

Creating a Sales Culture at your Bank

by David Lehman

KANSAS STATE
UNIVERSITY

Ag Lenders Conference
October 8-9, 2019

Sales Culture

Sales Culture is an organization's attitudes, beliefs and behaviors regarding sales engagement and customer success that influence its approach to every touch point with both current and prospective customers

- **Driven by leadership**
- **Supported by everyone in your organization**
- **Results oriented**
- **Customer oriented**



Photo source: fcuniversity.com

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Building Blocks of a Sales Culture



Building Blocks of a Sales Culture

1. Leadership
2. People
3. Process
4. Technology
5. Sales Execution



Building Blocks of a Sales Culture

1. Leadership

- Develop a vision and strategy
- Communicate the vision
- Remove roadblocks
- Generate wins
- Create a coalition
- Establish a timeframe for change



Building Blocks of a Sales Culture

2. People

- Develop the right attitudes
- Change behavior as needed
- Hire and develop sales talent
- Train and coach
- Create a culture of accountability
- Align incentive and compensation plans



Building Blocks of a Sales Culture

3. Process

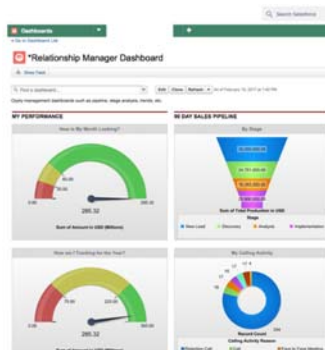
- Manage your sales pipeline
- Monitor daily/weekly/monthly activity
- Drive activity to get results
- Hold people accountable
- Master the sales training and coaching process

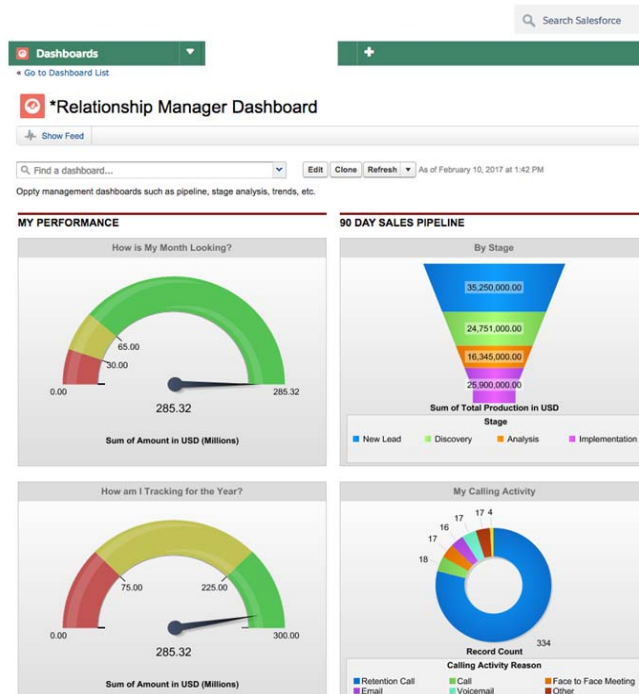


Building Blocks of a Sales Culture

4. Technology

- Use one CRM system
- Train everyone to use the system





Source: Salesforce

Building Blocks of a Sales Culture

5. Sales Execution

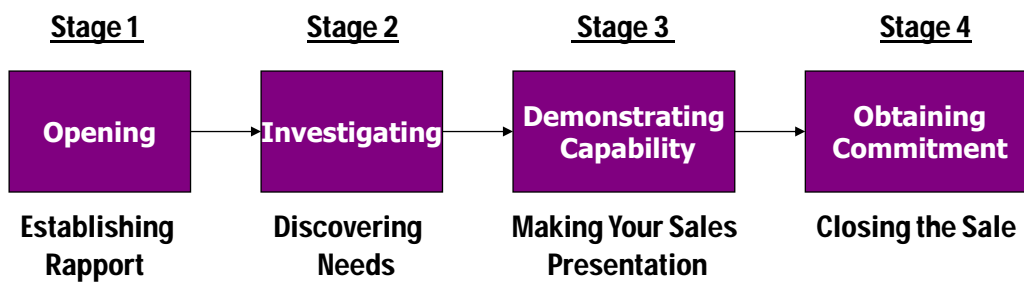
- Sales success is 80% execution and 20% strategy
- Lead the change
- Keep sales team focused and engaged on implementation of the plan
- Be data-driven, keep score and maintain accountability



