



Mike Dunn

**GAME CHANGING** Business Skills.com

**We Make Future Business Stars**

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# **“Advanced Business Skills for Employees and Job Seekers”**

Advanced Interviewing Skills | Faster Success in Your Current Career

**For**

*Entry Level Corporate Job Seekers| Executives | Aspiring Corporate Managers All New Hires| 20 Somethings - Millennials | Professional Sales People and All Entrepreneurs.*

***Gain Confidence through Preparation & Competence***

By Mike Dunn



Version 12.2

## **Forward**

### **Course Objectives**

The objective of this Business Skills Course and Guide is to help you become a better and more productive professional business person.

We will teach you new interviewing tips and tactics to improve your chances in getting any corporate job and can help you get most any job. We will teach you tactics, strategies and business skills to help you be more productive faster when you get the job or in your current job. Every situation is different and there are no guarantees but these skills will help improve your job security and earning power. We will also teach you some tips and tactics to help you get promoted faster.

## **How does this work?**

How does this work? In a nutshell, most people in non-sales titles and even sales titles have weak corporate “professional level” selling skills. Why is this important? Almost every single “internal or external” business meeting, business conversation, business conference, meeting with your boss, meeting with your peer group someone is trying to sell an idea to someone. It is, with few exceptions, a sales situation. It is a situation that this course can give you a slight to significant advantage in the outcome of most every meeting from now on. If you know this information, you will have an advantage and if you do not know it, you will be at a strategic or tactical disadvantage in most every business meeting or situation. Think about it. Every time you negotiate with someone on anything, its sales situation and sales skills can benefit you, your cause or your group. Even your boss is trying to sell you on doing something most every time he or she meets with you. You can tell someone to do something but do they really have to do it? They will most likely do the task, and do it better, if they have a reason to want to do it. Whether they or you use the carrot or the stick, in most every business interaction, someone wants someone else to do something or not do something. You or they are selling the other on the idea of doing it. If you are more skilled at selling, you may be more able to use the carrot approach to make them really want to do something without them even knowing they have been sold on doing the task. You can use the stick approach but the point is you have a choice “if” you have the selling skills. If you don’t have good selling skills (more than mere good people skills) all they can really use effectively is the stick approach. Most good managers have both. Plus, when you demonstrate you can do have these skills, managers also know these skills, will be “highly impressed.” Hence, all things being equal, you will excel past your peers in your careers.

***“The beatings will continue until the moral improves”***

***Do not be that guy or gal.***

***We teach you how to use the carrot approach for non-sales, management and sales business situations.***

***Recommended Focus For Your Career***

**A common mistake and bad habit many entry level employees make that seems to carry over to the rest of the career is they just try to do the minimum or do the task and nothing more.** The problem with doing the minimum or good enough is bad things happen outside of your control. Then that puts you down the list when music starts for “Corporate Musical Chairs” or when newest round of corporate downsizing happen. *For example, when a waiter/waitress at a nice restaurant brings you your food and fills your water glass only when you need it, how do you feel? Another waiter never lets your glass get half empty, asks if there is anything else they can do for you, brings you your leftovers in aluminum foil in the shape of a swan.* Which waiter/waitress would you prefer to have wait on you? Think of your manager as the customer and you as the waiter/waitress. This is exactly the case in business. You need to do a little extra on most tasks for the company and the managers.

**You need to set yourself apart in your company and for your customers. In business, usually, the harder you work, the more breaks you get. If you are working harder and smarter than your peer and your manager has to assign someone a plum project that will make or break “their” career, who will they entrust their career with? You or the guy or gal that just does the minimum? Take charge of the things you can control and YOU make yourself be the business star in your company or department!**

## **Learn How the Professionals Sell Internally and Externally to help the Company and Others Achieve their Goals to Increase “Your” Business Value**

So why learn how the professionals sell and how you can apply these new skills and tactics to your everyday job? All things being equal, if you are better at smoothly and effectively selling your peers and managers on your ideas you will be perceived as being more valuable. Being more valuable means the organization will be more worried you could leave hence they will pay you more or you will leave. With some practice, you will use these skills for the rest of your life because they work. Other than referring a friend or family member to purchase this course, all I ask is just smile and think of me each time one of my tips or tactics work for you. Most CEOs, millionaires and successful entrepreneurs have learned these skills somewhere in their careers. I am excited you are about learn these valuable and useful skills to help you become a Business Star. If you can help others achieve their personal

goals and objectives consistently, your business and personal goals be accomplished much faster.

## **How to Relate Selling to Your Current Job Situation**

Because there are hundreds of unique situations in business, **from here on, when I refer to the sales process or selling, I recommend you interject the term for your situation.**

As a byproduct of this course, you will learn basic selling skills. Hence, you will be dramatically more prepared for a sales job than most of the people hired as entry level sellers. Even better, since most companies scaled back or all but done away with sales training you will have a huge advantage because very few people will have had this level of sales training and my never get it. Lucky you! Moreover, every company in the world needs sales people so there will always be jobs in sales. Sales jobs are always the first jobs to be generated in an economic recovery. Why? Because companies will not beginning hiring non-revenue producing jobs until they have the cash flow to support them. Hence, sellers need to start selling before production and administration jobs are filled. I have absolutely have the data to support this from my data collected off of the Careerbuilder.com website. If you have any questions or doubts see the Job Data page at [www.gamechangingbusinessskills.com](http://www.gamechangingbusinessskills.com).

