



10 STEPS TO DOUBLING YOUR SALES WITHOUT ANY COSTS

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Sales is relatively easy, straight forward, and simple; it is the people involved in the selling process that make it difficult – in other words, YOU.

This white paper has been compiled by the Townson & Alexander Think Tank, comprised of over 20 sales professionals who all have backgrounds in executive sales and national management. By default, they know what works – especially the 10 steps to doubling your sales without any costs.

To get the most out of this paper, **take a studied approach to this article and have an open mind**. If you are one of these people that are related to Frank Sinatra, “I am going to do it my way,” stop reading now and do something else with your time.

The 10 steps are as follows:

- 1 Time Management
- 2 Prospecting
- 3 Asking More Questions
- 4 Knowledge
- 5 Referrals
- 6 Gaining the Appointment with V.I.T.O. (Very Important Top Officer)
- 7 The Sales Call
- 8 The Presentation
- 9 Closing the Order
- 10 After Sales Service

Some comments about the above 10 steps for your consideration are:

- 1 We sometimes treat time like it is an unending asset and we pay the price: The hassle and grief of failure!
- 2 Prospecting is perhaps the most misunderstood, idiotic activity in the business world today – not only do we waste our own time, we also waste the time of our prospects.
- 3 Asking more questions is a lost art. Not only do we not know **what questions to ask** and **how to ask them**, we don't even know when to ask them!
- 4 Knowledge in the sales world is a tragic and comedic joke – many salespeople do not even know what they are talking about, much less what to talk about.

- 5 Referral selling is again a terrible joke in the business world. You and every single one of your business colleagues involved in professional selling know that referral selling is the easiest, most productive, and enjoyable method of selling on the planet today – and yet you don't do it, you don't control it, you don't manage it, and you don't even incent yourself or your salespeople to do it! So, who is to blame for this mess?
- 6 Gaining the appointment with V.I.T.O. (Very Important Top Officer) results in nothing other than catastrophe the vast majority of the time in one of two arenas: Trying to gain the appointment itself is usually a flame, burn, and crash effort. If you are lucky enough (or perhaps more accurately, unfortunate enough) to gain the appointment with V.I.T.O., the brief meeting is, more often than not, somewhere between complete failure and a painful experience – in other words, V.I.T.O. was not impressed with you, your approach, your company, and lastly your products and services.
- 7 Sales calls are centred on books like Spin Selling, Getting Into Your Customer's Head, and other such publications. In today's business world, such approaches are somewhere between innocent and naive relative to making a successful sales call. Speak to any decision maker and ask them what they ideally like as a result of a sales call (and please note they have not even bought anything yet!). Every last one of them will tell you that **they appreciate sales calls where the salesperson has provided value in the form of consultative information and advice which they can use to make their personal business life more comfortable, enjoyable, and profitable.** 99% of all sales calls certainly come nowhere close to doing that!!!
- 8 The moment of truth is the presentation where you actually try to convince the prospect to buy your product or service that provides them with what they want, and overcomes, or minimizes their problems. However, just like life, **it's not what you do, but how you do it** that makes you a success or a failure. Most presentations that you personally have attended – were they a success or a failure? Yes, most are failures versus successes. Why? Well, they violate a few basic rules, and therefore may be:
 - Boring
 - Not memorable or interesting
 - Not believable
 - And create little or no enthusiasm
- 9 Closing the order is again a horrifying weakness in the sales world. Most salespeople in North America know two closing techniques (there are 12 in the capital goods sales business) and use only one.... That's a little bit like going into

battle with a pea shooter – you may hit something once in a while, but it has absolutely no impact. The double tragedy of closing the order is that all the hard, masochistic, and abundant work that your salespeople put in to getting to this stage go up in smoke because they cannot properly ask for the order and make it easy for the prospect to say yes.

And if the above problems of not knowing closing techniques and how to use them were the only ones you had to solve, your task would still be significant if it were not for two more associated problems – **some salespeople are over aggressive and close too early and too often and alienate the prospect!!!**

- 10 "After sales service" are simply three words to most salespeople, meaning nothing to them personally. After sales service is usually left to Maintenance and Education Departments versus the Sales Department, which must get involved on any issue that is not resolved to the customer's satisfaction. Salespeople are ill-trained and have zero motivation to get involved in this crucial step which leads, when successfully done, to massive amounts of customer loyalty, repeat business, and referrals.

