

## APPENDIX FOR “5-5-5” SELLING

### TAKE KEY ACCOUNTS – CORE, GAZELLE AND LEAD2GOLD -TO THE “NEXT-LEVEL”

#### **Introduction:**

In my distributor turnaround experiences, I’ve gotten the biggest improvements in profits from doing all that I’m copying and pasting below.

Before I started my 150+ blog series (as of 5/28/19 and counting), I gathered an earlier, more comprehensive compendium of – why, how, who – advice for key accounts in my “5-5-5 Kit”. Depending upon how fast and deep you want to go in mastering the 5-5-5 opportunity, two choices:

1. The deep dive. Start reading and marking up the “5-5-5 Kit”. Here is the link:  
<http://merrifieldact2.com/wp-content/uploads/2014/11/44-Ex44555kit.pdf>
2. And/Or: start skimming through my pithy blogs below. They are all about 400 words.

With either set of documents, you will run into concerns of resistance to anything True-New. Write these concerns down and reformat them as discussion questions for “the team”. You can assign a blog plus questions as a homework assignment. But, consider using Amazon’s approach: the assignment is handed out at the beginning of the meeting. Then, everyone sits quietly to: read the assignment; think about the questions; and write down their own thoughts. Then, better discussions ensue. Why? 1) Folks that did their reading days before have already forgotten much. 2) The folks that are reading it on the way into the meeting won’t be fully prepared. 3) *Politics for how to control the meeting will not have occurred.* And, 4) by asking them to write down their notes, everyone is thoroughly engaged and up to speed for discussion.

#### **THE BLOGS (plus summary notes):**

#### **BLOGS THAT PROVIDE A BIG PICTURE OVERVIEW (20, 67, 15, 110, 56, 13)**

#### ***#20. Untapped Potential Within Enterprise Accounts***

<http://merrifieldact2.com/waypointanalytics/untapped-potential-within-your-enterprise-accounts/>

This blog includes a reference to a case study in which a CEO calls solo on the #1 most net-profitable account. He finds and proposes to solve problems at his own expense, then asks for business he spotted during the audit. The sales doubled and average order size increased by 20%. But, with a frozen head count, things got too busy. The company then has more courage to address fixing small, losing orders from both minnows or big losers (aka: lead2gold).

#### ***#67. Distributors, Retune Your Brand and Find Your Partners***

<http://merrifieldact2.com/concierge-customer-service/67/>

To be a - uniquely qualified, sole supply - partner, you must do what upfront? You may someday have a “service excellence” guarantee for entire segments-to-all customers. For now, though, you can offer perfect service guarantees for key account at a time.

#### ***#15 Retune Big, Buy-Sell Relationships***

<http://merrifieldact2.com/double-dip-strategy-re-tune-big-buy-sell-relationships/>

Big customers will vary widely in the amount of hidden, unavoidable, small-dollar picks and orders that cost both parties high activity costs for tiny dollars bought and delivered. Some customers have too many emergency, small orders. These cost the customer personnel downtime that in turn can hurt their customers’ service.

With the right buying statistics, a distributor can identify systematic patterns to fix. Net result: both parties save unnecessary hidden activity costs. And, a tuned-up replenishment process wins more (if not all) category spend.

#### ***# 110: Know and Partner Your Top 2% Highest Profit Value Accounts***

Explains the root-causes for your most net-profitable and unprofitable customers. Learn most effective and efficient buying practices from net winners to then share them with the biggest losing accounts.

<http://merrifieldact2.com/waypointanalytics/know-partner-top-2-highest-profit-value-accounts/>

#### ***# 56: Why You Need Enterprise Selling Metrics in Distribution***

<http://merrifieldact2.com/index/why-you-need-enterprise-selling-metrics/>

Addresses how you make commissioned reps part of the enterprise selling process team.

### **#13: Manage Your: “Precision, Supply-Chain Solutions” (PSCS)**

<http://merrifieldact2.com/manage-precision-supply-chain-solutionspscs/>

You will have to develop an in-house “VP of Supply Chain Solutions” to: do audits; think outside of the box; and come up with customized or precision solutions for each big account’s current buying friction. This blog will help you define and fill this new need.

