How To Run CRISP Sales Meetings

Presented by:
The Wedge Group

5729 Lebanon Road
Suite 144 Box 410
Frisco, TX 75034
Phone (214) 446-3209
caryl@thewedge.net
www.thewedge.net

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CRISP Sales Meetings

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General

CRISP Sales Meeting Process	Video 00:04:11

CRISP = Continuous and Rapid Improvement Sales Process

- Conduct regular CRISP sales meetings (at a minimum bi-weekly)
- 5-7 producers in attendance
- 90 minutes in duration
- Always use the iWin database

Core activities in a CRISP Sales meeting are:

1. Pre-call Strategy / Ladder of Abstraction (60-65 minutes per meeting)/ Write Wedge

2. Red Hot Introductions & SODAR

In a 90-minute CRISP Sales Meeting there is time for either:

- 2 Pre-call Strategies / Ladder of Abstraction / Write Wedge or
- 2 Red Hot Introductions & SODAR or
- 1 Red Hot Introduction & SODAR and 1 Pre-call Strategy /Ladder of Abstraction / Write Wedge

Preparation Checklist	Video 00:01:16

______ If possible, meet in a room which is set up as your permanent 'war room'.

______ Check equipment:

- Computer/Laptop
- Broadband Internet
- Projector
- Screen
- Speakers

______ Confirm access to https://iwin.thewedge.net.

______ Have usernames and passwords available.

______ Producers need to prepare:

- At least one prospect per meeting.

Mindset & Expectations for Producers	Video 00:01:44

1. Participation is mandatory.
2. Play full out.
3. Have Goals.
4. Use the iWin database actively for all prospecting.

Mindset & Expectations for you, the Coach	Video 00:04:12

1. Your job is to take the producer from where they are with this opportunity and advance it.
    a. Earn the right to go hard after the opportunity, sometimes you have to trade places, let them work you.

2. I'm trying to get my producers to express themselves in a **logical** manner.

3. I'm trying to **dig out** of them, the unknown… or that which is only barely conscious to them.

4. If I can help them get **clear** on this, they will be able to share it more effectively and win… so I've got to stay totally focused.

5. Be Patient
    a. It's a painful process as you challenge them to do what they haven't done; be patient.

6. Help them Learn
    a. Help them apply knowledge to a specific problem.
    b. Ask yourself, am I helping to pull something out of them that will create competitive advantage, enabling them to win.

Basics	Video 00:04:21

1. Be on your Feet
    a. Create Energy.
    b. Give them a point of attention to focus on.

2. Use iWin database – Applied Integration: have producer on key board.

3. Use sequential order
    a. Stay with the process.
    b. It helps your producers know where you're going.

4. Drill Down
    a. Get concrete and specific.
    b. Help them communicate real stuff; not pooge.

5. Control the Room - Not a Brainstorming Session
    a. Get out the Facts.
    b. Brainstorm only when someone gets stuck and doesn't know the answer or process.

6. Don't Skip Steps
    a. All steps in Pre-call Strategy, Ladder of Abstraction, Creating the Flow and SODAR are there for a reason. Don't skip steps.

Common Mistakes	Video 00:03:51

1. Ask, Don't Tell
    a. You have success and knowledge, if not careful you'll use that knowledge to tell… don't.
    b. Pull it out of them, map it out. It's the key to them learning.

2. Be a little skeptical – Don't accept what they say.
    a. Challenge their thinking; "is that all you've got"?

3. It takes time to do a really good job and go deep. Going deep is leveraging knowledge for everyone's sake.

4. Too often a sales manager gets upset that the producer isn't prepared.
    a. No one is totally prepared.

5. Don't go back to old habits and start asking the same old questions you used to. Please follow the process outlined here and use the 'language' we've given you; it might work. If you don't, you'll ask things like; "what are your wedges?" When you do that, you'll train them to 'not think' anymore, but just give you a few wedges off the wedge list. They'll learn quickly how to get you to leave them alone. No pain, no gain.

Pre-Call Strategy

Pre-Call Strategy - Mindset & Expectations	Video 00:03:34

1. There is always something the incumbent isn't doing, no matter how good they are: I've got to help my producer find it, define it and leverage it to win.
2. As good as my producer is, there is a thread of laziness in there somewhere. I've got to press and get out the best stuff they've got, because they won't.
3. What you know you can leverage; what you don't know can kill you.
4. I'm playing a role; this isn't the real me.
5. The producer is a sales person; they are better at selling you on why they can't do this than they are selling the prospect - don't give up.

