SalesSmarts™ for Sales Professionals

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EnterpriseOhio Network.

Facilitator Resources

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Differences Between "Business-to-Consumer" and "Business-to-Business" Selling

B2B, or Business-to-Business selling, takes place in a variety of industries and refers to one business selling to another business. The selling process can take place directly in a face-to-face selling situation, over the phone or on the Internet. Selling may also happen through a distribution or brokerage relationship. Products or services sold will vary. Business-to-Business selling is growing rapidly, and more and more businesses are using the Internet for both direct sales and for order processing.

B2C, or Business-to-Consumer selling, typically takes place in the retail, trade, hospitality, financial and service industries and refers to a business selling to a consumer or end user. The selling process can take place directly in a face-to-face selling situation, over the phone or on the Internet. Products or services sold will vary.

Whether a business is selling a single product, extended service or an enterprise-wide solution, businesses depend upon sales and service support professionals to create unique selling opportunities. The *SalesSmarts™* S.A.L.E. Process introduced in this program will serve as an important foundation for both B2B and B2C selling situations.

Suggestions for Prework

Assigning prework before the workshop can help engage participants in the workshop content even before they arrive. If you would like to include prework as part of the workshop design, we have included some suggestions below for integrating prework into the workshop.

Suggestion #1

Provide a worksheet (available as an online resource at www.visionpoint.com) with three large rows and five columns labeled Client, Last Purchase or Project Date, Date of Last Conversation, Plus and Delta as prework. Instruct participants to think about two or three of their best clients and complete the worksheet. The Plus column is where they should indicate what is going well with the account. The Delta column is what they would like to be doing differently with the account. Toward the end of the workshop, ask participants to pull out their prework and refer to it as they begin to plan for next steps.

Suggestion #2

Provide a copy of the *SalesSmarts™ Word Search* (available as an online resource at www.visionpoint.com) as prework. During introductions or early in the session, ask everyone to share thoughts, ideas, emotions or questions they have about the words and phrases they found. This word search can also be used as an energizer activity during a break, formed as a competition (e.g., first person or first team done wins a prize).

SMART-START® Activity
Using the SMART-START® Sales Truths Video

Time it takes: 30–35 minutes (15 minutes prior to session start time, 15–20 minutes after session begins)

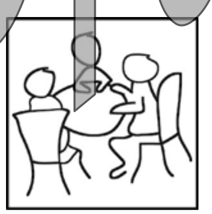
What it is about: Opening the session on a positive note

What you will need:

- Video: *SMART-START® Sales Truths*
- Index cards with three questions from Step 3 (below) written on them

How to do it:

1. Begin playing the *SMART-START®* video 15 minutes prior to the session start time. If you are using the DVD, set the control to automatically loop. If you are using the VHS, the video will repeat itself at least four times.
2. Turn the video off when you are ready to begin your session and explain that you will refer to it again later. After the participants have introduced themselves, you will use this activity as part of your introduction (either to conclude Step 1 or during Step 2).



3. Break the group into smaller groups of three to five people, and ask them to talk within their groups to answer the following three questions on the index card:
    - What does selling mean to you?
    - Why is it so important to believe in the value of what you do?

Optional Activity 1: Drafting an Account Profile

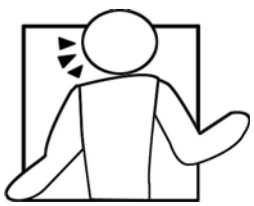
Time it takes: 45–60 minutes

What it is about: Discussing elements of an account profile and drafting a sample account profile

What you will need:

- Flipchart, easel and markers
- *Handout #1 – SalesSmarts™ S.A.L.E. Process*
- *Handout #2 – Scenario and Case Study for Drafting an Account Profile*
- *Handout #3 – Worksheet and Directions for Drafting an Account Profile*

How to do it:



1. Introduce the activity by saying:

   Before a sales professional ever picks up a phone to call a prospect, it is important to have prepared a plan for the prospect. At an early stage in the sales process, the plan might be referred to as an account profile, which is a snapshot of the prospect. The profile consists of as much information as the sales professional can reasonably gather about the prospect and her/his organization before a first meeting.

