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From Leads to Signed Contracts: Closing business even when you're overscheduled and understaffed.

Suzanne Paling
Sales Management Services
September 13, 2012

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Sales Cycle

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Contact Lead

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"Clearly articulate the possible value buyers may receive by buying from you."

Art Sobczak
SMART CALLING

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"It is not so important to have a perfect opening as it is to have a prepared one."

Linda Richardson
Stop Telling Start Selling

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(Greeting) This is _____ from _____ (site / facility / venue). I received notification from Unique Venues that you expressed preliminary interest in holding a _____ (description of event) in our (adjective) _____ (site / facility / venue) _____. We host a number of _____ (type of function) each season. I'm so glad you contacted us. Do you have a moment to discuss it further?

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Voicemail

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".....voicemail will give you the chance to move your sale one step forward, ... underscore the value that you and your organization have to offer... and make your very best first impression."

Anthony Parinello
Selling to VITO

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"A voicemail message.... is only too long when everything in it is not of interest to the listener. Edit your voicemails... with this in mind."

Art Sobczak
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(Greeting) This is _____ from _____ (site / facility / venue). I received notification from Unique Venues that you expressed preliminary interest in holding a _____ (description of event) in our (adjective) _____ (site / facility / venue) _____ . We host a number of _____ (type of function) each season. I'm really glad you contacted us. Again this is _____ from _____ (site / facility / venue). I can be reached at _____ (number); that's _____ (number). I look forward to hearing from you _____ (name). I'll call you back on _____ if we don't reach each other. I'm sending you a brief email as well. Have a great day.

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Voicemail Follow-up

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(Greeting) _____ (name), this is _____ from _____ (site / facility / venue). I gave you a call _____ (mid last week / beginning of the week). You expressed preliminary interest holding a _____ (description of event) in our (adjective) _____ (site / facility / venue) _____. I look forward to discussing this _____ (event type) with you when you have a moment. I can be reached at _____ (number), again that's _____ (number) and I look forward to hearing from you _____ (name). I'll call you back on _____ if we don't reach each other. I'll be sending you an email as well. Have a great day.

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Email

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"Emails before a Smart Call can warm them up if structured well."

Art Sobczak
SMART SELLING

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"Email works best when it's used to begin a sales cycle, not finish it. In other words, email is a door opener. An introduction. An offer to get to know each other better and become friends."

Winton Churchill
Email Marketing

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“So which is better? The answer is simple – whatever the person you want to communicate with prefers. Some people prefer the phone and always will. Others will only communicate via e-mail.”

Jill Konrath
SNAP Selling

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Discovery Conversation

The diagram is a circular process flow with six segments: Contact Lead (top right), Discovery Conversation (right), Tour (Virtual or Live) (bottom right), Proposal (bottom left), Follow-up (left), and Close (top left). A white arrow points from the 'Close' segment back to the 'Contact Lead' segment, indicating a continuous cycle.

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"This is where you get detailed information about the goals of your prospect in order to determine what you'll say later on, during your presentation."

Stephan Schiffman
Closing Techniques

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"No matter how insistent customers are, don't start explaining your product or service until you've explored their needs in detail."

Marguerite Smolen
The Everything Selling Book

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Types of Questions

- Closed-Ended Questions
- Open-Ended Questions
- Probing

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Close-Ended Questions

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"Closed questions don't help you prod prospects to talk about themselves so that you can figure out how to help them."

Tom Hopkins
Sales Prospecting for Dummies

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"Closed ended questions lead to limited yes-no answers."

Linda Richardson
Perfect Selling

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Open-Ended Questions

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“Open door questions allow the persons being questioned to go wherever they like with their responses.”

Zig Ziglar
Ziglar on Selling

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“Open-ended questions begin with words such as *who, when, why what, to what extent,* and give the customer a chance to expand on a point.”

Linda Richardson
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Probing Questions

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"...a laser beam that goes in deeper... lets you get inside the objection, get through the underbrush."

Linda Richardson
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What are your company's goals this year?

How was this list of goals compiled?

Could you describe to me what the discussion was like?

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Pyramid of Questioning

Closed-Ended Questions

Open-Ended Questions

Probing Questions

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"...listening gets inside another person's frame of reference. You look through it, you see the world the way they see the world, you understand their paradigm, you understand how they feel."

Stephen R. Covey
The 7 Habits of Highly Effective People

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"Listening is the bonding material that holds the sales dialogue together. It is the place where the sales person, without words, communicates his or her concern for the customer and builds his or her knowledge."