Having basic selling skills will help you win just a little more each and every day on the job. Sometimes you will realize what you are doing. When you do it's fun to use a tactic you peers don't know how to use yet. Sometimes you will get in the habit of staying in selling mode, which is good, and you keep on improving your status and productivity.

## **Real Business Skills/Selling Skills vs. Hype**

**Many people can have good people skills. However, without having the knowledge of what to say to move the sales process along, sales can be too hard and too frustrating. Motivational tapes and books have their place but they lose their effectiveness after the third confidence deflating "no". This course offers you quiet confidence of having tried true useful, proven and effective sales skills you can use for the rest of your life. Hence, this course offers you a marketable skill you can use for the rest of your life.**

**With few exceptions, the sales profession is not easy. This course makes sales easier and will make you more money. In sales you can do everything just right and sometimes not get the sale. On the other hand, you can sometimes mess up and still get the sale. This course, with your efforts, WILL 100% increase your odds of making a sale.**

**“52.2% of ALL jobs posted on Careerbuilder.com were sales type positions (sales, customer service, marketing, retail and business development) as of 7/22/12 and on 7/14/13 it was 58.8%. That means some people out there are trying to get jobs that don’t exist. That may make since to them but hopefully not to you? If you want a job now, train for where the jobs are now as a career backup plan or transition into a sales title to leverage your existing skills to make more money.”**

The course also will help anyone be more productive in any corporate job by teaching them how to run an effective corporate meeting. All things being equal, these techniques will help you surpass your peers to get better raises and get promoted faster by having the skills to effectively run a meeting that keeps the focus on the corporate and team objectives. You have been provided with a soft copy of a sample 100% proven proposal (in Microsoft Word) and 100% proven presentation (in Microsoft PowerPoint) for you to use in internal meetings and external customer meetings.

## **Brown Belt Course (optional)**

The recommended process of this course is to read and study this study guide and keep it as a reference. Then take the “optional Brown Belt” open book exam on the enclosed Zip File.

**Then you will get a signed and number Certificate of Completion.** Email your answers to admin@GameChangingBusinessSkills.com. You must make an “A” to pass but you can take the exam as many times as you like. Once you pass the exam, you will get a signed and numbered certificate in the mail certifying you are a “CSP I” or Certified Sales Professional I. If you are looking for a job, this certification

should help you win the job over someone with similar background and all things being equal. If you are already employed, this designation should give you extra clout and proof of your additional skills.

## The bottom line is:

1. The business course offers you the tools for productivity and confidence of knowing you have a lifelong marketable skill for the rest of your life. A skill that can make you thousands of dollars or hundreds of thousands of extra dollars over your lifetime. Not bad for a \$29.95 investment.
2. The optional Exam and Signed and numbered Certificate of Completion for \$105 offers you a differentiator for you on your resume for the rest of your life. This is a fortune 500 style professional style sales course.

### **Disclaimer**

Here the disclaimer. These tips, tactics and strategies in this course have worked for me and others. However, it makes sense that no tactic works in every situation. Selling and using business tactics internally or externally is (always has been and always will be) a numbers game influenced by many factors some of which you can control and some you cannot. This book's purpose is to try to increase the factors that you can control and try to influence, as best you can, the ones you have no control over or factors that are unknown to you.



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## **Before we get started: Here are some Recommendations from the Author.**

- 3. Consider me as a Partner in Your Future and Continued Success. Let me know what I can do to help you further? Let me hear from you. [mike@GameChangingBusinessSkills.com](mailto:mike@GameChangingBusinessSkills.com)**
- 4. Have you signed up for our newsletter? I recommend you go to [www.GameChangingBusinessSkills.com](http://www.GameChangingBusinessSkills.com) and sign up so you can keep up to date on information on topics and things important to your career. Sign up and become a “Game Changer!”**
- 5. I love testimonials. Let us know what you think and if this helped you or not. And Why? You will help other “Game Changers”. Did I mention this includes a “Game Changer” Tee shirt?**
- 6. Be thinking of folks you know about or care about who could use this course? Helping them find a career or job will be viewed as a true act of kindness for the rest of your lives. A wise man once said, “Give them a fish feed them for a day. Teach them to fish, feed them for life.”**
- 7. If you have any questions, comments, or find a typo or two email me at [mike@GameChangingBusinessSkills.com](mailto:mike@GameChangingBusinessSkills.com)**
- 8. Black Belt Course is onsite corporate training. If you or your company need help getting your entry level focused or helping your entire department or company be more productive and feel more customer focused, let us discuss a customized training solution to fit your specific goals and objectives. Contact me at [Mike@GameChangingBusinessSkills.com](mailto:Mike@GameChangingBusinessSkills.com) and let’s get it scheduled.**
- 9. If you are a private foundation and agree that more trained sales people and trained entrepreneurs can be employment multipliers thus helping with some of the world problems, contact me. We can talk about how you and your organization can help us spread the social media word faster.**
- 10. I truly do want you to be successful. Study hard, plan your interviews and work harder and smarter than all the other people in your work group and will be well on your way to being successful. In many cases, either you know this information and you will have an advantage or you do not and will have a tactic or strategic disadvantage to the person(s) who do know this information. I recommend you become the former.**

