

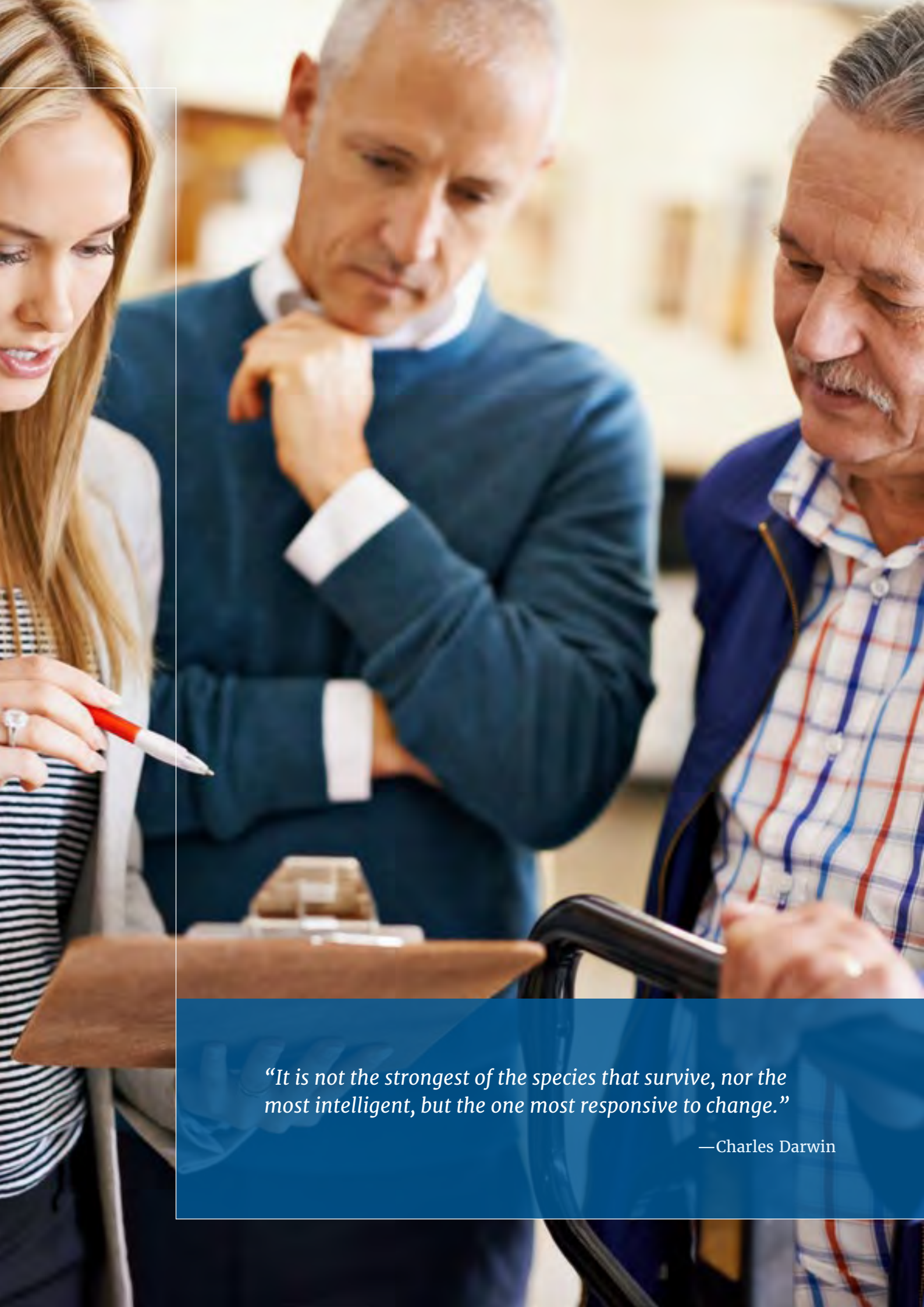


# THE PIPELINER MANIFESTO

NIKOLAUS KIMLA

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*“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.”*

—Charles Darwin





# Introduction

What is a *manifesto*, and why have we, the developer of a CRM solution, created one?

A manifesto is defined by the dictionary as “a public declaration of intentions, opinions, objectives, or motives.” This is our public declaration of the intentions behind Pipeliner, and our objectives and motives for the product and for our company.

*Pipeliner CRM is many things. It is the most visual CRM on the market.* It is the first CRM that truly empowers salespeople, and has as its goal the freeing of salespeople so that they can truly flourish and succeed. It’s all about sales!

But why are we really here? Are we here *just* to develop and sell a CRM application?

No. Behind the development of that CRM application—and, in fact, behind everything we do—we have a real cause.

The story begins with our mission statement:

“ *We put people first, with enjoyable solutions that empower them through dynamic, instant visualization!* ”

The population of Earth, some time ago, passed the 7 billion mark. Despite the sheer number of people on this planet, it is *still the individual that counts*. It is only the individual who can make a difference. And that is why we put people first.

With our product and company focus, we are dealing in the area of sales—hence it is salespeople we are concentrating on. We are raising the profile of the salesperson, and in fact have created a whole new term for the salesperson of today (and, indeed, tomorrow): *salespreneur*.

As stated in the mission statement, we begin with a CRM application that is enjoyable, and that salespeople have fun using. We do that because we know from long experience that when people stop enjoying their work they are doing, it is pretty much a downward spiral from there. Work

becomes a grind and their employer is affected by the lowered quality of their work product.

But enjoyment isn't in itself enough. How do we further make a difference, and what do we want to achieve through that difference? These things are expressed in our Vision Statement:

Pipeliner sales corporation is dedicated to:

- being the primary agent of change for salespeople worldwide
- educating and helping them adapt to a buyer-driven world, through SalesPOP, GO AHEAD and Pipeliner platforms
- demonstrating to the world that the Networked Selling approach promotes collective economic freedom, increased wealth and peace through trade
- and creating 1 million Pipelinerpreneurs globally in the next five years

Beginning with that first point, how do we become a primary agent for salespeople worldwide? We become such an agent through our approaches; through our thinking, through our philosophy.

Out of the principles that we have adapted for our company and product—business principles that have survived and succeeded through over 150 years throughout the world—we have evolved the concept of the salesperson of today: [the salespreneur](#). Above all things, the salespreneur is *self-responsible*. We believe in, and do everything we can to support, that self-responsibility.



How do we do that? Coming now to the second point above, we accomplish that through our educational efforts, empowering salespeople to adapt to the buyer-driven world. This happens through our 3 Pipeliner platforms: [Pipeliner CRM](#), our online magazine [SalesPOP!](#) and our [GO AHEAD!](#) networking platform.

Because of today's digital world, a whole new approach sales is needed—and we come to our third point. That new approach is what we call [Network Selling](#)—and through its widespread application comes collective economic freedom, increased wealth and peace through trade. If you look around, everyone in the world today desperately craves such freedom.

The answer is a business model that is radically different from, and far ahead of our competitors. Instead of simply hiring employees to sell our product, Pipeliner CRM, and paying them as such, we are partnering with people globally and, when they sell, actually letting them keep a really healthy portion of whatever the final selling price is. The idea is to use Pipeliner CRM to help create businesses all over the world that can continue to succeed and thrive as we do. [This is our Pipelinerpreneur Program](#), and it is described in the first chapter of this ebook. It has as its goal the creation of 1 million businesses.

As you can see, there is much more to Pipeliner than simply a CRM solution.

I have written this short ebook to illustrate what we're really all about. I invite you to find out more—because in the end, you're part of it all, too!

Sincerely,



**Nikolaus Kimla**  
CEO of Pipelinersales Inc.







*“Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do.”*

—Steve Jobs, Co-founder, CEO, Chairman Apple Inc.



## CHAPTER 1

# Pipeliner: A Truly Global Mission for Prosperity

Why is it that companies that fail to adopt technology fade away?

