



**NOTHING HAPPENS UNTIL SOMEBODY SELLS SOMETHING!**

**Remember it! Commit it to memory! Start every day with reciting this absolute truth of all businesses everywhere! We are going on a journey that will train you in the skills you MUST have if you are going to succeed in the competitive game of business to business sales, where the next thing that comes out of your mouth can make or break the sale. Here is the course structure we are going to follow:**

**Chapter 1 – Your position description – Identify and Satisfy the Customers’ Needs, Profitably.**

**Chapter 2 – Why do people buy?**

**Chapter 3 – Why are salespeople scared of selling?**

**Chapter 4 – Who’s the M.A.N.**

**Chapter 5 – Information = Power.**

**Chapter 6 – Open and Closed Questions.**

**Chapter 7 – Follow the Lead .....**

**Chapter 8 – Controlling the Sale.**

**Chapter 9 – The KILLER Question.**

**Chapter 10 – Doctor of Sales.**

**Chapter 11 – Closing the Sale.**

**Chapter 12 – Setting the Agenda.**

**Chapter 13 – First in, first served / Til death do us part.**

**Chapter 14 – Solve the problem that’s going to happen after the problem that’s going to happen next.**

**Chapter 15 – B2B Selling Skills Summary and Action Plan**

**Right, let’s get into it!**



## Chapter 1 – Your position description

### **IDENTIFY AND SATISFY THE CUSTOMERS' NEEDS, PROFITABLY**

The faster you come to terms with just how important it is to understand the structure of your position description, the quicker you will progress to successful selling.

Firstly you must IDENTIFY the need ....

Then prove you can SATISFY the need ....

And make sure you can do it PROFITABLY ....

**OTHERWISE – NO DEAL!**

To do this you have to acknowledge another basic rule of sales:

**IF THE SALESPERSON SAYS IT,**

**THE CUSTOMER CAN DOUBT IT.**

**IF THE CUSTOMER SAYS IT,**

**IT MUST BE TRUE!**

So **STOP TELLING** your customers what you think and **START ASKING** them what they think.



## Chapter 2 – Why do people buy?

### TO MOVE AWAY FROM PAIN OR TO MOVE TOWARDS PLEASURE

#### **REMEMBER!**

You must **STOP TELLING** your customers what you think and **START ASKING** them what they think.

The more they tell you, the more chance you have to **ESTABLISH WHERE THEIR PAIN LEVEL IS.**

There are two types of pain:

#### ACUTE PAIN / CHRONIC PAIN

**ACUTE PAIN** – “If I don’t fix this problem now it will (or it is already) severely hurt my business!”

**CHRONIC PAIN** – “I know it’s not good for my business but it’s not that bad that I’m going to take action to fix it.”

**YOU** need to be able to ask questions and provide solutions that will turn Chronic Pain into Acute Pain.

Because the worse the **PAIN** ...

the more **VALUE** you can **ADD** ...

the more **PROFIT** you can **MAKE** ...

And you **MUST MAKE A PROFIT OR YOU CAN’T MAKE A SALE!**

So here is the questions that will decide if you can fix their pain:

#### WHAT PROBLEM DO YOU SOLVE?

You must be able to state in one or two simple sentences exactly what problem your business solves – not what it does, not what it sells, not how old or new or big or small it is, but what problem it solves.

**Do this now.** Write down the top three problems that your business solves for your customers.



1.

2.

3.

**You will use these when prospecting for new business as it will greatly assist you in identifying pain points and whether they are Acute or Chronic.**

**These must be POWERFUL BUT SIMPLE STATEMENTS.**

**If you can't come up with three clear problems that your prospects can quickly identify with then guess what? YOU'VE GOT A PROBLEM!**



### Chapter 3 – Why are Salespeople scared of selling?

It doesn't matter who you are or what you do, the simple fact is that people don't like to be JUDGED and they don't like to be REJECTED.

