

From the Author of *The Market Has Changed, Have You?*



# 12 DISRUPTIVE SALES STRATEGIES THAT WORK!

Paul D'Souza

## Message from the D'Souza Group ...

We wish you only the very best in your business and the fulfillment of your Life Ambition. We offer you this booklet as a resource you can use to go through this tough markets.

Paul D'Souza

## Quotes

*Inspired people make more money, live better lives, and make a positive impact on the people they touch. Be inspired.*

-Paul D'Souza

*A real decision is measured by the fact that you've taken a new action. If there's no action, you haven't truly decided.*

-Tony Robbins

*Becoming a master is not about doing 4000 different things, it's about doing 12 things, 4000 times each.*

-Chet Holmes

# The 12 Strategies

- Know your Business Goals
- Know your Personal Purpose
- Know your Numbers
- Know your Market Numbers.
- Know your Existing Customers  
Know your Prospects.
- Design Highly Targeted Outreach Campaigns
- Know your Breadwinners.
- Stop Selling Start Supplying Solutions
- Leverage your Networks of Help
- Be the Expert
- Never Leave

# Introduction

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The Market Has Changed! - Have you? This is a simple question that requires action. The good news is that we are faced with many opportunities in this market place and with effort, discipline and a powerful strategy you can have a positive impact on your business and work through these changing times.

I am going to share with you a few things you can do NOW. Things that will help you accelerate your sales cycles and help you close deals that stick. If you follow these directions, you will be able to penetrate your accounts and become a trusted vendor that does not leave. I hope you seek these and other such outcomes.

This booklet is designed to give you food for thought, to help you take one or two actions right away - each of which will contribute to you increasing revenue and profits.

My suggestion is that you use these 12 steps over

the next 90 Days and if you follow them diligently, I believe you will be able to grow your profits 25%. I would love to hear your feedback.

One of the unique differences with this approach is that The D'Souza Principles suggest that you put yourself at the core and the foundation of your Go-To-Market strategy.

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If you are not happy, jazzed, excited, passionate, driven and tapped into your creative genius ... you are leaving money on the table.

If you are not emotionally committed to your own success in dramatic ways... you are leaving money on the table.

If you do not show up with your authenticity and your integrity as an expert in your chosen field of activity, solving problems in professional and profitable ways, offering your customers a good sense of value... you are leaving money on the table and dying on the vine in the process.

You are in business to make money. Please make sure you do. Use these 12 Disruptive Sales Strategies That Work! to make a positive impact on your business.



# Know Your Business Goals

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Simply put, as sales leaders what are you trying to accomplish? All revenue is NOT equal. What you seek to do in the market place today is very different what you might have thought appropriate in 2009. So now what?

I have been talking to many leaders and I hear things like 0% Growth is the new 20% Growth. To some extent and in some market segments that is appropriate and accurate. Yet I have also met CEOs that have told me how they have grown 2010 revenues by 100% over 2009.

So the take away my friends, is an invitation to be really grounded in how you see your space of possibility today. What should your Annual Business Goals be for 2011? Be grounded in being in sync with your specific market segment. All you care about is the subset of the Global Market that you have an appropriate and valuable solution for.



# 2

## Know Your Personal Purpose

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I find that it is critically important for us to be aware of what our motivations are. As sales people, why do anything at all? What is your ultimate ... “Why”?

Just as a business organization knows what they are committed to accomplishing in a given time period, so must we as individuals know what we are committed to accomplishing and why. For businesses, most often, it relates to improving the value of their shareholders stock. Rarely do they have any other “value” metric for success. There are exceptions like Paul Newman’s company that donated 100% of all profits to charity but this certainly isn’t common.

For you as an individual person – being clear about why you do anything at all will give you the power to make the right call every time you do something. Every time you meet someone, take a call, make a decision to attend an event or even just have a thought! You will be able to



assess if this “thing” that you are doing is going to either *Support* or *Sabotage* your efforts to fulfill on your purpose – the sake for which you are committed to act.

Think about that. There are only these two outcomes. Think about how effective you will begin to be when you do things that will support your end goal. Imagine all the wasted time you will save by not taking calls from friends and family that waste your time, from not doing tasks and going to events that do not support your goals for this quarter. The benefits are real.