Linda Richardson
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Qualifying Questions

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“Simply making sure that the person is willing to talk about the potential usefulness of what you have to offer.”

Stephan Schiffman
Closing Techniques

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“Qualifying Questions can save you time and money and help you focus your energies where they pay off.”

Linda Richardson
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“Once you have established interest, it’s time to see if your prospect has the capability to carry through.”

Bill Good
Prospecting Your Way to Success

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Discovery Conversation Questions

Have you ever...?
 What are you presently...?
 What are your future plans for...?
 Could you describe to me...?
 Could you share with me...?
 Can you elaborate...?
 What is your vision for...?

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Money Questions

What other types of facilities are you comparing ours to?
When is your deadline for making the decision?
Who is involved in the decision process?
Who makes the final decision?
When / how do you let vendors know?
How does our facility rank compared to the others at this early juncture?

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"You'll get further by asking questions than by making statements. Asking questions builds a two-way dialogue."

Marguerite Smolen
The Everything Selling Book

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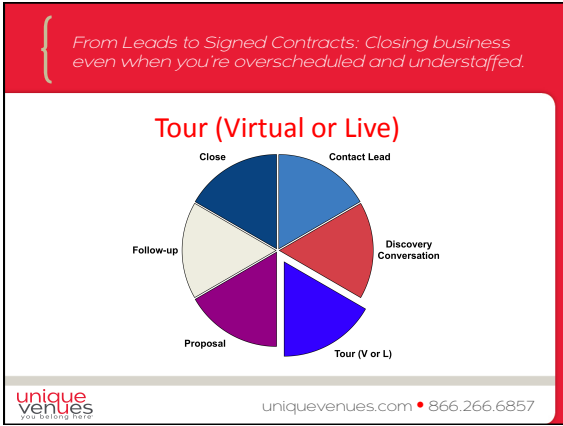
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"If you are the person asking the questions, you are in control."

Tom Hopkins
Selling for Dummies

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Objections

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“...they are the milestones of your progress and the interest you have aroused. When they stop objecting, you have either lost them or they are getting ready to buy.”

Jonathan Evetts
Seven Pillars of Sales Success

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"A response to an objection is a mini 'sales call.'"

Linda Richardson
Perfect Selling

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Objections – Don'ts

- Try to "overcome" the objection
- Tell the customer they are wrong
- Get defensive
- Educate the customer
- Ignore the objection

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Objections – Do's

- Express empathy
- Make bridge statement
- Ask probing questions
- Re-state the objection
- Address the issue

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We already have a supplier for that product and we are happy with them.

- Express Empathy**
I hear what you're saying. My company has worked with a few vendors for years and they're quite satisfied with them.
- Bridge Statement**
You selected your current vendor for a specific reason.
- Ask Probing Questions**
What did you look for in a vendor?
Why did you choose this particular vendor?
Do you re-evaluate your vendor situation from time to time?
How do you handle a situation where current vendor cannot deliver a certain product?
How do you select alternative vendors?
- Restate Objections**
Based on what you are telling me, I can see why you have a solid business relationship with Company X.
- Make a request / Agree to do something / Address the issue**
It seems as if we might be able to help/supply/provide you with... Could we provide you with a quote on that so you can compare the two companies? Are there any products you would like to add to supplement their service?

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Objections

For our event, we need more than one meeting space in same facility.

Your venue sounds great but it's out of our budget range.

I don't want to have to work with so many different people – catering / tech support / security / overnight accommodations.

The a la carte pricing (meeting rooms, dinner, linens, registration table) is confusing / unmanageable.

The parking is a problem for me (not available, too few spaces, no valet service, too far away).

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Have I addressed your concern about _____ (subject) to your satisfaction?

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Post-Interview Process

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“Re-read your notes
Consider your findings
Ask for an additional meeting
Go forward with process”

Stephan Schiffman
Closing Techniques

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"Use a summary to recap the highlights of what you have described. ...should be concise and customized to reflect the dialogue you and your customer have engaged in. This is not the place to introduce anything new."

Linda Richardson
Perfect Selling

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Needs Assessment

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Needs Summary/Assessment

Company XYZ plans to hold a retreat for 12 executive board members on July 1 – 3 of 2013. Requirements for the event include:

- Overnight accommodations for 15 people
- 2 meals per day (breakfast and lunch) in dining hall
- 2 breaks (mid-morning and mid-afternoon)
- 1 catered dinner
- 1 conference room to hold all 15 attendees comfortably
- 2 break-out rooms to hold up to 5 people
- Use of kitchen facilities for bonding / cooking exercise
- Picnic area
- Outdoor campfire

For the right facility, the planning committee would forego the picnic area and outdoor campfire.

