Inside Sales Excellence

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Since 1990

Inside Sales Excellence

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INTRODUCTION:

Learning research has shown you will retain more if you use more senses

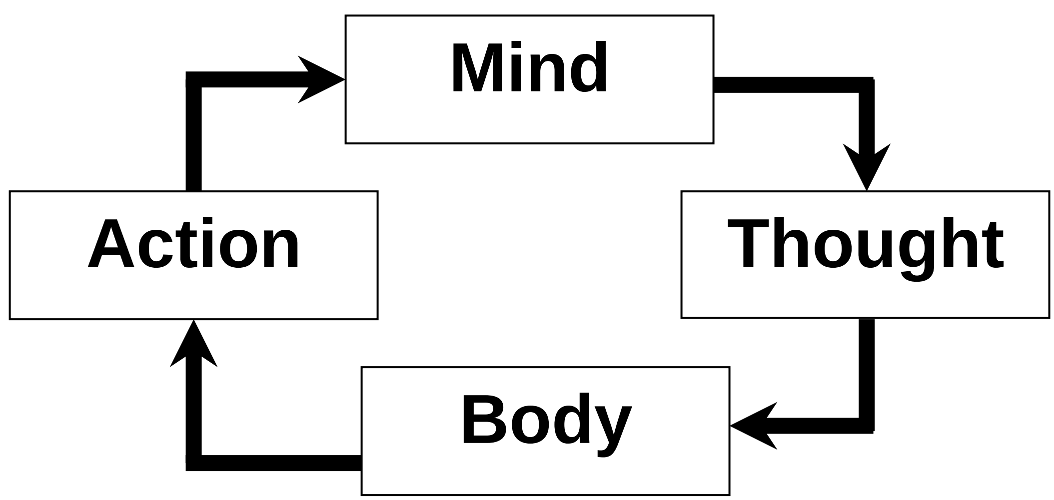
- Hearing only – 5% retention
- Hearing and seeing – 20% retention
- Hearing, seeing and writing – 45% retention
- Hearing, seeing, writing and practicing – 60% retention
- Hearing, seeing, writing, practicing and reviewing – 80% retention

What you can expect to learn from our program

- Reasons customers buy and price is not at the top
- Telephone courtesy techniques
- The skills to find prospects, screen them and get them into the "**Purchase Cycle**"
- **Our system to neutralize angry customers and move them to Win/Win solutions thereby dealing with them effectively**
- The techniques to **deal more effectively with price** matters
- **Tools and techniques to manage your time**
- The skills to develop long-term relationships with customers and become their **preferred supply**
- Microsoft Access and how it can be a great tool to help you **manage time**

The WHEEL of FORTUNE

- There is no substitute for **positive thinking** and **perseverance** in selling



Wheel of Fortune: The MIND has a positive THOUGHT that it sends to the BODY and then the body takes an appropriate ACTION. How about saying: "I love cold calls"

Wheel of Doom: Most of us have negative thoughts about our ability to succeed and to overcome obstacles. It my guess that we have this from birth when we really can not do anything. We spend the first year of our lives being totally dependant on others

INTRODUCTION continued

One cannot reach his potential alone. Please look at this seminar experience as a means of getting a little coaching, in much the same way as a top tennis star gets help from her coach. Usually the athlete is much better than her coach but the coach can still help if the athlete will listen to the points that are helpful.

We do not propose to have all the answers but we hope to provide a few that can help you. I sincerely want to help you and wish that someone had sat down with me when I first started out selling many years ago.

Please let me know if there is something you want covered. We will discuss the materials in the table of contents but we will be flexible to satisfy a request. I will modify the seminar to make sure that you get what you want:

Successful Selling Involves The **Systematic** Development And Application of **Skills.** Skills such as: Making people feel good; Being persuasive; Being tenacious; Attending to details; Being flexible; Focusing on priorities; Being enthusiastic; Being organized; Managing time; Developing yourself

The Learning Process has several steps:

- Being **aware** of alternate processes
- Opening your mind and **being receptive**
- **Understanding** the presented principles
- **Committing** to the application of the principles
- **Debugging and fine-tuning** the principles for your situation
- Total **adoption**

You do not have to be the smartest person in sales but it is helpful to have intelligence in some area.

Types Of Intelligence

- Creative
- Quantitative
- Common Sense
- Inter-personal
- Memory
- Artistic

Market model - discussion

- Direct Sellers
- Catalog Sellers
- Solution Sellers
- Fully Integrated Partners

Purchase Facilitators To Encourage The Customer To Choose You (**Perceived** & Actual)

- **Added-Value** Selling - Your product increases your customer's profits.
- Availability - Ease of receiving
- Familiarity - Awareness
- Price
- Product Uniqueness
- Quality/Performance
- **Trust** - Relationship/Service
- **Value-Added** Selling - What you add - Training, Tech Support, Consulting, Use Aides

Perceptions Are Everything!

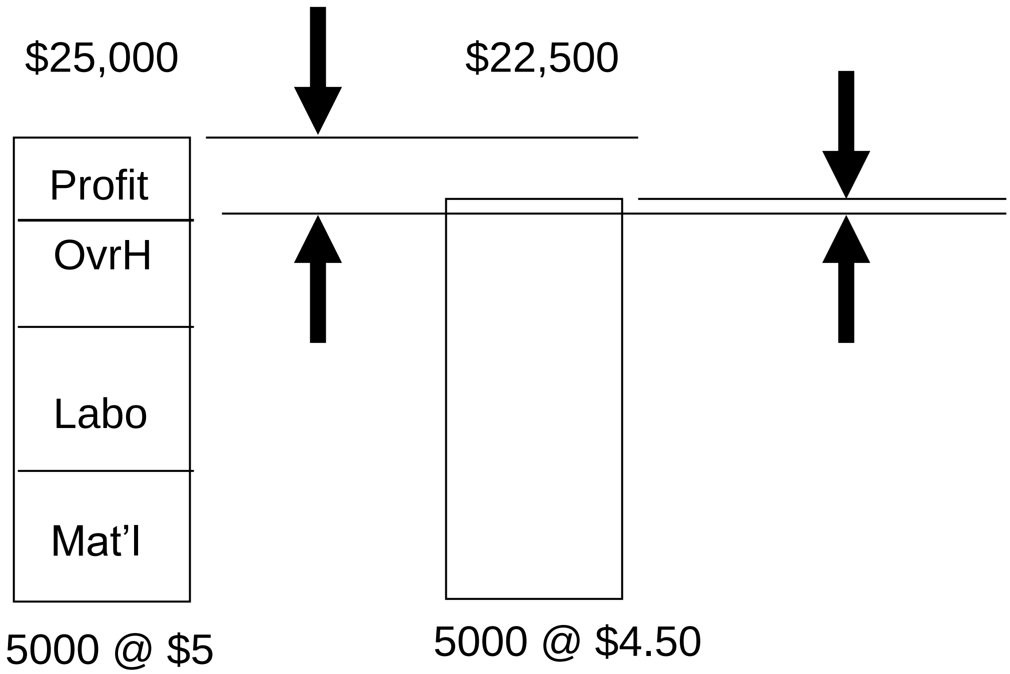
Your customers need one thing......profits!!!!
Increase their sales!!!!
Reduce their costs!!!!

Right from the first call we need to stress the VALUE our products and we provide!!!!! Value and Trust are the keys to successful sales. You can tell them about the VALUE but you have to earn their TRUST.

INTRODUCTION continued

Profits

- Every employee's job is to bring in profits
- Profits come from an increase in sales
- Profits come from a decrease in costs
- Profits are the basis for survival, growth and security



How many of you have taken the order at $4.50 when you may have been able to get $5.00?

I will guess that you did not ask enough questions!

I will guess that you did not talk value enough!

We want to stop saying: "we can sell it for less"

We want to say: "This product will last longer, thereby **reducing your cost of use**. And you will be surprised at how competitive our price is."

<u>INTRODUCTION</u> continued

Inside Sales Excellence is not about "closing"

When I first got started in sales back in the 1970's I remember reading books and **magazines about "closing"**. I read about the "**reverse close**" where the sales person is supposed to say something like: "This is a very high quality product that is probably over your budget", expecting the customer to say: "No, I want a quality product and can afford it". I remember reading about the "**assumptive close**" where the sales person is supposed to say something like: "Thank you for letting me demonstrate how this product can save you money, do you want it in stainless steel?" expecting the customer to say: "Sure, stainless steel is fine". There were all kinds of different "closes". These so-called closes seemed to be a magical way to get business without hard work. I felt these closes were a way to try to "trick" a prospect into buying our products. I thought: "**How can we build a relationship if we are manipulating our customers?**"

As I developed my sales skills, from years of experience and training, I came to understand that these quick "closing" techniques often did more harm than good. I found that most prospects were looking for a long-term relationship based on trust before they became customers.

Most often, **prospects told me they were "all set" with their present suppliers**. They were offended by an aggressive "close or die" kind of sales person. I found that these "all set" prospects, actually, were not all set. They were simply **afraid of change** and needed some time to see that they were not all set. Many of us so-called salesmen, obnoxiously, pursued a misguided close rather than take the time necessary to develop a trusting relationship. We were, unknowingly, weeded-out by potential prospects because of our aggressiveness.

Closing is a natural progression of the sales process that we come to as we follow a process and build relationships. Small closes along the way will lead to that strategic partnership that results from understanding and knowing our customer and them trusting us to provide value.

Inside Sales Excellence is about helping each other

Now that I am old and gray, I have realized that **prospects want a sales person to move slowly and dependably.** They want the sales person to **show them tenacity and flexibility** at the same time. Prospects want a sales person to **demonstrate that he can help them.** They want to get **attention at their pace** and not be forced into action at the sales person's pace. **Value** and **Trust** are at the top of the list of why people buy things. Relationship building, understanding the needs or what is valuable to the customer, is the key to not only selling that one product but also building that long-term partnership with the customer.

The "Purchase Cycle"

The more I worked on prospects, the more I could see a kind of "process" that leads to business-to-business sales. The process, which I call the "Purchase Cycle", may be an informal, or even sub-conscious, procedure that prospects go through in making a change in suppliers.

<u>INTRODUCTION</u> continued

1. The Readiness To Buy Curve

My experience has shown me that most prospects fit the normal distribution curve, which I have labeled the “Readiness To Buy Curve” as shown in Fig 1:

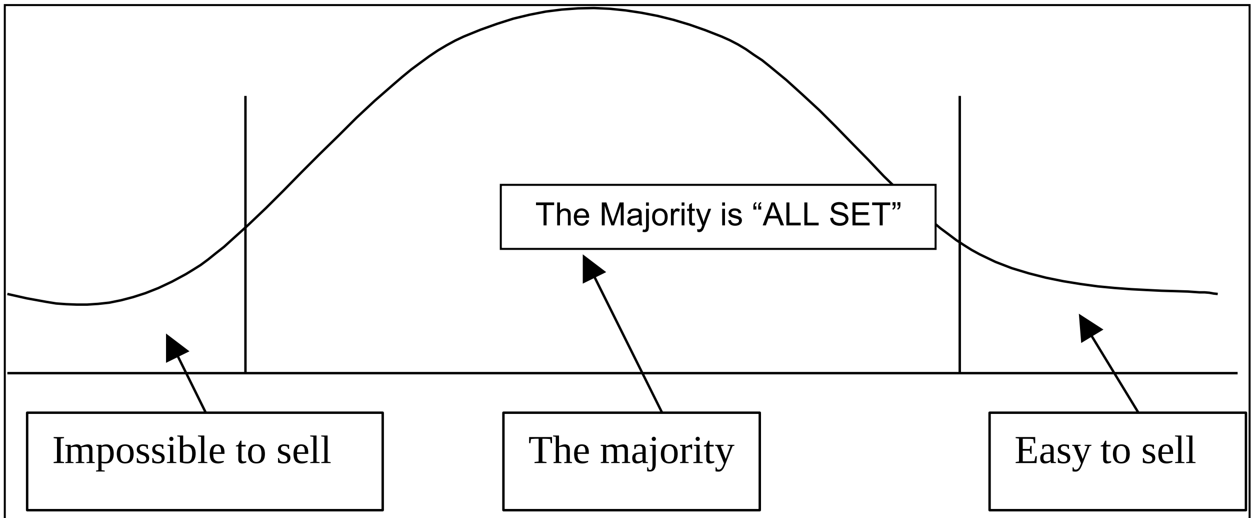


Fig 1. Readiness to buy curve

Techniques that work in the “**Easy to sell**” area do not work in the other areas. The “Easy to sell” prospects may respond to a **single phone call** or a **mailing** or a **web site visit**. They may also become customers as a result of a word-of-mouth referral. These prospects are generally **easy to sell but they are also easy to lose**. That is, they are fickle customers that will jump ship to the next supplier just to try something new.

The majority of the business lies in the area I have called the “**majority**”. These customers will tell us they are “**ALL SET”**. To make sales to these prospects we have to understand the “Purchase Cycle” and **employ skills and techniques** that will allow us to develop relationships and **prevent us from getting weeded out** as we attempt to move the prospect through the purchase cycle. Many Sales Reps get frustrated when they hear: “I’m all set”. We cannot allow ourselves to get frustrated when we hear this. These are the customers we want. We just want them to say that to our competitors after they have switched over to us. This switching process is what this book is all about.

2. The Purchase Cycle

The purchase cycle for a first time business purchase of some significance is not a singular event nor is it just a few singular events. Rather, it is a **process of interwoven activities** that normally stretches over a period of time! The idea of using a "double-reverse close" or an "assumptive close" simply does not fit for most "Relationship Selling" situations. When our program attendees say they want us to teach them how to close we know they want some magical method for getting orders without the necessary long term effort that is crucial to success.

Fig 2. Purchase cycle overview

Everyone wants an order without any effort. This however, is not realistic. We have found that most prospects that have not purchased from us in the past go through a process that has a **number of elements as shown in Fig 2**. All the while they are determining if they can trust you and if you can provide value to them.

Awareness

It all starts with the "Awareness" phase or period of just becoming "aware" that there is a product, service or supplier that may be able to help or provide value. Our experience has shown that the awareness **phase takes more than one contact** before the prospect is aware of us and what we have to offer. During this phase the prospect may be looking for ways to weed us out **because we represent change** and most prospects, if not everyone, hate change. The prospect may be friendly and encouraging on the surface but really have very little interest in taking the time or risk to try something new. We must find a way to repeat the efforts to make the prospect aware of us without aggravating him and being weeded out.

Feasibility Study

Once the prospect is aware of the value we can bring to him or her there is a formal or informal look at **the feasibility or practicality of a change**. This phase may be done entirely subconsciously by the prospect or it may involve quantification and analysis. Any change is going to involve some effort on the part of the prospect and the prospect will try to consider the impact before a change is made. Impact can include relationships with present supplier; ease for employees to deal with new supplier; integration of new supplier's product or service into everyday use and disposal of existing supplier's product or service.

Alternative Review

Assuming you make it past the first two phases, any prospect worth his salt will make some attempt at **considering other possible suppliers** or even go back to his present supplier. If he is going to undertake a change he wants to be sure he makes the right change.

INTRODUCTION continued

Funding

If you make it to the funding part you may be lulled into a feeling of complacency and start adding this order to your "booked" sales but **funding is funding and not action**! This reminds me of the joke about three frogs on a dock. One of the frogs decides to jump in the water. Most people, when asked how many frogs remain on the dock, will answer two. The correct answer is three because one frog decided to jump but he did not take any action. Every sales person has heard the words: "That works great and I am going to order it!" I just wish I had every order involved when I heard those words!

Action

This is where the prospect actually takes the action of ordering your product or service. This could be months after the customer "decided" to order.

3. Account Selection Is Critical.

We must identify which prospects we are going to attempt to move into the purchase cycle and then begin to really work on them.

I recommend selecting accounts based on the following:

- Good match for your products or services (they are of value to the customer)
- Size of the opportunity (could be either large or small depending on your strengths)
- Likelihood of success
- Growth trend
- Existing business (it is easier to get more business than displace a competitor)
- Your chemistry with buying influences. Achieve a Turning Point and gain Trust
- Credit worthiness

It used to be that the contacts had to be done in person, face to face. But now it is so expensive to make contacts in person that I recommend a combination of contact techniques as shown in Fig 3.

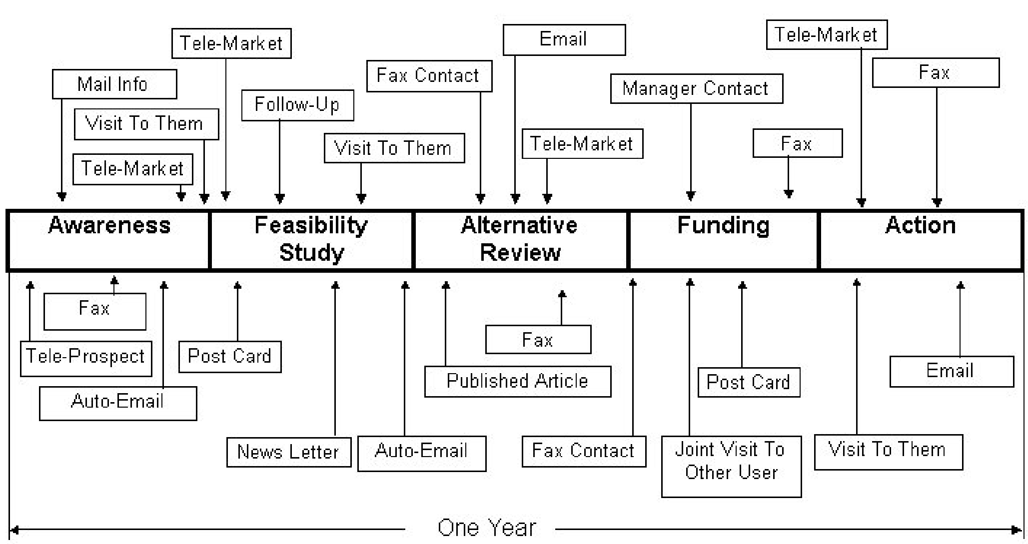


Fig 3. Contact type and frequency to close a first time purchaser

INTRODUCTION continued

Contacts Come In A Variety Of Forms And Costs
We cannot afford to, always, contact our prospects on a face-to-face basis. McGraw-Hill reported, in a study, **that it costs $300 to make one face-to-face visit**. We need to reduce the cost and increase the frequency of our connections with customers.

Tele-prospect
Telephone calling to prospects is my recommended first step. A free local phone call may tell you the prospect is out of business, thereby saving you a wasted face-to-face visit attempt. A few minutes on the phone can result in getting a person's name and verifying address information.

Auto-Faxing
Computer faxing information to a client that requests information will eliminate paperwork and save time. A few mouse clicks and the prospect gets important information about your products or services. **WinFaxPro** is the software that we use and it can merge to a Microsoft Access database very nicely. Fax documents can be created in Microsoft Word and converted to an attachment eliminating any paper. These fax documents can be sent out over the night at a rate **of 300 to 400 per evening**. We like sending them out at night when most recipient fax machines are idle. It is important to get the prospects permission to send a fax but even with that, occasionally, a recipient will, angrily, request that he be taken off the list.

Auto-emailing
Pre-constructed htm emails (using Microsoft **FrontPage** and **Outlook** or **eNewsLetter Pro**) can be sent to prospects almost for free. With bulk emailing the entire database can be contacted at very little cost. Email allows us to put in links to our web site. However, getting email addresses for business-to-business contacts is not easy. Also, emailing results in many returns as "undeliverable" or with requests to "be removed" and each return requires some action. Undeliverable returns should be telephoned to check out the email address and requests to be removed have to be looked up and noted for "do not email".

Tele-follow up
Once you have contacted a prospect and sent him more information then you must follow up to verify that he received the information and to decide what the next action should be. The time to follow up is no later than four weeks after a mailing and preferably within 10 days of sending the information. Often you will find the contact person is in a meeting or out of the office and you will be forced to leave a message. In fact, you may have to contact the prospect up to 10 times just to verify that he got the information. This should not be a problem for a seasoned sales person who does not get frustrated easily. You should know that it is going to take a significant amount of contacts over a significant period of time to make this customer a believer.

Post Cards
Post cards are a low cost contact method and they do not require envelope insertion. Post card postage is $0.26 (as of 5/14/07) US to send out first class, **which will be returned by the Post Office, if the address is bad.** This form of contacting customers is pretty reasonable and with Post Office returns it is very good. Heavy weight paper (60 lbs) can be printed on 8 ½ x 11 sheets and then cut to produce four post cards. Mail labels can be added or the address info can be printed right on the sheets prior to cutting them.

Newsletter

Another form of low cost contact is a quarterly newsletter that is emailed to your prospects. This can be written in a simple word processing program like Microsoft Word and pasted into an email message. During the quarter everyone in the organization keeps track of things to put in the newsletter and then someone compiles the newsletter from all the segments. This kind of contact should be a "help" to your prospects and customers and increase their awareness of your company's products and services.

Published Article

If you have copies of published articles they can be mailed to prospects and customers to increase their awareness of your products and services. Or you can hire a PR company to interview your customers and write articles as though your customer wrote them. **Structured Information, Inc**. is a leading provider in this area.

Joint Visit To Other Customers

One of the best forms of contact is to take your prospect to another customer and demonstrate your product. Additionally, the user will often provide a testimonial to the benefits.

Purchase Cycle Compression

There are some things we can do to reduce the purchase cycle (please see the list in Fig 5 below), but we should not plan on making purchase cycle reductions a required activity, since more will go the full cycle than will not.

- Promotions that are time limited - offer expires in 30 days.
- Establish a sense of urgency - this is the key. This can be done by telling the customer there is an open window to do the job but only in the next four weeks or you must act before the winter.
- Limited availability - only 10 left.
- Delivery ease - here it is right here and I will bill you later.
- Opportunity loss avoidance - if you do this now you can take advantage of an opportunity and will not lose out.
- Cost continuation reduction - if you do this now your costs will be reduced immediately.
- Investment avoidance - If you do this you will not have to buy that.
- Immediate sales increase - Doing this now will generate significant sales increases.
- Problem avoidance - If you buy this now the roof will not cave in.
- Comfort level exists and trust of your word is enough. I just trust this guy.
- Impulsive purchase - Just bought it because it looked right.
- Greed - appeal to a customer's greed. Getting something for nothing.
- Ego – appeal to the customer's ego. If you buy this you will be first.

Fig 5. Things that can be done to reduce the length of the purchase cycle

INTRODUCTION continued

We Need A System
A company must have a comprehensive system to find clients, qualify them and move them out or into the purchase cycle.

Every employee should have a bunch of prospects that are assigned to them and they should contact the prospects regularly. Imagine the impact of contacting the same 50 customers every month.

A Microsoft Access database can handle this very nicely. The prospects are all entered into the database and then screened and qualified as shown in Fig 4. Then the sales rep should begin the "Purchase Cycle" process shown earlier in Fig 3.

The system we recommend has the following steps:

- Get a good Microsoft Access **database** program to keep track of contacts.
- Use the **telephone** to screen and qualify prospects
- Establish **auto-fax and auto-email** capability which can be set up in Microsoft Access
- Create the **scripts** for the callers to use
- Create "What's In It For Me" **materials to be auto-faxed and auto-emailed** and regular mail pieces
- **Assign accounts** to outside AND inside sales persons
- Use a **variety of contact methods** to repeatedly make connections
- **Follow up**
- Develop **RELATIONSHIPS with Inside Sales Excellence and gain TRUST**

Key "Elements" of this system include: Managing Time; Scheduling Calls; Preparing For A Call; Identifying/Quantifying Value, **Determining Cost-Of-Use;** Getting To The Right Contact; Opening With WIIFM's; Leaving Voice Mail; Listening Actively; Probing; Proposing and Quoting; Negotiating; Closing Events; Dealing With Objections; Following up. **This book is about implementing our SYSTEM.**

Cost-Of-Use Example

Battery:	A	B
Price:	$4.00	$6.00
Life (Days):	1	3
Cost Of Use (Per Day):	$4.00	$2.00

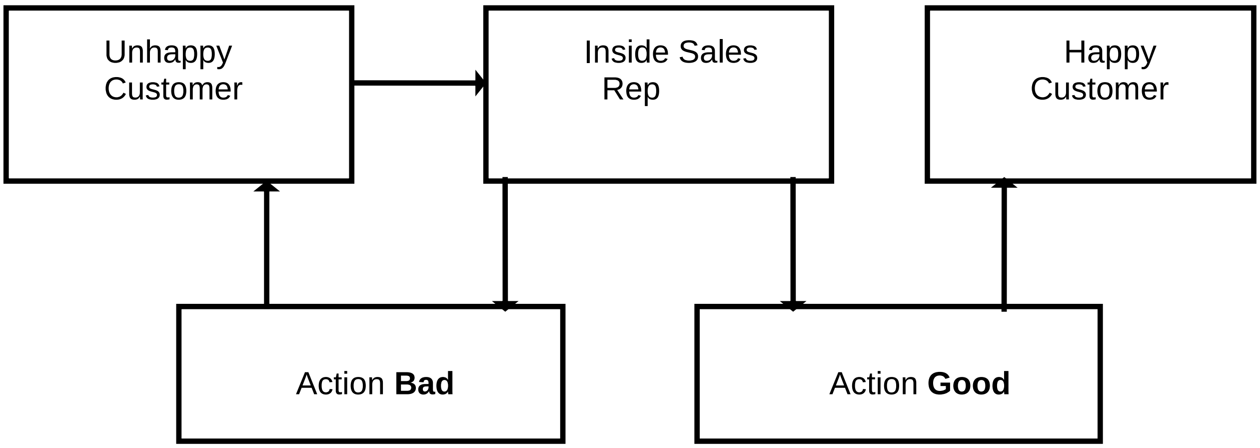
If your customer were using Battery A many would think it should be easy to convince him to use your Battery B. However, I have found it hard to switch customers that are all set. **This switching is not based on ration and logic but rather on trusting Relationships**. This simple "Cost of Use" example will be referred to in this book. Developing a similar example for your product or service is necessary but not so simple.

Defining Inside Sales Excellence

Understanding customer relationships

- **Courtesy and respect are the keys**
- **Helping** with a solution is another key
- Who should be treated well
- The inside sales rep's role is crucial

How Many "Good" Actions Do You Do?



Action Bad – Examples	Action Good - Examples
• That's not my job • Our policy prohibits that • We cannot take your word • We don't carry that • We are closed • We don't make, we just sell it • You can't get that anymore • Wait while I finish this • Please hold, click • What is your name? What is your company? What is this regarding?	• We will send you another at no charge • You can keep that one and we will overnight the right one • We have a more expensive equivalent in stock & I will hold the price • It's after 5 and the computer is down but I can check it manually • I can look up what you ordered last time and send you the same thing • I can call the factory and see if they have an idea • Can I get that to you on my way home

Defining Inside Sales Excellence continued

The Value Of Customers

Assumptions:

1. A retained customer's purchases increase 15% each year due to increased penetration and price increases.
2. Your company has a gross margin on these retained customers of 20%
3. During the initial year you have sales of $10,000

Year	Profit @ 50% Retention	Profit @ 75% Retention	Profit @ 100% Retention
1	$2,000	$2,000	$2,000
2	1,150	1,725	2,300
3	661	1,488	2,645
4	380	1,283	3,042
5	218	1,107	3,498
6	125	955	4,023
7	72	824	4,626
8	41	711	5,320
9	24	613	6,118
10	14	529	7,036
Total	**$4,685**	**$11,235**	**$40,608**

The Cost Of Getting New Customers

Assumptions:

1. Example company has 200 existing customers
2. Annual sales are $1 million
3. Company has one sales person with total expenses of $60,000
4. Add 15 new customers in one year

Advertising Or Promotion Item Description	Total Cost	Cost For One New Customer	Comments
Catalogs & other publications	$3,000	$100	Flyer, half for new customers
Database development	$3,000	$100	Hardware, software, list purchase
Tele-prospecting	$12,000	$400	Salary, phone
Direct mail	$5,000	$167	Piece, postage, (10,000)
Trade shows	$3,000	$100	Table top display, space
Outside sales rep visits ($300 ea.)	$30,000	$1,500	5 extra calls per new customer
Speculative inventory	$10,000	$666	100% for new customers
Demo material/equipment	$5,000	$333	100% for new customers
Proposals & team visits	$15,000	$1,000	Preparation, travel, calls
Entertainment	$5,000	$333	Lunches, dinners, etc.
Credit check/bad debt	$1,000	$1,000	100% for new customers
Training and hand holding	$600	$600	2 extra calls
Price concessions (2%)	$20,000	$100	75% for new customers
Total		**$6399**	

Defining Inside Sales Excellence continued

The Cost Of Keeping Customers

Assumptions:
1. Example company has 200 existing customers
2. Annual sales are $1 million
3. Company has one sales person with total expenses of $60,000

Advertising Or Promotion Item Description	Total Cost	Cost For Keeping One Customer	Comments
Phone personnel	$25,000	$125	Spread over the 200 customers
Technical support		$900	3 calls
Priority delivery		$50	10 American Express
Regular calls	$30,000	$150	50 % of sales persons expenses
Returns & exchanges	$4,000	$20	
Special discounts	$20,000	$25	25% for existing customers
Total		**$1270**	

It costs 5-times more to get a new customer!

