Strategic Selling
The Unique Sales System
Proven by America’s Best Companies

by
Robert Miller & Stephen Heiman

What’s the “Strategic” Part?

• A Strategic road map for the **Complex Sale**
  – Multiple Decision Makers
  – At Multiple Levels
  – Possibly in Multiple Organizations

• **Vs Tactics**
  – Prospecting
  – Sales Letters
  – Ads & Promotions
  – Bypassing Gatekeepers
  – Proposals

Selling Premise

• Virtually any sale can be made, regardless of price position vs. competitors

  • I will spend my time making certain that I secure the orders I want

  • I will not spend my time pricing every opportunity, allowing others to control my destiny by offering or selecting lower prices

Assessing Your Position

Panic/Euphoria Continuum

- Certainty of Outcome (Predictable)
- Uncertainty of Outcome (Unpredictable)

Can I Further Ensure Success?

Can I Reduce Anxiety?
Basic Elements

1. Buying Influences
2. Red Flags
3. Buyer Receptivity/Response Modes
4. Wins vs. Results
5. The Sales Funnel
6. The Ideal Customer

Four Buying Influences

• Economic Buyer
  – Final Approval – ROI Focused
• User Buyer
  – Impact on his job
• Technical Buyer
  – Gatekeeper – screens on technical basis
• Coach
  – Guides you to other buyers
  – Feeds you information on your position with each

Economic Buyer
Role: Final Approval to Buy (there’s only 1) (May be a board or committee)
  – Direct access to $$
  – Releases $$
  – Discretionary use of funds
  – Veto Power
Focus: Bottom Line and Org. Impact
Asks: “What kind of return will we get on this investment?”

User Buyer
Role: Judge impact on job performance (May be several)
  – Using or supervising use of product or service
  – Personal – has to live with your solution
  – Direct link to successful use of your solution
Focus: The job to be done
Asks: “How will this work for me?”

Technical Buyer
Role: To screen out solutions that won’t work (May be several)
  – Judges measurable, quantifiable aspects
  – Gatekeeper
  – Makes recommendations
  – Can’t say “YES”
  – Can say “NO”, and often does
Focus: The product or service, per se
Asks: “Does it meet the specifications?”

Coach
Role: To act as a guide for this sale (a sherpa) (Need at least one)
• Can be found
  – Inside the buying organization
  – Inside your own organization
  – Outside both
• Provides and interprets information about
  – The situation
  – The buying influences
  – How each wins
Focus: Your success with this proposal
Asks: “How can we pull this off?”
Practice
- Pick a current or recent situation
- Identify & list
  - Economic Buyer
  - Technical Buyer
  - User Buyer
  - Coach
- Describe your Coach, how you found him/her and how he/she is helping (or did help) you

Table Facilitators
- Joe Barber
- Chuck Biehn
- Tony Chiodo
- Marilyn Kinne
- Mark Sala

Buyer Response Modes
Determined by:
- Buyer’s perception of business situation
- Buyer’s perception of how your proposal is likely to change that situation
- Buyer’s perception of whether that change will close a gap (or discrepancy) between his/her current reality and the results needed

Growth Mode
Probability of a sale (by someone) is high

Growth Mode
Probability of a sale (by someone) is high

Trouble Mode
Probability of a sale (by someone) is high

Even Keel Mode
Probability of a sale (by anyone) is low

Overconfident Mode
Probability of a sale (by anyone) is nil

Even Keel Mode
Probability of a sale (by anyone) is low

Overconfident Mode
Probability of a sale (by anyone) is nil

Even Keel Mode
Probability of a sale (by anyone) is low

Overconfident Mode
Probability of a sale (by anyone) is nil

"Does your proposal close the Gap?" (the way things are right now)

"Does your proposal fix the cause?" (the way things are right now)
**Update**

- Worksheet
- List
  - Economic Buyer
  - Technical Buyer
  - User Buyer
  - Coach
- Identify current Response Mode of each

**Red Flags**

- Critical information missing
- Buying Influences new to their job(s)
- Uncertainty about information we have
- Any uncontacted/unidentified buying influence
- Reorganization

**Leverage from Strength**

Generate **Alternate Positions** that will:

- Capitalize on an area of strength
- Eliminate a Red Flag or reduce its impact
- Use your Coach as a source of:
  - More information about a known player
  - Information about an unknown player
  - Another Coach
  - Info about Economic Buyer’s org. structure

**Update**

- Worksheet
- Identify Red Flags
- Describe your biggest Red Flag and possible Alternate Positions