Try this short exercise for the next 24 hours — every time you have a choice to take a call, have a conversation, do a task, etc. – assess if it is going to have a direct impact on your bottom line this new quarter.

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# Know Your Numbers

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The best way to ground your sales activity is to know what you need to bring in this month, this year, and then through the length of your career. The goal is to have the financial resources to live the quality of life you want and to attain “Your Number” when you retire.

Scary as it may seem, what you do today impacts the quality of your life 20 years down the road. Make sure you are doing the right things. Make sure you are being powerful today, so that 20 years from now, you will be enjoying the benefits. This is power.

The conversation of power is a conversation of “Alignment”. What you do (effort) should be aligned with your goals (in this case Your Numbers) so you can produce the desired outcome.

Know your Numbers. How much money should you as a Revenue Generator be bringing in this year? Is your go-to-market strategy designed to

produce those results? Is it flawed, incomplete or even worse, non-existent?

Take the time to specify your 1, 3, and 5-year revenue goals because what you do today effects what happens tomorrow. Ground your go-to-market efforts in producing the “the desired outcome” of where you want your numbers to be at the end of these horizons of time. This is your life. You decide. It’s as simple as that. Just make sure that whatever number you pick as a financial goal, you have the strategy, the ability and the commitment to attain it. If you don’t you’ll be living in “fantasyland”... a dangerous place to be.

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How we sell today is more often than not a bit different from how we sold things a few years ago. What you do should be oriented to producing the financial results you need this year and beyond.

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## Know Your Market Numbers

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How have things changed in your market in the last 18 months? I think this is a critical distinction to make. We are, in every sense of the word, in a very different marketplace today. There are deals to be had and money to be made, yes. But they are very different to what people were doing a few years ago. With the new “Assessment of Value” that our customers are walking around with today people are behaving very differently than before. Business practice is not the same as it was. To some extent this is good news because, I think, now we have an opportunity to get in step with the new marketplace.

So, when designing your “Go-To-Market” strategies moving forward, I would make the effort to assess what your customers are buying today. Where are they investing their money? What is your market like today? What are people spending money on? How fast are they making buying decisions and how is that process different today? Getting in sync with what “is” is the key

to success today.

Knowing what your market numbers are is critical for you to plan your sales strategy. You might not have all the data points, and part of your sales process might be designed to collect this information along the way which is a smart way to go about things. But please ask your customers the right questions and learn from every sales call you are on. Motivate yourself to recalibrate your sales process with what you are picking up in the field. This will help your next sales call to be more in sync with the true market potential and knowing what you can do in it.

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‘What will my customers buy today?’ is the key question you need to answer – more important than knowing what you have to offer them. It’s about getting to the close, not just going through the motions of “Presenting” your offer.

# 5

## Know Your Customers

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Knowing your existing Customers really well will only improve your space of possibility to transact in today's market place. This was confirmed even further recently when I talked to a good friend who is the CEO of a \$100 Million dollar plus business conglomerate. He was totally focused on immediate access to increased revenue, immediate potential and the acceleration of his deals which typically hover around 12 to 18 months out.

Knowing your customers well is the first step in being able to accelerate a deal. Knowing your customer will give you the ability to have a deep understanding of the problems they have and the ones they are committed to solving. Knowing your customers well and having a good working relationship with them will give you the ability to ask them the tough questions that help you gather the useful information needed to qualify the opportunity you have with them. It will also give you the information you need to design a

solution that solves their problems.

I have been able to help companies increase revenue with their existing customer base (they were companies that had been around for more than 10 years and had quite a few names in their Contact Database). I ask them to run reports and show me who had bought what in the last 18 months. I asked for company profiles, what they bought, why they bought it, and how much they paid for it? This information gave me a lot of knowledge about my customers and allowed me to see trends in specific problems we needed to solve for our customers. We capitalized on this knowledge to sell aggressively and successfully to others increasing their sales revenue.

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Knowing your customers will give you the space of possibility to transact with power. You have the data points and the relationships of trust needed to complete a profitable transaction for yourself. Even better, this cannot be done without giving your customers tremendous value, making yourself even more valuable to them in the process.



# Know Your Prospects

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If you cannot name specific companies, people, and their titles you need to do more work.