Why Do Customers Stop Being Customers

- Their **expectations** are not being met regularly
- A series of **events** occur that forces them to change
- A **breakdown in trust** occurs
- A **much better product** or service is available (30% better)
- When it is much **easier** or much cheaper to do it another way
- There are **no satisfiers** to offset the **dissatisfiers**

  - *Satisfiers*: Caring sales people, stock availability, Quality certification, Follow-up, Complete set of drawings, Clean and orderly facility, Transaction efficiency, Brand availability, Being told thank you after a purchase, Acknowledging presence, Free loaner if something fails

  - *Dissatisfiers*: Poor packaging, Uncertain delivery, Actual price much higher than quoted price, Shipping errors, Confusing literature, Not being listened to, Poor Customer service
- For every one customer that **tells** you he is not going to continue doing business with you there are nearly 20 that have stopped doing business with you without telling you

Defining Inside Sales Excellence continued

Result / Transaction Grid

Great

Product or Service

Looking for a new supplier	**1.** Loyal Customer	**2.** Definitely will tell others
Will stop doing business with you	Will try competitors and switch on price	**3.** Loyal Customer
Definitely will tell others	Will stop doing business with you	Looking for a new supplier

Stinks   Great

Transaction Satisfaction

We want our customers in Boxes 1. or 2. or 3. This requires GREAT products or GREAT transaction satisfaction.

We must remember: “Customers are not interruptions in our work..... They are the purpose of it!”

Most of the time (48-69%) that customers leave, it is due to poor customer service.... and this is an employee issue, it is our own *employee indifference*!!

COMMON BEHAVIORS:

The subject of **behavior** is extremely important because **understanding people** is crucial to making anything happen.

Motivation Theory

- Abraham **Maslow's** Need Hierarchy.... **Physiological** needs, **Safety** needs, **Social** needs to belong, **Status** needs to be recognized, Self **Actualization** needs to reach your mind's potential

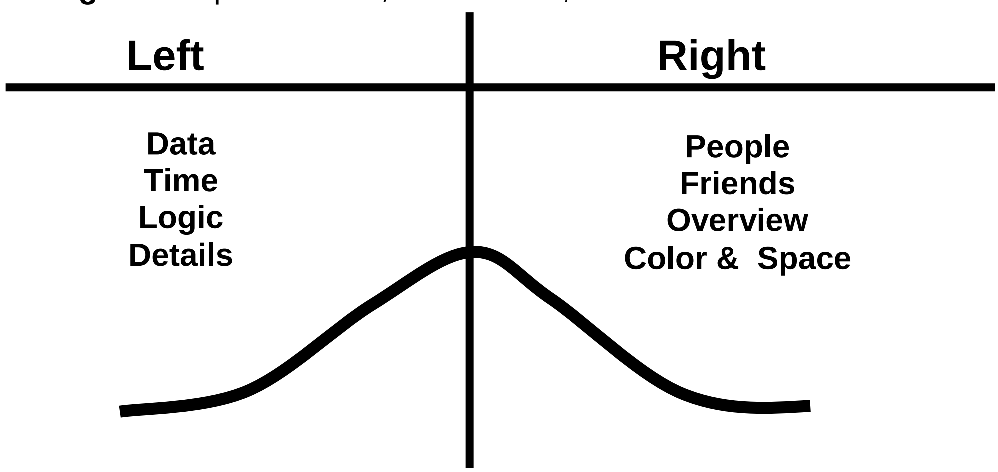
Status is the key need not being satisfied

- **Herzberg's** Dual Factor Theory...avoid pain, increase psychological pleasures
- Overall people have similar motivations
- **People perceive information differently** and the type of person they are and the type of person presenting the information affect their perceptions
- You may **think you are communicating one message** and your listener may be hearing/perceiving something different
  - You may be pushing all the wrong buttons for your prospect

Types Of People

- Quadrant theory - There are many and psychologists use them
  - **Analytical** - Calculating, data oriented (Delegating)
  - **Achiever** - Assertive, action oriented (Telling)
  - **Amiable** - Friendly, easy going, people oriented (Participating)
  - **Animated** - Spirited, interesting, emotion oriented (Selling)

- Right-brain vs. left-brain
  - **Left** - Data oriented, loves details, focuses on time, uses numbers in speech
  - **Right** - People oriented, hate details, and want to be friends



People are Different

- If you **appeal to them in a style** consistent with their style you will have more common ground and it will be easier for them to accept your presentation
- You want to **avoid being weeded** out based on your style
- Remember that needs are mechanical, but wants are emotional
- Important to be flexible
- Adapt to the situation, to the person
- The same style just won't work with everyone! **Critique yourself after each call & measure how different you were to suit the situation**

How To Recognize Right And Left Brain People

RIGHT BRAIN will:
- Want to be your friend first
- Have many pictures of their family in office
- Talk about non-business things for a long time
- Offer you coffee
- Have posters making statements on the walls
- Have business education background
- Be laid back
- Not let you be interrupted during the call
- Talk in broad terms
- Refer to feelings about things
- Be polite, people-oriented
- Be a stylish dresser
- Be creative, imaginative

LEFT BRAIN will:
- Get into a lot of detail about everything
- Use numbers and quantitative measures to describe things
- Be concerned about time
- Have an engineering education background
- Speak fast
- Be tense
- Care more about accuracy
- Refer to specific problems and costs
- Answer the phone during your call, may even leave the meeting
- Move to the business discussion quickly
- Be policy-oriented
- Refer to deadlines
- Be a practical dresser
- Be hard working, diligent

<u>COMMON BEHAVIORS</u> continued

Do's And Don'ts For Right And Left Brain People

RIGHT BRAIN

- TO DO:
  - Use words like **Reliable**, **Responsive**, **Dependable**, **Trustworthy**, **and Friendship**
  - Tell them they **don't have to worry** about the details
  - Show them **pictures** of your associates
  - Discuss their **feelings** about things
  - Encourage them to **speak broadly**
  - **Stress safety** features.... everyone is using this product
  - Use emotional words in your presentation
  - Talk about **service benefits**, inventory availability
  - Let them know you want to **be their friend**
  - Stress the **quality and the honesty of the <u>people</u>** making the product
  - Sit on the **same side of the table** as them
  - Go for a **walk, side by side** if he comes in
  - Sit on the **same side of the table**
  - Show them a **big smile**
  - Ask them about **their family** and friends

- NOT TO DO:
  - Avoid getting impatient with them
  - Do not jump **right into business** discussions
  - Do not avoid discussing your personal situation
  - Do not **talk fast** or loud
  - **Never belabor the details**

LEFT BRAIN

- TO DO:
  - Outline your plans for the call and tell him **how long** it "should" take
  - Bring **facts and figures**
  - Ask them if they have time to talk
  - Encourage them to **give you the details**
  - **Talk specific** savings and rate of return
  - Tell them about your **technical background** or expertise
  - Periodically **summarize the details** of your discussions
  - Ask them to **quantify the details of the problem**
  - **Use numbers** in your presentation...first, second, etc.
  - Lay out the details of your program in specific terms
  - Offer to send them drawings, spec sheets
  - Send them **E-mail**
  - Explain the intricate aspects of terms of sale, warranties, return policies, etc.

- NOT TO DO:
  - Don't try to overcome **objections with words**
  - Do not **waste time** with idle conversation unless you ask permission
  - Never question their choice of a supplier

Types Of People – Role Play – 5 minutes

OBJECTIVE:

Uncover some clues as to what type of person your neighbor is: right brain (emotional, people oriented) or left brain (analytical, logical)

INSTRUCTIONS:

1. Introduce yourself to the person next to you.

2. Do not tell your partner that you are one type or the other. Simply provide honest, from the heart dialog.

3. Please keep the responses short. Each of you should speak about the same amount of time. Allow enough time to discuss your observations.

4. Ask your partner to tell you about their company

5. Ask your partner to tell you about their job

6. Ask your partner to tell you about himself/herself.

7. Discuss your observations with one another to see if you have gotten the right clues

BEING PROFESSIONAL:

- Getting Customers To Ask For You
  - Cultivate **relationships! This means work. Make an effort for the customer!**
  - ***Make your caller's call productive.*** Handle it yourself if it makes sense. **Confirm that you understand the customer's reason for calling – Politely ask questions to verify we know what the customer wants**. We want to pass-on all information possible if necessary to pass-on. Get best times to return calls, get home phones if appropriate.
  - ***Make your calls productive***. Have a great voice mail message ready.
  - If you are doing it right, customers with problems will insist on working with you and they will feel hurt if you are not there. Just like you feel about your doctor.
  - Be **consistent** for the customer, otherwise you are adding uncertainty
  - **Don't do it if it makes it harder** for the customer.
  - Develop **the right attitude** (this means be **self-effacing** or humble)
  - Help people, **put them first** and yourself last
  - Always make the "**extra" effort**
  - Say, "**thank you**" and "**you're welcome**" for everything, good and bad
  - **Tell them you will help** them and you will get it right and on time.
  - **Eliminate uncertainty** for your customer, give them price, availability and delivery
  - **Compliment their questions**; say something like: "that's a good question…"
  - **Speak with authority**; do not apologize for your lack of knowledge. Would you want a surgeon working on you who was not confident?
  - Accounts should be assigned to CSR's based on criteria (location, industry, salesmen/CSR team, volume)
  - **Encourage** customers to ask for you each time they call
  - **Always, compliment your company's people and systems**
  - **Never, ever say or agree to anything bad or good about your competitor**
  - In fact, never say anything bad about anyone
  - ***No mouth noises***!!!! No chewing gum or food, no drinking, etc. into the phone

- **Forbidden Phrases**
  - ***You have to take this action***. Customers never have to do anything unless they are willing. You can ask their permission to comply with your requests or policies. Say: "Sir, it is our policy to ask for the order # but I want to help you…. would you have.."
  - ***I don't know***. Say: "That's a tough one but we have people here that know".
  - ***I am new***. Say: "I will bet you are an Engineer. We have technical geniuses just like you on our staff but let me try to understand your needs.
  - ***Please hold, click***! Customers never have to do anything unless they are willing. Say: "Can you hold while I check that or would you prefer that I call you back".
  - ***We can't do that***. If your next ten raises depend on your answer I am sure you will help.
  - ***No*** We never need to say no to anyone. Tell them what you can do for them.
  - ***I***... unless it is taking blame

<u>BEING PROFESSIONAL</u> continued

- ***Excuses Are Useless***
  - Excuses are ***reasons not to take action.*** Excuses are the same thing as saying: “I am not going to help you because our computer is down or because I am new”.
  - Your **customer deserves actions**, so **focus on the positive,** tell the customer what you can do
  - If you feel a need to tell the customer an excuse, ask his permission first!

- Voice mail
  - This is a **great time saver** for you since you will only get the person 1 in 4 times
  - You must be prepared to leave an excellent voice mail. Give the message followed by when to call you back, who else to call, how to make contact and also fax/mail to confirm. Anticipate what their needs ***might*** be.
  - People that don’t like voice mail think they are more important than the customer.
  - ***Your voice mail message should say***: “Today is Xxxday, xx/xx/xx and I am in the office and I check my messages every 15 minutes. You can transfer to the customer service department by touching “O” now or leave a message after the tone. I apologize for not being available.”

- **Knowing your product**
  - Work at learning everything you can about your product
  - Take your **catalogs to the key people in your company** and ask them to go through the catalog with you...make notes.
  - **Get excited** about your company and its products, focus on the positive.
  - Completely understand **how to price** your product under all conditions.... what are other Sales Reps in your company selling things for.
  - Learn how your company **processes orders** from start to finish
  - Get training in other functions so you **know who and how they can help.**
  - <u>Work with others from your company who can teach you</u> and **ask** them to teach you
  - Learn about **your industry** and all the peripheral subjects - trade shows & magazines
  - Learn as much as you can about your **competitors**.... ask your customers
  - Bolster your self-confidence by accomplishments. Self-confidence is a reduction in self-doubt or fear. **NOBODY is born self-confident**

- **Knowing your systems**
  - You must master **your enterprise software** and Microsoft Access is a great tool
  - Need to know how to **auto-fax and auto-email**

<u>BEING PROFESSIONAL</u> continued

- Being **enthusiastic**
  - It is easier when you **know your product** and your competitor's products and sincerely want to help. You can learn your own competitive advantages from your customers and key people at your company. Start with your own people.
  - **Focus on the positive** and stamp out negative thoughts
  - Being in good physical condition helps
  - **Good posture** helps; it is hard to be positive if you are all slumped over
  - **Make a commitment to being enthusiastic**
  - **Transfer enthusiasm** from other areas of your life.
  - We get excited about...new things, winning, learning, self-development, helping others, avoiding danger, meeting new people, reaching goals.
  - Establish some **simple goals** for yourself, such as from 10 am to 11am; every caller will get a positive statement.
  - Take some calls **standing up** very straight.
  - Compete with yourself about **turning an ordinary call into a fantastic experience** for your customer.
  - Sell a **product that you can be enthusiastic** about, **change companies** if necessary.
  - Listen to motivational **tapes**, make your own also.
  - Read Norman Vincent Peale's book, "Enthusiasm Makes The Difference" or Zig Ziglar's "See You At The Top".

BEING PROFESSIONAL continued

Value and **Trust** are at the top of the list of why people buy things.

- **Value-Added Selling** (This is value from YOU)
  - Value-Added selling is giving your customers **more** than just a product. It is being their **psychologist, consultant** and **solution provider**. It is putting your arms around a customer and **making him feel good** while you are helping him.
  - You can help your customer in many ways, but it starts with **helping yourself** be a better individual.
  - ♥ To make a better YOU, self-development needs three support structures: **Spiritual** development, **physical** development and **intellectual** development.
  - Do a **strengths and weaknesses inventory.**
  - Write down your plans to work on fixing the weaknesses and leveraging the strengths.
  - Listen to audiocassette **tapes** or **CD's** while you are in the car.
  - Get **formal training** outside your company.
  - ♥ Find ways to **do at least two things at once**..... Read the paper while having breakfast, work out while watching the news, pick up something when you drop something off, ask to be transferred to another member of the same company, take vacations where you can learn as well as relax.
  - **Relax**.... practice it, do things to increase the feeling, find out what works for you.
  - You must work on **defeating procrastination**.... make a game of tackling things instantly, start with the easy things first.... make it part of your daily life.
    - Do not put off intentionally the things that should be done.
    - Procrastination is wasteful and self-destructive.
    - Write down why you think you procrastinate.
    - Make overcoming it a written goal and assign a timetable.
    - Read Edwin Bliss' book "DOING IT NOW".

Value-Added Selling includes:

- Being **Honest** and having integrity
- Showing **personal warmth**
- Having a good **memory**
- Knowing past order information
- Being **well mannered, articulate**
- Knowledge of your **systems**
- Knowing how to customize packages
- Selling and service **skills**
- Handling and following personally
- Having a good sense of **humor**
- Understanding **psychological skills**
- **Listening well**
- Providing **technical support**
- Faxing information on the spot
- **Knowing how** to schedule shipments
- Talking your customer's talk
- Broad and deep industry **knowledge**
- Being there reliably and **getting it right**

You control many of these personally!

BEING PROFESSIONAL continued

- Developing **empathy**
  - Look for **ways to identify with the customer**, tell them about something you are doing, ask them about things they are doing
  - **Give customers status**: Ask permission to interrupt them, ask permission to transfer them or put them on hold. Use the term.... is it okay to.... rather than.... give me your or Can I ask you for…
  - Please **Do Not Argue With A Customer!** Tell them what you can do for them.
  - Always **give them more** than they ask for
  - **Not just answering the phone** - search for ways to be helpful
  - Use **statements** like "Don't worry"; "We're going to take care of you"; "We're here to help you"; "Is it okay if I ...."
  - Use an **upbeat voice**
  - Tell customers **something personal** about you - Like "sounds like you are from Georgia, and I was there.... This lets them know you are human and not a machine.
  - **Assure them** that their questions are intelligent and many others have the same one.
  - Tell them "I don't want to miss anything about your important question"
  - Throw in a "**Yes**" or "**Okay**" or "**Fine**" or "**I see**" every so often
  - **Avoid the word "NO"**
  - Let him know you value service and **reassure him** that you will be there consistently when he needs you
  - Use the customer's name and start with **Mr. Or Ms. Last Name** then move to **first name** in every paragraph. Use first name after getting permission.
  - Use please, thank you, you're welcome, may I, is it okay... in every paragraph
  - ♥ Show the customer that you are listening by repeating what the customer has said, **REPEAT THE CUSTOMER'S WORDS** back to him with some minor changes
  - Follow the repeated words with warm, understanding statements
  - Laughter draws people together.... be on the lookout for jokes, if you tell them you will hear them. ***A phony smile is better than a real frown!***
  - Remember how **easy it is to get mad**, conflict is normal in any relationship, but wait till you have a relationship before you allow any conflict to stop you dead in your tracks

<u>BEING PROFESSIONAL</u> continued

- Getting others to help you
  - You can do so **much more with help**
  - If you **help everyone** else they might just want to help you
  - **Get a reputation for helping**...without putting up a fuss
  - **Identify 15 key people** that are necessary for your effectiveness and make a list of the actions you are taking to cultivate your relationship with them. The list will include customers, co-workers and family members.
  - Cultivate the **atmosphere** to make people want to help you
  - Stay out of the gossip club
  - **Do not say bad things about others, even if they are true**
  - Figure out what you are doing right and then figure out how to get **others to multiply it** for you

- **Never, ever say or agree to anything bad about your company**
- **Never, ever say or agree to anything bad about your competitor**

- Working on **what is worth working on**
  - Keep a log of what how you spend your time
  - This is definitely in the top five things that must be mastered

- Being dependable
  - You must **do what you say** you are going to do without fail
  - This is definitely in the top five things that must be mastered
  - Do **not commit to too much**, it is better to get more done than you commit to doing
  - You have to **write down** what you say you are going to do so that you will not forget it and you can check it off as a record that you did it
  - Always go the extra mile. Be known for this.
  - **Absenteeism is intolerable**, no taking sick days or personal days improperly

- Handling Stress
  - Drink **hot water** or tea instead of coffee; **avoid caffeine**
  - Get into a relaxed state several times per day (**meditate**). Force your mind to concentrate on something very simple for a few minutes regularly
  - Go for a **walk** to visit someone or something that is relaxing
  - **Eat fruit** or carrots instead of sweets or smoking cigarettes
  - Develop a low stress mode that you can enter at will
  - **Communicate in a positive** manner, avoid saying no, and avoid blaming
  - Get into better **physical condition**; exercise in the morning or at lunch
  - **Eat wisely**; avoid high fat foods (more than 25% of calories are from fat at 1 gram of fat equaling 9 calories, i.e. one cookie has 75 calories and 5 grams of fat)
  - **Avoid alcohol** abuse; visit AA if you think you may have a problem
  - Keep a **healthy spiritual life**; the greater power will be available to you
  - Maintain a good **balance** of work and play
  - Good book "How To Stay Cool, Calm & Collected" by John Newman

Being Professional Role-Play – page 1 of 1

Description: For a total of 15 minutes you will read, prepare and complete this role-play. The preparation can be done **jointly** before you do the role-play. Following the role-play we will have an open discussion.

Telephone Person:

1. You will have to prepare yourself to employ techniques that have been presented to this point in the course including*: **making the caller's call productive**; asking the customer's expectations; handling a tough question; being enthusiastic; making value statements; listening; being personal; **repeating back**; using first name; building customer's status*
2. You will have a total of 5 minutes to prepare for the role-play and 10 minutes to do it.

Customer:

1. Listen carefully and react normally to the lead of the telephone person.
2. Ask the phone person a technical question: " Do you need to disconnect the high pressure line on the primary actuator prior to removing the swivel bearing?" but do not be difficult to deal with
3. Make notes of things you liked and disliked.

Scenario

Overview: A left-brain customer that owns a booth-rail **Paint Robot** (model IRB 5400-04 Slim Arm Flexpainter) calls in and wants to get a parts list and order some replacement parts.

Items Of Interest:

- The customer is starting up new production and wants to redeploy a dependable paint robot.
- A "SolutionsBank" on-line service can be purchased (for $500, one-time) that provides on-line manuals and a lot more but a parts list is not available for free.
- Drawings are provided at the time of the machine purchase
- The customer's machine is 10 years old but it has only 2500 hours of use

Telephone Person's Objective:

- Get closer to customer psychologically
- Inform the customer about the "SolutionsBank" on-line service.

Customer's Objective:

- Get a parts list and order a reciprocating swivel bearing and a boot for it
- See if you can get some help with troubleshooting and repair from the OEM

TELE-COURTESY

Tele-courtesy sets the stage for an unbelievable number of following events.

You are the host...be a gracious host!

<u>YOU</u> ARE THE COMPANY ... Always Remember This!

<u>**Be PRO-SONAL ......Pro**fessional and per**SONAL (business friendly)**</u>

- **SMILE! Use a mirror! Look at yourself.... are you friendly and inviting?**
- Putting a **smile** in your voice before you pick up the phone creates the atmosphere to get an immediate positive response from the caller.
- **Answer the phone quickly**--always try for the first ring, never more than three. **Never let your phone go to voice mail.... EVER!!!**
- Use an appropriate **greeting**.......
  - **Hello!** ABC Industries, How Can **We** Help You? (**We** means team effort)
  - Thank you for calling ABC Industries, How Can **We** Help You?
  - Customer Service, How Can **We** Help You?
- **Give your name after** the customer has given his name and told you what he needs...e.g. Thank you Mr. Doe, we can help you with that and my name is Helen.
- ♥ The first few minutes of the customer's time on the phone with your company make up the "***first impression***". On a first **visit**, the customer may have a Gigabyte of data to make a judgment but on the phone the customer has to make a judgment with only 1K of data! Make the most of your good impression tools, which are in this section of the book.
- Try to make some **personal "connection"** based on the caller's statements...Oh, you are from Georgia...I have been reading about the Olympics and what a great job the Georgians are doing.
- Provide a **compliment or condolences** as appropriate if possible. "You sound like a real medical professional. You must be the department head responsible for......"
- Danger exists in being **too personal**, people feel more comfortable **after** they get to know you

<u>**Projecting Image and Attitude**</u>

- **Speak clearly**, avoid slurring of words, "wer gonna ta-cair y'all"
- Use an **appropriate volume**, ask "Can you hear me okay? A soft voice is a bigger problem than a loud one........ Apologize for background noise like typing on a keyboard.
- Control your **speed** of speech, avoid regional "speed traps"
- Your voice should show **interest and enthusiasm**.
- Use a pleasant **tone**, no matter what the last caller was like!
- <u>**Be self-effacing**</u> about your regional accents or mannerisms. If the customer **believes** you have a problem, then you have a problem!

<u>TELE-COURTESY</u> continued

Phone Etiquette

Phone etiquette is the **proper** and **professional** way to handle calls.

- **Do not start out with.... "Who I am speaking with**" This is screening the call which is demeaning to the caller. It is better to **<u>wait till you need it</u>** to fill out a form or to confirm the details of a specific call before you ask for a name. Every customer needs acknowledgment **before** questions!
- If the person gives you his name use **Mr**. or **Mrs**. until the customer asks you to switch to the **first name.**
- **Avoid Acronyms** – **IV** is Intravenous; **MA's** are medical assistants. If you must use and acronym explain it.
- Absolutely no **slang and profanity**
- **No chewing** gum or food or making any unpleasant sounds
- **Tell the customer what you are doing** while you are entering data or looking up information. Just hearing your voice is reassuring.
- Use "**Please**" and "**Thank You**" and "**You Are Welcome**"
- Avoid any period of **silence** on the phone. You can tell the customer what you are doing... looking through the flanges.... valves... Quiet on the phone could mean a cutoff.
- **Ask** if you may transfer a call, and **wait** for the answer and **explain** the reason for the transfer; "Is it okay if I transfer you to Ms. Smith in our accounts receivable department. She has all the records regarding payments and she can help you right away." Then **stay on the line** if possible to make sure the transfer happened. **Give the caller your direct dial number** and the person you are transferring him to so he can get back to you if something goes wrong with the transfer.
- **Do not say: "I am going to let you go now".** This is very demeaning.
- Limit **speakerphone** use to situations where it is useful and ask for permission.
- Handle **credit hold** calls as though we may have made a mistake.
- If you must answer multiple lines temporarily, explain that you must answer other calls, so you may have to put a caller on hold more than once. If you have to do it more than twice, call them back when you are free.
- **Make personal calls on your breaks** and not when you are responsible for incoming business calls. Customers should never have to wait.

Listening

- Listening is one of the most import **skills** for any professional
- Tell customers: "I am going to listen carefully... or.... Let me listen to... or Let me shut the door so I can listen better". **Use the word listen**.
- Remember: "Understand **before** being understood"
- ♥ **Repeating** back customer's statements can help to develop better listening skills and at the same time make the customer feel better.
- It is impossible to listen if you are doing all the speaking.
- When you take a message, **pass on the whole message**. Avoid saying: "Call Joe". You should say: "Call Joe about the price and delivery of the Astro flange #56734"

<u>TELE-COURTESY</u> continued

Company Person Answering A Phone Call

- Answer phone with: "**Company Name, how can we help you**". The "we" creates the "teamwork" concept.
- When a caller asks for an employee that is in, answer: "**She is here, I will put you RIGHT through**." Or **"He is right here, I will connect you IMMEDIATELY"**. Do not say: "One moment"
  - This tells the caller that the person they want is in and that you are going to connect them immediately. It removes all uncertainty for the caller immediately.
- When an employee doesn't answer the page we should say: "**I know Pam is here but she did not answer the page. Can I: Get someone else to help you. Or have Pam call you right back. Or put you into her voice mail. Or if you prefer, I can try to page her again**"
  - The options here are offered in the ORDER that is the best for the customer.
- When a call comes in for somebody such as Mr. Executive and we know he is not in we should say: "**Mr. Executive is out until 3 pm today. Would you like me to: Have Mr. Executive call you. Or would you prefer that we put you into Mr. Executive's voice mail**"
  - Again, this is in the ORDER that is best for the customer.
  - It is easier for the customer to have Mr. Executive call him… but most customers will select the voice mail option but they will appreciate our offer.
- If someone such as Mr. Executive is in a meeting and receives a call we should say: "**Mr. Executive is in a meeting, would you like me to tell him you are on the phone?"**
  - Again, this is the best thing for the customer
  - This tells the caller that they are important and we are willing to stop everything for them.
- The receptionist must be informed of when key people will be in and out.
- A TV monitor with 4 sections and 4 mini-cameras would be helpful for the receptionist to see if sales people are in and if meetings are going on without having to page.

How To Put Someone On Hold

- At the beginning of the call, **before** someone has to be put on hold, explain that it might be necessary to put him on hold to answer another line but such an interruption will only be momentary to get a name and number for a call back.
- Speak clearly and **explain the actions** that need to be done.
- **Estimate the time** to complete the action.,
- **Give the customer the choice** of being on hold or being called back by you.
- **Use words** such as: "I apologize for this taking so long, would it be all right to hold or would you prefer that we call you back"
- Never say: "Please hold.... click" This is giving the customer an order! The customer does not have to take orders from you.
- **Thank** your customers for holding, and **apologize** for having to put them on hold.