As stated in the introduction, our business model is radically different from, and far ahead of, our competition. The idea is to use Pipeliner CRM to help create businesses all over the world that can continue to succeed and thrive as we do. While we're technically the "entrepreneur" of the business, we refer to our partners as "entrepreneurs within the enterprise" as they factually are—or, as a term I coined, "salespreneurs." They're taking risks, too, and reaping the rewards along with us. Hence we have named our program the [Pipelinerpreneur Program](#).

## Community and Environment

Such a program has an incredibly positive impact on local communities, and the environment. Because people can work directly in their own areas, time and resources aren't wasted in travel to and from places of employment.

Beyond the environmental implications, back-and-forth travel also means that people miss out on time with their families, with their children and spouses. They come home and fall asleep in front of the TV. The next day, they get up and do it all again. This is the very definition of a rat-race.

When someone doesn't have to commute, what could they do with the freed-up time? In addition to spending more time with the family, a person could help to rebuild the community. They could be a local sports trainer, or serve on a school board, for example.

There is even a statistic out there that relates overall physical health to a healthy community.



You can see that a concept such as ours, aimed at decentralizing and allowing people to work where they are, provides a healthier, happier, more green concept to wherever people are living around the world. I'm confident that this trend will only strengthen, just based on the fact that internet connectivity is constantly being improved.

Looking at the bigger picture, we know that trade is the central component for maintaining peace. Two individuals, or two nations, cannot be at war when they're engaged in trade. And what is the central component to trade? Sales!

## An End to Mass Immigration

An issue constantly in the news in the last decade is that of immigration. Mass immigration is caused by low standards of living in countries and communities—people naturally want to move away to places where the quality of life is higher. Our [Pipelinerpreneur Program](#) means that people can remain where they are, building up their communities and making them livable. The need to emigrate disappears.

## A Turnkey Package

Pipeliner is providing the most progressive and green approach of any company within our space. With the [Pipelinerpreneur](#) concept, we bring an entrepreneurial approach to areas where building a company would normally be difficult. We're strengthening communities, and helping people avoid having to immigrate to other parts of the world. We provide the product and the education necessary to build that enterprise. We're even providing additional products so they can excel in other vital areas such as marketing. All that the "Pipelinerpreneur" has to provide is the time and energy. They can begin part-time, if they wish, and either keep it part-time as extra income or become full time and build a real business.

Why are we doing this? Because we have a complete belief and faith in sales—we believe that salespeople are the wealth creators and the peace producers of the world. Everything begins with sales, all the way back to the Stone Age, when trade began. Now, as then, sales and trade are the answer to the economic inequalities and turmoil of the world.

We are at a crossroad like never before, with the power to provide knowledge for the building of businesses, resulting in the empowerment of local communities. This means higher income, better healthcare and many more benefits. Only if we bring a provable business concept to emerging markets can we stem the tide of devastating immigration, and the ruination of the environment—and therefore survive as a planet.



*“It has been said that arguing against globalization is like arguing against the laws of gravity.”*

—Kofi Annan





## CHAPTER 2

# The Driving Force of Globalization and the Digital World

*“Digital is the main reason just over half of the companies on the Fortune 500 have disappeared since the year 2000.”*

—Pierre Nanterme, CEO of Accenture

Why is it that companies that fail to adopt technology fade away?

## Fundamental Transformation

First, there is a fundamental transformation happening—actually one that's been happening for a number of years now but which has reached mammoth proportions and only continues. That is the evolution of the digital world.

50 years ago who would have thought that a person could type something on a computer keyboard in Bangkok, and an instant later it would show up in Boston? Who would have imagined that you could instantly find out everything you needed to know about a company that was trying to sell you something, so that you could really evaluate their offer? Who would have thought that you could gather a majority of opinions from the world over regarding a product or service, in minutes?

That's the way it is today. And every kind of entity, from an individual all the way up through the mega-corporation, is having to make plentiful allowances for the digital world.

A primary focus of the digital world is *processes*. A process is the optimization of a task or a set of tasks, either for humans or for automation. Tasks which can be automated surely will be, as we're seeing with the continuous advancement in robotics. Other sets of tasks, such as with



sales processes, are meant for human interaction and use. Processes are what make it possible to operate at optimum speed so as to compete in today's business world.

Another very important focus is the harnessing and use of data trends. For example, medical analysts can watch data trends for certain types of medicine being sold in a certain area, and be able to state with certainty that a flu is going around in that region, and act accordingly. With Google Trends anyone can see what is trending near them or in any place throughout the world as regards searches. Businesses take advantage of this kind of functionality for everything from marketing to product development.

ECONOMIC FREEDOM  
SALESPeOPLE CRM  
INDUSTRY 4.0



SALES NETWORKED SELLING  
PIPELINER PRINCIPLES  
KNOWLEDGE FACTORY

## Overwhelming Complexity

But there is another, radical change brought about by the digital world that must be dealt with head-on, as it will overrun anyone who doesn't.

While the whole world has become interconnected, that means that all the information coming from everywhere is literally available to everyone, practically as soon as it is released. What kind of information overload can that lead to?

One might also ask how easy it is to stay abreast of information just in one's own area of expertise. Several centuries ago, the major information possessed by the entire world was at the fingertips of the leading minds of the day. This was so true that someone like Leonardo da Vinci could be a leading light in many different fields; he was a painter, an inventor, an architect, an astronomer, a scientist, a writer and a number of others.

Today, though, simply trying to keep current on the latest information in *one* of these fields would require more time than the average human has in a day—even if they never slept.

There are 2 drivers to this major problem:

1. The speed of innovation
2. The exponential growth of every area of life

For an example of the mind-boggling complexity that is coming at us every day, let's return to a discovery made all the way back in 2003. With the use of the Hubble telescope, calculations took place that demonstrated to us the approximate number of galaxies in the universe.

With the Hubble telescope, the entire visible sky was mapped. Remember, the Hubble telescope is in space, so the “entire visible sky” is the entire sphere of space, visible in every direction. The sky was mapped using Hubble deep field squares. After examination, it was estimated that each of the 65,000 deep field squares contained 10,000 galaxies. Multiplied out, that makes for an estimated 16.5 *billion* galaxies. That totally boggles the mind! We haven't discovered a tiny fraction of 1 percent of the universe.

So as you can see, just in our lifetimes things have been discovered that are beyond the ability of us to imagine. There are surely many more to come.

## Pipeliner CRM

Along with the rest of the world, sales has become increasingly complex, too. Where once there was simply a couple basic hats—a “salesman” and the manager—today we have field sales, inside sales, SDR sales, vertical sales, horizontal sales, and much more. Because of the digital age, we also have many more times the sales channels we once had.

In addition to applying [sound and proven business principles](#), at Pipeliner we have also been searching for a way to address today's overwhelming complexity. We weren't going to go the way of many other applications, and display hundreds of charts and graphs (as, for example, financial market applications do). Interestingly, our legacy CRM competitors have always dealt with sales complexity in this way. In so doing they have made sales next to impossible to truly bring under control.



We addressed this issue right in the beginning of our development with the total visualization throughout our application—what we call *instant*

*dynamic visualization.* The mind processes visual images 60,000 times faster than words, so visualization is vital for keeping up with the break-neck speed of today's commerce.

But there's more. Not long ago I was on an international flight and found myself seated next to a Boeing 747 cargo pilot (traveling as a passenger). I told him that I was fascinated with the cockpit of an airliner, just because there were well over a hundred instruments there. I then asked him what he did under extreme circumstances—how many instruments would he really be paying attention to? He told me, “Not more than 4 or 5.”

The human mind cannot track hundreds or even dozens of indicators—so in day-to-day management, what is the answer?

For that, Pipeliner turned to cybernetics, the specific science applied in dealing with complexity. [Cybernetics](#) pioneer W. Ross Ashby referred to cybernetics as the “science of simplification.”

