

Business Development - The Missing Link
between Marketing & Sales

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Business Development - The Missing Link between Marketing & Sales

Doing business is a human activity.

But it feels divine.

From the same author:

- 12/01/2012 THE 7 STAGES OF BUSINESS LIFE CYCLE
- 11/07/2011 Collaboration - The new Global Economic Paradigm (Logistics)
- 11/01/2010 4PL - The book that never should have been written! (Logistics)
- 28/07/2008 Vuil Spel – Thriller written in Dutch



Paul Van den Brande
°1953

*'Passion In
Everything You Do!'*

Born from a litter of 6, which is always a struggle for attention and a share, Paul Van den Brande was well prepared for business.

He is a personification of the American Dream, starting as a filer up to owner of several companies.

His slogan is clearly applied in this book.

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Linked-In:

<https://www.linkedin.com/groups?home=&qid=1850284&trk=anet ug hm>

Business Development is the process of continuously boosting communication, PR, sales and marketing to be & remain successful in the selected (and new) markets with existing and new products or services.

Business Development thus includes parts of all the above functions.

Paul Van den Brande

be.linkedin.com/in/paulvandenbrande/

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Reflections.

Unlike in the evolution of sciences e.g. physics or mathematics Business Development is not a science even though some of us try to persuade ourselves that it is.

My approach would not sort under authentic research although I feel that it will be interesting to share some of the results of my enquiries with a wider audience.

I humbly rest at the unscientific choice of sample of actual inquiries nature, and the interpretation of results. It is simply a collection of material that today's Business Development Experts refer to of having an influence on enterprise business development & its evolution.

As a practitioner this white paper provides recipes for success, blueprints for action, advice on how to behave and guidance on how to deal with generalized Business Development changes.

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Europe, August 1, 2014 – First Edition

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Business Development IQ

What you can read in this paper:

1. The Difference Between Sales and Business Development.
2. What's the Difference Between Marketing and Business Development?
3. Business is granted based upon trust and influence.
4. Influencers, Affluent.
5. Positioning BD – the diverse rolls in the go to market process.
6. What kind of working skill do we need to be a qualified Business Developer?
7. Read like your eyes are on fire – Street-Smart Codes & Practices
8. The importance of Networking Smart.
9. Calling on the CEO - Executive Relationship Marketing.
10. Appointments & how to help the prospect with positioning/placing and naming

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objections when applying for a meeting.
Learn to fly around them.

11. Questions are never an exam – when meeting difficult or shy people just use choice questions: e.g. Whose budget is this coming out of sales or marketing?
12. Qualifying your customer is the process of determining their interest in your value proposition
13. How to clarify: It cost too much - I'm satisfied with my current vendor - It doesn't meet my needs -It's not in our budget - We have had a bad experience with your (mother) company in the past
14. Wall of Fame - contributors to the white paper.
15. Red-Hot Cold Call-Mail Selling Business Development Cycle
16. The 10 commandments of prospecting.

Enjoy the reading and have a BD-Day!

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A rejection never means 'no.'

It means 'not now.'

Until the prospect becomes a customer,
the sales life cycle continues.

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The Difference Between Sales and Business Development

<http://andrewdumont.me/the-difference-between-sales-and-business-development/>

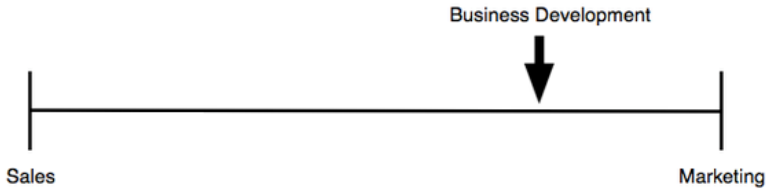
Almost daily, I run into the misconception that the function of sales and business development are interchangeable, from co-workers to industry peers. This stems primarily, I believe, from the shift in titles of salespeople to business development -- which has been done in an effort to avoid the negative connotation that surrounds it.

In reality, the two are very different.

When you think about the function of business development, it should be thought of as a *kind of* marketing function. Yes, there are some soft sales skills (qualification, negotiation, etc.) that are necessary to become a good business development professional, but at the end of the day, *it's closer* to a marketing function.

If you were to think about it on a sliding scale between a pure function of sales or marketing, it would wind up somewhere around here.

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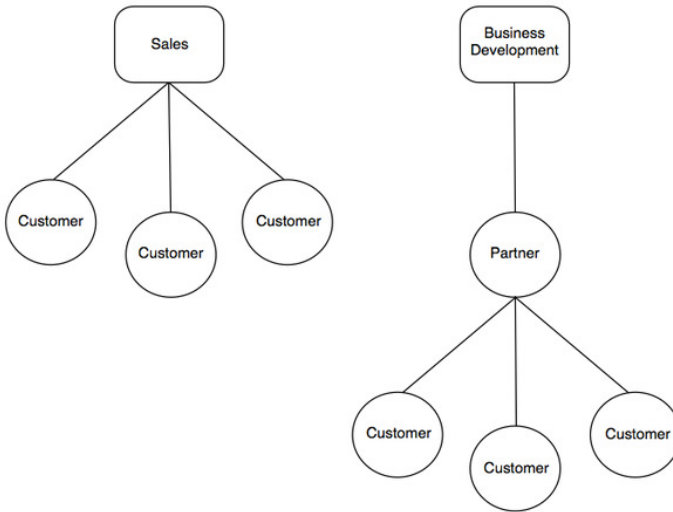


The reason behind this, is that typical goals of business development include brand placement, market expansion, new user acquisition, and awareness -- all of which are shared goals *with* marketing. The slight slide towards sales is simply because of the tactics business development employs to achieve those goals.

Which is where we get into the meat of it.

Regardless of the company, business development tends to hold the same structure, which I sketched up quickly below.

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Simply stated, the function of sales is to sell directly to the end customer. The function of business development is to work through partners e.g. *pre-existing sales teams or communities* to sell to the end customer, in a scalable way.

That last part is key.

Scalability is the differentiator. It allows a company to use pre-existing sales teams or communities that a partner has developed to reach new audiences. Sales is very much an equation of capacity, which is why sales teams

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tend to grow so large. Business development teams, on the other hand, are typically very small, maintaining their small size by working through existing partner infrastructures.

The art of business development comes in identifying partners that fit that description, while finding a way to provide value to the partner's end customer and business.

Now, all of this isn't meant to de-value the function of sales. Truth be told, I really respect good salespeople. It's an extremely difficult career, one with constant denial and pressure to succeed.

Sales is hard, and should be respected when it's done at a high level.

But the two are very different, despite their apparent overlap.

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What's the Difference Between Marketing and Business Development?

<http://www.fluentimc.com/fluent-imc-blog/2013/8/7/whats-the-difference-between-marketing-and-business-development>

Marketing and Business Development: They go together, but they're not the same.

Marketing. Business Development. I hear these words used interchangeably all the time. If you want more business, everything you do to achieve that goal could be called "business development," right? Maybe.

That mindset is a bit confusing and can quickly lead to unmet expectations. If you think you need marketing or business development support, you should first understand how they differ and where they overlap.

What is marketing? Marketing is about identifying your key differentiators, developing your message and establishing a positioning within your market(s).

Think advertising, event promotion, website content and building thought leadership through public relations – these are all marketing strategies (or at least first cousins to marketing).

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What is Business Development? Business development is about making connections. It's building upon the brand that you have established through marketing efforts to connect your audience to your products and services.

It's prospecting (think networking events), qualifying leads and then converting those leads into clients *through sales teams*.

Business development is all about creating relationships.

Some in-house marketing directors wear both marketing and business development hats. A talented marketing generalist with some business acumen can provide strategic advice and coaching in both areas.

But the truth is that the efforts are quite different and usually require a different set of skills and expertise.

Marketing and public relations people tend to be creative. They're usually good storytellers and know how to develop a message through a brand look and compelling marketing messages.

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They create new and interesting ways to build awareness for your brand.

They're scouting opportunities and thinking of new ideas.

They also probably pitch stories to the media, write content and provide creative direction and/or design.

Business development people *must be able to close a sale where opportune, otherwise prepare the path for the sales(expert) team.*

They go out and develop business, sometimes without realizing that they're even doing it. For many professionals, business development takes training, coaching and a couple of steps outside their comfort zone. Whether they like it or not, lawyers, accountants, financial advisors and other providers of professional services MUST wear a business development hat.

A marketing person may be great at formulating messages, but the relationship your client is buying is not with them – it's *following the recommendation of the* advisor they have grown to trust with their business.

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Where do marketing and business development overlap?

The sales cycle for most professional services is longer than ever.

Once you have identified a qualified lead, your marketing efforts can't stop. Nurturing leads over a long period of time is critical for retaining top-of-mind awareness.

The marketing side of lead nurturing may include sharing branded content and educational opportunities through email marketing, event marketing and social media outreach.

Marketing should also provide business development with the sales *teams* they need to convert a warm lead into a client (proposal language, presentation training/support, slide decks, printed collateral and even branded thank you notes and gifts).

The true business development side may include personal emails, follow-up phone calls, one-on-one meetings/lunches or golfing together.

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Business is granted based upon trust and influence.

True differentiation in the market place is getting more and more difficult.

Sooner or later, services, technological and support-oriented advantages are copied by competitors so that customers often perceive products and services as roughly equal in value.

To aggressively compete on price is a risky strategy and so, not really a preferred option.

This leaves the human element, the front line sales person, to make the real difference.

In view of the sophisticated nature of the product and its specific application, lots of companies have no alternative but the direct sales avenue to bring their products to market.

If the front line sales staff are to make the real difference, this presents us with an interesting issue. Human nature dictates that with some people we get on better than with others. Selling to people with whom we have good rapport generally is much easier than convincing people who are "neutral" to us or worse still, we don't particularly like.

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Unfortunately, with ambitious growth and profit targets we cannot live on selling through “friendly” customer contacts only. Usually, there are more people involved in making the decision (“Decision Making Unit”) than the ones that we naturally connect with.

We will have to find a way of selling into Decision Making Units regardless of these natural “click” contacts.

We must succeed in selling to that person who never has time for us or that purchasing agent that is only interested in price, price, price.

Business is granted based upon trust and influence.

Building relationships with anyone – influencer, co-worker, colleague, family member, friend, anyone – takes time. It takes meaningful interactions – not just a few tweets or Facebook posts here and there.

Experiencing meaningful interactions is something I genuinely love, which has helped me connect with “influencers.” But if there’s one thing I’ve learned about relationships, it’s that if you aren’t sure, just ask.

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As a general reflection - business is granted based on trust and a contact quality with at least 8/10 - with everyone in the DMU - so we should not sent proposals before we know the Major Buying Motif - the prospect will share this when trust is established - Full Circle !!

Questions start with Personal Interest (interest in the persons you meet, his goals, targets, ...), then Functional interest (what the person wants to reach to further his functioning) then the Business Interest (challenges, issues, pains, needs).

Map consequences, needs and solution.

Find out what are important issues to proceed and have then prioritized to the Dominant Buying Motif (DBM) and Only then, when you have a solution present it.

DBM can be different to the various participants in a sales cycle.

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Objections or excuses.

With the DBM in place you can find out whether an objection is an excuse or a manageable objection. Mind you (market) price is never an issue!

When an excuse, or upon meeting an unsolutionable objection comes back three times ... walk, politely with the door half open for the future.

When you have a solution to the objection then, just ask in one go (don't let anyone nor yourself interrupt the flow:

I hear what you say. (or understand that...) The question is: what weighs heavier(the objection)... or ...(the DBM)... What do you think? Because you know...(name the presented solution)... is what we showed you. Shall we startthen.... or then....?

Then stop and shut-up!

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Influencers, Affluent.

Inspired by the rich variety of influencer types 10 key influencer archetypes are identifiable. Among these influencer profiles are:

- ✓ the Authority, the influencer who is expert in connecting topic areas and can package insights into a meaningful bundle for his audience;
- ✓ the Insider, who finds alliances to build the market story he needs to tell and pushes the industry forward; and
- ✓ the Agitator, who always looks for ways to stir the pot and push conversations to new heights.

How is New Business Development* addressing the influencer aka affluent?

What triggers the Affluent at this point in their lives is three things product and services must tune on:

1. Time Saved.
2. Life made easy.
3. Not to be ripped off.

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***New business development** concerns all the activities involved in realizing new business opportunities, including product or service design, business model design, and marketing.

When splitting business development into two parts, we have: 'business' and 'development'.

The first things that come into mind when looking at business are: economics, finance, managerial activities, competition, prices, marketing, etc.

All of these keywords are related to risk and entrepreneurship and clearly indicate the primary scope of the term 'business development'.

Development is very abstract and can be linked with some of the following keywords:

technological improvement, cost reduction, general welfare, improved relations, movement in a (positive) direction, etc.

In the traditional definition of Business development, Business Development is mostly seen as growing an enterprise, with a number of techniques. The mentioned techniques differ, but in fact all of them are about traditional marketing.

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The main question in these issues is: how to find, reach and approach customers and how to make/keep them satisfied, possibly with new products.

Since this definition is limited and lacks some essential factors in business developing, a complete new definition of Business Development will be introduced.

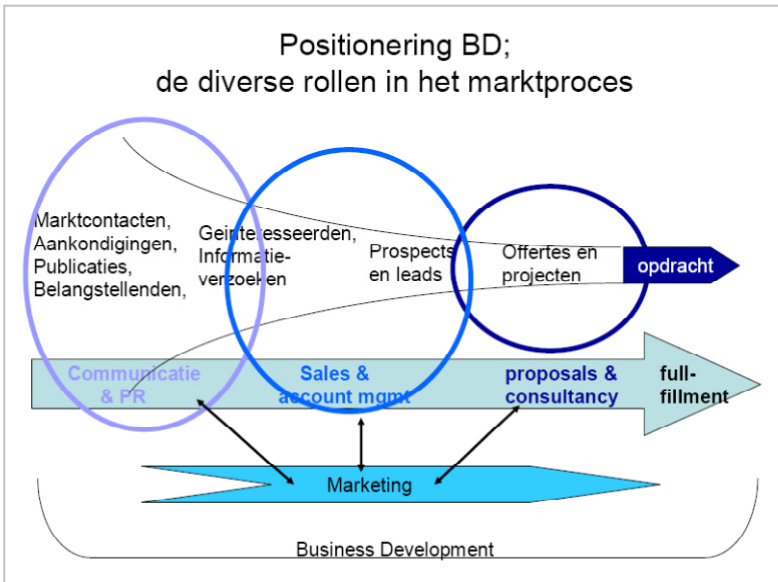
Of course, the theory on “traditional” marketing is still correct and can be adopted from the old definition. When supplying a solution, it is important to focus on the total offering you give instead of only focusing on the product or service.

An offering is a package consisting of different proportions of physical product, service, advice, delivery and the costs, including price that are involved in using it.

Hereby the advice, adaptation to the customer and the costs are the most important factors to get the right combination within the offering.

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The missing link between marketing & Sales



As translated further:

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Positioning of Business Development - diverse rolls in the go to market process

Marktcontacten	Contacts
Aankondigingen	Brand Sirening
Publicaties	Publications
Belangstellenden	Suspects
Geïnteresseerden	Qualified Suspects
Informatieverzoeken	RFI
Prospects & leads	Prospects & Leads
Offertes	Offers
Projecten	Projects
Opdrachten	Contracts

Ex-Libris & Propriety: Noble House -

pvdb@noblehousegroup.eu - Update: 2009-09-09

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What kind of working skill do we need to be a qualified Business Developer ? -

<http://alturl.com/d8gvq>

Posted by [Paul Van den Brande](#) Managing Partner
at Noble House Group

To ask the question is to answer it - this answer
is so good :

...

Meg C (Maritsa)

..

1. Read like your eyes are on fire, then read
some more. Anything and everything that holds
an interest or possibly impacts your development
targets (especially new technology, your targets
past performance and problems encountered by
your target). It serves many purposes not only to
enlighten and teach but also to support you in
your dialog. Targets have vast interest from
skiing to horticulture – one never knows.
Normally for a first time ramp up meeting with
clients the ramp up chit chat is very casually,
everyone is trying to suss out everyone else by
asking questions and they are trying to figure out
the same thing you are.... who's the fox?

2. Cultivate to the point of being "gifted" with the
ability to listen. The ability to seek and dig out
where the clients "pain" lies buried. Your

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company is the physician that cures the pain. Most deals fail in their infancy because the Business Developer talks too much – usually about them self. Stop it – kill it because it kills deals. Find the pain – you find success.

3. Keep personal handwritten notes (not on a computer – of your targets strengths and weaknesses and characteristics of the players that surround the “fox”. There will most always be a “Seymour” / See More types – who are most always assigned the task of digging, questioning, stonewalling and asking for more information. He/she is the one you derail first – obliterate them with information, bury them deep, so you never see them again because they are not your decision maker. They hate to work and they hate to read. Beware, they are a decoy and may knock you out first. NEVER, EVER share your information with anyone.

4. Know the company you represent – inside out. First learn their weaknesses and where they failed. Why they failed and how they cleaned up the mess – if they ever cleaned it up at all. Obsess until you get your answers. Your target must never surprise you with hidden secrets about your company – if they do, never act surprised. Know your target better, than they know themselves. Ask questions and LISTEN!

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5. Surround yourself with your generals (specialists, engineers, whatever) your job is to open the door for the others to pass through. You are not in command of the theater. You are the ringmaster not the star. Learn to hand off to the experts, in their field of endeavor. They will make you shine so bright it will blind your adversaries. You fish'em and your team scales and guts them. That is the way of the fisherman. You are a fisherman. Find the right people to perform the right job.

6. Respect everyone including the parking attendant (the grunts). Speak to them as you wish to be spoken to. They are a plethora of secrets. Do not speak to them kindly because you can usurp – otherwise they will know you are a fraud and very superficial.

7. Learn to team all the components, sometimes even with your competitor if you know that they can do a better job at a specific task. Find the talent to team and wrap them into a package – you win the prize.

8. Never give up! Ever! Let everyone know you are relentless. Never fear the word "no" only fear when you get no response what so ever.

9. Learn what to say. Learn what never to say and learn what you can't say.

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10. Learn to be a good tipper. Targets notice things like that. Skimping on a tip means you're a real jerk.

11. Never under estimate what may seem to be the least important person in the meeting.

12. Do the unthinkable! If you don't have a cure, create a team of companies that can.

Best wishes,
Hope it helps,
Meg - <http://alturl.com/p63ek>

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Read like your eyes are on fire – Street-Smart Codes of Practice

Normal humans can't read minds. try asking question.

Critical introspection & comprehension, listen not to react, but understand, adjust your position/possibilities & certainly go for it.

Just ask: how can I help! And listen! Whatever comes on your mind - keep it for yourself. Until you get that "ahaaaaa" eureka feeling. Not a moment before!

Strong Relationship with key clients is the key driver for any business developer. Effective communication skills and sharing innovative ideas does work as a key drive for each business...

Be able to quickly build solid relationships and always learn something. Concentrate on filling a need and establishing value.

Fearless ability to call anyone.

The best business developers understand how to use all of the resources at their disposal. Organizations have vast relationship capital resources that frequently go underutilized by business developers. This problem can result

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from divisional silos, divisional competition, or lack of communication. Whatever the reason, it is clear that underutilizing your firm's relationship capital leads to missed opportunities for business development.

To be intriguing enough to have people ask you what you do..., before you have the opportunity to tell them.

Be perceptive, confident and have great communication skills.

Ability to read customers mind is a key point to remember for any business developers.

A qualified business developer needs to have "anticipatory needs assessment skills"

Honesty, honesty & honesty + hard working + self motivated + Instant problem solution.

A qualified Business Developer must have the ability to drive sales and at the same time manage Business Relationships in a competitive environment:

1. Sensitive to any potential opportunity by listening, talking and meeting.
2. Logical thinking to link up cue which seems to be useless/meaningless.

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3. Act following planning proactively be setup with team.

Just do not take all literally and adapt to cultures and mentalities of people and countries where you want to develop your business..

In order to be a qualified business developer the individual needs to have intellectual curiosity.

Perseverance, believe in chances, and most of all : FIRE. (not a working skill)

Business Development is a tacit gain, comes with time for those who are customer and service excellence obsessed! - I don't need a qualification for this, just the thrill and euphoria that comes with succeeding! -The bank balance eventually qualifies this, your choice!

No special need except dedicated passion. As most of the business if you have no passion into what you do then change quickly and move into something you like.

In agreement with comments:

1. strong business analysis skills.
2. strong communication skills first of all to convince the customers.

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3. understand the needs / wants of the customers.
4. Must have to be Quality conscious.

My opinion is there is only one fundamental ingredient needed to start your Business development rolling and that is Passion, you need to be passionate about what you are doing or all the business tools in the world are not going to help. Then you can begin with dedication, patience, trust and so on.

First, you need to be able to sell and then be resilient for all the rejections. I am speaking as a former Director of Business Development. Even more critical, which came as a surprise to me, the company must have the capacity to handle the business you bring to it. I lost a \$10K commission once because the company couldn't handle the million dollar account I secured. The client was so angry that we couldn't fulfill our promise of service after months of price negotiations, that he would never speak to me again. I resigned shortly afterwards because I was so disgusted and disappointed with this company.

I believe Business Development is the ability to communicate with all people. You need to be a GREAT listener, caring, responsive and focused.

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Determined to follow through on a lead, the ability to analyze your approach and the desire to change it when it isn't working.

Vision and Mission....

The working skill is patience, closely followed by trust.

Thick skin and a sense of humor helps.....!

"Great ears and a small mouth"

Be creative, progressive, competitive, aggressive and knowledgeable. Know your competitors. Work your plan!

Always giving a conscious effort.

Filling the sales funnel with qualified leads is an essential skill and process

BD needs to be able to disagree and say no to a customer. If done following logical reasoning and politeness, it actually conveys respect and trust. I've had clients opening up right after I firmly disagreed with what they were saying..

It's truly a layer cake of skills and talents. Creative selling and strong networking skills are

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in the foundation. Outside of that, keep your head on a swivel and see the opportunities rather than the problems.

A BDM must build the strategy early on and build possible scenarios

The one skill that is center to being successful in sales is listening? By remembering that we have two ears to absorb more information than our one vocal tool, the mouth, can or should communicate. If you absorb what is needed you can then formulate the plan to gain acceptance of what you are trying to sell.

Be honest and apply win-win every time in deals

Listen, Listen, Listen and then separate the wheat from the tares..

Determination and an ethical approach at all times.

To complete the list a line on importance of taking into account intercultural aspects might be added.

I think a good BDM need also a pinch of EQ .
Especially for international business involving more cultures!

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Contacts , contacts , contexts. Ability to network well and also the ability to join the relevant 'dots' works well across industries do help .

Here is a quick go at my early Business Development list (It's similar).

Before you leave the office ...

A) Knowledge – the SWOT ... and how well you do it!

- ✓ Research deeply and widely to create a bank of facts.
- ✓ Contact and listen to all those you can re: the opportunity.
- ✓ Dialogue interested allies regarding the opportunity.
- ✓ Embrace public tools and information widely. Google a lot!
- ✓ Know the uniqueness of the environment in detail.
- ✓ Understand your own and your targets value chain from source to end.
- ✓ Understand power and who has it.
- ✓ What is their current single big issue and how is your proposition?
- ✓ There are tools for this ... use them if you can!

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B) Consider – Strategy – Big Picture Thinking!

- ✓ Consider the “whole” solution needed and make honest reflection.
- ✓ Understand who benefits and is already in place.
- ✓ Plan partnering, aligning and goal sharing with allies.
- ✓ Consider competitor strategy and counter strategy.
- ✓ Understand timing for priorities, decision makers, personal aims.
- ✓ Use strategic tools for leading, selling, account, Risk management, etc.

C) Next: Leave the office :-)

- ✓ ... Implement
- ✓ ... Repeat A and B.

... that'll do for now ...

One thing to remember though, execution is the key.

Good ideas fail because of poor execution; as I used to tell my students when I was a professor, "Lobster in Crap out". Just because you have good ingredients doesn't mean you can cook

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good food. Lobster meat can turn into Crappy food if you don't know how to cook!!!

An important point to remember, what values do you bring to the table when you try to sell me something? Customers base their buying decisions on a very simple cost-benefit model: Price-Value. Are the values you provide bigger than the price you want me to pay?

Values are not what your products or services can provide; values are solutions to solve my problems and opportunities for me to generate additional profits.

Curiosity for knowledge, passion for finding solutions and genuinely being interested in people and helping them. So, true....What I always find so difficult is the "never give up" part. At these difficult times, where do you draw the line? Opportunity costs make it so difficult for us not to choose another option. Dilemma.