Optional Activity 2: Leave a Voicemail Message

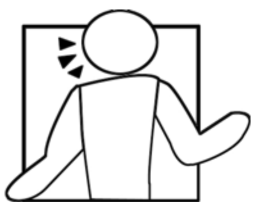
Time it takes: 45–60 minutes

What it is about: Practicing creating voicemail messages to secure an initial meeting or appointment

What you will need:

- *Handout #1 – SalesSmarts™ S.A.L.E. Process*
- *Handout #4 – Leave a Voicemail Message: Scenario, Directions for Skills Practices and Worksheet*

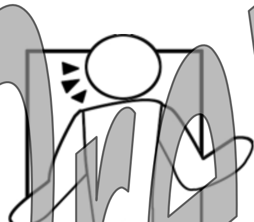
How to do it:



1. Distribute Handout #1 and say:

   Let's focus on #2, "Secure the initial meeting or appointment." After planning for sales calls, we need to secure the initial meeting or appointment.

   [Review Handout #1 briefly.]



2. Transition to Handout #4 and the skills practice by saying:

   We know that first impressions are lasting impressions. If we don't impress and get the attention of prospects immediately, we likely will not get their business. For this practice, we'll prepare to leave voicemail messages, using the principles of elevator speeches.

Optional Activity 3: Ask, Listen, Clarify, Confirm

Time it takes: 45–60 minutes

What it is about: Emphasizing and practicing the importance of "asking, listening, clarifying and confirming" to analyze the needs of prospects

What you will need:

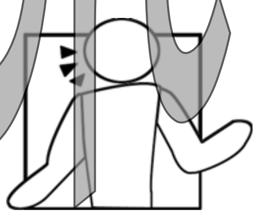
- *Handout #1 – SalesSmarts™ S.A.L.E. Process*
- *Handout #5 – Skills Practice: Asking, Listening, Clarifying, Confirming*

How to do it:

1. Distribute Handout #1 and introduce the activity by saying:

   Sales isn't so much about what we know as it is about what we don't know. What we don't know about a prospect's needs is a gap that needs to be filled in before we can even begin thinking about offering a solution for the prospect's needs. Let's look at "Analyze needs" on page 2 of Handout #1.

   [Review the information under Analyze needs.]



2. Distribute Handout #5. Say:

   Like any skill, the skills of asking, listening, clarifying and confirming improve with practice—and with practice eventually become distinguishing attributes.

Optional Activity 4: Identifying Qualified Buyers

Time it takes: 45–60 minutes

What it is about: Distinguishing between qualified leads and qualified buyers

What you will need: *Handout #16 – Practice: Identifying Qualified Buyers*

How to do it:

1. Introduce the topic by saying:

   There are a number of systematic processes to help sales professionals identify qualified buyers. A feature common to most processes is that they pose a series of questions, the answers to which guide sales professionals to identification of qualified buyers.

   Let's focus our attention on two items: (1) the distinction between qualified leads and qualified buyers and (2) practice using a series of questions as a process to guide us to identification of qualified buyers.

   We can define qualified buyers as prospects who meet three criteria: (1) the authority to buy your products and services, (2) the budget to buy them and (3) a business need for your products and services.

Optional Activity 5: Drafting a Sales Proposal

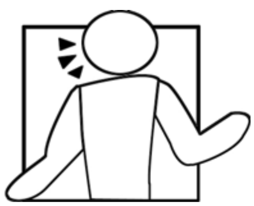
Time it takes: 45–60 minutes

What it is about: Discussing the purpose, importance and features of sales proposals and drafting a sample sales proposal

What you will need:

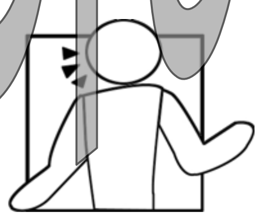
- *Handout #1 – SalesSmarts™ S.A.L.E. Process*
- *Handout #6 – Case Study for a Sales Proposal for Stellar Industries*
- *Handout #7 – Worksheet for Drafting a Sales Proposal for Stellar Industries*

How to do it:



1. Introduce the activity by saying:

   During a sales process, prospects might ask you for a written proposal, especially if the potential sale requires a significant investment. Prospects might refer to the proposal as an RFP, or *Request for Proposal*, in which case they might provide you with a specific format to follow in completing your proposal.



2. Distribute Handout #1 and review the "Link to solutions" information. Say:

   The three items included in the "Link to solutions" section on page 3 of the handout are part of a sales proposal. There are, however, a number of other items in the typical structure of sales proposals.

