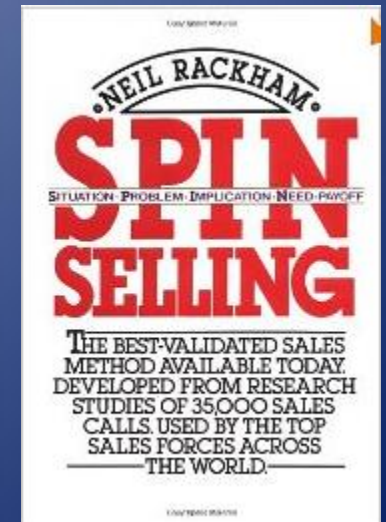


Spin Selling and B2B Sales Training 101

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**"I figured out how we can double our quarterly sales.
From now on, each quarter will last six months."**

"Nothing happens until someone sells something."

Thomas J. Watson

"Sell the problem. No business buys a solution for a problem they don't have."

Seth Godin

"Your opinion [about what the customer wants], although interesting, is irrelevant."

Craig Stull

The Fundamentals

Possible Outcomes of a Sales Call

•Order (Success)

- The customer makes a firm commitment to buy

•Advance (Success)

- The sales process moves forward towards a decision
 - “We will come tour your factory”
 - “Give me a quote on this product or service with these features”

•Continuation (Failure)

- The sales process continues, but does not move forward
 - “I like what you are saying. Let me think about it. I will get back to you.”
 - “Can you make the same presentation to some other colleagues.”

•No-Sales (Failure)

- The customer actively refuses a commitment
 - “I’ll go with your competitor.”
 - “I am not going to buy anything at this time.”

Sales Productivity



Being Efficient

Efficiency

•Effort

- The best salespeople put in the effort to make it happen
- Effort is determined by
 - Attitude: like to sell, like to win, having fun
 - Commitment: motivation and discipline from within, dedication

•Time Management

- Focus on sales tasks; NOT on production problems or other issues
- Use the resources available to you
- Sales call planning
 - Combine visits; if no one else nearby, do a cold call
 - Do legwork upfront to be sure you are talking to the right person and know something about that person.
 - LinkedIn, etc.
 - Do not waste customer's time; if nothing useful is happening, get out

•Keep Track of Work

- CRM (Customer Relationship Management) Software: Keep track of customer activities, know when to visit, when not to visit, when to leave a tickler
- Jobs and Sales Funnel Tracking: Know what is on your plate, when and why you are / are not successful

Prioritization

- **Prioritize your customer base**

- Divide into A, B, C customers based on the current and potential value of the customer
- Divide evenly – 28 out of 30 “A” customers is not prioritizing
- Some questions to consider:

- How big and how valuable can the customer become?
- Is the customer profitable?
- Does the customer pay his bills?
- Where is the customer in the buying decision?
- Which person or group really makes the buying decision? Local? Corporate? Both?
- What is our relation with the decision maker?
- What is the relation of the competition with the decision maker?
- What are the decision criteria?
- What is the company history with the customer?
- Is the customer faithful? Or an RFP junkie?
- Can we offer the customer something unique?
- Does the customer know what he wants?
- Is the customer over-buying? Under-buying?
- Who is the competition? What are they offering the customer? Is there any other relation between the competition and the customer?
- Can we prove ourselves before the sale (e.g., by responding more professionally, doing what we say, etc.)?