Is it a working skill or behavior and character? Being able to act like a chameleon, making it possible to follow every change recognized and asked for, not forgetting to be the spider in the web, arranging multiples task and duties to be able to steer marketing and sales related processes. You have to like doing this as it asks for an enormous drive (to my experience). As a

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working skill you will have to show 'feeling' for the topic/products dealt with, with a clear long term view.

You have to be someone that others want to be friends with, someone who can influence...

Passion, Honesty, Courage. Passion - if you behave as if the company you work for is yours and its profit is yours profit, the success come. Honesty - if you know yours, company and product minuses,. you can innovate ways how to turn it into advantage. Courage - you will need it when telling your boss the honest true - before you can start to innovate. (I got twice fired and twice promoted for doing so! :-))))

As a strong supporter of your statement "Cultivate to the point of being "gifted" with the ability to listen. The ability to seek and dig out where the clients "pain" lies buried". Without going overboard and become a strategist and another overly excited consultant.

Had a lively discussion at a networking event this morning and mentioned some of these key points. The general thought on what makes someone good at Business Development is personality and long term relationships - how can we help each other!

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Steadiness to the full in terms of projection and application of statistical analysis into actual industry.

As BD first you need to be a curious person (goes to point 1). It is not sufficient to get information or data you need be willing to understand and go deeper. It is time consuming but it will pay off on long run.

Second you need to have systemic and logical approach of projects, clients markets etc (similar like engineering design). Components are connected to each other in some way, understanding how and why it will really help building the right model. (Basically mapping and analyzing the data)

Third - Initial I was under impression that in order to be a good BD you need to have connections and a wide network or certain nationality and be very pushy. I do not believe that anymore. We are talking about people, who at the end of the day, they will like to work with someone charismatic, trustworthy, flexible - who can make their life easier (goes to accuracy, transparency etc).

Keep on learning, analyzing and more focus on KPI's

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I agree that reading and learning are important in being successful at business development, but also a keen understanding of sales techniques and marketing is necessary. Knowledge without the skills to put it into play render it useless.

I think getting to know how to interact with different generations. In the mining sector there is a huge gap of 20 something's jumping into late 40's to early 50's. Nothing much in between, and although all of them are graduate level-technical people, the approach varies a great deal.

I hear you loud and clear! In our business we also encounter the 30 year olds and they too have their own ways of receiving information. Building a relationship with an existing customer or creating a new one with a prospect involves reading that person and how they want to be approached.

Gen Y Now is a great book in Leadership of Gen Yer's but also gives you some insights into how to connect.

Changing yourself and the way you approach your role to suit the changes in your industry - Keeping up with the market changes as they are ALWAYS changing. For some people change is difficult and can be hard to get your head around. I have struggled with this myself. If you don't

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take chances and think outside the box and make a change whatever it may be, you can't expect to move forward. I feel adapting to change is a necessary skill for a business developer to have.

Education and Training Skills. Some people know what to do but not how to do it effectively. Of course, Education Skills include market research, evaluations, client needs, and current / future technologies.

Not sure it is a skill, but rather a gift, you need to have the "Passion" to want to help people solve their problems.

Learn to understand people, this means you need to understand yourself first, before being able to understand others. The key to listening is the key to success in business in all disciplines. When you visit a client it is about their story not yours, you are there to enhance their journey. Gain their trust and belief in you, then you will find the journey to success.

Prospecting for the correct staff, to do the job there are hired to do. Encourage them to love their job, their work environment, make sure they are happy at home and work, and then reward them with appraisal and rewards.

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Vital piece of advice in business development.
Commercial awareness is everything!

Insight....

Nothing is more important than knowing your clients needs, what are your goals for your development, and lastly DUE DILIGENCE. Please tell me what is more powerful than information?

The ability to know where to dig for insights.

A listener that listens beyond the words to the relationship and the client's drivers.

The ability to listen, take briefs properly and give resplendent ideas.

Understanding and accepting that the role we play is the "Ringmaster" is huge, we are a team, everyone benefits from this approach.

Relevant is: How to Develop a Marketing Focused Sales Approach?

As a newbie BDM this really made some of the "jargon" more accessible and actionable. Coming from hardcore sales background, the comment about "you are the ringleader, not the star" sticks.

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On #3 Personal Notes, I would add that BD's capture the key words used externally and internally and "peel the onion" to assure mutual understanding. It often helps to prioritize a few key thoughts, and shoot them back to the group in their own words in a confirming email. Often important information comes to light when assumptions are corrected when they respond. And on #8, No Fear, and Persistence are key, but "relentless" can sometimes get BDs into trouble if we do not know why and when we should walk away. In some cases - No, or "That's not a fit for us," is an acceptable and best answer so we can all focus our time and energy where it is most productive.

No often means not now...

My experience regarding success in sales and business development include: Skills are learned and improved, whereas natural talents are given, something you already possess & must develop further.

Example: If you already "like meeting new people", then you develop that talent by putting yourself in situations where you are "meeting more of the right people" to grow your business. If you have learned a new sales skill like, "questioning to uncover objections", then work on developing that skill by compiling a list of great questions on paper before your next sales

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visit. Great questions get them talking, and uncover valuable information.

We all know successful people who are better at one skill or talent than another, the key is to be effective, constantly improving at "what you are best at", while also working on your areas of improvement. Know your customer, what the problem/obstacle is, then use the skill, talent, or team resource that gets the job done. #see NFL Peyton Manning.

I work in the marketing and PR field for a retail chain. I have tried to do also BD in the past and still need to learn a lot in this field. I hope to find information on how to improve my skills and my actual work.

Of course the experience is the main teacher for this kind of skills but they have a name. They call this People Skills and for those who wish to improve there are many ways to get relief for the burns during attaining a better level.

Understanding your existing customers and how your products/services have supported them in their business can really help your business development efforts with identifying potential new clients and business opportunities.

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I liked it very much in this article how you focus about the human and management skills, which every professional who is seeking for success and to make a big impact in their profession, need to be constantly cultivated and learned.

BD is always caught between the rock and the hard place. However, that's also why BD is so critical and instrumental in growing businesses.

2nd point is awesome & plays a major role in securing the business.

Know the Product thoroughly.

- Where it is used.
- How many buyers for the product.
- How many competitors.
- Differences between yours and competition
- People skills.
- Negotiation skills.
- Learning to sign for and say thank you for the current and future businesses in advance.

Critics, wanna have fun.

A creative and adventurous mind!

You can't go far wrong with a good old helping of common sense, observational skills and the

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ability to listen and not just hear what people are saying!

Skills? Qualifications? None. . . First thing you have to have is a likable manner and persona. A natural ability to build rapport and have people gravitate toward you and want more. Being comfortable and unfazed in any scenario you find yourself in. A healthy bit of common sense, confidence, charm, intelligence and yet even though you're full of steam . . . still be able to come across with humility. A knack to make the decisions in life that pay the highest residuals.

Patience knowing that the long hours networking and building relationships now will pay reciprocity later. Either through the business they bring directly or referrals/synergy. And that in turn will lead to countless opportunities to have people help grow your brand awareness through all the different channels.

What Qualification can you study for to attain that? This is not an affectation, it's just a cold hard fact.

Without those life environment/experience attained attributes, you're like a person who's paying for drumming lessons yet you have no

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rhythm? You're never going to be able to play the drums no matter how many lessons you have. It's a pointless waste! Rhythm can't be taught! It's a natural ability that you either have or you don't.

After this has been established/realized, you can work on defining your particular strategy. If you feel that approach suits you. I personally feel you can give guidelines all you want. But everyone's different and you have to adapt to the situation you find yourself in and the people in it.

This only comes with life experience. Getting out there getting your fingers burnt and learning from it. You must always understand that you're constantly learning, You're never going to know it all. But insure you know enough about what you do/represent at all times.

True. You either have it or you don't

But sometimes it's just hard to prepare some vital questions.

Rule 2 cannot be understated. There are many ways to act in a pitch but the best way is not to act at all. Assuming you are through the door and skilled at gap analysis and identifying solutions

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you can still meet resistance or the inevitable price challenge. I've found great success in simply asking "What do I have to do to win your business?" at that point. The client will buy the solution they buy into and this simple question pressed correctly will open them up to their own understanding of their needs. If they don't understand their needs how can they buy a solution? Achieving this shared understanding, often exposing deep issues and challenges for the client, can be the basis of a strong and long relationship.

A few philosophies about BD, but this summarizes perhaps the most important one, "Much of life is about understanding other people's stories and helping them achieve their goals."

Paraphrased from Stanford Coursework: The Power of Stories to Fuel Innovation

Always be open to opportunities even if it's on the wrong side of the table.

Common sense and a unilateral perspective

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Add one more thought. Never forget that the prospect is a person just like you are and treat them like one!

Indeed people prefer to do business with people they like, but not at the expense of meeting all the business requirements that dictate the compelling need to do the deal. Understanding how to quantify that need, guiding your company into finding a solution to that need, finding a financial solution for providing the solution to the need within the financial means of the customer, these are the skills that we refer too. Getting your customer to guide you through this process and be open and candid with you based on mutual trust and respect is where relationships come into the equation. Then of course driving the deal process within your organization to get the resources and financial commitment you need to do the deal and the belief that it is really dependent on the respect, trust and relationships you have.

Only to have an open mind and knowledge of different areas and subjects.

To be able to have a meaningful well informed conversation with your client that demonstrates that you have made an effort to understand their

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business and market challenges is vital. This in the context of your organizations capability and value delivery.

This will make the client take you and your company seriously and be prepared to spend time with you exploring opportunities. Dont waste peoples time!

Because sales persons are being rewarded mostly for numbers, not for the efforts how to get it- sometime forget that we are dealing with humans and not with figures ! I know from my past, that clients who takes you (and your company/product/service) seriously, will have time for you every time you wish to step by and discuss with him. But we need time to earn this reputation with the client. One tool for this is do not waste their time, be there - but (mostly in the first period) only in useful quantity.

Understanding your client's business and having a meaningful conversation about it is paramount. Do not waste your client's time, then you certainly will not have the opportunity to build a relationship. It is vital that your client feels you know what you are talking about and you can make a relevant contribution to the area under discussion.

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Treat all others with the respect and courtesy you wish to receive. I would also suggest that your success comes from a genuine attitude of mind. What I mean by that is that if one 'acts a role' it becomes clear that lip service is being paid. You need to believe your desire to help your client and live that. In this way you become trusted and if the people you speak with trust you, you will be 90% on the way to winning business.

Business Development is a profession and a science in my opinion. It requires very specific skills and techniques and commitment to process if one is to be successful. It is not a warm and fuzzy relationship thing that many people believe even though relationships are important.

It depends on the industry you work in and where you live. In my experience of working within service related industries and living in a rural county, relationships are very important. When I was working within the recruitment sector I used to have clients that gave their reception staff specific instructions not to put any 'sales' calls through - particularly from agencies - I was the exception! Warm and fuzzy works for me - I guess I'm a farmer rather than a hunter though! I appreciate that the 'slow burn' doesn't work in a

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fast paced city environment where time is most definitely money though.

Specific skills are necessary, understanding how business works, and your client's in particular, is a must. In some cases I understand the real workflow processes better than the management. This allows you to be proactive in opening possibilities.

Undoubtedly the industry you are in will change the details but the overall approach is valid. Personally I find relationships as important as the technical knowhow. But. Both are necessary as the lack of EQ will knock you off the opportunities possibly more effectively than not knowing what you are doing. At base, folk listen and buy from folk.

You have to embrace change, listen to what is asked of you, process and deliver your experience. Technically, you need to be good. However your high order thinking skills are critical such as manageability, capability, reasoning-ability, judgment-ability are key to successes, delivering what is being asked of you!!

A best business developer needs to understand the business needs first and he or she must also

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be capable to take the right designs while communicating with the client. If they do both things smartly they become very useful for any company.

Sometimes we are so eager to tell a customer about our product or service that we do not listen to them. When it is time to speak we offer them exactly what they said they were not interested in. If only we had listened because now we need to back track and could lose their interest. Also, being kind to all no matter what the title is so important. I lose respect for a person I am out with that is arrogant and unkind to anyone we are dealing with either at a restaurant, parking a car or answering the telephone etc.

I think the best method I use for my own children to learn tolerance, patience and being respectful to all is to start them in some sort of service work from day 1. I remember being a waitress and the way customers would speak to me at times was very upsetting. It was the job that taught me several important life lessons that I have brought with me every step of my life. There is not one perfect person in this world that can condemn another human being for having an off day or

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trying to do a job that they cannot grasp but have to do it to survive.

You never know who that receptionist is related to in the company. We've also had meetings with some of our customers who were promoted from a lower position into their current one and they notice how you treat all of the staff.

And it's just the right thing to do!

While I've been in corporate relocation for more years than I'd care to admit I'm just getting started in the business development end. While I know my company, our offerings and the business inside and out I'm just learning how to actually sell them.

The receptionist is one of the most important people in the company! I've known companies who actively encourage their receptionist to keep an eye on visitors and report back as to how they were in reception - when they didn't think anyone was taking note of them! Always be genuine and treat people the way you'd like to be treated yourself and you can't go far wrong.

This reminds me of 48 Laws of Power.

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To be a qualified Business Developer He/She should have the real physical experience by shedding BLOOD TEARS AND SWEAT also should have good analytic skills with right MARKETING TOOLS.

The genuine desire to partner with your customers to help them achieve their target goes a long way.

Determination, persistent, assertiveness, the ability to canvas the market and find suitable business who would benefit from the services you have to offer!

2, 6, 8 and 11 gets my vote. Empathy is the way to go and respect to all show that you are one who can be trusted with the task and the one who can develop the solutions palatable to the customer. Listen and understand may not be enough, transferring that requirement to your support members and making them understand that you and them are part of an important process that only benefits the customer. All customers these days may be conscious of costs but to have someone who understands their needs and carry their worries, priceless.....:)

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Dare by creating a team for catching business opportunities and empathy by trying walking on the shoes of the clients.

You need lots of EQ, understanding and passion to what you do, it need not be your skills of expertise but your interest in making it happen.
:)

You have two ears and one mouth for a reason - remember to listen twice as much as you speak!

There can be a baseline requirement to be a successful BD person but at the end of the day it's the company that defines what role you need to play. If you work for a smaller company, for instance, you have to wear a lot of hats. Sales, marketing, operations, design, etc. The flexibility that comes with the business development title is nice but can be a little broad.

Understand your Company, your customer and your market, and see where all of them are going, so you can design the links between them in a path that will keep them together in long term relationship.

Thriving on rejection and a pit-bull mixed with a basset hound personality.

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Before now, I had been admin/support person at my previous jobs. So quite challenging when I took this BD job in January 2014. I have had to learn fast about my business - Real Estate, with adequate training support from the company.

So this piece intricately captures my fears/challenges proffering easy to swallow solution.

Vision.

Your article makes so much sense. It all relates to adding value by knowing what will have an impact on your target or your client, being honest and remaining consistently in front of your target with information that has value to her or him.

Comments give some clarity about what a Business Development Professional does, and should be doing. Also paint a clear picture so we see there are differences as compared to sales or marketing pros. "Hawks and Falcons are both great, but the eagle get's better with age!"

I enjoyed your article and all of the further interpretations I was able to glean from my point of view.

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There is one more extremely important aspect to learning and becoming a better business developer. That is numbers.

Absorb what things cost, whether it is a product or a service and how their prices increase or decrease. You touch on this in point one, but I can tell you, the ability to instantly recognize cost and compare, or to estimate on the run can provide you with the edge required when dealing with a new client or business. This also runs further into managing procurement for your needs. When someone is testing your knowledge or acumen with questions regarding their cost because they truly believe they have done a good job, the closer you come to that figure, the more that person is interested in your ability.

There are many facets of work and life skills required to be a good Business Developer which have been addressed and covered by all the feedback from comments on this topic. My intention was to try and simplify these into a format that can be used as a form of affirmation and in particular, one of the most important is the "Sales" component.

I am a killer sales person, a Top Gun in every sense and one of my most important lessons

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when converting from a Sales Person to a Business Development Professional was to defrag my brain to clean out the "Sales Mentality" I have been conditioned in. Being a great sales person does in no way qualify you to be a great Business Developer. Business Development is founded on relationships, building rapport and trust - if you try and go in for the kill, you will almost always fail so more than anything, get rid of the "Sales Mentality".

It's a good question that has many answers. What I lack in most business developers CV is the diversity and I think this is a key "skill". In many cases we tend to think inside out when we develop businesses due to that we don't "force ourselves" into strange combination. A qualified business developer need to be curious and "visit" new, uncommon markets, to find new business opportunities.

Be the person, you want to work with and not what people want you to be...

You need persistence along with intelligence. Find out what your prospects are looking for and feed them that information.

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Good listener-- for insights. Connector-- connecting pieces of data that can lead to opportunities. Disruptor-- to create opportunities that get you in to the blue part of the ocean.

Discipline Your Disappointment. Don't let the word "NO" slow you down and effect your next call.

- ❖ You need resilience and resolve to overcome the rejections.
- ❖ You need to be dogged in your determination.
- ❖ You need to be a detective to sniff out needs, wants and hurts.
- ❖ You need to be an entrepreneur to compile the solution vision.
- ❖ You need to remove the selling component and replace this with problem solving solution.
- ❖ You need to be surgical to implant the solution.
- ❖ You need to be a friend, a mentor and a coach.
- ❖ You need to stay true to yourself as well as being true to your client - For Life!

Business development requires the ability to combine sufficient industry knowledge with a true child-like inquisitiveness. Must be able to know how to analyze the market, identify

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opportunities, meet the demand and deliver the goods/services.

Business Developer should have a sound understanding on the Business before to develop it. This requires financial, market and commercial analysis skill, strategy thinking capability, know ledges of business execution.

Communication is a vital working skill as a Business Developer.

Communicating with the client/company when trying to understand their Business Development needs and then helping them to communicate their service or product for business growth.

Long term vision, analysis skill of the business to be developed, key customers' relationships and joint development value creation with key customers

Being creative and a visionary without forgetting the environment you are working in and its constraints. It is not only about having great ideas, it is to be able to make them become reality...

A good business developer will engage internal resources along the way to ensure the company

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can meet the goals and expectations of a partnership.

A good Business Developer has to mold themselves with the organization vision, mission, goal and understand the strategies of the organization. If anything is there that upsets them, than they have to clarify with the management because if they are keeping that thing in their mind, they can't perform well.

If the business development team and their members are having the unified goal that matches with the organizations need than other things will come in to picture.

Believe we should focus on listening and asking seek to become a trusted advisor who will be embraced then price becomes less of an issue. Use experience and seek to advise as though it were your own company and then clients will lock onto you.. Networking is the key way to embrace new prospects.

A reminder of what it takes to be the best you can be in this role, and how you can advance as a talented BDM professional. I'm a little green, so this definitely served a purpose for me. Takes time to foster the skill, but as the article

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states....NEVER GIVE UP!! I thought humbling yourself as the Ringmaster and Fisherman was an interesting analogy. Had a lot of fun reading this.....like my "eyes were on fire, and then read some more".

Great article! I would also say that being natural but professional at the same time is a desirable trait.

My initial reaction to the question is "active listening" skills. Further, business development requires the ability to combine sufficient industry knowledge with a true child-like inquisitiveness. One that must be developed and nurtured. Just a thought.

Learn to step back and introduce the experts.
"They will make you shine so bright..."

So few people have the right skills and aptitude to succeed in this field.

Point No 2 and point No 3 is very important for any people who are into business development. They have to develop their listening capacity and every day, junior or senior, have to sharpen their skill on Paper first and then execute in the market effectively.

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Relationships building.

To add that you need to be passionate with the benefits that your products/services could give to your customer. You always need to be prepared to deliver a new concept which will give a competitive advantage to your customer. We never can be focused only in the product but in the way your customer and you will have profit to the respective companies. If you have a lot of competitors with the same product use your team to build a new business to your customer with the tools and expertise you have.

One is qualified, if he/she proved the skills. Students and Young Professionals have lots of skills. They still need to prove them, so they qualify as candidate.

The skill of developing within a predefined time set and target goal from a bunch of unqualified names/leads/prospects is the best match (number/revenue) for growing sustainable business.

Need to have an understanding of the environment you are operating in, be dynamic and innovative.

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Lessons from war making for business planning?
I guess my training (US Army) will work for
customer support. Perhaps we can use a Sniper
for CFO?

Using military combat strategy for business
shows why we are no longer #1 in war or peace.
I would respectfully suggest using proven
business processes in developing an "attack
plan". Less blood, more new customers.

IBM reinvented itself and is doing very well. The
point being that "war is not the answer" (always).
We seek methods of serving the customer by
affiliation with some of their existing suppliers,
not by killing and eating their existing vendor
network. Perhaps that is because our three
principals come from (1 each) the Army, Air
Force and Marines.

Although it is fashionable to abandon our allies
and throw folks under the bus, we focus on
building loyalty and our customer base by strong
customer service and fidelity to Affiliates.

This may be a longer slog, but, I hope, more
fruitful. I believe that technology makes the pie
bigger, not smaller. That single thought is a big
driver for our business practices.

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Technology will recycle the laggards. We must protect our customers from the tendency to get fat and happy. Like IBM, we must constantly redefine our market.

In the past, I have observed that the MBAs of my generation who favored the War in Business model all served in Canada with Bill Clinton (but never inhaled).

Hopefully, we can learn from our mistakes. Remind yourself that the Japanese favored the war in business planning in the late 80's and ended the 90s stuck in flat growth mode.

Lead from the front, follow a service model and provide your customers with a good product/service at a good price. You may or may not get rich but you will sleep at night.

Some customers might deserve it. 'Proven' business processes are yet 'tactics' to promote a corporate strategy, or should be. I was suggesting that business can and should be thought of as war and strategic thinking plays a part. We talk of SWOT analysis, strengths, weaknesses opportunities and threats are important to understand or a business competitor will come up on your blindside and pass you

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unseen. One of the most dangerous mental states I reckon, is Hubris as the history of business is littered with the remains of companies that were 'owning' their market and did not spot the dangers, or ignored them. IBM? Anderson Consulting, Royal Bank of Scotland? Baring Brothers, First Trust, ANB, Sec Pac, the list is endless. Microsoft trying to reinvent itself but not the power it was.

Precisely the point of my (much) earlier (and seemingly ignored) post. I'm sure many biz dev people think as did the US steel and UAW workers; that there's no reason to change trajectories or methods. IBM is indeed an excellent example of the productive pivot that's kept their stock north of 100 and dividends flowing.

Knowing your company is good but I would add: know your competition and your market.

"If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle." (Sun Tzu).

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Never give up? I fully agree, but only when you know you are capable of winning and can make a profit (or there is strategic value). Sometimes it is wiser to walk away.

Also add: Network and connect people.

How true 'sometimes it is wiser to walk away'....

Glad to see Sun Tzu is alive and kicking after 2000+ years, yes his book was about war tactics and selling is war with no prizes for second place (often forgotten). Like war you need friends in difficult times so avoid making enemies in life, and to quote Clint Eastwood 'know your limitations' , but when you know your limitations get help to cover the gaps and weaknesses before you go into battle. Watch Braveheart to see how a win plan when executed correctly can overcome your strongest competitor.

Sun Tzu, also known as Sun Zi was a Chinese military General, strategist and something of a philosopher, wrote the original Art of War which contains chapters and ideas which are still the staple of MBA Strategy courses today. Worth looking up if you have not come across him, widely quoted in the Strategy book by Jorge Vasconcelos when he was teaching summer

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school at the University Catolica in Lisbon.
Strategic thinking is vital when facing opposition
against whom you might lose.

Braveheart, sadly, was a work of fiction. William Wallace upon whom the character was based, was a landowner, born in Elderslie became a leader during the wars with England and Edward 1, otherwise known as the hammer of the scots. Wallace defeated an English army in 1297 in the Battle of Stirling Bridge (which can still be seen and is v narrow). However lacking in the skills of battle, he was consistently beaten and eventually captured outside Glasgow and handed over to Edward who had him Hanged, Drawn and Quartered for high treason and undoubtedly as an example. He has since become iconic but with much unreality.

I agree that Braveheart was a work of fiction but just using the fictional battle scene to illustrate a point. Yes some folk in Hollywood may be considered for the same fate as William Wallace for their vision of historically events, but sometimes perception becomes reality.

Roll up your sleeves and let's get results by decreasing expenses, increasing productivity, or increasing sales

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Add:

- Listen
- Do what you say you are going to do
- Connect people

Excellent attention/focus on
building/fostering/nurturing relationships.
Integrity, with a capital "I".

Building relationships based on trust and long
term loyalty. Remember this: satisfied customers
will listen to you, loyal customers will follow you.
Satisfied customers will leave you in a heartbeat,
Loyal customers won't leave you until your heart
stops beating.

Making clients friends has been a successful
strategy to me in this line of work.