The first application of cybernetics to Pipeliner came with our *Automata* release, in which we added our Navigator feature. With its breakthrough Navigator functionality, Pipeliner CRM moves far beyond the standard concept of a CRM dashboard. We have brought more focused and innovative ways of bringing instant intelligence to all users, no matter their function in the organization—intelligence that cuts out the noise for users, allowing them to easily navigate complexity and focus immediately, and in real-time, on what is most important.

We aim to assist sales managers and salespeople to navigate the complexity of today's sales world. And by doing so, we are greatly helping them to master it and succeed.





*“We should keep going along the path of globalization.  
Globalization is good...when trade stops, war comes.”*

—Jack Ma



## CHAPTER 3

# Trade is Essential to Growth and Economic Stability

Trade has many benefits—to economies, to families, to individuals. It provides jobs, it provides incomes, it provides life to a culture and society.

I think we can all agree that trade is a highly beneficial activity. But it has a far more significant role than you might at first think.



## Keeping Peace

It's not just because our product Pipeliner CRM empowers sales that we feel that trade is vitally important—it goes far beyond that. As has been pointed out by several leaders in the [Austrian School of Economics](#) over the last 150 years, *trade has a peacekeeping element*.

2 parties engaged in trade cannot engage in war. If they do, the trade, which is benefiting both sides, ceases. Hence you can see that trade, in addition to many other benefits, greatly assists in keeping peace.





I'm sure you've already noticed how important peace is to our planet, especially in these times. We live on a tiny island in this universe. At least currently, we have nowhere else to go. So it well behooves all of us to engage in peace. Fortunately we as a race are finally learning that war never leads to peace, as proven by the 2 titanic and devastating conflicts of the 20th century. World War I and World War II were both touted as "the war that would end war forever," which they very obviously did not.

Finally we are seeing the truth—that the most practical route to peace is through trade.



## Fair Trade

You might notice that today there is a great amount of attention not just on trade, but on *fair* trade. Fair trade is the primary fuel of debate and discussion—for example, [the European Union and Japan have formally agreed on a free trade agreement](#). Why has fairness in trade become such a focus?

Let's make an example of something familiar to any big fan of Italian food: parmesan cheese. It was [recently discovered](#) that some of the grated parmesan cheese being sold in US stores contained more wood pulp than actual cheese—and it retailed for considerably less than the pure grated parmesan cheese which people thought they were actually buying.



This is a capital example of unfair trade, in which some company selling an inferior product comes into a market and undercuts the real product. On a larger scale it has happened throughout the world—mega-corporations have come into a countries and vastly undercut local products with inferior substitutes, wrecking local economies. A prime example is GMO



corn planted in Mexico by American companies, practically forcing local corn farmers out of business.

Fair trade, by its intrinsic definition, would mean honesty—fairness to people purchasing the product or service, and fairness within the marketplace. But by today's definition, it goes beyond these. It also includes fair wages to the employees of producers, and benefit to the environment in which products are produced. Using this standard, you can see how vitally important fair trade is in today's world, in which not only war is a threat, but also environmental ruin and depletion of resources.



## Economic and Social Stability

Fair trade is capable of bringing economic stability to a city, country or region. Economic stability can also bring civil stability, as can be readily observed in places throughout the world where economic stability has prevailed over time.

What is the first thing that happens when conflict arises between one or more nations? The borders close. Trade ceases. When free trade is prevented, that sweet stability disappears. If it disappears too drastically or for too long, a percentage of the population will end up leaving. Where do they go? Places where they can find economic stability and fair trade. Just look to Sweden, Germany and Austria where refugees have been coming for years from eastern Europe, the Middle East, Africa and other volatile economic environments.

When enough people decide they can no longer tolerate living in a particular place because fair trade has vanished, it becomes a crisis that must be borne by many others in the world, as we've seen with the Syrian refugee situation. I have personally observed this crisis in action in Vienna. When the Syrian refugees were first arriving there in September 2015, there were banners welcoming them, and people were meeting them in Vienna's central railway station and providing them food, clothing and other necessities. When I returned to Vienna 4 months later (I currently reside in the US), all of those banners were gone, replaced by much smaller ones demanding that the refugees leave.

When large segments of a population move from one place to another, it taxes the resources of the new place in which they arrive. This type of scenario was discussed by philosopher Hans Jonas all the way back in 1984, in his work *The Principle of Responsibility*. In that work Jonas predicted a mass movement of peoples from Africa to Europe—which, incidentally, has come to pass.

Jonas stated that the population explosion—and Earth's population has more than doubled just since I was born—is actually a problem of "global metabolism." When an entire population has used up all the resources in their area, their only solution becomes moving someplace

else and doing the same. It's a solution that, in that movement, becomes a problem. Jonas stated that unless there is a shift in consciousness, people will proceed the same way they always have, until our resources are totally depleted.

As discussed above, [fair trade includes fairness to the environment](#) and proper use and replenishment of resources. And it is this method of operation and thinking which must occur and, fortunately, is starting to occur on a large-scale basis.

When fair trade is denied people long enough, revolutions are also ignited—something else we've seen far too much of in recent history. Unfortunately most revolutions end up being the subject, in the future, of more revolutions. So which is more effective: revolution or trade?



## Desire for Fair Trade and Peace

The fact that entire segments of a population will up and move away shows that the desire for trade and peace is practically wired into our DNA. People will search until they find it. Or, they will take up arms against a government based on the promise of it.

You can see this desire practically everywhere, if you look for it. Just as an example let us take travel. In 2017, 1.3 billion people traveled abroad. If you do the math, that's roughly 1 in 7 people throughout the world. When people travel, they engage in trade: both buying and selling.



## Extremely Sustainable

As previously discussed, we have arrived today in a digital world, in which many things are transparent that weren't before. One of these is trade. Unfair trade—in which substandard products, price gouging or one of an endless variety of unfair practices are engaged in—comes to light very quickly, and word travels throughout the world instantaneously. The sales of a product or service can be shut down almost instantly.

This same transparency is what makes fair trade extremely sustainable. When a reputation is good, everyone knows it. When buyers research products or services, they find out who they should trust. A great product, service, company and sales team all have reputations that spread out like ripples in a pond, only infinitely vaster and with far more impact.

*Because of this transparency, the company, the product and the seller appear as a single entity to the buyer. For that reason they should be considered as a unit by the company—and should always be created, united and branded with fairness as a goal.*

This type of completely transparent operation is exemplified by [online clothing retailer Everlane](#) who, on their website, proclaim, “Radical Transparency—know your factories. Know your costs. Always ask why.” This type of data is available, through the company’s website, to all who seek it. That is the transparency of the digital world, and of today and the future.



