

# ***A Master Class in Closing Sales***

*Learn Step-by-Step how improve your sales  
closure rate by up to 50%*

*[www.SalesVision.com.au](http://www.SalesVision.com.au)*

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This is the abridged ebook version of the soon to be released book "A Master Class in Closing Sales"

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## Introduction

For about one year I had been selling education products, on the surface I was doing well, ranked in the top 10% of the sales reps in the company. The sales manager was happy with me, I mean after one year to be in the top few was actually a really good achievement. But I wasn't satisfied; the reason was that there was another guy that earned double what I earned! Yes, the top salesperson consistently sold about 50% more than me, and his commission was nearly double mine.

In my previous sales role I was the top gun. I had to find out how this guy did it. Sure he had been there longer and had more prospects in his database, but his closure rate for new leads was almost unbelievable. How could this person be so much better than everyone else?

I was on a mission, I spoke to the sales manager and arranged to move desks; I was now sitting next to the top gun.

My master class in sales had begun. Everyday, whenever he spoke I would try to write every single word down that he said. I then arranged to get voice recordings of his conversations; I studied them over and over, noting every pause, uptick and downtick in his voice. After about 6 weeks of studying him, I had a series of eureka moments. I had discovered what I believed was his secret ingredients. It was like I was in the Matrix, looking at it all in slow motion.

I went about documenting how he did it. Within a few more months I was the no.2 sales rep and climbing. It took me about 6 more months and I finally caught up to him.

I still wasn't satisfied, my next step was to go about reading every sales training book I could find to see if somebody had already done all the hard work and documented all of this. The conclusion I came to was that the vast majority of these books while giving some useful tips, were too conceptual, too general or gimmicky, only a small percentage of them actually showed specifically and methodically how to be get extraordinary results, but even then there were unexplained gaps in the sales cycle, specifically the art of closing the sale, the way that I had learnt myself.

That was about 12 years ago, since then I've worked as a Business Development Manager, Sales Manager and Sales Trainer in a variety of industries. I've worked with some of the best sales reps in the world, sales reps that I would consider to be in the top 1% of performers of their industries.

Now I have a new mission, to document step-by-step how to get an extraordinarily high sales closure rate. I want to empower sales people with the right technique and structures so that they too can see their sales climb. I want to provide a structure which can be adopted and adapted to each person's individual style, and to each industry.

This book is the result of that mission.

Every concept that I talk about in the following chapters I will also follow up with specific real world examples with sample dialogue. Again, the goal of this book is to provide a step-by-step guide.

Where appropriate a conversation structure will be included. It's not about memorizing scripts or secret words; it's about knowing the right conversation structure to use, at the right time.

This book is for those who already have some sales experience; it is not meant for beginners or people who have no sales experience. If you have never worked in sales before by all means read this book, but really you should first read a sales for beginner's book, to get a proper understanding of the full sales cycle.

This guide has a laser focus on improving the sales closure rate for existing sales reps.

So are you ready to improve your sales closure rate by up to 50%? If yes, read on.

***Some people have asked me, am I uncomfortable saying that I can increase someone's sales by up to 50%; that seems a lot.***

Let me tell you a story, before answering that question.

About 11 years ago I was playing tennis, I served the ball and I felt a sharp pain in my shoulder. The next day, I couldn't move my shoulder at all with out extreme pain. I went through the medical system, and finally a shoulder specialist told me that I had a rotator cuff tear and I could elect to have surgery to try and fix it, he said it had about a 50% success rate, and that I would need time off work and that my shoulder would be in a cast. He said the other option was to get physio and eventually the pain would subside. But in either case, my shoulder would never be the same and to forget about ever playing tennis again. I got physio and eventually the pain did go away. Apart from the pain it was hard to accept that I wouldn't play tennis again, a game I had played all my life and loved.

Skip ahead 6 years. I'm working as a business development manager selling outsourcing solutions to companies in Australia and the USA. A friend asks me to play Badminton; I politely said that I have a busted shoulder and thanks but no thanks.

