

Dictionary of Terms for SFA and CRM as used in “Sales Automation Done Right”



A compilation of the terminology use in my book “Sales Automation Done Right” (as included in the Glossary.)

Updated with comments as to current day relevance and any additional thoughts.

A “continuing-update” e-book

Keith Thompson

November, 2012

Forward

This is a collection of definitions and terms that originally appeared in my book “Sales Automation Done Right.” As its name suggests the book was about using the computer to help salespeople be more effective.

The approach that works well with sales automation is to model the sales process in software. If one tries this, it quickly becomes apparent that there has to be careful attention paid to sales terminology. Computers don't take easily to poorly described concepts. For instance, a sales cycle had better be understood as a period of time with a beginning and an end, during which the sale occurs. It gets tricky in talking about sales skills or more esoteric ideas, but with some care it is possible to define all that is necessary to build a sales model.

So the reader should bear this in mind when reviewing these terms. Sometimes they will seem too simplistic - but with the goal of automation in mind, they have to be. It is still a useful exercise to review them as they can challenge some existing notions of ideas we take for granted in describing selling.

Some of the definitions apply to Customer Relationship Management. Most often, sales automation applications operate within a CRM framework. There is a lot of confusion about the terms SFA and CRM, which I hope will clear up as more serious attempts to bring technology to selling gain the attention of sales professionals. I prefer to place this specific genre of applications under the collective description of Computational Selling.

Keith Thompson

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A



Account

An account is a logical grouping of people who work for a common organization and therefore, have shared interests. The account is designated by the Sales Manager to be conveniently targeted by the sales team with a planned sales strategy. Account Management is one of the four core competencies of the management of selling.

Example: “My Sales Manager gave me a new account. It’s a new division of Image International Corp, whose Baltimore group have been good customers of ours for years. This new Buffalo division should need at least twenty Industrial Copiers to get started.”

See related topics: [Contact](#), [Sales Cycle](#), [Territory](#).

Actual Sales Cycle

The actual sales cycle is the amount of time that the salesperson has to sell their product to the customer. It is the time between the salesperson discovering the sales opportunity and the time that the customer awards the business to the successful vendor.

Example: “I could kick myself for not visiting Global Diodes more often. I’ve learned that they want five High Speed Printers, but the competitors have been working on the requirement for over three months. I’ve only got a month to

See related topics: [Average Sales Cycle](#), [Buying Process](#), [Customer’s Sales Cycle](#).

Art of Selling

The “art of selling” is the salesperson’s ability to secure a sale through their natural skills at communicating, building relationships and engendering trust.

Example: “I’m in good shape. I get on really well with the purchasing agent at Global Diodes, after working on our relationship for the past year—we are both avid sports fans. I know that he will give me the business if it comes to a tie.”

See related topics: Relationship Focused Interaction, Science of Selling.

Average Sales Cycle

The average sales cycle is the most probable length of time that it takes for a salesperson to sell a given product or service. The sales team will only be able to derive the average sales cycle through experience of many sales opportunities over a period of time. There will be deviations in the average sales cycle (shorter or longer)

Example: “It usually takes six months to sell a Type 560 printer, but this customer already has five on the shop floor, and they are pressured by workload. We’ll see this one go through in a month.”

See related topics: Actual Sales Cycle, Buying Process, Customer’s Sales Cycle.

B



Back Office

The Back Office is, collectively, the departments or functional groups in the company which are essential to the successful operation of the company, but are not regularly in direct contact with the customer. These could be finance, manufacturing, development, inventory control, shipping/receiving and others.

Example: “I rely upon my manufacturing group to consistently produce a good product. Otherwise, I would find my sales commitment tough to fulfill.”

See related topics: [Front Office](#).

Binary Sales Forecast

A binary forecast is a prediction of future revenues by the sales team that is determined on a decision of which actual sales opportunities will be sold, rather than taking some form of average or weighted summation over a number of possible sales opportunities.