Now that we know what the heck is wrong with these 10 steps, please find below some fun, unique, fail proof, easy to do, and profitable solutions.

These solutions are practical, “rubber hits the road,” and in a “**do it now**” time frame.

1

TIME MANAGEMENT

The # 1 reason for your personal failure or success is time management!!!

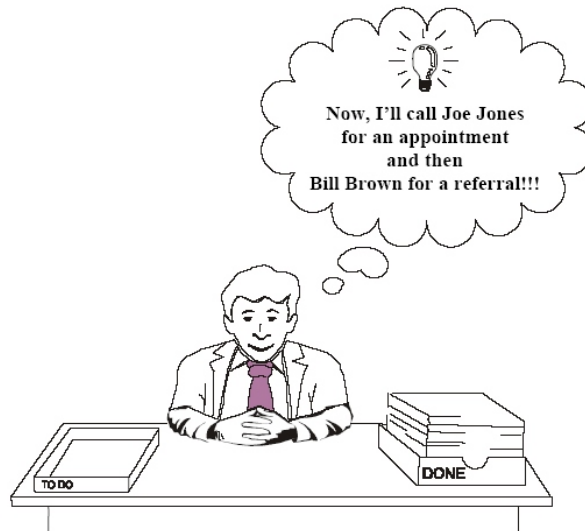
You probably have been through some time management courses that go through all the usual “yadda, yadda, yadda...” mantras of goals, activities, “to do” lists, and the like. We are not going to review these pillars and eternal truths of time management, but we sure would like to make you aware of two of the most important and easy to make changes in how you manage time – your only and most important asset!

If you just follow these two recommendations below, your business life will be filled with fun and profits, along with eliminating the hassle and grief of burning time.

Do not go to your office in the morning! Yes, “**Do not go to your office in the morning!**” Because when you do that, you cannot be out making calls with your salespeople to prospects, where you can collapse the sales cycle and close more orders more often (inventory turns take off like a rocket!). Now, I know exactly what you're thinking and probably saying to yourself, “Where am I going to find the time to do the rest of my job?” The answer is really simple – While you are away from the office in the morning, you are not there to be interrupted with problems that can **get solved by other people** and to be called into a series of inconsequential meetings (two of the top time wasters in North America today!!!). Simply do this one physical action of not steering your car into the office in the morning, and your personal job satisfaction, enjoyment, and fun will soar.

The other recommendation involves “dead time,” such as having five minutes in which you really have no pressing tasks to do. Go ahead and do the two instant “A's,” which are:

- Pick the phone up and make an appointment with a prospect.
- Pick the phone up and gain referrals from your happy customers.



These telephone calls will be the most productive calls you will make day in and day out once you get in the habit of making them. It is true “leadership in action” where you truly can be an example to motivate and inspire your salespeople into the same productive phone calls, resulting in significant sales.

By the way, ask yourself, “If I am not going to do these two things with my time, what will I do with my time?” We have yet to speak to any executive who is able to answer that question intelligently.

2 PROSPECTING

All prospecting from this point onwards, should be primarily based on **referrals!**

There are four best times to ask for referrals, where your customer almost feels obligated to provide the names of business colleagues who may be in the market for your products and services:

- Right after closing the order.
- On delivery.
- After solving a significant problem.
- After delivering unexpected good news.

Your only other choice is to chase down leads (all of which your competition most likely know about!) or make cold calls We don't know of two more certain ways for sales failure, early attrition, constant turnover, and on-going pain! And yet, the majority of Fortune 500 corporations do exactly that

The numbers speak for themselves. Wake up and smell the roses of referral selling, and business will indeed be an enjoyable and exciting experience for both you and your salespeople.

	COLD CALLING	CALLING REFERRALS
# of calls	100	100
# appt's	5	70
# sales	1	48

So... Which of the above 2 choices do you want your salespeople to do?