So what happens if your job puts you in a position where firstly people have a chance to JUDGE YOU and then they decide whether they are going to REJECT YOU or not.

It will make people feel a bit uneasy to say the least and downright terrified in the worst cases. Why is this so? Because of your Ego.

**“YOUR EGO IS NOT YOUR AMIGO!”**

Remember, there is nothing that can physically harm you in your work as a salesperson so the only thing that can get hurt is your feelings. Salespeople must always remember the following:

**“YOUR OPINION IS IRRELEVANT  
BUT YOUR JUDGMENT IS CRUCIAL”**

I have never read a job description where one of the KPI's is “Your clients must like you” but I have read heaps where it says “You are to work to become a trusted advisor.”

Being a trusted advisor comes about because of your good judgment in acting in your clients' best interest, not because you are the most popular or 'a good bloke'.

Also, be prepared to walk away from bad deals (i.e. one's that are not profitable). It doesn't mean you're a bad person, just that on this occasion, you couldn't identify or satisfy the customers' needs well enough, or make a decent profit out of it.

Do you want to be the salesperson that everybody likes who makes no sales, or the one that everyone respects who make the most sales.

For those of you thinking “This guy is an idiot! Of course customers buy from me because they like me!” well that's your ego talking. A skilled sales professional who is a 'trusted advisor' will leave a 'relationship builder' dead in the water every day of the week.

So, leave your Ego at the door and become the Trusted Advisor.



Chapter 4 – Who’s the M.A.N.

Your position description is to Identify and Satisfy the Customers’ Needs, Profitably.

**SO YOU MUST BE TALKING TO THE DECISION MAKER!**

Decision makers have three things in common:

- They have the MONEY to pay for your goods or services
- They have the AUTHORITY to purchase your goods or services
- They have the NEEED for your goods and services.

If you can’t find the person (or people) that have the MONEY, the AUTHORITY and the NEED, then you’re talking to the wrong person.

To find THE M.A.N. make sure when you do your prospecting that you are asking ....

**WHO IS THE APPROPRIATE PERSON?**

So many salespeople waste so much valuable time trying to sell to the wrong person – don’t be one of these!!!

Right at the start of the sale if you can find THE MAN you will **DRASTICALLY INCREASE YOUR CHANCE OF MAKING A SALE.**

Ask yourself this question now - What prospects or customers are you currently dealing with where you are not dealing with THE MAN? List them here:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

**CALL THEM TODAY AND FIND OUT WHO THE MAN IS!!!**



## Chapter 5 – Information equals Power

In every sales situation whoever has the information has the power to add or withdraw value from the transaction.

When you see a client they have all the information – they know what their problem is, they know how it came about, they know what they will pay to fix it and they know how much pain is being caused by it.

They have all the power because they have all the information.

**YOU WANT THE POWER**  
**AND YOU HAVE TO ASK QUESTIONS**  
**TO GET IT!**

The way you ask your questions, the style that you have and the format that you use to identify their needs, allows you to:

**BUILD CREDIBILITY**  
**PROVE YOUR AREA OF EXPERTISE**  
**FIND COMMON GROUND**  
**IDENTIFY PAIN POINTS**

If you are the type of salesperson that goes to a client and TELLS them what you do, what you charge, and how you do it, all you're doing is giving them your POWER because you are giving them all your INFORMATION.

If you ask the client the right questions to identify their needs and their pain points, then you are the one who will have the information.

**IF YOU HAVE THE INFORMATION,**  
**YOU WILL BE ABLE TO BUILD VALUE.**  
**IF YOU CAN BUILD VALUE INTO A TRANSACTION,**  
**YOU CAN BUILD PROFIT INTO A TRANSACTION.**

Most salespeople think that you have to give a customer a discount if you are going to make a sale. YOU DON'T! You have to satisfy their needs to make a sale, and the sales that you make must be PROFITABLE.