Example: “I’m including the GDPN deal in my binary forecast for April. Even though the Welland deal could close that month, I’m not sufficiently confident to include it, but it will show up in my weighted forecast.”

See related topics: [Sales Forecast](#), [Weighted Sales Forecast](#).

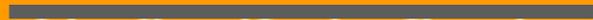
Buying Process

This is a process that most customers use to purchase a product or service from start to finish. The buying process proceeds in three distinct stages: recognizing the need, evaluating solutions, and negotiating value.

Example: “A customer called for information on our new series of printers. She thinks she will want one for her new production line, and is in the early stages of researching what’s available. She’ll want to try out her own protocol on a selected few before coming to a final decision.”

See related topics: [Sales Process](#).

C



Close Phase

The Sales Model defines the Close Phase as the final phase in the three phase sales cycle in which the dominant skill used is closing. In this phase, the salesperson and the customer work together to negotiate a mutually agreeable value proposition that hopefully leads to a successful conclusion for the salesperson. The other two fundamental skills, probing and proving, are used to support the closing effort.

Example: “We’ve finally shown how our printer will do everything they need. They should have enough information to go ahead. We’d better start finding out if there’s any reason for them not to place an order.”

See related topics: [Close Skill](#), [Probe Phase](#), [Prove Phase](#).

Close Skill

The fundamental skill of closing is the ability of the salesperson to uncover any barriers that prevent the customer from placing an order, and to overcome those barriers such that a decision can be made.

Example: “I think all the objections to making a decision have been answered satisfactorily. I overcame their concerns about budget by working out an extended payment plan reaching into their new fiscal year—we should get the order.”

See related topics: [Close Phase](#), [Probe Skill](#), [Prove Skill](#).

Contact

A contact is a person who could buy your product or who may influence the decision to buy your product. Contact Management is one of the four core competencies of the management of selling.

Example: “Ms. Corning is the one with the immediate need for an Industrial Copier and is directing the sale, but she won’t buy without consulting her associate in Baltimore. I also think the purchasing agent will have a say in the matter.”

See related topics: Account, Sales Cycle, Territory.

Critical Interaction

A Critical Interaction is an opportunity focused interaction that occurs within a sales cycle. Strategies and tactics designed to win the sale are played out in Critical Interactions with the customer. Critical Interactions are most often two-way, but can be one-way.

Example: “I sent the buyer our final offer which showed a 5% discount and an extra year of warranty.”

See related topics: Customer Interaction, Non-Essential Interaction, One-Way Interaction, Opportunity Focused Interaction, Relationship Focused Interaction, Two-Way Interaction.

CRM

See Customer Relationship Management

Customer Acquisition and Retention Loop

The customer acquisition and retention loop is a closed loop multi-step process diagram that shows how a new customer's transaction is passed between marketing, sales, and service in a CRM system. In this case, the customer transaction encompasses everything between learning about a product, to becoming a lifetime user, and potentially a repeat customer (hence the loop).

Example: "This is the third generation of Industrial Copier that GDPN has purchased. I'm pleased that Smith's vision of providing lifetime value and service is paying off."

See related topics: CRM Process, Customer Relationship Management.

Customer Interaction

A customer interaction, or simply, an interaction, is any event in which the company touches (relates with) the customer, regarding mutual business relationship.

Example: “I met with the purchasing agent of Lexington, and they seem set to go ahead with our offer. I’ll enter this into the CRM system so everyone can share the news.”

See related topics: Critical Interaction, Non-Essential Interaction, One-Way Interaction, Opportunity Focused Interaction, Relationship Focused Interaction, Two-Way Interaction.

Customer Knowledge Store

The Customer Knowledge Store is the company's bank of information about all the dealings that have occurred with the customer in the past, good or bad. The Knowledge Store is a historical database of all interactions between the company and the customer.

Example: "I looked back at what had happened with Lexington two years ago when Brad had that account. Brad was very close to the customer, but was suffering from the bad performance history of the oldType 520. I think that stuff is

See related topics: [Customer Interaction](#), [Customer Relationship Management](#).

