# REMOTE SELLING IN A POST-COVID WORLD

## Practical Adjustments to Accelerate Productivity in Turbulent Times

//// XANT + **W**inning by Design

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# MEET JACCO

Jacco Van Der Kooij is the Founder and CEO at WinningByDesign.com, a consultancy business that helps design go-to-market models and trains sales, CMS, and marketing teams for success, all dedicated to online working processes.

He founded Winning by Design over seven years ago, and they have offices in San Francisco, Antwerp, Amsterdam, São Paulo, Shanghai, and Sydney intending to help clients, big and small, with a process-driven approach to sales.

Jacco has years of experience in sales design, sales strategy, sales processes, possibly more than most people in the world, will ever know. He has vast amounts of energy and puts his all into everything he does.

## THE CURRENT SITUATION

The current pandemic crisis means we are facing a lot of change that we have not experienced before. Separating the human suffering from a business perspective, you can turn this situation into an opportunity for you and your teams.

In the last few months, no one can deny that a lot has changed in the world. Even if you do not want to call what we are in a crisis, we certainly haven't experienced this before, and in a lot of ways, it feels like a crisis.

Separating the misery, pain, and human suffering in the world, which is tragic, this topic discusses the business perspectives which must still be addressed.

With crisis comes opportunity, and we can put a positive spin on matters and turn them into opportunities for you and your teams.

"I'm not a doctor... you know, like everybody wishes they were, in an effort to help. I am, however, able to help you put the business on track, and what I'm trying to do today is share with you my knowledge and insights on how to **keep business going,** even accelerate your business during these times. I am not taking advantage of the situation, and I feel like that's not what I'm trying to do, I'm just not designed to be a doctor. I'm designed to help you with revenue."
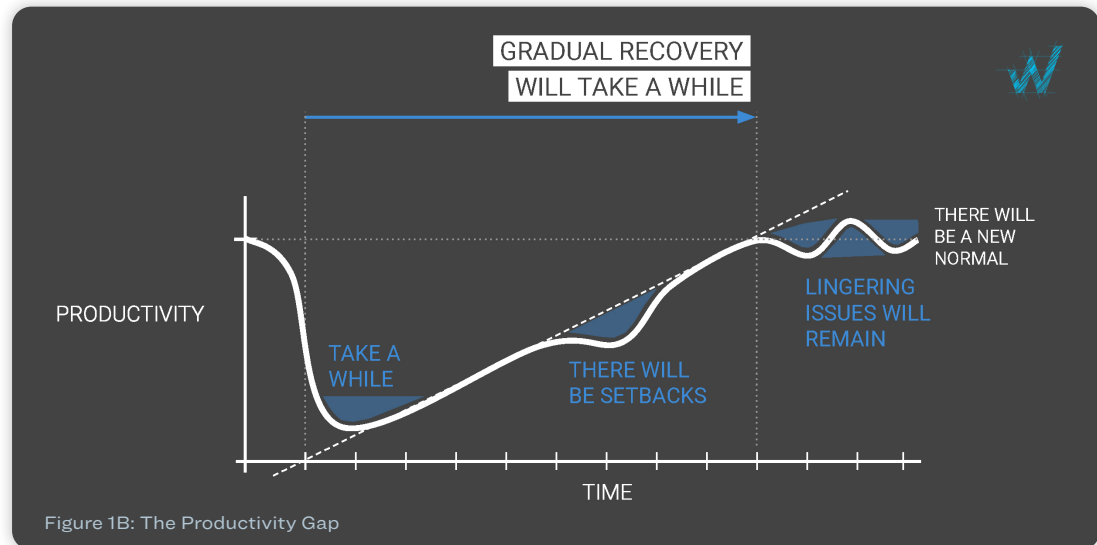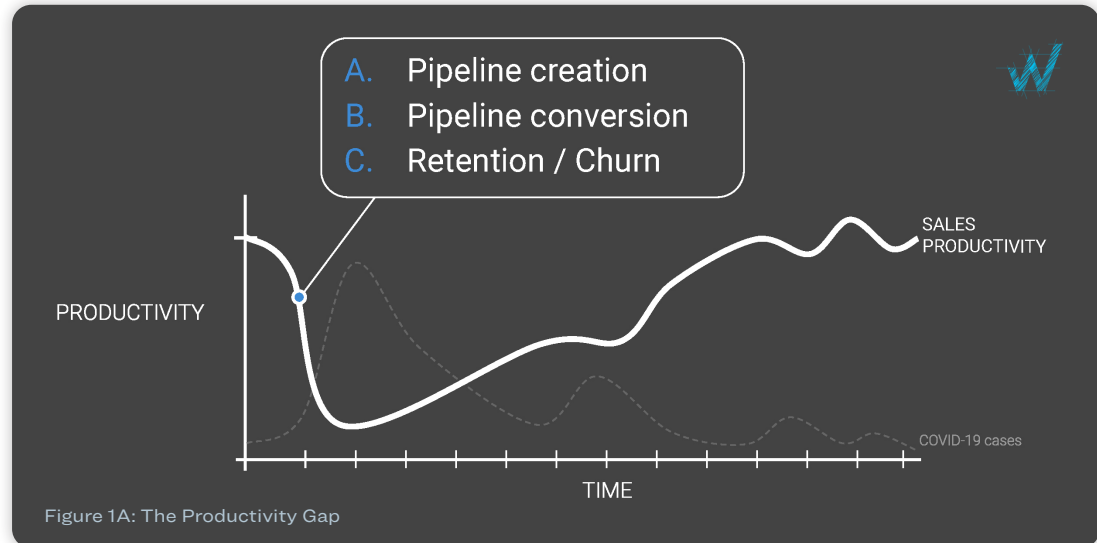
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# THE PRODUCTIVITY GAP

In response to COVID-19 cases, productivity across the world in enterprise and SMB sales has dropped, particularly in three areas.

