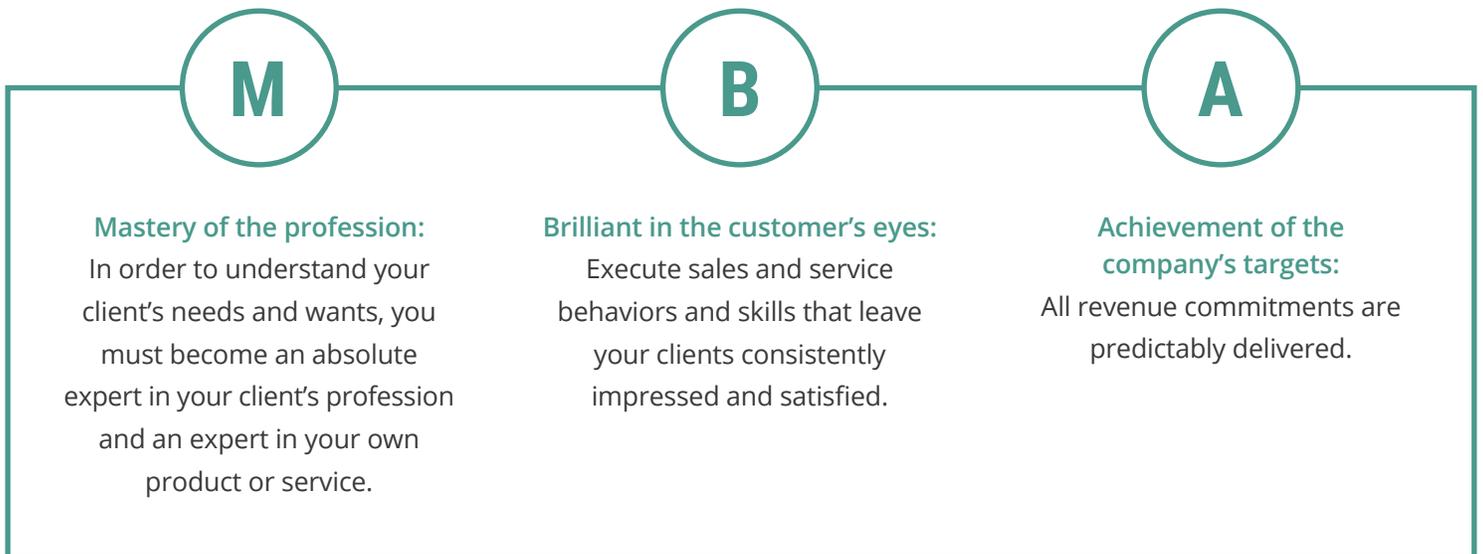
How? **With our innovative, time-tested Sales M.B.A. Model.**

# What Is the Sales M.B.A.?

The Sales M.B.A. Model from Eagle's Flight shows companies how to transform selling for consistent results—results that the customer craves and the sales team can be proud of. In our model, selling is about meeting needs, not about persuading. It's about putting the customer—not the product or service—first. It's about making the customer feel like your solution was custom-tailored to fit them—and only them.

The result? Your sales team will create and foster rewarding, long-term partnerships with customers while achieving your own company's financial targets.

## What "M.B.A." Stands for:



"It's about putting the customer—not the product or service—first. It's about making the customer feel like your solution was custom-tailored to fit them—and only them."

# From Model to Reality: The Sales M.B.A. Process

## Prepare:

Prior to building and executing your sales plan, understand how selling fits into your corporate strategy and bolster your product knowledge. Before you even get on the phone with a prospective customer, develop a “customer roadmap” complete with a customer profile and robust, relevant research that dives deep into competitive data, trends, and the current sales environment. Why prepare? In order to show a prospective customer how you can improve their reality, you must first thoroughly understand that reality.

## Sell:

Focus on meeting the customer’s needs—both real and perceived—by applying the Five Gears of Selling.

### 1. Executive Presence:

How you present yourself is just as important as what you’re selling. Establish your authority to gain the customer’s trust through your words, tone of voice, and body language. Focus on building rapport and showing your competence with the subject matter to put the customer at ease and prime them for selling.

### 3. Overcome Objections:

Match your product or service to your customer’s needs so that they feel like your solution fits like a glove. Master the value constellation, which helps you identify and assign weight to all of the “types” of value you bring to the customer.

### 5. Next Steps:

If you close, identify follow-up actions and then shift to a service mindset wherein you start thinking about how to build a long-term partnership. If you simply advance but don’t close, do not abandon the process! Instead, confirm the customer’s understanding, clarify their expectations, and make a commitment to reconnect.

### 2. Identify the Real Need:

Customers may express one need, but it’s your job to uncover the real need that will actually solve the customer’s problem. Effectively separating your customer’s real needs from the customer’s perceived needs will further position you as a solutions-oriented expert.

### 4. Take Steps to Close:

Strategically advance to the close, make the ask, and then close.