Customer Relationship Management

Customer Relationship Management, or CRM, is a way of doing business with a focus on creating a long term relationship with the customer, such that the customer is more inclined to offer continued business rather than seeking competitive solutions. As such, this definition does not imply any connection with technology. But the term CRM has grown to mean the computer-based networking and software applications that make the closeness to the customer more easily achievable.

Example: “We’ve been doing business with Lexington for over ten years, and the efforts we’ve been putting in with servicing their account and tailoring our product to their specific issues are really paying off. They are very reluctant to try anything

See related topics: [Sales Force Automation](#).

Customer's Sales Cycle

The customer's sales cycle is the time that elapses between the customer initiating the buying process, and the point at which a decision is made on which product to buy. If the salesperson is close to the customer from the very start of the buying process, the actual sales cycle will be equal to the customer's sales cycle.

Example: "Mr. Smith told me that he had been thinking about getting a High Speed Printer, and today his boss said it was a good idea, as funds were available, so he is starting to collect information. I'm glad I'm in at the start of this situation. He said he'll plan to get a unit installed in October, so he will need to make a decision by the first week of September, which is only six months from now."

See related topics: [Actual Sales Cycle](#), [Average Sales Cycle](#), [Buying Process](#), [Sales Cycle](#).

D



Direct Benefits of Sales Automation

The direct benefits of sales automation enable salespeople to make best use of their selling skills, resulting in an improvement in the ratio of sales won to sales lost. The salesperson becomes more effective.

Example: “I checked my progress in the Global Diode sale with my sales automation system. It suggested that I need to spend more time with the economic decision maker. That is not a bad idea.”

See related topics: [Indirect Benefits of Sales Automation](#).

F





Front Office

The Front Office is the collection of departments or functional groups within the company that deal directly with the customer. Typically these are marketing, sales and service.

Example: “I see from my CRM system that the service group was out at Lexington today, and they have discovered that the customer could use another CL-250.”

See related topics: [Back Office](#).

Fundamental Skills

The three fundamental skills of selling are probing, proving and closing. Each of the three skills is dominant in a particular phase of the sales cycle. The fundamental skills are comprised of a set of lower level skills necessary to achieve the primary objective of the parent skill. In any Critical Interaction at least two, and sometimes three of the fundamental skills are used to differing degrees, dependent on the position in the sales cycle.

Example: “It’s near the end of the sale and in tomorrow’s meeting, my objective is to show the customer that my service can meet all of his expectations, in spite of this being a competitor’s account. That’s going to take all of the diplomacy (probing), product knowledge (proving), and negotiating (closing) capabilities that I have.”

See related topics: Closing Skill, Critical Interaction, Probing Skill, Proving Skill.



IBO

See Identified Business Opportunity

IBO Essentials

The IBO Essentials are three pieces of information that the salesperson uses to characterize a sales opportunity. The important parameters of Probability and Priority can be calculated directly from the IBO Essentials. The three pieces of information are “Will it happen?” “Will we get it?” and “When will it happen?”

Example: “This IBO is my best shot at booking something in August (‘When will it happen?’ is August). The customer is happy with the machines he has already bought from us (‘Will we get it?’ is High), and the need is very high (‘Will it happen?’ is also High)

See related topics: “When will it happen?”, “Will it happen?”, “Will we get it?”.

Identified Business Opportunity

The Identified Business Opportunity is a term used in sales automation done right to describe the sales opportunity. Emphasis is on the fact that the salesperson has correctly qualified the opportunity as real. In the sales automation system, IBOs are given unique numbers to distinguish them from each other (i.e. IBO #2020).

Example: “After talking to marketing about their meeting with GDPN at the Print Show, I’m going to open up an IBO for a Type 560 for the GDPN Boston facility.”

See related topics: [Sales Opportunity](#).

Indirect Benefits of Sales Automation

The indirect benefits of sales automation enable the salesperson to work more sales opportunities by making administrative, support, and connectivity tasks much easier—in other words, by making the salesperson more efficient.

