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TimWackel!

\$6,000,000,000

99% don't set good objectives

95% talk too much

86% ask ineffective questions

82% don't differentiate

62% don't earn the business

What words describe
top performing
sales reps?

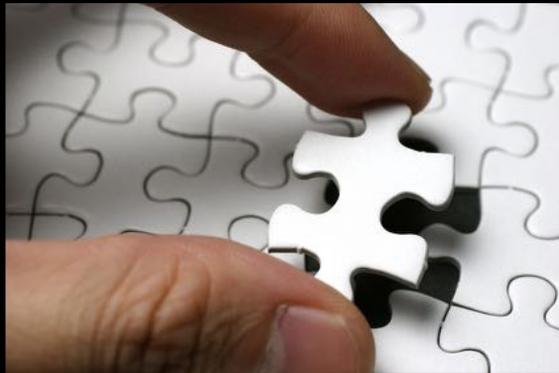
Sincere Persistent Value
Prepared Competent Consistent
Curious Trustworthy Empathetic
Hard working Creative
Enthusiastic Professional Credible
Reliable Fun! Approachable
Friendly Attentive Passion

What words describe
top performing
sales reps?

Hard Work

Mastery!

Desire



Design

Discipline



Principle #1

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Prescription before
diagnosis is malpractice

“I’d like some time on your calendar to talk about myself, my company and all of our incredible products and services.”

“Even though you get piles of unsolicited email every day, I wanted to call and see if you read the stuff that I sent you.”

“I’m eager to tell you how wonderful our existing clients think we are and we may not even discuss what you’re really interested in. Chances are good that I’ll talk for a long time so get ready to be bored out of your mind!”

Why?

- We understand our “**stuff**”
- Comfort zone, easy to do
- Countless hours of “sales” **training**
- Haven't prepared for anything else

What Happens?

- ✓ Prospect doesn't engage
- ✓ Generic positioning
- ✓ Premature focus on the obvious!
- ✓ Missed opportunity =(

Principle #2

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Make fewer statements
Ask more questions

Sales Rep Job #1

Help customers completely
understand their problems

Fun Fact

More sales are lost by asking stupid questions than by too high of a price

Obstacles?



Look uncertain

Not enough time

Asking isn't **selling**

Lack of expertise!

What's 1 thought-provoking sales question every rep should be asking customers today?

Great questions are...

- Open – not closed
- Unique & thought provoking
- Contextual – *“This is why I’m asking”*

Ask smart question,
they think you're smart.

Ask dumb questions...



“If I can save you
some money would
you be interested
in moving forward?”

“I sell _____ and there are lots of options out there. How in the world does someone in a position like yours choose?”

“There are always risks and uncertainties with changes like this... why not just leave things as they are?”

“Some clients have a tough time calculating a reasonable budget for a project like this.

Tell me a little bit about how you guys came up with your number.”

“At the end of the day, what’s going to be the biggest difference between the 1 firm that will win your business and the 3 others that don’t?”

Why ask questions?

People are far more likely to buy into ideas they discover for themselves, rather than the ones you tell them

Sales Tip

Be curious!

Tell me about your company

Describe your role here.

How is your group/department/company organized?

What are the biggest business challenges that you are facing?

What changes have occurred that are motivating you?

How are you currently handling these challenges?

How does this stack up against other challenges?

What do you like about what you are doing now?

What don't you like about what you are doing now?

What would you alter in your current process?

Where are you in solving these issues?

What do you hope to achieve by implementing a solution.

How are others in your industry solving these issues?

What happens if you do nothing?

Tell me about the results that you are expecting to achieve.

Tell me about other projects you've implemented.

Why did you contact us?

What part of these projects do you personally enjoy tackling?

What part of these projects do you dread?

What makes a product or vendor a good technical fit?

How do you plan on measuring these?

Tell me about how familiar you are with my company.

How do you think we can solve the problem?

What would prevent us from doing business together?

Describe what the 'perfect' solution looks like.

What role would we play in the decision making process?

Tell me about the criteria you will use in evaluation.

What are the critical factors that you are looking for?

What would it take for us to earn your business?

Describe some of your best existing vendor relationships.

What did the vendor do in order to make it a great relationship?

What types of factors would influence your purchasing decision?

What does the purchasing process look like?

Who else is involved in the decision?

Who has the most influence and why?

Describe where this falls on your priority list.