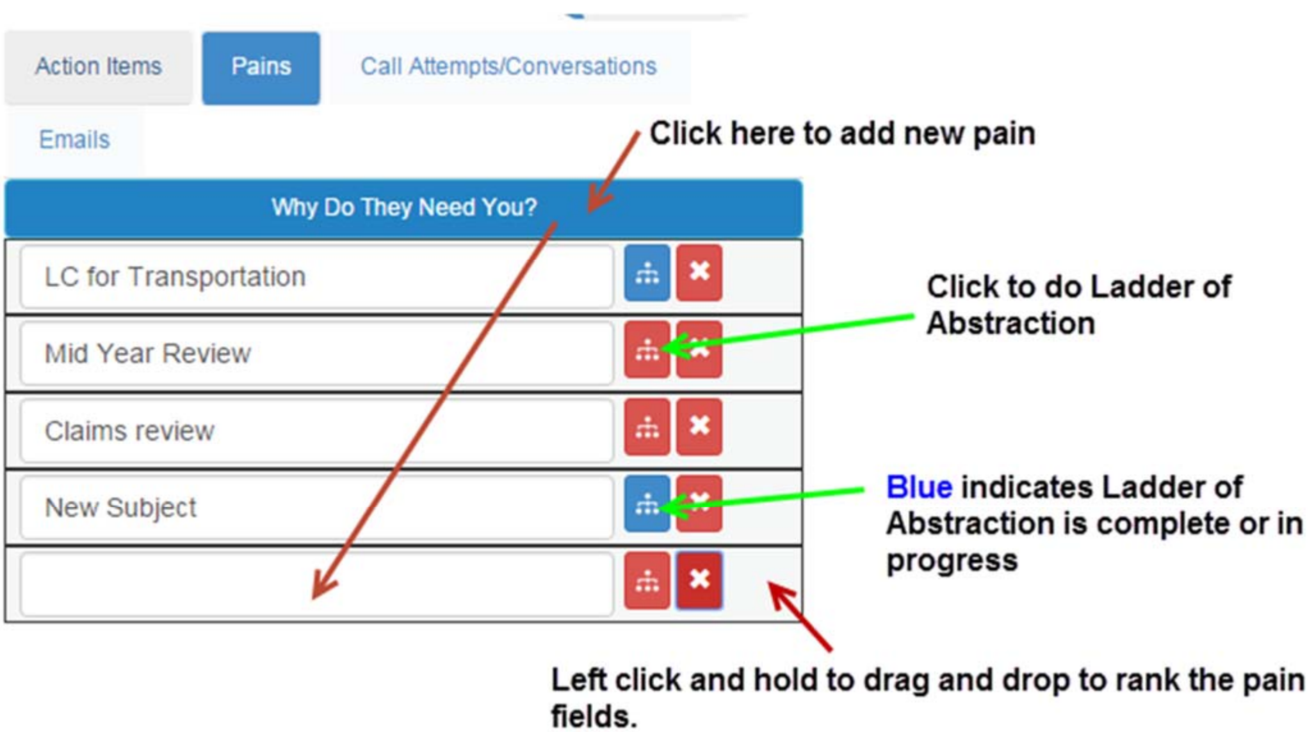
Pre-Call Strategy Instructions	Video 00:07:44

Use iWin database:

1. Add New Opportunity
2. Buyers
3. Incumbent
4. Revenue

Instructions

1. Ask permission to challenge producer.
2. Get out the prospect's pain (Push/pull until cup is dry. Best stuff generally comes out last.)
3. Rank Most Important to least important to help you win – what's #1?
4. Take #1 and do a Ladder of Abstraction



Soundbites/Scripts	Video 00:07:05

Finding Pain

Coach Script:

1. *"Do I have your permission to hold your feet to the fire and challenge you on this"?*
2. *"It's what you do that the incumbent doesn't do, is where this prospect is being underserved – but doesn't know it - do you agree with me on that"?*
3. *"OK then, if the prospect has those guys (incumbent), why do they need you"?*

You are listening for service related actions, such as:

- Review contract
- Project Experience MOD
- Update equipment list
- Value properties
- Market the account
- Analyze exposures

You're listening for an action to an object, but if you start too abstract or general, it will be almost impossible to do a good ladder!