3

ASKING MORE QUESTIONS

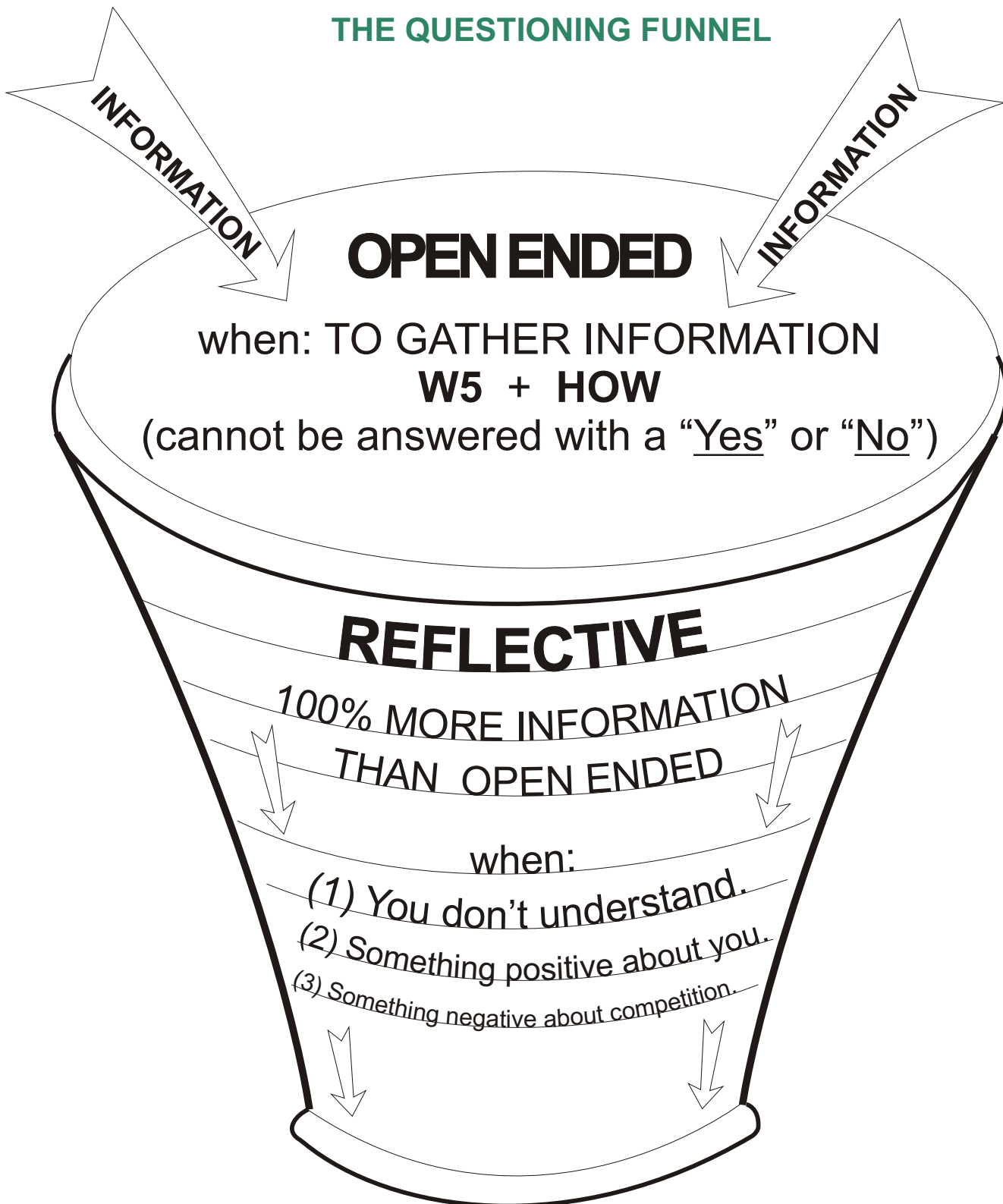
As already stated, asking more questions is a lost art and is the third cause of salespeople failing (a lack of rock solid belief in yourself, your company, and your products is #1; and not having enough prospects is # 2).

There are only three kinds of questions to ask and they are on the next page in the visual called "The Questioning Funnel."

