PRAISE FOR *OUTGROW*

"Alex Goldfayn has been instrumental in transforming our company's approach to sales. His guidance in implementing an Outgrow proactive sales culture has been the catalyst for our incredible growth, doubling our revenue over the past three years. By encouraging consistent communication with clients and fostering a mindset of outreach and relationship-building, Alex has empowered our sales team to perform at a higher level. His strategies have instilled confidence, accountability, and focus throughout the organization, driving results far beyond our expectations. We couldn't have achieved this level of success without his expertise and commitment to our success."

—Michael Meiresonne, Chief Operating Officer, DSG Supply

"*Outgrow* has helped our company and engineers get beyond the fear of 'selling' and understand they already have the abilities to help their clients more—they just need to take deliberate proactive action and ask *How can we help?* This is at the core of an Outgrow company: We're not selling; we're helping. And now, our people believe this!"

—Molly E. Foley, Principal and Chief Marketing Officer, IMEG Corp.

"Alex Goldfayn's *Outgrow* is a simple methodology of growing sales organically, which has reaped massive rewards for our business. His program has become ingrained in our culture of proactive service to our customers and business partners."

—Taylor Tankersley, Vice President, East Coast Lumber

"Alex Goldfayn has turned into a friend and been instrumental in how we think about selling and revenue. I didn't realize we could turn all our customer-facing employees into revenue generators. *Outgrow* has been a game changer for our company."

—Michael Gianni, Founder and CEO, MD7

"Alex Goldfayn is unapologetically candid in his desire to help leaders adjust their mindsets toward being intentional in their everyday sales approach. His simple Outgrow strategies are effective and time efficient. *Outgrow* brings us a set of tools that even non-sales people can adopt and find long term success with."

—Curt Williams, Principal/Director, I.C. Thomasson

"*Outgrow* has allowed our team to shine bright in our customers' eyes. The Outgrow proactive actions we implement save our customers time and money and ultimately make our business grow for the long haul."

—Brent Jones, Vice President, J&B Supply, Inc.

"*Outgrow* has helped our company focus on a selling approach that helps a 'non-sales person' become a proactive seller and not just an order taker."

—Matt Hasselbring, Pricing Manager, Ace Supply

"*Outgrow* has helped our company install rigor around our selling process to achieve long-term measurable results. I would recommend Alex and his Outgrow selling tools to help drive sales at your organization."

—Robert Davidson, Chief Executive Officer, Alexander Chemical Corp.

"*Outgrow* is helping us systemize our way of building relationships with our clients as we scale our business."

—Stephen Coulthard, Chief Business Officer, Cumming Group

"*Outgrow* has significantly helped our company by empowering engineers at all levels to confidently and proactively sell to both new and existing clients. This approach has not only boosted our sales but also enhanced our team's overall confidence and effectiveness in client interactions."

—Phillip Sutherland, Principal, I.C. Thomasson Associates, Inc.

"Alex Goldfayn's Outgrow process has allowed Cumming Group the ability to stay focused on our clients, and, as a result, supercharged revenue generation through our team members' existing relationships."

—Thomas Noto, Vice President Business Development, Cumming Group

"Outgrow has transformed our sales platform by making it structured and scalable. The added benefit is that it's a lot of fun!"

—Gus Childs, Owner, City Supply

"*Outgrow* has helped UCC grow by implementing the most simple techniques, tools, and processes with a systematic disciplined approach. This was accomplished through elevated visibility that accelerates personal motivation in a fun manner!"

—Andrew Matthews, Vice President of Sales, Americas, UCC Environmental

"*Outgrow* has helped our company exceed our industry's expected growth. The tools, strategies, and techniques are something any sales organization can implement and succeed with."

—Joe Solheid, Vice President, Sales and Marketing, DSG Supply

"Outgrow is a structured approach to sales that tracks measurable actions that lead to real sales growth. No more sales people throwing spaghetti against a wall or using a shotgun approach with their customers!"

—Chris Fairchild, Vice President, Sales and Marketing, Alexander Chemical Corp.

OUTGROW

ALSO BY ALEX GOLDFAYN

Pick Up the Phone and Sell
5-Minute Selling
Selling Boldly
The Revenue Growth Habit
Evangelist Marketing

OUTGROW

How to Expand Market Share and Outsell Your Competition

ALEX GOLDFAYN

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To Lisa
Two kids. Four homes. Six dogs. Seven books.
Thank you for your relentless belief.

CONTENTS

Outgrow is . . .

