



SALES & MARKETING
EXECUTIVES VICTORIA

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June 21, 2017

A Bit About Me...



FAMILY



**WHL & Victoria Royals
Toronto BlueJays**



Community Living Victoria



Cars



Trucks



**Travel with my wife
Brenda**

1969

- **Joined IBM in Toronto in administration**
- **Supporting sales instructors**
- **Learned about pay levels in blue chip companies**
- **Variety of career paths**
- **Limitless opportunities**
- **Ever changing management; outlive the bad ones**





1972

- **Learned to manage time and sales funnel**
- **Lombardi Time**
- **Learned to love cold calling**
- **VPL**
- **Initial benefit statements were key to appointments**
- **Having a mentor was huge**



1972 - 1980

- **Single Price**
- **Cost Justify**
- **Pencil Sell**
- **Unsolicited Proposals**
- **Understand the sales plan**
- **Fortunate to sell hot products for leading organizations**



1981



- **IBM thought 100K units then move on**
- **Gartner Group says over 2 Billion in use today**
- **First introduction to business partners and the value of $1+1 = >2$**
- **Focused on loyalty by promise of commitment to being easiest to do business with; make more money**

1981 >

- **Grey Market**
- **Quality issues**
- **Production Issues**
- **Product transitions**
- **Increased competition for us and partners**
- **Complexity of multiple partners on same opportunities**



Building Relationships Becomes Important

Knowing what was important to resellers & customers became key



Knowing how to win vs competition very important

Some Mfg's of the 80's that have ceased:

Compaq, AST, Eagle, Digital, Gateway, Micron, Osborne, Packard Bell, Radio Shack, Hewitt Rand, Seanix

1993



- **Lou Gersner Era...**
- **Between 1993 and 2000, IBM made a complete transformation.**
- **Went from a net loss of 8.1 billion dollars to net income of 8.1 billion dollars.**
- **Earnings per share went from -3.55 to 4.44.**
- **Return on stockholders' equity increased from -35.2 to 39.7**

1993

- **Lou Gerstner era saved IBM but changed benefits dramatically**
- **You needed the right skills to survive the changes**
- **IBM went from approx. 400K employees to a low of 220K in 1994**
- **Defined Benefits or Defined Contribution decisions**
- **I was 24 yrs in and had to make it to 30**



Victoria, BC 1994 >

Building Strong Relations

- **50% of selling internal**
- **Picked client time based on strengths rather than chase every opportunity**
- **Developed strategy of ‘customer for life’**
- **Communicate, communicate, communicate**
- **Set Expectations then do what you say**



Building Strong Relations



- Lunch & Learn events
- Understand customers business issues at multiple levels in order to solve problems while driving revenue
- Your engaging of diving deeper into an account will also strengthen relationships and build respect. **You become a Trusted Advisor**
- Listening is #1 key following open questions

Building Strong Relations

- **Set Expectations and consistently meet or manage them**
- **Set your bar higher than your competitors and be bold enough to communicate this**
- **Find ways to stay in touch with stakeholders**
- **Ask why decisions made (or not)**
- **Build reference binder**
- **Annual checkpoint on references**



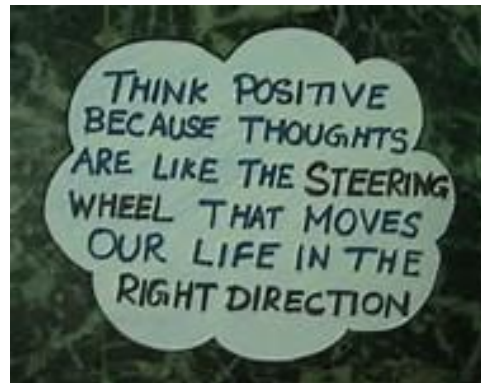
Winning the Deal

- **Influence RFP before it is released**
- **Develop product, price and partner strategy for RFP responses**
- **Proposal writing like a term paper**
- **“Bid to Win” ... “Manage to Profit”**



Being Who They Want to Buy From

- Engage
 - Be a Positive Energy
 - Have people want to be around you
 - Pick colleagues who are up people
 - Avoid gossip
 - Appreciate others
 - Acknowledge others
 - Don't get caught up in titles
 - Be yourself
 - Have FUN!





Questions

PARALLEL 3



NOVEMBER 17TH 2017
MCPHERSON THEATRE

The Concert for
Hope. Help. Home.

CELEBRATING 10 YEARS



Community Living
VICTORIA

THE 2017 CONCERT FOR HOPE. HELP. HOME.

Tickets are on sale now! All proceeds support people with developmental disabilities in our community. Tickets at \$57 and \$68.

Thinking of becoming a sponsor?

This is a perfect high-profile opportunity for business organizations on Vancouver Island and beyond to remind their audience of their commitment and support for the community and a great cause.

There'll be widespread media coverage leading up to the event.