

ARTICLE REPRINT

Selling To Key Receivers

One of the most important concepts I learned as a new sales consultant was that three rules apply to all organizations today:

- **Rule #1** – everyone in an organization is a salesperson.
- **Rule #2** – not everyone believes rule number one.
- **Rule #3** – everyone has customers.

The most successful, customer-centric managers we encounter live by these rules. They work hard to create a culture that gets everyone involved in generating sales revenue. They know that lots of people do not consider themselves salespeople; But they recognize that everyone in their organization is a salesperson because everyone, regardless of job title or job functions, has colleagues - *key receivers* - as customers.

Customer-centric managers think of the company's employees as *key receivers*. Managers in these organizations recognize that they oversee a volunteer workforce, and they realize that their success as managers depends, to a large degree, on their ability to persuade employees to work at fulfilling the company's mission.

We've noticed that these managers faithfully follow their company's sales process when interacting with subordinates. They know that the methodologies they use in working with customers, to present, persuade and move customers to commitment, works as well when interacting internally with *key receivers*.

We don't think it is an accident that companies that are satisfied with their implementation of highly complex CRM (Customer Relationship Management) systems share a common approach to managing their employees. Instead of simply announcing the arrival of new CRM software, managers solicited input from all affected business units during the project's planning phase, communicated openly with all employees impacted by the new system, launched modules in stages to promote user adoption, and addressed the cultural shift issues that a major change in software often entails. In short, they approached their employees, their *key receivers*, as customers of the new software system!

A willingness to accept the three rules that apply to all organizations today, and a commitment to treat everyone in the organization as a "customer," helps create a true customer-focused enterprise. In these organizations, providing excellent customer service becomes the habit of the company's *key receivers*.

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About the author: Steve Chriest is the founder of Selling Up™ (www.selling-up.com), a sales consulting firm specializing in sales revenue improvement for organizations of all types and sizes in a variety of industries. He is also the author of *Selling The E-Suite*, *The Proven System For Reaching and Selling Senior Executives* and *Profits and Cash – The Game of Business*. You can reach Steve at schriest@selling-up.com.