**A**   **Pipeline Creation**

**B**   **Pipeline Conversion**

**C**   **Retention / Churn**

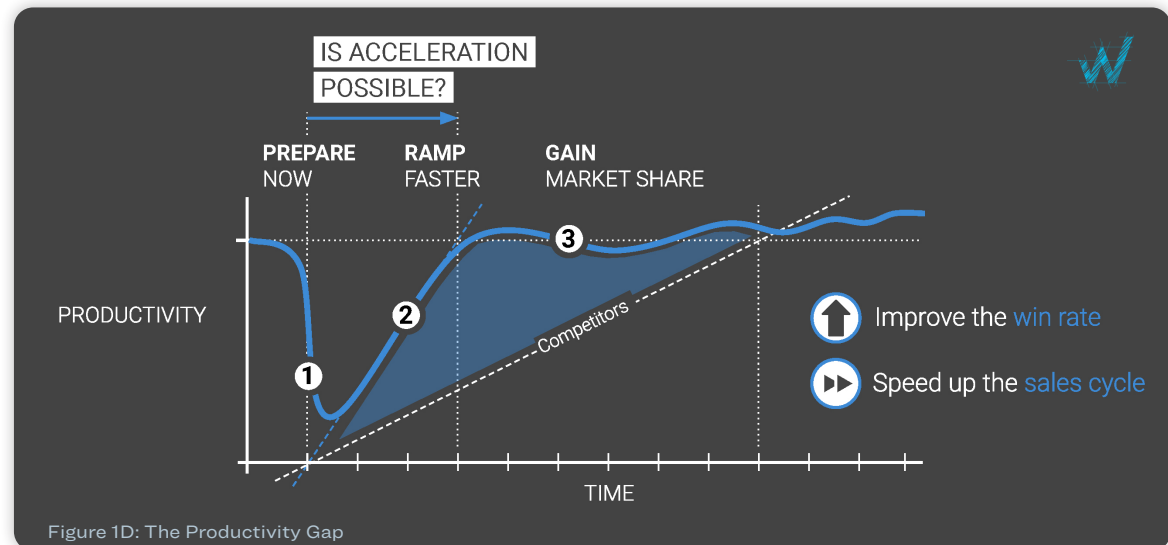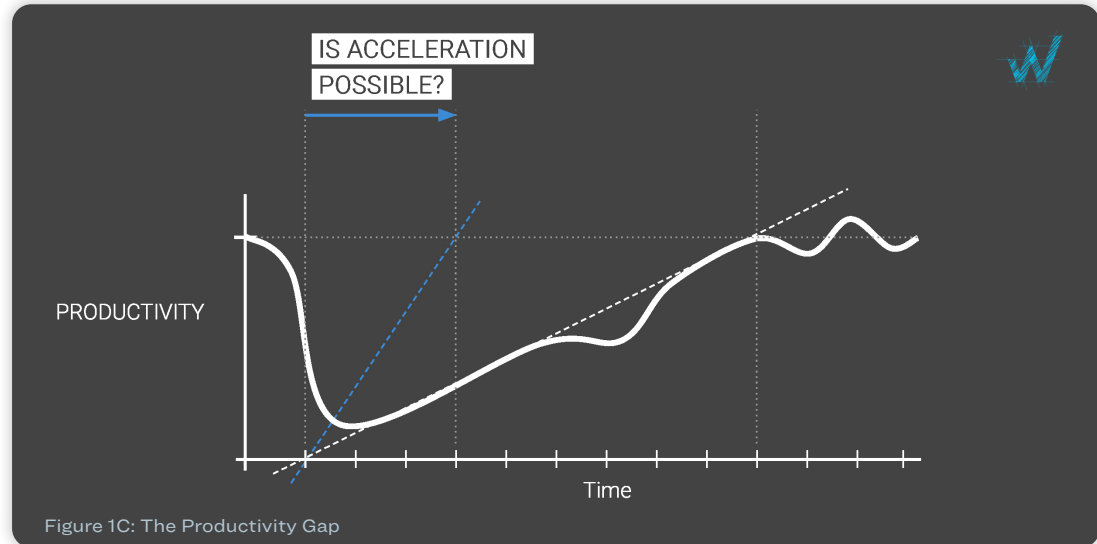Many salespeople have issues currently within the pipeline conversion aspects of sales.

- As a sales professional, things will change, and they may not be the same again.

- Recovery will take a while, but we can use this to our benefit to learn more.

- There will be setbacks along the way, and lingering issues will remain.



A.   Pipeline creation
B.   Pipeline conversion
C.   Retention / Churn

SALES PRODUCTIVITY

PRODUCTIVITY

COVID-19 cases

TIME

Figure 1A: The Productivity Gap



GRADUAL RECOVERY WILL TAKE A WHILE

THERE WILL BE A NEW NORMAL

PRODUCTIVITY

TAKE A WHILE

THERE WILL BE SETBACKS

LINGERING ISSUES WILL REMAIN

TIME

Figure 1B: The Productivity Gap

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Things will not change overnight, and even after the last COVID-19 case has been reported, the world will look differently at how people conduct business and interact with each other. For example, heading to a business meeting in another country will have different implications.

What will the new normal be? No one knows this, and life has its uncertainties, but what we need to do is accelerate business practices because we do not have time to wait for full business recovery.

So, if we prepare today, then ramp faster, we can gain market share, improve win rates, and speed up the sales cycle. If you want to be faster, the trick is to increase the win rate overall from prospect to win and to look at your sales process, sales skills, and sales tools to accelerate.



IS ACCELERATION POSSIBLE?

PRODUCTIVITY

Time

Figure 1C: The Productivity Gap



IS ACCELERATION POSSIBLE?

