GUERRILLA SELLING

UNCONVENTIONAL WEAPONS & TACTICS FOR INCREASING YOUR SALES

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GUERRILLA SELLING 2.0®

Unconventional Weapons and Tactics for Increasing Your Sales

Completely Revised 20th Anniversary

Second Edition

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Table of Contents

INTRODUCTION **1**

YOUR BRIEFING: **5**

CHAPTER 1: A REVOLUTIONARY SELLING SYSTEM **9**

A GUERRILLA GOES ON PATROL **9**
THE FIRST PHONE CONTACT 10
THE FIRST OFFICE CALL 11
MORE INFORMATION GATHERING 13
LATER, AFTER SEVERAL MORE QUESTIONS. . . 15
THE PRESENTATION 16
THE GUERRILLA OBJECTS 16
AND A REWARD 17
THE NEW GUERRILLA **18**
NAB & CAPTURE **18**
CONTINUED RECON 22
A NINE WORD CREDO FOR GUERRILLAS **23**
1. COMMITMENT 23
2. INVESTMENT 23
3. CONSISTENT 25
4. CONFIDENT 26
5. PATIENT 27
6. ASSORTMENT 28
7. SUBSEQUENT 28
8. CONVENIENT 29
9. EXCITEMENT 30
THE COLD CALL **31**
A MILLION DOLLAR GUERRILLA **32**
PLANNING **34**
FINDING PROSPECTS **34**
UNLIMITED PROSPECTS 35
RECONNAISSANCE FIRST **37**
WARMING UP THE COLD CALL 39

Building Enthusiasm 40
Five Steps to Finding Prospects: 41
1. Identify your "Headpin" prospects, the people who are most likely to buy from you. 41
2. Get out in the field. 42
3. Use an unusual, creative or unexpected approach. 43
4. Ask a lot of questions. 43
5. Listen actively to the answers. 43
Referral Pipelines 44
Fusion Marketing 44
The Whole Truth 44
3 x 3 x 6 45
Ask and Ye Shall Receive 45
Centers of Influence 52
Getting Appointments 63

CHAPTER 3: THE MIND MAP 65

Why Prospects Act The Way They Do 65
A Matter of Principle 68
The Mind Map 69
The Mind Map **The Inner Mind: The Primitive Reactionary Mind 90**
The Left Mind: The Logical Linear Mind 90
The Right Mind: The Creative Intuitive Mind 90

CHAPTER 4: THE GUERRILLA MIND 92

Sell is a Four Letter Word 92
Three Things All Guerrillas Have in Common: 93
Human Nature 95
Guerrillas are Sensitive to Prospects' Priorities: 95
Three Types of Salespeople 98

PART II NAB & CAPTURE 110

The Psychology of Buying 110

CHAPTER 5: THE NEEDS STAGE **113**

PRIORITIES AND CRITERIA **113**
MEETING NEW PROSPECTS **114**
THE OPENING: BE PREPARED TO BE UNPREPARED **117**
BUILDING BELIEVABILITY 118
OBJECTIVE AND SUBJECTIVE CRITERIA 120
UNIVERSAL CRITERIA 130
PRIORITY WORDS 132
FORGET IT 136
HOME SWEET HOME 136
THE MAGIC SELLING QUESTIONS **137**
CRITERIA WORDS 138
BUYING STRATEGY 139
PRIORITIES AND THE MIND MAP 145
THE CORE OF THE GUERRILLA APPROACH 153

CHAPTER 6: THE BUDGET STAGE **154**

UNIVERSAL MONEY ISSUES **154**
PRIORITIES AND PAYBACKS 154
DISCOVERING YOUR PROSPECT'S BUDGET **155**
WISH LIST 156
JUST ASK 157
WHAT'S THE PROBLEM? **158**
BUILDING FUTURE SALES **160**
UNIQUE MONEY ISSUES 163
THE BOTTOM LINE ON MONEY **165**

CHAPTER 7: THE COMMITMENT STAGE **166**

HANDLING OBJECTIONS AND SUMMARIZING **166**
HANDLING OBJECTIONS, GUERRILLA STYLE 166
OVERCOMING OBJECTIONS **171**
THREE TYPES OF OBJECTIONS **175**
WHEN TO ANSWER AN OBJECTION **179**

THE TWO PARTS OF A BUYING COMMITMENT **184**

CHAPTER 8: THE PRESENTATION STAGE **188**

DESIRE AND MOTIVATION **188**
SATISFY THE CRITERIA **188**
ORGANIZING THE PRESENTATION **189**
COMMUNICATION STYLES AND THE MIND MAP **190**
GENERAL VS. SPECIFIC 191
GENERAL COMMUNICATION STYLE 191
SPECIFIC COMMUNICATION STYLE 192
OPTIONS VS. PROCEDURES 194
OPTIONS STYLE COMMUNICATION 194
PROCEDURAL STYLE COMMUNICATION 195
INTERNAL VS. EXTERNAL **197**
EXTERNAL FRAME OF REFERENCE 197
INTERNAL FRAME OF REFERENCE 198
PROACTIVE VS. REACTIVE **201**
THE PROACTIVE STYLE 202
THE REACTIVE STYLE 202
TIE EVERYTHING TO THE PROSPECTS' PRIORITIES **203**
FEATURES, ADVANTAGES, BENEFITS, AND PAIN 204
KEEP IT SHORT AND SIMPLE 210
ADJUST TO PROSPECTS' PERSONALITIES 212

CHAPTER 9: THE TRANSACTION STAGE **215**

"ARE YOU SURE?" **215**
BUT IF THEY DON'T ASK, CLOSE 217
FIVE TYPES OF CLOSES: **219**
LEARN TO CLOSE EARLY 221
PROSPECTS IN THE TRANSACTION STAGE **226**
TIMING YOUR TRANSACTIONS 228
KEEPING YOUR EYES WIDE OPEN 229

CHAPTER 10: THE REWARD STAGE **232**

OH, BY THE WAY **232**
JACKPOT! 233
ATTENTION! 234
THE RIGHT ATTITUDE **235**
AN ATTITUDE OF GRATITUDE 236
DON'T GET MAD, GET EVEN 236
FREE SHINE 236
GUERRILLA PHOTOGRAPHY 237
GUERRILLA SERVICE 238
TRUE VALUE 238

PART III AFTER THE SALE **242**

CHAPTER 11: GUERRILLA TRACKING **243**

CLOSING FUTURE SALES **243**
SHADOWING 244
DELIVERY MEETING 244
RECORD KEEPING **246**
EXPENSE AND SALES ACTIVITY REPORTS 246
SALES ACTIVITY REPORT 248
TRAILING **250**
CONSISTENT 251
FUTURE SALES 253

CHAPTER 12: THE GUERRILLA SELLING ARSENAL **255**

HIGH TECH GUERRILLA **255**
INFORMATION PLEASE **255**
TABLETS AND SMARTPHONES 256
VIDEO 256
REACH OUT AND TOUCH SOMEONE 257
GUERRILLA HEADGEAR 257
AT THE TONE. . . 257

SKYPE 260
1-800-WE-LOVEU 260
THIRD PARTY FULFILLMENT 261
WHILE YOU ARE OUT 261
GETTING SMART 262
TALKING HOUSE 262
VIDEO BROCHURE 263
TABLET COMPUTERS 263
LOW-TECH GUERRILLA WITH HIGH-TOUCH WEAPONS 264
WHAT MAKES THE GUERRILLA DIFFERENT? 268
YOUR MARCHING ORDERS 270

RECOMMENDED READING AND LISTENING 271

BOOKS 271
AUDIO 273

CONTINUE BEING A GUERRILLA 276

Introduction

The ad in the comic book said, “Win a Bicycle.” It was the spring of 1963, and I was the eldest of three children of a single mother who worked nights in a factory. I had long ago given up on Santa Claus. So I tore out the coupon and sent it in. I didn’t know any better; I was nine years old. I thought it was a sweepstakes.

They sent back this box, full of little packets of garden seeds, with all of these instructions. I was supposed to sell them, door-to-door, for 25¢ a pack, which I though was a bit crazy because you could buy the same seeds at our local grocery store for a dime. I was instructed to memorize an elaborate script, and there were all these rules: *never* walk on the grass, *always* walk on the sidewalk, always step *back* from the door after you ring the bell, and *always* say “*Yes* Ma’am,” “*No* Ma’am,” “*Thank you* Ma’am!”

Well I didn’t know any better, so I did everything *exactly* like they said. On a sunny spring Sunday I dressed up in my best clothes, went out and rang every doorbell in our subdivision. Then I crossed that street that my mother had told me *not* to cross, and rang every doorbell in *that* sub-division. By about 2:00 in the afternoon, it was obvious that I *no* future in sales. I hadn’t sold a single pack of seeds.

You know how easy it is to give up when you’re tired and hungry and dehydrated. So I headed home, taking a shortcut across a vacant field, when I spotted this lady out in her back yard. She’s got her hair tied up and she’s swinging a shovel, working up a sweat, just tearing up the dirt.

Introduction

So I shouted at her across the field, “HEY LADY, YOU DON’T NEED NO SEED FOR THAT GARDEN DO YA?” (the scripted pitch is now out the window.)

She stopped her work, leaned on her shovel, and yelled back, “Whaddaya GOT?”

“I got EVERYTHING from Asparagus to Zucchini! Whaddaya WANT?”

Of course, her next question was, “HOW MUCH?”

“TWENTY-FIVE CENTS.”

“Twenty-five CENTS? I can buy the same thing at the grocery for a DIME. WHY SHOULD I PAY TWENTY-FIVE CENTS?”

That’s when I started to cry.

“Because I’m trying to win a BICYCLE! THAT’S why!”

She bought nine dollars worth!

And what I learned from that one transaction was, sometimes crying works. More important, I learned that people who *buy* seeds, buy seeds, and people who *don’t* buy seeds, don’t buy seeds, and that’s just the way the world works.

I also learned that you don’t go to the front porch and ring the doorbell. You don’t have time. You go up and down the alley and look in the *back* yard for that pile of dirt where they had *last* year’s garden, knock

on the *back* door, and if they don't answer, you go back again, and again, until you get a chance to tell your story.

I also learned that making a very *small* change in the way you sell could make a very *big* difference in your results. One lady asked, "How many for a *dollar*?"

I thought it was a dumb question. Even a nine-year-old could do the math. "That would be FOUR for a dollar."

She said, "OK, I'll take a dollar's worth."

So next time someone asked "How much?" I said, "Four-for-a-dollar," and instantly, my sales doubled.

Another neighbor taught me an even more important lesson. An elderly woman asked, "What's this for?"

"They're seeds, ma'm. For growing flowers or vegetables. For your garden."

"OH, no, honey! I'm too old to keep a garden. I mean, is this for *Scouts* or *Band* or *camp*; what are you raising money for?"

"I'm trying to win a bicycle."

She handed me a $5 bill and said, "Here you go, son. There's plenty folks goin' hungry 'round here. Please give the seeds to someone who really needs them."

She taught me that sometimes it has nothing to do with the product at all, but with the story behind it. It's one thing to help a cute kid, but

that same gift also helped an anonymous family. I was already becoming a guerrilla, and didn't know it.

So, by the end of spring break, I had won the bicycle. It was a red Huffy, with 20 inch wheels, a banana seat and high-rise handlebars. I put so many playing cards in the spokes that it sounded like a Harley going down the road. And I had $100 in the bank. My *mother* didn't have a $100 in the bank.

That was the beginning of what has been a life-long love affair with sales and marketing. That summer I advanced to selling magazines, then newspaper subscriptions, and that fall, graduated to Christmas cards. I've been involved in sales of one sort or another for the past 50 years.

In 1989, Jay Conrad Levinson invited me to write a sequel to his book, *Guerrilla Marketing*. And in 1992, *Guerrilla Selling* became a best-seller. It went on to be come a classic, translated in to eight languages and selling more than half-a-million copies in English alone. Together with the other books in the *Guerrilla* series, it's helped millions of salespeople, small business owners and entrepreneurs build success and wealth.

In this 20th Anniversary revised edition, I'll share all of the latest weapons and tactics that we've collected from some of the world's most successful companies in more than 30 years of traveling the world, speaking and training and coaching. These examples and stories are about people *just like you* who have fought the good fight and prevailed, despite the odds.

--Orvel Ray Wilson, CSP

Your Briefing:

It's a jungle out there. Right now, someone, somewhere, is conspiring to take away your customers and destroy your business. You are not paranoid. They really *are* out to get you.

Business has changed and continues to evolve so rapidly that even the most sophisticated entrepreneurs have trouble keeping up. The Internet has accelerated transactions to the speed of light. The global economy is a reality. Everyone from the Chinese to the Brazilians have invaded and seized the markets in computers, automobiles, and consumer electronics, industries where the USA once ruled supreme.

The standard sales techniques of the past are no longer effective. Global competition and cutthroat pricing demand a higher level of skill. They demand unconventional weapons and tactics. You must do the unexpected if you and your offerings are to stand out in the carbon copy, everyone's-a-lookalike world.

Fortunately, staying ahead of the pack is easier if you're a guerrilla. Modern psychology provides the selling equivalent of night-vision scopes and laser-guided missiles. You may have to rethink your approach and reinterpret the rules, though never in an unethical or dishonest way. Instead, do the absolute last thing your prospect (or your competitors) would expect.

Guerrilla Selling means breaking with convention, using *time*, *energy* and *imagination* instead of brute persuasive force. It means getting to know your customers *so* well that they refuse to do business with anyone else. It means the customer, not the salesperson, drives the process and leads you to the transaction.

Your Briefing

New Era Cap, a small company in Tennessee, manufactures logo-embroidered baseball caps, the kind of stuff the Chinese make for one-third the cost. How do they even hope to compete? They are the official cap for all of the professional baseball teams in the US. They obstinately refuse to honor a sacred industry tradition. With the distributor's permission, they contact each team directly to expedite artwork, color selection, custom modifications, drop shipments and special arrangements. They let the distributor worry about net pricing, terms and the rest.

And what do the distributors think about having a manufacturer work directly with their customers? They *love* it. Nobody else in the industry gives them that level of fast, dependable service, while nobody else would *dare* usurp that hands-off-my-client industry tradition. That's Guerrilla Selling.

Guerrilla Selling treats every potential customer as unique and special and then matches your tactics to their specific personality. While the model we created outlines seven general personality types, there are three that you will encounter most often. You will learn how to recognize these personalities in less than a minute, so the sales presentation can be tailored to your individual prospect's needs and motivation with surgical precision. Some customers are more self-centered or egotistical. Others find satisfaction in pleasing others. A third group prides itself on having all the facts. The guerrilla can appeal to each of these prospects' dominant motives and follow the most direct route to the buying decision.

Guerrillas move through their territory with complete confidence because they know their way around. They have "friends in low places" who feed them vital information, and they use the tactical

advantage of surprise. Armed with the latest digital technology, they stalk the competition from outside the corporate corridors. They will call on anyone. They are in control at all times, using subconscious messages to build deep rapport, trust and respect in the hearts and minds of their clients.

You must employ such tactics to win in the modern battle for the business. To survive in the new selling environment, whether you sell products or services, you must exercise the ingenuity and boldness of a veteran mercenary. You must become a guerrilla.

Part I
Time, Energy and Imagination

In a world where you are out-spent and out-numbered, there are three resources where no one can outspend you. Part one looks at how you can deploy these resources to gain a competitive advantage over bigger, better-funded competitors, and come out on top.

Chapter 1:
A Revolutionary Selling System

A Guerrilla Goes On Patrol

Today, Bob Miller's business relies on the two most powerful weapons in Guerrilla Selling: *information* and *surprise*. He never makes a call without a referral. He never uses visual aids. He lets the prospect control the interview. When the prospect asks him to write the order, he objects! He is a fanatic about quality, and a maniac about service. He's a member of an elite corps of salespeople. Bob is a guerrilla.

He had always dreamed of being a successful businessman, but fresh out of college he had no experience, no capital, and no training. Graduating with a degree in engineering, he had a particular interest in assembly methods, but one after another of the big companies turned him down for a job. That made him angry. So he decided to take them on and beat them at their own game. He decided to be his own salesman. Without knowing it, he decided to become a guerrilla. Let's take a look at how he started his business.

Unsure where to begin, he drove out to industrial parks to research the market. He showed up at the loading dock with a box of doughnuts. He started each conversation the same way. "I was wondering if you could help me out? Do you know anyone who has recently landed a substantial production contract? Someone who might need contract assembly?"

He talked to receptionists. He talked to forklift drivers. He talked to shift workers eating lunch on the lawn. He talked to everyone. He asked lots of questions: "What sort of business is this? What do they manufacture? How many do they make in a day? Who does their

assembly? Why do they do it that way? Where do they get their parts? Who do they sell to? How's business? What problems have they experienced? Who else should I talk to about that?"

The First Phone Contact

Ring, ring. "Hello. Infrared Technologies."

"Hello, is this Linda?" he would ask.

"Yes."

"Hi, Linda. I was talking to Connie over at Corzex across the street, and she suggested I give you a call. I was wondering if you could help me out?"

"That depends, what are you *selling*?" Her tone made it clear she was already suspicious.

"I was hoping I could get some *advice*. Your firm was recommended to me by several people."

Now, using the information he picked up from the shipping clerk, he asked, "Would tell me who's in charge of assembly for the IT-350?"

"Well, that would be Mr. Carlson."

"Is that Tom Carlson?" he asked.

"No. His name is David. He's the Production Manager and one of the partners," she explained.

Miller made some notes and continued, “The reason I ask is that I have some questions about assembly methods, and I’d like to send Mr. Carlson a letter. Can you confirm your address for me?”

“Sure.”

“I have: 1234 Industrial Parkway, Anywhere, USA, 23456. Is that correct?”

“Yes it is.”

“Better yet, I’ll be in the area day-after-tomorrow. Would you please leave a message for him and let him know I’ll stop by?”

“And what was your name?”

“Miller. Bob Miller.”

“I’ll tell him you called.”

“Thank you, Linda. I appreciate your help.”

He addressed a “Thank You” note card, and mailed it to Infrared Technologies, attention *Linda*, thanking her for her help on the phone. He knows she’ll get the card even without her last name because everyone knows Linda. It’s a good bet she sorts the mail.

The First Office Call

Two days later, dressed casually, without an appointment, he dropped in to see David Carlson. He greeted the receptionist in the foyer. “Hi. You must be Linda?” he said, extending his hand.

Chapter 1: A Revolutionary Selling System

"Why, yes I am."

"I'm Bob Miller. Did you get my card?"

"Yes, I *did*! *Thank* you!"

"I just wanted to tell you how much I *appreciate* your help. I stopped by hoping I could speak to Mr. Carlson. Is he in?"

"Sure, I'll tell him you're here."

A few minutes later, "Hello Mr. Carlson. My name is Bob Miller. Thanks for taking some time to see me. Did you get my letter?

"Yes. Linda pointed it out and explained that you had some questions."

Right. I have a few questions I'd like to ask about your assembly methods. Do you have a few minutes?"

"Sure, fire away, but please call me David. Would you like some coffee?"

David Carlson's desk was clear and uncluttered, except for a row of family portraits. His demeanor, body language and conversational tone quickly told Bob exactly what he needed to do to connect with this pleasant, but often indecisive personality. "Sure. I'd love a cup. Black, thank you. Can I sit here?"

"Sure. Make yourself at home."

"Is that your son," Bob asks, pointing to a photo of a teen in a baseball uniform.

Chapter 1: A Revolutionary Selling System

"Yeah. Billy pitches for Central High School."

"Wow! You must be very proud." Bob knows better than to jump into discussing business right away with this prospect. "So, for starters, what's your biggest frustration with your assembly line?"

"Why do you ask?" Carlson said, handing Miller the coffee.

Bob settled into the overstuffed side chair next to David's desk. "Well, I think I might have a terrific idea for you."

"Ok, I'll tell you one frustration I have. Demand for our products is seasonal. We routinely set up assembly lines for a run and about the time it's going smoothly, we have to shut it down. A few months later, we start over with a new crew. It's too expensive to keep assembly people on the payroll year-round."

"Do you mind if I take notes?" Bob asked. "Could I borrow a sheet of paper, and uh, something to write with?" Carlson hands him a legal pad, and his black Mount Blanc pen.

"Ooooo, nice pen!" Bob exclaims, uncapping it as carefully as if it were a priceless archeological treasure.

"It was an anniversary gift from the CEO. I've been with the company 10 years now."

"Congratulations!"

More Information Gathering

Relying on the recognizance he gathered from his confidants, he asks his first real question. "You must mean demand for the new IR-350

infrared camera." Can you tell me about the problems you've been having with that?"

"You know about the 350?"

"Not much really, but I'd love to see one. Do you have one you could show me?" With that, the production manager demonstrates the camera, explaining its technical innovations and targeted markets. "It's primarily used by roofing companies to isolate leaks in the roofs of commercial buildings, but there are a lot of possible applications."

Then Carlson walks Bob through the assembly area, explaining how the cameras are built step-by-step. The assembly room is meticulously clean, and everything is neatly organized and clearly labeled. Bob takes special notice of a set of schematics hanging on the wall, keeps asking questions, and listens carefully to the answers.

"Do your wave solder joints hold up under the rough handling this unit would typically get on a construction site? Wouldn't they hold up better if they were done by hand?"

"Yes they probably would, and I wish we could afford to do it that way. What we really need is someone who could do that kind of custom work on demand."

Resisting the temptation to jump ahead and solve Carlson's problem, Miller asks another question.

"What kind of warranty is typical in your industry?"

"Usually three years."

"With a warranty that long, you must do a lot of repairs. How much does it cost to rebuild one of your cameras after it's failed?" Miller asks.

"That's easy. All the electronic components are mounted on a single board, so we just swap out the whole board. The real expense isn't in fixing the cameras; it's the damage it does to our reputation. In fact, we've got a bunch of boards on the repair bench that we haven't had time to rebuild."

"In round numbers, how much does it cost for each rebuild?"

"Well, they're easy to repair. We could budget $20 each and still be money ahead."

"If you could buy the boards as a complete sub-assembly, approximately how many a month would you need?"

"We're shipping about 200 finished cameras a month, and we're still back-ordered. A specialty product like ours is hard to scale. Our big risk is that we could develop a reputation for poor service."

Later, after several more questions. . .

"So if I understand you correctly, David, you really need a sub-contractor who will do a fair amount of the development work, who really cares about quality, and who will share the risk up front. Isn't that what you're saying?" Bob asks. "Who else, besides yourself, would be involved in making a commitment like that?"

Because of the quality of the questions he asked, Carlson can see that Bob has a thorough understanding of electrical engineering. "Tell me,

Bob," he asks, "How long has your firm been doing contract assembly?"

The Presentation

Bob responds with one of three well-rehearsed presentations about his new business. This one is designed for Carlson's unique personality type, the Pleaser.

"The truth is that Miller Research is a startup, and I'd really appreciate any suggestions you could offer. By doing the critical solder joints by hand, and subjecting them to rigorous thermal and vibration testing, I'm absolutely confident that we could reduce your field failure rate to near zero. And, by distributing the payroll costs over several clients, you would be relieved of the risk of having an assembly team sitting idle during the slump. Because we're local, we can ship your orders the same-day. More important, your customers will stop cursing your camera when it fails in the middle of their important projects."

"Sounds good to me." Carlson interrupts.

The Guerrilla Objects

"Well, something is still bothering me," Miller continues. "You said you needed someone totally reliable, and I'm a newcomer. I'll need some of your time and a lot of your input to get set up properly for this. Because you'd be one of our first customers, you'd have complete control over the schedules and standards. Is that going to be okay?"

Carlson decides to act on faith. Something about this young man impresses him. Perhaps it's his genuine interest and honest concern. He decides to trust his instincts.

"How soon could you get started on an order of, say 100 units?" he asks.

"How soon do you need them?" is Miller's reply.

"By the end of the month."

"There's another problem. I'll have to raise enough money to buy an inventory of parts, and I'll have to set up a dedicated assembly area. That will take a few days. You wouldn't want to do business with a sub-contractor who was a complete start-up. Let me ask, on a scale of one to ten, how confident do you feel doing business with us?"

"Well, Bob, I'd say about seven or so!" Carlson says with a smile.

"What would you need in order to get that up to a ten?" Miller asks.

"I'd need to see what kind of work you do on the first 100 units. We can get you started with the parts we have on hand, and we can pay for 25% of the order in advance. Let's see what you can do for us."

And a Reward

"You've made a good decision, Dave, thank you." Bob says, standing to leave.

With that commitment in hand, he rents a warehouse space a few doors down the street from Infrared Technologies and launches his firm. The next morning, in a Federal Express envelope, Mr. Carlson finds a brief letter of intent, and a "Thank You" card. Inside are two tickets to that weekend's basketball game. Over the next few weeks, Bob Miller is in constant contact with his new customer, and Dave Carlson spends a lot of time at Miller Research as well.

Chapter 1: A Revolutionary Selling System

The New Guerrilla

Without a brochure, without a business card, without even a briefcase, our young guerrilla walked out with a substantial order and a new client ultimately worth several hundred thousand dollars to Miller's firm. Today Bob Miller's company builds everything from robots to lasers. He still makes his sales calls in jeans, and he never carries a briefcase. Or even a pen. His guerrilla approach has made him a contender in a crowded field where cutthroat pricing and offshore competition are the norm. His customers wouldn't consider sending their work anywhere else.

Was he just lucky? Not at all. His prospecting, analysis and even his presentation were all thoroughly planned and carefully executed, and he's been "lucky" with those same tactics again and again.

Miller's story isn't unique. It's been repeated again and again in firms large and small, from Apple to IBM, by the young renegade who sneaks in and, against all odds, gets the business.

Guerrilla Selling comes naturally to the neophyte. That's why a new recruit often outperforms the veterans during those first few months in the field. Unfortunately, naive enthusiasm is soon replaced by the corporate party line. The recruit settles into the standard pitch, stops listening and starts closing. Productivity plummets.

NaB & CaPTuRe

Now let's take a closer look at exactly how Bob used *information* and *surprise* to capture his first contract. Information means *learning as much as possible, as far in advance as possible,* about the prospect's needs, budget and ability to make a commitment. Surprise means *doing*

the unusual, the unexpected, personalizing the presentation, giving the prospect control, and objecting to the prospect's buying signals.

Bob began by using one of several guerrilla prospecting techniques, "Friends in Low Places." By taking time to get to know people involved in the industry, he could gather useful intelligence. The lower you go in the organization, the more likely they are to have first-hand knowledge.

Bob turned a gatekeeper receptionist from an adversary into an ally by enlisting her *help*, asking her to provide additional information, then *thanking* her for her assistance. Consequently, Bob was able to open the conversation with Mr. Carlson by asking informed questions in a helpful way. By asking about the problems with the IR-350, he gained immediate credibility and allowed Carlson to show off his new product.

This guerrilla sale began with the **Need** Stage, asking questions to find out exactly what the prospect needs or wants before beginning a presentation. This allowed Bob to qualify his prospect at the very start, and to weed out non-buyers quickly. The Need Stage required him to ask open-ended questions to uncover key issues, and carefully observe his prospect's environment and behavior.

During this stage of the interview, David painted a clear picture of his wants and needs. The clearer the picture, the more our guerrilla is able to satisfy those needs.

Like most prospects, David Carlson required a lot of assistance to see his priorities clearly. Bob assisted this process by asking questions and by *not* offering answers. In this stage, he tried to say as little as possible and encouraged his prospect to talk. He saved his good news for the **Presentation** Stage where it wrapped up the sale. When he had

a clear idea of the product or service he could sell to fill that need, he moved on to the Budget Stage.

In the **Budget** Stage, he found out what the *economic rationale* might be, and if his prospect could pay to have the assembly outsourced. This stage also required a lot of questions. Some prospects are reluctant to tell a salesperson specific dollar amounts, but Bob overcame this reluctance by softening his questions with "approximately" and "in round numbers."

Bob's next step was to establish a budget based on the potential cost of ongoing quality and service issues, rather than the actual cost of building the cameras. This justified the higher price of using an outside contractor by protecting the company's most critical asset: their reputation. This cost-benefit justification could be used later in the Presentation Stage if necessary. By using the potential cost approach, rather than selling on price, Bob shifted the arena of competition and virtually eliminated offshore vendors from the running. Since there was an adequate budget, he moved on to the Commitment Stage.

The **Commitment** Stage is where he discovered who has the necessary authority, and when the prospect would be able to make a buying commitment. Bob knew it was time to move on when the prospect asked, "How soon could you get started on an order of, say 100 units?" revealing that their need was urgent.

Our guerrilla also confirmed the key criteria for the sale; "So if I understand you correctly, you need. . ." in effect closing the sale before the presentation. At this phase, he had to listen closely and take careful notes. The answer to each question provided additional

information needed to complete the picture. If he could deliver on these key criteria, he would make the sale and safely ignore everything else.

At the conclusion of the first three stages, Bob knew that:

1. This prospect had a need that he could satisfy

2. This prospect had a sufficient budget allocated for this expense, and

3. This prospect could commit to buy

Now he was ready to begin the Presentation Stage. This presentation clearly showed how well Bob's contract assembly service would fill the prospect's priorities and criteria by relieving him of the financial burden of a trained assembly crew and improving the durability and reliability of their products.

At the **Presentation** Stage, Bob offered only those facts that were *relevant* to those particular concerns: *quality* and *availability*. In addition, he invited Carlson to participate in *customizing* the service set-up so that he could get exactly what he wanted. Bob tailored his approach and style to his prospect's Pleaser personality, so this prospect felt comfortable with the relationship. Bob knew that Dave's primary concern was with maintaining good *relationships,* with his customers. That's what he was seeing when he decided he could trust this young man. Bob knew that he would be eager to avoid the wrath of disappointed customers.

The guerrilla then began the *Transaction* Stage. During this critical maneuver, Bob retraced his steps back to a minor problem raised earlier, reminding his prospect that he was a newcomer, lacked a parts inventory, and needed to fund his start-up. This gave his prospect the

opportunity to resell himself and ensured against buyer's remorse. In effect, when asked about writing up the order, this guerrilla objected! The prospect actually overcame these potential objections for him.

Since the prospect had already decided that he wanted to do business, he participated in collaborative problem solving and offered our guerrilla more advantageous terms than he would have sought for himself. Because the order for the first 100 boards was the prospect's idea, he will not regret the decision later.

Then Bob moved to the **Reward** Stage, where he expressed his genuine appreciation for the business. He did something extra, something out of the ordinary that exceeded his customer's expectations. He sent a "Thank You" note and tickets to the basketball game.

Continued Recon

Guerrillas depend on good reconnaissance, and from that day forward, Bob tracked his customer very carefully. A sale is never complete until the product or service is *delivered in such a manner that the customer will order again*. He made sure the first order of 100 boards was thoroughly tested, delivered exactly on time and met all specifications. By tracking his statistics on failure rates, he could monitor his quality and be certain that the original problem raised by the production manager at Infrared Technologies had been solved once and for all.

Now he's first in line the next time there's a production snag at Infrared Technologies, in effect closing the sale before he opens it. Soon they'll have additional needs requiring an updated product or more extensive services. Responding to customer priorities is crucial to Bob's long-term success, and today, Infrared Technologies depends on him to

deliver consistently. Guerrillas build long-term customer confidence, and return to sell them over and over again.

A Nine Word Credo for Guerrillas

These characteristics are shared by guerrillas all over the world. Memorize them. Live by them.

1. Commitment

Guerrillas are deadly serious about serving customers, making money, and building a future for themselves and their companies. They don't see selling as a stepping-stone to a "real" job, but as one of the most demanding and highly paid professions. When they lose business to a competitor, they hunt down the cause and correct it. They will risk everything except quality, and they treat every account as if their business depends on it, because it does.

If you're not 100% committed to your customers, your product and your organization, you'll never survive as a guerrilla. Get out and make room for someone who is. If it's your own business, and you'd rather work on R&D or operations, hire someone who thinks about your customers constantly, and appoint them to be your designated guerrilla.

2. Investment

Guerrillas invest time, energy and money in deployment. They know that they can't win the battle if their armament is obsolete. They invest in a fully functional web site, the most current mailing lists, the most advanced CRM software, and the very best office and communications equipment. Go first class. Don't skimp on your letterheads and stationery. Everything the customer sees should scream "quality!" If

your company doesn't provide you with business cards, print them yourself, by the thousands.

Yes, it sounds expensive. Planning and researching your market, your competitors and your prospects takes valuable time. And it often seems like a waste, calling on the same people again and again, being turned down over and over. But the time and money you invest in those relationships is a smart investment in the long run, if you manage it carefully. Be on the lookout for opportunities to leverage your selling capital for a greater return. For example, can the prospect give you an introduction to another company, a referral, or a testimonial letter, as well as an order?

Rewarding customers for doing business with you is a particularly conservative investment. Don't expect overnight miracles. You might not hear from them again for years. But just like blue-chip stocks, years from now they'll be worth a fortune.

The average business in America invests only 3% of gross sales in marketing. The guerrilla averages 10%. Re-invest 10% of your commissions in your customers and you'll leave the competition in the dark.

And do *something* each day to invest in *yourself*. Constantly improve your knowledge of the product, the market and the customer. Read the trade journals that serve your industry. Subscribe to them all. Use Google Alerts to aggregate news about your customers (and your competitors) in your in-box. Ask yourself, "What could I improve?" Ask your customers. Listen to their answers. Act on their suggestions. Organize focus groups of customers and ask, "How are we doing?" If

you really listen, your customers will tell you exactly what you need to do to succeed.

3. Consistent

Poor selling done consistently will be more effective than great selling done sporadically. The guerrilla who is consistent will outsell the better armed, better equipped, better organized corporate regulars, because prospects trust them.

In the mind of the prospect, consistency is interpreted as credibility, longevity and success. This creates a feeling of trust. Guerrillas earn the confidence of their prospects, and soon prospects become customers.

Most buying decisions are made unconsciously, and modern psychology has shown us how to reach into the unconscious mind of prospects: repetition is the key. At the risk of repeating ourselves, we'll say that again: repetition.

Repetition is required on two fronts: selling the message to prospects and selling the message to the sales team. Guerrillas repeat their offer to the same people again and again. Even when prospects say "no," and particularly when they say "yes." They repeat their presentations and their specials and their seasonal offers. They repeat their message and their benefits.

They repeat their sales training. Weekly. Daily. Constantly. The most successful sales organizations in the world train and train and re-train. They train the truck drivers and the telephone receptionists and the service techs. Everyone hears the company's mission and values

echoed in meetings, in the hallway, in the cafeteria, even on posters in the restrooms.

Repetition. It's how the world knows who you are and what you're about. By maintaining the same identity over time, guerrillas attract business the others have left behind in their hasty retreat.

Do not capriciously change your prices, your products, or your guerrilla approach. Just about the time you're bored stiff with your products, your presentation and your proposal, the community you serve is just getting to know you, and associating your name with those needs. By being consistent, the guerrilla becomes the *second* most likely source for their prospects, and when the competition screws up, they are next in line to automatically inherit those customers.

Today, McDonalds is as obsessive about the consistency of their restrooms as they are about their French fries. Focus groups revealed that mothers of young children (their primary demographic) come in not because of the food, but because they need a clean place to change the baby.

4. Confident

Guerrillas know that they're selling quality. Unless your offering is top quality, Guerrilla Selling will only accelerate your demise. Guerrillas believe in their products and their people. They depend on the rest of the organization to deliver on every promise, every time, and then some. If they can't feel that absolute trust, they're working for the wrong outfit. They never bad-mouth anyone, even the competition. When something goes wrong, they take personal responsibility.

In an exit-poll survey, 10,000 shoppers in 50 states were asked, "Why did you buy that item here?" Of their responses, "selection" was ranked fourth, after third ranked "service." Only 14% said price was most important; it ranked ninth overall. The second most frequent answer was "quality." At the top of the list was "confidence." They felt confident that their needs would be met and the dealer would stand behind their purchase. Guerrillas do everything they can to communicate their own absolute confidence in their company, their offering, and themselves. That confidence is contagious, and it spreads to prospects and customers.

5. Patient

Customers may not need your offering today, but they will sooner or later. Needs are cyclical. For example, if you've just eaten a big meal, you don't feel much like having a pizza. Your appetite has been sated, for the time being. But in a few hours, you'll begin to feel hungry again. Guerrillas are always on the lookout for the next need cycle, and strive to be there when the need arises again. They keep calling long after the competition has moved out and moved on.

Less than 4% of sales are made on the first call, more than 80% are made after the *eighth* call. So the guerrilla sticks with it. Every contact makes some kind of impression, so it takes a lot of contact time with prospects before they will be primed to do business with you. It requires nine impressions of your company, your product, or your idea to move the mind of a prospect from *total apathy* to *purchase readiness*. To develop a major new account can take years. Put "consistent" and "patient" together, and you get "persistent."

6. Assortment

Guerrillas offer a wide variety of goods and services, and can adapt their offering, their terms, even their delivery schedule to meet customers needs. The more *flexible* they can be the more *competitive* you can be. The old days when Henry Ford, could get by with, "You can have it any color you want, as long as it's black" are long gone. The more options you offer, the more people you can serve, and the more you can sell. But guerrillas also stick to what they do well, and sell what they do best.

7. Subsequent

Guerrillas succeed by fighting for successive sales and concentrate *most* of their efforts selling to *existing* accounts. They wage their sales campaign simultaneously on three fronts: the universe, their prospects, and their customers. Guerrillas marshal their resources to concentrate primarily on the third group.

The first arena, the universe, includes everyone in your service area. Guerrillas invest 10% of their selling time reaching out to this massive audience, at random, getting out the message, establishing their identity in the market. They strike up conversations with people on planes and trains (more on this in the next chapter). They get themselves interviewed on TV and radio talk shows. They leave stacks of business cards on the counter by the cash register in the restaurant where they eat lunch. People who have an embryonic interest will pick them up and move into the next sphere.

This next group is smaller, a subset of the first, and includes all of your prospects. Guerrillas know that someone is a prospect if they have a potential need for their offering, now or in the future. They needn't have met. They're not in the guerrilla's list yet. Guerrillas devote 30%

of their selling time to moving people from the universe into the domain of prospects, by letting them know that they exist and gathering as much information as they can.

The third domain is the smallest, at the core of the other two; your customers. This includes everyone who has purchased anything from your company, ever. Guerrillas invest 60% of their selling time in reaching out to those people who have already bought. Yes, it's unconventional. That's why it works. Existing customers are *the most likely* source of referral business, and the only source of repeat sales.

Guerrillas are in this for the *lifetime value of a customer*. For example, a shopper spends about $100 a week in the grocery store, and on any Saturday the store is crawling with customers. So what if someone gets upset and goes somewhere else? Who cares? For the guerrilla, that's the seven-hundred-fifty-dollar question. If a customer spends $100 a week, 50 weeks a year, that's $5,000. Assume a profit margin of only 3%, and that's $750 in profit walking out the door. If someone stole $750 out of your cash register, you'd be calling the police.

