About How Business’ Most Unlikely Couple Eventually Hooked Up

A LOVE STORY

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by BRAD FARRIS | ENMAST
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About the Author

Brad Farris, Founder | EnMast.com

As principal advisor of Anchor Advisors, a Chicago small business consulting firm, Brad Farris has experience leading businesses & business owners into new levels of growth and success. He’s worked with over 100 Chicago area small businesses he found that while every business is unique, small business owners often run into the same problems.

He saw a need for a gathering place where business owners could get reliable business advice and the tools they need to help them get solutions to their business problems. So he started EnMast.

When not working Brad enjoys cycling, cooking and the NFL. He is married with 5 children and lives in Chicago, Illinois. Connect with Brad on Google+, Twitter and LinkedIn.
Sandy from Sales

Max from Marketing
Chapter 1 | Sales & Marketing: A Love Story

Sandy from Sales

Sandy is your typical flashy Saleswoman. She wears designer suits, drives a BMW and douses herself in so much perfume your eyes well up in her presence. She is the company’s top Salesperson, and the most experienced with 20+ years in Sales. She expects to be worshipped for her contributions to the company (but no one worships Sandy more than herself).

Max from Marketing

Max, on the other hand, is very understated. He wears khakis and wrinkled shirts. He drives a Honda and does Sudoku on his lunch breaks. He is the guy behind the scenes, researching buyer personas, creating Marketing messages and reveling in his nerdy numbers.
Sandy and Max attend weekly meetings together. For the longest time, Sandy would breeze in, acting like she owned the place and usually in a rush.

Max would roll his eyes every time Sandy would talk – and Sandy acted like Max simply did not exist.

For years, Sandy’s way worked. She made the company money using her traditional Sales tactics – face-to-face contact, lunch meetings, cold calls. But for the first time in her career, her Sales started to lag.

Max had been fighting a losing battle for years about doing more online Marketing. Max had some suggestions – some ways he could use new Marketing tactics to bring in more Sales by educating clients with relevant content and connecting with prospects through social media channels.
Max said:

“People don’t buy the way they used to … they don’t want to be pressured; they need information and education.”

While Sandy said:

“If you don’t pressure them, they won’t buy. I’m the only education they need.”

With Sandy’s Sales at an all-time low, the company’s President thought they had nothing to lose so they let Max do some content marketing and social media. What he was proposing didn’t cost much – why not give it a try? But in the back of their minds – and with Sandy chiming in with her two cents – they didn’t have high expectations.
Over the next few months, Max tried to get information from Sandy so that he could start positioning the company as an expert in its field. At first, Sandy was put off by it – what a time waster!

Max said:

“Let’s try to be in the right place with the right bait…”

Sandy said:

“Let’s throw a bunch of lures into the water and see who bites.”

But it seemed like Sandy’s approach was doing nothing but scaring the fish away. With business slow, she had more time to spend at the office. She looked over Max’s shoulder one day to see what he was doing on the computer. He was creating an online version of the education that she had been giving prospects face-to-face.
Fast forward three months. Sandy was at a networking event and someone came up to her and said, “I saw a blog post you did on LinkedIn, and I think you’re someone who can help us.”

She later met with the person and closed the deal. And what she noticed was that she had to do less “selling” than usual during her Sales calls; these people were pretty much sold (but not completely) by the time she got there.

Then Max started handing Sandy some leads that were starting to trickle in through the website. At first they weren’t very good, mostly

In Max’s mind, he thought:

“When people get a load of this, Sandy won’t be needed anymore.”

While Sandy thought:

“If this poor pathetic person thinks people are going to buy from a website, he’s sorely mistaken.”
tire-kickers, but over time they got better and more plentiful. Pretty soon Sandy’s calendar was pretty much full just from following up on leads Max was sending her!

“I’ll get the boat in the right place and bait the hook.”

“I’ll land the fish.”