PREPARE NOW    RAMP FASTER    GAIN MARKET SHARE

PRODUCTIVITY

Competitors

③
②
①

⬆ Improve the win rate

⏩ Speed up the sales cycle

TIME

Figure 1D: The Productivity Gap

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# WHAT IS REMOTE SELLING?

There are typically three types of sales right now.

**1**   AND SOME REMOTE

**MOSTLY IN-PERSON**

**2**   AND SOME IN-PERSON

**MOSTLY REMOTE**

**3**   MEET CLIENTS AT INDUSTRY EVENTS

**INSIDE SALES**

Sales which are done mostly in person but with some remote actions or activities.

Sales which are done mostly remotely but with some in-person event (such as visiting the client onsite).

Thirdly, an inside sales organization that is primarily dependent on MQL, SQL, and lead generation from their marketing team, and who are predominantly online

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What we currently experiencing, and what we historically have seen, is called **synchronous sales.**

Synchronous communication refers to sales that are done directly between two or more people with real-time contact, such as physical face to face meetings that salespeople attend at a specific time and a certain place. These require sellers and customers to travel, whether that is locally by car or internationally by an airplane, that consumes a lot of time.

**IN-PERSON SYNCHRONOUS SELLING**

Every meeting on-site and in-person

**REMOTE SYNCHRONOUS SELLING**

Pre-**COVID-19:**
Some meetings on-site and in-person

**REMOTE SYNCHRONOUS SELLING**
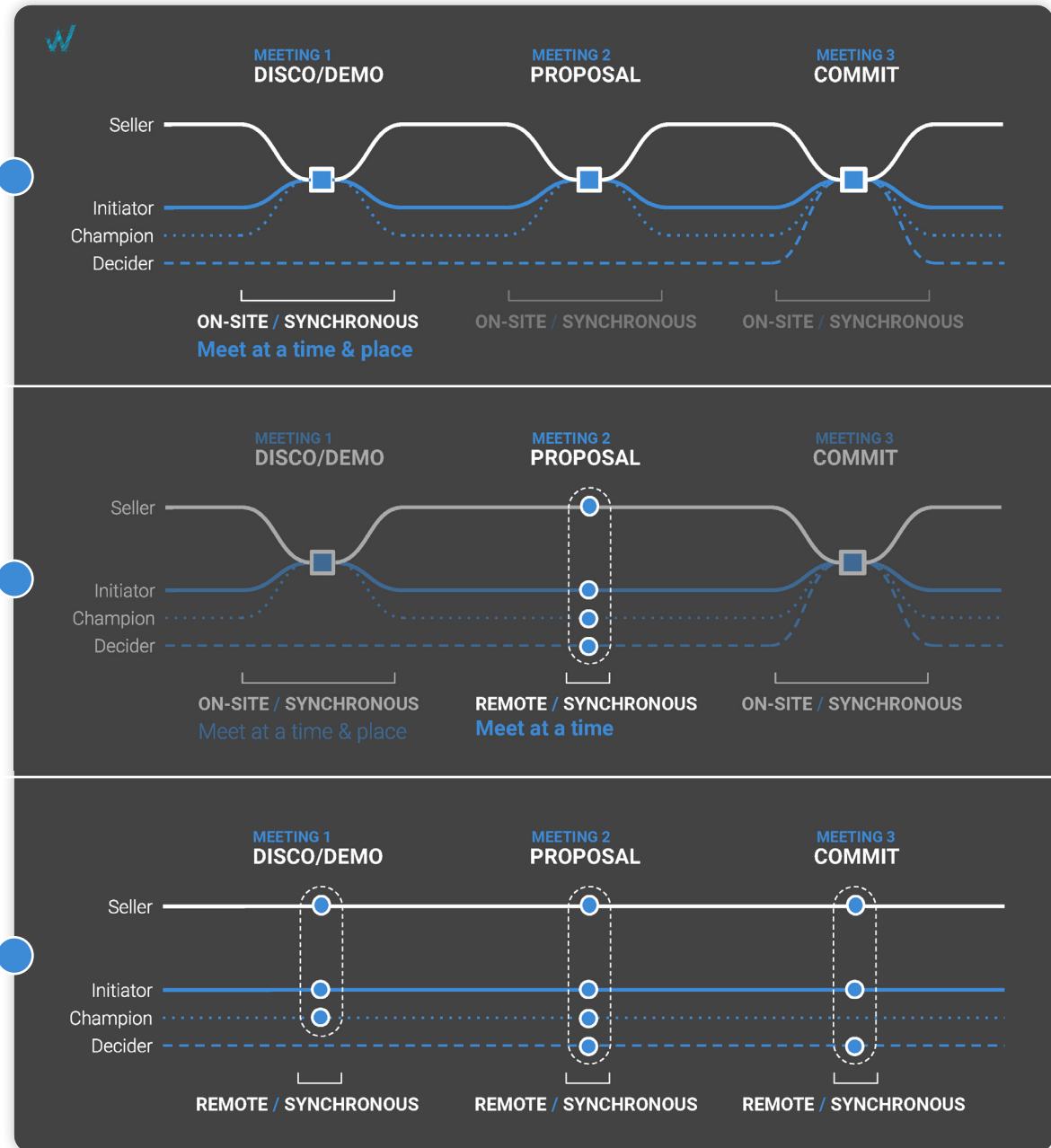
Post-**COVID-19:**
Every meeting remote


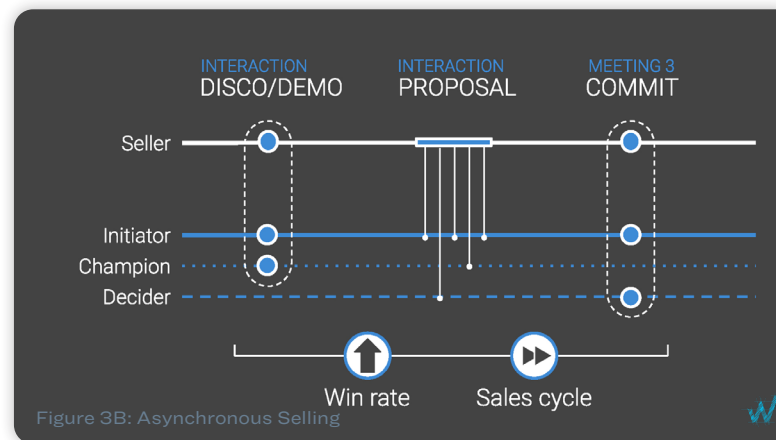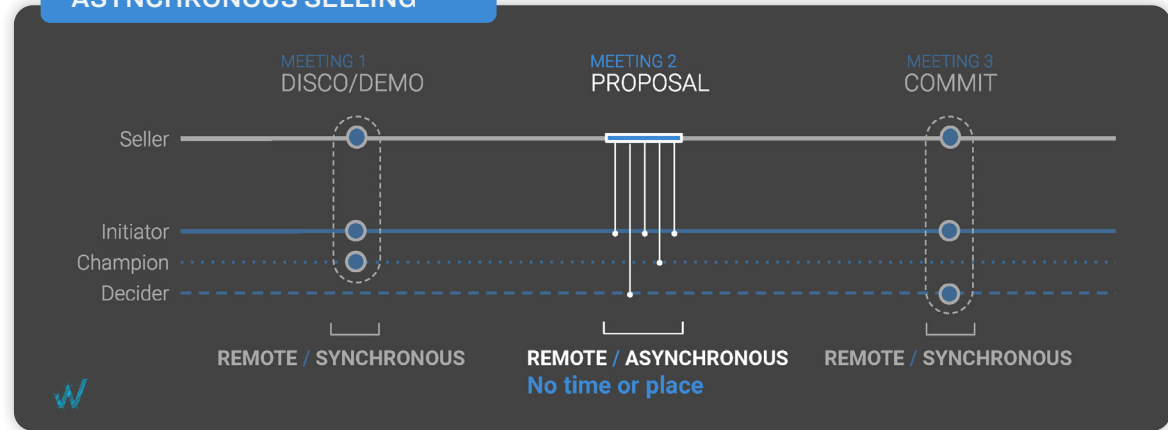
Figure 3A: Synchronous Selling

