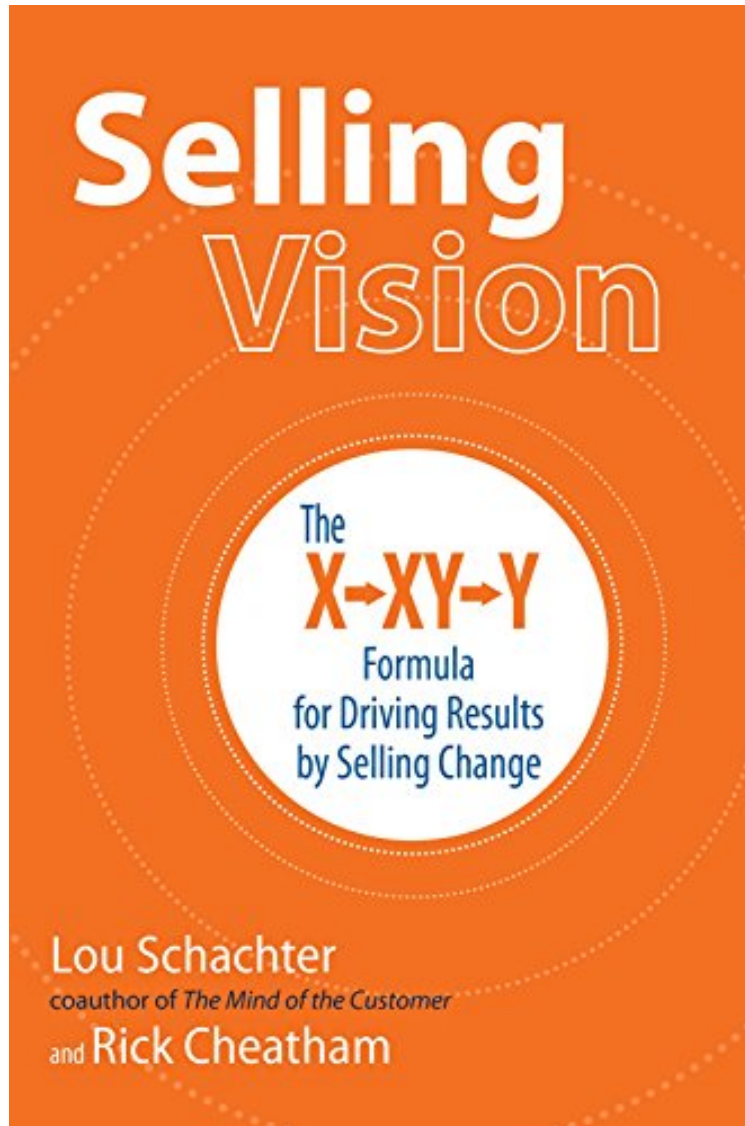


Selling Vision: The X-XY-Y Formula for Driving Results by Selling Change (Business Books)

Lou Schachter, Rick Cheatham
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Lou Schachter, Rick Cheatham : Selling Vision: The X-XY-Y Formula for Driving Results by Selling Change (Business Books) before purchasing it in order to gage whether or not it would be worth my time, and all praised Selling Vision: The X-XY-Y Formula for Driving Results by Selling Change (Business Books):

0 of 0 people found the following review helpful. MixedBy DarrenIngram_dot_comBilled as a new sales approach to help a company sell its products or services whilst changing a business and giving it an edge over its competitors, this book promised a lot to the reader. Yet what was the reality?This is difficult to say. It is possible that the book delivers

what it promises and then some, yet this reviewer was not immediately sold on the concept. It was not a bad book either, it just didn't grab you and shake you. Some books do and you get an immediate connection. This didn't. It may be a slow burner, requiring a bit more focus and attention. The authors mix up selling strategies with change management and market transformation, seeking to have the reader think ahead and try and assess both the needs of their prospective customers and that of the sales organisation at the same time. There is not much one can disagree with within the book, yet will it seize and inspire the reader? Human nature means we are often resistant to change, so a book that can be a little less-inviting and open may create just a barrier too much, meaning that the reader doesn't get to take advantage of the knowledge on offer, possibly until it is too late. The price of the book is a little on the high side to make it an impulse buy, even though for the knowledge on offer it is barely troubling. It just feels as if it is hiding away rather than bursting out; it is one of those things you may either get or just pass on. It certainly can be worthy of consideration and if you get on with it then you may benefit immensely from its advice. There is no shortage of books all promising to give insights into handling the wild, unknown future, so it is important to stand out, be engaging and accessible whilst having content. In this reviewer's mind, it is possibly managing the latter but may struggle on the former.

0 of 0 people found the following review helpful. A formula for a results driven selling strategy during product or market shifts. By Zen Woman Schachter, one of the co authors of this book also co-authored Mind of the Customer. Moving that forward, he talks about how customers' changing buying patterns also necessitate a change in selling strategies. They lay out a new approach to transform sales that focuses on the changing marketplace. When there are large shifts in buying behavior or technological advances, suddenly selling a lot of the older product is not feasible but sales people don't quite know how to transition. The authors suggest a strategy to transition more smoothly with a period of selling both the old and new and then the new. They call it the X > XY > Y formula. The formula can apply to product and technology transition as well as process transition. That is, from using only method X moving to XY and then to method Y. There are some examples but they are not in abundance and the book can get a bit esoteric at times. However, I still give it 4 stars as it explains the concept well. Some thought has to be applied to the application of the methodology that the authors suggest but it's fairly universal and can be applied to multiple scenarios. I have not seen this topic of transition phases in selling discussed in other books, so I recommend this book bringing a methodical approach to selling during a technology, product or service, organizational or process transition.