Max was making Sandy look like a rock star again – and Max’s contributions to the company were finally being noticed too. Suddenly Sales and Marketing became peanut-butter and jelly – instead of oil and water. And suddenly, this power couple started doing great things for the company. Sales skyrocketed and Max and Sandy lived happily ever after – as coworkers who respected each other’s work and learned how to work together.
Chapter 2 | A Perfect Match: Sales & Marketing

I hope you enjoyed this fictional story about Max and Sandy. It depicts what I see out there all the time – a battle between Marketing and Sales. The two of them could be riding off in the sunset together if they could just learn how their work complements each other now more than ever.

When I got started in business, the Salespeople ruled the roost. In all but the largest B-to-B organizations, Marketing reported to Sales and their task was primarily Sales support.

Slowly, Marketing developed more tools; better research insights, better measurement tools, and we started hearing about the “war between Sales and Sales”. But, as the Marketing people started to contribute more, they got their own budget and we started to see CMO or VP of Marketing titles.
You don’t hear anyone talk about the war between Sales and Marketing anymore. **Sales was on top -- now they are peers (or maybe even Marketing is on top).** The days of the lone ranger Sales person pounding the phones, taking clients out for long lunches or golf games are largely gone. Yes there are some very experienced Sales folks who still have a productive network of other very senior people and they can still “work it”. But no one answers their phone for a stranger anymore — clients don’t have time for a long lunch or a golf game. That way of selling is just not that effective anymore.

Seth Godin’s [Permission Marketing](https://www.amazon.com/Permission-Marketing-Making-Customer-Connection/dp/0060188696) was first published in May of 1999 and though he wasn’t the first to start talking about it, his book was the beginning of a revolution that has turned the Sales and Marketing world upside down. It was the invasion of Normandy in the war between Sales and Marketing. It wasn’t the end of the war, but you could see it from there.

Folks that learned to sell “the hard way” -- banging the phones, defeating the “gatekeeper”, getting the meeting and closing the sale --
still have something to teach. Sales people know how to create trust and communicate a sense of urgency at that meeting. But Sales people

They don’t want you to seek them out. They want to find you when they decide they need you.

also have something to learn. Today’s decision makers want to be approached by someone who has something of value to offer (and that’s not your product or service).

Not only do Marketing and Sales have to co-exist with each other – they have to learn from each other and listen to each other.
Chapter 3 | Marketing's Mighty Muscles

Marketing has a lot to bring to the relationship, especially when it comes to approaching people in the 21st century.

This is what Max taught Sandy:

1. You can’t just interrupt.

When I started in Sales my job was to interrupt. I was given a list of people to call and I had to call them, interrupt what they were doing, and find some emotional “hook” that I could use to get them to agree to a meeting.

My biggest challenge was getting past the gatekeeper (the secretary, receptionist, etc.) whose job it was to keep me from getting to my prospect. I learned all kinds of tricks and ploys to make that happen;
they all involved pushing my way in the front door. **But that's how you made Sales — by pushing.**

The truth is, it was rude then and it's rude today. We put up with the rudeness of Sales people because it was the way we found out about new products and services. I was able to get decision makers on the phone because I had something that they needed, a potential solution to their problems. Then came the Internet. With the Internet everyone has access to all the information they need. They no longer depend on the Sales person to bring new information about products or services — they search the web and find what they need.
2. The prospect is in charge.

Because prospects have all the information they need, prospects are contacting you much later in the decision cycle. They don’t call when they are thinking about buying — they call when they are sure they are buying and they’ve narrowed it down to 3–4 options. They have a lot of information, about you and your competitors. Your job as a Sales professional is to get them across the finish line!

TAKEAWAY: If you want permission to talk to people about your product or service you have to find people who care about your product or service. To do that you need to be remarkable. If your product is pretty much the same as your competitor’s product this is bad news — no one cares about your product. But it’s also good news! There’s plenty of room for differentiation.

I know this is hard but in the Internet age selling mediocrity is just really difficult. Some teams have found a way out of this kind of low differentiated head-to-head competition by using Blue Ocean Strategy techniques.
**TAKEAWAY:** You need to take the conversations that your Sales people have been having face-to-face and get them onto your website. Think strategically about information someone who is just taking a look at your category for the first time might need (top of funnel content), what people are concerned about as they compare their options (middle of funnel content) and the conversations you need to have to really close them (bottom of funnel content).