## Salespeople: Agents of Peace

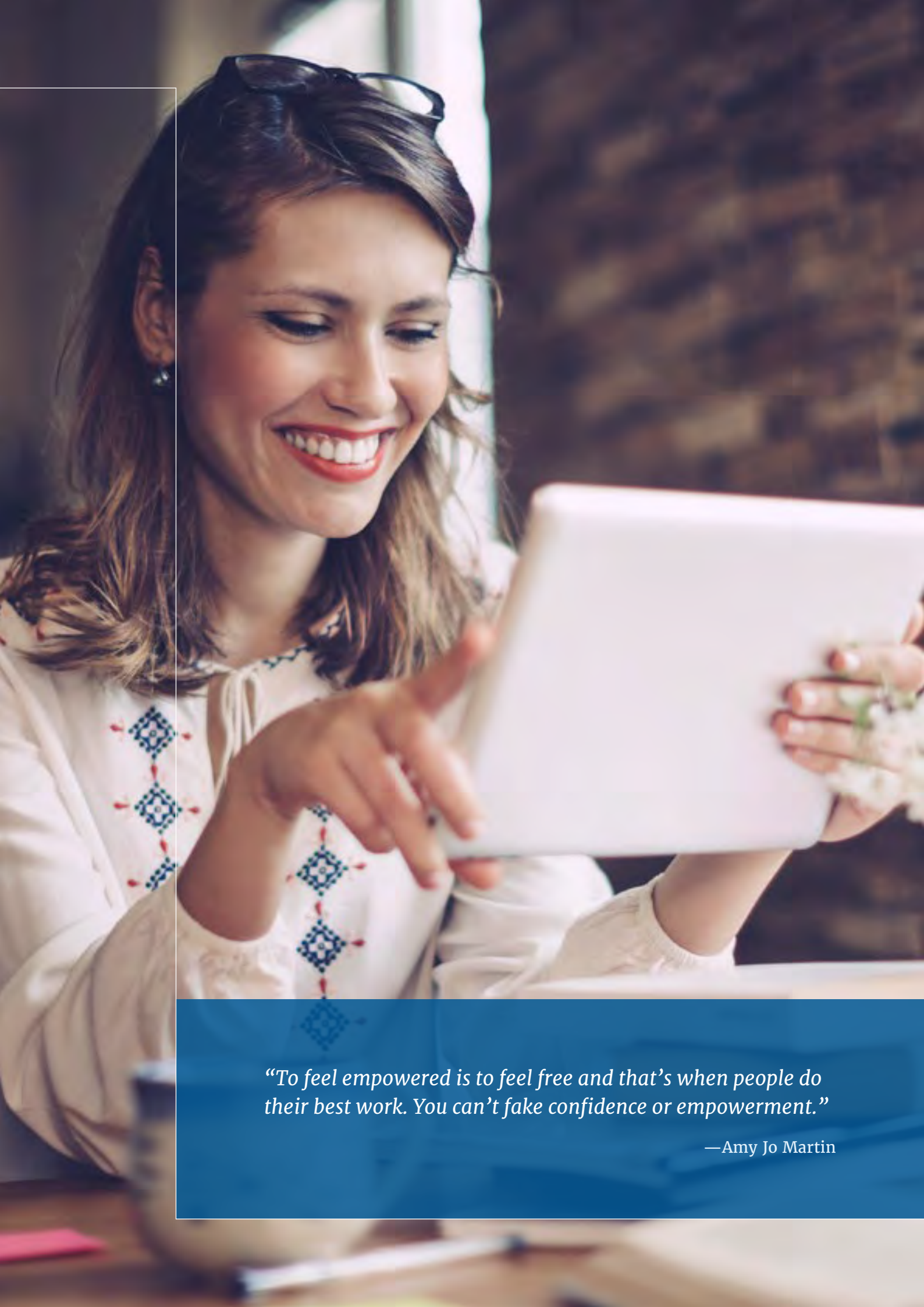
Now, how does sales fit into all of this? Simple: trade is conducted by salespeople. As you might see, salespeople are, in fact, a major force in keeping peace throughout the world.



For this and for many other reasons (including their extremely unique talents) we have always maintained that salespeople should be respected and supported in their efforts. That is why we have worked so hard to provide a CRM solution that truly empowers salespeople to sell.

Sales is, in fact, our best chance to make a difference in the future.





*“To feel empowered is to feel free and that’s when people do their best work. You can’t fake confidence or empowerment.”*

—Amy Jo Martin



## CHAPTER 4

# The Positive Sales R(Evolution)

At Pipeliner, our main focus has never been to make it more possible to control salespeople (as seemed to be the mission of many CRM applications), but to *empower* them and, with every release, make it increasingly more possible for them to sell.

We do this because we actually *believe in salespeople*. We're not only here to greatly boost the positive reputation of salespeople, but more importantly to boost their self-esteem, and help them to believe in themselves.



## Reputation

Going back in time, salespeople have had a bit of an issue with their reputation. There was always a suspicion that a salesperson was going to try and take unfair advantage of a prospect, push something on them that they didn't want or downright cheat them. To some extent this is still true today—salespeople are still regarded with a degree of mistrust.

The reasons for this lie in the fact that the dishonest actions of a few have tarnished the positive efforts of the many. There have been salespeople that were pushy, or provided inaccurate or only partial information about a product or service, just in the effort to bring in that sale.

It didn't help that ill-intentioned companies used decent salespeople to push faulty products on unsuspecting customers. In such a case the salesperson wasn't wholly to blame, and some of them didn't even know.

At the same time, people have realized that the life of a salesperson is certainly not easy—witness the extreme popularity of Arthur Miller's award-winning play [\*Death of a Salesman\*](#), which opened in 1949 and is still being performed today. People knew it was a tough way to go.



## The Internet and Transparency

Today, the honest salespeople—whom I believe are in the far majority—are winning out. Why? It's much more difficult for dishonest salespeople to succeed today.

The broad proliferation of the internet has brought transparency to commerce and business. When a product is not worthy, word spreads almost instantly, and people will stop buying it. When a company is guilty of unfair practices, the world is going to know about it very quickly, and the company won't be around for very much longer unless they change. Companies are now becoming wise to this, and many are changing their ways for the better.

“ *The same is true for salespeople. If a salesperson is routinely cheating prospects and customers, a bad reputation is going to rather quickly extinguish that salesperson's career.* ”

For the same reason that dishonest salespeople aren't succeeding today—transparency—the honest ones *are* succeeding. Their reputation precedes them. Through social media, reviews, and word of mouth, great salespeople become known as product experts and people that provide genuine help.

It can also be seen that one of the three of these things—a company, a product or a salesperson—being illicit or unfair can taint the other three. That's because today, people tend to think of all three as a single unit. For that reason companies should manage, market and brand all three together—with a positive emphasis on all 3 as 1.







## Network Selling

In an effort to assist the majority of salespeople—the honest ones—in today’s interconnected world, here is a graphic that we came up with to illustrate what we call today’s Network Selling.



As you can see, the elements the seller brings to the table are:

- Self-aware
- Confident
- Business Acumen
- Value-oriented

The buyer, on the other hand, brings:

- Recommendations
- Reviews
- Referrals

Additionally, the buyer acts as a *networked multiplier*—experiences good or bad are going to be passed along to friends and colleagues. As you

can see, that seller is only going to succeed if that shared data reflects positively on the seller.

You can see in this graphic that the elements shared between the seller and the buyer are those things one which they both must firmly agree for the sale to be a total success and, more importantly, for further successes to follow:

- Respect
- Empathy
- Trust
- Win/Win
- Enjoyable
- Business Solutions

Of paramount importance is that third to the last item, “Win/Win.” In today’s networked selling environment, both the buyer and the seller have to win for sales to be a real success.



## Seller-Buyer Transfer of Knowledge

We read today that a big part of the change in today's sales landscape is that of the buyer—that 60 – 80% of a buyer's decision is made before ever contacting a salesperson, and therefore a salesperson is no longer responsible for any transfer of knowledge to the buyer.

I strongly disagree with this assessment. Given the components in the Network Selling graphic above, the inherent knowledge that a salesperson brings to the table can never be replaced, even by computer algorithms. This is especially true in B2B sales.

At that [moment when knowledge is involved](#), a buyer can't make fully informed decisions—this process of knowledge transfer is needed, and is more important than ever.



## Pipeliner CRM

So how does Pipeliner CRM fit into all of this?

We have developed Pipeliner from the very beginning from the perspective of the salesperson who is honest, self-responsible, and who is not to be controlled like a machine. We believe that the majority of salespeople are honest and are out to do right by prospects and customers.

We believe people *can* be self-responsible. It oftentimes happens that the system (as with legacy CRM applications) robs them of their

responsibility and attempts to make them into machines, so they can be controlled, manipulated and pushed.

We believe that self-responsible salespeople are capable of thinking logically. For that reason we have developed Pipeliner to be totally visual in all of its features—it allows salespeople and sales managers to instantly grasp sales opportunities and statuses, and act on them. Pipeliner is programmed with *instant dynamic visualization*.



