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# Sales Execution and Opportunity Development for Accurate Forecasting



*“Customized Training for Sundyne”*

SALES CONCEPTS

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## Contents

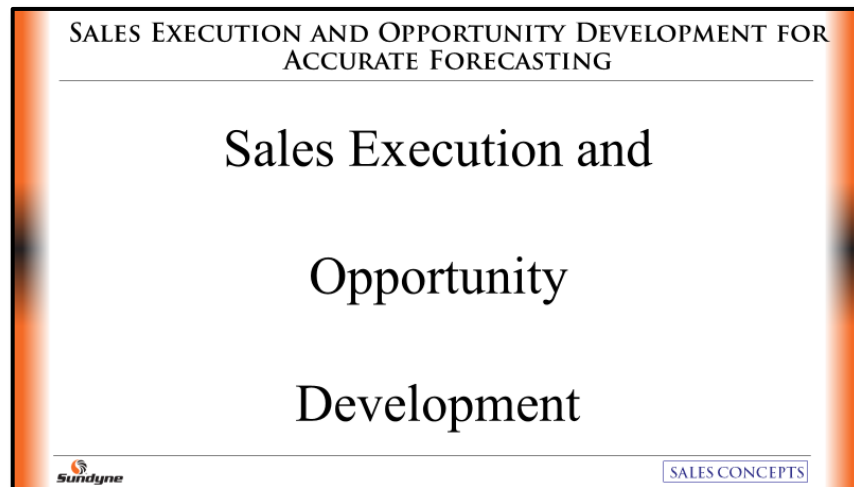
Introduction – Overview – What is opportunity development?.....	5
What is forecasting? Why should we care? .....	8
Types of forecasting. Distinguishing short-term forecasting from long-term forecasting. ....	14
Short-term forecasting – Methodology .....	17
Checking all the boxes. Developing a plan.....	20
Short-term forecasting – Workshop.....	26
Long-term forecasting – Methodology .....	27
Setting and accomplishing meaningful long-term forecasting goals. ....	35
Creating a culture of success with proactive coaching. ....	49
Establishing buy-in and accountability. ....	57
Connect with Sales Concepts! .....	65



# INTRODUCTION – OVERVIEW – WHAT IS OPPORTUNITY DEVELOPMENT?

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## Introduction



What is opportunity development?

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# INTRODUCTION – OVERVIEW – WHAT IS OPPORTUNITY DEVELOPMENT?

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What does a good opportunity look like?

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How do you find them?

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What keeps you from developing them?

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# INTRODUCTION – OVERVIEW – WHAT IS OPPORTUNITY DEVELOPMENT?

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## Winning Opportunities

What do you need to win a new opportunity?

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What keeps you from winning them?

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How do you know when you are succeeding?

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How do you know what's missing?

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# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?

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### SALES EXECUTION AND OPPORTUNITY DEVELOPMENT FOR ACCURATE FORECASTING

What is forecasting?

Why should we care?



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### OBJECTIVE FORECASTING

#### Agenda



- What is forecasting?
- Why forecast?
- What is the impact of objective forecasting?
- What do you need to develop an objective forecast?
- How to create objective forecasts



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Notes:

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# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?

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### OBJECTIVE FORECASTING

#### What is forecasting?




**fore·cast**  
*verb*      gerund or present participle: **forecasting**

Predict or estimate (a future event or trend).  
"Snow is forecast for eastern Ohio."

To calculate or predict (some future event or condition) usually as a result of study and analysis of available pertinent data

Forecasting is the process of making predictions based on past and present data. Later these can be compared (resolved) against what happens.


A prophecy, estimate, or prediction of a future happening or condition

 SALES CONCEPTS


Initially, you might think forecasting determines the probability and timing of closing a deal. Then we must consider the value of the sale. Is it one project or the aggregate of all potential business? Is there a deadline? For example, a forecast for the next quarter or the next year? It turns out there may be more to forecasting than first appears.

### OBJECTIVE FORECASTING

#### Why forecast? What is the impact?



- Helps your company plan for the future
- Helps leadership adjust to changing markets
- Helps management set accurate quotas or goals
- Helps set production goals and allocate resources
- Strong forecasts inspire everyone in the company

 SALES CONCEPTS

In an ideal world, forecasts help production produce the right amount of inventory, and executives plan from a financial perspective, anticipate cash flow, and determine how to invest for the future.

# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?

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OBJECTIVE FORECASTING

Forecasting Perspectives

- The Salesperson
- The Manager
- The Manager's Manager



SALES CONCEPTS

Everyone in an organization views forecasting from a different perspective. To create a proactive and objective forecasting culture, we must consider all involved perspectives.

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# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?

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### The perspective of the Salesperson



What are some of the perspectives of the salesperson when it comes to forecasting? What do they think of it? What is important to them?

1. Virtually all sales professionals feel that forecasting is a form of pressure. Salespeople view forecasts as a form of commitment. Many want to avoid being held accountable.
2. All too often, the salesperson doesn't take the forecasting process seriously. It requires thought and preparation. Significant research often is necessary to forecast accurately.
3. No salesperson gets praise for missing the mark. On the other hand, virtually all salespeople are praised when they exceed the projection; it's seen as clever to sandbag or underestimate.
4. Far more severe is holding back on business that is all but assured or sometimes under-projecting the amount or timing to be a hero.

Most organizations have no direct consequences for a salesperson who misses their quota. Too often, it is seen by all parties as no big deal or something that will 'blow over.' No real consequences occur.

# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?

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### The perspective of the Manager

**OBJECTIVE FORECASTING**

### The Manager

- Forecasts are often seen as pressure
- Frequently based on instinct, not data
- Openness with upper management
- Are they optimists or pessimists?
- What is the effect on compensation?
- The effect on upward mobility

**Sundyne** **SALES CONCEPTS**

How do managers see forecasting? How is it different for a manager than from the team's perspective?

As with salespeople, managers feel pressure from above. Even more so in some cases. Forecasting is not a happy time ordinarily. Committing is a factor.

Too often, experienced managers rely on their experience and instinct, which is seldom as objective as data. Data cannot just be historical but contain effective current and future perspective criteria.

Few forecasts are entirely accurate. Wherever one is in the chain of command, one tends to under promise and over-deliver. This otherwise admirable quality often takes on negative and harmful overtones. No one trusts anyone; no one's word is their bond. Wherever the buck stops, that person depends on those below to tell (and forecast) the truth. Most leaders can deal with good or bad news; they just don't want to be surprised.

Most salespeople fall into one of two categories: Either they are optimists who will sell everyone everything every time and need this hyperbole to deliver whatever that final number may be. Or they are pessimists who will not sell anything to anyone ever and need this attitude as a form of pre-conditioning their failure. Of course, it's difficult to be disappointed when you predict your failure in advance. However, we should remember that while this is primarily a defense mechanism, there are true pessimists who seem to have a problem with every solution!