Systematically and proactively expanding
your business with customers and prospects,
especially those you don't talk with regularly.

Which is most of them.

WHAT IS OUTGROW?

In one sentence, Outgrow is a trackable, measurable system for growing your business by: (1) consistently expanding your wallet share with current customers, and (2) proactively communicating with the many customers and prospects who you don't talk to regularly.

In two paragraphs: This book is for business owners and top executives who would like to systematically and predictably add organic sales growth. It lays out publicly, for the first time, my simple proactive sales system that more than 400 business-to-business clients have run over the past 20 years. These clients add 20 to 30% sales growth to their top lines year after year. How will you accomplish this? By adding process, accountability, tracking, and scorecards to your sales function to help your people be proactive instead of reactive.

The Outgrow system will drive proactive communications with customers and prospects, and arm you with powerful data and insight

about leading indicators of sales success. Your people will systematize following up, constantly expand orders, regularly ask for the business, and consistently talk to the many customers and prospects who don't regularly hear from them. And you will see the analytics in black and white. It works so well because it's so rare: your competition is almost certainly not doing these things. You will find revenue rising predictably, constantly, and in a measurable way, creating growth that you can plan around—because this growth will be created by the repeatable behaviors of your customer-facing people.
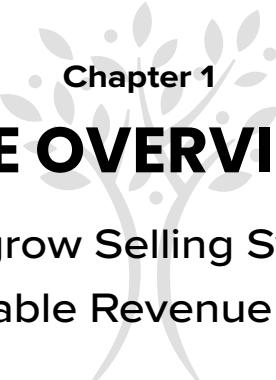
THE OVERVIEW

The Outgrow Selling System for Predictable Revenue Growth

THE REVENUE PROBLEM

Proactive Selling: *Communicating with customers and prospects when they aren't expecting you (unscheduled), and when nothing is wrong.*

The CEO and I sat down at a small conference table in his office for a brief conversation before our meeting with his business unit presidents was set to begin. This was a large company in the wholesale distribution industry, owned by private equity, with the experienced CEO hired within the last year. I wanted to get his assessment of his company's situation before our larger meeting with him and his team.

"Alex," he said, "I have a revenue problem."

Nobody had ever said this to me before, in those words, and I've been talking with company leaders about growing sales for about 20 years.

"Tell me more," I prompted.

"My salespeople are good order takers," he explained. "They're problem solvers. But they're not really salespeople."

We had talked on the phone several times before this in-person meeting, so I went back to my notes.

"But you said you've had solid growth over the last few years?"

He didn't hesitate: "Sure, but prices in our industry have gone way up. It's inflationary growth. We've also acquired some companies. But we've had little to no real organic volume growth created by our salespeople."

And there, in the first three minutes of a three-hour meeting, this CEO defined the issue for nearly all business-to-business companies that rely on a sales team: *salespeople are good at reacting to incoming customer inquiries, issues, problems, and requests, but not so much at proactively creating new and additional business with them.*

How many are this way?

Out of the thousands of business-to-business companies I've talked with in depth over the years, and the hundreds that I've worked closely with, I'm comfortable putting the percentage at 90%. That is, 90% of all companies—*and salespeople*—are basically totally reactive in their interactions with customers.

This has huge implications for so many areas of your business, but I think the biggest one is this: customers experience almost no proactive communications from their suppliers or service providers. Customers call their salespeople usually only when there is a problem and, similarly, salespeople only call customers when . . . there is a problem. In fact, the first thing customers think when one of their salespeople calls is, *What's wrong?* As a result, it's so incredibly easy to stand out from *all* of your competition in this environment.

By being proactive, it's easy to show your customer you care more than your competition does. It's easy to show up, be present, and follow up. It's easy to build better relationships, based on mutual trust, by showing up when nothing is wrong. It won't be long until your customers start telling you, "Nobody follows up with me like you do."

But why are most companies *not* doing this?

Why have so many companies mastered reactive work, but struggle to implement proactive selling? The rest of this chapter will examine the reasons.

WHY MOST SALES ORGANIZATIONS ARE TOTALLY REACTIVE

The reactive approach to business is the default approach. Proactivity requires focus, attention, and intention. Unfortunately, most of us are too busy fighting the proverbial fires of the day brought to us by customers, suppliers, coworkers, and sometimes the economy to even *think* about proactivity. Most people in sales, management, and even executive leadership roles are simply trying not to drown.

Here are 10 reasons I see and hear frequently among my clients that keep organizations from predictably generating proactive revenue growth.