Experienced in international marketing
recognizing that the end using customer is the
center of my client's universe

It's my contention that business development will
supplant the role of finance-attorney as business
models transition from M+As to opportunistic
strategic alliances. As such, the successful
business developer of the future will need to be
more attuned to forecasting and visioning than

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today's tactical orientation of project management and "product" sales.

Your comments especially on the need to listen to the client and the people around the client are top. It is not for nothing that we have 2 ears but only one mouth. However, I think more emphasis should be placed on timing. Part of the listening and adaptation of the solution has to be viewed in time. For example, if I am repairing a wharf and there is one nail to be put anybody with a rock and a nail will be welcome. However if there is major repair work and the time is important the preferred help will be someone with a hammer, spare planks and many nails. I will be willing to pay much for that solutions, However if that solution arrives when I am 95% done, I will discard it even if it would have been the right solution. Thus, listening and reading and analyzing and proposing are important but very time dependant.

Along with people skills, listening skills, analytical thinking, negotiation skills and all the rest, it occurred to me the importance of administrative and organizational skills. Becoming proficient in the use of various CRM systems is essential to the success of a Business Developer. We get

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loads of information through our daily customer contact. That information has to be put somewhere for later follow-up. Names, addresses, titles, etc require storage in one CRM or another. Get to know your system inside and out. Learn all its' capabilities and you will have easy access to what you need to know about a customer at a moment's notice.

Connecting the dots between marketing, advertising and sales

Good article. Most importantly though - listening and understanding the core underlying issue is key to developing the business. Understanding the client "holistically" leads to not just a "one off" commercial relationship but a "long term" business relationship.

Good combinations and great ideas.

The most important skill in Business Development is the ability to create a respectful and comfortable environment within which your target wants to tell you what they need to succeed. Sounds simple but it is not. To do this you must know what their issues are, what opportunities you can create from their issues, where are the synergies that can help them

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succeed. To know this takes research and the willingness to see their business from their perspective, particularly the perspective of the decision maker. That person is not always the one at the end of the table. They may not even be in the room in the beginning. Find them, learn how to hear what they want to say. They really do want to tell you, but they have to believe you are genuinely working in their interest, to help them succeed, or they won't tell you a thing - if you even get to see them. You need to know them and to know yourself. You need to know their issues and your strengths. You need to gently lead them to where they can comfortably let you in. And the word "no" – that at least means they heard you, perhaps not what you wanted as a response but it is not a closed door. Dig, Find out why "no", find a solution. Show them that you are interested in finding what will work to help them. "No" doesn't bother you, it only means you need to keep trying. Many times solutions are created from seemingly unrelated pieces which, when assembled become the answer. But the pieces are the nuggets of information, the bits of capability scattered around engineering and marketing and sales and accounting and, well, everywhere, even your target's suppliers and customers – their

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competitors. You are the detective that finds these nuggets, the glue that holds them together. If you pay attention and create a real sense that you are valuable to them then they will let you in. Why? Because they want to succeed and you can help them do that. If you don't have that you don't have anything. Go home.

No is Not Now. Trust at first contact counts for 3% only.

How true, I agree that we as business developers must do everything we can and more to facilitate solid, long term business relationships based on respect. And I believe the mark of a true professional is that they are passionate about doing just that. Focus your energies on respecting yourself first and then everyone else that you come into contact with. When you do this and start a relationship based on respect it will take you where you wish to go.

Don't promise that which you can't deliver. Don't negotiate with people who can't say yes. Respect as well as bonuses are earned.

Present in activities, should be sharp in communication skill and also must have a

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knowledge about that particular product and satisfactions reply to customer..

Bloody thick skinned.....

Understanding your business and their mishaps helps a lot where they made wrong decisions, be a catalyst in business

Listening, tenacity, and follow up are the key skills required to turn a cold call into a new account. One additional quality I find essential in developing new business is integrity. Don't operate without it or you will be dead in the water!

Add to listening, understanding because without it, it is like a cat chasing its tail. One can always listen but paying attention to what is being said leads to understanding and building a working relationship.

Ask qualifying questions, looking for the experienced "pain" with current solutions and listen intently to customer requirements/needs/wants. A solution approach to then position the strengths of your product solutions and services

Establish Alliances. Needs - Solutions.

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Market data and ability to transform it into information .

Personal knowledge ("working knowledge") of the marketplace we are trying to penetrate counts.

Being able to focus, an active listener and a good communicator.

Must be able to know how to analyze the market and identify opportunities. Should be focused in a changing market. Should be oriented to a multicultural society.

Basic: knowledge of technology, bilingual and love what you do.

Sharp and focused.

Business success is hugely about relationships and the confidence your client has in you.

In a nutshell what I get out of this is not to go into a meeting with all guns blazing.....bound to hit your target but this means you could be killing your entire audience.

Good Communication , Good Understanding, Working flexibility is the most important skills for business developer..

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Don't fear failure. Every "no" is still a learning experience.

BD is a personal disciple to shape his own thought and acts in a way to reach unexpected result ?

Having the capability to "think out of the box", strategize on valued added solution(s) and do something that has not been done before or perhaps unconventional..but before that skills/ability to uncover, understand and validate & revalidate potential customer's actual needs; be open and show sincerity in working through with clarity in approach/presentation on proposed innovative solution(s) with the targeted customer..

Last but not least, key capability to lead teams in implementing effective execution, which will be key to success.

Because we now live in an "I need it now-lets Google search for it" world where essentially ads, emails, etc are ignored and when a need arises, we Google search. The most important skill may be knowing how to find and reach genuine prospects without facing competition and do so

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before they Google search. (Yes, that's why I do what I do as a consultant)

Harvesting customers from social media has nothing to do with how many sites you are on, nor paid ads. It has everything to do with knowing where your natural target audiences hang out online to discuss common issues, challenges, needs that you and your offering can directly solve.

Find those hidden social media sites and join in offering short expert ideas for resolving the issues being discussed. Don't sell but do sign your name, company, email.

The result will be lots of calls from genuine prospects to you asking for help.

Try not to get too far ahead of the curve. We need the "vision thing" but we can't look so far down the road that our prospects can't see what we are talking about.

It's great to have a story to tell and a bond to create. It is even better when the prospect can understand the opportunity.

Primarily, one must be internally committed with an unrelenting passion for innovation, driven to

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finding a way forward even if it means breaking away from the crowd. BD is about overcoming the limitations of pre-authorized standards and rules. Creativity, the most intangible of all skills, is the one constant requisite.

The ability to listen--truly listening will lead you beyond your customer's words to "needs"....this is where the up sell appears. Then, don't be afraid to challenge your customer into that up sell--if YOU believe in the up sell, they will too. And THIS is where customer retention and referrals come in....if you stay on top of the process, accountable for the details. Now you've provided more than your competition, right? Most important word--listen, listen, listen!

Drive, integrity, innovation, listening skills and patience!

No one in BD has the corner on the market today---regardless of who your audience may be, there is always a competitor. I don't believe that loyalty to a supplier just for "loyalty's sake" is the norm in today's society. What I DO believe is that it's those who are willing to find the alternative solutions that are most effective, that give your customer added value they're not expecting, that win the account and garner the referrals.

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Developing new standards and processes, giving the customer an advantage by doing business with you and sets you apart is the whole point in BD, isn't it? And it's FUN :)

Surround yourself with your generals (specialists, engineers, whatever) your job is to open the door for the others to pass through. You are not in command of the theater. You are the ringmaster not the star. Learn to hand off to the experts, in their field of endeavor."

Surrounding oneself with great people is fun and rewarding. I think it's what they want as well... the opportunity to shine.

Able to see market place, make a division, go with the right direction with complete product knowledge.

The right attitude, communication skills, an individual handling of the situation.

Too many opportunities are missed because of failures pertaining to one or more of the points made in the article.

Experience...

Courage, perseverance, intuition and experience

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It is adding value to those active but not seeing result positively. Good to follow if one make sure for his success.

Information is power but I find listening works quite well too as you can perceive more intuitively your market...

1. Should have strong business analysis skills.
2. Strong communication skills to convince the management and the customers.
3. Be a good listener to understand the needs / wants of the customers.

Be smart enough to know what you don't know and learn it.

As the driving force behind generating new sales leads and contacts, a successful business development manager is a highly-prized asset to any company. This role revolves around communicating the co's offers in a better way and so whatever business you work in your duties are likely to include:

Following up new business opportunities and setting up meetings.

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- Ability to understand and effectively explain the benefits of co's offers.
- Cultivate mutually beneficial relationships with Strategic partners..
- Work with Sales Teams on pursuit efforts, prioritizing opportunities and allocating resources.
- Understand the competitive landscape and customer needs so you can effectively position your product.
- Find the right opportunity and develop it
- Inspirational, informative and to the point; wonderful tit bits.
- Persistence and patience!

My colleagues and particularly senior ones do not fully understand the interface difference between the sales and development role.

Never stop learning from all circumstances and those you come in contact with on a daily basis.

As you said Listen, Listen, Listen... And be prepared...

Must read n read n read. The more information we know, the better decision we can make.

Great instinct.

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The companies different faces must match.
Website, Business Cards, Logos - do they match?
sales pitch(es) and Ads - do they match? Target
Markets and long range goals - do they match?
And do the goals and methods of the company
match?

To be a good business developer you need to
understand the product and the target market as
well.

Below are the critical skills:

- Demonstrate learned business development thinking.
- Display proficiency in gathering and analyzing first-person, human intelligence.
- Have the ability to engage clients on any level.
- Use information obtained in an opportunity identification and qualification process to make intelligent decisions concerning viable business prospects.
- Serve as a catalyst for changing the way your organization conducts business.

Honesty and integrity are key in all one's dealings and that you should never make any promises when you have any doubt that you cannot deliver 100%. Rather under promise and over deliver.

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As a BDM I've seen the positives and negatives from most of your advice in action and neglect. Sweat the small stuff. You must have a very good sense of awareness.

It is easy to quantify the skill sets necessary for success in Business Development. It is harder to get the boss and customers to agree to that write up. Just don't make the job spec in your image. Make it based on the skills necessary for success in your industry.

Analyze the situations, be courageous and a good communicator to convince all the stakeholders.

A good BDM needs to have a genuine desire to help, strong interpersonal communication skills, and an ability to get the right people together and facilitate successful outcomes.

To develop a business you need to analyze and understand the business very well then you should have the ability to find various market channels.

'Never under estimate what may seem to be the least important person in the meeting' - This happens too often.

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It is hard to find a way through our counterparts but the way is in there. LISTEN! That is the key-factor. Self-presentation should be reduced to most effective minimum and then let your counterpart talk: that is the reason why you are there. The reason why there is a slim chance to do business together. Let that slim chance grow by means of empathy.

Empathy is a nice warm word. If you don't lay the foundation for mutual need and profitability. That woe gets cold..... Fast.

Let's say "aimed" empathy.

Paying attention and showing interest in everything ... you never know when or where you get that brilliant idea.

The importance of listening, perseverance, and above all, understanding your customers' needs deeply. The ability to see reality (your company's capabilities, product capabilities, competition) as another important factor in meeting customer needs and wants. The point about treating everyone well and with sincerity is critically important. Credibility and integrity are one's most important attributes in developing business.

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Experiential understanding of organizational behavior, consumer behavior and sales.

It has been said that anything that what is true should seem obvious, once stated. Kudos on a well-written list.

For me to be a Business Developer (and since we are still struggling to get out of the start-up phase) I have to keep my eye on the prize and forge alliances to fill in between where we are and the goals. This is difficult as the target is moving at a high rate of speed.

My favor on this list is surround yourself with generals. As you said, a business developer is the ring leader, often leading many others in the overall quest of your goal. You're not taming lion, but you are corralling others to help achieve your goal.

Resilience and Discipline: You must be resilient when doors are closed on you, objections are given and when people tell you no. You must be discipline to work hard, smart and honest, and also make up slack days with a full effort after.

Over the years while selling insurance products respected parking attendants, receptionists and

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office messengers. They will tell you when not to speak to the "Boss" or the most opportune moment when their guard is down. It worked. To date I chat them up while I wait to see the big guy.

Only passion & commitment, + attitude + trained team, can give more business.

Asking good questions, learning to stay silent and listening intently to what clients say and want.

Top three ... Listen, Listen, and Listen! That's how you learn what your customer needs. Then (after listening and learning) turn what you learn into solutions.

Trained many years ago to watch for the quiet one in a large meeting, the person who introduced themselves by first name only, then sat quietly, probably didn't even take notes (someone else did that for them) - the Fox - the silent influencer.

It's been a long habit of mine to acknowledge everyone in a meeting or business where a casual question could divert their intention to do business with you to another vendor. It's the same as introducing yourself on cold calls when

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you get an EA or receptionist, treat them as equals, they may be more than that but it's a start at least.

Best one was the former CEO who was now a 'consultant' within the client, non-paid, not on any org chart but 'training' the new CEO (his son) on the intricacies of long term contract negotiations - engaging with him opened up a long term relationship with him, also with the client.

He now has introduced me to a large number of new clients and business opportunities over many years, simply because I recognized his then current worth and position as what it was, not as a faceless consultant filling a chair.

Creative.

Listening, Attentive and grabbing the opportunity are the skill sets required if we narrow down things.

There aren't perfect formulas, but, what about this one?? :

A win-win modus operandi + empathy + early opportunity detection (that's an advanced skill)

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+ empowering "selected" collaborators (not everyone has the required personality for BD)

I could add millions more. (A humble advise: never try to clone yourself, it's boring to death).

Empathy/listening. Being well informed and well read. All relationships (business or personal) are based on need - so your ability to add value when starting the business relationship is key and, for the long term, the ability to adapt.

TALK LESS AND LISTEN MORE!!

Amen to diversity..... Let the ego go and turn the prospect who doesn't like you or speak your 'speak'.

I have been doing this awhile and in my opinion you need to possess the 4 P's: you need to be Professional, be Pleasant, be Persistent and Patient! Once you master the 4 P's you stand a very good chance at being one of the best you can be.

Ooh - another 4 consonants or vowels to consider. That's a different discussion that I'll start in a few minutes. (By the way Persuasive is a good one).

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Going back to earlier comments about removing BD's when the mistake is possibly of others. Just look at the current situation in every football league in the world - sorry Girl's if this isn't your bag (no pun intended)...

A good football player doesn't always make a good football manager! This is a proven fact. That's why, at this time of the season, those struggling clubs sack their managers and get new ones in to try and save them from relegation.

Ergo, the same applies to BD.

A good BD, who always gets results and is then promoted, isn't always the best BD Manager.

Absolutely! You are right - that is a no-brainer. Note to self: add another "P" to my list. I can be very persuasive. :) Again you are right with your analogy above. Most good/great managers of the sport were not good/great football players. I have done management and quite frankly unless I had a bunch of mini-me's (not to sound conceited) I would rather be the player. If you know what I mean?

I do understand. In most small businesses (and growing a fledgling department) the most difficult

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thing a self starting manager (owner) can and must do is find (or train good staff), delegate and let go. It is a hindrance to growth and progression if the manager constantly takes over and 'does'. Clones of oneself are not a good thing, nature shows us that mutation and diversity succeeds best. After all, that contact that does not get on with me, may well communicate well with my colleague. Two of me would be 'interesting'

Agree, I would not want more of me one is enough and as my mom would say they "broke the mold" with me - :) but what I was more referencing was their ambition level, commitment and general demeanor. I absolutely think we all need to be a little different because we deal with so many different people who respond differently to different people...but our core should be all the same. That is probably what I meant to say and didn't.

Did not mean to sound smart***e. You are right of course, in demeanor, commitment, client centricity and so on. Totally agree

But here is an example he was a very good player and manager - Franz Beckenbauer

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Dooh! Thanks. OK, this is an excellent example.
(I am sure there are more).

The big difference between football & sales is that the results of a football team are evident, and regardless of how good / bad the players are, it is the Manager who bears the brunt. And rightly so because they are the person who has organized, hired, trained, motivated, & directed the team.

However, in business, as said before, a bad Manager can pass the blame downwards and be believed by their boss, (who probably had promoted them in the first place), and doesn't want to be seen by their ultimate boss as have had made the wrong decision.

But now we're drifting into a management discussion - which detracts from the original question.

I did chuckle about having clones of oneself working for you (even though it has been explained out earlier).

On the face of it I'd love to have several clones of me working for me. They'd be diligent, truthful, honest, hard working, thoughtful, good planners, very good speakers, great presenters etc. Oh,

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and a tad good looking if I may be so bold! (I'm so perfect it hurts).

However, on the serious downside, they'd question every decision I made, stray from the set agenda and do some of their own things (I always found it hard to strictly follow a "company line"). They'd also know in their heart-of-hearts that they could do better than me etc.

They'd also probably write things about me on LinkedIn as well - ha!

In fact, they'd be a pain in the gluteus maximus.

No, if a manager ever wanted clones, then they are a very bad manager (regardless of how good looking the clones may be - arf arf).

As I am sure we're all agreed, diversity in a team is the key.

Oop's, drifted again into a management theme.

PS - "I'm so perfect it hurts" is a blatant lie.

So very true! I want to be surrounded by people who inspire me therefore if they are like me I probably will not be inspired... I mean I would already be me - ok so now I am confused. :) It

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does not matter if I am the manager or the worker bee I am always wanting to be surrounded by creativity, healthy ambition, and thoughtful challenges. If you are not you will become complacent in either role and that my friend is in my opinion the worst! Of course there are some rare examples in the football world of good managers who were good players, but again I think the norm is they are good or better at one or the other. Managers who "pass the buck" or anyone who does not take ownership for their work (or lack thereof) are not an employee to be respected and unfortunately it does happen, and probably more than we would think. I firmly believe if we are patient (another "P") the old saying "what comes around - goes around"... or so I like to think.

I've read so many of these and this has been going on for so long...sum up with one word what skills do we need? Mine is 'empathy' - ha ha putting it out there guys...sorry it's a Friday night...

Can I ask one question that the business development scope is very much why company remove the person when the mistake is of others.

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If I understand you correctly, you are asking why the BD person has been removed when the company does not see results. If there are reasons why existing customers are not pursuing added value business with a company other than lack of performance by BD, then these reasons must be catalogued and faced. This must be done without bringing personalities into the equation, reporting the client issues rather than pointing fingers.

If however you are in a situation where others are scapegoating BD to management to cover their backs, or management are covering their backs or those of their friends then you must be fireproof in documenting what you do.

- If not then the old adage applies:
- Seek out the guilty.
- Punishment of the innocent.
- Praise and honors to the non combatants!

It was ever thus. Regards with humorous cynicism

You've made me laugh. Cynicism is ok. It's as you says, non combatants always have something to say. Come to the battle field for once, and let's see if they keep thinking as

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before!. Business Development is the art of inspiring confidence in less than one minute, and inoculate enough enthusiasm in the other part to make him/her want to know you a little better the second minute.

BD is not for the faint of heart. Many think they are called Few are left standing....

Agreed, few left standing. It takes conviction and courage to keep going back. Having said that, @Shell, sometimes the relationship needs to work on a personal level before the business end can. If your offering is not wanted or needed right now, doesn't mean it will not be tomorrow, if you have left the lines of communication open you can go back and eventually the business opportunity will present itself. My longest dialogue with a company that became a business partner was 6.5 years.

What about team efforts??

Without Team efforts no company can be able to sell the products even through the business developers do extra home work

The remarkable thing about this is that it appeals to either hemisphere of the brain - it's fiercely

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logical and highly creative at the same time.
Definitely a thumbs up.

Competible.

What do you think about Transparency and vision
???

Is there any space for quality for business
development ????

Honesty is absolutely vital in my view. A total
must

You seem my type of character to be honest.

PS been selling since the early 80's and agree
with the promised deal that has borne no fruit
due to speaking at the wrong level, with the
wrong person; indeed it has happened that the
person plunked in front of me was put there to
extract any knowledge I had and then use it
internally without involving me or my company. A
salutary lesson.

EVERYONE READING THIS DISCUSSION must
read above comment.

So true, and will continue to happen until the sun
stops going down, the moon fails to rise, and the
seas forget to lap the shore.

Is there any space for " PASSION" for BD.

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As to the questioning of the awkward / oblique prospect / client, I always ask:

"Are you directly responsible for placing the order? Will you be the person who places the order? Are you the contact that my internal sales will liaise with?" etc.

Yes, very closed end questions indeed. But, as I am sure most experienced sales people have learned, many a promised deal hasn't borne fruit if you haven't made sure you're talking to the decision maker.

A great 80's saying comes forward in my mind - "Am I talking to the organ grinder or the monkey?".

Negotiation skill and strong PR

I think numbers 6,10, and 11 go hand in hand. The respect you show towards others will come back to you in return. There are more times than I can count where the most unimpressive person in the room, was actually the most important. Don't discount anyone. Besides, you never know who may be watching your actions.

I believe in the human resource when teaming up. Through empathy and understanding - Your

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teammates will add their best ideas to the problem..

Very interesting, and I especially agree on #2 and #6. On top of it I do believe that honesty and integrity are what rewards you the most in the long term, also in a business relationship.

Knowing how to sell is a vital ingredient for success in BD. In simple terms, effective sales and negotiation techniques blend talking to the right people and listening to find out what they want to buy. Once you've got both those elements, you can close the deal to mutual benefit.

Good sales skills include anticipating and dealing with any reasons the customer may choose not to buy, known in sales terms as 'objections'. Last but by no means least; your selling techniques should include the ability to see when the customer is ready to buy, and the right selling technique for closing sales. If your customer believes that you're working with their interests at heart as well as your own, they're more likely to be more honest about what they view as their alternatives. And this in turn allows you to do the same — making for a more positive environment to do good business.

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We used to call it empathy - the ability to fully understand the target/prospect and for them to start to understand and trust you. Who you are is not as important as How you are. We have 2 ears and one mouth for a reason - use them in that proportion. Enjoy the wins with the team and analyse the losses privately and carefully. Good hunting out there ...

Pro active...meeting customers wants and needs are outdated; we need to create wants and needs for customers. Very often your targets do not know they have problems or where opportunities are, it's business developers' job to identify for customers.

Sales is not selling, it's consulting, it's solution providing, it's value adding.

This is what consultative selling is all about.

Product selling does not complete the job of BD...to win customer's trust is main work..

Keep It Simple Sometimes complexity, many words, ideas and rules lead to confusion and no results. That's why we should stay focus on our target as it was mentioned before.

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Focus on client's requirement with abstraction and proposal should address those requirement so that client should feel this is my best gut.

Keep It Simple & Stupid is KISS meaning keep the message as small and straightforward as possible.

You do need to have empathy and consideration for the client's business. Plus an understanding on where they want to go, and how you can help them get there.

But you also need to keep your business hat on and look at the long term game and see how your proposal meets with their aspirations. Sometimes a short term fix doesn't do it, whereas a long term vision does...and gains you long term business rather than a quick fix, one off sale.

BD needs clear target, sometimes a lot of undercover preparation before you hit the target or to say mildly approach the target and go for hit, ya we need to know the background, key decision makers in the target, then BD should apply marketing as well sales and commercial tools. It is very exciting it is like project ! BD is amalgamation of few skills assimilated over

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the years and scale varies according to products .
To me BD is carried out perfectly by head of
states during their visits to other countries .

Persistence with an edge!

We need every aspect of the business industry.
We have to learn how to speak properly on the
phone with clients, send proper emails, and greet
the customer with excitement. To sum it up a
Business Developer needs to Stay Motivated!

Most of the times we must be SELF MOTIVATED!
Find new ways all the time to succeed! We have
to push ourselves and keep all the excitement for
Development!

So develop us, first!

We have to keep telling ourselves AND BELIEVE
that the most exciting part of our job is to keep
Enjoying The Journey!

Business development, persistence, resistance
solutions resolutions. 4 key attributes to making
it happen.

It's a passion & hard working with team efforts
with new innovative ideas

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This is a matter of intention only with a positive attitude & be specific to do hard work with your team. I am sure you will get the business. Respect the customer & the team mate.

To listen, question and understand why, how and when. Then put it all together and hey presto! Simple really!!

Keep personal handwritten notes (not on a computer – of your targets strengths and weaknesses and characteristics of the players that surround the “fox”. There will most always be a “Seymour” / See More types – who are most always assigned the task of digging, questioning, stonewalling and asking for more information. He/she is the one you derail first – obliterate them with information, bury them deep, so you never see them again because they are not your decision maker. They hate to work and they hate to read. Beware, they are a decoy and may knock you out first. NEVER, EVER share your information with anyone.

Really it's too good and works for me..

A very key factor is " Right Attitude ".

Proactive, follow the customer with questions

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Probe, Probe, Probe and then listen. It all comes down to being able to develop rapport with prospects. It doesn't matter how qualified you are - business cannot move forward without the trust-building and rapport. And, I agree - talk less!

A great man once said, and I'll paraphrase.... The success of what happens between 8am to 5:00 pm is greatly determined and reflected by what one does from 5:00 pm to 8:00 am the day before.