There may or may not be penalties for managers depending on their compensation programs for poor projection and forecasting performance. However, the manager who delivers what they promise has the keys to the kingdom.

It isn't easy to advance in the organization without the ability to be depended upon, particularly when it comes to forecasting. One might be able to remain in one's position with a mediocre record, but one is highly unlikely to be promoted.

# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?

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### The perspective of the Executives

**OBJECTIVE FORECASTING**

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### The Manager's Manager

- Generally, it's all about the numbers
- Seeks consistency and continuity
- Is often competing with peers
- 1st Priority: Remove obstacles
- 2nd Priority: Remove excuses
- Developing bench strength



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An essential piece of the puzzle, perhaps the most important, is seldom addressed when one encounters the subject of forecasting. You are, by definition, a middle manager when you have people who report to you, and you, in turn, report to someone else. At this level, numbers are often all that matter; there is no place for excuses or extenuating circumstances; you either win or lose, and there are no ties. Nothing drives management crazier than uncertainty and ups and downs. Upper management and executives prefer slow, steady progress over extreme highs and lows.

Executives usually have peers with whom they may compete for accolades, promotions, the boss's ear, and ego gratification. Therefore, nothing is more important than removing obstacles keeping people from succeeding. Once that is done, the people must be held accountable; the manager must be good at detecting assumptions and false premises, dispatching them, and being known for the trait.

Even with the emphasis on numbers, upper management looks to this level to supply depth for either replacing poor performers or retirees or expansion. The manager with the strongest team is in the best position with the C Level.


# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?



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### OBJECTIVE FORECASTING

#### How does forecasting help you?



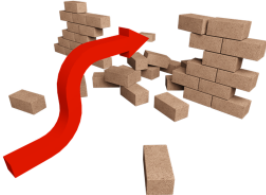
- Accelerates sales cycle
- Find and address weaknesses
- Help you build a proactive plan
- Highlights what's missing
- Helps management know how to support you





Everyone involved in the process feels some pressure when it comes to forecasting. Information is power; the more information you have, the better your ability to forecast. So how do you get information? By asking questions.

### OBJECTIVE FORECASTING

#### What are the challenges of forecasting?



- Hard to predict the future, economy, and market conditions
- Lack of experience, history, or data
- Subjective bias in the seller's mind
- Not understanding or recognizing signals
- Not working with a forecasting mindset
- General uncertainty
- Not fully utilizing tools such as software or CRM
- Lack of commitment – follow through

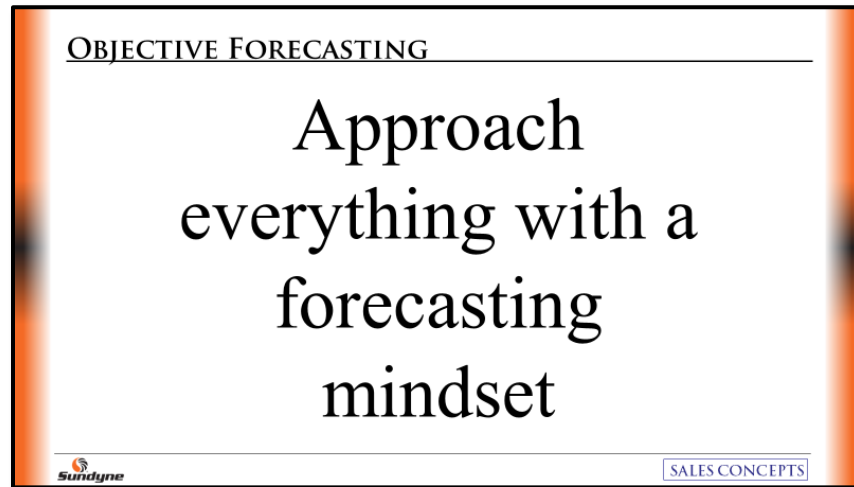


The challenging part of asking questions is coming up with them. The best way to develop insightful questions is to consider the customer's perspective and approach all customers and prospects with a forecasting mindset.

# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?

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# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?

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What we need is an inventory of what is required to forecast. We suggest there are fourteen items we must fully understand to forecast at any level objectively.

OBJECTIVE FORECASTING

We must take a



*“forecasting inventory”*

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We must know where we stand to be able to forecast. We must understand which of the items are missing.

OBJECTIVE FORECASTING

So, what do we need?



And how do we get it?

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# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?


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The fourteen components of winning business are the following:



1. The need is identified and valued.
2. Target close or implementation date established.
3. Is the customer responsive?
4. Is the budget allocated?
5. Preliminary pricing has been discussed.
6. We have obtained positive feedback on the preliminary pricing
7. There is agreement upon tentative details.
8. The economic buyer is identified.
9. Is this prospect a previous or current customer?
10. There are no significant obstacles perceived with the proposal.
11. All technical validation has been completed.
12. Some competition has been eliminated.
13. Do we have a consensus among multiple people in the organization?
14. Have we gotten approval from the economic buyer?
15. Have we negotiated the final pricing?

### OBJECTIVE FORECASTING

#### What we need to forecast winning business?



1. Need has been identified	9. Is this prospect a previous or current customer?
2. Target close or implementation date established	10. There are no significant obstacles perceived with the proposal
3. Is the customer responsive?	11. All technical validation has been completed.
4. Budget is allocated?	12. Some competition has been eliminated.
5. Preliminary pricing has been discussed	13. Do we have a consensus among multiple people in the organization?
6. We have obtained positive feedback on preliminary pricing	14. Have we gotten approval from the economic buyer?
7. There is agreement upon tentative details.	15. Have we negotiated the final pricing?
8. The economic buyer is identified.	



# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?

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Understanding where we stand concerning the fourteen items helps us approach the sales from the customer's perspective.

Understanding where we stand also helps us to develop a plan to move forward. Knowing what we need next will help us move the sales forward. It's said that ABC means *always be closing*. While it may not be realistic to close for the business in a capital-intensive multi-faceted business-to-business environment, it is certainly reasonable to close for the next step. Knowing where you stand helps you determine what's next.

Earn the right to close with the questions you ask!