How To Transfer Someone

- First, **do not transfer** someone if there is some way that you can accomplish the task yourself
- If a transfer is necessary, **verify transfer name and number** and make sure it makes sense
- Provide the caller with **your direct dial number and your name** in case the caller gets cut off
- Ask if you can put the caller on hold and **verify the person's availability** (if it makes sense) and ask him/her to be on standby
- Transfer the call

How To Get Someone Back On Track

- Interrupt with something like: **"Wow, what a great story… can I break in just for a few seconds? I see our order expediter walking by and would like to get her going on your order.**
- Politely interrupt the customer with words such as: "**Before I forget, can I verify your address? And please excuse me for interrupting your interesting story**... If they continue with the story you can politely interrupt the customer again with: "**I hate to interrupt again… is your phone number still xxx-xxx-xxxx"**
- Inform the customer of the waiting customers with words such as: "**Your story is fascinating but there are a number of customers just like you that need my help...can I put you on hold for a few minutes or can I call you back...... to hear the rest of the story"**
- Politely interrupt the customer with words such as: "**Excuse me for interrupting your fascinating story, but I am worried that I may lose the screen with your order information, can we get back to the 4879-2B that you called about"**

TELE-COURTESY continued

Your Voice

- Your **manner of speaking** is reflective of your professionalism, and **creates perceptions** about you and your company. Your voice, grammar, and diction, along with tone, volume, speed, and inflection are the only indications a caller receives to form this perception.

- **Voice**

  A good telephone voice has:

  - Spark and energy, it is **alert**
  - **Even volume** but **varying sound**
  - **Conversational tempo**, neither too fast nor too slow
  - Distinct word separation **...... is easy to listen to** and understand......
  - **Enthusiasm** and is emotionally charged
  - **Confidence**

Vocal Qualities Checklist

Tape record your voice in several actual phone conversations with customers and ask a family member or your boss to critique every aspect of the recording. They can check for some of the following: (**NOTE:** The law (Sullivan/Gray) states that a phone conversation can be recorded as long as **one** party is aware. Sales Reps should approve of having their calls monitored from time to time for training purposes only. Customers do **not** have to be informed). **Some phone systems allows us to record any call. Otherwise, use Radio Shack "Record Control" #43-228A @ $19.95 and "Recorder" #3-5106A @ $29.95**

Rate:

Too Slow? Southerners, is this you?
Too Fast? New Yorkers watch out!

Volume:

Too Soft? Miss Suzy.... are you being asked to repeat things often
Too Loud? Can be interpreted as aggressive or even hostile

Clarity:

Over-enunciated, sounding mechanical
Mumbled, slurred words, or dropped endings. Watcha gonna do boutit?

Pitch:

Too High? A squeaky hinge needs to be oiled!
Too Low? The days of Bee-Bop are over!
Monotone? Boring!

Tone:

Friendly?
Sincere? "Y'all come back now" is not the same as "We appreciate your business and hope we can serve you again"
Overly enthusiastic?
Pushy?
Timid?

Grammar

Grammar is the correct use of the English language. Grammar also **creates perceptions** about you and your company**. Grammar tends to be associated with the level of professionalism** and quality of employees in the company.

Examples of common grammatical errors:

- Using **double negatives**. This is a major flag.....We do**n't** have **no**... I did**n't** have **none**
- Using the **wrong tense**....We be out of stock!!!!
- Putting a "**ya know**" in every sentence
- Following each statement with "I mean" or "in other words" and then saying it again
- Using "okay?" in place of a pause

Improve Grammar By:

- Reading worthwhile **newspapers**.... New York Times, Wall Street Journal
- Asking others to **identify the grammatical errors** that you make and then work on eliminating them
- **Avoiding others** that use poor grammar
- **Taking help** as a step in the right direction and not as a personal attack
- **Avoiding grammar** that you are not sure of

Diction

Diction refers to the way you form the sounds of letters and words, and often can be regionally influenced. It is the pronunciation and enunciation of individual words. Your diction makes a difference in your customer's perceptions.

Examples of common occurrences of bad diction:

- **Dropping letters** off words..... "Travlin" is not traveling
- Running **words together** "Wadyawannado"
- **Adding "s"** to plural words... Workmens
- Saying "aksed" instead of asked
- "Dawg" is not dog

Improve Diction By:

- **Repeating** diction exercise phrases over and over
- **Listening to yourself** on tape
- **Slowing down** your rate of speech
- Being aware that Arnold Schwartzeneger overcame a major obstacle here

Being Humorous

The use of humor can be advantageous in many situations
Humor is **appropriate** when:

- Your caller is in good spirits and not **angry.**
- You have already had **several contacts** with this customer.
- Your **customer made you laugh first**.
- The humor is not related to **politics, religion or ethnic groups** and is in good taste.
- It is **not at the customer's expense**. No poking fun at a customer ever!

Humor is **not appropriate** when:

- Your caller is **angry.**
- Your caller is **in a hurry.**
- Your caller is **a new customer.**

Accents

- **Regional or foreign** accents are okay when speaking to others who share the accent but can be a problem with others
- **It is better to work on reducing accents**. Avoid key words that are give-aways... "Aw rite aw reddy"; "Shaw" for sure; "Y'all" for you; "Valley Girls" have their own language - "Totally, to the max"
- Examine your voice patterns by recording your voice, and ask for help in analyzing it.
- Get involved in activities that will **improve your voice**; e.g. Toast Masters, Dale Carnegie, evening classes in communications, teaching Sunday school, etc.
- If you think you have a problem, **apologize** for it when speaking with someone for the first time. Say something like: "I hope you can understand me okay. I'm from New York and I know we talk funny over here" or "I'm from Armenia and I am still working on improving my English.

Non-English Callers

- Have a **written list** of often-used statements in their language. Go to http://www.google.com/translate_t on the Internet for free translations.
- **Do not rush** them. Tell them to take their time and you should slow down also.
- **Apologize** for your lack of ability to speak their language. Tell the person how sorry you are that he must be having trouble understanding you. This will make it obvious that you are having trouble understanding him as well. Make sure the customer feels like his accent is not the problem.
- **Hire someone** in that language.
- Develop order instructions and web site information in other languages.
- Use **Instant Messaging** (Yahoo, MSN or AOL whose program is called AIM)

Phone Phrases - Do's and Don'ts

Do Say	Don't Say
- She's not available at the moment perhaps I can help you.	She's in the ladies room. (Taking a smoke break, etc.)
- Could you tell me more about that? - Can you elaborate on that?	I never heard anything like that before.
- According to our policies, we are supposed to ask you.......	You'll have to.....
- Can I get back to you with that information? - That's a tough one, but we have experts here that know the answer	I am new..... or.....I don't know.
- The person who can handle that for you is Jill, let me get her for you or maybe I can help.	It's not my job.
- Here's what I can do for you.	No.
- It may take me a few minutes to find that information, would you like me to call you back or would you prefer to hold?	Hang on a second; I'll be right back.
- That's a tough problem, but let's see what we can do.	I (or) We can't do that
- That's a good question, others have asked that before	Here's the answer

PHONE PSYCHOLOGY PROCESS

"Phone psychology" is the active use of techniques to neutralize negative energy events that may have occurred prior to the phone contact and to prevent negative energy events from occurring during the phone contact.

Basic Expectations of a Customer When He Calls a Business

- The caller will be allowed to explain his needs.
- The caller will be **treated with respect**.
- The person who answers will **help the caller**.

Exceed Expectations And Generate Positive Energy With Your:

1. Greeting
2. Acknowledgment
3. Fact Finding
4. Solution Proposal
5. Acceptance Confirmation
6. Follow-Up

1. Greeting - Develop an outstanding greeting

- **Listen to others** and identify what you like and do not like
- Make it a **high energy** welcome
- It should be **warm and sincere**
- **Confidence** should bubble out
- Put a **smile** in your voice
- Use "***Company Name, how can we help you***?"

Greeting Killers - Negative Energy Generators:

You need to be in a frame of mind to **project an attitude of service** on every call. This can be hard to do sometimes especially if:

- Your calls are all of the **same type and are repetitive**, such as order taking.
- You take **many calls** per hour (15 to 20).
- **You are preoccupied** with personal problems or concerns.
- You've just hung up from a **difficult or abusive** customer.
- The customer speaks first, and is immediately **rude.**
- You are **tired,** or it's not "your" day.
- You don't have the **resources or support** to do your job properly.

<u>PHONE PSYCHOLOGY PROCESS</u> continued

2. Acknowledgment

- Let the customer explain his problem or **ventilate** his frustrations
- **Do not interrupt** the customer without apologizing and/or asking permission
- **Repeat back key phrases** to prove you have listened to the customer
- Use **support statements** to acknowledge the customer's situation and show your anxiousness to be helpful
- Look for points to **agree with the customer.** Start your comments here.
- Establish a clear message to the customer that **you are going to help**
- Use "***Oh, I am so sorry. I would be upset just like you. Thank you for your call.***"

<u>Acknowledgment Killers - Negative Energy Generators:</u>

- Telling the customer something that makes it look like **you cannot help**
- **Interrupting** the customer
- Telling the customer what **must be done first**, before the customer goes any further
- **Saying the word "NO"** or anything like it
- Saying something to the customer that looks like you doubt **what the customer has said. Customers should not have to "prove it" on the phone.** There will be plenty of time to prove it when you get the details.

3. Fact Finding

- Ask the customer if it is okay to get some **critical information**
- Refer to the need to **record information** to insure proper problem resolution
- **Confidently, request only the pertinent information** and no more. If the customer has already provided the information to another at your company, do not ask for it again.
- You may need to get copies of insurance reports or damage estimates **to meet your company policy** requirements......not to prove that the customer is telling the truth
- **Summarize** what you have heard and recorded and ask the customer if there is **anything else** that needs to be noted. Use your own knowledge to foresee any omissions.
- Use "***Would it be okay if we trouble you for some information.*** "

<u>Fact Finding Killers - Negative Energy Generators:</u>

- Telling the customer **what must be done**
- **Acting like God** and pushing the customer around (On a power trip)
- **Leaving out critical information** like required delivery date or special shipping instructions
- Failing to speak to the customer while you are recording information. PRO-SONAL conversation is helpful.

<u>PHONE PSYCHOLOGY PROCESS</u> continued

4. <u>Solution Proposal</u>

- Offer the **best solution** for the customer **and** your company. Use alternates if appropriate.
- Provide a **realistic time frame**
- Commit to actions that you **are certain will happen**
- Give only **clear, relevant information**.
- Supply only the **information needed**
- **Check** to make sure the customer understands the proposal.
- **Consider the emotional effect** of the information supplied. Use wording and apologies that reduce the impact.
- Consider solutions that do not cost your company a face value dollar amount. Providing a **replacement or additional service is cheaper for your company than a refund**.
- Use **"We appreciate your business. Can you tell me *how we can get back in your good favor?***"

<u>Solution Proposal Killers - Negative Energy Generators</u>

- Being **penny wise** and pound-foolish.
- Committing to an unrealistic **time frame**
- **Failing to do** what you promised
- **Reluctantly or begrudgingly** doing something

5. <u>Acceptance Confirmation</u>

- **Ask** if the proposed solution is acceptable
- A "yes" is enough. **Do not go beyond the acceptable solution**
- If the proposed solution is not acceptable, **ask what is acceptable**
- Use "***If we do this, Mr. Smith, will you give us another call when you have a need.***"

<u>Acceptance Confirmation Killers - Negative Energy Generators</u>

- Making the customer feel like he has no alternative, i.e. "Take it, or leave it"
- Threatening something if the customer does not take it

6. <u>Follow-Up</u>

- Contact the customer after a couple of weeks...just as a courtesy to see if everything is okay
- Send the customer a note confirming that his problem has been fixed and stating why it should not happen again.
- Use "***We are just following up to see if we are meeting your expectations.***"

<u>Follow-Up Killers - Negative Energy Generators</u>

- Waiting too long to follow up
- Forgetting the details of the problem

Phone Psychology Role-Play – page 1 of 1

Description: For a total of 15 minutes you will read, prepare and complete this role-play. The preparation can be done **jointly** before you do the role-play. Following the role-play we will have an open discussion.

<u>Telephone Person</u>:

1. You will have to prepare yourself to employ techniques that have been presented in the Phone Psychology section of this course including*: Greeting; Acknowledgement; Fact Finding; Solution Proposal; and Acceptance Confirmation*
2. You will need to have these steps right in front of you with words to say without you having to think about what to say
3. You will have a total of 5 minutes to prepare for the role-play and 10 minutes to do it.

<u>Customer</u>:

1. Listen carefully and react normally to the lead of the telephone person.
2. Be angry about what has happened but do not be too difficult to deal with
3. Make notes of things you liked and disliked.

Scenario

<u>Overview:</u> A left-brain customer is using the **HMF Marine Drilling Riser Couplings** for his offshore rig and it is down because he needs to get some MR-6E actuating screws. The rig is off the coast of Galveston, Texas and he needs them immediately.

<u>Items Of Interest:</u>

- The customer normally stocks his own spare parts but he thinks you shipped him the wrong parts because the actuating screws he has on the rig do not fit.
- This rig costs $10,000 per day when it is down
- You have the actuating screws in stock in Houston about 100 miles away from Galveston

<u>Telephone Person's Objective:</u>

- Use the Phone Psychology Process to settle the customer down
- Help him get the parts he needs and be willing to overnight them to Galveston at no charge.

<u>Customer's Objective:</u>

- You think you were shipped the wrong parts and you are angry
- You want to be handled properly
- You need to get the actuating screws to Galveston immediately

WIN/WIN WITH ANGRY CUSTOMERS

Angry customers, if treated properly, **can become your best customers!** Every problem is an opportunity and the bigger the problem the bigger the opportunity.

Anger Ranking

Understand **and evaluate the level of customer anger** being exhibited. Your response and solution proposal should **match the situation**. You have to make a quick judgment. It is better to over-estimate the customer's anger than under-estimate it.

YELLOW-- The Yellow customer has progressed to a mild level of emotional distress, and shows it clearly. Generally, the yellow customer **has a problem and is pretty sure that it is your fault**. They are easily pushed to Orange if you don't show empathy, apologize, and fix the problem. Again, phone psychology skills can neutralize the negative energy events. **At this point, solution cost to your company is still a factor.**

ORANGE-- Orange customers are very obviously upset, and showing clear elevated levels of emotional distress. Typically, the customer perceives that **your company has failed at one or more attempts to rectify a problem**. You need to respond in an urgent way and show empathy and understanding for their situation. At this point, you may want to enlist the customer in creating a solution, (Would you help me in understanding exactly what happened and how we can make it right for you). **It is crucial that you get the problem solved with 100% confidence**.

RED-- If a customer is already "Red" by the time you have gotten them on the phone, chances are very good that your company has **treated him poorly repeatedly** before he got to you, such as shipping the wrong or a defective product and causing him to hold too long, cutting him off, transferring him all over the company, or giving him negative energy events in prior dealings. These customers need a heavy dose of phone psychology right off the bat, with empathy, and "hand-holding" techniques. These customers may also tend to be abusive. You need to listen, allow them to vent steam, while you remain cool and calm. You need to quickly plan the solution, and follow through on the solution. Make sure you fix the problem completely. A reoccurrence of this situation will result in a lost customer and an enemy in the field. **Follow up calls and visits are in order and solution cost should not be considered.**

Take the following steps to determine what you must do to respond to them effectively:

- Determine level of anger - **Yellow, Orange, or Red.**
- **Avoid adding** to the customer's frustration.
- **Let the customer ventilate** all of their feelings.
- **Avoid validity judgment or placing blame**
- **Use Phone Psychology** (Greeting, Acknowledgment, Fact Finding, Solution Proposal, Acceptance Confirmation, Follow-Up) to balance the negative energy events that may have occurred.
- Be a **fantastic fixer.**

Helpful Hints In Dealing With Angry Customers

- **Get personally involved** with the angry customer. He needs more of your attention than ever.
- Start out with an **apology** and a **thank you**
- Don't take anger as a **personal attack** on you.
- Give the customer your sympathy. Say: "I would be upset too"
- **Understand** the customer **before** being understood. His version of the facts or his perception is what you must understand. You should not debate with the customer.
- **Do not ask why** questions. This type of question can be insulting to an already upset customer. Use other questioning techniques to find the problem.
- **Avoid jumping** to conclusions, or on what you think may be errors in the customer's argument or logic. Let the **customer tell** you what the problem is.
- **Accept the blame**, whether you believe the customer is right or wrong.
- **Thank** customers for calling to complain.
- **Agree with them** on one of their points right away
- **Never use sarcasm**. "Oh sure, like it wasn't in the package"
- **Do not bad-mouth** someone else, other department, policy, or computer. Keep internal problems internal.
- **Let the customer tell his tale. Do not interrupt.**
- Be attentive and caring. Avoid sounding bored, disinterested, or otherwise **insincere.**
- **Never say, "It's not my job."**
- Avoid **all forms of humor.**
- Do not make **excuses, just make assurances that it will not happen again**
- Avoid **clichés. "A stitch in time would have saved nine"**
- Do not share proprietary information about **personal or internal problems**.
- **Avoid admitting knowledge** of a problem, unless you have a "fix" for the problem that you can tell the customer about.
- Do not use **technical terms** unless you know the customer would understand them.
- Offer to **bring in other members** of your organization to insure the problem is understood and will not happen again

Complaints are Good! Complainers Care!

- Complainers are the most **loyal** customers of the business.
- **Thank** your complainers, immediately, for giving you valuable feedback.
- **Agree with them** on, at least, one point right away.
- They **want to be satisfied**, and want to give the company a chance to fix the problem.
- Of 100 customers who have a complaint:
  - 5 will call the company direct.
  - 45 will complain to the store or dealer.
  - 50 will **say nothing**, but will never buy that product/service again.
- A dissatisfied customer is likely to tell an average of **9 more people** about the experience.
- Complaints **identify real and potential** problems.
- Customers who complain would like to **continue doing business** with you.
- The complaints you **don't hear** are the most damaging.

Complaint Types

Keep Track Of Them By Categories

Most complaints have to do with errors in the following categories. You may have other categories unique to your individual business. Keeping track of them periodically is the first step to curing them. We recommend you track them at least one week per quarter.

1. **Customer Service**
   - **Delays** or inability to reach correct department or person.
   - Delays in product/service **delivery,** or failure to meet promised commitment.
   - **Personnel**
   - Company **policies and procedures.**
   - **Systems or facility** problems

2. **Order Entry**
   - **Incorrect** information entered
   - **Priced wrong**
   - Communications and **instructions left off order**

3. **Performance/Quality**
   - **Damaged** product, or other damages due to product/service performance.
   - Product **features, quality, or performance** not as represented.
   - **Personal** injury or contamination
   - **Returns** for various reasons.
   - **Warranty** issues

4. **Shipping**
   - Shipped to wrong **location**
   - Shipped wrong **item**
   - Wrong **quantity.**
   - **Packaged** improperly

5. **Billing**
   - Wrong billing or invoicing
   - Terms applied improperly

Complaint Resolution

- **A routine** should be established, and published for each category
- A **central person** should be in charge of complaints.
- Complaints should be handled **quickly and efficiently.**
- A **follow-up** routine should be in place.
- **Ask** the customer if they are satisfied.
- Complaints should be **categorized and tracked.**

Recommended Ways to Repair Damaged Relationships

The way you handle a customer who is upset depends to a great extent on the **relationship** you have already established on the phone. Several ways you can establish better relationships with your customers include:

- If possible, **visit** the customer in person at his business. Taking along other appropriate **representatives** of your company also helps.
- Invite the **customer to visit** your company
- **Call** the customer when you have promotions, product information, or when the status of an order has changed.
- Be **proactive** in calling them regularly. Just to see how things are going.
- **Write** notes thanking them for their business.
- Direct more "**entertainment**" resources to the customer
- **Acknowledge** personal or business milestones with a note or phone call. These can even be faxed if appropriate.
- Send a **note or form** indicating how his complaint was resolved asking for confirmation.
- Assign past angry customers to a "**Relationship Improver**" who takes on each project personally

Making It Right

- Provide **"retribution"**
- Establish **standards** for your business.
  - Free or priority transportation.
  - Extended terms.
  - Substitute products
  - Free products, or exchanges
  - Deviating from written policies
  - Providing tokens
  - Matching competitor's prices.
- Must be available on a **"front line"** basis.
- Don't be penny wise and pound-foolish.
- **Negotiate**, and **ASK** what will make the customer happy.
- **The customer is more important than the sale**.

> Things that you sell are cheaper for you or free if obsolete but may have value to the customer

Know Your Power and Limitations

- Dollar value **limits**
- Justification **circumstances**
- **Approval** levels
- **Customer** category

Abusive Callers:

Your first step should be to try to calm them down. Use the **phone psychology process** found earlier in this book, and explain you are trying to help. If the caller continues to swear and be abusive, try the following techniques:

- A **good statement** is: “Mr. Green, I am so sorry that this happened. I need you to help me to help you.”
- **Maintain your calm**, and do not let your voice show you are getting upset.
- Use a **matter-of-fact tone**, and inform the customer that you are a professional and abusive language is not professional **(1st warning)**
- **Explain that you are trying to help** them and **can handle the problem**, but that you cannot handle unprofessional language any longer. **(2nd warning)**
- Explain that **you will have to transfer** their call to your supervisor if they continue being abusive. **(3rd warning)**
- **Abruptly, put them on hold for 10 seconds**
- If these **warnings have not changed** the caller’s tactics, then transfer the caller to your supervisor. **Say good-bye and provide your supervisor’s name and number in case they get cut off.**

Win-Win With Angry Customer Role-Play – page 1 of 1

Description: For a total of 15 minutes you will read, prepare and complete this role-play. The preparation can be done **jointly** before you do the role-play. Following the role-play we will have an open discussion.

Telephone Person:
1. You will have to prepare yourself to employ techniques that have been presented in the Phone Psychology and the Win/Win With Angry Customers sections of this course including*: Greeting; Acknowledgement; Fact Finding; Solution Proposal; Acceptance Confirmation AND get personally involved; apologize; thank them; accept blame*
2. You will need to have the Phone Psychology steps right in front of you with words to say without you having to think about what to say
3. You should rank and categorize the situation
4. You will have a total of 5 minutes to prepare for the role-play and 10 minutes to do it.

Customer:
1. Listen carefully and react normally to the lead of the telephone person.
2. Be angry about what has happened but do not be too difficult to deal with
3. Make notes of things you liked and disliked.

Scenario

Overview: Customer calling in is from the Georgia-Pacific Packaging Division in Atlanta, Georgia where they are using the ABB AccuRay System to monitor, control and produce corrugated cardboard.

Items Of Interest:
- Customer ordered a $9,000 color module that has a custom Firmware chip and is not eligible for the corporate discount.
- Customer believes he should pay about the same as the standard black module, which has a corporate discount. The standard black module costs him $6,000

Telephone Person's Objective:
- Use the Phone Psychology Process and other techniques to settle the customer down
- Tell the customer about the effort that goes into making and supporting customized products.
- Offer the customer something that might help to offset his misunderstanding

Customer's Objective:
- You think you are being overcharged and you are angry
- You want to be handled properly
- You want a refund of some kind because you feel the product should not be $3,000 more

TRANSACTION EXCELLENCE

Federal Express has a target of getting it right and on-time 100% of the time!

Be Easy To Do Business With

- Internal transactions should be **invisible** to the customer.
- Internal policies and procedures should be **"user friendly"**
- **Capable systems** should be in place that reduce cost but not at the expense of the customer
- **Resources** should be deployed that **minimize customer sacrifices**. A Sales Rep should stay late to handle west coast customers. Staggered lunches are crucial.
- **Backup systems** must be ready for deployment
- Business systems should **support** customer service efforts, providing information the customers want, as well as, information that management wants
  - **Caller ID** that is linked to the customer database
  - **Order history** screens
  - Menu **answering** systems with a maximum of two menu levels
  - **Voice mail**
  - **Automated phone ordering** systems
  - **Electronic order processing** systems through the Internet
  - **Pre-defined returns** procedures

The Cost Of Doing Business - Costs Associated with Transactions

- Order Entry and Purchasing
- Phone and Fax Costs
- Paper and Printing
- Shipping Processing
- Billing and Accounting
- Credits and Claims
- Mailing Costs
- Overhead for MIS, brick/mortar, etc.

The Cost Of Errors And Claims

- Errors and claims **cost money and time.**
- When it is wrong it must be done again, often on a rush basis and it may involve key personnel that cannot work on real priority items. It interrupts the "system".
- Most errors are **preventable.**
- Error prevention will **save** the company money and **increase** customer satisfaction.
- Inside Sales or Customer Service **should not spend time correcting errors.** That is why we **MUST** get it done right the first time.

Cost Of Processing One Customer Order

Assumptions:

1. Example Company has some type of computerized order entry system.
2. Example Company has warehousing and shipping operations.
3. Example Company processes all orders on site, without using any external vendors.

ITEM DESCRIPTION	TOTAL COST	COMMENTS
Order Receipt: Fax & Fax Supplies	1.00	Cost of phone call (800 number)
Order Receipt: phone & labor	2.00	Labor: 1-5 minutes @ 12.00/hr
Order Entry into system	1.00	Labor: 1-5 minutes @ 12.00/hr
General Order Handling	2.00	Labor to pick up faxes, answer phones, etc.
Computer Processing time	2.00	1-2 minutes in processing
Shipping Paperwork Costs	.20	Cost of printed forms
Labor to Pick and Package Products	2.00	Labor 10 minutes @ 12.00/hr
General Shipping Handling	2.00	Labor to process paperwork
Packaging Materials	2.00	Small package and packing
Shipping and handling	3.00	
Credit Approval & Handling	5.00	Cost of credit review, bank charges
Invoice Processing & Mailing	2.00	
Data Storage	.80	
Total	**25.00**	

Cost Of Processing One Customer Order With One Error

Assumptions:

1. Example Company has some type of computerized order entry system.
2. Example Company has warehousing and shipping operations.
3. Example Company processes all orders on site, without using any external vendors

ITEM DESCRIPTION	TOTAL COST	COMMENTS
Original Order Processing	25.00	All Costs
Replacement Order	25.00	Order must be re-entered
Return Authorization	1.00	Labor: 1-5 minutes @ 12.00/hr
800 number phone calls	1.00	Phone expenses for 2nd call
Receiving material	2.00	Labor 10 minutes @ 12.00/hr
Claims or Returns verification	5.00	Material must be checked
Labor to Re-Package and return to Stock	2.00	Labor 10 minutes @ 12.00/hr
Paperwork Processing	15.00	Labor to process paperwork
Re-Packaging Materials	2.00	Not always needed
Issue Credit	15.00	Cost depends on type
Credit Processing & Mailing	2.00	Paper, printing, postage
Data Storage	.80	
Return Shipping!!!!		
Total	**102.80**	

– **Note: Most large companies do not even investigate credits and claims under $200.00 since it is not cost effective!**

<u>Increasing Accuracy</u>

- Easiest way to prevent errors is **not to make them**.
- It is so much better to **get it right the first time**
- **Why do we always have time to do it over????**
- Be prepared, have everything you need at your fingertips
- Keep your **work area tidy**
- **Anticipate** customer's needs...Learn about your **key customers**, visit them
- Think through **in advance** what you will need for the standard call
- Have **extra copies** of important literature so you can mark it up and send it out
- Develop a **checklist** of what you need to do a great job...catalogs, price supplements, samples, note pad, pen, schedules, testimonials, spec. sheets, etc.
- **Order entry drives** the rest of the business.
- **Customers will see every mistake**
- Order entry **input influences the output** of other departments, such as shipping and accounting.
- **Training** - Learning and knowing the system will help cut down on errors.
- **Auditing** - Looking for errors and the way they occurred is helpful to find out what kind of errors are being made and why.
- **Feedback** - Errors should be brought to the attention of the people who made them so that they are aware, and can make corrections themselves.
- **Pay Attention to Detail** - Detail-oriented people should be doing the order entry.
- Use the **<u>A</u>lpha, <u>B</u>ravo, <u>C</u>harlie** method to verify alpha characters, particularly for B, D, G, V, E and F, S and M, N and P, T
- Put a **dash after every three or four** numbers when given a long string of numbers
- Put a **line through a zero** "**Ø**" to differentiate it from the alpha character "**O**"
- Put a **line over the alpha character "S**" to differentiate it from a numeral "5"
- Put a **bar through a 7** to confirm it is a 7 and do the **same with a "Z"**
- ♥ **Lower case or first letter upper** is easier to read than all capitals
- CBS news stated that there are 38 million letters that are undeliverable each year due to bad hand writing and that **bad handwriting** costs USA businesses $200 million annually. Are you part of the problem or part of the cure???
- **Repeat** back key information

Remember: You cannot always prevent other people's mistakes, but you can prevent your own!

