

THE BIG PICTURE: INFORMATIONAL SERIES

BEYOND CONSULTATIVE SELLING: *THE SALES MAESTRO*

The transition from selling features and functions to client-centric consultative selling has changed the selling landscape forever. Consultative selling moves the focus from product or service to the needs of the buyer. Done well, consultative selling entirely rewrites the sales call. However making the transition from pitching products to designing conversations requires new skills of salespeople, AND new modes of evaluation, feedback, and reward for sales leadership.

Longer Term Vision

But consultative selling is not the final step in the evolution of selling. There are new approaches and skills that can take a high performing consultative salesperson to an even higher level. We call the stage beyond the consultative salesperson "Sales Maestro." The Sales Maestro focuses on building stronger, more profitable, and longer lasting relationships with clients. Relative to the consultative salesperson, the Sales Maestro takes a much more strategic view, both of what the client needs to succeed and how the selling organization can achieve its own goals. They find a way to mean more to clients.

Going the Extra Mile

For instance, in providing solutions that meet the customer's needs, the consultative salesperson consistently explores the customer's business situation and provides solutions that meet those needs. The Sales Maestro takes it a big step further, using her knowledge of the client's business and strategy to propose broad-ranging, competitively distinct innovations in how the client works toward its goals. Complex solutions often require complex, fundamental changes in the way a customer does business – the Sales Maestro understands this and works to ensure that the

environment is ripe for change and there is a high likelihood of success post sale.

Big Picture

The Sales Maestro takes a bigger picture view of the relationship with the client, finding more ways to provide long-term strategic value.

ACCOUNT REP	CONSULTATIVE SALESPERSON	SALES MAESTRO
Knows product features and benefits; navigates the catalog	Knows how products impact the clients objectives	Knows how to link products to client's strategy
Follows route list	Organizes accounts on list	Runs territory like a business
Maintains contact	Penetrates accounts at the buyer level	Facilitates organization-to-organization relationships and beyond

Because it requires the development of new skills and refinement of existing ones, the evolution from consultative selling to Sales Maestro takes time, energy and commitment by both the salesperson and their organization. Like every other long-term development effort for the sales force, the process requires a coordinated combination of training, coaching and reinforcement. Sales Maestros can articulate the value their organization brings, as well as play a big part in delivering it. Sales Maestros add value by knowing what customers value in the relationship - they find a way to mean more.