Examples: Risk Management, Loss Control and Claims Management are very broad. Get your producer to be as specific and concrete as possible.

Turn the other guy's negative into your guy's positive action

Occasionally you'll get what the incumbent is NOT doing; when you do, you turn the other guy's negative into your guy's positive action.

- Claim wasn't covered.
- The price was too high.
- Agent is not providing good service.
- Agent is not responsive.
- Not providing loss control.
- Not helping with claims.

Coach Script:

4. *"Yeah, but you wouldn't do any better"?*

5. *"OK, what would you do"?*

3rd party issue

Occasionally you'll get a third party issue like "the agent retired" which becomes a thought-stopper (the producer quits thinking) so take that issue off the table, make it a non-issue.

Other 3rd Party Issues:

- Carrier non-renewed.
- Never see agent.
- Agent is retired.

Coach Script:

6. *"Suppose that wasn't an issue… would this account be better off with you than where it is? Why"?*

Challenge to go deeper – get more…
(More weight, more reps - makes you stronger!)

Coach Script:

7. *"A high school kid could do that… what else?"*
8. *"Come on… there has to be something else… what is it?"*
9. *"Is that all there is"?*

Note: Push/pull until cup is dry. Best stuff generally comes out last, # 5, 6 or 7.

Finding Pain - Ranking

Coach Script:

10. *"Rank these from your perspective Most Important to Least Important to help you Win… What's #1, #2, #3"?*

Note: Pick #1 and do a Ladder of Abstraction.

Ladder of Abstraction

Ladder of Abstraction	Video 00:07:44

Mindset & Expectations

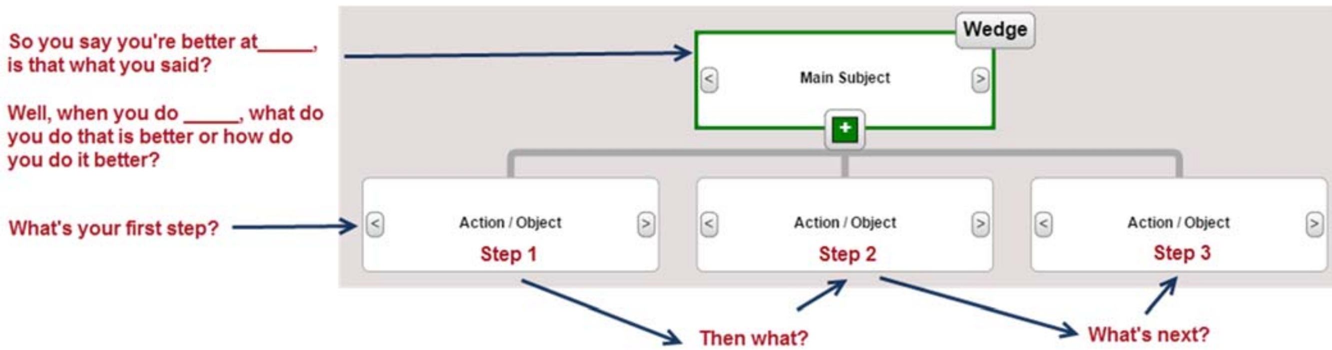
1. I’m trying to get my producers to express themselves in a **logical** manner.

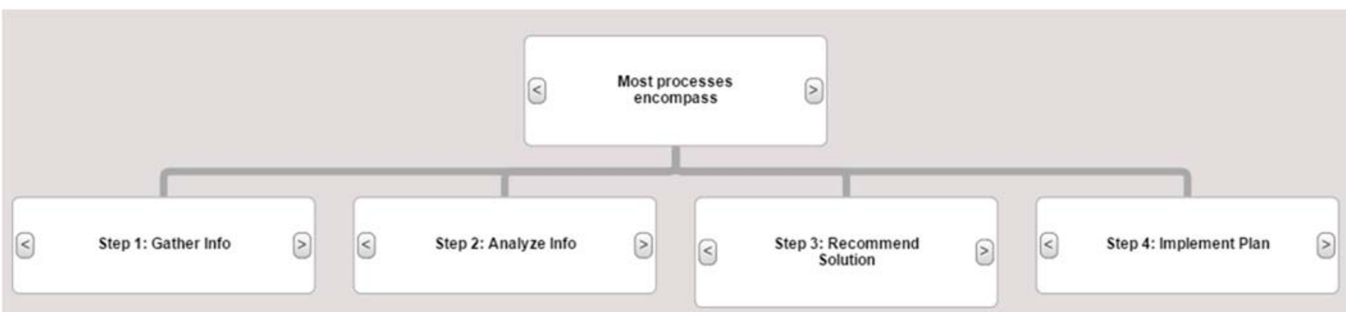
2. I’m trying to **dig out** of them, the unknown… or that which is only barely conscious to them.

