IT!
How to Find *IT*, Get *IT*, Keep *IT*, Grow *IT*

100+ Strategies & Techniques For Selling You Can Use NOW!”

Dr. Jeffrey Magee, PDM, CSP, CMC

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Jeff Magee is a combination of Tom Peters, Tony Robbins, Mark Hansen, and Stephan Covey—all rolled into one serious Fortune 500 CEO coach. As I read Jeff Magee’s most recent publication on performance, *IT*, the word *finally* came to mind. I said finally when I shut *IT* for the first time, because as a busy CEO, time has become more precious than diamonds. Taking the time to read *IT* requires a commitment to take time from something else. I want value when I read. I want real results, not just theory. I want to be a better manager. I coined the phrase, “Human potential is the only race to which there IS no finish line,” and Jeff Magee proves the accuracy of the words that will remain true for decades of readers. *IT* is a new classic for elevating human potential in the workplace.

As publisher of *Performance Magazine*, the leading publication in the world today for leaders, Jeff has interviewed many of the most famous CEO trainers over recent years. In *IT*, Jeff Magee takes complex business language from the global village business matrix, and spans systems that range from bio to nano, from wireless to novelty, and from licensing to product manufacturing. He gives us a new language for performance acceleration, and a new power vocabulary each of us can use immediately: the language of *IT*.

*IT* tells us more than what we need to do to get *IT* to the bottom line. As a professional coach to the coaches, even I found
that something new was developing for my own CEO coaching game from turning the pages of IT. I began to take notes, and then I moved from notes in the margin to my own “Things to Do” pad. IT gave me new action steps, and I began to make calls and give instructions to others on my team . . . even from my first read. Then, I read IT—slowly—again. I think all Jeff Magee readers will read IT more than once; they will want to learn to speak IT more fluently. I know that I did.

Jeff Magee tells the reader how to get IT to the bottom line. He effortlessly gets us doing the often-missing how in steps we can finally check off and manage to improve results. I believe that IT will be the reading sensation of our time, because the reader will receive more value from this book than any other read of its kind. If you are a serious performance seeker, and you wish to lead out front, IT becomes the essential tool box you: the leaders of tomorrow.

Jeff Magee condenses years of research and makes a science of producing self-correcting, workable methods all of us can use to re-sequence IT. He gives us deeper controls by which we can improve our important ability to predict future desired outcomes and effects. With higher prediction and greater control, we become IT. We get new systems for economizing our time, teams become more cooperative and effective, and business leaders will suddenly accelerate growth.

In my own experience, I found that as I moved through my sidebar “Things to Do” pad, which I highly encourage CEOs and managers to use when reading IT, that in the short game of several weeks, I literally became IT. I embraced new skills and habits. I noticed that I was thinking of and using IT on a day-to-day basis. I witnessed those around me who were starting to show up with skills from IT . . . without even reading IT! My team was affected.

In my judgment, when this flow dynamic is achieved by readers of this major new publication, the result will be transformational.

Why do so many governors retain Jeff? Why do so many CEOs all over the world retain Jeff? Why does IBI Global yearn to have Jeff teach in our own five annual CEO retreats? Why is Jeff number one in the world today? Because Jeff Magee is the best, and now he takes his own secret knowledge—tested and perfected—and gives IT away to all of us. If you ever have the opportunity to
see Jeff live, drop whatever priority you have at the moment, take any action, and overcome any barrier to give yourself the gift of the Jeff Magee experience. Readers can only improve on *IT* by meeting the author live.

Personally, I hope Jeff runs for office soon. I know when it comes to integrity—as well as raw talent—no one we know has more of *IT*. Jeff has our vote already. The world is about to divide into leaders who get *IT*, and those who never ever get *IT*. Thanks JM!

**BJ Dohrmann**

www.superteaching.org

BJ Dohrmann is host of American Dreamer Radio, best-selling author of *Money Magic and Super Achiever Mind Set*, and founder of the IBI CEO trade programs for senior managers, IBI Global Inc.
IT: How To Find IT, Get IT, Keep IT, and Grow IT is about the strategic and tactical aspects of successful selling.

Imagine the level of success you could have if you knew you would not fail . . .

*Most selling, recruiting, and client service expansion efforts explode in our own mind before they ever implode before the prospect or client!*

—Jeffrey Magee

As a veteran sales professional, emerging sales associate, business leader, entrepreneur, or sales force manager, your understanding of the fundamentals of selling effectiveness, as well as your grasp of advanced selling strategies and tactics, will be directly related to your bottom line.

If you . . .

1. Close via salesmanship,
2. Enlist via recruiting,
3. Influence prescription habits of a physician via detailing,
4. Solicit new or renewal business via telemarketing,
5. Or so on, via whatever you do . . .
This book is about thirty years of selling strategies that work. These strategies are gleaned from my years of experience in many sales venues, including starting a sales company while in high school, becoming a top Fortune 100 firm sales associate, being the youngest certified sales instructor in the world for Dale Carnegie Training, acting as vice present of sales for a national advertising firm, authoring a best-selling sales textbook for McGraw-Hill (in multiple languages) at the end of the last century, penning a nationally syndicated weekly selling column, designing the sales training initiatives for the largest volunteer organization (the United States Junior Chamber of Commerce), working with the more than 5,000 enlisting recruiters of the ARMY National Guard, Air National Guard, and Air Force Reserve, and working with many of the Fortune 100 firms in America today!

In interviews with the masters of selling—Zig Ziglar, Tom Hopkins, Jim Rohn, and Brian Tracy, for example—the power secrets of our time are revealed in detail in this book, along with literally hundreds of other immediate applicable relationship-building approaches for you to benchmark your efforts.

Whether your challenge is to find high impact quality clients (customers, members, recruits, or whatever a client is called in your business), or to find ways to grow and cultivate them into champions by forecasting their real needs and delivering on them and then elevating your relationship to the level that these very people generate leads back to you, you will find valuable immediate application solutions with IT!

One of the monthly mental accelerants of the sales professional is Professional Selling Power Magazine. Every few years you’ll find a research-based article that indicates common traits of super successful sales professionals. Having been written by “substantial” individuals, we are tempted to believe that the author is the first to conduct this degree of research. In truth, however, this sort of research has been done time and time again over a period of decades by many of the masters of selling. The beauty is that the research findings usually arrive at some commonalities.

These three key factors lead to increased selling effectiveness:

1. You can increase your selling effectiveness by about 20 percent by recognizing that sales effectiveness is related to SYSTEMS!
2. You can increase your selling effectiveness by about 30 percent by recognizing that sales effectiveness is related to PROCESSES!

3. You can increase your selling effectiveness by about 50 percent by recognizing that sales effectiveness is related to ATTITUDE!

This book addresses each of these three key selling factors. You will find dozens of strategic and tactical maps to greater success. As a sales professional or leader of a sales team, the key selling questions are simple. What have you done lately? What do you do on a regular basis? What immediately needs to be done to increase overall impact and success in selling in the above three areas? Can you specifically point to a tangible act that feeds positively the above three? If not, what can be initiated?

Just as one would expect his or her physician, CPA, or attorney to stay mentally sharp and current on trends and technique, we too should hold ourselves—selling professionals—up to the same high benchmark for professionalism and success. I call this process/achievement IT, and I use this book to show you “How to Find IT, Get IT, Keep IT, Grow IT: The Ultimate Handbook for Success in Finding, Getting, Keeping, and Growing Business!”

Here are three additional performance accelerants in which you may want to participate.

1. If you really want IT, and wish to accelerate your ability to get IT, then you must subscribe to Professional Performance Magazine (www.ThePerformanceMagazine.com), it’s the only national periodical with practical information about how to be a better professional, regardless of your vocation, profession, or position.

2. You can also push yourself in specific selling-skills development areas by taking 24/7/365 any one of the e-selling courses within the e-Center for Selling Success at www.JeffreyMagee.com.

3. For an online audio version of IT via Performance Driven Selling, go to www.JeffreyMagee.com/library.asp today.
The professional who gets IT, understands what it takes to be a master of IT, and works every day to become better at IT... can focus his or her energies in three core areas in order to ensure everyday enhancement of the ability to be the best at IT. Selling based upon relationships, mutual respect, advocacy of the clients’ real needs, or other frame of reference is all based on these three real areas, and this book delivers information and impact in one main area:

The APPLICATION of IT is based upon the situation and your ability and desire to apply yourself; this is where many people fall short and implode.

The KNOWLEDGE of IT is your foundational understanding of what you have to offer, what you represent, and the depth as well as width of what needs you can fulfill for your clients.

IT is about professional SKILL, the art and the science of professional salesmanship!
Part 1

The Basics of IT—Understanding the Fundamentals of Selling Effectiveness
Technique 1

Product IQ = Claims + Features + Benefits + Nail-downs . . . And Ultimately Comes from Your Depth of Product/Service Knowledge

Here is where professional salesmanship begins: with one’s basic knowledge of the product or services and a true understanding of every application for the benefit of the other person (client, new member, employee, patient, end-user, etc.). The next step is to understand the solution-oriented presentation formula. The final step is having mental clarity of “what you are about.”

The depth of your product knowledge (the tangible or intangible product or service that you offer or sell) directly correlates to your ability to fulfill more prospects’ needs, thus cultivating a greater number of prospects into customers.

To test your product knowledge, look at your own brochures, media collateral materials, Web site, advertisements, etc. and quiz yourself on how far and deep you can lead a conversation on anything you sell. Your ability to be widely versed in all that your organization has to offer will provide you with the platform from which you can make greater selling connections with your marketplace.

Far too often, sales professionals have limited product/service knowledge. You won’t be successful by relying heavily on your ability to reach sales quotas by selling a limited number of services to far too many people. And when a sale takes place and the buyer later determines that he or she was “sold,” a level of resentment and buyer’s remorse may develop!
Further push your ability to convey the solutions abilities of any product or service you offer by taking any one item you offer, then reciting as many facts or features as you can about that single item. Next, take any one fact or feature you just recited and list as many motivating benefit statements as you can for that single fact or feature statement. You should be able to generate plural responses. Remember that any one fact/feature or any one benefit of a product or service you represent may not always satisfy a prospect, so the more iterations you know, the greater the odds of your closing the deal (making a sale, enlisting a new member, recruiting a new volunteer, etc.).

With the newly gained product/service awareness, you can begin to craft out a future of actions, behaviors, strategies, and tactics that will “always” end in success.

Many sales professionals believe that bombarding the consumer with claims of greatness will earn them business. We see this in advertising, sales promotions, Internet billboards, blogs, and commercials and we hear it from announcers on radio and television.

As you observe your colleagues, notice whether they speak in vague generalities of claims, using phrases like, “We are the best!” or, “We have the biggest, newest, greatest, fastest, cheapest . . .” Phrases containing the “-est” words are typically claims, and those same claims could be made just as easily by your competition. Salespeople who make these claims hope that the consumer will accept their boasts without asking for verification.

Avoid using claim statements in your presentations as they can be turnoffs for the consumer. A claim is, in essence, an assertion. If you are going to make a claim, then offer an associated fact.

For example:

_This widget is the best [claim] in the market right now, because of its ABC feature [fact or feature]. It has been rated number one in value by Consumer Reports, so you can be assured that it offers the quality and reliability [benefit] you desire._

The claim (“it’s the best”) is immediately associated with a specific feature (“ABC”) that is reinforced by an acknowledged
third-party authority (Consumer Reports), and the benefits presented are quality and reliability.

In many instances, baseless claims are made by sales professionals who lack the working knowledge necessary to accurately represent an organization’s products or services. The more knowledge a sales professional has of all the tangibles or intangibles offered by his or her organization—the specific facts or features—the better he or she is able to point out the benefits to the consumer.

Master sales professionals have an extensive working knowledge of what they represent and therefore of what they have to sell or offer. They have the ability to match up consumer needs with solutions by describing in detail the facts or features of the products or services the company represents. The weaker a sales professional’s working knowledge, the weaker his sales performance will be over time.

In making a simple presentation to a consumer, the sales professional may make a claim to grab the consumer’s attention (“We are the best”), but that claim must then be immediately associated with an appropriate and corresponding fact or feature statement, and then with a benefit statement (the benefit becomes the motivator to the prospect!). It is the benefit statement that ties the fact or feature statement to “What’s in it for me?” from the buyer’s perspective.

To ensure that the sales professional has correctly connected with what is important to and valued by the consumer, the sales professional finishes the presentation sequence (product = claims + features + benefits) with a corresponding nail-down statement (a confirming question) that might sound like this:

And that is the level of quality and reliability that you want, isn’t it?

A nail-down (product = claims + features + benefits + nail-downs) is a positive statement in the form of a confirming question directed toward the consumer. The question reinforces a key fact or feature connected to an appropriate singular benefit statement presented.

Getting consumers involved in the process of benefit-realization early and showing them how you can partner with them to solve their needs quickly is a fast track to closing sales.
Remember:

• a claim is an assertion
• a fact or feature is a tangible expression of what something does or is
• a benefit is how a feature helps the client
• a nail-down is a statement that seeks confirmation from the other party that the claim + feature + benefit sequence you have selected is relevant and important

Again, let me stress that strong sales professionals have a highly developed working knowledge of what they offer and who their company is.

Knowledge is the starting point for every new person arriving into the profession of selling, and it is the reinforcement point to every veteran who finds himself or herself in a selling slump. Remembering the basics works, and taking shortcuts puts all the pressure solely on your personality connections with the other person. . . and this never yields sustained success!
The ability of a sales professional to believe in what he or she represents has a direct impact on others’ perceptions. When a sales professional buys in to what he or she represents, it has a direct impact on sales effectiveness. Studies indicate that successful sales agents have a firm belief in what they do and what they represent.

Knowing why you care can help you deal with the negatives associated with sales.

Think about this for a moment. When you believe in something that you do, your passion for it grows. When your passion grows, then your motivation grows. And, when your motivation grows, your buy-in level is likely to become firm with conviction.

The ability of the sales professional or customer service representative to take care of an existing client significantly increases the sales effectiveness with that customer. More than any other single factor, telegraphing and sharing your buy-in energy will help you to connect with the customer.

“Why do I care?” is a question of passion, motivation, and conviction! Sales professionals must understand the “why” of what they represent and the “why” of their own buy-in before they can be expected to represent the company enthusiastically to the world. It’s important to understand your own unique buy-in reasons and to learn how to share them with the world.

One way to determine whether a sales professional can engage
in this most basic dialogue with a consumer is to find out how he or she responds when asked, “What do you do?” or, “What makes your organization better than others?” I refer to the sales professional’s response as his or her position statement. In other words, how do you position yourself when given the opportunity to gain another person’s attention and interest? A sales professional’s position statement is like an organization’s mission statement: it clarifies what one stands for and what one will not stand for.

A position statement must be natural, simple, and powerful enough to tell the other person just enough—but not too much—about you. It should be worded in such a way that it compels the listener to ask for more information. It should be an automatic response to anyone, anywhere, who asks, “So, what do you do?” Some professionals call this statement an elevator pitch. If you were on an elevator and had only a precious few seconds to answer that question, what would you say that would motivate the other person to get off the elevator with you and ask for more information?

A sales professional’s first words create the first impression. Your position statement draws upon your basic working knowledge of what you offer: the features, the associated benefits, and how the benefits answer a need expressed by the other person. This is the foundation for selling success.

If I were selling skill-development training sessions to a client, my position statement might sound like this:

*I work with individuals and organizations who want to significantly increase their ability to interact with others effectively, resulting in better account relationships and more profitable sales!*

If the client is serious about wanting to improve his or her sales effectiveness, I am almost sure to get follow-up questions. I now have an opportunity to draw upon my basic working knowledge to serve the client’s needs, and that results in a sale!
Psychologists suggest that in the transaction of selling or buying, sales professionals must take five essential steps. Sales professionals must understand each step, know how to accomplish the sequential objectives of each step, and know how to move the sales dialogue from one step to the next.

To validate this formula, imagine going to the store to purchase something; your mind evolves through five need states below. If any one step gets interrupted, the selling transaction process becomes derailed in your mind. Whether you are engaged in selling activities over a telephone, face-to-face, one-on-one, in group presentations, through transactions via the internet, over e-mail or faxes, or via other means, apply and follow this formula. Let the transaction be dictated by the other person, yet maintain forward fluid movement through the five steps by having an understanding of what the five selling steps are.

The five steps to selling are:

1. Attention
2. Interest
3. Presentation
4. Desire
5. Close
Attention means getting the prospect’s attention despite any distractions or preoccupation, so that the focus is on your product or service. Sales professionals need to identify polite, smooth phrases that can be used to grab a prospect’s attention and move the conversation to the more important second step: interest.

Once you gain the client’s attention, your job is to identify the needs of the prospect or customer and determine whether you can address those needs. In the critical interest step of the sales process, you must invest ample time, exploring the prospect’s or customer’s immediate and continual needs and the ways in which you can meet those needs.

The interest step is the most important step in which to invest time. This is the needs-analysis phase of the conversational approach. Ask thoughtful, directed questions that stimulate informational open-ended responses from prospects or customers. Take notes while the prospect is answering, so you can limit the number of interruptions. Some of the best interest questions are open-ended questions that stimulate dialogue between you and the client. Asking open-ended questions encourages the customer to open up and provide you with a quantity of information.

Once you have identified the needs of the prospect via the interest step, it’s time to make your best presentation of the appropriate product or service for the customer. The presentation is based upon the best claim (identified through the interest step) + fact/feature (and nothing more, don’t oversell!) + benefit (the associated and most powerful motivating rationalization connected to the fact/feature you have just presented) + nail-down (a confirming question to solicit feedback to ensure you are connecting with the client on a value based level!) sequence.

After the presentation, move the sales conversation toward illustrating how the prospect or customer will benefit by proceeding with your recommendation.

The desire step is best and most typically accomplished by sharing a story of how the client can use the specific solution you have just offered in the presentation step to address the need you identified in the interest step. It is important that the prospect see himself or herself in this story as using, benefiting from, and enjoying your offer (product or service). This helps to build a level of desire within the customer, and he or she will thus have an emotional want to take ownership of what you have to offer.
Sales professionals must understand how to ask for the order—to close the sales process. This final step in the selling process depends on the ability and confidence of the sales professional. If you are spending undue time on this fifth step, you may not be investing enough time in step two, interest.

The art of the close is in gauging the prospect’s level of receptiveness to buying. Ask questions that allow you the flexibility either to finalize the order or to digress if necessary. Focus on two types of closing questions:

1. Trial closes are opinion-asking questions. They help you to determine the customer’s readiness or receptiveness to making a buying decision. Many times this close is also referred to as an alternate-of-choice close. Examples:

   - If you were to go with this style, would you want to place the order on account or pay cash?
   - If this were something you would want to proceed with, would you want to move forward today or at the end of the month?
   - Would you want green or blue, if you were to take these with you?

2. The order close seeks a commitment from the prospect or customer. This close question is used when you are confident that the prospect or customer is ready to take ownership of your product or service. Examples of order closers are:

   - Do you want to place the order on account?
   - Do you want me to get the contract out to move forward today?
   - What color do you want today to take with you?

Every sales transaction involves all five selling steps. The sales professional must be able to gauge how much time to invest in each step before moving to the next step.
As detailed in technique three, selling psychologists suggest that there are five essential steps to the process or cycle of selling. Whether the selling is done face-to-face, in a group presentation, over the telephone, via e-mail, or through direct mail, there are specific objectives for each step in the selling process.

Depending upon your level of proficiency, you may need to focus more energy on one step or another. And, depending upon the needs of the prospect or customer, you may spend more or less time on a specific step in the selling cycle.

Remember the five steps:

1. Attention
2. Interest
3. Presentation
4. Desire
5. Close

If your sales conversation with the prospect or customer is effective, you will know when and how to interject an appropriate solution to the need of the prospect or customer. Remember the elements that a complete presentation includes: Product or Service Recommendation = Claim + Feature + Benefit + Nail-down.
Some sales professionals have a tendency to invest too much time talking, visiting, or sharing stories of how other clients have benefited from the product or service. Do not assume that these stories will motivate the prospect to want to listen and automatically buy from you at step one. Instead, establish good rapport for a smooth transition to the second step, where you will mentally and physically work to identify the client’s needs and respective level of interest in what you have to offer. It is important to accomplish step one quickly and move into step two, because with effective questioning in step two, you will find out how much or how little information to provide in step three.

Build powerful claim + feature + benefit + nail-down statements into your response in step three. Become adept at effectively communicating the gains the customer will realize by accepting your offer. Many sales professionals fail to accomplish this valuable step, but building the want (or desire) in the mind of the prospect or customer works to seal the customer’s mental acceptance of your offer.

As a sales professional, when you approach most prospects, you should have in your mind’s eye a degree of understanding of how you may be able to improve their quality of life by connecting them with what you have to offer. In many sales training circles, this is referred to as a perceived need level. When you find yourself in this position, you can build your entire selling approach around your opening attention line, and if effectively crafted, this opening line will smoothly and fluidly allow you to transition into a thorough interest stage and subsequent presentation stage—en route to a power close!

Try these as powerful perceived questions (attention step openers) bearing upon a need:

If there were a way to (insert the perceived most powerful benefit statement), would that be of interest to you? (If you have ideally if crafted and sincerely presented this statement, the other person will respond in the affirmative.)

The reason I mention this is (insert associated fact/feature statement associated with the benefit statement you used in sentence one).

Perhaps we can do the same for you. May I ask you a
few questions? (And now that you have gained the prospect’s undivided attention, they have given you permission to transition to selling step two, the interest step.)

Understanding the process is critical. Selling is both an art and a science and should be enjoyed!
In 1910, Professor William James of Harvard University first recognized scientifically that for all the differences among human beings, we each maintain 100 percent control over one factor in our lives. Many denounced what he reported, and many disliked the label affixed to this factor we can control. In the 1940s and 1950s, another American psychological giant, B.F. Skinner, conducted additional studies to determine whether James’s findings were accurate; Skinner verified the earlier results. Again, others refuted the findings, based on a dislike of either the two individuals or their studies. Ironically, the opposition was actually validating the findings. Today, the torch is carried by Dr. Albert Ellis.

With nearly 100 years of scientific research and data, it is amazing that so many people still challenge the findings. What were the findings? What distinguishes humans from other living beings is that we each have the ability the control our own minds, and our minds dictate our behavior. Another way of saying it is:

*Attitude is . . . the voices in our head; it is how we talk to ourselves, which influences how we will either respond (logic-based) or react (emotion-based).*
As reported in *Professional Selling Power* magazine, a staple among professional salespeople, a sales professional can increase his or her selling proficiency.

1. Having a selling system that works can increase sales effectiveness and net results by as much as 20 percent.
2. Following a selling program, process, or procedure can increase selling effectiveness and net results by as much as 30 percent.
3. Maintaining a positive mindset or attitude has an impact on your perspective and personality and can influence your selling effectiveness and net results by as much as 50 percent.

As a sales professional, you can increase your effectiveness and bottom-line results by removing all barriers to a positive attitude and creating an atmosphere that is most conducive for positive behaviors.

Imagine that during your first sales job interview you were told that the number one comment you will hear from prospects is . . . NO. People will not show up for appointments, they will not return phone calls or even take your calls, and you will mail offers and informational items out to prospects, only to have them say they were never received. You probably would have said, “No, thank you,” to the first selling job offer you ever had! It is all about attitude.

*Change Your Attitude . . . Change Your Destination!*

Can you recognize how you feel emotionally and intellectually after a great sale? How do you feel when you feel appreciated by others? How do you tend to act in those situations?

How you envision a situation sets off a series of mental dialogues with yourself (internal voices). These dialogues stimulate you to act or react as you do. Look at this phenomenon further. Consider how you get to work each day, with whom you interact, and what tasks you work on first and last each day. Psychology refers to each of these items as a stimulant. These stimulants influence your
mindset. How you interpret a stimulant influences your thinking, and that in turn influences your behavioral response or reaction.

Sales professionals must realize that how they see things and interpret things influences their ability to effectively execute each of the five steps to selling. Studies show that the activating event + attitude (mindset or interpretation of event) = outcome.

To ensure greater positive outcomes, the sales professional must realize that how he or she manages the stimulant will influence his or her own and the client’s mindset.

One powerful way to recognize this phenomenon is to inventory who you hold in your inner circle of confidence. Master sales professionals can trace their successes to many influencers, and among those are positive-minded individuals with whom they interact at work and at home.

In the 1940s and 1950s, one of the most powerful sales professionals in America was an insurance salesman named W. Clement Stone, who went on to head a multibillion-dollar firm. Mr. Stone called his positive influencers his “mental board of directors.”

Remember the childhood adage . . . birds of a feather flock together!

A positive attitude can enhance an already successful day and neutralize a poor day. Attitude influences the performance of every sales professional. Make sure you make it a regular daily agenda action item to feed your mind some positive nutrients, whether that be calling on a favorite client, mentally downloading an audio or book of forward-moving, solution-oriented information, or interacting with healthy success-oriented individuals that are seen as the leaders in your chosen industry. Always avoid the bottom feeders that can give you endless excuses for low performance. Remember that you choose to win or lose!
When the dust settles and the calm returns, the degree of quality productivity versus sheer activity will mean the difference between profitability and mere sustainability in today’s business place. To attain a high level of productivity, one must be able to decide what to focus energy on and what to set aside or ignore entirely.

In today’s business place, whether a professional uses an electronic self-management device (PDA), an organization’s proprietary computer-based tracking system, a lead-referral generating system, or a more traditional day planner, it is critical that the use of a tactical system be adopted and used diligently for true productivity.

An incredibly simple—yet explosive—tactical productivity decision-making instrument that can be adopted into any system is The Quadrant Manager System™ (QM).

To ensure maximum productivity, use the following instrument daily. It can be added to any existing system to ensure that all action items needing daily attention get the appropriate level of attention. The instrument also serves as an efficient daily monitoring instrument at midday by evaluating what items in one’s business have been addressed, and where energies should be focused for the remainder of the day.

Always remember, there is a difference between being active and being productive!
To use the QM System, there are three distinct, tactical steps. Both psychology and profitability are incorporated into the implementation of the QM System. If you shortcut any step, you will find that you will lapse into an activity zone and not a productivity zone.

1. **Create IT.** On your existing physical day-planning device or on any blank sheet of paper, merely draw a large plus sign. Make the sign large enough to make small notes within the four quadrants imposed by the intersecting lines, yet small enough to save physical space.

The plus sign created by the intersecting lines creates four distinct quadrants (hence the QM System), each representing a productivity zone. In any order, it does not matter, label the four quadrants: To Do, To See, To Call, and To Write.

These quadrants represent the only workable action items one faces in business. All tasks, assignments, and activities can be attributed to any one of these four quadrants!

<table>
<thead>
<tr>
<th>To Do</th>
<th>To Call</th>
</tr>
</thead>
<tbody>
<tr>
<td>To See</td>
<td>To Write</td>
</tr>
</tbody>
</table>

2. **Build IT.** Regardless of the items you may have assigned to a preexisting action/to-do list to increase productivity greatly, you must evaluate each category within the QM System. Only write up to—and never more than—three entries in each quadrant. As you write an action item to any quadrant, preface each entry with a symbol (asterisk or dash, perhaps) to denote an entry, but do not use numbers at this point. If there are not three items needing attention for a given day in a given quadrant, don’t make up extra work for yourself. If there are more than three, the rule of thumb is to ask yourself, “If I could only work on up to, and no more than, three items per quadrant, which three would be most important?”
Now you have identified the day’s three most important productivity action items in each quadrant. You have a total of twelve items needing your attention, as opposed to countless items that, while they may have needed attention, were not as critical.

3. **Prioritize IT.** Now evaluate each quadrant independently. Using the same methodology used for placing the initial entries into the quadrants, evaluate and prioritize each quadrant’s action items by asking, “If I could only work on one item in this quadrant, which one would be most important?” Number the items one through three according to their importance. Continue this evaluation for all entries in each of the four quadrants. When you are done, you will have a maximum of three items per quadrant, and each will have a descending numerical value associated with it. You may have items in a quadrant that, even though you wrote them down as the first entry in that quadrant, have a value of two or three. These items are to get your attention only after the “ones” have been completed or pushed forward as far as they can for the time being.

To ensure maximum productivity, always work tactically on those items that are genuinely most important. You can take the QM System and occasionally modify your attention by drawing a circle in the middle of the instrument. Then prioritize the quadrants, one more important than the others, and then prioritize the items within each quadrant.

All items that fall at level three or below are those that should either be delegated to others or should not be allowed onto your figurative desk. Try using the QM System as a conversation reference with those who may overwhelm you with tasks. Cooperatively decide which items need your true attention and which items can be better tasked away to others; you can modify the system and have tactical variations for just marketing, selling, research/development, business projects, and so on.

Success in the new economy is dependent upon your ability to set aside those items that may be fun but are not productive.
Beyond basic administrative and general time management, there are, from a selling perspective, two additional QM System applications to turbo charge your selling effectiveness.

1. The marketing application of the QM System is simple. As appropriate, either weekly or monthly, craft a QM System of each quadrant’s top three action items. Which of these can help you get your name out in front of, or your offers in front of those who can subsequently draw you closer to a sales transaction? Gauge daily efforts towards these twelve items so you will know precisely what your future marketing efforts must be to continually feed your sales activity funnel. Identify the top three action items that you can do, see, call, or write to generate market awareness about what you have to offer. That is marketing!

2. The sales application of the QM System is simple. Each day, review all of the action items that need your attention for that day, then place the twelve most important items from that list into each appropriate quadrant. Add only those items that will yield the greatest likelihood of a sales transaction. Begin on item number one, then move to two and three in the same quadrant. Then, move on to the next quadrant.

The QM System for a sales professional becomes a powerful beacon to increased performance effectiveness; it keeps you centered 24/7 on what really matters and helps you avoid becoming sidetracked on busy work that yields no bottom line results.

Review part five for explanation and application for the QM System to your immediate selling performance. Ensure you do not lose any of IT that you have worked so hard to establish!
Knowing how to gain a positive, favorable, energized start in the selling cycle is critical for maximizing your time and increasing your sales volume. Sales professionals must understand the difference between a “professional visitor,” as the great Zig Ziglar has termed it, and a “professional salesperson.”

The attention step in selling is analogous to establishing a solid foundation upon which to build a home. However you go about establishing rapport and building a relationship of trust, you are in essence gaining the prospect’s or customer’s favorable attention.

Some sales professionals have not thought much about the power that effective attention getting plays in the overall sales process. Others fall into a routine sales opener that may not always work. Here are eight powerful and effective ways to gain immediate, favorable, and undistracted attention:

1. **S = Shocking Statement.** Start with a shocking statement that will grab attention.
2. **H = Handshake with Meaning.** Shake the other person’s hand, solicit his or her name, and repeat it twice before letting go of the hand.
3. **O = Offer Something.** Give a gift, rebate, or coupon, or offer assistance or information that will be valued by the receiver.
4. **C = Compliment.** Pay a sincere compliment; say something about the recipient’s clothing, accessories, conduct, reputation, accomplishment, or standing in the group.

5. **K = Know People by Name.** Use names early and often to establish rapport and make customers feel comfortable with you.

6. **I = Inquire.** Start with a positive question.

7. **N = Needs Analysis.** Offer a needs analysis or your observations about a correctable problem.

8. **G = Give a Gift.** Offer something of value from your organization as a gesture of welcome.

Another powerful attention-getting conversation starter is asking a perceived question bearing upon a need (known as a PQBN). In order to use this technique effectively, the sales professional must have working knowledge of what he/she represents, must understand the five selling steps, and must know the typical customer served by the organization and what the usual needs are.

A PQBN is a positively framed question that is tied to a statement and is designed to solicit agreement from the prospect to continue with the sales dialogue. The architecture of a PQBN is this:

> If there were a way to _______(insert the perceived benefit to the customer)_______, would that be of interest to you?

> The reason I ask is that _______(insert your feature/fact solution to the perceived need)_______. Perhaps we can do the same for you. In order to determine if we can, may I ask you a few questions?

A completed PQBN might sound like this:

> If there were a way to increase the effectiveness of your sales team, would that be of interest to you?