**WHAT ARE THE FIVE SPECIFIC PIECES OF INFORMATION THAT YOU NEED FROM EVERY CUSTOMER ABOUT YOUR SPECIFIC PRODUCT OR SERVICE THAT YOU NEED TO ADD VALUE AND MAKE A PROFITABLE SALE?**

**(LET'S ASSUME YOU HAVE FOUND AND ARE TALKING TO THE MAN)**

1.

2.

3.

4.

5.

**HERE ARE THE GENERIC PIECES OF INFORMATION THAT EVERY SALESPERSON WILL NEED:**

- Who else will influence the decision?
- What is the timing of your needs?
- When will you need delivery?
- Where will you need delivery?
- How will you need delivery?
- What are the commercial terms? COD/Account/Payments Terms
- Who do I send the invoice to?
- What guarantees or warranties are in place?





## Chapter 6 – Open and Closed Questions

How do you get information? You ask questions. Open and closed ones. If you can do this, you can sell anything!

Open Questions start with:

WHO WHAT WHEN WHERE WHY HOW

You can't answer them with a 'Yes' or a 'No'. Open questions are used for getting information.

Closed Questions start with:

IF COULD DID WILL CAN DOES

And you can answer them with a 'Yes' or 'No' answer. Closed questions are used for 'closing'.

TO KNOW, AND NOT TO DO, IS NOT TO KNOW.

**WHAT ARE THE TOP SIX OPEN QUESTIONS THAT YOU WILL ASK EVERY TIME YOU ARE IN FRONT OF A CUSTOMER?**

1.

2.

3.

4.

5.

6.



## Chapter 7 – Follow the Lead ....

How do people listen?

Most people listen to respond to the person talking to them, not to understand what the person is actually telling them.

You must listen **EMPATHICALLY** – listen for the **FEELING**. If you can identify the feeling you can identify the **PAIN**.

### YOUR HOMEWORK

When you get home tonight, or the next time you are with friends, ask an open question, and then depending on what their answer is, ask another open question based on their answer, and then ask another open question based on that answer – **AND LISTEN FOR THE FEELING!**

### FOLLOW THE LEAD!

Ask a question ....

then listen to the answer ....

then ask a question based on their answer ....

then listen to the next answer ....

and then ask your next question based on that answer ....

and keep doing this ....

and keep **DIGGING DOWN UNTIL YOU IDENTIFY THE NEED!**

Once they realize you are listening at an empathic level, for the way they are feeling, there is a very good chance that they will tell you something that will lead to an ..

### AH HA MOMENT!

Some pearl of wisdom or insight will suddenly jump out and smack you right in the face. This will only happen when:

**YOU FOLLOW THE LEAD  
YOU LISTEN EMPATHICALLY  
YOU DIG DEEP**

**YOU MUST DO THIS EVERY TIME YOU INTERACT WITH A CLIENT!**



## Chapter 8 – Controlling the Sale

During a meeting with a client sooner or later they will want some information and you are going to have to give it to them.

Most inexperienced salespeople will immediately go into 'TELL MODE'.

**STOP!** You cannot control the sale by giving all your information away. The fundamental rule for controlling the sale is:

**THE PERSON WHO ASKS THE LAST QUESTION  
IS IN CONTROL OF THE SALE**

To do this is the simplest thing in the world of sales. Before you give your client the information that they have requested, all you have to do is ....

**ANSWER A QUESTION  
WITH A QUESTION**

You must give your customers information when they ask for it, but you must do this first so you can find out ....

**WHY DOES THE CLIENT WANT THE INFORMATION?**

The answer that comes from this question will give you the information that you need to **ADD VALUE** to the sale and **CREATE PROFIT!**

In business to business sales in a customer facing situation, the next thing that comes out of your mouth can make or break a sale. You should have realized by now that ...

**THE NEXT THING THAT COMES OUT OF YOUR MOUTH  
THAT WILL MAKE THE SALE WILL BE A QUESTION!**

An Extra Bonus – If anyone ever asks you an uncomfortable question that you don't really want to answer (i.e. how old you are, how much you weight, how much you earn etc) just respond with this ....

