

YOU'VE WORKED HARD TO MAKE YOUR SALES OPERATION A SUCCESS, AND YOU'VE ACHIEVED RESULTS.

But in an age of ever-changing technologies and increasing customer demands, if you're selling like you always have, you're leaving deals on the table—and reducing potential. You can reinvigorate your sales organization, create new opportunities, and build competition-proof customer relationships when you start thinking like a designer.

Sell by Design is the only process we have done that we can directly correlate to increased pipeline that turned into increased bookings. It was highly measureable and added millions of dollars to the top line.

—WILL ANASTAS
Senior Vice President, Salesforce

Design Thinking is a customer-centric innovation process that transforms the way one sells, whether it's an inside sales team or a group of field reps with multimillion-dollar portfolios. Welch and Jones's proven Sell by Design methodology will reduce the time it takes to get a first call, build pipeline, and increase deal size. And it reestablishes a deeper human connection in an era of automated response.

Naked Sales will show you how firms like Salesforce, Hyland Software, and Ellie Mae are using this approach to stay customer-centric and increase revenue.

ASHLEY WELCH cofounded Somersault Innovation, a Design Thinking consulting firm providing a unique approach to sales development. Prior to Somersault Innovation, she spent twenty years as a leading sales professional for a leadership development company. She also founded TEDxYouth@Wayland. Ashley lives outside of Boston with her family.

JUSTIN JONES began his career in marketing and sales before moving into management consulting, innovation, and design. He has helped hundreds of teams apply design thinking against their toughest challenges and achieve breakthroughs. As cofounder of Somersault Innovation, he loves design's ability to surprise people with unexpected results. Justin lives in Denver with his family.

Learn more at www.SOMERSAULTINNOVATION.com



LIONCREST
PUBLISHING

COVER DESIGN BY
THE FRONTISPIECE

NAKED SALES

Ashley Welch & Justin Jones



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REVEALS CUSTOMER MOTIVES
AND DRIVES REVENUE



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& JUSTIN JONES



LIONCREST
PUBLISHING

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NAKED SALES

*How Design Thinking Reveals Customer
Motives and Drives Revenue*

ISBN 978-1-61961-756-8 *Paperback*

978-1-61961-757-5 *Ebook*

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INTRODUCTION

THE \$3 MILLION BUS RIDE

When Sachin Rai boarded the Greyhound bus in San Francisco, he had little idea that the trip to Los Angeles would land him a multimillion-dollar sales contract.

Sachin was an experienced account executive at Salesforce, one of the world's largest cloud-computing companies. He was searching for strategies to close deals faster while enjoying his job more. That's when he joined our Somersault Innovation Sell by Design program, where we teach salespeople how to become authentically customer-centric. For Sachin, the noble and logical idea of putting the customer first paled in comparison to the pressure of meeting his numbers. Sound familiar?

When we started working with Sachin, we suggested he choose an account in which he could experience their service *as a customer*. He chose an account he'd been trying hard to sign: Greyhound.

He packed his things, loaded up his curiosity, and set out on an eight-hour learning journey on a California freeway. He would talk to *everyone*, from ticket sellers to baggage handlers to bus drivers to customers. We asked him to pay attention, take notes, shoot pictures, and fully absorb the customer's experience.

The long-term goal, of course, was to sign the bus company as a client. The short-term goal, however, was to conduct deep research so he could understand Greyhound through the eyes of a passenger. If he could teach the C-suite something they didn't know about their customers, they might finally engage.

As he boarded the bus, the first thing he noticed was a frowning, frustrated driver filling out a lengthy report with pencil and paper. "Why did he have to waste time on that, before starting the journey?" Sachin wondered. He asked the driver, who sighed and explained the tedium that is filling out the maintenance details of the requisite service log form. The entire maintenance reporting process was woefully inefficient, and it often

resulted in a suboptimal passenger experience, such as inoperable Wi-Fi.

So fascinated was he with what he discovered in his observations southbound that Sachin decided to take the Greyhound-owned BoltBus on the return trip from LA to San Francisco. The BoltBus offered an automated ticketing process. The “automation” was a tablet, but it was so slow the driver used a “hack”—a workaround to bypass company procedure—to speed things up. The hack? You guessed it: he used pencil and paper to record passenger boarding information. When your company’s technology is slower than a five-thousand-year-old technique used by the ancient Egyptians, that’s probably a red flag.

Sachin didn’t discover any of these revealing details about the “automation process” during his initial online research. But because he was willing to immerse himself in the customer experience, he was rewarded with these valuable insights. He then used this information to open doors with Greyhound’s lower-level executives. He emailed them and explained he’d taken a long ride on their bus and asked if he could share some feedback he had as a customer.

He received immediate responses from C-suite executives. They were astounded by what he had to say. The

problems he described had been invisible to them from their vantage point. In fact, the vice president of digital strategy had never taken an eight-hour ride on her company's bus. Greyhound's COO brought Sachin in to discuss the problems he'd witnessed.

WHAT JUST HAPPENED?

Typically, Sachin would have walked into Greyhound's office with a product to pitch. In fact, before riding to LA, he had already begun designing a driver app solution he later discovered would have been totally irrelevant. He would've struggled to convince a junior-level gatekeeper to send him on to a decision maker. He never would've been in the same elevator as the COO, much less invited into his office.

Instead, Sachin showed the COO pictures he took with Marie, his driver, and he shared her frustrations about the service log form.

The COO was awestruck that Sachin knew what the service log was and was eager to look for solutions. The two sat down to work together on a solution. Eight months later, Sachin and his team were able to build this relationship across multiple channels into a \$3 million global deal. It was far beyond what Sachin had hoped for.