> The reason I ask is that we have developed a selling system and training program that has significantly helped thousands of organizations increase their sales effectiveness and overall profitability. Perhaps we could do the same for you. To determine if we can do so, may I ask you some additional questions?
(The last question takes you directly into step two of the selling process, with the customer’s permission and undivided attention.)

If properly set up, this attention-getter can pull the prospect or customer into your dialogue quickly and allow you to move to step two of the selling process.

Whether you use a shocking opening statement or a PQBN, the objective is to determine whether your prospect or customer has an interest in continuing the selling dialogue. Gaining someone’s attention serves as the attraction phase to selling.
The Interest Step to Selling—How to Capture It?

The difference between a true veteran of sales and a rookie can be observed in how the veteran engages the prospect/customer with powerful questions designed to pull together his or her immediate needs, followed by quickly stating how the sales veteran can best meet those needs.

Many times you may get into a hurry and arrive at the “presentation” step of the selling process without thoroughly identifying the potential buyer’s needs and without having the capacity to take ownership of those solutions that you may offer to him or her.

Knowing how to gain the confidence of that other person by asking relevant, thoughtful questions—while making those questions appear conversational—takes work. Your job is to learn how to professionally reach a level at which you can accomplish this on a regular basis; your goal is to present, in a fluid, chronological manner, questions that the other person willingly responds to.

The questions that can be used to identify the prospect’s/customer’s “interest” level in your organization, or in the sales professionals themselves, should be open-ended in order to draw out a large volume of initial information. The more the conversation engagement continues, the more the professional salesperson may begin to tighten up the questions used (transition from open-ended to closed-ended questions) and to qualify the information that he or she is receiving. This information helps the salesperson determine how to best meet the client’s needs.
Open-ended questions seek to solicit data and open conversation between the prospect/customer and the sales professional. Some open-ended questions that can’t be typically answered with a single word are those that begin with who, what, when, where, why, or how. (How do you feel about your current supplier?)

These same question starters used as open-ended questions can also be used to solicit limited amounts of information by combining them with specific, directed questions that prompt the prospect’s/customer’s mind to provide precise and specific information. (When will you need to order supplies again?) There may at times be a need to follow up open-ended questions with closed-ended questions that confirm and clarify the information.

Closed-ended questions are designed to get limited information and/or clarification of previous information. These are great when a prospect/customer may become too talkative.

You can strategically use questions to probe for more information, to uncover additional selling opportunities, and to uncover additional needs of the client. You can evaluate the types of questions that may be used to gather valuable information and the chronological order in which they should be used in order to gain the greatest amount of information.

Questioning should also match the client’s interest, knowledge, and background levels. The sales professional would want to increase the intensity of the questions and word selection with some contacts and loosen up dramatically with others. Remember, it is the purpose of the “interest” step of the selling process to determine the client’s specific needs and then determine if there is a way your product/service can meet those needs.

Sales professionals must recognize that within the scope of the questions that you ask to best represent your organization, there are only three core questions that must be addressed at this third step in the selling process. You will need to adjust these questions to sound most relevant given the context of what your sales professional represents.

1. Determine if there is a need for what you offer. If not, terminate the sales process!
2. Determine if there is a capacity to pay/accept/buy your offer. If not, terminate!
3. Determine if there is a timeline (sense of urgency) for
acquiring what you offer. If this is none and no timeline is to be set, terminate the sales process!

Through the questions and observations that the sales professional engages in at this step in the selling process, he or she should be looking for indications of the primary interest levels of the potential buyer and indications of potential future interest levels for additional selling opportunities.

Sales professionals should use those words in this questioning or interviewing step of the potential client or customer:

*Mr./Ms. Client, what are you primarily interested in?*

By asking powerful, thoughtful questions, the sales professional will be able to have a meaningful dialogue and more concise presentation interaction with the prospect or customer.
A confused mind will always say NO. When you over-present solutions, you have a tendency to make the sale and then make the un-sale! When you have overwhelmed the prospect with too many solutions, the easiest response for him or her to say is NO . . . whether that is in the form of 1) “Let me think this over,” 2) “This sounds great, let me bounce this off of so-and-so and get back with you,” or 3) “Call me sometime and let’s determine how to proceed.”

By asking powerful, thoughtful questions, you will be able to have a meaningful dialogue and more concise “presentation” interaction with the prospect/customer.

It is the responsibility of the sales professional to present only a correct solution for the primary needs uncovered in the “interest” stage of the selling process. Understanding the importance of the “presentation” sequence of ingredients is essential in pulling them together for a complete response to a prospect’s/customer’s needs.

Product/Service = Claim + Feature (Fact) + Benefit + Nail-down

You must be able to select from your mental inventory the appropriate product/service that will meet the discovered needs of the prospect/customer. Once that specific solution is presented,
immediately guide that conversational “presentation” to flow fluidly and contain all of the formula ingredients above.

Concentrate on how you communicate the solution; you’ll want to communicate in such a way that it compels the listener to want your offer/solution immediately.

Also, sales professionals often have a tendency to oversell the solutions. Over-promising (and unfortunately far too often this is connected to under-delivering) leads to prospect/customer skepticism. While there may be an infinite list of options, bells, whistles, and colors available, the prospect/customer only wants to hear about the combination that meets his or her needs. You must have the self-confidence that the solution you present will work.

The presentation should be physically or verbally presented in such a manner that it yells to the prospect/customer, “I have been listening to your needs and here is my customized response that speaks only to what you say you need!”

Realize that you only want to present the associated features to a product or service that will be most appropriate for that customer. Most products and services have many features and benefits that can be shared. If you share all of them at once, then there are no additional dialogue points (ammunition) to present, should that prospect/customer inquire for more information.

A concise presentation response to a prospect/customer could sound like:

Based upon what we have discussed, there are some ways in which we can meet your needs. Please let me explain.

The Widget-Master 2000 is the best option (claim) for your consideration, as it features the most recently approved and certified technology innovations (fact), and that means you will have the most advanced and efficient widget in the market today (benefit). You do want the most advanced efficient technology in your environment, don’t you (nail-down)?

The power of the presentation statement is that it starts with a claim (i.e. the best option for your consideration), then ties into a product solution (i.e. Widget-Master 2000), continues with a feature statement (most recent technology innovations), then
transitions into a benefit statement (advanced and efficient), with a confirming nail-down question (you do want the most advanced efficient technology in your environment, don’t you?). By understanding the importance of the complete presentation process, the ingredients to be communicated, and the procedure to solicit conversation feedback, you will be able to measure whether what you presented to the customer was, in fact, valued.
Traditionally, the weakest portion of any selling process is selling to the buyer’s emotional needs and satisfying those needs and wants. If you speak to the prospect’s/customer’s desires, then the want will be satisfied.

With the desire addressed and built into the dialogue of the sales process, you will experience less buying resistance and less buyer’s remorse. Buyer’s remorse can result in returned purchases (quitting, resignation, not completing the transaction of acquiring your offer, etc.), apprehension on future purchases, and even refusal to consider future offers from the sales professional.

One powerful way to convey to potential buyers that their needs and wants are being addressed is to speak in terms of how they will benefit by accepting your offer. By doing so, we are moving beyond the benefit statement contained within the presentation step of the selling process and sharing a word picture (words that convey a vivid picture) of their using and enjoying the offer.

Desire is fed when the potential buyer is led down a mental path by you, the salesperson, of what his or her life will be like if he or she proceeds with your offer. Your ability to convey the emotional factors of a purchase will be dependent upon the client’s level of personal buy-in.

A desire statement packed with vivid word pictures that solidify the entire sequence of presentation elements might sound like:
Mr./Ms. Prospect/Customer, if you proceed with the Widget-Master 2000, here is what you will experience tomorrow. You will come into your office like you usually do, but now as you look out at everyone's work stations, you will notice that as they boot up their computers, instead of faces of frustration waiting for their systems to become operational, you will see smiling faces. With the Widget-Master 2000, the systems will become operational instantly. Instead of colleagues being held up from productivity due to slow systems, with the Widget-Master 2000 you will notice less stress and increased productivity.

And to ensure that the word picture that you have communicated (or verbally painted) is stimulating the prospect’s desire to want your offer, you can use a nail-down confirming question as an immediate follow-up. The nail-down may sound like this:

Is that the type of picture that you would like to be living in?

If you have learned the prospect’s/customer’s needs through engaging questioning at the interest step, and have done an effective job at the presentation step of the selling process, then the desire step should be fun and automatic.

In order for you to do a thorough job presenting an engaging and exciting word picture that stimulates the buyers’ wants and feeds their desires, you must:

- Have a thorough understanding of what products/services you represent.
- Have engaged the prospect/customer effectively at the attention selling step.
- Have permission from the prospect/customer to ask questions, and have effectively found out precisely what the interest level is of that person/organization.
- Have done a complete job at presenting a solution to the potential buyer in the presentation selling step.
- Personally believe in the presentation sequence that you have presented.
- Believe in what you do.
• Know how to weave words together to allow the listeners to see themselves (in a word-picture) as using and benefiting from the acceptance of your offer.

Some sales professionals become great story tellers—and this is a great place for those stories to be interjected. Avoid inserting stories in the beginning of the selling process, as you may tend to oversell the prospect/customer, which may at times actually turn people off, resulting in lost business. And by sharing stories too soon in your selling process, you may present a story that the client can not assimilate to a solution you represent, and the story will most likely be a waste of time!

However, stories are great ways to illustrate your key points and enable prospects/customers to visualize and experience what it could be like if they did partner with your sales professionals as their solution providers. Many times, this is a place where your more senior sales professionals may excel and where more junior sales professionals could use an experienced mentor.

Remember the Disney movie scene with the two deer in *Bambi*? The more junior sales professional (the fawn/doe) may bring renewed energy and vigor to a team, and the veteran (the older buck who is looking down over the younger deer) can share knowledge, wisdom, and perspectives via colorful stories.

The most powerful word pictures are those that place the listener directly into the future-oriented story, in the present tense. Desire is further stimulated by using words that capture the creative imagination of the listener (prospect/customer) and stimulates each of the body’s senses: sight, hearing, taste, touch, and smell.
The entire purpose of having you on a team is to match up a prospect’s/customer’s needs with what an organization can provide. In making that match and building that relationship, the transaction generates a revenue stream from which people are compensated, products/services are made a reality, and growth occurs.

The professional salesperson who can visit and dialogue through the first four steps of the selling process, but who ultimately fails to get the business, is more of a professional visitor, not a professional salesperson.

The purpose of the closing step in the selling process is to get the final agreement from the potential buyer and attain a commitment to have a healthy transaction with the salesperson. In arriving at this point in the sales process, the professional salesperson must realize that of the myriad of closing techniques and options, there are really two basic options at this point in the sales process.

A trial close is used to solicit feedback from the person to whom you have just made your presentation. The purpose of the trial close is to seek the client’s opinion on your offer—you are not soliciting a commitment at this point.

Realize that this technique is best used when you feel that the potential buyer is receptive to your offer, but you’re not sure of their buying level (low-medium-high). If there is a belief that the prospect/customer may not be ready to finalize the offer and
purchase, then a trial close is a great conversation tool and might sound like this:

If you were to move ahead with this offer, would you want to take it with you or have it delivered?

Since the trial close question helps locate the client’s level of desire to proceed with the offer, a salesperson should recognize that if the response appears favorable, he or she should move directly to a close/order question. If the response is lukewarm or cold, then the sales professional may need to move back to step two in the sales process—interest—and ask more questions about the client’s true needs.

After a favorable conversation with a prospect/customer, the sales professional may choose, at step five, to simply ask for the business (known as a close). A close or order question asks for or solicits a commitment from the person whom the sales professional has been spending time courting through the interest and the presentation/desire phases. The down side is that by asking for a commitment when the sales professional misreads the prospect/customer, the commitment solicitation may result in a resounding NO response—which often requires a challenging recovery process.

An order question is a powerful close strategy designed to attain an action-oriented commitment from the prospect/customer; the questions may sound like this:

How would you like me to process your order?  
Do you want to take this with you today?  
How many would you like me to get for you?

Each of these examples both assumes that the prospect/customer wants to buy and requests a commitment.

Another way of closing the selling process and seeking an order from the prospect/customer is to offer an “alternate of” choice option as a close strategy. The strategy here is to give the prospect/customer multiple buying options. The offers may sound like these:
Do you want this in red or green? 
Would you like a single unit or a case? 
Do you want this on a credit card or shall we bill you?

The process of asking for business from a prospect/customer should be smooth and conversational. It’s an art! Practice!
Beyond the Basics of IT—
Understanding the Fundamentals
of Selling Effectiveness and Getting IT
Practice doesn’t make perfect. Perfect practice makes perfect! And sales professionals can easily fall victim to their own bad habits.

To ensure perfect practice, make sure you revisit the five steps of selling—presented in chapters three through eleven—and the conversation flow model, Stacking-N-Linking, described below.

Sales perfection comes from perfect sales practice, perfect attainment from regular coaching from your sales managers, mentors, and trainers, and perfect reinforcement through insisting on regular selling performance appraisals and feedback from observers, masters, and clients. As a sales professional, your job is to have reinforcements that allow perfection to shine through—perfect results!

As a follow-up and constructive review of the strategies and tactical behaviors outlined in part one, complete the following exercise now.

Pick your favorite product/service and imagine that you are presenting it to a client. Demonstrate your ability to flow conversationally through the selling process by completing the following template mentally:
The Five Steps of the Selling Process

Product: ________________________________
Prospect/Customer: ________________________________

Step One: Attention Step
Step Two: Inquiry/Interest/Needs-Analysis Step
Step Three: Presentation Step
Step Four: Desire/Want Step
Step Five: Close/Order Step

Attention Step
If there were a way to _______ (benefit statement) _______, would that be of interest to you? The reason that I mention this is _______ (fact or feature statement) _______, and perhaps we can do the same for you.

Inquiry/Interest/Needs-Analysis Step
In order to maximize time, may I ask you a few questions? Thank you, _______ (Stacking-N-Linking).

Presentation Step
Based upon what we have just discussed, what would it mean to you to be able to _______? The reason I ask is that we ________________.

Desire/Want Step
That is the type of picture that you would like to see yourself in, isn’t it?

Close/Order Step
Do you want to begin with _______ or _______?
Fine tuning your presentation to your prospects’ or clients’ real core needs can be done by becoming familiar with their mission statements.

The mission statement . . . it’s that sign hanging on the wall in the lobby as you wait to make your presentation. Or it’s on their Web sites or in their annual reports. You may even find the mission statement on their business cards or literature. Most companies have value statements that drive their mission statement, or they have a mission statement that drives their operating values. By reviewing these statements, you can look for areas in which you can assist them in really driving their point home.

Most mission statements will identify six selling opportunities. As you examine a prospect’s mission statement before you make your initial presentation, or as you review an existing client’s mission statement to determine follow-up selling opportunities (up-sale, cross-sale, add-on selling), you will want to:

- Identify what each sentence really commits to and
- Determine how to use their exact language in your written proposal or verbal presentation.

The six critical elements usually found in a sound mission statement structure are:
1. **Who?** The statement should identify who owns the company or who is committing to the company’s philosophy.

2. **What?** What is being sought or committed to; what is valued above all else?

3. **When?** What is the order of commitment to actions and behaviors that are to be demonstrated?

4. **Where?** This part of the statement identifies the geography of the commitments and in chronological order of importance.

5. **Why?** The answer to why? is the driving compelling force behind the commitments and will identify the rationalization and motivation behind their existence.

6. **How?** The how part of the statement demonstrates the manner in which the company commits to their actions and the standard by which they determine the legality, ethics, and cost-effectiveness of their driving forces.

Once you illuminate these answers from your prospects’ or clients’ perspectives, you can benchmark your entire presentation against what the have determined to be important. You can even use the mission statement as a reference marker in either your print campaign or verbal presentations. You can mention one of their key statements and then transition into one of the ways you can address that portion of their mission. Continue through your presentation in a systematic manner, addressing each statement and showing how you can assist... right up to the closing step of the selling process.

This same model (address a mission statement and show how your product/service can help fulfill it) applies when selling to an individual, but by now you have already made that mental leap of understanding! If you are selling your service/product to an individual (i.e. you are working to recruit them to your endeavor or cause), you would look for evidence of their past actions to determine what is really important to him or her, and show the connection between those past commitments and accomplishments and
how you can now aid them in furthering that ambition. Now make your sale!

Mission statements serve as the maps by which people operate and make decisions, and when you can aid others in doing precisely that, they will typically embrace your offer!
Maintaining a positive appearance and mindset as a sales professional is critical to sustained success. Although negative situations and people may be a daily occurrence in the life of a sales professional, how one handles them can mean the difference between polished professionalism and self-destruction.

Understanding and embracing two key ideas will differentiate you—the polished, positive, professional salesperson—from the stereotypical negative salesperson.

Key Idea Number One: Manage your environment for maximum productivity and positive results each day! Use a system, such as one of the following, to ensure maximum effectiveness.

1. Productivity or time management devices like PDAs and Day Planners.

2. Information and account management systems, such as:
   - Database software (from both major and locally-based software design firms),
   - Intranet and Internet applications (GoldMine, ACT, FileMaker Pro, ARRIS, etc.),
   - Integrated electronic contact hardware like cell phones, pagers, fax machines, land-based phone
lines, toll-free phone numbers, automated answering services and systems, cordless and hands-free phone systems that allow you to multitask, and

- A work environment (work ergonomics, climate-atmosphere necessities, etc.) that allows for minimum movement for maximum productivity.

Key Idea Number Two: Treat the sales profession as a profession and continually commit to professional development activities. Be able to identify the activities in which you participate in on a regular basis. These may include classes, workshops, seminars, mini-seminars, and other sales training opportunities.

- Read a minimum of one book on your trade monthly. Choose one on the art and science of selling, marketing, positioning, branding, or advertising, and maybe one within your area of specialization from a college class reading list.
- Subscribe to one monthly publication on selling, one on your trade, and one that your dominant customers would be reading (so you have a better understanding of where their mind may be).
- Turn down time, drive time, and exercise time into audio tape and CD time. Most individuals have at least 500 hours annually of wasted time that can be easily converted into mobile classroom time.

Accountants may maintain their mark of professionalism as CPAs by attending forty hours of classes annually, reading literature on the craft, and participating in self-development endeavors that distinguish them as professionals. A doctor, nurse, teacher, or lawyer performs many of these same activities in order to maintain his or her license to practice. Sales professionals are no different than these other professionals who must keep current in their fields.

Identify the activities that the most professional among you participate in on a regular basis—attending classes, workshops, seminars, or mini-seminars, reading books, or listening to audio tape and CDs on skill development. Create an environment conducive for excellence to take place.
Sales professionals build their daily work schedules to include activities at the beginning and end of the day—activities that ensure success and positive mindsets. Keep in mind that the way you are perceived and the message you project to others is dramatically affected by the people at work and home with whom you associate.

Birds of a feather flock together. Examine what your flock of associates looks like and where they are headed. Are they a flock you want to be associated with? If not, make a course-correcting change today to ensure that you land at the destination you desire!

Perfecting sales excellence is every sales professional’s responsibility. Developing the habits, skills, traits, characteristics, tricks, and secrets for dealing with those positive energy zappers is essential to sustained success.

Build a force field around yourself to push the negatives and selling blahs away and to energize your life. Consider the top ten things you do or can do to ensure a positive beginning and end to each day. Write down your top ten, post the list where you can see it, and then let it serve as a daily directional signpost.

Or, start by identifying three things that occur routinely in your job or environment, then develop, with a teammate, a list of many positive responses to each item.

<table>
<thead>
<tr>
<th>Positive Energy Zapper</th>
<th>Positive Reinforcement Action</th>
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<tr>
<td>#1</td>
<td></td>
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<td>#2</td>
<td></td>
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<tr>
<td>#3</td>
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</tbody>
</table>
Everything you do in the profession of selling can be attributed to one of three specific sections of what has, for decades, been described as a sales funnel. Here, we expand the tunnel model to help you track productivity more efficiently.

With the tunnel model, you can mentally and physically facilitate your every effort for consistently contacting prospects and working sales leads and accounts. Bottom line: greater percentages of closes.

First consider the universe above the funnel to be full of leads. (Leads are generated through marketing, public relations, advertising, awareness campaigns, etc.). The leads can be pulled or pushed into the funnel. At the top of the funnel, where the leads (contacts) enter, they become suspects. With an ample number of qualified suspects at the top of your funnel, your time can be divided among working the contacts outside the funnel (leads) and working those coming into the top (suspects). Your job is to generate a compelling reason for suspects to move into the middle of the funnel where they become qualified prospects. A prospect is ready to be contacted (called, followed up with, appointment set with, etc.). From the work you do with the prospect (sales presentations and the five selling steps detailed in part one), a customer (new member, enlistment, client, etc.) falls out of the bottom of the funnel. The universe below the funnel contains all of the administrative
aspects to your job. Many sales professionals rest in their comfort zones when times are productive, and they spend a disproportionate amount of time on existing prospects or customers only to realize one day there are no new leads, no suspects, and no prospects lined up for meetings!

The downfall of most sales professionals is that they don’t maintain a consistent level of activity at all three levels within the productivity sales funnel. The salesperson who spends a lot of time at any one level may eventually end up rushing and/or waiting. You must spend equal time on each level during every day, week, and month. If you expect to make sales calls to prospects, then there must be qualified people who have been previously identified as suspects and placed into the funnel to contact. On an average, expect to spend at least 25 percent of your time each day in each of the three levels, investing the final 25 percent of your time in the level that warrants the additional time.

To improve your performance, continually evaluate your present customer base and ask yourself these questions:

- How many prospects are contacted to matriculate one sale?
- How many contacts does it take with any given customer to finally close the order?
- How many suspect contacts did it take to get one prospect into the funnel and convert him/her into a customer?

The funnel will sharpen your ability to recognize the number
of suspects a sales professional must contact to qualify one as a prospect and how many prospect contacts it takes to matriculate one sale.

Successful sales professionals invest ample time on a regular basis to feed their funnel, work the funnel, and take care of the customers who come out the bottom of the funnel. By studying your current base, you can also begin to recognize your tendency to best connect with certain types of people; this is your “profile” (see technique sixteen. With this information, you can benchmark your every marketing effort to get in front of qualified suspects and avoid being distracted by the unprofitable contact.

As a sales professional, consider your every action and categorize where each action is located in the sales productivity funnel. Ask yourself where you presently classify your contacts. What level are they in the sales funnel?

Successful sales professionals recognize that their ability to close a sale is only as good as the prospects that they contact, and those prospects are only as good as the pool of suspects they can identify through marketing, advertising, and promotions.
Some sales professionals work hard every day contacting every lead that comes their way, many times never realizing that while there may appear to be a lot of activity, there may in fact be little real productivity. One way to focus the activity so that it equals productivity is to study the quality of present customers.

Analyze your present customers to see if you can identify any trends. Is a large percentage of your business coming in from a certain type of customer? This trend, which most sales professionals have whether they realize it or not, is referred to as a profile. Once a sales professional recognizes the tendency to connect more with certain types of prospects than with others, and that more of their business is comprised of these specific types of prospects, then the salesperson can focus immediate energies towards ensuring contact with all like prospects.

The 80/20 rule: As he took inventory of the Italian countryside, a landowner and economist once recognized that 80 percent of the land and wealth was held by 20 percent of the people. So too is this concept true many times in business: 80 percent of our business is held by 20 percent of our clients. The reverse, unfortunately, is true of many unsuccessful sales professionals—they spend 80 percent of their time with those customers that constitute only 20 percent of the business.

As sales professionals, it is critical that we recognize both our
personal and organizational efforts to identify the characteristics of the core customer base. Who are they? Where are they? How many more of them are not being contacted?

Examine your present customer base by analyzing the patterns, trends, and commonalities, then determine if there are some common ingredients among a pool of customers. If so, develop these commonalities into a profile that can serve as a map to finding future customers like the current ones; as you know, these current customers are already successful users of your organization’s products or services! This profile is a critical turning point in sustained successful selling, as all future marketing, advertising, promotional, and selling efforts can be fine-tuned to speak to these people first.

Now, analyze within the sales funnel how many leads you have to contact to engage each individual suspect. Then analyze how many suspects you have to contact to matriculate each prospect. Now, tighten that contact loop and become more proficient at contacting and working each lead, and shorten the selling process and amount of time you must invest to make a sale.

To define your profile (best prospects or customers), look for consistent pieces of information. Consider:

1. Age range
2. Gender
3. Ethnicity
4. How long they have been with the organization they represent
5. How long they have been in the industry they represent
6. How long they have been a customer with your organization’s
7. How long they have worked with you specifically
8. Their geographical region
9. The dollar figure of business they represent
10. The number of items of business they represent
11. Other

It is from the specific profile that you will be able to further refine your activities and attain greater net results from your marketing initiatives, advertising efforts, networking endeavors, and selling activities. It is from this profile information that you will be
able to further streamline your lead-generating endeavors by better attaining, attracting, and recruiting qualified leads to your selling funnel (see technique fifteen), instead of just putting your name in front of anyone.
This technique is an individual exercise. Great sales professionals never run empty of qualified prospects. This is due, in part, to the fact that they are consistently mining areas with many qualified suspects and are putting their names in front of them.

Examine how you prospect for leads and where you tend to find your best ones. Remember that a qualified prospect is someone who, at a minimum:

1. Has a need for what you offer.
2. Has the capacity to buy.
3. Has an urgency to do so now.

With this formula in mind, your job then is to ask two questions:

1. What do my leads look like whom I could consider a suspect?
2. How would I detail this description even better if I were attempting to develop a qualified suspect profile for contacts?

Recognize that it is easy and simple to fall into the trap of waiting for the leads/contacts to come to you—an activity known as
order-taking and one a far less expensive employee can easily do. Not many suspects will contact you on their own. It takes time to find these suspects and get them into the sales funnel, and then time to work the prospects in the funnel into customers that fall out of the bottom. When you realize that you have no new leads/suspects to work with because you have been consumed in the middle or bottom of the funnel, you must stop to find and contact new suspects. You must understand the need for even and consistent work at all three levels of the funnel. In the final analysis, a sale can’t take place if you are not continually feeding the funnel with qualified suspects!

You can’t be all things to all people, so knowing the characteristics of that ideal candidate will help you connect and close deals with the customers. This well-defined qualified suspect profile then guides all future actions (marketing, networking, promotions, advertising, etc.).

Your responsibility is to recognize exactly what a qualified suspect looks like and then develop a profile of each. A profile assists in differentiating between a potential suspect you should engage in the five steps to selling (in anticipation of that qualified suspect becoming a prospect) and one whom you should avoid (someone looking to talk and waste your time).

With a clearer understanding of your targeted qualified suspect profile in mind, you can examine the contacts you make to determine the appropriate level of engagement. As you examine how much time is invested in building the contact relationships forged at the suspect level, which transition into the prospect level, which ultimately transition into the customer level, you can channel your efforts accordingly.

Most sales professionals invest a majority of sales energies where the easiest suspect- and prospect-rich environments are. Studies done in the late 1990s (by my then-mentor, Frank Ruck, and me, Jeff Magee) determined that most customers come from merely 10 percent of available market options.

Known as the Ruck-Magee Customer Curve™, the sales concentration business typically centers on the known possible 10 percent. Armed with a better understanding of what a qualified suspect profile looks like, you can invest more time in these desired areas and avoid others.
Try to view suspects for your product/service/offer as aligning into a sales curve, the Ruck-Magee Customer Curve, which indicates that there is always about 10 percent of the suspect pool that can be easily converted into customers. There will always be about 10 percent of suspects that will never become customers for you. And the forgotten middle 80 percent that represent potential customers available from the middle suspect pool—this is where you find significant paths for market gain! Most organizations never cultivate emerging markets from this middle 80 percent.

First spend time prospecting with those suspects that experience and research indicate typically turn into customers (10 percent that always buy your offer). Then invest time where most sales professionals forget to work: in the middle 80 percent of the suspect pool.

It is equally important to realize the percentage of suspects that will never buy your offer (10 percent), so don’t waste time with them.

With a clear qualified suspect profile in mind, the sales professional will be better able to recognize the middle-of-the-curve-contacts that best match a solution the salesperson offers. The bottom line is increased contact effectiveness, reduced missed contacts, and increased sales.
Technique 18

L-Grid Analysis™: Fast-Tracking Your Closing Ratio by Identifying Your Ideal Profile—Personally and Organizationally—for Increased Sales Efficiency

Study highly successful sales veterans or scientific approaches taken by profitable businesses, and you will learn that they have identified, at the sales professional’s level for the organization, what an ideal prospect really looks like. Having studied their best clients, these super successful sales professionals and organizations have recognized that there are common Attributes (traits), Behaviors, or Characteristics among their ideal customers/clients/recruits . . . the ABCs of an ideal client. It is along this mean that profitability lines are crafted and business models are based.

To determine your ideal customer based on the evidence born from your ABC look at a grouping of past clients, take a cross section of your last dozen sales and evaluate them not for their differences, but for their commonalities. To do this, draw a large inverted L-grid on a sheet of paper.

Across the top of the horizontal axis line of the L-grid, write “All-Star Account/Client.” From your personal clients, identify the best account for this exercise, or from the evaluation of a dozen or so past clients, invent a client based on the common characteristics you find.

Next, underneath the header and inside that L-grid (the vertical axis line will be to the left of where you will write next) begin doing a complete mental brain dump of every ABC you know for that targeted all-star account/client. Reflect on everything that you can
think of—both personally and professionally—for that account or client you are chronicling.

Now, start with the first piece of data you wrote on the inside of the L-grid. To the outside left of the vertical axis line, create a reflective descriptor, entry, or category that is most reflective of what you have written down. What you are now doing with this L-grid is creating a template of what you know, but now you have identified descriptive fields instead of exact entry words. Once you have all of the entries identified, imagine that the entries inside the L-grid are cleared away. Now you have a master template of profile questions or things to ask a prospect. The more entries your prospect has in common with those on your L-grid, the greater your odds of another great sale!

This L-grid template allows you to determine the minimum number of qualifying questions for determining a good prospect versus the labor-intense prospect that may or may not convert into a customer. An example of what this might look like and thus what questions to ask is shown below, using my industry—personal skill improvement training—as an organization.

<table>
<thead>
<tr>
<th>DESCRIPTOR</th>
<th>QUESTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Learning Center</td>
<td>Do you have a national training or learning enterprise?</td>
</tr>
<tr>
<td>Corporate University</td>
<td>Do you have a corporate university ancillary to the learning or training team?</td>
</tr>
<tr>
<td>Director of Training</td>
<td>Do you have a designated person responsible for both internal training needs and soft skill development needs of your organization?</td>
</tr>
<tr>
<td>National Meetings</td>
<td>Do you bring in paid experts to speak at your national meetings?</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Regional or Quarterly Meetings</td>
<td>Do you bring outside experts to participate in these meetings?</td>
</tr>
<tr>
<td>Tuition Reimbursement</td>
<td>Does your organization provide for tuition reimbursement for employees wanting to better themselves?</td>
</tr>
<tr>
<td>Employee Development/Training Hour Mandates</td>
<td>Do you require your employees to attain a certain level of ongoing educational hours each year?</td>
</tr>
</tbody>
</table>

By first identifying from our own portfolio of best clients what an all-star account looks like, we were able to craft the qualifying questions to attain more profiled customers.
It has been said that the greatest defeater to successful selling is the sales professional who takes the NO response from a suspect, prospect, or customer personally. Realize that when someone says NO to you, that the specific word NO is to the offer as they have just heard it. The NO is not a rejection to the sales professional as a person; the NO is a rejection to the offer heard.

If your questions are confusing, your presentation flow discombobulated, and your ideas too incoherent for the prospect to follow, the easiest thing for a confused mind to say to an offer is NO!

Every sales professional has heard the statistics that most prospects become customers and that the sale takes place after the nth rejection. Professional Selling Power magazine carried an article in which a study done by Jeff Magee International, Inc., indicated that most sales take place after at least five rejections.

The important question to ask yourself is, “At what number NO does my competition typically give up on a suspect, prospect, or customer?”