PS. I can – without any reservations – recommend a part-time champion to temporarily fill this spot while grooming your own full-time person. This Tiger will also help you get fast, sustain-it-on-your-own traction with all Waypoint Analytics insights. Check out McKinnon Shisko’s story at [www.pivotalag.com](http://www.pivotalag.com), then at least schedule a visit with him.

### **SELLING TACTIC BLOGS (57, 45, 136)**

#### **#57: Quid Pro Quo Selling**

<http://merrifieldact2.com/index/1354/>

A buyer asks for a better price. Instead of a rep responding: “I’ll see what I can get for you”. The rep does a judo pivot to pitch bringing in the “win-win replenishment team” with a response like: *We can help you look good on price savings, but what can you do for us in return? Let’s turn your - you-win, we-lose, zero-sum - request into a we-both-win by retuning of our shared replenishment system. Can we negotiate for more total volume and/or work to improve your average order-size? Then, we can lower our cost-to-serve enough (as a percent of sales) to afford a lower price” (?)*

#### **#45: Judo Selling for Fading Sales Growth in Distribution**

<http://merrifieldact2.com/waypointanalytics/judo-selling-fading-sales-growth/>

This blog expands on #57 above.

#### **#136: Sell Win-Win, Lower Pricing**

<http://merrifieldact2.com/waypointanalytics/judo-selling-fading-sales-growth/>

Complementary to 57 and 45 immediately above. The three: one combined assignment?

### **BLOGS ON ANALYTICS REPORTS AND CASE STORIES (44, 24, 12, 28, 88, 80, 95)**

**#44: Make Your Own Luck with Big Profit Swing Customers in Distribution**

<http://merrifieldact2.com/waypointanalytics/customers-in-distribution/>

Explains how to do a year-over-year net-profit gain to loss ranking report and then what to do with it. Lessons and opportunities are hidden within the aggregated financial numbers.

**#24: CEO Sales Calls that Win Huge, New Profit**

<http://merrifieldact2.com/cost-to-serve-math/ceo-sales-calls-win-huge-new-profit/>

A recipe for honchos to make calls on big accounts and make next level pitches. And, a case study of a CEO call with huge results.

**#12: How To Get More (Profitable) Business Growth**

<http://merrifieldact2.com/get-profitable-business-growth/>

Case in which a Branch Manager has to convince employees to – measure and achieve- higher service excellence metrics so they can partner big accounts.

**Turn Losing Line-Item Activity Into Gold**

<http://merrifieldact2.com/turn-losing-line-item-activity-gold/>

A how-to recipe for finding pockets of lose-lose, buying activity (even at highly profitable accounts) to then fix for a win-win in activity cost savings.

**#88: Amazon Promotes Long-Tail Spending Cost Reduction: You Can Beat Them**

<http://merrifieldact2.com/waypointanalytics/amazon-promotes-long-tail-spending-cost-reduction-can-beat/#more-1791>

Case study on how you can zero in on the highest-picks, losing customer's specific location or department with the most friction. Then, co-create an on-site, storage system for the too-many-pick SKUs.

**#80: Using Dumb Stuff to Boost Your Profits**

<http://merrifieldact2.com/waypointanalytics/80/>

Using “nudge theory”, a chain sends a reminder memo to all branch managers on how their 5 most net-profitable and 5 big losers are changing or not. Link to a video clip in which two branches transformed a shared (\$150,000) loss customer to a huge winner.

***#95: Rusty Staub and Your Unequal, Margin Dollars***

<http://merrifieldact2.com/waypointanalytics/rusty-staub-unequal-margin-dollars/>

With today’s more comprehensive baseball analytics some players would not be in the Hall of Fame while others might.

Same goes for best accounts. A case contrast of two accounts in which one looks superior based on bigger margin dollars and a higher margin percentage. But, when you look at average margin dollars per order and Cost-to-Serve dollars per order. The star is a loser, and the OK account is a star.