Sincerely,

Mike Dunn

**Your Humble Author and Partner in your Success**





# Table of Contents

## **I. Course Objectives**

- a. Goals
- b. Why Business as a Career
- c. The Exam (Brown Belt)
- d. How to Take this Exam
- e. Business Philosophy and other Pontifications
- f. Ethical Business: It's Not Only Important – It's Key.

## **II. Key Concepts for Selling Sellers and ALL Business People**

- a. Features vs. Benefits
- b. Needs vs. Wants
- c. WIIFM (What's In It For Me)
- d. Elevator Story (need to have one ready to go – always)
- e. Confidence vs. Hype for long term success in selling
- f. The Magic “IF”
- g. Types of Selling
- h. Why People Buy (overview)
- i. How to manage your sales manager
- j. DMP – Decision Making Process
- k. The Power of the Agenda!!!
- l. Metrics
- m. Social Styles (intro)
- n. You need a “champion”
- o. How to sell up the ladder
- p. “NEXT!!!!” – how to handle rejection or the 8<sup>th</sup> “no”.
- q. Like to Win/Hate to Lose
- r. 80/20 Rule
- s. Don't Talk Past the Close.

- t. Trial Close
- u. Selling is a Numbers Game
- v. Selling vs. negotiating.
- w. Executive Summary
- x. When to use Open ended questions vs. Closed ended questions
- y. Net Profit vs. Gross profit vs. Gross Sales vs. EBITA
- z. The ABC's of selling rule
- aa. Recommendations vs. Proposals
- bb. The Golden Rule

### **III. Getting Started: How to Increase Your Worth as a Professional Business Person Starting in Sales**

- a. Make More Sales Calls = Numbers Game
- b. Make more proposals
- c. Work Smarter (Territory Plan & Account Plans)
- d. Out prep your competition and co-workers
- e. Product Knowledge
- f. Industry Knowledge
- g. Dress for Success
- h. Use Resources Wisely

### **IV. Why People Buy? / Why Would Your Customer Buy? /How to Sell Your Ideas Internally**

### **V. The Sales Process (The Mechanics of a Sales Call)**

Overview of the Process – Concept

- a. Prospecting
- b. Qualifying Opportunities
- c. The Initial Sales Call
  - 1. Positioning
  - 2. Data Gathering
- d. Testing Feasibility Meeting/Call
- e. Writing the proposal/Proposal Meeting
- f. Writing the Presentation/Presentation Meeting
- g. The Close
- h. Implementation/Turn over meeting

## **VI. Territory Management/Account Management**

- a. Small accounts
- b. Large accounts
- c. Sales funnel
- d. Track you closing percentage
- e. Competition
- f. Your Boss and Your Company
- g. Allocating Time

## **VII. How to Sell Against Competition**

- a. How to set yourself apart from the competition
- b. Learn how to set land mines for your competition
- c. Do your Customer's job for him.

## **VIII. Working for a Fortune 500 sales organization – Do's and Don'ts**

## **IX. Handling Objections**

- a. Reflective Listening
- b. Redirect
- c. Table Objections
- d. Conditions

## **X. Selling As An Incumbent In An Account**

- a. FUD (Fear, Uncertainty, and Doubt)
- b. W2C lists
- c. Build/Existing Relationships
- d. Support Plans

## **XI. Selling to Win-back from a competitor.**

- a. Define the customer goals
- b. Define the issues with the existing customer
- c. Define what it would take to get the business

## **XII. Interviewing Tips, Strategies and Tactics**

## **11.Overview of Advanced Interviewing**

### **12.Goals of an Interview**

- m. Meet or exceed the minimum requirements**
- n. Try to determine how your unique skills could help accomplish the job tasks**
- o. Try to Sell the Interviewer on your unique skill set as a best case job requirement**
- p. Get the job or get on the short list**

### **17.Interviewing Tips and Tactics**

- r. The Home Run Tactic (huge for this economic situation)**
- s. Persistence Tactic**
- t. The Initial “Rigid” Form Interview**
- u. Prove It Tactic/Fox in the Hen House Tactic (go for it!)**
- v. Define the Criteria / Decision Making Interview Process**
- w. Describe the Ideal Candidate question**
- x. Your 90 Second Story**
- y. FEP**
- z. The Boy Scout Tactic**
- aa.Building Rapport**
- bb.Interview from a Position of Strength**
- cc.How to Handle Negative Information Tactic**
- dd.Appropriate Dress for Success**
- ee.The Table Turn Interview Tactic (I need to patent this one)**

