

# Who to Who Sales Toolkit

## *Analyze and Prioritize*



[www.HowToWho.com](http://www.HowToWho.com)



## Analyze and Prioritize

One of the most difficult things to do when shifting from a selling first focus to a relationship first focus is figuring out who to focus upon. We're going to step through a simple analysis and selection process that looks at the relationships in four categories - existing customers, desired customers, influencers and connectors, and internal people.

We'll go through the process in its' entirety with your existing customers. Once you are comfortable with the process, together we'll go through it again with desired customers, influencers and connectors, and internal people.

### Who Do You Know - Existing Customers

There are customers, and then there are great customers. What's the difference? Could be the amount of money they spend with you. Could be how loyal they are, or whether they make getting the deal relatively easy. Whatever the characteristics, in almost every instance a great customer is someone with whom you have a good relationship.



Great customers are not born, they are made. They take time to develop. Once developed, they take time and attention to maintain them as great customers.

It's time to do a little market analysis. We are going to look at all of your existing customers. Which ones are great? Which ones could be great? Which ones, frankly, are more trouble than they're worth?

We start by asking a simple question:

### **With whom are you achieving success?**

The goal is to identify the existing customer relationships that are important to your business. The first step in doing that is to inventory your relationships. Let's begin with a simple 80/20 analysis of your existing customers.

If your business is like most businesses, 80% of your revenue is generated by 20% of your customers (or some relatively close ratio). Rank your customers in terms of revenue.

Next, we're going to break out the customers into groups of ten using a tool called The Relationship Wheel.

### **Step One - The Relationship Wheel**

The Relationship Wheel (page 5) is a simple tool for gaining focus. All relationships may be important, but not all relationships are equal. We want to identify the relationships that propel growth.

You occupy the center of The Relationship Wheel and the ten outer circles are your customer relationships. In the first Wheel you complete are your top ten customers. Wheel #2 is the second ten, Wheel # 3 the third ten, and so on.

To guide your selection think about the underlying principle of the Sales Megaphone. The megaphone represents beginning from a position of strength and building upon it. Identify where you are already successful.

The people who already know, like and trust you. They are fans, and they are fans for a reason. Begin with them.

If you have hundreds of customers, complete enough Wheels to represent the top tier of your customer base. This might be the 20% of customers producing 80% of your revenue; it could be just your top ten as a starting point.

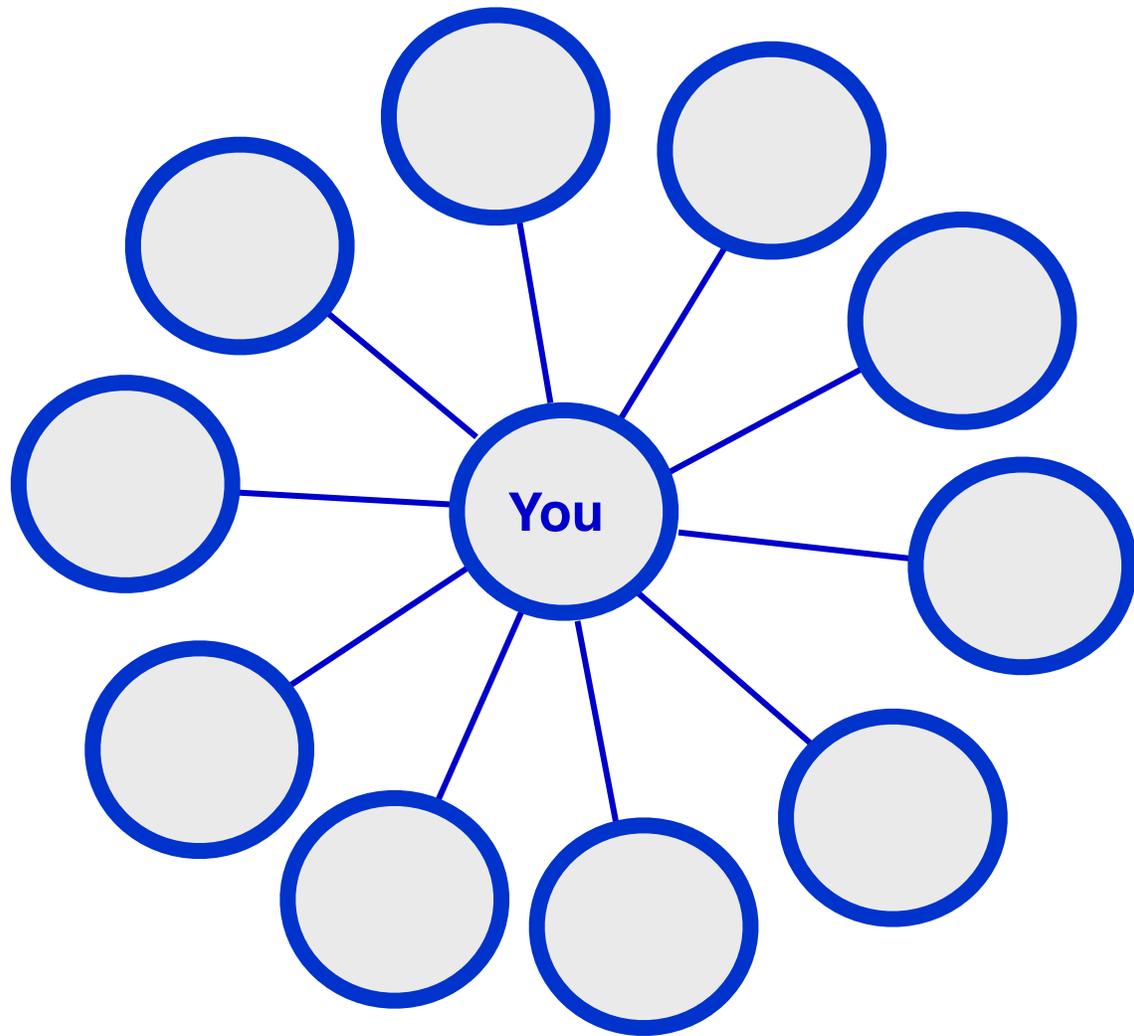
*Think of the Relationship Wheels as a depiction of the Relationship Capital you've built up.*

If someone is spending money with you, they are a fan. There is also consideration for growth potential, where a customer is not currently at the top of the revenue list, but they definitely have the potential to be. Go with your gut.

**The goal is to fill out enough wheels so the current top customers are identified, and the “best of the rest” are also identified in a Relationship Wheel.**

Note: All the forms you need for developing your Sales Plan are available for download at [www.HowToWho.com](http://www.HowToWho.com). You simply log in to download.

## The Relationship Wheel



**You've identified your existing customer relationships in some sense of priority order. The next step is to rate each relationship in terms of strength of relationship and importance to business. In every case use a scale of 1 to 5, low to high.**

## **First, rate Strength of Relationship.**

Strength of relationship reflects how well you know the person and how well they know you. Think about it this way. Could you ask someone how they would rate the strength of their relationship with you? The ability or

***Remember the  
Sales  
Megaphone.***

comfort in being able to ask that question freely and openly reflects a strength in the relationship. If you are not comfortable asking that question then the relationship strength is lower.

***Let your  
successes guide  
you to future  
success.***

Keep in mind that assessing relationship strength from our own perspective is biased. Imagine a third party assessing an interaction you are having. What would they see? Is there an ease and authenticity in the interaction? Would they see body language that reflects an open exchange? Try to honestly be that third party when evaluating the strength of a relationship.

Finally, trust your gut. We are pretty good at sussing out how well connected we are to another person. Follow your instinct.

## **Second, rate Importance to Business.**

Importance reflects the value of a relationship to your success, not only today but going forward as well. When thinking about importance, potential matters. Loss matters more. How deep would the impact be if you lost a relationship?

Potential is a reflection of what the future could be. As in assessing strength from our own perspective, there is a built in bias. When thinking about potential importance, consider the other person's perspective. Is the

relationship as important to them as it is to you? Admittedly, they don't know all that you know and that's why you want to build the relationship further. Follow your instinct, but temper enthusiasm with reality as you imagine how the relationship might unfold.

Our goal with these ratings is not precision. Rather, we want to develop a relative comparison among the relationships you've identified.

We keep the rating scale simple – **1** (low rating) to a **5** (high rating). Assign a 1-5 rating for Strength and Importance for each of the relationships in your wheels. Every relationship in each of your wheels will be marked, for example: **3S, I5**, which indicates a strength of **3** and an importance of **5**.

## Step Two - The Relationship Matrix

The Relationship Matrix is your analysis and selection tool. It helps you develop insight and focus; it helps you figure out where to begin.

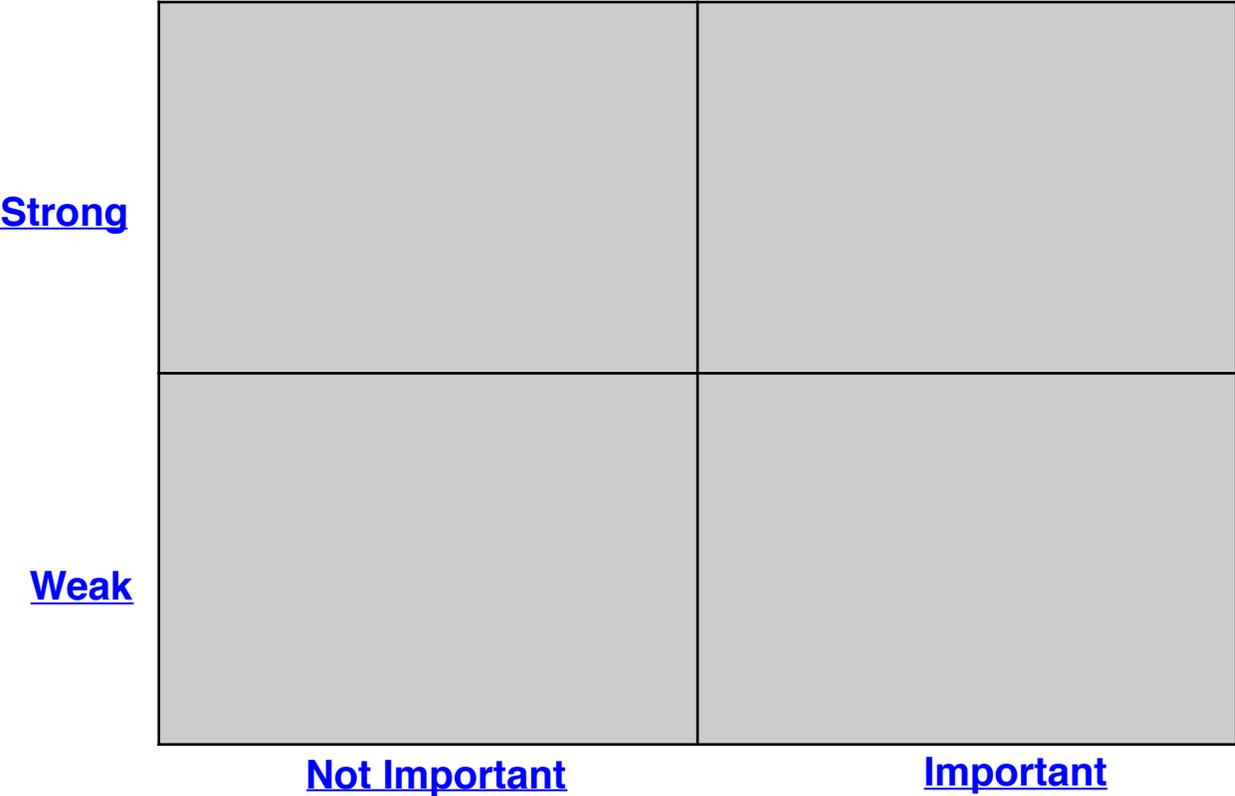
Where the Relationship Wheels inventoried your relationships, the Relationship Matrix helps you evaluate relationships relative to one another. From there you will make selections and prioritize the relationships you want to strengthen and/or develop.

The matrix is a simple 2x2 plotting the strength rating against the importance rating. **Use one matrix for each relationship wheel.** Take the relationships in each of your wheels and plot them into its corresponding matrix based upon its strength and importance.

For example, if one of the relationships was rated 5 for importance and 5 for strength it would be in the far upper right corner. If another relationship

was rated 5 for importance but only a 2 for strength, it would be in the lower right quadrant.

### The Relationship Matrix



### Urgency

Once you've plotted each relationship in its respective matrix, you need to consider Urgency before you can decide where to begin.

Customers who are currently active and looking to buy have a greater urgency than those who are not. In the matrices, put a circle around every relationship that you deem urgent. They merit a higher priority.

## Who Do You Want To Know - Desired Customers

Selling something to an existing customer is a great feeling. Selling something to a new customer is an even greater feeling. You've worked with someone to the point where they trust you enough to give you their money. That's pretty cool.

Desired customers represent opportunity and growth. Existing customers can continue to spend more, but there is usually a ceiling on how much that will be. New customers represent where the business is going. Identifying appropriate new customers is an important process.

As with existing customers, great new customers are not born, they are made. Let's identify the desired customers you want to know.

Think about the market analysis you did with existing customers. Which customers are great? Why are they great? Why do they buy from you? Again ask the simple question:

### **With whom are you achieving success?**

This time when asking this question, we want to think about the answer as a pointer. Look at the top 20% of your customers. Simply put, we want more of the same.