1. **Most inbound and outbound communications with customers require both parties to *react*.** Customers call salespeople with problems: *Where is the product? Why didn't you do what you said? It's too expensive. Even though I'm just telling you about it now, I need you to do this right now!* Also, salespeople tend to only call customers when there is a problem: *I don't have it. I can't get it. The price is going up.*

2. **Culturally, most companies do not focus on organic sales.** It's not in most firms' DNA to communicate proactively. They have never really done so successfully. And they don't really know *how* to.

3. **Owners and CEOs tend to prioritize other initiatives.** Sometimes it feels like top leaders focus on everything *but*

organic growth: hiring people, acquiring companies, buying land, buying or leasing buildings, buying equipment, obtaining safety certifications, rolling out software systems, upgrading technology. All of these things are important leadership pursuits, but none impact the business as much as proactively driving sales. In fact, sales growth drives all of these other initiatives.

4. **Most companies don't invest in their salespeople.** This is interesting because it's the sales function that makes it possible for every other corporate function and job role to even exist. But at many companies, the sales staff usually gets the least amount of training, development, and investment.

5. **There is no customer relationship management (CRM) software.** It's amazing how large a company can grow without technology in place to support its sales function. About half of my clients over $100M in revenue simply do not have a CRM.

6. **There is a CRM, but getting salespeople to use it consistently is an unbearably difficult effort.** Many of the companies that have a CRM often don't use it consistently or correctly. Some of the most popular CRMs are complex and require too much time for salespeople to learn and utilize properly. I have found many salespeople will give a new CRM a brief but honest effort, and what they discover is that extracting useful information is challenging at best. So it doesn't take long before a CRM becomes an elaborate address book filled with names and numbers and little else. It's no wonder salespeople move away from using them.

7. **Most salespeople have a huge fear of rejection.** We will dive deeply into this topic in chapters 2 and 3, but we humans are driven by our fears of failure and rejection. And nobody gets rejected more than salespeople. Nobody experiences more

failure. So when you ask them to go to customers proactively—when they don't absolutely "have to," and when rejection is highly likely—they're not exactly eager to run into that burning building. The psychology isn't on our side.

8. **Most sales growth initiatives focus on mechanics instead of mindset**. Our behavior follows our thinking, and it's impossible for salespeople to outsell their mindset. Basically, the vast majority of growth initiatives do not address the fear that keeps salespeople from proactively selling to begin with. This is why most attempts at "let's call three customers every day from now on" fizzle out and fade away quickly. The fear is much bigger than your request. They *want* to come along with your initiative and help the company grow, but their fear is too big. It's the mindset that keeps people from taking action. So we will focus there. More on this in chapter 2.

9. **Most previous attempts at organic growth have failed.** Most experienced salespeople have been through multiple failed growth initiatives in their career. They have seen these efforts come and go like flavors of the month handed down by the owner or CEO. They expect the same from any new attempt at organic growth. When you tell them, *This time it's different*, they think, *Sure it is!* And then they sit back, watch, and wait it out. And usually, it goes away. Most change does, and things revert to the default—reactive—position.

10. **Most salespeople aren't used to accountability, and most leaders don't know how to implement it with salespeople.** Accountability is difficult to implement in any department of your company. It's most difficult with salespeople, who are independent, entrepreneurial, stubborn, and often not even under your roof because they're on the road. Their attitude is often some version of, *Do you want me to sell, or do you want me*

to spend time logging my calls? And it's hard to give them a good answer to this resistance. I will arm you with several replies to this (valid) concern in chapter 9.

INTRODUCING THE OUTGROW SELLING SYSTEM

Enter the Outgrow Selling System. Used by hundreds of business-to-business sales organizations—including manufacturers, wholesale distributors, and services companies like engineering and consulting firms—this system addresses each of the issues and roadblocks described in the previous section. Here is a detailed overview of the Outgrow Selling System, which is also designed as a preview of the chapters ahead.

Outgrow Is a Culture, Not a Project (Chapter 2)

Projects start and stop, but culture is a permanent reflection of what's important to you as a business owner or top executive. Projects tend to lose energy and focus, often fizzling out before their true impact can be experienced. Culture is known and communicated by all levels of your organization. It's also felt and experienced by your customers.

So what is the Outgrow culture?

- At its core, it's about knowing your great value to your customers and prospects, and behaving accordingly. This means being confident and bold (see next item), but not arrogant. It means showing up, following up, and being present, even when nothing is wrong.

- It makes clear that your people are helping your customers, not selling to them. This has the advantage of being totally true, and it makes it much easier for your salespeople to proactively communicate with customers and prospects.