### **32.20 Interview Questions and 40 Killer Answers**

- gg.Seven Interviewing Guidelines and Tips**
- hh.How to prepare and practice**
- ii. Interview Question and Killer Answers for those who have studied the course.**

## **XIII.Business Etiquette**

- a. Business lunch**
- b. Business dinner**
- c. Golf outing**
- d. Golf with a customer**
- e. Conference with customers**
- f. Working a booth with customers and competitors**

#### **XIV. How to Run a Professional Internal Meeting.**

- jj. Why is running a professional meeting even important?
- kk. How to run a professional internal meeting.
- ll. How to run and executive or customer meeting or presentation.

#### **XV. Dress for Success for 2014**

- mm. Overview and guidelines
- nn. 2014 Attire for Professional Females
- oo. 2014 Attire for Professional Males.

#### **XVI. Tips on How to Become Wealthy In Business**

- a. Recommended Saving Rate per Pay Check
- b. How to Buy a Car
- c. Housing Expenses
- d. Corporate Saving Plan
- e. Rainy Day Fund
- f. Investing – Just do it.

#### **XVII. The Close Line**

- a. 53 closes
- b. How to submit your personal close to be published in “The Close Line”  
(No money, just fame in the Business/Sales community)

#### **XVIII. Exam (Optional Brown Belt Offer)**

- 1. Take the test for Course I
- 2. Where to email your answer page and send your certificate mailing form.
- 3. Newsletter
- 4. Webinars
- 5. Advance Selling Course

Attachment A - Positioning Matrix (see attached file)

Attachment B - Sales Funnel (see attached file)

## **Advanced Selling Course (available 2nd qtr 2014)**

The Advanced Selling course covers cost justification skills as well as more detail on the concepts in this course. These skills helped me sell a \$1,000,000 per year deal at list price. It was still a win-win because the customer saved thousands of dollars per month. Very few sales people know these skills and they will set you apart.

**Topics for the next course. See [GameChangingBusinessSkills.com](http://GameChangingBusinessSkills.com) to order the advanced course. This course will look even better on your resume and framed on you wall.**

### **I. Advance Selling Techniques (future!!)**

- a. How to Position to a higher level up the ladder to get to the decision maker
- b. Multi-step Implementation plan
- c. Product Differentiation
- d. Knowledge of your competitors products
- e. Product/Service differentiation in your product line and your competitors
- f. Multi-Level Sale
- g. Community of Interest sale
- h. Transactional Sales Techniques
- i. Relationship Selling Techniques
- j. RFP vs. RFI vs. RFQ
- k. How to manage the people who don't report to you.
- l. Skillful use of references.
- m. Social Styles
- n. How to expand a project to eliminate the competition
- o. How to sell on a service call
- p. How to use the customer's stated objectives to close the deal.
- q. The right way to work a booth at a conference

### **II. Cost Justification Skills**

Course II has more detailed Investment Analysis.

- a. What is opportunity cost?
- b. Balance Sheet Overview
- c. Income Statement Overview
- d. Clerical productivity improvement vs. displacement.
- e. Break Even Point (BEP)
- f. ROI vs. ROE and how to calculate each.
- g. Purchase vs. Leasing (pros and cons)
- h. Total Cost of Ownership

- i. Time Value of Money – Overview
- j. When to use PV, FV and Net Present Value Analysis.

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## *Chapter I. Course Objectives*

### **a. Goals**

1. Since ALL business people are selling ideas to others or wanting others to do something, ALL business people can benefit by improving their internal and external selling skills. Therefore, the objective of this course is to provide and teach reputable business skills to help you become a professional business person and/or sales person. In other words, how to become a “Game Changer” or Future Business Star.
2. Help professionals by providing more tools and offer new tactics to make more money and job security.
3. To provide you with information to pass the certification exam that will look great on your resume for the rest of your life. It’s also an outstanding topic to discuss in Job Interviews.
4. To provide those who pass exam test with a certificate demonstrating they have successfully completed the [GameChangingBusinessSkills.com](http://GameChangingBusinessSkills.com) course.

The intent of this course is to help you “make more money!” This will help you provide for your loved ones and the people you care about and impress people you don’t care about! Also, your sales will help the people that work for your company and the other investors to provide for their families and loved ones. If you are really good, you will also help your customers provide for their families as well. The bottom line is, if you are good, you can indirectly impact many peoples’ lives. This course should, more than pay for itself, since just one, from my 100 pages of the course, can bring you thousands of dollars in a year. If an employer needs to verify you having successfully completed this course he can use that code to get a verification email.

### **b. Why Sales as a Start to Career?**

The Data from Careerbuilder.com is clear. Between 25% to 58.8% (07/2013) of the jobs being posted were for sales related jobs in 2010 – July of 2013. If you want to start in business, sales the easiest way to get hired without some other technical experience. You need to get your foot in

the door of a company, prove yourself and then you can transfer to your dream job.