NO is merely a verbal response to an offer—the art and science of selling begins at the mention of a NO. The questions that a sales professional must begin asking at that moment are:

- Does NO mean, “Not right now,” (timing issues)?
• Does NO mean, “I don’t have the money to buy it right now,” (revenue/budget/billing issues)?
• Does NO mean, “I don’t have authority,” (buying power/decision-making ability)?
• Does NO mean, “We can’t use it/don’t need it right now,” (appropriate need level for that specific offer only)?
• Does NO mean, “I don’t want to make the decision,” (decision makers are changing, or your contact may be leaving and may not want to get involved in the offer right now; maybe his or her successor may desire to do so)?

Realize that until you KNOW what is meant by NO, don’t accept a NO without first engaging in a dialogue to determine precisely what is meant when the other person says NO.

Use a preface sentence when responding to someone who has just delivered a NO response that you feel may not be legitimate. Try something like:

*I can appreciate your concern with (insert the NO reason just given). Let me ask you, if we can address this concern fairly, would there be any other reason that would hold you back from considering my offer?*

Think of the word NO as a question, and instantly push yourself to mentally determine that if you were to reframe the simple NO into a question, what would the question be? Remember, you are trying to find out if the NO is a result of something you have or have not said or offered.

Knowing exactly what NO means gives the sales professional conversation power in the selling process. Rehearse fact-based responses to NOs, so when they appear in your next selling transaction, you can appear fluid and matter-of-fact in your response, as if you are saying, “Oh, yes. I have had this concern before and put it to rest.” Develop a series of responses/questions you can offer at the moment you hear the NO. Develop your questions to address each of the following situational responses:

1. Wrong timing
2. No money, revenue problems
3. Lack of buying power or authority  
4. No need  
5. Impending change in position or players

Another effective way to dispense with NO is to recognize whether the prospect’s NO is consistent with a previous time you heard NO. During that previous time, did you empathetically and professionally respond to it, resolve it, and make a sale in spite of it? If so, then simply use that prior experience as a conversational reference by using a time-tested response formula called “Feel-Felt-Found.” The statement sounds like this:

I can appreciate how you feel; in fact, I have several very happy clients who initially felt the same way. What they found, though, was (insert a benefit statement here).

A NO is simply a response to an offer we have not personalized enough. The client does not yet see significant gain by accepting the offer. Work more diligently on the interest and the presentation stages of the sales process, and the volume of NOs will decline, and the percentage of closing successes will go up!

So if you receive a NO response from a prospect during your sales presentation, and you know the NO can sincerely be addressed, then deploy any of the above strategies for reengaging the person and turning the NO into a YES.
Just as how one systematically deals with a NO in the sales presentation, dealing with objections entails a similar process.

The instant at which a prospect or customer utters an objection to the presentation of your product or service can be alarming. Your job is to be aware of potential objections and have logical effective responses ready.

Many times an objection may in fact be a question in disguise. You have to be adept at “reading between the lines” of the objection and determining what question is not being asked outright. By making this determination, you can guide the conversation in a constructive direction, so listen closely, respond, and do not react.

A great way of determining if an objection is the only obstacle to making a potential sale, consider using an objection qualification question such as:

I can appreciate your concern with (insert their exact objection statement). Let me ask you, outside of that concern, if we could address it satisfactorily, would you be in a position to move ahead with this offer?

This question will help you determine whether or not there are obstacles or future objections that may arise. By confirming this objection, you isolated the layers of issues to be addressed. If you
focus on a single, precise objection, do so. If the objection is satisfactorily addressed, then proceed directly to the last step of the selling process: asking for the order/close.

If, by asking the above question, the prospect/customer is reluctant to proceed, then you may want to ask another question:

*Obviously there is something else causing you to hesitate; would you mind sharing that with me?*

This question typically works to draw out conversation—to smoke out the hidden and possibly the true objection to be addressed—from the other party. Now you know what issue may need additional attention.

If the objection moves to resistance, then mentally evaluate and, if appropriate, ask questions to requalify the person’s capacity to meet the criteria developed in technique seventeen and determine if you have been talking with a qualified customer profile.

As you interact with someone who has presented an objection during your presentation stage, be mindful of both the words you use and the tone of your voice, so as not to offend the other person.

In engaging the objecting party, recognize three easy quick-reference questions to ask yourself concerning the other party. If you don’t definitively know the answer, then ask questions to solicit feedback from the other party.

As you learned in technique seventeen, a qualified prospect is someone who, at a minimum, has a need for what you offer, has the capacity to buy, and has an urgency to do so now.

You must address any valid objection in the conversational sales approach. Any objection left unaddressed may resonate in the prospect’s and customer’s mind to such a level that it may cause the issue to grow, resulting in a NO.

Once the precise “objection” has been identified, it is now up to you to determine if the objection can be addressed and thus put to bed. If so, digress in the sales process and return to where you were in the five-step sales process. Now, present the most applicable and powerful claim + fact/feature + benefit + nail-down sequence that you can.

The nail-down question is a powerful way to put to closure
an “objection” and progress the conversation beyond where the objection last came about.

A means of visualizing how to address an objection once additional questions (used only as necessary) have sifted out substantive insight to the actual objection is to construct your response as if you are making a sandwich—the “sandwich technique.” To do this, respond to an objection in three steps (three statements); nothing extra needs to be said or done.

**Step One:** visualize the base piece of bun/bread = positive reference or statement.

**Step Two:** visualize the piece of meat/substance = objection or negative issue.

**Step Three:** visualize the top piece of bun/bread = positive reference or statement.

As the top piece of bread is placed and a corresponding statement is given, the nail-down is analogous to piercing the “sandwich” with a large toothpick to hold the entire formula (technique) together.

Here’s an example of how the sandwich technique may sound:

I can appreciate your concern with (insert objection). (This first part of the sentence serves as the base bun and is an empathy statement). That is a genuine concern (this is the meat/substance) and there are several ways we can address this (top piece of bun, positive response): (insert solutions). That does address your initial objection, doesn’t it (nail-down)?

Should the objection be one that you just can not resolve at the present time, yet it may resolve itself over time, then strategically save this prospect as a lead to be contacted in the future when the objection matter is no longer valid. As a matter of fact, this client may be a great future prospect for cultivation as a customer!

In this situation (not being able to resolve the objection at this time), find a polite, conversational way to bring your sales discussion to closure. Leave. Send a follow-up thank-you note. Maintain the client’s name in your lead-generation system for continual future review and possible marketing contact purposes.
As we now know, in many instances an objection is merely a question in disguise, and the job of the professional salesperson is to be able to hear the objection and convert it internally into a question. Then respond to the underlying question from the prospect or client.

Unfortunately, it becomes human nature—almost habit-forming—to respond instantly and most often from an emotional base point when objecting. What you want to do is address every objection in a simple, fluid, conversational three step process.

**Step one:** QUALIFY the objection by restating what you have heard. Ensure them that you have heard precisely what the objection is. By restating the objection you also have the opportunity to determine the true objection, and that there are no other objections or issues. Now you’re ready for step two.

**Step two:** CLARIFY the objection by responding (logic based) not reacting (emotion based) with facts. Only speak to the objection presented; do not add extra conversational points and do not go off on a personal opinion or story-based tangent. Now proceed directly to step three without waiting for permission to leave step two.
**Step three:** CLOSE the conversational response to their objection by going back into your sales presentation process, as if you were never interrupted with an objection to your offer.

This model might sound like the following sequence. Imagine being a recruiter for the United States Army National Guard. You are attempting to recruit an individual into the service and must overcome his or her objection to pursuing a conversation about enlisting, the possibility of going to war, and the possibility of death.

1. I can appreciate your concern about enlisting during the ongoing war issues. If I hear you correctly, your concern is the potential for death and the high death rate as reported in the media. Is that correct?

2. While dying in a war is in fact a possibility, let me speak to your concern. First of all, with no prior military service in your history and due to your age, if you were to enlist, the soonest that you could even be considered for deployment would be one to two years. Another fact for consideration is that the military refers to the loss of life in a war engagement as the death right rate. Since the inception of the war in Iraq, we have lost sixty lives for every 100,000 soldiers who have gone through that area on deployment (that’s a .06% loss of life). As a point of reference, Washington DC, on the other hand, has a death right rate (loss of life) of eighty people for every 100,000 people that have gone through DC (that’s a .08% loss of life).

   —Statistics are from Haltom, Larry
   WBG OTAG-DAG

3. So using the logic that Iraq is dangerous and that we should not be there, perhaps we should surrender DC immediately! Let me ask you this: if the likelihood of your going to war in the immediate future were removed, does this offer address your needs?

   Many times, people use objections as a way to avoid real issues that need to be spoken to or as an easier way to put you off, rather
than just saying that they are not interested. If you are ever to proceed in the sales presentation process and make a sale, you cannot be deterred by objections. Consider the next time you receive an objection as an opportunity for discussion.
Coach yourself to recognize that with any purchase or transaction, there are four decisions that must be addressed in order for the transaction to occur; at any one of the four core decision levels, a veto can take place.

Many sales professionals become so intense on the presentation of the facts/features (what something does) and the benefits (the value to the buyer) that they may not recognize it when they have cornered themselves in their own presentation. Failing to address a core decision factor will paint you into this figurative corner.

Studies indicate that in every buying and selling transaction, the buyer, among all of the variables that may be studied and considered, will always make a minimum of four decisions while evaluating an offer. In some selling presentations, the sales professional must realize that there may be multiple decisions makers involved in the process. In this case, there are different people making each of the core decisions. If you focus on the four core decisions and don’t get worried about the number of individuals involved in the process, you will be more effective.

The four core mental decisions considered in every buying transaction are:

1. **Finances.** Can we afford it and does it make economic sense? Is this a sound financial decision? Will I get the bang
for buck desired here? Is the financial payoff enough to over-
weigh reasons not to go ahead with the transaction now?

2. **Technical aspects.** Does this offer address what we really
need? Does it address our technical requirements, regula-
tions, laws, project needs, clients’ needs, etc? Will I actually
use and benefit from all of the options associated with this
offer as the sales professional has detailed, or is this over-
kill? Are there more steps, details, features, etc. on this op-
tion than I can grasp? If it intimidates me, I will cancel the
transaction process.

3. **Usage.** Will we really use it and gain enough from its use for
the investment/price/cost? Will the person for whom this is
being bought really use it or will this be another source of
conflict at home or work?

4. **Coaches.** These are the people or internal voices that like
the offer, may like the sales professional, and encourage you
to go for it. They may serve as a champion of the offer and
can be powerful gatekeepers for gaining insight about the
other four decision makers and how to engage them.

You must recognize that every successful presentation must
address all four decisions respectively. If any are not addressed
professionally and the sales transaction takes place anyway, you
could be setting yourself or your company up for future disaster!
When one of the four core mental decisions is not effectively ad-
dressed, and the sale still progresses, the salesperson has effec-
tively “unsold” the sale.

So what can happen if you don’t speak to each decision effec-
tively and only to the degree necessary for that prospect?

- Buyer’s remorse occurs when a customer buys a product or
service, gets home, and then realizes that the purchase will
cause a financial problem or burden. The customer feels that
he/she got caught up in the emotion of the sales transaction
and did something that now logically doesn’t make sense. The
buyer may return the item, and if he or she keeps it, you
may certainly lose future business opportunities.
Intimidation occurs when the buyer reflects on what he or she purchased and realizes it has too many gadgets, too much power in respect to what is actually needed . . . the item is just too highly technical for this buyer! What seemed easy during the presentation is now intimidating.

Frustration occurs when buyers reflect upon what they bought, and realize that they did not really need it, nor will they really use it. In this case, their own mental “coach” got the best of them. Now they become mad at themselves and resentful towards the sales professional and his or her organization.

As you can see, poor selling techniques can create future selling challenges and problems. Successful selling therefore centers on and addresses the four core mental decisions.

For your next sales presentation, make a mental checklist of—or actually write down—these four mental decisions, and then identify with your next prospect (individual or organization) whether you have spoken directly to these four decisions or if you have left any unaddressed. If you have forgotten one of the four core mental decisions, you have more homework to do!
The sales professional’s ability to ask the hard questions during a conversation is critical to sustaining sales success. Consider, for your business, what some of the typical disqualifying questions (questions that immediately signal you are not addressing your profile customer) might be and adapt those into your conversation early and often to ensure that you are not wasting your time or having your time consumed by someone who will back out of the transaction.

Many sales professionals find these three items uncomfortable to discuss:

1. Financial Issues
2. User Requirements/Skills
3. Timeline Constraints

If you can’t discuss these areas, you are doing the prospect/customer a disservice! Ask simple questions like:

- Does this proposal/offer fall within the financial parameters you were expecting? (financial issue)
- Is there a budget range we need to be sensitive to? (financial issue)
- Does this look like something that can be easily used to address your needs? (user requirements/skills)
What do you like most about what we are talking about and looking at here in respect to (insert the product/service being discussed)? (user requirements/skills)

Is there a specific time window that you were looking to have this by? (timeline constraints)

Is there an urgency to getting this (insert the product/service being discussed) and having it in use? (timeline constraints)

Among the many questions that a sales professional may want to ask a prospect/customer, there are certain universal questions that must be addressed. The earlier you ask these questions, the better you will be able to determine how best to meet the prospect’s/customer’s needs; you can gauge progress towards a close more efficiently or determine that you can’t meet the client’s needs. Terminating the dialogue may be the best course of action for both parties.

Assume, at first, that every prospect can afford your offer; until you prove otherwise, consider all prospects to be good candidates. A disqualifying question will help you discover if your assumption (every prospect can afford my offer) is wrong.

For any product or service your organization offers or you personally provide, there are very specific disqualifying questions that can be crafted and asked in every conversation in order to ensure you are not wasting your or the other person’s time. What follows is a list of the disqualifying questions we use in our business (skill development and leadership training) to increase net closing ratios and determine if a prospect fits our ideal profile.
• Client Services Telemarketing Questionnaire •

1. What is your core type of training focus at the present time (percent of soft versus hard skill)?
2. Percent of training facilitated by outside training partner(s) (vendors)?
3. What do you typically receive for that training investment?
4. How much do you traditionally invest per engagement?
5. What training would help make your in-house training team a better asset to your organization?
6. What areas of your organization are experiencing the largest growth or challenges right now?
7. Are there any immediate skill or competency challenges that your training department is facing?
8. Typically, when you get the opportunity to schedule or facilitate a training session in your organization, what timeframe seems to be best for others’ participation (multi-day, full-day, or half-day sessions)?
9. Would training to be delivered to the actual shift (shift training) be of value to you? (Follow-up—Do other training groups that work with you at present time do shift-training?)
10. Would a training newsletter with immediate training ideas and techniques be of value to you?
11. Do you belong to any professional service organizations or associations? (Follow-up—Which ones, by name?)
12. Do you have a point of contact or contact number that you could share with us?
Part 3

Advancing Towards IT and Finding More of IT!
Great sales professionals have realized that the 80/20 rule does not actually apply for selling in every instance. A larger percentage (80-ish percent) of one’s business actually comes from a smaller portion of the contact base he or she maintains (20-ish percent). A critical success factor is the ability to recognize the market or areas from which you tend to do the majority of your work and receive the majority of your business. This highly productive contact base is known as your target-rich environment (TRE).

To increase sales effectiveness, first identify your TRE. Clients from an area that provides more business, clients with whom you have a great affinity, and clients who are naturally easier to work with—this is your TRE!

Many sales professionals don’t recognize that they tend to lean their activities in specific directions or sell into specific areas. By identifying this trend activity, a sales professional’s first responsibility is to ensure that he or she is thoroughly working the TREs every day by becoming widely known as the expert person within that TRE and by consistently dominating that TRE.

If a sales professional tends to matriculate more business from the pharmaceutical industry, for example, then he or she should first explore every means by which to identify all pharmaceutical businesses and even pharmaceutical-related businesses to contact. A sales professional’s perspective can be limited to just the
larger, more well-known businesses within that TRE or within the salesperson’s geographical region. To increase this awareness, a sales professional should identify the Standard Industry Code (SIC) number for the buyer who tends to provide the bulk of business.

By identifying, by the respective SIC number, that business, association, company, or person responsible for the disproportionate percentage of their business, sales professionals can then reference similar TREs that parallel their areas in which they are presently experiencing success and assign these parallel areas the same SIC number.

Other TREs can be identified geographically by identifying the SIC for the 20-ish percent factor of the above 80/20 rule.

Once the sales professional knows that he or she is actively, consistently, and thoroughly engaging the primary TRE, then efforts can be focused on other suspects and prospects that fall outside of the TRE but who would also be likely customers. By recognizing the greatest lead sources for what you have to offer, you can begin to grow your business opportunities. For help in recognizing these greatest lead areas, recognize all of the “present tense” answers from where you presently make your sales.

First, create a comprehensive list of successful sales transactions. For example, list the actual buyers of a single offer you have made. When that list is complete and you recognize that this is in fact a finite list, then push yourself by asking, “If I could no longer market or sell to these identified contacts, who else would be candidates for what I have to offer?” This second question is the starting point for finding more business opportunities and growing your business successes.

Consider this scenario: Imagine that, as a sales professional, you are focused upon recruiting new members (either to your association or as a military recruiter). You would first identify all of the places you are actually finding qualified, good prospects as candidates to talk to about joining your organization. Once this list is created (only from actual present tense answers), then ask yourself, “If I could no longer mine these areas for leads, where else could I go?” Fascinating! I have done this exact game with more than 5,000 military recruiters for the United States Armed Services, and the best group has come up with no fewer than thirty other market options. Having more idea places does not in-and-
of-itself ensure success, but more lead ideas that are aggressively worked always means success.

Using this drill-down idea for locating other target rich environments for possible leads has become a value-added service we do for our clients.

As an example, here is a LeadGenerator™ system of possible TREs for military recruitment purposes. We designed this system for the United States ARMY National Guard and Air National Guard (neither of which had anything like this prior to our work with them). This LeadGenerator lists more than 250 TREs. The sales/recruiter is directed to use the list as a reference chart, eliminating all of the TREs that are truly not applicable for his or her demographic and geography, checking off those presently being worked, and recognizing the net opportunities left for quality lead generation efforts . . . thereby feeding one’s sales activity funnel!

Quick-Reference Lead Generator

**Step One:** Start with the last person you recruited and ask him or her for at least three referrals. Next, get a roster of every member of your current unit and ask each one every month for three referrals. Then consider the following as a checklist of applicable opportunities.

**Step Two:** Consider each TRE™ as Rule 1-12-50™ targets for regular mailers, e-mails, marketing, direct mailings, promotions, advertising, circulars, brochures, PDFs, Web site marketing, blogs, gifting, etc.

**Step Three:** Regularly contact, visit, share leads with, and make sure all other area service recruiters know about you.
Step Four: Read each of the following for additional market ideas:

**ARNG Primary Market (Age Group: 17-21)**

*Coaches (male/female)*
Basketball
Baseball
Wrestling
Track
Cross Country
Volleyball
Swimming
Football
Tennis
Lacrosse
Hockey
Golf
Gymnastics
Cheer/Yell
Team Captains
Team Leaders Their Friends
Etc.

*On-Campus and Extra-Curricular Sponsors/Locations*
Library
Classrooms
Newspaper
Yearbook
Vo-Tech
Shop
Drama
Band
Choir
Peer Support Groups
Youth Group/Ministry Groups
Student Government
Ball Fields
Sports Courts
On-Campus Walking Around/Sitting
Recreation Centers
Cafeterias
Driver’s Education
4-H
NYFEA
DECA
VICA
Blue Key
Military Academy Applicants
ROTC
Principal
Administrators
Headmaster
Librarian
Foreign Language Teachers
Guidance Counselors
Career Counselors
AP/Honors Classes/Instructors
Custodian/Campus Employee Lead Referrals
Campus Security Employee Lead referrals
Dungeons and Dragons
Chess
PTA
Nurse’s Office
Parking Lot
Eagle Scout Leader
Internet Cafe
Etc.

**Community Contact Locations**
Gas Stations
Movie Theaters
Restaurants (dine-in)
Restaurants (fast food)
Restaurant Delivery Drivers
Church Youth Groups
Motor Vehicle Records
Pool Halls
Bowling Alleys
Community Centers
Job Corp Centers
Car Washes
Seasonal Employers
Ball Fields
Parks
Teen hangouts (park there in your own vehicle)
Job Fairs
College Fairs
County Fair
Concerts
Golf Courses
Hotels
Airports
Bus Stations
Train Stations
Baby Sitters
Internet Chat Rooms
Internet Web site Postings
Search Engine Postings
Grain Elevator
Shopping Mall
Food Courts
Employment Agencies
Sylvan Learning Centers
Kaplan Learning Centers
Princeton Review Learning Center
Book Stores
Magazine Stands/Racks/Stores
Grocery Stores
Video Arcades
Video Rental Centers
Music Stores
On the Bus, Bus Stations
Valets
Leads from EVERY immediate enlistment (his or her friends, family members, etc.)
Two-Year College/Community Recruiters
Four-Year College Recruiters
Trade School Administrators/Owners
Trade School Admission Counselors
Certification Processors
Apprentice/Trade Association
Concerts/Vendor Booths
Banks
Auto Repair Shops
Community Late-Night Hangouts (teen hangouts)
Parades
Babysitters
Family members
Friends
Friends of Friends
Neighbors
Coffee Houses
1-800-Go-Guard leads
NGB Leads
ASVAB List
Farms
Fleets
Factories
Armory/Drill/PT/Member Inquiries for Leads
Civic Volunteering
Exhibit Areas
Warrior Challenges
Civic Area 10Ks
Half-Marathons
Marathons
Iron-Man Competitions
Etc.

**Post-High School/Commencement Lead TREs**
Get final year student newspaper or counselor log detailing where everyone is or is not going upon graduation; send congratulations letter and call your centers-of-influence (COIs) for updates.
ARNG Secondary Market (Age Group 18–28, College/Post-College)

**Coaches (male/female)**
- Basketball
- Baseball
- Wrestling
- Track
- Cross Country
- Volleyball
- Swimming
- Football
- Tennis
- Hockey
- Golf
- Lacrosse
- Gymnastics
- Team Captains
- Team Leaders and their friends
- Etc.

**On-Campus and Extra-Curricular Sponsors/Locations**
- Library
- Classrooms
- Newspaper
- Yearbook
- Radio/Television
- Fraternities
- Sororities
- IFC
- PanHellenic
- VoTech
- Shop/Craft Facilities
- Drama
- Band
- Choir
- Peer Support Groups
- Student Government
- Ball Fields
- Sports Courts
On Campus
Recreation Centers
Cafeterias
Pool Hall
Bars
Clubs
Student Loan Officer at Banks/Credit Unions
Campus Financial Aid Representatives/Office
Campus Book Store
Campus Student Union
Campus Community Center
Campus Sports Center
ROTC Center/Military Sciences
Drill Weekend Friends/Guests
NYFEA
Guidance Counselors
Career Counselors
Class/Major Advisor
Dorms
Snack Court/Cafeteria/Cyber-Café
Job Corps
Paintball Arena
Etc.

**Community Contact Locations**
US Jaycees Chapters
Gas Stations
Movie Theaters
Restaurants (dine-in)
Restaurants (fast food)
Restaurant Delivery Drivers
Church Youth Groups
Motor Vehicle Records
Pool Halls
Bowling Alleys
Community Centers
Job Corp Centers
Car Washes
Seasonal Employers
Ball Fields
Parks
Teen Hangouts
Job Fairs
County Fair
Concerts
Golf Courses
Hotels
Airports
Bus Stations
Train Stations
Internet Chat Rooms
Internet Website Postings
Search Engine Postings
Grain Elevator
Shopping Mall
Food Courts
Employment Agencies
Learning Centers (Sylvan, etc.)
Book Stores
Magazine Racks
Grocery Stores
Video Arcades
Video Rental Centers
On the Bus
Valets
Leads from EVERY Immediate Enlistment, Friends, Family Members, etc.
Two-Year College/Community Recruiters
Four-Year College Recruiters
Concerts/Vendor Booths
Banks
Auto Teller Machines
Auto Stores
Laundromats
Late-Night Eateries
Job Career Centers/Workforce Centers
Other Military Service Recruiters’ Offices, Fairs, Booths, Display Areas
Community Late-Night Hangouts
Parades
Recent Enlistments
Baby Sitters
Family members
Friends
Friends of Friends
Neighbors
Coffee houses
Campus Area Apartment Complexes (mailrooms, bulletin boards, offices, car windows, etc.)
YMCA
Campgrounds
1-800-Go-Guard leads
NGB Leads
ASVAB list
Farms
Fleet
Factories
Armory
Civic Volunteering
Exhibit Areas
Casino
Business/Factory Closing outplacement Informational exposure
Police Training Academy
Fire Training Academy
EMS
Etc.

**ARNG Tertiary Market (Ages 35 and Under)**

US Jaycees Chapters
Review business newspapers/business section of local paper for all profiles of individuals “on the move” (promoted, new hires, etc.) and send congratulations card with business card
Review media for employment trends and transitions for HR opportunities, on-site presentations, exhibit display booth TREs™
Phonebook
Driver’s license records
Hunting licenses
Boating licenses
Internet Café
Voting registry
Courthouse
Bus stop
Malls
Banks
Job/Workforce centers
VoTech Schools
Trade schools
Baby Announcements
Wedding Announcements
VA
Auto shop
Trade shows
Conventions
Concerts
Sporting events
Park
Seasonal sporting teams
Wal-Mart (and like stores)
SAMS Club (and like stores)
Hospitals
Everywhere customer transactions take place
Video Stores
Friends
Newspaper Features (write-ups, people spotlights, etc.)
Church
Internet
Unit Commanders, Leaders, Personnel
Recent Enlistments
Doctor’s Offices
Driver’s License Office
Tag Agency (car plates, registration)
Family Members
Friends
Friends of Friends
Neighbors
Spouses
Spouse’s Work Associates, Friends, Their Families
YMCA
Coffeehouses
Campgrounds
Factories
Armory
Library
Civic Volunteering
Fleets
Exhibit Areas
USAREC Rec.
1-800-Go-Guard leads
NGB Leads
Airports (workers, travelers, check-in, baggage claim, etc.)
Casino
Business/Factory Closing Outplacement Informational Exposure
Car Lots/Finance Department
Hiking/Camping/Rafting/Outside Venues
Forestry Agencies
Unemployment and Job Search Firms and Agencies
Chambers of Commerce of each of your recruiting communities (the C of C hosts special interest groups or committees, breakfast networking events, lead exchange events, business fairs, job fairs, technology fairs, etc.
Rodeos
Car/Motorcycle Races (drag, street, NASCAR, dirt, etc.)
Etc.

**Center-of-Influence (COI) Market**
Review all above TREs from each list for possible COI identification and cultivation.

Then, try . . .
VA Representatives
New Enlistees
Police Officers
Firemen/Professionals
Bus Drivers
Radio Station Managers/DJs
TV Announcers/Station Managers
Newspaper Managing Editors, Assignment Editors, Publishers
Unit Commanders, Leaders, Personnel, Armory Contacts (AGGRESSIVELY work these contacts!)
Jaycees
Rotary, Optimists, Kiwanis, Elks Lodge, American Legion,
Fraternal Organizations (and like groups and their leaders individually)
City Leaders, City Councilors, Administrators, etc.
Retired Military Area
Barbershop
Doctors
Mailman
USAREC Recommendations
Etc.

And then we have the “stay away from” market. While there may be some exceptions, usually when units have attrition problems, when you can’t get someone through the military medical entrance examination processing station (MEPS), and when you need waivers on a regular basis, maybe that is a clue that your recruitment habits have taken you to the bottom of the barrel, and these bottom feeders are not what makes for an intelligent Army. Consider the above outlets for increased recruitment performance, and you will find that the areas below will become a memory in your professional recruitment selling days.

- Bars
- Strip Clubs
- Jail
- Court house
- Street corners/gutters/curbs/highway underpasses
- Bus Stations

Bonus lead generator: Identify a current male or female Guardsman by age. Choose one who is an ideal profile soldier, and choose one from each age segmentation, from seventeen through thirty-five. Build a trusting relationship with each one of these ideal profile soldiers. Then, invite the profile soldiers to be your strategic centers-of-influence (COIs) and feed your leads
from their centers-of-influence—their friends, family members, work colleagues, customers, vendors they interact with at work or as a customer, associates from their volunteer organization participations, etc.

To analyze the ideal COI and recruit, start with an inverted “L-Grid” on a sheet of paper. Then, for your geography, identify the best COI by name across the top of the horizontal axis line of the grid. Then leave the outside of the vertical axis line space blank. Instead, concentrate on the inside of the “L-Grid” and start by doing a complete brain dump of all of the information (personally and professionally) that you know about that specific COI that you have identified.

When you have transferred from your head to the sheet of paper (or computer flow sheet if you choose to automate the process) all of the information that you know about that specific COI, go back to your first entry. Now on the outside of the vertical axis line, associate an appropriate descriptor or character identifier for that entry. Continue the process with each subsequent entry inside the “L-Grid.”

Now use this grid as a template for each of the TREs on this lead generator form. (Key point: you can also use this form to identify the profile traits of individuals you should not recruit—those who fail to make it through MEPS or who wash out of basic training!)

So for the typical sales professional who draws his or her livelihood from fewer than a dozen or two good lead generating TREs, and who has fewer than two major contacts within any buying TRE, this exercise can push them to identify a nearly infinite list of opportunities. The preceding LeadGenerator™ system identifies more than 300 target-rich opportunities for lead contact, generation, presentation, client matriculation, etc. WOW!

Another application of the LeadGenerator system works when you write down the top ten customers that you have (by organization) and recognize the name of your actual contact and his or her reflective title or position within the organization (this would be your TRE). Then ask yourself, “By position, who would be my prospective buyers or lead-generators within this organization if my present buyer ceased to exist?” Again, many sales professionals leave themselves vulnerable by having limited entry points or contacts in any given organization. The further
into an organization you are, and the more contacts you have, the greater your partnership opportunities become. If you only have a relationship with one buyer, then you are just one buyer away from having no business at all with that organization!
Great sales professionals understand that taking care of their primary market is a critical step to selling success. But along with maintaining current clients, there is also a need to be continually cultivating future business.

Just as the 80/20 rule applies for selling, a larger percentage (80-ish percent) of one’s business matriculates from a smaller portion (20-ish percent) of the contact base he or she maintains. As mentioned in Technique 24, be sure you and your sales team recognize the market or areas from which you tend to do the majority of your work and receive the majority of your business. These market areas are known as your target-rich environments (TREs).

While sales professionals are actively taking care of the primary TRE, there is always a need to be planting seeds of contact for future orders. To determine where the best future markets may be, a sales professional should start by analyzing the core product or services offered, and then seek to determine where there might be additional viable markets to cultivate.

For example, if a sales professional has a product or service that tends to bring more business from high school-age students, then the primary TRE is a physical high school complex. Additional TREs are identified by determining where else he or she could attain high school-age names for contact.

So the seeds of other or new TREs for the sales professional’s daily concentrated energies could be found in:
While identifying the product/services that a sales professional has to offer and the related customer that most typically buys, the salesperson should also work to identify other new sources of buyers for their offerings. An easy way to accomplish this is to look for all other viable markets for your product/service and start becoming known within these markets.

One way to identify these new markets is by looking at business-buying patterns within your own industry, by looking at where your colleagues tend to do more of their business, and by identifying all potential buyers in the same industry into which you currently sell the most (horizontal market). A sales professional can also identify potential lucrative markets by reviewing the actual product/service and exploring who in other markets or other TREs could be receptive to his or her offering.

Emerging markets can also come from the TRE model of your present tense answers to who or what organizations buy. Then push yourself to the perspective that if those answers could no longer be worked, you must have future tense responses regarding what individuals, organizations, or departments/business units within an existing organizational client will be worked to cultivate their capacity as future business transactions. These are the ways we grow our business portfolio.

The adage asserts, “A picture is worth a thousand words.” So let’s write a visualization of the TRE concept. Once you understand the concept well, you can create a spreadsheet version and launch your increased marketing, networking, and selling success records for this next quarter!
Using the TRE model to find emerging market opportunities is a plan for success.

Draw a limbless, branchless, tree on a sheet of paper (white board, flip chart, your tablet PC for presentation purposes if being done with a sales team or business leadership group, etc.), as large as you can—consume the entire page. Now, across the top of the tree, label it with the words, “Objective:________.” On the right side of the tree trunk, draw a half-dozen limbs outward horizontally. To the far right side of the sheet, place a vertical bracket around the branches and label that “Present Tense Responses/Answers.”