Example: “Since we implemented sales automation, doing quotations has become a cinch—no more scribbles on pieces of paper that get sent off to Head Office. Now everything flows electronically, and I can see when support has completed the quote and sent it out. It’s freeing up more time for me to sell.”

See related topics: [Direct Benefits of Sales Automation](#).

Intelligent Response Technology

Sales automation done right uses Intelligent Response Technology to compare the salesperson's current performance against a model of the most successful strategies used in the past. If necessary, the computer provides advice to the salesperson on changing strategies to win the sale.

Example: "I entered my best guess on the sale as to whether it would go through and whether we would get it. Then I detailed out my progress—the computer disagreed, and felt that my 'Will it happen?' was not High, but Medium. It suggested that I do more talking with the economic decision maker."

See related topics: [Sales Environment](#), [Sales Model](#).

Intrinsic Value

The intrinsic value of a sales opportunity is a measure of its importance that depends on the probability of winning the sale coupled with the point of time (skill phase) in the sales cycle

Example: “I’m very confident that this sale will happen (‘Will it happen?’ is High), but I’m not so sure that I will win it (‘Will we get it?’ is Medium), which gives me a probability of 60%. I’m in the Probe Phase (skill phase), and I still have time to improve on this situation. I’m going to give it top priority with the hope of moving the ‘Will we get it?’ to a High.”

External Value, Probability, Skill Phase, Sales Cycle



Lead

A lead is an expression of interest in your product or service, and represents a potential sales opportunity.

Example: “I got a message from the receptionist this morning. Mr. Smith from Lexington called to request information on the new Industrial Copier.”

See related topics: [Long Term Lead](#), [Sales Opportunity](#).

Long Term Lead

A long term lead is one that cannot be qualified immediately to a positive result (an opportunity), or a negative result (close the lead, the customer is not buying anything). Rather, the customer is not buying now, but there is a strong possibility that they will buy in the future. The long term lead is kept open, and the salesperson follows up regularly in order to be ready when the lead turns into an opportunity.

Example: “The service engineer called to tell me that the customer only expected an in-service life of three years, and at that time, would need to buy a larger unit. I will enter this as a long term lead.”

See related topics: [Lead](#), [Sales Opportunity](#).

MM



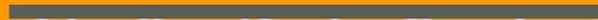
Marketing Department

The marketing department is the functional group that finds potential customers, qualifies them and hands over positively qualified leads (IBOs) to the sales department. In the customer acquisition and retention loop, the marketing department comes before the sales and service departments.

Example: “I received ten new IBOs from marketing today. They were qualified at the Los Angeles Print Show.”

See related topics: [Sales Department](#), [Service Department](#).

N



Non-Essential Interaction

A Non-Essential interaction has no real importance in measuring the relationship with the customer or impacting the strategy of winning the sale. As such, it need not be recorded into the CRM system.

Example: “I called the purchasing agent to check into the state of Mr. Smith’s requirement, but she was not there, and I did not leave a message.”

See related topics: Critical Interaction, Customer Interaction, One-Way Interaction, Opportunity Focused Interaction, Relationship Focused Interaction, Two-Way Interaction.



One-Way Interaction

A Non-Essential interaction has no real importance in measuring the relationship with the customer or impacting the strategy of winning the sale. As such, it need not be recorded into the CRM system.

Example: “I called the purchasing agent to check into the state of Mr. Smith’s requirement, but she was not there, and I did not leave a message.”

See related topics: Critical Interaction, Customer Interaction, One-Way Interaction, Opportunity Focused Interaction, Relationship Focused Interaction, Two-Way Interaction.

Opportunity Focused Interaction

In opportunity focused interactions, the salesperson's primary objective is to use true selling skills to win the sale from the competition.

Example: "The final presentation of our proposal went down well with everyone. The President said that we would definitely get the order."

See related topics: Critical Interaction, Customer Interaction, Non-Essential Interaction, One-Way Interaction, Relationship Focused Interaction, Two-Way Interaction.