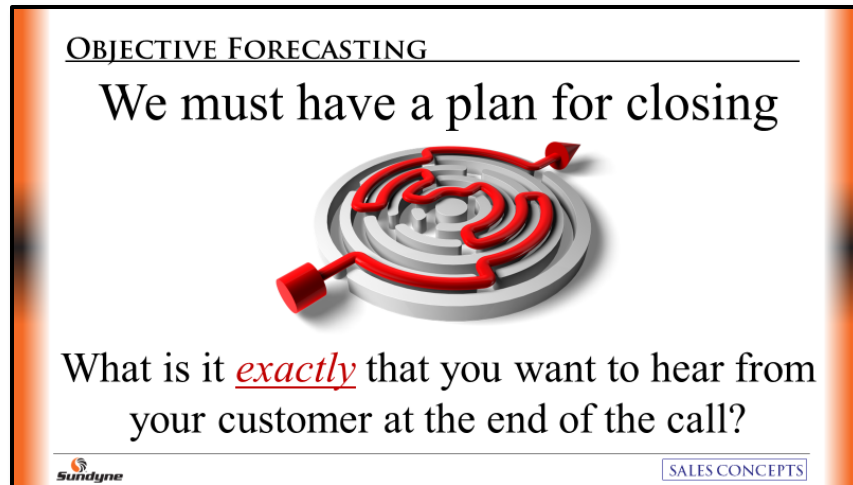


# WHAT IS FORECASTING?

## WHY SHOULD WE CARE?

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Try this. Write down precisely what you want to hear your customer say at the end of the call, and then you will always be able to tell if you are on course throughout the call.



Always be closing – for something!



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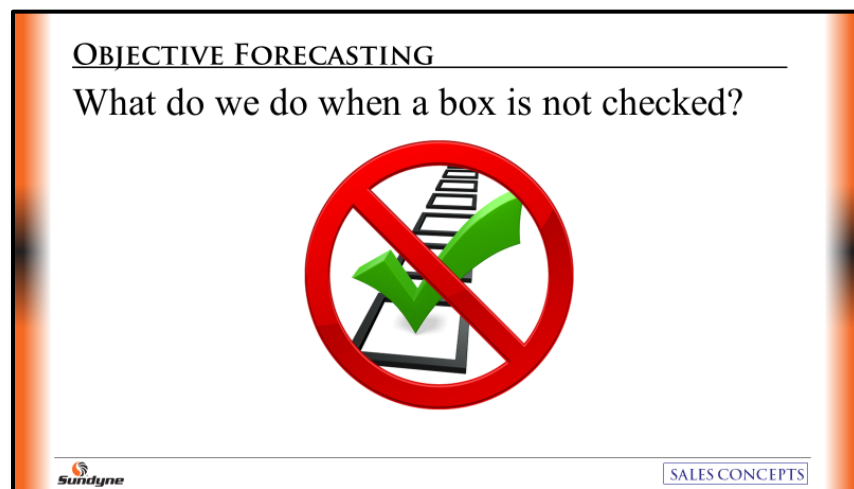
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# CHECKING ALL THE BOXES

## DEVELOPING A PLAN

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What do we do when we can't check a box?

1. The need has not been identified.

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2. The target close or implementation date is not established.

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# CHECKING ALL THE BOXES

## DEVELOPING A PLAN

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3. The budget is not allocated.

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4. There is no agreement on a tentative concept.

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5. Preliminary pricing has not been discussed.

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# CHECKING ALL THE BOXES

## DEVELOPING A PLAN

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6. The economic buyer is not identified.

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7. There is no consensus among multiple people in the organization.

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8. There are no significant obstacles perceived with the proposal.

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## CHECKING ALL THE BOXES

### DEVELOPING A PLAN

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9. Some competition has been eliminated.

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10. We have obtained positive feedback on preliminary pricing.

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11. All technical validation has been completed and agreed upon.

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## CHECKING ALL THE BOXES

### DEVELOPING A PLAN

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12. Final pricing negotiated.

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13. We have approval from the economic buyer..

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14. The prospect is a previous or current customer.

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# CHECKING ALL THE BOXES

## DEVELOPING A PLAN

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15. The customer is responsive.

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### OBJECTIVE FORECASTING

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#### What we need to forecast winning business?

1. Need has been identified	9. Is this prospect a previous or current customer?
2. Target close or implementation date established	10. There are no significant obstacles perceived with the proposal
3. Is the customer responsive?	11. All technical validation has been completed.
4. Budget is allocated?	12. Some competition has been eliminated.
5. Preliminary pricing has been discussed	13. Do we have a consensus among multiple people in the organization?
6. We have obtained positive feedback on preliminary pricing	14. Have we gotten approval from the economic buyer?
7. There is agreement upon tentative details.	15. Have we negotiated the final pricing?
8. The economic buyer is identified.	



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# SHORT-TERM FORECASTING WORKSHOP

 <b>Forecasting and Opportunity Development</b>				
Account/Opportunity: <input type="text"/>				
Date: <input type="text"/>				
Forecasted Revenue: <input type="text"/>				
Identify High Yield Needs		Weight	Status	Forecast
1	Need has been identified.	5%	<input type="checkbox"/>	
	Target close or implementation date established.	5%	<input type="checkbox"/>	
	Budget is allocated?	15%	<input type="checkbox"/>	
	There is agreement upon tentative concept.	5%	<input type="checkbox"/>	
Agree on Need			<input type="checkbox"/>	
2	Preliminary pricing has been discussed.	5%	<input type="checkbox"/>	
	The economic buyer is identified.	5%	<input type="checkbox"/>	
Submit Proposal			<input type="checkbox"/>	
3	There is a consensus among multiple people in the organization?	5%	<input type="checkbox"/>	
	There are no significant obstacles perceived with the proposal.	5%	<input type="checkbox"/>	
	Some competition has been eliminated.	5%	<input type="checkbox"/>	
	We have obtained positive feedback on preliminary pricing.	5%	<input type="checkbox"/>	
Commitment			<input type="checkbox"/>	
4	All technical validation has been completed and agreed upon.	5%	<input type="checkbox"/>	
	Final pricing negotiated.	5%	<input type="checkbox"/>	
	We have approval from the economic buyer.	10%	<input type="checkbox"/>	
Confirm the Sale			<input type="checkbox"/>	
The prospect is a previous or current customer.		10%	<input type="checkbox"/>	
Customer is Responsive.		10%	<input type="checkbox"/>	
Current Forecast Total:				
Current Forecast Value:				-
Developed by Sales Concepts, Inc. - Roswell, GA USA				

For the workshop, complete this form for your top three opportunities.

Download the worksheet here:





# LONG-TERM FORECASTING METHODOLOGY

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SALES EXECUTION – OPPORTUNITY DEVELOPMENT FOR  
ACCURATE FORECASTING

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Long-term forecasting  
Methodology

SALES EXECUTION – OPPORTUNITY DEVELOPMENT FOR  
ACCURATE FORECASTING

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What is different about  
long-term forecasting?

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# LONG-TERM FORECASTING METHODOLOGY

Developing long-term forecasts is vastly different from developing short-term forecasts. The most obvious difference is the level of uncertainty and degree of risks involved over a longer period.

List what you perceive as the potential challenges to developing accurate long-term forecasts here:

Challenges to accurate long-term forecasting:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

Growth does not happen on its own. Growth is achieved with careful planning and meaningful goals.