- Outgrow is led by the top executive of the organization. It is not run by this person, but it is energized and encouraged by them.

- Outgrow is scalable. The largest company to run Outgrow has several billion dollars in annual revenue. I've personally led many companies that earn several million dollars in annual revenue, as well as countless companies in the tens of millions in sales, and also many under $10 million. The smallest companies to run Outgrow are trying to grow to $1 million in sales.

- The system revolves around regular internal communications led by managers. Team by team and location by location, managers will continuously focus on the importance of proactively helping customers. We do this because people only do what they think is important to their boss, and this is how we show them it's important.

- Outgrow asks that salespeople not only do the work, but also quickly show the work by logging it. Because if it's not recorded, did it really happen? And how can it be followed up on if it doesn't exist anywhere? In turn, leaders will be armed with powerful analytics and success stories, which will be shared with the team.

A Mindset Shift Toward Confidence and Boldness Is at the Center of Outgrow (Chapter 2)

Human behavior is generally driven by fear and doing what we can to avoid it. The sales professional is totally motivated by fear, because nobody gets rejected more than those of us who sell. And it is the act of selling that leads to these failures. So we avoid it! (Helpful to the work, right?) This is why so few salespeople are able to be proactive—going to customers puts them in a position for likely rejection and failure.

With the Outgrow system, we help salespeople understand their great value to customers. We show them how much their customers

appreciate and need their help. We do this in the customers' own words, letting salespeople hear the people they deal with every day talking about the immense impact of their work.

In turn, salespeople begin to realize the enormous impact they have on their customers, far beyond the products and services being sold. Outgrow salespeople move from fear to confidence, from pessimism to optimism, from cynicism to gratitude, from quick surrenders to perseverance, from focusing on products and services to focusing on their value and the tremendous relationships they build. And when these thinking shifts occur, they lead to the single most important shift: from selling reactively and taking orders to communicating proactively and developing new, organic business.

All Customer-Facing Staff Can Participate in Outgrow (Chapter 3)

Outgrow is a simple process for all of your customer-facing teams: outside salespeople, inside salespeople, customer service people, counter staff if you have them. Some of my clients include delivery drivers if they have a logistics operation, because who sees customers more than them? You will also want to plug in all the managers of these teams, including location or branch managers, as well as executive leaders like vice presidents, presidents, and general managers.

The reason we want to be as inclusive as possible is because Outgrow is based on proactive, outbound communications efforts. And the more people making efforts—or taking swings, as we say—the more successes, or hits, you will experience. With time, and given the advantage of Outgrow data and analytics, you might choose to exclude some nonparticipants. But we start with the maximum, and try to stay there, with the knowledge that we can adjust as needed.

We Focus on the Customers Your Teams Don't Interact with Regularly (Chapter 4)

Most sales teams spend the great majority of their time talking with approximately 20% of their customers. These are the people who frequently call their sales contacts—often with problems, stresses, or issues that need to be resolved. They are the squeaky wheels, but also they are present, active, and you have good relationships with them. One of my clients, the president of a large regional wholesale distributor, calls these customers pawpaws. They are your buddies, your friends.

The other 80% of your customers are some mix of the following:

- Customers who are on autopilot, buying some products and services from you and many others from your competition.

- Customers who buy without talking to you at all (they email or use your e-commerce tools).

- Customers who are buying in decreasing amounts, moving more and more business elsewhere, probably without anyone even really noticing.

- Customers who used to buy from you but stopped altogether.

What do these customer sets have in common? We don't talk to them much. We don't interact much.

They also happen to be your company's lowest-hanging fruit for sales growth. Buyers who are house accounts, even if unintentionally.

Which is why, with Outgrow, we make a concerted effort to speak to these somewhat neglected 80%. You've done the work to earn—and, in most cases, keep—their business. Now let's go do the straightforward work to grow your sales with them.

Outgrow Expands Your Wallet Share with Customers (Chapter 5)

Most customers have you niched. They buy some of what they need from you, and some other products and services from your competition. Even if you can provide these other items, they don't think of you for them. Similarly, and painfully, your salespeople don't think to suggest or offer these products. "If they need it, they'll ask me," salespeople say. This simply cannot happen, because it does not occur to your customers to ask you for it. So Outgrow ensures you suggest additional products and services systematically.

Also, if you have multiple product and service categories or groupings or teams (or silos), we actively cross-sell between them. The Outgrow Selling System emphasizes learning about what other categories of offerings your customers buy and helping them bring that business over to you.