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Does this sound like an accurate description of what we talked about?

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Proposal

The pie chart is divided into six segments of varying sizes and colors: a large blue segment for 'Close', a medium blue segment for 'Contact Lead', a red segment for 'Discovery Conversation', a blue segment for 'Tour (Virtual or Live)', a purple segment for 'Proposal', and a light beige segment for 'Follow-up'.

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"If you go to all this work to create a good proposal, make sure you discuss it with your prospect first before you submit the final document. You can do this in person, on the phone, or via a web conference."

Jill Konrath
SNAP Selling

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Trial Closing

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"Realistically assessing where you are... helping you determine if you really have a deal (needs, time frames, budgets, decision making processes, priorities)."

Linda Richardson
Stop Telling Start Selling

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"Spot non-starters from your prospect base and focus on the people who really represent your prime selling opportunities."

Stephan Schiffman
Closing Techniques

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I've used notes from our conversation to put together a proposal outlining the specifications and costs for your _____ (event). If the proposal addresses your needs could you see _____ (organization) holding the _____ event at _____ (site / facility / venue)?

Great, let's set up a convenient time next week / in a few days to review the proposal.

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Follow-up

Close

Contact Lead

Discovery Conversation

Tour (Virtual or Live)

Proposal

Follow-up

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Follow-up Questions

- What needs to happen between now and the _____ (event) on _____ (date)?
- Do you have a date in mind for when you would like to see the contract signed for your _____ (event)?
- How can we work together to make this happen?
- Given that you / need to / must finish / speak with, when does it make sense for us to speak again?

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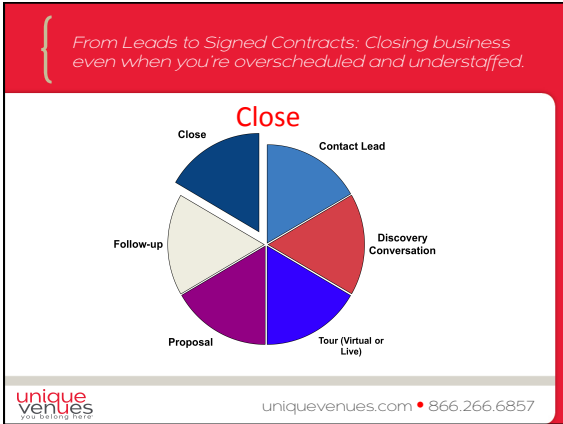
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“Closing is agreeing. It’s the simplest, most straightforward part of the whole sales cycle.”

Stephan Schiffman
Closing Techniques

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“To go from commitment to action.”

Charles D. Brennan
Sales Questions That Close the Deal

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"Closing is the easiest thing to do when you've done everything else right. It's the most difficult thing to do when you've botched the rest of your presentation..."

Tom Hopkins
Sales Closing for Dummies

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Closing Facts

- 45% ask for the order once and give up
- 25% ask for the order twice and stop
- 16% ask for the order three times and stop
- 14% ask for the order until they get it

Source: Seven Pillars of Sales Success

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Ms. Teacher, from the time we started speaking on (date) you expressed an interest in seeing Country X, especially cities A and Z. Our trip to country X offers you all of that along with B and C. I think your students would enjoy this trip and its affordable price would please the parents. What do you think? Would you like to travel to Country X with TravelAmerica?

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Mr. Teacher, I don't think you will find another trip that will offer you the services that TravelAmerica is for the price. Based on your student's budgets of X and the Countries they would like to see, I think this is the trip for them. What do you think? Would you like to travel to Countries X and Y with TravelAmerica?

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Follow-up Stalled Proposal

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As you recall in early September, I sent you a proposal for _____ (event). We agreed that the next step would be you signing the proposal and sending it back to me by _____ (date). Since forwarding the proposal on _____ (date), I have not been able to get in contact with you. I am a little confused as to where you are in the process. Could you please get in contact with me at your earliest convenience?

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Goodbye Email

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(Greeting) Ms. Customer, after having made several attempts to contact you, I am going to assume that you'll be holding the _____ (event) elsewhere or that another project is at the top of your priority list for now. If you would like to consider _____ (facility) for a future event please contact us. I enjoyed getting to know you (and your team). Thank you for your interest and I hope to hear from you soon.

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Exercise

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Thank you so much. It's been a pleasure.
Enjoy the rest of your stay in Las Vegas.

Suzanne Paling
Sales Management Services

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