Thoughts and questions to ponder:

- Where are we now, and where are we going to be?
- How are we going to get there?
- Goals are the vehicle to success.
- Why it's important to have goals.
- Introduction of the process.
- Nothing happens without a goal.
- Working with intent – setting the right priorities.
- What is a goal? How do they work?
- The process of developing, setting, executing, and achieving the proper goals.
- How to pick the right accounts and allocate your time among them.


# LONG-TERM FORECASTING METHODOLOGY

LONG-TERM FORECASTING METHODOLOGY


What do we rely on to  
develop long-term  
forecasts?



LONG-TERM FORECASTING METHODOLOGY



- Data



- Instinct

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# LONG-TERM FORECASTING METHODOLOGY

What type of data do we have?


LONG-TERM FORECASTING METHODOLOGY



- Internal




- External


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LONG-TERM FORECASTING METHODOLOGY

## Internal Data



1. Year-Over-Year
2. Seasonal Distribution
3. Product or Offering Category
4. Territory by Territory
5. Relative Maturity of Territory
6. Upper Management Dictate

 SALES CONCEPTS

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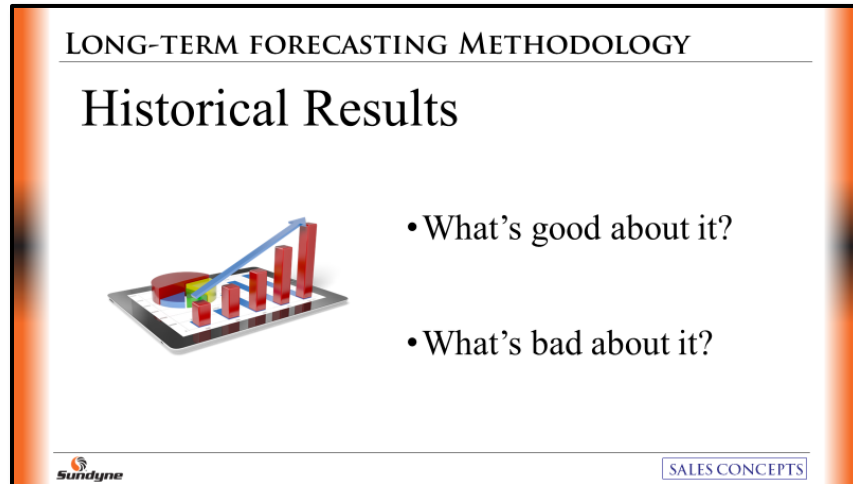
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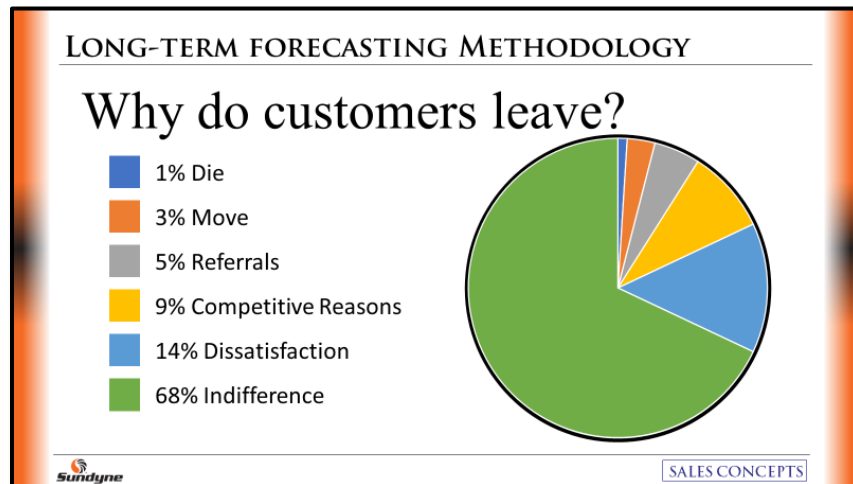
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# LONG-TERM FORECASTING METHODOLOGY



## Why do customers leave?

According to many various sources, the average business loses about 10 to 25 percent of its customer base per year. This doesn't necessarily mean new customers aren't replacing the old, but rather that repeat business is diminished and the company is spending more time, money, and resources attracting new business.



## Horrfying!

68% of customers who leave, leave because of perceived indifference on the part of the company.

# LONG-TERM FORECASTING METHODOLOGY

## LONG-TERM FORECASTING METHODOLOGY

### What's even more horrifying is...



Acquiring a new customer can cost five times more than retaining an existing customer.

Increasing customer retention by 5% can increase profits from 25-95%.

The success rate of selling to a customer you already have is 60-70%, while the success rate of selling to a new customer is 5-20%.



SALES CONCEPTS

## LONG-TERM FORECASTING METHODOLOGY

### Why do customers leave?



### Simple Math!

68% of 10 to 25 percent is 6.8% to 17%!

This means that on average 6.8% to 17% of our customers leave us every year because of perceived indifference!



SALES CONCEPTS

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# LONG-TERM FORECASTING METHODOLOGY

LONG-TERM FORECASTING METHODOLOGY

## Why do customers leave?

When you are a customer,  
when do you feel  
companies pay the most  
attention to you?



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# LONG-TERM FORECASTING METHODOLOGY

LONG-TERM FORECASTING METHODOLOGY

## External Data




1. Overall market trends
2. Industry-specific trends
3. What's hot? What's not?
4. What's surprising? (Good or Bad)
5. Social Media Impact
6. What does the future hold?
7. What will trailblazing look like?



 

LONG-TERM FORECASTING METHODOLOGY

## Instinct (Gut feel – Experience)



- What's good about it?
- What's bad about it?

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# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

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SALES EXECUTION – OPPORTUNITY DEVELOPMENT FOR  
ACCURATE FORECASTING

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## Setting and accomplishing meaningful long-term forecasting goals.

 SALES CONCEPTS


SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS

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### Agenda



- Time vs. Priorities – Manage your priorities, not your time.
- What is the value of your time?
- How do you get an adequate return on it?
- Allocating Time Among Accounts and Activities
- The importance of goals.
- Setting SMART goals.

 SALES CONCEPTS

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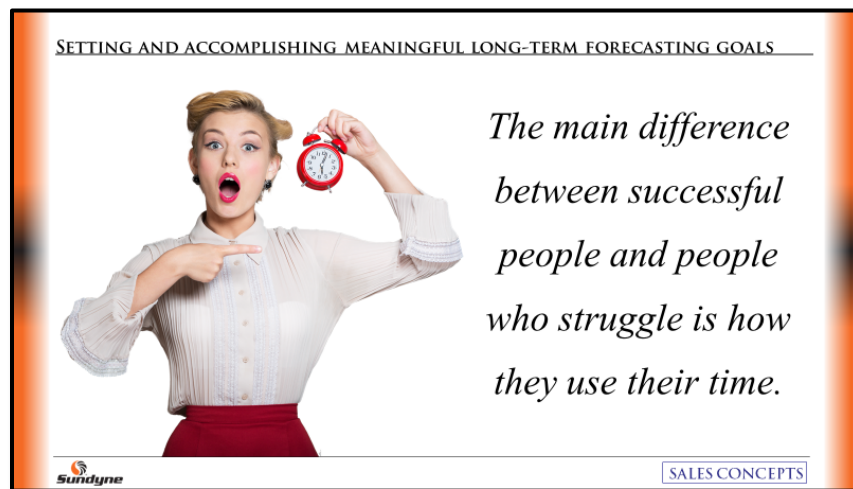
# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

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*“The main difference between successful people and people who struggle is how they use their time.”*

Your day, just like everyone else's, is only 24 hours. Yet somehow, certain people seem to be able to squeeze more from that time than others. What it all comes down to is time management—how you choose to plan, prioritize, and spend the hours you have.

