

# **SALES STRATEGY PLAYBOOK**

How Heavy Hitters Control Sales Cycles  
and Use Sales Linguistics to Persuade  
Customers to Buy



**The Ultimate Reference Guide to Solve  
Your Toughest Sales Challenges**

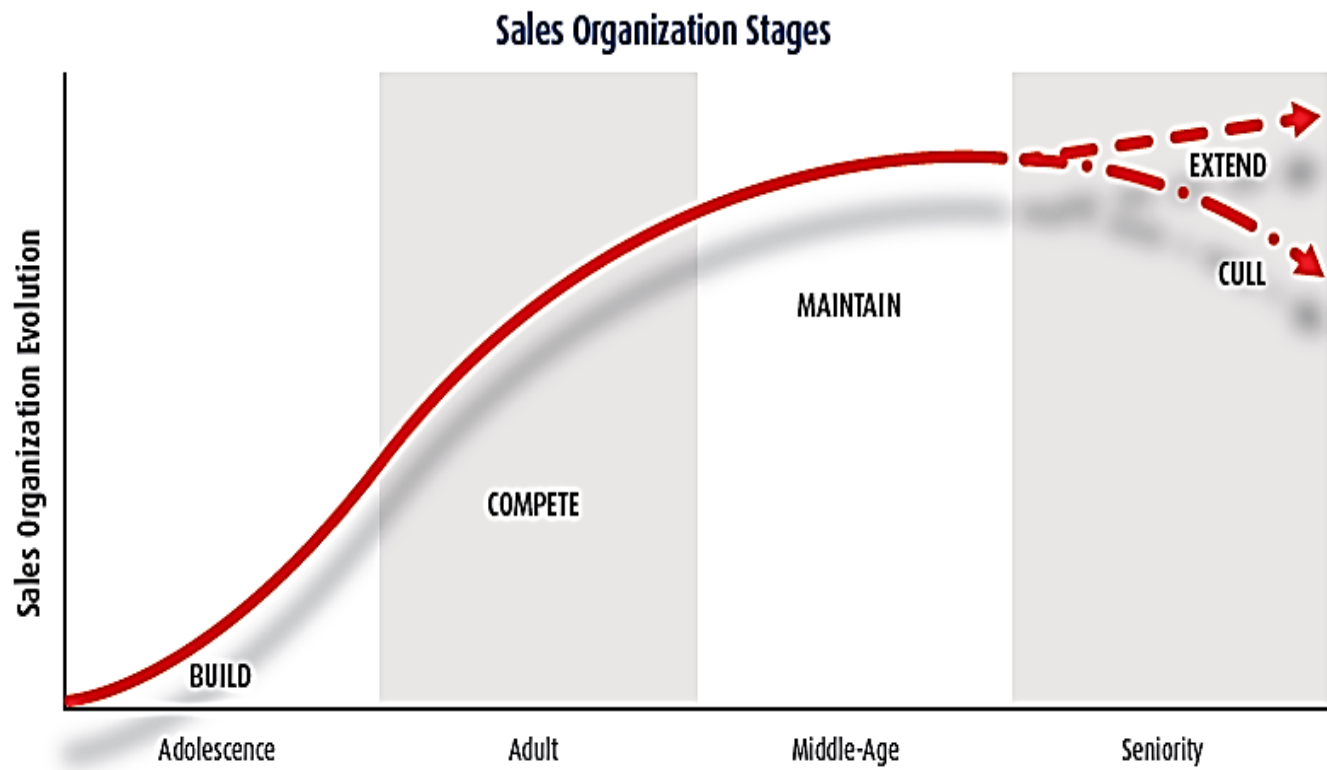
**STEVE W. MARTIN**

## **Sales Strategy Playbook Forms**

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# Chapter 1 – Sales Organization Stages



# Chapter 19 – Likelihood of No Decision

Name of Account: \_\_\_\_\_

	Low			High	
Informational stress	1	2	3	4	5
Vendor stress	1	2	3	4	5
Budgetary stress	1	2	3	4	5
Evaluation committee stress	1	2	3	4	5
Corporate citizenship stress	1	2	3	4	5
Organizational stress	1	2	3	4	5

Add up your points and compare the results to the categories below.