Educating Your Customers

Providing simple instructions to your customers makes life easy for everyone, including the customers. **Customers should be asked if you could show them how to help**.

- Provide information on **short-cuts**, such as a direct phone numbers, alternate contacts at the business, fax numbers, night drop-offs, will calls, etc.
- Let them know what makes your job **quicker** and can help you serve them more **efficiently,** such as having account numbers and product numbers ready when they call.
- **Write down the instructions** and fax them to customers. Be careful not to be perceived as arrogant.
- Let the customer know what they may do in the next similar situation to **expedite** handling the problem, such as "I'm going to transfer you now to Sue on extension 123 for a return number, and next time you may call her direct."
- **Send out** catalogs, literature, and other **information yourself** if that makes sense. A handwritten note of explanation and **sticky notes** should accompany the materials.
- Refer to **non-stock items** as two-week delivery items. The items are stocked by our supplier

Dependable Delivery

In many cases, your input in order entry or what you do in your job can impact the delivery dependability of the business. While in most cases, you can do nothing about back orders and stock out situations, you do **have control** in other areas:

- Order Taking Accuracy - Make sure you have noted everything needed to ensure the accurate processing of the order, including:
  - **Date** and **time** of order.
  - Customer's **name and address, account number** if possible.
  - **Items** and **quantity**, **unit of measure.**
  - **Shipping** schedules
  - **Shipping information**.
  - **Packaging** and **labeling** requirements.
  - **Special notes or instructions.**
  - Any **special requirements** for your system**.**

- Order Entry Accuracy - Make sure the shipment and delivery information is correct. Be sure the following things are correct:
  - The shipping **address**
  - The shipping **method**
  - **Special instructions** are included
  - **Special requirement** information is included, e.g. for a Saturday delivery a phone number is included.

- Shipping Accuracy - Verify that the shipped product is the ordered product
  - **Bar code scanners** that match the line item bar code to the product label bar code are the only sure way
  - AUTOMATIC ID SYSTEMS magazine (216-826-2859) and ID SYSTEMS magazine (603-924-9631) can keep you up-to-date and provide scores of vendors with hardware and software

STARTING A SALE:

The System For Business-To-Business Sellers

- ❖ Identify prospects
  - **Purchase records**, seek referrals, register internet visitors
- ❖ Screen and qualify
  - Dedicate some time for **screening and qualifying** and have a script
  - **Microsoft Access** database (Customer Relationship Management)
  - **Get names** of the right people to contact
  - Auto-email and auto-fax to send materials
- ❖ Focus on the proper accounts
  - **Assign accounts** to commissioned sales people
  - Identify a limited number of "**focus" targets** (Usually around 50)
  - Manage time and **schedule calls** to them
  - Establish simple **measurable goals**
- ❖ Develop **relationships**
  - Understand your **customer's needs** through probing and proposing
  - **Prepare** for each call and estimate their "Cost-of Use"
  - Make **regular contacts** with the customer's permission and provide WIIFM's
  - **Listen actively** and determine where you can provide **VALUE**
  - Negotiate, **deal with objections** and close
  - **Follow up**
- ❖ Become the **preferred supplier**
  - Help customers by providing **Value** that is real to them
  - Develop **TRUST**
  - Share after-work time with key buying influences if possible
  - Set up recommended "**project**" activities
- ❖ Utilize **technology** to automate sales activities
  - Use **WinFaxPro** to fax info
  - Marketing to create **HTML email** "templates"
  - Microsoft Access to create email using the "Snap Shot Viewer"
  - **Web site pages** for on-phone discussions about specific products

Key "Elements" of this system for tele-sellers include: Managing Time; Scheduling Calls; Preparing For A Call; Identifying/Quantifying Value, Determining Cost-Of-Use; Getting To The Right Contact; Opening With WIIFM's; Leaving Voice Mail; Listening Actively; Probing; Proposing and Quoting; Negotiating; Closing Events; Dealing With Objections; Following up

Selection Criteria For Key Accounts – Phone workers can have 50 key customers

- Pick accounts where you have had a "**turning point**"
- Try to pick ones that do not have a **competitor with a 42% share** or more
- Good **match** for your products or services
- **Size** of the opportunity
- Likelihood of **success**
- **Growth** trend
- **Existing** business
- Your **chemistry** with buying influences
- **Credit** worthiness

STARTING A SALE continued

Unique Selling Advantages

Before you can go after customers you must know what to say about your company and your products

- For your company, its history, people, systems and resources, develop your **unique selling advantage** statements
  - We have spent a good deal of time here but maybe you can improve them. Maybe you can combine ideas from them and develop new statements. If so, be sure to share your ideas with others
  - Examples that **ARE NOT** good:
    - Our company has been in business for over 20 years
    - We are a division of the XYZ Company
    - We are an medical products distributor
    - We provide the broadest and best line
  - Examples that **ARE** good:
    - We are a 40 year old, nation-wide medical-surgical supplier with millions in inventory and 20 veteran specialists to help you
    - We are a nation-wide, full-service, medical-surgical supply company **authorized** to provide a one-stop shop for virtually all of your cardiology, OB/Gyn and EMS medical equipment and supplies.
    - We have 20 **veteran** Sales Consultants who have been trained extensively to help you select the best products for your business.
    - We are a **stocking** medical-surgical supply company with millions of dollars in inventory, offering same day shipping on the majority of our product lines.
    - We **specialize** in cardiology supplies and offer our own line of electrodes, chart papers, gels and customized Holter kits and computer media; .
    - We are family owned and operated for 40 years. Our name is synonymous with service. And **you can get help twenty-four hours a day, seven days a week.**

Providing Unique Selling Advantages Role-Play – page 1 of 1

Description: For a total of 15 minutes you will read, prepare and complete this outbound call role-play. The preparation can be done **jointly** before you do the role-play. **Both you and your teammate should play the Telephone Person and the Customer.** Following the role-play we will have an open discussion.

Telephone Person:
1. You will have to prepare yourself to employ techniques that have been presented in this course including*: Asking if you got the person at a bad time; Respectfully, informing the customer that you are doing business with them on replacement cardiac electrodes; Giving the customer unique selling advantage statements*
2. Your beginning should reflect that someone at the customer has expressed and interest in an exam table from Mister Medical and you finally get connected with a decision maker.
3. You will have a total of 5 minutes to prepare for the role-play and 10 minutes to do it.
4. You may want to repeat the role-play

Customer:
1. Listen carefully and react normally to the lead of the telephone person.
2. Ask the sales person repeatedly: "Can you tell me more about Mister Medical?"
3. Make notes of things you liked and disliked.

Scenario

Overview: The telephone person is following up on a customer who has expressed some kind of interest in the Brewer Access High-Low Exam Table with a power lift for access for their wheel chair patients.

Items Of Interest:
- This customer uses a standard exam table with no adjustments other than the backrest.
- Many clinics are getting more patients in wheel chairs
- Overweight patients also have trouble getting up on standard exam table

Telephone Person's Objective:
- Respectfully, inform the customer that you are following up on an earlier call, but not to this person
- Give the customer reinforcing "Unique Selling Advantage" statements about Mister Medical. Use them in your opening and whenever the customer asks about Mister Medical
- Get permission to call back again a latter date

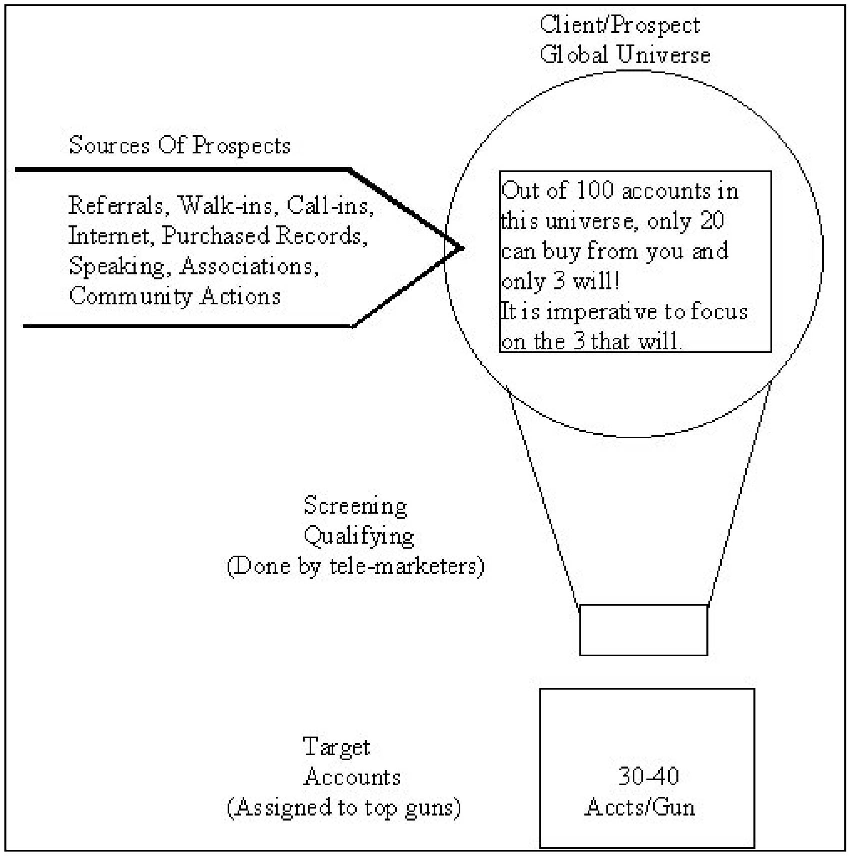
Customer's Objective:
- You are using a standard exam table and a number of patients have complained about getting on the table
- You are wondering who this company Mister Medical is

WIIFM Statements

- Develop ***What's in it for me*** (WIIFM) statements to help **match customer needs** to your product.
  - Your statements have to be made in "**What's in it for me**" terms. They should be very specific and quantitative. They must be very real.
  - Your product or service **will benefit the customer** by satisfying a need. You must express this in terms that are easy to identify with.
  - **When you find a match** and the customer agrees, you must **point this out** clearly and **remember the match** for a summary during the close
  - Your entire "business" exchanges with a customer have to do with matching your product's features/benefits to the customer's needs
  - Get **excited** when you find a match
  - Examples that **ARE NOT** good:
    - This product will reduce your costs
    - This product will increase your productivity
    - This product has a wide range of applicability
    - This product is made of the latest materials using the latest technology
  - **Examples that ARE good (must be honesty based):**
    - This product will eliminate one maintenance man from you payroll
    - This product will cut set up time from 30 minutes to 10 minutes
    - This product will allow you to produce 300 parts per shift instead of 200
    - One of the great benefits of our carb-o-cone electrodes can reduce connection time from 5 to 2 minutes
    - Our custom Holter kits are assembled to your specs, have your logo on them and create a very professional and high service image for you
    - Our PCI cardiology chart paper gets it right the first time which eliminates the need for reruns
    - Our "private label" storage CD's have your logo and contact information giving you a more professional image and an advertising extra
    - Our CD's are certified to be MEDICAL GRADE so they are guaranteed to be dependable and resistant to damage
    - With this product there has not been one accidental injury ever
    - Our high-comfort 3-M Stethoscopes are balanced to stay around your neck without falling off which contributes to their longer life
    - Our compact Mabis automatic blood pressure monitor has customized software to provide more reliable readings which eliminates additional readings
    - Our GE MAC 5000 digital "Interpretive" ECG instrument generates accurate readings on the screen eliminating the need for paper
    - Our Cardiac Science defibrillator with audio "voice" instructions makes it simple to use which dramatically simplifies use and reduces operator risk
    - Our Kendal clear-tape, solid gel electrodes were created for delicate skin making the whole process a better patient experience
    - Our high speed Sony Die Sublimation color printer spits out 8 ½ x 11 inch full color pictures in 16 seconds dramatically eliminating stand around time

NOTE: You may want to use these one at a time and have two or three per product.

The Global Universe



We have a fair amount of experience working with a variety of our clients and have found that, as shown in Fig 6, **most of the accounts (80%) in the "global universe" cannot buy from you**. The reasons a company cannot buy from you include: out of business; only a sales office; locked in to parent or division supplier; account is a student or professor; account is a competitor or other industry sales person.

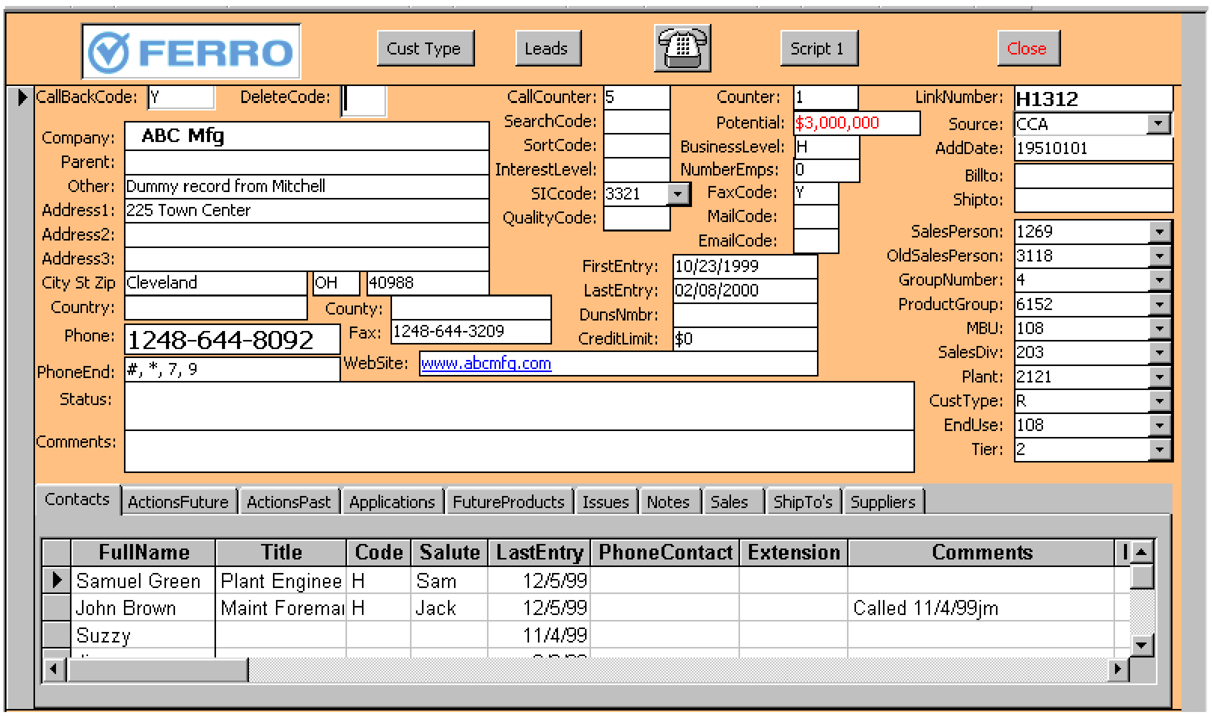
This is why we recommend screening and qualifying the global universe with lower cost "**tele-prospectors" who can filter out all the ones that cannot buy from you**. In the process they will uncover interested accounts that must be assigned to your sales persons and put into the purchase cycle. Imagine the costs of having an expensive outside sales person visit all the accounts only to find that 80% cannot purchase.

Where To Start

In some cases you must determine how to get started to get your first order.

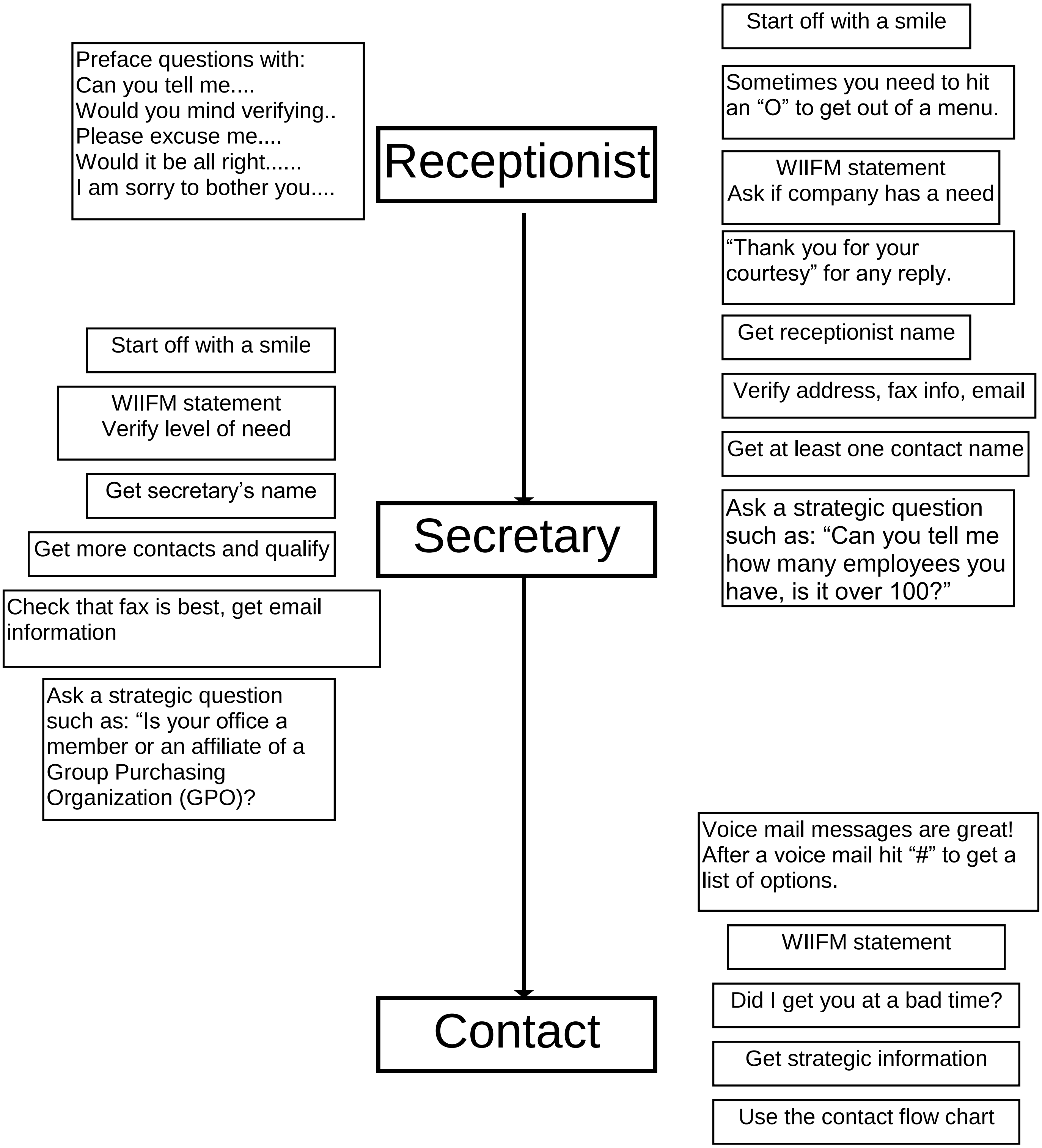
- When you don't know the customers buy **database records,** visit their websites and their competitors too and then telephone them
  - **Start at the top of your prospect's company** with a top executive such as the Plant Manager and use ***the Phone Sales Process Chart***, which is presented on one of the following pages.

Microsoft Access Database



This is a sample screen from a **Customer Relationship Manager** (CRM) database example that was developed by Mitchell Selling Dynamics, Inc. in Microsoft Access.

Phone Sales Process Chart – New Prospect



Phone Sales Process Chart – Follow Up

You should expect to have to leave a voice mail so please be ready with a great WIIFM message for the person.

Contact Voice Mail

Start off with a smile

(IF NOT THERE) This is John from Mister Medical following up. Sorry I missed you. I will try to reach you again.

You may recall our discussion about: WIIFM statement

I will try to reach you again. However, if it is easier for you, I can be reached at Mister Medical toll free 888-596-6633 ext 999

Start off with a smile

This is John from Mister Medical following up with Contact regarding WIIFM statement

Can you tell me if he is in or when he may be available?

Can you tell me if there are others that I should be checking with?

Verify email and fax

Ask a strategic question such as: "Can you tell me if you are evaluating any other units? Would your group be looking to add any other equipment other than XYZ?

Contact Assistant

Now, hit "#"; "O" to get someone taking calls for the contact person and see if you can be transferred.

Contact

This is John from Mister Medical following up regarding WIIFM statement

Did I get you at a bad time?

According to my notes, you expressed an interest in WIIFM. Can we move forward and schedule a demo by the manufacturer?

Or is there a good next step?

Use the contact flow chart

Phone Sales Process Chart – Up/Cross Sell

Start off with a smile

Transition: After you have taken care of this inbound caller's reason for calling, ask: "Can I have permission to take a couple of minutes of your time to talk about how we can earn more of his business?"

Contact

If we are finished with your call, may I take a couple minutes of your time to see if we can earn more of your business? Can I ask about your current supplier of milling cutters?

-OR- Can you tell me if you are planning any equipment purchases?

It is my guess you are happy with ABC Supply as one of your cutting tool suppliers. We would like to offer that same high level of customer service on your milling cutters and replace Valenite

Keep that smile going

Our Mini-Master line of indexable, small milling cutters has replaced High Speed Steel because it lasts longer.

Contact Event Close

Also, the Mini-Master does not require any sharpening. You simply index to a new edge.

How about we get some over to you to take a closer look at?

Thank you so much for your courtesy and agreement to check out our Mini-Master line.

Finally, are there any equipment needs that you are looking into currently?

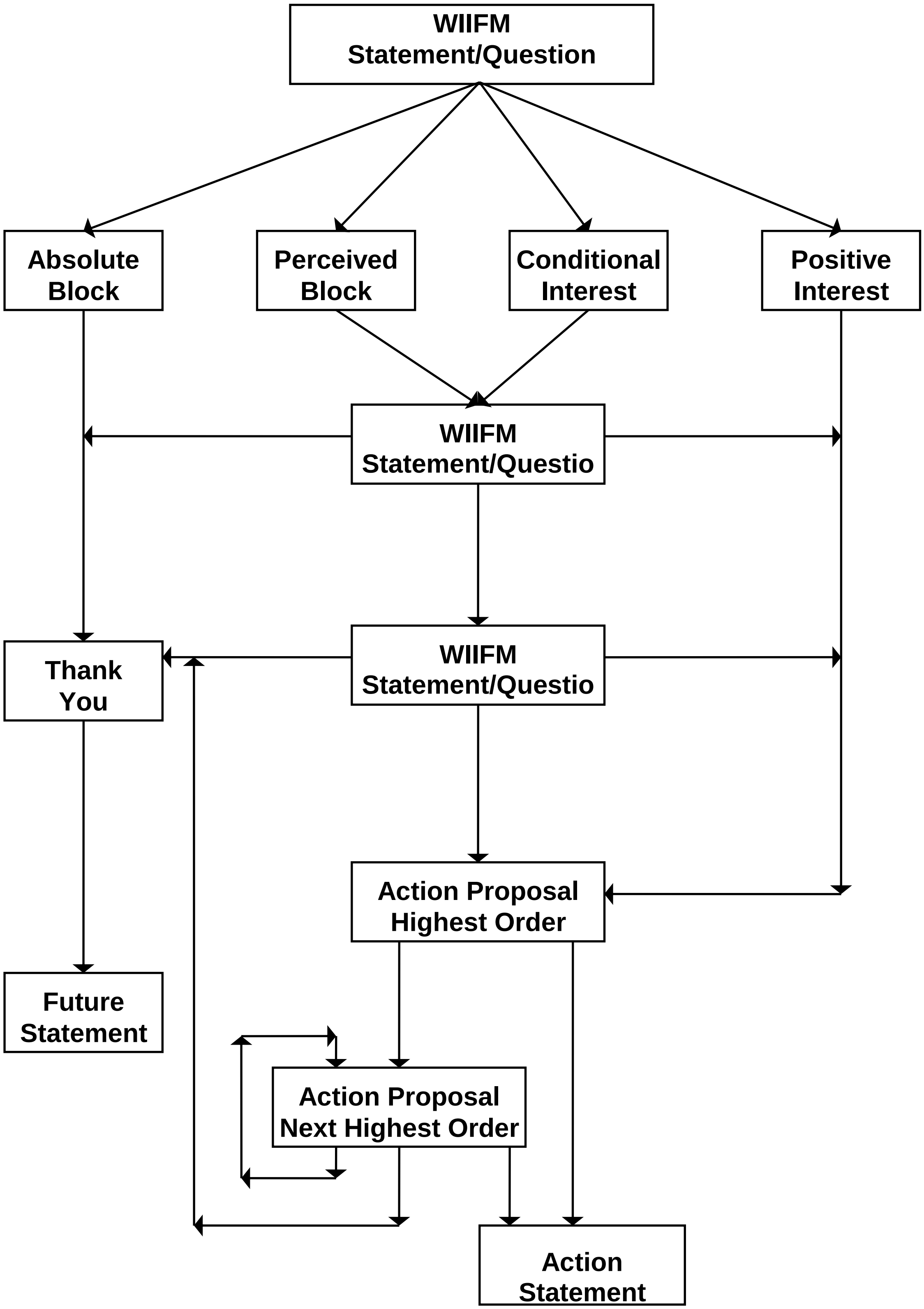
Contact Future Question

May I have your permission to follow up on the Mini-Master next week? Or is there a better time for you?

Can you tell me if you and Joe are the best people for us to send our newsletter and promotions to?

Thank you again for your courtesy

Phone Sales Contact Flow Chart



Daily Call Log

Caller: ____

Day: ________________________________ **Date:** ____

TIME	Number Of Calls	Total	Comments
08:00			
08:30			
09:00			
09:30			
10:00			
10:30			
11:00			
11:30			
NOON			
12:30			
01:00			
01:30			
02:00			
02:30			
03:00			
03:30			
04:00			
04:30			
05:00			
05:30			
06:00			
06:30			
07:00			
07:30			
08:00			
08:30			
	Grand Total:		

Phone Sales Process Role-Play – page 1 of 1

Description: For a total of 15 minutes you will read, prepare and complete this outbound call role-play. The preparation can be done **jointly** before you do the role-play. Following the role-play we will have an open discussion.

<u>Telephone Person</u>:
1. You will have to prepare yourself to employ techniques that have been presented in this course including*: Unique Selling Advantage statements; WIIFM statements and the Phone Sales Process Chart – Follow Up*
2. Your beginning should reflect that the customer is now using your System 800 Process Controller
3. You will need to have the Phone Sales Process Chart right in front of you with words to say without you having to think about what to say
4. You will have a total of 5 minutes to prepare for the role-play and 10 minutes to do it.

<u>Customer</u>:
1. Listen carefully and react normally to the lead of the telephone person.
2. Make notes of things you liked and disliked.

Scenario

<u>Overview:</u> The telephone person has 200 records that have been screened and qualified and have expressed some kind of interest in the Support^{IT} Softcare service for getting software upgrades and on-line Solutions. Additionally, the Support^{IT} Softcare service provides unlimited free telephone tech support.

<u>Items Of Interest:</u>
- The customer uses a System 800xA process control with a bunch of S800 I/O units.
- There has recently been quite a few improvements in the software expanding the operability of System 800xA for remote use and to control more I/O units
- These big improvements will be fine tuned over the next few years through upgrades
- If the System 800xA process controller goes down, a whole area of the plant will go down also.

<u>Telephone Person's Objective:</u>
- Inform the customer that he is now using your System 800 process controller
- Use WIIFM statements to get the customer's interest
- Sign up the customer to purchase the Support^{IT} Softcare service at a cost of $9000 per year

<u>Customer's Objective:</u>
- You are using software to run your process controllers and you want it to be running smoothly
- You are interested in being able to monitor some processes over the internet
- You are interested in doing anything that will save money or improve quality and delivery reliability and the System 800xA has gone down from time to time if it locks up

STARTING A SALE continued

Using Technology To Contact Prospects

First, when you call a prospect from a **Microsoft Access database**, and the prospect wants more information, you can copy the prospect's name, fax number and email address to the clipboard.