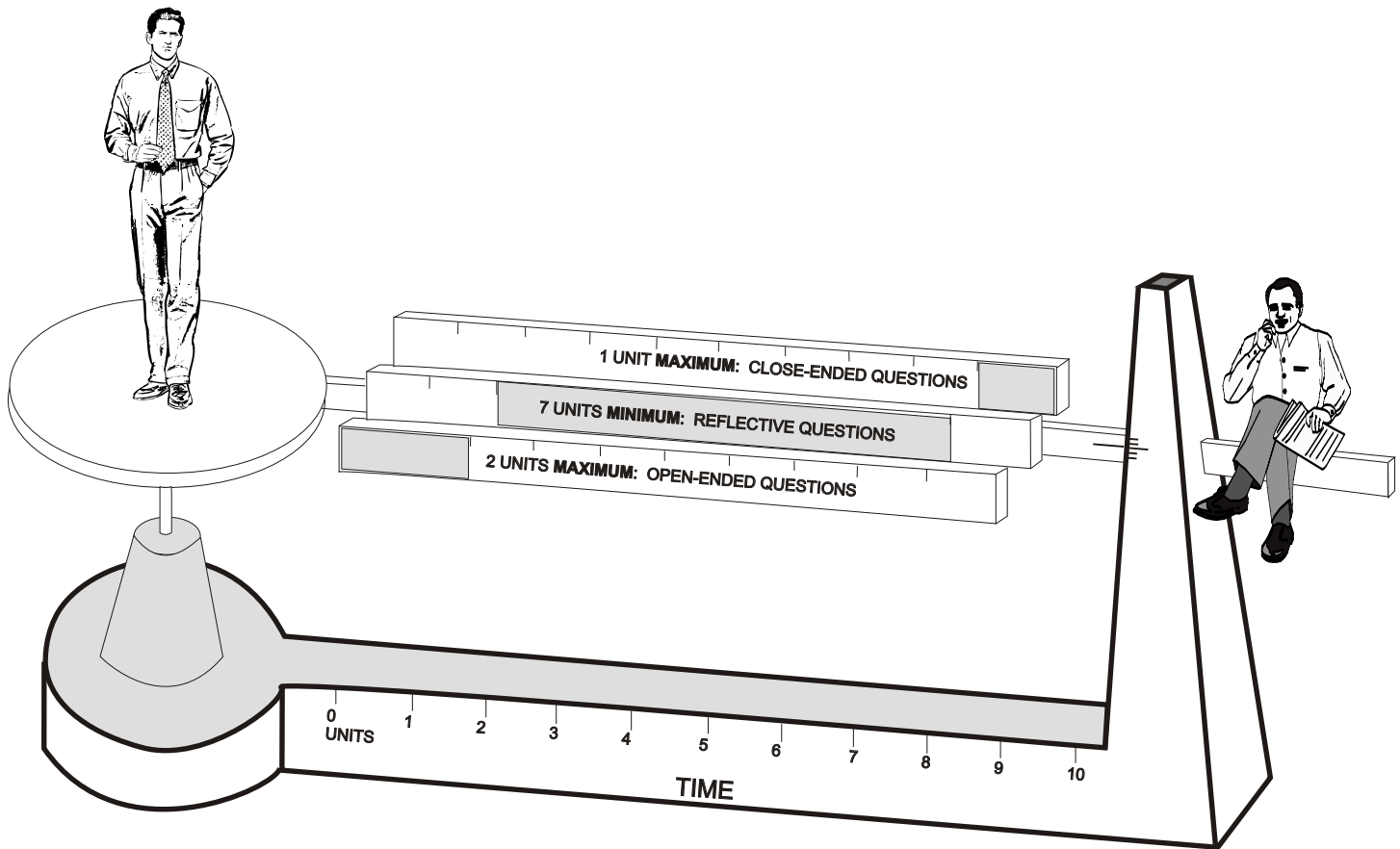
A reflective question is simply any question that is asked in a softer and trailing voice, such as:

- Yes....
- No....
- Could you tell me more....
- Will you elaborate on that....
- That's interesting....

THE QUESTIONING FUNNEL



THE QUESTIONING SCALE



As you literally can see, **a minimum of 70% of all your questions must be reflective** versus the other two.

The “so what” of now using reflective questions is the refreshing sense of control through discovering needed information in a manner that your prospect also finds enjoyable!