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Asynchronous is the opposite, and refers to the exchange of data between two or more parties without the requirement for all the recipients to respond immediately, such as emails or recorded demo videos. This method has way more importance in current conditions, and most companies and people have moved their meetings to remote sessions. They have transitioned their trends, their conventional sales playbook, and turned every in-person action to remote operation.

Remote synchronous meetings or asynchronous practices have an advantage because there is no wasted time on travel.

Some salespeople travel regularly and masses of time, not to mention energy and money, each year can be gained by switching methods.



**REMOTE
ASYNCHRONOUS SELLING**

Every meeting remote.
No requirement for immediate response.

MEETING 1
DISCO/DEMO

MEETING 2
PROPOSAL

MEETING 3
COMMIT

Seller

Initiator

Champion

Decider

REMOTE / SYNCHRONOUS

**REMOTE / ASYNCHRONOUS**
No time or place

REMOTE / SYNCHRONOUS



INTERACTION
DISCO/DEMO

INTERACTION
PROPOSAL

MEETING 3
COMMIT

Seller

Initiator

Champion

Decider

Win rate    Sales cycle

Figure 3B: Asynchronous Selling

**REMOTE
ASYNCHRONOUS
SELLING IS FASTER.**

Using asynchronous techniques can also speed up the sales cycle by alerting clients to your product as soon as you have time to send the data, or even have it available online. Combining the efforts of both techniques will result in the compression of the conventional sales cycle, the enterprise, and the SMB cycle.

Different techniques can include a recorded video of a sales pitch with slides or a video of a salesperson with documents that can be shared, and where people can start editing comments.
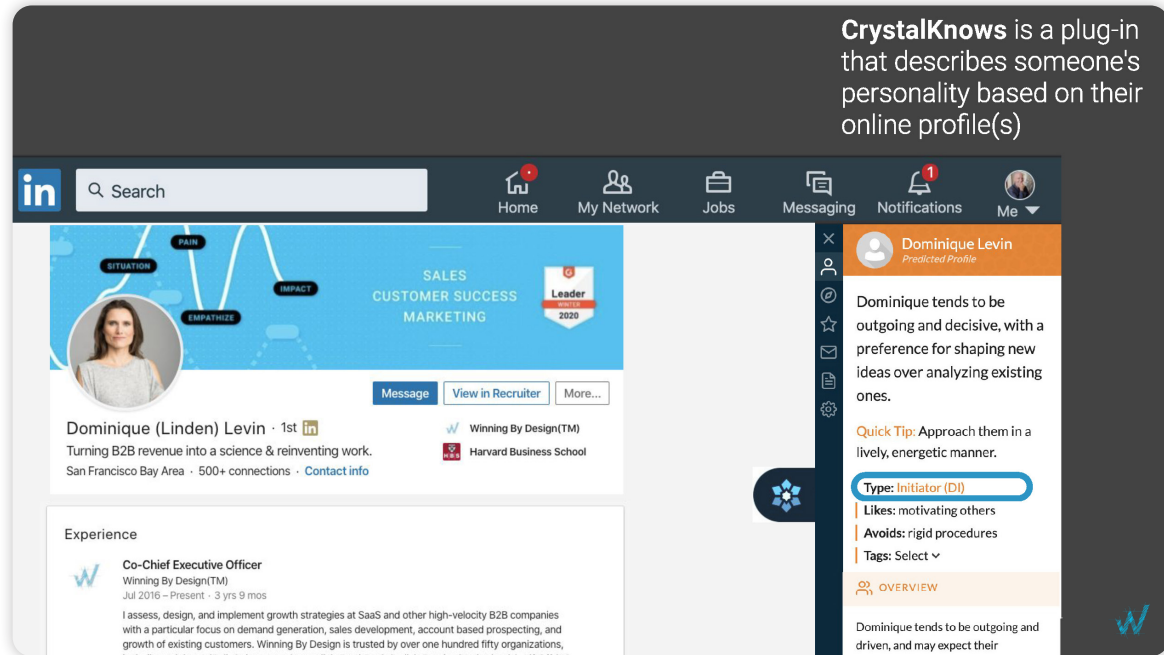
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# TOOLS AS A FORCE MULTIPLIER