The irony is that most people don't want multiple providers. Most people would rather have "their person" who can supply everything they need, which they can manage with a single relationship. It saves them time. It makes life easier for them. Outgrow helps you become your customers' person, so you can sell them everything they buy from companies like yours.

Outgrow Is Based on Making Fast, Simple, Proactive Communications Requiring Just Minutes per Day (Chapter 6)

Running Outgrow requires just a few minutes per day from leaders, managers, and your customer-facing people. This is one of most valued parts of the system: Outgrow does not demand hours per day, because your people are too busy. Even if we needed an hour a day, it would be too long, and people would avoid executing it.

- A did you know (DYK) question (Did you know we also have product or service X or Y?) takes three seconds to ask.

- A reverse did you know (rDYK) question (What else do you need quoted?) is also a three-second effort.

- Pivoting (Pivot) to the sale (When would you like this delivered? How would you like to pay?) also takes three seconds.

- Following up on a quote takes three seconds.

- Asking for a referral takes three seconds.

- There are a variety of phone calls that take between two minutes (if you're leaving a voicemail) and five minutes (if the person picks up).

The key with all of these actions is repetition, over time. One effort is fine, but won't really grow your sales significantly. What we want is the entire team taking action consistently, for a long time.

Outgrow Tracks and Rewards Swings, Not Hits

Outgrow encourages, tracks, and incentivizes efforts, not successes—swings, not hits. The two major reasons for this are:

1. We can control our behaviors (the efforts or swings) but not whether we get a sale (hits)—that part isn't up to us; it's up to the customer. Focusing on efforts serves the dual purpose of taking pressure off your Outgrowers and making this process totally predictable. As long as your staff is implementing Outgrow actions, your revenue *will* grow.

2. We know what the batting averages are. After tens of millions of actions logged by more than 400 Outgrow companies over about 20 years, I have an accurate idea of the success rates of each Outgrow technique. Consider the following success rates:

Outgrow Success Rates

- **The Voicemail + Text Message (VM+Txt):** 66% return communication

- **The Did You Know Question (DYK):** 20% add line item

- **The Reverse Did You Know Question (rDYK):** 80% name additional products

- **The Pivot to the Sale (Pivot):** 25% say yes

- **Pivot to the Next Conversation (Pivot-C):** 75% schedule the next interaction

- **Percent of Business Question (%Biz):** 40% add on additional product

- **The Internal Referral Request (iRef):** 66% provide internal referral

- **The External Referral Request (xRef):** 66% provide external referral

These success rates and actions are detailed in depth, with multiple scripted examples, in chapter 6.

Outgrow Arms You with a Detailed Weekly Cadence of Play-Calling, Implementing, and Tracking (Chapter 7)

Here is the weekly rhythm of Outgrow: Basically, you assign a target quantity of proactive communications for the week, and your customer-facing people will go and do them. Their efforts will yield powerful data, which

can be shared with the group at the end of the week. You can also share their top wins of the week with this work. In more detail:

1. At the start of the week, you will assign a specific quantity of certain communications for your team to make. You might request five proactive calls to customers they haven't talked to in six months or more. And on those calls, they should ask five did you know questions. You can also ask for five quote follow-ups. You might aim them toward certain customers to communicate with.

2. Next, throughout the week, your customer-facing teams will go to their customers and prospects and deliver the communications you have asked to target. Hopefully all of them will do so, but this is probably unlikely. Some of them will, and some of those people will generate much of your growth.

3. As they make their communications in a few minutes a day, your Outgrowers will log their communications into a system. This

can be inside your CRM—and Outgrow has been implemented in many major CRMs on the market—or, if you don't have a CRM, a simple web form can be designed to capture the opportunities uncovered, as well as the number and types of actions delivered. Outgrowers are also asked to record the estimated (and annualized) value of the opportunity they progressed, quoted, or closed. I'll review the tech options for tracking and sharing these records in chapter 7.

4. From these logs, you get detailed and powerful data outputs. Combined, this data shines a light on leading indicators of your sales health. More communications always lead to more sales, while fewer communications lead to fewer sales. Depending on the length of your sales cycle, there may or may not be a delay between total monthly actions climbing, for example, and your sales following upward. These scorecards can be shared with the group at the end of the week. More on this in the next section, as well as chapter 7.

5. The final part of your Outgrow week is to share the top wins your Outgrowers have generated with the entire sales group. Wins can be business opened, progressed forward, or closed. A consistent recognition program will not only motivate people to give you more Outgrow participation, but also teach everyone in the organization the right things to do. Examples of real client wins will be reviewed in chapter 7.