That night I was thinking about a book I had read the year before "The brain that changes itself" by Norman Doidge M.D. Basically it's a book about neuroplasticity. How the brain faced with changes will adapt and form new neural connections, when they are forced to, effectively forming new neural patterns and connections allowing you to do things you couldn't do before. There is one remarkable case study of a stroke patient who was learning to speak again. To sum it up Neuroplasticity will permanently alter the way you see your brain and human potential. There are several good books on the subject now you should read up on.

The next day I said yes lets play, but I would play with my left hand (I'm naturally right handed). I wanted to test my brain and see how I could develop my coordination in the hope that I could play competitive tennis again but left handed.

The idea was to first develop some coordination playing badminton (build the neural connections in my brain that deals with coordination in my left hand), I also had to build muscle strength in my left wrist and hand.

The first match I felt ridicules, I just had no coordination with my left hand at all, I could barely hit the shuttlecock. I had to keep apologising to my friend, the result was no surprise, I lost 3-0 without me winning one point.

But my friend had a lot of patience (and apparently no one else to play with). We played once a week for 1 year. This is what happened. After about 6 weeks I could regularly get 1 or 2 points in a game.

After about 4 months I could get up to 5 or 6 in a game. At this stage I had still had never won a game. After about 9 months of play I finally cracked him. I beat him 3 games to 2. After that we were about equal.

Next step tennis, with a much heavier racquet and much more pressure with ball on racquet. I wanted to relearn how to play with my left hand. I started tennis lessons with a professional coach, with all the coordination I now had though badminton and with the extra weight training I had done, I was now ready to hit my first tennis ball in about 7 years. The rest is history; I can now play with my left hand to a high enough standard to win plenty of games. I think the moral of this story is obvious.

From my first game of badminton to now, I didn't improve 50%; I improved about 500% (or even 5000%).

In sales, the amount to which you can improve depends on the answer to the following two questions.

**What skill level do you currently have?**

**Will you focus on improvement by methodically analysing every aspect of your sales method?**

If you are already at the top of your game, the top of your sales team, you are probably doing many of the things in this book and as a consequence you may only see a small improvement in your sales, but still a small increase in your sales closure rate may equate to thousands of dollars in sales commission.

If you read this book and you realise you can improve a lot, then 50% improvement in sales could easily happen within a 6 month period, if you work methodically and thoughtfully to improve.

The bottom line is that by continually trying to refine and improve your sales method, you will see extraordinarily results.

*So are you ready to improve your sales closure rate by up to 50%? If yes, read on.*

## Part 1: Critical Components to setup a Master Close

### Business Value Proposition (BVP)

When you first call any prospect, you have to know what your business value proposition is to get their attention. It has to be specific and it has to relate directly to the prospects situation.

The format of a BVP is:

“We specialise in” Plus the BVP as shown below

Direction + Business Priority + Amount

Examples:

- Decreasing Customer churn by 8%
- Increasing the average sale value by 24%
- Saving the average household \$780 a year on their energy bill
- Decreasing the average delivery time by 3 days

#### Examples of the Direction element

Increase  
Decrease  
Strengthen  
Cut  
Reduce  
Improve  
Grow  
Save  
Eliminate  
Minimize  
Maximise

#### Examples of the Business Priority element

Delivery time  
Completion time  
Lead conversion rate  
Average sale value  
Market share  
Customer retention  
Customer satisfaction rate  
Churn rate

The Amount Element should be by a number or a percentage

You should have a few different BVP's depending on the industry and the specific issues that a prospect faces.

For example, if you are selling Freight handling solutions to manufacturers. You might know through a competitor's press release that a company has lost a contract due to late deliveries. You might say:

We specialise in **reducing** the **average delivery time** of freight by **2.6 days**

If you read company press releases and you know that a prospect is looking to expand their distribution to other parts of the country. You might say:

We specialise in **expanding** the national **delivery footprint** of manufacturers within **3 weeks**.

If you have researched the prospects business and you open with stating that your specialisation is the very same issue that they are currently facing, well, that's dynamite.

## Probing Questions

Probing questions during the qualification stage are crucial; the answers you will receive will form the basis of the rest of your communications with the prospect.

