

# SALES SURGERY

Peter Heredia from Max Sale Solutions talks to *Commerce* about fighting the recession with his proven strategy for driving sales leads

**L**ess than two years ago, most sales rooms in the UAE were busy joints where the phones rang almost as much as the cash register. But fast-forward to the present day and the UAE business landscape is an altogether quieter, tougher place to do deals. Companies have been stripped of their easy leads, profits – and often some of their staff – so the biggest question on everyone’s lips is “how do I increase my sales?”

And that is not a question with a simple answer. Selling in today’s environment requires an altogether different mindset and a focus on the long-term and lead maximisation rather than quick, easy bucks. Peter Heredia, managing director of Dubai-based MaxSale Solutions, says he has what it takes to turn around sales psychology in local companies.

“We offer a new, alternative way of improving sales. It’s more process-driven rather than the normal skills-driven method. It’s more about the management of processes. Before the recession, sales was a suppliers’ market, but now the tide has gone out it’s left a lot of companies with their sales forces very exposed,” he says. “Previously all the sales professionals were required to do was take orders. The customers were driving the sales, but now everything has turned around and the suppliers need to become more professional and efficient in their approach.”

With decades of combined commercial management experience at DHL globally, Heredia and his business partner David Wild had their “Eureka” moment two years ago after realising that most sales maximisation programmes were simply too complicated. And the last thing a typical sales person wants to do is spend hours in the office inputting data into a CRM system.

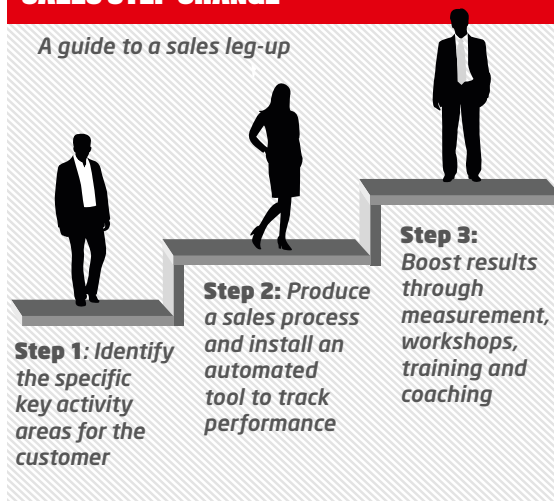
“A large amount of clients have come to us having bought costly CRM systems and they say their sales team aren’t using it. Around 50 per cent of CRM systems globally are never used. They are not user-friendly for sales people,” Heredia says.

The MaxSale Maxelerator solution offers a combination of group coaching and software, with only one objective: to drive sales activity. This may seem like a blindingly simple concept, but Heredia says there’s nothing like it in the market. The three-step, 12-week programme kicks off with identification of the key activity areas, followed by the implementation of processes and coaching workshops.

This process is supported by a sales-automation tool that mathematically projects future revenues, based

## SALES STEP CHANGE

*A guide to a sales leg-up*



on the sales person's activities. The software can predict billings based on the number of times the sales representative meets with the client, and whether they are new or existing contacts. A sales strategy can then be devised accordingly. The concept is similar to a manufacturing plant, where the software works to improve efficiency based on tweaking the processes. Heredia claims that the database only needs to be used for five minutes a day to gain results.

"Maxelerator makes the average sales person 10 times more efficient. The visibility of the system means they get more motivated," he says. "If they don't know where to go to get business, by the time they've finished, they'll know exactly what they have to do. They'll know what the target is, and what they've got to do to get there. Our software purely drives sales activity and gets the team thinking about what they need to do."

During his tenure at DHL UAE, Heredia worked across the Middle East region. He says it was while visiting smaller GCC countries that he really witnessed the power of minor process changes to boost revenues, adding that he saw how the process could also benefit smaller companies in the UAE.

"Once you picked out the areas you want to focus on, it's much easier to put them into a process, then visibility improves. Everything starts with revenue generation. How do you get there? By maximising existing contacts and generating new ones. The software measures the call ratio – how much time do you give to existing clients as opposed to other clients? All sales opportunities are recorded, in terms of their size and the time it takes them to close," he says.

"What we do is recycle opportunities – if you go in and the customer says 'no I am not interested', most salespeople just forget about it and don't ring that contact again. We show that if you recycle those opportunities and keep the relationship going 80 per cent of your business will come from those customers within two years. Keeping that relationship going is crucial – for existing and new customers."

Once the client's sales team needs have been recorded and an automated tool has been customised and implemented, Heredia's team will coach the company once a week with an interactive workshop, teaching the client how to optimise their plan.



**"IT'S ALL ABOUT MAXIMISING YOUR CURRENT RESOURCES, SO YOU'RE NOT EMPLOYING EXTRA COST. WITH THIS NEW FOCUS, THE SALES TEAM IS PULLED OUT OF ITS COMFORT ZONE. THEY CAN SEE THE RESULTS STRAIGHT AWAY AND THIS WHY IT WORKS"**

"There's a lot of common sense involved – we've taken a lot of basics and put them into a process. We make life easy for sales people – and the one thing that is so important is that we drive it through the sales people and not the management. We encourage the managers to get the team to buy into it. We encourage the sales team to come up with questions and create their own ideas – they are more likely to stick to it," he says.

"It's all about revenues and driving profits and maximising your current resources, so you're not employing any extra cost. With this new focus, the sales team is pulled out of its comfort zone. It's very quick, they see results straight away – and this is why it works." ●

The 12-week MaxSale Maxelerator programme is available for a fee of AED49,000 for a full team's coaching. This includes all workshops and software. Email: [sales@maxsalesolutions.com](mailto:sales@maxsalesolutions.com)