Now on the left side of the tree trunk, draw half a dozen limbs outward horizontally. To the far left side of the sheet, place a vertical bracket around the branches and label that “Future Tense Responses/Answers.”

So how do you use this advertising and marketing world technique to drive greater selling identification opportunities? Easy!

For objectives at the top of the tree (same as TRE), write in one of your best-buying customers by name type (surgeon, training director, CEO, high school senior, etc.). Now on the right side of the tree, fill in each limb (blank line) with the actual location at which you have found your last several customers—no brainstorming allowed here. Now imagine that you could no longer go to those locals to attain that customer or a similar customer, and ask yourself where else you could go or what else you could do to reach your objectives. The answers to this question take you to the left side of your tree (TRE)!

Finding new, more, better, greater, or larger clients starts by analyzing where your present customers originate, then by pushing for other opportunities, regardless of possible reasoning as to why you feel the present tense answers (current clients) will never go away.

Another application of this same exercise would be to create a tree for every product or service you offer, identify where business presently takes place, and then push for new, emerging opportunities on the left side of the tree model.

Even better, design a tree for every active client organization, then identify all the entry points and buyers you presently have within that organization. Now imagine they all cease . . . where could there be future tense opportunities?
The greater the depth and breadth of your market penetration, the greater your odds are of creating a layer of depression-proof strategies and sustaining any market uncertainties!
Using Tailored Approaches to Sell to the Five Different Age Segmentations (TREs) in Society Today: The Centurion, the Baby Boomer, Generation X, Generation Y, and the MTVer

Today’s workplace consists, for the first time in recorded history, of a unique demographic trend: five distinct age segmentations. How each age group has been raised, how they are conditioned, and how they operate ranges dramatically. The ability of the sales professional to make this recognition and tailor his or her words, approaches, questions, and overall presentations to the uniqueness of the particular generational segmentation will significantly impact the selling ability and closing ratios.

Census statistics and data charts in a recent managerial leadership text, Coaching for Impact (www.JeffreyMagee.com/library.asp), reveals five distinct generational segmentations in today’s workplace.

1. Centurions are those workers (and thus potential buyers) over the age of fifty-five. There are an estimated fifty-five million centurions.

2. Baby Boomers are those individuals between thirty-seven and fifty-five. There are an estimated forty-three million Baby Boomers.

3. Generation X is comprised of those individuals between twenty-seven and thirty-seven. There are an estimated thirty million Generation Xers.
4. Generation Y is made up of individuals between twenty and twenty-seven. There are an estimated twenty-six million Generation Yers.

5. Generation MTV (also know by some as the dot.com babies or the mosaic generation) are those younger than twenty. There are approximately fifty-three million Generation MTVers.

The approach with each generational segmentation is not a matter of good versus bad or right versus wrong. How you engage each age group directly correlates with how each was raised and is based upon the age of the sales professional and the segmentation of the prospect or customer being engaged.

How you may engage in a dialogue and what you might and might not say may be within the norm of how you talk and act with your same age peer group. For that same level of effectiveness with a segmentation significantly older or younger than you, actions may have to differ for success.

For example, studies give us some of the characteristics of each segment in the marketplace.

1. Centurions are more conservative, scrutinize change, have more loyal behavior patterns, are very patient, are more formal and structured, like meaning in what they do or commit to, are relationship-driven, defend associations, etc.

2. Baby Boomers are more results-oriented, are power and action focused, tend to be more concerned with image/reputation and materialism, are conditionally patient, behave in a relatively structured and formal way in their public impressions and actions, etc.

3. Generation Xers are fast-action oriented individuals who like net worth options, are centered on “me-ism,” are not very loyal or patient towards long-term commitment needs in the professional world, tend to resist structure or formalities, and feel everyone is their equal, etc.

4. Generation Yers are into extreme actions and offers, like differentiating themselves from the pack, are not very loyal
or patient, base their loyalty upon their wants, are not very structured, tend to shy away from formalities, have short interest or attention spans, question authority, and are entitlement driven, etc.

5. Generation MTVers are searching for meaning, want relationships, and need structure, etc.

Your success while engaging each segment is contingent upon your ability to understand their variances. Once you make an educated guess regarding the specific generational segmentation of your potential buyer, and you remind yourself of the generational segmentation you represent, then adjust your action and presentation style to be mindful of how you represent yourself and your product/service to this particular segment.

To determine your best practice approach for selling to each generational segmentation, consider how each person would act, react, or respond (given each category), and decide how those reactions will influence your selling style.

<table>
<thead>
<tr>
<th>Centurion</th>
<th>Baby Boomer</th>
<th>Gen. X</th>
<th>Gen. Y</th>
<th>MTV</th>
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<tbody>
<tr>
<td>Loyalty</td>
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<td>Dedication</td>
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Sales professionals have known for decades that the buying styles of men and women differ. The advertising world has studied, tested, conducted focus groups, and run split campaigns, ads, pricing, colors, sizes, names, smells, and more . . . all in an attempt to determine what works best for men and for women. While some definitive answers have been determined, there are still a lot of unknowns. Remarkably, we find a larger number of similarities than differences among men and women in a buying mode.

When it comes to engaging males versus females as potential prospects or customers, your presentation must differentiate in respect to their buying behaviors, not in the level of professionalism you afford each.

This understanding will greatly influence how a sales professional navigates through the five steps of the selling process. The gender of the prospect/customer may influence how the sales professional behaves.

1. During attention-getting conversations, a component of step one of the five steps to selling, women tend to be (there are exceptions) more relationship-based and want to feel comfortable with the sales professional before revealing personal information (step two of the selling process— inquiry/interest). Men tend to be more aggressive and bottom-line
oriented and will answer or respond more quickly to initial questions. Men may also be less engaging during step one, whereas women may be more engaging.

2. Men may want to be more specific in the questioning phase of the selling process. During step two (inquiry/interest), a woman may have a wide range of differing questions or answers she wants to reveal.

3. Men in the presentation step typically want bottom-line results that the product/service will generate. They tend to want to focus on power, control, authority, short term benefits, etc., in the features and benefits that are of interest to them. On the other hand, women may also want these tangibles, but they may also be looking during the presentation step for how the product/service correlates to their bigger picture of their responsibilities in life, and they wonder how the product/service will be perceived by others.

It’s important for sales professionals to recognize that differing product/services have a wide range of features/facts + benefits. These features/facts + benefit statements may change, given a situation or time when there may be more effective features/facts to share with a female buyer as opposed to what might be more influential with a male buyer.

Remember, people buy for differing reasons. We have identified in this book several of the influencers to those buying decisions. Yet another of the variances that influences how people make decisions is gender—like it or not!

Reflect upon how each gender would act, react, or respond, given each category, and how the reaction would influence your selling style.

Caution/observation: Recognize or notice the similarities and differences, the energy, tension and potential emotions that may reveal themselves, both in your gender-specific groups and as a large group. There are no right or wrong responses, just perspectives for consideration!
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The annals of recent sales history are full of exceedingly powerful people who have reached the pinnacle of their industry by making those with whom they engage in conversation feel like they’re the only people in the world.

1. Mary Kay Ash of Mary Kay Cosmetics fame is known for opening her home to her sales stars and for rewarding super achievers with pictures, handwritten notes, and of course the pink Cadillac. Many also have heard stories or personally experienced the opportunity to dialogue with the late and great Mary Kay. She would shake your hand genuinely and firmly, maintain hold of your hand or arm, look directly in your eyes, and address you by name. She would maintain eye contact during the entire dialogue . . . never did she look beyond someone to see if someone more important had entered the area; nor did she ever become distracted with other items around her.

2. Sam Walton of Wal-Mart fame was famous and successful for many reasons; among them is his idea to greet customers at the door of the store every day, all day. He pioneered the position for an individual whose sole job is to meet and greet all arrivals to the store and to make them feel like they are home by offering a smile, a name, a gift, or an offer to help.
As a sales professional, realize that any signal you send to a prospect/customer that he or she is, in fact, not as important as someone or something else will give your client cause to tune you out.

When engaging the prospect/customer in one-on-one situations, here are just a few guideposts to help you focus on the other person and avoid distractions.

- Make eye contact. (Can you remember the eye color of the last person with whom you talked?)
- Notice the other person’s color of hair and hairstyle.
- Take vivid mental notes—better yet, have a writing utensil and something to write on and take physical notes.
- Call the other person by name, or ask his or her name and correct pronunciation. If follow-up correspondence is necessary, be sure you get the correct spelling of all names—don’t assume you know how to spell the names.
- Remember that the listening-to-talking ratio should be 2:1—listen twice as much as you talk. (Remember, you have one mouth and two ears. Use them in that ratio.)
- Use conversational dialogue to find something that you may have in common with the other person. (Home location geography, hobby, schooling, vocation, industry, etc.)

Building relationships one person at a time can be done more effectively if the sales professional first connects with individuals one on one.

As silly as this may seem, make a mental game out of the next introduction you make, or person you meet. Play a game of mental “one-on-one bingo” by identifying in the other people’s same characteristics. “Write” in the appropriate mental response, and see how many bingo lineups you can make before time runs out on the game.

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<th>Same Industry as You</th>
<th>Male Name</th>
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<td>Brown Hair</td>
<td>Same Vocation as You</td>
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<td>Blue Eyes</td>
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When presenting a product or service solution to groups, the process becomes a more involved activity. With the potential for an increased number of decision makers involved in the process, the sales professional must analyze ahead of time the vested interest level or lack of vested interest of each participant in the group presentation.

A common habit for most sales professionals in the group presentation process is to attempt to engage all participants from a generalized or more universal approach. This can, in many instances, cause the sales professional to feel compelled to fall into defensive zones while defending positions and statements when challenged by one member of the group. In many instances, the group presentation that could have been managed easily, becomes unmanageable and implodes.

You will learn that there is a way in which the group as a whole can be broken down into manageable subgroups. Three of these groups tend to be present in every group engagement.

Sociology studies group dynamics and have found that when a group of individuals come together, that group tends to be comprised of distinct subgroups. I have taken a more global view of these three subsets, and I group them accordingly. (For more on this model, go to www.JeffreyMagee.com/library.asp or order through your local bookstore to get your copy of *The Managerial Leadership Bible*. )
Rule 80/10/10™

First, 80 percent of the group tend to be neutral on issues. These members wait to see which direction the energies and momentum go, and then they channel their commitments in the same direction. Technically, one could label this group the transmitters of a norm. This 80 percent, or transmitters, go in the direction chosen by one of the influencers in one of the two 10 percent subgroups.

Next, 10 percent of any subgroup tend to be influencers in a forwardly constructive direction. This 10 percent of group members are referred to as transformers. They tend to transform a norm into a greater yield.

And last, 10 percent of any subgroup have the potential to be defeaters, complainers, challengers of anything that upsets their comfort zones or fiefdoms, and are the negatives or terrorists of the group presentation. This 10 percent of the group is likely to sabotage any possibility of acquisition of a proposal.

In some instances, selling to groups is difficult because the sales professional by himself or herself is merely 1 percent of the group’s dynamics. Without the prior work of an ally, champion, advocate, or COI buying into your proposal, it becomes easy for the terrorists to position themselves and appear more powerful than you. Thus, they attract followers to their side of the interaction.

In some group presentations, sales professionals may find themselves investing a disproportionate amount of time with terrorists—at the expense of forward momentum. When a small percentage of the group—the salesperson—addresses the larger group, he or she becomes easy prey for the larger and seemingly more powerful 10 percent—the terrorists. Remember, the transmitters channel their energies in the direction of the most formidable influencer, and transformers are not dumb. They will not share their views if they feel the environment is not safe, or if they sense that the majority wants to go in another direction.

As a sales professional, you must recognize that before any group sales presentation, you need to ask yourself which individuals have the capacity to fall into which subgroup when you engage them. And more importantly, ask yourself if you have any transformers lined up behind your impending proposal. If not, then reconsider the timing of your group interaction.

A sales professional can often gain support for his or her ideas
and offers by engaging potential transformers and getting buy-in from them before the group engagement. Whether you connect with them one-on-one in advance, connect via e-mail or telephone, or just huddle with them immediately before you walk into your presentation, be sure that you have elicited the help of some of the 10 percent (transformers).

These individuals can be strategically used in your sales presentation to gain support and buy-in from the transmitters and to silence the terrorists. Terrorists are not dumb and won’t challenge you when you have a support network. Transmitters will always align themselves behind whichever force tends to talk first, fastest, and loudest!

There are two ways in which you can analyze a group to determine which individuals have the greatest likelihood of being a transformer for you. These transformers serve as stakeholders, in essence, in you and/or your offer. You can recruit a transformer in one of two ways:

1. Identify individuals with whom you have a connection—individuals you like, get along with, are friendly with, who like you, or who may owe you a favor. If no one falls into these areas, then . . .

2. Identify individuals who have the most to gain by your offer. Based upon their positions, titles, ranks, ages, sexes, races, tenure with the organization, etc., look for what their vested interest level could be in your offer, and approach them from that perspective.

By approaching targeted transformers prior to a group engagement, and by getting their buy-in (and this may mean in some instances that the sales professional is flexible enough to make some adjustments to his or her offer in order to gain the transformers’ support), the sales professional now enters the group situation with a support network.

Conversationally, the sales professional might start off by saying something like:

I would like to talk to you all about XYZ product/service. I have had the opportunity to visit with Susan, Tom,
and Roger, and they feel this is a great idea, so let me present the proposal and get feedback from the group . . .

By strategically name-dropping the people from whom you have garnered support, you draw in behind them the transmitters who follow any name you mentioned. At the same time, you have not put any one person on the spot to have to say anything more at the present time. Be careful not to mention names and pause as if to invite supportive comments from them, as putting them on the spot can backfire.

Selling to groups demands that the sales professional be comfortable with the five-step selling process and engage each member of the group—and the group itself—more strategically.
In a world of political correctness and hypersensitivity to others, it is still a matter of fact that many sales presentations are sabotaged by the sales professional’s inability to recognize cultural differences while he or she is presenting. It is critical that you realize the dos and don’ts when engaging others who may be of different ethnic or cultural backgrounds.

One of the leading diversity experts today, Ms. Lenora Billings-Harris (see www.ThePerformanceMagazine.com for regular diversity performance articles), and I have developed four critical ways to gain a better understanding of diversity issues and to learn how to market and sales to those segmentations. Consider the following four categories when you present to those with different backgrounds.

1. **Knowledge**: Learn their ways and especially their language. The language will direct you to what that particular segment of the population holds important.

2. **Understanding**: Read books, watch videos, and hang out where they hang out. Learn their ways, values, beliefs, and value associations.

3. **Acceptance**: Accept others on the terms in which they want to be accepted. The golden rule doesn’t apply in diversity
matters, as how you may want to be accepted may be in violation of something that is held sacred to them.

4. **Behavior**: Match your behavior to theirs.

As a sales professional, it is critical to understand the internal and external focus on diversity in order to enhance your ability to connect and sell more effectively.

Working with and selling to culturally diverse groups mandates that the words, mannerisms, nonverbal communication signals, materials used, and relationship management skills be altered with respect to the ethnically diverse group being engaged.

For example, when engaging individuals of Asian (not Oriental, as that implies a form of food, cultural design, etc.) descent, a smile in a business transaction is seen as being disrespectful, where as in the United States a smile is a normal way of being polite and appreciative. Thus, a collision of cultures could cause a selling nightmare.
Technique 31

Showing the Prospect/Customer That Your Offer Is Better, Faster, More Cost Effective, or Different Than Anything Else in the Marketplace

While there are differing levels of decisions that a prospect or customer makes when going through the selling process, and though there may be multiple decision makers involved in the sales professional’s presentation, there are four ways in which a sales professional can make his or her offer stand apart from others.

Realize that every time you make a presentation or demonstration, or engage in a sales dialogue with another person, everything that you do must be done in a way that addresses one of or a combination of differentiators that consumers make when selecting their purchasing options.

We make decisions based upon the products or services being either better, faster, uniquely different, and/or more cost effective than the other choices in the marketplace.

Your job is to evaluate the literature used, comments made, advertisements placed, and facts/features presented in a selling process. Do these efforts speak to one or more of the above differentiators?

There is nothing truly new in life. There are only adaptations, improvements, adjustments, modifications, etc. of existing products and services. To this point, sales professionals have to examine what they represent, and ask how their product or service compels another person to select their offer over other offers. A powerfully easy way to answer that question is to ask yourself:
How does my offer do something either better, faster, differently, or more cost effectively than anything else? 
And if so, how?

Successful selling involves communicating to the prospect/customer how your offer will be the best one for them based upon its unique better, faster, different, and cost-effective variables. A way to test the depth of your functional organizational knowledge would be to take four cards from a stack of blank index cards, and label each of them with one of the four differentiators (better/faster/different/cost effective). Then brainstorm as many responses on each card as you can; how do they relate to the organization you represent when compared to the competition in the marketplace?

A way to test the depth of your functional product knowledge would be to brainstorm as many responses on each card as they relate to any one specific product/service you represent when compared to the competitions’ products/services in the same marketplace.
Part 4

Super Achievers of IT and What They Do To Keep IT
seven steps to an improved connection—through improved listening skills—with the other person

It is said that the greatest ability a person can have (and even more true for a sales professional) is the ability to listen to another person and do so without interrupting.

As a sales professional, you must become aware of the art of listening to the verbal and nonverbal language of the other person. It is difficult to listen to another person if one’s focus is not on that other person due to distractions, hidden agendas, frustrations, or a desire to finish the interaction and move onto another person or task.

Listening takes conscious effort. Realize that effective presentations and increased sales effectiveness comes from one’s ability to clearly listen to the other person. Through listening, one can:

• Learn how the other person thinks (logically or emotionally).
• Understand his/her immediate needs.
• Identify the person’s future needs.
• Discover past experiences with you, your firm, other sales professionals, etc.
• Recognize common ground between the two of you.
• And much more . . .

There are a lot of ways to improve your listening ability, and the
following acronym will serve as a model to guide you on differing techniques to deploy to reduce your own talk time, interruption tendency, and information-intake ability. In other words—improve your listening.

**L** = **look and listen** to see if nonverbal signals are consistent with verbal signals.

**I** = **imply interest** by showing that you are genuinely interested in the other party; he or she will become more comfortable with you, more relaxed, and thus more engaging.

**S** = **summarize** key points often to solicit feedback and ensure that you are listening correctly; conversely, listening makes you have value to the other person.

**T** = **territorial** sensitivity to the other person in respect to their space, knowledge, beliefs, age, race, sex, profession, or station in life is important for listening. Violation of any of these territories may cause the other person to tune you out. Likewise, if the other person, in his or her dialogue, violates one of your territories, you may want to stop listening. Force yourself to listen now by knowing what it is that has offended you and set that temporarily to the side so you can focus more on listening if appropriate.

**E** = **empathy** by the sales professional must be offered towards what the other person says. Empathy implies that you understand; it doesn’t imply that you agree or that the other person is right or wrong!

**N** = **names, notes, and nonverbal signals** are three ways to use letter “N” as a listening technology tool. Using people’s names in the conversation and in correspondence serves as a magnet to pull them in and keep the dialogue personal. **Note-taking** is a powerful tool for keeping control over one’s mouth; if you have a tendency to talk too much or interrupt others, then start carrying a notepad, and when the other person talks, take notes. It is physically impossible to write coherent notes and talk to someone at the same time. And, watching the other person’s non-verbal signals ensures that they are consistent with the verbal signals.

**S** = **smile** (not smirk) to make people warm up to you.
Far too many sales are lost because the sales professional talked too much, and far too many sales are not made because sales professionals did not listen effectively enough.

Listening improvement requires conscious effort. A way to significantly improve your listening ability in a sales situation is to recognize either what you are doing now for each category or what you could begin doing today for each category below.

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Improving Your Communication Effectiveness: The Art of Sending the Correct Signal for Impact

Communication studies abound, and while one report might indicate how certain components within a communication exchange influence the interpretation of the exchange by the receiving party, another study might say the opposite. All communication experts do agree, however, that:

- There is a portion or percentage of the communication exchange sent that influences one’s interpretation based solely upon WHAT has been said.
- There is a portion or percentage of the communication exchange sent that influences one’s interpretation based solely upon WHY the exchange has been said.
- There is a portion or percentage of the communication exchange sent that influences one’s interpretation based solely upon HOW the signal has been said.

As a sales professional, it is critical to recognize that precisely WHAT words and messages are chosen to be sent is significant. This is the portion or percentage of the communication exchange that is rationalized for understanding. It is also the portion of percentage of the communication exchange that typically registers second overall.

You must also realize that the listener will put the message into its proper perspective, based upon the supporting components sent.
that justify WHY that exchange is taking place, or the urgency of the message. These may be nonverbal signals and additional influencers to the exchange.

Ineffective communication exchanges many times are due to poor transmission of that signal. What the human ear registers before registering WHAT is being sent in terms of a communication signal is HOW the signal is being sent. The HOW factors can make or break a communication exchange. These HOW factors can be one’s:

- Tone of voice
- Pitch
- Pace
- Volume
- Accent
- Intonation

Realize that while you may spend significant time working on exactly WHAT to say to a prospect/customer, there also needs to be attention and sensitivity paid to HOW that signal will be sent.

Recognize that there are also double standards that can make or break dialogues as well.

If a man is assertive in his tone of voice when communicating, many times it is acceptable. If not, many would label that communication behavior as aggressive, pushy, or jerk-like behavior—all logical rationalizations.

However, if a woman communicates and is being assertive, in many instances she will be heard not as assertive, aggressive, or pushy, but rather as a domineering individual . . . or as a word that rhymes with “itch” —an emotional rationalization! This analysis is more emotionally based than logically based, and when one mentally reaches this conclusion, there will be an instant communication breakdown.

Is this a double standard? Yes. Is this a reality? Yes. The point here is not to debate the merits of the signal influence, but rather to recognize HOW people actually register signals. Effective communicators, like successful sales professionals, are sensitive to both WHAT is being said, WHY it is being said, and most importantly HOW it is being said!

Test-drive this idea to determine how it plays on your ear and
whether it is relevant.

As someone shares a story with another party, silently observe. As an observer to the story, you are asking yourself:

- What words convey WHAT is being said?
- HOW do the words come across that influence WHAT is being said?
- WHY have the storytellers selected the specific words they have said?

The message shared can be completely altered by word selection and word presentation. As a sales professional, it may be more HOW you communicate and WHY, than WHAT you have said in your presentation that wins business or pushes it away!
Great sales professionals don’t just happen. Planned work and daily efforts lead to the consistent sales that allow them to be perceived by others as great. Your job as a sales professional is to recognize the differing daily efforts that can assist in generating inquiries from targeted demographics, which can result in a sales presentation and subsequent increased closing ratios.

Sales professionals must realize that during the windows of downtime in their sales days, there are productive, constructive activities that should dominate their schedule.

One way to turn cold calls into warm calls (most sales professionals would rather have their teeth pulled without pain-numbing medicines than make cold calls on a daily basis) is by deploying Rule 1/12/50. This rule is a way to stimulate inquiries towards yourself and your services/products. Rule 1/12/50 is a way to reach out to never-before-contacted suspects or prospects and to make the introduction of you-to-them in a nonthreatening manner. Rule 1/12/50 provides a powerful tool for keeping your sales funnel full.

So what is Rule 1/12/50? It is a systematic approach to getting your name out on a regular monthly basis and to ensuring that you are continually making follow-up or new contacts for continued selling opportunity. This technique ensures continual selling by complementing your efforts with manageable marketing efforts.
Successful sales professionals realize precisely what they themselves should do, regardless of any other efforts being initiated by their organizations.

**Rule 1/12/50**

1 represents the actions that should take place the first part of every month. Whether you use day one of the month or the first days of the first week of each month . . . just make it work for your professional schedule.

12 represents a consistent approach for the entire year. Before any analysis is undertaken as to whether to continue, stop, or adjust your approach, you must consistently use the approach for all twelve months.

50 represents the targeted/arbitrary number of outbound contacts to be initiated every month. Identify the best fifty (or whatever that number can realistically be for you each month) suspects you want to attempt to introduce yourself to, the best fifty prospects to whom you wish to make a specific offer, or the best fifty customers (active or inactive) in front of whom you’d like to place a specific offer.

**The specific contact action** is a personalized direct marketing approach. The specific, monthly action can be one or more of the following:

1. A handwritten note card with a handwritten envelope. Studies reveal that handwritten envelopes are opened first in a stack of mail, and handwritten notes are read from beginning to end and not scanned. Always include several of your business cards in the envelope.

2. A personal letter with a suggested approach via one of your products/services that your client may not be aware of. Always include several of your business cards.

3. An e-mail announcement, offer, request, etc.

4. A faxable note gram and a fax-back response request form for more information or requested follow-up.

5. A direct mail card announcing who you are or something great that is now available. Be sure the card contains ways
for the customers/prospects to find out more or to contact you.

6. Copies of any press releases or press clippings that may intrigue your contacts and stimulate them to contact you for more information.

Brainstorm differing ways to contact suspects, prospects, and customers. Also, brainstorm powerful messages you can include in your contact notes.

Now cold calls become warm calls. A sales professional can make an outbound call to a suspect, prospect, or customer and the call may sound like this:

Hello, this is (your name) with (your company). I sent you a recent note on (product/service). Have you had the opportunity to read it?

**YES**: If the answer is yes, then proceed with your conversational sales process.

**NO**: If the answer is no, then say, “That’s all right. Let me explain that what I sent to you is...”

Sales professionals realize that deploying Rule 1/12/50 on a regular basis helps to fill their sales funnels to be contacting at all three levels, may stimulate some contacts to call you, and may even add to your bottom line... all from merely a simple letter and postage stamp. WOW! Low-cost marketing/high-yield sales!

Complement your selling efforts by designing a direct-marketing contact campaign to continually feed your selling efforts and your sales funnel via Rule 1/12/50.

Identify specific industries, markets, geographies, groups, associations, types of individuals, etc. that could serve as lucrative target audiences, and direct your letters, faxes, e-mails, etc. to these audiences on a monthly basis. The chart below will help you plan your audiences.
SUSPECT POOL—PROSPECT POOL—CUSTOMER POOL

Month One: ___________ ___________ ___________
Month Two: ___________ ___________ ___________
Month Three: ___________ ___________ ___________
Month Four: ___________ ___________ ___________
Month Five: ___________ ___________ ___________
Month Six: ___________ ___________ ___________
Month Seven: ___________ ___________ ___________
Month Eight: ___________ ___________ ___________
Month Nine: ___________ ___________ ___________
Month Ten: ___________ ___________ ___________
Month Eleven: ___________ ___________ ___________
Month Twelve: ___________ ___________ ___________

* Rewrite each of the monthly action plans above on your personal calendar system, on the first portion of each corresponding month. This will assist in motivating you to action!

Month One Offer: ______________________________________________________________________
Month Two Offer: ______________________________________________________________________
Month Three Offer: _____________________________________________________________________
Month Four Offer: _____________________________________________________________________
Month Five Offer: _____________________________________________________________________
Month Six Offer: _____________________________________________________________________
Month Seven Offer: ___________________________________________________________________
Month Eight Offer: ___________________________________________________________________
Month Nine Offer: ___________________________________________________________________
Month Ten Offer: ___________________________________________________________________
Month Eleven Offer: _____________________________________________________________________
Month Twelve Offer: _____________________________________________________________________

Month One Specific Offer (in text form): ____________________________
__________________________________________________________________________

Because most sales professionals resist cold calling and immerse themselves in busywork to avoid making new contacts, using Rule 1/12/50 can ensure you always have new contacts to work and reasons to stay connected with existing clients and COIs.
Sales professionals must recognize whether they are individuals who mine for more business with existing clients or if they become complacent and act more as account managers, merely taking orders from their contacts without really serving them by meeting all of the product/service needs the salesperson can fill.

The fastest way to increase sales volumes is to start with existing clients—especially satisfied customers! Many times, sales professionals fail to see the totality of business opportunities with each individual client. The salesperson must examine all of the products/services he or she offers and match them up against a client’s current needs and future business direction.

The power questions to ask yourself are:

1. Am I doing 100 percent of the business possible with 100 percent of my existing clients first?

2. Am I serving 100 percent of my existing clients’ own network of contacts—both internal to their organizations and external to their centers of influence?

You need to ask enough questions of existing clients to determine what products/services in your lineup of offerings will address each client’s immediate needs. Also, what products/services
will be necessary sequentially in your lineup of offerings to help your client get from where he/she is today to where he/she wants to be one day?

By knowing a client’s short-term and long-term goals, you can serve as a consultant to a client’s success and a guide toward smarter purchasing decisions, increased purchasing decisions, and more profitable purchasing decisions. A powerful way to gain this insight is from your clients’ mission statements of what they deem important and where they indicate they, as an organization, are going!

Finding a new suspect, converting the suspect into a prospect, communicating and enticing the prospect into a sales presentation, and working to earn a new customer out of that relationship—the time spent here is much more expensive than cultivating more business from an existing client.

Another way to cultivate additional business from existing clients (beyond expanding the level/volume of utilization and consumption of products/services by the current client) is to use the existing client as a conduit to other customers within the same organization/place/family/group/network. Every existing client breaks down into one of three transaction statuses:

1. Some will be merely customers and would rather blend away.

2. A second group may be customers by default and will not want to assist you in any endeavor.

3. A third group will always be raving fans, advocates, allies, and centers of influence if you actively engage them and give them the opportunity to further help you serve others!

By identifying this third subgroup (fans of yours) and earning qualified referrals, you can shorten the sales presentation curve. Remember, the best source for a referral is the last happy client you sold, serviced, or took care of. Make it a standard selling service practice to not only immediately follow up every sale with a follow-up or a thank-you note, and then follow that up with a personal phone call to determine who that sale knows that should be sharing their success story!
Technique 35

Brainstorm an example of one of your organization’s existing clients. See how many other potential buyers there could be within that one point-of-contact with whom you are not presently engaged in dialogue. The leverage here in contacting that new potential buying contact is the preexisting relationship between you and the client’s organization—that relationship helps to ensure that you are a credible option.

You can dramatically increase sales effectiveness by cultivating or mining existing client relationships for additional business opportunities and transactions, while at the same time focusing efforts on looking for new clients.

Identify and analyze your top revenue-generating clients to determine if you can leverage that existing relationship for continued business growth opportunities with other products or services that you offer.

Client One:
Primary Product/Service Buying:________________________
Complementing Offer:________________________

Now analyze client one to determine if there are business units or purchasing powers that you could be contacting that you are either not contacting, have never contacted, or have not contacted in some time. They could be:

Client One:________________________________________
Primary Product/Service Buying:________________________
Other Products/Services Being Bought Now/Past:__________
____________________________________________________

Based upon my experience, other buyers of this same product (outside of this client) typically are (think in terms of work units, departments, ethnicity or gender trends, geographical trends of purchasing patterns, buyers’ titles or positions, other industry buyers, other businesses that buy, etc.)?________________________________________
Ignoring the associated sales to existing clients and not mining that contact to further assist their network is an actual disservice that illustrates an untrained sales eye for business growth opportunities. Areas known and not addressed indicate a lazy salesperson!
Getting Referrals from Every New Client, Customer, Enrollee, or Recruit

Studies show that it takes significantly more time, energy, and money to solicit new business from individuals and organizations that are not presently doing business with you. In fact, TARP (see Beyond Wow®, by Jeffrey Magee and Myra Golden, at www.JeffreyMagee.com/library.asp) indicates that you can increase profitability five times faster through customer/client retention and expansion endeavors as opposed to any other single marketing, advertising, or new-client selling initiatives!

With all of the evidence to support this increase in profitability, it is still the norm of sales professionals to look at the business stream they work as primarily that of coming from new clients and having to find new clients, rather than in growing existing clients and developing existing client networks.

While new clients are the lifeblood to any business, maintaining healthy, productive relationships with existing clients will do more for building a solid business base and revenue streams.

Sales professionals need to review their present business activities and answer the following questions:

1. What percentage of my work is centered on cultivating additional business from existing clients? ________%

2. What percentage of my work is centered on getting to know
existing clients either to ask them for referrals or to allow the client to give me referrals? __________%

3. What percentage of my work is centered on building my business base by identifying and working to get new clients? __________%

These are powerful questions to ask yourself in helping to determine if you have been “leaving money on the table”—a term used for not actively working every account to do all of the business possible.