22 points and over	High likelihood of no decision
17- 21 points	Medium likelihood of no decision
16 points and under	Low likelihood of no decision

Is the information being presented truthful?

Is the tug of war between vendors equal?

Is money available and justified to be spent?

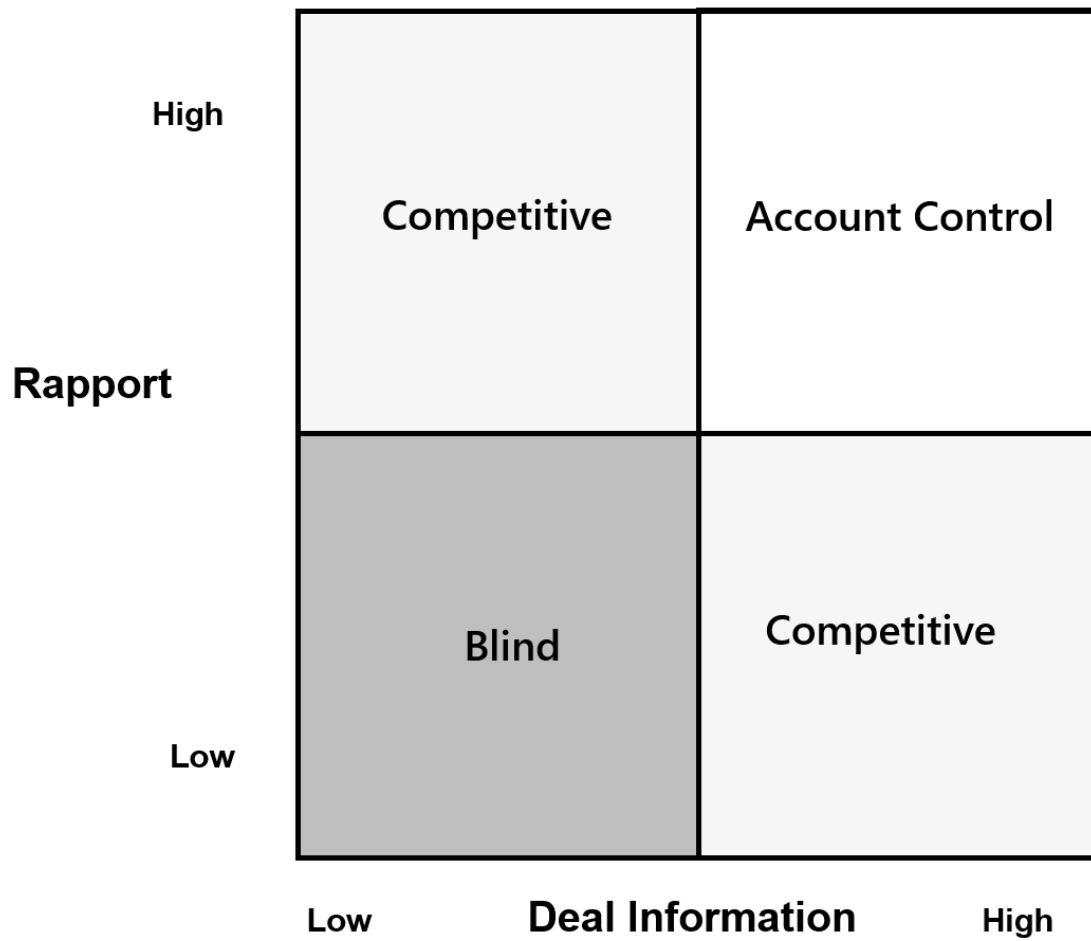
Why can't we agree?

Is it in the best interest of the company?