How straightforward is that? Well, there you have it. Knowing what you have to sell and to whom is critically important. This is because what you sell has to solve a specific problem for someone. The question is who? Who has the problem you can solve? And is it at the level that you can solve it? For instance, I was talking with Bill Binch of Marketo, a phenomenal company with a cool product. They are automating Marketing Programs. They are bringing measurable insight into the voodoo dance of demonstrating marketing efficiency. They are helping sales teams and marketing people have a single and “accurate” view of their “collective” prospects and customers. Everybody needs them ... right? But the answer is “NO”.

Bill and his team qualify their prospects in many ways because they know their solution is for com-



panies that are spending more than \$500,000 a year on marketing budgets. It's as simple as that. People that are spending less than that might not have a big enough problem to solve with the Marketo Solution.

We have to find our place in the sun. Who can you assist? Who needs what you have to sell? Find them, get to know them, become their friends, learn how they want to be sold to and enjoy your journey to the bank.

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As a side note, Bill talked about how quite a few people have changed how they like to be sold to. They might have one or two conversations with you in the early stage of the sales cycle on the phone and then the rest is all via e-mail, including all the closing stages etc. Please get to know your prospects and know without a shadow of a doubt how they want to be sold to and communicated with.



## Design Highly Targeted Outreach Campaigns

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In today's market, not many of us have time to spend on sales calls. Customers are dropping their costs related to sales processes that do not support their business goals.

No one has time to waste. Your customer's especially. Make doing business with you a breeze. Allow them to feel your magic and show them that you are talking to them specifically. Show them you know them well and that you have targeted your solutions or your capabilities to take care of their problems in a very cost effective manner.

If you can demonstrate this, all will be well and you will be able to engage in meaningful conversation in a very timely manner. You have to distinguish yourself in a meaningful way before you can earn their respect. Customizing your conversations to your highly targeted audiences is one way to earn their trust fast.





# Know Your Breadwinners

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Every company has people who deliver and people who almost deliver. Do not lie about this fact. It's time to clean house and cut overhead.

Now that we have that out of the way, let's talk about what I mean by this concept of "Knowing your Breadwinners". You have got to know who amongst you is contributing to the growth and stability of your organization and who is not.

I like to take the high road here and suggest that you make powerful assessments about what it is your business needs now, in today's market to survive and thrive. How you sell today might not be how some of your folks are used to selling. You might be talking to different customers, in different verticals and be talking about products and solutions that you have not provided before. You've got to know who amongst you is producing today. Who are your Breadwinners?

I was talking to Jeff, the sales director of a com-

pany that sells imaging solutions and asked him a simple question, 'Jeff, tell me – what is working for you today? What sales strategy is working for you?' His response was that working the Social Media sites like LinkedIn and FaceBook were allowing him to develop and extend his relationship with key business contacts, allowing him the opportunity to earn their trust and present them and sell them a solution.

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Yet, right after he said that he added that he was having a tough time getting any of his sales associates to follow suit. He was the biggest bread winner of them all. Now what? You tell me? Can you afford to carry people that are not producing today? Or, for how long can you do that? This might be an important question to answer. The length of this runway, is the time you have to redesign your turnaround strategy for the people that are not producing well.

Consider moving people around, changing their focus areas. Train them appropriately. Help transition people you cannot use today out of the company and focus more attention on the ones you have left. Its time to get creative and its time to focus on your Breadwinners.



# Stop Selling: Start Supplying Solutions

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## Stop Selling; Start Supplying Solutions (SSSSS)

As simple as that is, it's the way people want to do business today. I was having lunch with Denis Clark recently, a veteran Sales Leader, 30 years with IBM, who now helps start-ups get to revenue. He was telling me about the feedback he got from clients that had "suffered" because of one of his recently let-go sales people "working the phones". His customers were upset but once he apologized and promised them this would not happen again they said "Good, now tell me about your Solution!"

Nobody wants to be Sold anything today but all of your customers I am certain have problems they need to address to successfully navigate this recession. Help them to not just survive it but maybe even thrive in it.

I would like you to take the time to ask 5 of your customers this one question in the next week.

Ask them what Strategic Initiatives they are committed to solving in the next 90 days? This is your Space of Possibility to do something — solve their problems and make a sale.

How can you sell people something they don't need? Think about that. Everything you have to sell has got to solve a problem your customer believes is important enough to solve.

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Now is not the time to “Sell” people anything.



