

**START
HERE**

If you are the type that reads the manual, start here and follow the helpful stuff I have crammed into this guide.

If you are not, the bit you want to fill in is in Sheets 6 & 7 and, if you are really going for it, Sheets 8 & 9. If it doesn't work out you can always come back and start here :)



Adapt and succeed

Map



Some people want to sell more, and some need to sell more. This map and others in the series are for the people who need to sell more and will make the effort required. A lot of people I meet have great products and services but they just don't sell enough. The biggest challenges they face are;

- Difficulty attracting enough people to the business
- Spending too much time with the wrong people
- Failure to develop and nurture people's interest.
- Inability to close enough deals.

Successful businesses need to overcome these challenges to beat their larger competitors. They need the same mix of skills, processes, technology, and financial stability but have fewer people and fewer resources. Successful businesses need to be agile and smart to get the job done, they need to get more value from every pound spent. This value is often reduced because of;

- Poor understanding their marketplace, customers, and competitors
- Underdeveloped products that don't quite fit customers needs and wants.
- Sub-optimal communication including questions, messages, and proof points that don't quite hit the mark.
- Not building and developing an effective sales funnel to convert leads into sales.

This is the second in a series of maps and guides designed to help normal people with little or no sales and marketing experience sell more by helping themselves get the important things right and avoiding the most common mistakes. They are based on a career in sales and marketing with blue chip companies and several of my own businesses. I have taken world class techniques and approaches and, I hope, demystified them so you get great results without the fancy words and long drawn out processes.

NEXT



If you have a printer, print out all the sheets 1-9 and lay them out in the order shown on the next page.

If you don't, read everything from your screen and, as long as you have a pencil and some paper and can draw a simple version of the map layout, you are good to go.



How to use this map

When times are tough, and you are focussed on the day to day needs of your business, you can easily miss the big picture. It is hard to see the wood for the trees, but you need to. It's just too easy to work your socks off doing the wrong things.

The big picture is super valuable. I joined an AI business in the late '90s. Great product, great people, but really weak in sales and marketing. Inside of 12 months, we trebled sales revenue. We put the business on a growth path that resulted in its acquisition and eventual inclusion in IBM's Watson AI suite.

You can get the big picture with this map. It helps you look at the strengths and weaknesses of your business and set them in the context of the opportunities and threats created by the current situation. Once you have some key elements on the map, its easier to develop strategies that suit conditions and target your money and resources on the right things.

Lay the map out on a table or flat surface like this

Sheet 1 Selling more, simply	Sheet 4 Strengths & weaknesses map item descriptions, coaching questions and examples to help you complete sheet 6	Sheet 5 Opportunities & threats map descriptions, coaching ques- tions and examples to help you complete sheet 7
Sheet 2 How to use the map	Sheet 6 Strengths & weaknesses map for you to complete	Sheet 7 Opportunities & threats map to complete.
Sheet 3 How to use this map	Sheet 8 Strategic ideas	Sheet 9 To do list



Strengths & weaknesses are the positive and negative things about your business, they are internal. Strengths help you succeed, weaknesses limit your success. When you start identifying them, try to be objective and as realistic as possible. If possible, identify things that are balanced and have similar levels of effect on your business.



How to use this map



Opportunities & threats are positive and negative things in the environment that affect your business, they are external forces. Opportunities are potentially helpful, and threats are harmful. This is not always the case; a good example is the businesses using the circumstances created by the coronavirus, potentially a threat to most of us, to drive opportunity and growth.

The layout maps good and bad things about your business with present business conditions. Hopefully, you will get the big picture and develop strategies to seize the opportunities revealed.

When you fill in the map, I recommend you use either

- Index markers – best option because they are so easy to move around. One point on each tab. The ones I use come from Tesco <https://www.tesco.com/groceries/en-GB/products/260881376>, but others are available on Amazon, go for the tabs and markers but not the flags.
- Or a pencil and rubber – Not quite as easy but still good, because you can rub out mistakes.

Have a look at the “Strengths & weaknesses map item descriptions and coaching questions” (Sheet 4) and then start on the Strengths & weaknesses sheet (Sheet 6)

- Start with strengths, most of us are better identifying what we are good at, less able to see our own weaknesses.
- Use the coaching questions and examples to get you started
- If you are stumped, perhaps a friend could help?
- Get the key points on the map, don't worry about detail at this stage, there is plenty of time to develop your map later.