**Navigate the Organization**

Most online LinkedIn profiles have enough depth to navigate the sales process, but some sellers are not accustomed to checking, and they're not accustomed to applying this. To "blueprint off the enterprise sales cycle" you can navigate the buying center on LinkedIn to establish who the real initiators, champions, gatekeepers, and deciders are and how best to engage with them.

To find people that matter quicker, Jacco suggests using CrystalKnows to identify the correct people within an organization and whether their disk profile is indicative of their LinkedIn profile.



Figure 4: CrystalKnows | Navigating the Org

## IN PLAYBOOKS™

In Playbooks™ (from XANT), hints are given as to who is who within an organization. For example, what role they have played on past deals, how many previous deals they've been involved with that have closed versus closed and lost etc.

Users can know, based on past deals, job roles, and previous influences, what their target's level of influence is and what their role is on a deal.

Combine these two tech platforms to lock in the data and get great results.

Getting to know a person no longer means we need to see the person, and you can leverage what your clients provide. There is so much online data available which can help you to cut out wasted time getting to know people.

The main benefits of using these tools are to identify people in the organization faster, develop rapport more efficiently and immediately, lower cost, and be more scalable.

# STAKEHOLDER MEETINGS

Arranging stakeholder meetings can be challenging to get people in the same room and on the same date and time.

Meetings with stakeholders can take weeks to arrange and delay the sales cycle, but that can be accelerated. Working remotely can speed this up by getting people in a remote digital 'room' quicker.

You might think that the in-person meeting is ideal, and, in many cases, it can be, but currently, it is not possible to arrange it anymore. So, turn this into a favorable situation and adapt and advance from the in-person meeting to get many advantages.

If you've experienced the 'opposite side of the table' syndrome a bit like 'us versus them,' online meetings will create an equal standing. Everyone can be seen uniformly - there's nobody in the back of the room or the front of the room, access is democratized, and there is an equal form of chat.

Have you ever turned up to an onsite meeting only to be dialed into remote executives? Or have you held unbalanced meetings with some people in a room and some people on the remote dial-in?

Use digital meeting tools for maximum advantage, and they don't have to be complicated, for example, Zoom, WebEx, and Google Hangouts are professional looking and easy to navigate.

Usually, whispering during a meeting would be considered rude or inappropriate, but using a sidebar is a great way to exchange messages and not interrupt.
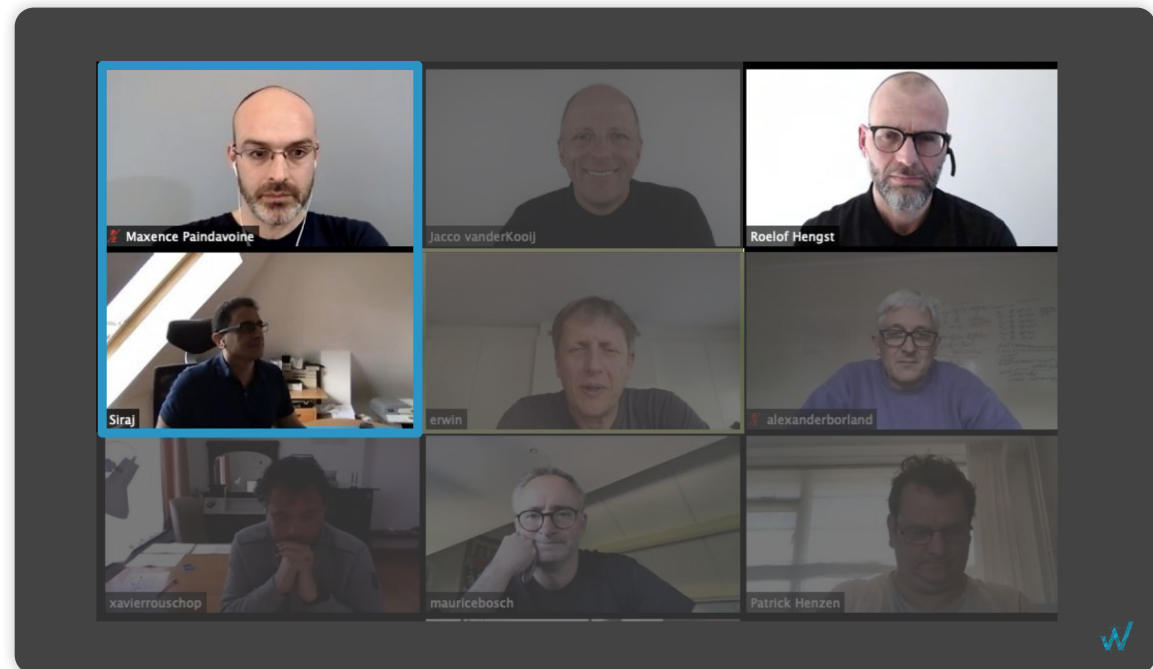


Figure 5A: Stakeholder Meetings

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Assign a person to engage with others in the group, e.g., in chat format. This will mean people have access to document links, more actions will be resolved immediately, and because the facilitator will read out questions, there is likely to be more engagement.