**THAT'S AN INTERESTING QUESTION. WHY DO YOU ASK?**



## Chapter 9 – The KILLER Question

The killer question has two vitally important features:

**IT MUST BE USED AT THE RIGHT TIME!**

**IT MUST BE ASKED IN THE RIGHT WAY!**

And it is all about timing and delivery! You are going through a presentation with a client, you get to the point which is usually about two-thirds of the way through, you have had the chance to build credibility and find some common ground, to get a good idea of what their needs are, and whether you can satisfy them and how much value you can add to the business.

It's at this point you unleash THE KILLER QUESTION:

**SO, WHAT IS THE MOST IMPORTANT THING TO YOU ABOUT ....?**

**WHY?**

The client will now tell you why they are going to buy your service or product, or more importantly, why they will not.

**SHUT UP AND LISTEN!**

I have taught this selling skill to hundreds of salespeople and it never ceases to amaze them that when they use 'The Killer Question' at the right time, and they ask it in the right way, that the client will tell them why they will buy!

DON'T get all excited and bring it out too early.

DON'T forget that it must be delivered in a very measured and considered way.

DON'T ask the first half of the question and then forget to ask WHY?

DON'T try and close the sale there and then with the information you just got.

STAY CALM and proceed to ADD VALUE and BUILD PROFIT.



## Chapter 10 – Doctor of Sales

The greatest salespeople have a common trait with medical practitioners. Great salespeople can do a comprehensive needs analysis by asking open and closed questions to uncover the pain, just like a Doctor questions a patient, because they both know that they must ....

### DIAGNOSE BEFORE YOU PRESCRIBE

This is common sense and easy to understand when you compare the two professions.

What would you think if you weren't feeling well so you went to a Doctor and the Doctor prescribed drugs to you without asking any questions about your symptoms or your medical history? You wouldn't put much faith in their prescription would you.

So what happens with Salespeople? Most of the time they go in to meet a client and they immediately start presenting! LUNACY!

Why do they do this? Well, they are taught that their job is to present information on the company and the product or service and then cross their fingers and hope that the customer buys.

### YOU MUST BE A DOCTOR OF SALES

Now, just as Doctors specialize in different ailments or areas of the body, you specialize in your product or service. And it's great that you know heaps about what you do, and how it can help your clients, but when you get in front of your prospects don't get all excited and start 'prescribing' what you think is the best solution,

**SLOW DOWN  
TAKE A MOMENT  
ASK YOUR OPEN QUESTIONS  
FOLLOW THE LEAD  
CONTROL THE SALE  
ASK THE KILLER QUESTION  
AND DIAGNOSE BEFORE YOU PRESCRIBE**

The benefit to you will be that YOUR CREDIBILITY with your client WILL GO THROUGH THE ROOF!



## Chapter 11 – Closing the Sale

How do you get the customer to buy from you?

It's all about asking the right question, at the right time, in the right way, and it is based on this simple rule:

**IF THE SALESPERSON SAYS IT, THE CUSTOMER CAN DOUBT IT**  
**IF THE CUSTOMER SAYS IT, IT MUST BE TRUE.**

You can TELL the customer as many times as you like that your product or service will solve their problem, but they will always doubt you because people are naturally skeptical and will think that you're just saying that to make a sale.

HOWEVER, if you can get the customer to say that your product or service will solve their problems, THEN IT MUST BE TRUE.

So to close a sale you need to ASK A VERY SPECIFIC QUESTION so that THEY CONFIRM that what you are asking them is true.

**YOU WILL KNOW WHAT PART OF THE SALE**  
**YOU ARE CLOSING ON BECAUSE**  
**YOU ASKED THE KILLER QUESTION!**

Once you get into the habit of following a sales structure, asking the Killer Question will become very natural and your closing questions will just flow.