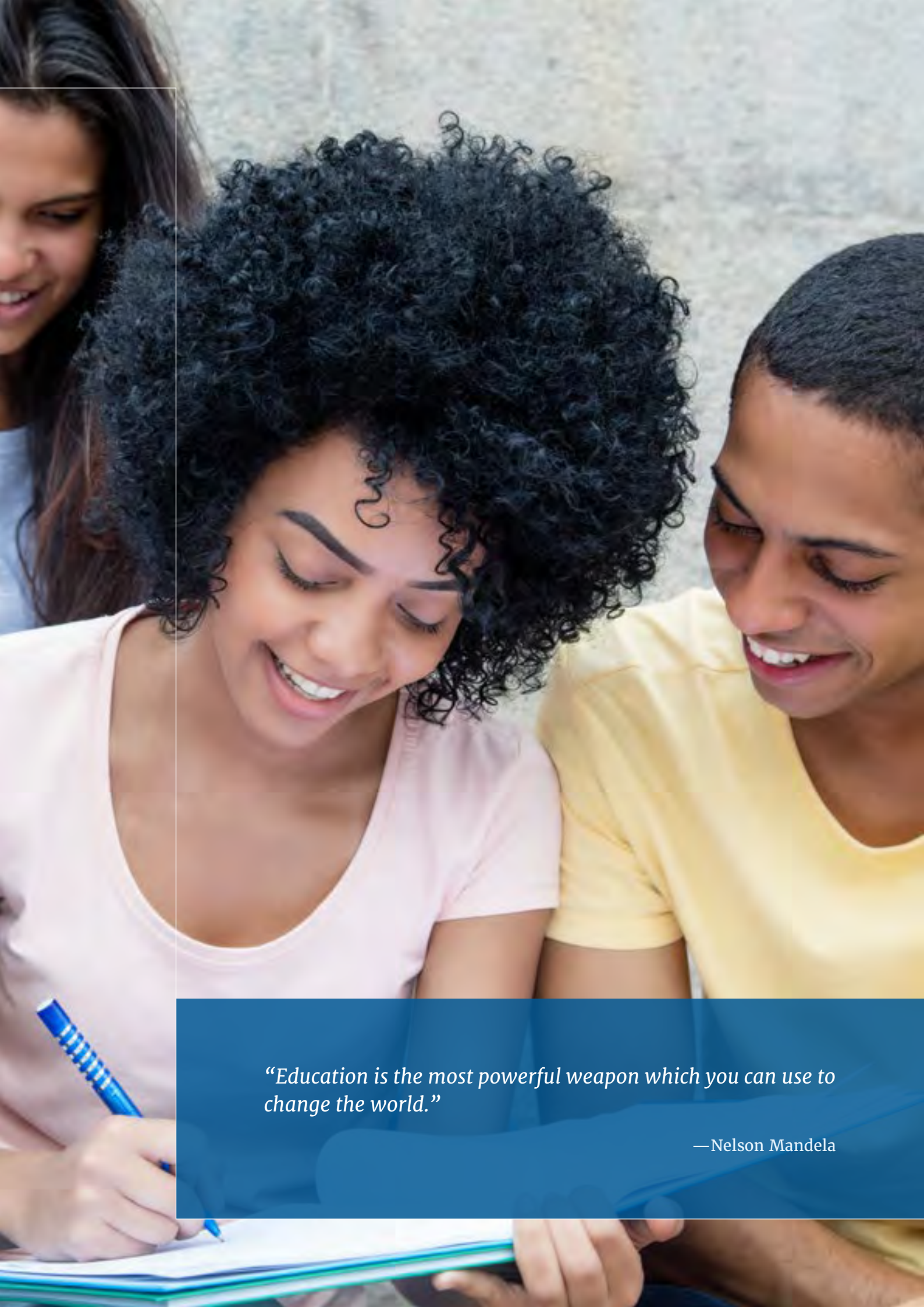
Unlike many CRM developers of the past, we didn't develop Pipeliner to better *control* salespeople, but to *liberate* them. Pipeliner makes it far more possible for salespeople to see how they're progressing, and for sales managers to accurately coach and mentor them.

In days past a sales manager had a lot of figures in front of them showing a salesperson's performance, that the salesperson was not privy to. Hence the sales manager was giving the salesperson instructions or orders, and the salesperson had no idea why.

Today, both the [sales manager and the salesperson](#) have the same data regarding the salesperson. I believe that both the sales manager and the salesperson will make correct decisions if they have accurate data.

I've said repeatedly that the world can be changed through sales. Well, if we are to change the world through salespeople, it will only be through *self-responsible* salespeople, never machines.





*“Education is the most powerful weapon which you can use to change the world.”*

—Nelson Mandela



## CHAPTER 5

# Only Sound Education Brings Future Prosperity

*“All that helps today is that we have a better idea, and the better idea is a fight against the bad idea. The weapons that we have are not armored. We have no hymns, we have no flags, we have no rifles. The only thing we have is our idea, and we bring that idea into the light. And when people understand it, the better idea will one day succeed.”*

—Ludwig von Mises, **Economic Policy: Thoughts for Today and Tomorrow**

Here at Pipeliner, we have taken what von Mises says totally to heart. We believe that education with ideas is the most important activity in which we are engaged. We believe that if we keep pushing out a great idea, one day people will say, “That makes sense! 2 plus 2 *does* equal 4!”



## Education and Sales

Why would the developer of a sales tool believe so much in education? And why do we believe education is so closely tied to sales?

The original purpose of sales—though it may not be so obvious today—was education. The salesperson educated the potential buyer about a product or service. Once that education was complete, the buyer would either say, “You’ve educated me for nothing! I see no value!” or “You have educated me on something that will help me, and that is why I will buy your product.”

Education clearly showed the buyer the inherent value of the product or service.



## Education in Sales Still Needed?

As pointed out previously, today there is an enormous amount being written about the changes in buyer behavior. It is being reported that buyers are educating themselves online about products, and by the time they contact a salesperson they've already made 70 – 80% of their decision; therefore a *salesperson is no longer in the business of educating prospects.*

Well, as someone engaged in the business of sales, as well as being engaged in the business of providing a software product for salespeople, I politely beg to differ.

For one thing, as products move up the scale of complexity, there is much that cannot be quickly or adequately described in web pages or online materials. Where are prospects going to turn for information on these? The answer: sales reps, who are today's product experts.

But even with products that aren't so complex, for a full understanding of how they might be applied within that prospect's business or *with their particular application*, it would still be very beneficial for a prospect to be educated by a salesperson.



## Empathy

A noteworthy point is that, whenever a salesperson is educating a prospect, the salesperson should remain at “eye level” with the prospect. In other words, not “looking down” at the prospect or being condescending.

This is where *empathy* comes into the sales process. In order to really empathize with a prospect and fully understand what they are going through, a salesperson must do everything they can to put themselves in the place of the prospect—that's what empathy actually is.



Interestingly, that is also where empathy comes into education itself.



## Education and Application

In looking through our educational materials, you'll see that they are totally geared toward application. If you read or learn something, we believe you should be able to turn around and apply it. Otherwise, why learn it?

I personally believe that this is the future of education in general—it will move away from being so theory-oriented and will be completely structured around applicability.

At Pipeliner we believe in having data arranged around a goal, just as we have done in our product. The goal is that you do something that brings you a benefit, and you learn because the data is proven on principles. And it's not theoretical, it's practical.



## Pipeliner and Education

In creating our Pipelinerpreneur Program, we realized that we needed an educational aspect to it. Skilled people are generally more successful so providing a skill-set is critical.

Education has always been a primary mission for us. One of my very first actions when founding the company was to start a content program for the education of salespeople, which is still ongoing and has resulted in 60 ebooks and counting. Education also occurs through our [robust online multimedia publication Salespop](#). Additionally, we are supporting sales education programs at DePaul University and 12 other institutions.

As such, in addition to the product, we're providing the education and a full-blown blueprint to be successful entrepreneurs without having the serious financial risk usually associated with starting your own business which many couldn't afford anyway.

We're teaching remotely, through our Learning Management System. That means anyone, anywhere, can take advantage of and be trained in our program.