Let's look at some *really* interesting numbers. If someone has a good experience with your company, they'll tell three people. If they have a bad experience, they'll tell twenty. Give poor service to the wrong customer, and you become the topic of their next blog, and *you don't want that*. "Word-of-mouse" advertising is one of the most potent weapons in the guerrilla arsenal. Guerrillas use it with great care to build and protect a reputation for service, quality, and excellence.

8. Convenient

Guerrillas know that they have to be user friendly. They have to be easy to reach, easy to talk to, and easy to do business with. They

answer their own phone. They return their calls. They give out their numbers at home, at the office, their mobile, and even their SKYPE handle. They have the phones staffed at night and on weekends, even if only by an answering service. They are in touch.

A true guerrilla would never hand the customer an order form to complete. They take care of all of the paperwork themselves. They do everything immediately.

9. Excitement

Guerrillas are enthusiastic. They have a good word for everyone. They are militantly optimistic. They never complain about the weather, the economy, or the people they work for. Their passion spreads like a wildfire. People love to do business with people who love their business.

These are the characteristics that guide the guerrilla's field tactics. They protect him from detection and assault. Post these nine "ents" on the edge of your computer screen. Sell by them. Live by them.

* * *

Now, you've seen how a guerrilla secures a sale without the traditional "pitch." You've seen an overview of how to NaB & CaPTuRe prospects once you've gotten an appointment. In the following chapters, you'll learn about unconventional sources of prospective customers, how to zero in on their needs, priorities and criteria, and you'll see how to deploy your selling arsenal for almost certain victory.

The competition will never know what hit them.

Chapter 2:
Guerrilla Prospecting

The Cold Call

Traditionally, cold-call prospecting meant talk to as many people as possible, ignore the turn-downs, and close, close, close.

"Good Morning, Mr. Jones, this is Jim Smith with Acme Distribution."

"UH huh."

"We sell (*blah, blah*. . .) which are the finest (*blah, blah*. . .) and they (*blah, blah*. . .) So, (minutes later) I'm calling you today to ask you. . ."

"Zzzzzz… ."

The guerrilla turns this traditional approach around and gets the prospect to ask the questions, listen to the answers, and then ask for a sales appointment. How?

"Hello, Mr. Jones? Do you know why I'm calling you today?"

"No, I don't."

"Hmmm, I have a memo here from my boss asking me to give you a call, and I was hoping that you could tell me what it was about?"

"What was the name of your company again?"

"Acme Distribution."

Chapter 2: Guerrilla Prospecting

"What do you sell?"

"I'm not surprised you asked. We sell..."

Instead of charging toward the prospect head-on with bayonet fixed, the guerrilla takes a hide-in-the-trees-and-take-a-clear shot approach to prospecting. Most salespeople fall into habitual patterns based on what's worked for them over the years, and sales managers often depend solely on the classic selling texts. But the buying public has become more sophisticated and more demanding. They've seen the same playbook, and they know exactly what's coming next. They resent being treated according to the same old formulas. Everyone has the same thing to say, and any possible competitive advantage is lost.

But not the guerrilla. The memo from the boss said, "John, call everybody on this list and tell them about our new line." The guerrilla encourages prospective customers to be on the salesperson's side from the first contact. Guerrillas create curiosity from the first sentence, by being curious about their prospects. Then they convert that curiosity into interest, and warm that interest into appointments. The keys to guerrilla prospecting are *information* and *surprise*.

A Million Dollar Guerrilla

Australian guerrilla Geof Cook sells commercial life and casualty insurance, and writes more than a million dollars in premiums every year by ambushing Gold Coast real estate offices.

Dressed in sandals and beachwear, he strolls in and strikes up a conversation with the receptionist. The front desk staff are told that all walk-ins could always be prospects, so his inquiries about the state of business, the quality of housing in the area, and the principals names are all answered directly. If possible, he asks to see the broker.

Here he shifts into a disarming conversation about market prices and movements, gently probing and warming the broker's attitude. One of the questions he asks is, "What is the one thing you find most annoying in running your business?" The usual answer: "All the paperwork at closing."

Then he offers the broker a service. He volunteers to prepare all of the insurance paperwork for the broker whenever they sell a commercial building. In addition, he will issue an interim policy on the property to protect both the seller *and* the agent from liability in the event of damage to the building prior to the new owners' occupancy. And, he adds, his office will issue this temporary coverage for *nothing*.

He only asks that the agent fax him a copy of the signed purchase contract. This document provides all the information that Geof needs: legal description of the real estate, names and addresses of the parties, appraised value of the building, and so on, in order prepare the insurance policy.

Then he sends a cover letter with a copy of the policy to the buyer, along with a magazine-style article explaining the fine print of the insurance, and a proposal explaining how they can seamlessly *continue* the required coverage on the building after the new owner moves in. All they have to do is sign the last page, and it's done. No hassles shopping for insurance.

As a courtesy he also sends copies to the lenders and legal people, saving everyone time and money. This is more service than these people have seen from an insurance agent in ten years.

This tactic puts him in touch with new prospects with an immediate need, even before they leave their old neighborhood. More important,

he's built a following of loyal brokers who fax him a basket-full of new business every day. Combining information and surprise, he's built a million-dollar business.

Planning

Guerrillas never go out on maneuvers without planning carefully because they know it's one of the competition's strategic weaknesses. Have you ever had someone try to sell you something when they were completely unprepared? How did it make you feel? Nothing dampens the enthusiasm to buy like a clerk who fiddles with the knobs and switches, then scratches his head in ignorance. Yet salespeople routinely walk into an important meeting completely unprepared and unarmed, hoping that they'll somehow wing it. They shoot from the hip, and then wonder why they miss the mark.

Planning can help you position your product in the market. Guerrillas carefully aim their offering at a particular niche. Is it a Toyota or a Mercedes? Is it Wal-Mart or Neiman Marcus? It may be defined by geography, or by a particular industry. Guerrillas look at the competition, and try to position themselves to capture the high ground.

Guerrilla prospecting consists of three parts: finding prospects, approaching them, and securing an appointment. The prospect typically becomes a client when the guerrilla completes the NBC stages of "NaB & CaPTuRe". The Need is verified, a Budget is established, and a buying Commitment can be made.

Finding Prospects

The old cliché about "selling refrigerators to Eskimos" is an insult to the guerrilla. For them, prospecting is based on the idea that it is easier to find people who already want, need, or have to buy your product,

than it is to convince or persuade or pressure someone who doesn't. They look for obvious needs they can fill. Who is out there that already wants, needs and has to have your product? A prospect is anyone who meets these three qualifications:

1) they have a need,

2) they have a budget, and

3) they have the authority to make a commitment.

Unlimited Prospects

One day a young advertising sales rep was sitting at his desk shuffling prospect cards when his manager walked in and asked sharply, "What are you doing here? There are still two hours left in the day. You should be out making calls!"

"I've run out of leads," the new salesman responded.

"Hmmmm . . . I have a special list of companies that I haven't shared with anyone else on the crew. How would you like to work part of this special list?"

"I'd love to!" said the salesman, jumping out of his chair.

The manager reached down, opened the lower left hand drawer of his desk, and pulled out a thick book. Turning to the back, he ripped out a handful of pages and handed them to the shocked young man.

"The Yellow Pages? I thought you said you had a special list!"

"That's right, and I don't want to see you in this office again until you've followed up on every one of them."

Chapter 2: Guerrilla Prospecting

"But . . ."

"Listen, the phone book is the last place most salespeople look, and those who do start in the front. You've got every business there from 'Travel Agencies' to 'Zoos', and if you can't find someone in there who needs advertising, then I don't need you."

Flipping through the pages, the rep picked an ad for a van-conversion shop just a few blocks away. The ad listed the name of the business, the address, and the owner's name, together with the types of vans they work on. He decided to give it a try.

"Hi, I'm looking for Vic Andrews," he said to the man who greeted him as he entered the shop.

"You found him. What can I do for you?"

"I came by because of your ad in the Yellow Pages."

"Really!" Vic said with a chuckle. "You're the first person who's said that in years. I was beginning to think it was a waste of money."

"How much does an ad like that cost?" the rep asked, as if he didn't already know.

"I pay about a hundred dollars a month."

"Gee, twelve-hundred dollars a year! I work in advertising, and that seems like a lot of money to put into an ineffective media. What other advertising do you do?"

Here was a prospect who had been in business for a decade and had relied strictly on his Yellow Page ad and customer word-of-mouth.

Here was someone he could help. With the *Need* and *Budget* now established, he was off and running. Within a month, the new salesman led the company in total sales and nearly doubled the record for new business.

Reconnaissance First

Once you've found a prospect, get ready to do some homework. Gather as much data in advance as possible. Any information may prove valuable. Keep complete records on your laptop or tablet computer. A portable scanner can read business cards into your database in seconds.

"Recon" is the secret to guerrilla prospecting. The more information you have, the better your chances for making the right approach. This also means regularly shopping your competition, reading their websites, brochures and catalogs, even memorizing their price list.

Time, Energy and Imagination

A few weeks ago, there was a knock at the door, and the UPS guy handed me a small cardboard box. Inside the box, packed tightly in Styrofoam peanuts, was a glass Mason jar; the square one with the two-part brass lid that you might use to can tomato sauce. Rolled up inside the jar was a letter, but it was folded in such a way that you couldn't read it. Now I'm a pretty strong guy, but I could *not* get the lid off this thing (I found out later that it had been super-glued). So I put it in a paper bag, smashed it, and carefully pulled the letter out.

"If your travel agent is this hard to get through to, call us."

Now THIS is first-rate guerrilla prospecting, so I *have* to give them a call!

Chapter 2: Guerrilla Prospecting

"Hey, Orvel Ray Wilson here. I got your little 'message in a bottle' and I must say, I'm *impressed*! How did you get my name?"

"Well, you're a professional member of the National Speakers Association . . ."

"Yes."

". . . and you're also a Certified Speaking Professional. . ."

"Yes. I am."

". . . and that means that you have to do at least 25 paid engagements a year, consistently for five years . . ."

"That's right."

". . . and you have to *renew* that certification every five years."

"WOW! I'm really impressed. You've done your homework. NOBODY knows how difficult it is to become a CSP!"

"Is it true that there are only 500 of them in the world?" he asked.

"Yes, that's true."

"And is it also true that you've spoken in more than 1,000 cities in 47 different countries?"

"Yes that's true as well. Are you looking at my website?" I asked.

"Yes," he confessed. "It's all listed right here in your LinkedIn profile. So anyone who travels as much as you do must need a really good travel agent."

"Man, I am REALLY impressed! That's Guerrilla Selling 101: *find* people who already *need* your service, then approach them in a creative way. How many of these did you send out?"

"One hundred and sixty seven."

"That's kind of an odd number, why 167?"

"That's the number of CSPs who live within a 100 mile radius of the 25 major market airports in the US."

"What's your closing ratio?" I asked.

"That depends."

"Depends on *what*?"

"Depends on what *you* say. So far, it's 100 percent."

So now I have a new travel agent.

Instead of sitting around, "waiting for roast duck to fly in mouth," as the Chinese say, these young entrepreneurs invested time, energy and imagination to create a relationship with a new customer.

Warming Up the Cold Call

They're called "cold" calls because of the shiver that runs up your spine every time you have to make one. Most salespeople dread cold calls for

the same reason: fear of the unknown. Researching your prospects will help you be more confident because *information cures fear*.

Do you remember Neil Armstrong climbing down the ladder of the Apollo 11 lunar lander? Talk about cool! Five hundred million people all around the world are watching on television and he's about to set foot on the moon. A fairly unnerving situation, but not for Neil. He steps off the ladder and calmly says, "One small step for a man, one giant leap for mankind."

There wasn't anything special about Neil Armstrong, except that he had spent fifteen *years* planning that one small step. He knew everything that there was to know about that ship, every system and every backup. He'd been through hundreds of exercises and drills. He had far more information than he ever really needed to complete the mission. That's why he was so cool. The more you know about the situation going in, the less reluctant you'll be.

Building Enthusiasm

Information is also a great enthusiasm builder. Think about a subject about which you know little or nothing. Like bee keeping or growing orchids or exploring caves. When you take time to learn about these activities, they become much more interesting. No doubt, there are hundreds of people who are enthusiastic about these same activities. When you talk to them about their interest, their enthusiasm is contagious. Caught up in their excitement, you listen with interest to their explanation of how the queen bee signals her daughters with pheromones, or stories about stalactites, stalagmites and flowstone curtains. (Stalac*tites* hang from the ceiling; stalag*mites* grow up from the floor.)

Chapter 2: Guerrilla Prospecting

To warm up to any product or service, you must first gather information, and with it you will gain confidence and enthusiasm. Study until you become an expert. Learn as much as you can about every aspect of your product, your competitors' product, and any other product that could be substituted for your product. Learn about every possible application of your product and every industry that uses it. This expertise will make you more enthusiastic, more confident, and more eager to tell others. It also makes you more interesting to talk to, and more fun to do business with. It's the bunker that protects you from the depression that accompanies occasional failure.

Warm up to your prospects in the same way, by getting to know them ahead of time. By showing a sincere interest in them, they will be much more likely to take an interest in you and your proposition. Use this *dig deeper* technique, and you'll never have to make another cold call in your life.

For a detailed exploration of cold-calling, together with hundreds of unique guerrilla tactics for selling over the phone, read *Guerrilla TeleSelling*.

Five Steps to Finding Prospects:

1. Identify your "Headpin" prospects, the people who are most likely to buy from you.

If you've ever been bowling, then you know that the first pin, pin #1, is called the "headpin." And in order to make a strike, you aim for the space just to the left or the right of the headpin. If you do this correctly, you can knock down all the pins with one ball, and then you get the mathematical advantage of counting the next two frames double. That's how it's possible to score 300 points in just 10 frames.

The same is true of your prospecting. Once you identify your **Headpin Customer**, you can target them, and those who are closest to them, with extreme precision. You also leverage the energy of word-of-mouth, as they recommend you to their neighbors, friends and co-workers.

Who are they? What do they look like? Where would you find them? When do they need your product? Find out as much as you can about them, their age, gender, income, education, hobbies, community involvement. This is the first step in your intelligence gathering. Ask yourself what responsibilities they have. What problems are they trying to solve? What's their potential motivation for entering into this transaction? Who do they report to? Who reports to them? What are they using now? How much are they paying for it? What do they like most about it? What do they like least about it? Why would they want to improve? And how can you help? With this information, the guerrilla can zero in on those people who have the real buying power.

My friend Rob Candler has taught guitar in Boulder for many years. Instead of advertising under "Guitar Lessons" or "Music Lessons," he runs his ad in the "Musical Instruments for Sale" section of the classifieds. Experience has taught him that most of his students started taking lessons just after *buying* their first guitar.

By profiling your ideal prospect, you'll recognize them more readily when you meet them in the community, on the commuter train, or sit next to them on an airplane.

2. Get out in the field.

Scout around. Go to the best areas you've identified and interview your ideal prospects in shopping malls, business parks, farms, industrial centers, libraries, university campuses, airports, residential neighborhoods, and anywhere else they are likely to be found. What do

they do? How do they do it? What problems do they experience? How could your product or service help? This fieldwork is the second part of your reconnaissance.

You can also use Internet tools like LinkedIn to search for people who fit the ideal profile, by name, company, industry, school, job title, geography, or any of dozens of other criteria. Now you're ready to launch your attack with surgical precision.

3. Use an unusual, creative or unexpected approach.

Get prospects on your side, in person or on the phone. Remember, just like you, many people really enjoy helping others. Try the bumbling, Colombo method. Ask them, "I was wondering if you could help me out?" Tell people what you're looking for and let them assist. Ask your LinkedIn contacts for referrals and introductions to prospective customers. Be proactive.

4. Ask a lot of questions.

We're often so eager to share the good news about our business that we forget to build trust and confidence. The guerrilla understates the case so the prospect will feel comfortable and invite them to set a sales appointment. Later in this book we'll share a list we call "The 37 Magic Selling Questions." And we call them that for two reasons. First, there are 37 of them. And second, they really do work like magic.

5. Listen actively to the answers.

That means listening to both the content and the emotional message, really hearing them. The objective is to build trust, to let prospects know that we really care about them and their needs. Stop telling, teaching, explaining and persuading. Stop selling. There'll be time enough for that later.

Referral Pipelines

Guerrillas develop several pipelines of people who have a natural need for their product or service, or who can help the guerrilla find these people in other ways. A guerrilla is always on the lookout for referrals, and at each stage, attempting to discover more about them.

It helps if people refer you to their friends, associates and family members. This puts you and your prospect on a common ground from the beginning. But remember to look in the unconventional places.

Fusion Marketing

In one of our seminars, the owner of a floor-covering store teamed up with the owner of a carpet cleaning service. When a customer buys new carpet, the installer gives them a gift certificate good for $25 off the cost of having them cleaned the first time. (More about this in the Reward step.) And when the carpet cleaner is called into an estimate where the carpets are really worn out, he gives the prospect a gift certificate worth $25 toward the purchase of new carpeting. Working together, these two small businesses have each doubled their sales in a year.

The Whole Truth

A word of caution: the truth is one of the most devastating tactics in the guerrilla's arsenal. It will save you time. When someone asks point-blank, "What are you selling?" don't hedge. Tell them.

About every three months, we get a call from Charlie at Rocky Mountain Auto Glass. We've never met him, but I'm guessing he must be about 80 by now. He's always polite and direct. "Hello Mr. Wilson. This is Charlie at Rocky Mountain Auto Glass. Just checking to see how you're doing for windshields." And about once a year, given the

extreme weather and the grit they put on the roads, the answer is, "Yes." That's just life in the mountains in Colorado. "So, Charlie, how much is it going to be for my Subaru Outback?" The next day, an installer comes right to our house and is finished in half an hour. We've been buying windshields from Charlie for a decade.

3 x 3 x 6

My friend Jordan Oliver runs a landscape business called Garden Art. He tries to concentrate his work in a particular neighborhood, because the time wasted traveling between jobs eats up profits. Whenever he starts installing a project, he visits each house three doors to the left, three doors to the right, and the six doors across the street.

He explains to each neighbor, "We're doing some landscaping at the Hamilton's house over here, and I would like to *ask a favor*. We're going to have a lot of material and equipment on the site for the next few days. Would you just be a good neighbor and help us keep an eye on things? The crew is not supposed to start before 8:00 or work past 4:30, so if they make too much noise, or leave a mess in the street, would you please call me directly?"

Of course they agree.

"And while we're in the neighborhood, I'd be happy to work up an estimate for any work you might need. Here's our brochure."

Ask and Ye Shall Receive

In interviewing hundreds of salespeople, it was interesting to find that many of them didn't bother to ask for referrals from existing customers. That's not very smart. Guerrillas constantly cultivate their customer list for referrals. The best time to ask for referrals is immediately *after*

you've delivered the product or service. There is no better time. But you can ask for a referral at other times as well.

Lou Pinder, in Sydney Australia, is one of the top distributors in the world for the goal setting courses produced by Success Motivation Institute. After each sale, he simply turns to a blank page in his legal pad, writes large-sized numerals, one through six, down the left margin, and says, "Just like you, my business depends on meeting people. Would you please give me the names of six others who, like yourself, are interested in becoming more successful?" He sits quietly with an expectant smile, pen poised. He gets six referrals from almost every sale, and because his closing ratio runs about one in five, he almost never makes a cold call.

How to Help Clients Give You Referrals

Many salespeople mistake a client's hesitation to refer others as a sign of unwillingness. The problem may simply be that they're thinking more about the new product than they are about possible referrals.

Who Else Do You Know. . .

A Guerrilla who sells life insurance in Los Angeles helps clients suggest referrals by asking a simple question: "Who *else* do you know who. . . ?" The variations run something like:

"Who else do you know who was recently promoted?"

"Who else do you know who just had a baby?"

"Who else do you know who just moved into town?"

"Who else do you know who is getting married sometime soon?"

This line of questioning helps your clients recall people who would be good prospects for you. You need to formulate the questions so that they ask about people who typically buy your product or service, your *Headpin Customers*. Even if they don't know someone who is getting married, your question may remind them of someone who just had a wedding anniversary and who might be in the market for some additional family protection. The guerrilla lists any names volunteered by the new customer.

Barbershop Prospecting

A barber in Chicago has a sign on the wall. "Ask me to explain how you can make $25." The barber tells his customers that if they refer a friend to a particular car dealer, and the referral eventually buys a car, the dealer will pay them $25. He then gives them ten of the dealers' business cards and puts their name and phone number on the back. The barber gets a buck for every card he gives out. This dealer outsold every other GM dealership in the United States, several years running.

A Referral Tip

A commercial real estate agent jots a short "Thank you" note on the back of one of her business cards, leaving it with her gratuity whenever she eats out. She's discovered that waiters and waitresses meet a lot of business people, and she's been introduced to several large deals this way.

The Treasure Chest

After you've gathered some information, don't let it get scattered and lost. Keep some sort of organized information system for tracking prospects. Salesforce.com, ACT!, even an Excel spreadsheet can be the basis of an effective prospect management system.

Now when the secretary says, "Mr. Buyer is out of town until Tuesday," you can respond with, "Would you please tell him to expect my call on Wednesday," flag the prospect record under the appropriate day and time, and your smartphone will tell you to call when the timing is just right.

Likewise, people who do not have a need today may develop one in a month or a year. Use the rollover technique to make sure you're talking to the right people at the right time. More on this in Chapter 11, but you should touch base with every past and current customer at least quarterly, whether they buy or not. Maintain the human bond. Talk about their favorite ball team, or how the kids are doing in school, or how the new location of their restaurant is working out. Most important, make the calls somewhat personal rather than strictly business. If you maintain the person-to-person relationship, the business relationship will take care of itself. Keeping in close contact with prospects and clients is a key to business survival.

The Social Network

Use modern guerrilla weapons like LinkedIn, Facebook and Twitter to strengthen the connections in your community of customers. Ask them to join your professional network, and to "like" your firm's page on Facebook. For more examples, read *Guerrilla Marketing on the Internet*.

Old Customers, New Business

Pat is a guerrilla who brokers sailboats in San Diego. He keeps a deck of 3x5 note cards in his pocket. He says to every customer, "I'm just going to make some notes here so next time we talk, I can offer you this boat at the same price or better, okay?" He writes down the model, the price, serial numbers, and any other pertinent information. He also

records the prospect's full name, address, and asks for their phone number and e-mail.

He maintains a database of everyone he talks to, and another for every boat he's offered, then, when an owner reduces the asking price, he calls every prospect that has looked at that boat, or a similar model, and invites them to the marina for a second look. Eight out of ten are at the "still just looking" stage, but the second look, or the special price, is often enough to close the deal.

This broker knows the guerrilla marketing principle that one of the best sources of new business is current customers. For example, when he has an especially beautiful boat to sell, he calls everyone he's sold anything to in the last seven years, knowing that sailors will often trade up if they're offered something unique or special.

When the yacht brokerage picked up a new line of smaller unsinkable dinghies, he rummaged through the shop files, pulling the file-copy invoice for every customer, going back thirteen years. "You will not believe your ears!" he said on the phone as he described the virtues of the new ten-foot Sabot. Many of these customers upgraded their older dinghies to better-quality, safer equipment. The result: he sold more than 100 of them, $150,000 in sales, in three months.

He also follows up on powerboat buyers, reminding them when they need to replace oil and filters. If they bring their boat into the shop, he'll even have it installed, free! This service approach makes him memorable and results in considerable referral business.

It's frustrating for the other salespeople in the marina who stand around, waiting for their next up, only to have three or four customers in a row come in and ask for the guerrilla by name. Of the scores of

yacht brokers in San Diego selling the same boats, this guerrilla outsells them all. He single handedly produces as much dollar volume as the other five salespeople combined.

Unconventional Sources of Prospect Information

A trip to your local business library will be time well spent. Investigate the trade journals that serve your target industry. Read the ads. Look for feature articles about the movers and shakers. Then go to directories like *Dun and Bradstreet*, *Who's Who*, or *Contacts Influential*. These volumes will provide basic information, like the name and address of every business in a particular area. They can tell you whether it's a home office, a regional office, or a branch office. You can find the name of the purchasing agent, production manager, and other key people. You can even look up their credit rating. That's critical intelligence to have if you are going in to try to close an $800,000 deal, and discover that you won't get it financed because they have a B-4 credit rating. By carefully vetting prospects in advance, Guerrillas save the time and expense of a sales call.

Scan their website, and thoroughly read their blog. With this basic information, you can call and ask for a catalog, brochure or an annual report. Guerrillas spy on similar companies as well, particularly their prospects' competitors, to develop a feel for the entire field. Before entering a new market, they read several months back issues of the industries' trade journals to get a fix on current trends and to pick up the industry vernacular. It's amazing how dropping a few acronyms can make you look an insider.

With this kind of information a guerrilla might already know the name of the sweet old lady who lives in that home with the rose garden, or even the target firm's "casual Friday" dress code.

Chapter 2: Guerrilla Prospecting

Birds of a Feather
Prospects in similar businesses hang out together. Many associations make their membership directories available for the asking, or for a nominal charge. They also have lists that you can buy or rent. They have meetings and conferences and trade shows where you can speak or exhibit.

But first, make sure you read, *Guerrilla Trade Show Selling – New Unconventional Weapons and Tactics to Meet More People, Get the Most Leads, and Close More Sales*.

You can even attend the show as a visitor, prospect the booths of the exhibitors, and even check up on the competition, all in one day under one roof. That's using time, energy and imagination!

Z to A - The Guerrilla Prospector's Alphabet
When working any directory or manufacturer's list, guerrillas begin at the *back* of the book. Every salesperson has good intentions when beginning a prospecting program. They enthusiastically start with AAA Awning or Aaron Anderson and Associates, believing that eventually they'll work their way down to the Zzyx Zipper Company. It just never happens. Cold calling is not forever. Effective cold callers will soon be working referrals, and the poor cold callers, if they haven't found a way to get out of the directories, will find their way into a new career. It is very likely that Mr. Zimmerman hasn't been called on by anyone in a long time!

Extra, extra! Read All About It!
Even the daily newspaper can provide a ready stream of prospects. A New England securities guerrilla scans the daily want ads for people selling big-ticket items. He calls and asks, "I don't mean to be too personal, but if I might ask, what are you planning to do with the

money?" He can often suggest high-performance short-term investments where the advertisers can stash the cash while looking for that larger boat, motor home or vacation cabin. These short-term investors often develop into long-term clients.

Other guerrillas look for feature articles that profile organizations or businesses. The articles usually provide names, titles, and background, but missing details can be quickly researched with a call to the feature writer or editor. They can give you the up-to-date scoop on who's moving and shaking in your community.

Newlyweds
A company in Nebraska imports fine china from Hong Kong and sells it to newly married couples. Because a majority of newlyweds stay in the area where they were married for at least the first few years, guerrillas can retrieve the "Marriage Licenses Issued" column in the newspaper from the library, from six to nine months back, then looks up the bride and groom on Facebook. By offering a high-quality product at very moderate prices, the firm is expanding into new markets all over the country.

Centers of Influence

In most organizations there are several people who can help you approach your prospect in an informed and innovative manner. Cultivating these relationships will be worthwhile. A *Center of Influence* is someone who has clout with other people. Their name adds credibility and prestige to your offering. If they were your customer, others would like to be too.

Friends in Low Places
Never underestimate who can help you get the business. Guerrillas know that the only person in the building who has a set of keys that will

open every door in the place is the janitor. They can tell you the who, what, and where of a prospective company. But they keep owl's hours. Anyone, anywhere can help you find prospective customers if you ask for help, and reward them in some way. Show up on the loading docks at 6:30 with hot coffee and Krispy Kreams and talk to the delivery drivers. They'll tell you what is being bought and how much, from who, when, and the price they're paying.

Gatekeepers
Salespeople often overlook the receptionist or switchboard operator as a potential source of information. Worse yet, they often consider them an obstacle to be overrun in their push to get to the decision-maker. Because they control *access* to the powerful people, they can be formidable adversaries, but they can also be mighty allies. The guerrilla always treats them with great deference and respect. They often know more about what's going on than the CEO.

Influencers
Many sales involve more than one person: the marketing manager, the chief engineer, a supervisor or a department head. While not directly responsible for making the final decision, they may substantially affect the outcome. Find out who they are when you are referred to anyone inside a large organization. Make sure you have them on your side before attempting the sale.

The best approach is to ask them for their expert advice. You'll uncover any problems they've had with other suppliers and isolate their key criteria. Remember, what's important to one influencer may seem trivial to another.

Users
In large organizations, talk to the people who will be *using* the product before you make the sales call. You may be able to circumvent them with the first sale, but if they're dissatisfied for any reason, your future sales will be foreclosed. The guerrilla talks to them first, asking, "What are you using *now*? What do you like *most* about it? What do you like *least* about it?" The answers to these questions give the guerrilla the performance specifications for their product or service, revealing the criteria most important in the decision, from the users' point of view.

An electric components distributor in Dallas approached a group of assemblers who were eating lunch on the lawn. His questions unearthed a simple complaint: "We get these switches with five terminals on them, and then we have to stop and cut three of the terminals off before we can use them."

"Yeah, it's really dumb," a young women added. "They're paying someone to put those terminals on, then paying us to clip them off." The guerrilla brought the problem to the attention of the purchasing agent, proposing a two-terminal switch that was cheaper, got the order, and captured the account. If you can win over the civilian population, the competition will get creamed.

The Spy
Guerrillas try to develop a relationship with someone on the inside who can feed them information. This inside spy ideally should be someone who has your best interests at heart. It's best if it is someone who, *for reasons of their own*, would like to see you succeed. A former customer who has changed jobs and now can introduce you to their new employer makes the best Spy. Take them off site for lunch or drinks and they'll tell you *everything*.

Friends in High Places

The actual decision maker may not be at the top of the totem-poll. Bill in Chicago uses a two-call approach to sell long distance telephone services. He first calls the regional headquarters listed in the phone book, and asks for the name and phone number of the president or senior vice-presidents of each division in his territory.

He then calls and asks for the office of the head person; president, senior vice president, or regional vice-president.

To the big boss he says, "I know I'm talking to the wrong person, but I wonder if you can help? Who would be the person in charge of handling a telephone analysis?"

"That would be Mr. Traffic Manager."

"Do you think he would be interested in new technology that could reduce long-distance costs?"

"We're always looking for ways to cut costs, but you'll have to talk with him about that."

The second call is to the name supplied by the big boss. "Mr. Traffic Manager? Mr. Big Boss gave me your name and suggested I talk to you about cutting long-distance costs. I understand that you're the one to work with on a telecommunications analysis, and we have some technologies that Mr. Boss thought might be of interest to you." With an entree like that, the rest is easy. "The analysis will take less than ten minutes, and I can arrange for someone to come by on Thursday, or would Friday be better?"

Chapter 2: Guerrilla Prospecting

You Oughta' Be In Pictures
A guerrilla stockbroker cuts photos and articles out of the business pages, and then mails them to the subject with a brief note and a business card. "Congratulations on your promotion! Let me know if I can be of service."

You can do the same thing with e-mail; copy and paste the article, or just include a hot-link. "Thought you would find this of interest."

FYI
And a guerrilla salesman in Texas clips articles that may be of interest to prospect companies, and sends a copy to the executive as part of a three-step prospecting system. "Enclosed is an article about opportunities in (topic). I hope you find it useful."

He follows up a few days later with a second letter, "I hope you found the article about (topic) of interest. Enclosed is a related item that you might find useful."

The third letter says, "I'll be in your area on Thursday, and would like to meet you. I'll be calling to arrange a mutually convenient appointment." Eight out of ten prospects he calls agree to meet their pen pal face to face.

Anticipate Needs
Think about the Trigger Event that moves customers to buy. The owner of a dog training service hangs out at the local dog park, and when she notices a particularly rambunctious pup dragging its owner around on a leash, she introduces herself and her service.

Chapter 2: Guerrilla Prospecting

Oops!
A guerrilla who leases cars finds prospects by reading the police blotter, calling those poor souls who banged up their car in an accident. "Perhaps we can help with your short term transportation needs."

The Golden Gate
A real estate guerrilla in California hands a dollar and a business card to the toll taker as he crosses the bay from exclusive Marin County into San Francisco. "I'd like to pay for the car behind me as well. Please give him this." Nine out of ten times, the other driver calls, at least to say "Thank you." He's sold several expensive homes as a result, and at 6% commission, he can afford to drive back and forth across the bridge all day, maneuvering to merge in front of a Lexus, Beamer, or Benz.

Going Up?
A life insurance agent in St. Louis carries a pocketful of business cards, and when he boards crowded elevator, he faces the group and asks, "I guess you're wondering why I called this meeting? Like this elevator, the price of everything is going up, and there's a good chance that your home is underinsured. I'd like to offer you all a free review," as he hands out his cards. The doors open, and he makes his exit.

Fashion Show
In Phoenix Arizona, an alluring young woman saunters through the hotel restaurant during the lunch rush, modeling dresses and handing out coupons for a 20% discount, each rolled into a tiny scroll and tied with a bit of colored ribbon. "My store is just across the street," she says, "and this jump suit I'm wearing is only $79." Lovely. Ten minutes later she's back, wearing something different. The customers love it. So does the restaurant, whose sales are up as a result of the fashion shows.

Touchdown
A cellular-telephone guerrilla in Dallas takes 200 business cards to every Cowboys home game and tosses them into the air by handfuls whenever they score. About a dozen fans will pick up one of the cards and call. It works so well, she's now seen at many Dallas Maverick basketball games as well.

Photo Op
Denise wanted to expand her accounting practice, so she bought a two-by-three-inch display ad in the small-town sixteen-page newspaper. She arranged in advance for the printer to leave the ad blank except for a line across the bottom inviting readers to file her business card for future reference. As the papers came off the press, she and her husband stuck her colorful photo business cards into the blank space with double-stick tape. Months later she was still getting calls.

Stamps
Always use real stamps. Your materials are much more likely to get through to your intended party than metered mail. Real guerrillas use several stamps of smaller denominations.

Get Your Mail Opened
When appropriate, write on the envelope, in longhand: "Here's the information you requested."

A big white envelope arrived in the mail, with big red letters across the front, "THIS IS NOT A BILL." Inside, the letter explained, "*That* was the *envelope*. This is the bill." So we paid it!

First Class
We hired a new assistant in our Boulder office, and during her training, the Office Manager explained that it was standard practice to include a

business card in every piece of outgoing mail. "If it has first-class postage on it, include a card." When Pat, our accountant, gave her a handful of bills and checks to mail, she followed the rule to the letter. A few days later, a call came in: "This is the Personnel Department at Public Service Company, [the local electric utility] and our people down in billing gave us your card. Exactly what kind of training do you do?" The inquiry resulted in a training contract worth thousands of dollars.

All Aboard

A guerrilla in the San Francisco Bay Area regularly walks the length of the BART train waiting to establish eye contact, or see a friendly smile from a well-dressed businessperson before sitting down. He's found that when he does, a conversation will often ensue and he'll be asked what he does. He's a tax accountant, a CPA, and most of his clients "paid no taxes last year." How interesting.

His fellow guerrilla in Chicago uses the same "eye contact" approach on the "L" trains there.

Go First Class

A senior partner in an Atlanta advertising agency insists on flying first class, because of the class of prospects he meets on airplanes. Several big-dollar clients he's met on transcontinental flights have more than justified the difference in fares.

Our buddy Mark Victor Hansen helped get their "Chicken Soup for the Soul" books off the ground by promoting them on airplanes. After the seat belt light went off, he'd stand and say, "My name is Mark Victor Hansen, and I have a new book. I'd like to give each of you an autographed copy." As the flight attendant is serving wine and lunch, he's having his own little private autograph party.

He also gives copies to the pilots and flight attendants, asking them to leave the book behind in the airport crew lounge when they're done reading it. Very soon, this book was being talked up all across the friendly skies.

The Screwdriver Call
A cash register guerrilla who works a route in the Midwest walks into a mom & pop store carrying a leather attaché case. "Hi. I'm from (the cash register company) and they sent me by to service your cash register."

"I didn't call for a repairman," says the owner.

"Oh, just routine maintenance, and it's a free service. Now if you'll just take out the cash drawer, I can get to work." He snaps open his tool-case and pulls out a screwdriver and a paint brush, removes the cover, clears the tape-path, lubes keys and gears, and strikes up a conversation.

"How long have you had this machine? Have you had any problems with it? Does it always balance your cash? Does it print all the reports you need? Would you like to track sales by department, by salesperson? Would you like to know how many customers you had each hour of the day so you could adjust your staffing, that sort of thing?" By the time he has the old machine put back together, he's sold the proprietor a new one.

No Obligation
A guerrilla out in Honolulu was the company's top TV salesperson. The company's marketing manager decided to drop in and find out what was going on. When he got to the shop he was greeted warmly. "Are you interested in one of our new HD flat screens?"

"Yes, I could be, how much are they?"

"First, you need to tell me where on the island you live. You see, in some locales, for various reasons, the reception is terrible."

Fumbling, the manager responded, "Huh, err, Waikiki."

"Waikiki is the worst for reception. It's hard to predict. What we're going to have to do then is have you take one home and try it for a few days and see how it works. No obligation, of course." Of course the new set works just fine in Waikiki, and isn't likely to be returned, but the "no obligation" trial relieves the prospect's anxiety about getting stuck with poor reception.

Magic Carpet
Every fall, a young entrepreneur in Boulder buys up carpet remnants by the truckload. He takes out an eight-dollar classified ad in the University of Colorado newspaper, offering carpets pre-cut to fit the standard 10 x 12 foot dorm room. Average mark-up: 500%. In the spring, he buys them back, for a buck each, and hauls them away, saving the University Housing Department a bundle and making a handsome profit for himself.

Hot Tracks
Campus Audio, also run by a student entrepreneur, sells $100,000 a year worth of stereo-components out of a two-bedroom apartment. He gets promotional albums from a record distributor, and offers them free to anyone who wants to come over and listen to some music.

Accelerated Computer
Offering free classes in word processing, spreadsheets, and desktop publishing has been the key to the growth of this Denver chain of retail

computer stores. A basement classroom is equipped with a big screen monitor, and the walls are lined with workstations. Free introductory seminars are hands-on. Three, sometimes four classes a day, seven days a week, twenty or thirty people at a time, it's a real traffic-builder. Within the first hour, computer novices have created a printed document that they can put up on the refrigerator with a magnet.

"People wouldn't bother to come in unless they had at least some interest," the owner says. "But a lot of them are afraid of the technology. By making the classes easy and entertaining, we kindle that ember of interest into a burning desire to buy. The rest is easy."

