

High Performance Selling

BRIAN TRACY

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Lesson One

THE WINNING EDGE

Session Outline:

1. The Winning Edge Concept
2. Selling Ten Times as Much as Others
3. Critical Success Factors
4. The Seven Critical Success Factors in Selling
5. The Vital Functions Method of Analysis
6. The *Law of Incremental Improvement*
7. Doubling Your Sales Productivity
8. The 10% Improvement Factor
9. Four Keys to the Winning Edge
10. The Systematic Approach

INTRODUCTION

*“Success is the maximum utilization
of the ability that you have.”*

Zig Ziglar

Why are some people more successful than others?

This question has been studied for many years. More than four thousand books have been written and hundreds of training programs have been developed.

Tens of thousands of sales calls have been carefully monitored to identify the key traits, qualities and behaviors of top salespeople in every industry.

In this session you will learn the critical elements that separate the top performers from the average performers in every field.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What is the Winning Edge Concept in selling?
2. Why do some salespeople sell two and three times more than others in the same industry?
3. What are the critical success factors of selling?
4. What are the Vital Functions of sales effectiveness?
5. How can you use the *Law of Incremental Improvement* to double your sales in the next twelve months?
6. What is your weakest current area in sales performance?
7. What are the four keys to developing the winning edge in your field?

THE WINNING EDGE

1. The Winning Edge Concept says that "small differences in ability can lead to large differences in results:"
 - a) A horse that wins by a *nose* wins ten times the prize money of the horse that comes in second by a nose;
 - b) Is the horse that wins ten times faster? Twice as fast? Ten percent faster?
 - c) Salespeople who get the sale are usually only a little bit better than the salespeople who lose it.
2. In every sales organization and industry, there are some salespeople who earn *ten* times as much as others:
 - a) They sell the same product or service;
 - b) They sell out of the same office with the same sales materials;
 - c) They sell at the same prices, against the same competition.
3. One of the most important skills for personal improvement is contained in the concept of "**Critical Success Factors (CSFs)**:"

- a) These factors are "critical" because they account for success and failure;
 - b) There are seldom more than five to seven CSFs in any job, including sales;
 - c) By improving in each Critical Success Factor area, you can dramatically improve your overall results.
4. There are seven Critical Success Factors in selling:
- a) ***Prospecting*** — filling your "sales pipeline" with people who can and will buy within a reasonable period of time;
 - b) ***Approaching*** — getting through to the likely prospect and arranging a face-to-face meeting;
 - c) ***Problem Identification*** — clearly identifying the customer's exact problem or need that your product or service can satisfy;
 - d) ***Presenting*** — the orderly, logical process of showing the prospect that your product or service is *ideal* for his/her situation;
 - e) ***Answering Objections*** — properly responding to the normal sales resistance and misgivings that each prospect has with regard to a new product or service;

- f) *Closing the Sale* — overcoming inertia and hesitation, and getting the prospect to make a firm commitment to take action on your offer;
 - g) *Personal Management* — organizing your time and your life in such a way that you are most productive every hour of the day.
5. The *Vital Functions* method of analyzing a sales performance shows you how to increase your sales productivity:
- a) A vital function, like heart rate or brain wave activity, is a key indicator of the health of the individual;
 - b) Failure of a vital function leads to the death of the individual;
 - c) Failure in a vital sales function can lead to failure in a sales career.
6. It is possible to **double your sales** in the next twelve months by making small, incremental improvements in your Critical Success Factor areas of selling:
- a) Give yourself a grade of 1.0 in each of the seven areas discussed above;

- b) Make a decision to improve by 10% in each of those areas in the next twelve months;
 - c) Because each CSF area affects every other area, your gains will be geometrical.
7. At the end of twelve months, you will be 10% better in each of your vital functions of selling:
- a) Your score will improve from 1.0 to 1.1 in each area;
 - b) When you multiply 1.1×1.1 seven times, the result is 1.94, virtually doubling your productivity!
 - c) You can double your sales by simply doubling your ability in any one area.
8. To become 10% better in each area, you only have to become .8% better per month or 2% better per week:
- a) The fastest overall improvement comes from improving in your weakest area;
 - b) Your weakest CSF area determines the **height** at which you use all your other skills;
 - c) Make it a personal project to upgrade your key selling skills in vital functions.

9. There are four keys to developing a winning edge and becoming a top sales performer in your field:
 - a) *Definition* — be absolutely clear about the CSFs of your sales activities;
 - b) *Decision* — set a goal to be among the best in your field by becoming better at each part of what you do;
 - c) *Planning* — determine your course of study, including the books you will read, the audio programs you will listen to and the courses you will attend;
 - d) *Practice* — resolve to get a little better every single day.
10. The key to success is to approach your profession scientifically and systematically:
 - a) Find out what other top performers do in their Critical Success Factor areas;
 - b) Take action every single day in the direction of superior sales performance.

SUMMARY

The "Winning Edge Concept" has been used by thousands of salespeople to go from rags to riches, and from frustration and failure to success, satisfaction and high earnings in their fields.

Selling is a science and is amenable to a scientific approach.

Break down your activities into their separate elements and make a plan to become absolutely excellent in each individual part.

The sum total result of continuous improvement will enable you to become one of the best salespeople in your field.

ACTION EXERCISES

1. Name *three* of the Critical Success Factors of modern selling:

1. _____

2. _____

3. _____

2. What *three* things could you do, starting today, to spend more time with better prospects?

1. _____

2. _____

3. _____

3. What are the *three* greatest obstacles to getting through to the decision-maker?

1. _____

2. _____

3. _____

4. What *three* problems does your product or service solve for the majority of your customers?

1. _____

2. _____

3. _____

5. What are the *three* most important points you make in your sales presentation?

1. _____

2. _____

3. _____

6. What are the *three* major objections you receive to purchasing your product or service?

1. _____

2. _____

3. _____

7. What are the *three* most important reasons why someone should buy your product or service in comparison with your competition?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of your answers to the above questions?

Lesson Two

THE NEW MODEL OF SELLING

Session Outline:

1. The Changes in Professional Selling
2. The AIDA Model of Selling
3. Differences in Selling Today
4. The Sale Continues After the Sale
5. Why the Customer Wants a Relationship First
6. Why the Relationship is More Important
7. The *Law of Indirect Effort*
8. The New Model of Selling
9. Why Listening Builds Trust
10. The Friendship Factor
11. The Key to Successful Selling

INTRODUCTION

“Life does not require of us to make good; it only requires that we give our best at every level of experience.”

Harold W. Ruopp

In the last few years, the science of selling has changed dramatically in every area.

Top sales professionals are those who have changed, adjusted and adapted to the new world of selling. They treat customers differently and they see themselves differently.

They recognize that sales success requires very different approaches to the customer and the market than were necessary for success in the past.

In this session, you learn a new model of selling that has revolutionized and transformed the careers of many thousands of salespeople worldwide.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Why is selling more complex today than ever before?
2. What are the four steps in the Old Model of Selling?
3. Why are products more complicated and varied today than before?
4. Why does today's customer want a relationship *first*?
5. How do you apply the *Law of Indirect Effort* to your selling work?
6. What are the four parts of the New Model of Selling?

THE NEW MODEL OF SELLING

1. Selling has changed dramatically over the last few decades, primarily because **customers** have changed;
 - a) Customers are far more knowledgeable about products and services available today than ever before;
 - b) Competition is far stronger and more determined today than it has ever been;
 - c) There are far more products and services available to satisfy customer needs today than ever before;
 - d) Customers are more sophisticated and demanding than they have ever been, for even the smallest products.
2. The Old Model of Selling was based on the "Simple Sale," called the **AIDA** model:
 - a) **A** stood for "*Attention*." The first part of the old model was getting the attention of the prospect;
 - b) **I** stood for "*Interest*." The salesperson aroused interest by discussing features of the product;

- c) **D** stood for "*Desire*." Desire was aroused by discussing the benefits of the product;
 - d) **A** stood for "*Action*." After arousing interest and desire, the salesperson asked for an action commitment by the customer.
3. Today, however, products are more complicated and varied than they have ever been before:
- a) Products are *complex*; the customer has no way of fully understanding the details of your offering;
 - b) Customers depend upon factors other than product knowledge to make a buying decision.
4. Sales relationships today continue after the sale:
- a) Asking a customer to buy means asking the customer to enter into a "business marriage;"
 - b) You ask the customer to exchange money for promises;
 - c) When the customer buys, he or she becomes dependent on you and your company.

5. Because of the novelty or complexity of what you sell, the customer wants a relationship *first*:
 - a) The customer puts more faith in a relationship than in the product;
 - b) The customer must be confident in the relationship before he or she can consider your offering.
6. The relationship is more important to the customer than the product or service you are selling:
 - a) Your product or service is available elsewhere, so the customer is under no pressure to buy from you;
 - b) The customer seeks security, safety in buying;
 - c) Relationships lie at the core of all successful selling today.
7. The ***Law of Indirect Effort*** — this law says that you get things more *indirectly* than directly from people:
 - a) If you focus exclusively on the sale, rather than on the relationship, you will end up with neither;
 - b) If you focus intensely on the relationship, the sale will take care of itself;

- c) If the relationship is strong enough, small details or differences in price won't matter;
 - d) If the relationship is weak, small details and price differences will become the main topics of discussion.
8. The New Model of Selling divides the sales process into four parts:
- a) *Trust* — establishing a high level of trust with the client is fully 40% of the sales process;
 - b) *Needs* — taking time to be absolutely clear about the customer's needs and problems is fully 30% of the sales process;
 - c) *Presentation* — showing that your product or service will satisfy the customer's needs is only 20% of the new model of selling;
 - d) *Closing the Sale* — when you have built trust, clarified needs, and presented professionally, the closing is easy. It only represents 10% of the process.
9. The key rule in selling: *Listening builds trust*:
- a) When you ask questions and listen carefully to the answers, you build trust;

- b) When you focus on needs and on understanding the customer's situation, you build trust;
 - c) When you present your product or service, one point at a time, and listen carefully to reactions, you build trust;
 - d) When you ask politely for a decision and listen carefully to the answer, you build trust.
10. The Friendship Factor is the most important part of selling and of all business relationships:
- a) A person cannot buy from you until he or she is convinced that you are his or her friend and acting in her or his best interest;
 - b) The more time you invest in a relationship, the greater the relationship you develop;
 - c) The amount of caring in a relationship is a key part of friendship;
 - d) Respect is an important part of a friendly relationship between two people.

- 11.** The key to successful selling is relationships:
- a) All top salespeople are relationship experts;
 - b) Building and maintaining quality relationships is more important than any single aspect of selling.

SUMMARY

When you practice the **New Model of Selling** — focusing on building and maintaining high levels of trust and a quality relationship with your customer — you will find it easier to make sales and get referrals than ever before.

Not only that, the focus on relationships reduces the stress that both the salesperson and the customer feel when one is trying to persuade the other to act in a way that may not be in his or her best interest.

All the highest-paid salespeople use the New Model of Selling in everything they do.

APPLICATION EXERCISES

1. Give *three* ways in which selling has changed dramatically in the last few years.

1. _____

2. _____

3. _____

2. What are the *four* parts of the AIDA method of selling?

1. _____

2. _____

3. _____

4. _____

3. Give *three* reasons why products and services are more complicated and harder to sell today than in previous years?

1. _____

2. _____

3. _____

4. In what *three* ways do sales relationships continue after the sale?

1. _____

2. _____

3. _____

5. What are *three* reasons why the **relationship** is so important to the prospective customer?

1. _____

2. _____

3. _____

6. In what *three* ways can you apply the *Law of Indirect Effort* when you are prospecting or selling?

1. _____

2. _____

3. _____

7. In what *three* ways can you build higher levels of trust in the sales relationship?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

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Lesson Three

MEGA-CREDIBILITY IN SELLING

Session Outline:

1. The Critical Variables in Successful Selling
2. The Major Obstacles to Buying
3. Lowering the Customer's Fear of Failure
4. Why Everything Counts!
5. Positioning Yourself as the Low-Risk Provider
6. The First Element of Credibility
7. The Importance of Reputation
8. Social Proof as a Key Factor
9. Building Authority for Your Offering
10. The Importance of Product or Service Credibility
11. The Sales Presentation as a Key Factor
12. The Key Rule in Mega-Credibility

INTRODUCTION

“Honesty is, in fact, the policy that pays the best.”

Winston Churchill

The average customer is bombarded with hundreds and even thousands of commercial sales messages every day.

He or she is surrounded by people and companies trying to sell him or her products of all kinds, at all levels of quality and price.

The customer today is extremely skeptical and suspicious of any and all sales efforts. For you to be successful in selling, you must develop a method of overcoming skepticism and building high levels of confidence in the mind of the customer toward you, your company, and your products and services.

In this session, you learn how to develop high levels of credibility in everything you do that affects the customer and the buying decision.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What are the critical variables in selling today?
2. What is the major obstacle to buying?
3. How do you lower the customer's fear of making a buying mistake?
4. Why are customers uneasy about making a wrong decision?
5. How do you position yourself as the low-risk provider of your product or service?
6. What are the key elements of mega-credibility in selling?
7. What is the most important rule in modern selling?

MEGA-CREDIBILITY IN SELLING

1. The critical variables in successful selling today are the level of trust and the quality of the relationship:
 - a) How much the customer trusts you determines how he responds to your offer;
 - b) The quality of the relationship with the customer determines whether or not he buys from you.
2. The major obstacle to buying today is the *fear of failure* in the mind of the customer:
 - a) The customer fears *paying too much* for your product or service;
 - b) The customer is afraid of ending up with the *wrong product* for his or her particular needs;
 - c) The customer is afraid of *making a mistake* and being criticized by others for having bought something that is inappropriate;
 - d) The customer is afraid of getting stuck with a product that he or she cannot get serviced or repaired.

3. The more the customer *believes you* and what you say, the lower is his or her fear of making a mistake in a buying relationship:
 - a) As the customer's trust in you grows, his or her fear decreases;
 - b) Your job is to increase the customer's confidence and trust in you.
4. Everything you do in the sales relationship either helps or hurts in the building of trust and credibility:
 - a) Everything either adds to or takes away from the credibility you need to make a sale;
 - b) Customers are extremely nervous and uneasy about making a wrong decision.
5. Your job is to position yourself as the low-risk provider of your product or service:
 - a) Position yourself as the lowest *risk* rather than the lowest *price* seller;
 - b) Customers will pay more to reduce risk in a purchase decision.

6. The *salesperson* is the first element of credibility that the customer sees, hears or experiences:
 - a) Customers make a decision about you in the first 4 seconds;
 - b) 95% of the first impression you make is determined by your clothes;
 - c) *Dress for success* in every element of your grooming, accessories and appearance.

7. The most valuable asset that your company has is a *reputation* for quality products and service to other customers in the marketplace:
 - a) Be sure to tell your prospect about the size of your company, how long you have been in business and how large your market share has become;
 - b) Be sure that your brochures, handouts, sales materials and business cards all look first class;
 - c) The telephone manners of you and your staff, and how quickly you respond to inquiries, are major factors in the customer's mind.

8. *Social proof* is a key mega-credibility factor. Fully 85% of sales are based on "word-of-mouth:"
 - a) Others in similar situations who have bought your product build credibility;
 - b) The customer wants to know, "Who else has done it?"
 - c) Use testimonial letters, lists and photographs of previous customers.
9. *Authority* is a major mega-credibility factor, made up of anyone the customer respects:
 - a) Publications, magazines and news stories mentioning your product or service build credibility;
 - b) People who are known for their expertise or knowledge build your credibility;
 - c) Symbols of affluence and authority increase your credibility.
10. The *product* or *service* you sell can build high levels of credibility in the mind of the customer:

- a) When your product provides the specific benefit your customer seeks, it has more credibility;
 - b) When you show that the value the customer receives outweighs the price, you build credibility;
 - c) When you back your product with guarantees and assurances, you add credibility.
11. Your *sales presentation* itself is a major credibility factor:
- a) Make sure your presentation is customer-focused and problem-centered;
 - b) Carefully match your product or service to the customer's needs;
 - c) Focus on the relationship and the person throughout the presentation;
 - d) Accept complete responsibility for the purchase. Say, "I'll take care of all the details."
12. The key rule in mega-credibility is that "**everything counts!**"
- a) If it doesn't *help*, it hurts;

- b) If it doesn't move you toward the sale, it moves you *away* from the sale;
- c) Nothing is *neutral* or unimportant when dealing with a customer and a buying decision.

SUMMARY

The most successful salespeople are those who work continually to build their credibility in the marketplace and with their customers.

Everything you do or *fail to do* either adds to or detracts from the likelihood of your making a sale. The very best salespeople recognize that "the devil is in the details," and they constantly look for ways to increase their believability in the hearts and minds of customers.

APPLICATION EXERCISES

1. What are the *critical variables* in successful selling today?

1. _____

2. _____

3. _____

2. List *three* reasons why customers are suspicious and skeptical about any product or service offering?

1. _____

2. _____

3. _____

3. What *three* specific things can you do to lower the fear of failure in the mind of the customer?

1. _____

2. _____

3. _____

4. What are the *three* things you do in a sales conversation that either help or hurt the sale?

1. _____

2. _____

3. _____

5. What are *three* ways that you can position yourself as the *low-risk* provider of your product or service?

1. _____

2. _____

3. _____

6. What are the *three* key elements of your *personal appearance* that affect your credibility in the mind of the customer?

1. _____

2. _____

3. _____

7. What are *three* benefits or advantages that make your company the very best company to buy from in today's competitive market?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

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Lesson Four

PROSPECTING POWER

Session Outline:

1. The Most Important Part of Selling
2. The Characteristics of a Good Prospect
3. Identifying Poor Prospects Early
4. The Four Keys to Prospecting
5. Prospecting and Customer Analysis
6. Identifying Your Ideal Customer

INTRODUCTION

*“No man was ever honored for what he received;
honor has been the reward for what he gave.”*

Calvin Coolidge

The most important part of selling is prospecting. The most successful salespeople have the most complete strategies and plans to develop the highest quality and quantity of prospects who can and will buy within a reasonable period of time.

In this session, you learn some of the most important ideas of prospecting and how you can apply them to your sales work to increase the number of sales you make, faster and easier than ever before.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What is the most important characteristic of a good prospect?
2. What characteristics of a prospect make him easier to sell to?
3. What are the characteristics of a poor prospect?
4. What are the four stages that you go through before you begin prospecting for new business?
5. Why should a prospect buy your product or service from you and your company rather than from someone else?
6. What specific benefits does a customer receive from using your product or service rather than that of someone else?
7. Why do customers buy from your competition, rather than from you?

PROSPECTING POWER

1. Prospecting is the most important part of selling:
 - a) Always be asking, "Where is my **next sale** coming from?"
 - b) The top 10% of salespeople open 80% of the **new** accounts;
 - c) There are prospects **everywhere**, but they are not *all* your prospects.
2. A good prospect has definite characteristics; you must think through what they are:
 - a) A good prospect has a real need for what you are selling;
 - b) A good prospect has the power and authority to make the buying decision;
 - c) A good prospect likes you and your company, as well as your product;
 - d) A good prospect can be a multiple purchaser if satisfied;
 - e) A good prospect is a center of influence, opening doors for you to other prospects;

- f) A good prospect is geographically easy to sell and service.
3. There are **seven** characteristics of *poor prospects* that you can use to sort them out quickly:
- a) A poor prospect sees little benefit in what you are offering;
 - b) A poor prospect has a difficult, negative personality;
 - c) A poor prospect argues or complains continually about your price or quality;
 - d) A poor prospect is one who is happy with his existing supplier;
 - e) A poor prospect would be a small purchaser of your product or service in any case;
 - f) A poor prospect is not a good source of referrals;
 - g) A poor prospect is difficult to visit or service geographically.
4. There are **four keys** to prospecting, to thinking through whom you are going to call on before you begin work:

- a) ***Specialization*** — What exactly is your product or service designed to do; what result does it achieve?
 - b) ***Differentiation*** — What is your unique selling feature or competitive advantage?
 - c) ***Segmentation*** — What specific customers in the marketplace can most benefit from your area of specialization and your unique selling proposition?
 - d) ***Concentration*** — Focus all of your energies on your very best prospects, the ones most likely to buy the soonest.
5. Prospect and customer *analysis* comes before you begin your prospecting activities:
- a) Ask: Who is using your product or service *today*? Who will be using it in the *future*?
 - b) Why should someone buy your product *at all*?
 - 1. Why should they buy it from your *company*, rather than from some other company?
 - 2. Why should they buy it from you *personally*, rather than from someone else?

- c) Who *exactly* is your customer? Who buys from you?
- d) Why does your customer buy? What *benefits* does he receive?
- e) Who or what is your *competition* for the customer?
- f) Why do customers buy from your competition?
 - 1. What *advantages* do they perceive in buying from your competitor?
 - 2. What *weaknesses* do they perceive in your product or service offering?
- g) How can you *offset* these perceived weaknesses?
- h) Who are your *non-customers*?
 - 1. Why don't they buy?
 - 2. Why are they non-customers?
- 6. Describe your **ideal** customer in as much detail as possible:
 - a) Location — Where is your customer located, both geographically and within his or her company?

- b) What kind of customer has the most pressing need for your product?
- c) What customers have the most positive attitude toward you and your company?
- d) What are the demographics of your ideal customer — Age? Education? Income? Position?
- e) How can you best convince your ideal prospect to buy?
 - 1. What are the key arguments you can use, in order of priority;
 - 2. To win the sale, what must the customer be convinced of?

SUMMARY

Your job is to keep your sales pipeline full. The more and better prospects you are working with at any given time, the more likely it is that you will have the kind of sales you need to be among the top people in your field.

You must always be thinking about better ways to get better prospects. Think through who they are, where they are, and why they might buy from you.

ACTION EXERCISES

1. What are the *three* main benefits to you for becoming excellent at prospecting?

1. _____

2. _____

3. _____

2. Give *three* characteristics of an **excellent prospect** for what you sell:

1. _____

2. _____

3. _____

3. Give *three* characteristics of a **poor prospect** for your product or service:

1. _____

2. _____

3. _____

4. What exactly is your product or service designed to do to **improve** the life or work of your customer?

1. _____

2. _____

3. _____

5. What are your *three* unique selling features or competitive advantages?

1. _____

2. _____

3. _____

6. What **specific** customers in the marketplace can most benefit from the special qualities or benefits of your product or service?