Building customer loyalty comes out of many acts, and among them is the act of taking care of customers’ immediate needs and doing the same for their close friends and business associates. Your quick action makes the clients look good and endears you to them.

As a sales professional, you must recognize the opportunities or best times in a sales transaction to hint or suggest that you’d like to request referrals from a satisfied customer.

Referrals can come in many ways:

1. Verbal recommendations. Be sure to get the referral’s name at the precise moment it is offered, and write it down, along with a few quick facts about the referral. Refer to the Stack-N-Link model shown in technique twelve to help ask those types of questions from your client so that you may learn more about the new suggested contact.

2. E-mail, telephone, and written options. When a suggested name is given, request that the customer send that data back to you (via alternate communication channels) when he or she goes home or back to work. You can always follow up with the customer afterwards via these same channels. For example, if your client e-mails you a list of possible contacts, e-mail your response and thank-you note to the client. These channels are easy to use and are nonthreatening to both parties, as there is no live conversation. Remember that it is acceptable to remind a customer of an offer to recommend, but don’t hassle the customer for the information.
3. Victory letters. Ask the customer that sings your praise to put those words into a letter for you to share with other potential customers. As you’re having this dialogue, transition into a subtle question, “Are there people that you know to whom I should send your letter?”

4. Customer literature. Dialogue to determine if your customers have any printed materials in which they list the benefits or accomplishments for their customers to know about, accomplishments in which you, in turn, participated. Have them reference your name (personal or business) or include a picture of you (personal or business); be sure you get a copy.

Use these positive words of praise as supplements to any mailers your sales professionals send (consider using this as the basis for one of your Rule 1/12/50 deployments as presented in technique thirty-three), as wall hangings, in display books on tables, in reprints, as an inclusion to a newsletter, etc.

As a sales professional, recognize that sometimes the best silent sales assistants a sales professional can have are the words of praise from a satisfied customer. Then leverage those words with people who directly know the customer in question. A second way to leverage these words is to identify all like points of contact to the customer and place the words in front of these new contacts.

A great way to complete the sales cycle is for the sales professional to send every customer, regardless of the amount of the transaction, a follow-up handwritten thank-you note. Include in it an extra business card (with a statement to share the business card with someone they know and with whom they would like to share their experience) and a simple request to call you with the name(s) of anyone they know that you should contact. Every one of these contacts will not yield feedback, but many will . . . and every one will leave a customer with one more positive impression of your sales professionalism!
Identify your top twenty customers and brainstorm how best to approach each for referrals.

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* Quickly scan your Rolodex, database files, and collection of client business cards to see how many people you should immediately contact.
Technique

Cultivating New Business Opportunities from Dead/Lost Account Contacts via the BLENDS™ Formula

Every business across the globe has one. It is that file cabinet stuffed full of inactive clients or electronic database files of the same. Some clients are in this file for legitimate reasons, but many others for reconcilable reasons!

You must recognize the profitable potentials of those inactive clients. Realize that customers stop doing business with a vendor for basically one of (or a combination of) four basic reasons.

Customers leave or become inactive due to:

1. Financial reasons. They feel they can get a better buy somewhere else!

2. Product or service needs changing. They feel you can’t or know you can’t meet their new needs!

3. Their perception of you changes. They have a feeling that as a vendor you don’t appreciate their level of business. Feeling like no more than a number on the roster of many clients, they decide to leave.

4. Communication issues. There has been a series of problems due to miscommunication, negative communication, poor communication, lack of communication, or too much communication!
Analyze a lost account from one of these four basic reasons, and it is very likely that you will be able to determine the reasons behind why that client became inactive. If the client left for legitimate reasons, then remain positive. However, if the client is inactive for reconcilable reasons, then go after that client!

Recognize which approach would be most productive in engaging that inactive client and initiating a healthy new dialogue. Use the BLENDS model to help establish a reconnection.

**B** – Directs you to contact an inactive account, which may require a lot of energy, immediately after you have had an interaction with an exceedingly positive client. Use that contact as an added **BOOST** to reconnect with a lost account, as your enthusiasm can be contagious!

**L** – Send that inactive account a **LETTER** introducing yourself as a new point of contact, detailing what you have to offer that could promote a better quality of life than what they presently have. In this letter, the sales professional can share testimonials from current happy clients, and share collateral information such as brochures, press clippings, etc.

**E** – **EXAMINE** the **EVIDENCE** as to why the client became inactive. Based upon those findings, determine how you could assist them in today’s marketplace, based upon the products/services you now offer.

**N** – Offer to perform an account **NEEDS** analysis for the client, free of charge. Many new clients can be gained and many inactive clients can be regained by your partnering with them and providing your expert analysis on how to proceed or operate, what to produce, how to produce, and what to be preparing for in today’s market.

**D** – **DO** something for the clients. Contact them, introduce yourself to them, and offer to do something for them—something that only you can do and that would have value for them!

**S** – Provide them a current **SAMPLE** of what you do that
may be something they may not be aware of and that brings value to their cause/needs.

Blend into your typical daily activities some activity in the area of account redevelopment of inactive clients. This is a great way to breathe life back into those dead accounts. Realize that the “dead accounts” have been dead for some time due to the inability of anyone to attempt a concentrated campaign of working them.

And the odds are that within a few weeks of reading this technique, many sales professionals will have given up on them as well—but the true sales professionals will pace themselves and blend this account development work into their sales funnel, right along with all other account development activities.

Select and identify three past active clients. For each that you select, run the BLENDS model checklist to determine how many action steps can be implemented. Then select the most powerful step to complete with that inactive client . . . and implement it! Repeat these steps for as many inactive clients as possible.

Client: ________________________________

Best approach for this inactive client: ________________________________

(B – identify the best parallel client that can be used as a reference/referral)

(L – craft a letter to reintroduce your firm and yourself personally with an offer)

(E – examine the evidence from the client history as to why the client left)

(N – perform a needs analysis for the client)

(D – identify something of value that you can do for the client)

(S – provide client with a sample, service, or something that you have)
The fluid ability of a sales professional to be able to meet a prospect’s/customer’s immediate needs, while mentally evaluating other parallel products or services the salesperson represents in order to determine if there are additional ways in which the offered product/service can further meet a prospect’s/customer’s needs is known as cross-selling.

Successful sales professionals always need to be on the lookout for relevant selling opportunities in each transaction. The sales professional should evaluate, along with the current transaction, what other offers he or she has that can enhance, improve, and complement the existing presentation/offer. The consideration of other offers must be given at the time of that initial transaction/purchase/recruitment/etc. A professional sales representative does this as a service to the buyer and not as a mere means of making another sale for the sale’s sake.

For example, if a man is buying a new tie, the sales professional might ask him if he has a tie tack or clip; even though he would rather not wear it visibly, it could be worn underneath the tie to keep it from moving about, thus creating a more polished, professional look. This offer allows the sales professional to provide a service, some education, and the opportunity to make an additional appropriate sale that is directly attached or associated to the primary transaction.

At this point, the customer may say NO and may also say he
doesn’t need or want a tie tack. Cross-selling would then go into motion with the sales professional saying something like this:

I can appreciate how you feel, but the reason I ask is that I wear a tie tack/tie clasp with all my ties, and as you can see, you can’t see the tack. I wear my tie clasp under the tie and clip it against my inner tie and shirt to hold the tie in one place. Now the tie always stays perfectly aligned and no jewelry is visible, as I don’t like it outwardly visible either.

This intrigue may work powerfully at getting the buyer to now accept another product offering to complement his initial purchase.

This strategy also works if you are engaging a prospect about joining/enlisting in your organization, by asking at the time of the presentation, “As you consider this decision to join/enlist, there are probably a few great people who look to you for direction. Whom should we also be talking to after we finalize this paperwork?”

You must recognize the appropriate cross-selling items or know which products/services you offer that have obvious cross-selling opportunities and role-play some of those as examples with the group in a mini-seminar. Practice showing the client some samples using the five-step selling process (claim + fact/feature + benefit + nail-down sequence).

Every customer contact is an opportunity to meet his or her needs; if the sales professional does a thorough job in the inquiry stage of the selling process and uncovers the immediate and future needs of the client, then several options can be offered during the presentation stage.

Instead of simply telling the customer, “You may need such-and-such,” the conversation should sound more like this: “Along with this item/service, you also may want to consider getting this item and service.”

You must be continually closing in on additional selling opportunities by looking at the totality of needs that can be fulfilled with the totality of products/services they represent—all with the best interest of the customer in mind.

If you are presenting the purchase of a skill development workshop to a prospect and the prospect agrees, then you would
potentially cross-sell them on purchasing books or audio tapes/CDs for everyone as an after-workshop reinforcement to key content information.

As a sales professional, you should be thinking of additional opportunities with every transaction. Making those options available at the time of the initial transaction takes advantage of the best window of additional selling opportunity. You can also cross-sell after the transaction. You can use new product/service introductions as a reason to contact recent customers and let them know of new offerings.

Completely fulfilling a customer’s needs with all products/services offered by your organization/department is the responsibility of a professional sales representative and sales leader.

To test your ability to instantly cross-sell appropriate products or services you possess, just take a few selling transactions of late, identify what was purchased, and then determine how many other items could have been presented at that time. Consider how easy it may be to revisit your client with the follow-up after-sale presentation of other products/services.
Your ability to meet a prospect’s/customer’s immediate needs, while mentally evaluating other products or services you represent in order to determine if there are more efficient ways in which you can further meet a prospect’s/customer’s needs is the purpose of up-selling.

As a sales professional, you must always be on the lookout for relevant up-selling opportunities in each transaction. The sales professional wants to be able to evaluate, within the given transaction, if there is an up-selling opportunity in which he or she may present a better (a special, new, improved, discontinued, rebated, better-profit-margin, etc.) product/service. The up-sell can enhance, improve, and complement the client’s existing purchase—at the time of the initial purchase! A professional sales representative does this as a service to the buyer and not as a mere means of making another sale for the sale’s sake.

As a simple example, consider a man who is buying a new suit. The sales professional might ask him how he plans to wear the suit. If the customer answers that he’ll use the suit for basic occasional wear, than any suit will probably do. However, if the man indicates that it will be worn a lot, in front of other professionals, and/or that he will be very active within it, then the sales professional has information now that can be used to justify suggesting a better, more expensive suit.

As a recruitment example, imagine that you have just recruited
an individual to your organization. Now go back and ensure he or she knows of other services, programs, positions, jobs, and formal/informal educational growth opportunities available by more aggressive participation in the organization. You will have just offered an up-sell that equals a greater commitment by the new member to your organization!

You must recognize the appropriate up-selling items. Know the products/services you offer that have obvious up-selling opportunity.

Every customer contact is an opportunity to meet his or her needs. If the sales professional does a thorough job in the inquiry stage of the selling process, then he/she will uncover the client’s immediate and future needs, and in the presentation stage, up-selling options can be presented.

Instead of simply saying, “This will address your needs,” your conversation should sound more like this: “You may want to consider this instead of that, as this will do a much better job at such-and-such.”

Always look at the totality of the client’s needs that can be fulfilled with the totality of products/services you represent, all with the best interest of the customer in mind.

Here’s another example: If you are presenting an educational motivational keynote speaker to a prospect and the prospect says yes, then you would potentially up-sell them on also purchasing a breakout workshop while your speaker is there. Now you have gone from one small sale to two sales—greater revenue opportunity and, thus, increased profitability!

As a sales professional, you should think of greater opportunities with every transaction. To make those options available at the time of the initial transaction takes advantage of the best window of up-selling opportunity. You can also up-sell after the transaction. You can use new product/service introductions as a reason to contact recent customers and let them know of new offerings.

Completely fulfilling a customer’s needs with all products/services offered by your organization/department is the responsibility of a professional sales representative and sales leader.

To test your ability to instantly up-sell appropriate products or services you possess, just take a few selling transactions of late, identify what was purchased, and then determine how many other
items could have been presented at that time. Consider how easy it may be to revisit your client with the follow-up after-sale presentation of other selling opportunities.
Your fluid ability to meet a prospect’s/customer’s immediate needs, while mentally evaluating other products or services you represent in order to determine if there are more efficient ways in which you can further meet a prospect’s/customer’s needs in the future is the purpose of down-selling.

You will be more professional and present a more significant service to your client if you recognize when a client is about to make a purchase that is too significant for their immediate needs. In these instances, be on the lookout for relevant down-selling opportunities. The sales professional must be able to evaluate every given transaction; if you offer an appropriate down-selling opportunity to a better (a special, new, improved, discontinued, rebated, better-profit-margin, etc.) product/service, you will actually serve the client’s needs more appropriately.

For example, if a person enters an electronics shop to buy an appliance or entertainment system and is looking at the high-end product, the sales professional may want to avoid making the high-end product sale if, via dialogue with the potential customer, the salesperson determines that the client’s exact needs are better served by a different unit, sold at a lower cost to the client. By making the distinction and allowing the buyer to make an informed decision between the two units, you do a service to the client and give him or her significant reason to patronize you in the future.

A critical component in building trust in the relationship with
a client is to recognize the appropriate down-selling items and to know which products/services you offer have obvious down-selling opportunities. Role-play down-selling some of these products/services during a mini-seminar. Practice showing the client some down-sell samples using the five-step selling process (claim + fact/feature + benefit + nail-down sequence).

Every customer contact is an opportunity to meet his or her needs. If the sales professional does a thorough job in the inquiry stage of the selling process, then he/she will uncover the client’s immediate and future needs, and in the presentation stage, down-selling options can be presented.

Instead of simply saying, “This will address your needs,” your conversation should sound more like this: “You may want to consider this instead of that, as this will do the job you require and will save you money.”

Always look at the totality of the client’s needs that can be fulfilled with the totality of products/services you represent, all with the best interest of the customer in mind.

As another example, consider that you are presenting the purchase of a full-day educational motivational workshop to a prospect and you determine that you can satisfactorily deliver what the prospect needs in a half-day session. You realize you can save the prospect money, so you make the recommendation for the half-day session . . . and you may find that you have gained a client for life!

As a sales professional, your team should always be thinking of the best opportunity to build a lasting relationship with every transaction. Making those options available at the time of the initial transaction presents the best window of down-selling opportunity.

Completely fulfilling a customer’s needs with all products/services offered by your organization/department is your responsibility as a professional sales representative and sales leader.

Think of clients in your history that might have been better-served by a little less of a sale. Would it have been in the client’s best interest, and would it have been a foundation to a better long-term relationship if you had attempted to down-sell? What would have been the appropriate down-sale transaction? And then, later in the life cycle of that relationship, what would have been the appropriate follow-up up-sale or cross-sale item?
Many selling organizations feel that they have customers in large part because of the great service they offer and/or because the organization has the exclusive on a product/service within a market. Many times this may be true, but a sales professional’s understanding of how his or her organization measures up on an objective customer service index (CSI), may reveal why a customer truly does business with the organization and why that same customer may leave.

Effective sales professionals recognize that building customer loyalty today is an extremely difficult task. Just providing a customer with excellent customer care alone may actually be the impetus for causing a customer to leave. To ensure that a customer gained is a customer kept, sales professionals and internal customer care agents must continuously strive to provide exceptional customer care.

To understand the following CSI, recognize that customers measure two basic variables delivered by an organization from which they purchase. These two variables are measured on a scale of low to high. The measurement of these two variables indicates the prospect’s/customer’s likelihood of buying or repeat-buying decisions. These two variables also directly influence a buyer’s loyalty—or lack of loyalty.
CUSTOMER SERVICE INDEX (CSI)

In using the CSI diagram, measure how a customer might rate the actual product or service being purchased on the vertical axis, from a low rating at the bottom to a progressively better rating the higher up the scale the feedback goes. Then measure the way the people associated with that transaction handled that encounter, from poor/low to the left and progressively better as you go farther to the right.

To label the four differing quadrants, a CSI score in the bottom left quadrant would be labeled POOR and would obviously lead to lost business.

A score in the bottom right quadrant would be labeled EXCELLENT customer care. Although the product or service the customer was buying didn’t meet or exceed the expectations, the sales professional maintained the business and, in essence, carried the organization.

A score in the top left quadrant would be labeled EXCELLENT as well. Again, a very misleading label, and the sales professional’s understanding must be that business is taking place here in large
part because of product loyalty/brand loyalty and not because the sales professional is delivering great care. This too can lead to future lost business.

The ultimate goal of every sales professional is to have a CSI score in the top right quadrant. This is when the product/service and the sales professional both exceeded the customer’s expectations. The top right quadrant is labeled EXCEPTIONAL customer care!

From an organizational standpoint, the sales professional should recognize that customers doing business with you but who score in the bottom right quadrant leave your bottom line statistics when their sales professional leaves. The same is true for top left quadrant business; as soon as another vendor enters your market with an equal product/service, the customers will leave in droves, as they are frustrated with giving their money and business to an organization whose sales professionals and customer service representatives don’t appreciate them.

A sales professional must strive for business transactions to be top right quadrant activities. Consider the following questions as extrapolated from the CSI model:

Last customer departure: ________________________________

Why did the customer leave? ___________________________

_____________________________________________________

What could have been done? ___________________________

_____________________________________________________

_____________________________________________________

_____________________________________________________

Building customer loyalty is essential to effective long-term selling. Studies repeatedly illustrate that it takes more time, money, and energy to gain one new customer, than it does to keep an existing customer.

A five-year research project (facilitated by JEFF MAGEE INTERNATIONAL/JMI, Inc.) across the United States, Canada, Australia, and England revealed that customers gauge their loyalty to a vendor/individual based upon the vendor’s credibility. And credibility is measured in a combination of five ways.

This model is called the Reliable C.A.R.E formula. You need to measure yourself personally against this model to ensure that your actions with clients reinforce each “letter,” then measure your organization, and then measure the others in your organization who deal with your customers (other sales professionals, customer service coordinators, billing representatives, receptionists, etc.). But until you pass all five categories, don’t talk to your colleagues about their shortcomings.

Customers consider doing business with you or your organization for one or a combination of five reasons. And subsequently, customers will stop buying from you when you fail to deliver these as well. Prospects want to become customers and thus they want to do business with credible vendors, as measured by the customer’s perception of your ability to meet or exceed these five measurement categories.
1. **Reliability.** How reliable are you and what you represent? Do you deliver what you say you will? Do you do what you say you will? Do you produce what’s expected?

2. **Care/Caring.** Do the customers feel that you genuinely care for them, appreciate them, respect them, and have their best interests in mind?

3. **Attraction.** Are you and your organization an attractive option to the customer, as compared to others in the marketplace? Do you meet or exceed the initial expectations of the customer?

4. **Responsiveness.** Does the client feel that you address his or her needs in a timely manner? Do you deliver and follow up in a timeframe that is expected or ahead of expectations?

5. **Empathy.** Does the customer feel as if you understand and acknowledge his or her position or views?

Consider this: In an initial study in 1997 of 10,059 respondents surveyed in America, Canada, the United Kingdom, Australia, Mexico, and the Caribbean, these were qualities that customers said they looked for in a vendor partner. When an electronic survey of 23,000 professionals was given in 2005, the model was again reinforced as accurate.

The top response was appreciation, another way of stating care for the customer and thus the relationship being forged. How do you score yourself against each letter category? Are you failing, or are you earning an A+?

In today’s fast-paced, highly competitive marketplace, your only advantage may be your credibility. Do you truly provide customers with “Reliable C.A.R.E”?

Reflect on an experience that you have had recently in which you were the customer and the level of service that you received met or surpassed your expectations in the categories of the Reliable C.A.R.E. formula. Identify what specific actions were taken by that sales professional/customer service representative in delivering the product or service that you were purchasing.
Vendor: ____________________________________________
What You Were Buying: ________________________________

In which categories did the salesperson deliver, and how did he or she meet each?

☐ R: Reliability
   ____________________________________________
   ____________________________________________

☐ C: Caring
   ____________________________________________
   ____________________________________________

☐ A: Attraction
   ____________________________________________
   ____________________________________________

☐ R: Responsiveness
   ____________________________________________
   ____________________________________________

☐ E: Empathy
   ____________________________________________
   ____________________________________________

Now reflect on an experience that you have had recently in which you were the customer, and the level of service that you received did not meet your expectations in the categories of the Reliable C.A.R.E. formula. Identify what specific actions were taken by that sales professional/customer service representative in delivering the product or service that you were purchasing and in which you were so disappointed. Then identify ways in which that negative experience could have been turned around. Brainstorm how that experience could have been turned into a positive selling opportunity.

Vendor: ____________________________________________
What You Were Buying: ________________________________
In which categories did they fail to deliver and why? How could they have met each goal?

- **R**: Reliability

- **C**: Caring

- **A**: Attraction

- **R**: Responsiveness

- **E**: Empathy

Analyze your present sales abilities and how you interact and engage individuals. Whether it be one on one, face to face, within group situations, over the telephone, via e-mail, or through other interaction opportunities, determine and distinguish how you can always meet or exceed the expectations of others in each of the Reliable C.A.R.E. formula categories.

Which categories do you easily deliver and how do you meet each? Which categories do you need to work on?

- **R**: Reliability

- **C**: Caring
A: Attraction

R: Responsiveness

E: Empathy
Remember: The early bird catches the worm . . . or so goes the saying! The same is true for the salesperson with the best professional follow-up.

Sales professionals must realize that the opportunity to make a sale is a special event, and when a prospect requests more information, or when a customer has just bought from you, the window of opportunity to capitalize upon that activity is short. When someone is looking to purchase or repurchase, he or she is usually moved to do so right then, and expecting the prospect to wait for the sales professional to eventually follow up is asking for too much.

Studies indicate that follow-up alone can significantly increase your closing ratio and business volume. Studies also reveal that most sales professionals don’t take advantage of the opportunity to use follow-up for additional relationship building and potential increased sales!

In following up, consider an integrated campaign that addresses all three mental receptors through which we process. There are three ways in which you can choose to follow up with prospects in your selling contact data system and to follow up with current clients as warranted. Depending upon the channel of follow-up selected, there are specific options that become evident in your follow-up activity. These options are:
Visual follow-up mechanisms
2. Auditory follow-up mechanisms
3. Kinesthetic (interactive/face-to-face) follow-up mechanisms

Timing of the follow-up is critical. Too soon may appear over-bearing, and too late may seem like an afterthought and lack of sincerity.

Sales professionals must recognize that there are a lot of ways in which they can keep their name and message in front of prospects and customers, and to maintain name presence. Some of the specific action items for each could be:

**VISUAL**
1. Personal note card with sales professional’s name on it
2. E-mail gram
3. Fax follow-up note, reminder, FYI
4. Special thank-you gift/offering
5. An article clipping of relevant interest

**AUDITORY**
1. Personal voicemail message
2. Follow-up telephone call
3. Recorded gift offering

**KINESTHETIC**
1. Special personal follow-up by sales professional or field representative
2. Invitation offering to an event/pre-event
3. Personal follow-up by sales professional

With each of these follow-up channel options, sales professionals must remember that, for any action to have a maximum impact, it must also be done in a timely and relevant manner for that prospect or customer.

Every veteran has learned that NO does not always mean NO during a sale. It’s equally important to understand that with your prospect pool and your clientele, it may take many visits to convert a prospect into a client. There is always a magic number for individuals and industries as to how many times follow-up is seen
as persistence, and as to what time follow-up becomes unprofessional and pestering.

The early sales professional gets the sale and gets the repeat sale!
Establishing one’s brand recognition takes hard, consistent, and continuous work. Sales professionals can differentiate themselves in the market by their products, their services, and their selves.

Businesses invest millions of dollars to establish brands, promote brand recognition, and build brand loyalty. When someone sees the golden arches of McDonald’s, he or she automatically thinks, “fast, friendly, inexpensive food,” and more specifically, “sandwich foods, like hamburgers, fish and chicken, and the famous French-fries, with a healthy salad thrown in for good measure.” After all of the effort, consistency, and money invested to get a prospective customer through the door, now that customer has to be met with the delivery of the promise. When the promised item is delivered, brand recognition is reinforced, and brand expectations being met leads to brand loyalty. On the other hand, when there is a breakdown in this chain of promise/delivery, customers are given reasons to leave!

When someone sees the yellow Kodak letters, the multicolored letters of eBay, the Yahoo or Google, the IBM, and so on, brand expectations are triggered in that prospect’s or customer’s mind. For practically every major business name or logo, the consumer’s mind has been conditioned to expect certain brands and goods. What do you want your customer to expect? Or better yet, if asked, what do your customers think of when they see your name or logo?
You must be able to recognize what that differentiator is for both your organization and for you personally. Then work relentlessly to deliver upon that message with everything you do.

You can develop your brand recognition and send that continuous message to the respective marketplace by your everyday strategic marketing and selling efforts.

With this clarity of purpose in mind, you can guide your involvements, commitments, and volunteer activities in the corresponding direction. For example, if you want to be known as the person to come to for services or products on “high-end widgets,” then you would look to participate in conferences that attract prospects for that widget. You would offer to contribute articles to journals or newsletters, and would serve as an information-gathering entity for that world.

Determine if the materials (brochures, flyers, catalogs, newsletters, electronic newsletters, blogs, commercials, etc.) you use speak to the prospect and customer. Discover whether the materials establish value in the customer’s mind, or if the message is nothing more than information about your company or yourself. Sit down with all of your promotional materials and do the following:

1. Take a blue highlighter and read through each item. Highlight all of the language that speaks about you (the words me, I, we, etc.).

2. Then take a second color highlighter and go through that same item with the blue highlights on it and mark over all text that speaks to the reader’s benefit, gain, or win (words such as you, and we bring you, etc.).

3. Which color is more prominent? If it’s blue, reconsider your promotional materials and their message to the customer/prospect!

Make sure that the font, point size, color, tones, music themes, and jingles you use in building your brand are diligently adhered to in every communication image transmission to the marketplace. You can’t establish brand if you keep changing the impression made in front of the consumer. And make sure your name appears
on everything that you do and with everything that you are associated. Build through repetition into the marketplace psyche. If you pay to participate in an endeavor or volunteer your uniqueness as a charitable event, your name must also appear. In many instances, you can get greater branding out of charitable donations of your time or services as a strategic marketable advantage!

Building brand and speaking to the clients’ “What’s in it for me?” factor is a direct hit on branding in a positive manner.

The Gallup organization invests significant energies tracking consumer habits and the “whys” of those habits. My former work in the advertising and marketing world with TARGET Marketing is reinforced by recent research by Gallup that suggests that a brand must do three specific things to or for a consumer:

1. The brand must establish CREDIBILITY in the consumer and marketplace by what it delivers and what it says it will deliver. Everyone who is associated with that brand and who comes into influence with the consumer (both supply-chain and consumer-chain) must demonstrate himself or herself to be credible, ethical, and professional!

2. The brand must provide MOTIVATION in the form of a set of emotional and logical reasons for the consumer and marketplace to be compelled or drawn to the brand beyond any other brand option, regardless of ease, cost, difference, or quality!

3. The brand must provide a PERSONAL CONNECTION in the mind and heart of the consumer and marketplace in every message, ad, option, feature, and presentation it puts forth.

As you reflect upon what you represent, how have you in the past and how can you in the future communicate and ensure that these three specific factors are represented in all that you do, with every collateral material you leave with the prospect or client, and with every follow-up endeavor?
Rebuilding Credibility When Your Product, Service, or Organization Has Bottomed out in the Market’s Mind

So you have arrived at the market only to find that your market has a bad taste in their mouths when it comes to your offer and/or organization. Don’t retreat, and don’t feel as if there is nothing you can do.

Start by recognizing that your first objective is not to win them back as customers or champions (Centers-of-Influence) of your offer; your job is merely to condition the market to consider looking at you and reevaluating their perceptions of you and your company. Then you can determine your intervention action plan for winning them back to you. Consider the following action plans:

- Archive a specific list of market concerns, reactions, and opinions of you and your organization. Realize what has bottomed out and left a negative imprint on the market.

- Before you even consider making contact with the market, be sure that you have in fact addressed these most significant issues and concerns. To make sure you have righted these negative perceptions, become a mystery customer in your own organization and learn firsthand if the concerns have been righted. If you experience any challenges, then imagine how they will be amplified in the eyes and minds of the market that already has a negative view of you. You
may get a second opportunity to win them back, but you will not get two win-back opportunities!

- Determine if you want to win back the market with one strategic high-impact influencer at a time, or if you’d rather make a major community splash. Consider the following six tactical win-back options (BLENDS) (see technique 37):

  **B**—A *boost* from a satisfied customer can serve as a reason to make an instant telephone call or send an e-mail to a like organization; your reference to the satisfied customer may serve as an additional energy boost during your presentation, and may entice your current prospect to come back and check you out!

  **L**—A *letter* is a strategy you may try. Through a quantity, regulated, direct-mail contact campaign, you can introduce yourself as a new person on the scene and at the same time acknowledge how your organization (product or service) has failed the market in the past. Follow with a self-effacing statement in which you admit that if you were the client, you would have been disappointed as well. Then transition to the new you, and personally invite the prospect to consider dealing with you again. Leave your bounce-back contact information should the prospect be compelled to want to contact you. Note that you will personally contact them in the next ten days, and mention that you would appreciate a few minutes to discuss the information and value-added invitation or offer contained in your letter.

  Another iteration of the *letter* approach could be the reuse of any appreciation letter or e-mail from an enthusiastic client just served. Repackage that glowing feedback into a letter that you can forward electronically to prospects. Include a bounce-back statement (call to action or offer), and follow up with telephone calls.

  **E**—*Examine evidence* as to why individual past clients from your database have left your organization (you can perform this same process to determine why you have suffered the loss of previous Centers-of-Influence lead generators). If you feel confident that you can not only fix the previous problem, but can also surpass the original quality, then it’s time to contact lost clients about returning to your organization. If the evidence reveals that
the reasons that they have left have been addressed, and that solutions previously not offered are now available, then you have earned an opportunity to make contact with a formerly unsatisfied client.

**N**—A *needs* analysis is a way to consider what you have or what abilities individuals within your organization have and how those could be made available to individual and key prospects. You can reintroduce those abilities one at a time, from a value-added perspective, and then make contact with the market and make those abilities available to them as a community service. Show the prospects/former clients how you can assist them from their needs perspective, and when legitimately possible, work in a solution offer from your organization!

**D**—*Do something!* The longer you wait to win them back, the faster you will arrive at unemployment or bankruptcy.

**S**—*Consider sampling* as a way to give your prospect a free look at or use of a product you think they may desire.

Here are a few more ideas for how to approach lost clients, market prospects, and those loyal clients for whom your organization, product, or service offer has fallen to a low quality level. Since you’ve “bottomed out,” now is the time to right yourself! Consider:

- Having an open house.
- Having a theme party.
- Establishing quarterly events to attract different groups to your product/service/company.
- Partnering with a high-impact group, charity, club, etc. Co-promoting your product or service with the group’s would draw other influencers and possible users of your offer.
- Looking for unique places to place your name so you can reach new buyers.
• Identifying completely new and different markets that have never heard of you or your offer and would not have heard negative things from you from previous disappointed customers.

• Recognizing that consumers make their buying decisions based off of any one of four behavioral criteria. Therefore, position yourself to convey to the market how your offer now can be:

  • Better for them than anything presently available.
  • Faster and therefore more efficient for their needs than anything presently available.
  • Different than anything else presently being offered.
  • More cost effective (cheaper) than other items that are currently being offered, noting that your product is of the same quality and/or brand.

• Have high-influence consumers—or community, industry, and trade personalities—craft an endorsement letter to your target audience on your behalf.

• Make a list of the top ten prospects that you would like to attract, and then personally call on each to reintroduce your organization, product, or services. Mention that you have recommitted resources to making this an association they can have confidence in once again.

• Look for consumers that may right now be making an annual or seasonal buying decision regarding your competitors. Contact the consumers to introduce yourself as an option for consideration for their next buying decision. Ask if you can take the responsibility to contact them prior to their buying decision time window, and then make a note in your information management system to remind you when that time arrives.