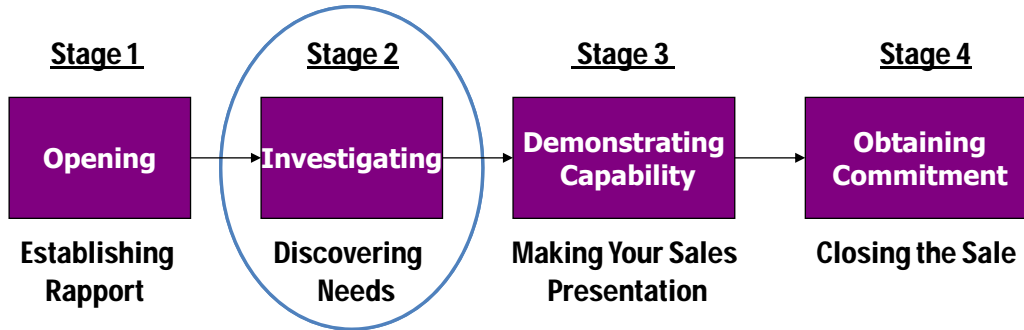
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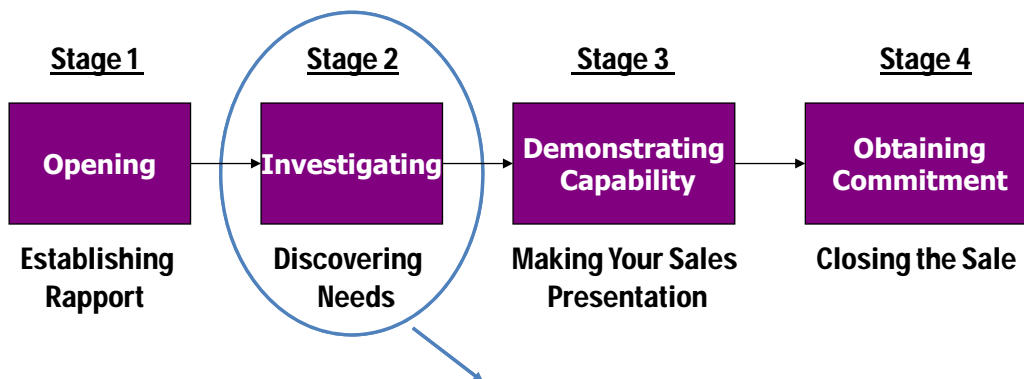
Basic Sales Model: SPIN Selling



Basic Sales Model: SPIN Selling



Basic Sales Model: SPIN Selling



Four types of questions: Situation, Problem, Implication and Need-Payoff (SPIN)



SPIN Selling: 4 types of questions

1. Situation
2. Problem
3. Implication
4. Need-payoff



SPIN Selling: 4 types of questions

1. Situation questions:
 - basic information/fact-finding questions

Examples

“Who do you currently bank with?”

“Could you tell me more about your livestock operation?”



SPIN Selling: 4 types of questions

2. Problem questions:

- discover problems or dissatisfaction

Examples

“Have you had any problems with your current bank?”

“Are you satisfied with your current service provider?”



SPIN Selling: 4 types of questions

3. Implication questions:

- ask how this problem affects you

Examples

“How does this problem affect your farming operation?”

“What would happen if this problem continues?”

SPIN Selling: 4 types of questions

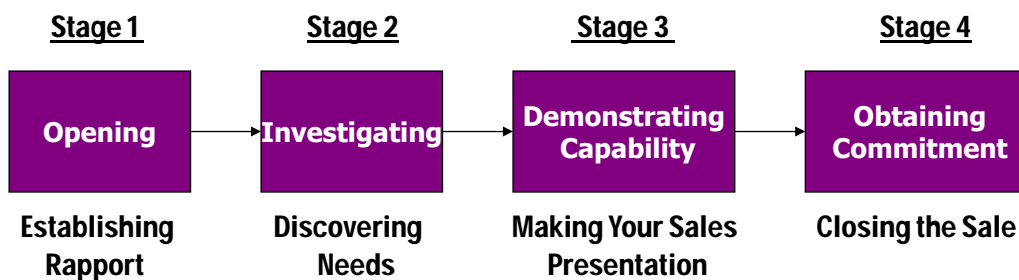
4. Need-payoff questions:

- hint at a solution to the problem

Example

“If I could show you a solution to the problem we discussed, is that something you would be interested in learning more about?”

Basic Sales Model: SPIN Selling



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Keys to Creating a Sales Culture

Leadership and People are the foundation

Dedication to ongoing training and coaching

- Only 55% of companies have formal sales training
- Training can result in 50% higher sales per rep

Data driven ... measure results

Collaborative environment

Healthy competition and accountability

Recognition and rewards for success

Focus on sales execution





Any questions?



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David Lehman

Instructor of Agricultural Sales and Marketing

Kansas State University

305D Waters Hall

Manhattan, Kansas 66506

mobile: 785-341-1537

email: lehman@ksu.edu



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