We all will become a product of our preparations and taking the right opportunities when they cross in front of us. I call it a little bit of lucky. It's similar to combining a great gambler who assesses risk well, allowing yourself to become an opportunity magnet through attraction, sow your success and visualize it's growth, continue to be educated in your field and fields of various diversity because you never know when the two greatest things will cross paths and come together and you'll get lucky and success will materialize. Simply put, I'll invite you to grab a Reese's Cup at lunch.

Business Development Genius is not freely nor easily achieved no matter how great your idea or

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product works, and it's not guaranteed through a list of to do's and meetings that are overrated and waste time with technology available through various CRM and communication programs that allow for time saving idea and planning without spending 1-2 hours in a board room. Use meeting to motivate and stimulate the managers or board members, cheer on the company's vision, and rally the results by painting the picture of success. Then build it up and it will become available and manifest into reality. I will sum up Business developer man as the artist who choreographs all the variables of possibilities in success on every level or department working together as an interdepartmental seamless collage of a vision of greatness where all areas are equally important, accountable, and excited to achieve or fail wonderfully only to accept the big picture of where your failures push you into your solutions not the unemployment line. Take the right and wrong risks and use the diversity of your entire companies brain power. Try to Hire from within whether it's a promotion or a lateral move from one department to the other.

Google, Facebook, and many others have discovered in my opinion that in order for a company of people to thrive and develop it's got

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to be in the box and out of it at the same time. Your best employee might be the guy that delivers your mail with all these great ideas no one ever asks or inquires him to offer his opinion. Great things happen in every place, everyone, and all the time. Learn to capture your human resource's full potential, loyalty, and maximize their importance to your success. Build them up if they want more teach them if they learn and have ideas that work and make or save money you've just made a department head out of your receptionist or mail delivery guy. Exploit the possibilities that what's going on inside your company is the reflection of its outward success. Get to know who is who and learn your company, it's people, what they're capable of, what their plans are, who wants to manage and who is the best manager that might need some schooling but in a year your now a better company. People are not degrees or knowledge or inventors that make great companies. It's what they do with their talents and in the right areas of your business you need them. Put your socialites and closers on the front line and generate the business. Let the creative artsy weird out of the box compete and collaborate with the inside the box college degree marketing majors who couldn't draw a stick person. My friends business

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Development is an art form that's formed through a great vision of prosperity and success that is always managed by goals supporting it. The business developer must be a person who can change at a moments notice if market changes or consumer needs shift. To restructure and continue forward after a fall or failure. To see the optimistic power of failure bringing you closer to the answer that's going to take business in the right direction. Weather the storms and basque in the sunshine of success and share it with the whole company. Build, build, build your human resources and know who and what works for you and with the right people in the right place will always prosper a group. It could be temporary and change through maturity and changes that occur and adjust your people accordingly. Growth in a company always has ups and downs and growing pains. Learn from everyone and everything that happens. Study why, explore why not dream, dream, dream sand remember your vision. It's probably the only thing that won't change when everything is always adjusting to find solutions that solve those things resisting and creating the friction that's interrupting the light inside your company that lights the world from the hearts of those that make up your company your employees.

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Thanks enjoyed that. It reads like the Desiderata for Business Development!

There are a lot of companies that have employees with great knowledge. But because they do not have a college degree they have not been taken into consideration for growth in that company. The same company they have been working, for five or even ten years. What chance do they have for growth?

Business Development Depends on Information and Relations you build, nothing else.

To become successful business man need passion & focus. result oriented, thinking out of the box, determination, dedication & honesty..

The goal of listening well is to achieve win-win communication.

Need to be a consumer as well as a sales associate. One needs to have the ability to see a set goal or product from not only the numbers and profit aspects, but from the customers interpretation. To be a business development manager or associate, we need to be focused on a common goal. Providing the right product, at

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the right time, at the right price, to the right target customer.

Hmm. I looked at the comments and thought who were the people who best succeeded in business the intellectual or the emotionally charged? All the movies, and real life examples seem to point to the emotionally connected. The people who are closest to making things happen or being in front of others with the power to do so.

That is a good point. To me, it seems that both aspects can be successful, but there is a fine line between successful in business and successful in life. Personally, I value the connections that I have and the relationships I make with my customers and staff. I may be a great sales associate and business developer but being a good human being while maintaining that professionalism is in my opinion the key to your success as well as the mutual success of all involved.

Tenacity, perseverance, resilience and being a good listener are in my opinion the most important attributes for being an excellent BDM.

One of the many fine lessons I've learnt when dealing with people especially prospects. You

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have two ears and one mouth; you must always use them in proportion!

Need entrepreneurship!

I have implemented all tips and really it's works. We got good healthy business in this month. Maximum business in this month is earned only with team efforts. Thanks to all for your input.

It's works for me

Cultivate to the point of being "gifted" with the ability to listen. The ability to seek and dig out where the clients "pain" lies buried. Your company is the physician that cures the pain. Most deals fail in their infancy because the Business Developer talks too much – usually about them self. Stop it – kill it because it kills deals. Find the pain – you find success.

I am remembering this statement always whenever I go to finalize the new business deal..

"" Never give up! Ever! Let everyone know you are relentless. Never fear the word "no" only fear when you get no response what so ever. ""

""""Surround yourself with your generals (specialists, engineers, whatever) your job is to

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open the door for the others to pass through. You are not in command of the theater. You are the ringmaster not the star. Learn to hand off to the experts, in their field of endeavor. They will make you shine so bright it will blind your adversaries. You fish'em and your team scales and guts them. That is the way of the fisherman. You are a fisherman. Find the right people to perform the right job. """"""

Turning neighborhoods into communities. And coaching towards a healthy lifestyle.

Multi skills.

Being a BDM is a state of mind and everyone responds to empathy.

For sales, changing people's mindset is important.

Never try to change people, be honest and If you want to make somethink valuable (sale or business contact or else), make sure you believe in your CHOICE/PURPOSE with your Hearth not only with brain :D

Listening is the key.

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I really liked this and feel I follow most of those to the T. Not just in business, but in everyday life for that matter. It doesn't matter what you are doing in life... someone is buying and someone is selling. It is just a matter of who is doing what?! When you walk into a meeting, is the customer selling you (Price is too high, product isn't good enough, customer service needs improvement, etc...)? Or are you selling them on ways you are going to improve all of those things and how you are willing to go out on a limb for them and bring home the PO?

And probably consistency in execution builds up customer trust and commitment.

All of the above is so, so true! Only people that are in the sales arena know how much we should be like all the above mentioned. I will add PASSION as the stepping stone for this job. We have to be passionate so to be creative to offer solutions!

Well for being a successful Business Developer you should be focused with a long term approach. One may not be successful in the first go but if you are firm, consistent, organized & passionate, I am sure one will be surely successful in nurturing a business & developing a profitable

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market for it. Also you should be a strong decision maker & should have a "Never Say Die" Attitude with a habit of taking onus of your actions. In brief Sales & Business Development is simply about having a right attitude blended with a lot of hard work, consistency & perseverance.....

Vision, leadership, communication, negotiation, good trainer & retainer, team management, understanding, well human being, discipline & one who can understand customer & colleague + company requirement time to time..

Should have a better Vision.

The Challenger Sale, definitely.

It is not only important to understand the clients pains but also the opportunities the market presents to them. Have a throughout understanding of the industry, competition etc. the customer operates in.

A business developer need to be an out of the box thinker fundamentally and this is the basic requirement of the profile

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Yes, a business developer must not give up and accept no for an answer. He must do everything legitimate to achieve his/her objectives.

Be CREATIVITY! So, when customers compare between options, they will easily distinguish your product's notorious differences.

Come up with another topic. customer support ??
How to make your customer happy..it's also a part of BD.

I suppose academics to a business developer's skills are like control valves to an internal combustion engine.

The features and specs of the engine determines its overall performance, but the control valves determine, within the limits, when and how much efficiency to deliver.

Most of the points stated will be considered imperative to the BD-er's skills; and being human beings alongside professionals, we will always prioritize those points as per our respective experiences or encounters.

Summary of BD skills for me has always been like basic communication skill sets - almost like what could make me better as a human being....

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Generalists that have the ability to listen, evaluate and respond in a way that adds value to client needs, whilst having sufficient people knowledge to know who matters, who to avoid and who are your real competitors. Ability to win more than you lose, and learn from your losses so you win.

One of the key elements I have found is to understand the target company inside out.

How many of you BD's have your target companies on a Google alert?

If you don't, then do so now. This is an order - so do it.

With an alert you are most probably way ahead of the target person you are trying to contact or keep in contact with.

I have found that with these alerts, you have a vehicle that will help you to converse more intelligently with a client than just a continuation of conversation.

PS - it also works really well with existing clients - as sometimes, they're the last people to know what is said about them!

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Pardon me, but I left out CREATIVITY, thinking outside of the box, creating a path to success that is not there. An effective BD Specialist is just that, special.

When you stop being creative you begin to die. Thus, without creativity BD's main objective which is growth will be defeated.

There is one more thing.....what I found in my 22 yrs work experience your immediate boss wants some personal favor from you.. mostly he used you for his personal favor/ work .

Words by which to succeed. Personally, the comment on listening is top on my list of must-do's and requires discipline. I find I want to slip away from time to time. I would like to add one additional comment to the insightful quote "Know the company you represent – inside out."..... Know your "target" better than they know themselves!

Thanks for wonderful explanation on business deals but moreover business development teams looking for leads and generating revenue for company development.

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Business development is not just about signing new customers, but also putting a business development plan together for 12 months, then executing it. Proactive development is key to business success. The plan will identify, Who, What, How, When and Where the concentration needs to be to develop your business.

My point of view: You just need to love what you do plus a solid academic base, every skill after that comes by itself.

To love what you do is a key factor. I am seeing in my working life that having an academic base provides knowledge but does not guarantee anything else. In my personal view an academic degree can help to develop existing and hidden skills as long as people have them.

But an academic base not only provides knowledge. It comes also with an improvement of the self-confidence to face new opportunities and challenges. About the skill theme, I guess you are talking about the innate skills but do not forget about the acquired skills. Those I consider as the most important ones and I think no one could develop them without a good base and passion.

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Listen. Listening to your customer is key. Forget the academia and ego. The simple act of listening will tell you when there is a need which others may have missed so that you can either find it and resell it, create it and patent it, or provide an alternative totally creating a niche for yourself or organization..

Honesty & Hard work... are existing values for BD.....

Agree with "listening", but I think that "empathy" is the way to get people freely speaking, and answering to key questions, so "emphatic" is the first skill. "Intuition" is the second, ability to link and connect to a possible business. Third the "capacity of synthesis", how much effort, investment money, people, should be used to get the sales, and in how long time. Forth, as already said is "honesty and hard work"

There are no "One Fixed Formula" for "What Is Needed" to be a "Qualified Business Developer"! A very dull sense may rouse one's business mind, very often. Not expression.

Work culture and working environment..... these are also key point for BD..

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I'm thinking that understanding both the work culture and the work environment must be a given since you must work with and through every part of the business that is involved in sales, product mgt, customer support, marketing and training. If you are not in sync with those 2 areas, you can't get cooperation, team help nor get things initiated and supported.

In business development a key skill is to learn to understand those differences and to adapt accordingly to succeed. I have seen people failing to embrace these challenging situations or putting the effort to make it work.

A good Business Developer will be creative, enterprising and resourceful. They will be able to lead in any field and community.

I am an American who works in Eastern Europe and India. I find the people here agree with you and try. The problem I see is with the Americans..They do not try to understand every culture they expect those to understand only the American culture...

I have faced cultural difference within my country, India, as well. The tact that could be working in the eastern part may not be

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completely valid for the western or northern states (provinces).

Had a brief opportunity of working in the southeastern part of Asia. Understanding the psyche of the natives of the land was only possible with able support from my team consisting of locals with foreign educational exposure. We had managed to set up a market to sell financial instruments and schemes like, credit cards, life and property insurance, etc., in a country, which was ruled by the Chinese for 1000 years, then by the French for 62 years and then was controlled by the Americans for about 30 years, but which still had its communist roots well grounded.

All these were possible because of a government opening the gates to foreign investments, the people getting exposed to foreign products and services and tact of the BD team.

To site an example, the main tact to sell credit card was to avoid calling it a CREDIT card; We called it plastic money which would not get wet or soiled even if the holder is drenched in the tropical downpour or sweat, the money that can fetch a gift for a child "on special OFFER" without waiting for the payday...and so on.

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So, the three things we zero in as KEY elements are place, time, persona - work for us - and this is not the 1st time, in fact, I have reaped the yield of these three since the beginning of my working life.

Pardon me, but I left out CREATIVITY, thinking outside of the box, creating a path to success that is not there. An effective BD Specialist is just that, special.

When you stop being creative you begin to die. Thus, without creativity BD's main objective which is growth will be defeated.

I believe in the old sales adage of - two ears and one mouth' so listen. Building a relationship and empathy with your customers/clients will ensure that they trust you and will tell you the truth about what is happening. All too often business owner/managers hide from the truth as they do not like to admit frailties, and often treat their business as an extension of their own personal ego.

As to #2, a very wise man once told me "if you're doing all the talking, the potential client is just being polite".

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Product competency, overall business savvy, charismatic, a leader, great listener, and partnership builder.

There are people who deny their frailties and constantly think to be right or at least to have all the excuses for it.

Your number one: "Read" is so critical. You never know what you pick up which will be relevant and be the connection.

I have been seeing "What kind of working skill do we need to be a qualified Business Developer?", since the very 1st day I joined this group and explored the discussions. Honestly, could never gather enough courage to put in my couple of cents till now, because what you have written is so complete...And I was not getting any satisfaction by the thought of merely communicating an appreciation for it; Rather, I was longing to offer a little more to enrich the expression of experiencing a read through.

If I may talk about the majority of market driven businesses, and not the minority product driven businesses -

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Developing a business a thoroughly entrepreneurial job; And that would indicate that the Business Developer should have knowledge about his strengths & weakness (your points 2 to 5 representing know thyself) AND all the levels and aspects of the business that he needs to grow (See... your point number 4 would mean just that).

So, what can I say, I find my 20 years all enveloped in your given 12 points and feel great about myself doing fairly well in those aspects.

I like no.2 most. Talk less, listen more and find out the pain. Then you can provide a solution. A lot of people miss out the point just because they are busy marketing themselves.

Transparency & honesty, dedication.

Cold calling done right is not cold calling at all. The first rule is to know your contact. Are they a good prospect? Find out who is the decision maker and then send them an email or snail mail introduction ahead of the call. Even if they do not remember the mailer it provides a starting point to launch the conversation.

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Most importantly, try not to sound like a telemarketer, but quickly get to the point. Briefly introduce yourself and why you are calling. Then ask permission to continue. Show respect for their time and allow them to feel that they are in control of the call. Remember, the reason for the call is to build a relationship that will ultimately result in a sale. Making calls is hard work but worth the effort; just remember to be patient, persistent.

For BD..first we have to understand exact requirement of customer first....second . We can present our product..third--we can demo

Definitely pay particular attention to the relationship building aspect agreed. Also, in my opinion, the best BD's are those who truly believe in their product, don't bother with trying to business develop a product/service you don't believe. You are interacting with predominantly smart business people, don't try and fool them or yourself if you don't believe in the company/product ! BD for me is not difficult when you are passionate about what you are building - simple ! I have met many BD's who are dissatisfied and generally unhappy in their role

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and most often it is because they feel like a fraud
!

Ensure you gather all the insights of your prospect and competitors needed, to know how to create influences and be able to drive sales

Business Development must first answers the ultimate question of "why does this business exists?" what is the purpose of this particular business. Once we understand the why, then the how and the what will be formed according to that specific purpose.

To see underneath what is on top of any issue/question and be able to explain what one/you can get/achieve is the key factor of Business Development.

Market development is understand why an industry would want to buy your product or service, building a winning pitch, selling management on your resources needs, organizing the resources to attack the market, and then executing... either by yourself or through third parties.

MBA-degree is not required to market the product..live legend example is late Mr. Dhirubhai

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Ambani--founder of Reliance Industry...
everybody can do MKT who know very well about
customer requirement, product quality & cost has
an important role to sell product. Customer
relation & repeat business also have great
contribution.

I agree about MBA or other titles. Business
Development is about ATTITUDE. Qualifications
can give some indication about knowledge and/or
intelligence, but attitude, an open mind and
communication skills are at least at the same
level of importance. Perhaps a little bit more?

Being a good salesman is a must in my opinion.
2nd great communication skills, a good vision
and the guts to take it to the max.

Good stuff at its core is Listen Acknowledge
Evaluate Respond but also watch your back and
do your homework

If you go back to the original premise & thoughts,
then nothing has changed throughout all of the
debate.

Wise words...very wise words indeed that we
should all adhere to as Business Developers.

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I've followed this subject and the many responses from the members for some time now, so many insightful suggestions, however I revert to my original response by example: recently attending a breakfast function I experience what I would consider an unexpected pleasure. The guest speaker was Rosco McGlashan, the man attempting to break the World Land Speed record, Rosco emphasized on several occasions the governing factor to his success, not to discount knowledge and experience, was and is an enormous amount of passion and love for what he does.

I sincerely believe without reservation that passion is one of the primary factors is all forms of success.

Passion is key, alongside determination and persistence. I would personally recommend constant personal development with diverse skills acquisition. Business Development is a dynamic field and it's imperative to be on top of our game at all times.

Such holistic vision in just a few bullets. Fifth advise is the best summary possible of our role.

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BD managers should have this complete package to be successful, plus an effective strategy. Have that "third Eye" working every second, too.

Learn to team all the components, sometimes even with your competitor if you know that they can do a better job at a specific task.

If you take the time to practice this results will happen. Many of these points should be common sense but we don't take the time to execute them on a daily basis.

The relationship between sales and marketing is complimentary. In fact the second is the forerunner of the first and its assessment and forecasts the entire system is geared up.

These are key messages which demonstrate an authentic leader, a coach, a supporter and a listener - all qualities needed to develop any business, whether that is through key accounts, new accounts, our senior teams, our teams on the ground and our customers - if we approach each relationship, without ego and with a questioning, listening approach we will succeed in all that we strive to achieve.

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All the skills and qualities should be adopted and honed in such a way that it becomes part and parcel of your daily routine and you start thinking the same way as listed. Your mind should be working on those skills and qualities - 24 hrs - no matter if you are in a meeting or outside. This will be possible - to carry each and every member - as a team, only if you kill your EGO.

Pay particular attention to Relationship Management aspect of business development. Relationship aspects will bridge the gap between service lapses as well as intense contract negotiations.

For me, business development vs. sales is the ability to put in focus the BIG picture, putting together components that set one apart as a resource person.

Identify the goal (or target) or the business development activity - does it enhance a company's core competency, or take it to another plane?

Creative

Adaptive - embrace change, helpful

Being Genuine!

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Enhance core competencies of the company and Self Accountability in terms of ROI pertaining to \$\$ or time invested in projects for the company

So often the vision of the company is overlooked. It becomes a dead phrase posted in obscure documents. But truly, it should be understood that this is the guide for all business development. The CEO is the "vision keeper" but the business development person has the job of making the vision a reality. Make sure your company has a meaningful vision. Understand it. Be able to talk about it both in elevator pitch sound bites as well as in depth discussions. Then ask yourself, "Who in the world do we need to make all this happen?" It's a good start, but understanding the vision statement puts you in alignment with the rest of the executive team. If there is no alignment, vision statement or clear and easily understood vision. Make it your job to create one and get the buy-in of the entire team and it will give you force and direction.

Combination of the companies vision and the customer needs is powerful.

The skill required for BD is ability to be creative to extend or take ones business with business

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models or channels competition has not or cannot think of. A sales person is required to nurture.

Never under estimate what may seem to be the least important person in the meeting. Has been proven over and over!

Developing long lasting friendships and having the ability to stay in touch is key.....

Persistence and innovation. Need a pencil note

Common interest of each party, communication, operation, decision, adapt to change

A working knowledge of contemporary marketing practices relevant to your industry and exceptional insight into the overall operations and future of your business. Beyond that its critical that you can manage and inspire your team with a vision of where the company is going and their role in attaining each goal!

Agile, good communicator, being an expert in your business, connect people within your organization, understand customers needs and be able to translate this into your company deliverables. Always hands-on.

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Reversing the question somewhat, one requirement for a skilled BizDev is understanding the capacity of your own organization for certain partnerships. Too often I've seen ineffective BD that connects the dots, only to find that the dots were not ready to be connected.

Remembering that we have two ears and one mouth for a reason, allied to putting client first and seeing things from their perspective. Add in the ability to read and get on with people to excellent facilitation skills and we are halfway there....!

Great script and one that I have followed very successfully in my career, the skill is recognizing each situation and reading people. Then reacting is the most appropriate way.

As a Manager for a full-service engineering firm. BD for our industry is keeping in tune with customers, business partners, and networking to get your name out there. In a service-oriented business, referral business is so important by gaining the trust from customers to continue the relationship along with obtaining new leads. I look forward to hearing other methods out there in the service arena.

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Always adhere to No 6; purposely arriving early in order to chat with reception teams etc.
Amazing what you can find out sometimes!

I too find that no.6 is under appreciated. You never know how a kind word or action can be noticed, appreciated and can make a huge difference in gaining new business. Know your audience.

So is there really a bizdev 'personality'? Many professionals say yes - if just for the fact that those people find their way in the field..

Creative selling and building relationship with attention and integrity.

Charisma will go a long way to building business relationships, and this is a good start for those who don't have it naturally.

I find point number 2 key to involve others into your idea.

Straightforward, no nonsense and relevant....

Love and affection to work, accepting challenges to meet target, long term objective.

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The skill is in having an organized approach to make business development happen with the folks who can say yes to your idea or product, solution and issue the PO.

Here's a way to create a path to "Yes!", based upon my experience in sales & with many clients:

STEP #1. Do some research & understand the target company, especially how & why your product or solution can help.

STEP #2. Next, make a short 30 second commercial based on your findings that can quickly & succinctly say what you do, create a reason for listening, relate pertinent issues, benefits & problems solved and let you ask if its something that the prospect needs or would adopt.

STEP #3. Next find & define who would be right to hear that commercial at the highest level of responsibility & authority, relate to it & give you a true assessment of need/value on the spot. Note: that's usually not the CEO because the CEO is not focused on running their divisions or departments. Other folks are & can relate to what you have because of that fact.

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STEP #4. Make the phone call to that person & use the 30 second commercial. After the commercial, ask for & qualify the possibility of need or value for what you have explained from the person you are speaking with. Ask it this way "Is this an idea that can benefit you & your company." (While this is a "yes or no" question, its what you must know at this stage.)

STEP #5. If the answer is "no" skip to Step 6. If the answer is "yes," start a brief discussion about how, why, reason, problems solved, impact, etc. This creates a link between you & the person that you have called for the sales process to begin that, if pursued properly, you have the basis of selling value/ROI & not cost & you know it has possibilities to yield a sale based on those criterion. Skip to step 7.

STEP #6. If no, or you get a weak maybe, stop selling, say thanks, move on to the next prospect. Don't waste sales time on this one. Say: "Thanks for your time & your honesty. I can see that our solution isn't applicable to you." Then ask "Do you know of a colleague that could use my solution." You might get a great prospect to call or even an introduction. If so, go back to Step 1 & start over.

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STEP #7. Ask about the process for moving forward. Find out who else needs to be involved. Ask: "If we do have a worthwhile solution for you, who along with you would need to be involved in evaluating, adopting & purchasing." Since your idea or solution has already been acknowledged as worthwhile by the prospect. using this question lets you ask them for help in moving forward. IMPORTANT: Don't ask: "Who is the decision maker?" That's an insulting question because it says to your suspect that you consider him or her a peon.

STEP #8. After you have found out that they may want to buy your offering, state a rough cost right then to your suspect for the solution and ask if there is a budget for implementing the concept if it's a worthwhile idea. Don't even think of continuing the sales process without knowing the answer to this question. It tells you if you can proceed with your idea & also lets you ask and understand the company's usual process for evaluating and ultimately purchasing your idea is.

STEP #9: Set up the next step, which will probably involve meeting (in person or on the phone) with other individuals involved in the decision or purchasing process.

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It is important that sales and business development management buys into this. I see so many "sales managers" not on same pace.

I would add one concerning availability; that is to be there for your target, to be open and willing to help them out with anything at your reach, even if it is not directly related to the business your looking to close. When your targets see you as reliable and available, new and unexpected doors may open.

A good point. Sometimes being there for your client more than just for a deal will go so much farther than closing and losing the relationship. The relationship is what matters the most. There is no deal if there is no relationship.