Develop a value-added resource vehicle that you can use to simply stay connected with clients, advocates, prospects, and
lost past customers. Consider a newsletter, electronic newsletter, direct-mail campaign, etc. to provide high-impact value to them while indirectly promoting you. This allows you to stay at the top of their mind so when a future need arises, you may have an opportunity to win their business back. This is a passive action, and it may take some time to produce results; however, in the big picture and long-term perspective, this can yield significant gains!

Ensure that every member of your organization who will come into contact with the market that you painstakingly invited back understands how critical it is that they go beyond the consumers’ expectations. Only when all parties involved are at the same level of commitment should you consider ways of winning them back.

So now when your market prospects have a bad taste in their mouths concerning your offer and organization—whether the negativity is based upon historical experiences or market inferences—you can go about neutralizing any negative threats and begin to strategically and tactically win them back by developing and implementing an integrated campaign for success!
Great sales professionals don’t miss a selling opportunity. Nor do they miss an opportunity to network with others and place their personal business cards into others’ hands.

Your business card is your billboard on the selling highway of life. Your card serves no purpose if others don’t see it!

A business card is to a sales professional what the road sign is to travelers; the card tells people who you are and how to reach you. Because you never know when a great selling opportunity may present itself to you, having a business card to offer to someone can really differentiate a super sales professional from merely another salesperson in a pack.

Business cards are also a powerful measurement means to determine if you are continuously investing enough time with suspects and prospects in your networking, marketing, advertising, and prospecting phases of your business growth endeavors. Because with each contact, an opportunity to offer your card is possible; you need to be mindful of ways to capitalize on every opportunity. If you truly see yourself in a sales position, then getting your cards into the right hands is critical. Warehousing business cards in one’s desk drawer is a sign of lack of work and success commitment.

If you have a sales trainer, a sales manager, or a business owner, the number of business cards you order and reorder is a means
of determining who is and who is not prospecting, marketing, networking, and selling for success of the team!

There are many ways in which a business card can be used to bring greater value to the recipient and yield greater returns for the sales professional. Make it your goal to take out stacks of cards in bundles of 250 or more, and commit to getting those smartly into others’ hands every thirty days (for you this may be too small of a challenge, and you may want to make your bundles significantly larger). Consider these business card bonuses:

1. Most business cards are blank on the reverse side (if you print information on both sides, select one side to be the reverse side, and make that side faint and with small text). On the blank or small-text side, you gain space to make strategic presentation notes and specific notations for the prospect or customer about a special feature/benefit you are offering. People are more inclined to keep a small item such as a business card than they are to keep brochures and handouts that sales professionals tend to provide in abundance.

2. A powerful way to use the business card as a customized selling brochure is to draw a small, coin-sized circle on the reverse or blank side. Inside the circle, write the recipient’s name and date, thereby presenting your card to the prospect as a new and more powerful personal brochure. Now from the circle outward, just add axis lines on which to write the word or a few words concentrating on the key point that you want the prospect to remember about your offer/presentation. Next, for any key point, offer, price, feature, or benefit that you have written down, you can draw simple, short axis lines outward from the line, and add benefit words for the corresponding fact or feature words.

   Visually, what you will have is a circle with lines shooting outward; in essence, the design appears to be a wheel with spokes. Key words that mean something to the recipient of the card mean that you have given a special, customized reference instrument.

3. You can use the business card as a means of soliciting someone’s name and title by offering your card to the other
person (at the beginning of the sales conversation) and requesting his or hers. Then take the other person’s card and leave it out in front of you during your sales conversation/presentation, so that if you forget the other person’s name, you can look down at the card, maintaining conversation flow and control.

4. You can offer an extra card to any prospects, at the moment they become happy customers, as a means of involving them as a referral agent for you. Say, “Here’s an extra card for you, should you know of someone who would be appropriate and who might benefit from this product/service as you have. Thank you.”

5. In any follow-up letters, thank-you letters, or introduction prospecting letters (remember Rule 1/12/50 presented earlier in this book?), you can always include a few cards: one for the intended reader and extras to pass along to others.

6. Place the business card in giveaway drawing bowls/jars on counters in stores with high volume pedestrian traffic of your profile prospects and customers. Place the card in such a way that your card is held within that bowl or jar as a free billboard for viewers.

7. Look for display areas where your business card can be thumb-tacked up, included in other merchants’ direct mail circulars/envelopes/mail packs, magnetized and hung up, or used as a bookmark or other multipurpose instrument.

Your responsibility as a sales professional is to recognize that there are a lot of powerful ways to use your business card as a powerful selling instrument. Handing out cards is like planting seeds. The more seeds that one plants, the greater the potential harvests!

Take one of your business cards out right now as you read this chapter, and on the reverse, write down three ways you can use your cards more strategically in the next forty-eight hours, then place that card in a highly visible professional area and hold yourself accountable to act upon the three ways. And recognize that if
you can’t do this for lack of a card, you just received a grade of F on this unexpected pop quiz. And if you do have accessible cards, yet you do not complete the exercise, review technique five (winning attitudes), earlier in this book. And if you did do this exercise request, congratulations! You just earned an A grade on this pop quiz.
Part 5
Sustaining IT and Accelerating Beyond Others in Pursuit of IT
Everyone has competition in some form and to some degree. As sales professionals, do you know who the primary, secondary, and emerging competitive challengers are? And you do have well-defined selling plans for selling against them in interactions with prospects and active clients, right?

Learn to embrace the challenge of competition and not fear it. Through greater awareness of each market’s options from a perspective of advantages and disadvantages to each, you must know how to professionally and confidently address competitive challenges and threats as they present themselves. A thorough understanding of your product/service is required if you are to be able to compensate for any weakness.

One powerful way to objectively compare and contrast any specific product, service, or organization overall is to use a “Ben Franklin Analysis Model.” Legend has it that whenever Benjamin Franklin was challenged and needed to make a decision, he would take a piece of paper, divide it into two equal sides, and place at the top of each side the differing issues he was perplexed over. He would then proceed to chronicle all of the positives for each under the appropriate header, and when he was done, whichever side had more responses would be the direction in which he would make his choice.

This same model can be used to compare and contrast product, service, organizational, and personnel threats to your position.
As an example, you could use the “Ben Franklin Analysis Model” to compare strengths organizationally between your company’s and a competitor’s offers. You can compare a competitor overall, compare products, and even compare people with whom you are working. The model works in a variety of comparison situations.

Your success will be tied to your innate ability to objectively look at what you represent and what the competition has to offer. In fact, the more product knowledge that you have of your competition, the more effective you can become at focusing your prospecting efforts, questioning endeavors, selling solution presentation skills, and in qualifying suspects as profile potential customers.

When you think in terms of competitive analysis and reflect upon your strengths and weaknesses as compared to a competitor’s, then you can make informed decisions.

Here is the humorous analogy: Think of a professional sports team coach (the equal as a sales trainer/sales manager/small business owner) on any given game day. It would be a fair expectation that the coach know by name the opposing team’s coach and by name that team’s primary players. The coach will have studied the strengths and weaknesses of each player, and will have coached his or her own players on what to expect from both that opposing team overall and the individuals within that team. That coach would have studied the other team’s past behaviors and actions, and then strategized using that specific information. The competitive analysis impacts the team’s and coach’s decisions and choices for how to position themselves for success. Yet very few professional sales players on the field of life have done or have even considered doing such extensive analysis of the competition!

Take any company versus your own, and complete the following chart with as much information as you can off the top of your head. Alternatively, do the same with any one of the products/services you represent as compared to a major competitor’s. You should do this same drill with every market competitor and for every product or service alternative a prospect could patronize rather than yours.
<table>
<thead>
<tr>
<th>My Org./Category: __________</th>
<th>Their Org./Category: __________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths/Weaknesses</td>
<td>Strengths/Weaknesses</td>
</tr>
</tbody>
</table>
Great sales professionals don’t miss a selling opportunity, nor do they miss an opportunity to network with others to find ways to make others’ lives better and easier. By doing so, powerful relationships can be cultivated.

Examine your professional and personal lives for individuals who believe so powerfully in what you represent, your organization, or you personally, that they don’t hesitate to “talk you up” to others. These are the people who can serve as a valuable strategic marketing component in your selling world.

The people who believe so powerfully in you can be cultivated into advocates who send business to you, and who recommend you as the solution provider for others’ challenges and problems. These are the individuals who promote you when you are not around to do so for yourself, and even more importantly, they can serve as valuable eyes and ears in the marketplace when you are absent to what is happening or is about to happen.

Advocates (allies, champions, business lead referral agents, mentors, etc.) are people to whom you turn for advice, suggestions, and counsel. These are people off whom you can bounce marketing and selling ideas. These are the individuals to whom you can turn when you have a new product or service available and you want to get the word out. Your advocates are well-positioned in a marketplace themselves and may know of a number of people whom you can cultivate for immediate and future business opportunities.
Advocates believe strongly in you, both personally and professionally, and therefore can serve as a never-ending source of qualified contacts for your sales funnel.

Search for advocates among your most loyal customers, your largest volume customers, and among prospects who sing your praises but for legitimate reasons have not yet become active clients. Look inward to your organization and outward to your social/personal contacts for people who respect you, admire you, and look up to you. Look for decision makers in industry, associations, clubs, social organizations, churches, etc.—anywhere you engage others and where there may be opportunities for both sides to gain from one another.

Advocates are everywhere, and the successful sales professional cultivates them, appreciates them, and thanks them for being active, indirect participants in the salespersons’s selling effectiveness. You should meet with your advocates regularly for genuine interaction and feedback. Consider monthly breakfast meetings in which you use your advocates for advice on new media campaigns, branding endeavors, marketing brochures, Web site upgrades, new products, or product line extensions—before you make final decisions and commit money to an activity!

Here is a partial list of where you can find advocate candidates (defer to the TRE™ technique for more creative ideas for identifying and recruiting advocates) for your selling success.

<table>
<thead>
<tr>
<th>Contact</th>
<th>Is this client likely to advocate me to others? Y/N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Oldest client:</td>
<td></td>
</tr>
<tr>
<td>2. Newest client:</td>
<td></td>
</tr>
<tr>
<td>3. Most $ client:</td>
<td></td>
</tr>
<tr>
<td>4. Others:</td>
<td></td>
</tr>
<tr>
<td>5. Others:</td>
<td></td>
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<tr>
<td>6. Others:</td>
<td></td>
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<td>7. Others:</td>
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<td>8. Others:</td>
<td></td>
</tr>
<tr>
<td>9. Others:</td>
<td></td>
</tr>
<tr>
<td>10. Others:</td>
<td></td>
</tr>
</tbody>
</table>
Now go back and check off those contacts whom you know have, in the past, willingly and enthusiastically sent you individuals who matriculated into active clients.

These checked contacts are the potential candidates for you to consider courting as advocates to help you grow and establish your business.
The number of contacts that can be made via the telephone is significantly greater when compared to actual face-to-face contacts. The successful sales professionals recognize that the telephone is a tool for success attainment. All excuses aside, if you don’t feel comfortable with the telephone, you will never be as successful as you have the capacity to be!

Most sales professionals shy away from using the telephone as a strategic tool that can be used to increase suspect and prospect contacts. Listen to most sales professionals, and you’ll find that they prefer to use the telephone for visiting and not selling. Others tend to shy away from using the telephone as a way to maximize selling time, and they avoid using the telephone for the majority of the day. Hiding behind sending unannounced and unsolicited e-mails is a surefire sign of death in the medium term for any sales professional.

You need to recognize the power of the telephone to strategically maximize selling time. In a variety of ways, the telephone can be an extremely productive tool!

1. Use the phone to reach out and introduce yourself and your offers.

2. Use the telephone to call people who have been referred to you by clients and advocates. The phone call is a first and
nonthreatening means to request a conference call time or initial office presentation (IOP). Always open with the referring name: “Your name was given to me by ____________, and I was asked to personally call you to ____________.”

3. Use the telephone during downtime and during times when you’re not presenting to follow up with happy customers for additional opportunities to cross-sell and up-sell.

4. Use the telephone to establish meeting times with prospects and customers as you build your schedule to group meetings as close together as possible to maximize your schedule and out-of-office time. For example, if you need forty-five minutes for a meeting, you should work to build your schedule in one-hour intervals of meetings for one day at a time, so you go out with your first meeting at 7 a.m. and end after 5 p.m., having spent the day meeting with prospects and clients!

5. Use the telephone as a follow-up means to close sales. If you have already had the meetings and have accomplished all you can in a face-to-face forum, then do not waste your time traveling to and from meetings when a phone dialogue would suffice!

Recognize the timeframes each day that seem to be high-yielding contact times and low-yielding contact times, then coordinate your schedules accordingly. For example, if Monday mornings and Friday afternoons are difficult times to reach contacts, then don’t plan for these timeframes to be heavy outbound calling times. Keep a contact log (diary, database management system, personal calendar, etc.) with notations of individuals with whom you have spoken earlier and who requested a follow-up on a specific date and time. Overcoming call resistance is easily attained once you have set a purpose making calls.

A common frustration for sales professionals is in leaving or receiving ambiguous telephone messages that leave one wondering exactly what is supposed to be the next course of action. In leaving a message for someone else (whether it is via an electronic voice system or with an actual person at the other end of the telephone),
make sure that your message is action oriented. Always do the following:

1. Leave your name and spell it.
2. Leave your telephone number for follow-up, and repeat the number twice.
3. Leave an action-oriented message that tells the listener exactly what you want him or her to do.
4. Leave a significant value proposition for the listener, and indicate that that by calling you back, you can make his or her life better, faster, different, or more cost effective in some manner (consider using the USF, or unique selling factor).
5. And, if you’re leaving a message with an actual person at the other end, before you do any of the above four items, start by politely asking the other person, “Do you have something to write with and on?”

WOW! You will be amazed at how many times, when asking that question, the other person will say, “Just a moment; let me get something.” Yet, you were about to leave a message with someone, who in actuality was not writing anything down!

If you are leaving the message in someone’s electronic voicemail system, consider standing up as you leave the message, as this change in physiology makes your voice sound significantly firmer, more solid, and more energized. Once you’re standing, follow the same steps detailed above.

Just as with face-to-face interactions, you should always have a purpose for a telephone conversation. Remember the technique on Stacking-N-Linking. The telephone is an interruption in the other person’s life (unless he or she has specifically requested that the sales professional call), so the conversation must have a purpose—and once you have accomplished the purpose, don’t violate that purpose by continuing. Consider a mental script of call objectives or a specific sequence of sentences to keep you flowing forward without sounding robotic. You must have a purpose, or do not pick up the telephone!

To maximize overall sales activities, monitor your own daily activities and account development activities to recognize the times that are best for you to place and receive calls each day.
Consider working across time zones, if applicable, as this can allow you to maximize your overall daily productivity. For example, if you are working from the Central Standard Time (CST) zone, you could work from 7 a.m. to 7 p.m. and reach people from coast-to-coast easily!

Your ability to cultivate relationships with people over the telephone will be essential for sales transactions. Getting the “gatekeeper” at the other end to accept you may make the difference in getting through to the intended contact or merely leaving endless messages. So don’t devalue the screener or executive assistant; get to know and appreciate him or her as well. Knowing others’ voicemail system extension numbers allows the sales professional to reach out and leave action-oriented messages both before and after traditional work hours.

With the telephone, ensure peak performance by arming yourself with the reference materials, files, computer access, workspace, etc., in easy reach. If you need a cordless phone, a longer receiver cord, a headset, a cellular phone, etc., then ask the sales trainer, sales manager, or business owner. If you are the trainer, manager, or owner, make sure you and your colleagues have the essential hardware, software, and technology for peak performance.

Take your callback lists with you on the road and have easy access to a cordless phone, a calling card, etc. for instant use in wait zones. Make an otherwise down moment a valuable moment!

Like it or not, the telephone is a powerful selling tool through which relationships can be fast-tracked and greater levels of efficiency attained.

To get helpful tips on how to continually improve your phone time, call and listen to several others’ voicemail messages to determine if their recorded messages may make their professional life more difficult or easier. Call yourself and hear how you sound in your own voicemail system. Have a trusted friend call your business while you are out and ask routine questions intended for you; see if whoever answers the phone can address the questions. You’ll also get a feel for how the answering personnel treat your prospects and clients on your behalf. This gained insight will make you or break you!

Using an outbound contacting mechanism, whether telephone, e-mail, or other contact systems, you need to use a self-assessment accountability system to track your own efforts. The following
form will allow you to track how many times you dial, how many voicemail systems you reach, how often you get live bodies at the other end, how often someone takes a message, and how many times you must dial to reach your intended contact. Only when you know how many dials it takes you to reach a solid contact can you hold yourself accountable for making the number of calls daily necessary to be successful. For example, if it takes you one hundred dials to get fifty contacts at the other end, forty of which will be voicemail systems, five of which reach people to take a message for the absent person whom you are calling, and five of which are actual connections to the intended live bodies, then you will know it takes one hundred dials to get five people. Now if you need to reach twenty people on any given day, you would know to make two hundred phone calls. Knowing your magic number (how many calls it takes to reach your goal) is critical. Here is the tracking form we use in our business.

Monday: 

1. Calls Dialed ____________________________
2. LMTC Live ____________________________
3. LMTC VM ____________________________
4. TT ____________________________
5. E-mails ____________________________
6. Media Kit Sent ____________________________
7. Demo Video/CD Sent ____________________________
8. Books/Audio Sent ____________________________
9. Admin. Stuff ____________________________
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7. Demo Video/CD Sent ________________________
8. Books/Audio Sent _________________________
9. Admin. Stuff ______________________________

(LMTC = “Left Message to Call”; VM = voicemail; TT = Talked To)
The good ol’ boy network of selling and relationships is gone in the new fast-paced e-world. The marketplace of doing business with the person across the street or down the road has now been replaced with the global economy, and the new reality is that we live in a 24/7 marketplace.

Understanding the new and evolving technologies and how to strategically and tactically use them in the daily selling world is your primary responsibility today—it’s not the responsibility of your organization or your boss!

Technology is evolving at such a fast pace that the technology plan you develop today can realistically be outdated by implementation time. So your ability and willingness to be flexible is critical to implementation and success.

Some of the new, useful technology includes the following:

1. A portable data instrument (PDA) that allows for access to a database of information and communication options in the palm of one’s hand.

2. Instant communication, updates, announcements, grams, newsletters, etc., through access to one’s e-mail addresses.

3. Communication, advertisements, awareness, order entry,
registration, and subscriptions via an organization’s Web site presence.

4. Laptop computers, portable printers, faxes, e-mail capabilities, and cellular phones that enable a sales professional to telecommute and have a virtual office wherever he or she is in the world.

5. Teleconferencing, satellite connections, high-speed digital access, and connections that allow audio and video interaction from remote locations and allow for instant access to what may have otherwise been precluded to the individual.

6. Fax machines that allow for instant paper transmission of materials (in the past, a time delay would have been the norm for an overnight courier or cross-town delivery).

7. The ability to create, tap into, and manipulate blogs and splogs to your selling advantage and to pull traffic to your Web site, phone, and place of business.

Technology is in a fifty-meter dash today. Whatever technology one person has, chances are good that someone else may have even more, greater, faster, and newer technology than you. So use effectively whatever the other guy has!

With the availability of all the differing technology available in your world, the question now is, “How do I complement all selling efforts with technology to assist in my selling transactions?”

For example, you can keep a potential buyer informed of additional feature updates to a proposal via e-mail, which is nonthreatening, as no one is actually speaking to one another verbally.

Or, modifying Rule 1/12/50 (see technique thirty-three), send a fax or an e-mail. Compared to traditional postal delivery, the fax or e-mail will save time and money and increase instant connection. See technology as a selling partner to embrace and be used effectively.

Diagram on this page—or on a large wall chart—how you can use and integrate all of the following items (and add any others that are not detailed here that are appropriate at the time of this
exercise) to market what your organization has to offer your active clients, prospects, and lost accounts.

Web site
Fax Machines
Database
Teleconferencing
Portable Data Instrument (PDA)
E-mail Addresses
Laptop Computers
Cellular Phones
Blogs
Distance Learning Options/Video Training Center Transmission Sites
Conference Calls
CD ROMs
iPod Casts
Streaming Video
Focus Groups
Surveys
MasterMind Groups
Etc.
Being active and being productive are worlds apart. You have to realize when you are being very active and having a lot of activity going on around you daily, but generating fewer bottom-line results than others. The reason is simple: merely being active is not the same as being productive!

Managing time and having the self-discipline to stay focused is crucial to maximizing every precious moment in time for prospecting, customer contact, selling, marketing, and taking care of the administrative responsibilities associated with the act of selling.

To maximize time, start by asking three strategic questions to determine what activities need to be scheduled at what time intervals each day. Consider:

1. As a sales professional, do you have your greatest overall daily energy in the a.m. or p.m. hours?

2. Within that defined window of time, define the hours that constitute the a.m. or p.m. peak productivity hours for you. For example, if you’re an a.m. person, you’re probably at your best between the beginning of the workday and noon. If you’re a p.m. person, your best work most likely takes place between noon and the end of the workday.
3. Now, within those morning or afternoon hours, break out the precise hours that you feel you are at your peak. These few precious hours are your PRIME TIME!

Here’s an example of good use of prime time: If you find yourself to be an a.m. person whose prime time hours are 6–9 a.m., make sure these are the hours with the least amount of distraction and the fewest gatekeepers between you and your targeted prospects/customers!

The greatest level of “productivity” occurs when high-level importance items take place within your peak performance/prime time hours . . . especially when fellow, same-time peak performers and decision makers are available simultaneously!

With this calculated focus, now review whatever system you use (or consider using the systems your organization has available) for timekeeping, and manage your daily work flow to ensure that no important tasks get overlooked. Consider how the next technique can be used to increase their effectiveness even more.

The Quadrant Manager System™ (see technique six) allows for a universal overview of your work. The system helps you see, plan, and monitor your schedule. Many sales professionals have days in which a lot is accomplished, a lot of people are called, many contacts/prospects are seen or visited, and/or a lot of materials are written/completed. Unfortunately, at the end of the day, the sales professional realizes that the productivity was all in one category—at the expense of overlooking another important area!

The Quadrant Manager System allows work to be managed from an aspect of not what one would like to get done, but more so from an aspect of what is important to be accomplished. Also, the system powerfully keeps all important work areas moving forward at the same time. Every day, there are important things to do, people to call, people to see, and items that are to be completed/written.

The basic steps for setting up your Quadrant Manager System are detailed in technique six of this book. Once you are a skilled, regular user, you can begin to tweak the system to suit your individual sales needs and accelerate your ability to find IT, get IT, keep IT, and grow IT.

Now, move beyond simply managing your time more efficiently by using this tool as your daily time-management device. The
lack of using this or a similar system is a major reason that sales professionals fall short of attaining true success. Another powerful way to use the Quadrant Manager System to enhance selling effectiveness is to develop two additional and more specific Quadrant Managers for execution on a daily, weekly, or monthly basis.

1. Develop a Marketing-Quadrant Manager System that would outline the top three to dos, to calls, to sees, and to writes that can feed the sales funnel from a marketing and prospecting basis. Your goal is to find future selling opportunity contacts. You should do this marketing quadrant exercise at the end of each week, when you’re planning for the coming week’s tactical endeavors!

2. Develop a Sales-Quadrant Manager System that would outline the top three to dos, to calls, to sees, and to writes that can immediately move you to a close in the selling process on a daily basis. Imagine your increase in net results if you complete one of these quadrants at the end of each day! Your next opportunity to share what you have to sell to others will avoid wasted time at the beginning or misguided work assignments that yield no real meaningful results.

You absolutely must be a great steward of the basic professional time you have afforded to you each day. Once the time is gone, it can never be regained. Think in specific terms of marketing and selling time responsibilities along with the administrative aspects of your job. The Quadrant Manager System powerfully addresses all three areas of responsibility.

To gain a better understanding, simply diagram on this page, or on a 3x5 index card, the four time responsibility areas, and then identify only the top three most important items for each. Consider it from this perspective: if you could only work on or complete three items in each quadrant for any reason, what three (for a maximum of twelve items) would they be?

Then develop a personal Marketing Quadrant Manager System/QM1 and Selling Quadrant Manager System/QM2 of action items that you can commit to for the next week. Take the sales funnel concept presented in technique fourteen, and apply a Quadrant Manager Marketing/QM1 model into the top of that funnel.
diagram, and a Quadrant Manager Selling/QM2 model into the middle of the funnel—to track your energies and ensure you are not distracted by endeavors that appear important yet yield no real results!

QM1
Week Of: ________________________________

QM2
Day Of: ________________________________

To push yourself to use this system, right now write QM1 and QM2 on the next ten days in your planning instrument. If you use an electronic system, create the template in your system now so it comes up daily and then you can consciously use it or abuse it!
Effective account management and development will make or break your legacy and reputation as a sales professional, influence your efforts in using the five-step selling process model presented in part one of this book, and directly drive your bottom line.

Attempting to stay mentally aware of every account and the status of each seems to be impossible, but with the use of an electronic account database system, keeping track of your accounts becomes a manageable daily possibility.

It is critical to understand the necessity of managing all account activity via a database system. The market makes available a wide range of software options and vendor partnership possibilities, so selecting your system for your computer hardware is important. Whether you use an internal system, a spreadsheet, a web-based system, or a market-ready system, some of the leading options are these:

1. FileMaker Pro
2. GoldMine
3. ACT
4. Excel (custom-built system)
5. Lotus 1,2,3 (custom-built system)
Make sure that the system of choice has the power to deliver what you need now, the flexibility to be modified easily (and with limited-to-no additional costs) as one grows, and the capacity to be expanded as business needs grow and change.

The database system that you use should allow you to store the following data points and therefore do searches accordingly.

1. A **date field** for follow-up or callback, so that on that specific date, your computer brings up an automatic call report of individuals to be contacted, based upon previous notations made into the database. Now our everyday endeavors feed your future work opportunities.

2. A **coded entry** individually based on the client’s level of importance. Code numbers of one through four (or create your own system) allow you to do future searches for specific work activities and to track the level and volume of contacts you possess.

   The code system I would recommend is:

   - **Code 1** = a client who has the financial ability to buy, and has a need for your product/service, and who has opportunity to buy your offer
   - **Code 2** = a client who has two of the preceding three characteristics
   - **Code 3** = a client who has one of the preceding three characteristics

3. A way to store your contacts’ **personal data**, including personal name, address, city, state, zip, phone numbers (all), fax number, e-mail addresses, and an expandable notes section that allows for historical notes and chronicling of conversations with contact. The notes section is probably the most important tracking field!

4. A way to store your contacts’ **professional data**, including organizational name, title, address, phone numbers (all, including a toll-free number), fax numbers, e-mail addresses, and an expandable notes section that allows for historical
notes and chronicled conversations with contacts. The notes section is probably the most important tracking field!

The date field is important, as whenever a new account is added or a sales professional contacts an account, and that account indicates that a sales professional is to follow-up with them on a designated date, that date can be logged into the date field section. Then when the computer is booted up on that date, a prepared list of contacts is made available to you for immediate action.

The client code section is also valuable; by placing a code value to every entry, you can do a database search at any time to determine the number of qualified contacts in any specific category. The code is also valuable in performing category-specific direct mailings, e-mail promotions, and fax marketing campaigns to suspects, prospects, or active clients. Consider a coding system that works for you. See above or consider the following:

- Code 1 = a contact that has money, need, and a date for acquisition of your offer
- Code 2 = a contact that meets two of the above three criteria
- Code 3 = a contact that meets one of the above three criteria
- Code 4 = a contact that doesn’t meet any of the above three criteria, yet earns a position within the database (i.e., a person of influence over a code 1, 2 or 3 contact name, a family member or friend, or someone who may not be a buying customer but who serves a marketing or promotional purpose)

The database is also valuable, as you can create your own notes-section codes, and by maintaining some uniformity, you can search the notes section at any time for the volume of contacts with same notes (i.e., “sent XYZ promotional mailer” appearing in the notes section of specific contacts would pull up those contact names if you search for entry string “sent XYZ promotional mailer”).

The database is a life-sustaining component of the sales machinery you can have at your disposal today and tomorrow. Consider it the brain and heart of the business you are in. It should
be designed and diligently attended to. You should save backup iterations daily, maintain weekly backups off site, and treat anyone who comes into your environment as having the capacity to be a thief to all of your work if he or she were to access this database and take a copy.

On the following page is a sample page of what the computer screen or hard copy printout of a contact data entry page might look like.

The integration of the database into your daily professional life will absolutely turbocharge what you do!
The seasoned sales professional understands the significance of information. He or she determines how much is known concerning a specific account, and recognizes any areas of information deficiency.

Think back on a time when a sale was missed or lost due to a lack of knowledge with an account, having an incorrect point-of-contact, or having missed a decision-making interaction in the buying process. Conversely, recognize a time when a sale was made based upon your knowledge of some specific piece of information that your competition lacked!

While some sales professionals maintain an inherent mental flowchart of critical information points they uncover during the due-diligence phase of a selling activity or prospecting phase, most beginning and junior sales professionals miss this valuable step to sustained selling success.

Any thorough profile analysis form should focus questions in three areas:

1. Actual account contact demographic data.
2. Background and historical data.
3. Performance issues concerning the sales professional’s relationship with the core decision makers.

The more involved the commitment expectation is on the part
of the person you are selling to the more critical the need to use a tracking form like the one outlined at the end of this technique. When dealing with involved accounts, accounts with multiple decision makers, and with large product/service acquisitions whereby the buying process is a very involved activity—these are all situations that absolutely require a sales analysis performance profile tracking form. While this procedure could be used with every account, there may be actual times where such activity could be overkill.

On the following form sample, the first two sections are self-explanatory Q&A observation points. In the third section, you are scoring your point of contact against the four decision makers and ensuring that no individual decision has been overlooked. The form will help you see if you have failed to identify in your presentation who owns each decision. The second score is to objectively recognize your position with these individual(s) when making a sale.

By recognizing what you know and what you may have overlooked, you can determine where the prospect or client may be at any given time in respect to:

1. Making a sale.
2. Your relationship with the client.
3. Your strength with the client in relationship to competitors’ strength.
4. The client’s loyalty to you or your organization based upon the volume of knowledge the sales professional has and how loyal you or your organization may be or has been to the client.

Knowledge is power, and the positive application of knowledge in the sales process is a direct connection to sales profitability.

Actively use this model (e-mail Jeffrey@JeffreyMagee.com to request a PDF copy of this model FREE), create your own, or do an industry search to see what parallel models are being used by others in making your own.
The opportunity to have suspects and prospects funneled directly to you, the sales professional, can be a windfall or a crap shoot—you decide!

In reality, most client service representatives, sales professionals, and business professionals in general dread working the booth, exhibit, trade show, fair, information table (or whatever you call this exposure opportunity) more than going to a dentist or paying taxes. Not taking full advantage of these opportunities is a critical mistake and possibly the greatest career oversight you will ever make!

With a few simple shifts in attitude and behavior, however, you can turn this informational awareness event into one of the greatest prospecting, marketing, and selling opportunity in which you will ever participate.

First, recognize the actions of the person who hates the exhibit, fair, display booth, or trade show affairs. He or she...

1. Shows up late to set up.
2. Accepts wherever he/she is directed to set up.
3. Creates a display space that is boring.
4. Spends less time engaging people walking by and more time rearranging the set up. It’s amazing how busy one can be at these events... doing everything except networking and making new valuable qualified leads for later follow-up selling endeavors!
Second, let’s turn this event into a cash cow of potential. Here are twenty action plans for your next venue opportunity. If your competition is not taking advantage of this same opportunity, you have the chance to have a career-changing experience. In fact, with these ten plans, you will find yourself looking for more group venue opportunities!

1. It’s all about location, location, location. Get there early and get the high ground. Remember that attendees are not there for you; they are always there to see someone else. Determine who the big players are for that venue, and set up next to them. A great location would be next to the check-in counter or a high profile exhibitor. If you are relegated to a low-traffic spot, then the venue should be FREE; if you yield no meaningful results, make sure the vendor hosting the event not only refunds your monies, but also gives you bonus exposure in some after-event communication vehicle sent to attendees. In fact, this after-even communication exposure should be sought anyway!