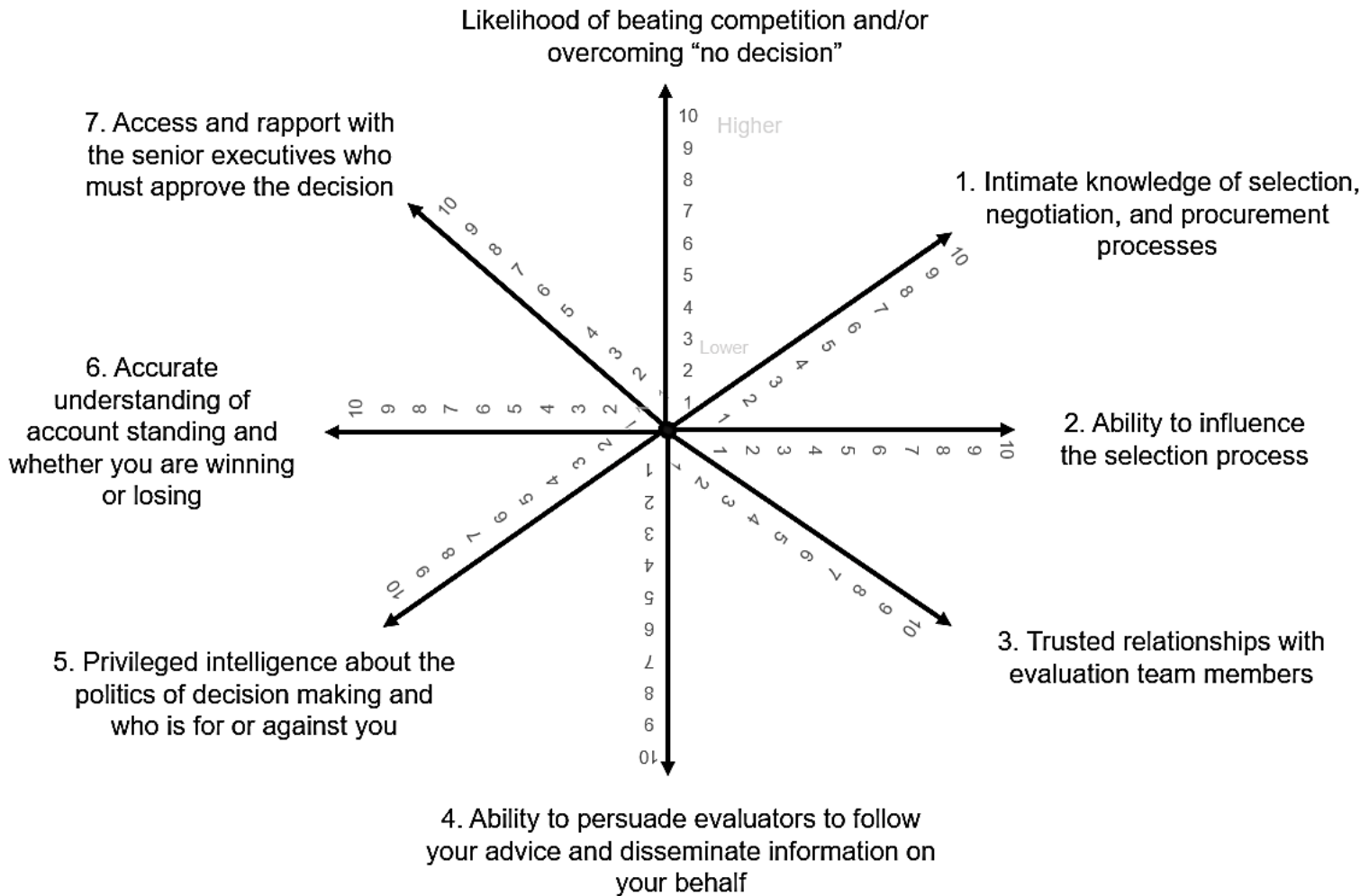
Should we really do it?

5						
4						
3						
2						
1						
	Informational stress	Vendor stress	Budgetary stress	Evaluation committee stress	Corporate citizenship stress	Organizational stress