Big Sale
Three adjacent furniture stores compete for traffic in a Cleveland strip mall. The store on the south end put up a huge sign: "Clearance Sale, Everything Must Go." The store on the north end put up an even *bigger* sign that read, "Great Savings, 50% OFF." The guerrilla in the middle hung a small banner over his door that said only, "Main Entrance."

Parallel Lines
A life insurance guerrilla was having difficulty trying to sell life insurance to students, so she decided to switch to casualty lines instead. She would call on apartment dwellers, explaining that if there were a fire or other disaster, their furniture and contents would *not* be covered by the landlord's policy. She suggested low-cost renter's insurance for their contents. While the commissions were small, it was a quick and easy sale. Once she had established herself as their *insurance agent*, the atmosphere of the relationship changed, and she found her casualty customers frequently asking about life insurance. By using the casualty lines to open the door and build a clientele, she became a top life insurance producer as well.

Getting Appointments

Now that you have a name, address, phone number and e-mail, you have to make an initial contact.

Your Mission

A guerrilla gets appointments by assuming cooperation and demonstrating mutual concern. The mission is to assist, support, and empower clients and customers. In getting appointments, a guerrilla is more concerned with being human than in presenting a polished, professional image. The guerrilla establishes the human bond before trying to create a business bond.

Notice how this guerrilla gets an appointment:

"Mr. Prospect, I'm not really sure why my boss asked me to call. Does your firm ever buy electronic components?"

"Sure. Our main business is servicing commercial refrigeration equipment, but we also build our own line of controls."

"That's very interesting, sounds like we ought to get together. Do you have your calendar handy?"

"Yes, it's right here . . ."

"What day are you looking at?"

"I'm looking at today."

"UH oh, I can't make it today. How about Thursday, or would Friday be better?"

"Friday, I suppose."

"Okay, and since I picked the day, *you* pick the time."

Turning a Cold Call Into a Referred Lead

When beginning your cold calls for the day, proper planning will ensure you only have to make one. At the conclusion of your first call in a particular area, ask, "John, I will be visiting other people in this area. If you were me, *who* would you call on *next*?" Wait for the response.

When your prospect suggests a name, ask, "*Why* did you pick him?" Make that individual your next call and use the introduction from the first cold call as a referral. This sounds like, "Harry, I was visiting with John Jones of ABC Company earlier this morning, and when I asked John who else he thought I should show my product to, he suggested you. Let me ask, *why* do you think he picked you?" Your new prospect will give you a warm reception and qualify himself in seconds.

The Power of Guerrilla Prospecting

Gathering current, accurate information about your market, then using it in unconventional ways to create an advantage, that's the power of guerrilla prospecting. Centers of influence are great sources of information, but the best sources are the prospects themselves, their *environment* and their *behavior*. The guerrilla reads the signs that lead to the sale.

The more information you have about the position and movements of your market, the better your chances are for finding prospects, making the right approach, and getting appointments. Information is your most powerful weapon and surprise is your most lethal tactic. In every industry we've analyzed, the top producers are not necessarily the best presenters or the strongest closers. They're the best prospectors.

Chapter 3:
The Mind Map

Why Prospects Act The Way They Do

Guerrillas know a great deal about how the human brain operates. This knowledge gives them a real edge in dealing with prospects.

We've done some homework to help you understand how your prospects think, how they will react to you, and how they will make decisions. We've outlined seven clearly identifiable personality types, or *phases*, and carefully analyzed the three that you'll encounter most often. We call this summary the **Mind Map**, and it's one of the most advanced weapons in the guerrilla's arsenal.

Most of us adopt one of these phases as our primary personality type, but we may shift from one phase to another depending on the relationship, the circumstances, or when we're under stress. Whenever people interact, they invariably do so from one of these phases. Let's look at an example.

A senior insurance salesman, and a guerrilla at heart, was introducing a new voluntary retirement plan to employees of a northern California county, but he couldn't seem to stir up much interest. The plan was good, and this sales agent had worked long and hard to get it approved by the county government.

During the enrollment period, he sat in a small room in the county office waiting for employees to come by to hear about the new plan and sign up for it. In the first week, only five people came to hear the good news.

Chapter 3: The Mind Map

The first employee was so shy she hardly said a word. She sat with ankles crossed, hands folded in her lap, and listened quietly to the presentation. She didn't ask a single question or even offer her name, let alone sign up. She seemed afraid of meeting strangers. "My boss just asked me to come over and pick up some literature," she said as she left.

The next was aggressive, arrogant and evasive. She asked pointed questions about dividends and rates of return, and then stared out the window as he answered. She expressed concern at "being sold a bill of goods," but she was certain she knew how to deal with salespeople. "I'd look like a fool'" she said, "if I jumped into something like this without reviewing it thoroughly." She took the prospectus and left.

A third employee was very polite and seemed to take a sincere interest, nodding his head in agreement with everything. He was a perfect gentleman, agreeing that it was a fine plan, and that he had a real need. He even showed the guerrilla pictures of his children, and talked about his hopes for the future. He was very apologetic in the end, but he didn't sign up. From his objections and questions, it was obvious that he really hadn't heard half the presentation.

The fourth was direct and distant, as if the only reason he was there was that he'd been told to go. He wanted cold facts and figures, not the warm picture of a comfortable retirement he was hearing. "How do I know that this is the *best* option available? What *guarantee* do I have than your company will achieve this rate of return?" he asked. He challenged the company's reputation and the salesperson's credibility.

The fifth employee was delightful. She seemed confident, relaxed and genuine. She asked relevant questions, listened attentively, and, to her

ultimate benefit, she signed up. As she was filling out the forms, the guerrilla wondered what made this person so different.

He asked other employees about her. Everyone who worked with her commented on how good they felt when she's around. She's always fair, they said, and she cares about people and their work, and she shows it. She's always willing to do her share, and more. The guerrilla was beginning to understand. With her philosophy, he could see why she was able to recognize the benefits of the new plan without feeling anxious about the salesperson.

He decided to follow her example. "If I were really committed to being fair, caring and sharing," he wondered, "what would be the fairest way to get this information to all the county employees, to show them that we care about their quality of life at retirement?"

That gave him an idea. It would be unfair, and perhaps even unlawful, if all the employees were not given an equal opportunity to learn about the plan, and a chance to accept or reject it. He raised this question with the County Counsel. The Counsel agreed, and issued a memo to all county employees.

To be fair, everyone would be required to attend a meeting in an auditorium where they could hear the whole presentation and ask questions. After the meeting they could either enroll in the new plan, or sign a waiver saying that they had heard a complete explanation and declined.

With this new strategy, more than 80 per cent of eligible employees enrolled in two weeks. This tactic was repeated in other counties all over the state. His fair-for-all-concerned approach increased sales dramatically, rocketing him to top producer in the company.

By observing one of the principles by which guerrilla operate, this salesman was able find an unorthodox way to deliver his message to a large number of prospects, and discovered greater personal and financial success. He started to wonder if there was a way to be more effective with prospects like the first four he had met. There is.

A Matter of Principle

Have you ever wondered why some people seem to be so much more effective on the job? Or why some people are more successful in their careers and more fulfilled in their personal lives? The difference lies in a few fundamental principles that empower them to be more effective and use more of their potential. Like the fifth county employee in the story above, some people seem to have discovered these secrets.

They are the 20 percent of any sales force who produce 80 percent of the business. They're the ones who are well thought of and have stable, satisfying relationships. They're the ones who perform at the highest levels and get the bonuses and the promotions.

Leading sales performers have two universal characteristics in common: they operate out of high levels of personal maturity, and they strive to unlock the potential of their prospects. They work to control and direct their own thoughts, and they work to understand the thinking of their client.

Success in sales does not depend on technical skills. Every day we buy sophisticated technology from people who know less about it than we do. It does not depend on hard work; we've seen many hard working failures. It does not depend on native intelligence. Unfulfilled genius is a cliché. But there's a vast reservoir of potential waiting to be unleashed in our personal and professional lives.

Chapter 3: The Mind Map

The greatest frontier of the Information Age is the human mind. It's difficult to scan a magazine rack or watch a weekend of TV without encountering some new information on how we think. New findings are released daily.

The Mind Map

We have summarized these findings into a model of behavior and personality we call the Mind Map. It's a graphic representation that divides mind function into seven personalities which, because we shift from one to another, we call phases.

This model is called the Mind Map because it's a blueprint of the seven personality phases. It provides a powerful explanation of the personalities you'll encounter and how they relate to each other. You can use this model to quickly identify the personality phase of your prospects, clients, and customers. In the following chapters you'll learn specific strategies to use with clients and prospects operating in each of these phases.

The Mind Map model is built upon the works of Swiss philosopher Jean Piaget, the American sociologist Abraham Maslow, Nobel Laureate Roger Sperry, Harvard professor Lawrence Kolberg, and psychologists Alan Skoonmaker, Vernon Woolf and Vern Black. It reflects the foundational principles of psychology and behavioral science. We've adapted it for business applications from the clinical environment, and it has been validated in hundreds of seminars and workshops we've conducted all over the world.

It is, nevertheless, just a model, and like any good model it's an oversimplification. Even so, it is useful. Like a pair of binoculars, a model allows you to examine things close-up, but it also distorts your perspective and cuts off your peripheral vision. People are complex

beings, and it's unrealistic to expect to dissect the total human psyche in one book. That is not our intent.

Modeling is a useful way to approach any complex problem. Like a chart or a mission plan, the Mind Map is intended to help you navigate the unfamiliar territory of personality in the hundreds of new people that you meet.

People at different phases have unique needs, wants and expectations. When you understand this Mind Map, you will be able to immediately decode the behavior of prospects and clients. As your comprehension increases, so does your selling skill. By observing simple patterns in their behavior, you can anticipate the questions they'll ask, the objections they'll raise, and even the type of information they need from you to make their decision. You'll deliver your selling message with surgical precision.

Perhaps you've heard parents comment, "Oh, it's just a *phase* the kid's going through." Over the course of a lifetime we normally experience all seven Mind Map phases. Growing from one phase to the next is a natural part of maturation, and the transition to the next level is *adaptive*; it gives you an advantage. But we also revert to lower levels under certain circumstances, particularly when under stress.

Guerrillas are Flexible

By easily moving from one phase to another, you have the capacity to deal effectively with anyone, under any circumstance. You will begin to see how personality conflicts are created, and improve the atmosphere of these relationships. You can quickly move to a different phase, gaining the psychological high ground that produces greater results. You'll exhibit confidence and inspire it in others. As a result,

you'll have relationships based on mutual trust, shared concerns, and open communication.

The AMORAL Phase

We all begin life as infants, and because the behavior of infants is neither moral nor immoral, we call this the **Amoral** phase. During this phase of our development, the nervous system is preoccupied with processes that are *physical* and *reactive* in nature, without consideration of ethics or morals, good or bad, *without concern* for the needs of others. During the Amoral phase, infants are aware of little beyond the boundaries of their own bodies and their immediate surroundings. They are unacquainted with the needs of others. This is normal for very young children. It is *not* so normal in adults. You will, however, occasionally have to deal with someone who is behaving in the Amoral developmental phase.

The general characteristics of the Amoral are *eating, sleeping, crying*, and mentally going away, passively watching the world go by. The dominant needs are *physical*. Alternately, they will withdraw and shut down to recuperate from the stresses of a world to which they are not yet fully adapted.

Over time, if a child experiences parents who are themselves Amoral; that is, rough, brutal, or abusive, the child may adopt the Amoral phase as his/her primary mode, and remain in the Amoral phase throughout life. This child may have difficulty moving to other phases. Feelings of anger, jealousy, insecurity or fear will dominate his thinking.

As adults, we all slip into the Amoral phase temporarily when we feel attacked or wronged, or when we need to escape or recover, and a certain amount of that may be healthy. Some may sleep all weekend, others drink, and still others watch TV or slip away to surf the Internet. Adults who are stuck in the Amoral phase are not functional in society. They represent a very small percentage of the general population, but are usually diagnosed as psychopathic or sociopathic.

Guerrillas call this the "Leave Me Alone" phase, and it can be triggered by unusual events or extreme stress. You will recognize this prospect by their seeming distracted, disconnected or distressed. They may be alternately angry then needy, for no apparent reason.

When you meet a prospect who is temporarily in this phase, gracefully end the conversation and attempt another meeting. It's impossible to have any kind of meaningful discussion with someone who is temporarily shut down.

The EGO Phase

When infants discover that they are individuals, unique and separate from their parents, they normally move out of the Amoral phase and into the **Ego** phase. In it, children perceive themselves as the center of the universe, and all the other people have been placed in their life to serve them. In normal maturation, this phase develops around age two.

The general characteristics of Ego phase are *possessiveness*, *attention seeking*, and a need for *control*. There's a preoccupation with one's own needs and wants, without consideration for the needs of others.

Kids often get their Ego phase needs met by throwing a temper tantrum. Parents also call this phase "the terrible twos." It's during this phase that they develop language, and with it, the capacity to ask for what they want. They are also learning to assert themselves and set limits, and testing the boundaries of what they can get away with. They learn

two very important words, which they use frequently: "*mine*" and "*no!*"

The dominant needs of the Ego phase are material: *my* toys, *my* book, and *my* mommy! They will push things to the limit just to see what will happen. They can be loud, violent, even maliciously destructive.

A healthy Ego is essential for all functional adults. It's what motivates us to strive to have a better life. Ego is the resource state from which we challenge convention and develop new ways of doing things that defy the old rules. Ego is the seat of much of our creativity and initiative, because the Ego is a natural explorer, curious about everything.

Children who are chronically spoiled by their parents may adopt the Ego phase as their primary mode of adult behavior. In their quest to gain the attention and recognition they craved as a child, they stretch the truth. As adults, they're often perceived as demanding, self-centered and egocentric, and there's a reason for this perception: they are. They are obsessively critical, knocking everything and everyone, which, of course, are never as good as *they* are.

All of us know adults who are stuck in this phase. In fact, psychologists tell us that **30 to 40 percent** of the population operates primarily out of Ego. They're pre-occupied with themselves, *their* things, *their* ideas, *their* accomplishments. They're very status conscious: *my* house, *my* boat, *my* Mazaratti, or territorially conscious: *my* corner office.

You might recognize this personality phase if you work in an office, and overheard someone shout, "If you take a pencil out of my desk again, I'll break your thumbs!" They "break up, just to make up," going

through endless cycles of conflict and resolution, and may not realize that there can be very severe consequences for this behavior.

Excessive Ego behavior is socially unhealthy. Like the screaming toddler in the aisle of the grocery store, these people get their way by throwing a fit, making others uncomfortable with the intensity, and eventually getting them to cave. There's a part deep inside all of us that just wants to smack 'em on the backside and send them to bed without supper. However, if your prospect happens to be operating in the Ego phase, this is not a good option.

In Western society we exploit this mental phase; much of our marketing is based on it. In fact, the Ego phase, "You-deserve-a-break-today" marketing mentality is a multi-billion-dollar global industry. This phase is best known to guerrillas as the "*Do it my way now*" phase. Your best approach with Ego prospects is to be *assertive*, demonstrate your *leadership* and don't hold back. They want to know if you're *good enough* for them to bother. Be smooth and positive. Let them know that you're the *best* and that you represent only the *best*.

The PLEASER Phase

At some point early in life, the developing child learns that not only is it a separate *ego*, but that there are *other* egos in the world as well. They learn that survival often depends on pleasing others.

The personality begins to tune into the surroundings and maneuver to get along with other people. This third developmental level is called the **Pleaser** phase because the most common characteristic of this phase is the desire to please others in order to survive.

The general characteristics of the Pleaser phase are *compliance*, *helpfulness* and *generosity*. Children at this phase say, "I love you, Mommy," about a dozen times a day. They may give an expensive toy to a playmate or volunteer to wash the dishes. This "I'll-please-you-if-

you-please-me" mode usually begins in children around age seven or eight.

Developmentally, the child is learning the important social skills of *cooperation* and *mutuality*. There is a basic understanding of the concepts of *sharing* and *teamwork*, and sensitivity to the needs and feelings of others.

The dominant needs are psychological; they are motivated by *acceptance* and *approval*. These needs are met through doing unsolicited favors, or if they've fallen into disfavor, by being solicitous and apologetic.

As adults, a healthy Pleaser mode helps us create and build relationships. It allows us to move smoothly through social circles. It helps us give recognition and approval to others when it's deserved. Or even when it isn't

But it has an addictive dark side. The Pleaser phase may be used to control others through manipulation or emotional blackmail. This mode can grow into the mindless, you-can-do-no-wrong euphoria of puppy love. But it is difficult to maintain, because it leaves the more basic needs of Ego and Amoral phases unmet. After operating from the Pleaser phase for a while, the mind notices that this relationship isn't pleasing *enough*. They may mentally slip back to Ego, throwing a "you-don't-care-about-me-a-bit" fit, or even withdraw into Amoral.

Adults stuck in the Pleaser phase as their primary mode of behavior may have *difficulty setting appropriate limits* and boundaries. They don't know when or how to say "no." They may be syrupy and insincere in their communication. They can be very difficult to work with because they make commitments they can't keep, or they *avoid*

making decisions altogether. They become yes-people, but fail to deliver in the end. They may respond to unrealistic demands with a sound "can do" even when they haven't got a chance. They may overdo simple tasks, creating unnecessary complication, costs or delay. Dishonesty takes the form of *lies of omission*.

As prospects, they always offer hospitality; coffee, coke or comfy chair. In their eagerness to please, they subjugate their own point of view, so it's hard to know where they really stand.

Some **30 percent** of the adult population operates primarily out of the Pleaser personality. This also has been the stereotypically accepted role for women in our culture: the loyal secretary, the meticulous housewife, the devoted mother.

Your best approach with Pleasers is to be friendly, take a real interest in them, and be somewhat assertive, since Pleasers tend to put off making decisions.

The AUTHORITY Phase

Some time in the teen years we realize that not only are we separate egos, and that there are other egos, but that there are whole *systems* or *groups* of egos that we belong to, or not. As we grow, the mind tires of trying endlessly to please others or trying to fulfill the images others have for us. The maturing mind now seeks the right way. As the mind becomes dissatisfied with Amoral, Ego, and Pleaser behavior, it shifts to the **Authority** phase.

The general characteristic of the Authority phase is their *need for rules*. Here, the personality looks to laws, books, experts and authority figures to dictate the most adaptive way to behave. This mind says, "I will learn how to get along, how to become a good employee, a good supervisor, a good husband or wife. I'll learn the right *rules* and do my

duty." They may become overly judgmental, reliant on the "one and only" right way, when there may be many right ways.

During the Authority phase, we define our identity by *applying labels*. "I am: male/female, white/black, Catholic-Protestant-Jewish, Italian/Armenian, smart/dumb, talented/athletic," and so on.

The dominant needs of the Authority phase personality are *social*, so we develop networks of people who fit our labels, who are *like* us, and by the time we were freshmen in high school, we knew exactly who we could have lunch with, who we could sit next to on the bus, and who we could invite to the Saturday dance, and we were loathe to violate those boundaries. Unfortunately, this phase is also the source of the stereotyping we develop about other groups. The "us versus them" mentality begins here, together with other forms of prejudice. Anyone who doesn't fit our model of what's right (meaning like us) is wrong, and is judged to be inferior and undesirable.

Authority phase people are the rule-makers in society, and represent about **10 percent** of the population. They're the doctors, the lawyers, and the teachers, the captains of ships and industry. They are our leaders, our experts and our authorities. They are our "how-to" writers and show biz personalities.

They are also our tastemakers, our cult gurus, and radio-talk-show-sex-therapists. We depend on them to tell us how to dress, how to eat, and in general, how to live our lives.

The healthy side of the Authority phase is that it allows us to live within structured systems, as with everyone agreeing to drive on the right (or left) side of the road. Authority behavior becomes unhealthy when thinking becomes inflexible and rigid. There is nothing inherently

correct about driving on the right or the left side of the road; it's just a handy rule. People who operate out of Authority as their primary mode are bound up by *policy, rules,* and *structure*. There is *one* correct way to do anything: *their* way. In extreme cases, they're moralistic, dictatorial, and intolerant. They often become the arrogant know-it-all, or the pessimistic wet blanket who's certain "it can't be done." They also show up as perfectionists. They are generally too rigid to deal with the complexities of life, for which there can never be enough rules. Dishonesty takes the form of *appeal to higher authority*.

It's been suggested that we should take teenagers right out of high school and put them into the White House, the Congress, and the Pentagon, while they still really *do* know everything!

Authority phase people are not satisfied for long because they've relinquished responsibility for their actions and relationships, turning them over to the "experts." Because of this, the Authority personality often invents strategies that endlessly move most of them in and out of the other phases.

Guerrillas refer to these folks "Your Honor" or "His Lordship." Your best approach with Authority prospects is to avoid friendly gestures and stick to the facts. Appeal to *systems, logic*, and *quoted sources*.

The PRINCIPLE Phase

Around thirty-something, usually after having been involved in a stable relationship for some time, we may start to recognize that there are certain fundamentals that make life work, something even more basic than rules. By now we've created something enduring, something in cooperation with others: we've borne children, built a house, or started a business. A recognition dawns that these things are made possible by underlying universal principles. This is the beginning of the fifth phase, The **Principle** phase.

The general characteristics of the Principle phase can be summed up in three words: *fair, care,* and *share*. This phase begins with the development of an acceptance of how people *are*, exactly *as* they are, and exactly as they *are not*. Differences are celebrated rather than condemned, and there is a suspension of the judgment characteristic of

the Authority. A corresponding acceptance of self and a healthy self-esteem develops as well, neither subjugated, as in Pleasers, nor elevated, as in Egos.

Your ability to maintain the Principle phase depends on your ability to be fair, to communicate your caring, and to do a little more than your share.

It takes a concentrated effort to develop a sense of fairness, a real caring for yourself and others, and an ability to consistently do your fair share of any task at hand. Since there are always exceptions to rules, mature adults will get their needs met by following *principles*, not the specific laws of Authority phase thinking. These principles are intuitively obvious; they need no outside confirmation, and there are never exceptions to principles.

As illustrated in figure 3.5, the move to the Principle phase is a big one. It requires a major shift in thinking. Once a mind can understand systems of rules and laws at the Authority phase, it can begin to discern the more fundamental principles upon which they are based. You'll notice that Principle isn't positioned above Authority as you might presume. Rather, it's a lateral shift in perspective, away from the step-by-step, logical left hemisphere to the creative, intuitive right hemisphere of the brain. It's a move from the objective to the subjective, from the rational to the intuitive. It is a barrier most minds never permanently cross.

Instead of a rigid, closed box, the Principle phase is illustrated as a cloud with vague boundaries. The nature of the Right Brain phases is more open and less definable than those of the Left Brain.

Chapter 3: The Mind Map

As with most of life, once a barrier is overcome, a great gift awaits. Once you move into the Principle phase, your memory, concentration, creativity, and intuition all begin to increase dramatically. Even your interpersonal relationships are improved. And, you become a much more productive, creative salesperson, a guerrilla salesperson. More on this in Chapter 4, The Guerrilla Mind.

The principled mind begins to experience that there are no real problems, only opportunities. You are able to control yourself and influence others. You are now more easily able to tap your creative self for better, more powerful selling. Your general health improves, and life takes on a positive and beautiful growth.

At the Principle phase, you are on the road to becoming you at your highest potential. All it takes is following a life of being fair to all concerned, really caring about the people in your life, and being really willing to do your share of whatever tasks come your way.

The RESPONSIBLE Phase

At some point, usually late in life, we finally recognize the inescapable truth of cause and effect: that everything that we've ever done, everything that we know, everything that we have, is the direct consequence of the choices we've made during our lifetime. The mind that is able to apply principles on a responsible basis enters the Responsible phase.

The Responsible phase is achieved by those who view themselves as the cause and source of everything in their lives. This is not simply an intellectual belief about what it means to be a responsible parent or a responsible citizen. It's a profound acceptance that "This is it, and I'm responsible for how it turns out. This is my life. This is the body it's housed in. This is my family. This is my profession. This is my planet. I'm in charge of my own life."

Chapter 3: The Mind Map

The general characteristic of the Responsible phase is in its name: responsibility. At this phase we accept accountability for our actions and outcomes. Who we are and what we achieve are no longer attributed to conditions of birth, bad luck, or our parent's strengths or weakness.

It is the sense that I am my brother's keeper. Not that I am responsible for creating his pain, but that I can, in my awareness of it, ease that pain. It is at this phase that we fully understand sharing. Do you recall as a child being told that we always leave the picnic area a little cleaner than we found it? This is doing your share at this phase. It's doing your share of whatever the task at hand and a little bit more.

George Bernard Shaw summed up the Responsible phase in this quote from the "Epistle Dedicatory" to *Man and Superman*:

> "This is the true joy in life; the being used for a purpose, recognized by yourself as a mighty one; the being a force of Nature instead of a feverish, selfish little clod of ailments and grievances, complaining that the world will not devote itself to making you happy.
> "I am of the opinion that my life belongs to the whole community and as long as I live it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die, for the harder I work, the more I live.
> "I rejoice in life for its own sake. Life is no 'brief candle' to me. It is a sort of splendid torch which I have got a hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations."

The UNIVERSAL Phase

The transition between the individual phases of the Right Brain are not distinct, but gradual. All three are aspects of each other and are collectively referred to as the Principled phases.

Living a fair-care-share life continually for even a short period of time causes you to sail up to the Universal phase. This is the phase of those who have mastered life and represents the Universal Mind. Nearly everyone has been at this phase at least once; however, staying there would be exceptional. This is you at your highest potential. At this phase, people fully integrate both their logical and creative minds, integrate themselves with others, and integrate the mental, physical and spiritual realms of their experiences.

Chapter 3: The Mind Map

In the Universal phase, there is a connection between spiritual and temporal aspects of life. Body, mind and spirit work together in harmony. You embrace and accept change as the inevitable consequence of growth.

The Universal phase is expressed by those who consistently live by correct principles. They find peace and success in every aspect of life, in both the positive, and the apparently negative.

The general characteristics of the Universal phase are *freedom*, *empowerment* and *ecstasy*. This person maximizes freedom for everyone by living and teaching correct principles, then allowing others to govern their own lives and handle their own responsibilities.

Empowerment requires living with purpose. As the world has become more and more industrialized, many of us have lost track of our purpose in life. For many, the purpose of their jobs is unclear, and how their jobs relate to the purpose of the company is not apparent. People act powerfully when they know and understand the contribution they are making.

Universal phase people find ecstasy in every aspect of life. This does not mean some kind of mindless euphoria or a super-positive mental attitude. Ecstasy means fun, not frivolousness or idle amusement, but rather fun in the recreational sense. . . recreation as in re-creation. Work is more than fun for these people; it's recreational.

There are Universal phase individuals among us. They are found in our churches and in our synagogues; they are also found in our businesses, factories and schools. We often don't hear of them, but we feel the difference their maturity makes. Many of them stand out in history, not as celebrities, but as catalytic figures who made superhuman

contributions. In our own time certain personalities come to mind, Mother Theresa, Martin Luther King, Jr., Gandhi, Albert Einstein, perhaps Mikhail Gorbachev. These Universal people include the great teachers and the great moral leaders who guide us to new understandings.

The guerrilla constantly strives to operate out of the highest possible phase. By basing all of their relationships on first principles, they demonstrate leadership. This instills confidence in the mind of the prospect. They will like you, trust you and want to do business with you, because of who you are. Not your affiliation or your image, but because your true identity shows through, and they will stand in line to buy from you.

The Mind Map

The Inner Mind: The Primitive Reactionary Mind

The Amoral Phase of infants and certain adults who act without any morality; those who simply shut down and go away when things get rough. Best Approach: reschedule and exit.

The Left Mind: The Logical Linear Mind

The Ego Phase of children and many adults who see themselves as the center of the universe; self-centered adults who are in endless cycles of fighting and making-up. Best Approach: be assertive.

The Pleaser Phase of youngsters and adults who survive by pleasing others, by being nice and doing good. This maturity allows Pleasers to manipulate others to get their needs met. Best Approach: friendly dominance.

The Authority Phase of young adults and others who come to respect rules and agreements to govern their lives. On the down side, these people become excessively duty bound in their urge to do things the right way. Best Approach: give facts and logic.

The Right Mind: The Creative Intuitive Mind

The Principle Phase is found in mature adults who know that their life works to the extent that the follow principles such as being fair with everyone, really caring for others, and doing more than a fair share of the task at hand. Best Approach: show you're fair-care-share.

The Responsible Phase of mature adults who know that they are the cause and the source of everything that comes into their lives. They

take full responsibility for the situations in which they find themselves. Best Approach: stress community good.

The Universal Phase of maturity is expressed by those who constantly reach their highest potential, by living a principled life, balancing the right and left minds. This is the phase of one who finds peace and success in every aspect of life. Freedom, Empowerment and Ecstasy are their hallmarks. Best Approach: relax, just tell your story.

Chapter 4:
The Guerrilla Mind

Sell is a Four Letter Word

Suggest sales as a career to most college sophomores and you'll raise suspicious laughter. They'd rather pursue something more "professional," like computer science, medicine, law or management. The truth is that many salespeople earn more than doctors or lawyers, and the majority of Fortune 500 presidents started their careers in sales. It's the fast track to professional leadership, income and prestige, because people who can generate business are the lifeblood of any organization. They're in constant demand. As it turns out, sales is one of the most secure careers available.

Unfortunately, most people view sales as a temporary wayside, like clerking in a retail shop in college, until they can get a "real job." Attracted by the income and freedom, some stay on. They either enjoy working with people or they find the challenge stimulating. A few will eventually achieve substantial success, building their income through a constituency of satisfied, repeat customers. Some spend their careers hopping from company to company, following the latest technical fads or economic trends.

Guerrillas are different. They're on a mission. When you ask them about their work, they glow with enthusiasm. We met one who works for a plumbing supply house in Kokomo, Indiana. Not as glamorous as being a stockbroker or a real estate agent, but he was genuinely excited about his work.

"You know," he says, "plumbing is the basis of all our modern sanitation. It makes living in cities possible. Without it, we'd be

plagued by all sorts of nasties like cholera. I don't think anyone wants to go back to the disease ridden days of the outdoor privy with its crescent moon on the door."

Now there's a man with a vision. He's not just selling pipe and porcelain. He's building a city, making it possible for millions of people to lead comfortable, healthy lives.

Another works in an appliance store. "My favorite lines are these new 3D home theater systems. It completely amazes them when they learn that they can put that same movie-house experience right in their living room. It brings families together."

These guerrillas aren't just thinking about the commission or the next order. They're driven by a sense of purpose. They're excited by the possibilities of their product, and they're eager to share it with others. Whether it's architecture or advertising, hardware or hydraulic fluid, they believe in their products and the benefits they bring. They protect the interests of their employer and are sensitive to the needs of customers.

If this sounds a lot like the Principle phase, you're right. The guerrilla understands the principles of business, and knows that if they're fair in all their dealings and really care about their customers, their success will be guaranteed.

Three Things All Guerrillas Have in Common:

Operating consistently out of the Principle phase requires a commitment to fundamental values that all guerrillas share.

Integrity
Guerrillas demonstrate integrity in all their dealings, giving customers the facts, resisting the temptation to exaggerate benefits or to fabricate small details. They are truly knowledgeable about the competition and do research constantly to keep their information current and reliable, staying on the leading edge of business. They deliver on every promise made to the prospect, and protect their employer from undue risks. It's a balancing act, weighing the interests of the customer against the interests of the company. Once the high wire of your integrity begins to falter, you are doomed to fall.

Initiative
Guerrillas take the initiative to be a self-starter, to set goals, and to manage their time. They are comfortable approaching strangers, secure in their own self-esteem, and eager to share their products' benefits. They develop contacts everywhere, at church, at the grocery store, at ball games, anywhere they can find people they can help.

Discipline
Guerrillas have the discipline to keep going, systematically planning presentations and working their territory, consistently following-up on past customers. They are not easily discouraged, because they know there will always be someone who needs their product or service. They keep careful records, and use the information they gather to generate more business. They have their ups and downs, but their production is consistent because they are systematic.

If this sounds difficult, don't be discouraged. All this actually makes the guerrilla's job easier in the long run. Their integrity makes others trust them, their initiative makes others respect them, and their discipline makes others depend on them. In time, the guerrilla's customers wouldn't consider going anywhere else.

Chapter 4: The Guerrilla Mind

Human Nature

Even guerrillas succumb to immature behavior. Guerrillas have a clear mission: to make sales. But they also share the same cognitive needs as their prospects.

In many jobs, a worker's performance is hard to measure. Employees can relax and work at whatever pace they're most comfortable. But in sales, performance is immediate and measurable, so you can't afford the luxury of acting in ways that make yourself comfortable at the prospect's expense.

Trying to satisfy your own psychological needs may interfere with making sales. When prospects indicate that they want you to behave in certain ways, you will be more effective if you respond to *their* needs rather than your own.

Guerrillas are Sensitive to Prospects' Priorities:

Acceptance

Everyone wants to be accepted. Salespeople risk rejection every time they call, and the fear of rejection is probably their major cause of failure. The simplest way for them to side-step rejection is to avoid calling on people and avoid asking for a commitment. Less drastically, they can dodge feeling rejected by being cold, impersonal, or arrogant. All of these actions reduce their productivity and actually *increase* their chances of being rejected, by their *employer*.

Guerrillas know that people are the most receptive when they are physically and psychologically at ease, so they communicate their concern by striving to control factors that might distract the prospect. They're focused and relaxed in difficult situations. They avoid pressure tactics, and if the timing of a call is poor, they re-schedule. They try to

arrange calls, presentations, and delivery at the *customer's* convenience rather than their own. The result is they are accepted, even welcomed by even the toughest prospects.

Respect
Everyone also wants to be respected, but in selling, your status is clearly lower than your prospects'. You come to them, and they have the right to reject you, to make demands, or to insist that you defer to their schedules.

Many salespeople feel uncomfortable with this difference in status. They may try to build themselves up by boasting or putting the competition down. This frustrates the prospect, and both parties become uncomfortable.

Guerrillas communicate respect for the prospect, the competition, and themselves. Guerrillas are at ease with people of every status; treating the cafe waitress or the hotel bellman with the same deference they would offer the president of a major company. Their impartiality makes everyone feel important and respected for the contribution they make.

Enjoyment
Naturally, everyone wants to enjoy their work, but perusing personal interests at the customer's expense can be disastrous. For example, most investors want their stockbrokers to concentrate on achieving financial goals. They want simple, understandable solutions to complex problems. But many brokers find personal financial problems boring. They'd rather talk about technical analysis, econometrics, or the impact of the Federal Reserve on interest rates. While these discussions may entertain the broker, they confuse and irritate most investors.

Chapter 4: The Guerrilla Mind

Guerrillas are interested in their specialty, but they are even *more* interested in people. Every account presents a new and stimulating challenge. They ask questions, listen and learn from their customers, and thereby serve them better. They study constantly, and pride themselves on their ability to translate abstract technicalities into clear and relevant language.

Relating

Everyone wants to be related to in ways that make them comfortable, but the same actions that make salespeople comfortable may make their prospects very uncomfortable.

If the salesperson likes to talk, they may frustrate their prospects' desires to talk. If they are more comfortable in an Ego role, their prospects may feel inferior and resentful. If they need a great deal of warmth from people, they will alienate Authority and Ego prospects whose psychological needs are different.

The guerrilla must, therefore, learn to relate to prospects on *their* terms, even if they feel some discomfort. Guerrillas are like chameleons, adapting to their surroundings, adjusting their pace, their focus and their approach to suit each individual. Because they are adept at such camouflage, they can move easily among a wide range of personalities. Guerrillas also strive to be *authentic*. They would never attempt to be something they are not, but rather present the side of their genuine personality that will mesh with the prospect. This flexibility empowers them to be highly effective with many different prospects. For guerrillas who are operating out of the Principle phase, this comes naturally.

Three Types of Salespeople

Many years ago, Dr. Alan Schoonmaker taught that salespeople relate to people in different ways. Some are direct and assertive. Some are warm and friendly. Some are detached and aloof. To illustrate these different sales personalities, we will look at the classic Ego phase, Pleaser phase, and Authority phase personalities outlined in The Mind Map. To demonstrate the potential conflicts, let's look in on the proprietor of a large retail florist as he's being called on by reps from a lighting and electrical supply house. Each is trying to introduce their new line of energy-saving florescent lamps. These are caricatures; very few people possess all the characteristics in the extremes, but you'll be able to clearly see each type.

Ego Salespeople

Ego salespeople are competitive and high-pressured. They're driven to outsell their comrades, the competition, and even themselves, and are often top producers. But their success is frequently short-lived, subject to the "shooting-star syndrome," because their style does not build the long-term customer loyalty that is so critical in Guerrilla Selling.

They assume that people don't want to buy and their job is to wear down this resistance with arguments, pressure, and just plain tenacity. Everything is a skirmish for the Ego, and they view the prospect as a pawn in a win/lose game of "let's-see-who's-going-to-get-their-way-this-time."

1. Recon and Initial Approach

Ego salespeople want to go where the action is, not sit around gathering information about prospects, so their recon is generally superficial or ignored. They prefer dropping in on cold calls to making appointments. They act first and ask questions later, if at all.

Their approach is to fire the first shot in the battle. They try to take control immediately to show the prospect who's boss. They drop names, like "Mr. Purchasing Agent, I was just across town taking an order from another firm you may have heard of. I can't mention them by name, but their initials are *IBM*."

Their diagnosis is superficial or non-existent. Egos assume that they know what prospects need. An Ego-level lighting salesman starts his pitch with, "Everyone's interested in saving money, wouldn't you *agree*? And [without stopping] this new line of watt-saver lamps is going to save you a bundle in electric costs."

2. Sales Presentations

Egos' presentations are usually well organized and hard-hitting. But since their assessment is poor, the impact may land off-target. "For each four-lamp fixture, you'll save an average of thirty-eight cents a month, and I counted eighty fixtures in your showroom. Only a fool would ignore that kind of waste." Great Mr. Ego. You've just told your prospect he's a fool.

3. Handling Objections and Closing

Objections are rarely analyzed, and the response to them can be long and argumentative. Instead of clarifying the prospects concerns, the Ego phase will try to overwhelm them with facts, arguments, and personal pressure.

"But we're trying to create a warm atmosphere in our showroom," objects the prospect, "and we've experimented with a combination of florescent and incandescent lighting until we finally feel we have the right color balance."

"And it's wasting a lot of energy!" says the Ego phase salesperson. "I figured you'll save over $1,200 a year by switching to these watt-saver lamps." reiterating the planned presentation's key benefit.

Getting the order is the Ego's greatest strength. It's the ultimate victory, and *not* getting it is the ultimate defeat. So the Ego asks for the order again and again, often putting words in the prospect's mouth, like "don't you, wouldn't you, couldn't you," and "wouldn't you agree?"

