

SELLING
WITH
CERTAINTY

Presented by Bryan Flanagan



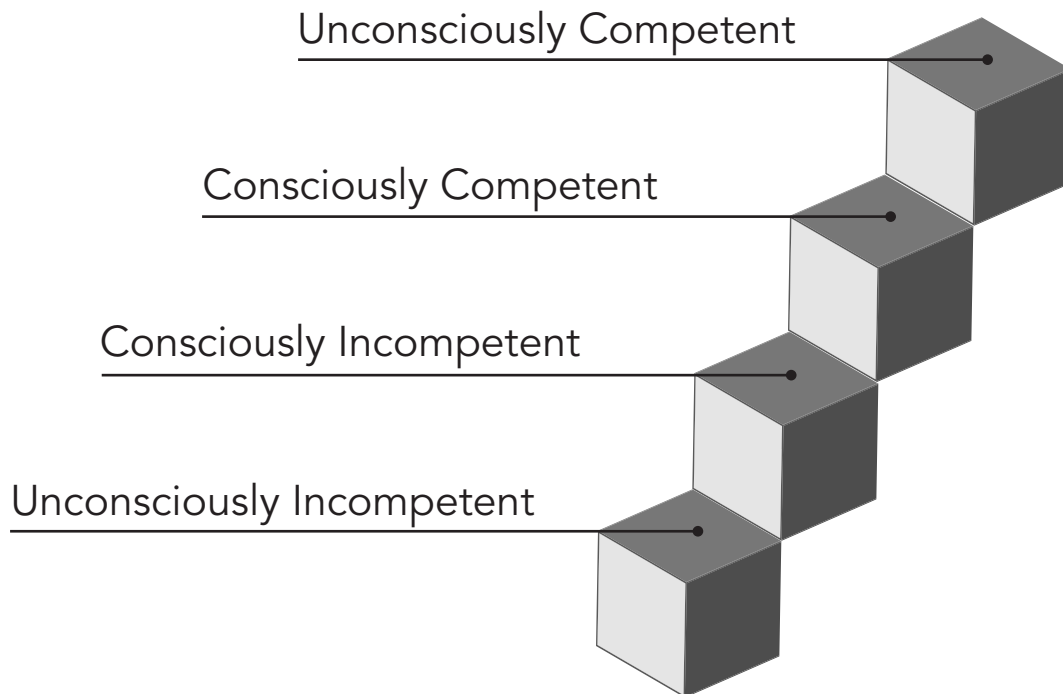
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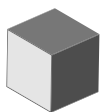
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The Four Stages Of Growth



Where are you on the Growth Stage Diagram?



Bryan's Purposes:

- Expand your existing knowledge
- Build better relationships
- Develop confidence as a sales professional
- Communicate your value
- Have fun and enjoy ourselves!



First Understand ... Then Be Understood

In a prospect-centered approach to professional selling, you must understand the needs, issues, and concerns from the other person's perspective!

List three products/services you provide:

- 1.
- 2.
- 3.

List three things your prospect's want:

- 1.
- 2.
- 3.



Your Behavioral Style

In order to determine your Behavioral Style, please complete the following:

For each of the 10 word groups below, select the word that is: MOST like you; LEAST like you; and IN BETWEEN. You are to assign 4 points to the word that is most like you, 3 points to the word that is like you, 2 points to the word that is somewhat like you, and 1 point to the word that is least like you.

There should be a "4", a "3", a "2", and a "1" on each line. *See the Example.*

Once you have completed this, follow the next set of instructions.

Example:

<u> 3 </u> Determined	<u> 4 </u> Convincing	<u> 1 </u> Predictable	<u> 2 </u> Cautious
-------------------------	-------------------------	--------------------------	-----------------------

- | | | | |
|--------------------------------|----------------------------|---------------------------|--------------------------|
| 1. <u> </u> Determined | <u> </u> Convincing | <u> </u> Predictable | <u> </u> Cautious |
| 2. <u> </u> Strong Willed | <u> </u> Persuasive | <u> </u> Easy-going | <u> </u> Orderly |
| 3. <u> </u> Direct | <u> </u> Expressive | <u> </u> Kind | <u> </u> Analytical |
| 4. <u> </u> Bold | <u> </u> Sociable | <u> </u> Cooperative | <u> </u> Precise |
| 5. <u> </u> Outspoken | <u> </u> Animated | <u> </u> Patient | <u> </u> Logical |
| 6. <u> </u> Decisive | <u> </u> Talkative | <u> </u> Loyal | <u> </u> Controlled |
| 7. <u> </u> Daring | <u> </u> Outgoing | <u> </u> Agreeable | <u> </u> Careful |
| 8. <u> </u> Restless | <u> </u> Enthusiastic | <u> </u> Considerate | <u> </u> Thorough |
| 9. <u> </u> Competitive | <u> </u> Inspiring | <u> </u> Consistent | <u> </u> Detailed |
| 10. <u> </u> Aggressive | <u> </u> Playful | <u> </u> Satisfied | <u> </u> Accurate |

Once you have assigned numbers to all 10 word groups, total the points for each column and write the total in the spaces provided below.