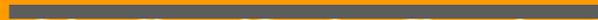
Opportunity Portfolio

The Opportunity Portfolio is the list of open sales opportunities that the salesperson is currently working on, and has yet to close.

Example: “Right now my sales automation system tells me I’m working on fifty open opportunities—this time a year ago, I had only thirty.”

See related topics: [Sales Opportunity](#).

P



Priority

The priority assigned to a sales opportunity is a measure of its importance with respect to other opportunities that need to be worked.

Example: “This is a new opportunity that’s at the start of the sales cycle. The customer heavily favors the competition, but if I leave it alone, I don’t stand a chance. It’s tough to prioritize it, as I have a lot of other situations that are about to close in which I am favored vendor. I think I’ll deal with those first and then come back to this one.”

See related topics: Probability Matrix, Priority Cube, Probability Index.

Priority Cube

The Priority Cube takes the idea of the Probability Matrix one step further by adding in another three-point possibility, which is skill phase (Probe, Prove or Close). With the Priority Cube, an opportunity has three parameters associated with it: “Will it happen?”, “Will we get it?”, and skill phase. Each of the parameters has three options, leading to a three-by-three-by- three matrix or cube, with twenty-seven possibilities.

Example: “I’m very confident that this sale will happen (‘Will it happen?’ is High), but I’m not so sure that I will win it (‘Will we get it?’ is Medium), which gives me a probability of 60%. I’m in the Probe Phase (skill phase), and I still have time to improve on this situation. I’m going to give it top priority with the hope of moving the ‘Will we get it?’ to a High.”

See related topics: Probability Matrix, Skill Phase, “When will it happen?”, “Will it happen?”, “Will we get it?”.

Probability

Probability is an expression of the chance that a sale will be won. It is most often expressed as a numerical percentage (i.e. 50%). In sales automation doneright, the probability is calculated from a matrix constructed from the sales- person's answers to the questions "Will it happen?" and "Will we get it?"

Example: "This sale has a fifty percent chance of us winning in April."

See related topics: Probability Index, Probability Matrix, "Will it happen?", "Will we get it?".

Probability Index

The Probability Index is a unique point on the three-by-three Probability Matrix constructed from the possible answers to “Will it happen?” and “Will we get it?” Each answer can be one of the three possibilities: High, Medium or Low.

Example: ““Will it happen?” is High, but “Will we get it?” is Low.” That’s position 3 on the Matrix and a probability of 25%.”

See related topics: Probability, Probability Matrix, “Will it happen?”, “Will we get it?”.

Probability Matrix

The Probability Matrix is a three-by-three grid constructed from the answers to the questions “Will it happen?” (High, Medium, Low) and “Will we get it?” (High, Medium, Low).

Example: “This customer will definitely buy in June, and I’m sure we’ll get the order. ‘Will it happen?’ is High, and ‘Will we get it?’ is High. That’s position 9 on the Matrix and a probability of 80%.”

See related topics: Probability, Probability Index, “Will it happen?”, “Will we get it?”.

Probe Phase

The Probe Phase is the first in a three phase sales cycle in which the primary focus of the salesperson is on the skill of probing. The skill of proving will also be used to a lesser or equal degree in support of probing.

Example: “This is a six-month sales cycle. I should be focusing on probing for the first three months.”

See related topics: [Close Phase](#), [Probe Skill](#), [Prove Phase](#).

Probe Skill

The fundamental skill of probing is the ability of the salesperson to find out everything about the customer's requirements and to discover all the issues that are behind their decision to purchase a product or service.

Example: "I've got to get to the bottom of how this decision will be made—I have a suspicion that purchasing may try to rein in the budget towards the end of the deal."

See related topics: [Close Skill](#), [Probe Phase](#), [Prove Skill](#).

Prove Phase

Prove The Phase is the second in a three phase sales cycle in which the fore- most objective for the sales team is to prove. The associated skills of probing and closing will be used with lesser degree to support the proving effort.

Example: “I’m reaching the three-quarter point in the sales cycle. Now is the time to get the customer in front of a machine to test how their application works.”