4. After Sale Tracking

Following up is rare and superficial. Once they have won, they want to move on to the next battle. There's little interest in a long-term relationship. Order in hand, they've claimed their prize and head off for other conquests.

Despite these shortcomings, some Ego phase salespeople have been extraordinarily successful. Their intense need to win and their drive to influence people may compensate for many of their faults. People sometimes buy just to get them off their backs. They can be effective in a selling battlefield where there are unlimited prospects and limited competition. But this kind of selling is very costly; it costs fives times as much to create a new customer as it does to keep an existing customer. They're most effective selling simple products, which require little analysis or user support.

Pleaser Salespeople

Most people would rather buy from someone who seems to care about them, but excessive acquiescence can be a severe liability. You risk rejection every time you make a sales call or ask for an order, and Pleaser phase people simply can't afford that risk. Consequently, they don't make a lot of calls, or they call only on people who will receive them warmly. They're amiable and friendly, but they may treat their

calls as social occasions rather than genuine attempts to get business. They assume prospects give business to people they like, and have an intense need to be liked, but their prospects often refer to them contemptuously as "professional visitors."

1. Recon and Initial Approach

Pleasers focus on the person, not the business opportunity. They concentrate on learning how to establish the best possible relationship and may gloss over an objective analysis of the prospects' needs. "I was in the neighborhood and thought I'd stop by to see if there's anything you need."

Their approach is homey, affable, and time-consuming. They enjoy pleasant conversation and suspect that getting down to business too soon will erode their relationship. They may waste time socializing excessively. Our electrical rep stops in without an appointment, and says, "Hi Don. It's really good to see you. Last time we talked you were packing your son off to college. How's he doing these days?". . .

In diagnosing needs they gather a lot of information, but much of it is irrelevant. They are sympathetic listeners, but they allow conversations to wander. "Gosh, I'm sorry to hear that. He just barely missed making the varsity? Tough luck!". . .

2. Sales Presentations

Their presentations tend to be long and vague. They do not get directly to the point and often avoid important, but controversial topics. The salesman's presentation consists of, "The Company is doing a promotion this month on these new watt-saver florescent tubes, and I can get you a special deal. With your kids in college I'm sure saving money must be important to you." This leaves the prospect spinning,

wondering what the relationship is between his college kids and the lamps. Such leaps of logic are typical of the Pleaser. They assume they know what will please the prospect.

3. Handling Objections and Closing

They listen carefully to objections, and their sympathetic concern makes it easy for prospects to share hidden grievances, but their answers ramble, and they're unable to create the sense of urgency required to overcome stalls.

"Well, we're really happy with the lighting we have right now," says the prospect, "and we won't be ready to re-lamp the showroom for another six months at least."

"That's too bad," says the Pleaser. "I was hoping I could count on you for six cases. You could buy them now and store them until you're ready to re-lamp, and take advantage of this special pricing. I sure hate to see you miss out on this great deal. I'd even be willing to sit on the paperwork for a while to buy you some more time." This salesperson is so eager to do his prospect a favor that he didn't even hear the objection. Obviously the prospect isn't interested in a deal on florescent tubes right now.

Asking for the order is their greatest weakness. They simply cannot push. They may not even ask, and they rarely ask more than once. Asking may turn a pleasant chat into an unpleasant confrontation. "Is there anything else you need today?" they ask.

"No, we're in good shape."

"Okay, I'll check back with you in a few months when you're ready to re-lamp. Sure would like to have your business." The Pleaser salesperson leaves empty handed.

4. After Sale Tracking

Pleasers track better than the other types. They would rather call on existing customers than risk rejection by contacting new ones. They genuinely care about their customers' welfare. They may be very good at maintaining a portfolio of regulars, but they have difficulty selling new accounts.

Pleaser salespeople satisfy a very important need: they are genuinely concerned about their prospects' welfare. Although their warmth and need for reciprocal warmth will turn off extremely Ego and Authority phase prospects, everyone else appreciates their concern, even if they don't buy.

Pleasers are most effective selling commodity products (such as coal, steel, lumber, and automobile parts) on a repeat basis. They lack the forcefulness needed to get quick sales from strangers and do not have enough objectivity to analyze complex problems. But they can build strong relationships with customers looking for good after-sales service.

Authority Salespeople

Few salespeople are extremely Authority-based. They feel uncomfortable with the emotional aspects of selling, so they treat it as an intellectual exercise, a "numbers game." Their approach is logical, fact-oriented, and no-pressure. Authority salespeople assume that people will logically buy the product that best fits their needs, and ignore the irrational factors that influence buying decisions.

1. Recon and Initial Approach

Their recon is usually excellent. They often spend too *much* time doing analyses and planning, since they would rather plan than call on people.

Their approach is impersonal and does not build rapport. Their concentration on facts and data turns off many prospects. This electric supply rep explains, "Our new watt-saver florescent lamp uses 17% less energy than ordinary 40-watt T12s with the same lumen output."

Their diagnosis of the prospect's criteria needs is always thorough. They listen carefully, try to get all the facts, and take the time to organize them into a coherent picture, but they don't learn much about priorities and problems. "If you tell me what your average electric consumption has been over the last three months, I can work up a pay-back point."

2. Sales Presentations

Their sales talks are factual and logical, but lack emotional appeal. They tend to be drawn-out, tedious, and often sound more like a professional lecture. "This energy differential is made possible by a new phosphor coating, which becomes excited at a lower voltage threshold, so the cathodes burn 40 degrees cooler than usual." The prospect thinks, "Huh?" Great, Mr. Authority. You've just told your prospect that he's stupid.

3. Handling Objections and Closing

Authority salespeople analyze objections carefully and provide all the information needed to answer the easy ones. However, they can't handle stalls and hidden objections. They do not probe effectively for hidden objections because they don't understand their emotional basis.

"I don't think we want to tear up our showroom just now to re-lamp. It would make a terrible mess," objects the prospect.

"Yes, but the new lamps would pay for themselves in less than eighteen months." says the Authority, losing this argument and this customer.

Closing is the greatest weakness of the Authority phase. They assume prospects will make logical decisions, so they hesitate to ask and once they are turned down, they rarely ask again. Stalling is so totally illogical that they just can't understand it. They walk away from procrastinators in disbelief, empty-handed.

"Very well. Thank you for your time. Call us if you change your mind." Exit stage left.

4. After Sale Tracking

Authority tracking is systematic and meticulous, but impersonal. While they see that orders are prepared and delivered properly and that all services are provided as promised, they do not develop an individual relationship with their customers. They pay close attention to the business relationship, but ignore the more important human bond.

"The last time we talked, on June twelfth, around 10 o'clock, you suggested you might be interested in converting to our watt-saver fluorescent lamps. Do you still have an interest?" You can guess what the answer to that question will be.

Although classic Authority phase people rarely succeed in sales, most salespeople could use more professional aloofness. It would help them to analyze prospects' problems and their own selling styles. Indifference becomes more valuable as the analytic elements of the sale increase. Authority people usually fail at selling simple consumer

products, but may be quite successful selling capital equipment, industrial real estate, engineering services, software and other sophisticated products.

Principle Salespeople: True Guerrillas

1. Recon and Initial Approach

The salesperson operating in the Principle phases plans carefully, applying *Guerrilla Marketing*[1] principles to find the people who are most likely to want, need or have to have their products. They marshal their efforts in those markets. They are systematic, but not excessive, scheduling their time in loose blocks, allowing them to be spontaneous.

Their approach is courteous, direct, and businesslike. They care about their prospects personal as well as professional life, and demonstrate they have done their homework. For the guerrilla, determining the Need, Budget and level of Commitment are the most critical parts of the call. The electrical rep opens with a businesslike statement of purpose: "Hello Mr. Prospect. Thank you for taking time to meet with me today. I'd like to take about 10 minutes of your time to make you aware of a new technology our company has introduced, one that might be able to reduce your energy costs. Is this a good time for you?"

[1] This book is part of the legendary *Guerrilla Marketing* series, which at this writing, includes 47 titles.

As Steven Covey suggested in his book, *Seven Habits of Highly Effective People*[2], they "seek first to understand, then to be understood." The secret is that they ask a lot of questions and really listen to discover the true needs under the superficial ones. Guerrillas seek out the real budget behind the generalized "we can afford anything you can build" type of statement. And guerrillas listen carefully to find out exactly how contracts and purchases are executed at each firm.

2. Sales Presentations

The Principle presentation is short and direct, relating to the particular personality and unique needs outlined by the prospect in the diagnosis. They've learned to ignore everything else. They focus on the solution to the prospects' problem as they have defined it. "Okay, as I understand your need, the real problem is getting the right *color balance* on your plants and flowers; is *that* what you're concerned about?"

3. Handling Objections and Closing

Principle salespeople treat objections as legitimate questions, probing for the underlying concern. They assume that *the prospect is an expert in their own field*, and relies on their advice. Even though a rep for a lighting company would have to have a very deep understanding of the physics of wavelengths and color, this guerrilla relies on the *prospect's* expertise. "I know very little about plants. When you say 'color

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[2] Covey, Stephen R. *The Seven Habits of Highly Effective People*, New York: Simon & Schuster, 1989.

balance,' what exactly does that mean?" Instead of showing off their own knowledge, they create an atmosphere of trust and support that makes it easy for prospects to share their point of view. A true guerrilla seeks out objections and responds honestly. Chapter Five gives several examples.

Guerrillas are always closing in. We saw a white convertible BMW heading up to Lake Tahoe one weekend loaded for fun. The license plate told the whole story; "CLOZ". Guerrillas close up-front by understanding the needs and the budget of the prospect. When they make their presentation, they align it with something to which the prospect is already committed. "I'm beginning to appreciate your concern. These watt-saver lamps actually have a slightly warmer color spectrum than the ones you're using, so red roses and pink azaleas will look brighter, and the green foliage will look healthier to your customers."

4. After Sale Tracking

Their tracking is meticulous, bordering on fanatical. They reward every customer by doing something extra, something unexpected. "I'd like to leave a set of four of these lamps for you to experiment with. Please let me know how they work in your application so I can share your findings with other customers." They take personal responsibility for making sure everything is delivered as specified, and that it works as expected. They consider this service part of their commitment to the customer relationship.

The Guerrilla Challenge

Your own cognitive priorities can conflict with your income criteria. Actions that make you comfortable may bother prospects. You must therefore understand your own needs and adapt to the needs of each prospect you meet.

Your personality can help you make sales as well. From Principle, Responsible and Universal phases, all of the resources of the Ego, Pleaser and Authority are available to you. The Ego phase provides that indispensable drive to win, and the forcefulness to push for the order. The Pleaser phase helps you build relationships and makes your influence and aloofness less irritating. The Authority phase helps you analyze prospects' problems and see the bigger picture.

Guerrillas operating out of the Principle phase have a compelling charisma. They can shift from Ego to Pleaser to Authority to Principle phases as the situation requires. Most people look forward to being with them. They are welcomed into the prospects territory with open arms. And that makes the job of selling a whole lot easier.

Part II
NaB & CaPTuRe

The Psychology of Buying

Whenever a person makes a purchase decision, the go through a predictable set of steps. They may take some of these steps on their own, and some with the help of a salesperson.

Of course, we want to "nab" new customers, and "capture" them for life. But we also use the consonants in the two words "NaB" and "CaPTuRe" as a mnemonic guide to help you remember the six steps that everyone goes through whenever they make a purchase decision.

1. Need
2. Budget
3. Commitment
4. Presentation
5. Transaction
6. Reward

If you've ever bought a car, you've experienced this process. First, some trigger event creates the *need*. Your old car breaks down and now you need something more reliable; or you add a new member to the family and need more room; or you buy a boat and need more horsepower to tow it. This need takes the form of *dissatisfaction with the status quo*.

Chapter 5: The Needs Stage

Your next concern is the *budget*. You begin asking, "How much is this going to cost?" and "How much can I afford" or "How much is it worth to me to solve this problem?" Perhaps you browse the classifieds or do a quick search on the Internet to get a range of prices and alternatives.

Then you make the *commitment*, and take the initiative to actively shop for a car. You've decided at this stage that you're going to buy another car, even though you may be unclear exactly *which* car you'll buy. Your ultimate choice will be heavily influenced by all of the other commitments in your life, as well as past experience.

Next comes the *presentation*, the step where you go actively looking at cars, stopping into dealers, or looking at photos and specs on the net. You compare makes and models, narrowing down your options until you find the car that best suits your *needs,* fits within your *budget* and your other *commitments*. You'll likely take it for a test drive, or ask your mechanic to look it over.

The actual *transaction* may be simple or complex. Perhaps after a bit of haggling, you'll settle on the price, terms and financing, and sign the paperwork. The seller hands you the keys and you're on your way.

Then you begin to experience the *reward* of driving your new car, whether it's knowing you won't break down, more room for the baby seat, or water skiing on the lake.

Everyone goes through all six of these steps whenever they purchase anything.

By recognizing where they are in their process, the guerrilla can give them just what they need to move to the next step, and eventually to the sale.

Part II will explore each of these steps in detail.

Chapter 5:
The Needs Stage

Priorities and Criteria

A guerrilla in San Francisco suspected from the first telephone conversation that this Bank of America vice president was a classic Authority. Her condescending tone and direct manner said gave it away. Meeting her that morning confirmed it.

In the first few minutes, she openly boasted that she had sent all the competitors running. In her own words, she was "unsalable."

As a guerrilla, he could anticipate her reaction to salespeople as well as her hidden agenda. He also knew what the best approach would be. As a result of knowing more about what she really wanted than she did, she became one of his best clients.

This chapter explains the **Need** Stage, first of the six steps of NaB & CaPTuRe.

The objective of the Need Stage is to verify up front that your product or service matches, or is very close to matching, your prospect's needs. If there isn't a match, the guerrilla asks for referrals and exits, saving everyone's time. A guerrilla closes at the beginning, right up front, rather than at the end. The key to up-front closing is actively *listening* and *diagnosing*. Many salespeople assume that they know what their prospects need, and are impatient to start selling, but they don't diagnose adequately. While they may present their product in an attractive way, their presentations lack the critical link between their product and the prospects' desires, needs and budget.

Chapter 5: The Needs Stage

There are two major purposes of diagnosing: to get information and to make prospects receptive to your ideas. People are hungry for understanding. They think nobody cares. When you listen carefully and show that you sincerely want to understand, prospects will relax, talk freely, and welcome your recommendations.

You must learn about your prospect's *problems*, needs, the *resources* available to solve them, other *solutions* being considered, and many other facts in order to plan an effective personalized presentation, answer objections effectively, and write orders. In addition, you must uncover at least one *objection* or *concern*. This will be used later at the end of the Transaction Stage.

The techniques used to acquire this information can either advance or erode your relationship. Prospects will trust you and look forward to your presentation if they feel you understand and want to help. Unless both objectives are achieved, a sale is unlikely. You cannot make an effective presentation without this information, and you can't create a desire to buy unless prospects trust you and listen receptively.

By completing the Need Stage, the guerrilla avoids one of the most common objections to making a buying decision: "I'm really not sure we could use it, let me think it over."

Meeting New Prospects

Okay, you have scouted out a prospect and you have an appointment. You walk into your prospect's office, she rises to meet you, and you extend your hand. Now what?

For starters, give yourself space. When you walk into a room, stop at the doorway for a moment and scan the room. Notice how the furniture is arranged, whether the desk is clear or cluttered, any pictures, awards

or diplomas on the walls. These clues will be very useful in decoding the psychological profile of your prospect.

Handshakes and Subliminal Signals

Now comes the moment of the all-important handshake. The handshake has been used as a greeting for longer than man can remember, and no doubt, it originally meant, "*See,* I'm unarmed. You can trust me." But over thousands of years it's evolved, and today it conveys a number of subtle messages, each communicated by slight differences in touch, pressure and stance. By being carefully observant, the Guerrilla can gain valuable insights about their prospect from the messages they telegraph with their handshake.

The most important thing to remember about the handshake is to make sure that you get hold of the prospect's hand correctly. Most dead-fish handshakes happen accidentally, because you're looking the person in the eye, walking, talking, and not paying attention to how you're clasping their outstretched hand. The guerrilla thing to do is to offer the open right hand with the palm turned down slightly, and then, at the moment of touch, push away gently against the fleshy part at the base of the thumb until it's made a good contact, "web to web". Then fold your fingers gently around their hand. This slight delay communicates confidence, and avoids the accidental limp-wristed slip-grip.

Dominance is communicated by two elements: the firmness of the of *grip*, and the *tilt* in the handshake. If you intend to communicate dominance, grip the hand firmly, but not *too* firmly, when you shake it. Unless you're intentionally trying to intimidate, avoid the bone-crusher. Excessive pressure communicates insecurity. Pressing down gently with the thumb instead will tilt the handshake down slightly on their side, and slightly up on your side, putting them a tad off-balance, and creating a feeling of you being taller.

You can also use push-pull to communicate dominance, by pushing your hand *away* slightly, increasing your personal space. If done carefully, these techniques can telegraph subliminal signals that create an advantage with a potential Ego adversary, or neutralize differences in age, status, physical size or gender.

You can put your Pleaser Phase prospect at ease by doing the opposite. By tilting the handshake *toward* you, you can convey subordination, friendliness, or the relinquishing of control.

A simultaneous *ancillary touch* on the forearm or shoulder with the left hand denotes familiarity and history, even with strangers, and is very effective when greeting Pleaser prospects. The most common form of secondary touch is the two-handed handshake, which communicates intimacy. The *degree* of intimacy is communicated by moving the touch further *up* the wrist, and with someone you have known a long time, you would touch higher up the forearm, at the elbow or even on the shoulder. The farther up their arm you touch, the more familiar the message.

If it feels comfortable, and you want to make a new acquaintance feel like an old friend, touch them on the elbow with your left hand while shaking hands with your right. This can be helpful when being introduced by a mutual third party to create an atmosphere of intimacy, in effect, bringing the history of their relationship into yours.

Your *stance* during your handshake is also significant. Extending the right hand while stepping forward with the right foot is the most common form, and communicates parity, *mirroring* the forward motion of the prospect. This communicates security and confidence. For a change, try stepping into the handshake with the *left* foot. Practice on a friend and you'll feel the subtle difference. It makes them reach into

your personal space with their outstretched hand, and communicates a degree of warmth, acceptance and trust.

Before taking a seat, adjust the position of the chair slightly, *whether it needs it or not*. This action communicates ownership. You're in effect taking control of that little bit of real estate. If possible, arrange your chair so you can directly face your prospect. And rather than flopping down in the seat, lower yourself vertically onto the edge, then sit back, maintaining your balance.

Guerrillas are also known for their relaxed good humor, so they never complain about the weather, the traffic, or the rough day they're having. They have something upbeat to say about the surroundings, the office building, or the receptionist who greeted them.

The important thing to remember is that *everything* you do telegraphs a message. By being aware of the messages you're telegraphing with your handshake and body posture, you create the emotional climate you want, rather than leave it to chance.

The Opening: Be Prepared to be Unprepared

The first thing you want to find out is what the prospect had in mind when agreeing to this appointment. You want your *prospect* to set the agenda. Guerrillas resist the temptation to start prattling on about themselves or their products. This is where you set the stage and establish yourself as a real person, not an over-polished professional.

The guerrilla wants to find out what the prospect *heard* on the phone, not what the guerrilla *thinks* was said or understood. An opening used by a guerrilla in Chicago accomplishes this beautifully.

He sets down and begins, "I didn't get a chance to go by the office this morning to pick up your file. What was it, specifically, that we were going to discuss today?"

The prospect replies with, "Well, you said that your firm sold insulation and our heating bills are going sky high." This guerrilla interrupts with, "That sounds important. Do you mind if I take a few notes?" and the guerrilla begins listening actively, as his prospect outlines the meeting.

For the guerrilla, the big questions are: what does this prospect really *want*, and what does he think he *needs*? These questions are important because, more often than not, purchasing decisions are driven more by *emotion* than by logic. People buy what they *want*, as well as what they may *need* to solve a problem. This basic truth of psychology is often overlooked. Please don't misunderstand. You have a professional obligation to solve their problem, that is, to satisfy their *physical criteria*. But people are motivated by wants, and there may be little or no connection between the want and the need.

Order takers operating in the Pleaser phase sell only to needs, while high-pressure Egos sell only to wants. The principled guerrilla creates a major strategic advantage by selling to *both*.

Building Believability

Guerrillas know that ultimately, buying is an act of faith for the prospect. The decision depends on whether they believe in the product and the salesperson. Even though the process occurs unconsciously, there are four "C" factors that affect belief.

1. Consistency

The first factor people weigh is prior experience. Have you been consistent with them in the past? And how so? If you tell someone that

you're putting the information in the mail today, then it's important that you do just that. If you've been nasty to a co-worker, and you decide to butter them up a bit because you need a favor, they'll be suspicious from the first kind word out of your mouth. Guerrillas are consistent.

2. Credibility

The second trust factor for a guerrilla is credibility. What "story" are you presenting to your audience? Think about the way you'll be introduced, and the stories you tell about yourself. Guerrillas never exaggerate. The truth is one of the most important weapons in your arsenal.

3. Congruency

The third belief factor is congruency. Do all the pieces of your story and image fit with your identity? You'd be suspicious of someone driving an expensive car and wearing rags. Given an incongruent message, people are far more likely to believe the *non-verbal* components of the message: your posture, your voice tone, your inflection, and your dress. For a detailed exploration of all the subtle ways we communicate, read *Get What You Deserve - Guerrilla Marketing Yourself.*[3]

4. Common Ground

You can also build trust and rapport by establishing a *common ground*. When you're away from home, have you ever noticed how you feel when you see a license plate from your home state? Strangers though they may be, you spontaneously feel a connection with these people.

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[3] Levinson, Jay Conrad and Seth Godin, *Get What You Deserve - Guerrilla Marketing Yourself,* Diane Pub Co, 1997.

Try to discover some small thing you share in common with every prospect. Even the simplest commonalty will do, but it's especially effective if you share a common interest. Ask where they're from, or where they went to school. Are they sports fans? Do they have a special skill or hobby, or a favorite charity? To arouse prospects' interest, guerrillas encourage prospects to talk about what they are most interested in: themselves.

Objective and Subjective Criteria

All purchase decisions are based on both *rational* and *emotional* considerations. That's why it's easier to sell the *solution* to a problem than to sell a feature or a benefit. So understanding your customer's problem is essential to making the sale.

Your next mission is to determine the exact *criteria* they will use to make that decision. You might have 100 perfectly good reasons why they should buy your product (and you should). But their decision will hinge on two or three reasons that *they* think are important. These criteria fall into two categories: *objective* and *subjective*. If you can isolate those reasons, and provide the appropriate *forms of proof*, your offer becomes irresistible, and you can safely ignore the other 97. But miss just *one* of their criteria, and they will not buy.

Objective criteria describe the *tangible* aspects of your product or service. A simple example would be the customer who walks into a hardware store holding a 5/8" bolt, looking for a matching nut. There will be only *one* solution that fits. If you can't match the specification, they won't buy. But customers' criteria are seldom so simple.

"We need a high-speed laser copier that can sort, collate and bind documents in a single operation." Or, "I need a lightweight laptop with

a high-resolution monitor that can handle large files and edit video for social media."

Subjective criteria describe the *intangible* aspects of your product or service, from the *customer's* point of view. They are based on *perception, judgment* and *emotion*, and are impossible to quantify. For example, "I love my Subaru because it makes me feel *secure* on snowy, slippery mountain roads. I can *depend* on it to get me home *safely*."

Yes, this car has a standard transmission and full-time four-wheel-drive. Those are *objective* criteria, but these features translate into a *subjective* experience that is even more important. An automobile is an objective bundle of *steel, glass* and *technology*, but it is also a subjective bundle of *prestige, comfort* and *safety*. You'll earn their confidence when you show that you are sensitive to *both* their physical and emotional needs.

Your first task is to discover your prospects' *physical* criteria and demonstrate how your product or service satisfies them. You must create a positive relationship before your prospects will answer questions or even listen to your presentation. You won't be able to identify your prospects' criteria, and they will not be receptive to your solution unless you satisfy their priorities as well.

Satisfying your prospects' physical criteria certainly essential. If it doesn't make the problem go away, they will ultimately be dissatisfied. Simultaneously, *emotion is what puts the motion into motivation*. You have to sell the *sizzle* as well as the steak.

Concentrating on your prospects' cognitive priorities while ignoring their physical criteria may increase your popularity, but it will not lead to increased business. People buy solutions to their problems, but they also buy from you because they *like* you and *trust* you.

Almost all salespeople repeatedly violate this principle. They either concentrate on being helpful and personable, or focus on their products' specifications. They talk about what their product is, how it works, and how it compares with the competition, but not what it will do for their prospects.

Even experienced salespeople who take the problem-solving approach tend to deal with criteria in a superficial way. They often address only those specifications that are related directly to their product, and ignore subtler, more important priorities.

For example, Denise and I were shopping for a new vacuum cleaner. We were looking for a model that had an integrated HEPA filter. The salesperson showed us a couple of options, then asked, "Why is the HEPA filter important to you?" Denise explained that we live in the mountains, and every spring, when the pines cast their pollen, her allergies make her absolutely *miserable*.

"Have you considered a central vac system?"

Well, no, we hadn't. We assumed that such a system had to be plumbed into the walls as the house was being framed. Our house was already 20 years old. We'd have to rip open the walls to install the pipes.

"Actually," he explained, "you could locate the power unit and the pipes in the garage, and punch the connectors through the wall right into the living room and stairwell. Inside, you have a long hose with a power head. The exhaust blows all that residual pollen and dust outside."

Chapter 5: The Needs Stage

Instead of selling us what we thought we wanted, or even what we *asked* for, this guerrilla dug deeper, determined our *subjective* criteria, and solved the underlying *problem*. The central vac option proved more expensive, but it was a much more effective solution, and Denise no longer dreads springtime.

You can do exactly the same. Find out where your prospects want to go, and what obstacles are preventing them from getting there. Then show how your product or service can help them reach their goals.

Prospects face myriad challenges every day. They're called upon to solve problems with money and machinery, with engineering and electronics, with communications and commitments, with designs and decisions, with people and personalities. Whether they acknowledge it or not, they are probably over-worked, over-stressed and overwhelmed. Demonstrate your sensitivity to their situation, and that your job is to help solve these difficulties.

Things to Look For:
Many salespeople ask questions only about direct opportunities to sell their products; they focus entirely on prospects' direct needs and ability to pay. This narrow focus reduces prospects' receptivity and keeps you from learning what they really want. You may be so intent on discovering a need for a particular product that you overlook a much larger sale. The more you know about your prospects, the better your odds of success.

If you focus too narrowly, prospects will feel you're not interested in their welfare. They'll view you as just another salesperson, hustling for a quick commission. Guerrillas relate to them as people, not just as potential buyers.

Evaluation of Proposals
Your prospect may have explicit *written* criteria for evaluating proposals and for making buying commitments. Probe for these criteria. Find out how proposals will be evaluated. If there is a formal "Request for Proposal," study it carefully before the call, make margin notes, and ask some searching questions. Learn exactly what prospects want and how they intend to evaluate these proposals. Your presentation must then *explicitly* compare your product to their criteria.

You may learn that their evaluation process favors your competition. For example, they may not care about some of your product's features, but are very price conscious. If your competition offers a cheaper but less desirable product, then you're at a severe disadvantage. Ask about the *rationale* behind the standards. Ask how these criteria were established, and try to add value to the proposal to make it more competitive. Your product may have a higher purchase price, but a longer useful life, or the supplies may cost less in the long run. A prospect who "has to bring this project in under budget" has a different purchasing strategy than the prospect who is "trying to save the company money." If you can't change the criteria, your competitor will probably will get the business.

Alternate Solutions
What other solutions are they considering? Remember, that doing *nothing* is often an attractive option. Are they thinking of buying a totally different kind of product or a similar product from one of your competitors? Learn as much as you can about their options. Then convince them that your solution is best.

Fear of Buying
Prospects can be afraid of many things: buying something they don't need, being ignored after the sale, or offending their stakeholders. They

may be so intimidated by their problems that they can't discuss them openly.

As long as these fears remain hidden, you are helpless to reduce their impact. Try to help your prospects discuss them openly. The techniques presented in the next section will relax most prospects and help them discuss their fears.

Listen Actively and Visibly
If prospects feel you are really listening, they will do their best to help you to understand. They will open up, talk frankly, and even forgive and correct your misunderstandings.

Listening is an active and visible process. You should let prospects know how hard you are working to understand them. A few simple techniques will increase the flow of information and your understanding.

Concentrate Like Crazy

Put everything else out of your mind. Forget your domestic problems, your next appointment, expense reports, and hunger pains. Concentrate on this prospect. Concentrate intensely. You will learn more, and prospects will recognize and appreciate your concern.

Pause Along The Way

Silence may make you uncomfortable, but it's part of the discipline of the guerrilla. If you are talking, the prospect can't talk. So pause frequently to encourage prospects to comment. And make those pauses long enough. Many prospects are slow responders. A long pause gives them a chance to organize their thoughts and then clearly state what's on their minds.

Let the Prospect See You Take Notes

Taking notes demonstrates that you are listening carefully. It also helps you recognize patterns. Facts may seem isolated when you first hear them, but a review of your notes can reveal unsuspected patterns. Record all the important points, but don't get so wrapped up in recording details that prospects feel you're not relating personally.

It's always a good idea to ask for *permission* before taking notes. A few prospects feel uncomfortable about note-taking, and they will appreciate your courtesy. So ask, "Do you mind if I take notes?"

When working with prospects over the phone, draw attention to your note taking. "Excuse me a moment while I get that in my *notes*." Or, "could you repeat that; I'd like to get that in my notes."

Maintain Eye Contact

Look at your prospects in a warm, non-challenging way. Let your eyes show you are genuinely trying to understand.

The About-Face

One of the reasons for the public's negative view of salespeople is that they tend to do all the talking. You can't miss the "Tell ya' what I'm gonna' do!" stereotype. This all-too-typical loudmouth, is a blight on the profession. The guerrilla lets prospects do most of the talking and uses the About-Face to keep the sales interview moving forward.

This purely guerrilla strategy involves asking questions in response to a prospect's questions and concerns. We call this strategy the About-Face because it's 180 degrees from the typical sales response. What does an About-Face do for modern guerrillas?

Chapter 5: The Needs Stage

While you are asking the questions, your prospect is doing most of the talking. Your questions shift the focus away from you and flatter your prospect. Your About-Face questions help your prospect to clearly define and, perhaps, answer their own objections. Your questions help you gather additional information to support your presentation, and they help you to probe for your prospect's cognitive needs and priorities.

Ask Three Times

Prospects rarely give a straight answer up-front. Guerrillas know the counseling principle of three. That is, it will probably take three questions along the same line to get to the prospect's real intent. Their first two answers generally arise out of Authority phase, and are intellectual, factual, logical answers. The third answer is usually an emotional response that reflects the prospect's true intent.

The reason for this is simple. The prospect reasons that since you took the time, had the patience, and showed enough interest to ask three times, you sincerely want to know. Maybe the prospect can trust the honesty of your questioning.

Here's an example of an About-Face: The prospect says, "I need top quality. Can you give me a high quality product?"

Your response is, "When you say 'high quality,' exactly what specifications do you require?"

By asking this kind of question, first repeating their *criteria words*, then asking for clarification, you'll find out a lot more than if you launch into an explanation about your quality control. When you think that you know what your prospect needs, watch out.

"The Price Is Too High"

Notice that this common objection is a *statement*, not a question. This is true of most objections. The prospect is trying to *tell* you something rather than ask you something. That's why guerrillas never answer objections. They don't require answers. However, the prospect *is* expecting a response.

The guerrilla responds by asking, "When you say '*too high,*' what do you propose?" or, "When you say '*too high,*' relative to *what*?"

There is no way for you to know what the prospect means by saying, "The price is too high." There's a big difference between a statement and an objection. The statement "the price is too high" may be the prospect's way dealing with an issue totally unrelated to you or your product. It may be more than they've budgeted, or higher than the competitors' price, or simply more than they expected. We don't yet know. But this is *not* necessarily an invitation to cut your price. Using an About-Face gives validity to the prospect's statement and lets you hear what they really meant. Take the key words, the subject nouns or verb, and reflect them back in a question.

"Your price is too high."

"Too high. . .?" (pause, expectant look)

"We're going to have to talk about lowering your prices if you want my business."

"Okay, and when you say 'your business,' what exactly do you have in mind?"

"I want to throw all of our catalogue business to you."

Chapter 5: The Needs Stage

"By 'catalogue business,' how much are we talking about?"

"About $10,000 a month."

"'Ten thousand a month?' So, we are talking about a whole different price list then?"

"Yes, and another thing. . ."

Now the guerrilla has gotten to the real issue, *volume* pricing. A less courageous salesperson would have tried to answer the objection by pitching quality or service or competitiveness. It requires boldness to ricochet the objection back to the prospect for clarification.

Some more examples of About-Faces with prospects include:

"Your deliveries are too slow."

"What does 'too slow,' mean for your firm's needs?"

"I'm really unhappy about this situation."

"When you say 'unhappy,' what does that imply?"

"Does this come in blue?"

"Why is *blue* of interest to you?"

"How wide is it?"

"*Why* do you ask about the *width*?"

"I'm concerned about it fitting in our storage area."

"Great! Let's measure the space very carefully."

"We really like your firm, and we are giving you top consideration for this new contract. When can we see your proposal?"

What is this prospect trying to say by "top consideration?" Who knows? The guerrilla does an About-Face:

"First of all, thank you for *considering* us. Let me ask a question. When you say 'top consideration,' what do you intend?"

The Exception to The About-Face

If a prospect asks the identical question twice, answer it quickly with facts, figures, and logic! You're dealing with a pure Authority type.

Universal Criteria

There are some things in which everyone is interested. Virtually everyone is interested in saving *time*, saving *money*, and reducing *headaches*. Because these criteria are universal, the guerrilla strives constantly to satisfy them as a matter of course, whether the prospect has indicated that they are important criteria or not.

Time

Consultants preach the gospel of *competing in time*. We have instant coffee, instant oatmeal, instant everything. Prospects have been conditioned by technology to expect instant results. They don't want to wait on hold. They don't want to wait until "sometime this afternoon" for someone to return their call. They don't want to wait until next week for delivery. They don't want to stand in line. They want it NOW.

So the guerrilla is constantly looking for ways to shorten cycle times, to respond to the customer more quickly, to satisfy this need by cutting a day here, an hour there. Guerrillas always respect the prospects' time, and *never* waste it. Guerrillas never keep people waiting if it can be helped, and when it can't be helped, they keep the delay under 20 minutes or re-negotiate the appointment. People will wait about 20 minutes before they reach the threshold of impatience.

Guerrillas are quick and decisive. Guerrillas call instead of writing, use e-mail instead of snail-mail. If they say they will call at ten, they wait until the *stroke* of ten o'clock, creating the impression that they conduct *all* of their business with the same split-second precision. Prospects will be more likely to keep appointments and commitments with them in the future.

Make a point to be *exactly* on time for the first meeting or interview. Establish the time frame when you set the appointment, letting the prospect know about how long the meeting will take, and verify it early in your conversation, then stick to it. And if you can get your message across in three minutes instead of the 30 *you've* scheduled, they will always appreciate your efforts and tend to move things along more quickly in their dealings with you in the future.

Money

Prospects want to save money. It's the name of the game in business. Anything they can do to cut costs makes their business more profitable. The guerrilla keeps this in mind. That's why most of your competitors sell on price. But there are many other ways a product or service can influence the customer's bottom line: cost of handling, storage, inventory, financing, supplies, replacement parts, or the impact it has on other areas of operation, like extended terms that free up cash. These

can often cost-justify paying a higher price. In the following chapter, The Budget Stage, you'll learn more about selling at higher prices.

Headaches

Prospects also want to make their life less complicated. They want to reduce headaches. Countless firms pay a premium price for their office supplies because they can get everything from one vendor who delivers and bills them monthly. Some firms have sued to cancel multi-million dollar contracts because a supplier was one day late with a critical part, forcing them to close down their line. It happens. Prospects dislike detail, paperwork, and complications. They want it to be simple and easy.

Convenience is the primary reason people shop online (81%) while low prices ranked fifth, with just 46% naming bargain prices as their primary motive. The guerrilla constantly tries to make it easier for them to do business. No hassle. No paperwork. No problem.

A dry cleaner in Wichita put in a drive-thru window, gave their regular customers numbered laundry bags, and directly bills their credit card. No worries. From pizza to pencils to plastics, "We Deliver" has become the battle cry of guerrilla operators.

Priority Words

The key to the prospects' emotional needs are found in their *Priority words*. These words can give you the key to how this individual is going to make the decision. Priority words are the ammunition guerrillas use to defend their proposals against the competition, and the prospect will provide a clip-full if you really listen.

Chapter 5: The Needs Stage

If you really listen, people will tell you *exactly* what they need and *exactly* what they want from you. Remember, their decision will ultimately hinge on those three or four factors that *they* feel are most compelling. Guerrillas always sell to these priorities. The priority words will tell you what those factors are for each prospect.

Priority words are found in the prospects' answers to questions like, "What do you want in a _____?" (car, house, computer) or, "What are you looking for from your _____?" (insurance company, real estate agent, financial advisor). Listen closely to the answers, and jot down the key words, the adjectives and adverbs that describe their priorities. Then, probe those issues, using the *same* words to frame your question.

For example, consider a familiar situation like buying a car. The priority question here is: "What do you look for in a car?" Your answer will contain your priority words. Your priorities for buying a car might include "style, comfort, and good gas mileage." Let's look at the last one. What do people mean when they say "good gas mileage"? Twenty, thirty-five, fifty miles per gallon? It depends. And the guerrilla has no way of knowing whether their 28 mpg highway will be perceived as an economy car or a gas hog. But if they describe it in terms of "having good gas mileage for such a comfortable car," matching the criteria words offered by the prospect, it's much more likely to be perceived in a favorable light.

To illustrate this further, a guerrilla who is selling printing might ask, "What do you look for in selecting a printer?" The prospect's response will reflect the priorities used to make that choice. Whatever factors are mentioned will be significant to the decision, and everything else can be safely ignored. The prospect might say, "I look for good service and

timeliness. I also carefully check the quality, and of course price is always a factor."

These words, the subject nouns, "*service, timeliness, quality, price*," are this prospect's priority words, and we will note them carefully.

An important thing to keep in mind about priority words is that *you don't know what they mean*. The guerrilla has no idea exactly what this prospect means when he says "service." What's "service?" For you it might mean you'd rather stand in line than be waited on by someone who's rushed and surly. His expectations might be very different from your own. But the guerrilla really doesn't *have* to know, because the prospect *does*. He knows what that word means to *him*, and the guerrilla knows it's *meaningful*, so if you use it in your presentation, he'll translate it for you and attach the appropriate value.