Check out “Opportunities & threats map descriptions and coaching questions” (Sheet 5) then start on the “Opportunities & threats map” (Sheet 7)

- List your opportunities and threats.
- Make sure you check out your competition
- Use the coaching questions and examples to get you started
- Get a bit of research in if you can. You can start simply by Googling the opportunity or threat you have identified (eg “coronavirus opportunity”) and see what comes up.

Has the map helped you identify some new things? Don't worry if you haven't; sleep on it and come back with fresh eyes and thoughts later.

If it has, have a look at Sheet 8 "Strategic ideas". If you have revealed a new opportunity, think about how you can use the strengths your business has to make the most of it. This is called an offensive strategy. Just jot down a few ideas to get a feel for what the strategy is and what its objectives will be.

Do the same for "Defensive", "Adjustment" and "Survival" then put down some critical actions on the "To do list" on Sheet 9. It is going to need more development to turn into a fully formed strategy but I hope you are off to an excellent start to selling more.



Your business

Strengths

Strengths are internal to your business—things that you have some control over and can change. For example: factors relating to products, pricing, costs, profitability, performance, quality, people, skills, adaptability, brands, services, reputation, processes, infrastructure, etc.

Questions to get you started

- What do you do best?
- What unique knowledge, talent, or resources do you have?
- What advantages do you have?
- What do other people say you do well?
- What resources do you have available?
- What is your greatest achievement?

Areas to consider

- People
- Processes
- Skills
- Communications
- Products
- Finance
- Reputation
- Knowledge

Examples

- Great products
- Loyal customers
- Sales skills

- Marketing skills
- Well designed and managed sales funnel
- Quick learner

Strengths & weaknesses



Weaknesses

Weaknesses are internal to your business—things that you have some control over and can change. For example: factors relating to products, pricing, costs, profitability, performance, quality, people, skills, adaptability, brands, services, reputation, processes, infrastructure, etc.

Questions to get you started

- What could you improve?
- What knowledge, talent, skills and/or resources are you lacking?
- What disadvantages do you have?
- What do other people say you don't do well?
- What customer complaints have you had about your service?

Areas to consider

- People
- Processes
- Skills
- Communications
- Products
- Finance
- Reputation
- Knowledge

Examples

- Weak product fit
- Low motivation
- Little or no customer targeting

- Low productivity
- Looking for perfection
- Fishing in the wrong place



External business conditions

Opportunities

Opportunities are external—things that are going on outside your business, in the larger market. For example: factors relating to markets, sectors, audience, fashion, seasonality, trends, competition, economics, politics, society, culture, technology, environmental, media, law, etc

Questions to get you started

- What opportunities are present today?
- From which recurring tendencies can you profit?
- Which opportunities are growing?
- What could be done today that isn't being done?
- What is missing on the market?

Areas to consider

- Market
- Competition
- Technology
- Economy
- Society
- Legislation

Examples

- People working from home
- People wanting something new to do
- Opening new markets

- Increasing customer appeal and retention
- Increasing your audience
- Creating a source of recurring income



Opportunities & threats

Threats

Threats are external—things that are going on outside your business, in the larger market. For example: factors relating to markets, sectors, audience, fashion, seasonality, trends, competition, economics, politics, society, culture, technology, environmental, media, law, etc

Questions to get you started

- What challenges are present today?
- Which recurring tendencies can damage you?
- Which challenges are growing?
- Which sector is oversupplied?

Areas to consider

- Market
- Competition
- Technology
- Economy
- Society
- Legislation

Examples

- Lack of face to face contact with sales leads
- Lack of face to face experiences for customers
- Customers becoming poorer

- Existing competition becoming more active
- New competitors entering the market
- Inability to deal with technology



SMARTer entrepreneurs Make more money



Smarter entrepreneurs make more money because they

- Have excellent business ideas!
- Make smarter plans to turn great ideas into an effective strategy
- Action their plans skilfully with flair and commitment
- Just keep getting better, smarter and smarter as they develop

We help entrepreneurs get twice as smart with our online business advisory. The first SMART is firmly based on values, specific, measurable, attainable, relevant and time-bound.

The second SMART comes courtesy of our experience serving organisations from the largest to the smallest and starting several businesses in the services sector. We have made the mistakes already, so you don't have to. We have learned hard lessons, and so you can learn the easy way. We have the techniques, skills, processes, mindset and can help you discover them too.

Get SMARTer with our continuous improvement process. Discover how you can improve each element of your business each time you take action.



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