1. _____

2. _____

3. _____

7. List *three* reasons *why* a potential customer should buy from you and your company rather than from your best competitor?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

Lesson Five

RELATIONSHIP SELLING

Session Outline:

1. The Importance of Relationships in Selling
2. The Key Facts about Sales Relationships
3. How Customers Describe Top Salespeople
4. The Two Keys to Relationship Selling
5. The Most Important Rule in Relationship Selling
6. Rules for Relationships

INTRODUCTION

*“A man can succeed at almost anything for which
he has unlimited enthusiasm.”*

Charles Schwab

Selling has changed dramatically in the last few years, from a rapid, impersonal process to a slow, people-intensive process.

The heart of the sale today is contained in the quality of relationships that you form with your prospects and customers.

The very best and most successful salespeople are those who are the most capable of entering into and maintaining the highest-quality relationships with people who can buy from them and recommend them to their friends and associates.

In this session, you learn the key elements of relationship building and relationship selling and how you can apply them to every part of your sales activities.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Why are relationships more important in selling today than ever before?
2. Why are relationships usually more important than the product or service to the customer?
3. Why is "customer intimacy" the key to high, predictable, repeated sales?
4. How do customers describe the top salespeople in every industry?
5. What factors make the relationship increasingly important in a sales decision?
6. What is the most important single rule in relationship selling?
7. When does the sale really begin, and why?

RELATIONSHIP SELLING

1. Today everything in work and sales is *relationships*:
 - a) Society? Increasing levels of high-tech leads to increasing need for high touch to maintain balance;
 - b) People are 100% emotional, completely dominated by their feelings;
 - c) The Friendship Factor is the key to all success in selling;
 - d) The company's most valuable asset in the marketplace is its reputation, how it is known to its customers;
 - e) Your most valuable asset is the same; it is your reputation.
2. Key facts about sales relationships:
 - a) Sales relationships are hard to form because of the amount of competition in the marketplace;
 - b) Relationships, once formed, are easy to maintain if you pay attention to them;

- c) The decision to buy is the decision to enter into a long-term relationship with you and your company;
 - 1. The customer becomes dependent on you and your promises;
 - 2. All customers have been burned in previous sales relationships so they are naturally skeptical;
 - 3. There are a variety of alternatives available to your customer to satisfy his or her needs.
- d) **Rule:** The customer wants a relationship first, before he or she seriously considers your product or service;
- e) The *Law of Indirect Effort* says that the more you focus on the relationship, the more the sale will take care of itself;
- f) In making the decision, the relationship is actually more important to the customer than the product or service you sell;
- g) **"Customer intimacy"** is the key to high, predictable, repeat sales;

- h) **Indifference** — taking your customer for granted — is the main reason for lost customers.
3. Customers use the *same words* to describe top salespeople in every industry:
- a) They say, *"He or she works for me;"*
 - b) *"I view him or her as an unpaid member of my own staff;"*
 - c) *"I view him or her as a consultant, a friend, a trusted advisor;"*
 - d) *"He or she really understands my situation."*
4. The key to relationship selling is **trust** and **credibility**:
- a) The **larger** the sale, the more important the relationship;
 - b) The **more people** who will be affected by the purchase, the more important is the relationship;
 - c) The **longer the life** of the product, or the longer the length of the decision to buy, the more important is the relationship;
 - d) For a **first-time buyer** of your product or service, the relationship is very important;

- e) The key variable in modern selling is **risk**, and a good relationship lowers the perception of risk.
5. The most important rule in relationship selling is: *"Listening builds trust:"*
- a) Ask good, well-prepared questions;
 - b) Listen attentively to the answers, lean forward, don't interrupt;
 - c) Pause 3 to 5 seconds before replying. Take time to consider what the customer has said;
 - d) Question for clarification: "How do you mean?"
 - e) Feed it back; paraphrase what the customer has said in your own words.
6. Rules for relationships:
- a) The sale begins when the customer says "Yes;"
 - b) When the customer agrees to buy from you, the customer feels that you owe him or her one;

- c) Your account with the customer is now in a "deficit" position;
- d) Key? Do something quickly to reassure the customer that he or she has made the right decision;
- e) Send a "thank you" note or a present immediately;
- f) Pay even more attention to the customer than before;
- g) Set up a regular call-back schedule, and follow it.

SUMMARY

Everything in selling today is relationships. Top salespeople are relationship experts. They know that the quality of the relationship is determined by the amount of time and energy they invest in that relationship.

They are always looking for ways to reassure their customers that the relationship is important to them. The more emphasis you put on your sales relationships, the more sales you will make and the more successful you will be.

ACTION EXERCISES

1. Give *three* ways to increase the "The Friendship Factor" in each sales relationship:

1. _____

2. _____

3. _____

2. What are the *three* most important parts of your company's reputation in your marketplace?

1. _____

2. _____

3. _____

3. Give *three* reasons why customers are reluctant to enter into sales relationships with new salespeople:

1. _____

2. _____

3. _____

4. Why is the relationship more important to the customer than the product or service in a competitive market?

1. _____

2. _____

3. _____

5. What are the *three* most common reasons for lost sales?

1. _____

2. _____

3. _____

6. What are the *three* most common words or expressions customers use to describe top salespeople?

1. _____

2. _____

3. _____

7. What are the *three* most important benefits that a customer enjoys in a high quality relationship with the salesperson?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

Lesson Six

IDENTIFYING NEEDS AND PRESENTING SOLUTIONS

Session Outline:

1. Uncovering Selling Opportunities
2. The Role of Self-Image in Sales Effectiveness
3. Overcoming Initial Sales Resistance
4. Willingness to Pay versus Ability to Pay
5. Questions as the Keys to Sales Success
6. A Key Question to Arouse Customer Interest
7. The Process of Two-Step Selling
8. Planning Your Presentation Thoroughly
9. Four Questions You Should Memorize
10. The Three-Part Successful Selling Formula
11. Keeping the Prospect Involved
12. The Vital Attitude that Assures Success

INTRODUCTION

*“Today, knowledge has power.
It controls access to opportunity and advancement.”*
Peter Drucker

Customers buy for their reasons, not yours. The most important thing you do in a sales presentation is to uncover the true needs or problems of the prospect that your product or service can fulfill or solve.

Selling is both a science and an art. Top salespeople have a set of skills they can use to establish higher levels of rapport and to separate prospects from suspects faster than average salespeople.

By learning and practicing a series of powerful, proven skills used by high performing salespeople everywhere, you can dramatically increase your effectiveness and your results. In this session, you will learn some of the best ideas used by some of the best salespeople.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What is the difference between ability to pay and willingness to pay?
2. What do you say when a customer says, "I can't afford it?"
3. What is the "agenda close" and how can you use it?
4. How do top sales professionals see themselves in a sales situation?
5. What do the words "I'm not interested" mean when a customer says them?
6. What are the keys to sales success?
7. What is a "check close" or "trial close?"

IDENTIFYING NEEDS AND PRESENTING SOLUTIONS

The keys to sales success, in every situation, with every customer, are *well-worded questions!*

1. Problem/need focused questions uncover selling opportunities:
 - a) Prepare your questions in advance; consider the wording carefully;
 - b) Rehearse your sales questions with your colleagues, friends and family;
 - c) Use the "agenda close" — prepare a list of questions for your prospects.
2. Self-image plays a major role in sales effectiveness:
 - a) See yourself as a *consultant* — a knowledgeable problem-solver rather than a salesperson;
 - b) View yourself as a "problem-detective" — seeking prospects for your product or service;
 - c) Imagine yourself as a person looking for problems for which your product or service is the solution;

- d) View yourself as a "Doctor of Selling," completely professional in everything you do;
 - 1. As a Doctor of Selling, you have a "Code of Ethics" that you follow with every patient (customer);
 - 2. You focus on thorough examination before diagnosis and prescription.
- 3. "I'm not interested" simply means, *"I am unaware of the benefits of your product or service:"*
 - a) Use this reply: *"That's alright; most people in your situation weren't interested when we first spoke to them;"*
 - b) Customer: *"I can't afford it;"*
 - c) Response: *"That's alright, most people in your situation felt the same way when we first spoke to them;"*
 - d) Customer: *"We're not in the market right now;"*
 - e) Response: *"That's alright, most people in your situation felt they weren't in the market when we first spoke to them;"*

- f) Customer resistance is normal and natural. It simply means that he/she doesn't know how helpful your product can be to him or her. Be persistent!
4. Most people feel they can't afford a new product or service when they first hear about it:
- a) *Ability* to pay and *willingness* to pay are not the same thing;
 - b) Most people are *capable* of paying but they don't want to;
 - c) Willingness to pay increases as customer *desire* increases.
5. Questions are the keys to sales success. ***Telling is not selling!***
- a) The person who asks questions has *control*;
 - b) Question: "*What are you doing in this area right now?*"
 - c) Question: "*How is that working for you?*"
 - d) Question: "*How do you feel about that?*"
 - e) Question: "*What are your long-term goals in this area?*"

- f) Question: *"What are you trying to achieve (avoid, preserve) in this area?"*
- g) Question: *"What sort of problems/frustrations are you experiencing in this area?"*
- 6. Key question: *"If I could show you a way to greatly improve your activities in this area, would you be interested in looking at it?"*
 - a) Question: *"Would you be open to looking at something else in this area?"*
- 7. Two step selling — used by all top professionals to build rapport, increase customer openness and receptivity:
 - a) You say: *"Mr. Prospect, I'm not here to sell you anything;"*
 - b) You say: *"All I want to do today is to ask you a few questions and to see if there isn't some way we can help you achieve your goals in a cost effective way;"*
 - c) Take the information, offer to return with recommendations and a proposal.
- 8. Presentation skills — central to sales success, must be planned with care:

- a) Restate and agree on the problem or *need* that you and the prospect have discussed;
 - b) Explain why your product or service is the *ideal* solution to the customer's problem;
 - c) Explain exactly how the customer will benefit from your product or service;
 - d) Match your product or service features and benefits to specific customer needs carefully;
 - e) Ask questions throughout to assure clarity and agreement.
9. There are *four* questions that you should memorize and ask regularly throughout your sales presentation:
- a) Question: "*Does this make sense, so far?*"
 - b) "*How does this look to you? How does it sound? How do you feel about this, so far?*"
 - c) Question: "*What do you think about that?*"
 - d) At end of presentation, "*Do you have any questions or concerns that I haven't covered so far?*"

10. The successful selling formula is for you to *"show, tell and ask questions:"*
 - a) "Because of this:" describe the product feature;
 - b) "You can . . ." describe the product benefit;
 - c) "Which means . . ." you describe the customer benefit!
11. Get the prospect involved and moving in the sales presentation:
 - a) Ask questions and wait for the customer to respond;
 - b) Hand the customer things to hold, look at;
 - c) Ask the customer to calculate numbers, amounts.
12. Above all, be confident, positive and enthusiastic about your product and its benefits for the customer.

SUMMARY

Positive expectations are very powerful — always expect to sell!

Professional selling is *not* manipulation. It is a process of discovering the real needs and problems of your prospect and then showing him or her that those needs can be fulfilled with your product or service.

Your ability to ask skillful questions and to listen carefully to the answers is the true mark of the top sales professional.

APPLICATION EXERCISES

1. What *three* questions would you use in preparing the "agenda close?"

1. _____

2. _____

3. _____

2. In what *three* ways could you position yourself as a *consultant* rather than as a salesperson?

1. _____

2. _____

3. _____

3. What *three* problems or needs does your *ideal* prospect have that your product or service could solve or fulfill?

1. _____

2. _____

3. _____

4. When the customer says, "I'm not interested," what does he **really** mean?

1. _____

2. _____

3. _____

5. In what *three* ways could you increase the customer's desire to buy your product or service?

1. _____

2. _____

3. _____

6. What are *three* benefits or advantages that you gain by asking **questions** rather than talking?

1. _____

2. _____

3. _____

7. What are *three* benefits of the two-step selling process that make it so effective?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

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Lesson Seven

OVERCOMING PRICE RESISTANCE

Session Outline:

1. Price as a Major Issue in Modern Selling
2. Why Price is Seldom the Reason for Buying Decisions
3. Why Customers Ask Price Questions
4. Uncovering the Reasons for Price Concerns
5. The Difference between Willingness and Ability to Pay
6. Differentiating Your Product or Service
7. Being Proud of Your Prices

INTRODUCTION

“Effort only fully releases its reward after a person refuses to quit.”

Napoleon Hill

Because people are bombarded with sales messages all day every day, everyone you speak to is afraid of being sold the wrong product, at the wrong price, for the wrong purpose and later not being able to get it serviced or supported.

Everyone has had unhappy buying experiences that have added to their natural skepticism and sales resistance.

Customers are determined not to pay more than they have to for whatever it is you are selling. Your ability to overcome natural price resistance is a major selling skill that you can develop as you move to the top of your field.

In this session, you learn how to deal with price professionally and effectively, selling more of your products and services at higher prices than you may have done in the past.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Why is price a major issue in virtually every field of modern selling?
2. What sort of products are sold on a pure price basis?
3. Why do customers ask price questions?
4. How do you uncover the reasons for price concerns?
5. What is the most important consideration in determining the right price?
6. How do you differentiate your product from those of your competitors?
7. What is the difference between a "fair price" and a "low price?"

OVERCOMING PRICE RESISTANCE

1. Price is a major issue in modern selling, in all areas, with all products and services:
 - a) The issue of price arises early in every sales conversation;
 - b) Price is discussed throughout the sales conversation;
 - c) Your ability to deal effectively with price resistance will determine your success in sales.
2. Even though price is discussed continually, it is seldom the reason the customer buys or does not buy:
 - a) According to a study at Harvard, 94% of all purchases are made on a *non-price* basis;
 - b) Price is critical only on commodities or products that are completely undifferentiated from the others;
 - c) However, even commodities can differ in price based on how they are sold, serviced or paid for.
3. Customers ask price questions for several reasons:

- a) Price enables the customer to put your product or service into a common language, that of the currency;
 - b) Price explains the relationships between different items for sale or purchase;
 - c) Price is a key piece of information for decision-making in a commercial society.
4. The most important point about price *is the reason* for price concern, which you must *uncover*. Here are some questions you can ask when the prospect says that, "It costs too much, etc:"
- a) "Why do you say that?"
 - b) "Why do you feel that way?"
 - c) "How much too much is it?"
 - d) "Is price your only concern?"
 - e) "I know price is important to you. Could I come back to that in a moment?"
 - f) "That's the best part! If it's not exactly right for you, there is no charge!"

- g) Your main job must be to find out the reasons for the objections before attempting to answer them.
5. There is a major difference between willingness to pay and ability to pay:
- a) The most important consideration is the suitability of your product or service for this particular customer;
 - b) Focus on the appropriateness and the reasons that your product or service exactly satisfies his or her needs;
 - c) The value of what you are selling must out-weigh the price in the customer's mind.
6. Your sales strategy must be aimed at differentiating your product or service from your competitors:
- a) Focus on the customer completely, on exactly what it is he or she wants or needs;
 - b) Demonstrate and prove that your product or service is the ideal solution to his or her problem;
 - c) Increase value by emphasizing benefits rather than price.

7. Be *proud* of your prices, whatever they are:
- a) When the customer objects to your price, resist the urge to defend your prices;
 - b) Customers are more concerned about getting a "fair price" than a "low price;"
 - c) Keep talking about value, about the benefits of him or her owning your product or services.

SUMMARY

The very best salespeople are thoroughly knowledgeable about their products and services. They know exactly what they cost and why they are worth the price.

In follow-up interviews with customers, it has been found time and time again, that no matter how much the customer asked about or complained about price, price was seldom the final reason for buying anything.

Your job is to shift the focus to where it belongs: off the price and onto the value that the customer receives.

APPLICATION EXERCISES

1. Give *three* reasons why customers ask about price:

1. _____

2. _____

3. _____

2. How does **knowledge** of the price of an item help the customer?

1. _____

2. _____

3. _____

3. Give *three* questions that you can ask to uncover the *reasons* for price concerns.

1. _____

2. _____

3. _____

4. What are the major differences between willingness to pay and **ability** to pay?

1. _____

2. _____

3. _____

5. In what *three* ways can you **differentiate** your product or service from that of your competitors?

1. _____

2. _____

3. _____

6. How can you **demonstrate** that your product is sold at a "fair price" rather than at a "low price?"

1. _____

2. _____

3. _____

7. What are the key benefits of your product or service that **justify** the price you charge for it?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

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Lesson Eight

SELLING ON NON-PRICE ISSUES

Session Outline:

1. Why Price Arises Early in Every Sales Conversation
2. The Seven Attributes that are More Important than Price
3. Company Created Values that Lower Price Resistance
4. Three Factors that Diminish Price Concerns
5. Winning the Price Wars in Your Market
6. Seven Preference Categories that Determine Purchase Decisions
7. Why Price is Always Relative to Perceived Value

INTRODUCTION

“The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind.”

William James

Price arises early in almost every sales conversation, but price is seldom the reason that the customer buys or refuses to buy.

If low price were the major reason for buying decisions, nothing of higher price or quality would ever be sold. The key is to find out the non-price reasons why people buy and emphasize those in the sales conversation.

The very best salespeople are those who sell on the basis of value, quality, utility, dependability, service, reputation and other factors rather than basing the sales conversation on convincing the prospect that they offer the lowest price.

In this session, you learn the key strategies for selling based on the real issues that cause people to buy.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Other than price, which elements influence most buying decisions?
2. Which attributes are more important than price for the customer?
3. What can the company do to increase the perceived value of its products or services?
4. What are the three factors that diminish price concerns in the sales conversation?
5. What factors can you emphasize that are more important than price in the mind of your customer?
6. What can you do to increase the perceived value of your product or service during the sales conversation?

SELLING ON NON-PRICE ISSUES

1. Price arises early in almost every sale of importance:
 - a) Price is an important issue, but it is only one of *several* issues;
 - b) 94% of sales in America are determined by issues other than price;
 - c) Only 6% of sales are based solely on price, and these are for *commodities*;
 - d) Even commodities can be differentiated in price from each other, like gasoline;
 - e) The key job of the salesperson is to differentiate his or her product or service from the competition.
2. There are *seven* attributes that are more important than price when it comes to making a buying decision:
 - a) ***Quality*** — the suitability, conformance to the customer's standards and requirements;
 - b) ***Delivery*** — fast, dependable, predictable;

- c) *Installation* — security, worry-free, time-saving;
 - d) *Service* — helpfulness, speed, dependability;
 - e) *Terms* — simplicity, down payments, billing, interest rate;
 - f) *Follow-up support* — trouble-free ownership;
 - g) *Responsiveness* — fast repairs, assistance, regular call-backs.
3. There are *values* that the company creates as the result of its marketing activities that lower price resistance:
- a) High-level *advertising* increases the credibility and perceived value of the product or service;
 - b) An excellent *reputation* in the marketplace increases the perceived value of what you sell;
 - c) Good *public relations*, image, materials, artwork, brochures, increases perceived value;
 - d) Excellent salesmanship — fast, aggressive, professional, based on relationships, increases the perceived value of what you sell.

4. Price concerns diminish with *three* factors that you can create in the sales conversation:
 - a) ***High desirability*** — the more the customer wants it, the less he is concerned about price;
 - b) ***Scarcity*** — when you only have a limited quantity of your particular product, price concerns decline;
 - c) ***Urgency*** — when the customer really wants or needs your product or service, price diminishes in importance.

5. You must develop an ongoing *strategy* for winning the price wars in your market:
 - a) Offer an easy, *problem-free* relationship;
 - b) Emphasize reliability and *dependability*;
 - c) Be consistent and *predictable* at all times;
 - d) React *quickly* to the needs and concerns of the customer;
 - e) Give short delivery times, emphasize *speed*;
 - f) Demonstrate your knowledge, competence —be a *consultant* and advisor to the customer;

- g) Make regular, predictable sales calls and follow-ups;
 - h) Offer total product/service line, *one-stop shopping* with you and your company;
 - i) Explain the exact *reasons* for your prices, the breadth and depth of your quality, service;
 - j) Offer technical education, *back-up* on what you sell.
6. There are *seven* preference categories that determine purchase decisions and purchase behavior, in descending order of importance:
- a) ***Personal preferences*** — feeling, experience, emotion, enjoyment;
 - b) ***Operational preferences*** — the impact of your product or service on the prospect's life or work;
 - c) ***Functional preferences*** — how your product or service actually works/performs;
 - d) ***Result preferences*** — the tangible event or condition your product or service creates for the customer;

- e) *Attributes* — the unique selling proposition, specifically, that your customer remembers;
 - f) *Comparative* — the way your product or service is positioned against your competitors;
 - g) *Price* — the meaning of the cost relative to other things available to the customer.
7. Price is always relative to value as it is *perceived* by the customer:
- a) Price is a *measure* of his or her wants or needs;
 - b) Price is a *function* of his or her desire for what you are selling;
 - c) Key: Focus on areas where you can win against your competitors.

SUMMARY

Your job in the sales conversation is to shift the focus of attention off the price and onto the specific values and attributes your product or service offers the customer.

Most sales are not made on the basis of price, but on the basis of other things. Your job is to find and emphasize them throughout the conversation.

APPLICATION EXERCISES

1. Give *three* reasons why your higher priced product or service is superior to a lower priced competitor:

1. _____

2. _____

3. _____

2. What are the *three* most important **attributes** that are more important than price that are most responsible for your sales against lower priced competitors?

1. _____

2. _____

3. _____

3. What *three* values does your company create or offer that add to the perceived value of your product or service?

1. _____

2. _____

3. _____

4. What *three* activities could you engage in to increase the perceived value of your products or services when you interact with customers?

1. _____

2. _____

3. _____

5. What *three* benefits do you offer that you can emphasize to reduce price concerns in a sales conversation?

1. _____

2. _____

3. _____

6. What are the *three* most important *preference categories* to your customers in determining their purchase decisions?