1 of 1 people found the following review helpful. If business leaders do not complete this transformation, their organization will probably not be around when the next one occurs. By Robert Morris It is impossible to exaggerate the importance of mental pictures to peak performance. For example:

- o Most hockey players see where the puck is; Wayne Gretzky saw where it would be.
- o The same was true of Bill Russell and rebounds in basketball.
- o In their pre-shot routine, all great golfers (e.g. Jack Nicklaus) envision the ball proceeding perfectly to its destination.
- o Great sculptors (e.g. Leonardo da Vinci) "see" what is within slabs of marble.
- o Grandmasters in chess "see" 4-7 moves ahead.

You get the idea and the same is true in business. The key to peak performance is to recognize imminent change or, better yet, paradigm shifts before others do. In sales, according to Lou Schachter and Rick Cheatham, it is necessary to recognize a "new way of seeing change." More specifically, to recognize a transition process from selling what you do now and the way you now sell it (Point X) to what you want to be selling the way you want to sell it (Point Y). There are several stages to this transition process.

- Selling only X: What customers buy now.
- Selling both X and Y in appropriate proportion.
- Selling only Y: What customers will eventually buy.

The Traditional Approach: X > Y
The Selling Vision Approach: X > XY > YX > mostly Y

"This involves a change from selling X to selling Y, but with a clearly defined period in which you are selling both X and Y." Over time, the process involves Y and Z with (perhaps) X involved only to a very limited extent. Business leaders face several significant challenges. First, recognizing what is either imminent or now underway; then, making whatever adjustments may be necessary (especially of mindset, priorities, strategies and tactics, and allocation of resources). Finally, to the extent possible and appropriate, accelerating the process. Those in sales must be both willing and able to sell XY and then YX. These are among the dozens of passages of greatest interest and value to me, also listed to suggest the scope of Schachter and Cheatham's coverage in Parts 1-3 (Chapters 1-13):

- o What Really Happens (Pages 16-19)
- o Network Adapters (36-37)
- o The Winning Mindset (51-54)
- o Avoiding the Common Error: Choosing the Wrong Destination (61-65)
- o Managing Buyers During X-to-Y Change (77-80)
- o The Circular Buying Cycle (82-84)
- o Initiatives Trigger Buying Processes (84-85)
- o Caught Up in the Decision Vortex, and, Multiple-Decision Vortices (86-90)
- o Multiple Strategic Initiatives (90-92)
- o The Dangerous Middle (100-101)
- o Beyond Solution Selling (102-104)
- o The Value Gap (104-106)
- o Accelerator Selling in the X-to-Y World (111-112)
- o How to Use Navigation Techniques (117-122)
- o How to Be an Accelerator Salesperson (127-131)
- o Behaviors that Make Prospecting Successful (137-140)
- o Decision Vortices (149-155)
- o Buyer Inaction (155-164)

Schachter and Cheatham offer an abundance of information, insights, and counsel as to HOW to adopt and then integrate the Selling Vision Approach. It is important to keep in mind that those who are peak performers in sales must think differently about their relationships with buyers. Rather than selling the functions, features, and benefits of a product or, more likely, selling the product as a solution to one or more problems, they must shift their focus from selling to buyers to serving as a navigator during each buyer's journey in a competitive marketplace that becomes more volatile,

uncertain, complex, and ambiguous each day. In their book, Lou Schachter and Rick Cheatham provide just about everything business leaders and especially sales managers need to know about how to transform both thinking and doing insofar as selling and buying are concerned. Here are their concluding remarks: "Five key moments determine whether a sales transformation will be successful: (1) recognizing in a timely way that a major change is needed, (2) communicating the vision for Y and XY while continuing to appreciate X, (3) recognizing early success, (4) navigating the stage when the majority of sales people are selling XY or Y, particularly the early part of that stage, and (5) recognizing the appearance [or imminent arrival] of Z, which triggers the next sales transformation." If business leaders do not complete this transformation, their organization will probably not be around when the next one occurs.

A groundbreaking approach to selling in a world demanding change. Leaders, sales managers and professionals have found themselves stuck at a crossroads between the past and the future of selling, and they need a roadmap to help them embrace the challenges they face at such a critical juncture. *Selling Vision* is a step-by-step guide to creating and selling change. By implementing new change management strategies into their unique Xrarr;XYrarr;Y selling methodology, the authors:

- Propose a new logic for thinking about and executing major sales transformations
- Examine these transformations from the customers's perspective and how their changing buying patterns suggest a particular way of focusing selling activities
- Consider the perspective of salespeople and what they can do to sell change to their customers
- Look at how sales leaders and managers can change the way their organizations sell products or services
- Highlight the pivotal moments that determine the success of major change initiatives

Based on their unique Xrarr;XYrarr;Y selling methodology, Schachter and Cheatham provide a proven sales strategy to help any sales leader, manager, or professional. For sales leaders, their approach provides a path for transforming the sales organization. For sales managers, it describes how to inspire change in the behavior of salespeople. And for salespeople, it offers a new way of selling that will have a dramatic impact on their performance. For any business executive, *Selling Vision* provides a faster path to driving change. This book provides immediate actions you can take and experiments you can conduct to find the right direction for future sales efforts at any level of an organization. How you respond to changing sales dynamics will determine your company's success, that of your customers, and, to a great extent, your own personal career goals and future.

About the Author Lou Schachter is managing director of the global Sales Practice at BTS, where he is responsible for ensuring client success and the growth of the practice worldwide, leading the 30-person global practice team, and driving thought leadership. He is the co-author of *The Mind of the Customer*. Rick Cheatham leads the Sales Practice at BTS for the United States. As a thought partner for organizations who want to transform their sales teams, Rick has worked with clients such as Google, Salesforce, and IBM to accelerate the execution of their sales strategies and transform their sales forces from transactional to consultative.