## Chapter 20 – Account Control Chart



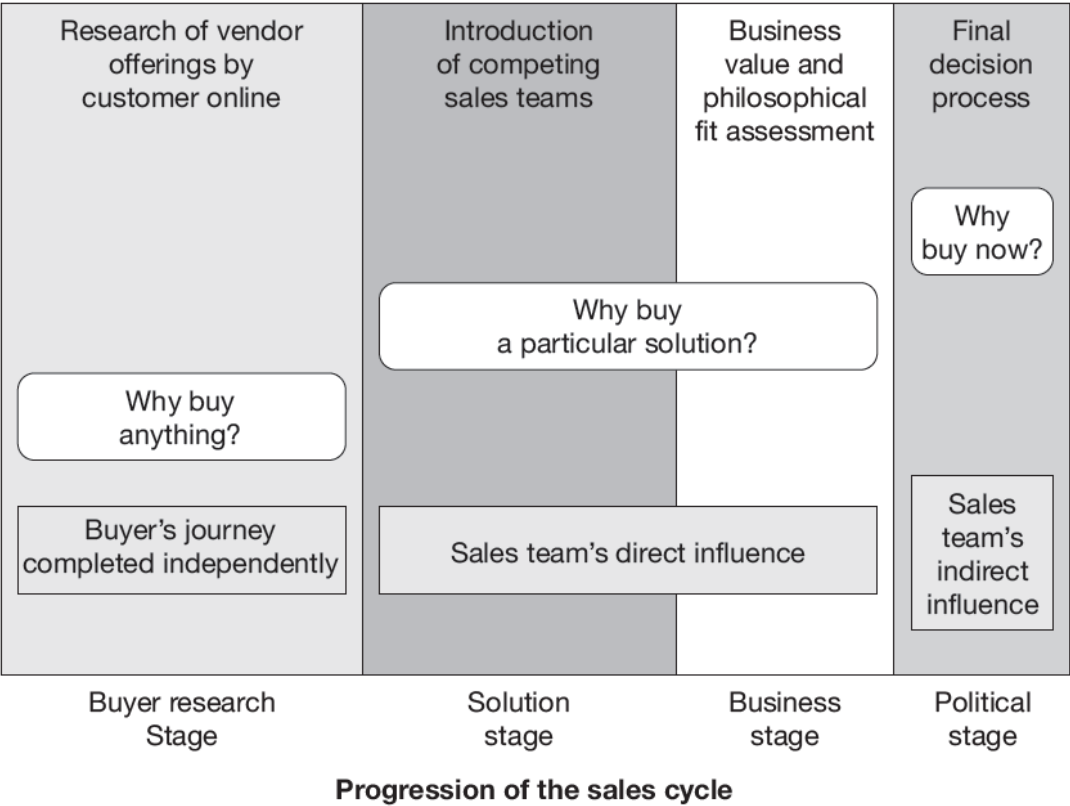
## Chapter 21 – Account Control Spider Chart



## Chapter 21 – Sales Strategy Creation

Sales cycle	Account control	Customer interaction
<b>Type of product</b> Point-specific Platform Enterprise	<b>People involved in decision</b> Politics of decision-making Buyer personas Human nature of decision-making	<b>Build rapport and relationships</b> Likability and harmonious communication Trusted advisor relationship
<b>Type of sales cycle</b> Renewal/add-on Persuasion Creation	<b>Process of engagement</b> Established sales process Sales intuition and pursuit knowledge Positional tactics based on competition	<b>Establish situational dominance</b> Professional differentiation Influencing of opinions and beliefs
<b>Type of buyer</b> Intra-departmental Consolidator Consulter Responder Bureaucrat	<b>Product and company positioning</b> Value, ROI, and proof points Best practices and successful clients Business compatibility	<b>Gather information</b> Discovery and competitive perceptions Deal qualification and triangulation
<b>Key evaluators</b> Coach Bully with the juice Emperor	<b>Provocation versus alignment</b> Alignment with customer's thought process Transformation of customer's thought process Provocation of customer's thought process	<b>Educate</b> Learning styles and information dissemination Handling of objections and changing opinions
		<b>Motivate action and close</b> Achievement of sales call goal and outcomes Mutual understanding and purchase motivation

# Chapter 30 – The Buyer’s Journey



# Chapter 39 – Flanking Strategy Action Plan

Priority	Flanking Description	Owner	Target Date	Predicted Success %	Completed Date
1					
2					
3					
4					
5					
6					
7					
8					
9					



# Chapter 45 – Quarterly and Annual Client Business Reviews



**Session Kickoff.** Introduction of attendees and review of the agenda and objectives for the session. Discussion of meeting methodology, preparation steps, and research.



**Account Status Overview.** High-level assessment of where the account stands that includes completed milestones and proof points showing accomplishments.



**Metrics, Trends, and Rankings.** Metrics from the vendor's perspective that provide a snapshot of current performance and historical trends. Metrics from the client's perspective showing how the customer ranks in comparison to other clients or industry-published statistics.