Optional Activity 6: "Need, Solution, Benefit" Statements

Time it takes: 45–60 minutes

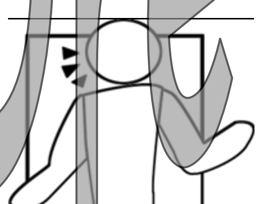
What it is about: Discussing the "L" (Link to solutions) of the S.A.L.E. Process, and giving examples of and practicing using "Need, Solution, Benefit" statements

What you will need:

- *Handout #1 – SalesSmarts™ S.A.L.E. Process*
- *Handout #17 – Examples of "Need, Solution, Benefit" Statements*
- *Handout #18 – Practice: "Need, Solution, Benefit" Statements*
- *Handout #19 – Sample Needs for Which Prospects Want Solutions*
- *Handout #20 – Worksheet for Preparing "Need, Solution, Benefit" Statements*

How to do it:

1. Distribute Handout #1. Point out the "Link to solutions" step as the topic of this activity. [Review this step briefly.]



2. Introduce the topic by saying:

   When you are professionally thorough in setting the stage and analyzing needs of prospects—which are steps 1 and 2 of the S.A.L.E. Process—you position yourself for success in linking your solutions to the needs of prospects.

Optional Activity 7: Recognizing Buying Signals

Time it takes: 45–60 minutes

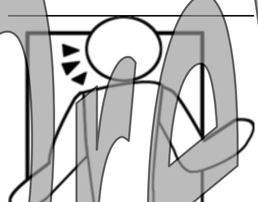
What it is about: Discussing verbal and non-verbal signals that might indicate that prospects are ready to buy

What you will need:

- Flipchart, easel and markers
- *Handout #1—SalesSmarts™ S.A.L.E. Process*
- *Handout #8—Examples of Buying Signals*
- *Handout #9—Tips for Managing Buying Signals*

How to do it:

1. Distribute Handout #1. Refer participants to the “Establish commitment” section. Give them time to read the information. Remind participants that this is the “E” step in the S.A.L.E. Process, the step that is related to closing sales.



2. Continue by saying:

   The ultimate purpose of every sale interaction is to close the sale. Obviously, not every interaction ends with a sale. Every sales interaction, however, should end at least with one or more mini-commitments that move a sale nearer to a close.

   Ask: **Before we go on, who can share what a mini-commitment is?**

Optional Activity 8: Managing Objections

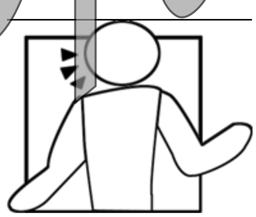
Time it takes: 45–60 minutes

What it is about: Discussing types of objections that jeopardize sales

What you will need:

- Flipchart, easel and markers
- *Handout #1 – SalesSmarts™ S.A.L.E. Process*
- *Handout #10 – Common Types and Possible Causes of Objections*
- *Handout #11 – Examples of How Objections are Commonly Expressed*
- *Handout #12 – Guidelines for Managing Objections*
- *Handout #13 – Helpful Phrases to Use When Responding to Objections*
- *Handout #14 – Practice: Responding to Objections*
- *Handout #15 – Objections*

How to do it:



1. Distribute Handout #1. Refer participants to the area that says "Establish commitment." Give them time to read the information. Remind participants that this is the "E" step in the S.A.L.E. Process, the step that is related to closing sales.

2. Continue by saying:

   A useful definition of an objection in a sales process is a question, statement or action of prospects that indicates they are not ready to buy the product or service you are selling.

DVD Bonus Materials
Who, What, How and When

Bonus materials are provided to help facilitators supplement a training plan and prepare for an effective workshop. Bonus materials may be used before, during or after a session.

Bonus materials provided on the DVD for this program include:

What it is	**How to use it**
SMART-START® Sales Truths – A short video, ideal for kicking off or closing the training session.	See optional *SMART-START®* Activity for one way to use this video. Other activities are available in VisionPoint's *Beyond the Box* activity book available for purchase.
Vignettes-only	During a training session, review a particular video situation by using the vignettes-only feature to quickly access a specific situation without having to watch the entire video.
Trainer*TALK™*, an interview with Master Trainer, Sue Mueller	While preparing for a session, tune in to this interview for insights on how to best use VisionPoint programs.
Sales Insights, an interview with Content Expert, Matt Terronez, Vice President, VisionPoint Custom Solutions	During a break or as follow-up training, provide insights into selling and the mindsets of successful salespeople.