Most CEOs, millionaires and successful entrepreneurs have learned solid selling skills somewhere in their career. Moreover, as of 7/19/13, 58.8% of all posted jobs on [www.careerbuilder.com](http://www.careerbuilder.com) were sales related jobs. In an economic recovery sales jobs are created first. Once the sellers start selling then companies can start to slowly hire other positions. If you are in the company, you can position yourself to be considered for the other new jobs before they are posted on the internet. Or you can continue in a sales career. The key is you will have choices. Most good jobs are never posted. There are taken by current employees who have the inside track. That's the way it works in a company.

The good news is good sales people are needed in most every company on earth. In addition, sales representatives are some of the most highly paid people in most every company. According to salaries.com, successful sales people are some of the highest paid professions. The other good news is you are about to learn more than some sales people who just wing it. Look around you. Seriously, really look around you right now and count the number of items you see that were sold and someone probably was paid a commission. Please stop when you get to one hundred. I'm sure you see the point. Now, think of the other goods and services sold to make those you just counted. Commissions were probably paid on those items as well. The greater point is a lot of people have made billions of dollars helping other people meet their goals and objectives.

Think of sales as a MULTI-BILLION dollar industry.

Why are sales people so highly paid? Because sales is not always easy and it involves both winning and some losing. This course will help you avoid "some" pain of losing by transferring more of that pain to your competitors. Remember, your sales pay everyone else's salaries in your company too. So if you are good you will most likely be a hero.

**c. The Exam (Green Belt eBook purchasers go to [www.GameChaningBusinessSkills.com](http://www.GameChaningBusinessSkills.com) to purchase a download Exam only version of the test.)**

Don't worry... I know the drill.... I've been in training classes with sales people that spend more time and energy trying to get a list of the answers than studying the material. So relax. I've made the exam open book. You can also take it as many times as you need to pass. The catch? The good news is you will get an "A" on the exam when you pass. In other words, a "B" does NOT pass. Ouch! So if someone has a Certificate of Completion to this course you KNOW they made an "A".

#### **d. Hint on passing the Exam.**

**Other books, courses and seminars can get you pumped up, which is important. My goal is to show you a way to get the information you need to do a professional presentation, close the business and position for additional business. I offer long-term quiet confidence by providing you new skills and techniques. Not just a three day high or until you get your 2<sup>nd</sup> or 3<sup>rd</sup> "no" from a customer that you get from a purely motivational seminar. Think of it as a protein diet (this course) verses a sugar diet.**

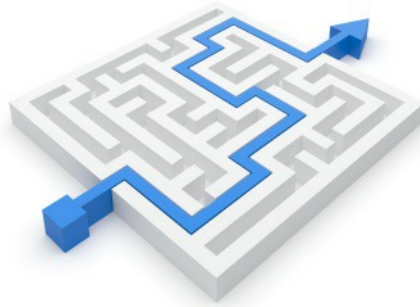
**Write the question down and research the multiple-choice answers. I view the test as a learning experience. I don't like trick questions either but I will cover all aspects of the course. The questions will be fair and there will be 150 of them. You can do it!**

#### **f. Ethical Business: It's Not Just Important – It's Key.**

When I graduated from undergrad my parents took me to Barbados as a gift. One evening we were at a dinner for the guests at the resort and my Dad and I began a conversation with a gentleman in international sales calling on accounts in the Pacific Rim. I told him I wanted to pursue a career in sales. He proceeded to offer advice I have always adhered to. He said, "Always take care of your customers, your company may do you wrong but if you take care of your customers you will be successful at your existing company or any other company." He was 100% correct! If your customers love you, your company will love you. It does NOT work the other way around.

## **e. Selling Philosophy and Other Pontifications**

**This course is for both beginning business people, entry level sales people, seasoned sellers and for professionals in business who just need to brush on their selling and business skills. They all know any that these skills can help you every single day of you business career and in ANY business meeting. These are proven sales skills that have made me, and others, millions of dollars over the years. The purpose of this course is to teach repeatable sales skills or a sales process with the flexibility to adapt to most sales situations. The focus is on long term corporate sales but these skills can be adapted to most any sales market including transactional, telemarketing, auto, financial, capital equipment, and service. It can even help you survive in your company by helping you sell your ideas in your own corporate office environment. Remember, ANY internal or external company meeting is a sales situation. If you are the one with the best and most practiced sales skills you ideas and views are most likely to be accepted. The course CAN and WILL help you with that even if you are not in a sales title.**



## II. Key Concepts for Sellers and ALL Business People

### a. Features vs. Benefits

A common mistake for beginning business people, beginning sellers and old vets is to get caught up in selling features and not benefits. This is the greatest area where a manager can help his or her people to keep them focused on benefits. ALL sales people revert back into the feature rut from time to time.