If the guerrilla explains that their shop offers quick turnaround, that may have meaning for the prospect, and it may not. But if the guerrilla says, "We pride ourselves on providing really first rate *service*; you can count on us to *service* your account," that's going to automatically communicate exactly the right meaning for this prospect, because that's a priority word.

The same thing is true of the priority for *timeliness*. What does timeliness mean? At this point, it really doesn't matter, because the prospect knows what that means for him. And because he offered it as a priority word, it's likely to trigger a positive feeling that will play a role in his decision. Even if you don't really know what meaning they have for him, you can get his attention and evoke a positive, receptive state simply by using his priority words.

As a printing salesman, the guerrilla gets this prospect's attention by saying, "I represent a printer whose *service* is impeccable and the *quality* is the highest I have seen. Their *price* isn't cheap, but if I understand you correctly, you wouldn't want a cheap printer. The turnaround on the job is always timely. Would you be interested in doing business with a firm like that?" How can he say no?

Notice the use of the words "service", "quality" and "price". When you echo your prospect's priority words you will see their attention focus. They may nod up and down, and their faces will flush a bit as they relax and become receptive. Priority words are powerful rapport builders.

No Mind Reading Please

Two points: first, don't try to second-guess what they mean by their priority words. Second, don't try to substitute your own vocabulary for theirs. It is *very* likely that your choice of words will not have the same meaning for them as they do for you.

Ultimately, the guerrilla is going to have to deliver what those things mean, but we are not quite ready to do that yet. In order to sell printing to this individual, you're going to have to prove that the service will meet whatever standards he has for that. You'll have to prove that you can deliver on time, and in order for you to answer that question, you eventually have to find out what his deadline is. You'll have to demonstrate the quality is going to meet his expectations, and you may have to ask him for samples of other work he's had done so that you can establish what that standard is. Certainly, you are going to have to come to some agreement on the price.

Priority words give the guerrilla the keys to unlock the prospect's decision-making strategy. Now we know exactly where to probe and expand. But at this point, you can engage their interest simply by

asking the question "What do you want in a _____?" listening for the nouns, the criteria, and then systematically assuring them in advance that you can deliver those things.

Forget It

Guerrillas also know that they can safely ignore everything else. They can forget about telling this prospect all about the fantastic, new three-meter inkjet press they've just installed. The prospect doesn't care. The guerrilla can forget about telling him that, "Yes, we do black and white, we do rotogravure, we do four-color process, we do data-driven." It just doesn't matter.

If you can find out what he means by "service," and what particular kind of service he wants, and then demonstrate that you can do it, he's going to buy it every time. If you can address what he wants based on what he has told you, and confine yourself to those issues, then you've simplified the task for both of you.

Home Sweet Home

A real estate guerrilla might ask, "What do you want in your new home?"

The prospect responds with, "We'd like someplace *warm* and *cozy*, that will give us some *privacy*."

"What is it about being *cozy* that is important to you?"

"The city is just so cold and impersonal, we don't have any room to entertain, and there are times when we just want to be totally alone together."

Now it's time to verify our understanding of their priorities. "So what you're telling me is that you want something *private*, away from the city, perhaps out in the woods or in the country. You want a place that feels small and *cozy*, but with some room to entertain friends. Is that right?" Always finish with a question.

"Yes, but not *too far* from the city. We still have to commute."

"How far is 'too far'? Where do you commute to?" And so it goes.

The Magic Selling Questions

Some helpful questions for isolating emotional priorities include:

"What is the biggest *discomfort* you currently face?"

"What role do *others* play in creating this problem?"

"What *other* problems do you have with that?"

"What other *ideas* do you have?"

"If you could have things exactly the way you wished, what would you *change*?"

"How would this affect the *current* situation?"

"Why would *you* want to change?"

"Do you have a *preference*?"

"Is there anything *else* you can tell me?"

The answers to these and similar questions will provide the keys to your prospect's motivation.

"What does *cozy* look like to you?" Now the guerrilla makes the transition from *subjective* or emotional priorities to *physical* criteria, asking the prospect to define their feelings into physical specifications.

"We'd like to have a fireplace in the living room, and picture windows that open onto a great view."

"And a deck, with a spa, where we could barbecue or just relax alone."

"Okay, I'm beginning to get the *picture*. Maybe two bedrooms, two baths. Well insulated, with lots of warm, sunny windows. Maybe a fireplace in the master bedroom as well?"

Criteria Words

The prospect will also have a set of *physical* specifications that the product or service must meet, as in "it absolutely, positively has to be there overnight," or "I'm looking for a dress in a size seven." These criteria must ultimately be met in order for the prospect to be satisfied. The guerrilla listens for these criteria words as well, and notes them throughout the interview. Three very powerful magic questions for isolating criteria words are:

"What are you using *now*?"

"What do you like *most* about it?"

"What do you like *least* about it?"

Notice the parallel construction of the last two; like *most*, and like *least*. These answers tell the guerrilla what they have, what they want to keep, and what they want to change, while avoiding a direct query into their problem.

Once you have isolated the prospects' key criteria, you will want to concentrate on those issues, and ignore everything else. Other criteria may be introduced as the conversation continues, but the guerrilla concentrates only on those priority words and criteria words that have been isolated by the prospect.

The guerrilla understands that people do things for *their* reasons, not yours. You may have a hundred good reasons why they should buy this particular mountain home; price, location, good roads, rapid appreciation, close to schools, shops, recreation, and you know what? They couldn't care less. No matter how good your reasons may be, ultimately, *their* reasons will prevail. The guerrilla saves ammunition by aiming at the priorities and criteria defined by the prospect's answers.

Buying Strategy

It's also useful to identify the *steps* this prospect follows when making a decision. People have a methodology, or strategy they follow when making decisions, and this strategy is unique for each prospect, but they tend to use the *same* strategy whenever they make a decision. The question that you can use to elicit progression is to ask, "How did you decide. . .?"

For example, a real estate agent might ask, "*How did you decide* to move into the house where you live now?" then listen to the sequence of *steps* the prospect describes.

"Well, first we *narrowed the search down* to a particular neighborhood where we wanted to live, then we *checked* all the listings, marking each address on a *map*. Then we looked at each one until we found the one that *felt right*."

This answer reveals not only the criteria, but also the steps in their house-buying strategy. If you lead them through the *same* steps, it makes it *easy* for them to buy from you. Start by *narrowing down* to the particular neighborhoods they like best, pull out a *map*, and start *marking*. Like a familiar chair, following their buying strategy puts you in the selling "groove." It fits their nature and their temperament. Besides, they're going to buy their next house *their* way anyway. If not from you, then from someone who makes them feel comfortable. So you might as well match their strategy. Listen for the structure of the process they follow when making a similar decision, and then systematically structure your case using the *same* process.

Does That Compute?

Sometimes the customer doesn't really know what they want. Let's take the case of a software company that sells accounting applications for small business. If you ask the question "What do you want in an accounting package?" and the response you get is something like "I don't know," or "I'm not sure," there are additional things you can do to get at their criteria. You can ask, "What are you using *now*? What do you like *most* about that?" or "What's the *exact problem* you're trying to solve?"

"What are you doing now?"

"We are using Quick Books."

Chapter 5: The Needs Stage

"What do you like *most* about using Quick Books?" he asked, repeating the prospect's words in an About-Face.

"It's fast, inexpensive, and we can readily hire bookkeepers who have experience."

Now we're getting criteria language: fast, inexpensive, experience. If you can show her that your software will run faster, keep costs down, and still be able to find experienced bookkeepers, she's going to buy the software. You can ignore the rest, because when you elicit their criteria, you're asking for a value judgment, and the progression will reveal the way they make judgments in that particular context.

You also have to keep in mind that *priorities, criteria*, and *purchasing strategy* are sensitive to the *context* in which they're used. They are non-transferable. The way they make decisions about buying office supplies may be very different from what they do when leasing real estate.

Some additional questions for isolating criteria include:

"What is your main *objective*?"

"What are you doing *currently* to deal with that situation?"

"What are your plans for the *future*?"

"How do you *plan* to get it done?"

"Can you tell me *more* about that?"

"Is there a *deadline*?"

The answers to these questions will provide the performance specifications for your proposal. Whatever else this new home may have going for it, it must satisfy these physical criteria.

Criteria
You'll notice that the guerrilla, in addition to satisfying objective criteria, is also satisfying *subjective* criteria as well. There are two major categories of subjective criteria: general priorities common to nearly all prospects, and specific criteria, objective and subjective, unique to each prospect.

Five Questions for Every Guerrilla
The following seven questions will help you evaluate how well you are relating to the prospect's general priorities.

1. Do I ask questions which show I really care?

Prospects want this most of all. They want to do business with people who respect them and genuinely care about their welfare. The most important message you can communicate is, "I care!"

When you communicate a sincere concern, prospects will forgive many errors. If they get the impression that you're only interested in the commission, it doesn't make much difference if you do everything else right. They will not trust you and they will not buy from you.

Consider the way people choose a doctor. Most of us have no way of knowing how competent a particular physician may be. Instead, we choose one who takes a sincere interest, who asks lots of questions, who is careful and complete in the diagnosis, and who shows empathy for our discomfort and pain.

2. Do I really listen to the answers?

Prospects want to be understood. People are hungry for understanding; they crave a sympathetic ear. Many lawyers and accountants spend more time listening and advising people on personal problems than they do working on purely legal or financial matters.

In order to demonstrate that you've really heard your prospect, summarize their answers by restating. Be explicit and complete. Consult your notes.

"What I *heard* you saying is. . ."

"If I *understand* you correctly, . . ."

"So, in other words you *need*. . . and you need it by October 2nd."

Take time to hear them out, even if the conversation seems irrelevant to your business. Prospects will look forward to your next call and will do everything possible to keep you coming back. They will provide the information you need, and they may even buy your products when a competitor's are superior.

3. Do I give my prospect control over the sales meeting?

Prospects want you to care, but they also have a higher need, protection. Most of us fear being out of control, not being in charge of our own lives. We clam up when we suspect we're being manipulated or forced, and we're particularly on guard in a sales meeting. A guerrilla way to sidestep this feeling is to find at least one *objection* in the Needs Stage and invite the prospect to end the meeting right there.

"UH oh, we've got a problem, it doesn't come in green. (pause) *Am I finished here*?"

It doesn't matter much which phrase you use as long as the prospect gets the message that you're willing to end the meeting if the question you've raised is crucial. We've never seen anyone end the meeting at this juncture. Here's why.

You've been actively listening to your prospect for some time now. You may be the only salesperson who has ever listened this way. By now, the prospect understands that you *do* care, their needs are more important than yours, and now you're showing that you're fair. Maybe green wasn't so important after all?

4. Do I act professionally?

You are not a peddler. Concentrate on their priorities, communicate sensitivity and concern, but also command respect for yourself as a professional. Remember being professional does not mean having all the answers. It means having a lot of questions and actively listening.

Honesty and directness are important parts of this professional image. Do not be defensive about being a salesperson or pretend that you are making a social call. Prospects feel more comfortable if you clearly communicate that you have called to do business. If you appear comfortable in your role, prospects will feel more comfortable with you.

5. Do I relate to prospects on their own terms?

Customers really *do* believe that they're always right, and even when they're wrong, they're *still* the customer. They believe you're obligated to sell on their terms, and they resent salespeople who don't. Essentially, all prospects want you to communicate: "You're the boss and I'll do whatever I can to make you comfortable."

Chapter 5: The Needs Stage

Prospects particularly resent someone like you trying to satisfy *your* needs at their expense. It doesn't matter whether your needs are: to be the star, to get a warm reaction, or to avoid emotions. Prospects are just not interested in your attempts to make yourself comfortable. They expect you to cater to their comfort.

Since all types of prospects want you to adjust, you must understand the specific needs of different types of prospects as well.

Priorities and The Mind Map

People with well-balanced, mature personalities relate to others naturally. Regardless of the circumstances, they behave in ways that make others more comfortable. They exhibit flexibility. Because they are comfortable with themselves and their role, it's easy for them to adjust to the needs of others, and to adapt to a variety of situations. However, psychologists and sociologists tell us that fewer than 15% of adults consistently operate from the Principle Phase or higher.

To help you identify the specific priorities of the prospects you are most likely to encounter, we will look at the classic Ego, Pleaser, and Authority Phase personalities in depth, and how they respond at the Need Stage.

These profiles will help you understand *how* you should adapt to each type. For an overview of all seven personality phases, refer to Chapter Two, The Mind Map.

Ego Prospects

The characteristic cognitive priority of the Ego prospect is *status*. For them, everything must be the *best*! They are fiercely *competitive*, and must *win* at everything: business, golf, even cocktail parties are

winner-take-all contests. They are compelled to make more money, lower their handicap, and score more points at parties than anyone else.

When they meet a stranger, they want to know: "Am I *better* than he is? Do I make more money, own a bigger house, play better golf?"

Classic Ego people are ambitious, tough, and aggressive, and those are the positives. They can also be overbearing, close-minded, anti-intellectual, and insensitive. Since everything is a contest, they can't afford to think about other people's feelings. It would distract their attention from the only goal that really matters: *winning*.

Since winning is *so* important, Ego people may cut corners. They would rather not lie or cheat because it taints their victory, but a tainted victory is better than losing. Because they will do anything to win, they assume others would do the same. As a result, they are often distrustful.

Ego people are impulsive and individualistic. Taking orders, accepting advice, or following procedures compromise their need for *control*, and are therefore a kind of defeat. They insist on doing things *their* way and may *break the rules* to do so.

They are afraid of sacrifice, afraid of weakness in themselves, and afraid of being a Pleaser. When two Egos meet, it's war. Both feel, internally, "It's either him or me."

They dominate Pleaser people. Pleasers naturally accept a submissive role, and Ego people despise and bully them. Some Ego people deliberately surround themselves with people they can easily push around.

Authority personalities frustrate them. They cannot stand being ignored, and Authority people ignore everyone. The Ego people then become more aggressive, causing the others to withdraw further. Eventually, Egos give up and look for their own kind of people.

Ego Reaction to Salespeople

Ego prospects distrust salespeople and are afraid they will be exploited or defeated. However, many Ego prospects like having salespeople call. They are stimulated by the battle of wits with other Egos and enjoy bullying the Pleasers.

Their unspoken questions about you include: "Are you *good enough* to get my business? Are you a top producer? Do you earn as much as I do? Are you *tough* enough to slug it out with me?" Their status-consciousness makes them insist on dealing only with top people. They want the Manager, the Vice-President or even the President of the company to personally handle their account.

Ego prospects generally buy from Ego salespeople. They despise and abuse Pleaser salespeople but occasionally will "throw them a bone" to build up their own egos and to keep them coming around. They are intimidated by Authority salespeople, so they dislike and avoid them.

Most Effective Approach with Egos

The guerrilla approach for the Ego prospect is to show them how your product will give them the *competitive edge*. This is their number one priority.

Satisfy their criteria by showing them that your product is the newest, most advanced, state-of-the-art, top-of-the-line whatever available on the planet today. Price is usually no object. They want the best, and will pay a premium to get it.

Ego prospects respond to smooth leadership. Wear your best suit. Have your meeting in the lobby of a posh hotel or the best restaurant in town. Let the glitz show.

One guerrilla offered to pick up his Ego prospect at the airport, then hired a limo and driver to drive them both to the company's offices. A guerrilla real estate agent showed his out-of-town prospect an apartment complex by flying over it in a Lear Jet.

You must prove that you are tough and competent without being challenging. You can play into their need for status and attention by using the *formal* form of their name, using their titles, and *complimenting* them on every opportunity. Be careful. Don't get caught being naive about criteria. Instead of "Gee, that's a nice boat," always qualify your accolades. "Those Cal 29's are really comfortable, but, without a spinnaker, they're a bit sluggish in light air." Or only compliment part: "That's a great ad, good use of contrasting color." These half-compliments can imply a greater depth of knowledge than you may actually have.

Pleaser Prospects

The characteristic priority of the Pleaser Phase is *approval*. They desperately want love, acceptance, and understanding. They're warm, friendly, and sincerely interested in people, happy to be part of a group and enjoy all forms of socializing. They are good listeners and are sensitive to other's needs. However, since approval is *so* critical, these prospects rarely make buying decisions for fear of being criticized.

Pleasers are cooperative and compliant. They go along with other's ideas because they want to be liked. They are givers. They want to help people, especially those who reward them with gratitude and affection.

All these traits make the Pleaser popular. However, classic Pleaser prospects are so insecure that they constantly seek reassurance. Their demands can become so emotionally exhausting that people withdraw. This increases their insecurity and requests for reassurance, causing further withdrawal. This cycle may continue until the relationships break down.

Their insecurity makes the Pleaser an easy target to exploit. They may go along, even when they suspect they are being taken for a ride. Pleaser people are afraid of being alone, of rejection, and of all forms of conflict or competition. They are also frightened by hostility, especially their own. They want to believe they feel warmly toward everyone.

Jealousy is also a serious problem. They feel hostile toward anyone who may come between them and the people they like, but they feel guilty about these feelings.

They usually relate well to other Pleaser people. Both satisfy the other's needs, but both may suspect they are giving more than the other, and ask for more than the other can give.

They will allow Ego people to bully and exploit them. The resentment builds until they can no longer suppress it, then they lash out in very destructive ways, like the meek wife who, after years of abuse, murders her tyrannical husband.

Authority Phase people really frustrate them. Pleasers want to get close, but the Authority remains aloof. They chase them for a while, then give up and look for someone more friendly.

Pleaser Reaction to Salespeople

They are the easiest to call on. They will not reject you openly, and many Pleasers enjoy meeting new people. They are chatty and pleasant, but they can also be *covert*. They are hesitant to openly discuss any issues involving conflict or problems with other people. They may create the impression that they have the authority to act when they do not. They make promises and stall, rather than risk disappointing you by saying "no."

Their unspoken feelings about you are: "Do you sincerely *care* about me? Do you really like me, or are you just being nice to get my business?"

Most Effective Approach with Pleasers

The guerrilla approach with the Pleaser is to be patient, take time to establish a relationship, and let them know you like them.

Satisfy their need for approval by taking time to ask about their family, their vacation, or their new potted plant. They may be so preoccupied by their socializing that they forget about business, so gently turn the discussions to the business at hand.

Pleaser prospects generally buy from people they like, and are fiercely loyal to their friends, and may actually buy inferior products or pay higher prices to give business to people they like.

Like the buyer in a department store in Hawaii who kept a hot pot of Kona coffee brewing for her visitors. Even if you're not a coffee drinker, you better sip a bit and comment on its rich flavor.

They need to be encouraged and motivated. They appreciate your efforts, provided they believe you are pushing them for their own good.

Authority Prospects
The classic Authority prospect is afraid of intimacy, dependence, and unpredictability. Their characteristic cognitive need is *control*. They are more comfortable with things, ideas, or numbers than they are with people. In fact, one of their major reasons for avoiding people is that they are not as predictable as numbers or machines.

They do not understand emotions and try to avoid them. They suppress their own emotions and ignore others'. They are shy, aloof, impersonal and incommunicative.

Authority people like order and predictability. Their desks, homes and checkbooks are perfectly arranged, and they can be severely upset by minor deviations from their customary routines.

They are independent, but in a different manner than Ego people. They have even less need for people, but do not want to flaunt their power. They readily accept the impersonal jurisdiction of rules and procedures but avoid people who attempt to control them directly.

Authority people are open-minded about impersonal issues. They like facts and logic, and they pride themselves on their objectivity. If someone challenges their position, they do not respond angrily. They try to look at the facts objectively and will change positions if the data requires. They will argue for the hell of it.

They generally work in fields requiring objective, impersonal analysis, such as chemistry, physics, engineering, accounting, and management sciences. They enjoy this type of work and are most comfortable with the people who enter these fields.

Their relationships with other Authority people are comfortable, but distant. They enjoy each other's minds, and neither makes demands upon the other.

They generally buy from Authority salespeople. They dislike the other types, particularly the Ego people. They hate to be pushed and pressured. They regard them as poorly informed, emotional bullies and try to avoid them completely.

Authority people feel contempt and hostility toward Pleaser people. They regard them as illogical and emotional, the two most deadly sins in their book. They resent Pleaser people's demands for reassurance and approval and are frightened by their attempts to get close.

Authority Reaction to Salespeople

Authority prospects distrust and dislike salespeople in general. They regard the entire sales process as an imposition, and do their best to avoid it. They feel they can objectively analyze their own problems and make their own decisions.

Their major question about you is: "What are the facts?" but their unspoken criteria include, "Are you logical and objective, or are you a 'typical' salesperson? Will you give me the data I need to make a decision without intruding on my privacy, or will you try to push me into buying something I may not want?"

Most Effective Approach for Authorities

The guerrilla approach to the Authority is to show them how this is the *most logical* choice, considering the alternatives.

Satisfy their need for control by *letting them decide* minor matters whenever possible, like the most convenient time to meet or where to

have lunch. Give them plenty of time to review proposals and contracts. They have a high capacity for information and detail. Make sure everything is exactly right.

With Authority prospects, the guerrilla must remain detached, logical, and impersonal. Let the facts speak for themselves. Keep your personality out of the interaction. Quote third party authorities. Support your position with figures, percentages, charts and graphs.

The Core of the Guerrilla Approach

To make sales you must satisfy prospects' needs. There are two types of needs. Criteria needs are those that your product can satisfy. Priority wants are the ones you satisfy through your relationship with the prospect.

The core of the guerrilla approach to sales is identifying criteria, and then demonstrating that your product can fulfill them. You cannot identify or satisfy criteria if you are not sensitive to priorities. Prospects will not answer your questions or listen receptively to your proposals unless they feel comfortable.

All prospects want you to care about their welfare, listen to their problems, provide continuing service, act confidently and professionally, and relate to them on their terms. However, these terms depend upon prospects' specific needs.

Chapter 6:
THE BUDGET STAGE

Universal Money Issues

Money! There are few things more difficult to talk about, especially with strangers, and particularly with salespeople. People get weird about money. It seems to have some mystical quality that makes otherwise reasonable people anxious and crabby.

It seems nobody ever has enough money. "We can't afford it" is perhaps the one objection salespeople hear most often. Money is the very next thing guerrillas discuss once they've found a need. They must confirm that the prospect can *afford* their product or service. Guerrillas are careful never to present solutions that the prospect can't afford. By dealing with the money issues at Stage Two of NaB & CaPTuRe, guerrillas defuse the "we can't afford it" objection before it turns up.

Priorities and Paybacks

Having isolated Needs, guerrillas turn the money issue to a tactical advantage by operating in the arena of priorities rather than costs. If guerrillas can show that a proposed investment in a product or service is a *higher* priority than some other planned expenditure, then the money can be found.

Few of us keep a hundred thousand dollars lying around, but if you were just diagnosed as having a brain tumor, and needed an operation that would cost one hundred thousand dollars, you'd find the money. You'd make it a priority.

Chapter 6: The Budget Stage

"You can't always get what you want,
but if you try sometime,
you just might find,
you can get what you need."
--Rolling Stones, 1971

Getting prospects to tell you how much money they have to spend is crucial if you want to sell honestly and professionally. Prospects are often reluctant to reveal how much they have to work with, or even what's allocated in a corporate budget. The reasons are not all that obvious. One may have to do with the cognitive need to stay in control. Ego prospects keep their budget close to the vest. As in a poker game, they may feel that showing their financial hand puts them at some disadvantage.

Prospects may fear paying more than they might otherwise, so they hold back this information, waiting for the salesperson to name a more competitive price. We've heard potential homebuyers complain about salespeople, "I didn't want to tell him how I was going to finance it. I felt like it was none of his business. I just wanted him to help me find the right house, but he kept asking how I was going to get the money."

A guerrilla would ask something like: "Is there a reason why you're hesitant to share this information?" then listen carefully to the answer. Guerrillas need to know a *specific dollar amount*, and may need to explain to the prospect that to get the best possible bargain they must be completely frank about finances.

Discovering Your Prospect's Budget

Guerrillas know that people buy priorities, not price. If they tell you they're buying strictly on price, they're being less than completely honest. Priority is based on a combination of factors including quality,

service, warranties, convenience and even the individual personality. The most important factor of all is the pain you've uncovered in the Needs Stage.

The guerrilla never sells on price alone, but justifies the expenditure based on *benefits*. The guerrilla uses this combination principle, focusing on the key factors of need, priorities and criteria, using the buying strategy the prospect will eventually use to justify his or her purchase to others.

Wish List

You are a professional, and your intent is to do business, and your prospects may not be clear about their own priorities. For example, for parents wandering up and down the aisles of a toy store, clutching a carefully crayoned Santa letter, their budget is only some vague upper limit.

A guerrilla clerk would start by creating the human bond: "Hi, my name's Janet. You folks look like you could use some help. There's more than 10,000 toys here and it's all a bit intimidating."

Now she moves to the Need phase. "Tell me about your children." She listens carefully, noting their names and ages on a 3x5 card, asking lots of questions about their interests and play habits.

"Of *all* the things on this list, which do you think your child wants Santa to bring the *most*?"

"Tell me about the toys they have *now*."

"Do they have a *favorite*?"

"Are they *artistic* or more *athletic*? Do they play mostly indoors or outdoors?"

"Which *of these* do you think they would play with the most?"

"Do they have a brother or sister who will share with them?"

"Do you feel it's important for toys to have an educational value?"

"Here are a couple that would make a good choices. Let's start there."

By focusing the conversation on the underlying *criteria*, the guerrilla helps these parents sort out their conflicting priorities, so they can eventually justify spending the money. And as every parent knows, we always spend more at the toy store than we budgeted.

Just Ask

It's absolutely fair to ask your prospects, point blank, to share their justifications and budgets with you. A guerrilla might ask: "Jim, when you solve this problem, how are you're going to tell Mr. Big about your decision?"

You may be able to discern spending priorities from other readily available data. A guerrilla we know who works in an advertising agency carefully analyzes the annual report of a prospective client, looking for sales data and trends. She also scans other publications seeking ads for competitive products being launched, and based on her knowledge of what those ads cost, she can extrapolate what the competition is already spending. By applying some simple formulas to these numbers, she can deduce a competitive advertising budget for her client, and justify her position based on the company's historic performance.

The Budget Rangefinder
When you *do* ask, it's better to do it in easy stages, using *qualifiers*. "*Off the record*," one guerrilla begins, carefully setting his pen down on the table, "what kind of budget do you have in mind, in *round numbers*?" Your objective is to avoid triggering their defenses by breaching the topic in general terms.

"Somewhere between $10,000 and $15,000."

Once they've told you where the target range is, aim closer and closer to the bull's-eye.

"Closer to $10,000, or closer to $15,000?"

"Closer to fifteen."

"*How* close?" By asking for progressively precise figures you make it easier for the prospect to share the specifics. But this still might not give you the whole picture.

What's the Problem?

Guerrillas know the power of defining the budget in terms of a problem that must be solved. A computer software salesperson might ask, "How much business do you *lose* because of problems keeping track of your past customers, approximately?"

"What might it cost, *ultimately*, if things remained as they are?"

"Can you estimate how much it would *save* if you could solve this problem? Can you give me a *rough estimate*?"

The prospect scratches his head, "Gee, I have no idea."

Chapter 6: The Budget Stage

"Well then, let's take a look."

By the way, the standard guerrilla response to "I don't know" is, "Guess!" You must get a number. Do not be satisfied with a vague, "We'll find the money," response.

Finding Funding
Often, spending the money isn't the issue; it's finding the money. Prospects are often unaware of the costs involved, let alone the alternative ways to pay. Guerrillas explore their thinking in this area by asking:

"What financial alternatives have you considered?"

Guerrillas may get a straightforward, "We'll pay cash," or a direct, "We're just looking," or something in between. If they simply can't afford the purchase, the guerrilla may resort to, "UH oh, we've got a problem," and exit stage right. But true guerrillas are more tenacious, and more creative. If your prospect looks as if they may not have the resources, deal with financial options right up front. When they realize that they may be able to afford the purchase after all, they will be more forthright about sharing their wants and needs.

Guerrilla Financing Alternatives
Many companies have discovered the value of extending credit to their customers. Major retailers often generate more profit on the credit card interest than they did on the original merchandise. The guerrilla is careful about introducing the idea of credit. Prospects may be gun shy of signing up for another credit card. Instead, offer it as an afterthought, "And of course, if you anticipate being a regular customer, we can open an account for you, and you pay nothing until July."

Bridge to these issues gently, stating them as information rather than as a question. "If you have credit established with another company, or perhaps a major credit card, that would be enough to qualify you for our revolving charge."

Giving customers more time to pay is another tactic. "Our competitors are on COD, but we can invoice you on delivery, net 30, and can extend that an extra 30 days if necessary."

Suggest ways for prospects to start using your products and services, even if it's a small start. They may become larger companies in the future, better able to afford enormous orders. There is no need to place a major order right now. A minor order will be just fine, thank you. Establish the relationship, and then work to grow the account.

Thinking into the future is a guerrilla concept that has been used from computer companies to tennis shoe manufacturers who provide their products to high schools. By establishing their user habits now, in a few years, these students will be buying these brands for the rest of their lives.

Building Future Sales

Here are more proven, yet little-known guerrilla ideas to help you make many sales in the future:

1. Get them in your club.
Companies like Costco and Sam's Club have demonstrated the multi-million dollar sales potential of offering memberships to students, seniors, active military, veterans, people with children, government employees, homeowners, and business owners. The possibilities are endless. Invite them to become members in your Preferred Customer Club. Free. Members get a discount and are notified about sales events

several days before the general public. Give them a special parking lot or a special checkout aisle.

2. Educate your prospects.
Offer low-cost or free workshops and seminars related to your products. Teach potential buyers how they can use an iPad, or how to get the most from social media, or how to improve the findability of their website. Camouflage these with care. Keep them under an hour in length. Serve refreshments. Emphasis must be on *real content*. This is not a sales presentation in disguise. Prospects with a genuine interest and a real need will qualify themselves just by showing up.

These forums are particularly useful for high-tech items, including the obvious ones like new software, and the less obvious like microwave ovens and programmable coffee makers. Home Depot attracts customers by offering classes on how to lay tile, frame a wall, or replace a light fixture. By answering often-asked questions in advance, guerrillas reduce new-user frustration and pre-empt demand for product support later on.

3. Invite them in.
Rent or lease, at little or no cost, your equipment, your office, or your showroom space to prospective clients during your off hours. Soon these prospects will get spoiled and decide they need equipment of their own. Others will feel more at home there and be inclined to buy from you. A drum shop in Boulder opened his showroom to a local drum circle. Now every Thursday night, his store is filled with music, and new potential customers.

For certain capital equipment, leasing or renting can be very attractive options to outright buying. Companies can directly deduct the lease payment cost in the current period, rather than having to depreciate the

item over time. There may be investment tax credits, R&D credits, or other tax advantages as well. Because the codes change constantly, check with your CPA.

4. Get Creative
Creative financing is the norm in the real estate industry. Very few first-time buyers can come up with the down payment or meet the monthly mortgage. Yet houses somehow get sold. The guerrilla uses many of the same creative financing tactics.

Help your customers arrange for subleases or timeshares to ease the financial burden for first-time or start-up clients.

5. Start Small
A guerrilla might suggest that they start off with low end products and offer a generous trade-in for more high-end future purchases.

6. Start Big
A prospect might be encouraged to make a large purchase in order to take advantage of a volume discount, and then taking delivery in phases as the payments are made. A butcher who runs a shop in Kentucky often suggests his prospects organize a *group* of neighbors to split up a side of beef and share the savings.

7. Planned Obsolescence
Another guerrilla option is to suggest that prospects sell or rent older, outmoded machinery or software to smaller start-up competitors and upgrade their own operation to state-of-the-art products that the guerrilla represents.

8. Take it to the Bank
Guerrillas are also ready to assist prospects applying for a bank line of credit to finance their products. In the future, these credit lines will become an important asset of the prospect's firm. Farsighted guerrillas arrange these credit lines in advance, offering "pre-approved financing" to customers who fit the required profile.

Unique Money Issues

To help you identify the specific money issues of prospects you are most likely to encounter, we will look again at the classic Amoral, Ego, Pleaser, and Authority personalities outlined in Chapter Three. As in the last chapter, these are caricatures; very few people possess all the characteristics of the extremes. However, these examples will help you understand how *best* to talk about money with each type.

Amoral Prospects
For many of us, money is one of the two or three critical areas of life involving genuine, responsible maturity. Rather than face these areas head on, some people just temporarily duck and hide, hoping that the issue will solve itself. Should such an Amoral shut down seem to be occurring with your prospect, it's time to verify that this has happened. You might repeat your last question to the client: "Exactly how did you plan to pay for this?" If you can't get a definite answer, reschedule the appointment. Perhaps you just happened to be meeting at a bad time. Who knows? Your client may have just received a letter from the IRS about last year's tax return. Retreat to base camp.

Ego Prospects
Ego prospects are as miserly and selfish about money as they normally are about other aspects of their lives. Like the Cadillac in the trailer park, these people's spending priorities can seem out of place. They will only part with their money in order to impress, to appear to be the

"best." They're not really interested in how much time a mobile phone will save them, but they are concerned that it be top-of-the-line, and better than the one that their colleague bought last week.

When the Ego prospect spends money, you can be certain that the biggest payoff is emotional. Guerrillas need to show that their products and services will help the prospect "win" in the never-ending struggle to beat everyone else. This can be a factor even when the product is purchased for the good of a large organization and will benefit many others. You must demonstrate *competitiveness*.

Pleaser Prospects
Pleasers usually have the least fiscal responsibility. They have the most difficulty with budgets, and even balancing their own checkbook is a real chore. They enjoy buying things, especially for others, and they often act impulsively. Their intent is customarily benevolent, but they may overlook the harsh economic realities in their quest to seem charitable. The guerrilla should show how this purchase will make life more convenient for others, or how much their benefactor will enjoy it, or show how it will make the world a better place. You must demonstrate *compassion*.

Authority Prospects
The Authority is as fond of budgets as the Pleaser phase eschews them. Authority people find comfort and satisfaction in the exactness of dollars and cents. These are people who will spend an hour looking for the missing 13 cents on the monthly transaction report. They do not buy image or adoration; they are interested only in results. Guerrillas sell them on performance specs, savings stats, payback cycles, and attention-to-the-penny detail. You must demonstrate *competence*.

Principled Prospects
Mature prospects at the Principled phases are looking for the overall benefit to the firm, to the public and to themselves, in equal proportions. They want you to give more than you're required, and provide a level of service few other salespeople will. The guerrilla sells them by sharing this broader perspective. You must demonstrate *concern*.

The Bottom Line on Money

When you know your prospect's need for your product and your prospect's ability to pay, you have completed Stages One and Two of the six-step guerrilla NaB & CaPTuRe Track.

A note of caution: Do not go on to Stage Three until you have completed Stage Two. It's a waste of time to spend more time with prospects if you can't find some creative way for them to pay. You must clearly establish your prospect's budget and financing options before you go on to the Commitment Stage. The only way to get this information is to ask. Remember, the purchasing agent isn't necessarily the *only* one who may have the answer.

When talking about money, guerrillas take care to form their questions in a non-threatening way. They use softening phrases like "approximately," "in round numbers," "just between you and me," and "off the record."

Guerrillas attack money matters head on, with frankness, openness, and creative options, and help their prospects better understand their own needs and financial priorities. This flank assault gives them the tactical advantage of knowing that finances will not suddenly become an issue.

Chapter 7:
THE COMMITMENT STAGE

Handling Objections and Summarizing

The third stage in Guerrilla Selling is to get a commitment to *buy*. With the completion of this Stage of the NaB & CaPTuRe track, the guerrilla has closed the sale *before* making a presentation. Once your prospects are committed to solving the problem they've articulated, all you need to do is tell your story.

By the end of this stage you should know that your prospect has a *need* that you can fulfill, has the *budget* to make the purchase, and has the *authority* to make some kind of decision today. This stage also includes an "NBC Summary" of the three Stages covered so far. If your selling cycle requires more than one call, the required commitment may simply be the scheduling of another meeting with someone else, arranging for completion of paperwork, or setting up a training session with end-users.

Handling Objections, Guerrilla Style

The guerrilla must find *at least one problem or objection* that he or she will use to test the intent of the prospect. For the guerrilla, this objection provides an opportunity to turn the control of the conversation back to the prospect.

"So, as I understand you Jim, you're looking for a high-end office desk in a mahogany finish?"

"Yes, that's right."

"What is it about the mahogany finish that's important to you?"

"Mahogany has such a rich look, especially in an office."

"Well, we've got a problem. It doesn't come in mahogany. We only sell furniture built with sustainable hardwoods. Should I leave?"

"Well, no, not exactly, how about a dark walnut?"

"No problem, but are you sure the dark walnut will create the rich look you wanted?"

"Yes. Perhaps a walnut, or even a dark oak."

"You're sure?"

Guerrilla salespeople actually welcome objections for several reasons. First, it gives them the opportunity to give control back to the client as we've seen. Next, consider that people *will not object* unless they're *seriously* considering your proposition.

The worst thing that can possibly happen is that you go through your whole thing, then get to the end and ask, "What do you think?"

And they say, "Well, *no*."

Then you say, "Well, maybe there's something that I didn't explain, or something that you don't understand?"

"No."

"No? Well, is there some difficulty with the company? Perhaps there is some problem there?"

"No."

"Well, maybe it's *me*. Did I *say* something or *do* something that *offended* you in some way?"

"No."

Now you're really stuck! You can't go anywhere.

That's why guerrillas welcome objections with open arms, because they are usually buying signals. They prove that you are being taken seriously, but that the prospect still has some question or some criteria that hasn't been answered to their satisfaction.

Objections also present an opportunity to close. Objections are telling you, essentially, "Well, if you can satisfy these criteria, or if you can solve this problem, then we'll go ahead." Because most people want to say "*no*" before they'll say "*yes*", an objection is one stage closer to making the sale. By accepting and dealing with prospect objections, you're giving them a chance to fulfill that psychological need for control of the situation.

Now imagine that you are selling a fine, expensive home, and think about some of the objections you're likely to encounter. All salespeople are likely to run into objections about price. So let's look at several ways to deal with the "price is too high" objection.

1. Budget Stage before Commitment Stage
First of all, this objection should have been dealt with in Stage Two, The Budget Stage. However, there are times when prospects insist that they have enough budgeted for your service, only to find out in the Commitment Stage that their budget somehow shrunk as they "really thought about it."

2. Keep Breathing
Now, remember that objections are buying signals, so the first step is: *don't panic*. Take a deep breath and re-focus your attention on the prospect, then relax. They are actually considering the consequences of this investment and wondering if it's justified. They have, at least mentally, bought the house. It's not the house you need to sell at this point, but instead, their ability to *pay* for it.