Totals:

Styles:



Reading People Differently

DOMINANCE

Direct
Competitive
Confident

Primary Orientation:
Results

INFLUENCING

Friendly
Outgoing
Emotional

Primary Orientation:
People

COMPETENCY

Cautious
Analytical
By-the-book

Primary Orientation:
Quality

STEADINESS

Sincere
Loyal
Good Listener

Primary Orientation:
Cooperation



Strengths, Weaknesses and Needs

Each style has its own strengths.
A weakness is an "overextension" of a strength.

STYLE	STRENGTHS	WEAKNESSES	NEEDS
D	Problem-Solving Decision Making Goal Achieving	Finds fault Lacks Caution Runs Over People	Control Authority Prestige
I	Communicating Participating Good-Finding	Time Control Follow-through Lack of Objectivity	Recognition Acceptance To Talk
S	Loyalty Listening Patience	Overly Possessive Avoids Risk Taking Avoids Conflict	Appreciation Security Time
C	Analyzing Accuracy High Standards	Rigid Procrastinates Overly Critical	Precision Work Time Facts



Selling Tendencies of Each Style

DOMINANCE

Sells Results
Closes Often
High Activity Level
Lacks Service

INFLUENCING

Sells Self
Enthusiastic
Builds Relationships
Lacks Follow-up

COMPETENCY

Sells Logic
Well Prepared
Good Follow-up
Lacks Emotional Appeal

STEADINESS

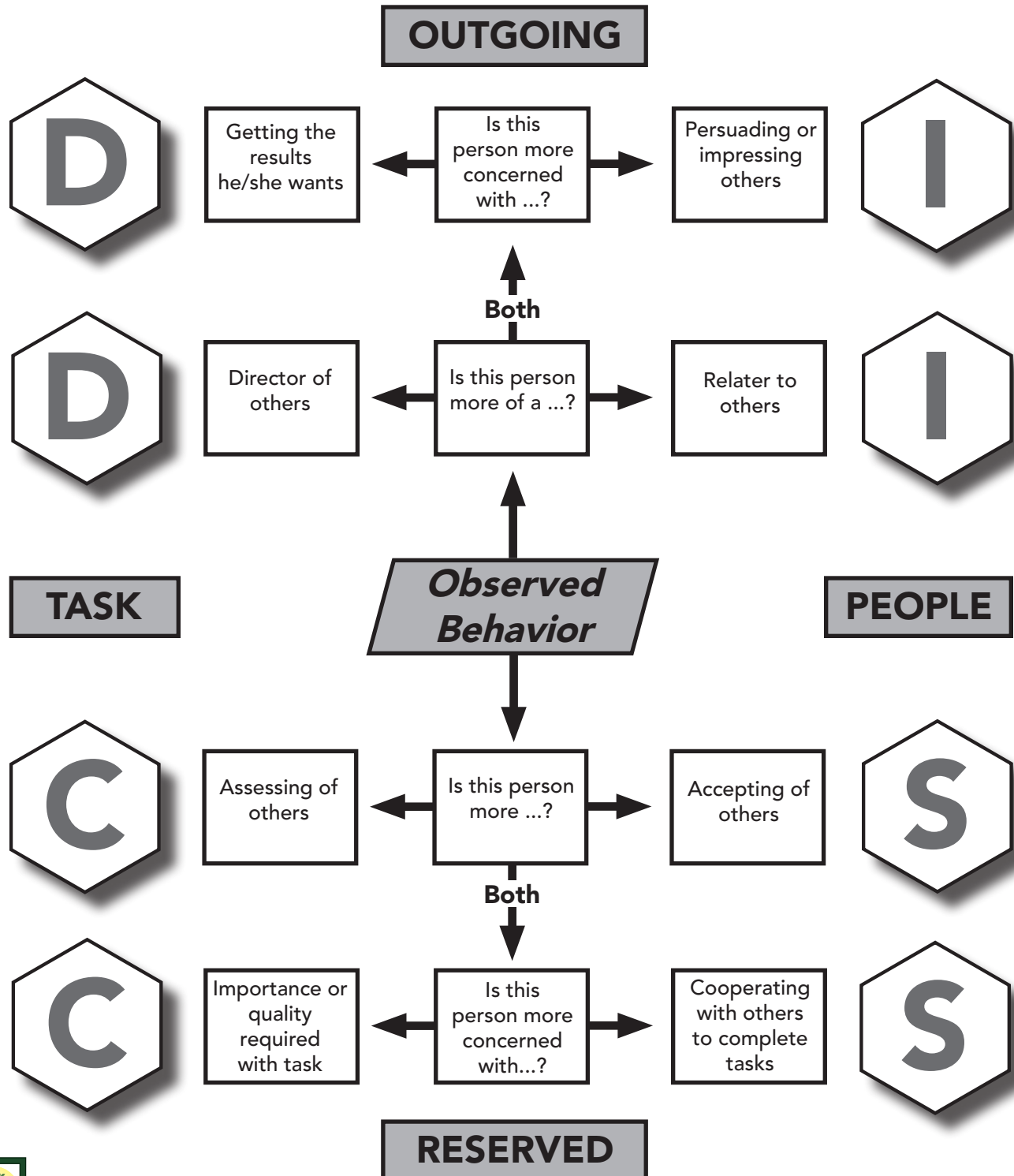
Sells Support/Service
Reliable Service
Empathetic
Lacks Closing Urgency