*“Should you find yourself in a chronically leaking boat, energy devoted to changing vessels is likely to be more productive than energy devoted to patching leaks.”*

—Warren Buffett



## CHAPTER 6

# The Pipeliner Philosophy Wheel



We think it is crucially important to describe our philosophy because our customer, our partner, the user engaging with us, should understand the underlying concepts that drive Pipeliner. If you understand





the underlying concepts, it will empower you to make even better use of the software.

Everything we do is visual—hence we have also created our philosophy wheel to better communicate our foundational philosophy. The wheel is fully explained below.

## Companies

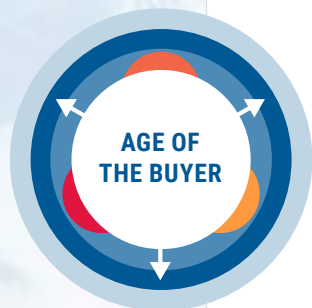
As you can see, within the philosophical wheel there are three concentric circles. They demonstrate cause to effect, from the center to the outside. The outermost circle is *companies*, which is who we are ultimately affecting.

We assist companies in reducing their risk, and help them leverage opportunities. We aid them in becoming increasingly effective and efficient in their processes by empowering their team members to sell and to manage sales better. By doing so, companies can reduce operating costs.



Through our Pipelinerpreneur Program, Pipeliner is also helping people establish their own companies all over the world, that make it possible for people to thrive wherever they may be.

We've designed our product to be of such great impact because if it doesn't positively improve things, then what's the point of having it? It could be replaced like pretty much any other product today. That's clearly not what we're after—you would, obviously, never replace a product that is really helping you and your team.



We know this because we ourselves use Pipeliner for all our operations. It has replaced a large number of other applications of limited value—we manage everything with it.

Once you've tried Pipeliner, we think that you will do likewise. Why? Through doing so, you can reduce your costs dramatically. The efficiency you will gain from primarily using a single app will greatly enhance productivity while minimizing time, money and effort invested in training,

updating, and constantly keeping track of many other systems or apps.

## Age of the Buyer

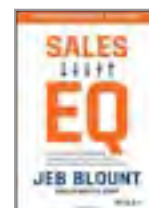
The next circle in is *The Age of the Buyer*. This is so-called because the entire sales cycle has turned around from previous years when the salesperson had the majority of power and control. Enabled by the internet, today it is the *buyer* that has the power, and salespeople must address their needs and wants and pain points precisely if they want to make that sale. Only by operating effectively within the realities of the Age of the Buyer, can today's salespeople reach and affect companies.

## Sales Intelligence

To fully operate in the Age of the Buyer, one needs *Sales Intelligence*, which is the next circle in.

We are certainly not attempting to create or invent the subject of sales intelligence—there are literally hundreds of books on it. Rather we are aligning ourselves with the with the ideas around sales intelligence that already exists.

At the root of sales intelligence is what is called *emotional intelligence*. One of the best books out there today on the subject is [\*Sales EQ: How Ultra High Performers Leverage Sales-Specific Emotional Intelligence to Close the Complex Deal\*](#) by Jeb Blount. In it Mr. Blount writes:



- “ Average salespeople delude themselves into believing that buyers make rational, logical decisions based on empirical data and information. But that's not how the human mind works. Emotions come first, then logic.
- “ Sales performers are actually aware that the emotional experience of buying from them is far more important

*than products, price, features and solutions. They know that to sell value, they must be valuable, and they must earn the right, through human relationships, to teach, offer insight or challenge.*

“ *Most salespeople begin the sales process from a position of logic and gradually shift towards emotion. In contrast, the buyer tends to begin the buying process at the emotion level, and over time shifts toward logic.*

The whole point is to create a win-win situation for the buyer and the seller—where in previous ages perhaps it was often only the seller that won. Today it must be both, or the seller—as well as the product and service—has no sustainability.

## Altruism

A vital part of sales intelligence comes about through something that cannot be taught, but must come through personal choice: *altruism*.

What is altruism? It is defined by French philosopher Auguste Comte this way:

“ *Altruism comes from the Latin word ‘alter’ which means ‘other.’ Altruism means actions carried out for the wellbeing of others at the price of some risk for ourselves, without expecting anything in return. Valuing the other, and being concerned about that person’s situation, are two essential components to altruism.*

Today we see an enormous amount of content written about sales ethics, or the need for ethics in sales. But in fact, we can actually substitute a great sense of *altruism* for ethics.

Why is altruism important for salespeople? Because if you don't value the prospect or the customer, you cannot sell something to them, at least not easily. If you're not concerned about the situation they are in, you cannot speak to their needs.

How is altruism accomplished? Through the use of *empathy*.



## Empathy

*"The mother of listening and human connection is empathy. Empathy is the meta-skill of the 21st century. When you master empathy, you master human relationships. You stand out. You gain a competitive edge. Empathy pulls people towards you, compels them to help you, and opens the gateway to influence. When you listen to other people, it creates deep emotional connections, because it makes them feel significant and important. You should never forget, when working with others, that no one ever complains about people who listen."*

—Jeb Blount, from Sales EQ

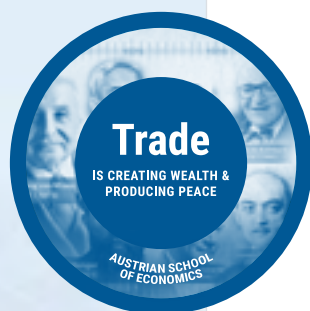
Empathy has three very important advantages when it comes to sales:

1. Effective empathy offers more a direct and precise path to the prediction of another's behavior. This is because you are sharing similar emotions, and viewing from those emotions allows you to better adapt to what the other person feels and understand their needs. In sales, when you are able to do this, you have a better understanding of what you client, your prospect, your customer, will probably do. You can predict a little bit.
2. Empathy allows us to acquire useful knowledge about our environment. For example, when we at Pipeliner are selling our CRM, we have observed, through empathy, that many salespeople and companies believe that CRM doesn't work, is hard to implement, that salespeople don't like it, that it takes a long time to implement, and that costs a lot of money and is never successful. We directly address and answer such points in demonstrating Pipeliner, and as such demonstrate our empathy, our understanding.

Prospects being sold a CRM worry about their data; we give them a data guarantee. Most salespeople are working within their email; we enable that with Pipeliner. Can salespeople even live without a smartphone? Pipeliner addresses that, too. Many CRM solutions won't work without internet access, which can be a problem; ours does.

We empathize with all of their challenges, and demonstrate in the real world how our product addresses them.

3. Through all of this, empathy becomes a precious tool of communication with others.



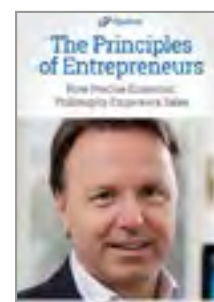
We've now covered the three outer circles of our philosophy wheel. Now let us examine its most important part: the hub.

## Trade

Right at the center of the wheel, as you can see, we have *trade*. It is the very hub of our wheel, and is the stabilizing factor of all other parts.

Carl Menger, founder of the Austrian School of Economic Thought, observed that trade has a peacekeeping element—countries engaged in robust trade are never at war. We take it one step further and say that for society, trade has the powerful function of creating wealth and, through this, establishing peace.

This is but one of the principles we have taken from the Austrian School of Economic Thought. I refer you to a book I wrote on the subject: [\*Principles of Entrepreneurs: How Precise Economic Philosophy Empowers Sales.\*](#)



Such principles are vital for a company to know. Just as an example, the principle of sunk cost, when you understand how it is applied in Pipeliner, assists a team or even a company in knowing which opportunities can be pursued cost-effectively.



## Process

The first spoke that you see in our philosophy wheel is *Process*. It was educator and author Peter Drucker, pictured at this spoke, that defined two key terms in the business process as follows: “Efficiency is doing things right; effectiveness is doing the right things.”