2. Traffic flow is critical. You will want to make sure that you are set up so that you are in the early stages of the traffic flow. You don’t want to be the first or last booth in a major hall, as the first booth typically intimidates most attendees, and they will purposefully avoid making eye contact with you; by the last booth, most attendees are exhausted and are ready to be somewhere else. Avoid being the left-side placement on corners, as attendees make too fast a turn and will often blast right past you. Ask event promoters or review layout charts to determine what the traffic patterns should be—and then set up in an offensive position. Sometimes there is potential near food stands, but this can sometimes work against you as well. There is an art and a science to traffic flow.

3. Design a high-energy booth. Make sure your display has the energy that attracts—not repels—traffic. Have pictures versus just words; have a television or interactive computer screen playing an endless loop of your most eye-grabbing features and benefit stories. Consider a drawing/giveaway for something, but make sure the prize will be of interest to
your ideal prospect/customer. Think like your clients! Have live samples of your product/service if appropriate for tactile interaction; reflect on any displays that have drawn you in previously, and try to replicate that energy for your display.

4. Remove all chairs. Make sure you have no opportunity to withdraw from the audience and let your energy decline. A lot of money is invested in your presence, and the traffic flow is potentially delivering to you many prospects to meet and follow up on. It would take a month of high-impact prospecting days to equal the potential of this one single event. There will be time to relax when you get home! (You may offer your chairs to competitors; if they’re dumb enough to accept them, they will most likely even say thank you to you for aiding their laziness!)

Another problem in sitting is that the relaxed stance enables you to let your professional guard down, and in many cases, you may engage in dialogue with your booth-mate, thereby ignoring attendees walking by. You are no longer approachable, and many potential prospects will not want to disturb you. Worse even than this are clients walking by, listening to you talk disparagingly about the venue or attendees!

5. Push your table to the wall. Make sure that if you have a booth, any table setup is pushed to the wall. You never want to be hidden behind the table—isolated from the traffic flow—as this makes you less approachable and actually more intimidating!

6. Offer candy. Have a sugar fix on your table. Candy does attract . . . and chocolate is a magnet!

7. Set out business cards in three stacks. Make sure you have your business contact cards in three different stacks across your display area, not just in one area. This way, if you are blocking one stack or engaged in a dialogue in front of another stack, a passerby will be able to see other cards, increasing the odds that he or she will pick one up and contact you later.
8. Make a personalized business card brochure. For every person you meet, take one of your own business cards, and on the reverse side, draw a circle in the middle. In the circle, write the prospect’s name and date, and on the outside of the circle, draw axis lines outward. On each line (times however many you need), write down the greatest feature and benefit items for that particular prospect. Relate to what you have to offer that can serve a need the prospect has revealed in discussion.

9. Limit your table brochures. Don’t have so much literature on your table that it looks like a warehouse. Only give brochures, flyers, catalogs, etc. that are truly appropriate for each particular suspect or prospect. Make sure you write the person’s name in at least two different places, referencing at least two major print items of specialized interest to the suspect’s/prospect’s needs. By writing the name in the material, you increase the likelihood of your literature actually getting home with and being read by the potential customer.

10. Schedule ten-minute interval meetings/appointments. Here is the most powerful strategic adjustment in your venue setup... adjust your efforts for the week leading up to the exhibit opportunity, and for all customers whom you had planned to meet, instead of going to see them, schedule them to come by your booth in ten-minute interval appointments. Now you will never be bored, and you will have created a continual sense of energy around your booth that will attract greater traffic to your area. Meet with a new client, a center-of-influence/advocate, a hot prospect, someone from whom you need a final signature, a person you were planning to give something to, etc. Stack the cards in your favor.

11. Identify the top twenty-five people you meet during your exhibit, and develop a separate campaign to mail them a series of collateral (hard copy, tangible) pieces for two months. This could include:
   • A simple hand written thank-you note within twenty-four hours of your event, then
   • A brochure or flyer that follows up on something
you discussed with them, sent out within one week of the event, then
• Another informational piece on you and/or your organization, sent two weeks later, then
• One final value-rich media piece, sent three weeks later.

Along with each of these mailings, you can enhance the power and influence of this campaign by making a follow-up telephone call to move that contact forward into active customer status.

12. Consider the nature of the venue in which you exhibited. What was the real reason for the individuals that you met being at the venue? More than likely, they did not attend only to interact with you. With that goal clearly in mind, now evaluate if you have any complementary information, services, or products to assist them in their endeavors, and if so, make sure you send it to those individuals as value-added differentiator. Attach a simple note: “FYI.”

13. To make action item twelve have more impact, inquire about offering a column for publication in any media piece prior to the exhibit trade show opportunity that the sponsor may have. This will serve as a subtle pre-marketing endeavor, and people may seek you out at the exhibit venue because of a compelling editorial item you wrote.

14. Check with the sponsors of the event to see if they maintain a master list of attendees or members overall to their organization (business, association, community, etc.), and inquire about penning a content-rich (no self-promotion here), value-added article for their newsletter, journal, magazine, or electronic news service (eZine or blog). Inquire about having this appear in the publication or posted to the sponsor’s Web site, immediately after you have exhibited. This becomes a major differentiator and serves as a second-party endorsement of you to this demographic.
15. Make sure you likewise send a handwritten thank-you note to the sponsors of the event. Express your appreciation for the opportunities that were afforded to you. This will also be a shock to the sponsors, as no one ever thinks about them afterwards, and will serve as a stock-raising action with the sponsor, who may allow you greater courtesies for the next event!

16. Immediately after every exhibit opportunity, debrief (either by yourself or with your colleagues) what worked, what did not work, and what you could have done to make the experience more productive. Identify from that same venue opportunity what exhibitors seemed to be significantly more attractive to participants, and then determine how you can replicate that exhibitor’s booth the next time—or better yet, decide how you can surpass them at your next event!

17. If you had a giveaway item, now evaluate whether it was a flash-in-the-pan item that people may have grabbed while there, yet thrown away as they left the exhibit area. If so, never spend your money on that item again. Determine who had something so original that people went out of their way to go by that particular exhibit area to get it. Those people will be using the item throughout the conference and in their lives afterwards—thereby gaining bonus exposure into their circle of influence when they go back home and continue to use the item. For example, the United States Army gives new enlisted recruits in route to basic training black shoulder back-packs with a big gold star and the simple word ARMY on the back. I have seen these on youths’ shoulders all over the place and on the shoulders of parents, business people, and soldiers in airports, malls, and on the streets. Not all of these folks are the Army’s target audience, yet they are serving as a continuing promotion of the Army in the minds of the mobile public!

Another example was when, at a recent exhibit in Jacksonville, Florida, a company handed out florescent-colored padded grips with their Web site name on them. Participants placed the grips around the handles of their briefcases and luggage. Wow! Everyone saw them, and
the grips attracted lots of attention. Another example during a recent event was when the Toronto, Canada, chamber of commerce handed out classy, leather-bound, travel shoe-shine kits. Another exhibit vendor handed out meal tip calculators printed on the reverse side of their plastic, credit-card-sized business cards.

18. If it feels appropriate, partner with a complementing exhibitor (maybe even a competitor) to exchange leads after the exhibit opportunity. Then send a note to those contacts that you have cross-referenced. Simply say,

Your name was given to me after the (insert the name of the event) you attended. It was suggested to me to contact you because (insert a powerful benefit statement here). If this sounds like something that you would like to hear more about, please give me a call at ____________, or send an e-mail to ____________. Thank you for your time.

By doing this, you can broaden your contact list and extend your reach beyond the actual face-to-face contacts you met while exhibiting.

19. Contact the sponsor of the event (ideally you would have done this before the event) and see if you can gain access to their invitation list for the event or to their membership list. If you can access individuals on these lists, send those individuals a pre-invitation to stop and see you, and post a follow-up invitation to connect with you.

20. Determine if there is a member of your team whose personality is better suited for future exhibit lead generation or exhibit contact interaction. If so, make sure this dynamic individual is present the next time, or you will continue to do your organization a disservice by not maximizing exhibit opportunities!

Selling via exhibits, display booths, and informational setups like a fair, a conference, or a trade show, should strategically be
seen as a blitzing opportunity to recruit people for future follow-up. Create a power force that compels people to stop by, and you’ll see more people in a shorter time frame . . . thus increasing your yield!
Ensuring market dominance for your product and service, both in the immediate term and the future, is based upon what percentage of the prospects’ and customers’ minds you own!

So what does this mean? Take a nanosecond pop quiz. Do any of the following confuse you or leave you wondering who they are and what they are offering?

1. If you see the Nike swoosh emblem on an article of clothing or printed in an ad, do you know what the swoosh represents?
2. How about the yellow background and red embossed letters of Kodak?
3. What about the black or blue color to these simple three letters: IBM?
4. Do you recognize the INTEL music jingle when you boot up most computers, or when you hear it on television or radio?
5. What restaurant has the golden arches?
6. What if someone asks you to pass the Kleenex? Are you really handing the Kleenex brand tissue, or are you in fact using another brand of facial tissue?
7. Are you using Windex, or just another glass cleaning agent?
Each of these has been branded to such a level that it occupies a mental market share in millions of consumers’ heads. If and when the time comes that a consumer needs a product or service that is easily recognizable, there is a much greater likelihood that he or she will go to the well-known entity, versus the unknown, even if the known provider is less convenient.

**You never get a second chance to make a first impression!**

Gaining market share in your prospects’ minds is a process, and must influence everything you do. Make sure you:

1. Are consistent. You can’t change your logo, name, or mantra on a regular basis and expect to gain, maintain, or even grow market share in your prospect’s or client’s mind!

2. Are appropriate. Consider your market, gender, age, ethnicity, geography, etc., and make sure your message does not put you or your company in a hostile position with the market, thus creating a negative market share in others’ minds.

3. Are positioned based on all four USFs. Make sure that what you do reaches a Unique Selling Factor with the recipient. This can be done by positioning what you offer in others’ minds by being different, faster, cheaper (more cost effective), and better than what they are either presently receiving in the marketplace or what they can get in the marketplace!

4. Are using COIs effectively. Identify and call upon your centers-of-influence (advocates, allies, champions) regularly to defend you, sell you, and promote you. Use their names and likenesses in as many visual postings as possible, and leverage off of them and their centers-of-influence within the marketplace!

5. Are using Rule 3/3/30. Marketers believe that you have three seconds to capture someone’s attention, another three seconds for the recipient to determine if your offer is appropriate, and thirty seconds in which the prospect reads and determines the value of the proposition. Wow! Thirty-six seconds to gain market share or die!
Ensuring market dominance for your product and services, both in the immediate term and in the future, is based upon what percentage of the prospects’ and customers’ minds you own. So remember, “out of sight equals out of mind” in today’s fast-paced branding world and call-to-action selling universe.

We discussed this next idea earlier in technique forty-three: determine whether your message (via printed materials, radio or television ads, electronic deliverables, etc.) emphasizes the value you can provide to the customer. Use two different highlighters, go over every line of what you are about to send out to the marketplace. Use one color marker to shade all words/message that speak about you/your company, and a second color to shade all words/message that speak about the prospect/customer. When completed, the color shades for “them” should be significantly greater than the “you” (which is code for “me, me, me” text). To get a greater market share of consumer minds, you must speak “to them” and not “about you.”

The old adage, “Little things mean a lot,” is no longer valid in attaining mental market share. Now, we say this: “Little things mean everything!”
When measuring other adults and the industries they represent, the standards used to differentiate a true professional from someone merely working within the industry are typically very specific.

Reflect on these professional evaluation questions. Consider this your own mental checkup.

1. If you were to choose a doctor to go to or to take your mother to, what credentials or certifications would you ask for, or expect as a minimum, before making your selection?

2. If you need legal advice, who would you turn to? Why? How would you measure the appropriateness of your choice if you were standing in his or her office or place of business? Would you want someone who went to law school, or someone who has actually passed the bar examination and has been permitted to practice law in the community?

3. If you need assistance preparing your income taxes, whom would you ask for help? Why? How would you measure if your choice were the appropriate person? Do you want a book keeper or a CPA?
Some interesting answers that you will hear in your head follow:

1. Doctors
   - legitimate medical school
   - years of practice
   - license to practice
   - up on current trends, procedures, and medicines
   - certified credentials for what he/she does
   - diplomas on wall
   - current journals on their discipline in the office
   - required to attend ongoing schooling to maintain the ability to do the job

2. Lawyers
   - legitimate law school
   - years of practice
   - license to practice
   - up on current trends, procedures, and court rulings
   - certified credentials for what they do
   - diplomas on wall
   - current journals on their discipline
   - required to attend ongoing schooling to maintain the ability to do the job

3. CPAs
   - legitimate schooling
   - years of practice
   - license to practice
   - up on current trends, procedures, and laws
   - certified credentials for what they do
   - diplomas on wall
   - current journals on their discipline
   - required to attend ongoing schooling to maintain the ability to do the job

You need to treat your business with the same expectations people hold other high professionals to. View what you do as your profession. A doctor earns his or her MD and does what it takes to continuously maintain it; and as an attorney earns a JD, passes the
bar, and does what it takes to maintain it; and an accountant earns his or her CPA and does what it takes to maintain it. You, as a sales professional, are just like the doctor, the attorney, and the CPA!

Make it your continual endeavor to earn all appropriate certifications and credentials within your field. Education, training, and practice are what differentiate you from merely being another salesperson and elevate you to truly being “the” sales professional.

Sales professionals can be identified by their activities and accomplishments. Consider any and all of the following:

1. Seek out certification processes and accreditation in your industry.

2. Attend regular education seminars, workshops, online courses, and teleconferences on what you do—all in an attempt to bring greater value to those you serve.

3. Subscribe to trade journals and publications to increase your learning curve and awareness of current trends and issues.

4. Participate in professional associations and clubs relevant to both selling and the industry you represent.

5. Write for newsletters, journals, and trade publications within your industry, and for both internal consumption and customer readership.

6. Read avidly on your industry and selling.

Are you really the professional you hold yourself out to be? Start by auditing yourself to determine if you are practicing what you are about to present.

Take a minute and review this professional position survey questionnaire to determine your marketable advantages in the sales marketplace. Review the following questions, and take stock in what you have to offer and what you could be doing to elevate your level of professionalism.
1. Highest level of education: ____________________________

2. Last industry-specific article written: __________________

3. Last educational seminar/workshop/presentation given on behalf of my industry: ____________________________

4. Last educational seminar/workshop/presentation given on behalf of my organization: ____________________________

5. Certifications relating to selling: ______________________________

6. Certifications relating to my product line: __________________

7. Certifications relating to services my organization offers: __________________

8. Certifications relating to anything else: __________________

9. Last industry specific conference attended: __________________

10. Last educationally accredited seminar attended (CEU, CPE, CE): ______________________________

11. Last time someone referred to you as the “subject matter expert” in your organization: ______________________________

12. The next training class you have scheduled on your own behalf that relates to your product/service line offered: __________________

13. The next training class you have scheduled on your own behalf that relates to your industry or organization: __________________

14. The number of industry specific journals that I read: ______

15. What is on your desk, nightstand, coffee table now that you are reading: ______________________________
Who are your platinums? How do you treat them? What do you do differently for them? People like to be made to feel special; they like to be a part of something with prestige and earned class. People like to know they have something that others don’t. These play to our sense of accomplishment, victory, and ego, if nothing else.

To grow IT, evaluate your entire personal and your organizational client base. Then imagine that you are to have a graduated frequent customer program (FCP) like airlines and hotels have. Who would fall into which categories? Your FCP should have three simple levels for explanation here. Entry-level and new, low-level customers would be equal to silver. With increased business transactions or importance, they earn gold. And at the highest level, they are platinum customers.

The loss of a silver customer, while one may not want to lose any customers, can be viewed as a relatively low-impact event. On the other hand, the loss of a platinum customer can send shockwaves through your internal organizational structure.

You can determine a platinum customer based on many different variables:

1. Most loyal
2. Greatest revenue channeled to you
3. Highest profitability
4. Greatest center-of-influence leverage within an industry or community
5. Grandfathered-in eldest client

While you may occasionally survey all customers when considering changes to your product or service lineups, or the consideration of expanding your business or adding a new brand extension, you will want to code each survey sent out so that when responses come back, you can consider the source. Remember that silvers typically are fickle in their buying patterns and not very loyal, while your platinums will tolerate a lot of transaction problems before leaving!

With each elevated level of FCP attainment, customers should receive an associated level of increased business, increased appreciation, and opportunities for greater gains from you, both personally and organizationally.

As discussed earlier, sometimes clients leave and thus prospects may not be receptive to you for one of four specific reasons (research conducted by the FORUM Group, Andover, Massachusetts):

1. Fifteen percent report changing purchasing habits based upon financial reasons.
2. Fifteen percent report changing purchasing habits based upon their product or service needs changing, and based upon a belief that their present vendor/provider can not take care of their needs.
3. Twenty-five percent report leaving due to communication issues (lack of communication making them feel as if their business is not appreciated, or poor, negative, and miscommunication issues).
4. Forty-five percent report leaving due to perceptions they have of their service provider.

So given the critical nature of staying connected, you need to remain in contact with and communicate your ability to take care of all three levels of customers’ ongoing needs. You must stay connected with your platinums on a more regular basis than the others—daily, weekly, or (at a minimum) monthly exchanges via e-mail, phone, direct mail, or face-to-face engagements.
Ask yourself regularly, “Am I doing 100 percent of the business possible with 100 percent of the platinums I currently have?” Answer this question before you turn your attention to the golds, silvers, and new customer prospecting. Make sure you continually review your profile (refer to technique fifteen) client to make sure your platinum and profile characteristics are one and the same.

Build your business operational models, profit centers, and future growth plans off your platinums, and the golds and silvers will run to stay with you.

You can increase more of IT and do a better service to IT by taking care of your platinums first. And then your platinums will take care of you!
A powerful differentiator among sales professionals is the impression you leave with a contact after you leave the presentation or deliver the goods. In essence, the impression is made after the sale is completed, and is fostered and built upon when you are no longer face to face.

Consider your integrated follow-up actions as a campaign. You will have graduated levels to follow-up, each level strategically designed to attain a new level of effectiveness and impact with your contact.

Consider, as a minimum, a follow-up mechanism that is measurable and appropriate, with a powerful, value-added reception for the contact at the following points:

1. At the lead-generation level.
2. During follow-up to an initial meeting.
3. While responding to an inquiry you have received and to which you have already sent required information.
4. With after-action review ideas from a presentation or group situation.
5. On a regular monthly basis to your customers (platinum level clients especially).
6. As a regular stimulation to your referral network (COIs).
7. When you let contacts know of any significant internal accomplishment that may bring dividends to them externally.
Make this a high-impact event with a low-labor impact requirement on your behalf. Have templates created to pull from and instantly send back to contacts; this differentiates you in the market and elevates or creates your brand awareness in their minds!

This activity can be tied into your contact database (see technique fifty), which can be programmed to automatically send follow-up items in date sequence order. For example:

1. Week One: Immediately after a meeting, send a thank-you note back to the client. The note is separate from any other requested after-action review items that you would be sending back to them. Next, follow up via telephone or a prearranged face-to-face meeting.

2. Week Two: Ten days after the thank-you note should have been received, that contact is triggered for an e-mail follow-up with some sort of call to action.

3. Week Three: One week after the e-mail call-to-action, and if you have not yet spoken via telephone, initiate a call.

4. Week Five: Ten days later, follow up with an a.m. e-mail contact request. Later that afternoon, in the p.m., attempt a call to move dialogue forward if you have not been able to do so yet.

5. Week Eight: Now it has been two months since your presentation; don’t assume that lack of contact is bad news. In many instances, it may take time due to legitimate reasons. It may take several follow-up contacts before you move forward. And most sales professionals (actually neophytes) give up after only one to three follow-ups. Do NOT presume the client is lost; this would be a major mistake.

6. Monthly: Once you have hit the two-month mark with no forward movement, and there is no real reason not to qualify or recode the contact from a 1 to a 4 (a 4 being someone who is not a buyer now but may have a reason to remain in your contact database—see technique fifty), then simply move the client to an every month dateline entry to come up in
your contact database call report, and follow up accordingly. Just keep pushing them forward monthly; persistence—not pester—will pay off in the future.

You can always use any media coverage you get, new product extensions or announcements, or personnel changes or additions to your team as reasons to connect with a contact, so you need not feel as if you are only contacting him or her to make a sale from desperation. You are here to be the ever-vigilant professional to the product/service you represented to someone whom you have previously identified as worthy of the solutions you possess!
Identifying, Cultivating, and Enlisting Your COIs™
for Strategic Advantage

Master sales professionals sustain greatness over time in many ways. One such way they maintain a solid client base and great wealth of market ownership is by identifying early in their careers those individuals who have influence over others, trends, and markets, and who are now or have the capacity to become the shapers of tomorrow. Enlist these folks genuinely into becoming advocates and allies, and champion to and for them!

A COI is an individual by stature, position, title, situation, or other means who can be a center of influence for what you do. In directing your efforts more strategically for greater successes with less output, the COI can deliver freely and continually provides contacts and situations that you can further cultivate into powerful business opportunities.

A COI would not necessarily be a long-term client or someone who just knows you. A COI is a person willing to put his or her name on the credibility line on your behalf. This is a person who may be advocating you already, yet you do not realize it. The COI is the person whom you would want on your promotional materials—by name or in a picture. The COI is an individual who is well-positioned within his or her industry, associations, communities, and organizations and who can serve both as an advisor to you for better future activities and a persuader of others’ buying habits to include your product/service.
COIs must be nurtured and appreciated. Once COIs are identified, whether they come to you or you seek them out, make it SOP to connect with them at least monthly. You can connect with them in a strategic measure to ensure you stay top-of-the-mind by:

1. Including them in on monthly electronic newsletter circulation and/or newsletter mailing.

2. Sending them a copy of a press release or any newsworthy advance in your career or organization.

3. Sending them simple thank-you notes or birthday cards.

4. Calling to say hello.

5. Scheduling an opportunity to meet with them for a meal during which you will solicit their perspectives on impending actions or seek their counsel regarding a challenging situation.

A COI with whom you do not maintain an ongoing dialogue will slide into a new relationship level of being civil to you; it's your strategic mistake here if you think he or she is still a COI. In fact, not only is this person not a COI anymore, he/she is merely a loose friend quickly sliding toward looking for a new business partner!

Your COIs can help you keep a pulse on the market, identify early trends, and serve as consultants to you when considering a business practice change. Be sure to consult with your COI before you make the change and learn you have alienated your base.

You can actively draw in your COIs when you are working a big deal or need an introduction to key players in the selling process. Identifying a cadre of COIs that serve individual markets, demographics, and industries that can accelerate your effectiveness and allow you the flexibility of mixing the personalities when situations dictate. You can change the messenger for the message!

Take a minute and reflect on whether you presently have COIs. If so, how have you been utilizing them in the past thirty days?
Because there is so much to do in selling, you must stay on top of your current clients, ensure that you are always making new contacts, and grow your market for continual business. Here is a great formula to monitor your daily selling efforts and to push you to draw upon the multitude of ideas in this performance-based publication.

Consider building our daily endeavors around PIE. Evaluate at the end of any day what percentage of PIE you attained. If you find yourself below for good reason, then great! If you find yourself below for self-sabotage reasons, then draw upon this publication to gain focus and attain heightened performance. If you do not use systems, don’t follow processes that have proven effective for others, and do maintain a negative or bitter attitude, you will never get your share (slice) of the lucrative business marketplace (the whole pie)!

So here is what PIE directs you to strive for daily:

1. **P** = **Phone** calls initiated outbound to prospects or clients. A minimum of twenty daily!

2. **I** = **Interviews**, presentations, demonstrations, details, etc., whether face-to-face or via the telephone. Make these a daily goal!
3. **E = E-mails** that you initiate to generate more business. Not e-mail responses, but self-generated e-mails daily!

This model, as a benchmark, can give you some perspective on building and maintaining a significant percentage of IT in your market.

You can alter the target measurement numbers for each of the PIE letters; just ensure that you make your numbers a push target each day. If you find that you can easily attain these numbers, then you need to increase the target. As a reference point to your daily efforts and those of other professionals, consider these facts:

1. Pharmaceutical industry norms expect their representatives to make at least ten-to-twelve daily medical office calls for their detailing presentations!

2. Telephone call centers presenting upscale services (not your typical cold call outbound centers) expect their representatives to possess a college degree and make more than one hundred daily calls and more than ten complete sales presentations via the telephone!

3. Military recruiters who continually excel and surpass their recruiting selling missions find themselves blending their personal and professional life schedules to allow them the flexibility to make face-to-face presentations at 9 a.m. and 8 p.m. within the same day, and making more than thirty outbound telephone calls for appointment-setting endeavors!

Use PIE™ as a self-management system to determine on a daily basis at what percentage of PIE you achieved for that day. Then, you can determine mere busywork activities versus high-impact productive activities. No matter how scientifically or academically you look at selling, it is a numbers game. You need to be able to objectively and quantifiably look at your own activities to determine:

1. How many people do you need to call to make contact with how many people?
2. How many presentations (based upon needs-based analysis of the other party) to make how many quality follow-up touches (e-mail, phone, face-to-face meetings, etc.)?

3. How many of these follow-ups gain new or additional business based on the needs of the other party?

Without some system (like PIE), you can not ensure daily operational success as a sales professional. So what is your system?

For example, the United States Army National Guard (ARNG), with more than 5,000 professional sales recruiters across the nation, has a daily sales recruiter system that recruiters are supposed to use; it’s called 5-1-2-1+1. Universally, no recruiters use the system, no one holds them accountable to use it, there is no ramification to them not using it, and the sales recruiter can make in essence no sales and still get paid on a regular basis. The humor here is that when the majority of these sales professionals do not make their mission/sales goals, there is no major penalty as they use no system, and thus there is no quantifiable tracking system. No results happen! They have a system, yet they don’t use the system, and then they wonder why they don’t attain success results. If you don’t track it, you can’t measure your percentage of PIE!

In a survey of more than 250 of the top sales/recruiters for the ARNG celebrated and recognized as a “Chiefs 54” recipient, one of the characteristics consistently revealed by all as a contributor to success in surpassing the mission/sales goal was the discipline to follow and use a system, whether it be their own system or the 5-1-2-1+1.

The same holds true with the thousands of pharmaceutical field sales representatives. A survey of the leaders here also revealed a minimum of ten on-site doctors’ visits and actual details (sales presentations) daily, as opposed to what becomes an obvious norm of most of these representatives of merely stopping into a doctor’s office to leave samples (referred to as sampling), give out freebie items, and run to the next doctor—believing this to be professional selling and product consultation!

So gather objective, quantifiable data from the best-of-the-best in your organization. Or contact your industry trade associations for research that they have on the best-of-the-best. Benchmark
your daily efforts based on the best-of-the-best data, and always be vigilant for processes and systems that can enhance what you do. Always be ready for your future when it arrives!
Always be thinking about the bigger picture when engaging prospects and clients to determine both how to solve an immediate need they have, and more importantly, how to position yourself as a long-term solution agent for their needs.

Most sales professionals look for an immediate need (pain, hurt, loss, opportunity, void, or whatever you may call this situation) with the prospect or existing client so that they can fulfill the need NOW. Once determined, there typically is a rush to present a solution to that specific, immediate need. The downside to doing this is that you may be seen by the prospect or client in only that minute micorealrm. A better way to be seen is to solve that immediate need in a way that always leaves room for future contact; let them know there are other ways you can help them to continuously meet their ongoing needs.

Think of it this way:

1. An instant-need solution meets the prospect’s or client’s immediate pain factor. In solving this need, while it may seem that the client is happy (they win) and that you have made a sale (you win), it is actually a win for you and a loss for the client. All that has been accomplished is to make an immediate sale, and the greater or bigger picture growth needs that you should have unearthed and learned of in your
interest-building sales step were not eluded to, referenced, or met. As a professional salesperson the client’s needs are always paramount and should always be explored from your product and industry knowledge perspective. Always think of the next obvious up-sale, cross-sale, or new sale opportunity.

2. Positioning yourself as a solution provider elevates you above other sales agents and/or consultants to a place where the prospect or client sees you as having his or her immediate—and more importantly, long-term—needs at heart. When you arrive at this level, you are top-of-the-mind when needs arise, and the client calls you first. Additionally, the client’s door is always open for you to continually come to them with appropriate future solutions to better his or her personal or professional position or stature.

The other problem that pain solvers get caught up in is looking for the fast, immediate sale, without considering how that may damage their reputation with the other person. Or worse yet, in looking for that immediate sale, the sales professional gets too ambitious and presents a solution for their immediate need/pain, and keeps on selling solutions that the prospect or client may not be ready to accept, thereby making a sale and—because they kept talking—unsold the sale!

Find the need, solve that need, and create an opportunity with the other person where you can come back after they are satisfied. You will grow with them and serve their additional needs from other product or service options you possess!
Wow! It’s alarming how many sales are lost every day because the sales professional becomes too aggressive and loses sight of the objective.

Selling is about objectives. Knowing the objective of your action as it relates to the overall selling transaction or client relationship is critical to ultimate success. Many times, the sales agent dominates the conversation, which can drive people away, or the salesperson over-communicates and turns a person off.

Know the prospect or active client’s immediate needs, and then ethically and professionally present a solution for that need . . . then shut up! Win them over, then go back and address their intermediate and long-term objectives with additional ways to up-sell or cross-sell them with other solutions (in other words, you have established future selling objectives).

For example:

1. Getting an appointment with a prospect. To get an appointment (which is typically going to be taking place via a telephone call or e-mail dialogue), only share with the other person the appropriate information necessary to build enough interest and intrigue to give you a slot on their calendar. The objective here is to get an appointment, not make a sale; therefore, you should reveal nothing that would be best served when you are face-to-face in the needs
analysis/interviewing stage and subsequent presentation of solution stage.

2. Needs analysis interviewing. If the purpose here is to gather information conversationally (while on an appointment) to determine if there may be some solutions that you have for immediate, intermediate, and long-term needs the other person may possess, then only ask the questions (notice you are not necessarily sharing information on you and your organization) necessary to get that information. Refrain from transitioning into a speedy solution presentation to make a sale on that call/appointment just because the two of you are getting along so well. That has been the death of many potential sales. Get the information, as that was your objective, and then leave! Rare exception: the prospect/client insists on a solution immediately. Go back to your base operations, review the information gathered, determine if there is additional information needed, and then strategize how to move into the presentation stage back with the prospect or client.

3. Making the sale. Present the solution to the client’s need, and only that solution. Conclude that sale, finalize the paperwork, get that transaction initiated, and get that product or service delivered. Then go back after the sale. At this point, you can move to another selling objective.

Staying focused on the objective, and being respectful of the other person to do what you were asked and nothing more, raises your bar of performance to a level at which you will gain more business in the long term, every time.
So you are excited about the tangible offer that you want to present to your prospect, lead, or present client. Have you ever wondered if the other person even cares about what you are presenting?

It is never a question of price or cost in the prospect, lead, or present customer’s mind when he or she considers your offer. It is always a question of value!

So before you continue your presentation, reach the telephone to call prospects, or send that next electronic message, ask yourself what value proposition can I convey to these people, from their perspective, given their immediate and long-term needs in life, so that my offer can make their lives:

1. Better, by increasing their quality of life and standards if they accept my offer.

2. Faster, by allowing them to gain their goals more efficiently if they accept my offer.

3. Different, by providing them with a unique gain based on what you can offer them, in the manner you deliver it, with a product/service that speaks to their needs.

4. More cost effective, by allowing them to make smart financial
decisions. (Their return financially exceeds their investment with you.)

When presenting your solution to the other person in respect to his or her needs, your value proposition should always address the above four criteria. When you can speak to multiple categories, your offer becomes value rich, and it makes not accepting your offer harder than embracing it.

So ask yourself, “Have I asked the other person enough questions or done enough homework to determine precisely what the needs are? Do I, in fact, have a legitimate value proposition offer to suggest?” If the answer is no, and you know of someone who can perform these tasks, give that lead suggestions and leave. If you have no answer and no suggestions, leave.

Value positions can not be manufactured—either you have one or you do not!
People invest with whom they feel comfortable. People buy from those they feel connected to. People champion those they like and have a friendly rapport with!