3. Clarify
The next step is to *clarify* the objection because you really can't answer an objection until you're certain that you know *exactly* what it is. Number one on the list of dumb things that salespeople do is to offer an eloquent answer to the wrong objection, leaving prospects feeling pushed and pressured. Instead, clarify the objection by listening carefully and asking questions. You're listening for clues that will reveal their important priorities and criteria.

The better your understanding of the central issues, the easier it will be to answer the objection. Ask questions and probe with phrases like: "Let me make sure I understand exactly what's on your mind here. Are you *concerned* about the *re-sale* value?"

Then paraphrase their thinking. Use all of the active listening skills you've been learning as you've been undergoing this guerrilla training.

4. Verify
A lot of salespeople tend to jump in with a standard counter-pitch that may be completely inappropriate, instead of responding to one individual's particular criteria. Guerrilla salespeople never make the mistake of trying to bury the objection in a pile of additional evidence. They never say, "Yes, but it's *such* a nice house and the pool is *so* beautiful and it's the *best rated* value by the Realty Board" and on and

on. If the central issue of their objection was never addressed, this only serves to strengthen the buyers' position and makes them feel pushed and manipulated as well.

You might ask, "Well, let me make sure that I *understand* what you are saying. Do you mean that you can get a *less expensive* comparable home somewhere else, or do you mean that it's *not worth that much* to you to live in such a lovely home; perhaps it's a matter of finances? Can you tell me which is it?"

"Well, I think that I could get a better price buying direct from an owner."

Now, that's a different objection. Price objections can take many forms. You want to make sure that you clarify the objection and hear specifically what it is that they are actually objecting to.

5. Rephrase

It's useful at this point to verify by restating or *paraphrasing* the objection. This is one of the smartest things you can do because it lets them know that they've been heard and understood, and that it's okay for them to take that position.

"Well, I can understand why you might feel that way. The homes we represent do include a sales commission."

This posture avoids a head-to-head confrontation on the issue and actually strengthens your rapport at that critical time when you need it most. It puts you both on the same side of the fence, looking at the facts. You can also use this opportunity to soften the objection just a little bit by feeding it back in language that is not quite as strong.

"There are *always* a few percentage points included in the price to cover the *cost of marketing* the house."

Feel, Felt, Found

A guerrilla way to remember to rephrase is the "feel, felt, found" approach. The general form is: "I understand how you *feel*. A lot of people have *felt* that same way. But once they *found* out how beneficial this is, then they feel differently."

For example, the real estate sales agent might say, "I understand that you *feel* some concern about getting the best possible price on your new home. Every client we've had has *felt* the same way. When you consider the value of our service and our firm's warranty on the house, and the other financial options we're offering, you will have *found* that it really represents a fair and reasonable price."

Overcoming Objections

Guerrillas are careful not to over-react when they're attacked. They know that most objections are really questions in disguise, so they stand their ground and simply answer the issue by providing the appropriate information. But sometimes an objection must be overcome and subdued. Guerrillas hold a Black Belt in handling objections. Like the judo master, they re-direct the attack away from themselves and their offering.

1. Content Reframing

This tactic is based on changing the value of the content by putting it in a slightly different context. Just as placing an everyday snapshot in an intricate gold frame elevates the prestige of the subject, the guerrilla can shift people from one point of view to another.

This essentially amounts to evoking the feeling associated with a particular item or issue, then swapping it for a different, more positive feeling.

Let's say that someone is looking at an expensive sports car, and says, "I can't see myself driving a car like this; it's kind of racy and frivolous."

First you can respond by saying something like, "Well, I certainly couldn't see myself in one that had *spoilers* or *racing stripes* on it, or something *gaudy* like that," in order to acknowledge the objection. Then you go on to say, "But having the quick acceleration and power that this car has is more than just a frivolous thing; it's really the *safety* of being able to get out of somebody's way quickly. This car handles better and performs better on wet and winding roads, and I certainly don't consider my *safety* to be *frivolous*."

Now look closely at the structure of that response. First, we gave them something to object to that *wasn't* on the car: the spoiler and the racing stripes. Then we went on to change the implication of the content. The fact that it's a sports car doesn't mean that it's frivolous; that means it's *safe*.

2. Context Reframing

But the guerrilla can also answer objections by altering the *context* of the objection, looking at the same issues from a different vantage point.

Our three-year-old son came home one afternoon and was just beaming! He had, for the first time, put his shoes on all by himself, and he was very excited. And of course me, proud papa that I am, looked down at them and said, "That's very nice, Aaron, but you've put them on the *wrong feet*". Aaron considered my objection for a moment, then

instantly reframed it by saying, "But Daddy, these are the only *feet* I *got*!"

Context reframing is just that: looking at things from a broader perspective. What may seem objectionable at first glance may make more sense in the long run. In dealing with our car buyer who's concerned about the high price, the salesman might say, "Well, this car definitely costs a lot more than a Ford or a Chevy or something similar. In fact, it's about twice the price on the sticker. But if you think about buying a car in the short run, then it's *better* to buy a *more expensive* car because you can finance it over a longer period, and keep your payments down. You'd actually be spending the same money each month and driving a much nicer car. It takes more time before you own it, but in the long run you wind up owning something you can still drive, instead of a pile of junk that has no equity.

"If you think it's cheaper to pay $320 a month for three years to drive a Ford, opposed to $320 a month for five years for a BMW, look at a five-year-old Ford and compare it with a five-year-old BMW. Check their value and the shape they're in. You'll discover that it's much too frivolous and expensive to buy a cheap car. You can't *afford* it."

Remember that your overall motive in reframing the objection is to create that emotional experience for them *now* so they take that feeling into account while making their decision.

3. Isolation

People often buy things in spite of certain shortcomings. Sometimes it's smart to isolate those objections, particularly if you sense that they've really already made a decision. Isolating the objection will tell you when their decision is made and signal you to close.

Probe, ask questions here, and try to smoke out any additional hidden objections. "Is there anything else that you had any questions or problems with that I can answer?" Sometimes people can get stuck on one objection-after-another-after-another-after-another. Other times they'll raise smoke-screen objections. Maybe they are trying to conceal the fact that, well, they really don't have the authority to make this decision after all, and they've kind of been leading you on. Now it's easier for them to just say "no" than it is to admit that they've gotten themselves in over their head. So, isolate the objection by asking, "Other than *that*, is there any *other* reason you wouldn't want to go ahead with this?"

4. It's Just Like

You can sometimes use reframing to answer objections that might otherwise have no good answer by drawing an analogy, comparing this situation with some similar situation.

Maybe they're complaining about the delivery time, and maybe there is nothing you can do about that, so you might draw an analogous situation and ask them, "Have you ever been in a situation where you had to wait longer for the right thing, and it wound up being the best decision?" See if there is some other place in their experience where they've been in a similar situation, and use that experience to answer the concern.

5. Just the Facts

And then finally, and only then, attempt to answer the objection by presenting additional proof, or taking some other tact -- negotiating a price, offering a discount, or offering some additional service to overcome the objection. Very often, as soon as an objection comes up, all the salesman sees is a red flag. They think "OH-oh, there's a problem here!" And they've heard this objection before, and so they

jump in and try to answer it. That doesn't work, because when their objection is attacked head-on, people are going to become even more entrenched and defensive. Once they take a particular position, they become invested in defending it. And the more they defend, the more invested they become.

Three Types of Objections

What's the best way to handle an objection? The answer is simple: it depends. There are several ways that guerrillas answer objections, and it depends on the type of objection. We'll consider the three most common varieties: The RFI, the Stall, and the Half-baked Objection.

1. RFI

The most common objection you'll run into is the RFI, or *request for information* objection. RFIs are actually questions in disguise. Either the prospect has some as yet unanswered criteria, or he's checking to see if a particular term or item might be negotiable.

Here are examples: "Well, I don't like the color."

What is the question he's asking? Can I get other colors?

"Gee, we need it *sooner* than that. We can't wait two weeks for it."

What is the question? Can you deliver it more *quickly*?

"The interest rate is too high." He's really asking, "Do you think there might be some other way that we can finance this?"

"We can't pay all cash in advance like that." Perhaps there are other terms available? Are the terms negotiable?

Handling the RFI

To handle RFI objections, mentally *convert* the objection into a question, then just *answer* it. Stop, think for a second; what is the question that they are asking? And rather than try to handle it as an objection, answer it as if it was just another question, and it will usually evaporate. Eighty percent of all the objections that come up will be requests for information objections.

Guerrillas make a written list of the most common objections, and then convert each one into a question. Place each one on an index card, together with the answer, and practice with them until you've memorized each one. This will help you recognize RFI objections when they come up, and you'll be prepared with an answer.

Guerrillas working on the telephone will write their most common objections on 3x5 cards, and put the answer on the other side. Then they slip the cards into the plastic sleeves of a flip-up photo album. The name for each objection shows at the edge of each card, and when the prospect objects, they simply flip up the right card and read the appropriate response.

2. The Stall

The second most common objection you'll encounter is the *Stall*. "I need to think about it. I never make a decision without sleeping on it." Or, "I need to discuss this with my (wife or husband or Department Head)." People raise stall objections for one of two reasons: either they really do not feel comfortable with what they've seen so far, or there's some hidden condition that they haven't told you about. Maybe they lack the means to pay, or the authority to act.

Handling the Stall

Stall objections are best faced head-on by asking, "If the time were *right*, what would you *need* in order to be able to *move ahead* with this?" When the prospect stalls, it's usually motivated by some psychological need, but it's usually not what they're *telling* you they need, which is more time.

If they still hesitate, you might summarize by saying, "I'm sure that someone in your position, with your experience, can make a simple business decision like this. Why don't we just go ahead now?" Your objective here is to either get them over the hump to the Commitment Stage, or elicit their *real* objection.

You might offer them some special incentive to make an expedient decision: "This is the last one we have in stock," or "The price is going up next week," or "I can only offer this concession only if we can settle this matter *today*." If their intentions are genuine, this little extra nudge will be enough to coax them through. If not, then at least you know what you're dealing with in the way of an objection.

3. Half-Baked Objections

The third type of objection you'll hear is the *Half-baked Objection*. This is usually a far-fetched or petty issue, designed to draw attention *away* from something else. It's a common negotiating tactic to nit-pick the offer in an attempt make the other party's concession seem less valuable. Prospects will sometimes use this tactic to wring a better deal out of a salesperson. Perhaps they want to try to negotiate the price, so they find some minor flaw. These red herring objections are an attempt by the prospects to regain control of the interview for reasons of their own. It may be because they feel a bit pushed and pressured and just need to exert some influence on the situation.

Vera, a friend of ours, was shopping for a new refrigerator, and asked us to recommend a reputable dealer who would give her a good deal. We made a call to the sales manager of a chain of appliance stores that we had done some training for, and asked the manager if he would do a favor and accommodate our friend. He made an appointment for Vera to come in. After settling rather quickly on the model and color she had in mind, Vera pulls out a copy of Consumer Reports, and starts raving about high mark-ups in the appliance business and how these stores were making entirely too much profit on these poor, unwary consumers. Forty-five minutes later, she finally signed the order, for $38 dollars *more* than the dealer-cost price that the manager had originally offered, on condition that they deliver it.

Later, Vera confided in us that even though the new 'fridge was exactly what she wanted, she still felt a little bit railroaded, even knowing that everyone had her best interests at heart. Her string of half-baked objections was her way of regaining some control in what she perceived as a pressure situation.

Handling the Half-baked Objection

You can counter the Half-baked Objection and still avoid a confrontation by offering your counter-argument as an *opinion*, rather than as fact. You could say, "Well, in my *opinion*, this is the very best value on the market." Or you could say something like, "That may be true, but in my *opinion*, I feel that the price is *very* reasonable." Since you're describing your own feelings and opinions, your position becomes irrefutable. You can then afford to let them push you around a bit, but not too much. Remember, people are suspicious of being sold.

When to Answer an Objection

When is the best time to answer an objection? As early as possible! Guerrillas often answer objections *before* they're raised. Guerrillas feel it's more effective if they raise the objection themselves.

Look again at that list you made of your regular objections. There are always a few that you can bet you're going to get. These are the ones that come again and again. Now, try to *incorporate* them into your regular presentation. Some salespeople prefer to let sleeping dogs lie, but then you run the risk of them waking up unexpectedly and biting you on the backside.

Preemptive Strike

If an objection is highly likely, (in the Top 10 List you hear every day) then *raise* the objection *before* the prospect does. Whoever raises the objection now owns that objection, and is invested in its defense. If you raise the objection, then dismantle or reframe it, they have no investment, and so are much more receptive to your point-of-view.

You gain a tactical advantage: you own the objection, and it's always easier for you to answer your own objections than it would be for you to answer someone else's.

Let's say, for example, that people always object to your price because you sell a premium line. It's always better to anticipate that objection, take that objection as your own, bring attention to the issue, and then answer it. If *you* raise the objection, it's your objection and you own it. If the prospect raises the objection, then they own it, and they'll feel a psychological responsibility to defend that position. But if you raise the objection and then answer it immediately, they have no investment in its defense.

Anticipate the most common objections: price, terms, and delivery, whatever, the ones that come up all the time. Make a David Letterman Top 10 List of the objections you hear most *frequently*. Work them out in advance, and then incorporate them into your presentation.

Invert the Objection

And finally, and this is a guerilla favorite, you can *invert* the objection. Just reverse it. And if that sounds like a contradiction, it is sort of, but it's probably the single most persuasive way that you'll discover on how to deal with objections, particularly, real objections.

A good example was a man in one of our classes who was a salesman for a local manufacturer of prefabricated, wooden frame, replacement windows. Their pricing is very competitive because the windows are manufactured locally, and don't have to be shipped across the ocean. This man had been calling on a contractor who was putting up a complex of condominiums at a resort in the mountains. He had estimated his cost based on windows from a competitor. The salesman offered a comparable product, and the local price was almost a third less, but he just could not get this man to even consider doing business with him.

A few weeks after the seminar, he told us how he went back and used this strategy for handling the objection.

He started by clearing the air with the prospect; he walked into the developer's office and said, "Listen, I've been calling on you now for six months trying to get you to buy our windows, and there must be something you feel very strongly about, because I've already shown you how much money you can save. Would you just *level* with me and share what your *real* objection is? What is it about our product that's a problem for you?"

Chapter 7: The Commitment Stage

"All right," said the contractor, "I don't like your windows because they're hard to open and close."

So, the salesman followed the procedure and repeated the objection verbatim: "When you say, `They're hard to open and close', what exactly do you mean?"

"I mean, they're hard to open and close. They fit real tight in the frames and it takes a lot of muscle to open or close them. They do not slide smoothly in the sash. I'm not real happy about that."

"Okay, I can see that, because it's true. Our windows do fit tight in the frames and they're a little bit harder to open and close than some of the others. I can see why you would say that."

Then he isolated the objection, pacing the prospect's key criteria. "*Other* than being hard to open and close, is there any *other* reason why you wouldn't use our product over the competitors, given the difference in the pricing?"

"We spend a lot of money on the finish carpentry in these units, and if you look at the joints, you'll see that we're real sticklers for precision. I just wouldn't feel right putting in some cheap window that didn't fit right."

"Well, I certainly can't argue with that," said the salesman, "and I appreciate your passion for turning out a quality product that's tight and energy efficient. It's only fair that you would want to give your customers the very best." A perfect About-face.

What he did next was sheer guerrilla. Rather than responding to the charge of being a *cheap product*, he reversed the context: "So I'm sure

you understand that, the *tighter the fit, the closer the tolerances* have to be. The same is true for our windows and frames. That snug fit is an indication of our *precision and quality*, and it's exactly the reason why you should be using our windows, regardless of price.

"While it's true that our windows are slightly harder to open and harder to close, most of the insulation value of a double-pane window is lost to infiltration of cold air around the frame. When you consider the insulation value you normally lose to infiltration, our tighter two-pane window is more energy efficient than their three-pane. It takes a little more effort to open them in the spring, but when you close them for the winter, they close *tight*. If precision is one of your design parameters, you should definitely be using our windows."

He walked out of the office with a quarter-million dollar order.

Allow for Differences in Personalities
Each type of prospect requires a different approach. No matter how persuasive you are you can't use the same tactics with all prospects. To help you identify the specific issues of prospects you are most likely to encounter, let's look at The Mind Map again, this time to help you understand how best to talk to the classic Ego, Pleaser, and Authority personalities when they raise objections.

Ego Prospects

Make sure you understand their objections before answering them. They resent answers that reveal a lack of understanding. Your responses should be forceful and confident, since Egos react positively to clout. However, do not contradict them directly or imply that they do not understand. If they feel that accepting your position would cause them to lose face, they may maintain a position which they know is illogical.

Pleaser Prospects

Listen carefully and probe gently for hidden objections. Pleaser people hesitate to say things that might offend you (such as doubts about you or your company). They are often indecisive and shy of making mistakes but may be afraid to admit it.

Many of their objections are really requests for reassurance even though they may be disguised as questions about the product. Provide reassurance about your product, your service, your company, and your concern for their welfare. If they feel you care about them, they will be less fearful of making mistakes.

Authority Prospects

Make sure you understand exactly what each objection means, even if you have to ask several questions. Authority people like precision, and they will respect your attempts to get at it.

Your answers should be impersonal, factual, and logical. Provide specific evidence whenever possible. These people are particularly impressed by the research of impartial organizations. If you suspect a hidden objection, do not probe too openly. Answer emotional objections indirectly because they dislike discussing feelings. Ask, "What do you *think*?" rather than "How do you *feel*?"

So don't be afraid of objections. Instead, learn to love them. They tell you why prospects are not buying. Then you can overcome a prospect's resistance and close the sale. And remember, a true guerrilla always identifies at least one objection to use later to complete the six steps of the NaB & CaPTuRe track.

The Two Parts of a Buying Commitment

There are two parts to make a buying commitment, the "Who?" and the "When?" The answers the guerrilla seeks are:

1. You

2. Now

The "Who?" is scoping out the internal process and the players involved in purchase decisions. If your prospect has the authority to make the decision, so much the better, but if this type of purchase requires the approval of another person, or a committee, you must find out *who* and *what* may be involved.

The second part, the "When?" pinpoints the time that the decision can be made. If it can be made today, wonderful. If not, then when does the committee meet again? Can your prospect schedule a meeting?

Who?
One guerrilla always begins the "Who?" step with: "Jim, can you explain to me exactly how your company makes purchase decisions like this?"

Another begins with, "Who else*, besides yourself*, is involved in making purchase decisions on products?"

Or, "Can you describe for me, in general terms, the *buying process* at your firm?"

Chapter 7: The Commitment Stage

When?
You can open the "When?" by asking: "Jim, assuming I represent a service which will solve the problem you've just explained, within your budget, when do you see your firm using this service?"

Or, more directly: "Jim, if I had a product that would fill the need you were telling me about, at the price you just told me, could you make a decision today?"

The guerrilla strives to get a specific date. Answers like "soon," or "as quickly as possible," are not adequate. You want to avoid the "I'd like to think these things over for a while," objection. If you get a vague answer, suggest a time "soon" when the decision will be made. Something like, "When you say 'soon,' do you mean perhaps today?" Or respond with, "Since both of us are professionals and work with schedules, can you tell me specifically when you say, 'for a while,' do you mean this *afternoon*, or that you want to sleep on it *overnight*, or do you mean some day *next week*?"

"Fine. Which day next week?"

NBC Summary
When you've found at least one objection and have gotten an answer to the who and the when of the Commitment Stage, you're ready to begin the summary of the first three stages.

Begin with: "So, what I've heard you describe is a real need for . . ., And, you have $10,000 in your budget to solve this need, and you can make a decision today." Referring to your notes, you describe the need uncovered in Stage One, which matches your product, the budget you heard in Stage Two, and the decision process with a date, like today, uncovered in Stage Three.

Chapter 7: The Commitment Stage

Having completed the NBC Summary, you've effectively "closed" this prospect and have subdued the most common buying objections you're most likely to hear when you start to write up the order: no need, no money, no hurry, no authority. With Stage One, you've overcome the "no need" objection. With Stage Two, you've made sure your prospect can afford your product. And with Stage Three, you've made sure you are talking to the right person who can make a buying commitment today.

Congratulations! You've just made the sale. Now all you need to do is describe your product in a way that demonstrates your understanding of their needs. Personalize your presentation to the appropriate personality phase. This is discussed fully in Chapter Eight.

After your NBC Summary, your prospect will probably ask to hear more about your product. Great! If you're sure you've heard your prospect's NBC, you're ready to go on to Stage Four. If you haven't, do what you must to hear it.

Home Free

In the guerrilla sales track you now have completed the first three Stages. In addition, you've uncovered at least one objection, one problem where your product or service does not exactly fit. You've even offered to end the meeting because of it and you have been asked to continue. Before you go on to Stage Four, the Presentation, you need to one more step.

The guerrilla refers to written notes and asks:

"Is there anything that I've overlooked? Are there any other questions you'd like to ask me?"

Chapter 7: The Commitment Stage

“Yes! When are you going to tell me about your product?”

“Thanks for asking, I’m going to do that right now.”

Chapter 8:
The Presentation Stage

Desire and Motivation

Guerrillas know that they must adapt the sales presentation to the prospect's personality. The key idea in The Presentation Stage, the fourth step in NaB & CaPTuRe, is that people buy what they *want*, not necessarily what they need. It's emotion that puts the motion in motivation.

Naturally, that means your next objective is to create that want, the motivation for them to act on your suggestions, and an active desire to want what they need. They may accept your position, they may agree that you're right, but unless they're willing to *act*, you might as well scrub the mission. You must create an emotional momentum strong enough for them to overcome their natural fear of signing the order and buying what you are selling.

Satisfy the Criteria

The NBC Summary has laid the foundation for your personalized presentation. Your job now is to show how your product matches the Need uncovered in Stage One, within the Budget outlined in Stage Two. You also know that your client can make a Stage Three Commitment today. Only a powerful desire for your product or service secures that commitment. The commitment may be the final order or contract, or it may simply be a confirmation for another meeting leading to the sale.

Organizing the Presentation

Your presentation is not a haphazard bunch of ideas and recommendations. It must be clearly structured to cover all your points in logical order. There are three major parts to a guerrilla presentation: the opening, the body, and the summary.

You can use the classic "Borden Formula" to organize your presentation: "First tell them what you're going to tell them. Next, tell them. And then tell them what you told them." That is, in the opening, let prospects know what you will discuss, next it is discussed in the body, then the information is summarized.

The Opening

The opening lasts approximately a minute, and should outline your presentation. Your prospects should know where you are headed.

Even if you tell people that you will discuss three points, they may not keep track of all three or see how they fit together. If the points are written down where your prospects can see them, they will feel more comfortable and will follow your presentation more closely. Points made to the ear and eye are 68% more effective than points made to the ear alone. Show and sell.

As an example, a real estate's opening statement might be, "I'll begin by reviewing your current housing needs. We'll see how much space you need and what kind of extras you're looking for. Finally, I'll discuss the cost of homes of this type."

The Body

The body supplies the details. In this case, the agent would discuss individual homes in the area and why they would fill the prospect's "wish list."

Each point is carefully explained, developed, and discussed, organized in a logical progression. To make their presentation more memorable, guerrillas discuss the most important point last, the second most important first, and the least important points in the middle.

Guerrillas mark the presentation with clear transitions, so their prospects never get lost. A transition for the real estate presentation might be, "We have seen how this house might work out. Now let's look at another."

The Summary
The summary pulls things together and recommends a specific course of action. Based on the criteria you've been given, it should be clear now what the obvious choice would be. This is the guerrilla's clear shot. Couch your suggestion as an opinion or as a suggestion, then ask for confirmation. "In my opinion, based on your family's needs and financial considerations, I'd suggest that the house on Mapleton Drive seems to be the best fit. I don't know, what do you think?"

Your summary also prepares the prospect psychologically for Stage five of NaB & CaPTuRe, the Transaction Stage, so important that it merits a chapter of its own. This stage is the punch line. Your presentation creates the emotional momentum and the desire to buy. You exploit that desire in the Transaction Stage.

Communication Styles and the Mind Map

Guerrillas tailor their presentation to fit the style of communication that the prospect prefers. Different prospects have different ways of receiving, processing and responding to information. Like tuning in a radio, the structure of the presentation must be properly aligned with the prospect's information processing strategy in order for them to receive your message clearly.

These differences can be summarized in four categories: General/Specific, Options/Procedures, Internal/External and Proactive/Reactive. We will explain each of these dimensions in depth.

General ..... Specific

Guerrillas adapt their presentation to the appropriate level of *detail* for each individual prospect, and this dimension of communication describes the need for explanation and tolerance for specifics. People can fall anywhere along this scale; some have already made up their mind and would rather not be confused with the facts, while others need large quantities of data to make a decision. This spectrum, spanning between the *general* and *specific* is one of the easiest to recognize. As you listen, pay attention to the level of detail that your prospects offer in their conversation, and contract or expand your presentation accordingly.

General Communication Style

You can recognize the *general* style because these people are most comfortable talking in sweeping generalities. They are impatient with minutia and tend to see things in terms of the big picture, the long term, the overview. Ego prospects often fit this description. If conclusion jumping were an Olympic event, these people would be gold-medalists. They can best be recognized by their monosyllabic answers to questions, like, "How's business?"

"Great!"

"How's your family?"

"Fine."

"How was your vacation?"

"Good."

On a particularly talkative day they might say, "I don't know."

Getting any meaningful information from generals can be like pulling teeth. They are notorious for making *assumptions* because in the absence of hard data they will fill in the details based on their general understanding. When outlining their needs to salespeople they're often vague and incomplete. Be careful when dealing with general prospects because in their haste to make a deal, important details may be brushed aside. Above all, they hate paperwork, so you have to follow through on the particulars yourself, but then, guerrillas always do that anyway.

Specific Communication Style

The other extreme of this scale is the *specific*, often seen in Authority prospects, which are very precise in their communication and have a very high capacity for, and need for, detail. Their conversation is peppered with specifiers like place names, references to particular dates and times, percentages, quantities and distances. They look at the short term, the close-up, and have difficulty understanding the big picture or seeing the overview. Be very careful dealing with specifics because all this "detail fog" often obliterates the intent of their communication. You have to be absolutely consistent when selling Authority prospects because they're alert to the tiniest omission or contradiction.

General vs. Specific

You run into problems when you put a *specific* and a *general* together, because it's difficult for them to communicate. If their need for detail is exceeded, the more general Ego prospect will simply stop listening and daydream about something else. The opposite is true for the more specific Authority; unless they have every little bit of information filled in, they have trouble coming to a conclusion. Pleaser prospects usually

fall somewhere in between. They pay close attention to personal details, like peoples' names and birthdays, but take a more general approach to impersonal issues like specifications and statistics.

The Most Effective Approach With Generals
One of the most frequent fatal mistakes salespeople make is overloading their prospect with irrelevant detail. To communicate with the more general Ego, be direct. Do not explain your evidence or your rationale. Go directly to the bottom line, and if they need a more complete explanation, they'll ask for it.

To persuade the general, summarize your evidence into capsule form, using charts, graphs or maps. Pictures help a lot with these people, and the more concisely you can present your case, the easier it is for them to understand and accept it. Talk in terms of five-year appreciation rates, technological, community or neighborhood trends, and long-range goals.

To motivate the general, align your proposition with their long-term plan. Show them how it fits into the big picture. These people enjoy making decisions, especially big decisions. Give them two or three alternatives and ask them to choose.

The Most Effective Approach With Specifics
Specific Authority prospects need all of the salient facts and then some. To communicate with them, be thorough, complete and precise. Explain your reasoning and the evidence that supports it before drawing a conclusion. Show them how your product will perform in exact terms, using dollars, percentages, and time frames.

To persuade the specific, break your proposition down into incremental commitments. These people *hate* to make decisions, especially big

decisions, so give them a series of small decisions to make instead. You can tie them down on the color, then the quantity, then the shipping method, and finally the delivery date.

To motivate the specifics, include all the supporting documentation you can get your hands on: web sites, brochures, specifications, blueprints, everything. The Authority may not read it all, but has an emotional need to feel like he's getting the whole story.

Phase Shift
We've studied the work habits of hundreds of professional salespeople, and we've learned that one of the hallmarks of successful guerrillas is the ability to *shift* from the general to the specific communication style in their presentation. They take the general needs of their prospect and apply them to the specific priorities and criteria that are most relevant. Then they translate them into general terms a lay prospect can understand. Because the guerrilla's communication fits them like an old shoe, prospects are comfortable making the required decisions and commitments.

Options ..... Procedures

Another dimension the guerrilla can consider is the need for *order* and structure. Think in terms of a scale with options at one end, and procedures at the other. Keep in mind that a person can fall anywhere along this scale, and their position on one scale may be completely unrelated to their position on the other scales.

Options Style Communication

You can recognize the options prospect as soon as you walk in their office. This is the prospect who has nine file folders open on the desk, is talking on the telephone, writing an e-mail and carrying on a

conversation with you, all at the same time! These folks are multi-modal and are often good at handling multiple demands and simultaneous tasks. They organize their work as a set of *alternatives*, and if they've got five things on their list of things-to-do-today, they may start with item number 3 and work on that for a while, then jump to item 1, make a dent in that, then go to number 5, and so on. They are notorious for starting projects and not finishing, so you have to follow up carefully on any commitments they make. Ego and Pleaser people most often exhibit this communication pattern.

Procedural Style Communication

The procedural prospect, on the other hand, organizes tasks as a checklist, to be accomplished *sequentially*, step-by-step. They'll start with item number 1, and work on it till it's finished. Then and only then will they go on to number 2, and if they get interrupted in the middle of their procedure, they have to start all over again. This is very stressful for them. Perhaps you know or have worked with someone like this. They'll say things like, "Look, I can only do *one thing at a time*!"

These styles of communication can be either a resource or a liability, depending on the demands of the situation. A receptionist who is highly procedural will be resentful if she's typing a letter and your entrance interrupts her routine. It drives her crazy. She loses her place and has to start over, and it's very stressful. So the guerrilla has to learn to stand quietly and watch until she stops to reach for a document, or otherwise interrupt her procedure. Only then does the guerrilla approach and ask a question.

The Most Effective Approach With Options

Similarly, guerrillas adapt the presentation to follow the organizational strategy of the prospect. To communicate with the options prospect, be

flexible. Nothing turns the options prospect off quicker than a canned pitch. Be prepared to follow them on a roller-coaster ride up, down and around the issues. A carefully planned presentation is of particular value here, even if it isn't followed sequentially, because like a roadmap, it helps you get the conversation back on course.

The Pleaser is moderately flexible in an effort to gain acceptance while the Principle prospect is genuinely open to alternative points of view. He or she may interrupt with questions or comments, and you must give them something of a free reign in directing the conversation.

To persuade the options prospect, spell out several available alternatives, showing how your suggestion is the best available option.

Guerrillas motivate options prospects by giving them a set of alternatives to choose from, and asking them to make a choice. Be careful not to give them too many possibilities, particularly if they are also trend toward *general*. You may launch them into paralysis-by-analysis.

The Most Effective Approach for Procedures

Authority prospects are often highly procedural. They follow the known course and are not pioneers. There is one *right* way to do everything: *their* way, and any deviation violates their need for order and correctness. To communicate with these people, your carefully prepared presentation must be followed step-by-step. If you digress, use an "as I was saying, …" transition to get back into your outline. It helps if you give them a copy of your notes. If you can present from an outline, checking off each issue as you cover it, so much the better. This taking-them-by-the-hand approach makes it possible for them to follow your train of thought.

To persuade the procedural, structure your case as *the only logical way to proceed*, given the evidence. If you can lead the Authority to a logical conclusion, based on the facts, it's easy for them to go along with your deal. Also keep in mind that Authority prospects people resist change, so talk in terms of "progression," "evolution," and "improvement," rather than "new," "revolutionary" or "breakthrough."

To motivate the procedural, give them a demonstration or show the before-and-after pictures. If they follow some routine, find out what it is. If they re-order on a regular schedule, make sure you're in touch with them on exactly the same day each month to take their order. Whatever you do, be consistent.

yInternal vs. External

Another dimension that you can listen for is their motivational frame of reference. Prospects differ in the strategies they use to maintain their motivation, and one of the most important dimensions is the *locus of the feedback* they depend on for their decisions. Do they look for it *internally* or do they look for it *externally*? This distinction will help you communicate in a way that will build powerful motivation.

The basic form of the question that answers this is, "How do you know when what you are doing is working?" or "How do you know when what you have bought is doing a good job for you?" For example, a guerrilla might ask her house-hunting prospects, "Based on your experience, how do you know when you've found the right house?"

External Frame of Reference

Externally motivated prospects tend to respond with something like, "I want a place where I don't have to be embarrassed if clients come to visit." Or they might say something like, "The view is really important,

and has to be impressive, maybe on a lake or on a golf course, someplace where we can entertain."

These prospects are fixing their frame of reference *externally*, on the outside world, on what *others* might say or think or feel. The impression the house will make is an important consideration for externally motivated buyers. They base their decision on factors found in the environment.

Authority, Pleaser and Ego prospects tend to be progressively more external, respectively. The Authority is concerned with whether it's "right" according to outside experts, the Pleaser is concerned with whether it will make other people happy, and the Ego is concerned with whether it will make them look good in the eyes of others.

Internal Frame of Reference

Someone who is *internally* motivated is referencing values and standards within their own being, their sense of comfort, their gut reaction, their conscience, their intuition and judgment. They base their decisions on factors inside themselves, a vision, a feeling or a voice inside their head.

The internally motivated prospect might respond to the same question by saying, "You *just know* when it's right. You get a *feeling* when you first walk in. Is it cozy? Is it solid? If I'm going to spend five or ten years in a house, it has to be comfortable." This prospect might be interested in buying the *same* house as the externally motivated buyer, but for very *different* reasons. Her relationship with the agent will be different as well. Principle, Responsible and Universal personalities tend to be progressively more internally motivated, respectively. The Principle concerned with whether it's fair-care-share, the Responsible is

concerned with whether it will achieve his personal goals, and the Universal is concerned with how it fits his vision of the world.

Most Effective Approach for Externals
This is important, because people who are externally motivated, the Authority the Pleaser, and particularly the Ego, are in fact dependent on information input, statistics, and testimonials; they require external validation in order to make a decision. They want you to tell about your proposal, make suggestions, and even prescribe a particular course of action. You can use third party references, demonstrations, recommendations, and more, and they expect you to provide it.

Presenting to an externally motivated prospect, the agent could make comments like, "This house has the biggest trees on the block", and "I can just see your friends will be green with envy when you move in." The externally motivated prospect wants input and feedback. They want the agent to say, "I think this is just the place for you." To sell the external, tell your story and offer third party testimonials.

Most Effective Approach for Internals
Internally motivated prospects may be motivated independent of what's going on in the real world. These people really don't care what you think, (or anyone else, for that matter). With them, you have to ask about their opinions, feelings and values. "What do you think of this view?" or "Can you just imagine curling up in front of this fireplace with a good book?"

Use *questions* to help them access their own internal judgment, because that's the scale they'll use for weighing the evidence and for making the decision. Their ears believe most what their own mouth says. It makes them uneasy if you try to load them up with rave reviews. Not only do they ignore it, they resent it.

For someone who is *internally* motivated, the guerrilla accesses their motivational mechanism by saying, "Well, I'm sure that you understand your family's needs better than I do, and I'm really dependent on your feedback as we tour different properties. I'd like to be your Realtor, but ultimately you have to live with your decision."

Motivation and the Mind Map

Internal..... External

Universal Responsible Principle Authority Pleaser Ego

Figure 8.1

Figure 8.1 demonstrates where the various phases of the Mind Map fall on the Internal/External scale. Guerrillas will keep these differences in mind when concluding their presentation.

Guerrilla Selling also means maintaining an awareness of your own motivational style. Externally motivated salespeople often mistake the rejection of their product for a rejection of them personally. They are overly focused on external evidence. Internally motivated salespeople think they're doing great when they've actually missed the boat with their prospect. They're preoccupied with their own thoughts and judgments. Pleaser, and particularly, Ego salespeople need regular praise, recognition and feedback about their work. When performance is sub-standard, they need to be reminded what the expectations and rules are. They will be the ones who strive to win the sales contests and awards. They interpret information as instructions. They want participation and input from others on their work.

Authority salespeople are somewhat external and somewhat internal. When it comes to recognition, they let the weekly sales figures speak

for themselves. They require careful coaching in the beginning, but once they decide that they know the rules they become somewhat self-managing. After a careful training period, they need to be given a free rein with only periodic checkups. They do not want to be told how they're doing; for them, you're just restating the obvious. They are not as interested in recognition or awards, but they will work very hard to meet standards and goals, particularly those that they've set for *themselves*.

Which are you? Are you more motivated by what others say or think, or by your own gut feeling? Guerrilla Selling means adapting to the motivational needs of your prospects, and striving to appreciate both their feelings and intuition as well as the external feedback on the tote board. Over-reliance on one at the expense of the other can lead to disaster.

Proactive vs. Reactive

Another dimension to watch for is your prospects' level of initiative. Do they take the initiative to make things happen, or do they wait for others to get things started?

Proactive prospects like to be in control and make things happen. They tend to jump in with both feet. They have a bias for *experimentation* over analysis, and tend to act first and ask questions later.

Reactive prospects prefer for someone else to do the driving, and go along for the ride. They have a bias for *analysis* over experimentation, and tend to ask questions relentlessly rather than act. Principle phase prospects are often highly proactive, and Ego prospects often fit this description in the extreme. Authority prospects tend to be more reactive, while Pleaser prospects may be reactive in the extreme.

The Proactive Style

The proactive prospect wants to take the lead, to be in control, and in severe cases, may resist the initiative of others, including you. In selling, follow their lead and treat everything as if it were their idea. These people are go-getters. Inaction makes them uncomfortable. If you promise to send a brochure or catalog, get it out the same day, and expedite everything. They prefer to try your product out, but if it doesn't work the way they expect it to the first time, that's enough. They're ready to deal with someone else.

With proactive prospects, any actions on your part will be well received. They respect people of like mind and are happy to push things along. They make great allies within an organization because they tend to ferret out any resistance to a project they've started. Be careful if you meet one of these who is also internal. He may make commitments he can't keep.

The Reactive Style

At the other end of the scale we have the *reactive* prospect. These prospects are not motivated to start things, but instead rely on the initiatives of *others*, so take the lead and make suggestions and recommendations. Be prepared to sell the reactive Authority prospects with facts, figures, and test results, and take the initiative to offer samples, do a trial run, or in some other way get the ball rolling. Pleasers are afraid to rock the boat; they prefer the status quo and may be resistant to change. For the Pleaser, who tends to respond to the opinions and recommendations of others, be prepared to present testimonials and references, or get the spouse involved.