3. If I can help them get **clear** on this, they will be able to share it more effectively and win… so I’ve got to stay totally focused.

4. I am looking for, listening for an action to an object or verb to a subject . . . example: shoot basketball, cook food, season steak, jump high.

Ladder of Abstraction Process





Filters for Ladder of Abstraction

You are actively filtering this information in your mind as you are doing a Ladder of Abstraction:

1. Do I understand it?

2. Does it have an action/verb?

3. Is it relevant to the situation?

4. Is it a part of the process (the parent node) or part of another process?

5. Is it in order? Is it the next most logical step?

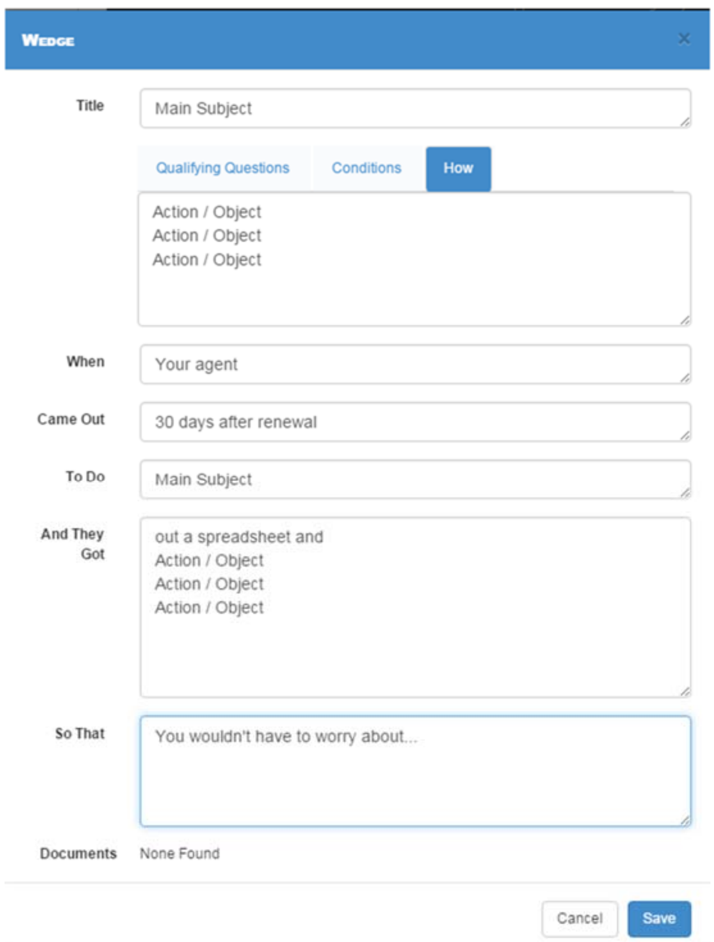
6. Listen carefully. Eliminate brand names or buzz words and replace with common things that people would understand. Example CSR 24, Mod-Master, Zywave.

Writing Wedges

Process for Writing a Wedge (Recipe Card)	Video 00:06:22

Use iWin database:

1. From Ladder of Abstraction, Click ‘Wedge’ on parent node.
2. Script your Recipe Card
3. Refine the pain statements
4. Click on the Qualifying Questions tab and add Qualifying Questions.