Determining Another's Style

Name: _____

Style: _____



Types of Questions and Statements by "Style"



- Can you prove your claims?
- How much does it cost?
- I want it now or not at all!
- When can I get it? When is it available?
- Have you ever sold anything before?



- What will my partners think?
- Your product is on sale?
- Sorry I'm late, I had another luncheon appointment.
- Let's discuss this over coffee. Where would you like to go?
- Would buying qualify me for a trip?



- Why did you change my salesperson? I was just getting used to her!
- Can I think about this and get back to you later?
- We like the way we are doing things now.
- I always buy from another supplier. What is your current price?
- How can I be sure I'm making the right decision?



- What is the warranty? Do you have it in writing?
- Will you be able to meet my exact requirements and specifications?
- We must follow the guidelines for this transaction.
- Do you have any literature you can leave so I can read/study it?
- How did you arrive at that decision?



How to Communicate to Different Styles

DOMINANCE

Be Direct
Concise, to the Point
Answer "What"
not "How"
Bottom Line

Suggested Words:

INFLUENCING

Spare the Details
Socialize
Follow Up
Show Excitement

Suggested Words:

COMPETENCY

Proof and Testimonials
Prepared and Structured
Answer "How"
Address disadvantages
early

Suggested Words:

STEADINESS

Earn Their Trust
Slow and Easy
Answer All Questions
Reassure

Suggested Words:



Communicating Style-to-Style

"D" communicating to:

- D** = Be Yourself
- I** = Be Prepared to Socialize
- S** = Slow Down, Share Information, Don't Push
- C** = Provide Proof/Facts

"I" communicating to:

- D** = Be Business-like, Don't Initiate Small Talk
- I** = Remember to Ask for the Order
- S** = Earn Trust, Don't Become Overly Friendly
- C** = Stick to Proof/Facts

"C" communicating to:

- D** = Concentrate on "What" not "How"
- I** = Hit High Points
- S** = Give Time to Digest Information
- C** = Remember to Take Action

"S" communicating to:

- D** = Be Show Confidence
- I** = Provide Social Time
- S** = Reassurance
- C** = Use Evidence; Answer All Questions



The Sales PROCESS

Step	Purpose	How
P lan, Prepare, Prospect	Get ready! Establish your call objectives	Research, observe, be open to sales opportunities, initiate contact
R elate	Build trust/rapport	Focus on prospect
O pen Dialogue	Determine N-I-C	Ask appropriate questions
C onfirm Needs	Gain agreement that a need(s) exists	Upset prospect's "homeostatic" balance
E xplain Your Recommendation	Introduce Solution	"Let me recommend..."
S ell the Value	Interpret the value of your solution	Communicate via the Prospect's P-O-V
S imply Ask for the Order	Reach closure	AAFTO: Always Ask For the Objective



The Sales **P**ROCESS

Plan and Prepare

The purposes of this stage are to establish your sales call objectives and prepare for your sales day.

Preparation compensates for a lack of talent! It also compensates for surprises! The better you plan and prepare, the better your chances for sales success.