SHIFT SMOOTHLY

## Partner:

The sales process doesn't end with selling. Set the stage for a rewarding partnership by identifying where on the relationship spectrum you are with your customer so that you can optimize every opportunity to partner further. Lay the groundwork for a partnership by:

- Delivering your product or service with an understanding of your customer's expectations and any relevant internal processes
- Following up as required with both the customer and internal support groups
- Building a post-sales service plan to help you pursue any further service opportunities
- Requesting referrals, building them into your sales plan, and considering the needs of the customer's larger network
- Never losing touch by creating a customer retention plan with the help of customer relationship management

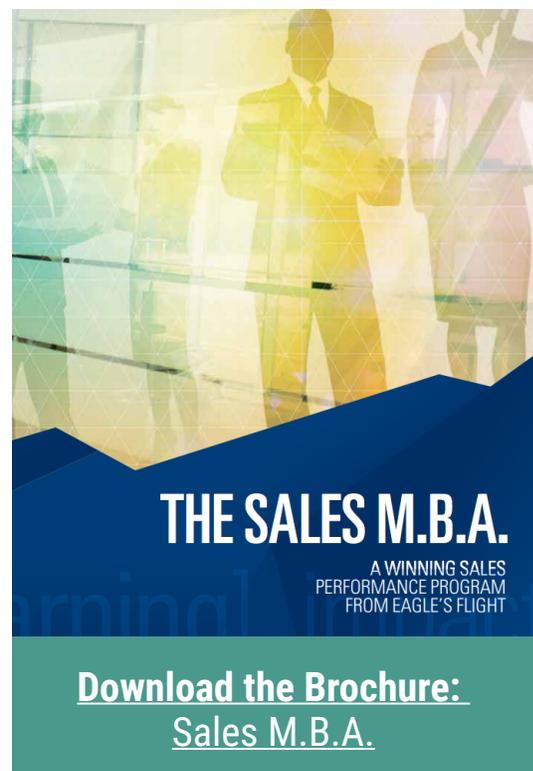


# Learn More: The Five-Day Course

This immersive course from Eagle's Flight is fully customized for your organization. It is a true game-changer, from your sales leadership to your sales reps. Throughout the course, we cover the entire Sales M.B.A. Model through experiential learning—practice occurs during the course so that participants absorb the lessons and understand how they can be immediately applied to drive sales at your organization. The course includes testing and evaluation, which continues for one year after the course as part of our robust post-course support.

## Sales M.B.A. Points of Difference:

1. Sales skills are less important than behavior change. Eagle's Flight is a world leader in changing behavior.
2. This behavior change must be the right behavior in today's world, where sales is less about selling and more about a customer centered mindset. Eagle's Flight provides the tools to allow the sales force to achieve this degree of customer relevance.
3. Success is a result of disciplined internal process that leads to sales excellence. Eagle's Flight provides not just the skills required of the sales force, but also the process necessary for Sales Managers to lead and support that process.
4. People won't buy what they don't understand; therefore, selling skills without a corresponding ability to communicate the company's point of difference are of little value. Eagle's Flight teaches the ability to communicate customer relevant information with compelling clarity.
5. Success is not about what the sales rep knows, or the product the rep is selling. Rather, success is about using this knowledge to show how the organization's solution is the right one for the customer. Eagle's Flight teaches the sales force how to master selling that solution.
6. True behavior change is less about what you know how to do and more about knowing how to do it, and then demonstrating the "how." Eagle's Flight content formula ensures this happens with a 40/40/20 strategy.
  - 40% of the training giving new skills
  - 40% of the training practicing these skills with customized content
  - 20% of the training spent in testing to ensure mastery and true behavior change
7. **The Experiential Difference** - Eagle's Flight weaves in-depth intensive experiences throughout the training. This does two things:
  1. Builds conviction about the need to change
  2. Provides participants with a "mirror," showing both what to change and the impact on results when these changes are made



## Sales M.B.A in action:

One of the world's leading food companies needs to shift the sales team's mindset and behaviors from selling a product to selling a solution.

### Client Request

To shift the sales team's mindset and behaviors from selling a product to selling a solution



### Participants

Sales managers, salespeople, sales support



## Eagle's Flight Delivered

A series of customized training programs for multiple groups which included:

- Two five-day sales training courses
- Two two-day courses for those who support sales
- Two two-day executive leadership courses



### Tools Provided

- Technical product reference guides created upon client request; Eagle's Flight condensed myriads of client information into user-friendly resources
- Best Practices website – design, deployment, content management, monitoring
- Digital reinforcement via a series of interactive activities
- Graduation certificates
- Rigorous certification and retention program developed and deployed as per client specifications

### Approach for Distributed Workforce

- Delivery in 15 countries; modifying program content (including translation into more than 7 languages) to ensure relevance within each market

### Executive Involvement

- Senior executives helped to cascade program learnings and key messages throughout the organization



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