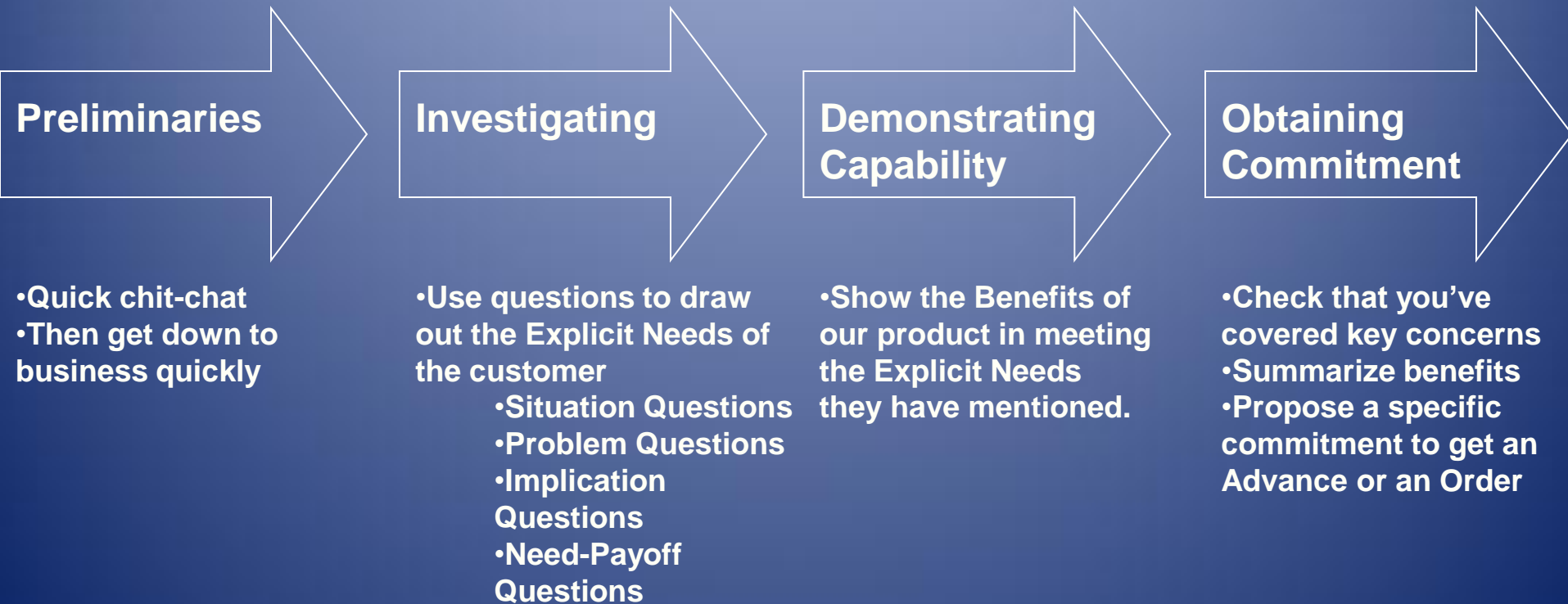
- **Prioritize your daily work**

- As much as possible, only go to meetings with a true possibility for an “Advance” or an “Order”; avoid “Continuation” calls.

- Do not be afraid to cut your losses if there is little hope of advancement

Spin Selling Training

A Spin Selling Sales Call



Situation Questions

- **Situation Questions**

- **Background questions about what the customer is doing**
- **Keep limited as you should know the customer's situation already**
- **Do not use to impress the customer with how much you know**

- **Sample Questions (Using the example of selling a Turn-Key Equipment Building to a Wireless, Cable Television, or Telephone Customer)**

- **Are you building a fiber network? Where? When?**
- **What are your building needs?**
- **Will you be offering telephony as well?**
- **Who in the company is responsible for building the fiber network?**
- **What kind of buildings have you used before? Why?**

Problem Questions

•Problem Questions

- About the customer's problems or areas of dissatisfaction
- Useful in drawing out areas of concern where we can add value
- Sets up the implication and need payoff questions

•Sample Questions

- Have you had quality problems with your current buildings?
- Have you had a building leak?
- Have your buildings been large enough?
- Have you been able to get your buildings on-time and when you needed them?
- Did you have difficulty coordinating the various contractors on your stick-built (traditionally built) building?
- Did your stick-built building come in right on budget and exactly as you wanted it?
- Have you had problems with vandalism?
- Are aesthetics of your structure important?
- Have freight costs been higher than budgeted?

Implication Questions

•Implication Questions

- About the consequences of a customer's problems or dissatisfactions
- The crucial skill in *Spin Selling* because it increases the customer's perception of the value of the solution you offer
- “Making the mountain out of the molehill” in the customer's mind

•Sample Questions

- How much did the delay in getting your building cost you in terms of lost revenue?
- How much did the delay affect the other buildings you were installing?
- How much did it cost you for the loss of service when you had to retrofit the building?
- How much hair did you lose having to fight the different contractors on your traditionally built job to get them to work together?

Need - Payoff Questions

•Need - Payoff Questions

- Focus the customer's attention on the value of the solution rather than on the problem
- It gets the customer telling you the benefits of the solution you are about to propose

•Sample Questions

- How do you think getting your building on-time and on budget would help you?
- Why would this solution be so useful?
- How would it help to deal with only one company to get the building complete?
- Why is it important to have the extra space with a larger building?
- What benefits do you see?

Benefits

- With Spin Selling questions, you have drawn out the explicit needs of the customer
 - Now, show how your product meets these needs and only these needs
-
- Samples
 - You asked for quick turn-around, we can get you a complete and outfitted building assembled on site in 4 - 6 weeks.
 - You mentioned problems in dealing with multiple customers, we can offer you turn-key service where we will be responsible for everything.
 - You mentioned the need to turn on service as quickly as possible, we can have a 1500 sf building ready and then install and outfit in five days once you get your building permit.

Obtain Commitment

- In many B2B sales, standard closing techniques will not work
- To obtain a commitment and advance the process:
 - Check that you have covered the buyer's key concerns
 - Summarize the benefits that the company offers
 - Propose an appropriate level of commitment
 - Be specific and detailed
 - "I will call you by Wednesday to arrange a date for you to visit the plant."
 - "If I do not get a purchase order by Friday, I will follow up with you at that time."
 - Include a commitment for yourself ("I will get the quote to you by Monday the 19th.") and then do what you say
 - This builds credibility and trust that you and your company will do what you say.

Sales Coaching

Coaching

- In sales coaching, the salesperson's supervisor goes out with the salesperson on a series of sales calls
- The sales calls during the day will usually not be vital and will hopefully include visits to several different customers.
- The salesperson is in charge of the sales call; the supervisor is not to help them out of a jam and is to generally keep his mouth shut
- The supervisor will do the following:
 - Observe how the salesperson will carry out the sales call
 - Give feedback on the performance during the sales call

Coaching Evaluation for B2B Sales Calls

Top Performer

Plan Questions

Focus on large strategic sales

Use different strategies for different competitors

Get quickly to business

Ask question with impact

Hold back from giving product details early in the sale

Don't talk about capabilities unless they are important to the customer

End the call by agreeing on next steps and joint action plans

Average Performer

Plan Presentations

Focus on quick hits

Use one strategy to cover all

Spend a lot of time in preliminary chatter

Ask questions that have less focus and often seem to go nowhere

Jump in early in the sale with product presentations / description

Dump product features and capabilities on the customer

Often end calls with no actions agreed

Thank You



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