Reactive prospects may perceive your initiative as being pushy, but they will react to it, either positively or negatively. They require

constant attention, checking back, and prodding along, or the momentum of the sale will be lost.

Proactive ..... Reactive

Ego Principle Authority Pleaser

figure 8.2

Figure 8.2 shows how the most frequently encountered personalities fall on the proactive/reactive scale.

Constellations of Styles
Guerrillas carefully analyze the constellations of needs when developing their presentation. The guerrilla may zip off a quick deal memo to the Principle C.E.O. who is internal, general, and proactive, immediately after the initial meeting.

Then the guerrilla then takes the time to write a carefully worded cost/benefit analysis for the Authority production manager of the same company who is externally motivated, specific, and reactive. A "Thank You" card goes to the Pleaser division manager who is specific, externally motivated and reactive, itemizing all the little things done to facilitate the presentation. Another short note is sent to the Ego sales manager who is general, proactive, and externally motivated, congratulating him on the success of his idea. In this way, guerrillas cultivate a favorable motivational environment for their product or service.

Tie Everything to the Prospects' Priorities

The first three stages (NBC) give you insight into prospects' priorities and criteria, and you've been listening carefully to diagnose their

preferred patterns of communication. Now the guerrilla uses that information to match the presentation to the prospect.

If the prospects are considering alternative solutions, show how your service or product is *superior*, not in a general sense, but as a solution to their particular want or need. Many salespeople ignore competition. They talk only about their own products, leaving the comparison to the prospect. Guerrillas know that if the prospect makes the comparison, it will be less favorable than if they make the comparison themselves. Guerrillas invite comparison, because they've researched the competitors thoroughly. State exactly how your product does a better job, but make sure that you do not appear to be knocking the competition. That tactic offends some prospects. A guerrilla tactic is to talk up the competitor, then show how their own product is superior. A guerrilla banker might begin by reviewing with a prospective loan applicant about the normal loan process and various standard fees and then how this bank offers better service at more competitive rates. This information could be verified by a competent third party source like Consumer Reports or Yelp.

When you directly relate your product or service to your customer's wants and needs, and show how it's superior to the competition, your job becomes much easier. When they understand why they should buy, they also will have more confidence in you. They recognize that you are not just making a canned presentation or "letting the product speak for itself." You are working with them to solve their problems.

Features, Advantages, Benefits, and Pain

Prospects are much less interested in your product than in how it can relieve them of some want, need or pain that they're experiencing. They want to know what it can do for them; how it will solve some

problem, eliminate some discomfort. They care about its benefit, not its great features.

The Difference
A *feature* is what it *is*, an objective and observable *characteristic*; it's always the *same* regardless of whether one buys or not. For example, features of a resort hotel might include 200 rooms, a full service restaurant, and two heated pools each with adjoining spas.

An *advantage* is what the feature *does*, the *function* that it performs. The heated pools provide a place where guests can exercise, socialize and relax, that's what they *do*. But that's not the end of the story.

A *benefit* is the *payoff* of the advantage or the value a feature provides *to the prospect*. Year-round use means that guests can relax or exercise any time they wish. Conventions can be scheduled any time of the year and attendees will be more relaxed and more receptive to the new ideas they will hear. Benefits solve problems; benefits relieve pain.

Benefits are defined by prospects' needs. The same service will offer different benefits to prospects with different priorities and criteria. For the fitness buff, the heated pool may mean exercise. The couch potato types might just look forward to sitting quietly in the whirling waters of the spa.

These benefits will be more appealing to the prospect if you dramatize them.

"Sure it costs us a bit more to heat our pools year round, but after a busy day of conference activity, you know how great it feels to swim a few laps and lounge in a warm spa under the stars."

But what about intangibles?
As with all products and services, even intangibles have features, advantages and benefits. For example, the features of a life insurance policy might include a double indemnity clause for accidental death, a waver of premium, and common carrier triple indemnity.

An advantage is what the feature does, the function that it performs. The double indemnity pays twice the face amount of the policy should the death be other than "natural causes." Waiver of premium means if the insured is unable to preform his or her normal job, due to an accident or illness, the monthly payments will be waived. Triple indemnity means the policy will pay three times the face amount if the insured's death occurs while on a public bus, boat, train, or plane.

Remember though, that a benefit is the value of the advantage to the *prospect*. Waiver of Premium means the owner doesn't have to worry about keeping the insurance in force if there's an accident or prolonged illness.

Because the same product or service with the same features will offer different benefits to different prospects, the guerrilla adapts the Presentation to cover selected features that offer advantages that are relevant to this prospect's criteria, and benefits that satisfy this prospect's priorities.

"You know how awful it would be if a drunk driver hit you on the freeway and you were laid up for a month or two. One of the things you wouldn't want to worry about is your life insurance payment. That's what waiver of premium means."

Get it in Their Head
The guerrilla paints a word picture of the prospect *using the product, benefiting from it, and enjoying it.* It's essential that you involve your prospect's senses and imagination. By directing feelings in a particular direction, you create a favorable motivational climate for your proposal.

Future Pacing
The guerrilla achieves this by using a transition that takes the prospect across time frames. For instance, *right now*, reading this far into the book, we've covered a lot of information, and you may find that you experience a little bit of difficulty piecing it all together and integrating it into your sales behavior.

However, you'll find that when you go into the field or back to your office *tomorrow*, that these situations *will come up*, and things *will suddenly connect* for you. Almost intuitively, *you will find* yourself applying guerrilla skills in your interactions with people, and you won't even have to try. You'll be *surprised* to find it happening for you automatically because you now have an enhanced awareness of peoples' needs, and *you'll feel more confident* and better prepared to respond in appropriate ways.

Stop reading ahead and look again at that last paragraph. Read it carefully. This is an example of a transition across time. It provides a glimpse into your future, and it's a technique that we've used throughout this book to maintain your interest and to motivate you to continue reading. You can easily use the same approach with your prospects and customers.

The first step was to set the context in what you're experiencing *now*, and then shift the context into the *future* using word pictures. Remember that before you can move your prospect to a new

perspective, you must start with them within their current frame-of-reference. The guerrilla starts out with the prospect in the here-and-now, and then gently eases them forward into the future.

Finally, the guerrilla attaches a particular *feeling* to the experience they'd like the prospect to feel. It's this feeling that will clinch the decision, so the guerrilla will attach a feeling that's positive and supportive of his proposition.

Three Ways to Create Motivation
There are three ways you can use this tactic to connect positive feelings to your proposal, or to defuse negative feelings that might obstruct the sale.

1. Confront the Monster

Read carefully how this guerrilla real estate agent eliminates indecision by referring to the doubt the prospect is probably experiencing:

"Buying a house is a *big* decision, and it's *real scary* for a lot of people. It's probably the single largest investment they'll ever make. And you're probably asking yourself, 'Gee, am I *sure* about this? Is this really the *right* house?' And of course you're *not* sure, and you might not be able to answer that question today. But I'll tell you what; six months after you've moved into this place, and you've got all your furniture in here, and you've trimmed up the lawn and painted the eves, this house is going to be gorgeous. You'll feel very, very proud. Who can blame you? You've added your own touches and made it your home. *That's* when you'll know that you've made the right choice."

The Presentation Stage moves them from the present into the future through a mental experience of living in the house and feeling good about it as a result. The guerrilla painted a beautiful, rosy picture, then

put the prospects into it. This gives them the benefit of knowing what it will look, sound, and feel like, so they can consider those factors in their decision right now.

2. Share Personal Experience

The second way to apply this tactic is to use your own experience to demonstrate the outcome you're going for:

"When we bought our first home, I remember how *difficult* it was to make the decision, and how *uncertain* we felt because the house we moved into seemed to have a lot of things wrong with it at first. But in just a few weeks, it felt like *home sweet home*. Even now that we live in a much larger house, in a much nicer neighborhood, I still get nostalgic for that little place on 18th Street."

In this case, you're using an example of how you felt under similar circumstances to draw a parallel.

3. Third Party Testimonial

The third, and by far the most common variation, is to use a third party example: "A couple that I worked with just a few years ago was absolutely *certain* that they were making a *big* mistake. The house and the yard were somewhat larger than they really wanted, and it came with payments to match. But right after moving in, they discovered that they were expecting a baby! Now their little girl has her own bedroom, a sunny playroom, and a nice, safe fenced yard. Even though it was a financial stretch, they were really *glad* they hadn't settled for less."

Notice the liberal use of the descriptive phrases: "big mistake", and "absolutely certain" (acknowledging their feelings of uncertainty), then shifting to positive feelings, "sunny playroom", "safe fenced yard", and "glad that they hadn't settled for less." The guerrilla appends these

positive feelings to the specific features of this house to motivate the prospect to buy now.

Even when they really want to buy, prospects will have a few butterflies when it comes time to write up the paperwork. This tactical communication respects the emotional uncertainty that your prospects are going through in their struggle to make a decision and helps overcome any emotional resistance. People *hate* making decisions, especially *big* decisions. This approach gives them the emotional momentum to carry through the Transaction and Reward Stages.

By the end of this stage, the prospect will want to ask you to write up the order. The guerrilla creates such a strong desire that at the end of the Presentation Stage, clients will get out their checkbooks and start writing.

Keep It Short and Simple

A guerrilla can be specific without going into long stories or giving excessive detail. Details bore and confuse prospects. Many salespeople go into excessive detail because they're afraid prospects will not understand. Remember, your goal isn't to tell the prospect all you know. Your goal is to get the order. The shorter and simpler you can make your presentation, the better your chances of the making sale. By concentrating the presentation *exclusively* on the criteria and benefits outlined by the prospect as priorities, the guerrilla makes the job easier for everyone.

Prospects rarely get upset if a presentation is shorter than they expect. You may believe you have to cover every point, but most prospects just want the highlights. If the prospect wants to continue over the allocated time, remind them that your time is up, but you will be glad to continue

if they insist. This maintains the integrity of the time frame you promised in the beginning.

Avoid Buzzwords
A sure way to blow the sale is to make the prospects feel stupid by using terms they may not understand. Nearly all prospects are irritated and confused by jargon. You may think that using the buzzwords of your field demonstrates your knowledge and sophistication. Usually it just kills the prospect's enthusiasm. Stay with what the late advertising great Leo Burnett termed, "shirt-sleeve English."

Illustrate with Stories and Props
With the possible exception of the Authority, abstractions and statistics do not move people. Stories, pictures, and examples do. Selling a home with an installed security system, a guerrilla would not cite a host of crime statistics. Guerrillas would instead ask their prospects to *imagine* a burglar breaking in and hear their children screaming.

A guerrilla who sells houses in Orange County measures her prospect's furniture, then makes life-size cardboard cutouts of each piece. When the couple responds positively to a house she's showing, she pulls out the cutouts, and begins laying them out on the floor, "just to see how things will fit." She knows she's sold the house when they have agreed on the best location for the TV.

Unfortunately, visual aids are often neglected because salespeople do not know how to use them effectively. Do not rely on them to sell your product or service. Use them only after your NBC Summary. The more senses you can appeal to, the more effective your presentation will be. Let prospects see it, touch it, hold it, or sit on it. If at all possible, let them pick it up and feel its weight.

End with a Bang
Your summary should be dramatic and memorable. Your entire presentation should build toward the summary in exactly the same way a good play builds toward the final curtain. That's when your prospects' desire is at its peak, and they are most likely to order.

Adjust to Prospects' Personalities

By now, you should have a very clear idea which phase of the Mind Map your prospect is operating from. Now you can modify your presentation to tune into their priorities and criteria based on their personality.

To help you identify the specific presentation issues of prospects you are most likely to encounter, we will focus on the most common personalities and look at how you might adapt to the Ego, Pleaser, and Authority. Naturally, you wouldn't have gotten this far with an Amoral who's shut down. With Principled prospects, just tell your story; they'll understand.

Ego Prospects
Egos tend to be *impatient* and do not enjoy listening to long presentations. Be brief, well organized, and avoid excessive detail. Never stretch the truth with them. Exaggerations will increase their natural skepticism and give them a chance to attack. Remember that for the Ego, everything is a contest; so don't become flustered if you're attacked.

Don't try to anticipate and respond to every possible objection. That would make your presentation too long. When you are talking, you are in control, which makes them uncomfortable. So keep it short.

It's important to maintain your clout with Ego prospects. They may interrupt frequently with objections or questions. Do not fight the interruptions or evade their points, but do stay firmly in control of the presentation. Reinforce their self-esteem by acknowledging their right to interrupt by saying, "That's a good question," or "I'm really glad you brought that up!" Then respond directly. If you lose control, they lose confidence in you.

Pleaser Prospects
Pleasers respond well to authority as long as it's combined with warmth and personal concern. Show your interest in an authoritative, but not particularly forceful manner. Relax and share control. Encourage a dialogue. If they digress, gently bring them back on track

Authority Prospects
Authority people like details, and want specific evidence to support your points. Your presentation should be detailed, impersonal, factual, and somewhat longer than with Egos and Pleasers. Prepare fact-sheets or handouts in advance. Put the bulk of the details and evidence in the handouts and check them carefully for accuracy. They read material very carefully and are intolerant of errors. They are likely to ask questions about the handouts, so make sure you understand every point. If they pump you on a minor point and you do not respond satisfactorily, it may destroy your credibility and the sale. If you don't know the answer, say so and tell them that you'll make a phone call right now to get the explanation they need.

Your Personality
Finally, adjust your presentation to take advantage of your own personality. If you tend to be an Ego, exploit your natural power, but be careful not overwhelm prospects. If you are primarily a Pleaser salesperson, use your natural warmth and sensitivity, but make sure

your presentations are forceful and well organized. If you tend to operate as an Authority, build on your diagnostic and organizational strengths, but shorten your presentations, appeal to feelings, and communicate more warmth.

Guerrillas always ask themselves if what they are about to do or say is fair for all concerned, will it communicate that they sincerely care, and will it be apparent that they are always going to give more than the competition. This bit of internal questioning will safeguard you as a Principled salesperson.

Remember, everything you do sends a message. By targeting the communication needs of your prospects and responding in a way that fits their wants and needs, you make your proposal easy for them to understand, accept, and act upon. That's the hallmark of a guerrilla salesperson.

Okay, now you've reached the end of your personalized presentation and you've shown how your product matches your client's criteria and priorities. Time for you to shift your posture and take a deep breath as you move into the fifth stage of NaB & CaPTuRe.

Chapter 9:
The Transaction Stage

"Are You Sure?"

As you begin the fifth stage of NaB & CaPTuRe, clients sometimes stiffen, "Uh oh, here comes the order blank." Many customers dread this moment. they feel as though they're losing control even if they really *need* the product and can *afford* it! Understanding this, guerrillas move deftly into this new stage, ending the Presentation Stage, with something like:

"Well, that about sums it up. Do you have any questions?" The prospect now feels a little more relaxed.

"No, not really."

"Is there anything else you'd like me to take care of?"

"Not really."

"What do you see as the next step?"

"Well, don't you have to write up an order?"

"Do you *want* me to write up the order?

"Well, yes. I do."

Music to the guerrilla's ears! Your prospect is now a customer. And this new client just asked *you* to write up the order! With that, the guerrilla fills out the order form, writes up a contract or prepares the

financial paperwork. Now the guerrilla hands the form to his new customer for his or her "approval." Never "signature." Never "okay."

As the new customer is about to sign, beginning the Transaction Stage, the guerrilla softly interrupts:

"You know, something's still *bothering* me, remember back there, when you said you wanted *mahogany*? Are you *sure* walnut is going to be okay?"

What the guerrilla wants to hear is something like: "Yes, in fact, walnut is really going to be much better. It will be more durable, and more environmentally sensitive than mahogany and probably fit in better with the rest of the office decor."

"Are you *sure*?"

"Yes."

In order to begin the Transaction Stage, a guerrilla will recall that earlier objection, and stress genuine concern about it. Ask again if the concern is going to be a problem. In so doing, not only are you again turning control over to your customer, but you're pre-empting buyer's remorse.

Buyer's remorse usually occurs within a day or two after a major purchase. All those initial doubts resurface. Perhaps they fantasize about all of the other ways they could have spent the money. On rare occasions, they may even call to cancel the order. By capping the issue now, the guerrilla pre-empts this potential problem.

This technique can be used almost anywhere in the NaB & CaPTuRe track. It can be used anytime the guerrilla senses the prospect may feel

a loss of control. The guerrilla begins with: "Something's bothering me here, . . ."

But If They Don't Ask, Close

The guerrilla knows they've done everything right when the *customer* closes the sale *for* you. And by the way, if you're halfway through your presentation and they offer to sign, shut up. If you listen carefully, the prospect will tell you when they're ready to move to the Transaction. They may already have enough information to skip the Presentation Stage altogether. If they ask, "Can I write a check?" the answer is, "Of course!"

By now, you realize how much people try to put off making decisions, especially big decisions. A study was conducted involving 40,000 people across the United States. The survey was held to learn Americans' attitudes about decision-making. A whopping 97% of the people said that they hated to make decisions, even simple decisions like, "What would you like for breakfast, dear?"

Ever invite a friend to lunch and find out he's got decidophobia?

"Hey let's go out to lunch!"

"Oh, all right, where do you want to go?"

"I don't know. Where do you want to go?"

"Well, you decide."

"No, you decide."

Chapter 9: The Transaction Stage

People hate to make decisions, and the bigger the decision, the more they hate to make it. That's why restaurants have daily specials. It's for all those folks who can't deal with a whole menu full of options. So what if the prospect *doesn't* ask you to write up an order? Now what do you do? If they don't, you must *ask* them for the order.

If your prospects' answers are anything other than "write up the order," you must flex your mental muscles and ask for it directly. This is traditionally called "closing." But guerrillas know that if the sale has not already been made, a great close won't save the day. There is an enormous difference between wanting and buying. A great close will not result in an order unless the prospect wants, needs and can afford your product or service. The close is the nudge that some people need to take the final step.

When to Close
The *best* time to close is on *choices*, *challenges*, and *changes*.

Close any time there is a *choice* of options or decision to be made, and that's more often than you might think. Someone buying a car has to consider the make, the model, the color, the special equipment, the price, and ultimately the dealer. The car buyer will make more than 400 individual choices before finally driving away. Close early and often, especially on little things. Because people hate making big decisions, close on the small ones.

Always try to close after answering a *challenge* or an objection to your proposition. If they accept your answer, they will be receptive to making a commitment. Guerrilla salespeople automatically finish their explanation with a closing question, like "Did I answer your question adequately?" or "Is that clear now?" Check in and make sure that the objection has been answered.

Also close any time there are *changes* in your prospects' body language or changes in their answers that could be interpreted as buying signals. If they take out a pen and start fiddling with it, it's time to move on.

Five Types of Closes:

There are five basic closes and an infinite number of variations. They all have the same objective: to give the prospect an opportunity to say, "Yes."

1. The Rx Close

The first is the *Prescription Close*. You carefully probe, ask questions, summarize the problem, and then prescribe the solution. "Well, based on what you've told me, I would recommend … Here's what you're going to need." If you have the kind of relationship with this prospect where he respects you as an expert, you can do that. He's laid out all his criteria and said, "This is the problem I want to solve."

"Okay, well, you're going to need one of these, one of these, four of those, and two of these." A good salesman in a hardware store knows how to do that. He's pouring the stuff in a paper bag and marking the price on the outside then handing it to you as he goes. You walk out with an armload.

2. The Action Close

In this close you do something that carries the decision with it. Pull out your pen and you start filling out the order form, or phone the installer to set an appointment. Or you say, "Well, let me see if I've got that in stock. Just a second, I'll be right back."

You walk to the stockroom, and return with the box in your arms and ask, "Okay, where are you *parked*?" You know the deal is done when

the prospect holds the door open for you. The Action Close requires that you do something that forces the decision.

Early in my sales career I had a sales position in a shop that sold high-end stereo equipment. Early in the conversation, I'd ask, "How far will the loudspeakers be from the amplifier?"

"Maybe six feet on either side."

I'd then walk over to a big spool of speaker wire, measure off 20 feet or so, *cut* it, tie it in a bundle, and hand it to the prospect. Now this prospect has already taken delivery of the first component of the stereo system that they haven't yet chosen.

3. The Choice Close
In this close, you give them a *minor* decision to make that carries the *major* decision along with it. This can be useful when breaking down a large decision into smaller, incremental decisions. You've been looking at a $35,000 automobile and the guerrilla salesman says, "Would you like to put the stereo in the dash, or would you rather conceal it under the seat?" Now, you've got this small decision to make. So you say, "Well, it would be more convenient in the dash." Not only have you bought the stereo, but of course, the car as well.

4. The Question Close
In the Question Close, you ask a question, which, when answered, gives you permission to proceed. You might ask, with pen in hand, "What's today's date?" even though you may have written it a dozen times today. When your prospect answers that question they've, in effect, given you *permission* to proceed with filling out the order form. Or you might ask, "Excuse me, how do you spell your last name?" When they provide the missing information, they're saying, indirectly, "Yes, I'm

ready. Let's go ahead with this." You've avoided putting them on the spot by asking, "Well, do you want me to write this up or not?"

5. The Add-on Close
The key phrase of the Add-on Close is, "Now you'll also need . . .," proposing some low-cost option or accessory. "You'll also need one of these to keep your blade nice and sharp. They're only ten dollars." When they agree to the blade sharpener, they've bought the lawn mower. Guerrillas repeat the Add-on close until they get a "no." That's when they know they have reached the limits of the prospect's budget.

Learn to Close Early

If you do not close in the Transaction Stage, you'll probably never get the sale. All salespeople have had the experience of nearly closing the sale, returning confidently to take the order, then running into a brick wall. When this happens, they usually decide that prospects are just irresponsible jerks.

There is nothing strange or unusual about their behavior. You probably act the same way yourself. Think back to the big decisions in your life such as getting married, changing jobs, or buying a house. You didn't just analyze the facts and make a rational decision. You were probably scared. You worried and discussed it repeatedly and kept putting off making the big commitment. That is just how prospects feel, even if the decision is a small one. You know that people do not like to make commitments. We are all afraid of making mistakes, and we have been told hundreds of times: "Never sign anything."

Most people want consistency in their ideas and actions. If they conflict, people feel uncomfortable, and change either ideas or actions until they become consistent. You know you should close more often,

but each time you close you risk rejection and failure. To avoid a potentially painful situation, you may not close as often as you should.

Some salespeople are so afraid of rejection and failure that they won't ask for the order even when they see that prospects want to buy. They ignore obvious buying signals because they're afraid that prospects might say "No." They prefer the pleasant conversation to risking rejection.

You may feel that pushing for the order may be inconsistent with fair-care-share. Don't worry. The *proactive* personalities will close for you, and the *reactive* ones secretly want you to take the initiative. Guerrillas have learned to relax, avoid pushing, really listen, and relate to prospects on their terms. If you're really paying attention, guerrilla style, you'll sense when the prospect is ready, and you'll be there with the appropriate amount of decision assistance and emotional support.

The best product in the world is worthless if it sits in your warehouse. If you have performed the earlier steps well, you know that your prospects need your product and they can afford it. But there they are, perched on the fence. Give them that little nudge they may need to overcome their fear of commitment. You will be doing them a favor.

Keep in mind that closing repeatedly will increase your sales, help prospects, and increase their respect for you. So don't leave until you have used at least three guerrilla closes.

Most people do not want to be pressured. They want to make their own decisions, and they resent being pushed too hard. The idea is to make them feel that buying today is the most natural, intelligent decision that they could make.

Guerrillas commit these five closes to memory. Are those all the closes that they'll use? Of course not. Here are several more guerrilla closing strategies.

6. The Bigger Order Close
As it turns out, it is usually easier for prospects to respond to your specific request than it is to make the buying decision on their own. Suggest a specific order and make it big. Researchers have found that simply asking for larger orders increases the average size of each sale. The same is true in most negotiations. The initial offer creates a "set point" that subsequent counter-offers will be compared to. If you ask prospects to buy ten units, they probably will not buy any more than that. If you ask them to buy one hundred units, they may buy fifty, seventy-five, or even one hundred.

A newly hired route salesman in California was selling synthetic motor oil to service stations. This new guy outsold every other veteran salesperson by leaps and bounds. His manager was simply flabbergasted, "Why," he said, "you sold more than 1,000 *cases* and the next best salesperson sold fewer than 5,000 cans!"

"Gee!" he said, as he accepted the award, "I didn't know I could sell them by the *can*!"

7. The Assumptive Close
An assumption makes the buying decision seem smaller and less painful. The bigger a decision seems, the more anxious and indecisive prospects become. When you communicate your assumption that the prospect is going to go ahead, prospects feel they are not making a new decision; they are just going along with a decision that has already been made.

The Assumptive Close also makes another force work for you. Most people adjust to other's expectations. If you communicate that you do not expect them to buy, they will not. This principle becomes clearer when you put the non-verbal message into words. Would you buy from someone who asked: "You don't want to buy anything today, do you?"

When your entire manner communicates that you *expect* a sale, you will often get it. Your confidence increases prospects' confidence. The buying decision seems like a natural step in the direction you are both going for.

"Excuse me a moment while I write up your order. You'll be comfortable if you wait in this chair."

Better still, complete the paperwork in advance, filling in as much information as you have.

8. Today Close

Many salespeople think they are closing when they are just repeating their presentations. They talk about the benefits of their products but do not ask for immediate action. Your product's benefits will probably be the same tomorrow or next week as they are today. So why shouldn't prospects take more time to think about it?

To overcome their natural reluctance to make commitments, sell the advantages of acting *now*. Some companies give discounts or premiums to people who act quickly. If your company does that, make sure you do not mention it until this stage. Save it to give that extra push toward the order. If you don't need it here, don't use it. Save it for Stage Seven, the Reward Stage.

Point out that the sooner they own this product the sooner they'll start realizing the benefits. Make these benefits as *personal* and *specific* as possible. For example, all insurance people know true stories of people who delayed buying insurance, then died or had an accident. With people who dislike shopping, stress the value of getting the shopping over with.

"It's a nice TV, but I'm just not sure. I'd better think it over."

"How many TVs have you looked at?

"Quite a few."

"Doesn't it get tedious going from store to store?"

"It sure does."

"I'll bet this shopping has interfered with your business and your free time."

"You're darn right! I'm getting sick of it."

"Well, I've got a great cure for that problem! Take this one home today. If you see one you like better in the next 30 days, just bring this one back."

Pet shops have used this one so often that it's commonly called "The Puppy Dog Close."

Silence is Golden
If you keep talking, no prospect can say, "I'll take it." Many salespeople talk so much that prospects cannot buy without interrupting. As soon as you ask for the order, pause for at least ten

seconds. Silence may make you uncomfortable, but it's the best way to get prospects to respond, usually within seconds.

If you do not appear to be challenging them or using silence as a pressure tactic, prospects will respond more positively and rapidly. Smile, sit back, and let your entire manner communicate that you are courteously giving them a chance to think without feeling pressured.

If one type of close doesn't work, try another. Varying your close increases your chances of appealing to prospects' real motives and overcoming their resistance to buying; it also prevents win-lose confrontations.

If you use the same close again and again, prospects may feel you are pushing too hard. When you master several, you can select the best closes for each situation and close repeatedly without appearing pushy. The exception is the prospect who raises an objection in response to a close. This tells you that it's time to back-peddle, ask more questions, probe for additional needs, and start the NaB & CaPTuRe process all *over* again. Continue cycling through the steps until you have an affirmative.

People are less suspicious than many salespeople believe, but they are also more sophisticated. The public is as smart as your mother, and you know she's no dummy. People know when you're asking them to buy, and if they're not ready, they'll let you know. Top salespeople will confirm that the simple, direct, unsophisticated closes can be very effective.

Prospects in The Transaction Stage

You can't use all the guerrilla closes with all of your prospects. Certain closes are more effective with certain personalities.

Ego Prospects
Ego prospects respond to directness and tenacity. You must prove that you are tough, so ask for the order again and again. Many ego people will not buy until you prove your toughness by closing several times.

Vary your closes so it seems less of a contest of wills. Your first close should probably be a Direct Close. Ask them point blank, "Would you like to go ahead with this?" Action Closes often work because Ego people like to think of themselves as strong and decisive. Summary Closes often succeed because they appeal to the power of facts. The Today Close is a useful last resort. By appearing to give up, you make them feel they have won. They may relax and become receptive.

Do not use Minor Point or Assumptive Closes with Egos. You may seem to be trying to trick the prospect. Question Closes are particularly dangerous: they will make some ego people angry.

Pleaser Prospects
Pleasers need reassurance, psychological support, and a gentle nudge. Prescription and Add-On Closes are effective with Pleasers, because they often lack confidence in themselves and are afraid to make decisions. Provide reassurance that you sincerely *do* care about them, and make the buying decision seem smaller and less frightening. The We're-In-This-Together Close provides reassurance and psychological support. Something like, "I just want you to know that we're not happy unless the customer is happy. Our future depends on satisfied customers like you." The Minor Point, Question, and Action Closes make the buying decision seem less intimidating.

With pleaser prospects, do not use Direct Closes, or Balance Sheet Closes; they make the decision seem too large and frightening.

Authority Prospects
Authority prospects are probably the hardest to close. They prefer analysis to action and can usually find logical reasons for procrastinating. They want to study your material, invite bids from other vendors, or confer with experts. Since they respond only to facts and logic, you must make a convincing case for acting *now*. Balance Sheet Closes are particularly useful because they lay out the facts. If necessary, make two balance sheets: one comparing your product to an alternative solution to their problem, the other comparing the benefits of acting *now* versus waiting.

The Limited Supply Close can be useful if the supply really is limited. If you bluff, you can easily lose the sale, and more importantly, your credibility.

Minor Point, Forced Choice and Assumptive Closes should generally be avoided. Authority people view them as manipulative and dishonest.

Timing Your Transactions

Timing is critically important. Guerrillas take a hide-in-the-trees-and-wait-until-they-get-a-clear-shot approach to closing. They watch for signals that the prospect is ready to make a decision. They do not close when prospects seem disinterested, confused, or otherwise not ready to act. Closing at the wrong time can create win-lose confrontations and turn off an otherwise interested prospect. For example, a prospect has shown considerable interest, but has just said, "I don't understand how that feature works." Do not risk killing the sale by attempting to close now. Instead, say, "If you like that particular model, I'll be happy to explain it."

Indications of buying readiness are classically known as "buying signals." Anything the prospect says or does that tells you they're ready

can be interpreted as a buying signal. A real estate agent in one of our workshops once explained, "I know they've bought the house when they start talking about which kid gets what bedroom."

Sometimes prospects are not as subtle. They might ask, "Can I write a check?" This is a buying signal. "Do you accept American Express?" This too, is a buying signal. But guerrillas know that buying signals may be indirect as well. "Do you deliver?" That's a buying signal. "Do you have this in red?" That's a buying signal. "What do you think they'll say in Accounting?" That too, is a buying signal. While it doesn't necessarily bring with it a commitment, they're definitely giving you some encouragement. "Can I get this installed?" or, "What's the warranty?" or "Can I exchange it if it doesn't work?" Any question like that usually means they've already made a decision.

Keeping Your Eyes Wide Open

Most buying signals are subtle, and you have to pay close attention or you'll miss them. Perhaps the prospect begins taking notes, or confers with a colleague or spouse about a particular item. In a retail store, a sharp clerk can decipher the briefest comment about a color, or an admiring glance at a rack at the other end of the aisle. Changes in voice tone are often important buying signals. If calm matter-of-factness begins to turn to excitement, or if nervous chattering begins to settle down and become more businesslike, these are both buying signals.

Crossed arms that uncross, leaning forward in a chair, or a calm pencil that starts tapping -- these are all buying signals. Particular cues are a relaxing of the face around the eyes and mouth, folding the hands in the lap or behind the head, or uncrossing the legs. These are signals that their resistance is melting into acceptance. If you have any doubts, watch for more. They usually come packaged together.

Chapter 9: The Transaction Stage

Even objections are buying signals, and offer an ideal opportunity to close. People are more motivated to make a commitment immediately after having had a major objection answered.

Guerrillas know that they've done everything right when the customer closes the sale for them. You must be very attentive so that they don't overshoot the point at which they have made their decision, because *how* you close is not nearly as important as *when* you close.

We've seen ads in the newspaper: "Closers Wanted!" Apparently you don't have to know how to *sell*, you just have to know how to *close*. We even get calls from sales managers, asking something like, "I was wondering if you could come in here and give our salespeople some help on *closing*. They're really pretty sharp, they know the product, and they know how to present it, but they have trouble closing, you know. Can you come in and give them some techniques that will make them better *closers*?"

If you're having trouble closing, it's because you're not paying attention to the signals being given to you. Guerrilla closing has more to do with recognizing *when* the prospect is ready than it is wringing a commitment out of them. Closing is always best done by the customer. Underline that thought in your mind. Make it a double underline. If you try to close before a prospect is ready, your rapport will evaporate. If you allow the prospect to close, your rapport will continue to its logical and desired conclusion.

There's really nothing magical about closing. It's simply a matter of giving your prospects the opportunity to make a commitment at a *time* when *they* feel motivated to act. One of the most common errors is overshooting the close, missing that magic moment when they're ready to say "yes".

Chapter 9: The Transaction Stage

The guerrilla breaks the decision down into small enough pieces making it easy for them to decide. Perhaps the most astonishing characteristic about guerrillas is that they don't consider themselves to be expert closers, but instead, cause their prospects to become expert at closing.

Chapter 10:
The Reward Stage

Oh, By The Way

"Congratulations, you've just invested in years of the best digital sound available. You're gonna' love it."

As the customer turns to leave, the guerrilla adds, "Oh, by the way, you're going to need a pair of headphones, especially when your teenagers get their hands on this new stereo. Here, take this pair with my compliments."

"Wow! Thank you for all your time and help, but the headphones, this is wonderful!" The customer is excited about the new stereo system, and grateful to the guerrilla for selling it to him.

Guerrillas know that this last step in the NaB & CaPTuRe selling track is the *most* critical, and the one most *overlooked* by the competition. Rewarding customers involves keeping something extra in reserve, congratulating your new clients, then delighting them by "throwing it in" at the last minute. Once guerrillas have given the customer the reward, they disappear into the brush like the Lone Ranger.

Hurry to your next call, help another shopper, or go hide in the stockroom. You want to be remembered for the reward, so give the customer something special to remember you by. Be warned: your customers will be so pleased they'll want to continue the conversation. Be polite, but take off.

The objective of the Reward is to leave the new customer feeling special. One of our clients runs a very successful office supply store

and is devoted to promoting environmentally responsible products. After writing up the order for a new copier, the clerk thumps his forehead and says, "*Oh*, I almost *forgot*! You're going to need *paper*. Let me throw in a couple of reams, no charge. I'd like for you to try this recycled stock; it's a bit more expensive than virgin paper, but it has a smoother finish, and besides, I don't want to re-do the transaction."

The last thing customers remember is the guerrilla's generosity. No matter how hairy the negotiations may have been, no matter how remorseful they might feel about spending the money, even if they think they could have wangled a better deal elsewhere, the last thing the customer is left with is a feeling of surprise and conquest.

Mike Lavin runs the Berkley Design Shop and two other sleep and kid's furniture stores in the San Francisco Bay area. When a customer purchases a complete bed set - mattress and platform frame, and the purchase has been completed, the salesperson who wrote up the sale says, "Oh by the way, why don't you go over to our linen display and pick out a set of sheets. They're on us." He could have *bundled* a sheet set with the package deal, but that would defeat the objective. For the reward to be effective, it must be something *beyond* the customer's expectations.

Part of this is an expression of appreciation for the business. But frankly, Mike knows that the average American keeps a bed for nine years, and if he treats them right, they'll come back to buy *all* their future linen at Berkley Design Shop.

Jackpot!

Guerrillas know that everyone loves to win, so they send every customer away feeling as though they just hit the jackpot. With

guerrillas, it's always everyone's lucky day. Everyone likes getting something for nothing, especially when they don't expect it. It feels like winning the lottery. In the Reward Stage, guerrillas secure their position with customers by always rewarding them for their business.

Any behavior that gets rewarded gets repeated. Guerrillas build a "fifth column" of customers, a loyal underground of followers who fight for the cause.

Attention!

One of the most powerful ways to reward people who do business with you is to pay *attention* to them. Even something as simple as a hand-written thank-you note can be a reward. It's an old-fashioned custom that's seldom used these days in business. You competitor is eager to dash off a quick e-mail, but it differentiates a guerrilla from a by showing you care.

The travel industry has put the reward tactic to work as competition for the business traveler heats up. Amenities like shampoo, hair driers and mini-bars used to be found in only the four-star and five-star hotels. Now, even low-end hotels pamper guests with a coffee maker and a complimentary basket of goodies. Frequent patronage is rewarded with free upgrades, newspapers, cocktails, limo service, breakfast, or credits toward catalog merchandise.

Airlines have established special clubs and lounges where they lavish their customers with VIP check-in, comfy chairs, big-screen TV, workstation-size phone booths, desks, conference rooms, fax machines, coffee, snacks, and a private bar. Customers pay a substantial annual fee for the privilege of being pampered, and will endure long connection delays in order to fly their airline of choice, even when another carrier's schedule would be more convenient. And all because

they're members of the Club. Rewards win customers and keep them coming back.

From a weekend at a resort to a free order of fries, guerrillas have learned the power of giving something extra when they make the sale. But make sure that the customer knows it's a bonus. A guerrilla copy shop offers a courtesy telephone, marked by a large sign that says, "For our Customers' Convenience," and a mail drop with a sign that reads, "We'd like to save you the trip." A lumberyard gives every customer an oversized flat carpenters' pencil, imprinted with the stores name and number, but before putting it in the bag, the clerk always mentions, "These are usually a dollar, but today it's just our way of saying 'Thanks'."

The Right Attitude

Approaching the Reward Stage with the right attitude is essential. Contrast the attitudes of two major airlines, as reflected in the way they administer their frequent-flyer programs. Both companies compete for lucrative business travelers in every major market in North America. Both programs reward customers with a free round-trip ticket after they've flown 25,000 miles.

The first airline restricts how the free ticket can be used: you must fly Monday through Thursday, stay over a weekend, and book the trip at least seven days in advance. Holidays are blacked out, and once the ticket is booked, it's non-negotiable. Their attitude is that they're giving you a free ride, so you really can't complain. We don't care, because we don't *have* to."

The second airline allows their customers to use the free ticket any day of the week, without restriction (except some holidays) on a space-available basis. You can book your trip as close as one hour before

departure, and if your travel plans change, the ticket is completely negotiable for up to a year. Their attitude is "We want to do everything we can for you. You're one of our most valued customers."

An Attitude of Gratitude

Both airlines are giving away an identical seat on an identical plane, but the perceived value of the reward in the customers' minds are quite different. An attitude of gratitude makes all the difference. Perhaps that's why the first airline is losing millions, while the second just placed orders for new aircraft.