A simple analogy would be the use of a hammer to put a nail in a wall to hang a picture. To begin with, you would choose the right sized hammer for the job, probably a tack hammer. You would obviously not choose a sledgehammer which would just destroy the wall when you began hammering. The right choice of tool would be *effective*. The *efficiency* comes about in repeated use of the tool. Let us say you needed to hang pictures in 10 houses in half a day. After you had been practicing for awhile, you'd get very efficient with that tool and could easily pull off that job.

The first of two women pictured is Mary Parker Follett, who was an American social worker, management consultant, philosopher and pioneer in organizational theory and behavior. A notable example of her work is her contribution to the win-win philosophy, which we have adopted for our Network Selling Model.

The next woman pictured is Rosabeth Moss Kanter, a renowned professor at Harvard Business School specializing in strategy, innovation and leadership for change. Her latest book is entitled *MOVE: Putting America's Infrastructure Back in the Lead*—and the thrust of her book is something that we at Pipeliner can certainly agree with and get behind.

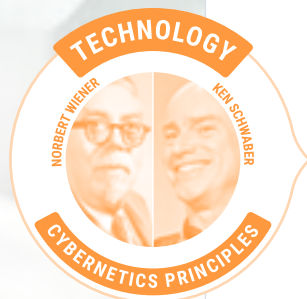
The other gentleman pictured is economist and management scientist Fredmund Malik—and he is pictured because *effectiveness and efficiency* are the outcome of management. And an interesting thing about management is that its principles are universal—in other words, the same principles apply to sales management that apply to management. Management is management. This can be easily observed in the fact that Malik's management principles have been employed in Pipeliner CRM, as discussed in detail in our ebook [\*Theory Made Real: Pipeliner CRM Puts Principles into Practice\*](#).

You might then ask, why would management be important to a sales rep? It's a logical question. The answer is that the first point of management is to manage *oneself*. If you can't manage yourself—and consequently your peers, your customers, and your partners—how can you then manage, one day, your subordinates? It all starts with managing yourself.

For that reason, effectiveness and efficiency, and therefore management, are important for every human being in the business world today.

These principles are also utilized in the War Room concept, outlined in our book [\*Leading from the War Room: Building a Battle-Ready Sales Force\*](#). A company, to truly succeed, should adopt the war room concept.

Pipeliner CRM empowers B2B sales teams to be totally effective and efficient in creating and closing opportunities.



## Technology

### CYBERNETICS

Pictured in the next spoke is the originator of the science of cybernetics, American mathematician and philosopher Norbert Wiener. In 1948 he defined cybernetics as “the scientific study of control and communication in the animal and the machine.” W. Ross Ashby referred to cybernetics as the “science of simplification.”

The word cybernetics comes from Greek κυβερνητική (kybernetike), meaning “to steer, navigate or govern.”

The science of cybernetics is used to approach and understand complexity—and if there's anything that is evident today and will become only more evident in the future, it is certainly complexity. This of course includes business and sales. To assist people in sales and business squarely face up to and deal with today's complexity, we apply cybernetic



principles within Pipeliner CRM. This is why Pipeliner is completely visual in nature—to translate complexity to simplicity.

Cybernetics is not only evident in Pipeliner’s visual user interface, but also the whole concept of navigation. Our unified navigation concept allows the user to navigate rapidly and easily through the application.

I summarize everything that we do in Pipeliner as *Dynamic Instant Visualization*.

Cybernetics—the science of simplification—is applied in many ways. Just one example: many companies complain that a CRM application takes a long time to implement. We have simplified CRM implementation to the point that it can be done in a fraction of the time and at a fraction of the cost of other CRM applications.

The uniqueness of our design comes out of a powerful combination of visual aesthetics and extremely fast functionality. The core concept is that a picture communicates 60,000 times faster than text, and in Pipeliner we have visualized almost everything. That's what makes Pipeliner unique—and how we have utilized the principles of cybernetics and the science of simplification.

## SCRUM

Also pictured is software developer and industry consultant Ken Schwaber, who developed the Scrum software development method. We fully utilize the Scrum method in all of our development activities.

Scrum is designed for development teams who break their work into defined actions to be completed within specific timeframes; the block of action completed within a timeframe is known as a *sprint*. Progress is tracked, and further planning is done, in daily meetings called *scrums*.

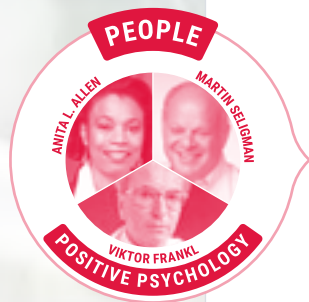
## People

The third spoke in our wheel is *People*. Everything in sales stems from a mindset, from a particular point of view taken in the mind.

## POSITIVE PSYCHOLOGY

You’ll see that one person pictured in our Human Approach spoke is American psychologist and author Martin Seligman. Seligman developed a branch of psychology called positive psychology, “the scientific study of what makes life worth living.”

An example of positive psychology is *learned optimism*—the mind, which has a default mechanism to be pessimistic, can be trained to be optimistic. One result of learned optimism is the ability to persist on a given





course and achieve goals—and the ability to perceive more opportunities as you go.

Optimism and persistence are two vitally important components for a salesperson—without them the salesperson isn't going to succeed.

### **DIVERSITY**

Another very important aspect of Pipeliner's approach is that of diversity. For that reason we have pictured Professor of Law and Philosophy Anita L. Allen. Prof. Allen is a leading expert in the areas of bioethics, Africana studies, and gender, sexuality and women's studies. In 2010 she was named by President Barack Obama to the Presidential Commission for the Study of Bioethical Issues.

Professor Allen has also done a great deal of work in the area of privacy law and electronic privacy, and is the author of *Privacy law and society*. Pipeliner places data privacy in foremost importance for our users.

### **MEANING IN LIFE**

The reason we have pictured Austrian psychiatrist and holocaust survivor Viktor Frankl is that Frankl founded an entire school of thought around a person's search for meaning. Frankl saw this search as life's primary motivation.

It is important to point out that Frankl also said that each person must discover such a meaning for themselves—nobody can give it to them.



How does this search for meaning relate to sales? Any salesperson will tell you: a career choice in sales, while it can certainly pay off, is also a tough way to go, tougher than many other career choices. This is true if for no other reason than the amount of rejection the average salesperson suffers—for many, it's in the range of 60–80%. Even the best salespeople in the world have a closing ratio of 40–50%—meaning the remainder is rejection. How many other professions have to deal with this level of adversity?

It is a level of rejection that often results in a salesperson being frustrated, angry and bitter. An extreme of this frustration and bitterness was reflected in Arthur Miller's famous play *Death of a Salesman*.

The only way a salesperson can cope with this level of rejection is to find *meaning* for themselves. This is not something that we can do for a salesperson—they must undertake this on their own.

There are different kinds of jobs in sales; some salespeople are better at closing, others are better at prospecting, yet others are better at nurturing. Following another principle given us by Fredmund Malik, *Utilize Strengths*, a salesperson should be placed where they are most gifted. Put them in the area where they are the strongest—and interestingly it will be found that this also what they truly enjoy doing. It is there that they *find meaning*. Many millions of dollars are spent every year to train people on things they don't like. The result? They never find meaning because they hate it.