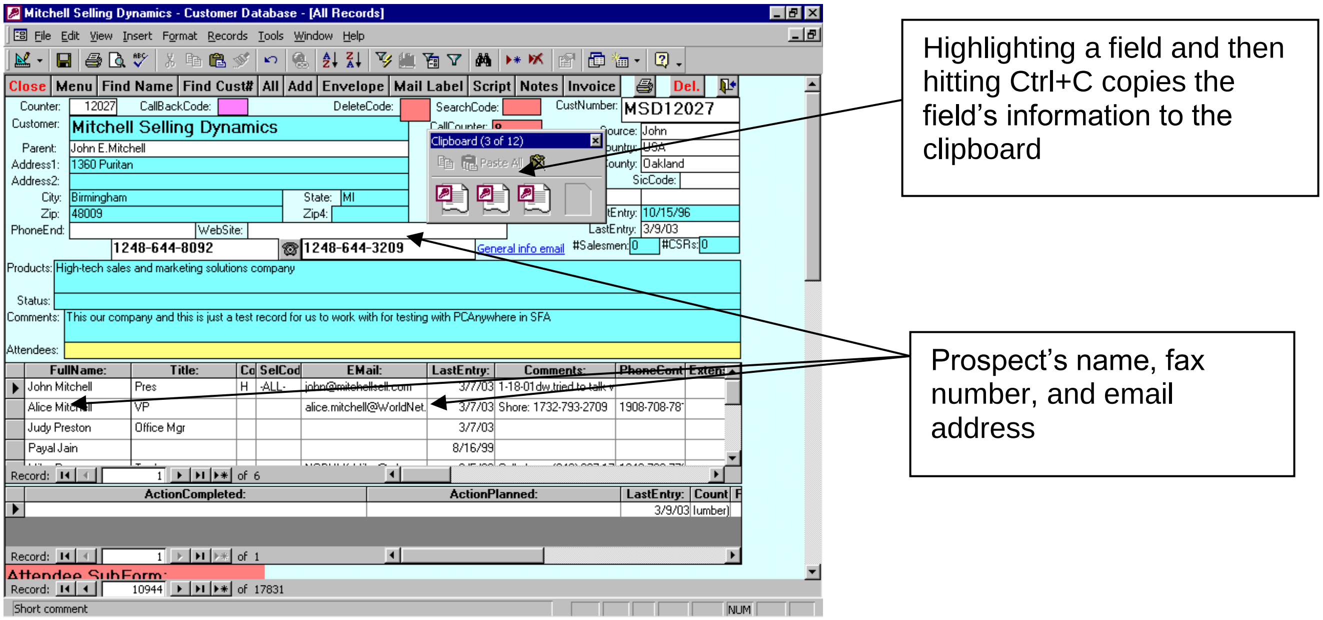


Figure 1. Print screen from a Microsoft Access database developed by Mitchell Selling Dynamics

Second, now you can paste the prospect's name and email address into a pre-created "draft" email in Microsoft Outlook and send to the prospect.

Microsoft Outlook Email

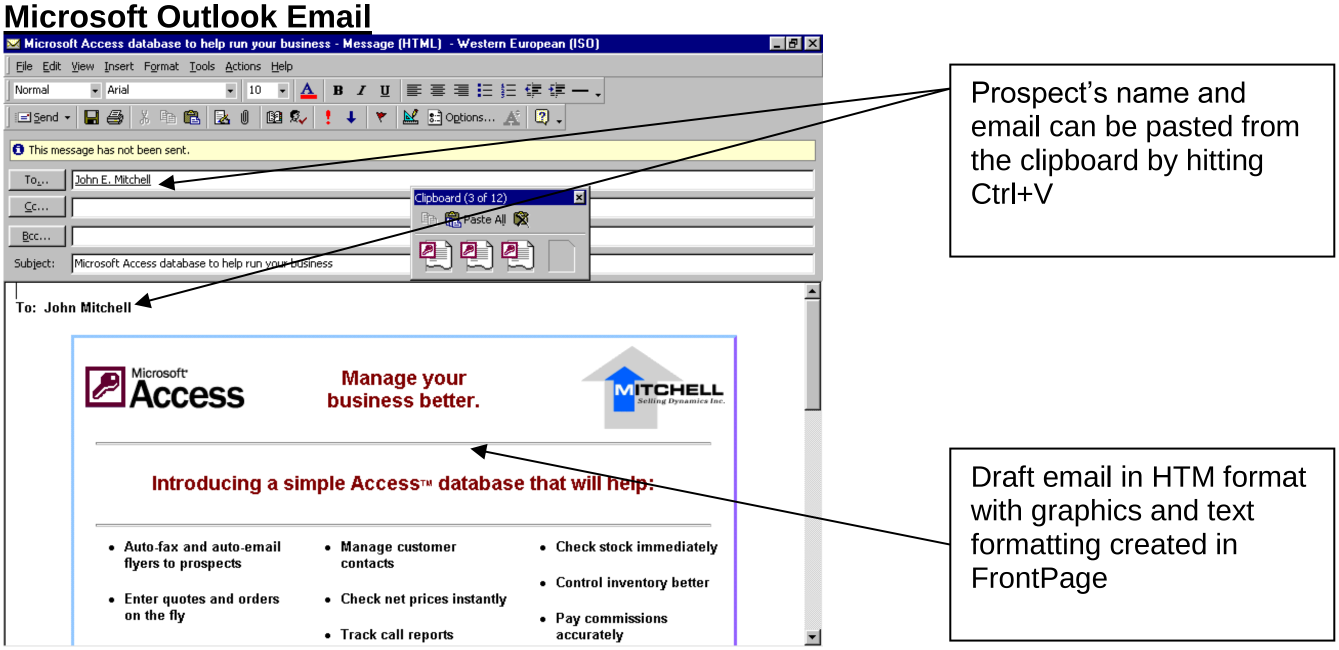


Figure 2. Print screen from Microsoft Outlook email application with a "draft" HTM flyer that was created in Microsoft FrontPage

STARTING A SALE continued

Third, using WinFaxPro and a modem on your PC you can fax a Microsoft Word document to a customer so he gets a hard copy. When you click on Print, one of the printer options is WinFax

Symantec WinFaxPro Faxing

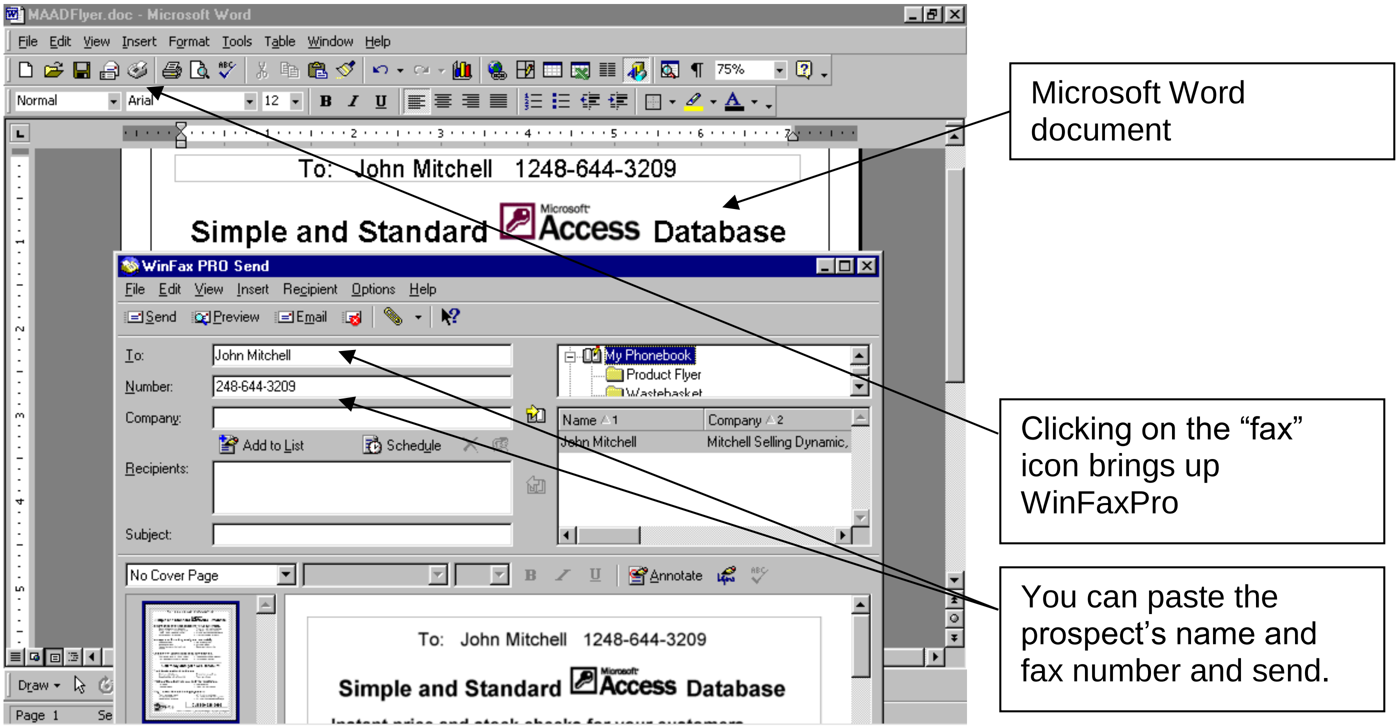


Figure 3. Print screen from Symantec’s WinFaxPro faxing a Microsoft Word document. (Paste the prospect’s name and fax # into Semantec’s WinFaxPro and a Word doc and print it to your PC’s WinFaxPro server)

Three Tier Flyer Design Example

- We saved a client, just like you, over $46,000
  askdjasdfalsdfjadjkdjfaklsdjfalksdjfaldjfalkdjakdjfal;sl;jfskdjsdjfaslkasklkjl;asdfkljdfkjlas; dkljlkdfklsdf;lkjasdflkjsdflkjasdlalskdfs;kjfdjfl;sjdflkdjflkdjflskdjflskjflskjflskdjflsdfjlj; sdfjlasdjflaskdjfaslkdjfasldkjfalsdkjflskdjskljfslklskdjflskdjfl;ksjladflkfdslkjsdfklsdf kljjklsdfkl

  - **Here is how we did it:**
    lasdfklsdjflasdjflsadkjflsdjflsadjflskdjflsdjfkdjfsdjfldjfdfjsdlsjdflsakdjflasdjflsdjflkjasdfljksd flkjasdlfjkalsdjfalsdjfljasdkk

    - **Fixed the absenteeism problem**– at ABC Mfg we reduced it by 22% saving $46,000

      K;ljfds;alsdjfasdlkfjasl;dkfas;dkjalkjasl;asdjalkskjasfjldkfjal;jalksjaskjaskdj asdfalsdfjadjkdjfaklsdjfalksdjfaldjfalkdjakdjfal;sl;jfskdjsdjfaslkaskjsljalsdfa l;fakjas;kfaljaskdfjsl;jalkdjas;jaskjaskfjasfjjjllkjsdjkl

    - **Lowered employee turnover** – at DEF Mfg turnover is down 19% saving $82,000

      K;ljfds;alsdjfasdlkfjasl;dkfas;dkjalkjasl;asdjalkskjasfjldkfjal;jalksjaskjaskdj asdfalsdfjadjkdjfaklsdjfalksdjfaldjfalkdjakdjfal;sl;jfskdjsdjfaslkaskjsljalsdfa l;fakjas;kfaljaskdfjsl;jalkdjas;jaskjaskfjasfjjjllkjsdjkl

    - **Increased manufacturing output** – GHI Mfg reports production increases of 18% in the units involved with us

      K;ljfds;alsdjfasdlkfjasl;dkfas;dkjalkjasl;asdjalkskjasfjldkfjal;jalksjaskjaskdj asdfalsdfjadjkdjfaklsdjfalksdjfaldjfalkdjakdjfal;sl;jfskdjsdjfaslkaskjsljalsdfa l;fakjas;kfaljaskdfjsl;jalkdjas;jaskjaskfjasfjjjllkjsdjkl

    - **Enhanced employee morale** – a satisfaction survey compared to last years results was up 12%

      K;ljfds;alsdjfasdlkfjasl;dkfas;dkjalkjasl;asdjalkskjasfjldkfjal;jalksjaskjask djasdfalsdfjadjkdjfaklsdjfalksdjfaldjfalkdjakdjfal;sl;jfskdjsdjfaslkaskjsljals dfal;fakjas;kfaljaskdfjsl;jalkdjas;jaskjaskfjasfjjjllkjsdj

STARTING A SALE continued

How To Start If You Know The Customer

- When you know the customer well but cannot get any real orders
  - **Start at the bottom** of the organization and work on a problem. i.e. Call a technician or ask for the blood drawing person, the Phlebotomist
  - Go through the proper chain of command and get approvals

Selling When The Call Is Inbound

When you have a customer on the phone this is an extraordinary opportunity to increase sales particularly if you have just helped the customer. Bundling your products and services helps everyone.

PRE-CALL PLAN (because you expect them to call and you want to be ready)

- It is crucial that the rep **identify the products** you are going to promote to each customer and have **WIIFM'**s, support literature and inventory to back you up.
- Develop a specific sales plan for each of your **key customers**, with your manager, that identifies products to be sold that are well suited
- Learn as much as you can about the key customers and the key products
- Have a **handy file** or database entries on each key customer with information on products to be promoted and the target people at the company. This will help you **anticipate the sale**.
- Make a note in the file each time you have promoted a product so that you can **follow up** on the next call
- Review **past purchases** to help trigger ideas for sales of other or newer products
- Can you sell them **complimentary products like spare parts or calibration devices**
- Would special "**custom**" products help to exactly suit a customer's needs
- Can you add **supplementary** or optional products or attachments to your database
- At the end of the caller's call **ask permission** to speak about a special opportunity
- **Ask to be transferred** or for the name of another "buying" person at the customer.
- **Ask, Ask, Ask**!!!!! When someone places an order, say something like: "Oh, that's a great product. Can you tell me what you plan to do with it?"
- Suggest to the customer: "Many callers order two of that item." **Larger quantity** order is often better for you and the customer.
- **How about** engineering drawings or software upgrades
- It may be wise to promote purchases in **advance of price increases**
- Can you move obsolete or used "**as is**" merchandise
- Can you include **installation** service or accessories
- Some customers want to buy **training** materials or programs
- Do you have **cross-reference lists** showing competitive items for replacement
- Try not to give away **trial orders. Selling them at 50% off is better than free**
- Businesses often want to have the protection of a **warranty**
- Is there an opportunity to sell a **maintenance contracts**
- Would a **protective/safety** enclosure, cover or special treatment be of interest
- How about selling a material handling usage **container**, hopper or dispenser
- Can you get more for a special **delivery**
- Even if you handle a ton of inbound calls, you should make a point of **calling at least ten customers per day** to introduce new products or follow up on products already introduced. This will allow you to cycle call the same 50 customers three times a month.

Starting A Sale continued

Selling When The Call Is Outbound

PRE-CALL PLAN (Did you learn something from a prior call)

- You should have about 50 focus accounts and 100 accounts that you call regularly, three or two times per month, or once per month and some quarterly. Direct mail others
- **Schedule the focus account calls** over a 200-day year. We like **Microsoft Access** for recording what happened during these scheduled calls.
- Callers can make 125 calls per day but a **good target is 65 per day**.
- **Count** the number of outbound calls made in each half hour period to introduce new products or follow up on products already introduced. This will help you measure yourself. A good target is 65 customers per day. There is a "**log**" form earlier in this section.
- **Group customers** to be called each month/quarter by time zone
- It is crucial that your company **identify the products** you are going to promote and have support literature and inventory to back you up.
- **You must know why you called**, what you want and generally how to do it
- Use a **headset** instead of a hand held phone
- Keep your workstation well **organized**
- At the **beginning** of a call with a lot of choices **hit the "O" key** to get an operator
- Start off with a **script** and practice it until it flows like a conversation
- A good start is the **WIIFM** statement discussed above or the words: "Your company has bought medical equipment from us and we are introducing...."
- Ask the customer: "**Did I get you at a bad time?"**
- Suggest that the whole call will last around 2 minutes **unless there is a larger interest**
- Use words such as: "Can I ask if you are aware of" or "Has anyone told you about"
- You do not want to try to sell your customer **everything you have on the first call**, be happy not to overwhelm your customer
- Bite you lip when you want to dump everything you know on a customer..... remember **telling ain't selling**. Put your customer first and your ego next.
- Use a **Microsoft Access database** program on your computer and use the auto-dialer
- Use short **value statements about your company**: "We are a 40 year old, nation-wide medical-surgical supplier with millions in inventory and 20 veterans ready to help you"
- Use short **value statements about who you are**...my 8 years as a OB/GYN med-tech and 6 years with Mister Medical uniquely qualifies me to be MORE than an order taker.
- Make your call **productive**, always verify address info and have a voice mail message ready
- Invite them to contact you if they desire using a **toll-free number** to call you back but do not "tell" them to call you back
- At the end of your message make sure you **state your company name** and **web site**
- At the **end** of leaving your voice message **hit a "#" key** on the phone to get to options
- Regularly add customers to your database and call them when you are not cycle calling.
- **Follow-up** regularly
- Use **WinFaxPro** with a pre-designed information page created in Microsoft **Word** to send to someone that wants info
- Use **Microsoft Outlook** with a pre-designed information "**htm" page to email** created using Microsoft's **FrontPage** to someone that wants info
- Your **web site** should have support information that you can use as an aide.

Starting A Sale continued

Ways To Make Calls More Successful

- Remember that **every company/person being called is different**
- Your tempo and **intensity must match who you are calling**
- As we discussed earlier, use the "**Phone Sales Process**" chart in this section with a **script. Practice the script for one or two hours, then use as a reference only.**
- **You are in control** of what happens on the call
- Is he the **right person** to talk to about your product? Sometimes, you can call the **purchasing department** at your customer to get info about contacts.
- Does the **customer have a need** for your product? Ask him what he is looking for.
- Can you **create a need** for your product by shifting the buying criteria to performance or cost reduction and not price?
- Does he have the **authority and the money** to buy it?
- Can you get **his budget** or put some "high" numbers as an informal quote and get reaction
- What kind of **time frame** is he operating in days, weeks, years
- Say to the customer: "If I do this and that and you like it, **will you buy it**?"

Probing

- Ask **general questions** first. **Open Probes** to get the customer talking.
  - Research shows **we trust people that ask questions** before telling us as long as they do not "grill" us
  - You should be like a surgeon **asking intelligent questions**
  - Say: "Can you tell me if you are going to reach the profit objective this year?"
  - Get the **customer talking** and reinforce his statements by repeating them
  - Understand **before** you are understood
  - You want to **understand his needs** so you know where you can provide value

- Ask **focused questions** or **Closed Probes** to get more specifics about his **needs**
  - Identify his **real motives** or his main desire
  - Ask him how he feels about a **specific product**....
  - Ask him if he is having any **problems** with repeating procedures.....
  - Then ask if this could that **lead to spending more time** .....
  - Can you tell me **about your present supplier**.... you need to find out if he is unhappy about anything or if he is totally satisfied
  - Ask if there are supplies he has **trouble getting** or **do not perform properly**
  - If you talk about a piece of equipment, can you get **his budget** or give him some "high" numbers as an informal quote. Then your real quote will be low
  - Try to get the names and phone numbers of all the buying influences

  Examples of "Closed Probes" can be found in the following page.

Starting A Sale continued

Closed Probes Examples

Blood Pressure Monitors

- Can you tell me about your present blood pressure monitors
- Would you know if you are using digital blood pressure monitors
- May I ask if you are experiencing leaking valves on your blood pressure monitors
- Are you using mercury based blood pressure monitors?
- Would it be okay if I asked who the maker of your present blood pressure monitors
- Would it be all right for you to tell me who I would need to talk to about sending some blood pressure monitor information
- May I prepare a quotation on a blood pressure monitor that I think can give you more accurate readings and reduce the number of repeat procedures done

Data Storage CD's

- Would you do me a favor? Let me ask you a few questions about your Storage CD's
- Can you tell me if the CD"s you are using are MEDICAL GRADE? Are you using CD's to archive patient information or to make copies for patients?
- Are you currently putting your hospital's logo to promote and market your hospital?
- Would you know if you are getting data CD's from a retail store versus a distributor like Mister Medical?
- In your opinion, do you think getting your CD's labeled with your logo and address would contribute to your professional image

Other Closed Probes

- Can you tell me if you have trouble reaching your present supplier
- Can you tell me if your present supplier is able to recommend products that will make your business more efficient
- Would it be all right if I asked you about who would be involved in the decision to replace all your xxxxxx
- Would you know if your business is happy with delivery time on your xxxx
- Can you get answers to the **QIN** form (Quote Info Needed – see following pages) for a specific product?
- Some customers like you order all of their ECG supplies at once so they do not have to make a bunch of calls. Can you tell me if you would be interested in a custom order sheet that would have all those supplies on one order form?
- Can you tell me the GPO (Group Purchasing Organization) that you are a member or affiliate member of?
- Do you have any idea of the products you purchase outside of your GPO contract?
- Is your facility owned by a hospital or medical system?
- Would you be able to tell me who has overall responsibility for the medical supply budget of your facility?
- May I ask, who has responsibility of the P&L statement of your practice?

Probing Role-Play – page 1 of 1

Description: For a total of 15 minutes you will read, prepare and complete this inbound call role-play. The preparation can be done **jointly** before you do the role-play. **Both you and your teammate should play the Telephone Person and the Customer.** Following the role-play we will have an open discussion.

Telephone Person:

1. You will have to prepare yourself to employ techniques that have been presented in this course including*: Building status, using first name, repeating back, respectfully executing several closed probes*
2. Your beginning should reflect that the customer has called you and regularly buys from you so you will need a transition, a WIIFM and then several probes
3. You will have 5 minutes to prepare for the role-play and 10 minutes to do it.
4. You may want to repeat the role-play

Customer:

1. Listen carefully and react normally to the lead of the telephone person.
2. Do not offer information freely, but you are a good customer of the sales person. Instead let the sales person probe repeatedly
3. Make notes of things you liked and disliked.

Scenario

Overview: The **Mister Medical** telephone person has asked permission to spend more time on the phone with a **Michigan Heart Group** customer after handling his reason for calling. The customer has expressed interest in finding out more information about Mister Medical's expanded product line. He currently uses Physician Sales & Service (PSS), a complete line, and national medical supply house with over 55,000 stocked items.

- The customer's office is multi-specialty with 5 cardiologists and a total of 20 physicians full time. They use: Holter Kits, Chart Paper, Syringes, Blood Pressure Monitors, Data Storage CD's, Stethoscopes, Electrodes, Defibrillators, Skin Prep Items & Gels, Stress Equipment, Exam Tables, Batteries, Gloves and more
- They have been buying electrodes and chart paper from Mister Medical for 8 years.

Telephone Person's Objective:

- Use closed probes to determine more information about the customer's needs
- Respectfully, follow the probes and try to get something going on additional items being ordered from PSS
- Get permission to call back again a latter date

Customer's Objective:

- You are placing an order and interested in finding out about Mister Medical's medical-surgical offering. The PSS rep just made you mad by not listening to you.
- You are basically all set, at least in your mind but you do have some problems getting some items from PSS

STARTING A SALE

Quote Info Needed (QIN)

Cardi*ac Science Powerheart AED G3*

QIN form AED-1

12-05-2005

Quote Info Needed: **Cardi*ac Science Powerheart Automated External Defibrillator (AED G3)***

1. Where it will be mounted and what mountings will be required (hung on wall, in cabinet, etc.)
2. Do they want a lockable case
3. Do they want a separate backup battery
4. Do they need an extension cord
5. Do they want gel and electrode kit
6. Do they want backup cables

WIIFM Statements

- The step by step voice instructions make this a easy to use instrument helping to avoid owner/user liability
- Battery guaranteed for 3 years and we will call you when the three years is up

Manufacturer's Information

The next generation Powerheart ***Automated External Defibrillator*** *AED has arrived. The Powerheart AED G3 is our flagship, feature-rich AED offering. The innovative Powerheart AED G3 presents our new customer-friendly features such as more instructive voice prompts, improved voice quality, new lighter weight, redesigned form factor, and the industry's first three-year, full replacement battery. Cardiac Science has the cutting-edge AED advantage. Industry leading technology and added performance features leads the way for the next generation of Cardiac Science AEDs Ease-of-use Simple, easy-to-use, one-button operation. More instructive voice prompts guide user through rescue. Outstanding voice prompt quality and clarity. Lighter weight in a new user-friendly form factor. RescueReady® Reliability The Powerheart AED G3 continues to feature our industry leading one-button operation and RescueReady technology featuring our patented daily, weekly, and monthly self-tests, virtually assuring first time, every time rescue performance. The Powerheart AED G3 is the only AED on the market that automatically tests all three critical components daily including the pre-connected electrodes (presence and function), IntelliSense® lithium battery, and system. The G3 now includes a partial energy test with the weekly self-test, and a full energy charge cycle with the monthly self-test. Innovative Technology The new Powerheart AED G3 also incorporates the Company's patented RHYTHMx® analysis software and STAR® biphasic defibrillation energy waveform.*

Our Part # 93000E-201

STARTING A SALE continued

Providing Value

Value and Trust are at the top of the list of why people buy things. You can create the perception of VALUE with words.

Regardless of how you get in front of the customer, you must **show the customer that you can provide value** through your company, its systems, partners or products (**Added-Value**) **AND** from you personally due to your experience or other attributes (**Value-Added**).

Added-Value (related to your company):

- Your products reduce the customer's costs by reducing **procedure repetition**
- Your broad offering of medical supplies helps your customer **consolidate suppliers** providing the one-stop-shop. This reduces costs by eliminating PO's and thereby the number of invoices and company checks that have to be reconciled. Each PO can cost a company $300 by the time it is reconciled and paid for.
- Your products **increase the doctors' & nurses' output** from 30 to 35 per day
- Your stock is right down the street and scheduled deliveries can provide "Just In Time" (JIT) to **improve cash flow**

Value-Added (related to you):

- You can arrange for **training programs** to teach them how to use your products to save money or increase patient throughput – could be lunch box meetings
- You can develop **new designs or customize services** working with the customer for guidance to reduce their costs or increase their professional image
- Because of your many **years of experience** in the industry you can help them select the best product to suit their needs.
- Your **knowledge of Mister Medical's systems** can help them get their orders handled properly
- You can say something like: "Can I tell you what I just did to help a customer just like you?" And then spread your successes around.
- Your knowledge of systems and purchasing options can **reduce the customer's costs of procurement**

The real value you can provide becomes more obvious when you know the customer well and usually the customer is involved in helping you figure this out.

If a customer asks: "Are you on commission?" I think we should say: "We get credit for our sales and sales allow our company to stay in business. Our company recognizes us but it is really a satisfaction thing."

STARTING A SALE continued

- Do not forget the **Director or Purchasing Agent**
  - If you are dealing with someone inside a company it usually pays to give the Director or Purchasing Agent a courtesy call to keep him informed, but ask the prospect first

- **Can the customer visit you?**
  - Perhaps the customer can stop in so you can show him around
  - Once you are walking **"side by side"** your mind should be like a computer working **systematically** to record everything you hear
  - Never daydream while you are on the prowl
  - **Bring key items** with you...a catalog, a pad
  - Stop and **write down** "memory jog" words that you want to follow up on later
  - Ask about other **key people** and write down their names "for the record"
  - Get a sense of what is your **big opportunity** and what is a little opportunity

- You do not want to try to sell your customer **everything you have on the first call**, be happy not to overwhelm your customer
- Bite your lip when you want to dump everything you know on a customer.... .remember **telling ain't selling**. Put your customer first and your ego next.