We hope this workshop inspires you to make the most of your 24 hours every day.



One of the oldest saying ever is that time is money. It's true in many ways. For one thing, once you spend money, it's gone. You no longer have that money to spend on anything else. It's called opportunity cost. It's why we have budgets. Time is much the same. When we spend time on one activity, it is gone forever. We can only do one thing at a time. Therefore, like spending money, we need a budget for how we spend our time. We suggest you block your time on a calendar.



# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

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I often hear the excuse from people who fail to accomplish a task, say they did not have time to do it. That is not true. We all have the same amount of time in our days. What we are really saying is that we did not make that task a priority. In other words, we chose to spend our time on a different activity.



*“I did not have time . . .”*

*“Yes, you did! You just chose to do something else.”*

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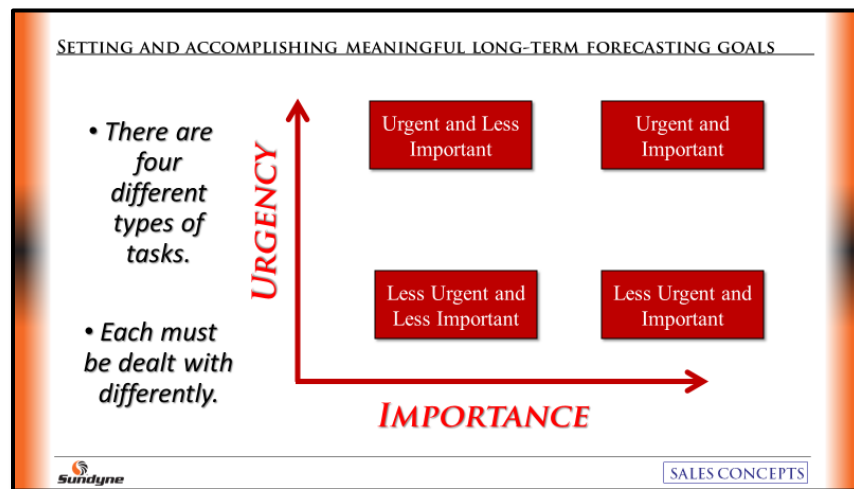
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# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

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## The Eisenhower Matrix

All tasks can be based on two criteria, importance and urgency. Therefore, we can categorize tasks four ways.



When we look at this chart, some tasks are of low importance on the left side graphed across the x-axis. Tasks on the left side are of low importance, and those on the right side are highly important. Then, there is urgency: the higher up the vertical y-axis, the more urgent the tasks. Now you can see tasks that are urgent and important. Some tasks are urgent but not as important. Importance is low, relatively speaking. You can divide all of your pending tasks into these four categories. When there is an urgent and important task, we should do it as soon as possible.

However, we do have to define the word important! What does that mean exactly? One of the most common ways to define importance is to ask yourself a couple of questions. First, what happens if I don't do this? Second, what's my highest payoff activity right now? Ask yourself, of all the things I can be doing, which one provides me with the most return on my time? It might be something that helps you save more time in the future. It might be something that enables you to make money. After you consider the importance of a task, evaluate how urgent it is. Work on the tasks ranked highest in both urgency and importance.

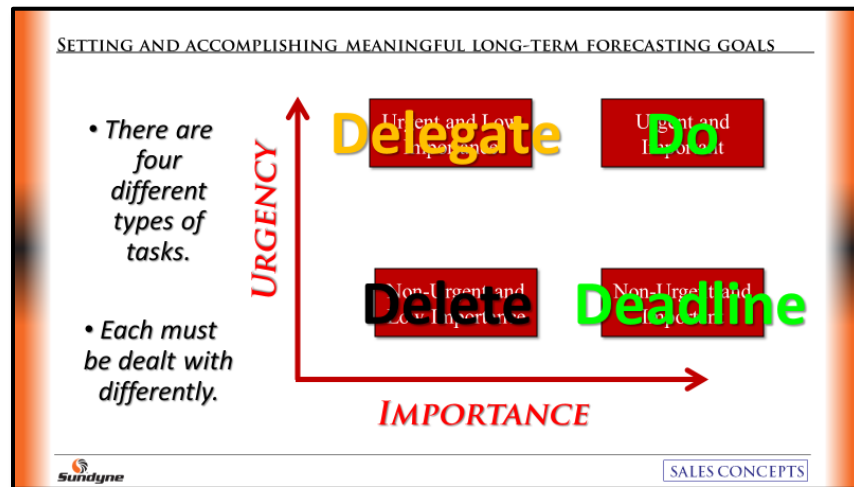
Sometimes these tasks may not be pleasant, but it sure is nice to get them out of the way. And if they're significant tasks, break them down into chunks, and chunk them up on your calendar so that you spend maybe 30 minutes or an hour at a time working on them. If it takes you hours to do and you can't set aside hours to do it, break it down into small bite-sized pieces. You cannot eat a nice meal in one bite.

# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

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Get somebody else to handle less important tasks that are urgent. Use your time for the important tasks that matter. Have others whose time is not as expensive as yours tackle tasks of lower priority.

What about the unimportant and non-urgent tasks? Drop those! The most successful people are good at saying no to things that are not important, especially if they are not urgent as well.



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# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.



To allocate your time properly, you need to know what it's worth. Do you know what your time is worth? We were talking about time being money. Let's suppose a minute is worth \$1. There are 1,440 minutes in a day. You're probably going to use about eight hours sleeping. Then you've got family time, and you have dinner, you should exercise and so forth. So when it comes down to it, how many minutes a day do you actually have to work? Let's calculate and figure out what your time is worth so that you understand that the activities you're spending on it are the ones that are paying you back the most return on your time. Use the following formula to determine how many hours you have in a year to work or see customers.

SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS



<b>Days in a Year</b>	<b>365</b>
<b>Less Weekends</b>	<b>-104</b>
	<b>261</b>
<b>Less Holidays</b>	<b>-8</b>
	<b>253</b>
<b>Less Vacation</b>	<b>-10</b>
	<b>243</b>
<b>Less Personal Days</b>	<b>-10</b>
<b>Workdays in a Year</b>	<b>233</b>

Sundyne SALES CONCEPTS

You have roughly 233 workdays a year. So if you work nine hours a day, you have  $233 \times 9$  hours to work a year or 2,097 hours in a year. Of course, your numbers may differ if you work more or less. These are averages.



# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

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*What is your time worth?*

SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS

*Your time is worth approximately:*

$$\frac{\text{Your goal of } \$X}{2,097 \text{ hours in a work year.}}$$

Sundyne SALES CONCEPTS

Take your goal or quota and divide it by the number of hours you have to work. That is in round figures the value of your time. So it's not about how much you make; it's about how much you produce.

For instance, if your sales goal is two million a year, your time would be worth 953.74 per hour!

SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS

*Your time is worth approximately:*

$$\frac{\$2,000,000}{2,097 \text{ hours in a work year.}}$$

*\$953.74 per hour*

Sundyne SALES CONCEPTS

Now that you know what your time is worth, you should not spend it doing anything worth less than \$953.74 per hour, or you will not accomplish your goal!

# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

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## *How do you allocate your time?*


Now it becomes easier to figure out how much time you should spend on specific activities. For example, how much time should you invest in acquiring \$100,000 of business? The answer is 104.9 hours, or 11.65 days if you work nine hours a day using the formula below.

SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS

*How much time do you have to win  
\$100,000 of business?*

$$\frac{\$100,000}{\$953.74 \text{ per hour}}$$

*104.9 hours or 11.65 days.*

 SALES CONCEPTS


But wait! That's not all! There is more to the story. For example, suppose you only have a 50% chance of winning this business? Then, we must account for the risk to account for all of your time accurately. So the numbers change like this: 50% of 104.9 hours is 52.4 hours. So now we only have 5.8 days to gain this business. If it takes longer, we will have to make up the difference elsewhere or risk coming up short of our goal at the end of the year.

SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS

*How much time do you have to win  
\$100,000 of business with a 50% forecast?*

$$\frac{\$100,000 \times 50\% = \$50,000}{\$953.74 \text{ per hour}}$$

*52.4 hours or 5.8 days.*


 SALES CONCEPTS

# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

*Plan and Budget Your Time for the Greatest Return*

SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS

*We all have the same amount of time.*



*How will you use yours?*


Sundyne SALES CONCEPTS

Now that you understand the value of your time, you can use it strategically to develop longer-term plans. Block your time on a calendar. To-do lists are not as effective.

SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS

Executing a Strategy

Where are you now?  
Where do you want to be?



Short term – 1 year

- Reach \$2M in orders
- Land 1 major new account

Intermediate – 2 to 3 years

- Reach \$4M in orders
- Land 4 more major accounts.

Long term – 3 to 5 years

- Reach \$6M in orders
- Become the go to for resource for my industry

Sundyne SALES CONCEPTS

Notes:

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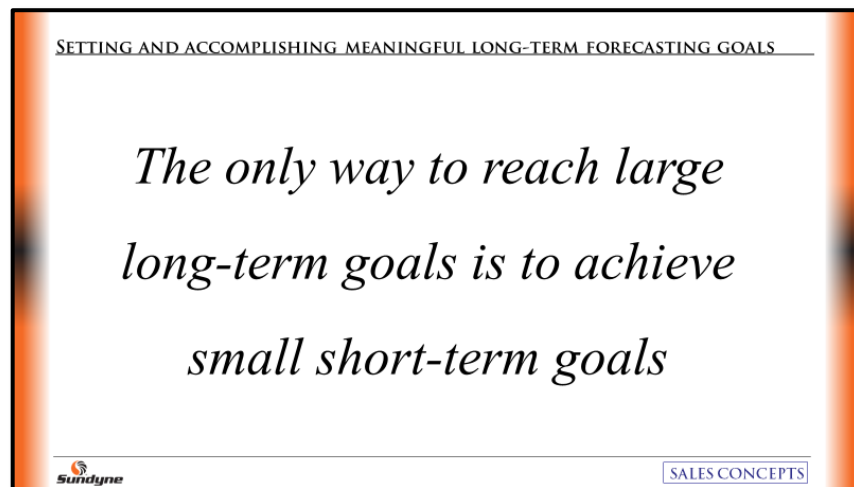
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# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

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What do you want to accomplish in one year? What about two to three years from now? Where do you want to be five years from today? Now is the time to start thinking about this if you are not already. Work backward from your long-term goals. Divide them up into short-term goals and review your progress regularly.



What are you going to do to get there?

Annually:

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Quarterly:

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# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

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SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS

Possible courses of action:

- Prospecting – What type of accounts?
- Networking – What events and who do you want to reach?
- Cold Calling – Use 8-Touch Plan, email marketing/sales sheets
- Social media – Maximize use of LinkedIn
- Social Call – How are you doing
- Training
- Attend any and all project meetings where we can get face time with clients
- Keep the client informed on tech with emails
- Referrals
- Site surveys
- Project meetings
- Quotes – check the detail, make them look good, correct all spelling, names, scope
- process clean orders
- Follow up



SALES CONCEPTS

Monthly:

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Weekly:

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Daily:

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# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

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## *Successful People Set and Accomplish Goals.*

According to *Ink Magazine*, only 8% of businesspeople set and achieve goals! That's one out of every twelve people.



Most people react to things that happen to them and don't proactively plan. Of course, when you plan for things, you are going to deviate from the plan! That's why you should keep a third of your time open in your calendar so that you have time to do the inevitable things that pop up throughout the day. With a third of your time open, unexpected events don't throw your whole day or week out of whack. As with do with our finances with unforeseen expenses, we must budget our time for unforeseen events.

The best way to be prepared for unexpected activities is to block time for all the tasks you want to accomplish on your calendar, and you can just drag them and move them around so that at the end of the week, you've done what you want to do.

Why don't we accomplish our goals? Do you find that there are things you wanted to get done at the end of the week that aren't done? It could be for two reasons. One, you put too much into your week you didn't properly allocate for the time you have. In other words, you over-budgeted your time. Or two, you misjudged how long the activities will take. Either way, you have more work than time. That is why it is important to set SMART goals with your time and budget your time strategically.

# SETTING AND ACCOMPLISHING MEANINGFUL LONG-TERM FORECASTING GOALS.

## *Successful People Set SMART Goals*

Writing your goals, reviewing them, and putting them on your calendar helps you get things done. Unfortunately, most people lack the discipline to live up to the commitments they made to themselves. We all need a documented plan to achieve each of our goals, and that's why we need to use a calendar to allocate time for each goal.



So how do you know when you've set a reasonable goal? A goal is not a goal unless it is a SMART goal.