**Buyer Ratings**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>+5</td>
<td>Enthusiastic advocate</td>
</tr>
<tr>
<td>+4</td>
<td>Strongly supportive</td>
</tr>
<tr>
<td>+3</td>
<td>Supportive</td>
</tr>
<tr>
<td>+2</td>
<td>Interested</td>
</tr>
<tr>
<td>+1</td>
<td>Will go along</td>
</tr>
<tr>
<td>-1</td>
<td>Probably won’t resist</td>
</tr>
<tr>
<td>-2</td>
<td>Uninterested</td>
</tr>
<tr>
<td>-3</td>
<td>Mildly negative</td>
</tr>
<tr>
<td>-4</td>
<td>Strong for competition</td>
</tr>
<tr>
<td>-5</td>
<td>Antagonistic anti-sponsor</td>
</tr>
</tbody>
</table>

**Buying Influences Worksheet**

<table>
<thead>
<tr>
<th>Economic (releases $)</th>
<th>User (judges impact on job)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walter G</td>
<td>T</td>
</tr>
<tr>
<td>+2</td>
<td>+1</td>
</tr>
<tr>
<td>Dan EK</td>
<td></td>
</tr>
<tr>
<td>-2</td>
<td></td>
</tr>
<tr>
<td>Rashid OC</td>
<td>T</td>
</tr>
<tr>
<td>+1</td>
<td>+4</td>
</tr>
<tr>
<td>Doug G</td>
<td></td>
</tr>
<tr>
<td>+3</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technical (screens out)</th>
<th>Coach (my guide on this sale)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harvey</td>
<td>T</td>
</tr>
<tr>
<td>OC -4</td>
<td></td>
</tr>
<tr>
<td>Dan EK</td>
<td>+2</td>
</tr>
<tr>
<td>-2</td>
<td>Coach (my guide on this sale)</td>
</tr>
<tr>
<td>Rashid OC</td>
<td></td>
</tr>
<tr>
<td>OC +1</td>
<td>G +3</td>
</tr>
</tbody>
</table>
**Wins vs. Results**

<table>
<thead>
<tr>
<th>Results</th>
<th>Wins</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Impact of a product or service</td>
<td>1. Fulfillment of a promise made to oneself</td>
</tr>
<tr>
<td>2. Tangible, measurable, quantifiable</td>
<td>2. Intangible, not measurable, not quantifiable</td>
</tr>
<tr>
<td>3. Corporate/organizational</td>
<td>3. Personal</td>
</tr>
</tbody>
</table>

**Sample Results**

**Economic Buyer**
- Low cost of ownership
- Good budget fit
- ROI
- Financially responsible
- Productivity Increase
- Profitability
- Consistent cash flow
- Flexibility

**User Buyer**
- Reliability
- Easy to learn & use
- Increased efficiency
- Versatility
- Great service
- Fulfills performance reqmt’s
- Does job better/faster/cheaper

**Technical Buyer**
- Meets or exceeds spec
- Timely delivery
- Best technical solution
- Discounts/low bid/price
- Reliability

**Coach (wins)**
- Recognition
- Visibility
- Strokes
- Seen as a contributor
- Seen as a problem-solver

**Sample Wins**

- More time w/family
- More power
- Increased self-esteem
- Increased responsibility & authority
- More flexibility
- More freedom
- More secure
- Enhance performance quality
- Social status
- Pay a debt
- Acquire a toy
- Pursue a lifestyle

**Maslow’s “Heirarchy”**

**Physiological**
- Quantitative, food, water, sex, sleep, homelessness, creation

**Safety**
- Security, family, needs, love, affection

**Love/Belonging**
- Universality, sexual, sex, loyality

**Esteem**
- Competence, achievement, recognition, respect, pride

**Self-Actualization**
- Man’s needs, self-fulfillment, peak experiences, transcendence

**Win-Results Worksheet**

<table>
<thead>
<tr>
<th>Buyers</th>
<th>Results</th>
<th>Wins</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walter (EB)</td>
<td>On-time completion</td>
<td>Swan song</td>
</tr>
<tr>
<td>Harvey (TB, UB)</td>
<td>Less operator training Easy future upgrades</td>
<td>No threat to his future</td>
</tr>
<tr>
<td>Clay (TB)</td>
<td>No problems during job</td>
<td></td>
</tr>
<tr>
<td>Dan (TB, UB)</td>
<td>Productivity Increase</td>
<td>Insulation from departmental second-guess</td>
</tr>
<tr>
<td>Doug (C)</td>
<td></td>
<td>Enhance reputation &amp; influence</td>
</tr>
<tr>
<td>Rashid</td>
<td>Owner satisfied with project outcome</td>
<td></td>
</tr>
</tbody>
</table>

**Update**

- Identify Wins/Results
- Identify Buying Influences with no known:
  - Wins
  - Results
- Action Plans
Basic Elements

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3. Buyer Receptivity/Response Modes
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