

**Selling through the Customer Lens**  
Assessing the New Fundamentals of Service and Sales



by Jim Sullivan, CEO



Targeted Training Tools that Drive Revenue

**The New Fundamentals**


1. Embrace Change
2. Know Your Customers
3. Use Training as a Marketing Tool
4. Never be caught Selling
5. Take control of what controls **your time**



**1 Embrace Change**

Get out in front of the wave  
Learn to spot innovation  
Change with the times or the times will change you


**Ways to Grow in a Downturn Economy**



1. Retain--don't lose--your **current** Customers
2. Take market share away from the competition
3. Enter and expand into new markets
4. Minimize Complexity and costs in Operations
5. Work on things you **can** control not the things you can't
6. Get BRILLIANT at the Basics
7. Make hiring The Most Important Decision
8. Exert constant, gentle pressure to improve
9. Play to win instead of playing "not to lose."
10. Build a confident team

**What teams want to hear from their leaders**

- Where are we now?
- Where are we going?
- Why are we doing it?
- How are we going to get there?
- What do you want me to do?
- When and How will we measure success?
- What's in for us/me if I do?



**Fundamental # 2**  
**Know Your Customers**

### Diners want...

- Value
- Innovation/Flair
- Speed, accuracy
- Innovative Operators



### Ways to Spot Product Innovation

- Who are the Lead Users? Which customers are using our products in unique and different ways? How?
- What's the competition doing?
- What are the chains doing?
- What are you hearing at cuttings/Food shows?
- What are Brokers, and MFRs noticing?




### Shifting Operator Concerns in the Last 5 Years

|   |   |
|---|---|
| <p><b>2004</b></p> <ol style="list-style-type: none"> <li>1. Finding Employees</li> <li>2. Operating costs</li> <li>3. Gov't Regulation</li> <li>4. Technology</li> <li>5. Competition</li> </ol> | <p><b>2009</b></p> <ol style="list-style-type: none"> <li>1. The Economy</li> <li>2. Same store sales</li> <li>3. Operating Costs</li> <li>4. Competition</li> <li>5. Innovation</li> </ol> |
|---|---|




"Saving is the new spending."

### THE AVERAGE PRE-TAX PROFIT ON THE DOLLAR IS NOW LESS THAN 4 CENTS!



|                            |  |             |
|----------------------------|--|-------------|
| Payroll and Benefits 33.4% | Marketing, Promotions, Insurance 14.6% | Profit 3.8% |
| Food and Beverage 34.2%    | Rent and Utilities 14.2%               |             |

### 6 Key Ways that Your Foodservice Account Can Close (and you can impact only the first 5):

1. Food Borne Illness Incident
2. Labor Costs too High
3. Inefficient Menu makeup/markup
4. Not enough employees/customers/ sales
5. Employees not doing what they should be
6. Stupidity

### Consider the 25/50 Formula...

**There's OPPORTUNITY in Doing Something**



- Acquire 25 more Customers/week
- Raise GCA 50¢/person

**The price of doing something in the next 12 months:**

| Annual Customers | Check Average | AUV                    | Across 3 Units |
|------------------|---------------|------------------------|----------------|
| 100,000          | \$10          | \$1,000,000            | \$3,000,000    |
| 101,200          | \$10          | +\$12,000              | +\$36,000      |
| 61,200           | \$10.50       | \$627,300<br>+\$27,300 | +\$81,900      |

**And There's COST in Doing Nothing**



- Lose focus on Fundamentals
- Fail to protect current Customer count
- Lose 50¢ per Customer

**The cost of doing nothing**

| Annual Customers | Check Average | AUV              | Across 6 Units    |
|------------------|---------------|------------------|-------------------|
| 100,000          | \$10          | \$1,000,000      | \$6,000,000       |
| 98,800           | \$10          | -\$12,000        | -\$72,000         |
| <b>98,800</b>    | <b>\$9.50</b> | <b>-\$61,400</b> | <b>-\$368,400</b> |