Coast-to-Coast Pre-Call through Writing a Wedge	Video 00:05:43

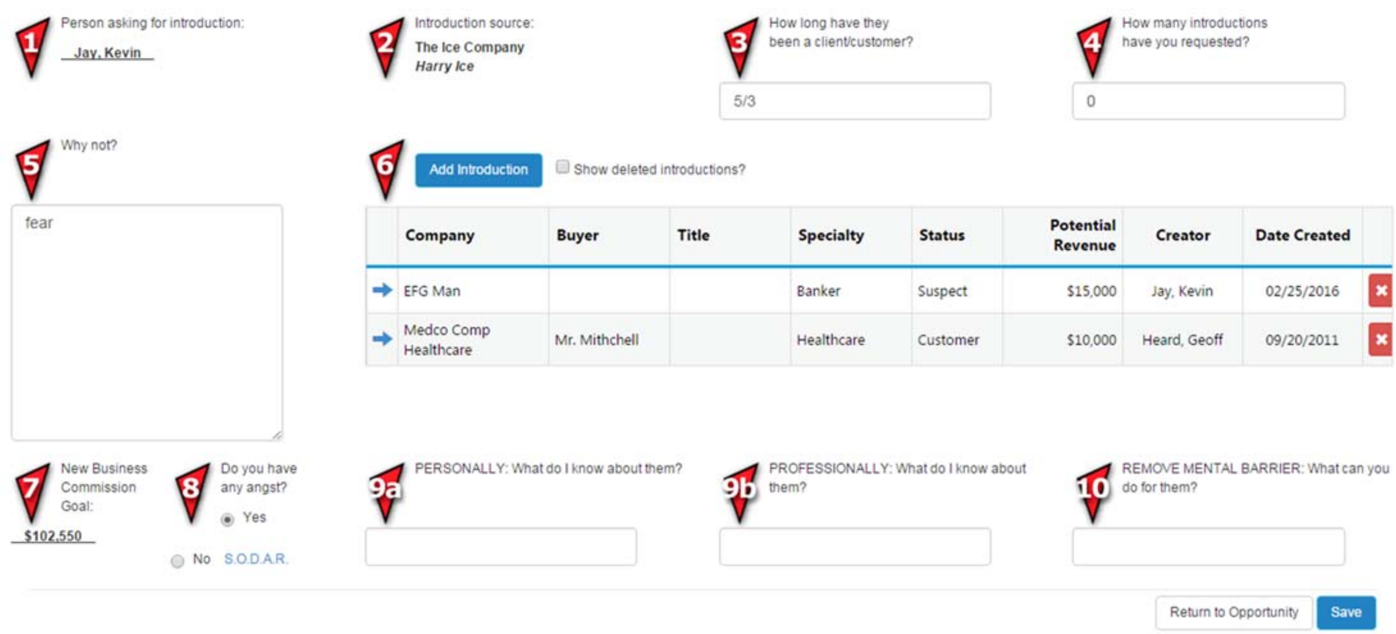
Red Hot Introductions

Process for Red Hot Introductions	Video 00:04:18

Use iWin database:

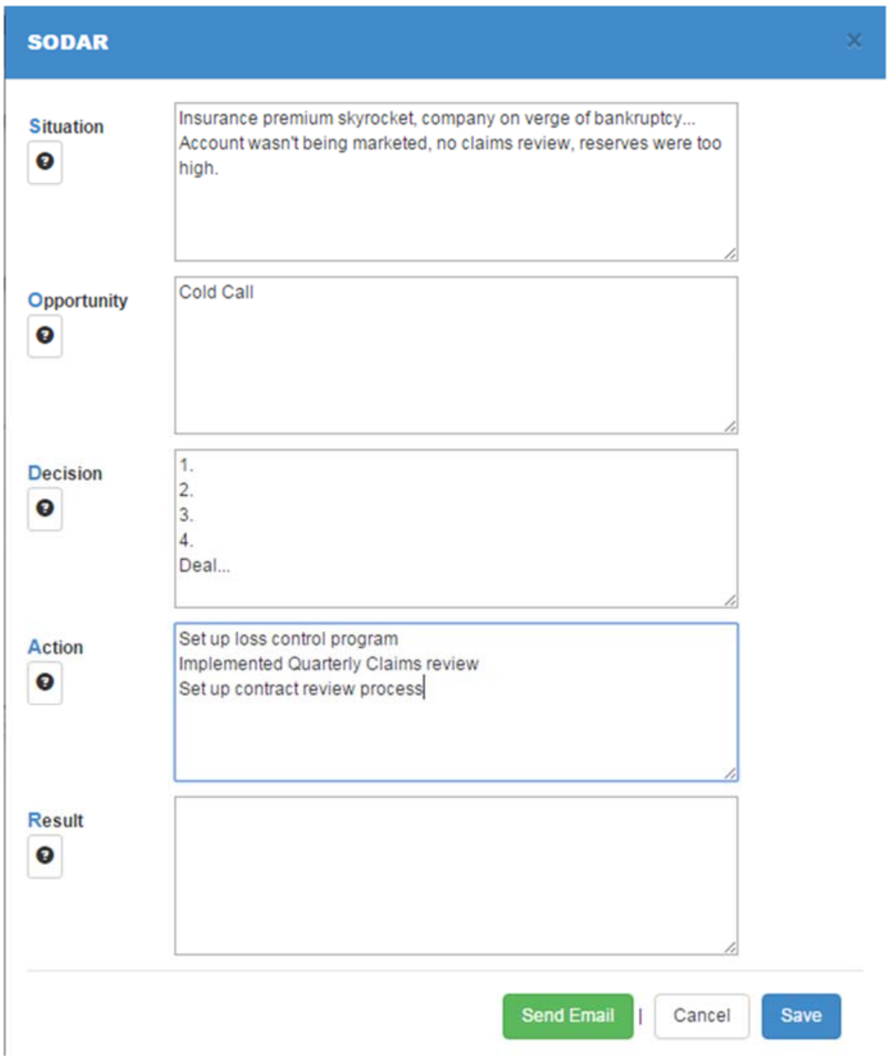
Part 1 – Creating the Flow

1. Select Opportunity
2. Click on RHI icon next to buyer name
3. Complete Steps 1 through 7



Part 2 – SODAR

1. Go to Step 8; click No to go to SODAR pop-up
2. Complete SODAR



Red Hot Mental Barriers	Video 00:10:56

Feedback or Questions:
If you have any feedback or questions, please contact:
Marja van Oijen marja@thewedge.net (214) 446-3206

Action Verbs

Accelerate
Accomplish
Achieve
Acquire
Adapt
Address
Advance
Advise
Advocate
Analyze
Apply
Appoint
Arbitrate
Architect
Arrange
Ascertain
Assemble
Assess
Assist
Author
Authorize
Brief
Budget
Build
Calculate
Capture
Catalog
Champion
Chart
Clarify
Classify
Close
Coach
Collect
Command
Communicate
Compare
Compel
Compile
Complete
Compute
Conceive
Conclude
Conduct
Conserve
Consolidate
Construct
Consult
Continue
Contract
Convert
Coordinate
Correct
Counsel
Craft
Create
Critique
Decrease
Define
Delegate
Deliver
Demonstrate
Deploy
Design
Detail
Detect
Determine
Develop
Devise
Direct
Discover
Dispense
Display
Distribute
Diversify
Divert
Document
Double
Draft
Drive
Earn
Edit
Educate
Effect
Elect
Eliminate
Emphasize
Enact
Encourage
Endure
Energize
Enforce
Engineer
Enhance
Enlist
Ensure
Establish
Estimate
Evaluate
Examine
Exceed
Execute
Exhibit
Expand
Expedite
Experiment
Export
Facilitate
Finalize
Finance
Forge
Form
Formalize
Formulate
Found
Generate
Govern
Graduate
Guide
Halt
Head
Hire
Honor
Hypothesize
Identify
Illustrate
Imagine
Implement
Import
Improve
Improvise
Increase
Influence
Inform
Initiate
Innovate
Inspect
Inspire
Install
Institute
Instruct
Integrate
Intensify
Interpret
Interview
Introduce
Invent
Inventory
Investigate
Judge
Justify
Launch
Lead
Lecture
License
Listen
Locate
Maintain
Manage
Manipulate
Manufacture
Map
Market
Mastermind
Measure
Meditate
Mentor
Model
Modify
Monitor
Motivate
Navigate
Negotiate
Nominate
Normalize
Observe
Obtain
Offer
Officiate
Operate
Orchestrate
Organize
Orient
Originate
Outsource
Overcome
Oversee
Participate
Perceive
Perfect
Perform
Persuade
Pilot
Pinpoint
Pioneer
Plan
Position
Predict
Prepare
Prescribe
Present
Preside
Process
Procure
Program
Progress
Project
Project Manager
Promote
Propose
Prospect
Provide
Publicize
Purchase
Purchase
Qualify
Question
Rate
Realign
Rebuild
Recapture
Receive
Recognize
Recommend
Reconcile
Record
Recruit
Redesign
Reduce
Reengineer
Regain
Regulate
Rehabilitate
Reinforce
Rejuvenate
Render
Renegotiate
Reorganize
Report
Reposition
Represent
Research
Resolve
Respond
Restore
Restructure
Retrieve
Review
Revise
Revitalize
Satisfy
Schedule
Secure
Select
Separate
Serve
Simplify
Sold
Solidify
Solve
Specify
Speak
Standardize
Stimulate
Streamline
Structure
Succeed
Suggest
Summarize
Supervise
Supply
Support
Surpass
Synthesize
Systematize
Tabulate
Target
Teach
Terminate
Test
Thwart
Train
Transcribe
Transfer
Transform
Transition
Translate
Troubleshoot
Unify
Unite
Update
Upgrade
Use
Utilize
Verbalize
Verify
Win
Write