Tell me about the other stakeholders.

Who has the final authority to make this happen?

Whose priority is it to solve these issues?

Who benefits the most from a successful implementation?

What companies do you believe can deliver on this project?

Tell me about other ideas that you believe are viable solutions.

What are you hearing from other people in the industry?

Who do you perceive to be the market leader?

Have you had any experience with my organization?

Who appears to be the right fit knowing what you know today?

Walk me through the time frame for this project.

Describe the steps necessary to ensure a successful deployment.

Sales Tip

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Assumption is the
mother of all mistakes!

Barney?



Meaning?

Priority

Discount

Solution

Value

Proposal

Presentation

Urgent

Critical

Budget

Approved

Set the Right Tone

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“We do business with a lot of companies and we are proud of our work, but that doesn’t mean we are right for you...”

At the end of the day, I need to learn more about your exact situation before we can be sure this is a good fit...

Before I launch into how great our existing customers think we are, would it be OK if I asked you a few important questions?”

Principle #3

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Open questions
close more business

Closed Questions...

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- Require short responses
- Clarify only one fact or point of view
- Tend to lead the witness
- You to carry the burden of the dialogue

Open Questions...

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- Require an explanation
- Get the customer to start talking
- Creates an environment of interaction
- Leverage meaningful dialogue

Role #1

- Ask **only** open ended questions
- Learn about hobbies, family, interests

Role #2

- Answer questions but don't ramble

Role #3

- Identify all closed ended questions

Begin exercise & switch roles only when instructed!

What questions are easier to ask?

Which leverage better dialogue?



The more they talk...
the better they like us!

Principle #4

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Follow up or fail

When do you give up?



2% of sales are made on the **1st** attempt

3% of sales are made on the **2nd** attempt

5% of sales are made on the **3rd** attempt

10% of sales are made on the **4th** attempt

80% of sales are made after the **5th** attempt

46% of reps give up after 1st attempt

22% abort after 2nd unsuccessful attempt

14% never get past the 3rd try

82%

Follow up

Message vs Medium

Mediums?

- ✓ Email
- ✓ Phone
- ✓ Face to face
- ✓ Certified mail
- ✓ Unusual item

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Join Sign In

Start Selling

Graphics & Design Digital Marketing Writing & Translation Video & Animation Music & Audio Programming & Tech Advertising Business Lifestyle Gifts Fun & Bizarre Other

What do you need done?
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Browse. Buy. Done.

What are you looking for?