PowerPoint® Slides, Flipcharts and Handouts

PowerPoint® Slides: For your convenience, we have included "thumbnail" icons of the PowerPoint® slides throughout the *Facilitator Guide* in the place that each slide is being referenced. Electronic copies and the most current versions of PowerPoint® slides can be found in the *Online Resources* at www.visionpoint.com.

Flipcharts: Flipcharts used in this program could be prepared in advance by the facilitator or during each activity by the participants. Electronic copies of flipchart templates can be found in the *Online Resources* at www.visionpoint.com.

Handouts: Masters of the handouts are found on the following pages. You may reproduce these documents as often as you like or use them as a starting point to create any other visual aid you believe would enhance the learning experience. Electronic copies and the most current versions of these handouts, along with any appropriate answer guides, can be found in the *Online Resources* at www.visionpoint.com.

Handout #1 – SalesSmarts™ S.A.L.E. Process

Set the Stage:

1. Plan:
   - The purpose of your call
   - Your knowledge about their business issues
   - The key decision makers
   - The customer's scope of operation
   - The customer's primary product or service
   - The customer's competitors
   - Your competitors
   - Your ability/the resources of your organization to win the business
2. Secure the initial meeting or appointment:
   - Background – about yourself and your organization, and to build rapport and credibility
   - Objectives – state your objectives in a way that positions you as someone whose solutions, products and services are worth considering
   - Alternatives – ask for alternatives the customer might be looking at
   - Time – set up a time to meet
3. Open the sales call/meeting:
   - Establish rapport – hellos, small talk, introductions, etc.; check on time available for the meeting
   - State the reason for your call – to learn roles/responsibilities of those at the meeting; to better understand the issues you believe they are facing
   - State the benefit/value to the customer – how you can help solve their issue
   - Check for acceptance – is there anything else to address during the meeting?

Handout #2 – Scenario and Case Study for Drafting an Account Profile

Scenario:

You are the lead sales representative at Hospitality Consulting & Development International, a well-known and respected development and consulting firm specializing in the needs of hotels and resorts. Sara Jones, an associate in the research department at Hospitality, told you that she has learned from a friend of hers in the hospitality industry that Premier Hotel Corporation needs to make critical decisions if it is to remain competitive in the highly competitive hotel industry. For example, should Premier Hotel Corporation expand its number of hotels? Should it expand into the resort business? If the answer is "yes" to those questions, at what sites would expansion be most profitable? Or, would the company still be profitable and competitive if it simply upgraded all its existing stock of hotels?

Sara Jones has done homework for you. The case study below is the result of her research about Premier Hotel Corporation.

Case Study:

Premier Hotel Corporation has been a success in the hospitality industry for 75 years. The philosophy of the company has remained the same: to buy and remodel existing small, aging, but soundly constructed hotels in U.S. cities with a significant corporate and tourist base.

Handout #3 – Worksheet and Directions for Drafting an Account Profile

The following items are a common but not exhaustive list of the types of information for account profiles:

- Name of organization
- Mailing addresses
- Telephone numbers
- Products and services
- Number of sites
- Annual revenue
- Senior officers
- Number of employees
- Management and corporate structures
- General status of the industry
- Strategic implications in the industry (threats and opportunities)
- The organization's customers
- The organization's competitors
- The potential fit between the prospect's organizational issues and your products and services
- Your competitors

Add to the list any items you brainstormed and recorded on the flipchart.

Directions for drafting the account profile are on the following page.

Handout #4 – Leave a Voicemail Message Scenario, Directions for Skills Practices and Worksheet

Scenario:

John Smith, CEO at County Memorial Hospital and one of your long-term customers, suggested that you call Jane Johnson, Chief Surgeon at Sunnyside Hospital. At a recent medical meeting, Jane told John that surgeons and nurses at Sunnyside Hospital have become more and more vocal about a need for advanced surgical instruments, equipment and supporting information technology to improve efficiency within operating rooms. Related issues are that morale and teamwork are now slipping.

Jane asked John if he could recommend someone who might have a solution that would address the issues—immediately, and within Sunnyside's budgetary constraints. You thank John for the referral and look forward to speaking with Jane Johnson and meeting with her. You are confident that your organization, Medical Solutions International, has an outstanding reputation for working with healthcare organizations on a variety of issues and challenges. Until you have influenced Jane to meet with you, however, Medical Solutions International will not have an opportunity for a sale of its services. The sales process begins with a phone call to Jane Johnson to arrange a meeting. When you call Jane, however, you get her voice mailbox, so you leave a voicemail message.