- What if the customer is an **old friend** or you have been calling on him for a long time
  - He can be a **strategic linkage** to getting more business
  - Ask to be **introduced** to higher ups in the company
  - Bring in others from your company
  - Constantly remind him and **thank him** for the long lasting friendship that you have enjoyed with him over the years
  - Find out exactly **how much his company is buying** and from whom**, WRITE IT DOWN**. **Enter it into the database**.
  - **Ask him** what it will take to get all/more of his business
  - Confide in him about what is happening in your life and how you are doing
  - Look to him to help you **totally penetrate** his company

- Your **goal** should be to "**earn**" the dominant **SHARE** of your account's business.
  - The F.W. Lanchester says your **share** should be more than **26%** at which you will not get replaced and less than **74%** above which profits go down with a **42%** share being recommended as the top of mind supplier to the account.
  - Remember you do not want just one order...**you want a dominant share**
  - **<u>Every year add at least one customer to your "drop dead to serve" list</u>**

- The idea in "Uncovering needs" is to get something going and be allowed to keep working on it until you get an order, then start all over again. At the **right time you should get explicit agreement with the customer on this.**

- Your **proposal (see this section for a sample proposal)**
  - When it comes to proposals, **bigger is better (include everything that makes sense: references, VHS tapes, CD's with testimonials, application data, savings reports, installation info, cross references, dimensions, catalog pages)**
  - Make it as **easy to understand** and clear as possible, use sticky notes
  - Attend to **all the details**: what's included, documentation, training, returns, delivery, installation support, follow on support, warranty
  - Use **WIIFM** statements with each item
  - **Pictures**, catalog clippings, drawings or sketches and videos can really help
  - Put an **executive summary** up front with benefits, expected results, resources required, measurements and estimated costs
  - Tie in the **future** if possible
  - Make your proposal a "**bracket**" proposal that **includes alternatives** such as a bare bones package, mid-range package and a full-blown package. **This takes focus off yes/no**!
  - Your proposal should be whatever it takes to get the order without you there
  - Add a "**pie sweetener**" to penetrate another area, e.g. give away a complementary item to get them to try it, as well as, to help with this order

NOTE: There are many opportunities that do NOT require a quote or a proposal. Quotes and proposals take time and cost money. Use them as a tool.

Sample Proposal Letter – Page 1 of 3

Dear Customer Contact:

This letter contains a number of recommended projects that will produce **$1.2 million in savings** and add **$9.4 million in incremental sales**.

Thank you for the opportunity to discuss marketing strategy and to present our recommendations.

This letter lays out a "recommended" series of projects covering several years. It includes the benefits to you from each project, their prioritization and cost. We hope you will add them to your marketing plan.

Please be aware that several of these projects are interdependent. That is, one may need to be completed before another can be started. Our "proposed" timetable takes this into account.

Proposal Summary:

- ***Strategic Projects***: This proposal identifies 17 strategic projects and lays them out on a quarterly timetable.
    - ***Benefits to you***: are included for each project along with the estimated savings
        - ***Skill set improvements*** sales people will be tested and monitored in the field
        - ***Sales increases of 30% the first year are expected and will be measured***
        - ***Cost reductions*** including the removal of two salaried employees will be reported
- ***Software and Hardware Upgrades***: Recommendations to improve your business systems are included
    - ***Benefits to you***: are included for each project along with the estimated savings
        - ***Productivity improvements*** of 80 hours per week are estimated
- ***Lead Generation***: Unique, creative lead-generation initiatives are included
    - ***Benefits to you***: we estimate that we will increase your new prospect contacts
        - ***New Prospect Contacts*** of 40 per week are estimated over the present 6 per week
        - ***Conversion to customer rate*** will be doubled

Please NOTE: If you decide to proceed by **in the next 30 days** we will provide you with a "**Pie Sweetener**" by giving you the CRM database ***at no-charge***, a value of $xxxx

We present this letter in the humblest terms possible. We are in awe of the tremendous achievements that your company has already made and will undoubtedly continue to make. We simply hope to play a role in your continued success.

Our resources, business associates and experiences stand ready to serve you!

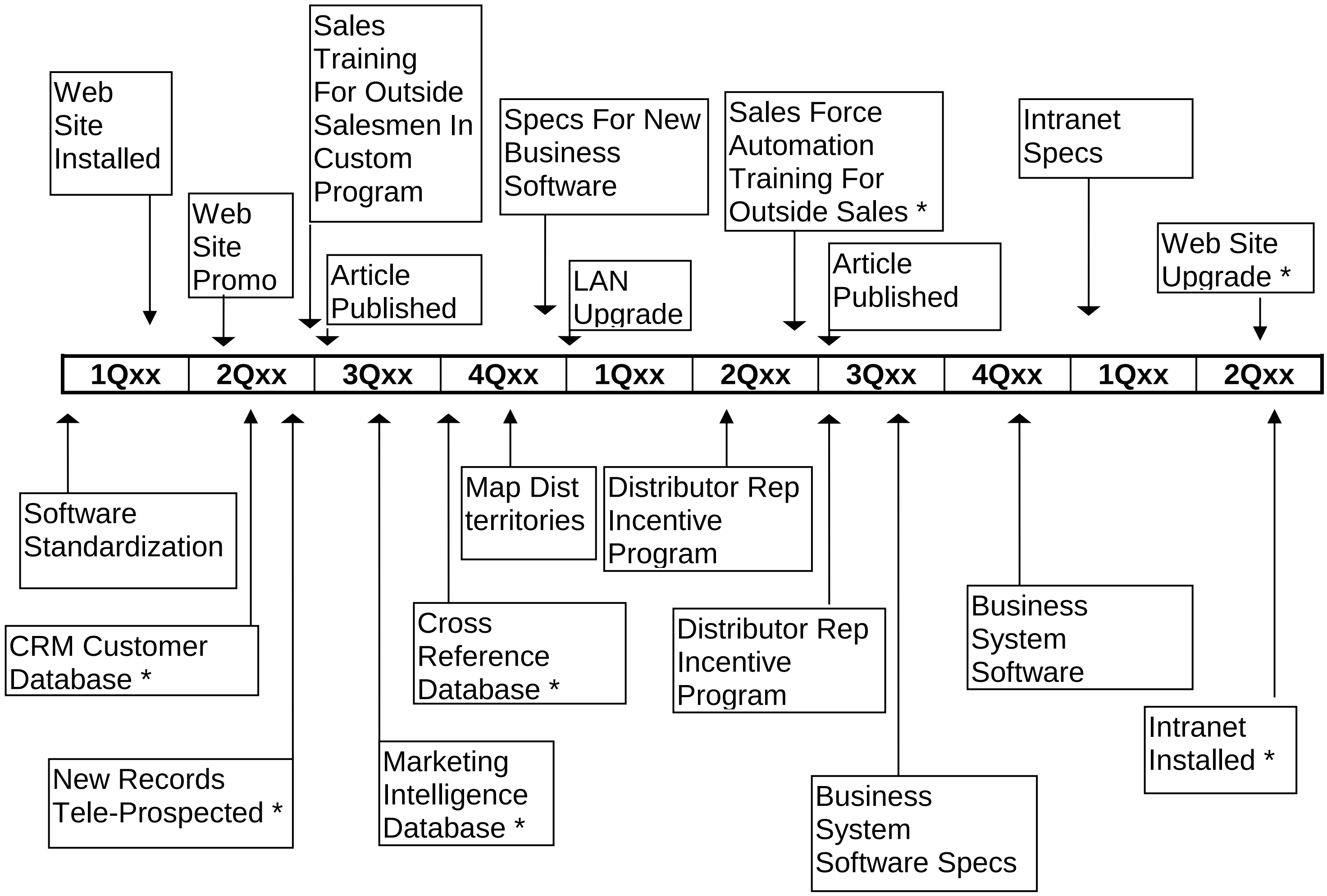
We will contact you in a few weeks to follow-up but please feel free to contact us at your convenience.

Sincerely,

Sales Representative

Sample Proposal Letter – Page 2 of 3

Project Completion Targets By Yearly Quarters



Note: Please see following pages for detailed project description, benefits and cost estimates, etc.

* Indicates projects that require prior completion of other projects.

Note: This page was created in Microsoft Word using the “Drawing” tools!

Sample Proposal Letter – Page 3 of 3

Recommended Projects (Sample for three projects)

1. **CRM Customer Database**
   Description: Microsoft ACCESS Customer Relationship Management (CRM) database to provide customer information and sales person contact action history. Project to include present database standardization and address correction to CASS, additional record purchase and creation of forms, reports, queries and macros.

   Suggested Supplier: Mitchell Selling Dynamics, Inc., Birmingham, MI, 800-328-9696
   (Some projects might show alliances with other "partners" to provide specific services)
   Estimated Cost: $xxxx

   Benefits: Customer database will provide an information warehouse allowing auto-emailing, auto-faxing, merge-mailings and keep track of your prospects and customers. It will allow management to review all present and planned actions at accounts. ***We estimate this will greatly improve your conversion rate adding at least 200 new customers per year or about $2 million in incremental sales***.

2. "**Relationship Selling" Sales Training**
   Description: Send each outside sales person to the two-day seminar: Relationship Selling. Please see www.mitchellsell.com for a complete list of the course content.

   Suggested Supplier: Mitchell Selling Dynamics, Inc., Birmingham, MI, 800-328-9696

   Estimated Cost: $xxx per attendee for the first attendance, repeat annually for refresher at no charge. Custom programs can be done for your entire organization at $xxxx each.

   Benefits: a sales team this is focused on the proper number of accounts and taking the proper actions will generate new, profitable business. ***We estimate an increase in sales by your middle performers of over $200,000 per person.***

3. "**Sales Force Automation" Computer Training**
   Description: Send each outside sales person to the two-day seminar: Sales Force Automation to learn how to use PC computers to grow business.

   Suggested Supplier: Mitchell Selling Dynamics, Inc., Birmingham, MI, 800-328-9696

   Estimated Cost: $xxx per attendee for the first attendance, repeat annually for refresher at no charge. Custom programs can be done for your entire organization at $xxxx each.

   Benefits: Each sales person will learn how to work smarter using computers to do many of their labor-intensive tasks. They will be able to contact their customers automatically with promotions and they will maintain current customer contact information. The quality of their presentations will be enormously improved and standardized using PowerPoint presentations with accompanying CD ROM's. They will have up-to-date cross-reference databases to check stock and convert competitive items over. ***We estimate that this will save each sales person in excess of 40 hours per month or $48,000*** per sales person per year.

CLOSING:
There are two kinds of situations that we would like to close. One is a “micro” situation and the other a broader “macro” situation: These are **“Activity” Closing** and **“Preferred Supplier” Closing.**

- **“Activity” Closing** has to do with persuading the customer to allow some kind of activity to occur. **You must ASK the customer** for permission for the activity. **Asking** will allow you to **measure your likelihood of future success**.

  Don’t be afraid of NO. It is better to get an insight into the customer’s intentions then to go on for a long period of time without any likelihood of an order.

  This “**micro” activity** is minor in scope such as.
  - Allowing you to call them back again
  - Allowing you to send literature or samples
  - Getting their permission for you to contact others at their company
  - Allowing you to prepare and send them a proposal

  Activities involving **samples** should be discussed before we give the samples to the customer. The discussion should involve the question: “**Can you tell me what will happen if the samples work well?”**. Will they be ordered? It is generally expensive to give away samples and, while necessary in many situations, we should get some idea of the likelihood of an order being placed.

  Many sales trainers believe there are magical “Closing Techniques” that you can “work” on a customer and manipulate him to take actions that you want. Some times these will work in the “Activity Closing” situation. Popular among them are:

  Trial Close where the sales person is supposed to say something like: “I can get a box of them over here by Wednesday if you want?”, expecting the customer to say: “Okay.”

  Assumptive Close where the sales person is supposed to say something like: “Thank you for your interest in our Medical Grade CD’s. The custom label with your logo sounds just perfect for you. I will enter an order for them and you can email me your logo right away” expecting the customer to say: “Sure, I will send you an email”.

  Reverse Close where the sales person is supposed to say something like: “I can get back to you after the summer”, expecting the customer to say: “No, I would like you to get back to me next week.”.

  Inducement Close where the sales person is supposed to say something like: “I would love to talk more about this with you. How about if you give us an order at the regular discount price and I will throw in the customization on this order? Expecting the customer to say: “Sure, I like the idea of having our logo on the CD’s.”.

CLOSING continued

- **"Preferred Supplier" Closing** is where we persuade the customer to prefer our products to our competitor's products (macro), which is not a simple activity. This type of "share growth" closing is not a singular event but rather a **process over a long term**
  - Please refer to our "**Purchase Cycle**" exhibits in the Introduction section for our views on the elements and time involved with converting a customer to our products
  - You should do a number of "Activity Closes" on **one small objective** each call so you can measure the likelihood of success that you will be allowed to become the Preferred Supplier.
  - Beginning objectives can be simply to be allowed to call back again or to send some literature. You want to get something going and follow up on it
  - If the customer falls into the "**Easy To Sell**" category on the "**Readiness To Buy Curve**" it may be possible to get an order AND become the Preferred Supplier right away. **Some times** you can get "the" order on the first call so do it!
  - To become the Preferred Supplier **the sales person will have to get "involved"** with the customer. This can be done both **on-the-job** and **after normal working hours** in a social setting if you live near each other.
  - To become the Preferred Supplier the customer will have to have the trust and confidence that you and your company can **perform consistently and this MUST BE DEMONSTRATED** over a reasonable period of time.
  - Examples of "**macro" closing** techniques are:
    - Setting up phone based or web based **training programs** that run 10 weeks and completing them providing certificates to the attendees
    - Developing **cost reduction projects** to reduce your customer's costs and managing the project and reporting results on a timely basis. This usually involves you and them committing to each other.
    - Identifying **productivity improvement projects** jointly with your customer and managing the project and reporting results on a timely basis. This usually involves you and them committing to each other.
    - Formally agreeing to "**partnerships**" with written commitments from both sides usually signed by the top executives in both companies. This usually involves you visiting them and/or them visiting you.

- **Your Objective**
  - Every customer call should have an objective that must be accomplished in the context of becoming this customer's Preferred Supplier.

“Preferred Supplier” Projects (Developed jointly with a customer)

These two projects are examples of planning created jointly with a customer. Projects created and planned in this manner will get you well on the way to being the **Preferred Supplier** and prevent you from giving the customer costly “demo” products at no charge.

	1	**Replace Existing Blood Pressure Monitors**							
	1.1	Meeting to propose and approve	PS-PF						
	1.2	Identify team members	PS-PF						
	1.3	Analyze existing process	PS	PF					
	1.4	Present recommendations		PS	PF				
	1.5	Order sample digital BP monitors			PS-PF				
	1.6	Receive new items				PF			
	1.7	Install new items and debug				PS	PF		
	1.8	Create instruction sheets					PS	PF	
	1.9	Verify samples work well						PS	PF
	1.10	Order replacement BP monitors							
	1.11	Receive new items							
	2.12	Train medical assistants						PS	PF
	2.13	Report results							PF
	2.14	Follow-up							PS
	2	**Train Department MA's**							
	2.1	Meeting to propose and approve	PS-PF						
	2.2	Analyze needs	PS-PF						
	2.3	Develop curriculum	PS	PF					
	2.4	Identify attendees		PS	PF				
	2.5	Schedule classes			PS-PF				
	2.6	Assemble materials			PS	PF			
	2.7	Identify facilities				PF			
	2.8	Develop demonstrations				PS	PF		
	2.9	Order items for demonstrations					PS-PF		
	2.10	Debug demonstrations						PS	PF
	2.11	Hold classes							PF
	2.12	Hold graduation ceremony							PF
	2.13	Report results	PS						

PS=Planned Start
PF=Planned Finish

After the projects are completed you can put the **AS** (Actual Start) and **AF** (Actual Finish). Doing this will help you create future project plans with more realistic timetables. You can also increase your credibility by showing new customers ACTUAL implemented projects.

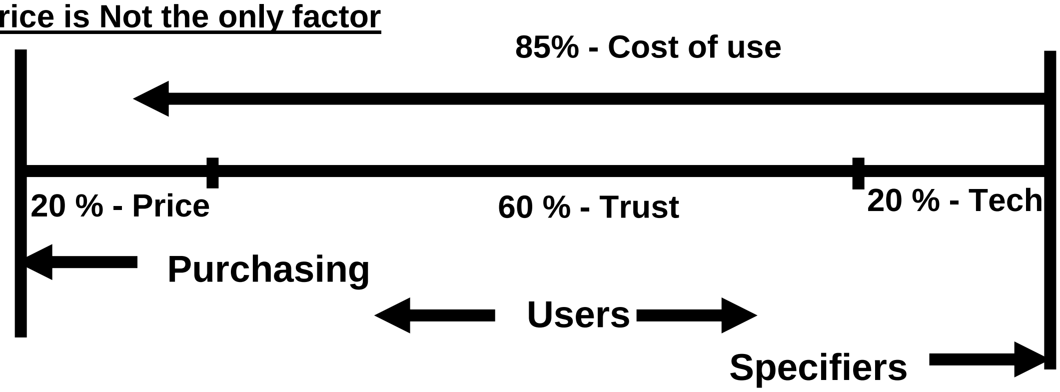
What if he wants to think it over?

In this context it should be clear that we are in it for the long haul and thinking it over is prudent, so that is fine. The important point is when we should follow up!

CLOSING continued

- Dealing with **price effectively**
  - **Price is seventh** in the list of why customers buy
  - **Cost-of-Use** should be stressed constantly (see battery example in Intro)
  - Only **20% of the customers are pure price buyers**.
  - **If you drop the price** by 10% you could be giving up 80% of your profit.
  - If by dropping the price by 10% you give up 50% of your profits you will have to double your sales to be at the same profit level.
  - It is difficult/impossible to increase the price but **you can drop the price in a matter** of seconds and it will take years to get it back to where it was.
  - ❖ **Can you ask**: "What do you think the odds are that the lowest bidder is going to provide the most value or provide the lowest cost of use?"
  - **Hold off** technique...can we hold off on that for just a minute.
  - **Create concern** technique...you get what you pay for.
  - **Sympathy** technique.... don't you want our company to continue to furnish the very high quality products.
  - What to **take out** technique...we can remove the....
  - **Larger order** technique...we can meet that price if you buy more.
  - The **no** technique.... I am sorry but I just cannot do it (you can always call the customer back later if he does not order).
  - Can I **add something** technique.... if I throw in this is it okay
  - **Sweeten the pot** - We need this order right now because of idle resources and we will give you this....
  - **No authority** technique.... I have to check that with my boss.
  - Give me the order **this time** technique.... and next time I will see what I can do about the price.
  - When it comes to proposals, **bigger is better**
  - Make your proposal include alternatives such as a bare bones package, a mid-range package and a full-blown package. **This takes the focus off yes/no**!
  - Give me **part of the order** this time.... just in case.
  - Never give up price on the spot or without **getting something** back.
  - Get the customer to tell you **the price he needs** and then work on making him go up before you come down
  - When he goes up you can **come down by half** (or a tenth) of what he went up
  - **Understand** all aspects of the situation before you take any price action

Price is Not the only factor



CLOSING continued

- Overcoming **Objections**
  - **First objection** is usually not the real one
  - Tests or **trial** usage's can often answer an objection without "telling" the customer
  - Do this as if you and the customer were sitting side by side on your couch

Don't ask the customer "why". Say to him: "You must have a good reason for that. Can you share it with me?"

  - Stop and **confirm that you heard** the objection. "Let me make sure I understand your concern, you are primarily worried about paying more?"
  - Ask for **further clarification. "**Would it be all right for me to ask you to give me more specific info? Can you elaborate on that?"
  - Are they logical or emotional? Logical objections can usually be overcome with facts. Emotional ones, like: "I like buying from Joe" are harder to overcome.
  - Is this the **only objection?** If this objection is overcome will you get an order
  - **Case histories** can lower the worry about an objection
  - **Letters of recommendation** can lower the worry about an objection
  - **Joint phone calls** to other customers can lower the worry about an objection
  - Joint visits to your company can lower the worry about an objection
  - Use the please **help me understand** your concern technique....
  - Use the **I understand** technique.... I understand your concern and this is why
  - Minimizing technique.... **while you are right** about the liability with an AED, the voice instruction prompts seem to dramatically reduce the risk
  - Using the "**we/us**" technique...we need to find a way to get your people interested in replacing all those leaky BP monitors
  - **Feel, felt, found** (from Carl Henry) I understand how you feel; others like you felt; once they evaluated the cost of use they found
  - **Confirm and Lead Questions**. Say to the customer: (**Confirm**) "Sounds like you are concerned about the price of replacing all of your BP monitors?" And then (**Lead**) "Well, that is a valid concern, however, others have found the new digital BP monitors are so accurate that they eliminate repeating procedures because they get it right the first time.

Confirm and Lead Examples

- Say to the customer: (**Confirm**) "Sounds like you are concerned about switching to a new software that you will have to learn?" And then (**Lead**) "Well, that is a valid concern. However, Microsoft Access is part of Office Professional and it is a cornerstone application like Word and Excel so many of the tools are the same and it will be around forever. It also works well with those applications and customizing it is far cheaper than SAP or Profit 21 or other MRP systems.
- Say to the customer: (**Confirm**) "Sounds like you are concerned about paying $372 for this grill?" And then (**Lead**) "Well, $372 is a lot of money but since this is made of Stainless Steel it will last forever and you can leave it outside all year long. This is the last grill you will ever have to buy so the cost of use is very low. Can I show you what I mean?

Overcoming Objections Role-Play – page 1 of 1

Description: For a total of 15 minutes you will read, prepare and complete this inbound call role-play. The preparation can be done **jointly** before you do the role-play. **Both you and your teammate should play the Telephone Person and the Customer.** Following the role-play we will have an open discussion.

Telephone Person:

1. You will have to prepare yourself to employ techniques that have been presented in this course including*: Respectfully, informing the customer that you are following up; Giving the customer unique selling advantage statements and WIIFM's; executing several probes and then use the **Confirm and Lead** technique for dealing with objections*
2. You may want to remind the customer that he is buying from you now
3. You will have a total of 5 minutes to prepare and 10 minutes to do the role-play.
4. You may want to repeat the role-play

Customer:

1. Listen carefully and react normally to the lead of the telephone person.
2. Raise objections about the price and installation requiring compressed air
3. Make notes of things you liked and disliked.

Scenario

Overview: The **Mister Medical** telephone person is following up on the Powermatic ADA Exam Table with a **Michigan Heart Group** customer. Seems like the customer has expressed some kind of interest in this exam table with a power lift for access by wheel chair, overweight and other mobility problem patients. The table has a list of $6,200 providing a 50% margin to its dealers.

Items Of Interest:

- This customer uses a standard exam table with no adjustments other than the backrest.
- Many clinics are getting more patients in wheel chairs.

Telephone Person's Objective:

- Respectfully, inform the customer that you are following up on an earlier call
- Use closed probes to determine more information about the customer's needs
- Give the customer reinforcing "WIIFM" statements about the Powermatic ADA exam table. And use them in your opening and whenever the customer tells you something about a specific issue
- Overcome the customer's objections using the **Confirm and Lead** techniques

Customer's Objective:

- You are using standard exam tables (that cost about $1,500 new) and a number of patients have complained about getting onto these tables.
- Your old exam tables look kind of worn and may not project the proper image.
- Surface objections to the price and complex installation but go with the flow if the sales rep makes sense

CLOSING continued

- **Summarizing Builds Momentum For You**
  - **Keep track** of the product features and benefits to the customer that you have discussed during your visit and that the prospect has accepted. Tie in a benefit to the customer with each of your product's features. These are the "The What's in it for the customer" statements.
  - **Lay them out** to the prospect, as two family members would do prior to making a purchase.
  - You and your prospect sitting on the **same side of a table** or standing side by side.
  - May I try to **review what I think we have agreed to so far..**.?
  - **Is it okay for me to summarize**
  - **Send an email that "documents" what happened, agreed-to or was discussed in YOUR view. And ask for corrections and comments.**

- Getting an order
  - Do not be afraid of a **NO**
  - You will have to make it happen...**Do not assume** you will get an order.
  - **It starts before you call** the customer because you are usually following up on something. You might say: "I am calling because I have done what you requested and it is my understanding that we have solved the problem. **Can you tell me what the next best step should be to get to an order?"**
  - Watch for buying signals.... do not oversell. This may be the "Easy To Sell" guy
  - You should do some **preliminary question asking** as you follow up. May I verify that you received the test order? And that it worked well?
  - Your should build a story and **leave no doubt** that the logical next step is for you to do what you set out to do
  - Some times you can suggest to your customer that you will **call purchasing** to get a PO unless he has to write the PO himself.
  - In a very confident manner inform your customer that these are in stock and **you can deliver it** as early as tomorrow unless there is no rush
  - Suggest that **your company is very creative in terms of getting payment**...would he like to do a credit card or pay after the present quarter or next year.
  - You can say: "I will start working on your customized kits today and **we can get the paperwork squared away later**
  - If your close fails for any reason politely **ask what the specific reason** is and then isolate the reason and deal with the reason. A good way to do this is to say: "You must have a good reason for not wanting to proceed. Can you share it with me?"
  - Be careful not to get the customer in a box that he cannot get out of making **him feel trapped**
  - Remember that **a professional salesperson <u>sells</u>** and that means asking for the order. It does not mean assuming the customer will send in the order or orders will mysteriously materialize.

<u>CLOSING continued</u>

- **After the order**
  - **Write a thank-you** letter
  - **Follow up** at your company
  - Do not assume that things will go right...get involved
  - **Follow up** at your customer's company
  - **Get back right away** and start working on the next order
  - **Look for problems**, if you find them you can fix them earlier; if you do not find them it is just great
  - Work on **setting up the larger sale**: yearly contracts, the whole department, the whole company, standardize your products

- Dealing with rejection
  - Try to remember that **negative feelings are just that**.... they are not tangible...they are in your mind
  - Look for the **lemonade** in the lemons
  - Every problem is an **opportunity**
  - Try not to take it **personally**
  - Even Jesus Christ didn't have everyone in his camp
  - Focus on the **customers that love you**
  - Call on the **tough customers when you are best able** to handle it
  - Employ the "Being Enthusiastic" remedies in this book
  - **<u>Thank God for all the customers out there</u>**
  - I want to be the best failure out there
  - The **difference between getting a "yes" and getting a "No"** is usually very small...in golf it is two or three strokes out of almost 300.
  - In running it is just a fraction of a second
  - Keeping that **positive mental image** of you is crucial.
  - If you get down, think about staying with it for **30 days more**
  - Audiocassette **tapes** such as Zig Ziglar's "Building Your Self Image" or a fun cassette tape that you make yourself help to keep your mind focused on the positive
  - What **separates great salespersons** is how they deal with frustration...everyone gets frustrated, great sales persons do not take it personally
  - **Isolate the rejection** as just one event...package it and put it on a shelf
  - Remember, this is the **difficult part of my job** and if it did not have a level of difficulty it would not be worth doing and certainly would not pay much
  - Read Anthony Robbins' book ***Unlimited Power***

Closing Role-Play

Description: For a total of 15 minutes, including preparation, you will be the salesperson or customer. The sales person should **prepare his presentation** with written Unique Selling Advantages, WIIFM's and be ready for objections. The customer should prepare for the role-play by writing what they expect the sales person to do and say. Following the role-play each team will be asked to present the team's observations.

Overview: The sales person is visiting an automotive parts manufacturer producing plastic interior trim components requiring consistent **color** (GM Specification Bordeau Blue # 9934) and an appropriate **hardness** reading (Shore Durometer D=40). The owner is a **right brain** person that relies on suppliers for engineering.

Items Of Interest:

- The company uses computerized injection molders to produce these automotive parts.
- The operations being performed include injection, densification and finishing.
- They have seen you in the past, an ABC Plastics sales person, but never really listened to you.
- They are presently purchasing polypropylene from a Dow Chemical distributor and paying about $0.10 per pound in rail car lots. It comes in the form of a "salt & pepper" mix with a combination of white and blue pellets that "could" have a mix change separation during shipment.
- About 12% of the finished parts have to be scrapped due to inconsistent color
- About 3% of the finished parts have to be scrapped due to out-of-spec durometer readings

Salesperson's Objective:

- Practice all of the presented Mitchell Selling Dynamics' skills including *asking the customer's expectations; listening; repeating back; using first name; making value statements; building customer's status; being enthusiastic; being prepared with pen, cards, note paper; stating unique selling advantages; stating WIIFM's* with special attention being given to **overcoming objections**, executing **"activity" closings** and get started on a **"preferred supplier" closing**.
- Get closer to customer psychologically
- Set up a Value-Added project and get the customer to **purchase** some polypropylene that you get from GE Plastics so that it can be tested. Custom small lots are very expensive to furnish ($1.80 per pound) because the exact "blue" color pellets are created so there can be no separation in shipment.