What's the difference between features and benefits? For example, a feature in a car could be anti-lock brakes. If a car seller mentioned this feature a customer would most likely say "so....".

The benefit of this feature would be "anti-lock brakes help you and your family stop faster in all weather conditions to help protect them from injury." The reply from the customer may now be".....ahhhh, I see." The feature is the "thing or service". The benefit is what it does for you. People buy benefits not features. This is the biggest mistake new sellers make.

Do this drill. You really do need someone to help you listen to what you say when you practice you talk, elevator talk or presentation. Have you helper or manager say, "So what" if you mention a feature without following up with a benefit. Why have them say "So what" each time you mess up? Because that's exactly what the customer is thinking when you just mention a feature without a reason why it will

benefit them. Then they will think that they are wasting their time and will cut you off.

A service example is: A cleaning service offers a premium service for \$200 every other week. Do you want to buy this? No, why should you. The “premium service” is just a feature. The benefit would be, “this premium service deep cleans your carpets and floors of dust to help you sleep better if you are allergic to dust.” Sign me up!

## **b. Needs vs. Wants**

People have both needs and wants. Both are important and people buy for both reasons. Sometimes they are different and sometimes they are the same. It’s up to the decision maker to decide which is a need and which is a want. Many times they don’t know themselves. How do you tell? The good news is that is a major part of what this whole course is about. Much more to follow.

## **c. WIIFM (What’s In It For Me)**

There are corporate goals and there are personal goals of the person you are selling to. For the best chance of success, both sets of goals should be met. The quicker you can assess these goals or concerns the better chance you have of closing the deal quickly. An example of a WIIFM would be: Seller, “this presentation should take about 30 minutes to show how we can address each of your corporate goals with our recommendation (proposal) and as Mr. Smith said, “If you exceed your goals you will get the higher yearly bonus.” Is the 30 minutes still OK?”

## **d. Elevator Story**

What is it? If you happen to ride in an elevator with your customer’s CEO or CFO, what would you say in 20 seconds? This needs to be prepared. For example, “I’m with ABC Widgets working with Mr. Smith’s group (Asst CFO). We are working on a solution that can help your company meet your corporate goals of increasing market coverage by 5% and reducing turnover by 1 %. This will increase your bottom line by \$1,000,000 over five years. Here’s my card.”

## **e. Confidence and true skills vs. Hype**

Confidence is important in selling. If you're not confident, why should a customer risk his reputation or job on your ideas if you're not sure what you're doing. The best example I've ever heard was from my grandmother in a needlepoint gift to me. It said,

***“A Salesman needs confidence: Confidence is a fisherman in a small boat hunting Moby Dick with a harpoon and a jar of tartar sauce.”***

This course is designed to give you the skills to handle most sales situations, react to setbacks, and be a value to your customer. The good news is there are many Moby Dicks out there. This course helps you sharpen your harpoon. If you have confidence without the skills, frustration will set in and you may not be as sure of yourself as you could be.

## **f. The Magic “IF”.**

*What a great word in selling to uncover information that the buyer would rather not tell you. The main reason to use the “IF” question is to Trial Close a customer so you can see where you are (where you stand in the sales process) or to ask leading questions. The Magic “IF” is also used to uncover any hidden objections. The better you are at using this tactic, the more money you will make. **This is the key that separates a good seller from real pro.** The magic “IF” can be and should be used effectively every day in all job titles. On your next break from reading this course, go try it out on a family member or the next friend you talk too. See if it works?*

*For example, Seller: “Mr. Customer, **IF** I could offer you an actual lower total cost of ownership (TCO) as compared to your current situation, would you consider making a change?” Customer: “No, I would need a 5% decrease in TCO before I would go through the hassle and business disruption.” Seller: “So, **IF** I could at least offer a 5% reduction in Total Cost of Ownership as compared to your current cost structure, you would consider making a change?” Customer: “yes.” Seller: “Great.”*

## **g. Types of selling**



The more you can master each kind of selling the better – all of the following have their place in sales as a tactic or strategy).

1. Retail Selling – as in retail stores. Use the strategies in this course to turn transitional sales in to long-term customers for repeat business. These sales are generally thought of as selling to the public. There are exceptions.
2. Transactional Corporate Sales – transactional sales are usually business to business (B2B) sales. A recommendation is to use these techniques to build relationships where they make sense to make your profitable customers strategic customers who buy more often from you.
3. Strategic Corporate Sales/Relationship selling – This course shows you how to build better strategic relationships with corporate customers and win by addressing long term goals so all parties are successful.
4. RFP (request for proposal) – this is responding to a formal bid (a true legal document) with your response (another legal document). You need to be advising the customer of what he/she may want to consider asking for in the RFP before the RFP has been released. Also, you want to make sure you are invited to bid and find out what the criteria on the decision making process is.
5. RFI – Request for Information. Less formal than a RFP. It is generally a customer requesting information from vendors in a particular line of business.
6. RFQ – Request for Quote. Usually, less formal than a RFP to just get some pricing.
7. Up Selling – Expanding the scope of the project to:
  - a. Make more on the sale.
  - b. Expand the scope of the project to eliminate competition.
  - c. Help the customer solve more business issues with one project.  
(Might as well do it now) This selling is usually more profitable than the RFP process.