1. _____

2. _____

3. _____

7. In what *three* ways can you better position your product or service against your competition to make it appear more attractive and valuable to your customers?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

Lesson Nine

CLOSING THE SALE

Session Outline:

1. Why Closing the Sale is Stressful
2. The New Model of Selling in Closing the Sale
3. Four Conditions that You Must Satisfy
4. Two Confirming Questions You Can Ask
5. Five Key Closing Methods
6. The "Let Me Think It Over" Close
7. The Most Important Word in Closing

INTRODUCTION

“Courage is a special kind of knowledge, the knowledge of how to fear what ought to be feared and how not to fear what ought not to be feared.”

David Ben-Gurion

The ability to get your prospect to make a firm buying decision is central to your success in professional selling.

All top salespeople are excellent at bringing the sales conversation to a successful close.

Learning how to close a sale is a skill that can be developed, like riding a bicycle.

In this session, you learn some of the key closing ideas practiced by the top moneymakers in sales, in all fields.

When you learn how to close easily and well, at the appropriate time, and in the appropriate way, you will take full control over the future of your sales career.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Why is the close of the sale so stressful for both the customer and the salesperson?
2. What is the key to lowering stress and building confidence in the customer?
3. What are the four conditions you must satisfy before you can ask for the order?
4. How can you find out whether it is appropriate to ask a closing question?
5. What are the best closing methods used by all top sales professionals?
6. How do you respond when the customer says, "Let me think it over?"
7. What is the most important single principle in closing the sale?

CLOSING THE SALE

1. The close of the sale is the most *stressful* part of the sales conversation for both the salesperson and the customer:
 - a) The *fear of failure* is 80% of the reason the customer refuses to make a buying decision;
 - b) The *fear of rejection* accounts for 80% of the reasons why the salesperson does not ask for the order;
 - c) Fully 50% of all sales conversations end without the salesperson asking for a commitment of any kind.
2. The New Model of Selling gives you a blueprint for reducing the stress involved in closing for both the customer and the salesperson:
 - a) Building trust is 40% of the sales conversation. You do this by taking the time to identify the *needs* of the customer carefully. This lowers the customer's level of stress and increases your confidence;
 - b) In the presentation, you match the customer's needs and your product's benefits closely;

- c) If you have built trust, identified needs and presented carefully, then confirming and closing—the final 10% of the sale — is much easier.
3. There are *four* conditions that must be satisfied before you have earned the right to ask for the order:
- a) The customer must *need* what you are selling. Your product or service will solve the problem or satisfy the need;
 - b) The customer can *use* what you are selling. He or she is capable of getting maximum value out of the product or service;
 - c) The customer can *afford* it. He or she has enough money to purchase the product or service without suffering;
 - d) The customer actually *wants* your product or service. He or she has made this clear.
4. There are *two* confirming questions you can ask to ascertain that the customer is ready for you to ask the question and close the sale:
- a) "Do you have any questions or concerns that I haven't covered?"

- b) "Does this make sense to you so far?"
5. There are *five* key closing methods that account for most of the high-level sales made by high-earning sales professionals:
- a) ***The Preference Close*** — give the customer a choice between something and something, A or B; "*Which of these do you prefer?*"
 - b) ***The Invitational Close*** — "*Why don't you give it a try?*"
 - c) ***The Directive Close*** — "*If you have no further questions, then the next step is...*"
 - d) ***The Authorization Close*** — "*If you'll just authorize this, we'll get started right away;*"
 - e) ***The Secondary Close*** — focus on a secondary issue, acceptance of which denotes an acceptance of the entire product or service.
6. It is common for prospects to put you off by saying "*Let me think it over,*" even when they are almost ready to buy:
- a) When you hear this, always say, "*That's a good idea. This is an important decision;*"

- b) Ask, *"Obviously you have a good reason for wanting to think it over. May I ask what it is? Is it the price?"*
 - c) Always try one more time, *"Why don't you just take it?"*
7. The most important word in closing the sale is the word **"Ask:"**
- a) Ask the customer to make a buying decision;
 - b) Ask the customer if you can proceed to the next stage of the sale;
 - c) At the very least, ask, *"What would you like to do now?"*

SUMMARY

The most important single quality in developing the skill of closing sales is the quality of *courage*. You develop courage through practice.

Take advantage of the "throw away presentation." When you talk with a prospect who apparently has no interest whatever in your product or service, practice all your selling and closing techniques on him or her.

Ask for the order in every way possible. You have nothing to lose, and you might even be surprised. A completely uninterested prospect can often turn around and become a customer if you persist in asking past the point where you are already convinced you have lost the sale. Why don't you give it a try?

ACTION EXERCISES

1. What are the *three* major reasons for stress at the end of the sales conversation?

1. _____

2. _____

3. _____

2. What are *three* things that you can do or say to reduce buyer stress before you ask for the order?

1. _____

2. _____

3. _____

3. What are *three* ways that you can build higher levels of trust in the sales conversation before you close the sale?

1. _____

2. _____

3. _____

4. What are *three* things you must be sure of before you ask for the order?

1. _____

2. _____

3. _____

5. What are the *three* best closing techniques discussed in this lesson for your product or service?

1. _____

2. _____

3. _____

6. What are the *two* "**confirming questions**" that you must ask before you can close the sale?

1. _____

2. _____

7. What do you say when the customer says, "I want to think it over?"

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Lesson Ten

SECRETS OF SUCCESS IN SELLING

Session Outline:

1. The Starting Point of Sales Success
2. Leading the Action
3. Your Key Result Areas
4. Your Limiting Factor to Sales Success
5. Working All the Time You Work
6. Getting Around the Right People
7. Taking Excellent Care of Your Physical Health
8. Practicing Positive Visualization
9. Controlling Your Inner Dialogue
10. Maintaining Positive Expectations
11. Developing a Sense of Urgency

INTRODUCTION

*“March on. Do not tarry. To go forward is to move toward perfection.
March on, and fear not the thorns, or the sharp stones on life’s path.”*
Kahlil Gibran

The great secret of success is that there are no secrets of success. There are only timeless truths that have been known and practiced by the top people in sales, and in every other field, throughout the ages.

When you learn and practice the thinking and behavioral skills of the top people in your field, you will soon begin to get the same results they do.

There is a series of powerful, practical things that you can do, every single day, that will give you the winning edge in selling and move you to the top of your field. In this session, you learn how to be better in the field of selling than ever before.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. How do successful salespeople talk to themselves to stay motivated?
2. What kind of people should you associate with if you want to be positive most of the time?
3. What is the main reason that salespeople underachieve and sell far less than they could?
4. What are the Key Result Areas of selling?
5. What is the effect of your self-image and visualizations on your performance?
6. What single quality can you develop immediately that will make you more successful in selling?
7. What is the main factor that is holding you back from increasing your sales?

SECRETS OF SUCCESS IN SELLING

1. The starting point of sales success is for you to make a decision to "*get serious*" about your career:
 - a) "Getting serious" can be the turning point in your life;
 - b) Commit yourself to *lifelong learning* and practice;
 - c) You are where you are and what you are because of your previous *choices*;
 - d) Make it a *top priority* to be one of the best in your field.
2. ***Lead the action*** — see yourself as a role model for others:
 - a) Imagine that everyone is watching you, all day long;
 - b) The top 2% of salespeople act as if everyone is watching even when no one is watching;
 - c) Set high standards for yourself and your behavior in everything you do;
 - d) Imagine your sales manager is traveling with you all day long.

3. Become excellent in each of your **Key Result Areas**:

- a) Set excellent performance as your goal in everything you do;
- b) *Prospecting* — become absolutely excellent at finding new customers;
- c) *Presenting* — continually learn and practice new and better presentation techniques;
- d) *Follow-up and follow-through* — manage your customers professionally;
- e) *New business development* — constantly be looking for new and better customers;
- f) *Time management* — use your time to its best advantage, every minute of the day;
- g) *Closing* — learn how and when to ask for the order effectively.

4. Identify your "*limiting factor*" to sales success:

- a) What one skill sets the *speed* at which you achieve your sales goals?

- b) If you were absolutely, positively excellent at any *one skill*, what one skill would have the greatest positive impact on your sales career?
 - c) What "constraint" is holding you back from selling everything you want to sell?
 - d) Feedback is the breakfast of champions —have someone come with you on sales calls and observe you;
 - e) Your best customers — ask them if they see any weakness in your sales abilities.
5. When you work, *work* all the time you work!
- a) The average person wastes fully 50% of their time;
 - b) Resolve to make every minute count, all day long;
 - c) Refuse to engage in non-sales activity during selling time;
 - d) Keep repeating to yourself, "Back to work!" over and over.
6. Get around the *right people*:
- a) You can't fly with the *eagles* if you continue to scratch with the turkeys;

- b) Get away from negative people who criticize and complain all the time;
 - c) Associate with *positive people*, winners in their attitudes and behaviors;
 - d) Top salespeople always associate with other *top people*.
7. Take excellent care of your *physical health*:
- a) Energy and dynamism are absolutely *essential* to successful selling;
 - b) Go to bed *early*; get lots of rest every night;
 - c) Avoid fats, salt, sugars and heavy meals;
 - d) *Exercise* vigorously 3 to 5 times each week.
8. *Positive visualization* — see yourself as the best in your field:
- a) Your visualizations are accepted by your subconscious mind as commands;
 - b) You always perform on the outside the way you see yourself on the inside;

- c) Prior to every sales call, visualize yourself at your best;
 - d) Continually create clear mental pictures of yourself as a top salesperson.
9. ***Positive self-talk*** — talk to yourself positively — control your inner dialogue:
- a) 95% of your emotions are determined by how you talk to yourself;
 - b) Say, "*I'm the best! I'm the best! I'm the best!*" over and over;
 - c) Say, "*I like myself! I like myself! I like myself!*" over and over;
 - d) Repeat, "*I feel terrific! I feel terrific! I feel terrific!*" over and over.
10. ***Positive expectations*** — determine your attitude and how it affects the way people treat you throughout the day:
- a) You manufacture your own expectations by the way you *interpret* things to yourself;
 - b) Make a habit, a game of looking for the *good* in every situation;

- c) Seek out the *valuable lesson* or benefit in every setback or difficulty;
 - d) Continually *expect* to learn, grow and become better every day;
 - e) Ask the two "magic questions" after every sales call;
 - 1. What did I do *right*?
 - 2. What would I do *differently*?
11. ***Speed*** — develop a sense of urgency in everything you do:
- a) A sense of urgency is the key to a positive mental attitude;
 - b) Repeat to yourself, "*Do it now! Do it now!*" over and over;
 - c) Positive action — the faster you move, the more energy you have, the better you get, the better you feel, the more you learn, the more successful you become!

SUMMARY

When you practice the "Secrets of Success" of all high-achieving salespeople, you soon get the same results that they do. And there are no limits except those you place on yourself by your own thinking.

ACTION EXERCISES

1. Identify the *three* most important lessons you have learned from frustration and temporary failure in your sales career:

1. _____

2. _____

3. _____

2. In what *three* ways could you move faster in your work to serve your customers and make more sales?

1. _____

2. _____

3. _____

3. In what *three* ways could you serve as a "role model" for the other salespeople around you?

1. _____

2. _____

3. _____

4. What are your *three* most important Key Result Areas in selling?

1. _____

2. _____

3. _____

5. What are your constraints or "limiting factors" to greater sales success?

1. _____

2. _____

3. _____

6. Identify *three* things that you do during day that waste valuable selling time.

1. _____

2. _____

3. _____

7. Identify *three changes* you are going to make in your day to day activities to increase your sales and income:

1. _____

2. _____

3. _____

What one action are you going to take immediately to become one of the best sale professionals in your field?

[illegible]

Lesson One

QUALITIES OF TOP SALESPEOPLE

Session Outline:

1. The 80/20 Rule Applied to Sales Success
2. The *Law of Cause and Effect* in Selling
3. The First Quality of Top Salespeople
4. Overcoming the Major Obstacles to Sales Success
5. The Essential Trait of High-Performing Salespeople
6. The Key Word in Modern Selling
7. The Sales Professional as Consultant
8. The Mark of the Professional
9. Seeing Yourself as Self-Employed
10. The *Law of Correspondence* in Selling
11. Three Keys to High Performance in Selling
12. Accelerating Your Progress

INTRODUCTION

*“It is not ease, but effort – not facility, but difficulty that makes men.
There is, perhaps, no station in life in which difficulties
have not to be encountered and overcome before any
decided measure of success can be achieved.”*

Samuel Smiles

Millions of dollars and thousands of hours have been spent studying the top salespeople in every field, all around the world.

Today, we know exactly who they are and how they think and feel about themselves and their work.

When you begin to develop the same qualities, characteristics and thinking habits of the highest paid salespeople in your field, you will very soon begin to get the same sales results and earn the same kind of money.

In this session, you learn the qualities of top salespeople and how to incorporate these qualities into everything you do.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What is the most important single element in sales success?
2. How do you apply the *Law of Cause and Effect* to successful selling?
3. What is the key mark of an ambitious salesperson?
4. How do you overcome the fears that hold most salespeople back?
5. How do top salespeople see themselves in comparison with average salespeople?
6. What is the true mark of the professional salesperson?
7. Who is the key person determining your productivity, performance and sales output?

QUALITIES OF TOP SALESPeOPLE

1. The 80/20 Rule applies to sales in that sales success is 80% *psychological*:
 - a) Top salespeople *think* differently from average salespeople;
 - b) The way you think determines the way you walk, talk, feel and *behave*.
2. The *Law of Cause and Effect* works in every aspect of selling:
 - a) There are specific *causes* for every effect in your life;
 - b) If you wish to achieve a certain *effect*, you must implement the right causes;
 - c) If you do what other successful people do, you eventually get the same results.
3. *Ambition* is the first quality of top salespeople:
 - a) They are determined to "be the best" in their fields;
 - b) They know that 20% of the salespeople make 80% of the sales;

- c) They view sales as a means to achieve all their other goals.
4. Top salespeople have high levels of *courage*:
- a) *Fear* is the number one obstacle to sales success;
 - b) Top salespeople *confront* the fears that hold most salespeople back;
 - c) "Do the thing you fear and the death of fear is certain!"
5. *Honesty* is an essential trait of high performing salespeople:
- a) *Integrity* is the most important quality buyers look for in salespeople;
 - b) Be true to yourself; always do your very best;
 - c) Keep your word to others; always do what you say you will do.
6. *Empathy* is a vital quality of high performance in sales:
- a) Caring about your customer is the most important part of the sales conversation;

- b) Concentrate on seeing the customer situation as the customer sees it;
 - c) The more you focus on the customer and his or her situation, the less tension or stress you feel.
7. *Professional* — top salespeople see themselves as consultants rather than as salespeople:
- a) They view themselves as experts, advisors, counselors and friends;
 - b) They make themselves extremely knowledgeable about their product or service, and give good advice;
 - c) They view themselves as problem-solvers rather than salespeople;
 - d) Top salespeople ask questions and listen carefully for the answers;
 - e) Tell the prospect, "I view myself more as a consultant than as a salesperson."
8. Top salespeople are *prepared* in everything they do:
- a) Preparation is the mark of the *professional*;

- b) Establish clear pre-call objectives for every sales visit;
 - c) Do your homework, your research in advance of the call;
 - d) Write down every detail of the call immediately afterward.
9. **Responsible** — top salespeople view themselves as *self-employed*, no matter who signs their paycheck:
- a) You are the President of your own personal sales corporation;
 - b) You are totally responsible for productivity, performance, output and quality control;
 - c) Top salespeople never criticize, condemn or complain.
10. The **Law of Correspondence** says that there is a direct relationship between your inner world and your outer world:
- a) Your outer world is a reflection of the way you think and feel;
 - b) Before you can *have* more, you must *be* more;
 - c) When you change your thinking, you change your life.

11. There are *three* keys to high performance in selling that go with a high-performance personality:
- a) Define clearly the characteristics and qualities that you want to develop in yourself;
 - b) Learn what you have to learn to become the person you want to become;
 - c) Practice the new qualities and behaviors over and over until they become a part of your personality.
12. The good news is that you are already more than halfway there in the development of these qualities:
- a) Your job is to accelerate your progress in personal development;
 - b) You become an outstanding salesperson by putting one foot in front of the other, day after day.

SUMMARY

Everything you are or ever will be on the outside will be determined by the kind of person you become on the inside.

Everything you have in your life today you have attracted to yourself because of the person you *are*. You can have more because you can *change* the person you are.

The more you practice the characteristics, qualities and habits of high-performing men and women, the more they become a part of your character and personality.

ACTION EXERCISES

1. Give *three* examples of how your *thinking* determines your performance.

1. _____

2. _____

3. _____

2. What *three* specific qualities do you observe in the top salespeople?

1. _____

2. _____

3. _____

3. What are your *three* most important goals in sales and in your career? What do you want to achieve?

1. _____

2. _____

3. _____

4. What are the *three* major obstacles or fears that hold you back as a salesperson?

1. _____

2. _____

3. _____

5. What do you feel are the *three* most important qualities for success in selling?

1. _____

2. _____

3. _____

6. What are the *three* key parts to **preparation** for every sales call?

1. _____

2. _____

3. _____

What one specific action are you going to take immediately as a result of what you have learned in this session?

Lesson Two

ASKING YOUR WAY TO SUCCESS

Session Outline:

1. The Keys to Sales Success
2. Qualities of the Top 10%
3. Two Essential Rules for Success
4. Four Basic Types of Questions
5. Six Key Times to Ask Questions
6. The Importance of Preparation
7. Four Ways to Ask Questions
8. Why the Future Belongs to the "Askers"

INTRODUCTION

*“It is in the compelling zest of high adventure and of victory,
and in creative action, that man finds his supreme joys.”*

Antoine de Saint-Exupery

The very best and highest-paid salespeople in every field share certain qualities and characteristics.

They always appear to be low-keyed, easy going, relaxed, warm, friendly and very interested in the thoughts, feelings and opinions of others. They are very likeable people.

They learn that the great secret in selling, as well as in all human relationships, is to ask questions and listen carefully to the answers. The more they listen, the more they learn about how they can structure their product or service offerings to help customers achieve their own goals or satisfy their needs.

In this session you learn some of the most important discoveries in human relations and one of the finest of all interpersonal skills in human communications.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Why is it more powerful to ask questions than to speak?
2. What is the primary benefit of asking questions rather than talking?
3. Why do top salespeople ask such excellent questions?
4. What are the two essential rules for success in selling?
5. What are the four basic types of questions you can ask?
6. What are the six key times for you to use questions in the sales conversation?
7. How should you ask any question of a customer or prospect?

ASKING YOUR WAY TO SUCCESS

1. Questions are the keys to sales success, and to success with people:
 - a) People talk at 150 words per minute, but people can listen at 600 words per minute;
 - b) Questions *arrest* and hold the complete attention of the individual until he or she has answered;
 - c) *Asking* rather than talking is the key to being a powerful communicator;
 - d) The more *questions* you ask, the less nervous you are.
2. The top 10% of salespeople in all industries are *highly* skilled at asking careful, well thought-out questions:
 - a) They prepare and think through each question *in advance*;
 - b) They *think on paper* and develop penetrating questions to hold the attention of the prospect.
3. There are **two** essential rules for success in selling and in interpersonal communication:

- a) Telling is not selling — never say it if you can put it in the form of a question;
 - b) The person who asks questions has *control* —the more questions you ask, the more you control the conversation.
4. There are **four** basic types of questions that you need to learn to be an effective communicator and a top salesperson:
- a) **Open-ended questions** — start with the words "*what, when, who, where, how and why.*" They cannot be answered with a "yes" or "no;" Example: *What are you doing now in this area?*
 - b) **Closed-ended questions** — start with verbs such as, "*is, are, can, do, and will.*" These questions must be answered by a "yes" or "no;" Example: *Will you be making a decision in the next few weeks?*
 - c) **Negative-answer questions** — if a customer says "no," it means that he is interested in your offer; example: *"Are you happy with your existing situation or product?"*
 - d) **Hypothetical questions** — such as, "What if...?" questions are used to suggest possible courses of action or to deal with objections. Example: *"What if we could supply something that took care of that problem."*

5. There are **six** key times for you to ask questions in the sales conversation:
- a) To get *appointments*, where you call to request a face-to-face meeting with a prospect;
 - b) To build *rapport* and a friendly relationship at the beginning of the sales conversation;
 - c) To get *information* about the customer's situation and his problem;
 - d) To present information in the form of questions: "*Telling is not selling!*"
 - e) To handle questions, concerns or *objections* that the customer might bring up;
 - f) To ask for the order, to *close the sale*.
6. Top salespeople are invariably *well prepared*, with excellent questions for every sales situation:
- a) Ask questions that follow a definite *sequence*;
 - b) Ask questions that move from the general to the *specific*;

- c) Never ask a question that you have not thought through and prepared in advance.
7. There are **four** ways to ask any question in a sales conversation:
- a) *Ask politely* — always treat the customer with courtesy and respect;
 - b) *Ask positively* — always be a pleasant, cheerful person in a sales situation;
 - c) *Ask confidently* — speak clearly and boldly, as though you are entitled to the answer;
 - d) *Ask expectantly* — as though you fully expect to get an open, honest answer from the customer.
8. The future, in business and personal life, belongs to the "*Askers*:"
- a) *Ask* for appointments with qualified prospects;
 - b) *Ask* for the information you need to make an effective sales presentation;
 - c) *Ask* for questions and concerns that might be holding the customer back from making a buying decision;
 - d) *Ask* the customer to make a decision, to buy your product or service or take the conversation to the next level.

SUMMARY

The fear of rejection is one of the worst fears experienced by virtually everyone. The fear of rejection holds people back from asking the questions they need to ask if they want to make the sale.

People are conditioned to respond with answers when you ask questions of any kind. As long as you ask politely, positively, confidently and expectantly, prospects will tell you everything you need to know to structure your presentation so you can sell your product.

Just don't be afraid to "Ask!"

APPLICATION EXERCISES

1. List *three* ways that questions help you in the sales conversation:

1. _____

2. _____

3. _____

2. What are the *three* best questions that you have discovered to hold the customer's attention and to reveal essential information?

1. _____

2. _____

3. _____

3. **"Telling is not selling!"** What are the *three* best types of questions you can ask to guide and control the sales conversation?

1. _____

2. _____

3. _____

4. Give *three* examples of open-ended questions that you can use to get information in a sales conversation:

1. _____

2. _____

3. _____

5. Give *three* examples of a "negative-answer question?" that you can use in your sales interview:

1. _____

2. _____

3. _____

6. When are the *three* best times to ask questions with a prospect or customer?

1. _____

2. _____

3. _____

7. What are the *three* ways to ask questions so that they are always well received by the customer?

1. _____

2. _____

3. _____

What one action are you going to take as a result of what you have learned in this session?