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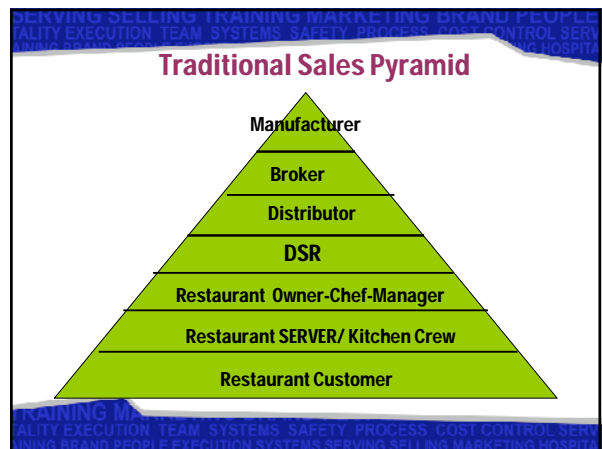
**Fundamental # 3**

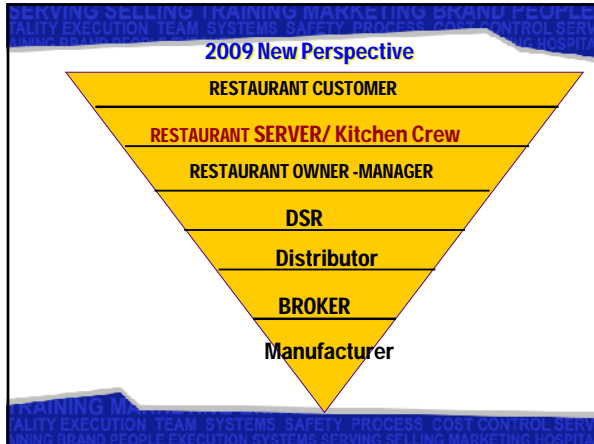
**Use Training as a Marketing Tool**

- Sell programs with products
- Influence your secondary sales force
- Focus on sell-through versus sell-to

**Sell Programs, not Products**

- Once you've made the sale you've only moved goods to storage or **inventory**
- Influence managers, servers and cashiers in the units to sell more of your products via training and incentives/contests
- Offer a crew sales training program to wrap around the product
- Tie the program to each shift when possible





**Your Internal Sales Team Includes:**

1. Owner/Operator
2. Kitchen Manager/Chef
3. Front of House Managers
4. Cooks
5. Restaurant Guests
6. Expeditors
7. Drive-through servers
8. Cashiers/Servers/Bartenders
9. Greeters/Hostesses

**Servers & Cashiers: Your Secret Sales Force...**

- Let's say a DSR has 50 restaurant accounts in their territory
- Each account has 20 servers
- That's 1000 potential "secret" salespeople
- What if you could teach each one of them to sell **ONE** more appetizer, protein, dessert per **WEEK**?
- That's **1000 more per week, or 52,000 more per year!**

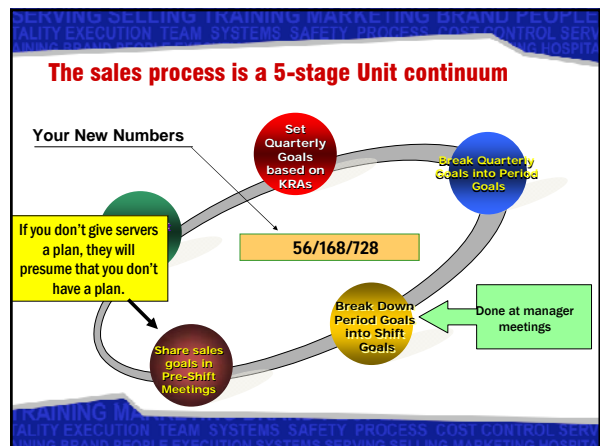
**But wait! There's more....**

- Now, what if you could teach those servers or cashiers to sell just **one more product per SHIFT?**
- If the servers work 5 shifts a week, that's 5000 more sales per week and **260,000 more sold** this year!
- While you're **sleeping!** (Or increasing consumption or conversion with other customers!)

Plus 260,000 more napkins, plates, cups etc


**You make sales on the shift not on the shelf.**

Teach the hourly team how to sell for you when you're not there. And teach them as close as you can to the diner. The Pre-Shift Meeting is a good place to start.