No one wants to walk out of a stakeholder meeting with 25 action items, especially if they could have been solved during the meeting by sending a link. Just deal with as much as you can in real-time. Taking as few action items out of the meeting as possible, and with every topic tackled, is a clear indication of a successful stakeholder meeting.

There isn't an exact way to run a digital professional stakeholder meeting because each organization and meeting will have its own needs. Still, it is a proven playbook that is being executed by professionals.

**Key Benefits Summary of the Online Concept:**

- Getting everyone in the same virtual 'room' is easier, cost-effective, and requires less energy
- There are fewer actions to follow up
- Materials can be distributed easily
- There will be no 'road blockers'
- You will get a more balanced meeting online/ democratizes attendance
- Names are displayed for a more personalized meeting
- Seeing all faces at once makes it easier to check for visual clues
- Everyone can engage through chat

All the above benefits increase the success chances and accelerate the entire process.
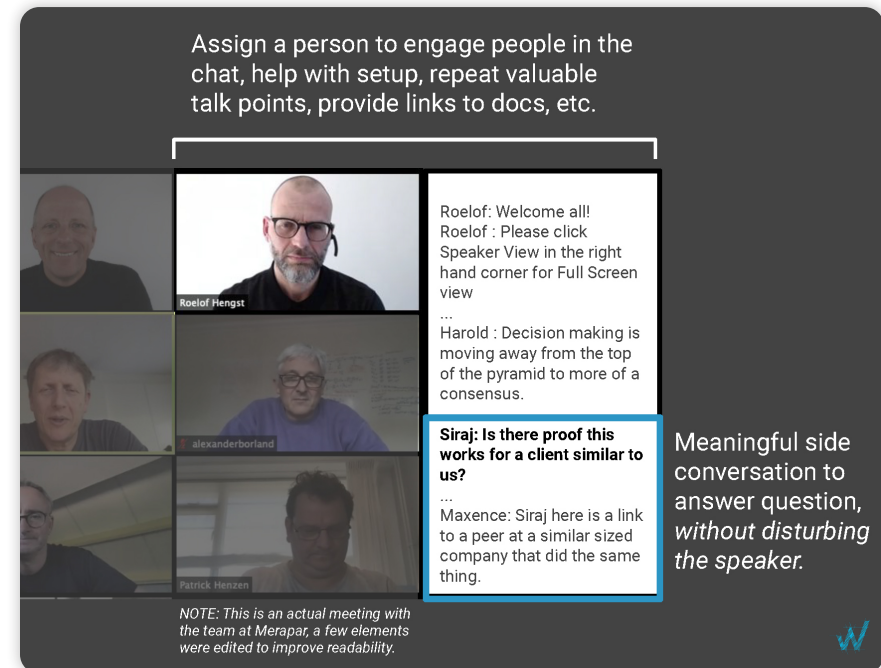


Figure 5B: Stakeholder Meetings

# PROPOSAL REVIEW

Submitting a proposal has historically been like throwing it over a wall, by sending it to your client and having no idea what they will do with it, how they will respond or what will result. Through remote selling, you can accelerate results.

Being able to annotate a proposal means it will not necessarily just 'be thrown' into the email abyss. Hopefully, it has a better chance of being interpreted in the way you intended. You will not have to wait to get your client on the phone to walk them through the proposal as it will be

clear the first time, saving a few more days in the sales cycle. You can do further voiceovers and send it to your clients, which you can do from home.

Examples of tools that can perform this are BombBomb, Soapbox, and Loom.



STEP 1.
Record a video where you provide a voice-over on the proposal via screen share.

STEP 2.
Share the video via email, and provide the proposal in *share/edit* mode.

STEP 3.
The Decider shares it internally. Others can add comments to the proposal. This speeds up the process.

STEP 4.
Learn from the feedback, and modify the proposal in real-time to address the needs of various stakeholders.

