



Fundamentals for Sales Effectiveness

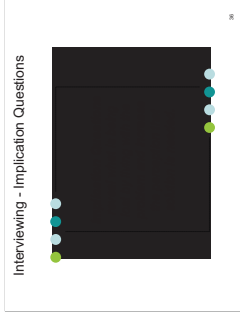


SAY:

- [9] Implication Questions reveal to the customer what is being lost by living with the problem, and they increase the customer's perception that a solution is needed.
- The goal of Implication Questions is to persuade the customer to confess to a need that you can solve.
- Examples include:
 - What does it mean for you when...?
 - How likely do you think it is that you have missed tax breaks in the past?
 - How much revenue are you losing in missed orders when customers are kept on hold?
 - How much is overtime payroll costing you?
 - How much productivity are you losing by sending your employees offsite to compliance training?
 - Are there people in different offices duplicating tasks that could be done in one location for all?
- The realizations that come from answering Implication Questions will later provide justification for change.
- We're going to watch another video segment now, this one demonstrating the use of Implication Questions.

INSTRUCT:

As you watch, jot down on your worksheet the Implication Questions that you hear the sales professional using and the effect they have on the customer.



[🎥] Video segment "Implication Questions."

ASK:

[🎧] What Implication Questions did you hear the sales professional using?

Listen for:

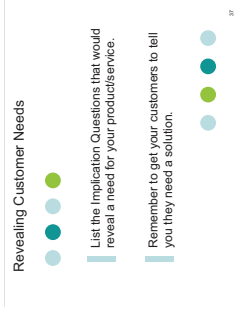
- How much does it cost the company in lost productivity?
- What is the cost to the company when we multiply that times 3000 employees? (Actually does the calculation for the client.)
- What is lost in potential innovation?

ASK:

What were the customer's reactions?

Listen for:

- Realization that employees are wasting working hours
- Shock that those lost hours add up to such a high company loss
- Team doesn't have time for research or education



SAY:

[🎧] Let's spend some time now generating the Implication Questions that will persuade the customer to express a need.

INSTRUCT:

- I'd like you to continue with the small group and the customer problems you worked with earlier.
- Work together on each person's customer problem to make a list of Implication Questions whose answers would reveal the need for that product or service.
- Remember that your goal is to get your customers to tell you they need a solution.
- Write your Implication Question lists on your worksheet.
- You will have about two minutes per person.

Give participants 6-7 minutes to make their lists.

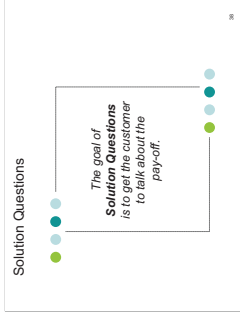
ASK:

Could a group share one of its customer problems and the Implication Questions you came up with?

Take one or two volunteers and facilitate a short discussion if necessary.

SAY:

- So far, we have gotten the facts about our customers, understood their problem, and helped them to see the implications of living with their problem to the point that they express the need that must be filled.
- Once customers have admitted they have this need, we are ready to move forward to the final type of questioning, the **Solution Question**.

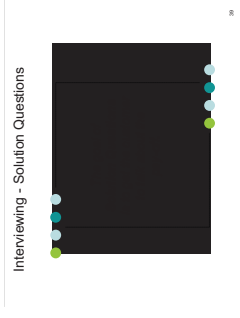


SAY:

- [9] Solution Questions are intended to elicit responses from customers that reveal how they perceive the value, usefulness, or utility of the solution being proposed.
- The goal of Solution Questions is to get the customer to talk about the payoff for the product or service by answering questions about its potential effectiveness in the customer's environment.
- As a result, customers begin to develop the mindset to buy.
- Examples include:
 - Do you see the value in knowing which vendors do the most work?
 - How would it help if your offices were connected to a centralized database?
 - Would it be useful if the printer could be formatted from a desktop computer?
 - Do you see other ways that this could help you?
 - Where do you see returns in your entire workforce could train at their own computer stations?
 - How can I help you reach your goals? How can my product/service help you do it better?
 - Why is this important? How would that help?
 - What kind of benefits would you like to see?
- It is important to ask Solution Questions only **AFTER** the customer has confessed to a need. Otherwise, the customer can deny the existence of the need that we claim to solve and dismiss our proposal.
- Let's take a look now at our final video segment that demonstrates Solution Questioning.

INSTRUCT:

As you watch, jot down on your worksheet the Solution Questions you hear the sales professional using and the effect they have on the customer.



[9] Video segment "Solution Questions."

ASK:

[9] What did you see that demonstrated Solution Questioning?

Listen for:

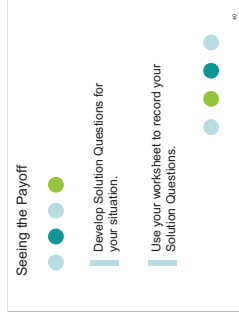
- If you had an employee-assistance program that could...
- Would it be helpful if the system could route the calls?
- Is there any other way this service could benefit you?

ASK:

What were the customer's reactions and responses?

Listen for:

- Automated system could get answers to employees quicker, then let them get back to work
- It would take a lot of the burden off of us
- Significantly reduce lost productivity dollars
- Don't want to lose the human element
- We could work on cases that really use our expertise
- Work on wellness programs



INSTRUCT:

- [10] Get back into your small groups once more.
- Work on Solution Questions for each of your earlier problems that will get the customer to talk about the payoffs.
- Once again, write down on your worksheet the Solution Questions for the problem you brought to the group. You will have two minutes per person.

Give participants 6-7 minutes to make their lists.

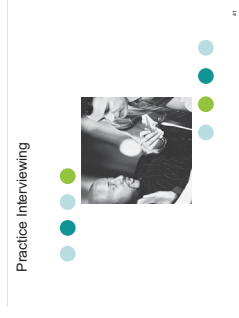
ASK:

Could a group share one of its customer problems and the Solution Questions you came up with?

Take one or two volunteers and facilitate a discussion if necessary.

SAY:

Now that we've had a chance to examine each type of question individually, let's see how they work together to progress a customer through the interviewing stage of the selling process.



INSTRUCT:

- [10] I'd like to give you the opportunity to actually practice your new interviewing strategy.
- Pair up with someone who was not in your small group.
- Start with one partner playing a customer and the other partner playing the interviewing salesperson using the strategy you have just drafted.
- Salespeople, let your partner know what product or service you sell and the situation so they can have context for the role-play.
- After four minutes, I will have you switch roles.

Give participants four minutes to role play. Have them switch roles and give them four more minutes.

ASK:

How did it feel to interview a customer using this method?

What benefits can you see in interviewing for customer needs in this way?

Take responses and facilitate discussion about the benefits to the customer as well as the salesperson.

SAY:

- Effective interviewing skills take time and practice to master. It may be a good idea to focus on one type of question at a time to master each.
- Once the customer expresses that they are intrigued with what the product or service may do for them, then we move on to the next stage in the selling process – presenting the product – where we explain how our product or service solves the need and provides the benefits that you just explored with solution questions.
- Mastering the interviewing process will ensure that the solutions you offer will hit the mark with customers and make gaining their commitment much easier in the end.