

# HOW I ACHIEVED 203% OF MY YEARLY QUOTA



SELLING SOFTWARE

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BY JEFF MOORE



**SALESALYTICS**  
SELL SMARTER, NOT HARDER



# Introduction

This year just past - 2018 - I achieved 203% of my yearly sales quota (for a total contract value of seven figures). It isn't the first time I've exceeded my target - having done it at multiple companies over the last 15 years - but it's the first time I've systematically broken down my year for others to read about and learn from. Additionally, as it's now June 2019, I feel enough time has passed for me to look back at 2018 with some objectivity and correctly identify the tactics I used to achieve this feat.

**Before I go into tactics though, I want to offer three disclaimers of sorts:**

**1-** Was I perfect in every client interaction? Of course not. Did I make mistakes? Yes. Do I wish I had handled some deals differently? I sure do. So this is not the story of Mr Perfect, but rather the story of Mr Got It Right More Times Than He Got It Wrong.

**2-** Having a great product, team, leader, etc all contributed to my result, so I'm very grateful for their support. The tactics I share however are individual in nature, and this is so that you can action them (otherwise this becomes an interesting story and nothing more).

**3-** Maybe only some of the tactics are for you - that's totally fine - if just 3 of them help you win more deals, that's my job done.

So let's jump into it....

## **Tactic 1: I set my own quota**

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My company set a quota for me, but I ignored it. I decided that settling for this quota would mean failure. Instead I set my own quota at 200% of the one I'd been given (and set 300% as a stretch). I wasn't going to let anyone (including our well meaning leadership) tell me what I was or wasn't capable of achieving. Only I knew that.

## **Tactic 2: I committed wholeheartedly**

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I decided I would achieve my quota no matter what. I committed to this so fully that my mind couldn't fathom a reality where it wouldn't happen. I was operating out of a state beyond confidence: certainty. In this state I was far more resourceful, creative, and driven – which directly impacted my results.

## **Tactic 3: I committed publicly**

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I told the VP, CEO, and my colleagues that I would blow my official target out of the water. On pipeline calls I committed to big numbers (which at times probably made me sound crazy), and I unequivocally guaranteed I would bring key deals in. I was of course putting my reputation on the line, but this provided me with even more of an incentive to deliver. A lot was at stake.

## **Tactic 4: I worked with a sense of urgency**

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I felt an innate sense that I didn't have enough time and that the clock was constantly ticking, so I had to make it happen now: tomorrow or next week wasn't good enough. I treated every minute and hour as sacred – I knew it was the work I put in each moment that would dictate my results for the month, quarter, and year. I even went so far as to calculate how much each hour of my time was worth in revenue to my company to help me drive the point home.

## **Tactic 5: I put the hours in**

Whether it was working late, starting work early (usually in my pyjamas at home), or working weekends, I put the extra work in when I needed to. I remember the multiple occasions I worked at the office till midnight with just the office mouse as company (it usually made its appearance in the evenings), as well as the Saturdays I spent at the office.

## **Tactic 6: I believed my solution was the best option for my clients**

I sold myself on my solution being the best fit for my clients in all areas: technical, commercial, usability, service, results, and so on. This gave me an extra level of conviction and confidence when speaking with them, which in turn increased their belief that it was right for them.

## **Tactic 7: I followed up religiously**

I made sure my solution stayed top of mind for prospective clients by following up with calls, emails, and even text messages on a regular basis. I kept my follow ups focused (always having a specific purpose for reaching out), varied (made sure my message was different each time), and value-oriented (ensured it was helpful to them). This I believe helped me a) shorten my sales cycle and b) convert more prospects to clients.

## **Tactic 8: I shared price early in the sales process**

I preferred to get price out of the way early. By doing so, it made my prospects feel more at ease – and freed them to focus on the value and results my solution would bring them (rather than worrying about the mysterious price tag).

## **Tactic 9: I was super responsive and attentive**

Whenever my prospective clients needed help with something, had questions or needed more information, I responded quickly and in a very helpful manner. I knew my service was an advertisement for the service they could expect from us when they became clients.

## **Tactic 10: I had a 'can do' approach**

I would always try to find a way to meet my clients' needs and make a deal work. If I couldn't – due to commercial or technical limitations for example – then I would suggest to them alternative options. Even if they didn't like the alternatives, they would at least appreciate my efforts to find a solution for them. And sometimes, just the fact that I was proactive, was enough to convince them to compromise and choose my solution.

## **Tactic 11: I agreed with my clients' concerns**

I didn't share my clients' concerns about my solution, but I agreed with them. What do I mean? My clients' concerns were totally valid to them (regardless of what I thought or what the facts were), so I always agreed with them when they shared them. This showed I was listening and that I took their concerns seriously, which was the best starting point from which to help them resolve them.

## **Tactic 12: I influenced by listening**

I spent a lot of my time listening to clients. This meant asking challenging questions and prompting with relevant insights/stories – then listening intently to their responses. Both myself and my clients benefitted from this process: it helped them get clear on their situation and how they wanted it to change, and it helped me to understand their world and how my solution fit into it.

## **Tactic 13: I took the time to think**

Whenever I had a challenging negotiation coming up, or needed to find a way to make a complex deal work, I engaged in thinking time. This didn't mean thinking whilst being distracted by a dozen other things (e.g. emails, phone, eating, colleagues, etc), it meant leaning back in my office chair and doing nothing but thinking. To my colleagues I may have looked like I was daydreaming or pondering life's great questions, but I was instead strategising and plotting the different paths a call or meeting could take – and therefore what my course of action should be.

## **Tactic 14: I framed my proposals/offers very carefully**

How I framed a proposal/offer (not just what it was) often meant the difference between getting a yes or a no. For e.g. I recall on several occasions prospective clients rejecting proposals/offers that I believed were right for them, so rather than drastically change the offer, I simply made cosmetic changes to it, i.e. changed the language, focused on different points, and emphasised different risks and payoffs. I then presented it to them again, and they accepted it. How I framed it therefore was crucial.

## **Tactic 15: I went slide deck free**

This one might be controversial, but I didn't use slide decks. The only thing my prospective clients saw or heard on video conference calls was my face and my voice. For me it was more important to make a connection and achieve open communication, than it was to retreat behind slides listing our office locations. (I still emailed visual information like videos, case studies, demo apps, etc).

## **Tactic 16: I kept my energy levels up**

Whenever I felt a lull in energy I either grabbed a healthy snack or listened to some energising music. This may sound trivial, but it made a difference as it helped me keep my momentum going through the day.

## **Tactic 17: I immersed myself in learning**

I continued to develop my sales skills and mindset, through studying sales/business books (one a week), doing online training, reading articles, attending conferences, and the list goes on. I believe the best practitioners are lifelong learners – no matter how much success they've achieved already.

# About the Author



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