Find Services

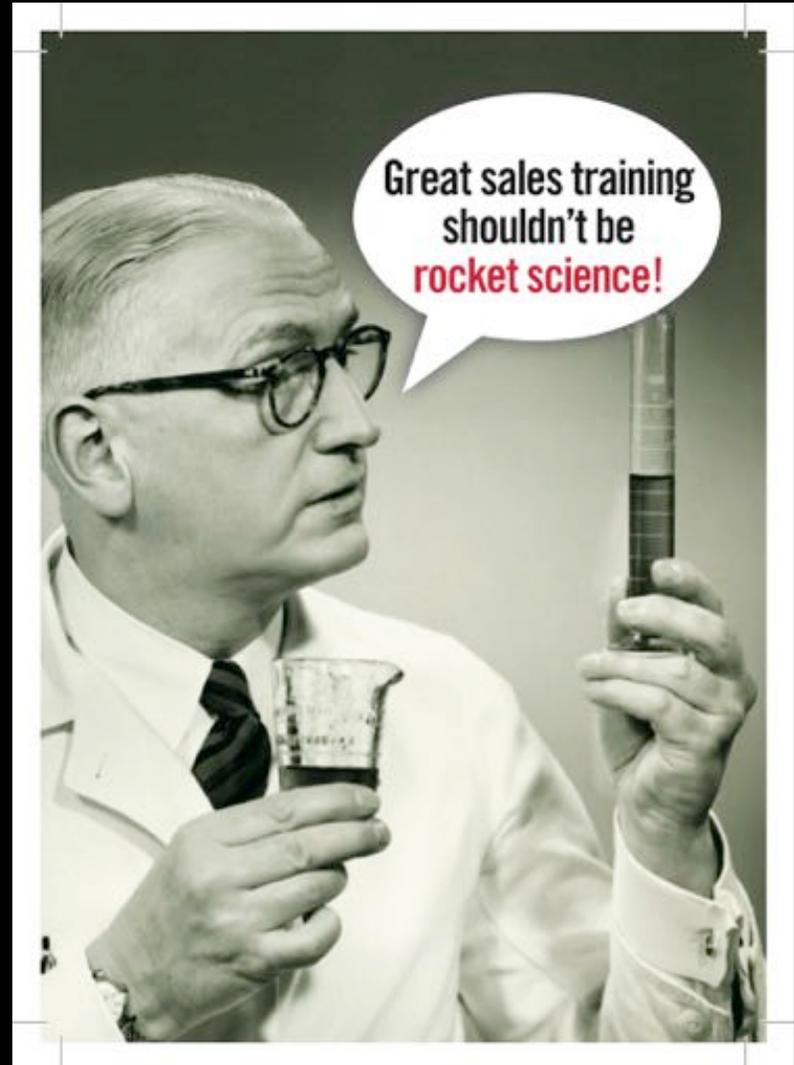
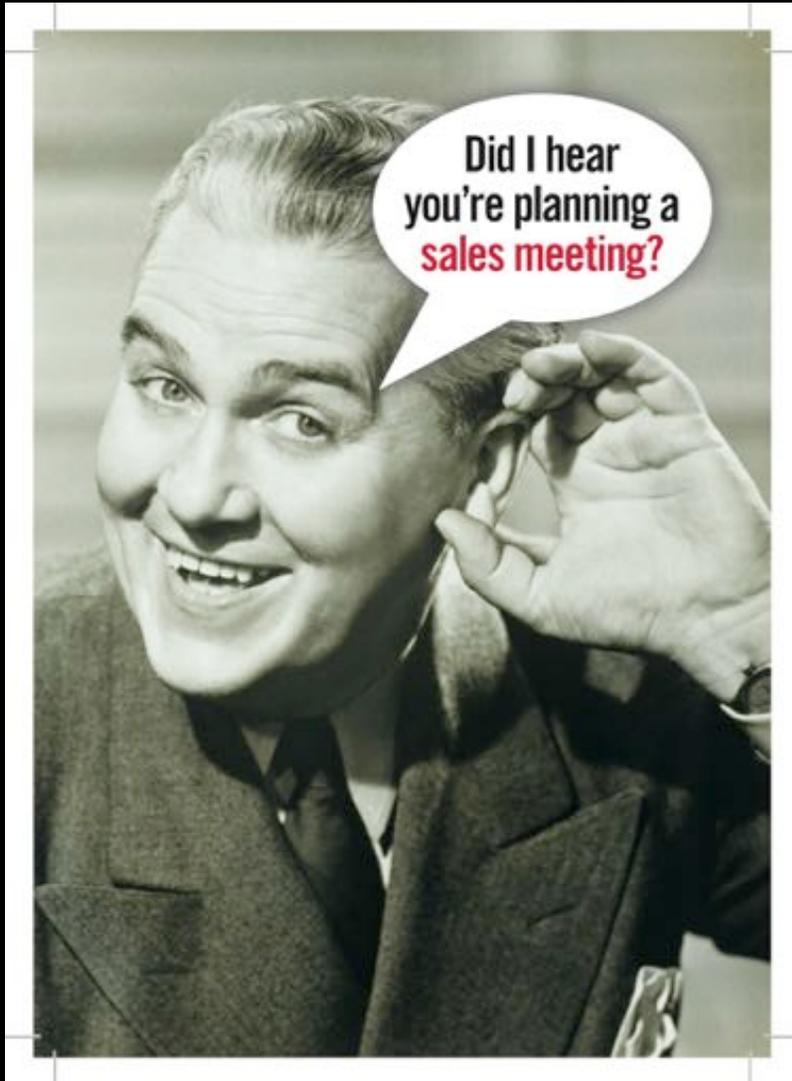


Voice Over
More than 5,000
services offered

TimWackel

Mediums?

- ✓ Email
- ✓ Phone
- ✓ Face to face
- ✓ Certified mail
- ✓ Unusual item
- ✓ Post card



Mediums?

- ✓ Email
- ✓ Phone
- ✓ Face to face
- ✓ Certified mail
- ✓ Unusual item
- ✓ Post card
- ✓ Lumpy mail
- ✓ FedEx / UPS / courier
- ✓ Valuable insights

Mediums?

- ✓ Email
- ✓ Phone
- ✓ Face to face
- ✓ Certified mail
- ✓ Unusual item
- ✓ Post card
- ✓ Lumpy mail
- ✓ FedEx / UPS / courier
- ✓ Valuable insights
- ✓ Handwritten note

Sales Tip

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Plan your work
Work your plan!

2% of sales are made on the 1st attempt

3% of sales are made on the 2nd attempt

5% of sales are made on the 3rd attempt

10% of sales are made on the 4th attempt

80% of sales are made after the **5th** attempt

Attempt	When	Medium	Message
1	4/3	Email	Intro, value prop, appt
2	4/6	Package	Sales tips booklet
3	4/12	Phone	Interesting stat – let's talk
4	4/18	Note	News you can use
5	4/24	Postcard	Are your reps persistent?
6	5/1	Email	Should I stay or go?
7	5/7	Phone	Wishing you all the best

Principle #5

Kick your
hopeium habit!



Would you like
me to go ahead
and put together
a proposal?

Would you like me to go ahead and put together a proposal?

I sense that putting together a proposal is still premature. What are your thoughts?

Are we still on track to get the PO signed this month?

It looks like we're not going to get a PO this month. Can you help me understand what I should have done differently?

Is this a good time to talk?

Is this a bad time to talk?

Behavioral Scientists Nicolas Gueguen and Alexandre Pascual studied how to overcome resistance. In the study researchers dressed as panhandlers and asked for money. When the “panhandlers” ended their request with “you’re free to accept or refuse”, resistance was reduced and donations increased by 400%.

Phrase that pays

I might be wrong, but I'm getting the feeling you have concerns or see obstacles about going forward. Tell me what you're thinking. I'd rather hear your concerns now than pretend they don't exist.

Dear John,

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I haven't heard anything back from you so I'm assuming your interest might be slipping. Wanted to demonstrate my persistence without becoming a pest!!!

Here is a quick re-cap of what I'm trying to connect with you...
(clear, concise, compelling value proposition goes here)

Please **just hit reply**, type one of the following three numbers into your response and push send. I'll take it from there.

#1. Thanks anyway Tim, but there isn't any interest in moving forward – **ever!**

#2. Glad you're touching base. **Please call me** to start discussing specifics

#3. Timing isn't right. **Check back with me in a few months.**

Subject lines

- Am I persistent or a pest?
- Are you telling me “no” or “not now”?
- Please pick a number
- I’ll go away if you just tell me to
- Do you want me to keep following up?
- Should I assume no news is bad news?

Exercise...

- Do you have a contact (opportunity) that appears to be vanishing?
- What are you willing to try that's different?
- You can't lose what you haven't won!

Principle #6

Proper preparation
prevents poor
performance

Exercise...

Working as a team, map out
a simple flow diagram of a
successful sales call

(i.e. what happens first,
and then after that,
and then after that...)

Q: Why is it important to plan your sales call?

A: If you don't get it right the first time, you won't get invited back a second time!

The rep pitches too soon and that means...

Customer doesn't get to completely articulate their problem and that means...

Neither party understands problem or real cost of problem and the deal either dies or becomes driven by cost

Planning a call...

Research your customer



Where's your focus?

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You and your ideas???



The target???

- Who will attend?
- What are their concerns?
- Why will they attend?
- How much time will they give you?
- Relevant industry insights, experiences, clients?
- What do they want (not need!) to learn from you?
- What objections are they likely to raise?



Planning a call...

Research your audience

Define a call objective



What do you want?



What do you want?

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- Order
- Introduction
- Establish rapport
- Support
- Recommendation
- Decision
- Next meeting

What do you want?



What is in it for the customer?

What's in it for them?

17

- Save money
- Drive sales
- Increase market
- Improve customer satisfaction
- Drive new business
- Take market share
- Reduce damages

Thesis

a proposition stated or put forward for consideration, especially one to be discussed and proved or to be maintained against objections:

Exercise

What is your
call objective?

Planning a call...

Research your audience

Define the call objective

Plan your questions



Customers want...

- Open – not closed
- Unique & thought provoking
- Contextual – *“This is why I’m asking”*

4 Primary Objectives

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To establish yourself as a credible professional by being prepared in the questions that you ask

4 Primary Objectives

18

To understand the prospect's current situation, which includes an effort to validate what you've researched, or the assumptions you've made coming into this meeting

4 Primary Objectives

18

To uncover a broader and deeper range of information, from strategic objectives to immediate business needs

4 Primary Objectives

18

To seed new ideas that will inform, influence, or possibly even disrupt the prospect's current thinking

Planning a call...

Research your audience

Define the call objective

Develop your questions

Create an agenda



Why?

#1. Communicates that you're not a amateur, you've done this before and you respect the time you've been given

#2. Reinforces that the meeting isn't about you... it's about the customer and what you can do for THEM

#3. Very few other sales sales people will take the time to do!

Why?

Without a clearly defined agenda, most sales calls drift into unchartered waters that make reps uncomfortable. And when reps are uncomfortable they have a strong tendency to talk too much!

Call agenda

19

1. Get agreement on goal of our call
 - ask for feedback / get buy-in

Phrase that pays

19

“I want to make sure that this a good use of your time – is there anything else you want to accomplish today?”

Call agenda

19

1. Get agreement on goal of our call
2. Share relevant insights

Do you educate prospects with new ideas and insightful perspectives?
Or do you show-up-and-throw-up hoping they'll express interest in your product or service?

Call agenda

19

2. Share relevant insights

- not a pitch!
- customer focused!!!
- you've done your homework
- ask for agreement!

Phrase that pays

19

“Is the information I’ve shared so far accurate and considered important?”

Phrase that pays

19

“What, if anything has changed since our last conversation?”

Call agenda

19

1. Get agreement on goal of our call
2. Share relevant insights
3. Learn more about what's important

Call agenda

19

3. Learn more about what's important
 - thought provoking
 - not mind numbing!!!
 - share questions in advance?

Phrase that pays

19

“If we could make major progress against everything on this list, how interested would you be in continuing our conversations?”

Call agenda

19

1. Get agreement on goal of our call
2. Share relevant insights
3. Learn more about what's important
4. Explore ideas on how we can help

Call agenda

19

4. Explore ideas on how you can help
 - describe the issue
 - express why it's important
 - how we've helped other clients

Phrase that pays

19

*“How would you see this happening
in your world?”*

Call agenda

19

1. Get agreement on goal of our call
2. Share relevant insights
3. Learn more about what's important
4. Explore ideas on how we can help
5. Agree on next steps

Call agenda

19

5. Agree on next steps
 - what happens next?
 - when does it need to happen?
 - who has responsibility?

Phrase that pays

19

“What, if anything would prevent you from taking these next steps?”

Q: Why do many reps fail to get the order?

A: They don't ask

Q: Why don't reps ask?

A: They're not convinced they've done the right things to get the order (no one likes rejection so why go there?)

Call agenda

1. Get agreement on goal of our call
2. Share relevant insights
3. Learn more about what's important
4. Explore ideas on how we can help
5. Agree on next steps

Planning a call...

Research your audience

Define the call objective

Develop your questions

Create an agenda

Conduct the meeting



Conduct the meeting

20

1. Ditch the pitch and follow your agenda
2. Demonstrate that you've mastered the ability to listen

Listening...

- Goal is to understand, not respond
- Don't interrupt
- Take notes/give verbal encouragement
- Encourage elaboration (tell me more)
- Ask questions to clarify
- Paraphrase and confirm

Conduct the meeting

20

3. It's not about you, it's about them.
The less you worry about the sale,
the more you will sell!
4. Get closure and commitment

Planning a call...



Research your audience

Define the call objective

Develop your questions

Create an agenda

Conduct the meeting

Publish a summary

It was great meeting you and your team today. I really enjoyed learning more about (company), your current _____, and some of your goals for this year. I've worked with quite a few companies that have struggled with _____, so I know how difficult this can be.

I want to recap a few important points from our meeting today and clarify next steps. Let me know if I've missed the mark on any of these insights.

Insight #1

Insight #2

Insight #3

Next steps:

As you requested, my team will be working on _____ and _____. You should expect to have that information before DATE.

We're also looking forward to getting more details on _____ and _____ from your team. We're expecting to see that data before DATE.

Looking forward to our next conversation on DATE at TIME. I'll be sending you a meeting request via email in the next 24 hours, and then will follow up with a meeting agenda once everyone has confirmed their attendance.

Principle #7

Life gets better
when you get better!

30/20/10 Rule



Wrap up...

If you were serious about having the best career possible, what would you start doing differently tomorrow?



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