Don't just rattle off question after question, the prospect will start to get uncomfortable and close up; you have to make it like a normal conversation. You will be directing the conversation in order to find out what the prospects ultimate goals are.

You are trying to uncover what the prospect really wants. What is the core of their need, what are their hopes, dreams and fears? Many times your product is something they need along the way in order to meet some other ultimate goal.

You should try to find the ultimate goal; you have to understand the full journey that the prospect is on.

The deeper your questions go, the better you will understand the prospect.

Have a look at the example below; it is a sales call with someone interested in buying a project management certification course:

Sales Rep: So, why are you interested in doing a Project management certification course?

Prospect: I've been working as a Project Manager with an Engineering company for 2 years, but I just want to get some official certification behind me.

Sales Rep: 2 years that's long time, do you like it there?

Prospect: No, not really, there is no career progression, and my manager is not interested in helping me with my career.

Sales Rep: Oh ok, I understand. So, what do you want with your next job.

Prospect: I want to work at a higher level with a more reputable company. Most of the guys I went to university with are doing really well, and I think I am falling behind.

Sales Rep: What are your old Uni friends doing now?

Prospect: Well, I just spoke to one he's earning 180k and running a whole division of the Acme Company.

Sales Rep: How much do you want to earn for your next job?

Prospect: Well, I'm on 80K at the moment, and I'm looking to buy a place so I need to earn over \$100k for my next job.

Sales Rep: You're buying a place, nice. So, you're just renting now.

Prospect: Yeah renting with my girlfriend.

Sales Rep: So, she is sick of renting and wants to get a place?

Prospect: That's the plan, yeah.

Sales Rep: Yeah, I rented for 5 years, twice the owner sold and we were kicked out, it was so annoying.

Prospect: Yeah well, our landlord just put the rent up \$30 and he won't fix the windows that leak when it rains.

Sales Rep: You should make a complaint about him.

Prospect: I was going to but I don't want to have bad relations with him, I don't want to get kicked out again.

So what have we learnt from this series of questions.

- He's not happy with his job
- His manager does not support him
- He wants to work at a higher level, with a more reputable company.
- He thinks he is falling behind
- His old uni friends earn more money than him
- One friend earns \$180k; he earns \$80K but needs to earn \$100k
- He wants to buy a home with his girlfriend.
- His rent is going up \$30 per week and his windows leak when it rains.
- He is scared of getting kicked out of his rental place

The above points will be used over and over again, in all conversations with this prospect from now on. It will also form the central part of the conversation when you go to close the sale (this will be discussed in depth in Part 3: The Master Close Step-by-Step)

These points should be saved in your CRM for future reference. Before you talk to this prospect again, you should read your notes.

## Questioning Depth

The questioning depth to which the sales person goes should be determined by the complexity of the product, for example:

- Selling Cable Internet may need 5 levels
- Selling a round the world package holiday for a family of 8 may need 20 levels
- Selling a new HR management system to a multinational company may need 50 levels

With our previous example; I think 5 levels of detail are sufficient, as shown below:

20% of sales reps go this deep  
Level 1  
He's not happy with his job  
His manager does not support him

30% of sales reps go this deep  
Level 2

He wants to work at a higher level, with a more reputable company.  
He thinks he is falling behind

40% of Sales Reps go this deep  
Level 3

His old uni friends earn more money than him  
One friend earns \$180k; he earns \$80K but needs to earn \$100k

9% of Sales Reps go this deep  
Level 4

He wants to buy a home with his girlfriend.  
His rent is going up \$30 per week and his windows leak when it rains.

1% of Sales Reps go this deep  
Level 5

He is scared of getting kicked out of his rental place

Let's take a step-by-step look at exactly how the sales person drills down with their questions, and directs the conversation.

Sales Rep: So, why are you interested in doing a Project management certification course?

- *Is a top level question; why are they interested in the product?*

Prospect: I've been working as a Project Manager with an Engineering company for 2 years, but I just want to get some official certification behind me.

Sales Rep: 2 years that's along time, do you like it there?