See related topics: [Close Phase](#), [Probe Phase](#), [Prove Skill](#).

Prove Skill

The fundamental skill of proving is the ability of the salesperson to provide evidence to the customer and to convince them that the solution that they offer is the best.

Example: “At the factory demonstration today, Ralph proved conclusively that our High Speed Printer could outperform Universal’s demonstrator unit on both throughput and color control. He managed to shoot down all the claims that Universal salespeople were making about their demonstrator.”

See related topics: Close Skill, Probe Skill, Prove Phase.

Q



Qualification

Qualification is the process of checking that a lead has the potential to become a sales opportunity. If it is qualified positive, an opportunity has been discovered. If it is qualified negative, there is no sales opportunity, but the record of the lead can be kept for future marketing activity.

Example: “I called Mr. Smith this morning. He is just interested in what’s new in the industry and does not need or even use Industrial Copiers. I’ve qualified the lead as negative.”

See related topics: [Lead](#), [Long Term Lead](#), [Sales Opportunity](#).

RR



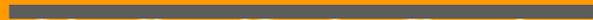
Relationship Focus

In opportunity focused interactions, the salesperson's primary objective is to measure, nourish and build the relationship with the customer.

Example: "It's been six months since the copier was installed. I paid a visit to see if the customer was still happy, and everything seems to be just fine. They would be happy to become a reference site."

See related topics: Art of Selling, Critical Interactions, Customer Interactions, Non- Essential Interactions, One-Way Interactions, Opportunity Focused Interactions, Two-Way Interactions.

S



Sales Automation

See Sales Force Automation

Sales Cycle

Measured in units of time (days, weeks, months, years), it is the lifespan of the sales opportunity. It also represents the only available time to get the selling job done. According to whether you are the customer or the salesperson, the sales cycle may be different. Sales Cycle Management is one of the four core competencies of the management of selling.

Example: “I made one of my routine calls to the Lexington facility to talk to the VP of Production. I showed him the flyer on the new Type 560, and he was thrilled. It has all the features he has been asking for. He checked his budget and he has enough funds to buy one. I think he’s serious. This IBO could close in just six weeks.”

See related topics: Actual Sales Cycle, Average Sales Cycle, Customer’s Sales Cycle, Account, Contact, Territory.

Current comments, August 2012:

If you were to pick a handful of terms that were the most important, sales cycle would be one of them. The definition homes in on the essence of the sales cycle—time. A sales cycle has a beginning and an end with the time in between devoted to selling and all that that entails. The salesperson must be conscious at on any day, to know where they are in the cycle. With a portfolio of tens or hundreds of opportunities ASPEC can help with that. Remember also that in mid-cycle the cycle length may change (the expected close day may move closer or longer)—sales strategies have to be reviewed, tuned and modified if this happens.

Sales Department

The sales department is the functional group within the company that takes positively qualified leads (IBOs) from the marketing department and attempts to win as many of them as possible. In the customer acquisition and retention loop, the marketing department comes before the sales department, and the service department comes after.

Example: “Over 50% of the leads I’ve received from marketing in the past year have resulted in won orders. I’m keeping the service group very busy with installations.”

See related topics: [Marketing Department](#), [Service Department](#).

Sales Environment

Sales Environment is used to describe everything about the sale that will ultimately determine its outcome.

Example: “I think I’ve identified all the decision makers, but I’m not sure about the politics of this sale, and who is really driving the purchase.”

See related topics: [Sales Model](#).

Sales Force Automation

Sales Force Automation, or Sales Automation, is a way to use technology to improve sales performance, directly or indirectly. Directly, by improving the salesperson's effectiveness, and indirectly, by improving the salesperson's efficiency. Sales automation done right suggests that a more appropriate definition is one that leaves efficiency to CRM and effectiveness to SFA.

Example: "Since we've installed a sales automation system, I've found it frees up more time for selling, and the built-in sales method also helps too."

See related topics: [Customer Relationship Management](#).