[illegible]

Lesson Three

SELLING DIFFERENT PEOPLE DIFFERENTLY

Session Outline:

1. Selling to Different Types of Customers
2. How Customers Approach the Buying Process
3. Four Basic Customer Personalities
4. The Four Basic Personality Types
5. Selling to the *Relator* Personality
6. Selling to the *Socializer* Personality
7. Selling to the *Analyzer* Personality
8. Selling to the *Director* Personality
9. The Major Mistake of Salespeople and How to Avoid It

INTRODUCTION

*“Opportunity rarely knocks on your door.
Knock rather on opportunity’s door if you ardently wish to enter.”*
B.C. Forbes

Every customer is different in a variety of ways. The very best salespeople have developed the art of adjusting their personalities and styles so that they are in harmony with the different kinds of prospects they meet each day.

If you approach everyone the same, as most salespeople do, you will miss three quarters of your potential prospects. For you to achieve your maximum potential in selling, you must learn how to get along with a variety of people and sell them the way they want to be sold rather than the way you particularly want to sell.

In this session, you learn how to prospect, present and sell effectively to a variety of different kinds of people.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Why is style flexibility important in dealing with today's customer?
2. Why is it that each customer approaches the buying process differently?
3. What are the four basic personality styles of your customers?
4. How do you divide people into different personality types?
On what basis?
5. What is the difference between the Self-Actualizing Buyer and the Apathetic Buyer?
6. How do you sell to a customer who is quick, decisive and articulate?
7. How do you sell to a customer who is cautious, quiet and thoughtful?

SELLING DIFFERENT PEOPLE DIFFERENTLY

1. Top salespeople sell to *more* different people than average salespeople:
 - a) They have "different strokes for different folks;"
 - b) They practice style *flexibility*;
 - c) They ask questions and listen *carefully*;
 - d) They *adjust* their approach to each prospect.
2. Customers approach the buying process *differently*:
 - a) Different customers need different *things*;
 - b) Different customers buy in different *ways*;
 - c) Different customers have different *motivations*;
 - d) With two or more decision-makers in a sale, two or more *styles* of selling are required;
 - e) Each prospect has a different "*hot button*."

3. There are **four** basic personality styles and sixteen sub-styles:
 - a) People can be either *direct or indirect*;
 - b) They can be either *people-focused or task-focused*.
4. There are **four** basic personality types based on type of person and focus of interest:
 - a) The ***Relator*** is people-oriented and indirect;
 - b) The ***Socializer*** is people-oriented and direct or outgoing;
 - c) The ***Analyzer*** is task-oriented and indirect;
 - d) The ***Director*** is task-focused and direct or out-going in style;
 - e) The ***Self-Actualizing*** buyer knows exactly what he or she wants;
 - f) The ***Apathetic Buyer*** is usually a waste of your time.
5. The ***Relator*** personality has a slow pace of activity and is usually easygoing:
 - a) Top priority? *Relationships* and getting along with others;

- b) Major fears? Confrontation and aggressive people;
 - c) Seeks? Attention, approval, being liked by others;
 - d) Dominated by? Feelings, emotions;
 - e) Primary benefits sought? Those that affect personal circumstances and relationships;
 - f) Primary wants? Needs *you* to be pleasant, positive, low key, relaxed, personable, easy going.
6. The *Socializer* personality is fast, spontaneous and outgoing:
- a) Priorities? Relationships, interacting with others, influence, achievement;
 - b) Fears? Loss of prestige, respect, being taken advantage of;
 - c) Seeks? Recognition, especially of superiors, peers;
 - d) Dominated by? Ideas and concepts;
 - e) Benefits sought? How it enhances status, who else uses it;
 - f) Wants? Status, prestige, recognition.

7. The *Analyzer* personality is slow, systematic and compliance-oriented:
- a) Priority? The task, the *process* involved;
 - b) Fears? Embarrassment, *inaccuracy*, mistakes;
 - c) Seeks? Accuracy, *correctness*, being right;
 - d) Dominated by? Thoughts, concern for opinions of others, internal processors;
 - e) Benefits sought? How to justify the purchase logically. How it works, *exactly*;
 - f) Wants? Assurances, guarantees, precise answers.
8. The *Director* personality is one with a fast and decisive pace, task-oriented and not particularly concerned with relationships or people:
- a) Priority? The task, the results!
 - b) Fears? Loss of control!
 - c) Seeks? Productivity / profitability — save or gain time or money;

- d) Dominated by? Goals, objectives, outcomes;
 - e) Benefits sought? What does it do? By when? How much does it cost?
 - f) Wants? Success, bottom-line results.
9. The major mistake of most salespeople is that they sell to everyone with the same style, their *own* style and miss 3/4 of their potential customers:
- a) Best strategy: Ask questions, listen, and determine the style/needs of the prospect— before selling;
 - b) *Flexibility* — adjust your style and focus your presentation on the prospect and his or her needs;
 - c) Be alert to the needs of other decision-makers involved in the purchase decision;
 - d) The key to success in selling differently is practice, practice, practice!

SUMMARY

Selling different people differently requires that you take the time to analyze and understand your prospect before you begin to sell. You must practice "style flexibility" and adjust your selling style so you are selling people the way *they* want and need to be sold.

APPLICATION EXERCISES

1. Give *three* different ways that you could practice “style flexibility” in dealing with different customers:

1. _____

2. _____

3. _____

2. Explain *three* different ways that customers approach the buying process differently:

1. _____

2. _____

3. _____

3. What are the *four* basic personality styles? (Which one are you?)

1. _____

2. _____

3. _____

4. _____

4. What are the *three* qualities of a *Relator* as it affects their buying decisions and behaviors?

1. _____

2. _____

3. _____

5. What are *three* key things you must do to deal effectively with a *Director*?

1. _____

2. _____

3. _____

6. What are the *three* keys to dealing with an *Analyzer* prospect?

1. _____

2. _____

3. _____

7. What are *three* keys to dealing with the *Socializer* personality?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

Lesson Four

HOW BUYERS BUY

Session Outline:

1. The Basic Rule of Selling
2. Understanding Buying Psychology
3. The Aim of all Buying Behavior
4. Seven Key Questions You Must Answer
5. Two Things You Must Accomplish
6. How Getting the Appointment Starts the Sales Process
7. GAP Analysis
8. How Customers Reduce Risk
9. Resolving Final Concerns
10. How to Complete a Sales Presentation

INTRODUCTION

*"There is no future in any job.
The future lies in the man who holds the job."*
George W. Crane

The very best salespeople are actually "sales psychologists."

They spend an enormous amount of time thinking through the motivations of their customers and looking for ways to structure their offerings to appeal to the primary needs and motivations of the people they are talking to.

In this session, you learn how buyers buy and how you must structure every sales offering so that it touches on the key motivations that cause people to make buying decisions.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Why are most prospects initially uninterested in your offering?
2. What is the basic key to all of human action, including buying behavior?
3. Why do people purchase a product of any kind?
4. What are the key questions that you must answer in every sales conversation?
5. What must you accomplish at every part of the sales process?
6. What are the keys to getting appointments with busy prospects?
7. What is "GAP Analysis" and how do you use it in a sales conversation?

HOW BUYERS BUY

1. The basic rule of selling is, "Products are sold, not bought:"
 - a) Most prospects are initially uninterested in your product or service offering;
 - b) Good potential prospects are continually inundated with sales offers;
 - c) Your best prospects are also your busiest. They are overwhelmed with work and other activities.
2. To rise to the top of your field, you must understand buying psychology, the key to all human action:
 - a) The A-B-C theory of action explains why everyone does what they do;
 - b) **Antecedents** — previous experiences — account for 15% of motivation;
 - c) **Behavior** is always aimed at achieving a desired *result* of some kind;
 - d) **Consequences** or anticipated results of the action account for 85% of motivation;

- e) People buy based on how they anticipate *feeling* as a result of the buying decision.
3. All *action*, all buying behavior, is aimed at a definite improvement of some kind:
- a) People are motivated because they feel they will have more money than they have right now;
 - b) People seek lower costs than they are currently experiencing;
 - c) Buyers seek increased convenience, ease of operation;
 - d) Increased speed of a particular process or activity is an *improvement* buyers will pay for;
 - e) Buying activity is motivated by an increase in beauty, either personally or materially;
 - f) Ego is a major motivator for buying behavior, especially being better, more esteemed than others;
 - g) Position, status, prestige are major motivators of buying activity.

4. There are **seven** key questions you must answer in every sales conversation, whether they are asked or not:
 - a) *Why should I listen to you?*
 - b) *What is it? What does it do?*
 - c) *Who else has done it? Who else that I know?*
 - d) *Who says so? Other than you?*
 - e) *What do I get? Exactly?*
 - f) *WIIFM? What's in it for me — personally?*
 - g) *So what? What is the specific benefit I will enjoy from what you are offering?*
5. Every part of the sales process, everything you say or do, must accomplish one of two things:
 - a) It must *solve a problem* or satisfy a need experienced by the customer;
 - b) It must *answer a key question* of the customer that he needs to know in order to proceed.

6. Your ability to get the appointment with the prospect determines everything that happens in the sales process:
 - a) Be sure you are speaking to the right person.
Ask!
 - b) Make it clear that you have something important to communicate to that person;
 - c) Assure the prospect that he or she will be under no obligation in talking to you;
 - d) Tell the prospect that your visit will be brief. Ask for 10 minutes of his or her time;
 - e) Assure the prospect that you will not use pressure of any kind.
7. Your ability to perform an accurate *GAP Analysis* is the key to your success at positioning your product or service:
 - a) You are a detective seeking problems or needs that your product or service can satisfy;
 - b) The key to uncovering needs is the ability to ask carefully planned questions;

- c) Your goal is to discover a gap between where the customer is and where the customer could be with your product or service;
 - d) Your job is to *define the gap* for the customer and then expand the gap by intensifying the need;
 - e) When the customer recognizes that he or she has a problem, you suggest a satisfactory, *cost-effective solution* in your product or service.
8. Before a customer will buy in a competitive market he or she will want to reduce risk by evaluating all options available:
- a) You must determine the buying criteria, the basis on which the buying decision will be made;
 - b) Help the customer compare your product *favorably* against other options available;
 - c) Help the customer decide that your product is the *best choice* among options, all things considered.
9. You can get 95% of the way to the sale and *lose it* if you do not resolve the buyer's final concerns:

- a) Spoken concerns: the questions and objections that the customer brings up at the end of the sales conversation;
 - b) Unspoken objections: you must elicit these by asking questions, listening patiently and persisting.
10. After a complete sales presentation, you must be prepared to ask the customer to take action of some kind:
- a) Invite the customer to buy: *"Why don't you give it a try?"*
 - b) Ask for the order. Assume a positive response: *"If you have no further questions, then the next step is . . ."*
 - c) Keep the initiative at all times: promise to follow-up at a specific time;
 - d) There is a major difference between "persistence," and "insistence." Persistence is positive while insistence is obnoxious.

SUMMARY

The more information you have on how and why a particular prospect can and will buy your product or service, the easier it is for you to structure your sales presentation to elicit the desired response.

If you ask enough questions and listen patiently, the customer will tell you everything you need to know to make the sale.

Remember, fully 70% of the sales conversation should be spent building trust and clearly identifying the customer's needs before you begin talking about your product or service, or making recommendations of any kind.

ACTION EXERCISES

1. Explain the *three* words in the "A-B-C" Theory of Action and what they mean:

1. _____

2. _____

3. _____

2. What are *three* reasons that people buy *any* product or service?

1. _____

2. _____

3. _____

3. What are the *three* most attractive features or benefits of your product or service?

1. _____

2. _____

3. _____

4. What are *three* key questions that you must answer in every sales conversation?

1. _____

2. _____

3. _____

5. What *three* things must every sales process accomplish for the customer?

1. _____

2. _____

3. _____

6. In getting the appointment, what are the *three* most important things you must assure the prospect of?

1. _____

2. _____

3. _____

7. What *three* things do customers do to reduce the perceived level of risk prior to buying any product or service?

1. _____

2. _____

3. _____

What one thing are you going to do differently as a result of what you have learned in this session?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Lesson Five

THE PSYCHOLOGY OF SELLING

Session Outline:

1. The Key Success Principle in Selling
2. The Importance of a Positive Self-Concept
3. What Determines Your Performance and Effectiveness
4. The Two Fears that Hold You Back
5. The Three Parts of Your Self-Concept
6. The Core Success Quality
7. Self-Esteem Building Behaviors
8. Persistence as a Powerful Personality Builder

INTRODUCTION

*"No matter what the level of your ability,
you have more potential than you can ever develop in a lifetime."*

James T. McKay

Selling is more *mental* than it is physical. 80% of your success in the field of selling will be based on the way you think and feel. What is going on *inside* you is going to largely determine how you behave on the *outside*.

The greatest breakthrough in the study of human potential in the 20th century has been the understanding of the self-concept. How you think and feel inside precedes and predicts your levels of performance and effectiveness in everything you do. When you take full, complete control of your conscious mind, you take complete control of your feeling and your behavior as well.

Up to the age of 18, your self-concept is largely developed as a result of influences outside of yourself. However, when you reach maturity, you become totally responsible for the evolution and development of your own personality and your own character. In this session, you learn the key elements of the "Psychology of Selling" and how to perform better in everything you do.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What do you think is the primary reason that some salespeople are more successful than others?
2. How much of your potential do you feel you use on a daily basis?
3. How does your self-image affect your performance when you are selling?
4. Does your self-esteem, the amount you *like* yourself, affect your personality?
5. What sorts of things cause you to feel better about yourself?
6. What kinds of experiences cause you to feel more negative about yourself?
7. Does persistence play a role in personality development?

THE PSYCHOLOGY OF SELLING

1. Why are some people more successful at selling than others?
 - a) The *Law of Cause and Effect* explains everything;
 - b) This law says there is a reason for everything that happens;
 - c) Success or failure are both effects, based on specific causes;
 - d) The key to success is to study the experts;
 - e) Life is like a combination lock, only with more numbers;
 - f) If you do what other successful people do, you soon get the same results that they do;
 - g) The 80/20 Rule applies to selling — sales success is 80% psychological!
2. The primary quality of top salespeople is that they have a positive *self-concept*:
 - a) Your self-concept is the master program of your subconscious computer;

- b) The average person uses closer to 2% of their total potential in everything they do;
 - c) This means that more than 90% of your potential lies untapped and unused;
 - d) There is a direct relationship between your self-concept, on the inside, and your *performance* on the outside;
 - e) Your beliefs about yourself are completely subjective; they are not based on *fact*;
 - f) Your *self-limiting* beliefs hold you back more than anything else.
3. You have a variety of "mini self-concepts" that determine your performance and effectiveness in selling:
- a) You have a mini self-concept for every part of the sales process;
 - b) Your self-concept in areas such as prospecting, questioning and closing determines your performance and your effectiveness in that area;
 - c) Your self-concept is a result of conditioning and past experiences, either positive or negative;

- d) You are the result today of all your previous experiences and thoughts;
 - e) A negative self-concept in any area is often caused by a lack of competence in that area.
4. There are two major fears in selling that hold you back:
- a) The first is the *fear of failure*;
 - b) The fear of failure leads to poor time management and procrastination;
 - c) The second fear is the *fear of rejection*;
 - d) The fear of rejection leads to call-reluctance and feelings of insecurity.
5. Your self-concept is made up of three distinct ingredients, or parts:
- a) Your *self-ideal* — your goals, aspirations, plans, hopes and your future vision of yourself;
 - b) Your *self-image* — the way you see and think about yourself at each moment, your "mental pictures;"
 - c) Your *self-esteem* — how you *feel* about yourself, the emotional center of your personality;

1. *You become what you think about most of the time;*
 2. Talk to yourself *positively* about yourself and your work throughout the day.
6. Your self-esteem is the core success quality, the most important of all:
- a) There is an inverse relationship between the height of your self-esteem and the level of your fears;
 - b) The more you like yourself, the less you fear failure and rejection;
 - c) The more you like yourself, the more you like others, and the more they like you;
 - d) The more you like yourself, the more confident, positive and effective you are in everything you do.
7. There are specific self-esteem building behaviors that you can engage in every day:
- a) You can act your way into feeling just as you can feel your way into acting;
 - b) Start every day with clear goals and plans, written and reviewed;

- c) Take charge of your life — accept complete responsibility for everything you are and everything you accomplish — no excuses!
 - d) Use your time well — focus on high priorities and develop a sense of urgency;
 - e) Resolve to get continually better at your key tasks;
 - f) Invest in continuous learning; learn and practice new skills every day;
 - g) Resolve in advance that you will never give up. This is a key self-esteem builder.
8. **Persistence** is a powerful personality builder:
- a) Persistence is **self-discipline in action**;
 - b) The more you discipline yourself to persist, the more you like yourself;
 - c) Persistence and self-discipline build self-esteem and effectiveness.

SUMMARY

The key to self-esteem and personality building is for you to repeat, "*I like myself!*" over and over again, ten times, twenty times, fifty times, every day.

As you work on and develop a more powerful, positive self-concept, your levels of effectiveness will improve in every area of selling.

ACTION EXERCISES

1. Everything happens for a reason. Give *three* example of cause and effect in your own life:

1. _____

2. _____

3. _____

2. What do **successful** salespeople do that unsuccessful salespeople fail to do?

1. _____

2. _____

3. _____

3. List *three* areas in your personal or business life where self-limiting beliefs might be holding you back?

1. _____

2. _____

3. _____

4. In what *three* areas of personal or business life do you like yourself the most?

1. _____

2. _____

3. _____

5. What are your *three* areas of top performance in your sales career? What do you feel that you are the best at, in comparison with other areas?

1. _____

2. _____

3. _____

6. What would you do *differently* if you had no fears of failure or rejection at all? If you knew you could not fail?

1. _____

2. _____

3. _____

7. What *three* behaviors could you engage in each day to build your self-confidence and self-esteem?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

Lesson Six

BUILDING CUSTOMER RELATIONSHIPS

Session Outline:

1. The Reasons for Success or Failure
2. The Importance of Relationships in Selling
3. A Positive Mental Attitude
4. Courtesy
5. Acceptance
6. Agreeability
7. Admiration
8. Appreciation
9. Approval
10. Attention
11. The *Law of Indirect Effort*
12. Become an Outstanding Personality

INTRODUCTION

"A knowledge of men is the prime secret of business success."

Darius Ogden Mills

Successful salespeople are far better at building and maintaining high-quality relationships with their prospects and customers than average salespeople. People are 100% emotional. They decide *emotionally* and then justify logically. How the customer *feels* about you as a person will have more of an influence on what the customer decides than any other factor.

The most important thing you can do in building a successful sales career is to create and keep customers for the long term. The better you become at developing high-quality customer relationships, the more you will sell, the easier you will sell it, the more money you will make and the more valuable you will be, both to yourself and to your company.

Developing the positive kind of personality that leads to long-term sales success is similar to maintaining *physical* fitness. It requires continually exercising your "personality" muscles so that you become a nicer, more positive and more likable person in everything you do. There is nothing that will help you more than to develop a positive reputation among your customers and prospects.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What is the most common word used to describe top salespeople?
2. What should be your first goal when you meet with a customer?
3. When should you argue or disagree with a prospect?
4. What are the most effective compliments to use in a sales situation?
5. What are the deepest subconscious needs of any customer?
6. What simple behavior can you use to make people feel important?
7. How do you apply "Unconditional Positive Regard" in a sales situation?

BUILDING CUSTOMER RELATIONSHIPS

1. This is the number one reason for success or failure in every area of life:
 - a) Your social skills — are measured by your ability to make people feel important;
 - b) Your ability to get along with a *variety* of other people is the measure of the health of your personality;
 - c) "Likeability" — this is the degree to which people think of you as a *nice* person.
2. Because of product or service complexity, the relationship is usually more important than what you sell:
 - a) The *more* the customer likes and believes you, the *lower* is his sales resistance and his fear of making the wrong decision;
 - b) Your aim? Build a bridge between you and your customer!

Keys to building customer relationships:

3. ***Positive Mental Attitude*** — this is measured by the degree to which you are a "cheerful" person:
 - a) Always look for the *good* in every person and situation;
 - b) Always *interpret* things positively to yourself;
 - c) Smile, relax, and be friendly with everyone you meet.
4. ***Courtesy*** — the degree to which you are polite and correct in your interactions with others:
 - a) Be polite to everyone you meet.
 - b) Treat others as if they are huge potential customers.
5. ***Acceptance*** — satisfies a deep subconscious need of every person:
 - a) Acceptance must be established *first*, in every meeting with another person;
 - b) You express your acceptance with *unconditional positive regard*, rather than with judgment!

- c) Smile; make it clear that you are glad to see him or her.
6. ***Agreeability*** — this is one of the most desirable qualities in human relations:
- a) Never argue or disagree with your prospect, unless he questions your *integrity*;
 - b) Never tell him he is *wrong* in his general opinions;
 - c) If the issue is unimportant, just let it pass;
 - d) If the issue is important, use *third party* questions to avoid appearing argumentative.
7. ***Admiration*** — raises the self-esteem of others and builds better relationships:
- a) Compliment people on their personal appearance, traits or qualities;
 - b) Compliment people on their possessions, at home or at work;
 - c) Compliment people on their accomplishments — their degrees, awards or other forms of recognition.

8. ***Appreciation*** — this is a powerful way to build high-quality relationships:
 - a) Develop an "attitude of gratitude" in everything you do;
 - b) Thank everyone you meet for everything they do for you;
 - c) Always say, "*Thank you for your time,*" to your prospects and customers;
 - d) Send "thank you" notes, cards and gifts regularly.

9. ***Approval*** — satisfies the deep subconscious needs of others for self-esteem:
 - a) Praise people for their accomplishments, both large and small;
 - b) Praise people for their personal qualities and abilities;
 - c) Make your praise immediate, specific and clear;
 - d) Praise continuously to develop new habits of behavior.

