



# Professional Selling Principles

---

Richard L. Dean  
Interim Sales Executive

Bill Warner  
Managing Partner  
Paladin and Associates



# Agenda

---

- First principles
- Executive buying motives
- Qualifying
- Questioning, listening and hearing
- Presentations and Demos
- Responding to objections
- Closing (getting the order)



# First Principles

---

- The only valid form of market research is ...  
... *a signed check and a contract*
- Sales is
  - A high art, not a science
  - A process
    - well defined
    - easily understood
    - can be mastered by anyone who makes a commitment
- Most great salespeople are made, not born
- A successful sale is a partnership of equals; both parties derive benefit
- Buying decision sequence
  - Salesperson
  - Company
  - Product



# First Principles

---

- *The most important attribute of a successful salesperson is the ability to ...*
  - *Listen*
  - *Hear*
  - *Understand*
  - *Empathize*
- *75% rule:*
  - *during the first 75% of the process the prospect does 75% of the talking*
  - *during the last 25% of the process the salesperson does 75% of the talking*



# Executive Buying Motivations

---

- Role based
- The Chasm Model



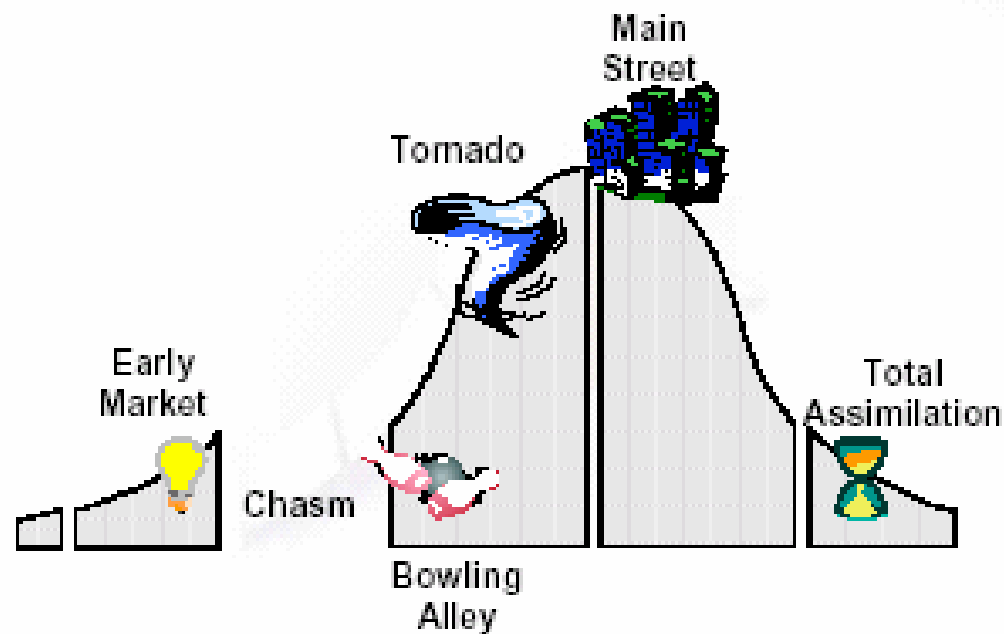
# Role-based Buying Motives

---

- CEOs
  - Grow the firm
  - Value propositions based on revenue, profits, equity appreciation
- COOs, operating executives
  - Drive operating efficiency
  - Value propositions based upon process improvements, increased output with the same or fewer resources
- CFOs
  - Focus on profitability
  - Value propositions based upon cost control

# Product Life Cycle-based Buying Motives (The Chasm Model)

## Market Development Model





# Qualifying - The key to efficient and successful selling

---

- Know the difference between Suspects vs. Prospects
- Expend time and resources only on *Prospects*
  - The objective is to *sell*, not educate
  - If the answer will be “no,” find out quickly



## Qualified Prospect Characteristics

---

- Are you working with the decision-maker?
  - Can sign the check without anyone else's permission
  - The "Golden Rule" of business
- Is the decision-maker buying what you're selling, and why?
- Is there \$\$ in the budget?
- Does he/she have the authority to spend it?
- What's the decision process?
- What are the decision criteria?
- Who are the key influencers?
- What's the impending event?



## Corollary Principles

---

- Prospects answer the qualifying questions without hesitation
- Suspects can't or *won't* answer the questions



# Questioning, Listening and Hearing

---

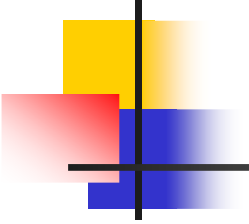
- Types of questions
- When to use them
- When not to use them



# Questioning, Listening and Hearing

---

- Open-ended questions
  - Who, what, when, where, why and how
  - Tell me ...
  - “How do you feel about,” vs. “what do you think ...”
  - “What else?”
  - Silence - the most powerful open-ended question
- Reflective: repeat speaker’s comments to verify understanding
- Directed questions: those to which there are a limited number of possible responses
- Closed-ended questions: can be answered only with a yes or a no



## Responding to Objections (Not "handling" or "managing")

---

- *Stay cool; avoid arguing or being defensive*
- Know the difference between objections vs. clarifying questions
- Hear all objections before responding to any
- Have prospects prioritize and weight their objections
- Repeat objections in your own words to confirm you understand
- Drill down into the details
- Respond honestly, simply once you are sure you understand the objections completely
- Close on the objection



# Presentations

---

- Customized
- Brief
  - 20 slides
  - Three key points
- Minimal text; use graphics and images where they advance the message (worth 1,000 words)
- Avoid reading, looking at screen
- Know the material, speak conversationally
- Keep eye contact with the audience
- Read and react to comments and body language



## Presentations – (not this!)

---

“What does (our product) do?”

**(Our product) provides the means for keeping the whole production organization focused on the few things that have to happen as the ship date approaches to get each order shipped on time. Components that have potential for delaying an order are identified so they can be managed. Precious limited resources are spent managing the right things at the right time rather than digging out and analyzing information.**

**Knowing the right things to pay attention to at the right time, information provided by (our product), has allowed on time shipping to be improved by 40 percentage points in less than one month and lead time to be reduced from 3-4 weeks to 1-2 weeks on the most important products. Guessing at what and how much of the work being processed is for real customer orders versus planned orders is eliminated. This is especially important when capacity is short during the heavy portion of the business cycle.**

**By focusing on the right things at the right time, production expedites and interruptions are far fewer, production flow is much smoother and productivity is significantly improved.**



## Demos

---

*If you have to do a demo, you're losing!*

- Closing devices
- Last step in the process
- Use *only* to confirm what qualified prospects have come to believe
- *Always* customized and scripted
- *Always* delivered by two individuals
  - Salesperson
  - Sales support



# Close

---

## Ask for the order

- Direct
- Polite
- Unselfconscious
  
- It's easy when you've
  - Qualified properly
  - Listened carefully
  - Executed the process professionally



# Summary

---

- Work only with prospects
  - *Qualify*
  - *Qualify*
  - *Qualify*
- Ask questions
  - *Listen*
  - *Hear*
  - *Understand*
  - *Empathize*
- Ask for the business, and get it!