Handout #5 – Skills Practice: Asking, Listening, Clarifying, Confirming

Scenario:

You are considering purchasing a costly item (e.g., a new house, an automobile, a flat screen TV and so forth) or taking a vacation at a luxury resort hotel. One of your fellow participants will interview you about the purchase or vacation you are considering. During the interview, the participant will practice the skills of asking, listening, clarifying and confirming.

Directions for Skills Practices:

1. Your facilitator will ask you to form trios.
2. The practices consist of three rounds.
3. For each round of practice:
   - One participant will play the role of the "practice partner"—the person who is considering a major purchase or a luxury vacation. The practice partner tells what she/he is considering, e.g., "I'm thinking of buying a new house . . ." or "I'm thinking of vacationing in Cancun . . ."
   - One participant, the "person practicing," will interview the practice partner about the purchase of the costly item or luxury vacation s/he is considering. The person practicing will demonstrate use of the skills of asking, listening, clarifying and confirming.
   - One participant will be the "observer," who will note skills that the person practicing does well and suggestions for what the person might have done to improve the interview.
   - Each participant will have the opportunity to fulfill each of the three roles, especially the role of the person practicing.

Handout #6 – Case Study for a Sales Proposal for Stellar Industries

Case Study:

When Stellar Industries was formed 75 years ago, the company hit the market with innovative products, quickly gained a loyal base of customers and achieved mutually respected relationships with suppliers. The company expanded quickly and tripled the original number of employees. Revenue growth was steady and significant. Product quality was outstanding. Morale was high, and turnover was minimal.

During the past few years, however, the competition has been aggressive, and Stellar Industries has experienced problems keeping up. Long time customers are switching allegiance to competitors who offer a greater variety of products, consistently upgrade products, deliver them more quickly, price them lower and service them faithfully.

It has been especially difficult for Stellar Industries to design and develop new products and get them quickly into the market. As if that weren't enough, equipment is aging and requiring almost continuous maintenance.

John Sullivan, CEO of Stellar Industries, has met frequently with his executive team and a cross-section of departmental managers and employees to explore solutions to the many needs. A few of the possible solutions are:

- Reorganizing the organizational structure. The current structure is departmentally focused. Departments are protective of their turfs, collaboration among departments is rare and the bureaucracy is thick. As they have always done them, they are blind to better ways.

Handout #7 – Worksheet for Drafting a Sales Proposal for Stellar Industries

Directions for Completing the Worksheet:

1. Read the case study.
2. Assume that you have been involved in a sales process with associates of Stellar Industries, and that they have asked you for a proposal of what you and your organization, Solutions International, can do to help them resolve their need for improved work processes. You do not have enough information about Stellar Industries or the products and services of Solutions International to complete the following sections of the proposal: Proposed Solution, Next Steps, Endorsements and Background Information. You do, however, have sufficient information to draft the Introduction, description of The Current Situation at Stellar Industries and Statement of the Problem.
3. You may draft the proposal by yourself or, if you choose, with a small group (two to three people) of your fellow participants.
4. When you have completed drafting an introduction, description of the current situation and statement of the problem, your facilitator may ask you to share the highlights with the large group and receive feedback.

Handout #8 – Examples of Buying Signals

Every time prospects makes statements or ask questions they might be signaling that they are prepared to close a sale or agree to a mini-commitment to keep a sale moving forward.

Examples of non-verbal buying signals are when prospects:

- Lean forward when talking or listening
- Take notes on what you say
- Maintain eye contact
- Nod in agreement

Examples of verbal buying signals are questions or statements such as:

- Are you willing to explain your solution to a cross-functional group of our managers and employees?
- How much does (your product or service) cost?
- How long has your organization been in business?
- Who are some of your customers? May I call them?
- What are some success stories your organization has had?
- Would you review your solution to our issue again?
- What's your organization's policy for guaranteeing results?
- Does your solution come with additional options?
- Can all your associates provide help if we need it?
- What are some other projects your organization is involved in?
- What would our next step be?