Good paper, very true. It did bring-up some memories, once, one of my teachers said, with every NO you are one step closer to a YES. It will come, it is just a matter of time, patience... Then also, very true... "Know your target better, than they know themselves". I remember a meeting with a customer, buyer was trying to remember the extension of a R&D manager, my regional dev. manager reached out, dialed, and talked as if they just parted from a game.

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I agree, it's nothing like cultivating that relationship.

As BD manager, it is very important to act quickly. Stay fool and stay hungry.

Listen, observe, take notes those are definitely important actions to structure your point of view about the "situation" and consequently draw the solution(s). I would also add: take some time to understand the environment, the culture of the company, people feel and think differently around the globe when working with a Project leader.

I would add two skills:

1. The ability to see the company(s) you work for through the eyes of their customers/clients.
2. The ability to identify strategic prospects, those who can bring you multiple projects/orders/clients/customers, spend 80% of your time and resources on them. One strategic prospect turned into a client/customer can bring you 100s of sales for many years without you having to chase 100s of prospects to make one sale each.

To me #13 should be added: Look for opportunities 360 degrees everywhere. Once, I

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found an Opportunity, which converted to a Sale,
sharing a bottle of wine with a stranger in a bar...

See yourself as a consultant and not salesy.
Motivating and Precise

Seeing yourself as a consultant and never
forgetting the first rule "be the ruler....as he must
know every corner of its territory as in a jungle
rule

Seeing beyond the obvious

Have a terrific method of collecting and filing the
information you gather for easy retrieval, such as
Evernote.

All skills listed are invaluable. Loved the 2nd
bullet re. listening skills and asking the right
discovery questions. So true!!!

I think any successful Business Developer needs
a broad range of skills in order for their
recommendations to have any credibility. An
understanding from varied operations in different
industry sectors such production productivity,
lean processes, strategic marketing, increasing
workforce capabilities, sustainable practices,
financial budgets, the lists goes on. Of course all

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of these are mute if the individual is not a great influencer and communicator.

It's very important to learn that what you should say . coz sometime what we thought and what we say become different and it create problem so it's very import to learn this things.

For me, I think to be a Business Developer you need to have a package of different attributes. You need to establish a good reputation, by showing you are trustful, friendly, intelligent in different areas, efficient, social and want to be the best in what you will be! The most important thing is to work in or with a team that creates synergy. I think if you have the luck to be in a team like this, you are going to be a topplayer in the business development.

The points that are pointed out are true and also very useful!! The one I like the most is to never underestimate someone, even when they are the least important person at the table. Everybody has its strong and weak points. The key is to assemble the strong ones and find others who fill in the weak point.

I am new in this job but my boss hired me because I am:

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- ✚ Open minded and curious!!
- ✚ Goals oriented.
- ✚ and I understand the need to partner (which could become customer) and help him to express it better

I hope he was right !

At first he should be good in observation. Understand the needs of the client. Very good speaker and presentation of the services and goods .Playing with words with client. Professional communication Like (Phone, and Email). Point to Point communication and also knowledge about present market condition. Should know what kind of market to target for the product and services company he is into.

I have always found that by listening you find the answers to what keeps them awake at night, to many times I go into meetings where colleagues just keep talking like its public radio and the threat of dead air would result in catastrophic consequences, if you're talking, you're not listening.

I would only add, that we must be very focused on matching the strategy of our businesses to all opportunities that come across our desks or that we hunt. If there's one thing that ruins a great idea let it not be on strategy. Being the link between the business and engineering side of the

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business, allowing everyone to be able to execute on the best ideas with the most resources at the right time, furthering the company's strategy is necessary for success!

The ability to see problems and opportunity from several points of view within a company. Be able to provide tangible solutions that increase production and profit. A successful BDC knows their job is to bridge the gaps between sales, service and clients, maximizing every opportunity to create new and retain current sales..

It is so easy to want to lead the parade but once you can clearly identify your goals and stick with them, it becomes a whole lot easier.

Listening and absorbing and then forming your own thoughts and ideas on how to become their very best business partner. Always be discreet. You never know when your friends may become your adversaries. I learned this the hard way with a colleague some years ago! Don't say anything to anyone that could get you in hot water. Taking chances, being brave and forward thinking and believing in yourself will always benefit you. Learn from your mistakes and try not repeat them, literally!

To be a fair BD you need to accept failure and move on.

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Getting Difficult People to Trust You!!

One very basic skill - being assertive.

Here's why that's the core skill:

In business development, waiting for an opportunity doesn't work. Being self motivated to research markets, decision/influencer people, defining your natural target audience, educating yourself in it and then, figuring out who to reach, why, what to say so you create an opportunity, that requires being assertive.

Also, knowing when and how to "push" once again and do so without ticking off the person you are trying to influence, that takes assertiveness.

Remember, there is quite a difference between aggressive and assertive.

If by core traits, in your core being, assertiveness is not an automatic part of who you are, then business development is not your field.

Everything you do from starting the conversations through closing the deal requires assertiveness so you manage it and that's why it's the core trait and working skill needed in order for everything else "business development" to happen and work.

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Thinking out of the box: in order to ask the "how can I" do it..

I have been in the game of Sales, Business Development for over 25 years. What a great article! You never know it all.

Both practical and passionate about the subject!

I've fallen into the Item #11 trap a few times and I've learned my lesson all too well.

Basic thing is the Strong communication and Fast reach in order to grab more clients or customers because Reach makes you recognize.

Be swift in communication as that what major MNC lacks ! Think Global Act Local - to make it a win, win affair !

Read, read, read, read. Listen, listen, listen, listen. Ask, ask, ask, ask.

Its derived from pragmatic real world experience and is not theory.

Then Comment, Challenge Advise, add to the conversation. Seems like that's not happening here and yet, that's what a group discussion should do.

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What do you all think of what folks have said in this discussion? Why? What works? What does not? Why? It's the why that matters so we can then understand how to manage the issue in this discussion for ourselves.

#5 intrigued me as I thought being BDM would make me a specialist, but having had one of our best Engineers in on my last customer meeting showed me that opening the door for him to shine was the best advice ever.

Well done, maybe you are the specialist, specializing in knowing when and who to bring in to the negotiation process to enhance the relationship between your company and the customer which is what BD is all about.

Go out and practice every day.

Strongly believe that BD is a process and working through specific steps are equally as important. Being organized, respectful of people's time, knowing one's own and your companies VP (Value Proposition) down pat; having depth for each keep VP point to illustrate and elaborate at a moment's notice; reading the body language of the audience and never having someone in a meeting that doesn't contribute. I also believe it's invaluable to know your margin zone & minimum position. Finally, BD is about value creation NOT value claiming. Our role as BDM's is to create

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solutions even if it means we aren't the only player within that solution.

Tenacity and a highly strategic approach. Have an organized method to your madness. A well designed process for business development is essential to success along with fearlessness and persistence.

Absolutely True!.... Listen & Observe & Learn!

Business Development is an art. I often see the main challenge for successful BD persons is from within his or her own company.

Great article - could you provide any more information on Meg the author? Is she on LinkedIn? -> see www.linkedin.com/in/mcskinitis

Its key to have a broad commercial knowledge covering sales marketing logistics finance etc. Equally to understand how your offering / product fit in with the client you are working with especially key in B2B environments. See the situation from their point of view and ensure your offering meets and adds value to them. This empathy for their needs helps to shape your offerings so helping reach a strong mutually beneficial relationship.

Many people don't get what marketing is about. Especially people that actually only learn it from

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College and yet don't have Natural Ability's. Or a real life experience to teach this skill.

Now I know I'm doing at least something right
^_^

Business development is just like hunting in nature:

- identify your prey.
- analyze the potential of struggle involved.
- wait for the right time.
- make the right move.
- hit the switch hard.
- cut the jugular.
- avoid the unnecessary beneficiaries.

Each step refers to differences between potential and overestimation and a difference between the right move and a quick action. And finally closing is the most tricky part of the same .

In addition to all the skills mentioned in this discussion, major skill required is generating leads for business. And if you are new in this profile, then you need an effective tool to do the same. To make life of Sales Rep easier, we did a thorough research of market and requirements and we came up with a product which could solve this problem.

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Listening, observing, thinking different, being creative, effective planning, rapid execution, sharp personality.....are all some of the skillsets I believe a BD should have in order to discover an untouched or underdeveloped Market segment/Product, find a Niche to capitalize on, layout & build a proper path within an efficient time for deploying the marketing/ sales (M/S) team to it before the competition lay their hands on it!! Lead & guide the M/S team to it where various prospective opening clients will have to be impressed & convinced, and finally ensure things are on track until major accounts are opened. At the end of this, we then start all over for something fresh & new!!

It's the end I love being a BD, as we BD's don't have to stagnate or be bored at one Market/Product, instead we can always move in to new ventures/exploration and feel always fresh & energetic!

Being in Sales for more than a decade and now thinking of shifting myself to new dimension like Business Development, you have done a very remarkable thing "my fears are Gone" I am now well prepared....

Just one thing I noticed, as you may be from USA or in an environment where tipping is common practice #10 can be a bit more culture specific. But along the same lines of that point is treating

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service staff the same way you would treat any client. Respect and appreciation. Nothing worse than witnessing someone berate a human being who is working hard in their profession.

Knowledge of market from grass root level, always assist you in Business development.

I think experience is also important

Sometimes we get so caught up in growing the business that we forget how important basic principles can be. Sometimes it is the listening, caring, and showing respect that truly makes the difference.

Rainmaker.

Interpersonal skills.

Creativity.

Experience in sales, the ability to listen to people, ease of building relationships, creativity,

In Business development, there is the word "Development". Your article #1 is a very good recommendation. Development means future and if you do not keep track of the new developments you might just do only "Business" or "Business Stagnation"...

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I really like your reflections and findings and would like to add some more.

A successful Business Development requires top down and bottom up commitments plus empowerment. By facilitating a dynamic and respectful team spirit, you will find additional customer values for a win / win. Leading by example, thinking out of the box and connecting the required people will create a successful team spirit for Business Development.

You need to explain your 'never ever share information' policy to me.
Seems like a mindset of scarcity that won't travel very far in a world of abundance. What am I missing here?

I would like to add more on your good words:

1. Listen as well as answering in addition to keep the answers very strict and enhanced with your targets.
2. Cultural knowledge valuable in meetings to open thinking channels; this to start dropping the required and find pain and the cure.
3. Don't EVER let the conversation open with no perfect close, be the winning one wherever you go.

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4. Earn the opposite party minded & feelings to ensure of return business/ investment, also for a future friendship.
5. Be yourself with confidence enhancement.
6. Put your target in mind to reach it fast.

I agree wholeheartedly with many contributors on what it takes to be a good Business Developer. I'd like to add these thoughts: 1 - most important skill is being comfortable adapting your product, service and value proposition to prospective clients. 2 - Passion about the company and quality of work is essential. Without it one does not have the energy to read and research till your eyes burn! 3 - Cultivate your own sources of reliable information within your industry. 4 - Those sources must be widely diversified and challenge you to take what you learn and come up with your own ideas on whom to go after, with what and why. As a great business developer one must provide sales with a portfolio of information that walks them into the prospect with ease. 5 - It is critical to be an experienced and respected member of your Sale & Marketing Team. One's track record in conversions are only one basis for that respect.

Strive to maintain relationships and customer satisfaction. Identify market needs establish and execute annual sales plans/strategy and sales promotions to meet and exceed the monthly and yearly revenue objectives. Develop

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an effective system to maintain contact and opportunity databases that will help

What I like almost as much as the words and their meaning is the excitement and emotion of the above summary. I really feel that when I read it! I would like to add a couple traits/skills that I think are essential to implementing the listed items effectively...both are implied but not overtly mentioned:

Empathy - We have to be able to understand people's issues, pain and problems if we are to help them with a solution. And, w/o empathy, we lack the ability to do so in a sincere manner which makes all the difference...because, a client/prospect may not be able tell that you are not being sincere, but they will definitely know when you are!

Patience - Maybe this is too obvious to state? Development is a process that can take 15 minutes or 15 years...it is a marathon, not a sprint... I assume everyone knows this though, because if you do not have patience you are not doing BD for very long!

Adding to the points of empathy and patience makes this list very comprehensive. The only point I would like to add it to know when to walk away. Some opportunities and businesses are not worth the effort involved in developing them and

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wasting time on these can see others more realistic opportunities missed. Develop your own system of qualifying so you can allocate resources appropriately.

The Basic working skill needed is Excellent Local (Business Specific) Communication skills . If you do not process it there will be Dead air both ways and the Business developer probably will never succeed . Hence Excellent communication skills is the Basic requirement .

For business development.....being a good listener is the "KEY".

Correct.....if you cannot help the client.....steer them in the right direction to someone that can.....clients NEVER forget these things, and could pay big dividends for you down the road

I laughed when I read not to fear the "no" rather the lack of response; its so true. I am going to utilize your bury the stonewalled strategy - it is new to me and I love it! Thanks for sharing.

I would also say always respect someone's attitude or actions, even if you think they would be a perfect fit for your product and service do not ever try to be pushy to the point of being annoying or insulting. People always remember someone who treats them with respect and they also remember someone who is annoying. I have

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bad people who were very rude and even curse me, call me back and apologize because I kept my cool and even agreed to what I was offering, always remember everyone just like you can have a bad day!

A Business Developer.....is a sales person
!!!!!!!!!!!!!!!!!!!!!!!!!!!!!! He or she needs all the skills
of a good sales person.

I think building a strong network of related professionals and contacts is important for favors, connections, etc that can help you (and you can help them) and referrals to help a prospect (and referrals from through which your performance helps them with their prospects). Get involved, not really with industry groups and events but with ones that get you in front of potential prospects and others looking to do business with them (build the related professionals/contacts, favors/advice/referral network or what some call "rolodex..") Get known in and around your industry.

A Business Developer must maintain attention to a lot of details AND important "you getting one chance to make a first impression". In Technology related Industries it is important to set up and manage strategic relationships & alliances.

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With my 20+ years of experience in sales, marketing and business development, I just want to add to it one more skill: love your job and be passionate about it!.

When your Passion brings you halfway to success
the other half is your Attitude

I believe to be a great BDM we'd become the 'jack of all trades'. More to the sales and marketing skills a successful BDM should know the strategies to develop the OVERALL business results, from any point of view. A great BDM should know about the areas like planning, analysis, positive thinking, new dream, innovative marketing, customer relationship, expansion, etc..etc..

Passion!

My favorite is point 4. Most just talk too much, a wise man once said "God gave you two ears and one mouth, use them in that order ... you should listen twice as much as you talk" However as an employer I find it's becoming more and more difficult to find people with those skills. In my opinion the best BD's are bred not from large global companies but from start-up companies, a good BD requires to be extremely versatile ... along with passion, vision and ownership should come the understanding of what it takes to keep a company alive. The lessons to be learnt from

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creating a network; where a network did not exist is truly an ability one should aspire too.

That's a good writing however when it comes to practice, the truth of matter is different.

Learn how to connect the dots between all the information that you come in contact with figure out how to use that material, who can benefit from it, explain it in laymen terms on how it benefits your target audience, show them how to use it, the most important is to convey it in a helpful manner not condescendingly or arrogantly. People are people, just show them how it matters to them and then the rest is easy. As a BDM taking complexity and dissemination off in a useful and usable format is everything. The most funniest thing to see is seeing very intelligent people explain something in the 1st person and people look around at each other wonder if they are the only ones that don't "get it"? That's not missing the boat that's a guy on a soapbox and the crowd around will disburse and no point is ever made or conveyed except white noise.

In other words "keep it simple".

It's all about people buying people - and they do that if they trust each other. So listening and understanding is very important. Identifying the prospects problem then solving that is alot more

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powerful than just walking in and promoting your own product, but how many sales people do just that!

Active listening, listening, listening... a lifelong passion to achieve this skill set. Not there yet but I suspect that's a good thing as I become more consciously competent. So important to success. Paying attention to the detail around you provides many clues indeed; the least important turns to be most important. Defining the Client's pain is paramount. If you don't find it, whatever you achieve is built on a weak foundation and you are vulnerable, always..

'The gift of listening' Listening to what the potential client has to say is a great first gift. Active listening. Golden.

One area I love to do is help or assist others where I can. It is about networking letting others know what you do and positioning others to help others gets you the reputation as an enabler and a true Business Develop Manager. We get paid not to know the future but to anticipate areas of need and growth in what we represent. Not doing what everyone else is doing is the key because if it is working then they wouldn't be calling you or asking for your assistance.

I didn't know there were any people who still thought as I do.

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Respect everyone including the parking attendant... THE most important of them all. You will be surprised of what it will give you.

Many clever insights that should be acknowledged and certainly worth remembering. Whilst each and every point is accurately portrayed, the real trick is knowing and understanding the situation and when to use which tactic.

I think the very specific advice is fantastic as it really encompasses a lot info about what it takes to be in business development. Being a good tipper was excellent advice as it really shows how when dealing with this field you must take every minute detail about your self and put it under a microscope because those extra details can be the difference of a one time meet up or a lasting relationship with someone.

As per me the skill that is Business Development Manager- Correct hold on the product / Market. - Good listener.-Flexible in approach.-Correct analysis of information.

I cannot claim these comments as my own. Rather, I read the below excerpt written by a member in another group I am part of. I felt his description of what a Bus Dev person is was spot on, and thought it would be a good addition to this discussion. Here is that text.....

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"In the market today, it seems that BDM is just another word for sales person. I say NOT! When I was a Marketing Manager, I needed a Business Development Manager to perform a number of duties that the sales crew is simply not trained to perform. If you look at a sales person/account manager, they are to keep the pulse of the field, buy cycles, forecasts, account activity, competition, etc.

As the market gets more complex, and as I see it, to lob BDM functions on to an overloaded sales territory is counterproductive. So what are BDM functions?

Missionary work! Being able to see where new business will eventually come and turn into sales. I have worked in several highly technically advanced fields and to expect that a sales person can talk savvy with everyone from the bench tech to the CEO is a dream that will never come true.

As new directions are determined by the sales management, marketing and product people, the BDM is the go-to guy with the know how to excavate a new path to business. What this means is getting in the trenches and finding out how the new technology that the developers (MKT) have dreamed up can fit in to a complex market. Meetings with key 'friendly' customers to give a potential uses and under NDA. The BDM

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needs to work with the customer, marketing and product people to make the adjustments to create a viable product that truly has benefits and not features. All this work goes on while the sales person is making a living doing what a sales person does.

After field trials the BDM becomes the knowledge carrier for marketing to convert that knowledge to sales support material. At introduction the BDM is the market/product expert in helping the message to the field, by supporting the sales staff.

Then it all starts again."

I've long been an exponent of the fact that the definition of a BDM is definitely not a salesperson. As I have previously stated, and wholeheartedly in agreement with others, the BDM is a different animal with a far wider portfolio of skills and cannot be held to account for failing to reach weekly sales targets. The BDM as described by others is a strategist and the link between what is made/supplied by the business and what is ultimately sold via sales.

All these points are more related to "the way" in carry out the business development process. However, I think one of the most important criteria is to know "the door", hit the right person and key decision maker. Take precaution and

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sensitive on the hidden agenda on business deals. Off course, we need to study all the pre-emptive defense measurements from competitors and in return create a frontal attack strategy to win business. Right timing is crucial !!!! Don't miss it.

Conviction...!!

Yeah we are certainly door openers!

Excellent! I can only summarise as "going back to the basics"

Find the pain – you find success. Truth and take away for me

Tips really insightful and responding to basic human needs - respect, interaction with others, trust etc and I think you really brought it back to basics...I'm printing it out to start getting familiar with it in my everyday thinking.

Fabulous, I particularly resonate with #6, be approachable....the information gathered using this technique is invaluable.

I love #5 «You are the ringmaster not the star. Learn to hand off to the experts, in their field of endeavor. They will make you shine so bright it will blind your adversaries.».

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I came across this discussion - here are my 2 cents:

In my opinion, great business development has no rules and no winning template. There isn't even a 'box to think inside of' and that is why a great business developer is worth everything to the business he applies his magic to.

Success in this line of work is about cultivating a mindset of challenging the status quo while finding the common ground with the establishment so they will go along with the 'crazy people from BD'.

It is not about the ideas – those are easy – but rather about the execution. A process is needed that helps find the right strategic partners and/or the functioning of a team of people who can put their 'super powers' to work to make the ideas happen. In turn, this process must be flexible enough to continuously adapt to the dazzling pace at which both technology and our society evolves.

The best thing about the great business development endeavors is that they haven't ever been done before!

We've all heard much of it before, but the reminders are welcome and needed. It's just too

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easy to get into "selling" and not listening to the client's needs.

Going into this field a BDM needs to truly understand the personality types of everyone involved. In my opinion, getting to the point where THAT is 2nd nature is invaluable--if you "bury" the one you believe not to be the decision-maker with information (as you put it--grunt) and that approach doesn't fit the personality type, you can lose the sale before you ever have the opportunity. You should never assume that you know who the decision-maker is--it can produce rude surprises. Also, never leave without peeling the layers--you've got to probe and listen...ask lots of questions then LISTEN to the "underlying issue" answers from the client, rather than giving a "speech". If you become skilled at these, you will be more successful in up selling (creating additional opportunities within one sale), you'll solve more of your client's problems and your retention and referral levels will increase! What's not to love about that?? My motto is--"Success comes not from the 1st sale, but rather from all the sales that follow"
Happy BD-ing to everyone!

I agree that there's no 1 winning template, but there are certain aspects of a great BDM or BDO personality that are always there-- Listening, then listening again--there are many times that a client won't even know that he/she has "pain"

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(liked that Meg!!) beyond the initial reason for the meeting with you. A great BD person is perceptive, hears what is "between the words" that are being said, is able to draw on knowledge of resources quickly to respond and solve the issue. Once everything is completed, use that developing skill to always follow up---the care and concern after the sale needs to occur 100% of the time.

Beyond that the talent is in standing apart from the crowd in a good way--becoming the "go to" 1st source for the client and tenacious enough to find the Plan B if Plan A fails. The more time you can save ANY client (or potential client), is relative to the exponential growth of your portfolio! I believe that I have given my 25 cents rather than 2 (apologies?):) Do hope that this is of some value to you guys!

I read this article again and I cannot just get over it...as said earlier there really is no No.1 winning template, but for me I believe in the acute intuitive ability of a BDM/BDE/BDO that has been developed in the field to mark out and map out targets and be very attentive to what the prospect/customer is or might be saying...

"Know the company you represent – inside out!" I personally prefer most for that idea. Only you know what you are representing, the needs and the gaps, strengths and weaknesses of your

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organization, you can carry out strategic business plans.

As long as we keep responding to it I would assume.

If we have an attitude for business to develop, skill will come , there is no rules for BD, IT IS a mindset how to do....

This article is useful not only for business developer but also for every Sales Manager.

Let's not forget that pushback is not a dirty word! If you are going to be a a good business developer there will be times that you will need to push back in a manner that gets your potential customers attention. Find the pain and then administer the cure even if it hurts!!! You will gain a great long term customer and they will thank you for pushing back.

Some good advice here, but I felt I must express my opinion on the point of " find their pain and administer the cure "

Business development is all about building long term working relationships with your clients, nurturing and ensuring their requirements are met with excellent service and good rapport.

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I personally would never use the pain /cure analogy as this instantly infers that your potential client is struggling or in desperate need of something. This is not the case in my opinion.

For example... when you go to a shop to buy something do you ever sound desperate to the sales person ?? If you did most likely they would take you to the cleaners as all they will see is pound signs and a sale, in most cases we expect that person to sell us the product and install our faith in that product.

Therefore a potential prospect is neither desperate or in pain they simply dont realize at the time what your product or brand can potentially do for them and that is where your rapport and empathy can kick in and establish a good healthy relationship which in turn will lead to sales and a longer term business partnership (essential to longevity of a business)

I see what you mean, but there is always pain, and there is always a cure. Not all may be aware of it, but you should then help them to discover it and eventually cure it. If you can cure with your own medicine, fine, but if you can cure it with a medicine that you can produce with your customer, third parties and even competitors, you more than cured the problem, you have created a trustworthy long lasting partnership with your customer as well as your network.

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I do completely understand where you are coming from and also the analogy of find the cure to their pain, but are we not in business ?

If I assumed that any potential client was in pain or could not survive without my product etc then I would instantly be on the back foot. Assumption as they say is the mother of all mistakes and to assume anything about a client is a recipe for disaster :)

In my opinion the goal is to first establish a requirement from the client through open questions and knowledge of their business. If there is a requirement then that can then be built on by meeting and matching their needs, requirements and budget.

I also feel strongly that people buy from people so creating good rapport and empathy is paramount to any long term business relationship. All of these things if done correctly will always lead to excellent business relationships , sales and good networking.

The pain/cure analogy is good but just not something I would employ as a tactic to gain new business but that is only my personal preference :)

If you key in on your customers needs and what your solution proposal is that would be the simple

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way to generate a proposal that is not too involved yet gets your customers attention. Make sure that you are clear on their issue as well as what you plan to do to solve their problem with your offering.