- *The sales rep knows that he has to find out something that the prospect is not happy with, so knowing that he is working, it's common to ask if they like it.*

Prospect: No, not really, there is no career progression, and my manager is not interested in helping me with my career.

Sales Rep: Oh ok, I understand. So, what do you want with your next job.

- *Prospect is not happy, so logically they are looking for something else.*

Prospect: I want to work at a higher level with a more reputable company. Most of the guys I went to university with are doing really well, and I think I am falling behind.

- *Now we are getting some good information. He is comparing himself to his university friends. The rep knows that when people start comparing themselves, they are showing what they value in themselves and others.*

Sales Rep: What are your old University friends doing now?

Prospect: Well, I just spoke to one he's earning 180k and running a whole division of the Acme Company.

- *It's generally not polite to ask how much someone earns, but it is completely fine to ask how much they want to earn. The Sales Rep is also going to use the amount to establish need later on.*

Sales Rep: How much do you want to earn for your next job?

Prospect: Well, I'm on 80K at the moment, and I'm looking to buy a place so I need to earn over \$100k for my next job.



- *Bingo, you now have some really good personal information about the prospect. The conversation is then led into renting, it's generally understood that it is better to own than to rent a place. So the rep is trying to establish more needs.*

Sales Rep: You're buying a place, nice. So, you're just renting now.

Prospect: Yeah renting with my girlfriend.

- *The sales rep is really leading the conversation to where he wants it to go; also making use of a popular narrative in the media - renting horror stories.*

Sales Rep: So, she is sick of renting and wants to get a place?

Prospect: That's the plan, yeah.

- *The sales rep now uses a personal anecdote to elicit more details from the prospect.*

Sales Rep: Yeah, I rented for 5 years, twice the owner sold and we were kicked out, it was so annoying.

Prospect: Yeah well, our landlord just put the rent up \$30 and he won't fix the windows that leak when it rains.

- *Established good rapport, and really getting to rock bottom.*

Sales Rep: You should make a complaint about him.

Prospect: I was going to but I don't want to have bad relations with him, I don't want to get kicked out again.

You notice how this sounds like a normal conversation. The reason it does is because it is. The more you can make a sales conversation sound like a normal conversation the better.

It should be a normal conversation between two people who have just met or who have only spoken a few times. The only difference is that you are directing it the way you want, not leaving the conversation direction to chance.

Here is another example of different focus points in the conversation.

Sales Rep: So, why are you interested in doing a Project management certification course?

Prospect: I've been working as a Project Manager with an Engineering company for 2 years, but I just want to get some official certification behind me.

Sales Rep: Engineering, so you studied Engineering at University?

Prospect: No, I was a Business Major. I just fell into this job, because well, it's all I could get at the time.

Sales Rep: Oh ok, I understand. So, what would your ideal job be?

Prospect: I want to work at a higher level with a more reputable company. Most of the guys I went to university with are doing really well, and I think I am falling behind.

Sales Rep: You are falling behind, what do you mean?

Prospect: Well, I just spoke to one he's earning 180k and running a whole division of the Acme Company.

Sales Rep: How much do you want to earn for your next job?

Prospect: Well, I'm on 80K at the moment, and I'm looking to buy a place so I need to earn over \$100k for my next job.

Sales Rep: You're buying a place, nice. So, you're just renting now.

Prospect: Yeah renting with my girlfriend.

Sales Rep: So, she is sick of renting and wants to get a place?

Prospect: That's the plan, yeah.

Sales Rep: Yeah, I rented for 5 years, twice the owner sold and we were kicked out, it was so annoying.

Prospect: Yeah well, our landlord just put the rent up \$30 and he won't fix the windows that leak when it rains.

Sales Rep: You should make a complaint about him.

Prospect: I was going to but I don't want to have bad relations with him, I don't want to get kicked out again.

## Persuasion

### Hopes

Knowing the hopes of your prospect is critical in the sales process. It doesn't matter what you're selling there are always hopes; Hope for a favourable outcome. If you say that your prospects don't have hopes in relation to your product, then I suggest you have a look at changing career paths. Once I nearly choked on my coffee when a sales manager told me he didn't think his customers had hopes in relation to his product.