8. Selling on a service call - Sometimes it takes guts but just keep the customer's goals in mind and you will be doing the right thing for the customer. If the customer is upset, that means they have a problem and pain. Solve the pain and you have a sale and a happier customer.

## **h. Why People Buy (spend money)**

People buy for many reasons but the main reasons that I have observed are:

1. They want to accomplish something (Goals, Return on Investment or corporate agenda) If you can help customers in this area, you will not have to worry about having the lowest price
2. They have some pain
3. They want to protect their corporate image
4. They have a "personal agenda" (always a factor)
5. They want to reduce risk
6. They want to make more money.
7. What's the reward and what's the downside.

Keep in mind, you are asking people to spend money. Without them having (or you giving) a good reason to spend money, why would they do it? It's your job to give them a reason to spend it, make them want to spend it, and spend it with you. The easiest way is to help them accomplish their goals and objectives and/or solve their problems.

## **i. How to Manage Your Manager**

Your Manager is both a Customer and a valuable resource. The short version is you sell your manager just like a customer. They have a job to do just like your customers. You need to find out what their objectives are and help them make them. If you help them make their objectives and are aware of any personal agendas they have, just like a customer, you should do well. The difference is your manager "should" be a resource for you. Part of the job of a productive employee is to manage the resources you have at your disposal to maximize your success.

**NEVER FORGET that a manager, in most cases, is paid to help you be successful. That is their job.** If your manager is good, they will help you earn money. If you hit a roadblock, part of your job is to get them involved.

## j. DMP – Decision Making Process

Part of the job of the salesperson on most every opportunity is to find out how the decision for your deal is made. It's called the Decision Making Process (DMP). Another part of your job is that if the DMP is not in your favor, try to change it. Sometimes you can and sometimes you can't..... but ALWAYS remember - sometimes you can.

Also remember: do customers lie? – Sometimes. Do sales people not always ask the right questions? – Almost always. Do customers have hidden agendas? – Most of the time. Can you overcome lies and hidden agendas? Yes, this course will help with those situations.

We will talk more about when in the process you find out about the DMP in a later chapter, but the following are key questions.

What you need to find out is:

1. What are the criteria for the decision to move forward?
2. What are the criteria to pick a vendor?
3. Who will be making that decision?
4. How will the decision be made?
5. When will the decision be made?

Some examples of key questions to ask are:

*What are the criteria to decide if you move forward with the project?*

*What are the metrics (see section L. below) to decide on the project?*

*What are the criteria to decide which vendor gets the business?*

*How are you going to rank the vendors? What are the criteria?*

*Who, other than yourself, will be involved in the decision? (Always say “other than yourself” If they are not involved in the decision they will/should tell you)*

*Who are the decision makers? Who are the influencers? Who are the recommenders?*

*Whose voice carries the most weight?*

*When will the decision be made? When will the vendors be notified? How will they all be notified?*

*How is success judged?*

*How do you know if you have been successful?*

*What do you see as the outcome of this project?*

*What are the steps that need to happen to get to a decision?*

*What are the roadblocks to making a decision?*

## **k. The Power of the Agenda**

ALWAYS have an agenda of what you want to accomplish in a meeting and before EVERY sales call. Have a written agenda for EVERY presentation. This will help you get what you need out of every meeting even if you get a few curve balls or issues you did not expect. The agenda will help you keep control of the meeting and keep the meeting focused. This concept will make you money. Using the agenda technique alone will increase your sales and will more than pay for the investment in this course.

For example:

*Seller: "Mr. Customer, I want to review three items today and it should take about 20 minutes. Is that OK?"*

*Customer: "Sure."*

*Seller: "I want to:*

- 1. Review the HR project investment analysis before the presentation this Friday (a testing feasibility meeting)*
  - 2. Discuss the current status of your relocation project*
  - 3. And review your new Who-2-call list of your account team members.*
- Is that OK?"*

*Customer: "Sounds good."*

*Seller: "Anything you want to add to the agenda?"*

*Customer: "Yes, we need to discuss a billing problem."*

*Seller: "Let's make that item #4. Is that OK?"*

*Customer: "Ok, let's get started."*

Make sure you get agreement on the time allotted and the agenda items. If you don't confirm the time, a decision maker will one day get up in the middle of a meeting and leave for another meeting. If you know he has to leave up front, you may be able to adjust your presentation or agenda items to maximize your meeting in light of the change.

## **I. Metrics**

Metrics are usually quantitative benchmarks. Most companies have quantitative goals to judge success. It's easier (but not required) to tie bonuses and bonus percentages to executives and managers to financial performance numbers. Use the customer metrics in their terms in your investment analysis, goals/objective and solutions pages and discussions.