Customer's Objective:

- Find out what ABC Plastics and their salesperson can do to reduce scrap
- Cautiously, let ABC Plastics know that you are unhappy that Dow Chemical and their distributor haven't provided any help
- Let ABC Plastics know you are very reluctant to change suppliers due to the hassles involved
- Get technical evidence that GE Plastics polypropylene is better than Dow Chemical's product
- Object to purchasing any trial materials because they are expensive and may not be representative. However, if the sales person makes a convincing argument you may use your own judgment as to purchasing trial materials.

SELLING IN A DOWN MARKET:

There are a lot of opportunities in a down market. Most customers are looking for ways to reduce costs and there are often personnel changes that sever existing relationships **allowing something NEW to be introduced**. **We need to move the focus for growth from new products to new customers**. This usually means taking business away from someone else.

- **Develop "Strategic Linkages"**
  The idea here is to study every avenue possible to help you, dramatically increase sales. Look for a lot **more than just one order**, look for ways to identify and penetrate new customers in a bigger way and existing customers further due to some advantage you might have.

  - **Commonalties**
    - Look for commonalties in your **existing customer base** (NAICS or SIC codes, regions, dealers, products used, common obstacles). This helps you identify the niches you may enjoy that can be expanded.
    - If you have strengths with **certain industries** or customer types **focus on these segments** (buy databases, make products for them, join associations, go to trade shows, do PR in their trade magazines, hire employees that are from your intended target industry)
    - Examples include: American Express and business credit cards; Accountemps and temporary finance employees); safety products for OSHA controlled companies.

  - **Partnering**
    - **Dedicate** your services to a company in a partnership fashion
    - **If you had a long career in an industry** find companies in that same industry and tell them about your experience to see where you can help
    - Use your resources to **eliminate the need** for your customer to provide what you are providing
    - You become dependent on each other in a complimentary way
    - **Upper management** at both companies will help this happen
    - Examples include: MacDonald's and Coke; GM and EDS; Meijer's and private label manufacturers; ADP doing payrolls; installers for Sears

  - **Vertical Networking**
    - Look to your **suppliers or landlords** to help you by using your product/service or to help you land new customers
    - Ask your **customers and past customers** to help you sell your product/service to their customers, their suppliers or their associates
    - Examples include: financial service companies can get you market leads; you can get advertising money from product providers; installers can get leads from wholesalers; your landlord can provide a list of his other tenants; tax attorneys can ask for referrals; food services companies could do catering for cafeteria users

- **Linkage expansion**
  - Use contacts that are **out of work**. Help them find a job and you are in
  - Call **contacts** at existing accounts when they move to another company
  - Use **employees** to identify leads where they can help
  - Use **family and friends** to tee up leads
  - **Government** officials that you voted for can help
  - Trade or volunteer **association** officials can be helpful
  - **Club** memberships such as Rotary, Masons, Optimists, Golf, Alumni, Church, etc.
  - Existing **employees from other countries** can help get started in their homeland (Canada, eh)

SELLING IN A DOWN MARKET continued

Strategic Linkage Exercise – 5 minutes

INSTRUCTIONS: With the person next to you identify strategic linkages that could be used to increase both of your businesses. Separate them according to the headings below. Please be prepared to share one or two examples of your ideas with the rest of the class.

COMMONALTIES:

PARTNERING:

VERTICAL NETWORKING:

LINKAGE EXPANSION:

OTHERS:

SELLING IN A DOWN MARKET continued

- **Offer more value** that doesn't cost you much
  - Extended warranties
  - Scheduled shipments
  - Re-engineering

- **Do more problem solving** that is very focused
  - We can help you machine stainless steel
  - Don't panic, a big problem is a big opportunity
  - **Write down a definition** for a problem; define it in very specific terms
  - A well-defined problem is half way solved
  - **Gather evidence**, some is good, more is better
  - **Study** the evidence carefully
  - Get the **customer to provide input**
  - Have as many **customer personnel** involved as possible
  - Be sure to **put down all the broad issues** that normally surround a problem
  - Look at the history of the problem...also the future
  - Brainstorm solutions (**Mind Mapping**)
  - Write down all the **possible** solutions, no idea is a bad idea, no judgments here!
  - Estimate resources and **costs** with each solution
  - Consider the **pros and cons** of the alternatives
  - Select **one solution** in a participative way
  - Lay out an action plan
  - **Choose the easy steps** or a reduced version of your solution first
  - Be certain **everyone agrees** with the choices
  - **Assign responsibilities** in a participative manner
  - Develop **commitment dates** with those responsible
  - Implement your plan
  - Document, Document, Document, keep **written records** of all activities and results
  - Keep **samples** along the way
  - Make oral presentations to **report** regularly to everyone involved
  - In the end write down what was learned and how the lesson can help avoid other problems
  - **Send out** written documents to everyone involved

SELLING IN A DOWN MARKET continued

- **Follow up on all leads** both old and new, 70% of leads are not followed through

- Dig into accounts that **stopped doing business with you** years ago

- **Share success stories** within the organization

- **Use team selling** on critical opportunities to give it your best shot

- **Initiate drives into new markets or new customers** that are close to you geographically
  - Do ***web searches*** on www.google.com for companies and email addresses
  - Find women or ethnic minorities that you may have something in common with
  - Most customers would rather buy from a company that is close to them

- **Set up auto contacts** to communicate more widely
  - Auto-faxing with WinFaxPro and Auto-Emailing with Outlook
  - Do publicity stunts and write articles for trade magazines

- **Work harder** by putting in more hours doing prospecting work on the phone
  - Do the paper work after hours or on the weekends

- Make sure you are **working on the stuff that's worth working on**
  - Write down the high priority work activities and set minimum daily times to work on them. This will increase the amount of time each day spent on the right stuff.

- **Try to up-sell and cross-sell** with every order
  - Up selling involves having the customer buy more or bigger/better items. "Some customers buy two of those so they have a backup."
  - Cross selling involves getting a customer to buy another complimentary or supplementary product with the product he is buying. Sometimes this can work as a form of discount. You say to the customer: "We cannot lower the price on the item you ordered but we can throw in this new product that is worth $$$"

- **Hold the line on price**
  - Add services, add value, add anything but hold the price

- **Reevaluate your assumptions**
  - There may be opportunities where you used to think there were not

MANAGING YOUR TIME:

The biggest mistake that people make is thinking they work for someone else!

- Time is the most **valuable resource** on earth
  - To reach your potential you must make the most of your time
  - ♥ **Always try to do at least two things at one time or half as often**. Schedule around this goal
  - Take an inventory of how you spend your time and then see what activities can be doubled up or tripled up
  - The **Daily Time Log** (Priority, Leisure, Switch-To-Phone, Switch-To-Someone, Redundant, Goal)
  - Saving an **hour a day** could double your self productivity time
  - **Eliminate activities** where possible
  - Can it be done more efficiently by another method?
  - Can someone else do it or can it be done at another time
  - Does it have to be **done this often?**
  - Classify activities by goal oriented, priority, other
  - Between 9:00 AM and 4:00 PM you must be with customers
  - Use the telephone where possible

- The **Crisis/Priority quadrants**
  - Focus on the "High priority, not crisis" category
  - Eliminate the "not crisis, low priority" category activities

- Match **"What You Do" with "What Is Worth Doing"**
  - Don't waste time on bad matches
  - Look at the size of all opportunities

DAILY TIME LOG SHEET

Day: ___________________________________

Date: _____________________________________

Time	Description	Priority	Total	Total H	Goal
05:30					
06:00					
06:30					
07:00					
07:30					
08:00					
08:30					
09:00					
09:30					
10:00					
10:30					
11:00					
11:30					
NOON					
12:30					
01:00					
01:30					
02:00					
02:30					
03:00					
03:30					
04:00					
04:30					
05:00					
05:30					
06:00					
06:30					
07:00					
07:30					
08:00					
08:30					
09:00					
09:30					
10:00					
10:30					
11:00					
11:30					
12:00					

Priority = **H** for highly strategic; **M** for moderately strategic; **L** for generally wasting time

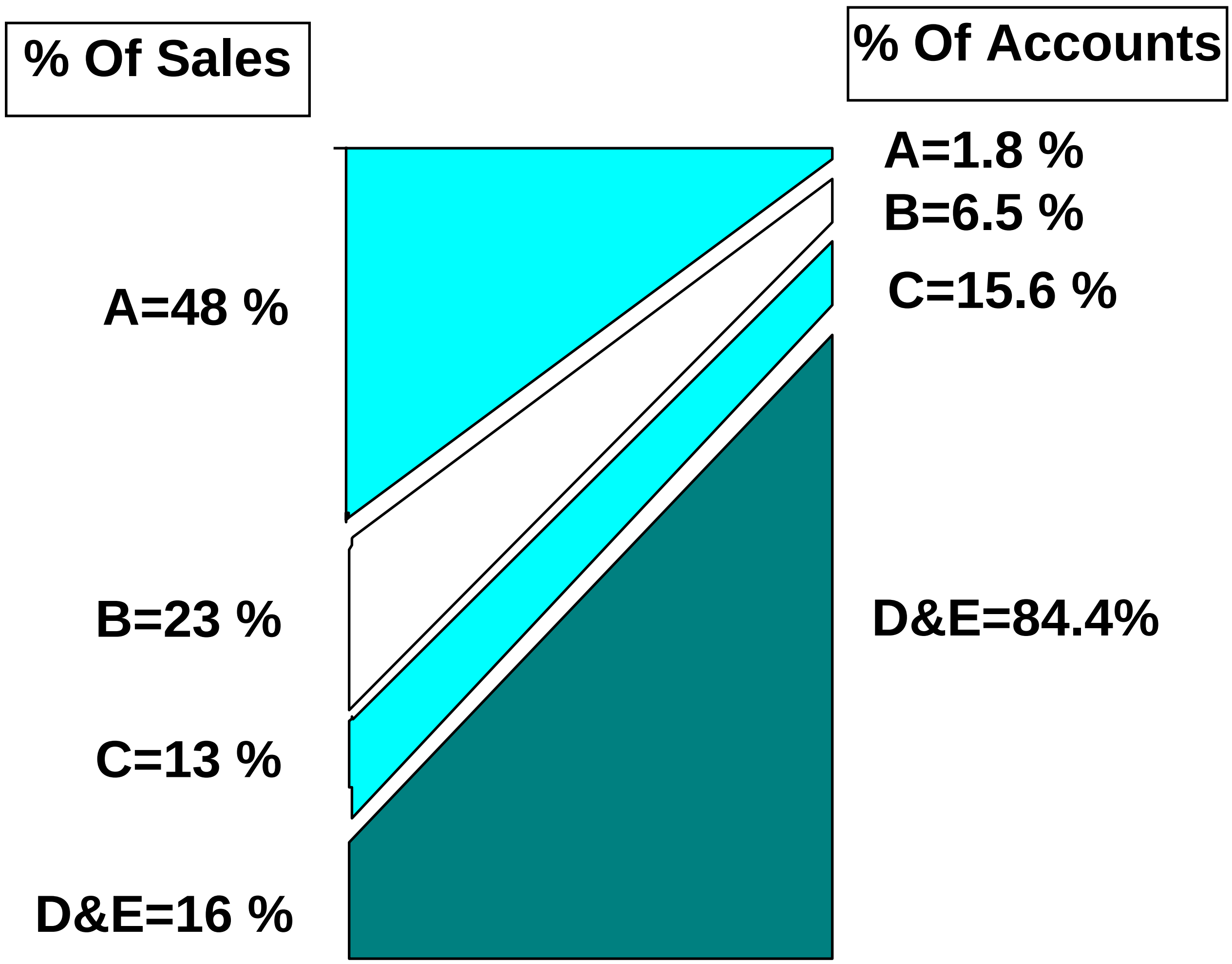
We should spend at least half of our time on "H**" activities; Goal = R** for reduce; **I** for increase

MANAGING YOUR TIME continued:

Need to focus on "Key"accounts

This chart is typical of many companies. Most of the business comes from very few accounts. In this example 48% of the business comes from 1.8 % of the customers.

- Sales people handling these important customers spend a lot of "**after hours" time** with the key buying influences
- The sales people at these key accounts have **strong personal relationships** and the customer views the supplier as providing value
- Sales people need to find these "few" customers and then become the "**Preferred Supplier" over time.**



MANAGING YOUR TIME continued:

- **Phone workers should have 50 key customers**
  - You will **schedule calls** to these accounts and really work them
  - You should get a **commission** on sales to them

- **Selection Criteria For Key Accounts – Phone workers should have 50 key customers**
  - Pick accounts where you have had a "**turning point**"
  - Try to pick ones that do not have a **competitor with a 42% share** or more
  - Good **match** for your products or services
  - **Size** of the opportunity; Amount of potential ($ of your type stuff they buy in one year)
  - Likelihood of **success**
  - **Geographical** proximity
  - **Growth** trend
  - **Existing** business
  - Your **chemistry** with buying influences
  - **Credit** worthiness

Your TIME is so important – it must be planned and tracked, just like money

- We have found it necessary to keep a **yearly schedule** of your overall activities
  - **Plan your next year during the Christmas holidays**. Lay out your holidays, vacations and other time off so you know **how much time you have available**
  - Decide what **training you need** to improve your skills and get it on your calendar – At least one significant learning endeavor!
  - Decide what you need to get done during the year and **schedule the high priority activities** in a time frame that meets your objectives

- You will also need a **detailed monthly schedule**
  - You must know where you are going **if you want to get there**
  - Work in the details from the overall yearly schedule (**vacation, holidays, training, trade shows, etc**.)
  - Schedule your **calls to customers** using the **Mitchell system**
  - Leave time for emergencies

- **How To Plan Your Time**
  - Identify 50 to 60 **"A"** accounts that are worth working on. You will repeatedly call these accounts on a "**SCHEDULED**" basis.
  - At these accounts work toward achieving a "**turning point**" which is something that happens at the account where you have won their trust. Could be a business or social event where you know you have "connected" with the customer.
  - List these **50 to 60 accounts** by your sales and estimate the account's **potential. If the potential is not significant on an account switch it to another higher potential account.**
  - Assume that you can **schedule 200 calls per month**, based on **making 10 "SCHEDULED" outbound calls per day** for 20 days in the month. This is the time you will devote to outbound calling these **"A"** accounts.
  - Spread a total of 200 phone calls for a month over these accounts, **scheduling** 3 calls per month on some, 2 calls per month and 1 call per month on the rest. Obviously the **bigger potential accounts will get more outbound calls scheduled** each month and the calls probably will be to **different people** at the account.
  - Group the accounts that will be call **scheduled** three times per month and put them on your calendar so that you **outbound call** them at **equal increments** over the month. E.g. call them around the 10^{th}, 20^{th} and 30^{th} of each month.
  - Group the accounts that will be call scheduled two times per month and put them on your calendar so that you outbound call them at equal increments over the month. E.g. call them around the 15^{th} and 25^{th} of each month.
  - Group the rest of the accounts that are to be call scheduled once a month into groups of 10 and place them wherever you have room. Once again, assuming you can **schedule** 10 outbound calls per day.
  - Identify 25 **"B"** accounts that might eventually become "A" accounts
  - **If there is additional time** to make outbound calls, fill that time with calls to the "B" accounts. **These calls are not scheduled.**
  - All remaining accounts that **you know something about are "C"** accounts that can be called from time to time. **Mail, faxes and email** should be sent to them periodically.
  - All accounts that you have never called are simply in your database and can be moved to A, B or C if something happens. These accounts should be called once per year to verify contact info. **Mail** should be sent to them periodically. Normally, you do not know fax numbers or email addresses at these accounts.

BEING ORGANIZED:

- **Follow-up** or following through is very important in selling
  - You must be well organized to maximize your effectiveness
  - It does not take intelligence or education to be organized; it takes a commitment and discipline
  - You should ask customers if you can follow up in a couple of weeks but **quotes should be followed up in one week maximum!**

- Set **goals** for your major accounts after you have identified obstacles. They should include long term, short term and intermediate term. They must be measurable, realistic and written. Typical goals are:
  - **Increase market share** by a specific percentage
  - **Increase sales** by a specific percentage. Forecast to this level **before** each month
  - **Penetrate** with additional products or services
  - **Broaden your contact base** of buying influences
  - **Develop specific purchase facilitators** discussed earlier
  - **Improve specific customer perceptions**

- Tie the following **action plans** to your scheduled accounts based on the above goals
  - Regular **calls**
  - Other **contacts**
  - **Open house** for customer to visit your company
  - **VIP visits** by your brass
  - Blanket **purchase agreements**
  - **Training** sessions
  - **Demonstrations**
  - **Proposals**
  - **Entertainment**
  - Providing **literature**

Account Goals and Plans - Schedule

	Account	Goal	Plan	Jan	Feb	Mar	Apr
1.	ABC PC	Sell $12,000 in new IV Therapy	Plastic catheters	Approval to proceed	Option decision	Change approval	Order AED's
2.	DEF Group	Broaden contact base	Training on AED's	Meet with vendor	Approval meeting	Develop module	Hold class
50.	XYZ Center	Sell $60,000 in equipment upgrades	New exam tables	Get info on existing exam tbl	Prepare proposal	Meet with vendor	Present proposal

Plans with Milestones

	MilestoneTimeTable.xls							
		Jan	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**
1	**Re-engineer A474 Shaft**							
1.1	Meeting to propose and approve	PS-PF						
1.2	Identify team members	PS-PF						
1.3	Analyze existing process	PS	PF					
1.4	Present recommendations		PS	PF				
1.5	Order test tools and other items			PS-PF				
1.6	Receive all new items				PF			
1.7	Install new items and debug				PS	PF		
1.8	Change process sheets					PS	PF	
1.9	Setup new items in crib						PS	PF
1.10	Train machinists						PS	PF
1.11	Report results							PF
1.12	Follow-up							PS
2	**Train Department 34**							
2.1	Meeting to propose and approve	PS-PF						
2.2	Analyze needs	PS-PF						
2.3	Develop curriculum	PS	PF					
2.4	Identify attendees		PS	PF				
2.5	Schedule classes			PS-PF				
2.6	Assemble materials			PS	PF			
2.7	Identify facilities				PF			
2.8	Develop demonstrations				PS	PF		
2.9	Order items for demonstrations					PS-PF		
2.10	Debug demonstrations						PS	PF
2.11	Hold classes							PF
2.12	Hold graduation ceremony							PF
2.13	Report results	PS						

PS=Planned Start
PF=Planned Finish

After the projects are completed you can put the **AS** (Actual Start) and **AF** (Actual Finish).

Doing this will help you create future project plans with more realistic timetables. You can also increase your credibility by showing new customers ACTUAL implemented projects.

BEING ORGANIZED continued

- Keep **track** of your customer's purchases
  - Know **who is buying** from you and how much
  - **Thank** your customers for their business regularly
  - Keep your **customers informed** about how they are doing in terms of their purchases. Do not tell them how much they are buying from you but let them know that you are keeping track and that you appreciate their business
  - Keep your **sales records at your fingertips**

- **Keep a file** on each major customer and keep it at your fingertips
  - Keep a **diary** of your account activities as the top sheet/s in the file
  - A manila colored file should be maintained on the 50 **major customers** and the records should always be at your fingertips when you are on the phone with the customer.
  - As the file gets bigger **split it up** into and important folder and backup folders.

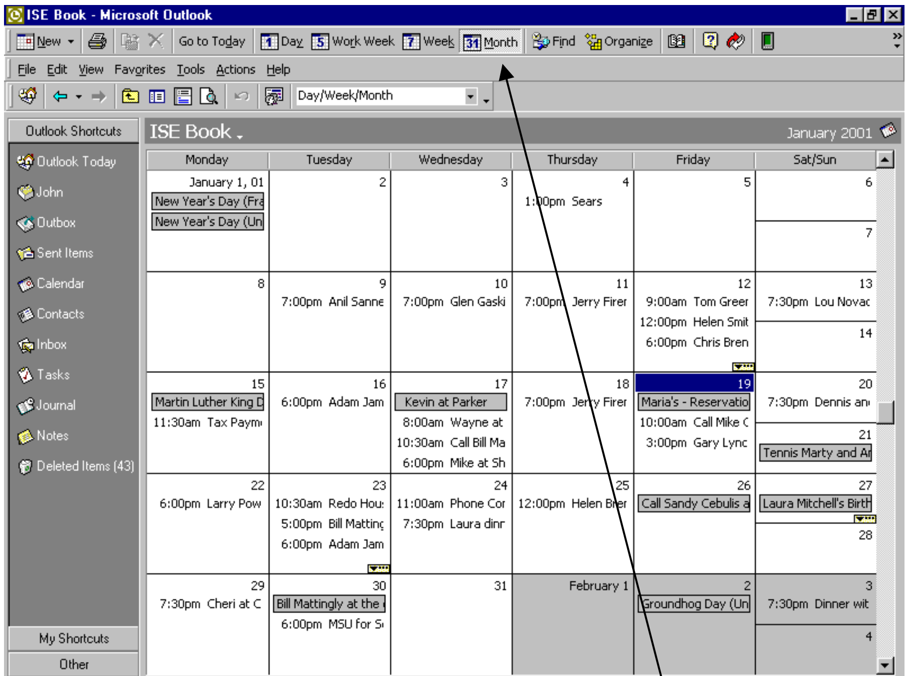
- Keep a "**headquarters' contacts**" bulletin board where you keep track of open matters with your vendor's headquarters
  - Key people and phone number extensions
  - Key words, phrases, reports, specs, etc.
  - Add thank-you notations for others along with phone number
  - Add all other vendor matters to this

- Handbook of **important information**
  - Terms and definitions and web sites that can help (Google.com)
  - Form numbers
  - Phone numbers
  - Organization charts with titles
  - Policy statements
  - Examples that you understand

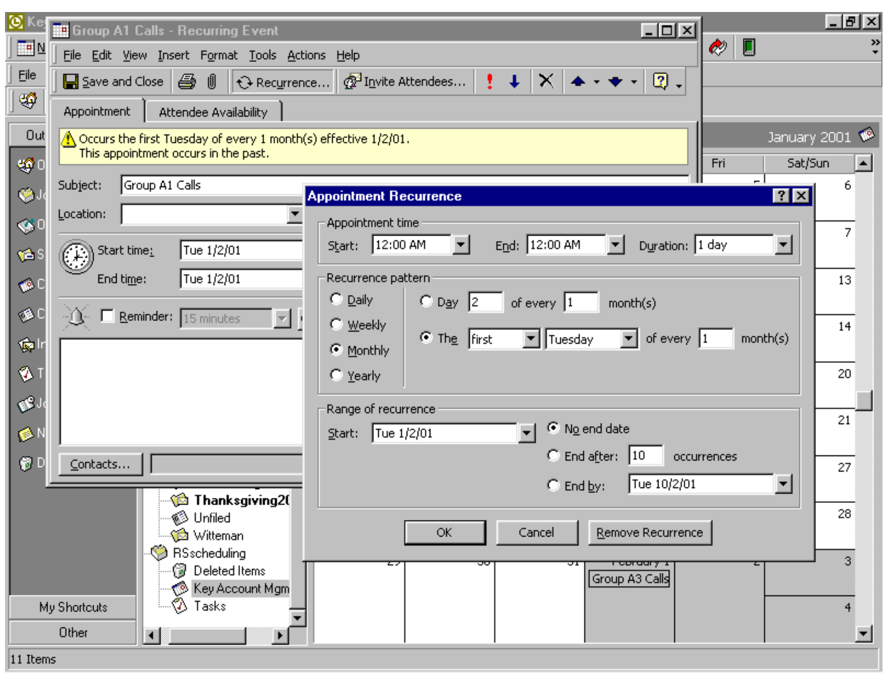
- There is **no substitute for doing your homework**
  - Here an ounce of prevention is worth a kilo of cure

- **Utilize the latest tools** of the trade to stay organized
  - Visit the Office Max, Business Mart, etc., and see what is available

- **Use Microsoft Outlook and a PDA (Palm Pilot, Treo, Blackberry, Pocket PC)**
  - You can keep your calendar by day, week or month
  - You can track your tasks (To Do List)
  - You can keep an address book with your contacts
  - You can synchronize it with a Palm Pilot



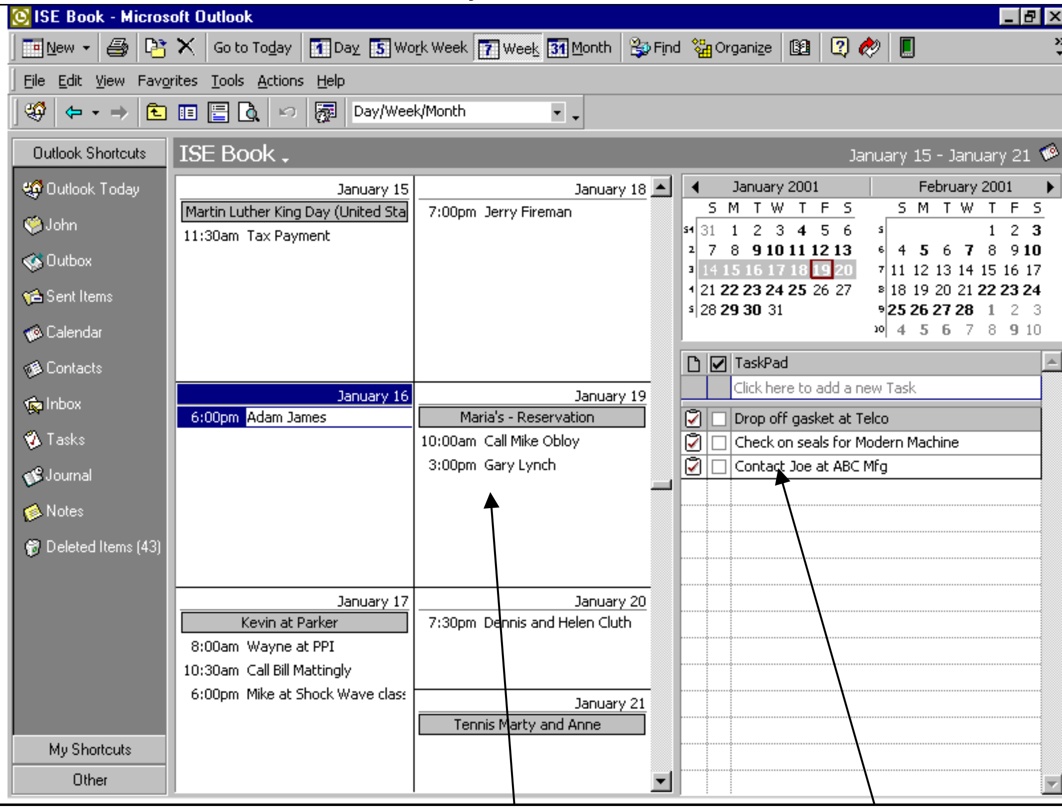
This is Microsoft Outlook's "Calendar" in the "Month" view.



A call group can be entered into Microsoft Outlook and made a monthly recurring event.

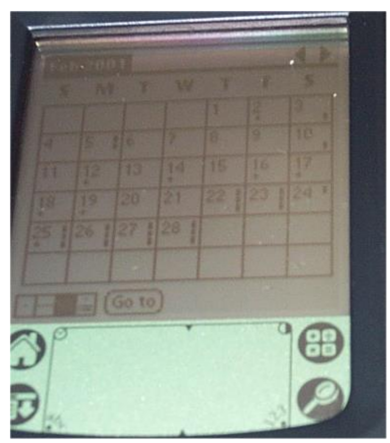
BEING ORGANIZED continued

You can keep Microsoft Outlook opened on your desktop and drag and drop items or cut and paste and have it there for referral any time.



This is a typical workweek. It shows appointments, reminders and a "to-do-list"

Palm Pilot



The Microsoft Outlook calendar can be synched easily with a Palm Pilot. There are third party applications which can be very helpful. To sync with Outlook, get PocketMirror from www.chapura.com. To sync with LotusNotes get EasySync Pro from IBM.

++ Don't forget to print out your past year Outlook calendar in January each year ++

Tools Of The Trade:

Create a great workstation

Creating a Better Fit

To avoid developing repetitive stress problems, children should use chairs and computer tables designed for them, but often, only adult-user setups are available. Here are ways to adjust and improve a child's sitting position when using adult-size furniture.

Head Sitting on a phone book aligns the child's forehead with the top of the computer screen.

Arms Higher seating position also aligns arms at 90-degree angles to the keyboard.

Back Placing a rolled-up towel at the small of the child's back provides lower back support.