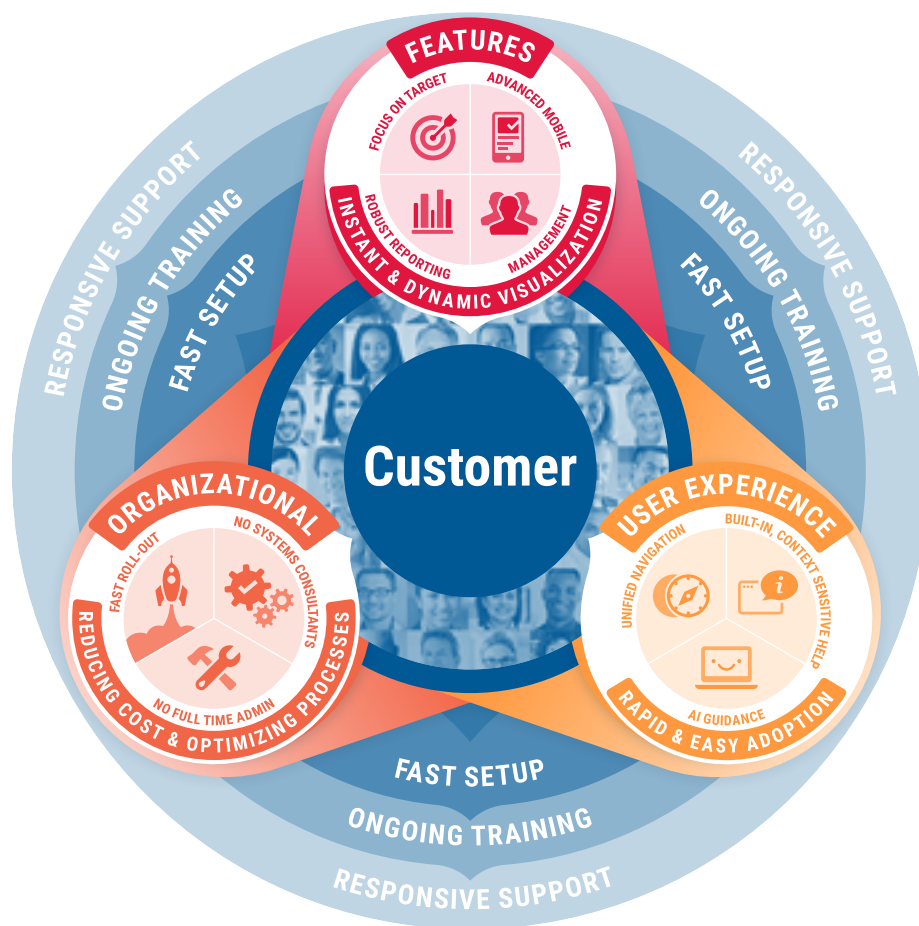
*“We see our customers as invited guests to a party, and we are the hosts. It’s our job every day to make every important aspect of the customer experience a little bit better.”*

—Jeff Bezos



## CHAPTER 7

# The Pipeliner CRM Unique Selling Propositions Wheel




Customer

This wheel demonstrates the powerful factors that make Pipeliner CRM completely unique and unequalled in today's CRM market.

At the center of the wheel is the customer, simply because the customer is the hub of our efforts. We have developed Pipeliner CRM from a



customer-centric approach for sales because our customers are salespeople, sales managers, and anyone associated with sales. It is a solution developed by salespeople for salespeople.

The top inside circle is our Feature Set, and you can see that every feature we create falls under the category of *Instant & Dynamic Visualization*. This comes from the deep rooted understanding that a picture speaks 60,000 times faster than words. This approach runs through not just dashboards but the entire application—all features fall under this category.

The circle at the lower right is the User Experience. We know that, for a user to have a powerful experience with a product such as ours, it must adopt rapidly and easily. Our unified navigation, built-in context sensitive help and AI guidance enable rapid, easy adoption and implementation—in a fraction of the time of other CRM applications. People use what they love and find easy to adopt.

The circle on the lower left demonstrates the robust benefits Pipeliner CRM brings to an organization. For a company, our goals are to reduce cost and optimize processes. We bring these about by providing a fast roll-out for Pipeliner—again in a fraction of the time of other CRM applications—and by requiring no system consultants and no full-time admin, which all other enterprise CRM systems do require. This is where Pipeliner provides the most substantial savings, and this alone is a disruption to the CRM industry (no longer are implementation companies necessary, there are no certification costs and transfer of responsibility between admins in the CRM space is very easy).

The three circles inside the wheel show how Pipeliner as a company empowers the customer. We enable incredibly fast setup, ongoing training (much of it provided free of charge) and responsive and fast support, when needed.

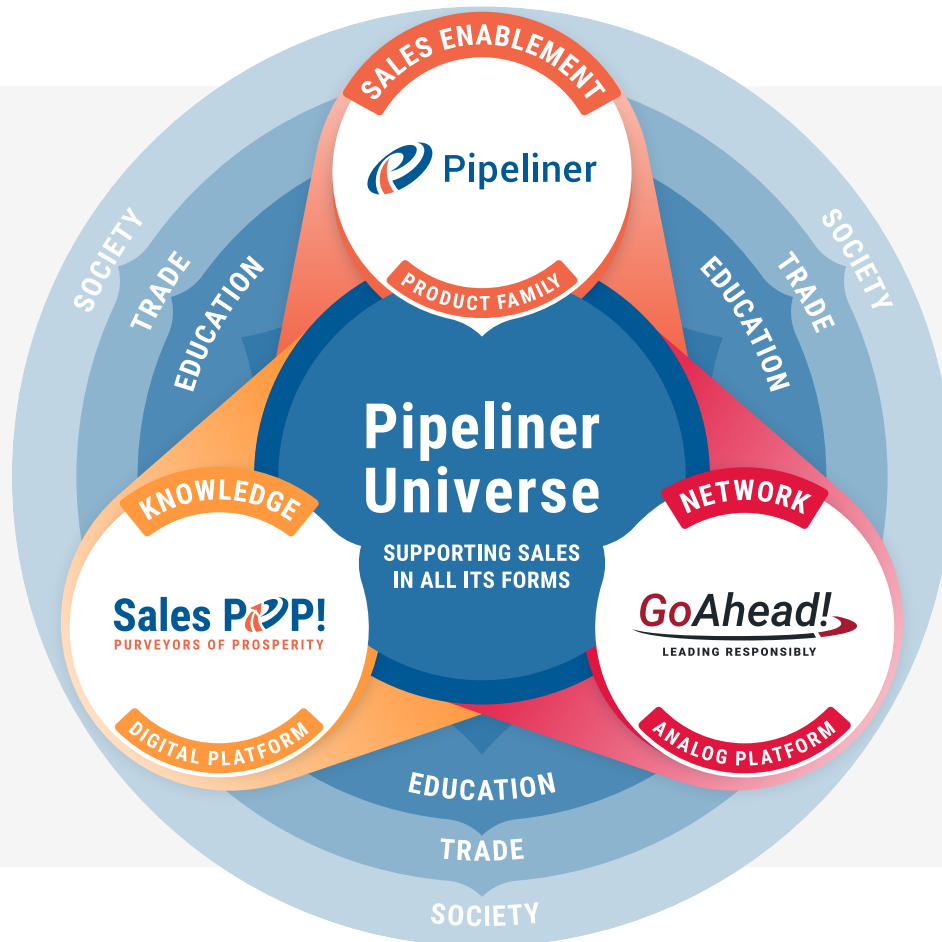
## RELATED EBOOKS





# The Pipeliner Universe

Supporting sales in all its forms.



## Pipeliner CRM

[Pipeliner CRM](#) is a technology platform built to enable Salespeople & Sales Managers to effectively & efficiently manage their pipeline and drive increased revenue. The combination of its intuitive interface and sophisticated backend, Pipeline CRM delivers *Instant Intelligence, Visualized* to give sales organizations a competitive edge.

## Sales POP!

[Sales POP!](#) is a digital content platform that delivers the best in sales and sales-related content and thought leadership to readers across the globe. Its unrivalled and growing network of contributors brings different, unique perspectives and insights on today's sales & business issues. By leveraging multiple content formats from written, graphical, video & audio, Sales POP! appeals to the widest audience possible.

## Go Ahead!

[Go Ahead!](#) is an analog in-person networking platform where top speakers in cities across the globe deliver valuable, insightful talks to local audiences. These events serve as a way of keeping face-to-face networking alive and flourishing and provide a much needed alternative to the increasingly online and sometimes impersonal interaction that has become prevalent but not always preferable.



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Enabling Sales Teams, Minimizing Risk!

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**The Pipeliner Universe** — Sales Enablement, Knowledge, Networking

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