Incrementum

Selling the Incrementum Way

Fifty selling principles, one a day, for the people who sell and the managers who lead them. A programme prospectus for sales directors and managing directors.

Principles, not scripts

Principles that hold up on a wet Tuesday in February. Scripts get seen through and techniques date.

Practice, not a rally

One training day a week or a fortnight, with a principle a day applied on the floor in between.

Measured, not hoped for

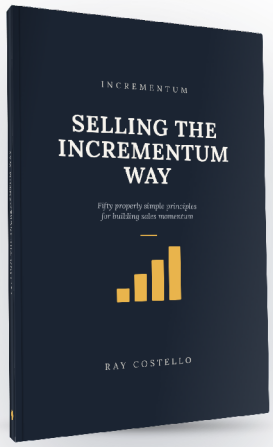
Your numbers taken before we start, when we finish, and at the end of the following quarter.

Ray Costello
Founder, Incrementum

incrementum.ie

THE PROGRAMME

Nobody fails in sales for lack of knowledge.



They fail because they are not doing what they already know, every day. Most training adds knowledge. This programme changes behaviour, and then proves it with your own numbers.

Every seller I have ever trained already knew most of what was in the room. What they were not doing was prospecting every day, asking the budget question, holding the silence, seeking a straight no instead of a comfortable maybe, and ringing the customer after the sale. The fifty principles are those behaviours, named, and the programme is the discipline of doing them one at a time until they are habits.

You need it when the enquiries are coming in and the sales are not, when the pipeline is full of maybes, when the same objection is lost the same way every week, or when a good team has gone quiet and nobody can say why.

The five phases

1	**Under the Bonnet** Attitude. 10 principles. Day 1	Attitude first, because everything else runs off it. Lost deals become lessons, excuses lose their audience, and the words tried and nearly leave the room.
2	**Filling the Seat** Prospecting. 8 principles. Day 2	You cannot sell an empty chair. A protected daily prospecting block, known ratios, a five touch plan for every unconverted enquiry, and the referral chain mapped.
3	**In the Room** The conversation. 16 principles. Days 3 and 4	The conversation is the sale. An agenda, eight questions before anything is presented, listening more than talking, and handling price without flinching.
4	**Yes, No, Never Maybe** Decisions. 10 principles. Day 5	Seek the no. A fast honest no is worth more than a slow polite maybe. Every opportunity gets a named decision maker and a dated next step.
5	**Keeping the Engine Running** After the sale. 6 principles. Day 6	The sale is the start of the next one. Post-sale contact, the second sale, the referral asked for at every handover, and the review.

Who it is for

Sales teams of any size in any sector: showrooms and branches where the enquiry walks in or rings, technology and services firms with long cycles and buying committees, advisers and account managers in professional and financial services, and trades and manufacturers who live or die by the follow up. The principles are the same in all of them. Only the examples change, and I change them for you during Discovery.

HOW THE PROGRAMME RUNS

Four stages. The training days are only one of them.

The shape is what makes it stick. A single big event produces a lift that has worn off by the following Tuesday, so the training day is only a third of what you buy.

1

Discovery

Five days learning your business before anyone is trained: research, time on the floor, time on your live deals with the manager, and an hour with you and each manager. You receive a written diagnostic and your first measurement.

2

Training days

Six days. One phase per day. Twelve to fifteen people in the room at tables, with roleplay, whiteboard and live activity built from your own business. The manager is in the room all day, every day.

3

Between the days

One principle a day in the workbook: plan in the morning, action during the day, outcome before going home. Ten at Ten at the morning huddle. Show Me on the floor. A check-in call with the manager before each day.

4

Follow up and measurement

Second measurement at the finish. Return visits at two weeks and four weeks, half a day each on the floor with the manager. Final measurement at the end of the following quarter.

Two paces. You choose.

The content, the room and the measurement are identical. What changes is how much of your team's week the programme takes, and for how long.