DECIDER
CHAMPION
INFLUENCER
INITIATOR
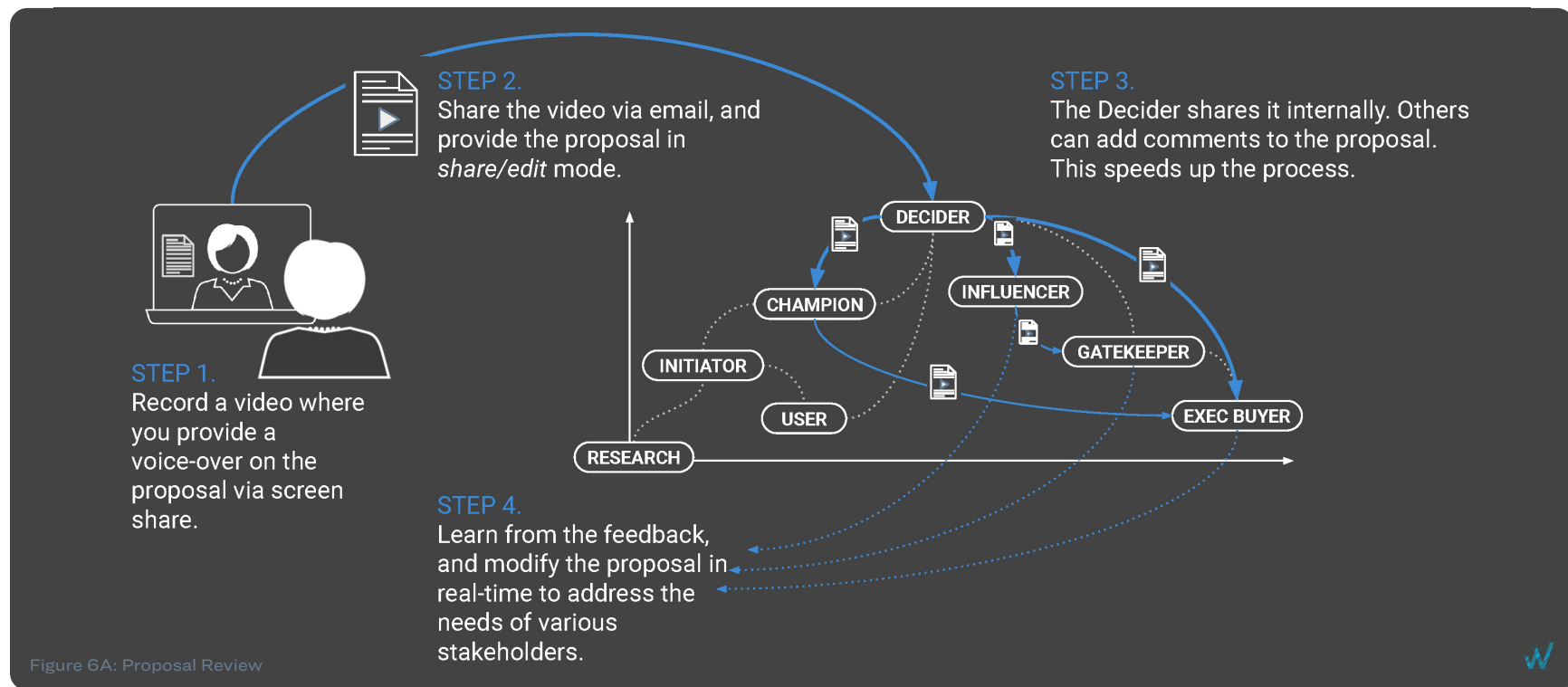GATEKEEPER
USER
RESEARCH
EXEC BUYER

Figure 6A: Proposal Review

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Create engagement with your clients using a variety of techniques available. Demonstrate the proposal, point out certain things using the sidebar, and highlight as you speak. Use color to provide more depth and add atmosphere.

This will create an authentic and personal experience plus, by making your proposal bespoke, it will speed up the back and forth process, add relevancy, and will be better quality.

Once the proposal reaches the decider, they can forward that internally and keep the document flowing. Engage people by adding comments into sections of the document, and what we know is engagement results in commitment.

Ensure your document can be shared to enable your champion more. The more that people add comments, the more engagement you will start to see. Ultimately, aim for your proposal to be a living document if security allows. Another benefit of this is you will be able to see who has been tagged or added to the video for better insight into who is involved with the process.



HEADSHOT          SCREENSHARE

**STEP 1.**
Record a 4-5 min video with a side-by-side of a headshot/screenshare.

**STEP 2.**
Share proposal in draft, enabling a client to comment in real-time, for an *asynchronous sales experience*.

**STEP 3.**
Send the video to the champion to watch and share internally. The *asynchronous sales experience* allows the proposal to pick up speed. **This helps your champion sell it internally and provides you with insights on who is involved.**

Figure 6B: Proposal Review

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# THE IMPACT

Look at the anatomy of your deals and factor in analytics. Benchmark data should include contract value, win rate, sales cycle (days), calendar meetings, and meeting format.

By using the asynchronous techniques and tools mentioned, for example, by sharing the proposal document digitally, you will reduce the number of meetings you have to attend. Using conversion rates and analysis, your win rates will automatically increase.
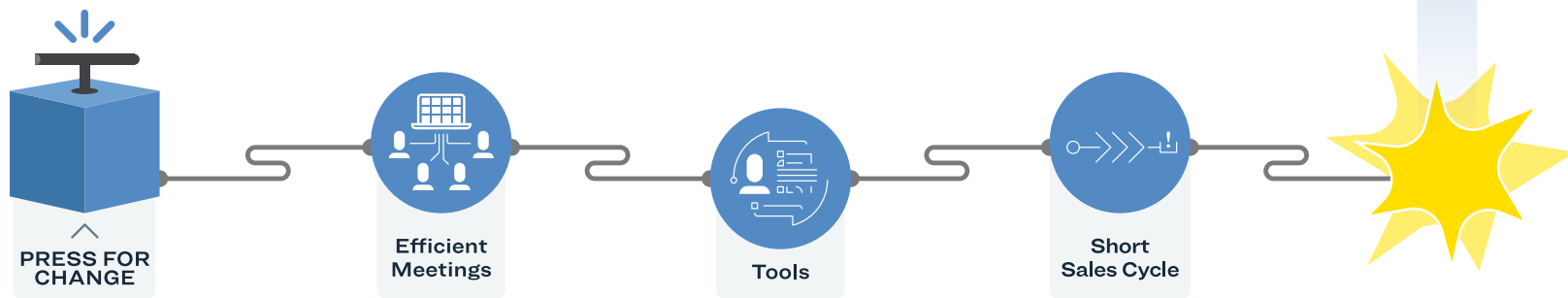
Even cutting out the two or three weeks wait that many organizations need to authorize and plan more budget-friendly travel arrangements, will reduce the sales cycle.

Fewer meetings also reduce the possibility of things going wrong, eliminating points of failure, or salespeople messing up.

Use these techniques to become better than everyone else, even if slightly better, small impacts will compound returns.