10. ***Attention*** — makes people feel valued and important:

- a) Listen attentively, without interruptions. Smile, nod, and agree;
 - b) Listen actively, lean forward, and face the customer;
 - c) Continually say, "I agree, yes, you're right, that makes sense," etc.
 - d) If you are dealing with a customer complaint or problem, you say: *"I understand exactly how you feel. If I were in your situation, I'd feel the same way."*
11. Practice the ***Law of Indirect Effort*** to build high-quality customer relationships:
- a) If you want to *impress* others, be impressed by them!
 - b) If you want to have a friend, be a friend;
 - c) If you want others to be willing to help *you*, be willing to help *them*, in advance;
 - d) If you want to be happy, find ways to make *other* people happy;
 - e) If you want to feel good about yourself, find ways to make other people feel good about themselves;

- f) The key to superb customer relationships is for you to practice the *Golden Rule* with everyone you meet!
12. People don't care how much you *know* until they know how much you *care*:
- a) You learn to become an outstanding personality by practicing these behaviors repeatedly until they become automatic habits of thought and behavior;
 - b) As you become more persuasive with your customers, your personality and your relationships will improve in every other area of life.

SUMMARY

There is nothing more important to you than your ability to build and maintain high-quality relationships with your customers. This will have more of an influence on the amount that you sell, and how easily you sell it, than any other single factor.

APPLICATION EXERCISES

1. What are *three* keys to developing a positive mental attitude?

1. _____

2. _____

3. _____

2. What are the *three* most common words used to describe top salespeople?

1. _____

2. _____

3. _____

3. Give *three* reasons why the *relationship* is often more important than the product or service you sell in today's market?

1. _____

2. _____

3. _____

4. Give *three* reasons why raising the self-esteem of others has a positive effect on your own self-esteem:

1. _____

2. _____

3. _____

5. Give *three* ways that you can *disagree* with a prospect, without disagreeing, by referring to third parties:

1. _____

2. _____

3. _____

6. What are *three* ways that you can express "unconditional positive regard" with a prospect in the process of building quality relationships:

1. _____

2. _____

3. _____

7. What are *three* different things that you can *admire* in a customer interaction?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

[illegible]

Lesson Seven

INFLUENCING CUSTOMER BEHAVIOR

Session Outline:

1. Why Customers Buy Quickly
2. The Most Powerful Buying Influence
3. The *Law of Incremental Commitment*
4. The Most Powerful Buying Influence
5. The Importance of Emotion in Selling
6. The Use of Authority in Selling
7. How Scarcity Affects Buying Decisions
8. The Contrast Principle
9. Buying Influences in Everyday Life
10. A Powerful Word in the Buying Conversation
11. Persuading People to Buy

INTRODUCTION

“The inner thought coming from the heart represents the real motives and desires. These are the causes of action.”

Raymond Holliwell

Why is it that people buy or refuse to buy? Why do some people buy quickly, and other people take forever to buy, or never buy at all?

Many years of research in motivational psychology have been devoted to uncovering some of the key reasons why people behave the way they do, especially in sales situations.

All successful salespeople and all successful sales organizations have found ways to tap into these underlying motivations that cause people to act and react to commercial messages and sales proposals.

The more you know about how and why people do the things they do, the faster and easier it will be for you to turn prospects into customers and then to get the referrals and resales that will make you a top producer in your field.

In this session, you will learn some of the most powerful influence strategies and techniques ever discovered in professional selling.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Why do some customers buy faster than others?
2. What are the primary buying influences that trigger purchasing behavior?
3. Why is reciprocity such a powerful buying influence?
4. How do you uncover your prospect's "buying strategy?"
5. Why are people inordinately influenced by the buying behavior of others?
6. What role do emotions play in the buying decision?
7. How do you add the power of authority to your product or service description?

INFLUENCING CUSTOMER BEHAVIOR

1. Key question: Why do some customers buy faster or slower than others?
 - a) Each customer has deep subconscious needs that need to be satisfied before a purchase decision is made;
 - b) Buying influences are like triggers that bring about rapid buying decisions;
 - c) The use of these triggers short-circuits the decision-making process.
2. The first and most powerful buying influence is *reciprocity*:
 - a) We like to repay others when they do something for us;
 - b) We want to reciprocate for the kindnesses or favors of others;
 - c) *Emotional* reciprocity: "If you make me feel good, I'll make you feel good;"
 - d) *Physical* reciprocity: "If you do something nice for me, I'll do something nice for you;"

- e) When you do something for someone else, you put him or her under a sense of *obligation*;
 - f) Always look for ways to do *favours* or kindnesses for your prospects;
 - g) Send "*thank-you*" cards on every occasion to build goodwill with your prospects.
3. ***Commitment and Consistency*** are key buying influences and emotional triggers:
- a) The ***Law of Incremental Commitment*** applies to all customers in sales activities;
 - b) People strive to remain consistent with what they have done and said in the *past*;
 - c) Uncover the prospect's "buying strategy" if you want to sell your product or service. Ask him how he has gone about buying something like this in the past; what steps did he take?
4. ***Social proof*** is one of the most powerful of all buying influences:
- a) People are inordinately influenced by other people *similar* to them who have bought your product or service;

- b) The customer wants to know, "Who *else* that I know and respect has bought this product?"
 - c) The customer feels that, if other people similar to him have bought the product, it must be okay;
 - d) Testimonial *letters, lists and photos* prove to the customer that it is a safe buying decision.
5. **Liking:** how much the customer likes you is a major buying influence in any buying transaction:
- a) Emotions — positive or negative — *distort* valuations;
 - 1. *Positive* emotions cause your product or service to be seen in a better light;
 - 2. *Negative* feelings cause the product or service to be seen in a negative light.
 - b) Salespeople with high self-esteem are much more likeable to their customers;
 - c) *The Friendship Factor*, based on time, caring and respect, is a key buying influence;

- d) The more the person likes you, the more he or she will want to buy from you.
6. ***Authority*** is a major buying influence:
- a) We are strongly influenced by people who are known and respected for their expertise;
 - b) Buyer behavior is influenced by *third-party* endorsements in the form of publications, radio and television;
 - c) Buying behaviors are influenced by *symbols* of success such as cars, clothes and accessories.
7. The relative ***Scarcity*** of a product or service has a powerful influence on the customer's decision to take action:
- a) Scarcity implies value, *desirability*;
 - b) Scarcity increases the *urgency* to make a buying decision;
 - c) Always suggest or imply that the *quantity* of your product or service is limited.
 - d) If possible, point out that your product will only be available at this *price* for a short time, after which the price will go up.

8. The *Contrast Principle* is a key factor influencing buying decisions:
- a) People contrast or compare the prices of items against other items;
 - b) Present the *higher-priced* item first, then the lower-priced item;
 - c) The second item presented seems much *less* expensive, by contrast.
9. These buying influences are used in every sales effort, even when you go to the supermarket. For example:
- a) As you are shopping, someone gives you a sample of a product to taste. You eat the sample and enjoy it. This automatically triggers within you a desire to *reciprocate* and a feeling of *obligation*;
 - b) When you eat the sample, you begin the process of incremental *commitment* toward the product;
 - c) You see others around you tasting or buying the product. This triggers the influence of *social proof*;

- d) The person offering the product is pleasant and friendly. This triggers the emotion of *liking*;
 - e) The product is offered in a store that you patronize. This lends the product the *authority* and prestige necessary to get you to buy it;
 - f) There is a special offer on the product at this price. This triggers the buying influence of *scarcity*;
 - g) You *contrast* and compare it with other products and conclude it is a good deal.
10. A powerful word in the buying conversation is the word "*because*:"
- a) Any reason following the word "because" seems logical, persuasive;
 - b) "You will like this *because*..."
11. The word "*recommend*" is very persuasive in the sales conversation:
- a) Instead of asking people to buy, make recommendations;
 - b) "What I recommend for you..."

SUMMARY

Small changes in the way you present ideas and information can have extraordinary effects on the way your customer reacts to your product or service.

You must be continually looking for better ways to present product or service offerings, using the buying influences and decision triggers that have been discovered over the years.

You will soon be able to take a negative prospect and turn him or her into a customer with a few simple questions, statements and actions.

APPLICATION EXERCISES

1. What are *three* subconscious needs that must be satisfied before a customer can make a buying decision?

1. _____

2. _____

3. _____

2. What *three* things could you do to trigger a feeling of *reciprocity* and obligation in your potential customer?

1. _____

2. _____

3. _____

3. What *three* things happen in the customer's mind when you do something nice for him or her?

1. _____

2. _____

3. _____

4. Give *three* ways that you can use the power of "*social proof*" to accelerate a buying decision.

1. _____

2. _____

3. _____

5. What *three* things can you do in a customer meeting to get the prospect to like and trust you more?

1. _____

2. _____

3. _____

6. What *three* things can you say to a customer to trigger the buying influence of scarcity?

1. _____

2. _____

3. _____

7. Give *three* examples of how the buying influences of reciprocity, incremental commitment or scarcity are used to advertise and sell products in your city:

1. _____

2. _____

3. _____

What one action are you going to take immediately to improve your selling as the result of what you have learned in this session?

[illegible]

Lesson Eight

OVERCOMING OBJECTIONS

Session Outline:

1. Why Objections are Essential
2. The *Law of Six*
3. The Four Times to Deal with Objections
4. The "Pre-Emptive Strike" Method
5. How to Treat Each Objection
6. Ways to Answer Objections Effectively
7. The "Feel, Felt, Found" Method of Dealing with Objections
8. The Role of "Fuzzy Understanding" in Objections
9. Dealing with Price Objections
10. Proceeding after the Objection
11. Dealing with the Insistent Customer
12. The Formula for Overcoming Objections

INTRODUCTION

*“Try, try, try, and keep trying is the rule that must be followed
to become an expert in anything.”*

W.Clement Stone

Objections are a normal, natural and unavoidable part of the sales process. Nonetheless, most salespeople become discouraged and disheartened when the customer begins to object to their offering on the basis of high price, better offers from competitors and other reasons.

The fact is that customers today are bombarded by hundreds, and even thousands, of commercial messages. As a result, they are skeptical, suspicious and careful with their time and money.

No matter what you are selling, customers will have questions and concerns that you must resolve before you can proceed to a sale. Your ability to handle these questions and concerns is a key skill that is essential to your sales success.

In this lesson, you learn some of the key questions and responses that you need to effectively answer any objection that a customer can ask of you.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Why should you expect objections when you are talking to a prospect?
2. What is the *Law of Six* as it applies to objections?
3. At what point is it appropriate to deal with an objection?
4. How do you deal with an objection before it comes up?
5. What can you say to neutralize any objection that the customer can ask?
6. What is the role of "Fuzzy Understanding" in generating customer objections?
7. How do you deal effectively with price objections as soon as they arise?

OVERCOMING OBJECTIONS

1. Rule: there are no sales without objections of some kind; you should always remember:
 - a) Objections are *good* — they indicate interest in your product or service;
 - b) Objections indicate that you have touched an emotional nerve of the prospect;
 - c) Successful sales have twice as many objections as unsuccessful sales.

2. The *Law of Six* is one of the most powerful principles you can use for identifying and overcoming objections:
 - a) The number of objections to your product or service, whatever it is, is limited to no more than *six*;
 - b) You must first determine your six major objections. Ask yourself this question: "*We could sell to everyone if our prospects just didn't say . . .*"
 - c) Make a list of all the objections you get in a week or month and then divide them into six logical categories;

- d) Develop "bulletproof" answers to every common objection;
 - e) The key question in answering objections is, "*Why don't our prospects buy our product from us?*"
3. There are *four* specific times when it is appropriate to deal with objections:
- a) *Immediately* — as soon as the objection comes up, especially if your integrity or quality is questioned by the prospect;
 - b) *During* the presentation — when the objection comes up naturally, or when you bring it up;
 - c) *Later* — always delay or defer an objection, especially a price objection, until the appropriate time;
 - d) *Never* — some objections are merely knee-jerk responses and do not need to be answered or replied to.
4. Use the "*Pre-Emptive Strike*" method to deal with common objections:
- a) *Anticipate* the objection, knowing the customer is going to bring it up sooner or later;

- b) You bring up the objection *before* the customer mentions it;
 - c) Answer the objection clearly and straightforwardly so that it is out of the way.
5. Treat an objection as a *request* for more information:
- a) *Compliment* the objection. Encourage further objections; say, "That's a good question!"
 - b) Each prospect has key objections that you must get out on the table;
 - c) Hear the objection out *completely*; be patient.
6. There are several different *strategies* that you can use for answering objections effectively in the sales conversation:
- a) You can say, "*Obviously, you have a good reason for saying that; do you mind if I ask what it is?*"
 - b) You can ask, "*How do you mean?*" or "*How do you mean, exactly?*"
 - c) Always answer an objection with a *question* rather than with an answer;

- d) Use objections as an opportunity to *build trust* by listening intently.
7. Use the "*Feel, Felt, Found*" method of dealing with price objections. When the prospect says, "*That sounds quite expensive,*" you respond with:
- a) "*I understand exactly how you feel;*"
 - b) "*Others felt the same way when they first heard our price;*"
 - c) "*But this is what they found when they began using our product.*" You then give a logical reason why the value and benefit of your product or service more than justifies the higher price.
8. Most objections arise from "*Fuzzy Understanding:*"
- a) The *problem* your product will solve is not clear to the prospect;
 - b) The *need* that your product will satisfy is not clear to the prospect;
 - c) The benefits of your product or service are not clear;

- d) The *unique selling proposition* of your product or service is not clear;
 - e) There is no urgency for the prospect to take action, or he sees no reason to act now rather than at some other time.
9. There are several proven ways for you to deal with *price* objections, which come up in almost every sale. When the prospect says, "*Your price is too high,*" you respond by asking:
- a) Why do you say that?
 - b) Why do you feel that way?
 - c) Is price your only concern?
 - d) How far apart are we?
10. If the prospect insists on knowing your price before you have identified his needs and presented your benefits, delay the price conversations by saying, "*I know price is important to you; may I come back to that in a minute?*"
11. If the customer still insists on knowing the price before he allows you to give a presentation, use this method:

- a) *"How much is it?!"* You answer: *"That's the best part!"*
 - b) *"If it's not exactly right for you, there's no charge!"*
- 12.** Formula: Answer the objection, provide proof, ask for confirmation and proceed with your sales presentation.

SUMMARY

Objections are the rungs on the ladder to sales success. The more objections you get, the more interested the prospect is in your product or service.

When you hear an objection, you should be thankful and then begin turning the objection into reasons for buying.

APPLICATION EXERCISES

1. What are the *three* most common objections that you receive when you contact a prospect for the *first time*?

1. _____

2. _____

3. _____

2. Complete this sentence: "*I could sell to everyone I spoke to as long as he just didn't say . . .*"

1. _____

2. _____

3. _____

3. What are the *three* most common objections that you receive at the end of the sale as reasons for not buying?

1. _____

2. _____

3. _____

4. What *three* ways can you deal with a price objection; what specifically can you say?

1. _____

2. _____

3. _____

5. What are the *three* most effective statements you use in dealing with objections to buying your product or service?

1. _____

2. _____

3. _____

6. What are *three* things you can or do to make it **easy** for the prospect to raise any objections that occur to him or her?

1. _____

2. _____

3. _____

7. What are *three* examples of "**Fuzzy Understanding**" that cause your prospects to object to your offering?

1. _____

2. _____

3. _____

What one thing are you going to do differently as the result of what you have learned in this session?

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Lesson Nine

TELEPHONE SALES

Session Outline:

1. The Five Uses of the Telephone
2. Prospecting and Getting Appointments
3. Getting Past the Gatekeeper
4. Overcoming Initial Telephone Objections
5. Confirming Appointments Over the Phone
6. Handling Customer Inquiries
7. Outbound Selling and Closing Over the Phone
8. Inbound Sales Calls
9. How to Ask for the Order

INTRODUCTION

“Go out and buy yourself a five-cent pencil and a ten-cent notebook and begin to write down some million-dollar ideas for yourself.”

Bob Grinde

Telephone selling is the fastest growing area of sales and business in the market today. Many tens of thousands of new jobs are being created for salespeople who are competent in dealing with customers and prospective customers over the phone.

The cost of the average sales call today is more than \$400. Many customers do not need to see a salesperson face-to-face in order to make a decision. Other customers do not need to see the salesperson repeatedly once they have begun buying from the company and are satisfied.

Your ability to use the telephone skillfully as a business tool is absolutely essential to your success, no matter what area of selling you specialize in. Telephone skills are like any other skills, like riding a bicycle. They are learned by repetition and practice over and over until you become a master of the telephone as a sales instrument.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What are the primary uses of the telephone as a sales tool?
2. What is the key to getting an appointment over the telephone?
3. How do you assure that appointments are not cancelled when working by telephone?
4. What is the best way to handle customer responses to your advertising?
5. What are the three stages of every sale over the telephone?
6. What must you always remember to do in a telephone sales call?
7. What is the very best way to assure that people buy when they phone your company?

TELEPHONE SALES

1. There are **five uses** of the telephone as a sales tool:
 - a) For prospecting and getting appointments with the right person;
 - b) For confirming appointments, saving time and travel;
 - c) For dealing with customer inquiries and complaints after the sale;
 - d) For outbound selling — calling customers cold to solicit orders;
 - e) For inbound selling — capturing sales generated from advertising and promotion.
2. **Prospecting and getting appointments** with qualified prospects is the key to sales success:
 - a) Fear of rejection is the primary reason why people avoid prospecting with the telephone. Reason? Salespeople are not skilled at telephone prospecting!

- b) Goal of telephone prospecting? It is to get a face-to-face appointment with a qualified prospect. (Not to *sell* your product or service);
 - c) There are three parts of every sale:
 - 1. Developing rapport;
 - 2. Uncovering the problem;
 - 3. Presenting the solution;
 - d) Your initial goal in the call? Reach the "problem-haver;"
 - e) Method: Phone, ask for president's secretary. Ask her, "Who is responsible for decisions in this area?"
 - f) Alternately, ask the receptionist, get his/her correct name;
 - g) To the gatekeeper? Say, "I need your help;"
 - h) Rule: Be polite, positive, friendly, *smile* into the telephone.
3. When you get through to the decision-maker, introduce yourself and your company:
- a) Never be pushy or play games. Establish rapport!

- b) Ask: *"Is this a good time? Do you have a moment to talk?"*
 - c) Ask a question aimed at the result or benefit of your product or service;
 - d) Response desired? *"What is it?"*
 - e) Alternate approach: Tell him or her what your product *does* in terms of how he or she benefits;
 - f) Response desired: *"How do you do that?"*
4. When you contact an interested prospect who asks you about your offering, you say, *"That's exactly why I'm calling. I need about 10 minutes of your time to show you what we have and you can decide for yourself. You be the judge!"* (No pressure)
- a) Typical response: *"I'm not interested;"*
 - b) Your answer: *"Mr. Prospect, I didn't think you would be interested. That's why I'm calling!"*
 - c) *"Most of our best customers were not interested when I first called them until they saw how they could benefit by using our services. And all I need is 10 minutes of your time to show you what I have;"*

- d) Typical response: *"Can you tell me about it over the phone?"*
- e) Your answer: *"I'd love to, but I have something I have to show you!"*
- f) Typical customer responses: *"We're not in the market right now. We can't afford it. We're quite satisfied with our existing supplier. We don't need anything in that area, etc., etc."*

NOTE: These are all knee-jerk responses. Good prospects are *always* busy, preoccupied, distracted and satisfied with their existing suppliers.

- g) Your response: *"That's alright. Most people in your situation felt the same way when we first called them. But now they have become our best customers and they recommend us to their friends."*
- h) Typical question: *"How much is it?"* Never answer or discuss on the phone or you will kill any chance of getting an appointment!
- i) Your response: *"Mr. Prospect, that's the best part! If it's not exactly right for you, there is no charge!"*
- j) The prospect may say: *"OK, call me next week and we'll set up an appointment;"*

- k) Your response: *"Mr. Prospect, I know you are busy. Why don't we just manage-by-exception. Let's set a time now and change it later if we have to. How about sometime on Tuesday or Wednesday afternoon?"*

You then add: *"I think you are really going to like what I have to show you;"*

- l) Remember, your only goal is to get commitment to a face-to-face meeting — not to sell!

5. **Confirming appointments** over the phone without losing them:

- a) One of the biggest wastes of time is unconfirmed appointments;
- b) Reason why salespeople don't reconfirm appointments?
Fear of cancellation!
- c) Alternate strategy? Call receptionist, secretary and ask, *"Is he in?"*
- d) When she says "Yes," you tell her that you will be there on time, as scheduled;
- e) Thank the receptionist or secretary and hang up!

- f) This reminds the prospect that you are coming and assures that he will be waiting;
 - g) This strategy enables you to learn if the prospect is not available for any reason.
6. **Handling customer inquiries**, responses to company advertising:
- a) First, establish rapport. Be a consultant. Ask questions about the customer's situation and needs;
 - b) Probe! Look for the customer's problem that your product or service can solve;
 - c) Recommend! Make suggestions to the customer regarding what he or she *should* get, and *why*;
 - d) Respond immediately! Process the order quickly;
 - e) Do whatever you promised; speed is essential!
7. **Outbound selling** — closing over the phone:
- a) Remember the three stages of the sale: establish rapport, identify the problem, and present the solution— in that order;

- b) Be sure you are speaking to the right person;
- c) Ask questions; make a statement aimed at the result or benefit of your product or service. *"Is this a good time?"*
- d) Pause, give the prospect time to think and respond;
- e) Expect initial resistance, lack of interest. Be prepared to say, *"That's alright, etc."* and to answer objections;
- f) Ask questions politely to uncover needs, problems that a qualified customer might have;
- g) Pace yourself, get in step with the customer;
- h) *"Many of our customers have found . . ."*
Suggest problems or needs that others have had;
- i) Customers want to save time, save money. They want increased convenience, ease of purchase;
- j) Solution: recommend a specific product or service that seems to be ideal for the customer;
- k) Always be sure to ask for the order: *"Mr. Prospect, why don't you give it a try?"*

Or: "If you like what I've just told you about, we can send it out to you right away!"