I like the "You are the ringmaster not the star"! A lot of Business Developer thinks they are not a star but God!! (more!?)

It seems my proposal is not bringing me business? It's a business proposal for a turnkey project and maintenance services

Then my question would be, are you talking to the decision makers or do you have enough information to even put a proposal together. One of the biggest mistakes we as BD people make is wanting to put the cart before the horse. If we do not have the information that leads us to a viable solution to a potential need no matter how good your proposal is it will not be accepted. Try the 20/60/20 rule. 20% of people will never buy from you. 20% of people will always buy from you and 60% will sometimes buy from you. If you spend most of your time working with the 60% you will find more success and don't waste your time with the 20% that just want to chit chat and have no desire to do business with you. I hope this helps a bit.

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Just a general reflection - business is granted based on trust and a contact quality with at least 8/10 - with everyone in the DMU - so we should not sent proposals before we know the Major Buying Motif - the prospect will share this when trust is established - Full Circle !!

Yes to Major Buying Motif is important but also buying cycles. I think the most important is to know and learn the REAL needs of the prospects and not to oversell! Overselling make your \$€ cash bigger but only in a short period, if you want to have long term relation with you prospect (clients) never oversell!

Interesting. A large part of what I have been doing; now framed in a context that makes sense in a 'larger picture' overview. In a nutshell, I have the clients back when I know they are not looking. Trust is everything in for a long term business relationship to flourish!

An articulate and apposite synopsis of what it takes to succeed. Much of the piece is good common sense (which isn't so common) ! Many thanks for the piece - a great game plan for successful business development.

A Business Developer always have patience and keep good relationship with everyone, do the right thing' and have courage to speak up.....

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I was completely on-board with your discussion until, I read the unthinkable for a sales management professional; 'NEVER, EVER share your information with anyone.' The idea (and I may be taking this point out of context) that information is not shared within the office or within your sales team or like-minded individuals/professionals charged with the responsibilities of closing, implementing or servicing the client or deal; is in my mind unacceptable. Every scrape of information that is relevant in closing a sale, should be communicated within the confines of the business development team (whether that is composed of insiders, professionals or external firms – obviously information that is supplied to the team must be relevant to the function or roles or an individual or firm assigned to the team). Hence it is necessary for the team (engineers, implementation specialists, finance, stagers, etc.) to understand the landscape of the engagement and to be forwarded/supplied any and all knowledge on the subject. Information must or should be delivered within the framework of the engagement with the following caveats:

1. That there are no trade secrets exposed
2. The core competency of the firm / team is not compromised
3. Implementation advantages, Product or process advantages are not compromised
4. The Strategic intent of the deal is not exposed

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5. The Gross Margins that the firm selling the deal is protected (particularly when multiple companies need to be involved to fulfill the engagement or contract)

Lastly, simply a comment on hiding relevant information on a qualified lead; when I started in the sales / business development profession all of the business developers tended to work in secrecy and would not discuss their client based information. The assumption is that client specific information would protect them and or their position within the firm. I have learned over the past twenty years that sharing information and meeting or exceeding all client expectations (always a team task), wins repeat business and referrals which are the lifeblood of a firm (identified as the valued recurring revenue; to be fair one off revenue is also acceptable but does not add as much long-term value to the firm. Hence in the eyes of upper management is not as valuable, all business development professionals are rewarded based on the long-term goals of the firm and you must attempt to understand the corporate vision, mission and goals to understand the value of the contract to your position long-term other than simply viewing GM and your commission as the only deliverables'). Hence all of the truly great business development professionals that I have dealt with are great communicators; with both internal and external stakeholders and they do not hold back

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information, they share information freely which will assist in closing the sale and which conforms to the ultimate goals of the firm.

Another comment...you can do all these things well, but sometimes it boils down to the Likeability Factor on top of these traits.

My rules as Business Developer:

1. Be always full of energy and joy: there is no chance to develop relationships without an attitude. And catch Energy everywhere.
2. Learning, studying, developing yourself as professional and as human being. Never stop learning.
3. Listen more than talk. A deep listening supports you to understand needs of your counterpart.
4. Understanding who is your target, your partner, the person behind the business card.
5. Business developing is building relationships. Strong relationships are the ground.

Really like what you have said. Business developing is not rocket science, but being good at it does require good sense. My philosophy is to look at this as not just my job but my life too. What I mean is everyday we should be "developing relationships" or enhancing the ones

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we already have. It is easy to step into a position like this when you "live it" too.

I do believe that living and working in the same way is healthy and wealthy. Developing relationships is an attitude because life is the art of meeting. It is difficult but challenging in the global competition to create and enhance relationships especially cross border. Today at this crisis stage we have the chance to establish actual relationships, to stay closer and feel less alone against the complicate scenario.

I'm glad to see listed as #2, the gift to listen...perhaps the most important skill. Entering a new situation with established paradigms often clouds judgment and prevents complete realization of the opportunity. By listening to inputs from every direction, even the least likely, successful creative solutions will emerge naturally.

Nowadays, no matter how knowledgeable or focused in your business territory, one should have a Godfather, then only your work will be appreciated and recognized!

I will add: be international...

Very comprehensive and if you work to incorporate some of those points, you will have cracked it. All I will add to that, falls out of a

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statement from Stephen Covey....."Seek first to understand, then to be understood". A key area is to UNDERSTAND your client. Not just what is said, but also what is NOT said. That's the key to being perceived as credible or as stated in point 2 "Gifted". If you gain that credibility or trust, then you are on your way to being a "Qualified" Developer!

Part of being a good business developer I would add is a balance between an analytical and logical ability but also a keen intuition as well.

It surely points the way to not only open doors but to win your customers.

Don't keep patting yourself on the back when things go well, look for the problems in product, process and people and fix them. Training is everything so make those who are good at something great and don't worry about the little things they don't do well...we can't be good at everything. Analyze market trends and competition and encourage development of both product and customer support to make sure your potential and current clients get a fantastic experience.

Indeed, it is an excellent idea to answer the missing chain among "clients, organizations, entry levels and senior positions". The business developer would not be so great with no enough

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skills to deal with irregular tasks and extraordinary challenges.

The 12 points above are great guidelines for doing our jobs effectively and with integrity.

A fabulous reference, to do a quick reality check from time to time is so important and this will be added to my library to peruse.

The definition of business development manager varies from organization to organization as well as specific skill sets (technical or otherwise). According to my experience, there are three top qualities required of business development managers in any industry:

Tenacity: BD is about mid-term and long-term goals. Unfortunately there are no shortcuts to success and just as in sales, it takes a tough skin, focus and perseverance and a flexible attitude to win.

Good Judgment: Recognizing the trade-offs, benefits and risks regarding new business partners and clients and having the courage to act accordingly (which often means saying no to short-term benefits in exchange for long-term gains).

Patience and Timing: strong relationships are not built overnight. You have to be consistent in your

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communication with clients and partners as well as delivering on your promise/commitment. Over time, clients and partners will come to trust you and your organization, which in hypercompetitive markets can be the only thing between losing an important client to a competitor offering similar products and services at a lower price.

I really like this definition, it describes perfectly what is needed to be a BDS. I work for a highly reputable company that I feel comfortable standing behind. That is important as well. But to add a few points or to elaborate from a personal opinion I would like to say that in addition to be tenacious, patient, and having a good head on your shoulders you also have to have an excellent, unwavering good attitude. The biggest point I can make is you also have to be flexible and courageous enough to re-evaluate your process. If you add that to the mix, your results will reflect your ability to change what you can and move on from the things you cannot.

It is also essential that we know how to position our company's objectives in direct alignment with those of our prospect. When our prospect realizes that mutual success is the goal, we can foster a culture of collaboration and teamwork that will set us apart from competitors looking for a one sided relationship.

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I always make a point of explaining to my clients (potential clients) that I view their business as an extension of my own. It is imperative that you create the perception that this is a partnership. You need them to believe that you have a genuine personal and vested interest in the success of their business

A good Business Developer fully understands the value of offering the company they represent has while also being able to be capable of 'listening' to the customer across the organization to fully understand the real needs (Not perceived needs) and then be able to articulate a Value Proposition that will deliver a clear return for the customer. In most cases this also involves multiple people both externally as well as internally to fully realize the total impact.

If I may, I would like to add one advice: Never underestimate the predictability of stupidity even to yourself. It means be concise, focused, direct and seek to master what you are doing.

Regarding point 9, many sales people miss out on what not to say; I would like to share with you an experience that triggered my interest on this point: Glengarry Glen Ross, a movie with Al Pacino: it's about real-estate salesmen and how they are driven to achieve their targets.

Unfortunately often we all miss the point ... sales wants to "rock", op's being "in the way and not

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performing to standard" ... however: marry the two, with flaring passion and your business should be ROCKING! ... Not many "get that", do they?

Technical and knowledge about the products you sell/develop market for.

Is there not an enormous need in nearly every company bringing the knowledge levels (not only technical) to next levels....1st part to develop your business, that of your customers together and bringing up revenues to new heights in a small period of time.

We all know, but how many are effectively doing this ? 1 way to get a company less affected by the recession ? there is business enough, but you need to listen to the customer more....seems we keep forgetting this :-)

I made my best business deals after the "no" challenge....

I'll add one additional thought - PASSION. If you don't love it, the lack of passion will show. Be personally and intensely interested in the solutions and industry where you work. Make it something you LOVE to do and that passion will show through and gain the confidence of your audience.

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With the final point, we can all create and gauge our success for companies...and not restricted to one.

Experience.....experience.....experience
(Adapted from the real estate business: location
....location....location)

It's clear by your insight that you "do as you say".

The worrying unqualified instruction to never share your information disturbs me immensely, as does the large number of blind followers.

The sharing of information within your organization is an obligation, not a choice.

As an employee of a company you have an obligation to supply any and all useful information to your employer who pays your salary. Deliberately withholding pertinent information is simply unethical.

Obviously you should not share information outside the correct circle. For example senior managers within your organisation are absolutely dependent upon upwards feedback to make the correct business decisions. If you deliberately withhold information you are helping to make your company worse. Why would you do this unless you are completely selfish?

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If I had sales or BD managers working for me whom I suspected of deliberate withholding of information, I would consider them non-team players and seek to rehabilitate them and implement an objective information gathering tool - eg with the use of a CRM system - if they continued to fail to share important business information then they would be on their way sooner rather than later.

However, aside from the strong difference of opinion on the sharing of information, most of the rest of the advice provided is very good indeed and pertinent to both sales and business development professionals.

Funny thing is, we all do some of these things, we just never put them all together.....Brilliant.

I must conclude then that innovation is at the very heart of business development. Would you say then that Business Development should be a function of the CEO, and not by the Head of Sales?

Not exactly à CEO although not impossible. BD should report to the CEO & the latter should be involved.

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A business developer is a door opener for the sales team. I would add that Business Developers need to be skilled in sales, marketing and PR. And it would help tremendously if they had above average listening, empathy and presentation skills. I think that the CEO job description should include BD, just like his/her other functions. However there should be another position within the organization that's devoted 100% to BD, just like Marketing, Sales, or Finance. As at times the CEO can get very focused on one urgent and important problem area his/her other functions (like BD) would be "neglected" momentarily as they would fall into a lower priority . So having a dedicated BD position, ensures that this crucial function of the organization is fully operational at all times as the market evolves rapidly ignoring totally your own internal issues, and you could end up missing important business opportunities although you might have already invested time and money developing them.

I live every day of my working career by the exact 12 tips shared. Thank you so much for placing in print, exactly what I have lacked to share with my colleagues/connections/students. These tips are innate to me, and I must NOT assume that they are innate to all.

Curiosity, analytical mind, listening.

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I am new to the group. In my previous role I was responsible for Strategy and Business Development for some specific scientific instrument products. I found the advice excellent and one which could be a code-of-practice for many business professionals. In regards to the question "What kind of working skill do we need to be a qualified Business Developer?" I would also add the following: I believe the most successful Business Developers have a strategic thinking mindset and the ability to grasp and understand the big picture. They also know enough about their products and services, their target markets and customers that they have the ability to get beyond the obvious customer requirements and pain points. Finding the subtle customer requirements potentially, even before the customer knows them, can lead to major differentiators in the market.

The hammer to the nail thanks to all for throwing light on the roles, strategic & tactical ... this stream builds to becoming a better BD ...

The key is to ask the right questions and listen to others needs. So often we want to impose our needs on others without listening to what is best for them. Take the time to have compelling reason that benefit the client not yourself.

We need to be able to look forward, we need to be able to predict market reaction on our

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development action, we need to be able to translate market needs into a product, we need to be able to say NO at the right times and we need to believe in the strategy decisions we take.

I also think that the ability to be flexible and revise your every tactic is crucial. Persistence and a relentless attitude are far more powerful than all the skills I have listed on my resume. You shouldn't step into a biz dev role if you don't have the basic skills and I would say you won't stay in biz dev unless your personality is similar to how it is described. My motto to myself is collect enough No's to come across a Yes. It's almost like a sport.

One other thing, you are a change agent. Your prospect does not want to change. You have to provide unavoidable reasons why they must change to your solution. Push against their reluctance. Keep hitting them where it hurts until they are compelled to change.

My understanding to BD:

1. Necessary intelligence skill (market intelligence/business intelligence) in today's informationized world.
2. Communication skill (how to deliver your message in a proper way and how to positive influence working environment with your right message).

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3. Analysis skill (Know deep and systematic to your business).
4. Leadship skill (Capable to gather people from different function working together to right direction).
5. Diligent (no lazy).

Trying to summarize it> as business developer you need to be smart, discipline, a solution thinker and high level of leadership skills then only you can dominate every market you enter.

You have to know your business and have passion for it. You have to want to work hard to bring business to your company. You have to understand the market you are in.

Outstanding synopsis of the approach and attitude fundamentals necessary for BusDev success (in any industry)! The only addition I would suggest is to always remain alert for how you can create additional value for each individual at the table, i.e., identify and deliver on "what's in it for them" to facilitate their buy-in to your solution.

So important to know when to bring in the technical expertise.

Always keep your eyes and ears open, for any opportunity, be persistent, never think this

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product has no use in that company, thoroughly research and then draw the conclusion.

I'm so glad I joined this group. It all seems so obvious but can we all say that we religiously adhere to the principles all the time?

You missed to talk about treated the objections, so Preparation for appointment, Agree with "Listen", but we have to identify what kind of person is in front of you, pedigree, Dominant person, (PNL) etc... Did you hear about? "what do you think "method"" when we are in face to face sales situations. What about culture? What kind of tactics are you planning to do? Introduce clearly your objective before listening the clients or use Push sales or empathy. I think that to become a qualified BDM is a huge investment about knowing about itself (personality, company, sector etc...and people, company that you targeted) e.g. points of development for client's market. The goal is to find the tree that hide the forest of opportunities. And don't forget to be patient (time,= rigorous) and put gas in your human engine to surpassed failed business situations then be successful..

Can there ever be a time when the prospect/client will have to be a brief ally? Because recently I got into a hitch during a sale and due to my persistence and instant response to the issues on ground, the prospect instead of

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turning me down asked me to compensate on the product use so as to subscribe to my coy's product...

I would add in the "Know Thyself" category that you filter through input from all the value chain members in addition to your company's perspective. They may all have deferring stories but if you get enough you can piece together what are your perceived strengths and weaknesses which will help you understand if you have a competitive advantage and where you need to allocate your resources.

Absolutely never share your information on your customer with anyone (unless it's intended to spread disinformation). Even sharing information about a client with someone you presume is a trusted colleague may come back an hurt you. Once I shared some information with a former employee that I had known for over 25 years. In fact...I had hired him into the business and later went to work for another company. I shared some what I thought was harmless information about an account I was working on. A couple of months later the former employees company got the business! His company was not even working the account. This also caused a great strain on our friendship. Keep it to yourself! Pound your chest when you close the deal.

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Being a business developer is an attitude and a philosophy of living. Bring the right people together as people make the business.

I would like to add one important attitude a business developer must have: change leadership!

The ability to keep calm and always listen to objections from a client, identify key concerns and proper solution to that customers objection.

Ability to have a bird's eye view of S.M.A.R.T objectives required for that particular business need..

Quite a lengthy list and a bit too much for focusing on all at once. Granted we need to read and study these types of descriptions as we continuously learn the craft of BD, what we focus on must be something we can describe in a sentence or two. I'd boil it down to "Qualifying leads by mutually determining fit which builds a relationship of mutual trust and respect without manipulation." In other words "Let's agree together if it's mutually beneficial for our companies to do business together" (regardless of my desire to get a sale).

Not only a good list for us, also for senior management. It could help to better understand

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what we are doing and why we work the way we do.

Stop press at July 27, 2014 - See further updates
the Linked-In Group :

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The importance of Networking Smart.

7 open and 1 closed questions – DON'T reply
your own questions!

Introduce yourself = name + function +
company. That is all!!

1. Which business problem is solved by your company?
2. What is the best example at how you do that?
3. What is the biggest success (win) for you and your company the last 6 months?
4. What will that be the next 6 months?
5. What is the most interesting initiative that you planned for your company this year?
6. How will that change your company the most?
7. How crisis sensitive or crisis resistant is your company?

Looks good. In what way can I help you?

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When yes fix a date right away.

When no :

It was nice of you to spend some time with me to get acquainted and I wish you a fantastic networking evening (... Spring, summer, new year... life)

Move to the next network attendant.

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Calling on the CEO - Executive Relationship Marketing

The section below is a document that is written to help with the process of calling CEO's and getting in the door. It is not a simple task and can test one's selling skills.

HOW TO TALK WITH THE CEO!!!

Calling on the President and/or CEO of accounts is not as difficult as one might think. Our past negative experiences striving to get on their calendars ranges from letters, voice mails, e-mails, faxes and confrontational experiences with executive Assistants that brings no closer to the President than the Titanic was to land. Why do we have sparse success when trying to meet with the President or CEO?

Is it a mission impossible? Hardly. The key to making an appointment with the President is viewing it as an adventure. There are events that need to take place before you can sit down with the leader of a company.

Every person has their own personality and style. The following information is to be digested as merely pragmatic suggestions that have worked consistently for Account Representatives when

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contacting over 500 companies over the past 30 months. If the information is useful take it. If it's not leave it. Enjoy the adventure!!!

TIPS AND TECHNIQUES:

- Realizing our call anxiety is a positive factor. 84% of all marketing and salespeople have call reluctance.
- Procrastination is the number one indication that a problem is developing. The sooner contact is made with a prospective CEO or his/her Executive Assistant the less likely you will revert back to only calling at the I/S level.
- Tailor the call for the prospect's benefit. Show value for their personal gain.
- One of the primary causes of phone fear is failing to set an objective for the call. Have a clear-cut picture in your mind of why you are calling and possible directions the call might take.
- After introductions make a benefit statement to the Administrative Assistant. "EA, [My company] wants to provide XYZ Corporation with greater access to certain resources."
- Count on being turned down and made uncomfortable by a CEO's EA. That is just part of this process. It is our job to develop rapport with

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the EA and show significant value to overcome their rejection. EA's side job is to act as a gate keeper and they will work hard at it. You have lots of gate keys in you experience, use your experience to figure out which key opens the gate.

° Schedule time on your calendars to call your CEO nominated prospects just as you would schedule a meeting or conference call. If it is not on your calendar it usually slips through the cracks.

To build rapport with an EA or CEO remember:

1. Thank them for taking time to talk!
2. Speak with respectful inflections and tones, ingratiate yourself to an EA. The EA is the "gatekeeper" and can be your avenue to success or your instrument of destruction.
3. Use open ended questions that ask which, what, when, where and how. Strategically worded questions can open the door to vast amounts of useful information.
4. Key on his/her responses. Include their thoughts in your questions and responses. They will "invest" more time with you.

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° When making a phone call or face to face call with the CEO of a company the focus of conversation must be changed from the technology traditional conversation. It is natural for High Tech soldiers to have a very tactical dialogue focused on platforms, software, architecture, PC's, blaa, blaa, blaa, blaa.

The top reason a CEO will not want to talk to a technology provider is that he/she thinks they are going to drug through a painful discussion about High Tech products that they are not even remotely interested in. CEO's love to talk about STRATEGY. That is what is most important to him/her.

If you can remember not to go into a 5 minute opera on why your company is so wonderful but rather stay in focus on what the CEO's responsibilities are for that company. If he/she says "I deal strictly with product development" try not to ask them how they use technology, blaa, blaa, blaa, but ask them "what areas are most important to them in product development."

Then ask "how involved do you get in product development." The key is to clarify in detail the CEO's priorities. And then you will have enough information to begin an relationship.

° When talking with a CEO focus on what the real problems/pains are. Try to help the CEO drill

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down to the root cause of problems; find out what, at the core is consuming all the attention of the CEO.

For example if you have influenza (get your flu shots) the root cause of the problem is not fever, chills, headache, etc. these are symptoms. The root cause is the **VIRUS** and not the symptoms.

° Find out quickly how the CEO or Assistant perceives you and your company.

- ✓ Do they look at your company like they do every other technology/solution provider?
- ✓ Have they had a horrible out of the blue experience with your company in the past?
- ✓ A positive experience? Do they envision you as being a Sales Guy, Sales Rep, Sales Exec, Client Rep, Client Exec, or a Resource?

You want to come off as a Resource!

° Through research, develop an understanding of the prospect's business. Make sure you pay special attention to the prospect's business objectives. Research can be performed for you or you can perform research for yourself over the Internet.

Be sure to have the research in front of you when making the call. If the prospect has a WEB

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presence, have the prospect's business WEB page open on your computer.

° Use only 1% of your total knowledge when trying to talk to CEO's, use 100% of questioning techniques and listen carefully understanding what he says. The quality and clarity of questions will have a direct affect on the answers that you get.

The person who asks questions is in control of a discussion by allowing others to freely give answers.

If you feel uncomfortable with the Executive Assistant or the CEO then ask a quality question. This will take the **heat** off you.

Always let the CEO or EA complete their sentences and thoughts.

° Focus on the Executive Assistants, they are the ones who have the formula for you to get on the calendar of the CEO. In many cases the Assistants manage the CEO's calendar.

Try not to talk as if they are not the most important person in the company. It doesn't hurt to make them feel as if they are the most important person in the company.

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If you can get their opinion on how to approach the senior executives you will be more effective.

° If the Assistant is trying to make you be more specific about the reason for calling do not fall into the trap. You really don't know the VALUE you can provide the company until you find out what is IMPORTANT to the CEO.

If the Assistant persists for specifics, tell him/her that you will prepare a fax or e-mail of topics and send it to him/her to review because you would like her feedback on whether it is clear and valid enough for a meeting with the CEO.

The key here is to use the Assistant's knowledge about the company and the CEO. You will discover tremendous leverage with the Assistants feedback.

° You may ask the question, "Should I try to get in front of the CEO, face to face or should I try to talk on the phone with him/her?" **Great question.**

If you are working with the Assistant your goal might be to get face to face since that is the logical next step. If you are getting pushed back on face to face time then it may be a smart move to ask for 5 minutes on the phone with the CEO to explain your intentions.

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If the EA sends you right through, being prepared can save you a lot of blushing, sweating and wasted time.

° If you do get the CEO on the phone or in person you are at the point of no return. It is at this moment that you can solidify your presence and relationship with a senior executive.

The conversation with the leader of the company should **NOT** have anything to do with technology.

Technology is a “four letter” word when talking to the Chief. He/she will send you to the CIO or I/S person if he/she feels the issues for discussion are not focused on “the business drivers (profit, revenue growth, reducing inventory, increasing inventory turns, lowering operating costs, lowering cost of sales, increasing return on assets, increasing return on investment, etc.).”

° When the CEO asks you “what can you do to help my business”, he has fallen into your trap. The natural response might be that “Your company is a 1 trillion dollar company with 6 zillion employees that can sell you 1 million different products and services.

” This can result in sudden death, not your goal!

It is not how many facts about your company can be regurgitated to the CEO; rather, it is how you

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find out what is most important to him/her. A more appropriate response might be "before I answer your question Mr. CEO, may I ask you what is it that is most important to you in today.

What keeps you awake at night! What is it that you see is the most important problems that you need to solved."

The call to the CEO is not about your company, it's about what is most important to the CEO. If you can find this out, the call will be of value to the CEO and to you.

° Express to the President, CEO or Executive Assistant or any other contact in the executive offices that your call does **NOT** have anything to do with computers, hardware or software.

Convey the thought that your company is focusing on partnering with key executives in select companies to discuss their business problems **not** technology issues.

° Northwestern University surveyed executives in 300 corporations and found that executives found value from solution providers in 3 areas:

1. The person calling them (type of personality, title, presentation) --- Non-commodity selling is about people selling to people.