You'll Be Armed with Deep, Detailed Data and Analytics (Chapter 7)

Outgrow will arm you and your leadership team with layered and detailed data and analytics that accurately predict the future health of your sales function. Outgrow generates additional sales predictably

because it's based on behaviors you can control. And we are asking your team to log their behaviors—as driven and requested by you—so that you can see accurate counts of proactive communications. This information will arm you with a variety of analytics. The two most important ones are:

- The leading indicators of sales growth. The sale is the final indicator. But in Outgrow we count all the steps that lead up to the sale: the proactive call, uncovering an opportunity by educating customers on what else you can do for them, following up on these opportunities, and, finally, closing the business. These metrics will tell you what sales will do in the future!

- The metrics tell us which of your salespeople care, and which do not. Because we are only counting efforts (swings) rather than successful sales (hits), you will see who is swinging the bat and who is not. We don't need hits. We only need swings—from as many people as possible, for as long as possible. We're really just measuring who is trying.

You Will Meet with, Guide, and Coach Your Managers and Outgrowers Regularly (Chapter 8)

At its core, Outgrow runs on a weekly cadence as described earlier in this section. To keep this cadence running, a series of strategic and tactical meetings is required. These include Quarterly Planning sessions and one-on-one Monthly Reviews led by leaders with their customer-facing people. But the foundational connection with your team is your Monday Outgrow Huddle (MOH).

The MOH is designed to run for less than 20 minutes, which is why I don't even like to call it a meeting. Its main purpose is to discuss who to reach out to proactively that week. This is where you will review lists of customers (discussed in chapter 4) and help your participants fill out their personal Outgrow Call Planner.

Another important meeting is the one-on-one Monthly Review between a manager and each of their customer-facing people. Here, managers will go over how many proactive communications each of their people made that month, how many opportunities they uncovered, and how much estimated and annual business was opened, proposed or quoted, and closed. They'll discuss the participants' engagement level, any resistance their salespeople may be feeling toward their Outgrow work, and, critically, help them understand the mechanics of the swings and technology tools being used.

You Will Be Armed with Multiple Approaches to Overcoming Resistance and Pushback from Salespeople (Chapter 9)

Because Outgrowers are humans, they struggle with fears and discomforts. These particular humans are also very busy jumping through hoops your customers put up for them. They spend countless hours doing reactive customer service work. As such, some of your people will predictably push back on your Outgrow initiative. After 20 years of implementing this work, I believe I have seen every possible resistance. We will go over an inclusive list in chapter 9, as well as what to do about them to manage staff resistance. For now, here are the three major ones:

- People don't love change. Some hate it. Some of your people have been working the same way for years, maybe decades. Change is uncomfortable.

- Some of your staff will push back hard on the accountability around you setting, expecting, and looking for target sales growth actions. This is one of the centerpieces of this work.

- Some people will fight against the logging and tracking component of this work.

There are myriad ways to deal with these particular forms of resist-

ance, both preemptively (before they occur) and prescriptively (after). We will review them all in chapter 9.

WHAT SEPARATES OUTGROW FROM OTHER SALES SYSTEMS

Outgrow is simple, not complicated.

It's fast—requiring minutes per day, not hours.

It does not require asking people to learn a new model of selling, such as challenging them to implement a technical approach to consultative selling.

Outgrow never tells your salespeople they're doing it wrong. I will never ask you to tear down your current approach and start from scratch. Rather, Outgrow is designed to be superimposed on to your current model of going to the market.

Indeed, Outgrow is a system that emphasizes all that your salespeople do right. It focuses on their incredible value to customers. It helps your salespeople understand this dynamic.

Outgrow is totally scalable. I hear this again and again from Outgrow organizations. It doesn't matter if you are a one-person company or a 3,000-person organization spread across multiple locations around the world. In a few minutes a day, your leaders can choreograph proactive revenue growth across all of your divisions, teams, and locations.

Outgrow is a comprehensive but simple tool kit for your customer-facing staff. It helps them perform better and generate better results—for themselves and for you, their leader. It helps your people serve their customers better and, in turn, it helps your people make more money. As a result, Outgrow will help you retain your staff members.

But Outgrow doesn't only help retain staff. The systematic proactivity leads to strong customer retention—indeed, expansion—because they are hearing from your company, not the competition. This is how you will outgrow your competition.