SMART goals are specific. They're measurable. They require action on your part. They're something you do. They're something you control; they're proactive. They're realistic. You don't want to create a goal that you know you can't meet. "I'm going to double my sales in the next year." Well, maybe that's possible, perhaps it's not. But make sure that the goals you set for yourself are realistic. They should cause you to stretch, but they should also be something you can achieve. Don't make them easy. Make it so that you've got to push yourself to realize them. Lastly, they need to be time-oriented. So this is the criteria that whenever you write a goal, do you have these five criteria? Is it specific? It should cover one thing. Is it measurable? How are you going to know if you've done it or not? Is it time-bound? When are you going to achieve it?







# CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING.

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SALES EXECUTION AND OPPORTUNITY DEVELOPMENT FOR  
ACCURATE FORECASTING


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## Creating a culture of success with proactive coaching.



 

CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING

### Agenda



1. What is coaching?
2. What are the benefits of coaching?
3. Why don't most organizations have a culture of coaching?
4. How to create a coaching culture that inspires growth?
5. Developing and executing a coaching methodology.
6. Tips and ideas.

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# CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING.



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## What is coaching, and why is it important?

CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING

### What is coaching?

- Effective coaching is about asking questions.
- A true leader helps people discover and set meaningful goals and identify specific behaviors or steps for meeting them as well as identifying behaviors and decisions that impede them.
- A true leader and coach helps people clarify milestones or measures of success and holds people accountable.
- Effective coaching is about accomplishing objectives.

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CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING

*“Leadership is aimed not so much at directing people as it is at changing people.*

*If we would be the kind of leaders, we ought to be, we must make it our aim to develop people rather than dictate plans.*

*You can direct people to do what you want, but if they don't change in their heart, you have not led them.”*

John Piper

# CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING.

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**CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING**

## Benefits of coaching




1. Improved performance
2. Accountability
3. Accelerated learning
4. Builds leadership skills.
5. Creates a culture of teamwork.
6. Camaraderie.
7. Creates trust and loyalty.
8. Creates buy-in and engagement.
9. Removes ambiguity – answers questions.
10. Higher morale.


 SALES CONCEPTS

**CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING**

## Creating a Cycle of Growth

1. Define success. Establish the mission.
2. Establish and communicate priorities for each group.
3. Set goals and develop KPIs
4. Execution of activities.
5. Coaching assessment and reflection.



 SALES CONCEPTS

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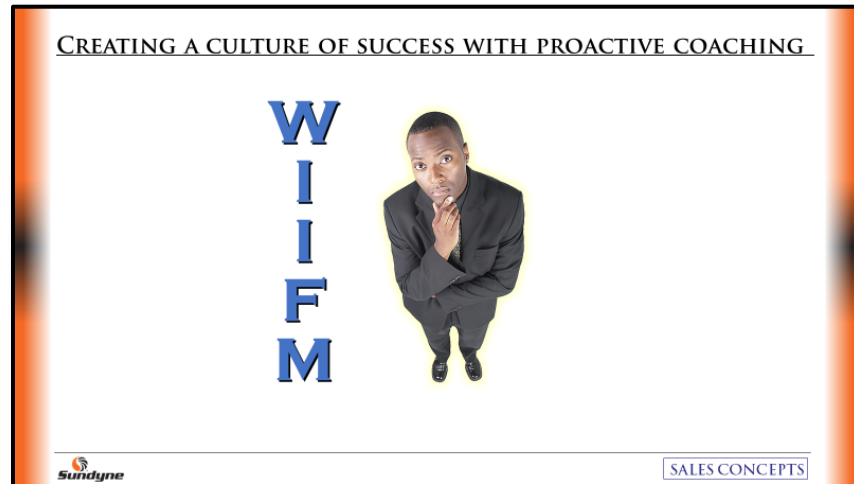
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# CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING.

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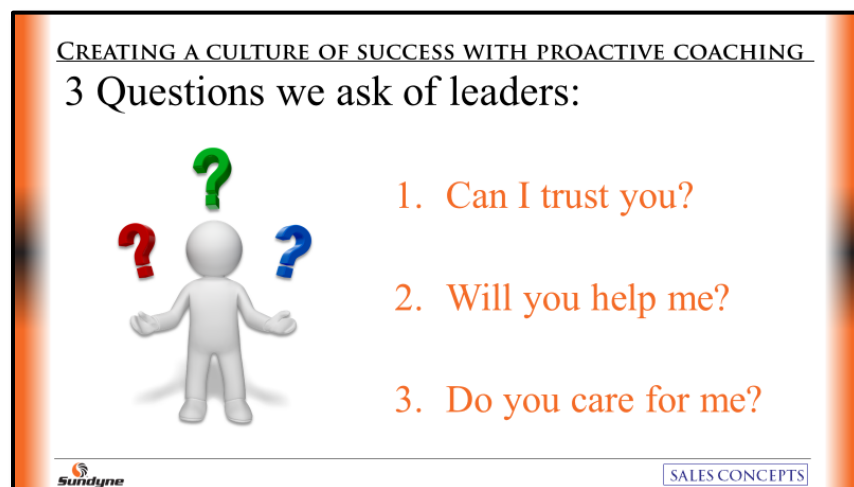
We must answer the following question for coaching to be effective.



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# CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING.



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CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING

## Why don't we coach?



1. Perceived lack of time.
2. Unorganized leadership.
3. Don't know where to start.
4. Established culture.
5. Lack of skill.
6. Not perceived as worth it.
7. Lack of expectations.
8. Employees don't want to be coached.

CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING

## How to create a coaching culture.



1. Be consistent.
2. Be proactive.
3. Sell the value.
4. Share what you know.
5. Ask open-ended questions.
6. Solicit feedback
7. Listen.
8. Share and live your values.
9. Invest in your people.
10. Keep your promises.

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# CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING.

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## CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING

### The Goal of Coaching – Create *Buy-in*

- For coaching to work you must create buy-in in the mind of the person being coached.
- The purpose of coaching is to unlock people's potential to maximize their own performance. It is helping them to learn rather than teaching or telling them.



SALES CONCEPTS

## CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING

### How to react...



- *Listen*
- *Empathize*
- *Ask*



SALES CONCEPTS

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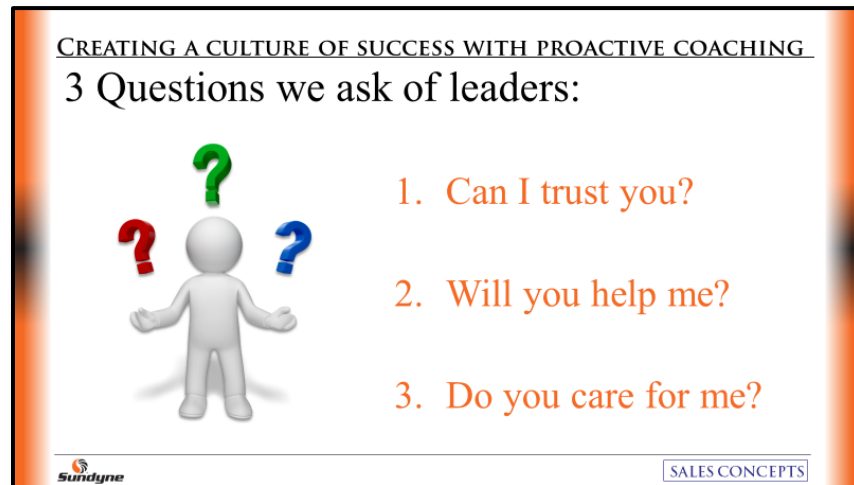
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# CREATING A CULTURE OF SUCCESS WITH PROACTIVE COACHING.