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2. The offer (why is the contact calling...to find out what is important to the Executive)

3. Frequency of contact being **more** important the medium (face, phone, e-mail, pigeons)

Have an offer:

1. Letter (includes introduction & value statement from rep)

2. Memento (hand cut and hand polished with a lathe; the lettering is lasered)

3. Ms. President "[My company] would like a closer relationship with you..."

4. Ms. President "your company was selected from others in the Geography to pursue a partnership."

° **Internet** research before calling the company is a necessity (Presidents and/or CEOs can tell in a "New York second" if you don't know background on the company).

° Have a "call sheet" that records contact information you have with the account. On this sheet track information about the Assistants and President put dates, times, names, doctor appointments, birthdays, vacations, sick days,

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travel information etc. (this gives you information to use for conversation topics).

- Talk with enthusiasm when on the phone. A monotone voice will get a monotone response.
- To reach the President or CEO, it is **imperative** that you make first contact with the executive's Assistant. You will be "shot down" quickly if you look past the Assistant. Treat the Assistant as if he/she is the President.
- **NEVER, NEVER, NEVER, NEVER** leave a voice mail with a CEO or Assistant unless they call you first and you need to let them know that you are trying to call them back. They receive hundreds of calls a day.

If you put an expectation on them to call you back and they do not, you have given them an easy way to say **NOT INTERESTED**. You will "not" stand out among other solution providers if you leave a voice mail. Keep calling until you get the Assistant and/or CEO.

This is why a "call sheet" is important. You can review your call activity and identify a window of opportunity to reach the Assistant or CEO (hint: ask the operator to page the Assistant or put you through to someone who sits by the Assistant so you can find out where he/she is hiding).

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° If the CEO travels, find out when he will be in town and let the Assistant know you are available ("Pat, will Mr. Smith be in town this week?) Give the Assistant a time you can talk on the phone or meet and see what kind of response you get.

If you are turned down say "well, next time I am available, I will give you a call." Wait a few days and call back.

It is better not to appear anxious or aggressive when talking with the Assistant.

Keep in mind you have something that will benefit their company ("Pat, this is an excellent opportunity for Mr. Smith and his company or I would not waste your time, what is the best way for me to talk with Mr. Smith").

° If you feel it is not possible to get face to face with the CEO right away then ask for a five minute phone meeting with the President.

This 5 minute phone meeting could turn into a 40 minute phone call if you have researched the company well enough and know the industry drivers.

Use lines like, "Pat, I know Mr. Gerstner's schedule is tight, is there a window of 5 minutes early in the morning or between meetings to speak with him on the phone?"

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The conversation need not last more than a few minutes, I want to let him know how we can start a partnership and what some of the businesses in your industry are doing.”

Sometimes you can get a face to face call before the phone call. Usually, though, the phone call request is used when it is clear you are not going to get face to face in the near future .

° Focus on **developing a relationship of trust and value** between you, the President and his/her Assistant.

The purpose of your phone call to the President is to explore a strategic relationship between their company and your company and share valuable information (such as hot topics in the industry, Management Consulting, supply chain, eBusiness, ERP, CRM, eProcurement, increase profit, growing market share, executing strategies, leverage the Internet/Intranet/Extranet, improve customer satisfaction, defeating competition, becoming customer centric or whatever you can put together after extensive research on the Internet).

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ALL OF THESE ISSUES SHOULD ONLY BE DISCUSSED AFTER YOU IDENTIFY WHAT IS MOST IMPORTANT TO THE CEO OR PRESIDENT

° Try not to give the Assistant too much information to make their own judgments. He or she will refer you to someone else in the company. One of the Assistant's responsibilities is to find out what you want and refer you to someone else in the company.

Always keep in mind, the Executive Assistant has the power to put you on the CEO's calendar. The Assistant has the power to make an opening for you. It is essential that you realize and respect this power.

Say, "Pat, in the companies [your company] has chosen to contact, we like to explore critical issues with the President to see if she/he wants to **partner** with us. Sometimes Pat, the President is extremely interested other times he/she is not.

PAT, WILL YOU HELP ME FIND THE BEST WAY TO GET ON MR. GERSTNER'S CALENDAR? A PARTNERSHIP BETWEEN OUR COMPANIES CAN RESULT IN A SUCCESS FOR ALL OF US."

° Emphasize that your focus is not information technology. If the Assistant or President detects

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information systems in your blood, you will be sent to a place far, far away from the executive offices, a place called Information Services JAIL.

° Ask for no more than a fifteen minute face to face meeting once you have a chance to discuss scheduling a meeting. When you are viewed as a "time bandit" you will be less likely to get the meeting.

If the President sees value in the first fifteen minutes you will find yourself there an hour or more.

° Develop a value statement for the company before calling them.

Why should the CEO talk to you?

Value statements should include customers, markets, products, services, competitors, business economics (cost pressures, margin pressures, human resources).

What value can you and your company bring the company? This is difficult to develop without first talking with the client but there is a wealth of information available on the Internet (Financials, Journals, Home pages of the client etc.)

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Example: "Mr. President, you released 250 products in 1998 and 400 in the previous two years.

According to the annual report these products presently account for only 15% of revenues. You are turning out a lot of products.

Do you have visibility on the effectiveness of your investment in all these new products?

° Use the person's name on the phone and in person as much as you can.

A person's name (spoken) is the most motivating word in the English language.

° Humor is an effective tool when talking to the Assistant about the \$2 memento piece ("Pat, I hope you didn't pry the plaque apart and take the \$2 bill..ha ha ha. Pat, I hope no one dropped the paper weight on their foot..ha ha ha.

Pat, We were going to put \$100 bill in the Lucite block but we figured that Mr. Smith would smash the piece and take the money..ha ha ha)" If this is not your style to joke around then don't.

After expressing humor make sure you let the Assistant and the President know that the \$2 Thomas Jefferson memento is hand carved and polished with a lathe.

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The lettering on this attractive piece is done with a laser. **AND THE MESSAGE WE ARE SENDING WITH THE MEMENTO IS THAT WE WOULD LIKE TO EXPLORE A BUSINESS RELATIONSHIP, A PARTNERSHIP.**

° Try to use open ended questions such as what, where, when, why and how while addressing the President or Assistant.

“What is important to you right now?” Where are most of your problems in the Supply Chain?”

When do you do most of your business planning (develop strategic initiatives) with your senior executives?”

Why has your company revenues grown X% and the industry average is less than 1/2X%? How do you solve cross functional inconsistencies with design engineers, procurement, marketing and distribution?

What are the three things in your company that are giving keeping you awake at night?

° Smile when talking on the phone.

° Let the client do the talking and listen closely. If the President or Assistant stops talking, rather than jump in and start to talk, remain silent until

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he/she starts talking again. Self critique each call when you're finished.

Ask yourself, "How could I have been more effective?"

Try not to talk more than 30% of the time when addressing the President.

- ° Presidents are persuaded as much by conviction as they are by logic.

- ° Company Presidents and their Assistants are people too. They are no different than you and are motivated by their own self-interest.

- ° You must constantly show appreciation for the AA's time on the phone.

- ° End the call with respect for his/her time.
"Thank you for your time."

- ° If you sense the Assistant or President is busy (he/she has calls holding, preparing for a meeting, have people waiting, etc.), **insist** on calling back at a more convenient time ("Pat, you are swamped, can I call you back another time? When?").

If their mind is preoccupied they will not be giving your unfair share of their attention.

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- ° Key on the client's responses. Respond to what they say rather than what you plan to say.

For example, Mr. Smith says, "I cannot get effective communication working between management and my sales force!" Respond with, "Mr. Smith, you are not the only one trying to communicate more effectively with the sales force.

Sun, HP, Oracle and Microsoft are experiencing the same thing. How have you tried to solve the problem?"

- ° Send a brief thank you e-mail or letter to the Assistant or President after you have spoken to him/her on the phone or following an in person meeting.

This shows respect and concern for his/her time as well as giving you a chance to summarize the conversation.

- ° Call the prospect within a week of the \$2 memento and cover letter mailing.

But don't be dejected if it takes you 3 or 4 tries to get the Assistant and another few calls to get to the President.

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The key to talking to the top is patience and persistence (a trite and overused phrase, but true).

° Being aggressive with the Assistant usually yields very little.

Persistence with politeness achieves more. Contact with the Assistant (but not leaving voice mail) should not appear hurried, frustrating or aristocratic.

Speak slowly and use few words. In the case of rapport building, using the spoken word less can mean a lot more.

° Closed ended questions allows the Assistant and CEO to say **NO**.

If you give them a chance to say yes or no only immediately, you will not be able gather information critical for relationship building conversation.

Avoid:

"Do you use the Internet?"

"Have you used consultants before?"

"Are you getting the information you need from operations to make sound decisions?"

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Try:

"What do you think of the Internet?",

"How do you feel consultants can best help your company?",

"Where do you get most of your information to make your strategic decisions?",

"What area of the business are you most involved?"

° Try not to talk technology with the Assistant or President. Use business vocabulary not information virtual verbiage (No Tech Speak). Position the conversation for the CEO not the CIO.

Express that the areas you want to explore are business and industry issues.

° Avoid assuming the Assistant or President understands [your company] organizational structure.

Explain your go to market strategy and let them know your company is in the business of
**SOLVING BUSINESS PROBLEMS and
DELIVERING SOLUTIONS.**

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- Focus on forming a closer relationship with the CEO. This can be done by being interested in his/her strategic priorities, problems and vision.

Try to develop relevant and interesting conversation ("Mr. Smith, I am impressed at your accomplishments over the last 5 years. I know a company who released 200 new products in 1999 without a clue of the ROI.

Do you track the ROI on all your products?)"
Communicate partnership, partnership,
partnership ("Our Northern California team has expertise in e-business, they may be a good "fit" for a strategic partnership with your company").

- Once you WIN a face to face meeting, do not to take stacks of brochures or handouts into meetings with CEO's.

Take at most one "leave behind" as a reminder of the meeting. After you meet with them you can have an excuse for another interaction by mailing such items.

This gives you a reason to have another conversation.

- Plan for your meeting using multiple resources if possible to assist.

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Select the attendees with caution, do not inundate the CEO with your companies bodies creating a haze in his mind.

Only bring people who add value and leave the rest behind. These are principles that have proven to work in most executive environments.

But each person's communication style is widely distinct, yet it is my experience aligning our unique personalities with some of these tips elevates our performance.

Source:

http://www-2000.ibm.com/partnerworld/industries/pdfs/Calling_on_the_CEO.pdf

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Appointments & how to help the prospect with positioning/placing and naming objections.

Many thousands of objections not to accept an appointment boils down to 6 – This is how to fly around them.

The remarks in red are the objection.

Make sure you suggest two dates, preferably with time, to set up the appointment. Do not give up on first next excuse... etc.

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<p>Already a supplier:</p> <p>Then you are well placed, during a personal meeting with me, to compare what your present supplier offers and what we could possibly mean for you.</p> <p>Would date .. be convenient or rather date ...</p>	<p>Your company is unknown to me :</p> <p>That is exactly why I call you.</p> <p>Would date .. be convenient or rather date ...</p>	<p>Too expensive</p> <p>..Kite to one of the other excuses... e.g. You tell me that (x service/product) is too expensive, do you mean that your actual supplier is too expensive?</p> <p>Would date .. be convenient or rather date ...</p>
<p>No time now:</p> <p>Given your position I understand that you say this, the reason that I call you now is to make an appointment in a fortnight..</p> <p>Would date .. be convenient or rather date...</p>	<p>Send documentation:</p> <p>Mr.../ Mrs.... I will gladly do so. What would you like to read in these folders, as our approach is rather specific, and that is exactly what my appointment is all about. Since I am in the neighborhood ...</p>	<p>Not interested:</p> <p>Mr.../Mrs... I understand that for you it is difficult in practice to determine with whom you want or do not want to make an appointment, however practice has proven that it makes sense to meet me personally</p>

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<p>Call me in 6 months:</p> <p>Mr../Mrs.. I will gladly do so. What will have changed within your organization so you will have time in (September) to discuss on ..(topic).... And this is exactly what I would like to review with you?</p> <p>Would date .. be convenient or rather date...</p>	<p>Would date .. be convenient or rather date...</p>	<p>Would date .. be convenient or rather date...</p>
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Questions are never an exam – when meeting difficult or shy people just use choice questions: e.g. Whose budget is this coming out of sales or marketing?

Qualifying your customer is the process of determining their interest in your value proposition, their budget and their decision-making process.

Do they have the Money, Authority and Desire (MAD)?

They are not fully qualified unless they have all three. One of the ways you can determine if they are MAD is simply to ask.

Here are some qualifying questions:

Money

- Whose budget is this coming out of?
-
- How much have you set-aside for this project?
-
- How are you proposing to fund the project?
-
- What is your company's process for funding these types of investments?
-
- When does the budget process begin?

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-
- What are the steps in your budgeting process?

Authority

- What is the decision-making process for this project?
-
- Who else do you need to consult before making a decision?
-
- Is there anyone else you think I should talk to about this project?
-
- Whose head will roll if this project is not a success?

Desire

- What are your top three goals for this year?
-
- How important are these goals to your company's growth plans?
-
- How do they support the company's growth strategy?
-
- What typically happens to managers at your company who achieve or
-

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- What happens if you do not achieve these goals?
-
- What are some of the solutions you have tried in the past (or currently using)?
-
- What results did you get?
-
- Were those results acceptable?
-
- What kinds of solutions are you considering this time?
-
- What results do you expect?
-
- What thoughts do you have about measuring results?
-
- Are you open to considering some creative ideas?
-
- What other firms are you talking to?
-
- Do you have a specific proposal from them?
-
- What is in it?
-
- What criteria are you going to use to select a partner?
-

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- Which criterion is the most important to you?
-
- Do we have a shot at this?

Final Question

Is there anything else you think I should know?

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Meeting objections or are they excuses?

When all is said and done.. will you look into the mirror and ask yourself why you waited until it was 'too late'...?

1 it cost too much

- What are your goals?
- Are you confident that we have the expertise and resources to expand your ... offering?
- In your opinion is this the service to solve your problem or need?
- What would you absolutely have to be convinced of for you to go ahead?
- What motivates your buying decision?
- Why do you say that?
- How can we drive out unnecessary cost?
- How can we structure the financial package better to meet your needs?

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2 I'm satisfied with my current vendor

- How does our solution compare with the one your current vendor offers?
- Yes good service and prices are certainly essential. What do you look for in these areas?
- What results are you trying to achieve?
- How can my service stimulate demand for your services?
- When did you start that co-operation? Where are you satisfied? What could be improved? What happens if the legislation changes?
- Do you think this will be better?
- What do you mean exactly?
- What would you want that you are not having today with your actual vendor? When did he last offer a spontaneous price reduction?

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3 It doesn't meet my needs

- How do you handle your needs for those types of services at your company?
- How are core processes – production, distribution, and sales – linked? If something goes wrong in one function, does it affect others?
- How does your company: beats – or lose to – the competition?
- What happens if nothing changes?

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4 It's not in our budget

- What action have you decided to take?
- Indeed proper allocation of funding is critical. How do you determine the disbursement?
- What will added 4PL functionality allow you to do?
- What are you trying to accomplish?
- How do you feel about that?
- If you were ever to buy my service, what would you want it to do for you?
- How will the financial decisions be made – by ROI? Payback period? Cost savings?

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5 We have had a bad experience with your (mother) company in the past

- What are your thoughts on this issue?
- If all remains the same what will be the effect on your company? Which steps do you want to take to correct this situation?
- Why are you unhappy? Where does your discontent come from?
- Can you tell me more about that? Why do you feel that way?
- How should we proceed on this? What is the next step?

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- ✓ Jeffrey L Smith - Marketing Strategist
- ✓ Jeffrey Peter Davis - Business Development | Strategic Marketing | Sales Leadership
- ✓ Jennifer Everson - Business Development at Great Northern Corporation
- ✓ Jeroen Meijer - Business Development Manager at CPM Nederland
- ✓ Jignesh Bhatt - President at Answer Infotech Pvt Ltd
- ✓ Jillian Major - Account Manager at Integrated Digital Strategies
- ✓ Jim Manuel Labastilla - Regional Sales Manager (Luzon) at Du Pont Far East
- ✓ Jock Sommese - -
- ✓ Jodi Ann Colter - Sales Manager @ Fathers and SonsVolkswagen
- ✓ Joe Love - Sr. Software Sales Professional
- ✓ Johan Nuder - Vinudden AB, Business- and Product development. Stockholm Value Labs, enable organizations to optimize the market value.
- ✓ Johdi Adams - Business Development Manager at Avention

Business Development - The Missing Link between Marketing & Sales

- ✓ John Hickey - Business Development Manager at Sepam
- ✓ John Hotz - Maritime Industry Business Development Professional
- ✓ John Jenkins - Executive Director and Group Executive Business Development at Business Connexion
- ✓ JOHN MUGO - Sales manager at Bedi Investments Ltd
- ✓ John Yampiro - Business Development/ Sales Management/ Sales Training
- ✓ Jon Rutenberg - Managing Member at BizConnectOnline, LLC
- ✓ Joni Grounds - Business Development Director
- ✓ Joseph Cobb - Business Development Specialist at Vaden Automotive Group
- ✓ Joseph D. Cornwall, CTS-D - World Class Sales Management, Presentation & Communications, Market Navigation and Strategic Execution
- ✓ Joseph Esparza - Capital Stack LLC | Business Development
- ✓ Joyce Hohoa Ovia - Business Development Executive at IHG
- ✓ Julian Evetts - Managing Consultant Julian Evetts & Associates ~ Business Development UK ~ Building & Construction
- ✓ Julie Wicks - Business Development Manager at Yarrum Designer Homes
- ✓ Jumbo Mahadev - no title at self-employed FCIM(Retd)Chartered Marketer
- ✓ Justin K. Wang - BUILDER OF TOP PERFORMANCE SALES AND OPERATIONS TEAMS, EXPANDED REVENUES AND PROFITS
- ✓ Jyotish Chugani – Entrepreneur

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- ✓ Kailash Chandra Satti - country business head at 3 dimension vending
- ✓ Kailash Satti - PROJECT MANAGER-TEAM LEADER at MANILA DAIRY PROJECT
- ✓ Karen Baas - Business Development Professional
- ✓ Karen Ng - Market Development Manager at Stenta Films (M) Sdn Bhd
- ✓ Kartikay Arora - Business Development Manager at McCain Foods
- ✓ Kate Miglautsch - Inside Sales Representative at Adelman Travel
- ✓ Katerina Rabava - Global Marketing Manager in Molten, Business Transformation Consultancy, Energy Sector, Oil & Gas
- ✓ Katherine Smith - International Business Development Professional
- ✓ Kathryn Cook - Senior Business Development Manager at Baker Tilly
- ✓ Kawaljit Singh - Business Development Executive
- ✓ KC Pang - Asia Business Consultant
- ✓ Ken Heath - Business Development Manager, Commercial Aviation Aftermarket
- ✓ Kenneth Mabilisa - Business Development Manager
- ✓ Ketan Parmar - International Business Development Manager at MDP LISTING
- ✓ Kevin Bibeault - Developing Business through Hustle
- ✓ Kevin Edwards - Owner & Consultant at Modulate Marketing
- ✓ Kevin Marksteiner - Sales Manager - General Manager - Business Development Manager
- ✓ Kevin Power - Business Development Manager at SeatAdvisor

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- ✓ Kevin Tan - Events, Sales and F&B - All in one!
- ✓ Kim Finning - Account Manager in Cabling & Connectivity - Copper - Fibre @ Madison Technologies - Keeping you Connected!
- ✓ Komuraiah Poodari - Product Marketing Manager at Freescale Semiconductor
- ✓ Kris Nelsen - Business Coach/Sales & Marketing
- ✓ Lan Shafer - People Connector | Idea Activator | Business Broker
- ✓ Larry Broome - Director of Business Development and Strategic Accounts at Odyssey Technical Solutions
- ✓ Laura Lee - Director of business development
- ✓ Laurence McKinley - Portfolio Analyst at Grand City Property Management GmbH
- ✓ Len Beale - Retired but available on request
- ✓ Len Beale - Retired but available on request
- ✓ Leonardo Valettas - New Markets Operations Director at Just Falafel | MBA candidate Strathclyde University
- ✓ Lic. Gabriela C. B. - Business Development-CRM-Organizational Consulting
- ✓ LILY TAY - Group Director at AG Advertising Pte Ltd
- ✓ LINDA LEE - INTERNATIONAL BUSINESS DEVELOPMENT DIRECTOR
- ✓ Ling Tao - Asia Commercial & Business Development Manager at Nyrstar Marketing & Sales AG
- ✓ Liz Gilchrist - Business Development Director at RBS
- ✓ Lizz Atieno - CARE BUSINESS PARTNER at Maersk Ltd
- ✓ Louis Bertrand - Co-founder and Vice President at Sweet Gazoil
- ✓ Lowell Peabody - Commercial Real Estate Advisor
- ✓ Lynn Lacy - Linklyn Business Development Specialist

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- ✓ M.N.Balasubramanien Balasubramanien - Managing Director at SREE LAKKSHMI RENOVATORS Alexandre Thibaudin - Business development ♦ Marketing strategy and communication ♦ International business planning
- ✓ Madalena Moniz-Pereira - Head of Sales & Marketing at Kaffa Cafés
- ✓ Madison Shoemaker - Strategy & Business Development Consultant at Crowe Horwath LLP
- ✓ Manish Sharma - IT Infrastructure Management Services, Cloud, Managed/Unmanaged Services, Shared Environment, Mailing Solution
- ✓ MAQSAD WALI KAKAKHEL CMA -APA- M.A (Eco) - Expert in IFRS, ISA, Corporate Reporting, Business Valuation, Costing & Budgeting, Investment Appraisal.
- ✓ Marcin Łukasik - Sales Manager at UniCall Central and Eastern Europe
- ✓ Marcus Win - Business Development Manager at Eden Office Seating
- ✓ Maria Julia Silva - Economist
- ✓ Mariano Gomez Argüello - MBA - International Sales & Marketing Executive
- ✓ Mariella Amza-Prein - Sr. Account Manager - North/Central Europe
- ✓ Marin Kostov - Senior Expert at Yambol Municipality
- ✓ Mario Backus - Senior Key Account & Business Development Manager bei Emerson Process Management
- ✓ Mark Bates - Business Developer & Ambassador
- ✓ Mark Chapman - Director of International Sales, El maxx Lasers

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- ✓ Mark H Anderson - Technical Sales of Highly Engineered Products
- ✓ Mark Histed - Business Development Manager (AU) - KN Drinks
- ✓ Martin Braendstrup - Marketing business Development Manager at RealMæglerne A/S
- ✓ Martin Gilbert - Sales Associate/ Investment Property Specialist at Laurence Realty North
- ✓ Martin Luther Changa - Training Facilitator at Highpro Skills Professional Training
- ✓ Martin Swann - Director - Try Loans.co.uk at Try Financial Limited
- ✓ Maureen Nova Ledesma - Business Development Manager at MetisEtrade
- ✓ Max Klein - Creative answers to business questions
- ✓ Melinda Gardt, MBA, SSBB - Marketing & Business Development Consultant Collaboratively Growing Relationships & Businesses
- ✓ Melissa Schemmel - Marketing Manager at Referral Coach International
- ✓ Melvin Evans - Business Development Consultant at Evans Business Group, LLC
- ✓ Michael Mead - Vice President of Business Development at Pijon
- ✓ Michael Smith - Logistics and Supply Chain - Gradient Consulting, SW-AF.com
- ✓ Michael W. Johnson - Community Outreach Manager
- ✓ Mickie Holden - Director Holden International LLC
- ✓ Mike Arsenault - Sales Professional - Business Development
- ✓ Mike Conroy - Owner/Consultant at Intelligent Engineered Solutions

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- ✓ Mike Crawford - Vice President Business Development at International Truckload Services
- ✓ Mike Endulovski - Business Development Mgr at Transcat
- ✓ Mike Holt - New Business Manager at SLG Marketing (2008 and 2011 CMA 'Agency of the Year').
- ✓ Mike Kennedy - Business Development Manager at Cloud Shepherd Ltd
- ✓ Mike Levesque - Director Of Business Development, contracted by all.
- ✓ Mike Lusk - WISP Sales Support
- ✓ Mike Saunders - Sales Specialist - Energy at Olympus
- ✓ Minhaj Zafer - Director Corporate Affairs - Business and Sales Development Leader for Pakistan and GCC
- ✓ Mini Puri - Business Development Specialist at Stoneham Bank
- ✓ Miriam Saidi - MSc Management Accounting 2014 / Interested in Management & Business Consulting / Organization & Business Development
- ✓ Mladen Zahariev - General Manager at Layher Bulgaria
- ✓ Mohammed Khaled Mehdi - Strategic Account Manager at Avery Dennison
- ✓ Mohammed Zafar Shaikh - Business Development Manager
- ✓ Monira Andkhoie - Looking for a new challenge in account management, marketing or consultancy
- ✓ Mostafa Salaheldeen - Director Of Security Services at Al Thuraya Misr
- ✓ Mr. P É T E R , Csongor - Experienced sales person looking for new challenges in Hu and CEE

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- ✓ Mugabirwe Twebaze Arthur - Territory development manager at Crown Beverages Limited
- ✓ Muthoni Njuguna - Market Research Manager at KCB Bank Group
- ✓ Muzamil Abdelkarim - Graduate Development Programme at Dal Group
- ✓ Muzzammil Hussain - Management Engineer at Politecnico di Milano
- ✓ Nadeem Malik - General Manager Marketing at Syntronics Limited
- ✓ Nadege Orlova - Regional Manager at IGN France International
- ✓ NANCY E. GROSS - MDM-Coca-Cola Refreshments - Account Management - Social Networking - Digital Media - B2B - Solution Selling - Marketing
- ✓ Nancy Gracia-Gungor --
- ✓ Narong Potewanagul - Business Development Director at Borwornpong Co., Ltd.
- ✓ Naveen Bhadran - 11 Years Experience in Sales and Business Development...
- ✓ Neal Vanderburg - Business Development Manager at V-Twin Energy Resources, LLC
- ✓ Ned James - Marketing Manager at CSX
- ✓ Neil Licht - How to Acquire Sustainable Paying Customers online without facing competition
- ✓ Neil Licht - How to Acquire Sustainable Paying Customers online without facing competition
- ✓ Nermeen Hassan - Co-Founder & Executive Director - Vivid Life
- ✓ Nicola Girotti - Organizzazione commerciale, Umana S.p.A.