Your only other choice is to come across like the FBI or your friendly people at Internal Revenue who use just open-ended and closed-ended questions – a perception that you want to avoid like the plague!

4

KNOWLEDGE

Keeping your knowledge current is perhaps one of the most difficult things that you, as a business person, must do. The traditional way of gaining knowledge is to put all of your personnel through product and service knowledge courses on an on-going basis – certainly for a new hire. **The problem is that it just does not work!**

The half life of knowledge is now down below two years. That simply means that within two years, 50% of what you know today will be obsolete and of little or no value. So, how do you remain current with all the knowledge that your prospects demand?

The answer is as follows:

- Constantly listen to business CD's and tapes – Audio Book Summaries are an excellent source and result in you being a walking talking business expert within six months of listening to them in your car (where you spend 22,000 hours of your adult life!).

- **SUBSCRIBE TO INDUSTRY TRADE MAGAZINES!**

It is here where you will discover value add information that you can leave with your prospects when you make sales calls, plus eliminating a lot of frustration that prospects have with salespeople – “They just come in and ask a whole bunch of questions, eating up all my time, and then they leave a vapor trail behind”

These trade magazines provide the latest, innovative, and creative value add information available in your industry today; and yet, only one salesperson out of 1,000 actually subscribes to the trade magazines in their industry – what a complete and utter waste of sales talent and intelligence

- Subscribe to these three business magazines; and again, your knowledge will soar and you will be viewed by your prospects as a consultative and valued salesperson:
 - Business Week
 - Fortune
 - Forbes

The articles are current, hard-hitting, and very applicable to your overall business world – read yourself into success!

And lastly, put all of this reading material in your “thinking room” at your home. I know what you may be saying to yourself right now, “What are they saying???”... but keep on reading: you spend up to 12,000 hours there throughout your life! So, when you are in there combing your hair and not being interrupted, read an article or two, and in only 6 months, you will become an expert in both the latest and most innovative business approaches that your prospects will want to know about!

5

REFERRAL SELLING - The Power of the Referral Umbrella

Your two choices:

Using A Referral



The Alternative



Referral selling is a habit that you either have or you do not have. The frustrating and disappointing fact of sales life is that only a select few professional salespeople actually have it as a part of their daily sales repertoire and activities. Why? Here is why: habits are like iron cords, they hold us down and make us successful or they hold us down and make us failures. Referral selling is a habit; and if it is a habit that you do not have, it can be a hard one to acquire

Here is how to acquire it. You can self motivate yourself and all of your sales force to make referral selling a daily habit:

a. Pay them to do it!

We have a saying at Townson & Alexander: “Show me a business person that is not paid to do something, and we will show you a business person **who will not do it.**” In every instance where we have made referral selling part of a compensation plan, referral selling immediately becomes a way of life in that we

have not met a salesperson yet that is going to leave money on the table. And that is exactly what they will do if they are not using referral selling methods. So, if you want to drive sales through the roof, make referral selling part of your compensation plan.

- b.** Make referral selling part of your Award & Recognition program for exactly the same reasons that you are going to make it a part of your compensation program!
- c.** “What gets measured, gets done!” Measure referral selling relative to the number of referral names at any point in time (no less than 10 and no more than 15), and then hold your people accountable for those numbers. Again, “energy follows focus” and once management is focused on referral numbers, the sales force gets focused on referral numbers!

Finally, do your salespeople a favour – make them another \$20,000.00 a year **whether they like it or not** – make referral selling a way of life for both you and your salespeople.

6

GAINING THE APPOINTMENT WITH V.I.T.O. (Very Important Top Officer)

The easiest way to make an appointment with VITO is to follow-up on the recommendation of your customer's VITO to call a fellow colleague of theirs who is also a VITO. VITO's buy on the recommendations of other VITO's. And the easiest way to gain an appointment with VITO is to go in under the shadow of endorsement of your customer's VITO.



Now appointments become much easier and much more focused in that you can walk in and talk to your prospect VITO about everything you did for your own customer's VITO; e.g. cash flow, revenue, profit, inventory turns, asset building, etc. VITO's do not buy products; **they buy the results of products and services**, which are primarily increased revenues and profits. Follow this piece of advice, you will have more exhilarating and result producing appointments with all the VITO's you possibly can handle.