Hands Software programs can reconfigure the keyboard to a smaller range. Using a smaller mouse helps, too.

Legs Placing a box or backpack under feet helps position legs at appropriate 90-degree angles.

Source: Dr. Wen Ling, New York University; Karen Jacobs, American Occupational Therapy Assn.

The New York Times; Illustration by Frank O'Connell

Tools Of The Trade continued

- Establish a comfortable and efficient **workstation**
  - Great **lighting** with no glare is a must. Light fixtures should have parabolic defusers with a half-inch by half-inch square grid pattern. Monitor screens should be at 90+ degrees to windows. Floors and walls should have low reflectance.
  - Get a great **chair**. The Posturetech II from Office Depot is the best @ $300. Global International, 560 Supertest Rd, Downsview, Ontario, Canada make the Chair, M3J-2M6. Your backbone should be parallel to your lower legs and your upper legs should be parallel to the floor. Your knees should be at 90 degrees. Floor to seat height should be 16 to 19 inches.
  - Get a **lumbar support** such as a Camp Obus Roll #75600-$20 or a Camp Obus Forme Lo-Back #75000-$100 Phone: 1-800-492-1088
  - **Glare/Shield filters** should be put over monitors to protect eyes. ELF/VLF E-field radiation should be stopped. Monitor height should be at or slightly **below your eye level** and about 18 to 28 inches away from your eyes. The line of sight should be 10 to 20 degrees below horizontal. These Glare/Shield filters cost about $50.00
  - Keyboards should be at elbow height to avoid bending wrists which can cause the repetitive strain injury know as Carpal Tunnel Syndrome. **Elbows should be at 90 degrees**. During typing movement should come at your shoulders and elbows and not at your wrists. Keyboard should be at 0 to 25 degree angle, about 23 to 28 inches from the floor. Mouse movement should **not require a bend** in the wrist.
  - Relax your hands and wrists once per hour by stretching, rotating and shaking them.
  - Blink regularly to prevent eye dryness.
  - Phone cords should be long and have “non-tangle” swivels at the handset.
  - Noise level can be reduced through **sound absorbing fabric** materials on the ceiling, walls and flooring.
  - Headsets such as the **Plantronics M-10** will give you hands free operation and quality communications capability (Plantronics in California: 1-800-544-4660)
  - Wouldn’t it be great if each CSR station had a **fax machine on the desk** for outgoing mostly
  - **Roll away files** can be very handy and at your fingertips

- Call Recording Management Book
  - Bound “**quality book**” to keep track of key elements of each call
  - **Things-To-Do** section is a must
  - Cross off the actions as you do them
  - Move old ones forward as necessary
  - Write the dates in the margins
  - Write your name and phone in the front
  - Keep track of your incoming **calls by category** and time length
  - At least **one day per month** everyone should keep track of calls
  - Categories to include: New customers, “A” customers, “B” customers, “C” customers, Quotation provided, Order received, Level of question, Territory of customer, Length of call, Number handled for the day

Tools Of The Trade continued

- Office Organizer For Literature Storage
  - Use this for pre-prepared mailings (**Charnstrom** – 800-328-2962)

- Microsoft **Outlook** with a **PDA** (Palm Pilot, Treo, Blackberry, Pocket PC)
  - Note the material in our book in the “Being Organized” section
  - **Calendaring, tasking, contact information**
  - Put **reminders for follow up** in here
  - **Yearly schedule** of phone calls with all vacations and holidays added

- Franklin Planner
  - Comprehensive
  - Combines the above
  - "At-A-Glance" knock-offs are around $40

- **Catalog Display Rack**
  - **Master Products Mfg**. has a complete line (1-800-521-1769)
  - Take the time to **type the tabs**
  - Efficiently array important catalogs, pricing documents, specification sheets
  - Develop an index **before** you order or make up the rack. Get a **committee consensus on contents**

- **Competitive Catalog Number Cross Reference List**
  - Only for the **key lines** that are crucial to your company’s success
  - Develop a ***database*** of competitive catalog numbers with your equivalent **and next best choice**
  - Should have **key application information** in case you do not have an exact cross over
  - Add new numbers regularly so that it is **always evolving**

- **PDA’s - Palm Pilot**, Pocket PC, **Casio B.O.S.S.** or Sharp Wizard
  - Phone numbers, addresses, schedule, calendar, alarm, calculator, memo pad, **automatically searches** for things
  - The best for phone numbers and addresses
  - **Palm’s use third party software so get 2 Megs**
  - You need the PC back up link

- Computer and printer
  - Plan the time you will spend here and **do not spend more**
  - Measure the time you are taking away from selling
  - A tower unit can be put under the desk
  - eMachines with Intel Celerons work fine
  - A Canon bubble jet or HP ink jet are low cost and do a nice job but a laser printer is faster
  - Remember **efficiency is not effectiveness**

Tools Of The Trade continued

- Word Processing Software
  - **Microsoft Word** is now the largest (Part of **Microsoft Office**)
  - If you can't write, you can get someone to write **"canned" letters** or get a book of sample letters. "**2001 Business Letters**" is on disk (1-800-801-3880) for $40.

- Spreadsheet Software
  - Microsoft **Excel** (Part of **Microsoft Office**) can be up and running in an hour.
  - Great for keeping track of things
  - You can keep copies of quotations and modify them for different orders
  - Virtually every adult education program has training on spreadsheets

- Database Programs (**CRM** – Customer Relationship Management)
  - Microsoft **Access** (Part of **Microsoft Office**) **does it all** and is easy to use. We recommend that you take a course or two to get this down
  - Database programs are more difficult to use than spreadsheets but you can aggregate more information on your customers and your products
  - We believe every inside sales professional should get database training
  - Merge letters and mail labels must have a database of records

- Other programs
  - **VISIO** is a great program to use with **MICROSOFT WORD** (206-462-9673) to create snappy flyers
  - Microsoft **MapPoint** a sophisticated mapping program that can be used to import your customer locations and precisely locate them for deliveries or for sales person follow up
  - **CALENDAR CREATOR** ($42.99) is for scheduling and printing calendars. (415-345-0551)
  - Semantec's **WIN FAX PRO** ($89) automatically sends faxes and faxes can be turned into files (like a scanner) Sold by Symantec (416-441-0921)

- Survey sheets
  - Develop a survey sheet that you send to your customers regularly
  - Measure your progress against past performance
  - Keep it short and to the point
  - **Survey customers regarding: Deliveries, Courtesy, Accuracy, Ease Of Doing Business, Competence, Pricing/Value, Breadth and Depth Of Products Available, Overall Result**

Counter Courtesy

- **Immediately acknowledge** every person who enters your area.
- **Thank** them for coming in.
- Give every visitor a warm **smile**.
- Immediately ask each person what he or she will need help with. Use words like: "Can you tell me what you **will be needing** help with?"
- **Never tell a customer to wait** while you finish something. Inform him about what you are doing and then **ask his permission** if there is something that you feel is urgent.
- Use "**Sir**" or "**Ma'am**" or "**Mr**." or "**Ms**" e.g. how can we help you, Sir?
- **Do not rush** customers. Impatience is a form of hostility.
- **Be prepared** with catalogs, forms, and samples.
- Set up **coffee and cookies** for visitors.
- Audio **tape yourself** from time to time.
- **Avoid acronyms** and have a large list of them printed on the wall.
- Use "**Please**" and "**Thank You**" and "**You Are Welcome**"
- Have an ample supply of **mouthwash** or breath spray.
- **No chewing** gum or food.
- Keep a list of the names of regulars and refer to them by name. E.g. how can we help you Mr. Martin. Ask repeat visitors for their names.
- When finished, ask if there is **something else you may be able to help them with.**
- **Install a display** of the products that your company provides along with catalogs that can be looked through while waiting.
- **Prepare a give-away** that might get visitors interested in more of your products.
- **Ask visitors if they are aware of new products** or services.

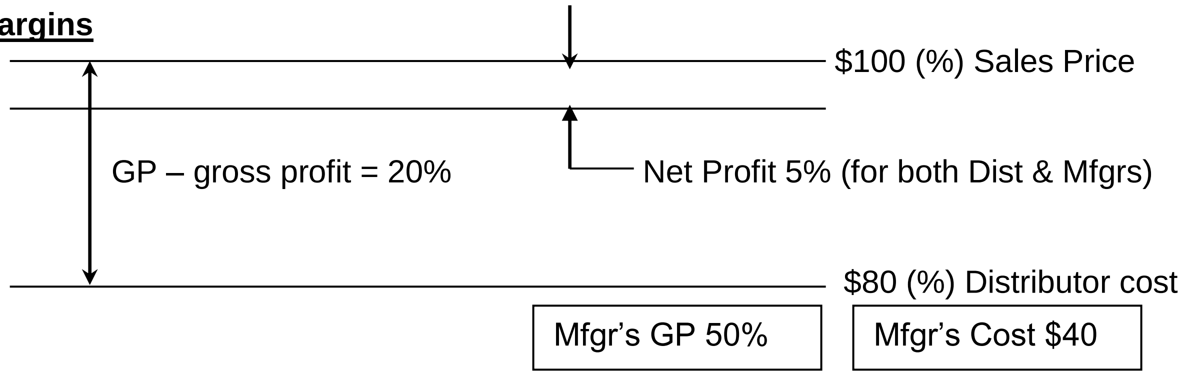
Common Problems To Avoid

1. **Telling** rather than listening
2. Using the **same selling technique** in every situation
3. **Pushing a customer** rather than persuading a customer
4. Not using **time** effectively
5. Being poorly **organized**
6. Not following through all the way to the order
7. Accepting a **smaller part** of the business than you can get
8. Failing to penetrate an account vertically
9. Doing things that are **nice to do** instead of what we need to do
10. Dropping the **price** unnecessarily
11. Not treating your job as **your own business**
12. Not continually **developing yourself**
13. Not communicating in **writing** to all levels of your company and the customer's company
14. Letting **rejection** dictate your actions
15. Not being serious
16. **Procrastination**
17. **Giving up** in your mind, letting your fears take over
18. **Using old technology** when new technology requires a change
19. Thinking that you are going to get something without working hard
20. Thinking that you are going to **get something big right away**
21. Thinking that you can do it all by yourself
22. Watching too much **television**
23. Always doing just **one thing at a time**
24. Not taking care of your health

Bonus Material

Understanding Distribution

Margins



- A distributor buys a product for $80 and sells it for $100. His gross profit margin is $20 or 20%.
- His costs of doing business could eat up $15
- Leaving him with a $5 net profit (net being what is left after expenses)
- If the distributor can sell the product for $101 his net profit will go up $1 so that instead of it being $5 it will be $6 or a 20% improvement
- A manufacturer has a 50% GP but his costs are much higher

Inventory Cost

- If the end user owns it, his cost is $100
- If the distributor owns it his cost is $80
- If the manufacturer owns it his cost could be $50 or lower so it can be attractive to move the inventory up the chain

Inventory Turns

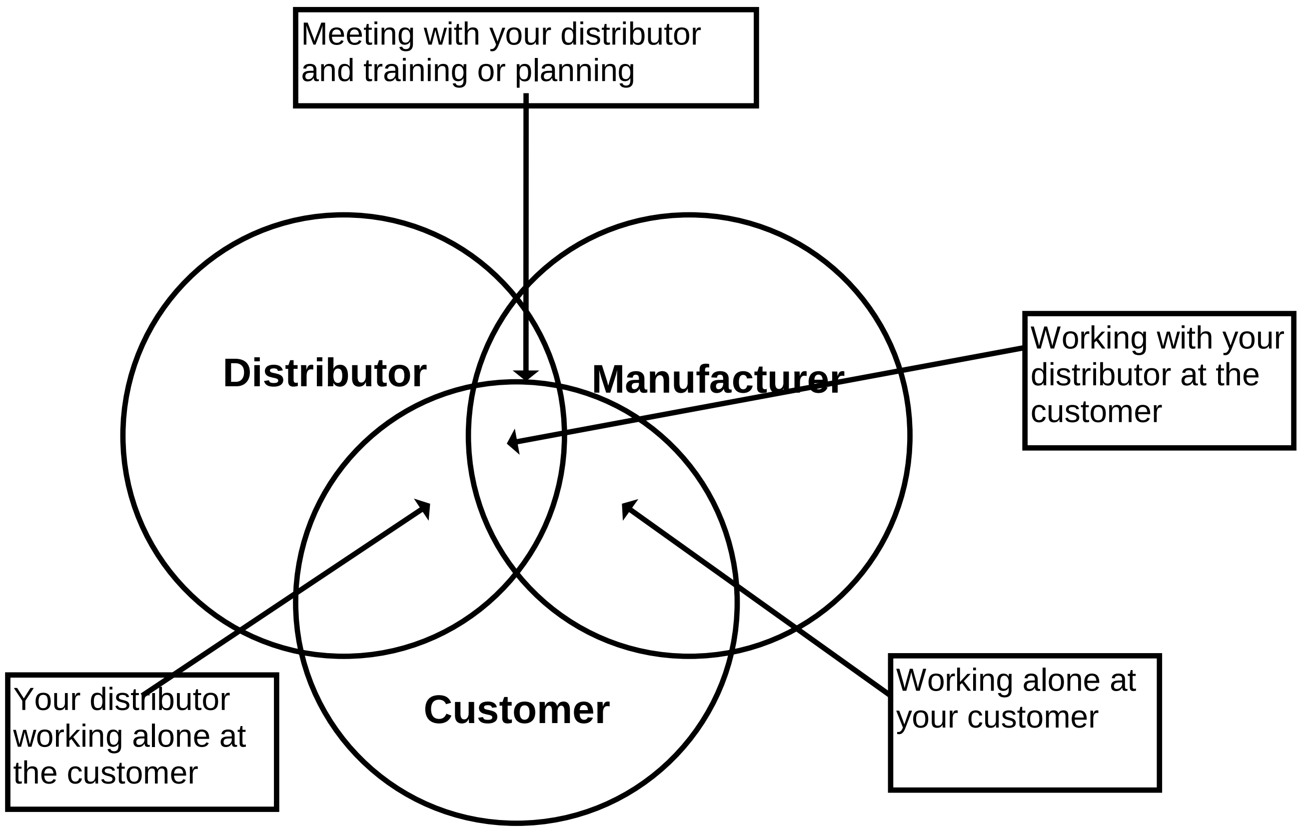
	Distributor A	Distributor B
Distributor Sales	$10,000,000	$10,000,000
Inventory	$1,000,000	$5,000,000
# Turns	10	2
Net Profit	$500,000	$500,000
Return On Investment (ROI)	**50%**	**10%**

Inventory Carrying Cost

	Distributor A	Distributor B
Opportunity Cost	$100,000	$500,000
Tax	$10,000	$50,000
Obsolescence	$50,000	$250,000
Storage	$10,000	$50,000
Shrinkage	$10,000	$50,000
Inventory Carrying Cost	**$180,000**	**$900,000**

BONUS MATERIAL continued:

Working Well With Customers And Distributors
You need to spend time with end users and distributors but the time during the day should be devoted to end users, calling on them alone or with a distributor



BONUS MATERIAL continued:

Cash Flow Example

A company starts with the following balance sheet:

Trends over several years are very important. Three to five years is the minimum

Assets		**Liabilities**	
Cash	$10,000.00		
Equipment	$30,000.00	Stock equity	$40,000.00
Total Assets:	$40,000.00	**Total Liabilities**:	$40,000.00

When a company buys cutting tools and fixturing, totaling $8,000.00, to manufacture products for a received order the balance sheet changes as follows:

Assets		**Liabilities**	
Cash	$10,000.00		
Inserts & tooling	$5,000.00	Accts Payable	$8,000.00
Fixtures	$3,000.00		
Equipment	$30,000.00	Stock equity	$40,000.00
Total Assets:	$48,000.00	**Total Liabilities**:	$48,000.00

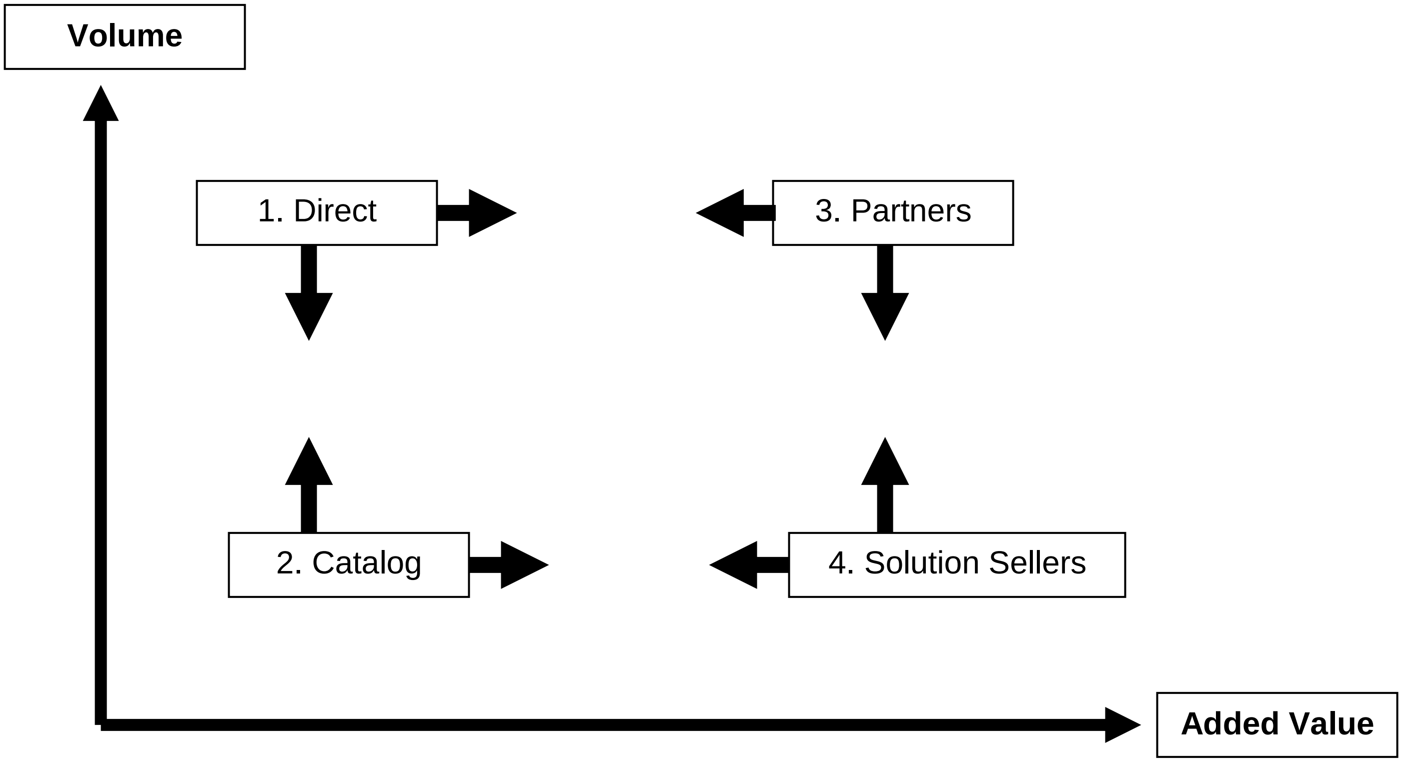
Unless this company delivers this order immediately and gets paid immediately they will have to pay for the inserts and fixturing and inserts and will have only $2,000.00 in cash left!!!!

If this must be paid before the company is paid the cash will be very low!

The key here is to avoid tying cash up in receivables, inventory, labor and expenses.

BONUS MATERIAL continued:

Channel Alternatives



All sellers want to increase market share

1. Direct sellers want more market share but margins are low and share is high
2. Catalog sellers provide low value but are useful to skilled buyers who just want an efficient transaction.
3. Full blown partners where the customer and supplier agree on price with a decent margin but the customer expects lots of help (value) from the suppler.
4. Solution sellers are often Agents or Reps with a lot of personal expertise

BONUS MATERIAL continued:

Sources Of Audio Programs

American Management Association
PO Box 319
Saranac Lake, NY, 12983
518-891-0068

Mitchell Selling Dynamics, Inc.
1360 Puritan
Birmingham, MI, 48009
810-644-8092

Nightingale Conant
7300 North Lehight Ave
Chicago, IL, 60648
1-800-323-5552

Pryor Resources, Inc.
2000 Shawnee Mission Pkwy
Shawnee Mission, KS, 66205

Career Track
3085 Center Green Drive
PO Box 18778
Boulder, CO, 80308
1-800-334-1018

Dartnell
4660 Ravenswood Avenue
Chicago, IL, 60640
800-621-5463

Success Motivation Institute
5000 Lakewood Drive
Waco, TX 76710

Simon & Shuster
1230 Ave Of Americas
New York, NY 10020

Sources Of Tele-Marketing Services

APAC Customer Services
6 Parkway North
Deerfield, IL, 60015
800-776-2722

Sitel Corporation
7720 Crown Point
Omaha, NE 68134
402-963-6810

Sources Of Database Records

*******Peachtree Data*******
Duluth, GA
1800-477-3224
Clint Farmer

Hugo Dunhill Mailing Lists, Inc.
630 Third Ave
New York, NY, 10017
1-800-223-6454

Business America
5711 South 86th Circle
PO Box 27347
Omaha, Nebraska, 68127
402-592-9000

PRO CD
222 Rosewood Drive
Danvers, MA 01923-4520
1800-992-3766

Alvin B. Zeller
224 Fifth Ave
New York, NY, 10001
800-223-0814

The Special Lists Ltd
120 East 16th Street
New York, NY, 10003
1-800-888-3462

Database America
100 Paragon Drive
Montvale, NJ 07645
201-476-2300

Others include:
- Dun & Bradstreet
- Harris Directories

BONUS MATERIAL continued:

Periodical Literature

Sales & Marketing Management
355 Park Avenue, South
New York, NY, 10010
800-821-6897

Mobil Office
470 Park Ave, South
14th Floor
New York, NY, 10016
212-683-3540

Processor (Excellent source for computer products)
PO Box 85518
Lincoln, NE, 68501
800-334-7443

Sales & Marketing Strategies & News
211 W. State Street
PO Box 197
Rockford, IL, 61105
815-963-4000

Call Center Magazine
1265 Industrial Highway
Southampton, PA, 18966
215-355-2886

The Working Communicator
212 W. Superior, Suite 200
Chicago, IL, 60610
312-335-0037

Lan Times (Free Subscription)
PO Box 652
Highstown, NJ, 08520
800-525-5003

Business Marketing
Crain Communications
740 N. Rush St
Chicago, IL 60611-2590
888-288-5900

Today's Distributor
PO Box 470
Fort Atkinson, WI, 53538-0470
414-563-1744

Industrial Distribution
275 Washington Street
Newton, MA, 02158
617-964-3030

Cowles Report On Database Mktg
911 Hope Street
PO Box 4949
Stamford, CT, 06907
800-775-3777

Direct Marketing Magazine
Hoke Communications, Inc.
224 Seventh Street
Garden City, NY, 11530-5771
516-746-6700

Computer Telephony
1265 Industrial Hwy
Southampton, PA, 18966
800-677-3435

Potentials In Marketing
50 South 9th Street
Minneapolis, MN, 55402
800-328-4329

Selling Power
PO Box 5467
Fredericksburg, VA 22403
800-752-7355

BONUS MATERIAL continued:

Resources And Suggested Reading

***Delivering Knock Your Socks Off Service**,* by Kristin Anderson and Ron Zemke (Performance Research Associates, 1991)

Great Customer Service Over the Telephone, by Kristin Anderson (AMACOM, 1992)

Sustaining Knock Your Socks Off Service, by Thomas K. Connellan and Ron Zemke (Performance Research Associates, 1993)

Keeping Customers For Life, by Joan Koob Cannie with Donald Caplan (Joan Koob Cannie, 1991)

Tested Advertising Methods, by John Caples

Call Center Management On Fast Forward by Brad Cleveland & Julia Mayben (Call Center Press 1997) This is a good book for determining service level and staffing.

International Customer Service Association, 401 North Michigan Ave., Chicago, IL 60611-4267, 312-321-6800, FAX 312-312-6869.

American Management Association 135 West 50th Street, New York, NY, 10020 (1-800-262-9699)

Hello Direct, 5884 Eden Park Place, San Jose, CA, 95138-1859 (1-800-444-3556)

The Quality Manager's Complete Guide to ISO 9000, by Richard Barrett Clements, Prentice-Hall

Automatic ID Systems (216-826-2859) and ***ID Systems*** (603-924-9631) are magazines with a good deal of information on bar code equipment hardware and software information.

American National Standards Institute (The certifying body for the U. S. For ISO 9000)
11 West 42nd Street
New York, NY 10018
(212) 642-4900
(212) 302-1286 FAX

American Society for Quality Control (ASQC)
P. O. Box 3005
Milwaukee, WI 53201-3005
(414) 272-8575
(414) 272-1734 FAX

Twelve (12) Hour Audio Sound Track on:

How To Increase Your Customer Retention and Sales Through.............

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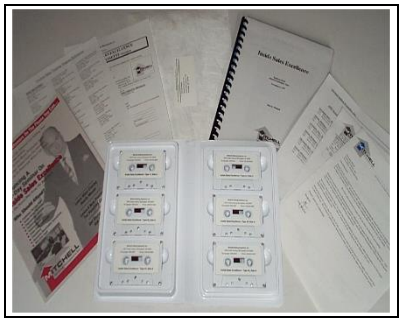
- Developing yourself to provide outstanding customer service
- Skills and techniques to increase customer retention
- Telephone courtesy and telephone sales techniques
- The Phone Psychology System for dealing with angry customers
- Techniques to hold the line on price



SPEAKER: JOHN MITCHELL is an interesting and entertaining speaker and president of Mitchell Selling Dynamics, Inc. He has thousands of clients from companies like Eaton Corp, W.W. Grainger, Rockwell, J&L Industrial Supply, TRW, and many more.

CUT ALONG DOTTED LINE

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Birmingham, MI, 48009

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[] Visa [] MasterCharge [] American Express
Card number: ________________________________ Exp. Date: ___________________

Exact name on card:____

Signature:____
[] Purchase Order (enclose hard copy)
How did you hear about our sound track?______________________________________

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ABOUT **JOHN MITCHELL.....**

BACKGROUND:

John Mitchell is an enthusiastic and entertaining speaker who has given seminars throughout the world. He has developed original, practical, useful techniques and principles that will increase selling effectiveness. His speaking style involves interesting audience participation and his high energy level provides a motivational extra not found at other seminars.

EDUCATION:

John has a Master's Degree in Business Administration from Michigan State University's Executive MBA Program and a Bachelor of Science degree in Physics and Electrical Engineering from Fairleigh Dickinson University in Teaneck, New Jersey. He attended General Electric's Executive Development Institute at Crotonville, New York and completed the General Electric Company's Management Training Program.

WORK EXPERIENCE:

John founded Mitchell Selling Dynamics in 1990 to provide new sales ideas to virtually all persons involved in industrial sales. In the past, he has been a 20-year employee of the General Electric Company holding a variety of Engineering, Sales and Marketing positions. He has over 25 years experience in sales and marketing and has been a marketing manager for 13 years including such positions as Manager of Education Programs, Product Manager; Manager-Technical Marketing and National Sales Manager.

COMPANIES ATTENDING MITCHELL SEMINARS:

American Machine Tool Distrbs Assoc
Allied Signal
American Label & Tag Inc.
Ameritech Publishing
Argent Corp
Atotech USA, Inc
B A S F Corp
Carboloy Inc.
ChemCentral-Detroit
Chester Industries
Controled Power
Delta Dental
Eaton Corporation
E L A Medical
Federal Mogul Inc.
Flexovit
Ingersoll Cutting Tools
Iscar Metals
J & L Industrial Supply
Komet
Landmark Plastic Corp
Man-Gill Company
Masco-Tech Forming Technology
Midwest Mica
Modell Supply Company
Nippon Express USA, Inc.
Norton
P C C Airfoils, Inc.
Rockwell Automotive
Saint-Gobain – (Norton)
Stanley Industries, Inc.
Test Equipment Distributors
Toshiba Tungalloy.
Tokico USA, Inc.
T R W Vehicle Safety Systems
United Label & Package
Valenite
W. W. Grainger

PUBLICATIONS:

John has been published extensively in trade publications and has written the course books on Relationship Selling, Negotiation Excellence, Inside Sales Excellence and others.