Answer common questions by writing about them and making videos about them. There are a million ways to do it, but you need to make that content accessible to the prospect. [Here’s more information and ideas.](#)

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3. Give and you shall receive.

This doesn’t mean that there isn’t a role for Sales people to influence prospects. You can still guide them toward the information that they need — but not just the information they need to buy from you — they need information to do their job better!
Sales professionals need to come to the table with information that is useful to the prospect; sales sheets won't cut it. Sales people need analysis, insight and assistance to be able to do their job better.

**TAKEAWAY:** Your Sales team shouldn’t stop calling and contacting prospects! They just need to be smarter about what they have to offer. How can your Sales people become resources for your prospects that help them to do their job better?

Arm them with the tools to educate the prospects, not just on what makes your product great – but on what their peers are doing to be excellent at their jobs. Show (instead of telling) by using case studies and customer stories.
4. Inbound leads need to be qualified.

When my job was to pound the phones, I was doing that to get to a meeting. If someone agreed to meet with me, I’d meet anyone. My process at that time was that I sold face-to-face, so until I got face-to-face I couldn’t close a deal. Today things are different.

Not all the leads are coming to us are good fits for our services. As much as we try to communicate to the marketplace in a way that is going to attract our ideal client, *so far we are attracting a lot of prospects that are less than ideal.*

While there is a temptation from the experienced Sales folks to discount those inbound leads as “junk” (because they ran out and met with the first 10 that came in…) the truth is there are gold nuggets in that slush pile, we just have to find them. Qualifying inbound leads is becoming a whole business of its own, but even without these systems we know that with inbound leads, you need to qualify.

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TAKEAWAY: You can use content and automation to do some of the heavy lifting here too. Maybe you are attracting leads that are looking for lower costs than you can provide – add a page to your site about “What you get when you pay more…” and explain why you charge what you do.

If you are getting unqualified leads you can add a page that helps to qualify them (with the contact form at the bottom). Prospects want to learn about your service themselves, so give them the information they need to do that. Remember, no one likes to be sold, but everyone likes to buy!
And this is Sandy taught Max:

1. Deals don’t close themselves.

The pendulum has swung away from the hard charging closer, but it may have swung too far. Devotees of inbound Marketing, using highly relevant, widely shared content to attract prospects who are in the buying mode, seem like they’re so afraid of “interrupting” or being rude that they want the prospects to sell themselves.

I see a number of service businesses trying to close deals with a web form, and that’s just not going to work! There is still a place for a Sales professional who helps to move the prospect from considering to commitment.
TAKEAWAY: The goal of your content Marketing strategy should be to gain permission to call a prospect. It’s very rare that people make big-ticket purchases, especially of services, without talking to a professional. I’m not saying it can’t be done, but I’m saying it’s easier to advance a sale the last inch with a human voice or visit.

Your Sales team still has to call and educate, but if your content has done the trick they should give you their contact information once they are educated and ready to buy.

2. Relationships matter.

Three martini lunches and golf Fridays are mostly things of the past, but people still buy from folks they know, like and trust. How can you build more relationship with your clients and prospects? You can put more personality into all of your communications, talk about things that aren’t
strictly business sometimes, remember things about your prospects lives. You can still eat together, whether it’s a 45 minute speed lunch at the nearby quick serve restaurant, or even take out delivered to their office. Find ways to be likable — and spend time building relationships.

**TAKEAWAY:** You have to get out from behind your computer and meet people face-to-face. Where do your contacts gather? Trade shows, conferences, industry groups, meet-ups, where ever – go there. Don’t go with the intention of closing business, just of meeting people, being likable and helpful. Meeting people is just another way to get them started into your content funnel.

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3. Referrals are better than leads.

No Marketer worth their salt fails to recognize that referrals are good, right? But how many inbound Marketing programs are really developing the intimacy and trust that you need to create the super fans — your
alpha-referrers? Those folks, the people that refer you over and over, are people that have gotten a lot of value from your product or service and that have gotten to know you really well. Be more transparent, be more human – and get more referrals!