Customers are busy and overwhelmed. Never assume they can make the connection from your analysis and what you, your company and recommendation can do for them, to their goals and metrics. Your job is to make it easy on them. Spell it out in as simple terms as you can. Redundancy is bad in your English Literature class but fine in sales. You need to drive your points home more than once.

If you can find out what the customer and the customer's bosses are focused on and you can help them get their bonus and can help them achieve their bonuses, you have good chance of winning the business.

For example, the board of directors set a business objective of increasing EBITA by three percent. They put in place \$50,000 for each % increase for your customers CEO. Then the CEO will most likely put a similar objective on the CFO, COO and CIO and also tie their bonus and yearly evaluation to the same goal. Therefore, that year a key metric for every employee and vendor should be % growth in EBITA. If you mention that goal in their terms, you are more likely to get the immediate

attention of the senior management. If you can show a manager how you can help them make a bonus, they will most likely sign your contract as soon as possible.

## **m. Social Styles Overview.**

There is a more detailed section on this in the Advanced Selling chapter. Social Styles is a psychological theory by Jung. Many companies teach three-day classes on just this topic. This theory helps sales people tailor presentations, gauge reactions and understand comments from and to customers with different personality types.

Basically there are four personality types:

- 42. Expressive – people oriented**
- 43. Driver – bottom line oriented**
- 44. Analytical – wants to weigh all options**
- 45. Amiable – wants to avoid conflict.**

Most people have a dominant trait and a secondary trait. I'm an expressive (dominate)/driver (secondary). You need to know what you are and then get an idea of what your customer is to you can best relate to him/her without getting a less than desirable reaction to an interaction.

### **Key traits to each personality type:**

- 46. Expressive Personality** – wants to know who else is using your product. He or she may know them and want to hear what they are up to as well as wanting to follow up on your references. If an expressive personality is backed into a corner they will lash out. To sell to an expressive use references.
- 47. Driver Personality** – is about the bottom line. If they say “cut to the chase, what's the bottom line” then you know you are dealing with a driver or a driver/driver. In selling to a driver, concentrate on listing their goals to a project in order of importance. Then have a corresponding list of each goal and how you plan to address each goal. The issue to avoid with a driver is

to not be perceived as wasting their time. They will tune you out or the meeting will be over.

**48. Analytical Personality** – wants to analyze options and come up with a solution. Analyticals want to have the information to make a decision. The Ben Franklin close works well for Analyticals. That close put the positives on one side of the T chart and the negatives on the other. If the positive outweighs the negative then you can proceed with the project. My advanced selling course that goes over Cost Justification is perfect for analyticals. There will most likely be an analytical in every decision. Most CFOs are analyticals. If you can turn an information hungry analytical into an ally, you will go a long way to selling the senior management.

**49. Amiable Personality** – wants to avoid conflict. That's the good news. The bad news is they want to avoid conflict with all your competitors as well. So getting important information on where your proposal stands is harder to do. Make sure your proposal addresses the needs of the business and goals so everyone is happy. If you can cover the key company or project business objectives, you will offer an amiable personality the documentation to support the decision in your favor, if someone else questions why they did what they did.

## **n. You need a “Champion”**

In most cases, a business person in a large organization or professional seller can make a contact at a lower level with an influencer. However, in most cases, it is much better if you can find someone in your target organization or division to become your CHAMPION. This person will champion your cause and carry your message in meetings you do not have access too. You will, almost always, need to sell up the ladder to accomplish your objectives to make a project successfully happen. (We will talk more about that in the next section). It is easier for you to have a sponsor for your project to get to the decision makers, C level (Chief Executive Officer, Chief Financial Officer, Chief Information Officer, Chief Operating Officer) and board members to get your required approvals.

### **How do you get a Champion?**



Why would someone do this for you? It comes back to the WIIFM. (What's In It For Me). If you can determine what the corporate goals are (better yet - executive metrics for bonuses) and you can help the company achieve some parts a metric, or a whole goal, your champion will help their career since "HE/SHE" (not you) has found a way for the higher ups to meet a goal. It will make them look like a hero... And you win too. On one of my larger deals, my Champion "Al" took my analysis to his board of directors several times and he wound up getting promoted. My proposal had the corporate goals stated 1 thru 5. I listed how my solution affected each goal 1 –5. (I could not affect every goal). He verified my detailed analysis, number by number. He knew he was betting his career on my information – and he was. But he also knew that my competitor could not even do the analysis. Would he bet on them? No way – he would be fired. Again, he was promoted to director level. He's still a personal friend today.



### **III. Getting Started: How to Increase Your Worth as a Business Person or a Sales Person**

*“In sales, you can give yourself a raise!”*

Remember, in theory, you work for your customers and not your company. If you keep your customer happy, your company will like you and will more likely cut you some slack with there is an issue. It's a rule of thumb not a law. Be smart. Here are some tips on being success in sales and in business. Keep in mind, even if you are not in sales, sales revenue and cashflow is the blood of a business. You still need to understand how the sales game is works for you to be more effective in your job no matter what the title.

--- End of the Preview ---

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