1. How do you plan and prepare for your sales day?

2. How do you plan and prepare for sales calls?

3. What do you do after the sales call?

4. How can you improve your planning and preparation?

Notes:



The Sales **P**ROCESS

Prospect

The purposes of this stage are to identify and contact potential customers.

Pressure selling is caused by a lack of prospects. Prospecting is not a “part-time” activity. It is a constant activity performed throughout the sales day/week/month. It is the lifeline of your business.

1. Once you have identified a potential customer, how do you contact him/her?

2. What's a compelling business reason(s) someone should talk with you and/or meet with you?

3. This is the first time you have contacted this person? What do you say?

4. You have been given a referral. When contacting a referral, what do you say?

Notes:



The Sales PROCESS

Relate

The purpose of this stage is to build trust and rapport with your customer.

People don't care how much you know until they know how much you care ... about them! Remember, as a sales professional, you are in the people business. "First touch the person, then touch the teeth." Dr. Richard Chapman, DDS

1. How does your company establish a good reputation in the marketplace?

2. How do you build trust and rapport?

3. 7% = Words*

38% = Tone of Voice*

55% = Body Language*

"Silent Messages" by Albert Mehrabian

* When communicating feelings and attitudes.

Notes:



The Sales PROCESS

Open a Dialogue

The purpose of this stage is to gather information in order to determine the customer's needs, issues, and concerns.

Whoever has the most information has the most influence. You are only as good as you information. Therefore, it is imperative that you ask high-gain and high-impact questions so that you can gain enough information to clearly identify and understand those needs.

Four Types of Questions

1. Closed Questions – these are questions that can be answered with a yes-no type response. Be careful when using this type question. Oftentimes, we mistakenly ask a Closed Question in the place of an Open Question. Close Questions should be used to solicit facts. "Does a committee decide on these type decisions?"
2. Open Questions – these are questions that gather information. They usually begin with "who, how, where, when, what, why." By using Open Questions, you increase your chances to identify the customer's needs, issues, and concerns. "If you can solve that concern, what's the benefit to you?"
3. Rebound Questions – these questions solicit additional information on a previous comment made by the customer. You may want the customer to expand or expound on a previous point. The Rebound Question allows you to gather additional, pertinent information. For example: "Mr. Watts, earlier you mentioned a lack of consistency. What did you mean by that?"
4. Agreement Questions – these questions gain customer agreement and allow you to eventually build your sales presentation.



The Sales PROCESS

Open a Dialogue

The most successful sales professionals are those who “sell by design, not by chance.” If you have a strategy when asking questions, you increase your success rate. Here’s a customer-oriented approach for conducting a sales interview.

The P.O.G.O. Approach

PERSON - Ask Open Questions about the person, his/her background, and past experience.

ORGANIZATION - Ask Open Questions about the organization, how it is structured and how they make decisions. Your situation may dictate that you ask questions about specific departments or even about the customer’s family.

GOALS - Ask Open Questions to determine goals, objectives, what the customer is attempting to achieve.

OBSTACLES - Ask Open Questions to identify what hurdles stand in the way of the customer reaching goals and objectives.

- Once you have completed the POGO questions, you can then revisit a subject that you uncovered during the POGO questions.
- You can use a Rebound Questions to achieve this.
- For example: “Mr. Watts, let’s go back and discuss the consistency issue that you brought up earlier. Why is that a concern at this time?”



The Sales PROCeSS

Confirm Needs

The purpose of this stage is to confirm that a need(s) exists. Both the salesperson and the customer must have an awareness of those needs.

This is the tricky part of the sales process. You must clearly recognize that a need exists. So does your customer! He/she must also recognize a need exists. You should not move to the next stage of the process until and unless the customer recognizes and agrees that a need exists.

You achieve this by “upsetting the customer’s homeostatic balance.” An organism stays in balance until acted on by an outside force. It then attempts to return to balance. In the world of selling, oftentimes, you are that “outside force.” Once the customer knows he/she is out of balance, you should return the customer to balance with your solution.

1. How do you recognize a need exists?

2. How does your customer recognize a need exists?

3. How do you confirm agreement that a need exists?

4. What questions can you ask to Confirm Needs?



The Sales PROC**ESS**

Explain Your Recommendation

The purpose of this stage is to introduce your solution to the customer's problem.

At this stage, you may want to transition from questioning to making the sales presentation. You may want to ask permission to move to the next stage by asking, "Mr. Watts, we both agree that there is a better way to address these issues. That's correct, isn't it? Then may I suggest that we now discuss a way to solve that for you?"