Handout #9 – Tips for Managing Buying Signals

- Remain calm and collected. Don't assume that all questions are buying signals. Resist the temptation to get excited that the sale is ready to close. In your anxiety, you might rush the sales process and inadvertently cause anxiety in prospects.
- Answer all questions of prospects thoroughly and respectfully.
- Be a student of common buying signals.
- Plan and practice your response for each type of buying signal.
- Be an expert in the features, benefits and outcomes of your organization's products and services.
- Apply skills you learned in the workshop, *SalesSmarts™ for Sales Professionals*: ask, listen, clarify and confirm buying signals of prospects.
- Make note of buying signals that surprise you because they are new to you, so you won't be surprised again.

Handout #10 – Common Types and Possible Causes of Objections

Categories of objections typically are labeled as skepticism, misunderstanding or stalls. Whatever the labels, objections are triggered because prospects are (1) unconvinced of the value of your products, services and/or solution, (2) unclear about what you tell them or (3) undecided and need more time to sort out their concerns and perhaps to consider proposals of other sellers.

Possible Reasons for Each Type of Objection are:

1. Unconvinced because you:
   - Did not take time to gain rapport, their trust and their conviction of your credibility
   - Did not make them feel safe and comfortable working with you
   - Did not listen to their questions and concerns
   - Did not ask, listen, clarify and confirm their needs and priorities
   - Did not ask probing questions to get deeply to the bedrock of their needs and priorities
   - Did not confirm if you had answered their questions and concerns to their satisfaction
   - Did not customize your products, services and/or solution to their unique needs
   - Appear to be defensive, thereby making them anxious
2. Unclear because you:
   - Did not seem to be able to identify and understand their needs, priorities and goals
   - Did not seem to be able to explain the relevance of the benefits and features of your products and services to their needs

Handout #11 – Examples of How Objections are Commonly Expressed

- Your products/services are too expensive.
- How will your products/services help improve my bottom line?
- What's unique about you, your organization and your organization's products and services?
- What sets you apart from the competition?
- My friend in another organization didn't have a good experience with your organization.
- I don't have a budget for your products and services.
- Your products and services are far too basic for our needs.
- The time it would take to implement your solution is too long. We can't wait that long for a solution.
- Your solution requires more of our internal resources than we have available.

Handout #12 – Guidelines for Managing Objections

- Expect objections and welcome prospects to express them
- Don't interrupt prospects when they express objections
- Remain calm and collected. Do not take objections personally
- Listen to, clarify and confirm your understanding of the objections to the satisfaction of prospects
- Give complete answers to objections
- Cite past experiences and successes related to objections prospects express
- Do not respond immediately—respectfully allow prospects to clarify their objections
- Don't dwell on objections—listen to them, respond to them to the satisfaction of prospects and move on
- Admit when you don't know the answer to objections, but promise that you will get answers to them promptly
- Anticipate objections and address them in your sales presentations and discussions before they are expressed by prospects
- Develop a thorough knowledge of the features, benefits and outcomes of your products and services—and those of your major competitors
- Continually sharpen your professional sales skills and techniques
- Be completely ethical in your interactions with prospects
- Demonstrate conviction in the value of what you sell

Handout #13 – Helpful Phrases to Use When Responding to Objections

Because objections are expressed in an almost limitless variety, there are no verbatim and guaranteed responses for specific objections.

Most often, your best responses come from:

- Asking probing questions
- Listening intently to the concerns of prospects
- Clarifying what you understand their concerns to be
- Confirming that the prospects and you mutually understand the objections
- Providing answers that:
  - Alleviate stress
  - Clear up confusion
  - Satisfy the prospect or customer's curiosity and need for more information or understanding of value
- Providing assurance (the way the customer needs to hear it) that your solution will meet their business needs and priorities

The bottom line is that the prospects and customers have to feel right about you, your company and your solution.

Some techniques you might find helpful:

- **Feel, Felt, Found** – An established technique for assuring prospects that you empathize with their objections is "Feel, Felt, Found." For example, if prospects object to pricing for your products and services, you might say: "I can understand how you feel about the price. Other customers felt the same way until they found out how valuable our products and services are. They are now convinced that the results are well worth the price."

Handout #14 – Practice: Responding to Objections

Directions:

1. Form three Teams: Team A, Team B, Team C.
2. There are six rounds of practice—two rounds for each of the three teams.
3. For the first round of practice:
    - Team A draws an objection from cards offered by your facilitator and reads the objection aloud for all participants to hear.
    - Members of Team A have two minutes to confer with one another and prepare a response to the objection.
    - Team A presents its response to Teams B and C. Team A has one minute to present its response. Team A's response is not in exact words, but rather a description of the kinds of phrases the team would use.
    - After Team A has presented its response to the objection, Teams B and C provide feedback:
        - What they liked about Team A's response
        - Suggestions for what Team A might have done differently to improve its response
4. Following the same procedure as above, Team B does the second round of practice and Team C does the third round, until each of the three teams has done two rounds of practice.