**TAKEAWAY:** Another role for your Sales team is to follow up on new customers and make sure their experience is excellent. While they are there (and assuming that they are having an excellent experience) it would be a good time to ask for referrals. It’s also OK to ask folks to forward your email newsletter to a friend who might be interested, or to connect you to a LinkedIn contact, or other prospect. Now that they are a customer they’ll naturally want to tell people about your extraordinary product.

4. Sometimes you need a little hustle.

OK, I’m not suggesting that you should be a spammer, or get on the phone making cold calls — but just publishing a blog and waiting for people to be moved by your brilliance isn’t enough.
You need to get out the door and meet some people face-to-face. You need to find other influencers in your niche and reach out to them — yes comment on their posts, and retweet them — then call them up and talk to them.

You will get a lot more out of a 5 minute phone call than out of 200 tweets.

**TAKEAWAY:** One of the best ways to develop inbound traffic is through search engines. Search engines will often rank pages higher that have a lot of links from other sites that point to them. One way to reach out is to find some other folks who are talking about the same topics that you talk about and post some of your content on their site (with links back to your site). This gives them valuable content, and you get better search rankings. Don’t be afraid to pick up the phone and talk with folks – as your Sales people will tell you – it’s the best way to close a deal!
You’re now a sales & marketing pro! So now what?

Now is your business all Sandy -- lots of hustle but not much strategy and a little rough on the prospects? Or is it more Max -- lots of strategy, offering tons of value, but not closing the deals?

Either way, we’ve got several tools on EnMast that can help you get started toward integrating the wisdom of both sides into your business.

So whether you need a Sandy (more help with Sales) or need a Max (need more help with Marketing), we’ve highlighted a few great tools from the EnMast business tool library below that you’ll love!

Here’s the best part!

We’re giving the readers of this book exclusive access to 8 free business tools from our business tool library. See below!
Free Trial Membership

We know you're committed to building a better business and want to help equip you to take the key lessons in this ebook into action in your business. These tools will help you take practical steps to improving your sales and marketing strategies.

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Want to know what you get? Check out the tools below!
Sales Pain Questionnaire

The Sales Pain Questionnaire includes key questions you must ask in a prospect meeting to help you identify their problem and offer your expertise to help close deals.

The Four Point Sales System

There are all kinds of sales systems in the world that make all kinds of claims. The Four Point Sales System Tool is a very simple, very straight-forward method for self motivation.

Sales Management Framework Tool

Managing a sales team can be very difficult. This Sales Management Framework Tool provides a basic discussion on how to manage a sales team.

We’ve got a ton of marketing content in our small business library. Take a look! >>
Need More Max?

Ideal Client Tool

The Ideal Client Discovery Tool will help you identify the work you’re best at doing, the clients you love working for, and making the most money from. It’ll also help you find more of those clients so work feels a little less like “work.”

Marketing Calendar Template

The Marketing Calendar Template includes a how-to guide on how to use a Marketing Calendar, and most importantly a spreadsheet template that you can use in your business.

5-Step Strategic Plan

Every small business needs a strategic plan no matter if they are mission-driven or not. This 5 step guide will help you plan & execute your business’s vision.

Want more sales help? We’ve got a ton of sales content in our EnMast library. [Check it out]
Curious for more?

Pro EnMast Members get access to our entire library of tools -- everything from hiring to firing, sales to marketing, budgeting to employee bonuses -- in white papers, videos, how-to guides, templates and more.

EnMast can be your ultimate resource for your small business. We’ve got all the tools to help you with your business questions, trials and struggles, and a community to help support you in your role as business owner.
You’re not alone.

Do you ever feel like no one understands what you go through as a business owner?

The EnMast community is here for you -- to help you and cheer you on in your journey as a business owner.

Here’s what your membership at EnMast will look like:

**Camaraderie.**
You’ll have a community of peers you can bounce ideas off of, find support and engage with.

**Powerful Tools.**
You’ll have access to entire LIBRARY of tools, how-to guides and more -- get the tools you need to get back to work.

**Expert Advice.**
We bring in experts like John Jantsch and Andy Crestodina to give their best business advice in webinars, videos & more.

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