The hopes and dreams we have sustain us; they give us something to work towards, to struggle for, and to struggle against. They light up our minds when we are feeling down.

*"He who has a why to live for can bear almost any how."*  
Friedrich Nietzsche

*"In the Nazi concentration camps, one could have witnessed that those who knew that there was a task waiting for them to fulfil were most apt to survive."*  
Viktor Frankl, *"Man's search for meaning"*

Frankl's book *"Man's search for meaning"* is one of the great works written on the search for meaning through hope and purpose, I highly recommend that you read it, if you haven't already.

At our foundation, our hopes are intertwined with the meaning we find in our lives. It doesn't matter if you sell something which is not perceived to be life changing; it is about connecting your product with the short term and long term hopes and dreams of the prospect.

Examples of hopes for different products below:

Solar Panels for the roof

- Save money on electricity bills, to then buy my daughter a violin
- Have less reliance on power companies, I think they are monopolistic and have been gauging consumers for years.
- Help the environment, and set a good example for my daughter

### HR Software System

- To unify the HR and the Talent management aspects of our database
- To use one platform to manage all staff, allowing for massive insights into individual effectiveness and productivity
- Use the software rollout as a case study in the book I'm writing called "HR Excellence – How to find and keep gifted people."

### Management Training

- Earn more money to pay my mortgage off
- Get a new job with more respect in a multinational company
- Travel and see the world through work.

### Cable Internet

- Use it to stay in touch with family that live in other cities
- Get extra tutorials for my daughter who is studying French in high school, I want her to be fluent in French it was always my dream
- Learn how to do a blog. I want to start my own based on my experiences of working at the local hospital emergency ward

### Cloud based Mobile software development tool

- I want to make cool games that my friends can play
- I have an idea for a game that will make me the next Bill Gates
- I love gaming so if I could do it for a living than that would be awesome

### Weed Killer

- My garden has the potential to be the best on the street
- I just spent 4 months landscaping my new garden and I want to keep it looking like it is now.
- I love grass. Especially the Santa Ana variety, my goal is to have it cover most of my property, I just love to walk on it

I could go on and on. Please put your thinking caps on. If you want to get extraordinary results, you have to know the hopes of your prospects, the more specific the better.

You should get together with some of your colleagues, and write a list of all the hopes that you have heard from your customers. On any product you could write 10, on some products you could write 50 or more. The key is that you should already be familiar with the common ones, and direct probing questions to discover them.

This is the key; you have to already know the complete spectrum of hopes in relation to your product. Then in the qualification stage, you must listen carefully to the prospect responses, ready to direct the conversation into different areas, and when you spot some hopes, you drill down to really get to the bottom of what is driving them.

### **Anxieties**

The opposite of hopes are anxieties, which is feeling or showing worry, nervousness, or unease about something with an uncertain outcome.

We see the inducement of anxiety for the purposes of persuasion everywhere around us; you just have to scratch the surface.

How would you go about persuading a nation and its allies to start a pre-emptive war?

Well, you do what every political strategist already knows. You try to find the worst possible scenario that will induce anxiety and then keep repeating it over and over until people feel it in their bones.

*"We don't want the smoking gun to be a mushroom cloud."  
--Condoleezza Rice, Sept. 8, 2002*

*"Facing clear evidence of peril, we cannot wait for the final proof--the smoking gun--that could come in the form of a mushroom cloud."  
--George W. Bush, Oct. 7, 2002*

*"We know he has been absolutely devoted to trying to acquire nuclear weapons, and we believe he has, in fact, reconstituted nuclear weapons."  
--Dick Cheney, March 16, 2003*

So, let's be clear about the above quotes. They are saying if we don't go to war now, then we all risk dying in a nuclear attack. That's a strong worst case scenario, although the probability of it actually happening was wildly inaccurate.

Anxiety is part of the human condition, nothing will ever change that. We become anxious when we think things won't happen the way we want them.

What about religion, you would need to induce some series anxiety.  
How do you convince people to actually change what they believe and then follow you?