Handout #15 – "Objections"

(For Practices in Optional Activity 8, Handout #14)

Note to Facilitator: Copy and cut on the dotted lines. Make sure you have all six cards for each group.

We're not convinced of your ability to customize your products, services and solution to accommodate our unique needs.

What you are recommending seems very basic for our needs.

Handout #16 – Practice: Identifying Qualified Buyers

A qualified buyer is not an *actual* buyer until a sale officially closes. Successful sales professionals are attentive to a continuous process of qualifying prospects through all four steps of the S.A.L.E. Process. Your answers to the 20 questions presented below will help you determine if a prospect is a qualified buyer. You will recognize that some of the questions are pulled from the "S" (Set the Stage) of the S.A.L.E. Process.

Also, keep in mind that to win the business of a qualified buyer you must be a qualified *seller*. For that reason, several of the questions are checks on the quality of your information about the prospect and the quality of your preparation to meet with the prospect.

For the practice, identify a prospect that you want to assess as a qualified or not qualified buyer, and follow the directions for the practice.

Name of the prospect:

Directions:

For each of the 20 questions below, put a check under Know the Answer if you are confident you can fully respond to the question. Put a check under Not Sure if you need to gather additional information before you are able to answer the question with confidence.

Handout #17 – Examples of "Need, Solution, Benefit" Statements

(Excerpted from the script for the video, *SalesSmarts™ S.A.L.E. One Step at a Time*)

Example #1:

STATE NEED

You said that one of your biggest concerns was the performance problem when you access server-based applications, like your accounting package, from remote sites. And you want to make sure you're set up to handle the two additional sites, in terms of the network being able to handle it, as well as dealing with the additional workstation issues you'll run into with new field employees. Ideally, you want to avoid hiring additional IT staff.

PRESENT SOLUTION

Well, this is just a preliminary, but let me run a couple of things past you and see what you think. In terms of your performance problems, I'd recommend that we start with a review of your existing network to identify the precise bottlenecks . . . (additional options are given). So those are the options for the performance issues that I'd recommend.

STATE BENEFIT

Now, the bottom line for you is, I think you'll eliminate most, if not all, of those login issues. And you won't have to switch to new applications to do it. That means you'll actually improve productivity, while avoiding the expense and learning curve that comes every time you roll out a new software package.

Handout #18 – Practice: "Need, Solution, Benefit" Statements

Directions:

1. Think of a prospect to whom you plan to present a link of your products and services to the prospect's needs.
2. If you cannot think of a prospect with a specific need, choose one of the needs listed in Handout #19. Keep in mind that your choice needs to be one for which your products and services would be applicable.
3. If none of the needs below can be linked to your organization's products and services, make up a need based on needs that are common to customers of your organization.
4. The practice is conducted in pairs:
   - You and your partner will take turns practicing your "Need, Solution, Benefit" statements.
   - When you are practicing your statements, your partner will play the role of the prospect.
   - Before you give your statements, brief your partner about (1) your organization's products and services and (2) the need you will address in your practice.
   - Guidelines for feedback following each practice are:
     - The partner who practiced her/his statements gives self-feedback: (1) specific statements that she/he believed were effective, followed by (2) statements she/he believes might be improved.
     - The partner who played the role of the prospect gives feedback to the person who practiced: (1) specific statements by the partner who practiced that were effective followed by (2) statements by the partner who practiced that might be improved.

Handout #19 – Sample Needs for Which Prospects Want Solutions

- Process management know-how
- Excessive rework and/or waste
- One-way communications
- Unclear and/or unreasonable job expectations
- Significant changes without communication or consideration of the consequences
- Acknowledgement for jobs well done
- Resolving multiple priorities
- An effective and efficient performance management system
- Team leadership and team member skills
- Time management skills
- Problem solving skills
- Sexual harassment program
- Leadership skills
- Ethics and compliance program
- Coaching skills
- Upgrading the IT department and equipment

Handout #20 – Worksheet for Preparing "Need, Solution, Benefit" Statements

A general description of your organization's products and services:

Statement of the prospect's need(s):

Statement of your recommended solution:

Statement of the benefits of your solution and of a working relationship with your organization: