Understanding Your Customers

SEA – IAOM
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- Co-Founder (2008) & Chief Executive Officer of Engrain LLC, Manhattan, Kansas USA
- Leads the company's innovation and sales effort
- Prior work as the Senior Director of Development at Kansas State University to construct the Grain Science & Industry Complex
- Graduate training as an animal nutritionist with experience working with large US commercial dairy farms

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Sales Is The Lifeblood Of Your Mill

- Is your sales effort working?
- Are you “selling” or ”taking orders”?
- Is it just about having the lowest flour price?
- Do you know your true customers? Do they trust you? Do they tell you the truth?
- What do you learn from customer complaints?
- Are we truly interested in our customer’s success?
- What resources do you put into making your sales team highly effective?

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Conventional (Default) Method

Traditional Seller

- Deliver Presentation
- Discuss Proposal
- Attempt to Close
- Overcome Objections
- Finalize Commitment
- Follow Up

Buyer

- Appear Interested
- Act Motivated
- Obtain Information
- Avoid Commitment
- Disappear

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Common Salespeople Difficulties

- Lacking confidence and equal business posture in the “approach”
- Not “owning” the account (handling complaints)
- Obsessed with price
- Presenting what seems to be a “claim”
- Moving to “solution” too quickly
- Too much talking, not enough listening. Not knowing when to stop.
- Not recognizing need to build/rebuild the personal relationship

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Salespeople Skills/Knowledge

- **Likeable; enjoy making new friends**
- **Cannot themselves be “cheap”**
- **Organized + strong work ethic**
- **Enthusiasm with a smile**
- What’s going on in the industry/market?
- What are their own company’s strengths, capacities, needs to better develop?
- Ever improving technical abilities (but able to keep in the background)

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Making A Friend – The Trust Equation

$$T = \frac{C\text{redibility} + R\text{eliability} + I\text{ntimacy}}{S\text{elf-Orientation}}$$

The heart (I + S) beats the head (C + R)

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The Engrain Sales Process

- **Customer Engagement**
- **Goals +/or Pain Discovered => Value**
- Process Presented + Decision-Maker Identified
- Conducted Expert Call
- Solution Communicated
- In-Trial
- Results Presented to Decision-Maker
- PO Received/Closed Lost

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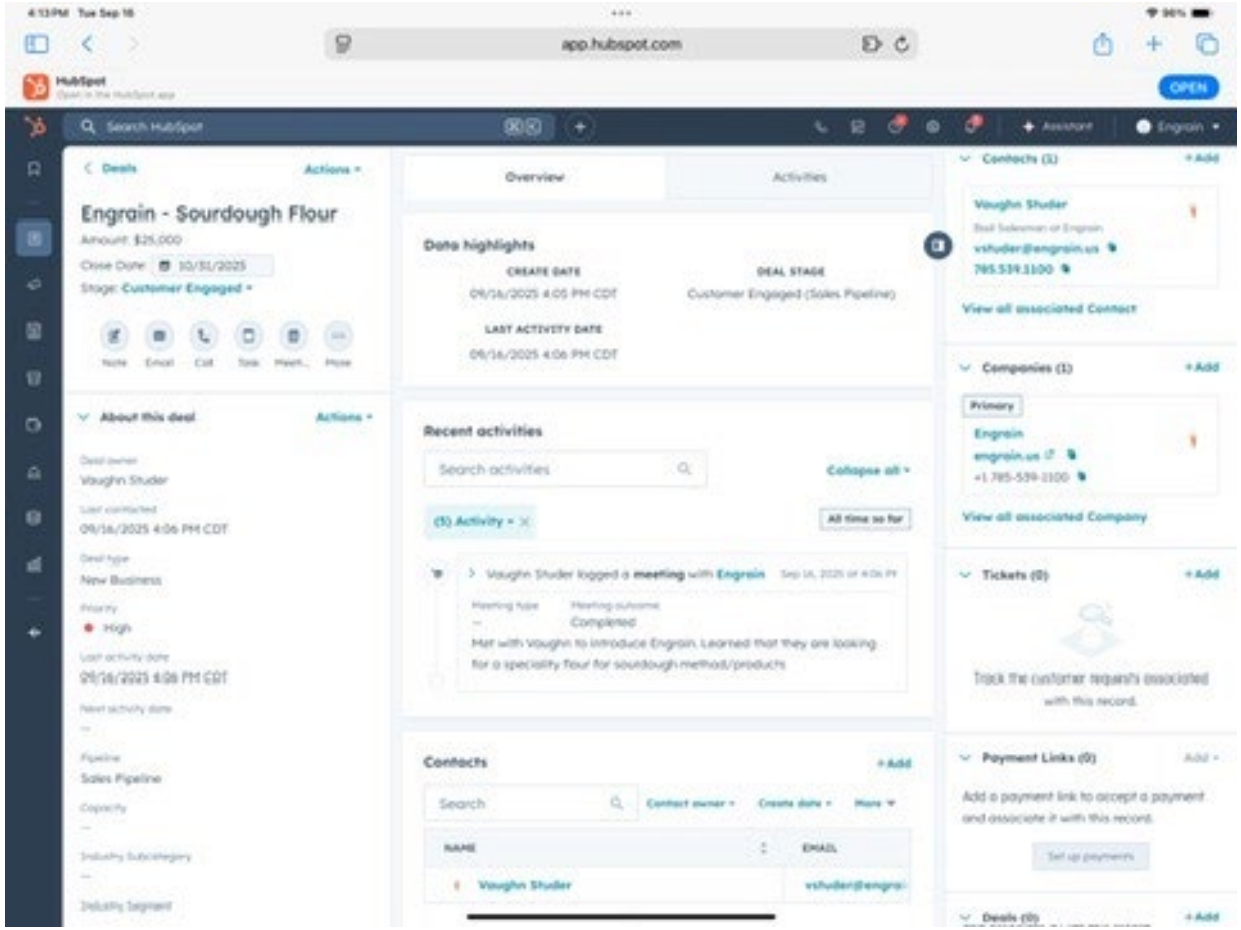
HubSpot Tools



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Take Home

- Relationship drives trust-building
- Trust will produce honest conversations about pain/opportunities
- Follow a strict process to avoid old habits
- “Ask the customer what they want, then give it to them”
- Salespeople must stay out of their own way!
- Buy-in across the company = training + practice + coaching + management

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