- l) Expect resistance. Use the "Feel, Felt, Found" method;
 - m) Guarantee complete satisfaction — use risk reversal!
 - n) Be polite, patient and persistent versus pushy and insistent.
8. **Inbound sales calls** — how to maximize customer purchase and satisfaction:
- a) Goal is to capture customer order and to up-sell or cross-sell;
 - b) Introduce yourself, thank customer for calling, offer to help;
 - c) Achieve clarity — of customer's needs, problem, situation. Ask questions; listen, comment, agree; focus on identifying the customer's needs before suggesting a product;
 - d) Suggest product/service solution and suggest customer can save money or time with a larger order;
 - e) Suggest related products, offer better deal for large purchase;

- f) Continually assure satisfaction, "If you don't like it, you can send it back!"
 - g) Appeal to the *gregarious* instinct (herd), *"Many of our customers prefer to buy these two products together;"*
 - h) *"Customers constantly call us and tell us how happy they are with this product;"*
 - i) Reconfirm the buying decision: *"That's a good choice; this is one of the most popular products we've ever carried!"*
 - j) Always ask for the order: *"Would you like us to send this out to you right away?"*
9. Use **telemarketing** to keep in touch with existing customers, and to get new orders:
- a) Use telemarketing to ask for referrals to new prospects;
 - b) Use telemarketing to save time, yours and the customer's;
 - c) Use telemarketing to qualify prospects *before* you invest time and money visiting them;
 - d) Use telemarketing to capture incoming calls, up-sell and cross-sell.

SUMMARY

Learn to use the telephone skillfully as an essential tool for becoming one of the most successful salespeople in your industry.

ACTION EXERCISES

1. What are the *three* most important uses of telemarketing in your sales activities?

1. _____

2. _____

3. _____

2. What are *three* ways you can up-sell a customer who calls in to make an order?

1. _____

2. _____

3. _____

3. What are *three* things you can say about your product to trigger the gregarious or *herd instinct* of customers to make them comfortable listening to you?

1. _____

2. _____

3. _____

4. What are the *three* most important things you do when a customer calls in response to your advertising?

1. _____

2. _____

3. _____

5. How do you **confirm** telephone appointments without risk of having the appointment canceled?

1. _____

2. _____

3. _____

6. How do you **answer** the objection, "We're not in the market right now" or "We can't afford it?"

1. _____

2. _____

3. _____

7. If the customer insists on knowing the **price**, how do you deflect the question until you can meet with him or her personally?

1. _____

2. _____

3. _____

8. What do you **say** when the prospect says, "I'm not interested?"

1. _____

2. _____

3. _____

9. What do you do when the prospect asks you to **call back** next week to set an appointment?

1. _____

2. _____

3. _____

10. When you are calling a prospect cold, what is the first thing you ask in order to develop **rapport**?

1. _____

2. _____

3. _____

11. What must you always remember to do **at the end** of every telephone sales call?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

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Lesson Ten

TIME MANAGEMENT FOR SALESPEOPLE

Session Outline:

1. Your Most Valuable Asset
2. The Pareto Principle in Modern Selling
3. The Job Description of a Salesperson
4. The Three Activities of the Salesperson
5. Doubling Your Selling Time
6. The "Minutes" Theory in Selling
7. Controlling Your Sales Activities
8. The Key Question for Time Management in Selling

INTRODUCTION

*“Don’t limit investing to the financial world.
Invest something of yourself, and you will be richly rewarded.”*
Charles Schwab

More than 100 years of research and countless millions of dollars have been invested in seeking the causes for success and failure in selling. At last, we have the answer.

It is simply this. People are highly paid because they spend more of their time doing things of higher value. People are under-paid because they spend more of their time doing things of lower value.

Salespeople who spend every minute of every day focusing on high-value activities eventually rise to the top of their fields and make both a lot of sales and a lot of money.

Salespeople who waste their time in low-value activities seldom accomplish anything of importance — even if they represent the best companies with the best products in the best markets.

In this session, you learn some of the very best ideas ever discovered for managing your sales time and your selling activities.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What is your most valuable asset?
2. What is the very best investment of your time?
3. How does the 80/20 Rule apply to your selling activities?
4. What is the job description of a salesperson?
5. What are the three key activities of all sales professionals?
6. How much of the time does the average salesperson spend actually selling?
7. Why is it important that you control your sales activities hour by hour?

TIME MANAGEMENT FOR SALESPEOPLE

1. Your most valuable asset is your *earning ability*!
 - a) Your earning ability is the major source of cash flow in your life;
 - b) Your most precious resource is your *time*. It's all you have to trade;
 - c) The best investment of your time is to *increase* your earning ability;
 - d) Learn, practice and get *better* at your key tasks.
2. The Pareto Principle is the most important time-management concept in the field of professional selling:
 - a) The 80/20 rule says that 80% of the value of what you do comes from 20% of your activities;
 - b) This 80/20 rule applies to all aspects of selling and to all activities;
 - c) Apply this rule to your prospects, your customers and your products;

- d) Divide your customers and prospects by value: (A) high, (B) medium and (C) low value;
 - e) Practice *creative procrastination* on the 80% of your tasks that represent only 20% of the value.
3. The job description of a salesperson is the same as the purpose of a business:
- a) Your job is to *create* and *keep* customers;
 - b) Spend 80% of your time *creating* the customers;
 - c) Spend only 20% of your time *keeping* customers;
 - d) Always be asking, "*Where is my next sale coming from?*"
4. The work of a salesperson has always consisted of three activities:
- a) ***Prospecting*** — keeping your sales hopper full by continually finding new potential customers;
 - b) ***Presenting*** — showing your customers that your product or service is the ideal solution for his or her problem or need;

- c) *Following-up* — visiting with high potential prospects to move the sale toward a conclusion;
 - d) Spend 80% of your time prospecting and presenting;
 - e) Spend only 20% of your time following up;
 - f) Don't mix them up! Keep your focus on prospecting and presenting.
5. According to 60 years of research, the average salesperson works only 20% of the time:
- a) You are only working when you are face-to-face with a qualified prospect;
 - b) You are only working when you are prospecting, presenting and following up;
 - c) Plan your sales work geographically — to reduce traveling time;
 - d) Start earlier — make your first call by 7 a.m. or 8 a.m.
 - e) Work one hour later — visit decision-makers who are unavailable during the day;

- f) Get better at everything you do; upgrade your skills;
 - g) Read, listen to audio programs and take additional training.
6. Implement the "Minutes Principle" into your sales activities:
- a) You are making all the sales you are making today with all the minutes you are spending *face-to-face* with prospects and customers;
 - b) When you increase the number of minutes, you will increase your sales and your income;
 - c) Use a stopwatch to measure your current level of sales activity;
 - d) Resolve to increase the number of minutes you spend with customers by 10% per week;
 - e) Work on getting better and better in your sales activities as you increase their frequency.
7. You cannot predict where your next sale will come from, so you must focus on the activities involved in sales work:
- a) The quantity and frequency of sales contacts determines the quality and volume of your sales results;

- b) Sales activities are *controllable*, while sales themselves are not;
 - c) Increase the probabilities, play the averages in your sales work.
8. The key question for managing your time better is, "Is what I am doing right *now* leading to a sale?"
- a) The more people you see, the better you get;
 - b) The higher your level of sales activity, the more energy you have;
 - c) The more people you see and talk to, the more sales you will make.

SUMMARY

Become a student of time management. Read the books, listen to the audio programs and take the courses. The quality of your time management determines the quality of your life.

Don't waste time. Get away from people who are time-wasters. Get out of the office and stay out of the office. Eat lunch quickly and drink coffee on the go.

From the time you start, early in the morning, until the time you quit, late in the day, resolve to *work* all the time you *work*. This decision alone will make you one of the top people in your field in a very short time.

ACTION EXERCISES

1. What are the *three* most important determinants of your income?

1. _____

2. _____

3. _____

2. What are the *three* benefits of becoming excellent in your key result areas in selling?

1. _____

2. _____

3. _____

3. In what *three* areas of activity should you apply the 80/20 Rule to your current selling activities?

1. _____

2. _____

3. _____

4. What are the *three* most important things you do that determine how much money you earn?

1. _____

2. _____

3. _____

5. What are the *three* most important things you can do each day to maximize your sales and income?

1. _____

2. _____

3. _____

6. When are the *three* times in the day when you are actually *working*?

1. _____

2. _____

3. _____

7. What *three* things could you change in your sales work to increase the amount of time you spend working each day?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

Lesson One

SELLING MADE SIMPLE

Session Outline:

1. The Most Important Profession
2. Differences in Sales Incomes
3. Sales Training in America Today
4. The Basic Selling Model
5. Breaking through the Preoccupation of the Prospect
6. Arousing Interest with Features
7. Arousing Buying Desire with Benefits
8. Getting Action and Closing the Sale
9. When the AIDA Model is Used in Selling
10. The Job of the Sales Professional

INTRODUCTION

“Rowing harder doesn’t help if the boat is headed in the wrong direction.”

Kenichi Ohmae

Selling is both an art and science that can be learned by study and practice.

Most people who have difficulties achieving success in selling have never been properly trained. Many companies do no sales training at all, only product training.

Many people who have been selling for years function on the basis of habit and instinct rather than on the basis of methodology and process.

In this session, you learn the essential elements of successful selling practiced by all top sales professionals everywhere.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. Why is selling the most important profession in the United States?
2. Why do sales incomes vary considerably across industries?
3. What percentage of sales professionals are completely trained to do their jobs?
4. What are the four parts of the basic selling model?
5. What is the first question you must answer in approaching any new prospect?
6. What is the difference between benefits and features in a sales presentation?
7. How do you get units of commitment throughout the sale?

SELLING MADE SIMPLE

1. Selling is the most important **profession** in the United States:
 - a) There are 15.7 million people working full-time in sales;
 - b) **Selling** activity drives and determines all economic activity;
 - c) Selling provides all jobs, salaries, incomes and taxes;
 - d) Sales effectiveness is the **major reason** for business success or failure.
2. Sales incomes vary considerably across products, services and industries:
 - a) McDonalds? Pays only the minimum wage because sales are **guaranteed**;
 - b) Some salespeople earn more than \$1 million per year in straight commission selling, because the sale is **not** guaranteed;
 - c) The 80/20 rule applies to **all** aspects of selling and all people;

- d) The selling profession is relatively easy to enter but **hard** to advance in;
 - e) Limits are largely determined by the individual salesperson;
 - f) The 80/20/4% Rule leads to the **top .8%** of salespeople, who make most of the sales.
3. Most salespeople in most businesses and industries today are not fully trained:
- a) 70% of U.S. companies do no sales training at all;
 - b) 75% of full-time salespeople are not suited for the sales profession;
 - c) Only 10% of sales professionals are fully rounded in all aspects of selling;
 - d) The biggest problem? Companies and salespeople think they **already** know how to sell!
4. The basic selling model, the foundation of all sales, is called AIDA:
- a) **Attention** — getting the prospect to listen to you;

- b) ***Interest*** — explaining the features of your product or service, what it *does*;
 - c) ***Desire*** — aroused by showing the specific benefits of your product or service to the customer;
 - d) ***Action*** — getting the customer to make a buying decision;
 - e) The AIDA model is used in the *simple* sale;
 - 1. Definition: one call, on one decision-maker, requiring only one decision;
 - 2. There is no need to see the customer after the sale;
 - f) AIDA describes the *minimum*, basic requirements for all sales efforts, advertising and direct marketing.
5. ***Attention*** — aimed at breaking the preoccupation of the prospect:
- a) Every prospect is preoccupied when you first meet;
 - b) You must answer the question, "*Why should I listen to you?*"
 - c) The Corning Glass story illustrates preoccupation-breaking;

- d) Use a strong opening statement — the first eleven words are the most important;
 - e) Use a question to arouse curiosity, "What is it . . .?"
 - f) An unusual or unexpected *action* breaks preoccupation.
6. **Interest** — is aroused by demonstrating the *features* of your product:
- a) You demonstrate how it works, what it *does*;
 - b) You explain how to use it, why it is new, better or different in some way.
7. **Desire** — is aroused by explaining the *benefits* of your product or service to the customer:
- a) This answers the question, "*What's in it for me?*"
 - b) How does it improve my situation?
 - c) How can I justify the cost?
8. **Action** — is the step where you get commitment and close the sale:

- a) Ask for units of commitment throughout the sale;
 - b) Invite the prospect to buy at the end of the presentation;
 - c) 80% of sales are closed after the fifth attempt;
 - d) 50% of salespeople don't ask for the order *once*.
9. The AIDA model is used when success in selling is determined by the number of calls the salesperson makes:
- a) When a large number of prospects exist;
 - b) When features and benefits are easy to explain;
 - c) The decision is relatively simple.
10. The job of the sales professional is to master the AIDA process:
- a) Preparation is the mark of a professional;
 - b) Practice is the mark of the champion.

SUMMARY

Vince Lombardi, legendary coach of the Green Bay Packers, once said the key to success was to become "*brilliant on the basics.*"

Your key to sales success is to master the basics by repeating them over and over again. All advanced selling techniques require that you are completely familiar with the basics of selling and that you can use them in every sales situation.

ACTION EXERCISES

1. What are *three* ways that you can break the preoccupation of the prospect when you first contact him/her?

1. _____

2. _____

3. _____

2. List *three* features, things that your product **does**, to improve the life and work of your prospect:

1. _____

2. _____

3. _____

3. What do you think are the *three* most important **skills** of professional selling?

1. _____

2. _____

3. _____

4. In what *three* ways can you use the basic AIDA Model of Selling in your current sales activities?

1. _____

2. _____

3. _____

5. What are the *three* most important **benefits** that your prospect will enjoy from using your product or service?

1. _____

2. _____

3. _____

6. List *three* ways to **ask** for the order during or at the end of your sales presentation. What words would you use?

1. _____

2. _____

3. _____

7. What are the *three* most important differences or improvements that your product or service can make in the life of your customer?

1. _____

2. _____

3. _____

What one thing are you going to do differently as a result of what you have learned in this session?

Lesson Two

COMPLEX SELLING

Session Outline:

1. The Shift to Complex, Multi-Call Sales
2. The Four Stages of Complex Selling
3. The Starting Point of Complex Sales Activities
4. Identifying the Problem or Need of the Customer
5. Determining the Value of Your Solution to the Customer
6. Showing the Benefits of Your Product or Service
7. Questions as the Keys to Sales Success
8. The Four Possible Outcomes of the Sales Process
9. The Importance of Clear Call Objectives

INTRODUCTION

"It is only our deeds that reveal who we are."

Carl Jung

Selling is the oldest profession. It goes back to the beginning of human history. People have been buying and selling, and explaining the process of buying and selling for thousands of years.

Much of what we know about selling today is based on experience and anecdote. In the last few years however, the selling process has been more thoroughly researched than at any other time in human history.

Many years and many millions of dollars have been invested in studying the actual process of what takes place in both selling and buying. Today, we know more than we have ever known before about what goes on in the mind of the buyer prior to making a buying decision.

The Complex Selling Model is the result of the most extensive research ever conducted into the buying process. When you begin selling with this step-by-step formula, you will find it easier to sell more of your products and services to more customers.

In this session, you learn the key results of decades of sales research. You can use these ideas to increase your sales almost immediately.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What is the difference between a simple sale and a complex sale?
2. What are the four stages in a complex, multi-call sale?
3. How do you conduct a "situation analysis" of the customer relative to your product or service?
4. What is "GAP Analysis" and how do you conduct it with a prospect or customer?
5. How do you determine the actual cost of a problem that your product or service can solve?
6. What is the most important solution that your product or service offers to the most common problem of your prospects?
7. What are the possible outcomes of each sales process?

COMPLEX SELLING

1. Complex selling is a powerful approach to selling based on the shift from simple, one-call sales to *complex*, multi-call sales:
 - a) Millions of dollars and thousands of hours have been spent studying the sales process;
 - b) More than 50,000 interviews with customers and salespeople have been carried out;
 - c) We now know that selling and buying follow a *logical* process that you can learn.
2. There are *four* stages in the model of Complex Selling, (according to Neil Rackham, *SPIN Selling*):
 - a) ***Situation Analysis*** — learning everything you possibly can about the customer's situation;
 - b) ***Problem Identification*** — finding out exactly what problem the customer has that your product or service can solve;
 - c) ***Implication of Problem*** — what is the true cost or significance of the problem to the customer?

- d) The ***Need-Payoff of the Solution*** — exactly how the customer will benefit from your product or service.
3. ***Situation Analysis*** is the starting point of all sales activities for complex products or services requiring multiple calls:
- a) Study the customer's current activities relative to the use of your product or service;
 - b) What is he or she doing *now* in your product/service area?
 - c) What are his/her plans for the *future* in this area?
 - d) The ratio of personal questions to situation questions should be 1:2 (one personal question to every two **product oriented** questions).
4. The ***Problem/Need*** phase is where you uncover the difficulty, dissatisfaction or problem of the customer:
- a) **GAP Analysis** is where you discover the difference between the customer's current situation and where he **could be** using your product or service;
 - b) Sometimes the need is *clear*; the customer knows exactly what the problem is;

- c) Sometimes the problem or need is *unclear*; the customer is unsure, uncertain;
 - d) The problem may be *non-existent*; the customer situation may be satisfactory.
5. In the ***Implication*** phase of the process, you determine how much the problem is actually costing the prospect at this time:
- a) The problem must be *large enough* to justify the time and expense of solving it;
 - b) The cost of the problem to the customer must be *significant*;
 - c) The time, effort and expense of buying and using your product or service must be *justifiable*.
6. The ***Need/Payoff*** phase of the sales process is where you explain the benefits of your product or service:
- a) You explain the *solution* to the problem, how it works, what it does;
 - b) You show the benefits of the product or service in terms of reduced costs, saved time, or increased profits.

7. **Questions** are the keys to sales success:
- a) You use questions to uncover the *real* needs and problems of the customer;
 - b) You use questions to explore the implications and *meanings* of the customer's problem;
 - c) You use questions to develop the real *value* of your solution;
 - d) The best salespeople ask the *best questions* because they prepare in advance;
 - e) Telling is not selling — never say it when you can *ask* it;
 - f) The person who asks questions has *control* in the sales conversation.
8. There are **four** possible outcomes of the sales process:
- a) *An order* — the sale is made and the transaction is concluded;
 - b) *Advance* — there is an agreement to move forward to the next stage of the sales conversation;

- c) *Continuation* — the relationship goes on, but there is no date set for the next meeting;
 - d) *No sale* — it is clear to both the customer and the salesperson that no need exists;
 - e) **TDPPR Formula**— you must arrange a future time, date, person, place and reason for the next meeting.
9. You need clear, specific *call objectives* at every stage of the sale:
- a) Decide in advance your *reason* for this particular call. Set goals for yourself;
 - b) Analyze the results of the call afterwards to *measure* whether or not you were successful.

SUMMARY

Complex selling gives you a formula you can use to structure a complex sale. It enables you to know exactly what you are doing and where you are at every stage of the sale. It keeps you on track and helps you avoid rushing ahead before you have sufficient information to proceed to the next stage.

The more methodical and strategic you are in your sales activities, the more you will sell.

APPLICATION EXERCISES

1. What are the *four* steps in the process of selling and buying that takes place in every complex sale?

1. _____

2. _____

3. _____

4. _____

2. What are the *three* most important problems that your product or service can solve for your customer?

1. _____

2. _____

3. _____

3. What are *three* **questions** you can ask to analyze the customer's situation at the beginning of the sales process?

1. _____

2. _____

3. _____

4. What are the *three* largest **gaps** that your customers could have between where they are and where they could be that your product or service can fill?

1. _____

2. _____

3. _____

5. What questions can you ask to identify and clarify the **cost** of the customer's problem prior to making your presentation?

1. _____

2. _____

3. _____

6. How can you **demonstrate** the benefits of your product or service in terms of lower costs, saved time or increased profits?

1. _____

2. _____

3. _____

7. What specific call objectives should you set prior to every sales meeting?

1. _____

2. _____

3. _____

What one action are you going to take immediately as the result of what you have learned in this session?

Lesson Three

SELLING CONSULTATIVELY

Session Outline:

1. The Approach of the True Sales Professional
2. How the Top Salespeople are Described?
3. Positioning Yourself as a Consultant
4. Quantifying the Profit-Improvement Solution for the Customer
5. Positioning Yourself as a Partner in the Account
6. Key Words Used by Customers to Describe Consultative Salespeople
7. Earning the Right to Sell as a Consultant

INTRODUCTION

"You miss 100% of the shots you never take."

Wayne Gretzky

The highest paid and most successful sales professionals are positioned in their customer accounts as friends, advisors and consultants.

The practice of the consultative selling approach will help you move to the very top of your field. It is a valuable tool that is indispensable in dealing with complex sales in accounts where many factors are involved and competition is a key factor.

In this session, you learn how to sell consultatively and to be more effective than ever before.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What factor determines, more than anything else, how the customer reacts and responds to your sales offering?
2. How important is the customer's "perception" of you and your company in making a buying decision?
3. What are the key words customers use to describe the top 10% of sales professionals?
4. How do you position yourself as a consultant rather than as a salesperson?
5. What is the major difference between "vending" and "consulting?"
6. How can you quantify the financial results of your product or service for your customer?
7. What are the key words that customers use to describe "consultants" who provide them with products and services?