With Desired Customers, identify potential Customers that share some type of characteristic with your existing fan base; a characteristic that would predispose them to connecting with you. They may be similar in terms of industry, size, needs, or any other factor that would make an introduction to them valuable. Through this analysis, create your list of Desired Customers.

Now you're ready to build Relationship Wheels and Relationship Matrices for Desired Customers. Who do you want to meet? If at the end of the day you could build a relationship with and close some business with only one person, who would that be?

## **Influencers & Connectors**

In every industry and geographic market there are people who always seem to be the center of attention. This attention is a result of either who they know or the position they hold. And, they fall into one of two categories - influencers or connectors.

Influencers are the people who can sway opinion. A good relationship with an influencer can open doors and pre-position you as someone to talk to, to be listened to, and to be taken seriously.

Connectors are the people who seem to know everyone. They naturally amass friends and acquaintances.

In networking parlance we're talking about the Centers of Influence. Think of these folks as hubs in wheel and spoke systems. Building a relationship with them will enable connections to a lot of people.

The goal is to identify the influencers and connectors who are best positioned in the markets you serve, with the customers and desired customers with whom you want to build relationships.

For many of us, the majority of our business comes through referrals. Anyone who refers a piece of business to you is both an influencer and a

connector. They open up their own relationship with their customer, inviting you in because they believe you can make a positive difference for that customer.

To recap, Connectors are people who know lots of people. Influencers are the voices people listen to, either within a specific geography or an industry; could include media, associations, boards, charities, etc. If your business traditionally comes through referrals, these are the folks who most likely deliver the most opportunity to you.

Build Relationship Wheels for Influencers and Connectors. Identify them. Who has made introductions for you? Who else could make introductions if they just knew you? Who do you already know; who do you want to know?

## **Who Do You Know - Internal Personnel**

Who are the people in your company important to your success? Who supports you and your internal activities? Who supports your customers? Who, if they didn't do their job, would have a negative impact on your success?

Your internal team is as important to your success as anyone. And, these are the folks who you see every day. They are the ones, who outside your family, you spend the most time with. Naturally, the nature of your relationships with them is critically important for lots of reasons beyond just business success.

Identify all of the relationships on your internal team. Identify all of the desired internal relationships that are needed to further your success and career. Build Relationship Wheels and Relationship Matrices for all of these internal people.

## Now it's Time to Decide Where to Start:

### Take Time to Reflect:



Step back and take a look at each matrix. It's time to reflect on where you are and where you've been. You may be surprised at the picture these matrices create. This is an important opportunity for you to gain insight. Look for patterns. Do any industries dominate? Do any particular product or service offerings dominate?

When you are done with all categories - existing customers, desired customers, internal people, influencers and connectors - compare across the matrices. Look at your relationship patterns in the Customer matrix; compare it with the Desired Customer matrix, the Influencers, and the Internal people matrices. These patterns may tell you how you've used your sales energy, where you've focused your time.

Your work on relationship wheels and matrices pays off here. Your work has set you up to determine your optimum path to successful sales. Once you have this path, your strategy becomes pretty simple. So let's start by sorting out the relationships that are the most important for us to work on first.

### Selection Criteria:

Upper Right - Important and Strong

These are relationships to nurture and grow. The fact that a relationship is already strong and important in terms of revenue and opportunity means there is an existing advantage and differentiation. The customer already has a level of trust that separates you from competitors. Protect that trust and strengthen it. Be generous and help the customer with their issues and problems, regardless of whether your products or services can be part of the solution.

A strong, trusting relationship that is also important is a very valuable asset. Focus on the relationship. Opportunities will continue to come your way.

Lower right - Important, not Strong

Relationships that fall in this quadrant deserve some concentrated attention. They are important to your business, yet the customer is not close to you. This disconnect invites competition. Your priority is to strengthen relationships in this quadrant.

Upper Left - Strong, not Important

In business, it's about use of resources, be it time, money or personnel. A strong relationship is a valuable asset. But, if the relationship is not important to the business, assess the amount of resources to dedicate to it.

Lower Left - Not Strong, Not Important

If there are relationships that plot out in this quadrant, ask yourself if they are worth the time. In all likelihood, there are better prospective relationships you could consider pursuing.

Don't forget Urgency.

Customers who are currently active and looking to buy have a greater urgency than those who are not. Look at the relationships you circled in each matrix because there is something pending that's important. These relationships merit stronger consideration.

### **Selection Tie-Breaker Criterion**

You might have tens of relationships plotted into the upper right and lower right quadrants of your matrices. To help in prioritizing them, consider one additional criterion:

Existing vs. Desired - It's much easier to enrich an existing relationship than it is build a new relationship. So for the most part, it's better to focus on existing before desired.