STANDARD

One day a fortnight

A phase every two weeks, with one principle a day applied between the days and a full fortnight of Show Me before the next. The pace most teams choose, because it costs the least floor time per week and the habits have room to set.

Best for: teams that cannot lose a day a week, multi-site rotations, and organisations running the programme alongside a busy trading period.

INTENSIVE

One day a week

The same phases at twice the pace, with two principles a day in the workbook and the manager running Show Me every day without exception. The programme finishes in half the time and the measurement points come sooner.

Best for: organisations with a deadline, a new team to bring up to standard quickly, or a leadership team that wants to see movement inside the quarter. It asks more of the manager, and I will say so in Discovery if I think the team cannot hold it.

A word on compressing it further

I am sometimes asked to run the programme as consecutive days. I will not, and the reason is in the three rules on the cover. Behaviour is built between the sessions, when a delegate tries a principle on a real customer and a manager asks to see it. Take that away and you have bought a rally. One day a week is as fast as this should go, and it is fast.

OUTCOMES

What you will see, and what we will measure.

Behaviour outcomes are pass or fail. You can walk the floor at the end of any phase and check every one of them yourself.

Phase by phase

- **Under the Bonnet.** Every seller keeps a lost deal notebook. The words tried and nearly have left the room.
- **Filling the Seat.** A daily prospecting block held and protected. Everyone knows their own ratios. Every unconverted enquiry has a five touch plan.
- **In the Room.** An agenda opens every appointment. Eight questions before anything is presented. Recorded appointments show the seller talking less than a third of the time.
- **Yes, No, Never Maybe.** Every opportunity on the board is sold, cleared or dated. Nothing unlabelled. The decision maker is named on every live deal.
- **Keeping the Engine Running.** Every customer has a post-sale contact calendar. A referral is asked for at every handover.

The five numbers

Taken before we start, when we finish, and at the end of the following quarter.

Enquiry to appointment

Of every hundred enquiries, how many become a booked appointment or discovery call.

Show rate

How many booked appointments actually turn up, on time.

Appointment to sale

How many become a sale, and at what margin.

Referrals per month

Named referrals received, and the share of sales that came from one.

Pipeline hygiene

The share of live deals with a named decision maker and a dated next step. The key number for high ticket, technology and services sellers, where the money is in the maybes.

Appointment rate and show rate move first and most for retail teams. Pipeline hygiene and decision maker discipline are where the money is for technology, software and services.

What it has to earn to pay for itself

Judge the investment against your own numbers, not against a day rate. These are illustrations of the arithmetic, not promises; your Discovery diagnostic puts your own figures in their place.

A retail or showroom team

Fourteen sellers. One extra sale per seller per month, from the show rate alone, repays the programme inside a quarter. The target is a good deal more than one.

A services or trades business

Every unconverted enquiry followed to a fifth contact. A handful of extra jobs a month from people who already asked, before the second sale and the referral chain are counted.

A technology or software firm

One saved renewal, one extra contract, or one maybe turned into a yes in Phase Four. The pipeline hygiene number tells you which of those it will be.

FOR LARGER TEAMS

Built to scale without losing the room.

The programme is the same for a team of two and a team of two hundred. What changes is the fit: your examples, your pace, your room. That is what Discovery is for, and it is done before day one.

FROM A TEAM OF TWO TO FIFTEEN

Standard

One group, six training days, a fortnight or a week apart. A team of two or three works round one table with the owner or manager in it; twelve to fifteen is the most a day takes. Everyone learns together and the manager runs one huddle.

TWENTY-FOUR TO THIRTY

Rotation

Two groups. Group A trains, Group B trains the next day, both get seven working days to apply the phase and feed back, then go again. The floor never empties. Scales to three groups.

FIFTY AND BEYOND

Leaders first

Sales managers and team leaders go through Leading the Incrementum Way first and own the daily Show Me. The seller days then run in rotation alongside them, site by site. It leaves you with people who hold the standard after I have gone.

What every delegate and manager receives

For every seller

The book, Selling the Incrementum Way, in print or as an eBook. The workbook, one page per principle: plan, action, outcome, in five phase booklets. Six days in the room.