SELLING CONSULTATIVELY

1. Consultative selling is the approach of the true sales professional:
 - a) How you are **positioned** in the customer's mind determines how the customer reacts to your offering;
 - b) The customer's perception is the customer's *reality*;
 - c) Your job in the sale is to influence the customer's perception of you and what you sell;
 - d) *First* impressions are lasting in positioning yourself in the customer's mind.
2. The top 10% of sales professionals are described in specific ways by their customers:
 - a) "He or she works for me;"
 - b) "I view him or her as a consultant/ advisor;"
 - c) "He or she really understands my situation;"
 - d) Key: Ask questions, listen attentively, **act like** a consultant;

- e) Tell the prospect that you are a consultant rather than a salesperson.
3. Consultative selling requires that you think of yourself *differently* and position yourself differently in the account:
- a) Focus on the *financial results* of your product or service rather than the performance or price relationship;
 - b) The focus on financial results is the difference between consulting and *vending*;
 - c) Focus on *cost — benefit* decision-making;
 - d) Key variable? Your knowledge of the customer's business processes!
 - 1. Do your **homework** — learn everything about the customer's business;
 - 2. Learn how sales, costs, profits are **generated**;
 - 3. Offer specific help to **improve** in each area.
 - e) Define the customer's problem / opportunity in *dollar* terms;

- f) How much can be gained or lost by using or not using your solution?
4. The job of the consultant is to *quantify* the profit-improvement solution for the customer:
- a) Show the net, bottom-line results of using your product or service;
 - b) Explain the *return on investment* of purchasing your product or service;
 - c) Answer the customer's questions, "How much? How soon? How sure?"
 - d) Accept complete *responsibility* for implementation of your solution.
5. Position yourself as a *partner* with the customer:
- a) Show that you have *mutual* rather than opposing interests;
 - b) Focus on *cooperation* rather than competition;
 - c) Focus on *collaboration* rather than confrontation;

- d) Continually use the words, "we, us, our" in discussions.
6. Key words used by customers to describe consultants who work with them:
- a) Expert;
 - b) Knowledgeable;
 - c) Advisor;
 - d) Friend;
 - e) Helper;
 - f) Problem-solver;
 - g) Questioner;
 - h) Listener.
7. Positioning yourself as a consultant in the sale is essential to your success:
- a) You must **earn the right**, in advance, by thorough preparation;

- b) Study your prospect's company **in advance** of your first meeting;
- c) Have information, ideas to *trade* with the customer for more information;
- d) Seek a "win-win" relationship with the customer;
- e) Always look for ways to *help* the customer to achieve his or her goals with your product or service;
- f) Key behavior? Ask well-prepared questions and listen intently to the answers.

SUMMARY

Consultative selling moves you into an entirely new category of sales professionals. It takes you away from the continual contest and argument over cost, price and performance.

When you focus your attention on showing the customer how he or she can **financially** profit from the use of your product or service, you will achieve sales results above anything you have yet imagined.

APPLICATION EXERCISES

1. What *three* things can you do to position yourself as a consultant in the mind of your prospect or customer?

1. _____

2. _____

3. _____

2. How are the top 10% of sales professionals **described** by their customers?

1. _____

2. _____

3. _____

3. What must you focus on and talk about to be **perceived** as a consultant by your prospects and customers?

1. _____

2. _____

3. _____

4. In what *three* ways does your product or service **improve** the financial situation of your customer?

1. _____

2. _____

3. _____

5. What *three* things can you do to become more knowledgeable about your customer's business processes?

1. _____

2. _____

3. _____

6. How can you **quantify** the bottom line results of using your product or service?

1. _____

2. _____

3. _____

7. What steps can you take to position yourself as a **partner** with your customer?

1. _____

2. _____

3. _____

What one thing are you going to do differently in your sales activities as the result of what you have learned in this session?

Lesson Four

VALUE-ADDED SELLING

Session Outline:

1. Price as the Critical Issue in Selling
2. How to Position Against Price Concerns
3. The Meaning of Value to Different Decision-Makers
4. The Critical Factor in Selling
5. Your Primary Job in Selling in Competitive Markets

INTRODUCTION

*“How wonderful it is that nobody need wait a single moment
before starting to improve the world.”*

Anne Frank

Customers buy more on the basis of perceived value than for any other reason. At the same time, they are more price-conscious than ever before.

Your ability to position yourself, your company and your product so that what you offer contains higher perceived value to your customer is the key to selling more of your products at higher margins and being more successful in your career.

In this session, you learn how to overcome price concerns and focus on the value that the customer receives rather than the amount that the customer pays.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. How important do you feel price is to the buying decision for your product or service today?
2. What are the non-price determinants of the products or services that you sell?
3. In what ways does "value" have different meanings to different decision-makers?
4. How does each decision-maker determine the "value" of a product or service?
5. What is the difference between "cost" and "price" in a buying decision?
6. How do you determine the concerns and desires of each decision-maker?
7. How do you get customers to pay higher prices for products that are similar to less expensive competition?

VALUE-ADDED SELLING

1. **Price** appears to be the critical issue in selling today:
 - a) Fact: Less than 30% of buyers are price-focused;
 - b) Fact: 94% of purchase decisions are ultimately made on *non-price* issues;
 - c) Fact: Of all reasons for buying, price always appears *last* in customer surveys;
 - d) Proof: Commodities are sold on price, but even commodities like gasoline can demand different prices;
 - e) Proof: In a large audience, no one has anything that was purchased *solely* because it was the lowest price.
2. **Value selling** — how to position against price concerns:
 - a) First you must identify the *non-price* determinants of the sale;
 - b) Value selling requires making intangibles *tangible* by showing how they reduce cost, increase profit;
 - c) Show how your services save time, increase productivity;

- d) Demonstrate that your quality lowers the overall cost versus the initial price;
 - e) **Convenience** — low-hassle / no-hassle ownership makes it easier for the customer;
 - f) **Payment terms** — enable the customer to acquire and enjoy your product or service sooner.
3. **Value** has different meaning to different decision makers:
- a) Economic buyer? "Value" means that it increases **profits**, bottom line;
 - b) Controller? "Value" means that it improves **accuracy**;
 - c) Design engineer? "Value" means that it works **perfectly**;
 - d) Purchasing agent? "Value" means that it satisfies **superior's** requirements;
 - e) User? "Value" means that it enables him / her to do his or her job better;
 - f) Key question: What *results* are expected of each decision-maker? What results is he / she trying to achieve?

- g) How is he or she evaluated, paid, promoted?
4. **Cost versus price** is the critical factor in selling:
- a) The cost of *acquisition* — the initial amount the customer pays;
 - b) The cost of defects or *breakdowns*;
 - c) The cost of repair or *maintenance*;
 - d) The cost of *delay* or unavailability;
 - e) The cost of direct and *indirect expenses* associated with ownership;
 - f) The cost of frustration, *aggravation*, hassles;
 - g) *Opportunity costs* — alternate uses of the money.
5. Your *primary* job in selling in competitive markets is the following:
- a) Determine the *concerns* and desires of each decision-maker;
 - b) Position your product or service as the best *overall* choice;

- c) Show that purchasing your product is a *low-risk* decision;
- d) Focus your presentation and arguments on *value* rather than on price;
- e) Always demonstrate the *bottom-line benefits* of dealing with you.

SUMMARY

Customers pay higher prices for similar products every single day. They pay higher prices because the sales professional has shown them that they receive even *greater value* in terms of use than they give up in terms of money.

You can always win a sales argument on the basis of value, but you can seldom win a sales argument on the basis of price.

ACTION EXERCISES

1. What are the *three* most common price objections you hear in your daily sales activities?

1. _____

2. _____

3. _____

2. In what *three* ways can you differentiate your product or service on a non-price basis?

1. _____

2. _____

3. _____

3. What are the *three* most important non-price determinants of the sale of your product or service?

1. _____

2. _____

3. _____

4. In what *three* ways can you demonstrate that your product, at a higher cost, is more suitable to the prospect than another product, at a lower cost?

1. _____

2. _____

3. _____

5. What are *three* different meanings of *value* to various decision makers in your customer accounts?

1. _____

2. _____

3. _____

6. What *three* questions can you ask to determine how a particular decision-maker measures value?

1. _____

2. _____

3. _____

7. What are *three* differences between "price of purchase" and "cost of ownership?"

1. _____

2. _____

3. _____

What one thing are you going to do differently as the result of what you have learned in this session?

[illegible]

Lesson Five

POWER, POLITICS AND INFLUENCE

Session Outline:

1. Important Elements of Large Account Selling
2. Three Types of Politics
3. A Determining Factor of Power
4. The Top Sales People
5. Building a Network of Contacts
6. The Decision-Making Process
7. What a Decision Maker Can and Can't Do
8. Why People with Position Power May Not Make Decisions
9. The Concerns of People with Financial Power
10. The Importance of Technical Power
11. User Power

12. Navigating Political Shoals
13. Expert Power
14. The Vendor Champion
15. The Customer Champion
16. Outside Power
17. Knowing the Alternate Solutions
18. The Strength of Personal Power
19. The Critical Factor
20. Six Risk Factors
21. Look for Win-Results
22. Understanding the Process at the Beginning
23. Having a Wide Range of Contacts
24. Playing the Game
25. Using Your Political Skill

INTRODUCTION

*“People of mediocre ability sometimes achieve outstanding success
because they don’t know when to quit.”*

George Allen

We know that with smaller sales, the amount of information you need for a particular company may be limited, but when you move into the large-dollar sales arena, it is very important. What we address in this module is the need to obtain a **different** kind of information.

This domain is often the **most** critical of all factors in big sales being made faster and with greater consistency. This session addresses the critical factors of power, politics and influence, and how they can be understood and properly handled to consummate sales.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What are the different types of politics involved in every organization?
2. What is a typical form of power?
3. What should you include in your presentation to the person with financial power?
4. Who is most respected in the organization?
5. Who within the organization will champion you?
6. Why are many sales made?
7. Why is it important to have a wide range of contacts?

POWER, POLITICS AND INFLUENCE

1. Large account selling involves *politics, power, and influence*.
2. There are **politics** in *every* organization:
 - a) The politics are usually associated with the control of *resources*;
 - b) People are jockeying for *influence* over other people;
 - c) A major reason for politics is *ego* needs;
 - Though seemingly an *irrational* factor, ego needs can often make or break a sale.
3. *Power* determines purchases:
 - a) The best salespeople understand power and influence factors within prospect organizations;
 - b) They seek to understand the political structure of **decision making** from the first meeting.
4. The top 10% of salespeople are *sensitive* to power relations:

- a) No matter who they are talking to, they are alert to what is **really** going on;
 - b) They continually ask questions to **learn more** about the other people in the account.
5. **Rule:** Build a wide network of contacts within the customer organization:
- a) The perspective of one or two is *limited*;
 - b) The way to develop a network is to ask *questions*;
 - c) Then, *listen* to the answers;
 - d) Take *notes* on their responses;
 - e) *Double-check* on your perceptions with others;
 - f) Eventually, you get a clear picture of the way things work.
6. Learn the *decision-making* process of your customers:
- a) This will save you an enormous amount of time;
 - b) Never assume that you know it already.

7. A decision-maker is a person who can say *yes, no, or delay* the purchase:
- a) There is usually only one person who can say “yes.” Who is it?
 - b) Many people can say “no;”
 - c) Some people can say, “Not yet” for a variety of reasons;
 - Some may protect themselves by delaying decisions until the projects die;
 - Delay is the cruelest form of denial.
8. The typical form of power is *position* power:
- a) The person that has the title doesn’t always make the decision;
 - b) One rule is often to let other people make the decision and take the responsibility;
 - c) Some senior executives may defer making decisions as a matter of “political intelligence” or survival.
9. Another form of power is *financial* power:

- a) This person can say “yes;”
 - b) This person is concerned with the bottom line;
 - c) In your presentation to this person, talk about bottom line profits and how the organization will be positively affected by the R.O.I.
10. *Technical* power is often possessed by the person who can say “no:”
- a) This person judges if the product is suitable for the organization or not;
 - b) He is most concerned with being accurate or correct.
11. *User* power is possessed by the person who actually uses the product or service. He has to like it and want to use it:
- a) They are going to be asked before the sale is made;
 - b) You may have to “sell” the usefulness of your product in helping this person get better results.
12. The next form of power is *mentor* power:

- a) A mentor is a friend who can *guide* you through every aspect of the sale;
 - b) This guide wants you to be *successful* and understands how the organization works, and who you need to talk with to get the sale;
 - Just having one person to help “navigate the political shoals” can make you successful;
 - Finding the person who can help you should be one of your first prospecting activities!
13. Another important form of power is *expert* power:
- a) There may be someone in the organization who is highly respected;
 - b) Talk to this person first;
 - c) They may well have a “halo-effect” in the organization;
 - d) Their opinion is respected and always sought out before a decision is made;
 - e) Who is **most respected** in the organization?

14. The *vendor-champion* is someone who would like you to make the sale in the organization (and is usually **outside** of the corporation you are prospecting):
- a) This person may be your mentor outside the company,
 - b) Alternately, this person could be someone else who wants to make the sale happen in that organization.
15. The *customer-champion* is someone **within** the corporation that has used your product before and believes in the value of it for this particular customer:
- a) Who within the organization will champion you?
 - b) One solid customer champion can open every door for you.
16. There is often an *outside* power, such as a consultant, an accountant, a lawyer or some other friend or associate who can help you:
- a) Resolve to find out who it might be and then meet with them in advance so that they won't shoot down your proposal later;
 - b) Often an outside power can open the door for you and introduce you to the right people.

17. There is the “*alternate-solutions*” power:
- a) They offer solutions that are totally different;
 - b) Something different is *competitor* power;
 - c) You must know who they are and what their alternative solutions are;
 - d) They can be very powerful. You must identify them and develop a strategy to protect your selling proposition.
18. Remember that you also have *personal* power:
- a) You can position yourself as an *expert*;
 - b) Many sales are made because the seller is *liked* and respected;
 - c) You can develop in-depth *knowledge* of the industry;
 - d) You can develop knowledge of the customer and his/her needs and problems;
 - e) The strength of the trust-relationship between you and the customer can overcome many of the doubts that cause him to hesitate;

- f) If they like you and believe in you, they will likely buy from you!
19. The critical factor in any buying decision is the factor of risk:
- a) Your job is to be the **low-risk** provider;
 - b) Show how and why your product is the **safest** choice.
20. In every purchase decision there are *risk factors*:
- a) One risk factor is the *size* of the sale, the number of dollars;
 - Large dollar investment means bigger risks, more politics;
 - b) A *first-time* decision is a big risk if they have never bought this product before;
 - c) It is a risk if many people are involved and will be affected by the sale, positively or negatively;
 - d) The cost of a *wrong* decision can be a significant risk factor;

- e) Possible damage to one's personal reputation makes people afraid of making a decision;
 - f) Wherever there are risk factors, politics can emerge and affect the sale.
21. Your job is to look for a *win-win* result — a positive payoff for each decision maker involved:
- a) This is a situation where everyone involved in approving the sale can benefit;
22. Take time to understand the *decision-making process* at the beginning of your prospecting cycle:
- a) This knowledge will help you in the long-run, and especially if the key players change.
23. There is no substitute in building a political base in an organization for a *wide range* of contacts:
- a) This is accomplished by contacting lots of people. The more people you know, the more information you receive that will help you to make the sale.
24. How the game is played is critical!

25. Use your political skill:

- a) You can help those who are not skilled in political activity to negotiate through the politics of the organization;
- b) You can help them deal with political influences, enabling them to purchase your products and services;
- c) Power, politics and influences have an inordinate impact on whether or not you make all the sales that are possible for you.

SUMMARY

Wherever there are people with different opinions and goals, there will be jockeying for power and influence.

Everyone is determined to get the very most for themselves in terms of money, position, authority and status. These are the inevitable facts of life in dealing with any organization.

Your job is to ask questions, position yourself as a friend to everyone, and seek to understand the political decision making process in the organization as it relates to what you sell. Once you have built these essential business friendships and relationships, take time to nurture them throughout the time that they are your customers.

ACTION EXERCISES

1. List *three* different types of decision maker in any sales account:

1. _____

2. _____

3. _____

2. What are *three* things you can do from the beginning to develop an understanding of how decisions are made in the customer account?

1. _____

2. _____

3. _____

3. List the *three* most important risk factors that cause prospects to hold back from the buying decision:

1. _____

2. _____

3. _____

4. Who are *three* of the key people, inside and outside of your customer accounts, with whom you can build relationships with, to help you to make the sale?

1. _____

2. _____

3. _____

5. What are the *three* biggest **obstacles** to making a large sale to a company or organization?

1. _____

2. _____

3. _____

6. What are *three* of the forms of **personal power** that you can develop to help you in a sales relationship?

1. _____

2. _____

3. _____

7. What are *three* factors that can **derail** a sale?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

Lesson Six

QUALITIES OF TOP NEGOTIATORS

Session Outline:

1. Everything is Negotiable
2. Qualities of Top Negotiators
3. The Key Negotiating Tactic
4. The Practices of Successful Negotiators
5. Why Time is a Critical Factor
6. Developing Options
7. Know Exactly What You Want
8. The Importance of Planning in Advance
9. The *Law of Four*
10. No Negotiation is Final

INTRODUCTION

"God gives talent; work transforms talent into genius."

Anna Pavlova

Top negotiators in every field have been studied for many years. They each have similar qualities that you can learn and apply to every situation you deal with in selling. By practicing the behaviors of top negotiators, you will soon get the same results that they do.

Top negotiators are *made*, not born. They study the field of negotiating carefully and practice continually. They do certain things in the same way, over and over again. They have developed a series of techniques and strategies that work in almost every situation.

In this session you will learn how to approach every negotiating situation with a set of proven tools and techniques that you can use to get the very best deal for yourself and your company. You can apply these methods and ideas to every part of your personal life as well.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What is the basic skill of a top negotiator?
2. What is the role of questions in a negotiation?
3. Name some of the key practices of top negotiators.
4. What is the role of *time* in a negotiation?
5. How do you improve your position in any negotiation?
6. What is the *Law of Four* in a negotiation?
7. What should you do at the end of each part of the negotiation?

QUALITIES OF TOP NEGOTIATORS

1. In dealing with prices, terms and business conditions, *everything* is negotiable:
 - a) *Ask* your way to success;
 - b) The fear of *failure* holds people back from asking for what they really want.
2. The qualities of *top* negotiators:
 - a) They are warm, friendly, *low-key* in their interactions with others;
 - b) They focus on the *relationship* as much as on the issues involved;
 - c) Top negotiators focus on areas of *strength* and leverage;
 - d) Top negotiators consider the *entire package* rather than just the price;
 - e) Top negotiators *clarify* the most important concerns of the other person first;

- f) Top negotiators continually ask, "*How important is that to you?*"
3. Key negotiating tactic? The ability to ask *good questions*:
- a) People are persuaded more by *questions* than by statements;
 - b) Questions reveal *needs*, uncover problems;
 - c) Questions uncover *flaws* in the customer's positions;
 - d) Questions reveal strategic information — Why? What? How?
 - e) Questions *control* the discussion;
 - f) Questions are an effective *alternative* to disagreement;
 - g) Questions give you time to *think*, while the other person is answering.
4. The *practices* of successful negotiators:
- a) They prepare thoroughly *in advance*;
 - b) They clarify all issues and concerns *at the beginning*;

- c) They review all materials and details of the subject *before* negotiating;
 - d) They approach every negotiation with a positive, *calm* attitude;
 - e) They assure understanding and agreement of *each point* as they move along;
 - f) They review and *repeat* the agreements reached before proceeding;
 - g) They *summarize* key points at the end of the negotiation to assure overall agreement.
5. **Time** is a critical element in a negotiation:
- a) The more *pressing* the need, the less effective the negotiator;
 - b) You should *set* deadlines whenever possible;
 - c) You should *avoid* deadlines that are set by others whenever possible;
 - d) You should *delay* decisions whenever possible, especially important decisions.

6. Developing *options* improves your position in a negotiation:
 - a) You are only as free as your *alternatives*;
 - b) The more choices you have, the more *power* you have in a negotiation.
7. Know exactly what you want *before* you go into a negotiation:
 - a) What is your *ideal* outcome or result desired?
 - b) What are you prepared to give? What are you prepared to accept?
8. Think through every detail thoroughly, in advance:
 - a) What are each party's *requirements* from this negotiation?
 - b) What are the *major* issues to be resolved?
 - c) What are the *starting* positions of each party?
 - d) What are your personal minimums? Maximums?
9. The *Law of Four* — applies to any negotiation:
 - a) There are usually only *four* issues to be resolved;

- b) There is a *major* issue and three minor issues;
 - c) *Differences* in perceived importance of the issues to be solved make a negotiation possible.
10. No negotiation is ever *final*:
- a) With new information, ask to *reopen* the negotiation;
 - b) Be prepared to *revise* the terms of the negotiation for the other party;
 - c) Both parties should be *flexible* in every negotiation.

SUMMARY

In business, sales and life, almost everything is negotiable. Your skill as a negotiator will largely determine how much you sell and earn in the course of your career. Fortunately, negotiating is a business skill that you can learn with practice.

You only learn how to negotiate by negotiating. Review these ideas on a regular basis, prior to every negotiating situation. The more you practice, the better you will become. Soon, you will be one of the top negotiators in your field.

APPLICATION EXERCISES

1. What are the *three* most common negotiating situations in which you find yourself?
 1. _____
 2. _____
 3. _____

2. What are the *three* major issues that seem to arise in every sales negotiation?
 1. _____
 2. _____
 3. _____

3. What *three* things could you do to give yourself an **advantage** in a negotiation?
 1. _____
 2. _____
 3. _____

4. What are *three* of the most important **skills** of a good negotiator?

1. _____

2. _____

3. _____

5. What are *three* of the advantages to you of being a good **listener** in a negotiation?

1. _____

2. _____

3. _____

6. What are the *three* main benefits of using **questions** in a negotiation?

1. _____

2. _____

3. _____

7. What are *three* of the most important things you can do to **prepare** for a negotiation?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

Lesson Seven

NEGOTIATING THE SALE

Session Outline:

1. The Importance of Negotiation
2. The Purpose of Negotiation
3. Rule Number One in Negotiation
4. When to Delay Negotiation
5. How and When to Use Negotiation as a Sales Tool
6. Negotiation Requirements
7. The Three Primary Aims in Sales Negotiation
8. The Six Primary Styles of Negotiating
9. The Importance of Preparation

INTRODUCTION

*“Don’t judge each day by the harvest you reap
but by the seeds that you plant.”*

Robert Louis Stephenson

Your ability to negotiate well in your own behalf, both in selling and in personal life, is essential to getting the very best prices, terms and deals that are available to you.

People who do not like to negotiate are people who are simply not very good at negotiating. Like riding a bicycle, negotiating is a skill that can be learned by study and practice. You can become an excellent negotiator if you really *want* to.

Your ability to negotiate well for yourself and your company can make an enormous difference in the quality of your sales and the degree of profitability you achieve for your organization.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What is the true purpose of sales negotiating?
2. When should you start negotiating in a sale?
3. What is the value of early concessions in a negotiation?
4. What one thing must you have before you offer to negotiate?
5. What must you not allow the customer to get away with in a negotiation?
6. What is the primary style of successful negotiating?
7. What is the key to successful negotiating, at any time?