**Best Practices Recommendations.** Real-world examples that provide specific recommendations on how the client can improve product usage, streamline business processes, and drive profitability.



**Company Update.** New information including recent company developments, financial results, customer success stories, and industry reports that help the client understand your company's direction and success to validate the client's commitment to your company.



**Client Vision Road Map.** Discussion about the future partnership that maps out the vision of where you and your client are headed together, whether it be through new products, additional services, or entirely new ventures.



**Post-Meeting Survey and Takeaways.** Meeting takeaways including eye-catching graphics that easily communicate the topics that were covered. Online survey where attendees can anonymously rate the quality of the meeting, share their thoughts, and provide advice on how to improve future meetings.

## Chapter 47 – Sales Strategy Planning Checklist

Use the following checklist to help you prepare for your next sales strategy. (Source chapters are referenced in brackets.)

- ☐ What's my initial account strength, and are my product, personnel, and company at an advantage, equal, or at a disadvantage to the competition's? [15]
- ☐ Is the deal far outside my zone, or was my RFP response score test over fifty? [15]
- ☐ Is this a renewal/add-on, persuasion, or creation sales cycle? [16]
- ☐ What buzz-kill moment should I prepare for? [17]
- ☐ Has a turning point already occurred that will prevent me from winning? [17]
- ☐ What is the likelihood of no decision being made, and was the stress test score over twenty-two? [19]
- ☐ What tactics will I use to motivate the customer to buy and overcome no decision? [19]
- ☐ What steps will I take to establish account control? [20]
- ☐ What is my quadrant position on the account control chart? [20]
- ☐ What does my account control spider chart look like, and what are the weakest radii? [21]
- ☐ How will I employ the indirect approach and create a turning point? [22]
- ☐ What positional tactics will I employ to gain account control? [23]
- ☐ What is my sales strategy statement? [24]
- ☐ Will I use provocation, transformation, or alignment? [25]
- ☐ What's the customer's budgeting process, and is this a planned, unplanned, or interrupt-driven purchase? [27]
- ☐ Is the customer price conscious, price sensitive, or price immune? [29]
- ☐ For enterprise sales cycles, is the buyer a consolidator, consultant, responder, or bureaucrat? [31–34]
- ☐ Who is the bully with the juice, and what is our relationship to him? [36]
- ☐ Who is the emperor, and what is our relationship to him? [36]
- ☐ Who are our coaches, and what are their coach rating classifications and their numeric rankings? [37]
- ☐ What benefactions are behind the customer's motives? [37]
- ☐ Have we created an organization footprint chart? [38]
- ☐ Is this a corporate control, independent, or interdependent organization? [38]
- ☐ What different types of flanking strategies will we use? [39]
- ☐ Should we conduct a flanking strategy session? [39]
- ☐ What are the psychological, political, operational, and strategic values I provide to the customer? [40]
- ☐ What actions will we take to build deeper client relationships? [41]
- ☐ For existing clients: How will we conduct annual and quarterly business review meetings? [45]

## Chapter 54 – Business Operations Language

Job Title:

Create

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Control

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Job Title:

Create

1. \_\_\_\_\_
2. \_\_\_\_\_
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Control

1. \_\_\_\_\_
2. \_\_\_\_\_
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4. \_\_\_\_\_
5. \_\_\_\_\_

Job Title:

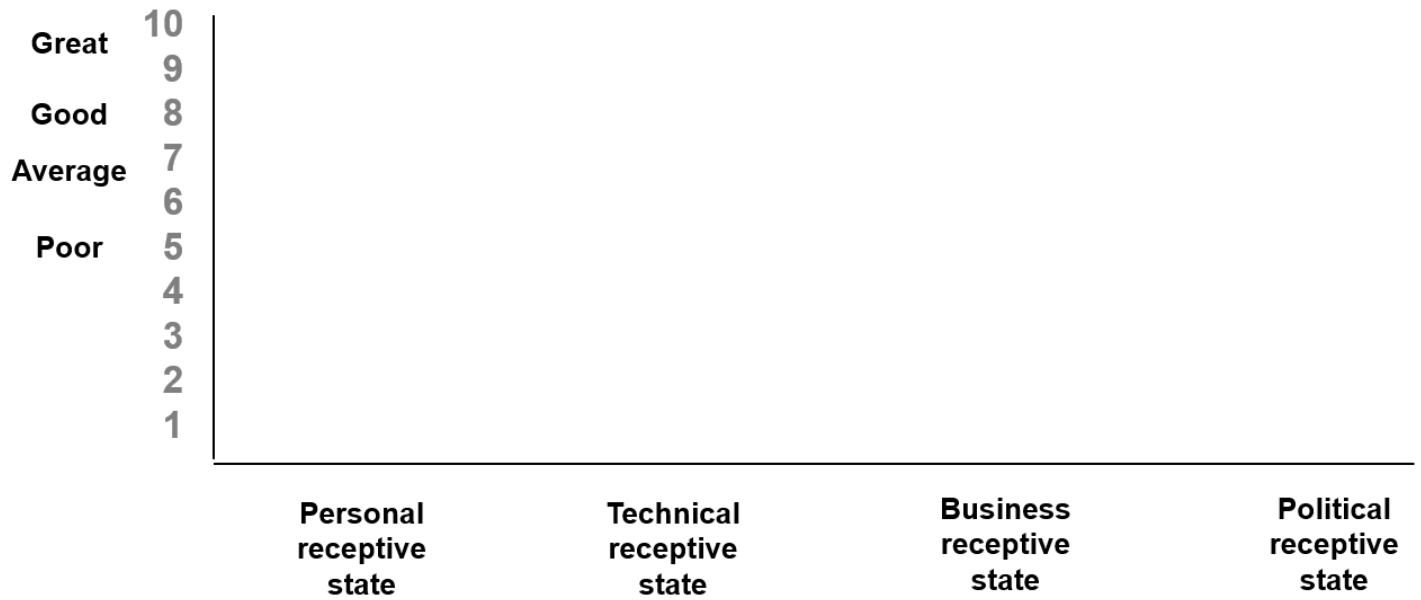
Create

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Control

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

## Chapter 71 – Measuring Sales Call Success



## Chapter 72 – Buyer Personas

<i>Information Roles</i>	<i>Character Roles</i>	<i>Authority Roles</i>	<i>Company Roles</i>
Analytical	Comedian	Bureaucrat	Complainer
Believer	Dreamer	Dictator	Hired gun
Intellectual	Hothead	Empty suit	Integrator
Slacker	Maven	Old pro	Politician
Summary seeker	Optimist	Proctor	Pollyanna
	Schadenfreuder	Pundit	Revolutionary
	Straight shooter	Soldier	Vigilante

<i>Name and Title</i>	<i>Information Role</i>	<i>Character Role</i>	<i>Authority Role</i>	<i>Company Role</i>
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## Chapter 79 – Sales Call Preparation Checklist

Use the following checklist to help you prepare for your next meeting. [Source chapters are referenced in brackets.]

What is our goal and my personal outcome for the meeting? [50]

How will I obtain trusted advisor status? [50]

What interesting intersecting activities can I talk about with the prospect? [51, 52]

What familial relationship role should I assume during the sales call? [51]

Am I prepared to speak the customer's technical specification language or do I need to bring along product specialists and other SMEs? [53]

What is the cause of the customer's problem and our solution to solve the problem, worded in the business operations language? [54]

Has the customer spoken the confidential language with me in the past and what did he confide? [55, 66]

What pattern interruption and cow-catcher will I employ at the opening stage of the meeting? [57, 68]

What is my triangulation and qualification strategy? [58, 59]

What solution positioning statements will I use? [60]

What are the most difficult questions I expect the customer to ask and how will I handle them? [61, 62]

What customer success stories do I plan to share? [64]

Will my sales call strategy be based on alignment, transformation, or provocation? [65]

What leading questions do I plan to ask? [59]

How will I structure my presentation? [68, 69]

What are my primary closing strategy and fallback positions? [70]

How will I measure sales call success? [71]

What is the customer's informational decision-making role? [73]

What is the customer's character decision-making role? [74]

What is the customer's authority decision-making role? [75]

What is the customer's company decision-making role? [76]

What is my negotiation strategy? [82]

# Chapter 92 – Top Salesperson Persona Test

## 1. Focus and Motivation

*Money is extremely important to me and how I measure my personal success*

- ☐ Very true
- ☐ True
- ☐ Neutral
- ☐ Untrue
- ☐ Very untrue

*Being respected and recognized as one of the best by my peers at my company is very important to me.*

- ☐ Very true
- ☐ True
- ☐ Neutral
- ☐ Untrue
- ☐ Very untrue

*Which statement best describes you?*

- ☐ I am very dependable and good at prioritizing my time.
- ☐ I am a likable person who makes customers feel comfortable.
- ☐ I believe my knowledge is powerful.