7

THE SALES CALL

On a sales call, simply put yourself in your prospect's shoes and ask the following question, “What's in it for me to see this salesperson?” And now, answer it in the following manner:

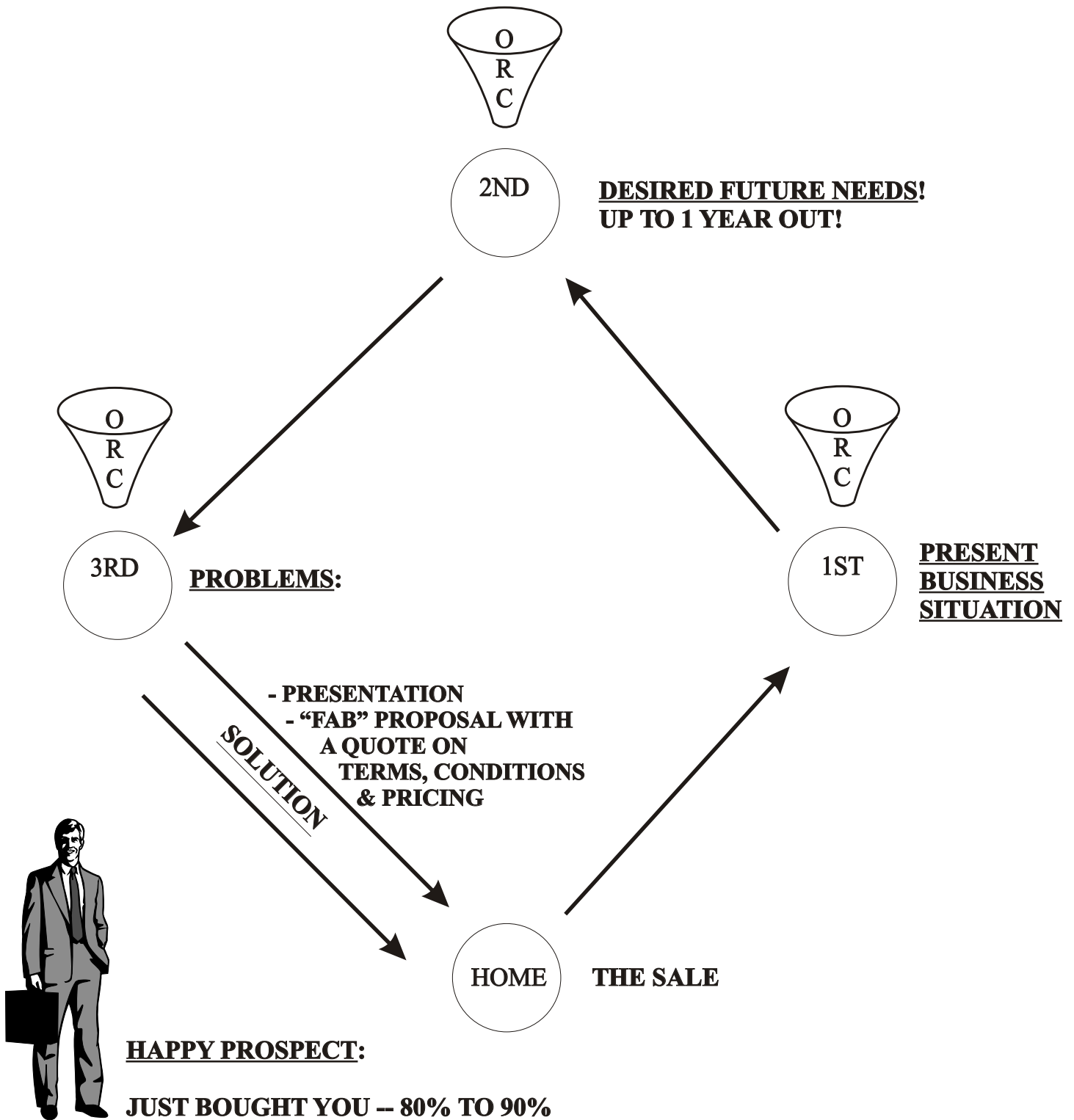
“I'm going to be able to share some information that is current, applicable to their situation, innovative, and creative that allows them as people to conduct their business day with greater satisfaction and less hassle.”