**IF YOU DO THIS YOU WILL UNDERSTAND**  
**WHY THEY WILL BUY FROM YOU.**

It is very hard to practice or 'script' your closing question because every sale will have a different answer to your Killer Question. By doing this you are creating a POTENTIAL BUYING SIGNAL that you can turn into a CLOSING OPPORTUNITY.

A word from the wise to side step a trap for young players ....

**ONCE YOU HAVE MADE THE SALE**  
**STOP SELLING AND SET THE AGENDA!**

Don't be the person who makes the sale and then keeps on going and talks the customer out of it!



## Chapter 12 – Setting the Agenda

Great sales people ALWAYS follow through. To do this you must SET THE AGENDA of what happens after the sale has been made. You must:

**TELL YOUR NEW CUSTOMER  
EXACTLY  
WHAT'S GOING TO HAPPEN NEXT  
WHO'S GOING TO BE DOING IT  
WHEN IT IS GOING TO HAPPEN  
WHAT IS THE ACTUAL OUTCOME  
WHEN IT WILL BE INVOICED  
WHEN PAYMENT NEEDS TO BE MADE  
WHO IS GOING TO DO THAT**

Don't kid yourself that you've made the big sale and all the hard work is done. Sales is broken into three basic parts:

1. Identify your **SUSPECTS** and turn them into **PROSPECTS** (**THIS IS YOUR JOB!**)
2. Turn your **PROSPECTS** into **CUSTOMERS** using your **B2B Selling Skills** (**THIS IS YOUR JOB!**)
3. **DELIVER** the product or service that you have sold (**THIS IS NOT YOUR JOB!**).

It is your role to make sure that the sale has been made, and that the commercial terms, the delivery date, and the specifications are all agreed to. This should be set out in a simple agenda that is supported by your company's policies and procedures.

### SETTING THE AGENDA TAKES YOUR CLIENTS PAIN AWAY

If you don't do this you can kill all the great work you have done to get the sale in the first place!

Think of it like this ..... You are 'baking' the Birthday Cake of sales, asking all the right questions so that you understand the specific 'ingredients/needs' of your client, and then 'cooking' it to perfection. Now you need to make sure it is put in a lovely presentation box and delivered on the day of the party!

So .....

**HOT TIPS FOR SETTING THE AGENDA**

**REMEMBER: COMMUNICATION IS EVERYTHING!**



**Who is involved in the delivery from your business?**

**Who are they delivering it to in the customers' business?**

**What does each person need to do to make this happen?**

**When does it need to be done?**

**What follow up is completed?**

**Who do we send the invoice to?**

**Do we need a purchase order number? If yes, who issues this?**

**What are the payment terms and who is the accounts contact?**

**If there are any problems or issues, who do you talk to?**

**(Enter your specific product or service agenda questions here ...)**

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## Chapter 13 – First in, first served / Til death do us part

The best time to make a sale is straight after you have made a sale – you are positive, upbeat, confident, and that ‘energy’ you are feeling will be transferred to and picked up by your clients. Here are two rules to maximize your prospecting efforts:

### RULE #1: FIRST IN, FIRST SERVED

Research proves that the quicker your response time to a prospects enquiry, the bigger the chance that you are going to make a sale.

**IF YOU RESPOND IN 5 MINUTES RATHER THAN 60 MINUTES  
YOU WILL BE 600% MORE LIKELY TO MAKE THE SALE!  
IF YOU RESPOND A DAY LATER, THE CHANCE OF YOU  
MAKING THE SALE DROPS TO LESS THAN 1%**

This is simple logic. A prospect makes an enquiry, you respond within 5 minutes, another salesperson responds a day later – who do you think the prospect will remember? You want to be sure that you are **THE FIRST SALESPERSON** that the prospect wants to talk to so get back to them in 5 minutes or less!