NEGOTIATING THE SALE

1. All of *life* is a negotiation, from birth to death, in everything you do:
 - a) You negotiate from *infancy*, for the attention of your parents;
 - b) You negotiate every *hour* of the day;
 - c) You negotiate for everything that you *get*, or fail to get;
 - d) The only question is, "Are you good at negotiating, or *not*?"
 - e) *Sales* negotiating is central to reaching long-term agreements with customers.
2. What is the *purpose* of negotiation? Answer: To reach an **agreement**, so that:
 - 1) All parties are *satisfied*;
 - 2) All parties are *committed* to fulfilling their obligations;
 - 3) All parties are willing to negotiate *again* with each other.

3. Rule number one in negotiating is "*Avoid negotiating whenever possible!*"
 - a) Charge *fair*, competitive prices at all times;
 - b) Expect price *resistance*, sticker shock, as a normal part of doing business;
 - c) You can say that you have "no authority" to negotiate.
4. *Delay* negotiating as long as possible in any sales conversation:
 - a) *Early* concessions in a sales conversation have little impact on the customer;
 - b) Discounts and concessions don't increase the *attractiveness* of your product or service;
 - c) Buying desire must *precede* concessions.
5. Negotiating is a *sales tool*, to be used later in the sales conversation:
 - a) *Early* concessions create an appetite for more and bigger concessions later;

- b) The *first* person to concede will usually concede again and again;
 - c) Never use negotiating as a substitute for *salesmanship*.
6. There are several requirements for negotiating, "musts" that are necessary *before* you begin:
- a) Negotiation must be *essential* to making the sale;
 - b) You must have the *authority* to negotiate;
 - c) *Both parties* in the negotiation must be able to vary the price, terms, delivery and other details;
 - d) You must not allow the "agent without authority" gambit by the other person.
7. There are *three* primary aims of negotiating in selling:
- a) You negotiate when it is *necessary* to get the sale;
 - b) You negotiate to build a long-term *relationship* with the customer;
 - c) You negotiate to find a way to *satisfy* both parties with the transaction.

8. There are *six* primary styles of negotiating that people use:
- a) *Win/Lose* — you win and the other person loses in the negotiation;
 - b) *Lose/Win* — you lose and the other person wins or comes out ahead in the negotiation;
 - c) *Lose/Lose* — both parties end up with a poor deal at the end of the negotiation;
 - d) *Compromise* — both parties give in to get an agreement but neither is satisfied with the results;
 - e) *Win/Win* — the negotiation leaves both parties feeling better off and more satisfied than they were before;
 - f) *No Deal* — the parties agree to disagree because they are too far apart;
 - g) Rule in negotiation: "Win/Win or No Deal!"
9. *Preparation* is the key to successful negotiating, where you anticipate the other's position and needs accurately:
- a) Use the "Lawyer's Method," prepare your position from the other person's point of view;

- b) Use the "20 Idea Method" — quickly write out 20 benefits for the other party in negotiating satisfactorily with you;
- c) Research — talk to *someone else* who is familiar with the other party;
- d) Do your homework — get the *facts* before you go into a negotiation;
- e) Ask the *customer* for the information you need to negotiate effectively for yourself and your company.

SUMMARY

Some customers negotiate as a matter of habit. Some customers love to negotiate, no matter how good your deal is. Some customers will ask you for concessions immediately and then will use those concessions to gain even greater concessions later.

In every case, you must negotiate carefully, thoughtfully and with complete prior planning so that you get the very best deals for yourself and your company.

APPLICATION EXERCISES

1. Give *three* reasons why you should **avoid** negotiating whenever possible:

1. _____

2. _____

3. _____

2. What are the *three* rules for the use of **concessions** in a negotiation?

1. _____

2. _____

3. _____

3. Give *three* of the **six** styles of negotiating:

1. _____

2. _____

3. _____

4. What are the *three* chief aims of negotiating in a sales situation?

1. _____

2. _____

3. _____

5. What are the keys to proper **preparation** in a sales negotiation?

1. _____

2. _____

3. _____

6. What **conditions** must exist before you enter into a sales negotiation?

1. _____

2. _____

3. _____

7. What are *three* things you can do to **avoid** negotiating in a sales situation in the first place?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

Lesson Eight

SERVICE EXCELLENCE

Session Outline:

1. The Purpose of Your Job
2. Your Quality Ranking in the Marketplace
3. The Four Levels of Customer Service
4. The DREAM Acronym
5. The Four Levels of Product or Service
6. The Moments of Truth in Every Sale
7. How Your Customers Describe You
8. Developing a Customer Service Strategy
9. What Does a Customer Want?
10. Who Determines Your Quality Service Standards?
11. Handling Customer Complaints and Dissatisfaction
12. The Ongoing Service Strategy

INTRODUCTION

*"If the rate of change on the outside (of the firm) exceeds
the rate of change on the inside, the end is near."*

Jack Welch

No matter what you do in your company or organization, your job title is "Problem Solver" and your job function is "Customer Satisfaction."

Your customer is anyone you depend upon for your continued success and security in your job. Your customer is also anyone who depends upon you for their success or security.

The very best people and the very best companies are *obsessed* with customer service. The customer is the most important single person in their thinking. Everything they do is strategized to satisfy their customers *better* in some way.

As Sam Walton said, *"The real boss is always the customer. And he can fire us at any time by simply deciding to spend his money somewhere else."*

Your ability to develop and maintain a reputation for high levels of service excellence is the key to the success and prosperity of your organization and to success in your career.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What are the four levels of customer service in today's marketplace?
2. What are the four levels of each product or service in the customer's eyes?
3. What does the Walt Disney service acronym "DREAM" mean?
4. What is a "moment of truth" in customer service?
5. How do your customers define quality service today?
6. What do all customers want when they buy something?
7. What is the best strategy for handling customer complaints?

SERVICE EXCELLENCE

1. What is your job? To *create and keep* a customer!
 - a) The typical company only hears from 4% of *unhappy* customers;
 - b) 96% go away *quietly*. 91% *never* return;
 - c) An unhappy customer tells **8-10** others;
 - d) 70% will buy *again*, if their problem is solved;
 - e) 95% will buy again, if their problem is solved *immediately*!
 - f) It costs *six times* as much to get new customers as to keep old customers!
2. The success of your business is determined by your *quality ranking* in your marketplace:
 - a) *Definition* of quality? The product or service *plus* the way it is delivered;
 - b) What is your quality ranking? Find out!
 - c) Decide to *improve* your ranking in the marketplace;

- d) A higher quality ranking enables the company to charge more, get more, earn higher profits and grow faster.
3. There are *four levels* of customer service for any company:
- a) Customer satisfaction — *minimum* requirement for survival;
 - b) Customer expectations *exceeded* — minimum requirement for growth;
 - c) Customer *delight*! The chief aim of top people and top companies;
 - d) Customer *amazement*! This is the key to rapid growth and profitability.
4. Disney Corporation service standards are among the highest in the world. Disney resorts use the acronym "DREAM." (Disney Resort Experiences Are Magic).
- Question:** How can you make dealing with you and your company a “dream” experience?
5. There are *four levels* of the product or service, from the point of view of the customer:

- a) The *generic* product — product or service is and does what it is supposed to do;
 - b) The *expected* product or service — not written down but expected by the customer and essential to customer satisfaction;
 - c) The *augmented* product or service — when the expectations of the customer are exceeded by unexpected added value;
 - d) The *potential* product or service — limited only by your imagination!
 - e) Rule: *"Your success in life (and in business) will be in direct proportion to what you do after you do what you are expected to do."*
6. **Moments of truth** — occur each time the customer comes in contact with you or your company:
- a) *Physical* moments of truth — your building, parking lot, sales materials;
 - b) *Personal* moments of truth — telephone manners, warmth, responsiveness to customer requests;

- c) "You!" — Each contact you have with the customer, in any form;
 - d) Rule: "Everything counts!"
7. Key question: How do you want to be *described* by your customers? What are the exact **words** you want them to use?
8. Developing a *customer service strategy* — the process:
- a) Who are your key customers today? Who will they be in the *future*?
 - b) What are their *expectations* for service quality?
 - c) Set *minimum* standards for service on yourself, on the company;
 - d) Examples of customer service strategies practiced by top companies;
 - 1. Domino's Pizza — 30 minute delivery;
 - 2. Nordstrom, L. L. Bean — 100% satisfaction guaranteed;
 - 3. Many companies — 24-hour turnaround on orders;

4. Zero defects is a popular customer service strategy;
 5. Federal Express — "Absolutely, positively overnight;"
 - e) Set standards you can meet; get everyone committed to them;
 - f) Tell your customers your service quality standards, and live up to them!
9. What does a customer want? The same as you!
- a) Friendly, cheerful service;
 - b) Promptness — of service, delivery, billing;
 - c) Ease of transaction, convenience, no hassle;
 - d) Quick response to problems, complaints;
 - e) To be valued, appreciated, made to feel important.
10. Who determines *your* quality service standards?

Answer: Your *competitors*! Their services become minimums that you must exceed to win and keep customers.

11. Customer complaints, dissatisfaction? "Moments of truth!"
- a) Customer complaints are *inevitable*. Only your responses are **optional**;
 - b) Customer complaints are an *opportunity* — to build customer loyalty;
 - c) Strategy? Hear it out completely. Don't defend;
 - d) Empathize: "I understand exactly how you feel. If I were in your situation, I would feel the same way."
 - e) Apologize — say "I'm sorry!" or "We're sorry;"
 - f) Offer to solve the problem immediately;
 - g) Make amends — do something *extra* for the customer.
12. Ongoing service strategy — continually ask your customers these questions:
- a) How are we doing?
 - b) How can we improve?
 - c) What are your expectations of us?
 - d) How can we increase the value of our services to you today?

SUMMARY

Resolve to give the very best customer service of any person or company in your industry. Decide what excellent customer service would be and then get started!

APPLICATION EXERCISES

1. What are *three* ways to respond to a customer complaint?

1. _____

2. _____

3. _____

2. What do your customers consider to be quality in terms of your product or service?

1. _____

2. _____

3. _____

3. Which of your actions toward them do your customers value *most*?

1. _____

2. _____

3. _____

4. How can you use "Excellent Customer Service" as a strategy to differentiate your company from its competitors?

1. _____

2. _____

3. _____

5. What *do* you do, or *can* you do, to delight or *amaze* your customers?

1. _____

2. _____

3. _____

6. What are the most important "moments of truth" in your relationships with customers?

1. _____

2. _____

3. _____

7. What *words* do you want your customers to use when they describe you to other potential customers?

1. _____

2. _____

3. _____

What one thing are you going to do immediately as a result of what you have learned in this session?

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Lesson Nine

CUSTOMERS FOR LIFE

Session Outline:

1. Joining the Top 10% in Your Field
2. Why Sales Today are Harder than Ever Before
3. Why Customers Today are Tougher to Sell To
4. The Purpose of a Business
5. The Key to Sales Success
6. The Major Sales Influence in Buying Behavior
7. The Measure of Your Success
8. Reasons for Customer Defection
9. The Golden Rule in Customer Service
10. The Golden Chain
11. Developing a Relationship Selling Strategy
12. Serving Your Customers Better than Anyone Else

INTRODUCTION

*“There is no point at which you can say,
‘Well, I’m successful now. I might as well take a nap.’”*

Carrie Fisher

A direct sale to a commercial customer today costs more than \$400 in terms of time, travel, advertising, lead generation and other expenses. Acquiring a customer at this cost can put a company out of business unless that customer buys again and again.

The very best salespeople, and the very best companies, implement strategies to acquire customers and keep them for life. Your goal must be to develop long-term customer relationships and then to hold on to them in the face of evermore aggressive competition.

When you install a customer acquisition and retention strategy, you do more to build and maintain long-term customer relationships than ever before. By continually thinking in terms of "customers for life," your success in sales will be assured.

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What are the primary reasons that customers leave one company and start buying from another company?
2. What questions can you ask to discover how you can serve your customers better?
3. How do you measure your success in building customers for life?
4. How do you apply the Golden Rule in building customer relationships?
5. What is the most important sale to a customer, and why?
6. What should be the key focus of every customer relationship?
7. What is the major reason that people buy or decide against buying a product or service?

CUSTOMERS FOR LIFE

1. Your goal should be to be among the **top 10%** in your field:
 - a) You want to sell *more* of your products or services to better prospects, easier;
 - b) You must study, learn, practice and become *excellent* at your craft;
 - c) Your goal is to build a solid customer base of *repeat* sales.
2. Sales today are *harder* than ever before:
 - a) It takes *more calls* to find qualified prospects;
 - b) It takes more *callbacks* to make individual sales;
 - c) There is more *competition* for the business than ever before.
3. Our customers today are *tougher* to sell to than ever before:
 - a) They are more *knowledgeable* about products and services available;

- b) They are more *demanding* with regard to quality, service and value;
 - c) Customers today have more *choices* and therefore they have less urgency to decide;
 - d) Customers are *impatient*; they want everything now!
4. **Purpose of a business?** To create and keep a customer!
- a) The first sale? The *hardest* and most expensive!
 - b) The second sale? The most important. It is *proof* that you have delivered on your promises;
 - c) Resales are 5 times, 10 times easier than new sales;
 - d) Referrals are 15 times easier to sell to than cold calls.
5. Customer *retention* is the key to sales success:
- a) Single-purchase customers are too hard and expensive to acquire;
 - b) Your focus must be on the *second* sale, and the third;

- c) Your first goal? *Resales* to the same customer, over and over!
 - d) Your second goal? Referrals to new prospects from your satisfied customers.
6. Major sales influence in today's marketplace? *Word of mouth!*
- a) Your aim? Get your *customers* selling for you!
 - b) Method? *Outstanding* customer service!
 - c) *Speedy* response to inquiries is a key measure;
 - d) *Fast action* on complaints is vital;
 - e) Regular follow-up and continuous customer service are essential.
7. The *measure* of your customer service success? The percentage of your business from repeat sales and referrals!
- a) Imagine if you could not *prospect* any more;
 - b) What would you do to develop new business?

- c) Key: treat every customer as if you were on the verge of losing them.
8. Reasons for customer *defection* — based on research:
- a) Lack of *attention* — by the salesperson;
 - b) *Indifference* on the part of someone in the company;
 - c) Lack of *responsiveness* — to inquiries;
 - d) Lack of responsiveness — to *complaints*;
 - 1. Fast response builds loyalty;
 - 2. Slow response — triggers fear, anger.
9. **Golden Rule** — serve your customers the way you would like your suppliers to serve you.
10. **Golden Chain** — develop an endless chain of referrals from satisfied customers.
11. Relationship selling strategy:
- a) Build rapport and trust from the beginning;

- b) Build *credibility*, perceived competence;
 - c) Develop a relationship *maintenance* strategy.
12. Service your customers *better* than anyone else:
- a) Ask: "*How can we serve you better?*"
 - b) Ask: "*How can we improve our services in the future?*"
 - c) Always say: "*We'll get on that right away!*"

SUMMARY

Develop a customer sales and service strategy that enables you to get and keep customers for life. This is the foundation of a great sales career and the foundation of all long-term business success.

This customer service approach does not happen by accident. It requires careful planning, discussion and training of everyone who deals with customers. There must be rewards and recognition for those who go the extra mile to please and satisfy customers.

All successful salespeople and businesses are known for how well they treat their customers. This must be your goal as well.

ACTION EXERCISES

1. What *three* steps can you take, starting today, to be among the top 10% of salespeople in your field?
 1. _____
 2. _____
 3. _____

2. Give *three* reasons why is selling harder today than ever before:
 1. _____
 2. _____
 3. _____

3. What are the key factors that make customers **more** demanding today than ever before?
 1. _____
 2. _____
 3. _____

4. What are the *three* most important things you can do to create and keep customers?

1. _____

2. _____

3. _____

5. What are *three* things that you can do to assure customer **retention**?

1. _____

2. _____

3. _____

6. What are the *three* most important determinants of your ability to get repeat sales and referrals from your customers?

1. _____

2. _____

3. _____

7. What are the primary reasons for **customer defection** to another supplier?

1. _____

2. _____

3. _____

What one action are you going to take immediately as a result of what you have learned in this session?

Lesson Ten

PERSONAL SALES PLANNING

Session Outline:

1. Being in Business for Yourself
2. Establishing Your Key Goals
3. The Five-Part Strategic Planning Model
4. The Starting Point of Personal Strategic Planning
5. The Key to Sales Success
6. Measuring Your Current Level of Skill and Competence
7. Identifying Your Limiting Factors to Sales Success
8. Making and Implementing a Daily Plan

INTRODUCTION

*“A winner is someone who recognizes his God-given talents,
works his tail off to develop them into skills,
and uses those skills to accomplish his goals.”*

Larry Bird

Successful salespeople are better *thinkers* than average salespeople. The more accurate you are in thinking about yourself, your goals and the activities necessary to accomplish them, the more successful you will be in everything you do.

The most important difference in work life today is that every person is totally in charge of his or her own career and financial future. You are the President of an entrepreneurial company with one employee — yourself. You are in charge of selling one product: your personal services. Your goal is to increase the quality and quantity of the services you sell so you can increase your income.

The aim of personal strategic planning is to increase your "Return on Energy" (R.O.E.). Your mental, emotional and physical energy is all you really have to sell. Your standard of living is totally determined by how well you *trade* your energy in the marketplace for results and rewards.

In this lesson, you will learn how successful people accomplish far, far more than the average person by planning their goals and activities in advance. The key to success has always been to "plan your work and work your plan!"

WHAT DO YOU ALREADY KNOW?

Test your knowledge by attempting to answer the questions below:

1. What is your exact income goal for the next twelve months?
2. How many calls will you have to make to achieve this income goal?
3. What is your desired hourly rate for your work over the next twelve months?
4. What is the purpose of personal strategic planning?
5. How much money will you need to be financially independent at the end of your career?
6. How do you increase the *slope* on your success curve?
7. What are your major strengths and weaknesses in selling?

PERSONAL SALES PLANNING

1. As a professional salesperson, you are in business for *yourself*:
 - a) You are the *President* of your own personal services corporation;
 - b) The worst mistake you can ever make is to think you work for anyone else but *yourself*;
 - c) You are the President of your own career, your own life;
 - d) You determine your own income — over time;
 - e) You are your own boss, no matter who you work for;
 - f) The purpose of strategy? To increase R.O.E.!
 1. R.O.E. usually means "Return on Equity," better financial results;
 2. Your equity is *mental, emotional and physical*;
 3. R.O.E. also means "Return on Energy." Your goal is to increase "*Return on Energy*;"

- g) Like successful companies, successful people have good strategic business plans.
2. Start with your *goals* — short-term, medium-term and long-term:
- a) Financial independence? How much money will you need to *retire* comfortably?
 - b) To become one of the **top 10%** of sales professionals in your field, how much will you have to sell? Earn?
 - c) How can you *increase* your sales and your income by 10%, 20% or more each year?
 - d) Careful planning acts as an *accelerator* toward your goals;
 - e) Regular planning increases the *slope* on your success curve — it gets you there earlier.
3. The basic strategic model that you can use is called the **GOSPA Model**:
- a) *Goals* — your long-term targets and desired outcomes;
 - b) *Objectives* — the steps you must take on the way to your goal;

- c) *Strategies* — the ways you can accomplish the various steps on the way to your goal;
 - d) *Plans* — organized lists of activities to achieve the strategies in your plan;
 - e) *Activities* — the daily actions you take to fulfill your plans.
4. The starting point of personal strategic planning in sales consists of your goals for income and sales:
- a) What is your annual income goal?
 - b) What is your annual sales goal? (The amount you must sell to achieve your income goal?)
 - c) How much do you intend to earn each month, each week, each day?
 - d) Dividing your desired annual rate by 2000 hours, what is your desired *hourly* rate?
5. The key to sales success is controlling your *activities* hour by hour:
- a) Start with your sales volume — the amount you must sell;

- b) What is the average size of your sales?
- c) What is the number of sales you will have to make?
- d) How many calls will you have to make to achieve your sales targets?
- e) How many presentations will you have to make?
- f) How many proposals and follow-ups to presentations will you have to make?
- g) What is your *closing* ratio? Per call? Per presentation? Per follow-up?
- h) Use the Sales Funnel as a model to plan your activities;
 - 1. *Prospecting* — fills the top of the funnel;
 - 2. *Presenting* — is the central part of selling;
 - 3. *Follow-up* — is essential for almost all modern selling.

6. **Personal analysis** — measuring your level of skill and competence today. These are your "Critical Success Factors" in selling:

- a) *Prospecting* — give yourself a score from 1-10;
- b) *Building rapport, trust* — score yourself from 1-10;
- c) *Identifying problems* — give yourself a score from 1-10;
- d) *Presenting solutions* — score yourself from 1-10;
- e) *Answering objections* — score yourself from 1-10;
- f) *Closing the sale* — score yourself from 1-10;
- g) *Personal management* — give yourself a 1-10 score; this determines the *height* at which you can use all your other skills;

Wherever you score yourself below a "7," resolve to bring it up through learning and practice.

7. Key questions for personal strategic planning and personal improvement:

- a) What is your *limiting factor* to sales success, your weakest important area?
 - b) What one *key skill*, if you were excellent at it, would have the greatest positive impact on your sales career?
8. Finally, make a plan and then work your plan every day!
- a) You need weekly, monthly and annual plans and projects;
 - b) Become a "do-it-to-yourself" project to develop your skills;
 - c) Resolve to *be the best*, to join the top 10% in your field.

SUMMARY

You can accomplish more in a week or a month with a clear written plan than you can accomplish in a year or even two years without one. A personal strategic plan gives you a track to run on and assures that you will accomplish more than you ever imagined possible.

All top sales professionals work from a written plan. So should you!

ACTION EXERCISES

1. In what *three* ways are you in business for yourself?

1. _____

2. _____

3. _____

2. What are *three* ways that you can determine your own income in sales?

1. _____

2. _____

3. _____

3. What are the *three* most important activities in selling?

1. _____

2. _____

3. _____

4. What are *three* of the characteristics of the **top 10%** of salespeople in your field?

1. _____

2. _____

3. _____

5. In what *three* areas do you need to **plan every day** to achieve your sales and income goals?

1. _____

2. _____

3. _____

6. What are your *weakest* important skills in selling?

1. _____

2. _____

3. _____

7. What *one skill*, if you developed and did it in an excellent fashion, would have the greatest positive impact on your career?

What one action are you going to take immediately as a result of what you have learned in this session?

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