Sales Forecast

An estimate of future sales usually provided in terms of booked revenue, but sometimes in terms of product units. A forecast is usually generated by the individual salesperson, and the manager rolls up the total across the entire sales team.

Example: “I don’t expect to book much in June, so this quarter won’t be too good, but next quarter looks as if it will be a winner.”

See related topics: [Binary Forecast](#), [Weighted Forecast](#).

Sales Model

The Sales Model is a set of descriptions, understandable by the computer, that attempt to define the ideal performance of the salesperson as they progress through the sales cycle. It is built up from four key components: time, fundamental skills, Critical Interactions, and information.

Example: “I’m about three-quarters of the way through this sale and I should be focusing on proving the benefits of my product. The next time I meet with the customer, I’m going to take my Product Manager to try to see if there are any details of the customer’s application I have missed.”

See related topics: [Customer Interaction](#), [Fundamental Skills](#).

Sales Opportunity

The Sales Opportunity is the chance given to a salesperson by a prospective customer, to offer their product or service to fulfill the customer's requirements and needs. In sales automation done right, the Sales Opportunity is called the IBO, which stands for Identified Business Opportunity.

Example: "Mr. Parker called to say that the old Universal machine had died, and they have an immediate need for a replacement. They will have to follow the normal tendering routine. I'll enter it into the system as a new IBO that will probably close in September."

See related topics: [Identified Business Opportunity](#).

Sales Process

The sales process is a proven, repeatable and well-established set of Critical Interactions through which the sales team implements their strategies and tactics to win the sale.

Example: “We’re about three-quarters through this sales cycle, and I need to think about organizing a demonstration of the Type 560. Seeing the performance of this machine usually puts us ahead.”

See related topics: [Buying Process](#), [Critical Interaction](#).

Sales Strategy

A strategy is a plan to move from the current situation to a preferred situation in the future. A sales strategy is a predefined plan to win the sale from the competition. Ideally the strategy starts at the beginning of the sales cycle and is enacted through Critical Interactions as the sales progresses. Strategy, tactics and process are intimately linked.

Example: “This is a key sale in a competitor’s account. We need to do everything we can to win this one, including offering the best price.”

See related topics: [Sales Process](#), [Sales Tactics](#).

Sales Tactics

Tactics are the actions that are used to put strategies into effect. If tactics are executed successfully, as planned, then the strategy is on the way to happening. Tactics are executed through Critical Interactions and are the “hook” between the strategy and the sales process.

Example: “I know that Roger Smith is central in the politics of the organization. I’ll take him to lunch to see if he knows how the decision will be made.”

See related topics: [Sales Strategy](#).

Sales Team

The sales team is the group of people whose mission is to convince the customer that their solution is better than that of their competitors. The team can comprise of field salespeople, inside salespeople, sales administration, technical support or any other group that supports the sales effort.

Example: “If Ralph from Technical Support had not come with us to the factory, the customer would not have been convinced that the Type 560 could do the job.”

See related topics: [Sales Department](#).

Science of Selling

The science of selling is a set of rules that describe how to handle a sale, specifically, where certain skills and strategies should be employed, and to what degree they should be used. These rules have been compiled and refined over many years by sales professionals.

The science of selling is a set of rules that describe how to handle a sale, specifically, where certain skills and strategies should be employed, and to what degree they should be used. These rules have been compiled and refined over many years by sales professionals.

See related topics: [Art of Selling](#).

Service Department

The group within the company responsible for all aspects of supporting a product or service after a customer has purchased it from the sales department. In the customer acquisition and retention loop, service follows on from sales, but the CRM process flows from service to marketing, because at the end of a product's life cycle, the customer may need a replacement, and marketing must be aware of this new potential for business.

Example: “Bob from service called me to say that GDPN Boston have two of our old Type 90's that will need replacing next year. I'll alert marketing to make sure they meet up with them at next week's Print Show in Los Angeles.”

See related topics: [Marketing Department](#), [Sales Department](#).