**DON'T WAIT! TIME KILLS ALL DEALS!**

### RULE #2: TIL DEATH DO US PART

On the first day, follow up, and **LEAVE ONE MESSAGE.**

Make it clear who you are, where you are from, why you are calling and what problem you solve. On the second day, do the same. And again on the third, fourth and fifth days – one call, one message. In week two, call every second day. In week three, call twice. As of week four, your job is to leave one message **EVERY WEEK UNTIL DEATH DO YOU PART!**

Your skills as a B2B sales executive are most effective when you are **CUSTOMER FACING** and it may take six to eight calls for the customer to identify they have a need to see you. If it takes longer, then **JUST KEEP TURNING UP!**

**BE THE FIRST IN AND THE LAST TO LEAVE – WITH THE ORDER!**

**IT'S NOT OVER UNTIL YOU SAY IT'S OVER!**



Chapter 14 – Solve the problem .....

Once you have been doing your sales process for a while you will know full well where the road blocks are, what is going to stop the sale, and what needs to be done to solve them. So you need to develop the skills to ....

**SOLVE THE PROBLEM THAT'S GOING HAPPEN**  
**AFTER THE PROBLEM THAT'S GOING TO HAPPEN NEXT**

These can be small stumbling blocks or massive stop signs – they have happened before and they will happen again and you **MUST** recognize them well in advance and take action to solve them **BEFORE THEY BECOME A PROBLEM.**

You are going to find a ...	<b>SUSPECT</b>
turn them into a ...	<b>PROSPECT</b>
make them into a ...	<b>CUSTOMER</b>
keep them as a ...	<b>CLIENT</b>
and then they will become an ...	<b>ADVOCATE</b>

So, what goes wrong with your sales process that you need to fix before it causes customer dissatisfaction, the sale being cancelled or the sale goes ahead but you never get a repeat purchase from that customer again?

List them here:

**THE PROBLEMS THAT HAPPEN THAT STOP SUSPECTS FROM TURNING INTO PROSPECTS ARE:**

- 
- 
- 
- 

**THE PROBLEMS THAT HAPPEN THAT STOP PROSPECTS FROM TURNING INTO CUSTOMERS ARE:**

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-

**THE PROBLEMS THAT HAPPEN THAT STOP CUSTOMERS FROM TURNING INTO REPEAT CLIENTS ARE:**

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**THE PROBLEMS THAT HAPPEN THAT STOP REPEAT CLIENTS FROM TURNING INTO ADVOCATES ARE:**

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## Chapter 15 – Your Sales Structure – Let’s build it in the Briefing Sheet

The practical outcome of the B2B Selling Skills training is to provide you with the tools you can use to Identify and Satisfy the Customers’ Needs, Profitably.

To do that we are going to put together a BRIEFING SHEET that you can use every time you engage with a client.

This document will become your SALES STRUCTURE that will lead your prospects through the sale.

To build this we are going to utilize the answers to the questions that you have already completed while doing the course and put them in a formal document, a sample of which has just been emailed you.

You need to replace the “Your Question:” with the questions YOU are going ask. Start off by getting your TOP SIX OPEN QUESTIONS from Chapter 6.

You can also use some of the generic suggestions found in the worksheet from Chapter 5 where you entered your FIVE SPECIFIC PIECES OF INFORMATION.

You will never forget to ask THE KILLER QUESTION because it’s on the Sheet!

Make sure you have asked all the questions you need to by asking what haven’t you asked! Make sure you have DIAGNOSED BEFORE YOU PRESCRIBE!

Once you have CLOSED THE SALE you must SET THE AGENDA. This is where you SOLVE THE PROBLEM THAT’S GOING HAPPEN, AFTER THE PROBLEM THAT’S GOING TO HAPPEN NEXT.

Thanks for completing the B2B Selling Skills training program. Take pride in your work and have fun doing it because ...

NOTHING HAPPENS UNTIL YOU SELL SOMETHING!

KEN FOWLER  
MANAGING DIRECTOR  
B2BSELLING SKILLS