It is feasible to outcompete your competitor and get good at online selling to ensure you make significant gains.
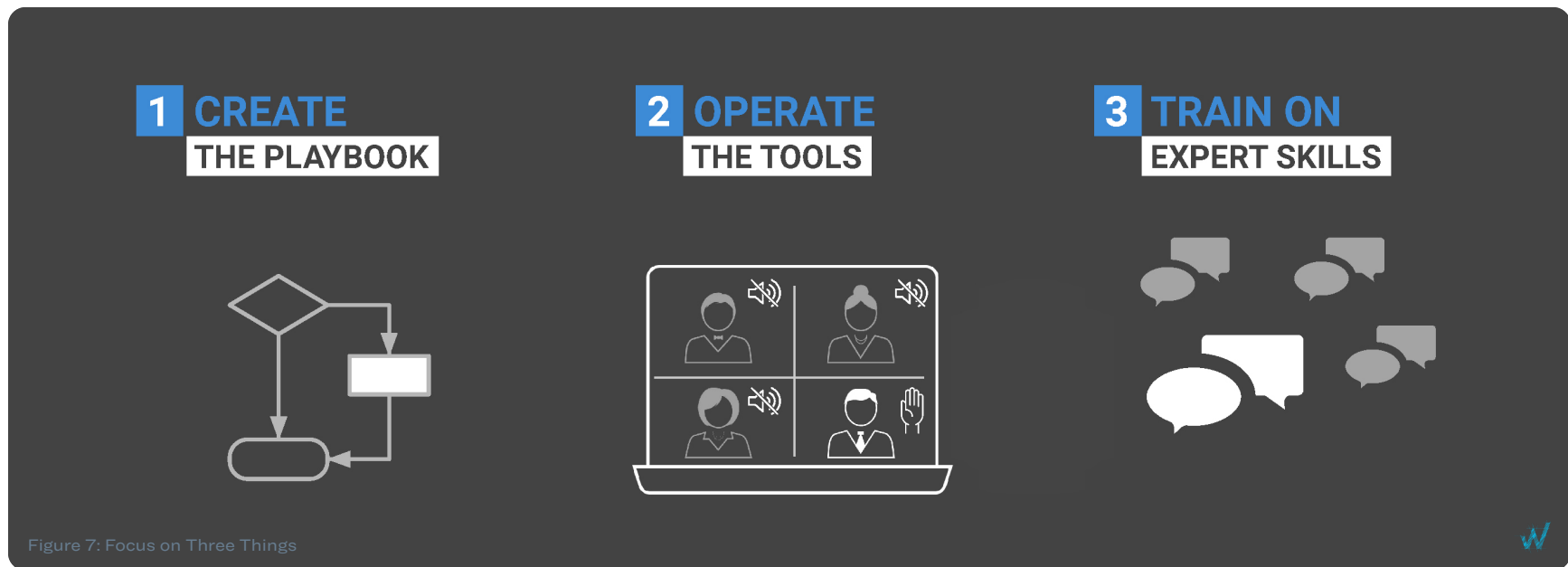
Make meetings more efficient, use tools to make the sales even better, shorten the sales cycle, all to improve the win ratio – that is the impact!

Win
Rate

PRESS FOR
CHANGE

Efficient
Meetings

Tools

Short
Sales Cycle

XANT

# CONCLUSION | FOCUS ON THREE THINGS

**1** **Create the Playbook**
Dedicate the playbook to online/ digital format and convert every meeting to an online session.

**2** **Operate the Tools**
Understand and integrate the tools to work online.

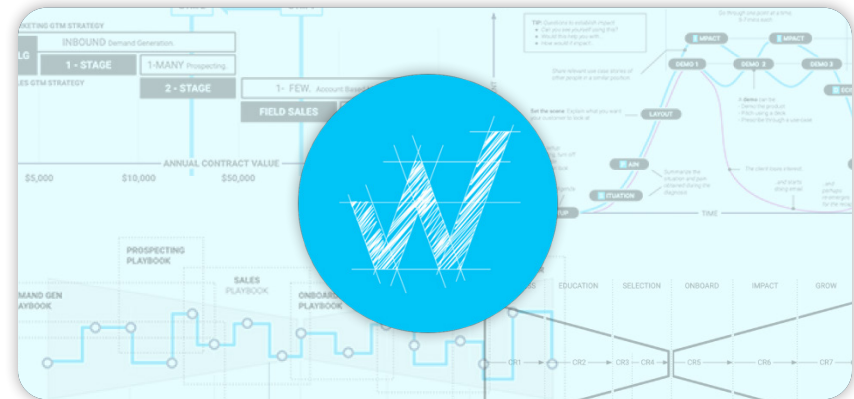**3** **Train on Expert Skills**
For online, modern setups.

Your business needs to be 100% remotely architected, using playbook or sales processes, automated with tools, specialized with skills, and data-driven. A combination of tools and data is the key to success.



**1 CREATE**
THE PLAYBOOK

**2 OPERATE**
THE TOOLS

**3 TRAIN ON**
EXPERT SKILLS

Figure 7: Focus on Three Things

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# FINAL NOTE

Be part of a community to survive the coronavirus crisis; share best practices, and support each other.

Find out what more you can do or learn from home both as individuals or as managers and adopt these principles.





XANT is offering Playbooks for free to help people while they figure out how to work better remotely. You can also head to XANT's website to find out further information and pick up more tips and guides on working remotely.

To find similar content from XANT with more in-depth sessions on specific techniques that they have done over the past weeks, head to their community on LinkedIn called 'work from home, lead from home.'

There are free resources on WinningByDesign.com, and you can check out and subscribe to their YouTube channel. You will also find further information on other industry participants who are providing free resources on their website.

# PLAYBOOKS

Connect Your Sellers to Buyers Faster using Buyer Intelligence (fueled by AI).

**LEARN MORE**

- ☑ AI-powered sales cadence tool
- ☑ Lead and contact scoring
- ☑ Custom built contact strategies
- ☑ Automatic email send
- ☑ Schedule appointments
- ☑ LocalPresence
- ☑ Email tracking
- ☑ Sales Navigator Integration
- ☑ Email guesser
- ☑ Best contact method
- ☑ CRM Sync
- ☑ Activity Dashboard

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