Outgrow does not ask your people to cold-call, unless it's requisite to their current job role. There is no need for new cold calls here. Rather, we ask individuals to call people they already know. This is comforting and calming. It's nice to talk to friends who are customers. It feels good to help them. This is better than probing and enlarging problems for strangers so that you can solve them, as some selling systems are actually built to do. I believe people have enough actual problems and don't need their salespeople to build problems for them.

Outgrow is an easy system of intentional relationship building so that your salespeople can help more people.

And that's a pretty enjoyable and gratifying way to work—for the customers and absolutely for the salespeople too.

Outgrow is feel-good, relationship-based selling.

OUTGROW CASE STUDY: IT'S A CULTURE, NOT A PROJECT

Throughout the book, I've included detailed case studies. All of the companies featured are my clients who run the Outgrow system for predictable, organic revenue growth. Some of the clients have given me permission to use their names. Others asked me to tell their story anonymously because there is sensitive financial information included. Several stated they don't want their competition to know how or why they've outgrown peers in their industry so significantly. Understandably, they wish to keep Outgrow to themselves. J&B Supply is a third-generation plumbing and HVAC distributor in Arkansas. Before J&B started running Outgrow, the owners, Steve and Brent Jones—father and son—told me company sales had been flat for 13 years. Then they implemented Outgrow, and the company experienced seven consecutive months of double digit–percentage growth.

Here is what average daily sales did, before and after Outgrow:

Average Daily Sales by Quarter

★
Kickoff

Q1 2019 · Q2 2019 · Q3 2019 · Q4 2019 · Q1 2020 · Q2 2020 · Q3 2020 · Q4 2020 · Q1 2021 · Q2 2021 · Q3 2021 · Q4 2021 · Q1 2022 · Q2 2022 · Q3 2022 · Q4 2022 · Q1 2023 · Q2 2023 · Q3 2023
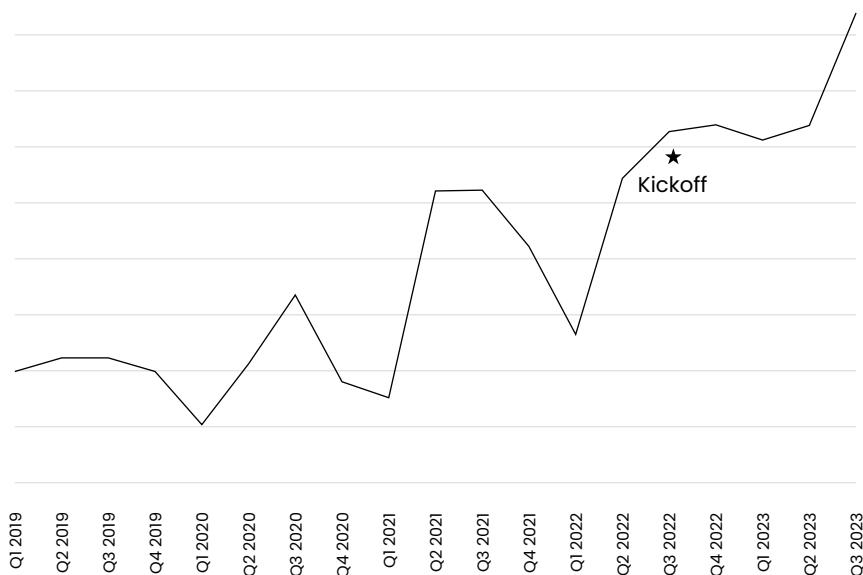
A Culture, Not a Project

Like most Outgrow organizations, J&B thinks of this work as a permanent part of their company, but it didn't necessarily start out that way: "At first we thought of Outgrow as a project, but once we got it going, we decided to make it a culture," said Brent Jones. "We have been consistent with it now for the 18 months we've been running it. Projects have an expiration date. Culture sticks."

The mindset has changed dramatically. "Now they know they are not bugging the customer. They are legitimately helping the customer by asking the extra questions," said Brent. "It's just assumed that they will always ask, 'What else do you need for that project?'"

The Outgrow Analytics

Steve and Brent have been tracking actions since the first day of Outgrow. "I've got averages on every single action," Brent said. "So I know if we need to do more quote follow-ups or post-delivery calls. *I know when actions dip, sales will dip.* When actions are down, sales are down. When actions are up, sales are up where they need to be. I can tie their actions directly to their sales."

I asked Brent what the impact of having this insight is.

"It helps you culturally," he answered. "It helps you point out to people that their actions are down, and that's not acceptable because that's not how we go to market now. I tell them they need to pick up the pace. It makes it easy to see who is participating and who isn't."