Purpose of Picture Perfect

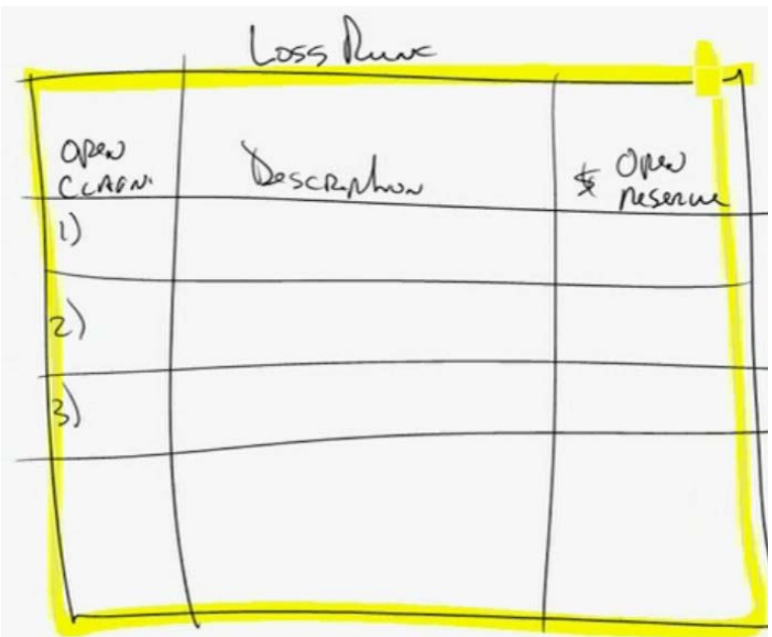
Help your prospect visualize the difference between what they have and what they could have.

How to create a Picture Perfect Wedge

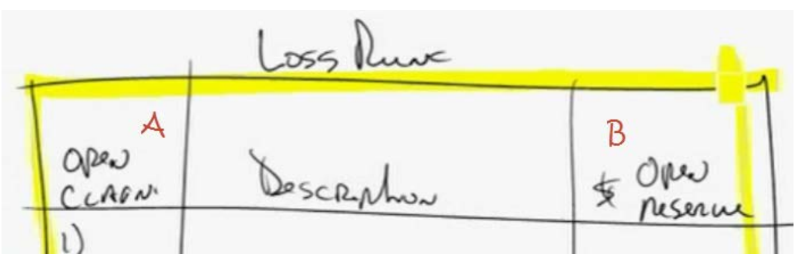
Example: Claims Review

Step 1: Draw the documentation, so you can describe it.

For Claims Review you'll need to get out the Loss Runs:



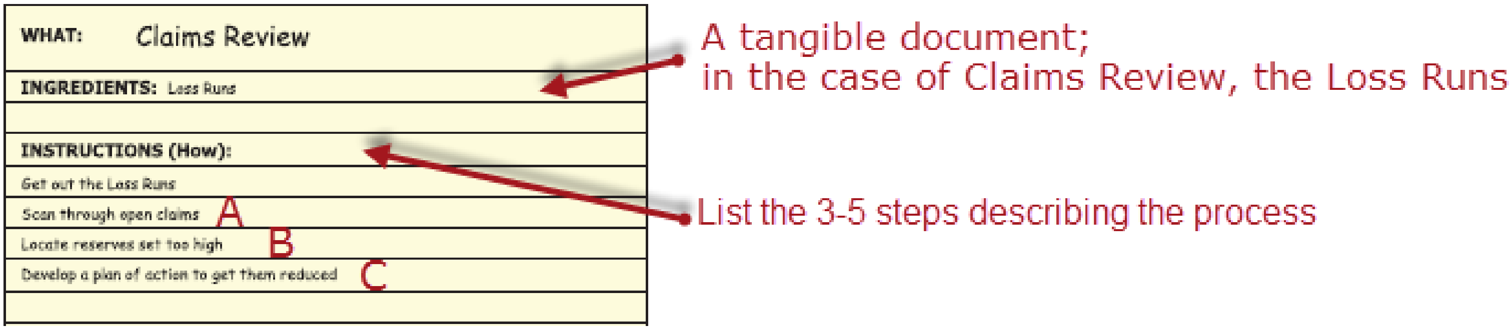
Label the steps:



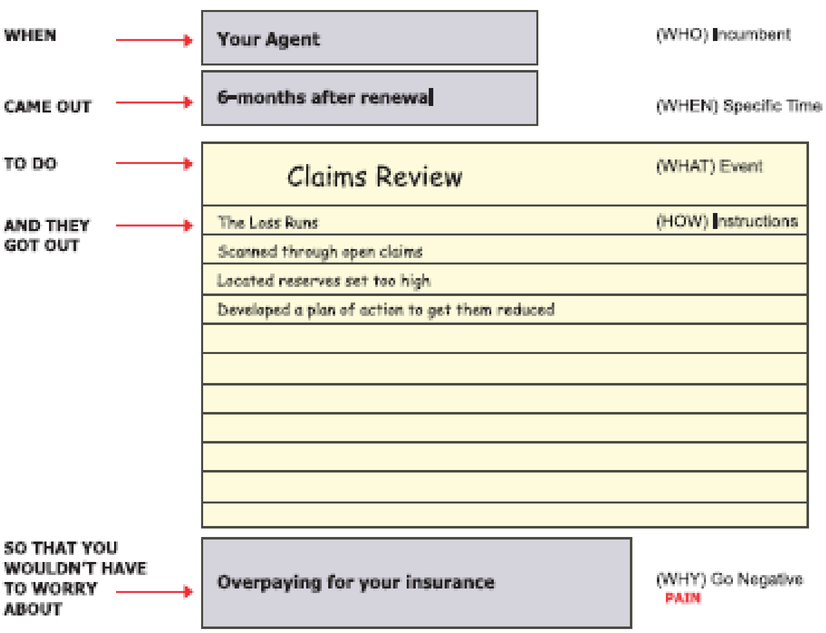
<u>Key rule</u>: You need to have a tangible document (and label it).

Step 2: Write the Recipe Card

Formula starts with a Recipe Card (3x5 card):



Step 3: Rewrite and wordsmith the Recipe Card



Step 4:
Convey your Picture Perfect Script - Use your hands with purpose

iWin™

COACH - QUICK START FOR SODAR

Attribute	What do You want them to say about You?	Why?
Situation	Do you remember what their situation was when you first met? What was everything that was wrong?	We want the producer to recall just how bad this account was screwed up. It's common that we forget this; as a result we're more reluctant to ask for introductions, feeling that we don't deserve it.
Opportunity	Referred, introduced, cold call, positive leverage?	If there is "positive political leverage", we want to take advantage of it.
Decision	Break it down for me step by step, from beginning to end, what you did to win this account? Did you do anything that a high school kid couldn't do? What was it?	We all generalize what we did and how we did it. When doing so it leaves out the real high quality work we performed; we don't take credit for it.
Action	After you got the account, what have you done to keep them out of trouble? Start with the beginning… what else… what else?	This represents the ongoing service the producer has provided. If it's in place, let's make sure they know what it is -; its value and that they take credit for it; this should grow their confidence. Likewise, if it doesn't exist, you'll discover it now and can coach them through what they should do to protect the account and position themselves for a strong story.
Result	Quantify the Results: Have you saved them time? How much? And what is that valued at? Have you saved them money? How much? For how many years? Is that because of your efforts or just the soft market? Total that please. Has MOD gone down? Has claims frequency gone down? Anything else that is quantifiable?	Oftentimes we make a huge financial impact on our clients, but since no one has challenged us on it, we don't know how much it is. Work your producer through the results. Be relentless. Add up all the financial impact. Makes for a much better story.