It could be something as simple as an account receivable method or new information technology which costs minimal amount of monies, and yet yields far better use of time or actually does produce revenues and profits for them Whatever it is, **do your homework and go in prepared with these types of unexpected value add “surprises”**; and you will be invited back time and time again!!!

Finally, we are not criticizing the historical approaches in making a sales call – however, we are categorically stating that if you only go in with traditional sales call approaches, your successes will be minimized versus going in with this value added information, which makes your prospect more appreciative of you – someone who helps.

Beyond providing value in the form of consultative information or advice, a successful sales call is when the focus of the call is on gaining information on the customer's needs. This is done by asking more questions: (i) about their present situation, (ii) desired future needs, and (iii) problems they are facing (or expecting). This allows you to hit a 'home run' in your presentation by providing your customized solution to their needs.

THE SALES CALL BALL PARK



8

THE PRESENTATION

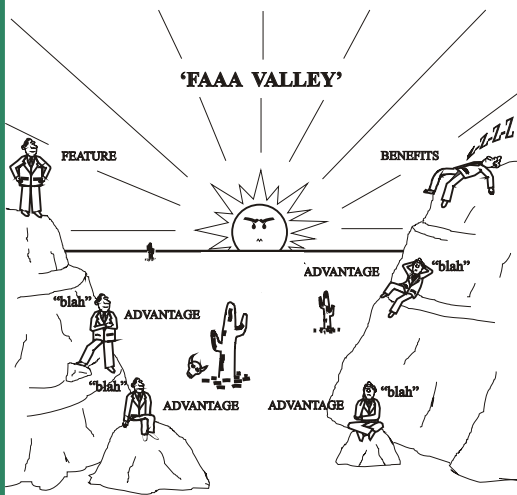
There are four top principles to a presentation, which will make your presentation fun, memorable, believable; and will cause your prospect to take action, either moving it up the line of decision making authority within their own company or actually giving you the order.

These four principles and the how to do them are in the chart below.

PRINCIPLES	HOW TO DO
a. Involve your customer.	Constantly ask your prospect open-ended, reflective , and closed-ended questions throughout your presentation; and you will involve them – they can't possibly fall asleep or get bored when you are constantly involving them through asking them questions.
b. Use visual aids.	Use physical cutaways of your products and visuals such as charts, graphs, pictures, and relevant statistics. When you enhance your presentation through the constant use of visual aids, your prospect will remember 400% more about your presentation than without. The choice is yours – be the 400% salesperson or be the 0% salesperson
c. Use third party proof and testimonials to back up	The number one reason for qualified prospects not buying is that they have doubt in their mind about you, your company, or your products and services! The number one solution to overcome this doubt is to provide testimonials of your customers who have actually gained tangible benefits through buying your products or services. Back this up with third party expert proof sources, such as the Society of Automotive Engineering, various institutes like The American Institute of Chartered Accountants, etc. <u>Not being believed is probably the death of more salespeople than we care to even think about</u>

PRINCIPLES

- d. Arouse desire by creating a compelling enthusiastic Need for you, your company, and your Products and/or services.



HOW TO DO

The only way that you can arouse this desire is through the use of **benefits**. Avoid 'FA Valley': Feature, Advantage, Advantage, Advantage... Benefits fall into one or all of the following three categories:

- A positive feeling such as confidence, comfort, exhilaration, happiness, etc.
- The elimination of a negative feeling such as frustration, disappointment, hassle, pain, etc.
- Exact dollars saved or earned.

All of the above benefits must be backed up by third party proof and testimonials. And now you have a sure-fire and virtually bullet-proof way of creating a compelling and enthusiastic desire to buy your products or services.

There are 8 other principles in doing a successful presentation; but, when you follow the above 4 and make absolutely certain you have customized your presentation to your prospect's business situation, needs, and problems – you will be hitting more home runs than Babe Ruth!