The Incentive Program

J&B Supply has implemented a fairly sophisticated Outgrow incentive program for its Outgrowers. They created five teams made up of about five salespeople each. Teams are grouped by job function (outside sales,

Bonus Program

	Springdale	Sherwood	Team Mandaloria	Top Gun	Soonerbacks	Golden Girls	Cobra Kai	Nucleus	Total Actions
7/3/2023	89	2	26	28	51	25	50	52	323
7/10/2023	36	5	–	44	84	64	168	67	468
7/17/2023	20	10	–	40	72	–	260	31	433
7/24/2023	34	7	–	46	56	60	106	33	342
7/31/2023	60	12	–	46	64	50	72	75	379
8/7/2023	32	21	–	44	94	102	137	35	465
8/14/2023	–	4	–	44	85	85	141	–	359
8/21/2023	27	22	–	40	62	27	162	46	386
8/28/2023	25	56	–	37	88	–	76	–	282
9/4/2023									
9/11/2023									
9/18/2023									
9/25/2023									
Total Q3 Actions	323	139	26	369	656	413	1,172	339	
Total Projected	467	201	38	533	948	597	1,693	490	
Goal Tier 1	208	208	104	208	520	312	520	256	
Goal Tier 2	390	390	195	390	975	585	975	480	

inside sales, showroom sales, etc.). It's a quarterly bonus program, based strictly on Outgrow actions, not sales or line items.

The payout is based on actions, per person, per week, for the whole team. If the team averages eight actions per person, per week, for the quarter, the entire team attains the first tier of the bonus. If the team averages 15 actions per person, per week, they attain the second tier of the bonus. Everybody gets paid the same amount—those with the most actions, and those with the least actions. As you might imagine, this creates some healthy competition between teams, and also some peer pressure within teams. Nobody wants to be the reason that the entire team doesn't get paid.

Outgrow Helps to Hire Salespeople

J&B Supply has also shifted its view of the type of salespeople it seeks to recruit. Experience and product knowledge matter less. Enthusiasm and positivity (which are the only traits that are not teachable) matter more. "Outgrow helps us pinpoint the type of salesperson we're going after," Brent said. "Yes, product knowledge matters, but now we look for somebody willing to learn Outgrow and talk to our customers proactively. You want somebody who will buy into your system. You want somebody with enthusiasm and energy."

Sharing Success Stories

With each week's scorecard, Brent sends the team success stories from the week. Here's what that looks like.

This kind of recognition has immense benefits inside the company:

- It makes the salespeople being featured proud and excited.

- It teaches the Outgrow principles to all participants.

- It makes those not being recognized aspire to be recognized next.

- It maximizes energy and enthusiasm for Outgrow.

From Zero to a Lot

Consider this customer story from Steve, which he calls a *home run story*: "I'll never forget the day we did our kickoff workshop and you sent our folks out of the room to make an initial proactive call to a customer. One of our showroom salespeople, Carol, made a contact with a customer that day. He had been a customer for a long, long time, but hadn't bought anything in years. *We fell off his radar.*

"Last month alone, his statement with us was for $79,000. I know there has been at least $250,000 in business with this guy since. And all she did was let him know we missed his business, and we care about him."

There have been many customers like this at J&B Supply.

There are customers like this at *your* company.

SUCCESS STORIES

"Haven't heard from christian in a couple of weeks. Called him to see if he needed a delivery to the shop and he gave me an order for $2,146."

"I called Aaron on Tuesday to see if he needed anything pulled for the day. He gave me two orders that he needed delivered. Both orders together came out to $2,981."

"I called Nathan ––– because I hadn't heard from him in a while. I asked if there was anything I could do for him. He gave me the opportunity to quote a 4 ton system. He called me back about 30 minutes later and gave me the order and added several more items. $4,194.21."

"I called David ––– to follow up on a quote I did for him last week to see if he had heard anything. I let him know that we had everything in stock. He told me that he would call me back after he called his customer. About 30 minutes later, he called me back to give me a PO and address for delivery. Order totaling $3,412.00."

"I reached out to Chuck at Ca–––t after we delivered a large order to them. Everything was great. I asked about a quote that I have out to them for another larger order. We discussed the grant money that was still available. He told me that they just got the go ahead to get it ordered and he gave me a PO# for $19,075. Nice order!!"

"The phone call I made to a customer that hasn't done business with us for a while during our first meeting with Alex has turned into a total of $59,400.00 so far. I called to see if they needed anything else and added $1,260.00 this morning."