## 2. Career Orientation

*I am the type of person who*

- ☐ Lives my life one day at a time
- ☐ Has a written or mental list of tasks I want to accomplish
- ☐ Is frequently thinking what my future will be like in five, ten, or more years

*The fundamental reason I'm in sales is*

- ☐ I like to control my own destiny
- ☐ The harder I work, the more money I make
- ☐ It suits my personality
- ☐ It just happened naturally

## 3. Customer Interaction Strategy

*Rank the following sales strategies in order of effectiveness:*

- \_\_\_ Asking questions that show your expertise
- \_\_\_ Driving the topics of conversation
- \_\_\_ Getting the customer to emotionally connect with you
- \_\_\_ Showing the value and benefits of your solution
- \_\_\_ Tailoring your sales pitch to the customer's needs

*I tend to*

- ☐ Feel personally responsible and dedicate myself to ensure my clients' success
- ☐ Have cordial relationships with my clients because we are both busy
- ☐ Keep a general pulse on what's happening with customers after the sale
- ☐ Develop very close personal friendships with my clients

## 4. Attitude

*Let's do a word association. Write down the first word that comes to your mind when you read the following:*

Sales manager \_\_\_\_\_

Sales process \_\_\_\_\_

## 5. Self-Perception

*Please pick the top two qualities you think prospective customers admire the most about you:*

- ☐ Athleticism
- ☐ Attractiveness
- ☐ Charisma
- ☐ Creativity
- ☐ Eloquence
- ☐ Enthusiasm
- ☐ Follow-through
- ☐ Industry experience
- ☐ Product knowledge
- ☐ Professionalism
- ☐ Sales acumen
- ☐ Technical aptitude
- ☐ Trustworthiness

*Which statement do you agree with most when working with prospective customers?*

- ☐ If the customer's best interest is served by slightly obscuring information, that's okay
- ☐ Subtle information manipulation is reasonable, so long as the truth is served.
- ☐ Sometimes you have to do whatever you must to get the important evaluators to back you.
- ☐ You don't have to point out every blemish of your product offering.
- ☐ Nothing but the whole truth is acceptable.

*How would you describe yourself? Select the three words from the list below that describe you best.*

- ☐ Charming
- ☐ Cheerful
- ☐ Confident
- ☐ Empathetic
- ☐ Frank
- ☐ Funny
- ☐ Humble
- ☐ Likable
- ☐ Productive
- ☐ Proud
- ☐ Quick-witted
- ☐ Responsible
- ☐ Shrewd
- ☐ Smart
- ☐ Tough
- ☐ Wise
- ☐ X-factor (a combination of all the traits listed)



# Chapter 134 – Personal Sales Strategy Checklist

Use the following checklist to help you prepare for your next customer conversation. (Source chapters are referenced in brackets.)

## Action Plan

What is my brand? [95]

How complete is my LinkedIn online persona? [95]

How will I establish situational dominance? [99]

How will I determine what the customer's benefactions are? [101]

What personal attributes and traits should I emphasize? [106]

What do I theorize is the customer's fantasy? [103]

How will I validate that the customer is telling me the truth? [104, 122]

What is the customer's visual, auditory, and kinesthetic word catalog wiring? [110–113]

What is my visual, auditory, and kinesthetic word catalog wiring? [112]

How will I employ visual, auditory, and kinesthetic information to protect my price? [116]

How will I adapt my communication to the customer's word catalog wiring? [117, 125]

How will I interpret the customer's eye movements? [119–121]

What aspects of the customer's physical layer will I monitor? [124]

What's my communication level, and is it the same level as the customer's? [126]

How will I ensure my speech is clearly

What customer coping mechanisms should I be prepared for? [128]

Am I respectful of the differences between male and female buyers? [130]

Do I have congruence in front of customers? [133]