# Leverage Your Networks of Help

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Leveraging your networks of help can make the difference between success and failure. One of the shortest ways to developing or accessing a relationship of trust is through a friend. It drops your costs tremendously. I was talking to Michael Loos today – he runs a Monument store in Covington, KY – Northern Kentucky Monuments, and he was telling me of a large funeral home he was calling on. Now the reason I mention them is because of this business practice – they do not hire anyone, or talk to a new vendor that was not a referral from someone within the organization.

Talk about being careful about dropping costs and managing risks! This could very easily become the next standard way of doing business. It's one of the oldest business practices we know. Asking for referrals and working through your networks of help, is by far one of the best ways of marketing yourself and getting new business.



This also works tremendously well when you are looking for more help and a potential business partner or vendor.

I would invite you to take a long hard look at the networks of help that you have access to. Who are the people that you know, that can help you access the markets and the money you need to help you close business. Now is the time to get creative and be tenacious. Be respectful, but clear about what you want to accomplish. This will make it easier for others to help you – getting you the correct information you need or giving you access to the right people. Either way you will be that much closer to closing a deal or winning business.

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Make a list of the top 10 people you can call on today. Make sure they are people that will help you access potential business. Make these calls and have a creative conversation. Ask them about themselves and what they are up to these days. You might unearth potential stepping stones that could get you closer to a deal. You never know where a referral might come from!

# 11

## Be the Expert

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Nobody wants to deal with people who cannot help them. Demonstrate your capabilities to make a positive impact on the people that you seek to help. By the way you can interchange the word “sell” almost every time we say the word “help”.

Going back to being the expert, this is now the time for you to demonstrate your prowess and ability on how you can help “YOUR CUSTOMERS”. Guess what, the market is very honest and if your skill level is not good enough for some people, you might need to find your specific marketplace where you can bring people value.

Being the expert is more about being able to fix *some* people’s problems and then doing it well. Your marketing efforts will be directed to bridging the gap between you and them. In other words, your marketing campaigns need to help you get in front of the people you can help. ... as an Expert.

Here are some examples of this strategy in action:

Your teeth are giving you trouble. Do you go see your neighbor's kid who is in dental school or do you make an appointment with a dentist who has a good reputation?

Your equipment or your computers at work go down. Do you get someone that does not know what they are doing to help you or do you get a professional mechanic or engineer to stop by and take care of your problem?

Your customers need you to be that professional to help them take care of their problems. Be the expert and help your customers take care of their problems. When I sold software solutions to the pharmaceutical industry a few years ago, I realized I had to learn a lot about the industry. I surrounded myself with domain experts who had the industry information and focused on addressing standard business issues like understanding my customers business requirements and making sure we addressed them and worked within their budget. That was the best way, I could be the expert that solved their problems.

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# 12

## Never Leave

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Yes, this is obviously the ultimate situation in business – sell once and service that customer forever. Once you have sold your customers a solution they need, leverage the resources you have access to and remain their partner of choice. Help them solve problems and accomplish their business goals. Become a “partner” if you will.

Steven Thomas is a professional photographer with all the right stuff as it pertains to his work ethic and business strategy. I could give you a case study of how he operates and show you how he addresses most if not all these 12 Disruptive Sales Strategies. What he told me was this – when he is working with someone photographing them for their graduation, he gives them his full attention and makes sure they are happy because he wants them to come back to him when they get married, and then they call him when they get their first child and when their friends get married, etc.

This is best way to grow your business. You will reduce your customer acquisition costs and increase profit.

As easy as this sounds, it can be difficult simply because there are many moving parts. You might have a good offer, but there might business constraints on the customers site, change in strategic initiatives, focus on new programs, incompatibility of personalities .... the list could go on.

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I recently lost an account where at one level what I offered them made a lot of sense and they liked it. Yet, we could not measure the results and their ROI in all that mattered to them. Guess what, this is a requirement in the domain of business. If you cannot justify the cost of what you do you will not have a deal. On the other hand, I just had a few people graduate from my 90 Day Personal Development program and a few people would not take no for an answer – they wanted to sign up for the 2 Year program because they saw the value, and so they did.

The rules are simple – you have to provide your customers “Value” they appreciate. The more you do that, the more they will want to transact with you.



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Everything we do at the D'Souza Group is designed to help you increase sustainable revenue and profits.

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