*"Whoever believes in him shall not perish but have eternal life".  
Jesus*

*"Again I tell you, it is easier for a camel to go through the eye of a needle than for a rich man to enter the kingdom of heaven."  
Jesus*

*"Rather, be afraid of the One who can destroy both soul and body in hell."  
Matthew 10:28*

The last quote states it all pretty clearly.

Jesus could quite possibly be the greatest persuader who ever lived. He had a message, he sold it, and 2000 years later it's still going strong.

Ok, back to our smaller worlds.

Prospect anxieties are normally the opposite of their hopes

Hopes	Anxieties
<b>Solar Panels for the roof</b>	
Save money on electricity bills	Waste money on electricity bills
Have less reliance on power companies, I think they are monopolistic and have been gauging consumers for years	Be totally reliant on power companies, I think they are monopolistic and have been gauging consumers for years
Help the environment, and set a good example for my daughter	Damage my local environment, and not set a good example for my daughter
<b>HR Software System</b>	
To unify the HR and the Talent management aspects of our database	Have the HR and Talent management aspects of our database separate
To use one platform to manage all staff, allowing for massive insights into individual effectiveness and productivity	Without one integrated platform to manage all staff, very difficult to have deep insights into individual effectiveness and productivity
Use the software rollout as a case study in the book I'm writing called "HR Excellence –	An unsuccessful software rollout will damage the credibility of the book I'm writing called

How to find and keep gifted people."	"HR Excellence – How to find and keep gifted people."
<b>Management Training</b>	
Earn more money to pay my mortgage off	Never pay off the mortgage
Get a new job with more respect in a multinational company	Be stuck in current job, with no respect or opportunities
Travel and see the world through work	Be stuck here
<b>Cable Internet</b>	
Use it to stay in touch with family that live in other cities	Lose contact with family
Get extra tutorials for my daughter who is studying French in high school, I want her to be fluent in French it was always my dream	My daughter never learns French because we didn't get cable internet
Learn how to do a blog. I want to start my own based on my experiences of working at the local hospital emergency ward	Never have the opportunity to share my experiences working at the hospital emergency ward
<b>Cloud based Mobile software development tool</b>	
I want to make cool games that my friends can play	To not make cool games, and share them with my friends
I have an idea for a game that will make me the next Bill Gates	Someone develops my idea before me, and I miss the opportunity to make money out of it
I love gaming so if I could do it for a living than that would be awesome	Get stuck in a job I hate, when I had the opportunity to do something I love
<b>Weed Killer</b>	
My garden has the potential to be the best on the street	My garden is a mess, I would be completely embarrassed if anyone saw it
I just spent 4 months landscaping my new garden and I want to keep it looking like it is now.	I just spent 4 months landscaping my new garden and weeds destroy it
I love grass. Especially the Santa Ana variety, my goal is to have it cover most of my property, I just love to walk on it	I love grass. Especially the Santa Ana variety, I would die if weeds started springing up everywhere

## The Personal Plan using Visualizations

By now you would know the Hopes and the Anxieties of the prospect. These will form the basis of all other communications with them. Each phone call, each visit, there will be reminders. Every time you repeat them, they are visceral reminders, they set off emotions which the prospect themselves can't articulate or even be aware of. It is creating an incredible bond between you and the prospect. When it comes time to close the sale, it's dynamite.

These Hopes and Anxieties should now be used to craft two short powerful visualisations. Visualisations that take place in the future.

Visualisations are used in several other disciplines, namely professional sports coaching, psychology and anything to do with high performance or changing ingrained attitudes. Visualization has also been called guided imagery, mental rehearsal, and a variety of other things. Generally speaking, visualization is the process of creating a mental image or intention of what you want to happen or feel.

One famous study from the Cleveland Clinic Foundation in Ohio compared people who actually went to the gym for weight training against people who just visualised about going

to the Gym and lifting weights. The study found that those who actually went to the gym increased muscle mass by 30% and the group that only visualised weight training gained 13.5%! Yes, visualising about an activity has a physical affect on the brain and body.

Professional athletes have been using visualisations for decades. Tiger Woods has been doing it since he was a teenager. He uses highly detailed images and step-by-step run-throughs of his entire performance, engaging all his senses in a mental rehearsal. Jack Nicklaus once said "I never hit a shot, not even in practice, without having a very sharp in-focus picture of it in my head".

These visualisations can include any of the senses. They can be visual (images and pictures), kinesthetic (how the body feels), or auditory (the sound of a jet plane). For example through visualization, an athlete can call up these images over and over, enhancing the skill through repetition or rehearsal, similar to physical practice.

As a sales rep, you must craft visualisations for your prospect (No, this is not from the film Inception), then you skilfully use them at the right moment. This will resonate and prepare the prospects mind and when the time comes to close the sale, they will be ready to buy.

With your sales visualizations it's about placing the prospect in the future situation where you already know they want to be. In the case of the Anxiety scenario it is about describing a future situation when they are living their anxiety.

It's about painting a picture of the future that feels real, where they could almost touch it. By describing a scenario with the words that they have already told you, you can create a compelling argument for action.

The key is to be methodical; methodically use the visualisations at the right moment, normally every time you speak to the prospect. After every conversation the prospect will come away from it thinking "wow that guy really understands me". Their excitement level will be lifted every time you talk. The visualisations you create will hopefully live and repeat in their minds over and over until next time you talk, when they may say something like "you know, I was thinking about what you said". This is a sure sign that you have chosen the right visualisation.

Now we have to create a Best and Worst case scenario visualisation. This will plug into any conversation structure you want to use, as shown below.

Here is an example dialogue using the previous scenario at the end of a qualification conversation.

***Best Case Scenario visualisation:***

Sales Rep:

In 1 year from now,

I want you to be in a new Project Management job, a job where you can thrive.

I want you to be proud of the company you work for, proud to talk to your old university friends

I want you to take the next step in buying your home and to never have to worry about landlords or flooded floors again. Is that what you want?

Prospect:

Oh, yeah that's exactly what I want.

Sales Rep:

Ok, so, I'll send that proposal over to you this afternoon. Please have a read of it tonight.

Then tomorrow I'll call you at around 11am and we'll go over the details, ok?

Prospect:

Ok, No problem talk to you then.

Sales Rep:

Ok bye.

### ***Worst Case Scenario visualisation***

The worst case scenario visualisation is normally used later in the sales cycle, when the prospect is trying to put off buying by making unrealistic excuses. Basically it is used when they don't take action on a milestone that you have set, in the below example the prospect has not read the proposal by the agreed upon time. This will be looked at in more detail in the Overcoming Objections section.

Prospect:

Um, no, I didn't read what you sent me I was watching Game of Thrones last night and I never got a chance.

Sales Rep:

Oh ok, so you decided your going to stay at your current job?

Prospect:

Oh, no, I'm going to get another job.

Sales Rep:

Ok, yeah, well have a read of the information tonight, the only reason why I rang is because I remember what you told me yesterday about your current situation.

And I don't want you to be in a situation 1 or 2 years from now and I call you and you're still in the same job, still have the same manager and still have a flooded house every time it rains.

Do you know what I mean?

Prospect: oh, yeah.

Sales Rep: ok, so have a read of the proposal tonight and we'll talk tomorrow.

Prospect: ok talk to you then.

### ***Best Case Scenario conversation structure***

In (insert time frame) I want you to be in a situation where

*Create a narrative including the most important Hopes*

Is that what you want?

### ***Worst Case Scenario conversation structure***

In (insert time frame) I don't want you to be in a situation where

*Create a narrative including the Anxiety*

Do you know what I mean?

When should you use the Best and Worst case scenario visualisations?

Every conversation you have starting from the qualification conversation should finish with the Best case scenario visualisation.

Any time the prospect doesn't complete an important agreed upon milestone, like reading a proposal, use the Worst case scenario visualisation.

In the closing meeting or phone call, you could use either, both or neither. It depends on how the conversation goes. The final part of this book looks at the closing conversation in-depth.

## Overcoming Objections Step-by-Step

### Know your competitors products backwards

A pre-requisite to properly overcoming a prospects objection is to know your competitors products backwards.

You need to know all the key points of comparison for each of their products; then you have to know how each of these product points compares to yours.

You should focus not only on the product itself but the whole ecosystem within which the product operates.

A simple example is below for a Project management Training Course

<i>Points of comparison</i>	<i>Alpha School</i>	<i>Delta School</i>
Price	\$4000	\$4500
Teacher Experience	Rated 7/10	Rated 8/10
School Reputation	Rated 9/10	Rated 7/10
After hours course support	Email support 7 days/week, 9am to 11pm	Phone support 6 days/week Mon-Sat 9am to 9pm
After course completion support	Email support for 12 months after completion	Phone support for 3 months after completion
Library access	Extensive 15,000 books Access 7am to 6pm - 7 days	Moderate 4,000 books Access 7am to 11pm – Mon to Sun
Exam pass successes	84%	92%
Chance to network	They have an end of course professional networking dinner	They have no networking events
Job help	No job help	Help prepare resume and make at least 2 introductions to recruitment agencies

We will use this above comparison table in our examples to follow.

Also, in my experience the more complex the sale, meaning the more points of comparison (over 20), the easier it is to overcome objections. So, if you are ever looking at a new sales job, don't be afraid if the product or industry looks too complicated; by really studying the points of comparison, you will be able to excel in the role.

### Know the Best and Worst case scenarios for each point of comparison

Before talking to the prospect you should already know what the best and worst case scenarios are for each product comparison point. Have a look at the following table.

<i>Points of comparison</i>	<i>Best Case Scenario</i>	<i>Worst Case Scenario</i>
Price	Save money	Waste money
Teacher Experience	Have an expert teacher and Mentor	Have a an inexperienced teacher
School Reputation	The school name opens doors for you in the job market	Has a bad reputation and could affect your job prospects
After hours course support	The teachers are available for you when you need them	You don't get the support you need when you need it
After course completion support	Get long term mentors into the future	Be on your own with no support
Library access	Have access to all the facilities when you need them	Not have access to all the facilities when you need them
Exam pass success	You pass your exam with a	You fail the exam and you waste



	high mark	your time and money
Change to network	Meet all the other alumni and make professional connections for life	Meet only a few people and miss the change to make professional connections
Job Help	The College introduces you to an employer and you get a job	No Job help and you spend months and months looking for work.

In the qualification stage of the sales cycle, you need to determine what is important to the prospect in relation to the points of comparison.

Examples of what may or may not be important for these two prospects; have a look at what the prospects said:

<b>Points of comparison</b>	<b>Mark Jones</b>	<b>Bill Jobs</b>
Price	Price is not an issue	I'm not working at the moment so I need to save money
Teacher Experience	As long as they are patient and can explain complex issues with ease	As long as they are qualified
School reputation	I'm not worried about that	I think it's important for getting job interviews
After hours course support	I need after hours course support, as I work at odd times, and may be studying at night	I have free time, so I don't really need after hours support
After course completion support	I will need after course support, as my company is funding this course specifically so that I can run a major company project. I'll need all the support I can get.	Yeah that would be nice
Library access	I don't care about library access; I'll go to the scheduled classes and then study from home.	Yeah it's very noisy where I live and I need somewhere quite with all the resources to study properly.
Exam pass success	Yes it's somewhat important	I have to pass this exam
Chance to network	Yeah that would be nice	I'm new to this city so I really need to network and make as many professional contacts as possible.
Job Help	Not relevant	Yes, as much as possible. If I don't get a job in the next 12 months, I really don't know what I will do

In the qualification stage you have to discover this through your questioning. To overcome an objection effectively this understanding is a pre-requisite.

### **Use Best and Worst case scenario visualisations to overcome objections**

Now you have to craft a best and worst case scenario visualisation for each point. This will be used in the conversation to overcome competitor comparison questions.

Using the previous example, look at the following price objection.

#### **Price Objection**

Sales Rep from Delta College:  
How did you go with the proposal I sent over?

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