Humanizing yourself to the prospects or clients does not mean that you share your innermost secrets and traumas with them. What it does mean is that you conversationally explore and identify some points of common connection. It means that you have engaged them on a level that allows you to get to know them a little better and thus gain a better understanding as to why they think, act, or feel the way that they do. It means you have invested some time “off subject” while with them, and have allowed the guard to come down and reveal a little bit about yourself to them. Thus, they may have revealed a little about themselves to you.

It is when this guard comes down that you may learn valuable clues about them. You may have something in common! Perhaps . . .

1. People you both know.
2. Places you both have been.
3. Businesses or organizations that you both have frequented or worked within.
4. Affiliations you have in common.
5. Etc.
By establishing these loose connections, you begin to establish a bond. It is the bond that grows into your friendship factor. This is where you connect with the other person on both a logical and an emotional level.

When you have a friendship factor with another person, there may be weaknesses revealed between you two, but there will also be greater bonds of trust and believability.

The more you humanize yourself to the prospect, lead, or client, the greater the likelihood will be of being able to better serve his or her growth needs. This translates into greater business from the client and a greater likelihood of his or her becoming a willing center-of-influence (COI) for you—and generating additional business for and to you in the future!
Always Play IT Forward When Turned Down

Your immediate response when you lose the sale, cannot make the sale, or encounter a prospect who has decided against your offer is to avoid pushing for the sale. Do not leave disillusioned! Instead, immediately defer to a play-it-forward strategy.

At the instant you realize that a particular sale is not going to materialize, yet you still have a degree of rapport with that prospect or client, congratulate the client on the decision he or she has made, and let the client know that you would be honored to be a backup plan should the decisions made at any point in the execution phase not proceed as desired.

Once this support is conversationally and professionally accomplished, then consider enrolling the client as your coach for the actions to be played out in the future (forward momentum). Consider these future possibilities:

1. When is the next opportunity for a discussion about presenting a solution for the client’s next need?

2. Will there be a future (annual, quarterly, monthly, etc.) bidding process that you (the sales professional) should be aware of for consideration?

3. Are there other minor or completely different needs that the
client personally will be responsible for now that he or she has been educated on your organization, and that you could possibly provide solutions for their needs?

4. Does the client know of anyone, based upon what you have just presented, who could serve as a reference for you to reach another prospective customer?

It’s amazing the volume of business sometimes gained from what initially may have seemed to be a dead end contact. Just use play-it-forward!

Make sure that every contact with whom you work through a selling process that ends in a no-sale receives a handwritten thank-you note from you (this will differentiate you immediately as a professional in the recipient’s mind). Then make an immediate notation in your client contact data system for a future call back (whether it is six months into the future or a year later). Eventually, the reason for the client’s initial denial of your offer disappears, or there is a new opportunity to contact the client because you have adhered to his or her call-back requirements, or you have a new product/service solution that you did not have at the initial time of your previous interaction. Now is the time to contact that client again.

This future opportunity becomes a new lead opportunity; the future is now present tense.
After every cold call, every warm call, every sales call, every interview, every presentation, every contract signed, every NO encountered, every action—yes, every action—the super successful sales consultant does an after-action analysis to determine what worked and what did not.

After every selling interaction, consider a postmortem to determine the following:

1. Did I accomplish the objective I started with?

2. Did I over-accomplish my objective and put this relationship’s future engagement at risk?

3. Did I under-accomplish my objective by interacting with this person in such a way that I got off track and forgot my objective?

4. In hindsight, did I leave business on the table by not having the confidence to move forward with a selling opportunity the person presented to me?

5. In hindsight, did I fail to identify all of the participants involved in this proposal, thus ensuring that a close may never take place?
6. Are there other buyers or buying entities within the organization I was just in, and with whom I did not establish a conversation? Could I easily go back in the future and get more introductions or meetings with these other buyers?

7. Do I know exactly what the next step is with this contact? Is that the same answer the contact would give if asked?

8. Did I take care of this contact as well as I could have?

9. Am I doing 100 percent of the business possible with this single contact with whom I just had the last interaction?

10. If I failed, do I know precisely how that sale was lost? What did I say or do to cause the presentation to unravel?

11. If I applied any tracking instruments from my business to the transaction I just completed, what lessons can I learn for future performance improvement?

12. If I applied any tracking instruments from my industry/association to the transaction I just completed, what lessons can I learn for future performance improvement?

13. If I just concluded a transaction, and if my boss had been alongside me during that transaction, what would I have done differently? And would that have generated a different net outcome?

Conducting a postmortem on every selling transaction can only serve to provide you with the valuable benchmarks to accelerate success performance in what is a very competitive industry!
Whether you are the introvert or the extrovert, selling success has a direct correlation to whether people know you and know how to reach you. So ask yourself in every endeavor, “How do I get the maximum publicity, networking, marketing, and awareness exposure from what I do?”

Many professionals today are being expected to generate business to their organization, yet this is in conflict with why they chose their profession. Consider these examples:

1. The accountant, engineer, architect, and lawyer (introvert professions), not typically gregarious personalities, are now being expected to go out and seek interactions with people they know and do not know, in order to stimulate new business.

2. The generalist, support staff person, administrative functionary, line worker, and employee-at-large are now expected to engage one another and external customers with the mindset of stimulating more business and generating leads back to their departments and organizations.

To position yourself in a way to cause people to contact you (as it is always assumed that a sale is easier to make when someone comes to you as opposed to your going to the other person), then
identify ways for you to become known to a larger universe of people. Some ways to network yourself may include the following:

1. Penning articles that allow you to showcase your knowledge, expertise, and experiences from within your position or industry and in a news-rich manner with content of reading interest to others. Offer these articles on a regular basis to internal organizations such as newsletters, journals, magazines, electronic posting boards, etc. to generate internal business and new leads back to yourself.

2. Penning articles that allow you to showcase your knowledge, expertise, and experiences from within your position or industry and in a news-rich manner with content of reading interest to others. Offer this on a regular basis to external organizations such as the chamber of commerce, businesses, associations, community groups, newsletters, journals, magazines, electronic posting boards, etc. to generate leads towards yourself and your organization.

3. Make yourself known as a person to interview for news media outlets (radio, television, cable, press, etc.) and their producers and anchors. This free exposure also positions you as an expert and establishes you in the eyes of the marketplace as a go-to person.

4. Push yourself to attend one business and social event weekly, or at a minimum monthly, where you can exchange business cards with peers and possible business opportunities. If this is uncomfortable territory for you, then start by asking your centers-of-influence, friends, and colleagues to introduce you to their marketplaces.

5. Look for every place to get your name out among the contemporaries for your market—your absence can be more damaging than your presence. It’s critical to ask yourself where your competition is not networking or positioning themselves, and then you can aggressively go after those markets as well.
Make sure you have the credentials to establish yourself as the leader, position yourself as the expert, and then network so everyone knows this. And then getting more of IT will be easier!
So Where Did Your Business Really Come From?

S

o now the selling period is concluded, or your year has come to a close. It’s time to ask yourself, “Where did I really find my business this time, as opposed to where I had planned to get business?”

The objective quantitative analysis of this question can be used to drive your selling actions for the next time you choose to FIND IT, GET IT, KEEP IT, and ultimately GROW IT!

Here is a simplistic way to accomplish this goal.

Imagine starting your next business cycle or reporting period with aligned energies among all participants in a given endeavor; all are going in a direction that matters. Imagine that what you are committed to really matters, and that every action gains profitability for your organization.

Here is a simple, yet quantifiable way to measure your performance goals, versus performance commitments, as a means of determining what you should consider as actions and commitments for your future:

1. Start by taking a sheet of paper or an Excel spreadsheet and listing all of the products and/or services you had to offer to your market, and thus to sell from your proverbial professional sales handbag, at the beginning of the year just concluded. (This same drill can be done organizationally). This represents what you have to sell. If you had a sales goal for the period,
then determine from each product or service, as realistically as it relates to your selling territory; from this information determine how much revenue you generated from each item or category for the year just concluded. Whether you made your performance goals or not, you will now be able to see what results were generated from what commitments.

2. Next, assign to a pie chart, via pie-wedge percentages, each major project (product sold or service given) that you planned to accomplish as a goal for this past year. As an example, if one were in sales, then he or she would identify each product committed to sell for that year. If there were a sales goal for each product or service, note that on each pie wedge, reflective of each product or service. Then, looking back at that year from its conclusion, assign a dollar amount to what each project, product, or service actually generated. This reflects what your actual performance commitment was/is versus what your initial performance goal was.

3. To gain even greater perspective of your intentions at the beginning of any period versus your actual commitment and net results, you could do the same drill for the previous two years.

4. Now, reflecting on the past three years, you can benchmark after-action analysis, and you’ll recognize what you started to commit to and accomplish as a performance goal. At the conclusion of each performance period, recognize the reality of what was produced.

5. Now as you develop your pie chart of what projects, products, or services you want to consider for this next period, consider what you should actually be committing to versus what your ego has in years past attempted to accomplish, yet was a poor use of your time and energy.

Take your annual goal and then divide it out into each item by assigning a perceived percentage goal for each.

From this, you build your marketing efforts/campaigns for your next sales period, and determine your best selling practices to support each.
From this analysis, you can now gauge your efforts more thoroughly and you can do a much better job of determining what you should actually consider to commit to for your next business cycle. Many times, what causes managers to implode and leaders to excel is predetermined, based on what they learn and decide from this data.

Examples:

1. If you are a recruiter for an organization, then this chart will identify where you really generated your leads and where you found your best recruitment enlistment/new members. It will also identify where you started to find leads that eventually led you off-track, and areas in which you were overworked, yet they under-produced.

2. If you sell a retail product, this chart will assist you in determining if you did anything to generate new business on your own, or if you simply worked from a minimalist attitude (“The next contact that comes in is my turn”).

3. If you manage your own portfolio (financial planner, investment counselor/advocate, insurance agent, small business or entrepreneur owner, etc.), this chart will reveal what you set out to accomplish versus where your actual business originated. The analysis will better guide your immediate efforts for the future and assist you in building better systems and processes for going after emerging market opportunities that you and the competition may be overlooking!

4. If you are a professional skills trainer or professional speaker, this chart will reveal what you initially identified as the products and services from which you can generate a revenue stream, versus from where the revenue was actually generated at the end of the year. The answers will assist in allowing you to build ways to generate revenue from the products or services that you could bring to the marketplace, and they can help you see which products and services are not realistic for you and your business model—and therefore should be abandoned so you can move forward faster!
The actions of the super-successful sales professional speak volumes. You need to determine what your activity output should be (from the past three years’ post-analysis), as dictated by the actual market you worked within, and thus what your financial goals are overall. Then, assign those goals to the overall pie chart. From this macro financial breakdown, now assign according percentages for each project, product, or service that you hope each to generate for the next recording period goal (whether that be for the upcoming month, quarter, or year). What gets most individuals and organizations into trouble is their arrogance or personal stake in continuing with an endeavor when there is no chance of success.

Lead by example, and let go of those actions that don’t contribute to the bottom line. Let go of those past actions that have proven to be inconsequential in setting your future commitments into action—AND GO FOR IT!
Part 6

Power Accelerators to Grow IT and Grow Every Client Contact You Have
Winning customers for life demands a continuous approach to connecting with them on multiple levels, and a readiness for recognizing that, at any time, a customer service growth opportunity may present itself. As a professional salesperson, view yourself as a “service leader.” Your ability and willingness to be ready to communicate or create an atmosphere conducive for customer service exchanges to occur is your new norm.

As a service leader, tactically everything you do is a “moment of truth” in the customers’ mind’s-eye and is a business growth opportunity.

Here is a rolling business growth action sequence. As you review it, check off those that you are presently doing. Notice as you check them off whether your competition does so. If so, you are at par. When you are done with a cursory review, notice those that are not checked off (indicating that they are presently being deployed by your organization), and ask yourself how best to administrate that action plan (consider this a one percent factor). More importantly, as a USF, ask yourself if your known competition or even a new competitor to your market is actively and presently using that tactic you are not using.

W.O.W.—Any act that rises to the level of “Wonderfully Obvious Whats.”
Those “what factors” are what compel others to want an experience or item from you!

Here are fifty-plus business growth W.O.W.™ tactics (from BEYOND WOW™ by Jeffrey Magee [www.JeffreyMagee.com/library.asp], which provides techniques and strategies that focus solely on the customer retention side of selling) for increased market share that you can deploy now.

1. Rule 1/12/50©. The first portion of every month (hence the number 1), consistently each month (hence the number 12), identify a population index upwards of fifty (hence the number 50) key customers or emerging customers and provide them a value-added communication. Then use the contact (e-mail, letter, post card, etc.) as the purpose for a telephone follow-up within three days to cultivate action based upon the offer sent!

2. eSignature Line. Consider adding into your standard e-mail auto signature line to all recipients of your communication exchanges any updates on products or services you provide. This also serves as a powerful standardization for ensuring that customers receive advance notices for deadlines, product, or service announcements, changes, and discontinuations, etc.

3. eAuto Responder. Consider adding into your standard e-mail auto responder (if you don’t engage it routinely, especially engage it when you will be away from e-mail receiving) any updates on products or services you provide. This is also a great way to promote and advertise to those people who initiate sending e-mail traffic to you first, as now you can instantly bounce back a message to them.

4. Business Card Marketing. Every time you correspond with a raving fan, send him or her three business cards with a note that one is for the records and to please forward the other two to someone he or she knows and would recommend to you.

5. Hotel Letters. Realize that in most hotels, there seems to be several pieces of stationary and envelopes in the desk
drawer. Consider a handwritten note to three vital core customers about something that is top of mind to you and of value to them.

6. “Advocate” Maintenance. Ensure that you never let an advocate get more than thirty days out from hearing from or seeing you. Plan regular communications and/or thank-you events for ways you can continuously enhance the service you provide to them.

7. Direct Mail and eDirect Mail Marketing. On a regular basis, look for low-cost and high-impact ways to keep your name top-of-mind with your customer base, and do so in innovative ways. Consider simple direct mail cards, newsletters, flyers, letters, reference and endorsement letters, etc.

8. eZine. Design a high-impact, value-rich, content-based electronic newsletter for your core customers (the vital few) and send it to them weekly as a premium service and way to enrich their value proposition in their market. Then, soft communicate a product/service from you to them at the end of each electronic newsletter.

9. Newsletter. Design a high-impact, value-rich, content-based print newsletter for your vital few and send it to them routinely. Just as with the electronic newsletter, soft communicate a product/service from you to them at the end of each one. This vehicle can be distributed to customers as statement stuffers, as an attachment with invoices and contracts, and as an attachment to proposals and general correspondence from customer service contact professionals and the sales team alike. This can serve as a source for the Rule 1/12/50© campaign.

10. Connect. Look deep into your network of advocates and recognize from your vantage point whether you have customers who can actually interact with one another and benefit one another. By your connecting them together, it raises your stock value in both of their eyes, and thus may create greater business opportunities for you.
11. Fax Alerts. Consider a Friday afternoon fax blast to your customers and include on it any products/services that can impact their bottom line. Send announcements and press releases, etc. If these contact names are in your database as clients and/or contacts with whom you have a preexisting relationship and/or have established a relationship in which they want communication offers from you, then a fax alert or blast is a smart, fast, economical, and acceptable contact means. Conversely, if you don’t have this rapport or permission, then a fax blast may be seen as spam and be illegal in some non-business growth oriented communities!

12. Web site Exposure. Make sure you have a way for electronic commerce to take place 24/7, and make sure it is designed to the needs of your vital few. Don’t take advice from anyone else in the universe, and do not attempt to design an exposure that is all things to all people. Success leaves clues, and successful electronic commerce sites will yell what works and what does not work.

13. Affiliate Connections. Cultivate as many affiliate relationships with businesses with similar clients as yours and with whom the networking connection can yield business growth opportunities for both you and your affiliate. The affiliate connection should be one where the mutual relationship raises each other’s stock value in the market.

14. Upgrade Your Vital Few. Continuously evaluate ways to enlarge market share from your core customers and attract your competitor’s core customers by recognizing that many times there are high-impact gestures you can extend to customers. The gestures are actually low-level giveaway items, upgrades, premiums, etc. from you. An upgrade to a first class seat to a most frequent of frequent flyers to an airline is a negligible cost, yet yields significant psychological (emotion investment, see technique one) dividends with the customer.

15. Certificate Investment. Consider appropriate investments into your customer base at multiple levels. Entice customers
from the useful many to the vital few to want to come back for your USF© offerings, upgrade options, discount for volume purchases, discounts or special pricing or add-ons for long-term partnerships, premium offerings to affiliate partners, services for special relationships with you, etc. These short-term acts yield long-term gains and are loyalty-building gestures that may, in many cases, be the seeds from which your “advocates” come in the future.

16. Content Press Releases. Always keep your five mission statements clearly in mind for your industry trade publications and community press. When opportunities for you to take the lead as a subject matter expert and/or service or product provider, and you are offered the chance to be quoted in the press, seize that exposure. For print press, always make sure that your contact name, phone, fax, e-mail, and Web site address are easily distinguishable from the text.

17. Walking Billboard. Consider, as appropriate, as often as possible to have your contact name, logo, and e-mail/Web site addresses visible on clothing, luggage, business cases, and any other nontraditional places for your footprint.

18. Frequent Customer Program. Consider ways to recognize and reward your vital few and entice your useful many to ascend into vital few customer status. The sole purpose of this program is to entice future business, cultivate loyal legions of customers, and create an energy force around being a customer partner with you. Your goal is to urge new customers to begin migration patterns away from your competition and toward you.

19. Sale. Everyone likes a sale, especially if he or she feels like it’s a great deal. So, in anticipation of rate or fee increases, make sure you communicate to your most valued customers—the vital few—that you are offering an opportunity to make additional purchases or commitments under the old fee.
20. Gift Time. Some organizations have policies that preclude customer service providers from extending a sincere thank-you act towards their customers, in part, due to the decades of scrupulous individuals on both sides of the transaction. When appropriate, look for meaningful exchanges of a tangible item that will be remembered long after the exchange dissipates. Those items that bring real value to the customers’ professional lives have the most impact.

21. Vital Few Referral. At every opportunity of completely fulfilling a need put to you from this demographic, request referrals concerning who from their network could likewise benefit from your offer. Then immediately use those referrals as the source of your customer contact follow-ups.

22. Service Beyond the Sale. If your service and communication with customers stops with the sale, you are also stopping future business opportunities with customers. Provide customers with follow-up service. Make care calls, thank customers for their business, and follow up to see how you might continue to be of service by asking them simply, “What is next that I can do for you?”

23. Create Value. Customers today want more than a transaction; they want a good return on their investment when they do business with you. Make sure customers see the value of your products and service delivery. If there is no real value, what sets you apart from your competition?

24. W.O.W. Customers. Strive to not only meet customers’ expectations, but also work hard to exceed them. Carl Sewell, owner of the legendary Sewell Cadillac dealership in Dallas, is known for W.O.W.™ing customers and turning one-time buyers into customers for life. How does he WOW customers? Technicians are on call 24/7 to respond to customers in need. He has 150 loaner cars so customers are never without transportation, and he even has a restaurant on site to occupy customers’ time should they choose to wait for their vehicles.
25. Statement Stuffers. Always include in any correspondence to customers, billing account invoicing, requests for proposals, past-due notices, etc., a simple enclosure that announces your newest service or product offering. Rotate this initiative every month, so that it is automatic and always current.

26. Bounce Back Direct Mail Cards. Always include a postal direct mail card (replicate this same process with an electronic direct e-mail promotional vehicle) with anything you send out. The card allows for an interested party to solicit more information from you on what you do or offer.

27. Bonus Bounce Back Direct Mail Card. While following the same purpose as above, here you would be directed by a comment on the card or adjacent to the card in your ad layout in a newsletter, article, letter, etc., to give the card to a friend or colleague whom the recipient perceives as possibly gaining value from your offer.

28. Pass-Along Coupons. Create a coupon that your best customers would receive that they could in turn give to their best customers to gain from your services at a special discount or pre-market availability date. Design it in such a way that your best customers could even write their names on the coupon as they give it to the recipient.

29. Affiliate Partnership. Immediately identify a non-competing business that could benefit from your customers; likewise, identify from whom you could benefit by connecting with their customers. Then forge a partnership whereby you can reciprocate exposure either by deploying any one of the above techniques or other collaborative marketing contact activities. And do so today.

30. Theme Event Tie In. As pubs do with theme tie-ins to St. Patrick’s Day or Cinco de Mayo, and retail stores do with any holiday, look for an appropriate calendar holiday, industry-highlighted date, or community-celebrated region date, and build a marketing awareness and celebration event around that date and event to draw additional attention to
what you offer, thereby raising awareness in the consumers’ minds and additional transaction traffic to your place of business.

31. Exit Interview. Send an exit interview questionnaire to any lost customer immediately via e-mail, direct mail, or telephone follow-up to determine reasons for leaving you as a vendor.

32. Monthly Win-Back (Earn-Back-Their-Business) Coupons. Each month, offer a coupon or offer to regain any business from a customer who has left you.

33. Create an Award. Consider creating a community achievement award for someone who exemplifies “great something-or-other,” and present it periodically. Then, send out press announcements, etc., thereby raising the public’s awareness and attention to who you are.

34. Partnerships. Consider a partnership with a local radio station, television station, community/suburban newspaper, or major daily newspaper in your community for unique business specials.

35. Chamber of Commerce Membership Accountability. Regularly review any business association membership, such as your city’s chamber of commerce, and determine if you can make a “direct identification” to business gained as an affiliation with that group or business maintained. If the case cannot be aggressively made that there are immediate business growth vehicles available by that chamber, step out of your membership immediately, as that chamber is only interested in itself, and you are throwing away your money. Take your otherwise-budgeted money and test joining a suburban chamber of commerce rather than your own community—or don’t do either and use that money in another business growth campaign as detailed previously among this list.

36. Friends and Family First. Design a special network of key advocate customers with whom you test all specials,
coupons, and functions before going live with your larger audience. This will allow you to fine tune any offering or endeavor and will create word-of-mouth buzz about your initiative before the big launch.

37. Trade E-mail Blasts. Evaluate, on a personal and professional level, whom you know with a database of contacts that could be served well by your product/service. Offer to develop a weekly or monthly marketing special that they would send on your behalf as a special announcement to drive interested parties to you. Conversely, you would do the same for them.

38. Sponsorship. Consider sponsoring a group, sporting team, or individual. Having your name, logo, and contact information (e-mail, Web site, phone number, and/or address) visible on those whom you sponsor places your name in front of suspects and prospects. In making your determination, consider sponsorships and your name placement where there is the greatest ongoing exposure with the greatest residual payoff to you.

39. Signage. Consider how you position yourself based upon signage for public consumption—and get strategic and innovative! For example, if you have a place of business or a competitor on one side of you, and this competitor displays a large sign stating, “World’s Largest Inventory,” and the vendor on the other side of you has posted a sign stating, “World’s Lowest Prices Everyday,” then you would be smart to make an even larger sign that reads, “Enter Here!!!”

40. Consider the color and placement for maximum impact. Fast food restaurants have learned that reds, yellows, and oranges stimulate hunger, and they all pattern their signage accordingly. Casinos know flashing lights attract, and more importantly, they post their signs in a way that it can be seen from every traffic pattern and from a distance.

41. Software Systems. Engage business growth research and networking software systems that may otherwise be out
of your financial reach. For example, most local libraries have explosive software systems for market research, trends analysis, and contact information. These databases cost tens of thousands of dollars to subscribe to, and often you can access them for free through the library!

42. Mass Merchandise Promotions. Consider innovative and inexpensive point-of-purchase brand awareness and influence instruments within your business. For example, if you’re in a restaurant, then table tents promoting special new high-profit items (dessert, drinks) that are available should be promoted.

43. Public Access Signage. Consider simple yet compelling window posters (even a simple 8x10 sheet of paper posted is better than nothing!) of upcoming events, product and service introductions, and specials. Co-promote with other businesses, retailers, and merchants in your niche or neighborhood to cross-promote to their customers and further drive customer service traffic among your community.

44. Pool Promotion Money. Work with your business neighbors in your same geography (retail mall or strip center collaborations), same industry, or same supply chain sequence of businesses that all interact to move a final service or product. Create a pool of financial assets to enable you, as a group, to purchase radio, television, print, direct marketing, etc.

45. Special Invitation. Consider opportunities for the product or service that you provide. Cross-analyze the vital few customers that you have, and make a personal phone call, send an e-mail, or drop by and see them with a personal invitation, coupon, certificate, or discount offer to draw them back to you for a repeat business opportunity, etc.

46. Media Celebrity Status. Explore the uniqueness of you that would be of interest to your community or industry, and develop an ongoing list of contacts that you can avail yourself to for powerful quotes, interviews, or even a regular series on business growth strategies within their medium. In ex-
change, ask that your business contact information be made available for their audience to connect with you.

47. Media Partnerships. Building upon media celebrity status, consider the newspapers, magazines, journals, and electronic newsletters that your customer base is exposed to and begin penning powerfully unique articles that immediately impact your audience’s financial bottom line. Routinely write and offer these articles for publication. Make sure your contact information always appears on each page of your article, and request from the publishers that this data appear within or at the end of any articles they use.

48. Inspire Word-of-Mouth Advertising. Customers who experience “Beyond-WOW” service will tell five people about their experience. If you fail to meet customer’s expectations, eleven people will hear about the service breakdown. But if you drop the ball with a customer and come back with a WOW recovery, customers will tell seventeen people about the recovery . . . that’s more than three times as many people they’d tell if the service was beyond WOW initially. Resolving complaints can be one of your best ways to generate positive word of mouth advertising, and we all know word of mouth advertising is the most persuasive form of advertising.

49. Ask for Complaints. An interior design firm includes a post card with all product orders. The card reads: “Please complain. If your order was late or wrong or if any of goods were damaged in the slightest, please call our customer care hotline.”

50. The owner of the firm mentioned above knows that 95 percent of complaining customers will remain loyal if their problem is resolved immediately and to their satisfaction (as shown by research by TARP, Inc.). Further research has shown that complaining customers who have their problems resolved become more loyal to the company than if no problem had occurred at all. Making it easy for customers to complain and offering quick resolutions is an easy way to keep customers from defecting to the competition and to increase loyalty.
51. Follow Up with Complainants. The company’s idea of problem resolution may not necessarily be the customer’s idea of a satisfactory resolution. For this reason, it’s a great idea to follow up (thirty to ninety days after you’ve resolved the problem) with customers who complained to ensure they are satisfied with your resolution. This extra step helps you capture problems that weren’t identified at the initial point of contact and helps you completely regain customer goodwill after service mishaps.

52. Give a Token Item. Coupons and product samples have a definite impact on loyalty after a service failure has occurred. A study conducted for the Society of Consumer Affairs Professionals found that 58 percent of complaining consumers who received something in the mail following voicing their complaint to the company were delighted, versus only 40 percent of those who did not receive anything. Giving customers token items increases the perception of value and serves to maintain loyalty.

As detailed above, as a professional salesperson, everything you do is a moment of truth in the customer’s mind’s-eye and is a business growth opportunity in respect to immediate opportunities and long-term possibilities for your business and colleagues.

To further enhance the impact of these immediate business growth strategies and tactics, you should also consider these strategies:

1. Aggressive affiliation with any local and national trade associations appropriate to your business industry.

2. Aggressively associate with individuals you meet within these associations. Choose individuals who have like minds with yours and with whom you can forge informal networking groups (similar in nature to a MasterMind group as detailed in Power Charged for Life, by Dr. Jeffrey Magee) in which you can workshop needs, concerns, and possible new product/service introductions to improve each initiative before actualization.
3. Actively reach out to your local municipality government and affiliated organizations that may have business growth development groups, agencies, retired business leaders that serve in an adjunct mentor consultation capacity . . . and open yourself for their input!

4. Immediately make sales training a regular and consistent component of your daily business life. Attend regular, year-long sales training to enhance your present skill set and provide skills in those areas in which the emerging market reveals you have to be relevant as a solution provider to your clients and marketplace.

Always look for business growth opportunities, whether as an extension of something you do already to attain greater productivity and profitability or in something completely new!
Only continue reading if you are serious about wanting to be the best. Don’t even read this unless you are committed to being the best at what you do.

So you want to ensure that you gain a cutting edge among the marketplace, and you want to accelerate your selling abilities? Consider the following power-selling skill enhancement opportunities.


1. Register for the weekly *Performance Driven Selling* electronic news article (e-zine). Once each week, in 500 words or less, you will receive an explosive and immediately applicable selling strategy or tactical action plan!

2. Purchase the audio CD or cassette, expanded version of this book, *Performance Driven Selling*.

3. Sign up for one or the entire ten powerful electronic *Performance Driven Selling* courses (e-courses). These courses detail ten of the most important skill abilities you’ll need to be a super-successful, professional selling agent . . . all from the comfort of your own computer!
4. Sign up for a single or every month’s regularly scheduled *Performance Driven Selling* teleseminar tune-up courses. The courses are held once each month for forty-five minutes. You can participate in a global call-in program that focuses on one selling issue and offers dozens of ideas for success!

5. Register and sign up for all of the above skill-enhancement opportunities, and receive one year of FREE online performance coaching from Jeff Magee!


1. Sign up for your own edition of the only national success-oriented, content-rich publication: *Professional Performance Magazine*.

2. Review past editions and download articles by some of the best on the planet. You can find the specific areas of skill development you need, and learn from those who are highly skilled.
Jeffrey Magee has been called one of the leading “leadership and marketing strategists” today. He started his first business at age fifteen, and sold the business before he went to college. By age twenty-four, he was recognized by American Home Products, a Fortune 500 company, as one of their top salesman in the nation. At the same time, Jeff was becoming the youngest certified sales instructor in the world for the Dale Carnegie sales course. After experiencing downsizing in 1987, Magee went on to work as a sales associate for the nation’s largest educational and youth advertising/marketing firm, Target Marketing, and was promoted to vice president of sales and chief operating officer within two years!

Dr. Magee is well credentialed. He is a certified speaking professional, a certified management consultant, and a certified
professional direct marketer. He has been recognized as one of the “Ten Outstanding Young Americans,” known as TOYA, by the US Junior Chamber of Commerce/US Jaycees.

Today, Jeffrey Magee is the writer of the nationally syndicated “Leadership Moment” column that you may have seen in your own local business newspaper. He’s the writer of the syndicated e-zine Performance Driven Selling, serves as the publisher of Performance Magazine, (www.ThePerformanceMagazine.com), and is the author of more than twenty books, including four best sellers. In fact, his text, Yield Management (CRC/St. Lucie Press), was the number one-selling graduate management school textbook in 2000. The book was released again in 2005 as The Managerial-Leadership Bible, Brown Books Publishing Group.

Along with working with such firms as BOEING, Pfizer Pharmaceutical, Clear Channel Communications, IBM, United Space Alliance/NASA, Ford, The Gap/Banana Republic, Office Depot, Farm Credit Services, The United States Junior Chamber of Commerce/US Jaycees, WESTERN CPE, El Paso Energy, Taco Cabana, BlueCross/BlueShield, United States Air National Guard, United States Air Force Reserve, United States Army National Guard, and GMAC, Magee was selected to design, train, and present a new series of national leadership and sales recruitment programs for more than 5,000 professional sales recruiters and sales managers with the US Army National Guard. For his work with the USNG, he has subsequently received the prestigious Commander’s Coin of Excellence!

McGraw-Hill Institutional Books sought out Dr. Magee in 2000 to write The Sales Training Handbook, a series of fifty-two mini-seminars on selling success, which became an instant best seller and has been converted into multiple languages. Magee is also the author and narrator of the Performance Driven Selling audio, also a best-selling skill development learning program. And now, Jeffrey Magee has designed ten powerful, web-based video courses for your 24/7 strategic and tactical skill tune-up needs (http://www.jeffreymagee.com/buy_videos.asp).

Today, Jeff is the principal of Jeff Magee International, and is the publisher of Performance Magazine. He has full-time employees serving clients across the United States and internationally. Many of the leading organizational and human resource training companies conducting day-long public seminars and on-site
training programs today use Jeff’s ideas, materials, and books in their repackaged services.

The *London Business Gazette* has hailed Jeff as an “American business guru.”

For more on best-selling author, speaker, performance coach, and publisher Dr. Jeffrey Magee, and for all your upcoming performance-improvement needs, contact:

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