Salesforce had initially envisioned a marketing deal, but Sachin's insights led to ideas that included a much larger solution with a customer community app, a bus app, and a support app. Because of his firsthand experience, Sachin was able to explain how these apps would work in concert to benefit customers and drivers, as well as Greyhound's bottom line.

Sachin and Salesforce credit the Greyhound deal to the Sell by Design process.

In this book, we'll delve into the specifics of Sachin's tactics and give you detailed prompts and exercises to put his actions into practice for yourself. The most important element of his success, however, was something that occurred before he ever set foot in a bus depot: his mindset. Sachin succeeded where Salesforce had previously failed because he shifted his perspective from salesperson to customer.

Rather than go into a client meeting armed with the pitch of a salesperson, Sachin literally spoke the language of the company. He understood the service log form, the inefficiencies involved with it, and how these impacted the passenger experience. He had educated himself with the knowledge of internal Greyhound operations with which other salespeople were unfamiliar.

When you begin your sales approach with the intent of understanding the client's issues from their point of view—and their customers' point of view—you position yourself for greater success.

OBJECTIONS

This is a book by salespeople for salespeople, so we can already sniff out a few of your “yeah, but’s” from a mile away. Here are a few of our favorites.

- *“I Don’t Have Time.”* Who has time to bus hundreds of miles and take pictures? Sachin’s eight-hour commitment earned him whatever commission he was due, which is compelling enough in itself. We get it, though. It’s hard to make time to play the role of customer for every potential client. Fortunately, you don’t have to: our Sell by Design principles can be applied in everything you do, whether you have eight hours or five minutes. One of our core principles is the customer-centric mindset. We don’t mean just saying that you are customer-centric; we mean living it. It’s hard to walk the talk. We know; we’re salespeople, too. So, here’s our promise: use our approach, and you’ll start to ask different kinds of questions that will get you into doors more quickly and take you deeper into

conversations with prospects, allowing you to close bigger deals faster.

- “*I only sell B2B.*” Whether you work in B2C, like Greyhound, or B2B, like Deloitte, your client has customers. Your task remains the same: focus on the needs, issues, and constraints of *their* customers and understand how to affect your client’s bottom line. No matter how complex your client’s business, their customers are the one stakeholder around whom everyone can rally. We want to help you and your clients enjoy similar success. We want you to ride their metaphorical bus. In all your research—whether in person, on the phone, or just Googling—whose bus are you on? Is your mindset focused on what you want to pitch, or are you riding your client’s bus, asking about their customers’ needs?
- “*I’ve already talked with my client about poor customer satisfaction, and guess what? They don’t care!*” Shocker! Not every client is passionate about providing the very best products and experiences for their customers. They may be more motivated by profit. In that case, pay more attention to the experiences of their employees and how they do their work. Are they efficient, or are they coming up with hacks to work around obstacles in their way, like the drivers Sachin met? Chances are, there’s a cost associated with those hacks.

Sachin tells us he no longer sells products; he sells solutions. He identifies his clients' problems, offers ideas, then works with them to co-create solutions. "My talk track used to be about the Salesforce product," he says. "Now, it's based on my experience with a customer's product."

This may sound obvious, but we fail to do it consistently as we fall into habitual routines and get distracted in our never-ending race to reach our numbers. It gets really hard not to succumb to what is quickest or easiest or routine.

THE PROMISE OF THIS BOOK

We've hacked sales. We're offering a virtuous cycle of connection, empathy, possibility, and motion. The results you'll experience will be tangible and measurable: more meaningful conversations with clients, increases in pipeline and contracts and fewer calories burned along the way.

In the following chapters, you'll learn:

- How technology is disrupting sales, and how to keep up.
- A proven recipe to drive revenue and add more art to your science of sales.
- A series of tools to uncover more insights about your clients.

- Specific prompts to discover untapped problems.
- How to use insights to get into the C-suite quicker and easier.
- How to use agility to hear fewer noes and inspire bigger yeses.
- How to integrate Sell by Design as a sales manager to reduce pressure on yourself and your team while kicking serious butt.

We've designed this book as a manual for quick and easy guidance. Read it from cover to cover or skip around as appropriate to your situation and interest. Use it as a door-stop if that's useful. Our hope is that you're reading this book because you're usually on the lookout for ways to add to your game. If what follows in these pages aids you in that effort in even a small way, we'll have succeeded.

***WILL ANASTAS, FORMER SVP ENTERPRISE
SALES, SALESFORCE: “SBD SEPARATED
OUR AES FROM ALL OTHERS.”***

Sell by Design separated our account executives (AEs) from others in the marketplace. Most AEs did web research, flaunted publicly available info, and immediately proposed a solution. Our AEs came in with firsthand knowledge of their clients and their customers, which created an authentic connection and soon led to breakthroughs.

We used to need thirty touchpoints to get a conversation going with new customers. By taking a Sell by Design approach, that number has been reduced to fifteen—a 50-percent reduction in the prospecting process.

Managers can also slow down because once they see reps are having authentic brand experiences, they know they have a higher chance of making a deal. There's less stress and more patience. Reps are no longer missing the big things that matter. Plus, it does not slow down the sales process, once our reps are trained. And it produces tangible business results.

It elevates you from vendor to partner with the customer. You have demonstrated you care about their business, and you've told them things about it that they may not even know. It's far more valuable (and enjoyable) to be a partner than a vendor.

This is the ONLY training we've done that we can directly correlate to increased pipeline and that turned into increased bookings. It was highly measurable and added millions of dollars to the top line.

Sell by Design is fun, different, and a differentiator.

ABOUT THE AUTHORS



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