"Recently a major corporation invited six consulting firms to make one-hour pitches for an EDI project. Five followed the same basic presentation: company background and experience, project team members and their qualifications, comments about billing

practices, and a timeline. The sixth presenter began, "We'd also like to say a little about ourselves, but first we'd like to tell you what we know about the inventory problem that's costing you \$250,000 every year."

"For 30 minutes, this firm discussed the problem, how to attack it, and how much the corporation would save with their solution. Then they related their experience and their staff's strengths. Later when the selection team gathered, the EDI project leader asked just one question: 'Does anybody have any doubts about which firm to hire?'"

- Dr. Tom Sant, Sant Corporation, has been called "America's foremost practitioner of proposal writing" by the American Management Association

9

CLOSING THE ORDER

There are two reasons why salespeople cannot close the order:

- They won't ask out of fear of rejection.
- They can't ask because they simply don't know how – They don't know the 12 closing methods!

Education and experience can handle the first reason – fear of asking.

Constant education, **practice**, and re-enforcement of on-going sales education courses in sales meetings will overcome problem number two – they don't know how to respond and ask for the order when they hear the following objections:

"I'd like to think it over."

"We need to bring in our accountant to gain their approval before we can go ahead."

"You know, we have other priorities at this time!"

"You've got to come down on your price, and come down significantly before we can do business. So, what's your best price?"

The above short list of examples that we have just given you are usually a dead-end street for the vast majority of salespeople. Why? Well, I can sure tell you that it is not

their fault So, if it is not your salespeople's fault that they have all these problems in closing the order, whose fault is it??? I think you know the answer. That answer must be backed up with a commitment on your part for sales education, practice, practice, practice, and more practice!

There are 12 closing methods – and as already stated, a sad reality is the majority of salespeople know two of them, and only use one. **Knowing when to use the appropriate closing method, combined with matching the benefits to your customer's needs is your 'One-Two Punch' for success.**



10 AFTER SALES SERVICE

After Sales Service is exactly like the problem associated with Referral Selling – “Show me a business person that is not paid to do something, and we will show you a business person that won't do it.” Make after sales service activities part of your Incentive Compensation, Award & Recognition, and Sales Automation Programs. Once salespeople realize that there is significant money and recognition when they successfully complete their after sales activity responsibilities, it will get done and get done in spades resulting in a massive amount of incremental revenues and profits without one dollar being spent to gain it.

Finally, there are three best times for after sales service that must be measured and incented:

- Delivery of product or service.
- After solving a customer problem.
- After delivering unexpected good news.

After sales service makes prospecting and referral selling an absolute joy and **IS YOUR INSURANCE POLICY FOR NOT ONLY YOUR OWN SUCCESS, BUT THE SUCCESS OF ALL OF YOUR SALESPEOPLE.**

In summary, these 10 ideas are a corporate free lunch; they are all fun to do, self-funding, and make all parties money – lots of money!

Thank you for taking your valuable time to read our White Paper; and should you require any further clarification or assistance, please feel free to contact us at our toll-free number or through our web site below as follows:

1-866-802-4451 ext. 111

www.townsonandalexander.com

Good selling!

About Townson & Alexander Consulting Services Inc.

Founded in 1984, we are Sales Management Consultants with over 350 years of cumulative management experience who actually provide you with what you want - to make more money! All our consultants have national management and executive sales backgrounds and have "been there," successfully driving sales and profits, overcoming the challenges of competition, falling margins, and flat sales.

We are a unique sales and management consulting company that makes selling fun, easy and profitable. Our results are time proven, self funding, and guaranteed.

The results speak for themselves:



"You Sell Results! A \$420,000,000.00 increase in annual truck sales with a 7% market share increase during a depressed (not just a recession) truck market is remarkable."

- Bob Warner,
Director of Marketing Communications
Mercedes Benz Truck Division



"The National Capital district achieved an outstanding 287.6% of target and this tremendous achievement put our District in first place in both the Region and the Country. Thank you for the excellent work you did with our sales team."

- Tom A. Weber,
District Manager
Canadian Imperial Bank of Commerce



"Again this year after having our sales people spend one and one half days with you on referral selling, we have accomplished the following: Sales from referrals at the course: \$1,548,000.00. Sales from referrals within 90 days: \$5,160,000.00."

- Gary Crudge,
Sales Manager
Kenworth Toronto