When you explain your recommendation, you must relate the information that you gained during the earlier stages of the sales process. Here is an example of a process entitled **BIC**. It goes like this:

- **B**ased on ...
- **I**'d Recommend ...
- I'm **C**onfident ...

"Mr. Watts, based on what you've said so far and the problems you are experiencing, I'd recommend that you install the Model 101. I'm confident that it will exceed your expectations."

What **BIC** wording would you use?



The Sales PROCESs

Sell Your Value

The purpose of this stage is to interpret the value of your solution to the customer.

Sales professionals should not quote price until they have established value! You have worked diligently to reach this point in the sales process. You and the customer are both prepared for the solution to the agreed upon problems. Once you have identified the customer's true need/issue/concern, you need to sell the value of your solution to that specific need.

You achieve this by communicating the values, advantages, and benefits. This should be done from the customer's point-of-view. The FFBE Process allows you to do so. The F.F.B.E. Process

- **Feature** – a trait, part, and/or characteristic of your product or service. (What it is.)
- **Function** – the act performed by the feature. (What it does.)
- **Benefit** – the advantage to the customer in using the feature. (What it does for the user.)
- **Evidence** – the support to give credibility to your claims. (Why should the customer trust your claims.)

Six Ways to Provide Evidence:

- | | |
|-------------------|----------------------------|
| 1. Statistics | 2. Third Party Reference |
| 3. Expert Opinion | 4. Personal Testimony |
| 5. Demonstration | 6. Customer Convinces Self |

EXAMPLE: "Mrs. Watts, you'll really like our club being open 24 hours (**Feature**). This allows you more options for your workouts (**Function**). The value to you is the flexibility you have in scheduling your workouts around your busy schedule (**Benefit**). Your neighbor Mrs. Samson has maintained a consistent schedule for the past six months (**Evidence**)."



The Sales PROCESS

Simply, Ask for the Order

The purpose of this stage is to reach closure and solve the customer's problem.

Both you and the customer should be eagerly awaiting this stage because the customer can solve his/her concerns and you can celebrate a sales victory!

1. Why do you ask for the order?
2. What happens when you ask for the order and you get it?
3. What happens when you ask for the order and you don't get it?
4. Can you separate rejection from refusal?
5. Develop a Closing Attitude!

EXAMPLES of Closes:

- The Time Frame Close: "When would be the best time to start?"
- Summary of Benefits Close: "You agreed to all the benefits. You've agreed that it meets your needs. Let's go ahead and ship one out for you."
- If-there-are-no-more-questions Close: "If there are no more questions, can we schedule installation for next Friday?"
- The Natural Close: "Why don't you give us a try?"

Notes:



Managing Resistance and Objections

L.C.E.T.A.A.

<u>Step</u>	<u>Purpose</u>	<u>How</u>
L isten	Determine nature of concern	Listen for content/intent
C larify	Clearly understand and identify the concern	Ask open question(s)
E mpathize	Show your concern	"Thanks for sharing that"
T est the Objection	Determine if true or false	The Suppose Test
A nsWER the Objection	Address the prospect's concern	Provide specific evidence
A sk for Agreement	Agree the concern has been satisfied	Move to the next step of the sale



Managing Resistance and Objections

(continued)

What is your definition of "objection?"

Examples: Opposition, doubts, protests, reasons not to agree.

Definition: Anything the prospect does or says to interfere with attaining your sales objections.

What type objections do you receive?

1. _____

2. _____

3. _____

What type evidence can you use to overcome these?

1. _____

2. _____

3. _____



Managing Resistance and Objections

(continued)

Example of L.C.E.T.A.A. in Action:

In the illustration below, you have demonstrated and communicated the benefits of your solution to the prospect. You have quoted a fair price. You are about to ask for the objective, when you hear the prospect say:

Prospect: "I like what I'm hearing, but I'm having trouble with your pricing structure."

Sales: "What seems to be your concern?" (*Listen and Clarify*)

Prospect: "We aren't used to paying that much."

Sales: "Are you saying that our service is not worth that much?" (*Clarify*)

Prospect: "No, I see that you add some value. I'm just not used to paying that."

Sales: "I understand. Suppose the amount can be justified? Would you then give us the opportunity to prove ourselves?" (*Empathize and Test*)

Prospect: "Why, yes, I could."

Sales: "Great. What do you need from me to give you the peace of mind that we can deliver for you? (*Answer with the type evidence he/she requires.*)