SFA

See Sales Force Automation

Skill Phase

A skill phase is a phase of the sales cycle in which one of the fundamental skills of selling is dominant over the others. There are three skill phases corresponding to the three fundamental skills of probe, prove and close.

Example: “My sales automation system is telling me that I have twelve opportunities that are in the Close Phase. I only have two in Prove Phase and none in Probe. I need to bug marketing for some more leads.”

See related topics: [Close Phase](#), [Probe Phase](#), [Prove Phase](#).



Territory

The Territory is the list of accounts over which a salesperson has been given the responsibility to sell their products. Territory Management is one of the four core competencies of the management of selling.

Example: “My territory was expanded today, from everywhere south of Broad Street and west of 67th, to the whole southern half of the city.”

See related topics: Territory Group, Account, Contact, Sales Cycle.

Territory Group

The Territory Group is the administrative structural organization of the territories belonging to a specific sales team. The territory group concept makes it easier to administer changes in territory responsibilities that happen through company growth or product expansion.

“When Steve leaves, I get his territory, which means that I sell the IC line, and take on the extra geography of the East.”

See related topics: [Territory](#).

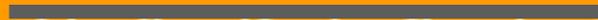
Two-Way Interaction

Two-way interactions are willing dialogues between the customer and the salesperson that happen in real time (face-to-face, or on the phone), or quasi real time (e-mail, voice mail, or even fax or letter).

Example: “I sat with the customer for two hours, and we had ample opportunity to discuss how our product could solve a lot of issues in his process.”

See related topics: Critical Interaction, Customer Interaction, Non-Essential Interaction, One-Way Interaction, Opportunity Focused Interaction, Relationship Focused Interaction.

W W



Weighted Sales Forecast

A sales forecast in which the revenue associated with each sales opportunity is multiplied by the percentage probability of winning the order. The results are then summed across all opportunities.

Example: “The Lexington deal is huge; around \$1,000,000. But at 10%, our chances are really low. That will still contribute \$100,000 to my weighted forecast.”

See related topics: [Binary Sales Forecast](#), [Sales Forecast](#).

"When Will It Happen?"

The answer to “When will it happen?” is the salesperson’s best estimation of when the customer will finally decide which vendor will receive their business and awards an order. “When will it happen?” is one of the three IBO Essentials.

Example: “We’ve been working at this for nine months. I am sure we will see the order two months from now, at the end of our third quarter.”

See related topics: IBO Essentials, “Will it happen?”, “Will we get it?”.

"Will It Happen?"

“Will it happen?” is a question that tests the salesperson’s opinion on whether a sales opportunity will go through to completion. The answer to “Will it happen?” can be one of three choices: High, Medium, or Low. “Will it happen?” is one of the three IBO Essentials.

Example: “This customer has budgeted for a Type 560 and is acting like he will get the cash, but he’s tried before and has been unsuccessful. I would say that ‘Will it happen?’ is Medium.”

See related topics: IBO Essentials, “Will we get it?”, “When will it happen?”.

"Will We Get It?"

“Will we get it?” is a question that tests the salesperson’s opinion on his or her chances of winning the sale over the competition in the event that the sale goes through to completion. “Will we get it?” can be one of three choices: High, Medium, or Low. “Will we get it?” is one of the three IBO Essentials.

Example: “This division of Lexington has nothing else but Universal Equipment. The customer is happy, and I think for this sales opportunity, ‘Will we get it?’ is Low.”

See related topics: IBO Essentials, “Will it happen?”, “When will it happen?”.

The term “Will We Get It?” is now referred to in SalesWays and OPM methodology, products, and literature, as “Will We Win?” - same definition and meaning, different name.

Workflow

Workflow is the process of getting a task completed by dividing it into discreet chunks, each of which is handled by a different person or group. When complete, the chunk is moved to the next person or group in the process. Workflow works best when it moves electronically, and not using paper.

Example: “The new system for processing orders works well. The salesperson checks the customer’s purchase order, and if it’s OK, passes it to sales administration to write up. The details then go to order entry for processing.”

See related topics: CRM Process.