### Align Period Goals to Shift Execution

- Each unit's sales goal is \$7500 more this quarter
- Then sales goal is \$2,500 per period
- Divide goal by number of shifts that period (14/wk, 56/mo)  
That's \$44.60 more per shift
- What does that translate to?
  - How many more Customers?
  - How many more of which products?
    - **Now assign that focus to the pre-shift meeting!**




### Two Key Bottom Line Solutions to Offer Operators

1. **Sales Improvement:** raise Check Average, Increase Traffic count (POS and training)
2. **Margin Improvement:** Shave food costs, Labor costs, insurance costs (ie food safety)
  - But remember: operators make more money growing their sales than by shaving their costs

### Basics of Value-Added Selling

1. Think like they think: Training is KEY
2. Find ways that your products can help raise sales \$1 per person or lower labor costs \$1 per hour
3. Access "share of mind" from servers via training
4. Find customers using your products in innovative ways
5. Sell what the product does more than what's "in it"
6. Stress profit (not just cost) per serving
7. Share and create tools that help sell the product
8. This will require re-thinking how you teach



### DSR M.D.?

- Most sales training is relegated to product knowledge (90%)
- We need an educational mix more like the medical profession: 70% of doctor's training is diagnosis, other 30% split between learning about the body (product knowledge) and treatment alternatives (solution)
- Prescription before diagnosis is malpractice



### 7 reasons salespeople hate sales meetings

1. Your sales team already knows everything
2. The meeting is run by someone who doesn't know how to run a meeting
3. They're show & tell or show-up & throw-up
4. No agenda, no real-world selling situations
5. Too much talk about paperwork/new forms
6. No sense of real accomplishment
7. Not enough focus on the things that earn salespeople money



**We are drowning in information but starving for knowledge.**

### Meetings that Matter

- Start/end on time
- Have an agenda
- Agonize over handouts
- Answer "SWAWC"
- Know the two biggest enemies of training
- Dialogues not monologues
- Share 2 best practices from each attendee
- Spaced repetition and info-nuggets
- Discuss innovation



In Summary...



**Never Practice on  
The Customer**



**Fundamental # 4 Never be caught Selling**

Re-Think the Consultative Selling Process  
Increase Consumption and Conversion

**Purchasing Department Mindset**

- Before you explain the benefits and features of your products, prepare to answer unspoken questions with new customers such as:
  1. What makes your product or service special or worth its price?
  2. Can it help me save time? How much?
  3. Will it help me make money? How – and how much?
  4. Will it help my career? Help me get a raise? Impress my boss?
  5. Why should I believe you?
  6. Why shouldn't I wait and compare? What will deciding quickly do for me?

**First things first**

- Determine if **push** or **pull** situation
- Identify obstacles
  - Gatekeepers, Competitors, Price, Past
- What problem are you solving?
  - Does the problem really exist?
  - How will you present it?
  - How do they want to hear it?
- Set priorities for first call




**Knowing Where to Sell is Just as Important as Knowing  
How to Sell: Key Operator Day-parts**

- Breakfast
- Lunch
- Brunch
- Dinner
- PM Snack
- Curbside/ To-Go
- Delivery/Catering

• Pick 2 products and assign them to one of those categories

**Focus on Dayparts within Segments**

|   |   |   |
|---|---|---|
| <p><b>Segments</b></p> <ul style="list-style-type: none"><li>• Hotels</li><li>• Non-Commercial</li><li>• QSR</li><li>• Casual Theme</li><li>• Fast Casual</li><li>• Family</li><li>• Fine Dining</li><li>• Healthcare</li></ul> |  | <p><b>Dayparts (Hotels)</b></p> <ul style="list-style-type: none"><li>• Room Service</li><li>• Buffets</li><li>• Restaurants</li><li>• Lobby/breakfast bars</li><li>• Catering/Banquets</li><li>• On-the-Run breakfast or lunch bags</li><li>• Turn-down Service</li><li>• Employee meals</li><li>• Employee meetings</li><li>• Coffee carts</li><li>• In-room fridge, countertops</li><li>• Concierge levels</li><li>• Meeting breaks</li><li>• Snack bars</li><li>• Gift Shop</li></ul> |
|---|---|---|

