

# Making Customers Instead of *Finding* Them

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## **Adding Demand Creation to your existing Demand Capture Sales Process**

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*Revenue Storm White Paper*

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The Business Rainmakers

Let's talk process, more importantly, let's discuss your sales process. Are you confident your sales process will deliver the numbers in this slowing economy? To find out, answer these three questions:

- **When was your sales process installed?**
- **Where did it come from?**
- **How old is it?**

To be clear, I'm NOT asking you how well your process is being executed, or how aligned other processes are to it. Nor am I inquiring as to how well your sales people implement the process. Although these questions are good ones and demand honest answers, my question is deeper and goes to the foundation for determining both the presence and degree of all salient sales activities. You need to know if your sales people will be doing what needs to be done when the economy hits the wall and the demand for your products and services dry up.

It's getting ugly out there. Gas prices are going up with the escalating cost of crude oil, foreclosures are at an all-time high, stock prices are tumbling and companies are cutting their budgets. For every Sales Leader in today's velocity-driven market, at a time when the economy is slowing, the real question is this – Is your sales process built on a Demand Creation philosophy or on a Demand Capture philosophy?

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**Is your sales process built on a *Demand Creation* philosophy  
or on a *Demand Capture* philosophy?**

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The difference will well determine the ability of your sales organization to hit their growth targets. Every Sales Leader knows that when an economy is in decline, their growth rate will probably also be in decline. And every Sales Leader attempts to adjust their revenue targets accordingly. But what happens if the stockholder and/or stakeholders still want to grow at a rate that is faster than the rate of the industries you serve? What happens if there simply is not enough demand to be found? Is your organization ready?

When there are not enough customers to be *found*, they will have to be *made*. That necessitates a change in the organization's approach to market. Sales Leaders will need to stop depending on sales people just *selling better*, and lead them in *selling differently*. To appreciate the implications of what it means to sell differently, contrast the definitions of these two very different approaches to selling:

**Demand Capture Selling** — *Finding and fulfilling a pre-existing and known need, with a product or service to solve a known pain.*

\*This is the traditional approach to selling used by most organizations over the last 30+ years

**Demand Creation Selling** — *Creating within an individual and/or organization the compelling desire to achieve something they may not have known existed before, by focusing on something which they had not seriously considered before, by taking advantage of a product or service in which they had little to no interest before.*

\* This type of selling necessitates a sales process that is vastly different from the standard sales processes currently being used by most business development organizations.

**See if your sales process needs updating by reviewing the following checklist:**

### **Sales Process Inspection Checklist**

- Was your current sales process developed to be used in a “Growth” economy or a “Slow” economy?
- Does your current sales process have a clear **Targeting Demand** phase as to where and under what conditions Demand can be created? (The ability to assess, prioritize and engage selected markets, accounts, or individuals to initiate creating demand.)
- Does your current sales process have a clear **Creating Demand** phase? (The ability to stimulate interest and generate buying activity outside the current budget allocations or existing procurement plans.)
- Does your current sales process have a clear **Shaping Demand** phase? (The ability to frame a differentiated solution that has confirmed and relevant value for the client.)
- Does your current sales process deploy tools, methods and techniques for **Targeting, Creating and Shaping Demand?**
- Does your current sales process involve methods for providing business development personnel with “Thought Leadership” necessary for **Targeting, Creating, and Shaping Demand?**
- Does your organization have psychometric testing to identify any competency deficits in these three areas?
- Does your Marketing Department precondition the industries, companies and specific titles within those companies in advance of the sales efforts?
- Does your Marketing Department provide Business Improvement Value Propositions for sales professionals to utilize in their Demand Creation activities?

Most Sales Leaders are becoming aware that the number one “finding” from Customer Satisfaction Surveys is the crying need for their suppliers to bring innovative thought leadership to them. This coupled with the maturing of the Information Age is forcing the role of a sales profession in Business-to-Business selling to be redefined. The economic downturn will expose those sales organizations that aren’t getting the message.

The changing nature of business communications is altering the way sales people will interact with their customers. Imbedded within the traditional manner of working with customers are several salient and emerging trends, which have significant implications for the nature of “selling” in the current tough economy and well beyond.

First, the way information is being shared is evolving. The sales/service person is no longer the conduit of basic data; this role has been taken on by the Internet. Sales organizations and sales people that don't get this are going to become obsolete castaways of an ancient way of selling.

Second, the nature of the basic product interchange is being modified. The Internet makes it easy for the customer to find out as much information about your product and pricing as you would like them to in a quick and convenient click of a mouse. They no longer will be prisoner to the sales middleman to acquire product/service and pricing information.

The days of reactive, order-taking sales people are numbered. The implication is that the ***Demand Capturing*** sales person playing the traditional basic information provider role is being downgraded. When combined with the growth of e-commerce and the resulting de-emphasis on the service provider as an order taker and processor, it leaves one wondering “*What is their role?*” or “*How can their role even be justified?*”

The answer is shifting focus towards the human end of the spectrum. The Internet provides product and pricing access and ease. What it doesn't provide is ***Innovative Judgment***, the ability to alert a customer to areas of *unknown gain*. It is in this arena – working with the prospect to sift through and distill data to help the customer achieve a solution for advancing their company in new and creative ways --- that the service provider of the future will need to excel. This is the heart of ***Demand Creation***.

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Welcome to the next generation of selling and  
welcome to the proven world of Revenue Storm!

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If you would like to validate the benefits of taking your organization through this type of transformation deliberately and proactively before your competition does, and capitalize on the pending economic tough times to grab market-share at your competitor's expense, please contact us at [hq@revenuestorm.com](mailto:hq@revenuestorm.com) for more information.

This discussion on the changing role of the sales professional has been continued on our blog. Please share your comments at: <http://lavonkoernerblog.blogspot.com/>