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## 1. Can I trust you?

- Can I trust you to live what you teach?
- Can I trust you to be consistent?
- Can I trust you to be accountable?
- Can I trust you enough to be vulnerable to you?
- Can I trust you to KEEP YOUR PROMISES?

## 2. Will you help me?

- Are you competent?
- Can you help me do the right thing?
- Can you help me do the right thing well?
- Will you let me make mistakes?
- Can you help me succeed?

[illegible]



# ESTABLISHING BUY-IN AND ACCOUNTABILITY.



Most of us agree that while leadership and management are related, there are distinct differences.

How would you differentiate Leadership and Management?



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## ESTABLISHING BUY-IN AND ACCOUNTABILITY.

What is the difference between leadership and management?

Leader	Subject	Manager
<u>Change</u>	Objective	<u>Status quo</u>
_____	Time Frame	_____
_____	Decisions	_____
_____	Power	_____
_____	Risks	_____
_____	Planning	_____
_____	Energy	_____
_____	Credit	_____
_____	Blame	_____
_____	Concern	_____
_____	Rules	_____
_____	Wants	_____
_____	Persuasion	_____

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# ESTABLISHING BUY-IN AND ACCOUNTABILITY.

Who would you say are the most effective leaders of all time?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

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# ESTABLISHING BUY-IN AND ACCOUNTABILITY.

Who are/were the top three leaders in your life? Why?

Instructions: In the spaces below, please list who you consider the three most influential leaders for you (past or present) and why.

1. \_\_\_\_\_

Why:

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2. \_\_\_\_\_

Why:

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3. \_\_\_\_\_

Why:

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# ESTABLISHING BUY-IN AND ACCOUNTABILITY.



## 1. **Liberty** – Leaders achieve liberty from their lids. They are aware of their potential.

First and foremost, successful leaders are free. Successful leaders are free from their restraints. They are free from biases and ideas that keep them from accepting innovative ideas and better alternatives. They are open to evaluating themselves objectively. Leaders know and accept their strengths and weaknesses. They work to overcome negative emotions that impede their progress. They understand who they are, what they want and how to inspire others to help them.

**Application Thought:** *“Until I free myself from my limitations, I can’t go very far and I certainly can’t take anybody anywhere. Fail to master the Law of the Lid, and I fail to master everything.”*

# ESTABLISHING BUY-IN AND ACCOUNTABILITY.

## 2. **Engagement** – Leaders can only lead to the degree of their engagement.

Leaders who achieve liberty but never engage are like a car with a running engine that is not in gear. Engaged leaders intentionally work to improve their leadership ability. Effective leaders study, invest, and engage in the process of personal growth. They maintain a healthy respect for themselves and others. They understand the importance of integrity, authenticity, and personal growth.

**Application Thought:** *“Without trust, no one will follow me; the by-product of trust is, respect; I gain trust and respect by setting the example for others to follow; without systematically approaching my leadership growth I will lose my way.”*

## 3. **Advancement** – Leaders advance only when they apply the principles of leadership.

Advancing leaders understand and apply the laws of leadership. They continuously work to master and apply the more advanced ones. They understand how to actively influence others. They understand that to actively influence others they have to provide value to others. They intentionally diversify and connect with others how and where they are. They set the direction for themselves and their organizations. They attract and influence other leaders.

**Application Thought:** *“Cloning myself inevitably leads to stagnation. If I can’t connect with others, I have no hope of leading them. If I connect without adding value to them, I just have a bunch of acquaintances. Without navigation, I have a team that has enormous potential but is rudderless. Without connection, addition, and direction, I can’t possibly lead or influence anyone.”*

# ESTABLISHING BUY-IN AND ACCOUNTABILITY.

## 4. **Destiny** – Servant leaders lead with a clear sense of destiny.

Principles of destiny do not come naturally to many leaders. However, they are the bridge to applying the advanced concepts of leadership. The best leaders understand that victory begins with a winning attitude, that victory begins with a mindset. The best leaders encourage, celebrate, and cherish the victories of others. They understand the level of sacrifice it requires to achieve a legacy. Legacy is the long-term vision of successful leadership. To acquire it, the very best leaders bring others with them.

**Application Thought:** *“Victory is the aim of all endeavors, though it comes in many forms. Victory is seldom achieved without sacrifice, particularly on the part of the leader. My (our) legacy will be defined by the indelibility of our accomplishments.”*

## 5. **Efficiency** – Positive momentum growth is attained through maximum efficiency.

Efficiency is the product of advanced leadership and is required to realize higher levels of success. Efficiency is difficult to maintain. Like an entertainer juggling multiple plates, an efficient leader is a master of the principles of intuition, priorities, momentum, and timing. Many endeavors fail because leaders fail to master the principles.

**Application Thought:** *“Intuition saves time, effort and money. Without (or with limited) intuition, I must expend considerable energy to accomplish what is needed. Without the ability to discern what is truly important, my priorities are a moving target. Without a good sense of timing, strong intuition, and a sharp focus, my actions remain just activities and not accomplishments. Momentum works two ways; positive momentum is the product of high intuition, well-set priorities, and an excellent sense of timing. Negative momentum results when one or more of these qualities is lacking.”*

# ESTABLISHING BUY-IN AND ACCOUNTABILITY.

6. **Resonance** – A leader’s resonance is realized by success through exponential sustainable growth.

Resonance is the effect of an event or work of art beyond its immediate or surface meaning; an intense and prolonged sound produced by sympathetic vibration. Consider transcendent leaders from history: Gandhi, Martin Luther King, Jr., U.S. Constitutional signatories, among many others. The effect of their leadership continues to echo or resonate through time. They not only gained followers and created new leaders during their lives, but though they are physically dead, their leadership work continues to echo or resonate through time as new generations follow their lead. Leaders at this highest level develop an inner circle. They empower others even beyond their inner circle. They compel others to buy into their vision. They know and do what it takes to achieve explosive growth. The remarkable thing is that this explosive growth may not occur during their lifetime.

**Application Thought:** *“Resonance has a sense of permanence about it. The stronger the resonance, the longer the legacy. I get there by empowering others. By giving them trust and responsibility. I create buy-in through this empowerment, and my resonance radiates by the number and quality of my inner circle, resulting in explosive growth.”*

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