## Selling to the iPod Generation

- I may know as much about your product and pricing as you do
- Your way of building relationships and “selling” may not be the way I prefer.
- Create personal blogs that you can refer me to
- Send me relevant links that would interest me
- Leverage social capital of your company





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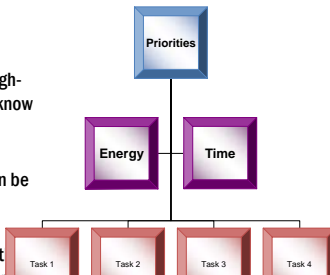
**Fundamental # 5:**

**Take Control the Things that Control Your Time**



## Are we focusing on the right thing?

- Get Priorities in place first.
- Energy, not “time” is the fundamental currency of high-performers. You must first know **what** to do, then have the **energy** to do it.
- Time is finite but energy can be expanded and regularly renewed
- Focus on being **Effective** rather than **Efficient**. (Are we being **PRODUCTIVE** or just active?)



## Top Time Saving Tips

- Get the Big Rocks in place first
- Spend more time with people, less time with things
- **PRIORITIZE** everything you need to do on a calendar *not on a list*.
- Do 10% of every project within 48 hours of receiving it.
- Batch activities; do Voice Mails, phone calls




## Food Shows and Sell-Withs

Time is Money



## Food Show Basics

- What do I want the 1<sup>st</sup> impression of me to be? How will we differentiate?
- Bring Energy and Fun (There's no such thing as “energy-neutral”)
- Adopt the operator's perspective
- Use only people comfortable working the show floor
- You're always on stage
- **Label, label, label**
- Pre-train/Pre-show pep rally / De-brief nightly
- Linkage: booth, promotion, website, team, company, social media, Twitter
- Get in to hospitality suites or after-show parties with customers
- Every show should have a story



## How to improve the Ride-With Process

1. Change the name to "Sell-Withs"
2. Have a list of appointments with times
3. Create a simple list of key "talking points" for the DSR/BSR
4. Discuss innovation in the accounts
5. BSRs: Don't "steal" the DSR contacts to sell on your own
6. Have samples, POS, promotions and coupons
7. Choose Quality over Quantity (discuss expectations with DSR)
8. Have a menu from each customer you will see today
9. Have a plan for cross-merchandising
10. Understand the local marketplace and history with the account

## Summary Points

- Concentrate on solution success not just solution selling
- Know why you're successful across customers (and segments)
- The RECEIVER selects the channel, not the sender.
- Learn what your customer's most successful vendors do
- Take control of the things that take your time
- Leverage social capital and connectivity
- Give your teams a masters in negotiation
- Discover/ Diagnose/ (Decide)/Design and Deliver
- Re-think everything: think big; start small



## Action Plan

- Next 30 days: customer focus
  - Re-assess every customer from an 80/20 perspective
  - Identify how to raise sales or lower labor costs \$1 per customer
- Next 60 days: sales team focus
  - Re-define how you're training your sales team
  - Get better at "time" management
- Next 90 days: leadership focus
- Read these books:
  - Smart Moves for People in Charge: Sam Deep
  - Mobile Marketing by Kim Dushinski
  - The Prime Solution Jeff Thull

## STOP

- Defining the competition as anyone other than the customer
- Applying a *one-size fits all* mentality to selling
- Over-emphasizing features and under-emphasizing benefits
- Thinking of what you want to sell first and then adapt it the customer
- Selling and thinking like it's 2004 or 1998 (or 1988)

## START

- Listening better: develop DEEP SMARTS
- Defining ways that your products and resources can help customers build sales \$1/person and lower costs \$1/ hour
- Searching for Lead-Users who use your products in unique and innovative ways
- Identifying opportunities in DAYPARTS (breakfast, snack, late night) as well as SEGMENTS (QSR, family)
- Selling what the product *does* instead of "what's in it"
- Using Training as a sales and marketing tool (internally and externally)

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