For the manager

A briefing before day one. A coaching guide to all fifty principles: what good looks like on the floor and the Show Me question for each. A check-in call before every training day, and the two return visits after the finish.

How it grows

Every client starts with the team programme. The other two layers are how the standard outlives it. Both are available as programmes in their own right; ask for their prospectuses.

THIS PROSPECTUS

Selling the Incrementum Way

For the people who sell. The fifty principles, the book, the workbook, the training days and the daily rhythm.

FOR MANAGERS

Leading the Incrementum Way

For sales managers, team leaders and directors: twelve leadership principles and the coaching guide to the fifty. How to run Ten at Ten, lead with Show Me, drive activity without box ticking, and keep the team selling after the programme ends.

FOR IN-HOUSE TRAINERS

Master Trainer

Certifies your own people to deliver the programme: how each principle is taught, the roleplays and whiteboard exercises, the debriefs and how to run the room. Licensed materials, annual refresh.

Priced as a programme, not a day rate.

You are not buying training days. You are buying Discovery, the days, everything between them, and the measurement that proves it worked. So that is how it is priced.

What is included

- **Discovery.** Five days: two of research and three on site. The written diagnostic and your first measurement, which you keep whatever you decide.
- **Materials.** The book for every delegate, print or eBook. The workbook, complete or by phase. The manager's briefing and coaching guide.
- **Delivery.** Six training days with me in the room. One preparation day behind every training day, rebuilding the roleplays from your live deals.
- **Between the days.** A check-in call with the manager before each day. Ten at Ten and Show Me guidance for the floor.
- **Follow up and measurement.** Two half-day return visits at two and four weeks. The final measurement and review at the end of the following quarter.

How a proposal is built

Once I know how many sellers, in how many groups, on how many sites, and at which pace, I send you one written proposal with two ways to run it, priced in full. No hourly rates, no add-ons discovered later. Travel and accommodation outside the Dublin area are charged at cost, and additional delegate books and workbooks are priced per head.

Questions I am usually asked

Will it work in our sector?

The principles do not change between sectors. The examples do, and Discovery exists so that every example in your programme is yours.

Standard or Intensive?

If your managers can run Show Me every single day and the team can give up a day a week, Intensive gets you to the quarter end measurement sooner. If not, Standard. Discovery will tell you which, honestly.

We have a hundred sellers across five sites.

Leaders first, then rotation site by site, with the diagnostic and the numbers reported per site. The managers become the people who hold the standard.

How quickly will we see movement?

Behaviour outcomes are visible by the end of each phase. Appointment and show rates usually move within the programme. Pipeline value and referrals show at the quarter end measurement.

What if our managers are part of the problem?

Then Discovery will say so, in writing, before you commit to a training day. Leading the Incrementum Way exists for exactly that.

WHO YOU WILL BE WORKING WITH

Ray Costello



I work with businesses of every size, from start-ups and owner-managed firms to national organisations, on the two things that decide whether a business grows: how its people sell and how its people serve. I do that as a consultant, as a Fractional COO inside the business, and through the Incrementum programmes.

Before Incrementum I spent thirty years in the motor trade, on the floor in sales and aftersales and then in senior sales, strategy and customer experience roles with Opel and General Motors, leading national dealer networks and the programmes that trained them. It taught me that growth is rarely one big move. It is a series of small, deliberate steps, applied and measured. Incremental gains, building momentum.

I have written six short books on how I do it, all free. This programme is built on Selling the Incrementum Way, and the manager's layer on Sales Management.

What you get is someone who has run the teams you are asking me to train, and who measures the result.



The Incrementum series: Selling, Asking and Serving the Incrementum Way, Sales Management, Customer Experience and Growth Engine. Free editions at incrementum.ie.

The next step is a conversation, not a contract.

Tell me about your team and your numbers. If the programme fits, I will propose Discovery, and you will see the diagnostic before you commit to a single training day. If it does not fit, I will tell you that too.

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