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- ✓ Nishant Sharma - Experienced International Business Developer, with multinational and leadership experiences.
- ✓ Nitin Srivastava - An experienced Sales and BD professional - Head Marketing at MENETA Automotive Components Pvt Ltd
- ✓ Nuno Ferreira-Martins - International Business Development & Marketing Manager
- ✓ Octavio Diaz - Retired, previously successful business development professional in the high Tech industry
- ✓ Olanrewaju Ayoola - Business Development/Assistant Manager at Expro Group
- ✓ Ovidiu Anton Talpos - Sales/Marketing Executive, Entrepreneur, General Manager
- ✓ Pablo Guerrero Santibañez - Expatriate Business Director
- ✓ Pamela Parker, M.S - Senior Care Business Development Consultant and Sales Training Professional
- ✓ Paolo Evangelista - BUSINESS DEVELOPMENT Director
- ✓ Patrick Van Craen - Partner at Just in Time Management Group cvba - Regional Manager Xpandsales Benelux/France - Owner at Deonta Executive
- ✓ Patrick Van Hoorde - Business Unit Director @ TomorrowLab. Business Transformation & Strategic Innovation expert. #IoT
- ✓ Paul Holt - Business Development Professional - Consumer Electronics
- ✓ Paul Stephens - HouseBuilder Manager (Northern) at SIG (UK) Group

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- ✓ Pendrick Brown - Senior Client Relationship Manager at DWF, Account Management and Client Development
- ✓ Penny Mason - Marketing and Service Manager at Disaster Blaster
- ✓ Peter Collinge | Communications & IT - Sales Director at WightFibre
- ✓ Peter Max - Senior Business Development Manager, Nordic at Mondelez World Travel Retail, LLC
- ✓ Peter Wharton - Business Development Director at SpotMe
- ✓ Phil Young - President at Swift & Secure Systems Inc
- ✓ Philippe Cochet - Director, Technical Account Management, Lithography Systems Group at Rudolph Technologies
- ✓ Pouneh Hafizi - Business Development Manager at Explorer Group
- ✓ R.H. "Ron" Ackerman - Principal Consultant-Customer Engagement; Adjunct Faculty - University of Indianapolis
- ✓ Rachael Drum - Business Development Manager at Hobsons APAC
- ✓ Rafail Rustamov - Director Business Development - SOFOS Engineering
- ✓ Raffaele Nappi - Business Development Manager (Export Markets) at SABMiller Brands Europe
- ✓ Rahula Nanayakkara - Regional Sales Manager at Holcim Lanka
- ✓ Raj K - Director Marketing-Operations
- ✓ Rajan Srivastava - Sr. Manager - Business Development with having 12 years in FMCG and 8 Years in Building material

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- ✓ Rajesh Kaul - Sales Director and Country Manager (Form. Wipro, Brocade and Ingram micro)
- ✓ Rajneesh Kumar Chauhan - Global Sales & Business development professional
- ✓ Ralph Duncan, P.E. - VP, Business Development at BMT Designers & Planners, Inc.
- ✓ Ram Gopal Goyal - Sales Manager -Level 2 at Paladion Networks
- ✓ Raman Iyer - Senior Sales and Marketing Professional
- ✓ Reggie E. Cobblah - Investment officer & Entrepreneur
- ✓ Rejith Moosa Karakuni - Business Development Executive
- ✓ René Kouaté - Independent Sales Engineer at Freelance
- ✓ Renee Briggs-Gordon - Partnerships Manager at Education Institute Services
- ✓ Rhonda (Lambert) Meeker
- ✓ Richard Nicholls - Mentor at Business Growth Hub & Looking for something new and exciting
- ✓ Richard Pryce - Experienced business development, strategy, and sales leadership
- ✓ Richard Teece - Business Development Manager APAC at Sealite Pty Ltd (t/a Avite Systems)
- ✓ Richard Van Anholt - Sales Management | Product Management | Business Development | Strategy | Consultancy | B2B | Payments
- ✓ Richard Wettstein - FONDATEUR ICE STRATEGY
- ✓ Rick Cloney - Operations Manager; Cobalt Canada
- ✓ Rob Coop - Sales & Development Professional
- ✓ Rob Womack - Creative Problem Solver at Blue Sky Enterprises

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- ✓ Robert Monroe - Business Development Manager
- ✓ Robert Nussmeier - Vice-President, Oil,Gas and Chemical Business Development
- ✓ Robert Yarlett - Experienced Business Professional
- ✓ Robin Huang - Data Administrator at Online Republic
- ✓ Robyn Eames - Account Development Manager at Adobe
- ✓ Rocky Romeo - Sales and Marketing Diagnostics, Sales Training, Business Development, Sales and Marketing Forensic Investigations
- ✓ Rod Manrique - Commercial Business Development at Cablevision
- ✓ Roger Campbell - Business Development Outsource Solutions
- ✓ Roger Wilson - Independent Sales & Marketing Director / NED in IT, Automotive Technology, Sport, Professional and Financial Services
- ✓ Roman Korzus - sales&management&trainings at Freelancer
- ✓ Romolo Ferorelli - Business Development at Ankor Energy Group
- ✓ Ronald Smith - Experienced Senior Business Development Manager for both domestic and international markets
- ✓ Roslan Zin - Marketing Manager
- ✓ Russell Cleasby - Tubular Linear Motor Enthusiast, Business Development and Sales Management
- ✓ Ruth Mollison – Entrepreneur
- ✓ Ryan Ethridge - Director of Business Development at EIG - Electrical Industry Group of Washington
- ✓ Ryan Fitzgerald - Vice President at KeywordFirst LLC.

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- ✓ RYAN RHOADES - Regional Sales Manager, Business Development
- ✓ Sam Caloroso - Business Development Consumer Advocate
- ✓ Samantha Crawley - NLP Practitioner/Coach - Head of Community Partnerships & Sales - Anchor Trust
- ✓ Samuel Lim - Freight/Logistics/Airline Professional
- ✓ Samuel Qin - Business Development Manager and Presales specialist at ZTE
- ✓ San Chow - Commodity Dealer - Precious Metals, Agri-food, Petroleum by Products.
- ✓ Sarah Pooley - Business Development Manager at mso.net
- ✓ Sarah Pooley - Business Development Manager at mso.net
- ✓ Sarah Wang - Business Development Manager at New Zealand Trade and Enterprise
- ✓ Satyajit Mishra – at
- ✓ Sebastian Anthony - Associate Marketing Manager at Excel-Labs Private Limited
- ✓ Sébastien Soubaigné - International Business Development chez Staiger GmbH & Co. KG
- ✓ Shah Zilane - Assistant Manager at M
- ✓ Sharyn Grainger - Business Development Manager with Digital Marketing
- ✓ Shauna Proctor - Searching for Employment Opportunities: Experienced Marketing & Sales Director/Professional Business Development
- ✓ Simon Esangbedo - Business Development/Project Facilitator
- ✓ Sonia Smith - Director/ Principal Consultant at Sonia Smith Consulting

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- ✓ Sorin Ionescu - Business Owner
- ✓ Stan DeAngelis - President, DeAngelis Business Development
- ✓ Stan Oumedjbeur - Marketing, Business Development & Sales at Saitran Software Inc.
- ✓ Stella Hmaine - Regional Sales Manager at Katun Corporation, Sales is my Passion!
- ✓ Stephanie Lakin - Director, Marketing and Client Relations
- ✓ Stephanie Pace - Business Development Manager, (MEA) at Dimension Data
- ✓ Stephen Molyneux - Business Development Manager Oilfield & Resource Rentals / International Corrosion Services
- ✓ Stepphone Mack - Region Sales Manager at FleetNet America Inc
- ✓ Steve Broyles - sales and business development
- ✓ Steve Harman - Networked Results - Connector and accelerator of trusted contact network leading to business relationships.
- ✓ Subbramanian Meenakshisundaram - Head of Consultancy - Strategic & Operational
- ✓ Sue Bornhorst, CRP - Global Mobility Consulting/Corporate Relocation/Group Moves/Business Development
- ✓ Sue Sylvester, LEED AP BD+C - Vice President of Business Development, Roofing Southwest, Education Markets
- ✓ Suzanne Smith - Funding Consultant at The Business Facilitator
- ✓ Swapneel Kumar - Business Development Manager at Anant Ventures

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- ✓ T. Andre Villaruel - Executive Sales Manager at Winvalco Trinidad Limited
- ✓ Tae-Woo Kim - Director, Business Development at EZGO Co.,Ltd
- ✓ Tamer Ossman - Associate Global Partner at the academy of business strategy
- ✓ Taran Chernin - Group Vice President New Business Development at Macys Merchandising Group
- ✓ Ted Coombs - Technologist, Developer, Futurist, Author
- ✓ Terri Silva - Real Estate Professional & Business Development Manager
- ✓ Terry Mistalski - Chief Operating Officer at Digital Dental Solutions, Inc
- ✓ Theodore Giza - Business Development Consultant
- ✓ Therran Oliphant - Director of Platform Marketing at xAd, Inc
- ✓ Thiago Macitelli - Business Manager at Imerys
- ✓ Thomas Englerth - Senior Client Manager at C.S. Davidson, Inc.
- ✓ Tim Fitzgerald - Business Development Director at CDP Print Management
- ✓ Tim Rosenblum - Business consultant
- ✓ Tommy Philips - Export Manager at Axxess Lift Solutions & GNS Brinkman (Value8 Tech Group)
- ✓ Tomori Bukola Vanlare - Distributor Sales Executive Diageo Brands Nigeria
- ✓ Tony O'Neill - New Business Development at Asendia
- ✓ Tracey Anderson, B.Mgt - Business Development Manager at Aquatera Utilities Inc.
- ✓ Tshepo Masigo - Business Development | Cloud and Hosted Services

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- ✓ Tudorache Alexandru - Sales at Horizon IT
- ✓ Tyler Robinson - Director of Business Development at Dunhill Staffing
- ✓ Vanessa Repetto - Business Development Manager
- ✓ Vanessa Simmons - Director of Business Development at The Pythian Group
- ✓ Varghese Mathew - Managing Director & CEO at Navainfotech Services Private Limited
- ✓ Veda Solomon - Business Development/Marketing Consultant
- ✓ Venkataramana Buditi (Ronnie) - Sr. Technology Recruiter, NGA Group Inc. USA
- ✓ Vibhorr Rampall - Business Analyst @ Tata Consultancy Services
- ✓ Vic Gross - Director, Business Development at ELREPCO Jesús García Martínez - CEO en ISP Consultores
- ✓ Victor Scipioni - Industrial Automation Engineering & Sales Professional
- ✓ Vu Le - Experienced Retail Sales & Associate Team Manager | Advertising & Marketing Enthusiast | Seeking new job opportunities
- ✓ Walter Horsting - Principal Business Development International & Chief Business Officer at IPS Studios
- ✓ Wayne Moloney - Business growth specialist
- ✓ Wendi Orman - Sales and Business Development for SAXONY LLC (SAXONY Signatures)
- ✓ William Chen - Project manager at RICH Bancorp Limited in China
- ✓ William Stein - Marketing Intern at Relationship Science - <http://bit.ly/1jrXyzg>

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- ✓ William Stein - Marketing Intern at Relationship Science - <http://news.relsoci.com/blog-relsoci/relationship-capital-turning-individual-assets-into-institutional-profits>
- ✓ Wm. Alan Marks - Business Unit Manager- Pharmaceuticals at Shimadzu Scientific Instruments
- ✓ Xi (Guangzhou) - Expansion Manager at Decathlon
- ✓ Yannick Belliato - Senior Consultant at iconoclast Consulting
- ✓ Yasin Kanbur - Foreign Trade Operations and Sales
- ✓ Yee Wah Ong - Senior Export Sales Manager at Success Electronics & Transformer Manufacturing
- ✓ Zack Maina - Business Development Manager at iWayAfrica
- ✓ Zintia Meléndez Velázquez - Bilingual Marketing Professional

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If this is business development, how can it be so bad? By Paul Goldner

Heaven will be a small room with a telephone, a mail engine and a never-ending list of prospects.

When you love cold-call-mail selling:

- ✓ You make money every time you dial or mail.
- ✓ You have complete control over your income.
- ✓ You can handle every objection.
- ✓ There is no such thing as a rejection.
- ✓ No rejection.

Now doesn't that sound like heaven to you?

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Most people take a "half-empty glass-" or negative view of BD prospecting. They see prospecting as the process of getting rejected over and over again - and once in a while getting an appointment that leads to a sale.

When prospecting, forget the negative outcome of your calls/mails - the rejections. Instead, focus on the positive outcome - the sales.

Who's counting?

For example, say you made 100 calls/mails, and those 100 calls/mails led to five sales worth a total of €20,000. That means it took you 100 calls/mails to make €20,000 in sales, or €200 worth of sales per call/mail. Every time you picked up the phone or send a mail, you made an average of €200

Dials or Mails	Completed dials or mails	Appoint- ments	Propo- sals	Sales	Sales €
100	50	13	13	5	20.000

And say you make 5 percent commission on sales. In that case, every single time

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you picked up the phone or send a mail
and dialed/ mailed, you made €10

Dials/Mails	100
Sales	€ 20.000
Sales per Dial/Mail	€ 200
Commission rate	5%
Commission per dial/mail	€ 10

During a recession, sales are harder to make. You can't control the economic downturn, or the resulting difficulty in making sales, but you can maintain your turnover and income.

You just calculate the new dials(mail)/sales ratio and adjust the number of dials/mails accordingly.

Retailers, for example, can only slash prices during a recession and hope that customers will come back. They can try to influence their level of sales, but they can't control it.

That's why cold calling/mailing isn't a burden. It's a gateway to economic freedom available

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only to a lucky few. With prospecting, your turnover is related to your effort.

This gives you not only freedom, but also responsibility. Cold calling rewards extra effort.

But it also punishes lack of effort.

To increase your commission income, you can increase the number of your calls & mails. The secret is to target quality prospects only.

Calling large and small companies takes the same amount of time.

When defining your cold-calling-mailing target market you should choose prospects:

- Whose demographic numbers show they are likely large-order purchasers.
- Who fulfill the geographic requirements of suppliers.
- Or who fit the strategic criteria of prospects.

By narrowing your target market to qualified prospects, you will make more money on fewer calls-mails thus maximizing the return on your cold-call-mail selling effort.

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Segment Your Target Market

Once you have selected your target market based on the criteria above, segment that market into three priority categories:

- High-priority accounts. For example, an account with more than 250 employees within fifty kilometers of your office.
- Moderate-priority accounts.

For example, any account with 100 to 250 employees within fifty miles of your office or any account with more than 250 employees farther than fifty kilometers.

- Low-priority accounts. For example, any account with 100 to 250 employees farther than fifty kilometers from your office.

Segmenting your target market not only lets you decide which accounts to call-mail first but also which to call-mail more often.

Set call-mail and visit goals for each category.

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For example:

- One call-mail per month and one visit per quarter for high-priority accounts.
-
- One call-mail per quarter and one visit per half year for moderate-priority accounts.
-
- One call-mail per half year and one visit per year for low-priority accounts.

Progress Scenario of the CALL

1. Grab attention. You have about ten seconds to accomplish this goal.

2. Introduce yourself. When the prospect responds always says an emphatic "Great!" it starts to transfer your enthusiasm to the client.

3. State your reason for calling. If you have previously sent mail to the prospect, say that you are following up on that mail.

Note that mail is not a prerequisite to cold calling. Too many salespeople use mail as a substitute, figuring they can avoid the call.

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Don't lengthen the sales process with unnecessary mail. Critically evaluate each and every piece of mail you send out.

4. Ask a question. Salespeople should do very little talking and a lot of listening. Only then will you be able to identify a need and establish the basis for a face-to-face. Once you have asked prospects about their needs, listen carefully to their response.

5. Get the appointment. Now go for the close. **ALWAYS** Have 2 exact dates and times to offer prospects. E.g. can we meet at time am on ..date..or rather time on ...date..

6. Confirm the Appointment. Always confirm an appointment by letter or read-mail. Sending a confirmation letter demonstrates your professionalism to the prospect.

Also, call to confirm a day before the meeting. It's true, as some sales books argue, that some prospects may take that opportunity to cancel. But in that case, chances are the prospect would have cancelled or been a no-show anyway.

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Rejections? What rejections?

A rejection never means 'no.'

It means 'not now.'

Prospecting often leads to rejection - which is why most salespeople hate it.

The best way to handle rejection is simple:
Refuse to accept it.

The Business Development Life Cycle Paradigm lets you look at selling as a continuous process that ends only in a sale, regardless how ever long it takes. You put the proposal back in a sales pipeline to be revived later, when meeting a no.

Business-Development Cycle

Reviving a proposal doesn't mean going back to the same prospect with the same proposal. You'll just get the same rejection.

When you return to a prospect, you must return with new and better information that will cause the prospect to change his or her mind about your proposal.

And since a rejection is never accepted, you must keep coming back with new information.

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The process of continuously returning to a prospect with new information is called the **"business-development cycle"**

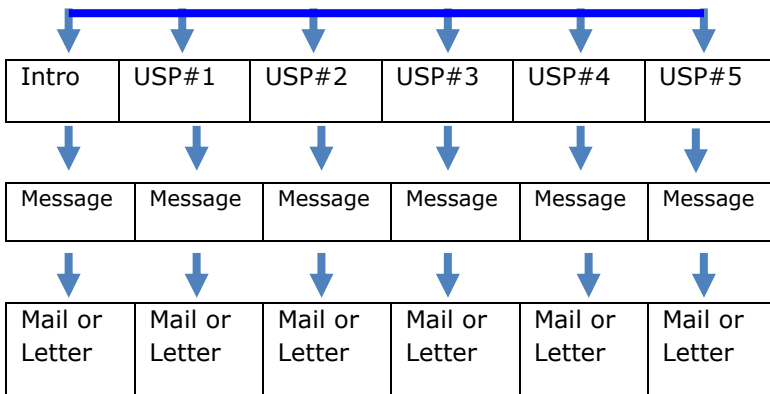
Unique Selling Points

The cornerstone of the business development cycle are your **Unique Selling Points**.

These are the products, services, or benefits that separate you from the competition.

Each time you return to the prospect, focus your proposal around a different unique selling points.

The Business Development Cycle



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When you were able to meet with a prospect but were unable to make a sale.

Since the prospect was high priority, you schedule a call back one month later.

The next time you contact that prospect, try a different focus - or sales message - from the general message of the first meeting. This different message is provided by unique selling point #1, your first-to-market capabilities.

You would then send a confirmation letter reiterating unique selling point #1.

If the buyer rejects you at this point, wait, then recontact the prospect with unique selling point #2. If that fails, go to selling point #3, then #4, then #5.

Based on the priority of the prospects, you have material to keep in contact with the prospect for half a year if they are high-priority accounts, eighteen months if they are middle priority accounts, and three years if they are low-priority accounts.

What If #5 Fails?

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If the last unique selling point fails, start over. By now, enough time has passed so that your unique selling points would have evolved

Remember:

Until the prospect becomes a customer,
the sales life cycle continues.

Because the business-development cycle keeps the selling process going, no qualified prospect will ever leave your prospect list.

But they'll try. Many prospects will throw objections at you that they think will kill the selling process. They're wrong.

You will not be able to turn around every objection. Some prospects will refuse to see you.

Put them back in the business-development cycle and, on schedule, start calling them with your unique selling points.

Don't think of secretaries as corporate gatekeepers. They are there to help the person they work for, and they can help you too.

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THE TEN COMMANDMENTS OF PROSPECTING

Taken individually, the ten commandments of prospecting listed below are hardly revolutionary. But taken together, they create a proven prospecting success formula.

Commandment 1: Make an appointment with yourself for one hour each day to prospect.

Don't fall into the trap of postponing prospecting to later "when the time is right." Prospecting requires discipline, and it is as important to your selling success as a meeting with a client.

Make an appointment with your-self to prospect - and keep it.

Commandment 2: Make as many calls as possible.

By targeting your prospects, you ensure that every cold call is to a prospect most likely to buy large quantities of your product or service.

Since every call is a quality call, the more calls you make the better.

Commandment 3: Make your calls brief.

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The objective of the call is to get an appointment. Don't get embroiled in a debate or a complicated explanation.

Cold calls shouldn't last longer than two to three minutes. This should be enough to introduce your-self and your product, and to briefly understand the prospects' needs so that you can give them a good reason to spend some time with you.

Commandment 4: Be prepared with a list of names before you call.

Always have at least a month's supply of names on hand.

For leads, you can purchase or trade leads with someone in a complementary business.

You can also buy a leads database from database sellers who have often already qualified the targets.

You can even trade leads with competitors, creating a large, combined pool of prospects. You would then compete for each contract.

Commandment 5: Work without interruption.

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Refuse all calls and interruptions when you're prospecting. You don't want to be distracted from making the maximum amount of calls in the time you set aside.

Commandment 6: Consider prospecting during off-peak hours if conventional prospecting times don't work.

Decision makers often work off-peak hours (before 9:00 A.M., after 5:00 P.M., and during lunch). If you are unable to reach them during regular work hours, try calling during these hours.

A favorite calling time is 11 :59 A.M. The "Golden Minute" has proved very lucky - although we don't know why.

Commandment 7: Vary your call times.

Don't always call a prospect at the same time. The prospect may be attending the same meeting every Monday at 10:00 A.M, for example. Try at a different hour.

Commandment 8: Be organized. With a computerized contact management system, you can schedule follow-up calls even years ahead.

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You'll also be able to note the outcome of the last call. Chances are that years ahead you will have forgotten what happened - but your software will remember.

Commandment 9: See the end before you begin.

When you pick up the phone, keep in mind the goal of the call: an appointment. To increase your confidence, visualize the ideal outcome of a call: You quickly make an appointment with a prospect desperately in need of your services. This step will give you a little psychological boost as you make the call.

Commandment 10: Don't stop. Persistence is one of the key virtues in selling. Most sales take place after the fifth call. Yet most salespeople give up after the first.

Keep calling back - although how frequently depends on the circumstance.

For example, a prospect on the verge of a decision should be called back frequently. A prospect who just signed a two-year contract with a competitor, on the other hand, can be called back less frequently.

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TRACK YOUR PROGRESS

Dials	Completed calls	Appointments	Proposals	Sales	Sales €

This chart is used to show the relationship between dials and sales.

However, tracking your progress in this manner can be very time-consuming and thus decreases your calling time.

Is it worth it?

First, by allowing you to calculate the dial/sales ratio, tracking your progress enables you to predict future sales.

Tracking your progress will also highlight weaknesses that have to be improved.

For example, if for every hundred dials you are completing only twenty, then you must somehow improve your completion rate. You could decide, for example, to change your calling times.

Tracking your progress is non selling time well spent.

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Doing business is a human activity.

But it feels divine.



Paul Van den Brande
°1953

*'Passion In
Everything You Do!'*

Born from a litter of 6, which is always a struggle for attention and a share, Paul Van den Brande was well prepared for business.

He is a personification of the American Dream, starting as a filer up to owner of several companies.

His slogan is clearly applied in this book.

A rejection never means 'no.'

It means 'not now.'

Until the prospect becomes a customer,
the sales life cycle continues.