Don't Get Mad, Get Even

Guerrilla Selling is an attitude, a philosophy, though guerrillas don't encourage vandalism, or anything unethical. It's a thought process that involves outthinking the competition, instead of outspending them, and recognizing that there's a world of new ideas that can help you sell.

Guerrilla Selling is also a methodology. The object is more than survival. Guerrillas want to prevail, to win, to serve customers as they've never been served before. They give every customer their best shot. Sometimes they even put the Reward Stage up front.

Free Shine

Wilson was walking from the hotel to the convention center in Cincinnati on his way to do a seminar, and there was this kid standing on the sidewalk counting and pointing, "Ninety-seven, ninety-eight, ninety-nine," points to him and said, "One hundred! Congratulations mister! Today's my birthday, and the one-hundredth person who walks past my stand gets a free shine!"

How could he say no? He expected the kid to hit 'em a few times with a buff brush and then hit him up for a tip. But no. This kid turned out to be a real artist. He brushed away the dirt and as he was popping his rag he said, "All dressed up like that you mus' be goin' somewheres *important*."

"Well, yes," Orvel Ray said. "I'm giving a lecture today over here at the Convention Center."

"Well, sir! An important man like you gotta' look his best. Better use the beeeez wax so this shine lasts a long time."

This kid rubbed and buffed and polished for ten minutes. The shoes looked better than new. "Thank you very much, sir," the kid said with a big grin. "It's a pleasure serving you!"

Wilson stood, admired the young man's work, reached in his pocket and pulled out the first bill he touched. It was the first time he had ever paid $20 for a shoeshine. What the heck, it was his *birthday*. And as he walked away, he heard the kid looking up the street and counting again, "Ninety-five, ninety-six, ninety-seven…"

Guerrilla Photography

A guerrilla bundled in day-glow green skiwear stood at the top of the mountain, dancing around excitedly with a camera around his neck and an order pad in hand. "Free photos today!" he shouts to the skiers as they come down off the lift. "No catch!" He explained that he would send you *one* free hi-rez digital color picture of you and your friends looking terrific on the slopes, with beautiful Lake Tahoe in the background. If you want more copies, (and who can buy just one?) they sell for $9.00 each. We bought three!

Guerrilla Service

The Nordstrom chain of department stores is famous for outstanding customer service. Near the main door of their store in Seattle, a tastefully dressed young woman stands behind a massive oak service desk. Above, on the wall, four inch brass letters spell out "ASK ME. I KNOW."

Unable to resist this challenge, we approached the information desk. "Excuse me. I was wondering if you could help us with some information?"

"Certainly!"

"How long do you bake an eleven-pound turkey?"

Without batting an eyelash, she answers, "Three hours and forty minutes, or twenty minutes a pound." We were astounded.

This guerrilla knows her stuff! At the desk is stack of directories and phone books about two feet high. It's actually her job to answer any question that any customer might ask about anything in the store, the Westlake Plaza, the Pike Street Market, downtown Seattle, or Washington state in general. She also gives away complimentary parking tokens (normally a dollar).

You don't have to be small to be a guerrilla. The Nordstrom chain is testimony to the power of attending to tiny details.

True Value

Mcguckin's Hardware in Boulder, Colorado has a reputation for being expensive. You can find it cheaper just about anywhere, but if you just can't find it anywhere else, go to Mcguckin's.

Chapter 10: The Reward Stage

Orvel Ray was restoring an antique drum set, and had broken a lug-screw. This screw was an odd shape to fit a drum-wrench, with non-standard threads. Companies stopped making these things fifty years ago; everything today is metric. Rummaging through parts bins in the dusty back rooms of a dozen music stores proved a major exercise in frustration.

As a last resort, he went to Mcguckin's. The shock walking in the place was overwhelming! It's huge, brightly lit and spotless. Everything neatly labeled, priced, and exquisitely merchandised.

He had barely walked into the fasteners department when a young man in a freshly pressed green apron greeted him with raised eyebrows and asked, "Are you looking for something in particular?"

"Well, yes," he said. "I've just about given up hope, but maybe you've got something in the way of a bolt or something that will work." He showed the clerk the broken lug and resigned himself to enduring the usual runaround. He was growing accustomed to being shuffled from to one clerk to another for an hour or so before being dumped out on the street.

"Let's take a look," says the clerk, turning down a long, narrow aisle, walled in by high steel shelf units, each containing hundreds of small drawers. The first drawer he opened revealed an assortment of four-sided-head-with-a-three-sixteenth-inch-diameter-chrome-plated-shaft-with-English-threads lug bolts!

"Now what length did you need?" he asked.

Three register clerks stood by, waiting to ring up this sizeable order. Orvel Ray paid forty cents, which when you think about it, is an

outrageous price for one lousy bolt. But he would have gladly paid twenty dollars or more to repair this drum. He had already invested weeks looking for the broken part. The Mcguckin's clerk found it in two minutes. That's why our friend goes back to the store, and as a homeowner, he spends a lot of money in Mcguckin's higher-priced-than-anyone-else-in-town hardware store.

The reason is simple: lots of rewards. You can't walk down an aisle without bumping into one of those green-aproned guerrillas. Two thirds of Mcguckin's employees are dedicated to full-time floor walking, and every employee stocks shelves once a week, so everyone knows where every one of more than 10,000 items can be found. They are prohibited by company policy from ever using the phrase, "No, we don't have that." Instead they say, "We'll be happy to order it for you," all while serving 3,000 customers a day, seven days a week.

The success story of this hometown hardware can be boiled down to three common sense things that guerrillas understand.

First, they anticipate the customers' needs by having a wide selection of merchandise and options available. In addition, the guerrilla is always prepared to suggest some solution or alternative, even if it means brokering an item, or personally introducing them to a competitor.

Second, they give customers only one person to deal with. These guerrillas know the territory. If you want to win the respect and loyalty of your customer, take personal responsibility for solving the problem without handing it off to someone else. If this means you have to do research, check with another department, or ask a supervisor, that's fine. Guerrillas will set up a three-way conference call, and keep the customer at their side and on the line as they investigate.

Third, they add value to commodity hardware items through display, merchandising, and service. Guerrillas know that people make buying decisions on the basis of value, not price. And everyone at every level can find ways to add value, regardless of the product. Whether it's tracing the status of an order, investigating an invoicing error, or pricing out a custom job, guerrillas remember that customer service is everyone's responsibility.

The bad news is that American business is increasingly being dominated by on-line discounters and offshore manufacturers. In this economic environment, service is the only arena where the guerrilla can compete effectively.

The good news is that people will gladly pay and pay handsomely for exceptional treatment. That means rendering service that never sends them away frustrated, service that surpasses the norm, service that surprises and delights, service that solves their problems. Such service will be the key to profitability for the handful of guerrillas who get it right.

Part III After the Sale

Chapter 11:
Guerrilla Tracking

Closing Future Sales

By rewarding your customers and staying with them you are closing your future sales before you make them. The guerrilla is always thinking in terms of future sales because that's where the *real* profits are, and once they've created a new customer, they never let him out of their sights.

Guerrillas use *tracking* to achieve consistent success. The commissions from the first sale are glorious, to be sure, but they're a pittance compared with the potential earnings from repeat and referral business, year after year. A satisfied customer is the best source of referral sales, and guerrillas know that they have to *ask* for referrals and reward them.

Tracking is the first step toward future NaB & CaPTuRe opportunities. Though not part of the six-stage guerrilla track, it is an indispensable part of being a guerrilla. Tracking guarantees an endless supply of customers and commissions. This is where the guerrilla secures the future.

Tracking separates the guerrillas from ordinary salespeople. Like an air traffic controller, the guerrilla tracks the order the way radar tracks the flight path of an aircraft. This includes quietly shadowing the order through to delivery, keeping accurate and careful records, checking in after installation, leading you to referrals and future sales from loyal customers.

Shadowing

Shadowing means following through on the order within your *own* organization from the signed paperwork all the way to delivery of the product. Guerrillas do this discreetly. They never get in the way or become a nuisance to the folks in shipping or accounting, but they check up and make certain that the product is delivered exactly as ordered. This means exactly *when* ordered, exactly *what* was ordered, and exactly *shipped* as ordered. They insist on being notified by shipping, accounting or field service of any delay, any change that would violate the customers' expectations. Guerrillas do everything they can to expedite any difficulties that arise, and take personal responsibility for reporting problems to the customer. If a product is out of stock, the customer gets the bad news from the salesperson rather than receiving a shipment and discovering that critical parts have been back-ordered or delayed. They check in with their friends in low places and refresh their recon regularly.

Delivery Meeting

Whenever possible, the guerrilla delivers the first order personally, or visits the customer the day it arrives to ensure that everything is perfect. They check up on installation as it proceeds. This practice ensures a level of quality control that is unparalleled. Timing is critical. If a piece is defective or damaged in transit, the guerrilla files the report and expedites the replacement. The customer never gets a chance to complain.

Most salespeople are eager to move on to the next conquest, the next prospect, and skip this critical step. Guerrillas appreciate the value of a well-executed delivery meeting to secure their position, helping assure future sales to this customer, and gaining referred leads as well. The delivery meeting is in many ways a service call. It starts with the

guerrilla personally presenting the product to the new client or delivering the contract that initiates the service.

First, the guerrilla reaffirms the client's reasons for buying and acknowledges the good judgment shown by the selection of his or her firm as the chosen vendor. The next step is to discuss any particulars concerning the product. The salesperson explains the operation of the product or service to the end users, meets with others who may be responsible for maintenance or service, and ties up any loose ends. Guerrillas take care to explain and answer questions fully, and often leave written instructions and a list of names to call.

MicroLam, a company in Boise Idaho, manufactures laminated wooden beams for the construction trade. A plastic coated card, printed with the office and home phone numbers of the Sales Representative, the Production Engineer, Vice Presidents, and even the President, is pasted right to every beam. Anyone trying to install one of their beams can call someone, day or night, for technical support.

The final portion of the delivery call should be with the decider or purchaser, to thank him or her again for the business and reaffirm the continuing service to follow. This is also the ideal time for asking for referred leads.

Properly handled, the delivery interview is the beginning of a solid relationship. After a smooth start, future calls and larger orders become easier the next time around. Guerrillas know that when they leave, everyone is satisfied and they will stay satisfied.

Depending on the goods or services sold, the delivery interview may take the better part of a working day, and competent salespeople never try to squeeze this in. They plan carefully and allow plenty of time,

knowing that this interview can be the foundation for building future growth. This process should be repeated any time a regular customer orders something new or out of the ordinary.

Record Keeping

Unfortunately, filling out reports is often viewed as one of the least satisfying aspects of selling, a necessary evil. Guerrillas know that they must understand and control their own sales activity in order to maximize their production. Guerrillas keep accurate records, including complete expense, sales activity, and call reports. They carefully monitor their own performance and closely watch trends and averages. For the guerrilla, it is one of the most important aspects of the selling process. The smart ones share this information with the rest of the office, charting everyone's production on a bulletin board or dry-erase marker board, weekly or daily, so they can see how they stand among peers.

Reports are required by the sales manager to help "make operations better in the future." And if the sales manager can use these reports for this purpose, so can the guerrilla. To illustrate, we will look at several reports and demonstrate how they can put money in the bank for you. In each report, there is information that is useful to you and your firm. Even if you are the entire firm, you'll need to keep these records.

Expense and Sales Activity Reports

There is usually one page for each day of the week, Monday through Sunday, and one for the week's total.

Expense Report

The expenses section of the weekly report form usually includes:

1. auto mileage,
2. cost of meals,
3. travel expenses,
4. miscellaneous expenses, and
5. number of calls made grouped by type of call.

You'll need information from (1) thru (4) when you file your taxes. There are several things can be learned from this part of the weekly report.

Once you determine what your expenses should be for a typical week, you can study each week's report to determine if your spending is out of line. If expenses are more than expected, then you are either living more extravagantly than you should, or your travel planning is inefficient. If expenses are lower than expected, you may be spending too much time in the office and not enough time in the field.

Also look at trends in expenses. It costs nearly twice as much to stay in New York or San Francisco as it does in Seattle or Miami. Does the potential income from this account justify the investment? A trip to Cheyenne Wyoming may be less glamorous, but more profitable. A smart practice is to divide total expenses by the orders written and track the four week rolling average expense per order. Even if the company reimburses your expenses, this will encourage you to go after the high-margin, high-profit business.

The record of total number of calls made by type of call can also be instructive. By type of call, we mean cold call, first interview, presentation, phone call, group meeting, close, delivery, or follow-up. Guerrillas can tell from this data whether they are spending too much time making some types of calls and not enough time making others. While the number of each type of call made each day or week will vary

greatly, guerrillas will soon know whether the variation is normal or whether they have avoided calls with which they have difficulty.

Sales Activity Report

Here, salespeople report the name, location and dollar amount of all business written for the period. It should also include projected delivery dates, if applicable, and track weekly average sale and four week rolling average sale. Sales activity reports tell you who's buying what, and can help you spot trends.

Call Reports

Almost all salespeople prepare call reports on which they indicate the purpose and result of each sales call. Some firms use a single form for all types of calls; others use a different form for each. This report summarizes the date and time of each sales call, the type of call, and a brief description of the result of the call.

By reviewing the order of calls by location, guerrillas can determine if their call planning is effective. For example, if they find that the three calls on Monday were in Miami and the last two in Boca Raton, they know that the trip was better planned than if the order of calls required trips back and forth between cities.

The report also shows at a glance whether certain types of calls are more successful than others. If this is the case, the guerrilla can reexamine the differences.

Since summaries of the activities reports of all sales personnel are often sent to each salesperson, guerrillas can learn how their activities compare with those of the most successful people in the company. For example, they can see how more experienced people divide their time between the various types of calls they complete each week.

Prospect Report

If the first call does not result in a sale, the salesperson usually completes only the top portion of the form and the "Remarks" section at the bottom and indicates the date of the planned callback. All of this information is useful for subsequent sales calls. The data at the top of the form includes pertinent information about the prospect. The information in the "Remarks" section is usually more personal; if something unusual happened during the first visit or if the prospect revealed particular interests or hobbies, these would be noted there.

Information of this nature makes a second call more personal and demonstrates the guerrilla's interest. Indicating the planned callback date forces you to plan future sales calls and travel. It also serves as a "tickler" to remind you that another call is needed on this particular prospect and when it should be made.

On occasion, the sales call may not result in selling a product or one of your services, but the salesperson may have learned a great deal about the prospect's present and future needs. In such a case the salesman also completes another portion of the form, recording all of the pertinent information about the prospect's current needs. If the guerrilla plans to make a proposal to the prospect on his next visit, this information will be extremely useful.

The prospect report may also include an estimated dollar amount the salesperson expects them to buy and an estimate of the probability of closing. These figures can be multiplied together give the "pending business" total. For example, a prospect is considering a $10,000 machine, and the guerrilla figures it has a 75% chance of closing within the next 90 days; he would be said to have $7,500 "pending" in that account. By doing a running total of all pending business each month and monitoring that numbers increase or decrease, the guerrilla can

quickly see if he needs to concentrate on developing new prospects or closing existing ones.

Some companies sort prospects into three categories: group A is expected to close this month, group B expected to close this quarter, and group C expected to close within a year. Guerrillas manage their prospecting activity to maintain a balance between A, B and C prospects.

Proposal Report
Once the guerrilla has made a formal sales proposal to a prospective client, a proposal report should be completed. The form used for the proposal report is similar to the prospect report. The proposal report is useful as a tickler to remind the guerrilla that a proposal has been made and that after a reasonable amount of time a callback is necessary to close the sale.

The proposal report should include any pertinent remarks made by the prospect during the proposal presentation, including objections or concerns expressed about the proposal or things the prospect specifically liked about it. It could also include information about who is involved in the purchase decision and when the prospect expects the decision to be made. This information will be helpful in closing the sale.

Trailing

Guerrillas "trail" their customers, to assure that the product not only was delivered as *promised*, but performs as *expected*. Here's how it's done. The final comment of the delivery interview should be "I'll be checking back in a week or so to make sure everything is working as expected. It's a routine part of our quality assurance. That would be the morning of the tenth; is that convenient for you?" If the product sold

is new to the employees, or a bit complicated, the new customer will be glad to know that the salesperson will be checking in on a given date to answer questions. This follow-up visit should be made within a few days of the product being put into service, and certainly not more than two weeks later. Contact with *users* at this stage is particularly important. If they have any questions or difficulties, these must be dealt with now or your future business is in jeopardy.

Trailing is particularly important if someone other than the salesperson has delivered the product itself. If the product sold has had to be installed, the trailing callback would properly come shortly after the installation work is complete. The most important point here is not when the call is made, but that it *gets* made.

Consistent

Xerox built an empire from creative and persistent advertising over the years until that the word "xerox" became synonymous with "photo-copy." Guerrillas want to get their customers conditioned in much the same way, so that customers will think of them automatically whenever they require additional service. They do this by not letting the customers forget them. Keeping in touch is possible through a variety of creative ways.

Nine proven guerrilla trailing methods include:

1. A short note after delivery asking if everything is all right

2. Restating availability by a simple phone call

3. Impromptu goodwill calls

4. Cards at Christmas and Thanksgiving are traditional; guerrillas send them on the more off-beat holidays like Halloween, Columbus Day and Presidents' Day

5. Brief telephone calls on items of mutual interest, such as customer's mention in local newspapers

6. Fliers about product changes or other information, accompanied by a handwritten note

7. Miscellaneous but related information such as company announcements or sales progress reports

8. Letters containing newspaper items of interest to the customer

9. Notices of achievement awards and honors earned by the salesperson. These are best sent by the sales manager rather than the salesperson.

Every customer is different, of course, and it's only natural that large, regular customers get more attention than small, occasional customers. Some offerings may require several post-sale sessions and numerous call-backs, where other sales are comparatively routine. Even the most modest sale requires some keeping in touch. Quite apart from maintaining your own reputation as a courteous and dependable salesperson, your call-backs to small customers could lead, through referral, to other customers in the same area. Just as easily, slighting a customer because he seems unimportant might lose a large order some day.

Guerrillas never ignore a customer account. They do what is required to nurture and expand all their business, and they look upon the time it

takes for call-backs as a valued opportunity to build customer goodwill and an investment in their own future.

The important thing is that you make a path leading to referrals and more business. This way the sales cycle can repeat itself over and over again, giving you a never-ending source of new business.

Future Sales

Your competition may think that it's a big world, and they can always find new prospects. They may think that they don't have to bother keeping in touch with customers. But guerrillas know the value of repeat sales, and this gives them a tremendous advantage. It costs five times as much to create a new customer as it does to make the same sale to a current customer. With the average cost of an industrial sales call running north of $500, and if it takes nine impressions to close a sale, new customers are costly. Before generating a profit, you must first recover the *acquisition cost* of that customer, and it could be the third, the tenth, or the twenty-fifth *re-order* before you even break even.

With competition growing daily, new customers are not as easy to find as they once were. It makes sense to build a base of repeat buyers. Guerrillas prefer vertical growth to selling a large number of new customers. And repeat sales are far more profitable because of reduced marketing costs.

Customer Loyalty

There is no mystery about customer loyalty. People simply like to deal with people they know and trust. Customers like knowing that someone who understands his needs or problems will be available to help. That's why we like to go to a favorite restaurant or buy clothes at the same shop from the same salesperson year after year.

Chapter 11: Guerrilla Tracking

Guerrillas who give their customers above-and-beyond service are always welcomed back. Customers give repeat business to these salespeople because they are satisfied. They know they can count on outstanding service. They understand that these salespeople feel a sense of loyalty to them, and they like dealing with familiar faces.

By tracking every order from "cradle to grave" you're well on your way to a prosperous and secure future as a guerrilla salesperson.

Chapter 12:
The Guerrilla Selling Arsenal

High Tech Guerrilla

The modern guerrilla must learn to deploy the new technology of modern business warfare. Like laser-guided smart bombs, these weapons can help you target hot prospects, maneuver into new territory, and capture market share.

Computer technology in general, and the Internet in particular, has changed the landscape completely. In this revised edition, we've decided to let other authors explore the intricacies of LinkedIn, Facebook, Pintrest, and all the rest.

Information Please

Information is *still* the new business high ground, and it's available to anyone for the asking. In his book *Powershift*, Alvin Toffler contends that, while in the past the world was divided into East and West, the new global business community will be divided into *fast* and *slow*. The ability to quickly retrieve and manipulate information is one of the keys to the guerrilla attack.

Guerrillas know that most of their competitors do not have a systematic method for keeping track of vital customer information. The average businessperson spends more than three hours each week *looking* for misplaced information. That's more than four weeks lost selling time each year! The guerrilla who makes the effort to electronically automate customer files has a tremendous selling advantage.

A guerrilla we met in Nova Scotia supplies plastic pipe and fittings to the fisheries industry. Sitting down with a customer, he links up with

his company website over Wi-Fi. He checks the inventory for each item being ordered, and if something is out of stock, he can discuss substitutions right there with the customer. Each inventory item is flagged when sold, so there are no more frustrating back-orders. When the process is complete, the home office computer prints the packing slip, and the warehouse crew starts loading the truck, even before this guerrilla has finished saying "good bye." In a market where it's common to wait weeks for everything, this company has built their reputation on next-day delivery.

Tablets and Smartphones

This area of technology is changing so quickly that we won't even try to go into detail. Suffice to say that it's never been easier to carry massive amounts of information, literally in your pocket. Google gives you answers to just about any question you could pose. But this is not a substitute for knowing your stuff cold. Remember, your secret weapons are *information* and *surprise*, so surprise your customer by having the answers in your head, not just at your fingertips.

Video

Video has changed the way we communicate, the way we approach problems, and the way we buy.

When his garage door opener failed, Orvel Ray Googled the brand name to price a replacement. One of the search results was a YouTube video titled, "How to Rebuild a Liftmaster Garage Door Opener." He clicked and watched the three-minute video.

"This isn't brain surgery," he thought. "It's just a garage door opener." The video ended on a hotlink to a company that sold the rebuild kit. A few clicks later and the parts were on their way.

When they arrived, he put the garage door opener on the workbench right next to his laptop, and followed the video, step-by-step. In fifteen minutes, it was back in service, at a fraction of the price of replacing the original, and much less than having a tech make a service call.

The Internet has changed everything. Customers have more access to information than ever before, and access to more options and alternatives than ever before. In fact, there are SO many options, that many customers feel overwhelmed. They still want a real live person to help. Call us Luddites, but the old-fashioned skills of customer service and professional selling are more effective than ever before. Of course you should have a complete and professional profile on LinkedIn, and of course you should invite all your customers to connect. But the next time you're tempted to dash off an e-mail, think again. A real letter, on real paper will make a real impression.

Reach Out and Touch Someone

The telephone continues to be a powerful selling tool, and with the average cost of an industrial sales call approaching $500, the modern guerrilla uses the telephone extensively, and properly. To learn more about how to use this modern sales weapon, read *Guerrilla Teleselling*.

Guerrilla Headgear

A must for desk-bound guerrillas is a Bluetooth headset. The guerrilla can keep a customer on-line while checking inventory, researching an invoice, or taking an order.

At the Tone. . .

Guerrillas have also learned the power of making it easy for potential customers to call them. If you can't always be in the office to take calls, consider using a voice-mail system, but make sure the system is

responsive to customers needs. Some will automatically transcribe your voice-mail and send it to you as a text message or e-mail. You can selectively respond to the subtle alert, even if you're in a meeting with another customer.

One of the worst examples we've heard recently said, "Thank you for calling (XYZ Company). We are sorry but our office is now closed. Please call between the hours of 8:30 and 5:30, Central Standard Time." Why bother?

One of our friends has an interesting outbound message. "Hi, this is Mannix. You've reached my mobile. I'm not available to take your call right now because I'm *in* the office. Please leave a message at the tone and I'll get back to you the next time I'm *out*."

Encourage your customers to call anytime and leave a message, place an order, or ask a question, then get back to them as soon as possible. In your outbound message, include the company name, your name, an explanation of when you will be back at your desk, and specific instructions for the caller. You might say, "I'm sorry, I'm out of the office all morning, but if you leave your name and number at the tone, I'll get back to you this afternoon."

Change your outbound message regularly; three times a day is about right. Update it every time you retrieve messages. People often resent talking to a machine because they've heard the same recording a dozen times. Let them know what's going on from day to day, and when they should expect to hear from you.

If you really cannot be reached, always give the caller an alternative course of action: "Dial '1' and an operator will re-direct your call." or, "My assistant can be reached at extension (number)." Or, "You can

reach me on my mobile at (mobile number). Let them know what's going on, when you'll return, and what other options they have.

A guerrilla in Montana left this recording on his machine: "Thanks for calling. I'll be fishin' on the Snake River for the next two weeks until the 28th. If your need is urgent, you can call (another distributor) at (their number). You'll get a real live person who will be happy to help you immediately. There will be no messages taken." That's truth in advertising. These distributors cover each other's vacations; an interesting variation of Fusion Marketing.

Customers can dial particular digits to hear pre-programmed options, like "Dial 1 to hear more information, dial 2 to place an order, dial 3 to talk to a representative, or dial 4 to speak to a service technician." These systems allow you to expedite the customer's call without having a platoon of operators on duty.

Customers prefer the control of being able to select their own options to being left in no-mans-land on hold. A guerrilla doesn't need a battery of expensive hardware to use voice mail, and when you consider that 70 percent of business calls fail to reach their intended party on the first attempt, it can be a tremendous advantage.

Google Voice gives you one number for all your phones, voicemail transcripts sent as email, free US long distance, low rates on international calls, and many calling features. Customers can reach you in the office, on your mobile, on the road or at the beach. You can automatically re-route calls based on time of day, or even the time zone of the caller.

One way or another, *be there* for your customers when they call. We recently called a company who claims in their magazine ad to be "the

nation's leading provider of voice messaging service." At 6:00 PM on a Saturday afternoon, there was no answer. Not even a recording! A guerrilla would never make such a ridiculous mistake.

SKYPE

In 1963, my parents took us on one of those interminable car trips that inspires infanticide. At Disneyland, in Anaheim I saw a demonstration of the first VideoPhone. It was experimental and expensive. The tiny black & white picture advanced about one frame every two seconds. My mother was incredulous. "Why the hell would anyone want to see pictures over the phone? What if someone calls, and you're naked?" It never occurred to her that she could just turn the camera off.

Today, SKYPE has made it possible to have a face-to-face conversation with clients and customers all over the world, and it's free! For a nominal charge, you can create video conferences, or make calls to land lines. And you can still turn off the camera.

Call sometime. My SKYPE ID is OrvelRay.

1-800-We-LoveU

We *used* to be big advocates of 800 numbers. But these days, telephone service has gotten to be so inexpensive, that it really doesn't matter. Customers feel a certain security in knowing your area code. It tells them where you live.

Vanity numbers can help make your business more memorable, like 1-800-GOT-JUNK. But unless you can get a custom number that is a complete acronym, like 1-800-SOFTWARE, or 1-800-FLOWERS, stay away from clever combinations like 1-800-777-1234. People *think* they will remember them and then forget. Better to have a number they have to write down, like ours: 1-800-247-9145.

On all of your macom, include your office number, mobile number, SKYPE ID, email address, street address and website. Baby boomers like me will prefer to pick up the phone. Gen X and Y customers prefer e-mail or text messaging. Give them as many options to reach you as possible.

Third Party Fulfillment

You can even give your customers the convenience of an 800 number without the expense by using a fulfillment service. These companies will let you advertise their 800 number as if it were your own, coded with a special extension. "Operators are standing by" 24 hours a day. These firms will stock your products, answer your calls like an answering service, write up the orders, pack and ship the boxes, deposit the funds into your bank account, and forward the finished paperwork, all for a fixed percentage of sales, or a flat fee per order. A local company will usually give you the best service at the best price, so pick a company nearby.

While You Are Out

Guerrillas know that they don't make any money sitting around the office waiting for the phone to ring.

We've seen one guerrilla ask his secretary to call his mobile at a specific time, when he would be right in the middle of his presentation to a new prospect. He excused himself briefly to return the call, assuring the prospect that *his* firm would be receiving the same level of prompt, personal service in the future.

Guerrillas on the road insist that the home office e-mail their calls and messages rather than calling their mobile. By the time a customer inquiry has been handled by a chain of telephone receptionists, it's

often mangled beyond recognition. A neatly typed list emailed to the rep's mobile is much easier to work from and less likely to include omissions or errors. If the message comes in after business hours, guerrillas respond by text or e-mail as well, answering the customer's question overnight while the competition is asleep.

Getting Smart

Smart guerrillas will combine these technologies in creative ways, bringing new meaning to the phrase, "close to the customer."

A real estate agent in Oakland uses a laptop and smartphone to receive details from the Multiple Listing Service while touring with a prospect in the field. Several times she has beaten out other buyers by e-mailing in an offer, closing the deal in the time it took the other sales agent to drive back to the office.

Joe Sabah, a professional speaker in Denver, has made a science out of getting onto radio talk-shows all over the country to promote his book on *How to Get the Job You Really Want*. He's built a list of more than 850 talk-format radio programs all around the country, including their producers and their schedules. The call-in interviews are conducted by phone, from home, and the 800 number they give out provides listeners an easy way to order their books.

Talking House

Real estate agents across the country are putting houses on the air and off the market. A tape loop combined with an AM radio transmitter about the size of a shoebox, broadcasts the property's vital statistics. The "For Sale" sign on the lawn tells drive-bys which station to tune into to hear a 90-second summary of features and the price. It weeds

out the serious buyer from the person who's just shopping around, instantly qualifying serious prospects.

Video Brochure

Another high-tech option is the video brochure. Customers are more video oriented than ever before and are increasingly relying on this medium for buying decisions. Platforms like YouTube and Vimeo will host them free.

Remember shorter is better in video. These videos can introduce a small company to prospective buyers, saving the expense of a direct call, and making them look big-time. A guerrilla travel agent produces dream-vacation travelogue to promote package tours. Slide presentations can easily transfer to video with the addition of a soundtrack, and distributed directly to prospects. Guerrillas can use a portable combination TV/VCR and videotape to support their presentations, taking their prospects on a YouTube tour of the plant, demonstrating products that may be too big to carry, or presenting "talking head" testimonials. Customers can access them from anywhere on the web.

Or you can carry a set of demonstration videos on your laptop, or better still, your iPad.

In group selling, guerrillas might even use a small video projector to make a big screen impression. We've seen one as small as a pack of cigarettes.

Tablet Computers

Perhaps you're one of the thousands of guerrillas who have never learned to type. If all this high-tech revolution has made you a bit

cyberphobic, consider a new technology developed by a start-up company

Next? Computerized voice recognition software that can take dictation faster than most people can type.

Low-Tech Guerrilla with High-Touch Weapons

Keep in mind that you needn't load yourself down with a lot of expensive gadgets to be an effective guerrilla. It's easy to get caught up in the tech wars. We've heard sales managers bemoan the day their operation was ever automated, because the reps click away the day at the keyboard instead of making calls. David with a sling can bring down Goliath every time, but you have to get out into the field and give it a shot. "The only weapon my guerrillas need to carry is a pen!" one manager said emphatically. "That's all it really takes to write an order."

Guerrillas know that they must balance the high-tech with high-touch. They must be more sensitive to the subjective needs of everyone they meet. In addition to the hardware, guerrillas include several high-touch weapons in their arsenal.

1. Reconnaissance

Gather as much intelligence about your prospects as you possibly can. Read their profiles on LinkedIn and Facebook. Even the smallest scrap of information can be valuable when it helps you relate. After the transaction, invite them to join your network. Most adults respond to a salesperson in predictable ways. When you first meet, pay close attention to their personalities. Watch for the hallmarks of the Mind Map. Adjust your style to get the maximum cooperation from your prospect.

2. Creativity
Always be thinking of new ways to meet prospects. Guerrillas are contrarians. Try doing the *opposite* of what other sales people do: Z to A. Think up creative ways to finance your product or service. Get new ideas from sales managers, seminars, other sales people, financial people, bankers, and CPAs.

3. Enthusiasm
A basic rule of journalism and Guerrilla Selling is: "Don't tell the good news on page one." Save your enthusiasm for your product until the Presentation Stage. First, thoroughly qualify prospects: Do they really want or need your product? Can they afford it? Can they make a buying commitment today?

4. Money Matters
Money is a funny thing. People get very secretive about money, and very defensive. Get all money matters understood and written down in your notes before your presentation. You must avoid any mystery about money. Start out softly, "off the record," "in round numbers," then narrow the discussion down to specific dollar amounts.

5. Questions
Acting ignorant may come naturally to some people, but the new guerrilla may find it difficult. Asking lots of questions, even when you may be certain of the answer, is essential. Ask what the prospect *means*. Don't try to be a mind reader. You must not pre-suppose anything. By eagerly answering prospect's questions, you may paint yourself into a corner with no escape. Ask counter-questions in response. Seek clarification and expansion. When prospects are positive and enthusiastic, ask, "What makes you feel so good about this?" When prospects are pessimistic and negative, first agree; "I

understand how you feel." Then ask, "Why do you feel that way? What exactly do you mean?"

Name, rank and serial number. Any time you think you ought to volunteer some information, pause to listen, and ask a question instead. Guerrillas never help by trying to correct, expand or improve a prospect's statement. One of the worst things you could ever do in a selling situation is to complete a prospect's sentence for them. You miss an opportunity to find out what the prospect is thinking and you'll probably appear rude.

6. Emotions

Guerrillas use emotions to sell to unconscious wants and needs. Listen for all of your prospect's articulated and undisclosed needs. At the deepest level, all buying decisions are emotional. We buy to improve our status, to feel good, to avoid pain and to be well thought of in our community. Then we justify the decision with the facts. We tell ourselves and others that we bought because of the specific features and benefits.

About your own emotions, remember no one can enter your fortress without your permission. You will be told "no" thousands of times. You're the one who must decide if people are going to hurt you personally.

7. Service

Guerrillas know the importance of always giving something extra in the Reward Step. Beyond that they are often asked for something more, like, "I need a quicker delivery." Rather than say, "Sure, I'll be glad to help you out." Try something like: "That may be difficult, but I know it's really important to you. I'll call you back after I've had a chance to check with our shipping department. Perhaps we can reschedule a few

things. We really do appreciate your business." This way, your customer will know that you've really gone out of your way, and that increases the perceived value of the effort. And, it builds customer loyalty.

8. Battle Plans
Guerrillas never do anything by accident. Planning is critical. Decide what you want, write up your battle plan, and you can bet on the result. The brain responds to a clear set of goals and mental visualization. Make your plans based on how many sales you're going to get each month. Plan on being "number one." Luck happens when preparation meets opportunity. Guerrillas know how to get lucky: plan, prepare, and stay busy. Sales will come.

9. Fearlessness
Heroic bravery is not the absence of fear, but the ability to act in spite of it. We all share the experience of fear. It is part of our strategy for survival at some phases of the Mind Map. Fear is the perception and anticipation of future danger, harm, or pain. Fear motivates us to avoid these potential problems.

An old saying goes that everyone always has 49 problems. Fix one and something else will pop up and take its place! Make a list of your 49, and when can see them clearly, you will be well on the way to solving them, and less likely to get caught in cycles of worry and fear.

One of the biggest fears is failure. The US Army Training Manual advises that, if you are pinned down by enemy fire and you do *nothing*, you *will* get killed. *Any* action, no matter how poorly planned or poorly executed, is safer than doing nothing. It's true that while not everyone always succeeds to his or her expectations, everyone always gets some result. The result that you get may not be the one that you planned. In

order to get a different result, you need only change the process and try again and, maybe, again. Guerrillas accept failure as part of the inevitable progress toward success. Keep at it. Take some action. Do it.

10. Attention
Many people get into sales because they know how to talk; they *succeed* to the degree that they learn how to listen. A guerrilla is hyper-aware, always on duty, listening for any threat or opportunity that might affect business. Guerrillas never complain or divulge negative information about their companies. Loose lips sink ships. The person sitting next to you on the airplane may become your next major account. If your best client is in a slump, listen attentively, but don't commiserate by saying that your business is off, as well. Customers want to be able to rely on you. Remember you're a warrior, always on guard.

What Makes the Guerrilla Different?

The guerrilla is the new solder of fortune. As salespeople, they NaB & CaPTuRe new prospects the others miss because they invest time, energy and imagination in the process. Undermanned and under equipped, they take on the corporate superpowers by turning information and surprise to their tactical advantage. And more often than not, they will prevail over slick presentations and high caliber marketing.

At the Need Stage, guerrillas gather massive amounts of intelligence about their prospects, their products and their competitors before they ever call. They use the most modern discoveries in human psychology to identify their prospects' personalities according to the Mind Map. They instantly pinpoint their prospects' wants, needs, and expectations.

Chapter 12: The Guerrilla Selling Arsenal

Right up front, in the Budget Stage, the guerrilla establishes the prospect's ability to pay by cost-justifying the price. The guerrilla sells on the basis of value, never on price alone. By questioning and carefully listening to the answers, the guerrilla determines the criteria and priorities prospects will use to evaluate the offering. Understanding exactly how a prospect will decide to buy gives you an enormous advantage. Now you can target the strategic issues with surgical precision, and ignore non-vital targets.

Guerrillas complete the up front close at the Commitment Stage by aligning their proposal with issues to which the prospect is already committed. They verify the prospect's intent, and ability to make a buying commitment before they start a sales presentation.

The Guerrilla Sales Presentation is customized to fit the communication style and personality of each individual prospect. This makes the guerrilla easy to understand and easy to do business with.

At the Transaction Stage, the customer, not the guerrilla, asks for the order. And, when the prospect asks, the guerrilla objects. The prospect feels in total control, and no loose strings are left to booby-trap the sale later on.

Guerrillas Reward their customers for doing business with them. They find unique ways to say thanks for the confidence the customer has placed in them and their company; a small gift, a special discount, or even a thoughtful hand-written note.

Guerrillas learn to track their customers doggedly, guaranteeing future sales through careful follow-up and never-let-you-down service. The sale is not the end of the battle for the guerrilla. In fact, there has never

been a battle; the customer is your ally. The sale is often the beginning of a lifelong relationship.

By now you know guerrillas are fair in all their dealings. They genuinely care about the people they serve and they let them know it. They do their share and more by always giving their customers their money's worth, and then some.

In the words of Albert Schweitzer:

"I don't know what your destiny will be,
but one thing I do know:
the only ones among you
who will be really happy
are those who have sought and found how to serve."

Your Marching Orders

Now you're armed and dangerous. You've trained and prepared a plan of attack. You've learned the prospects' strengths and weakness. You know how to NaB & CaPTuRe new customers and new markets. You've even got a map of how most people operate. Now there's only one thing left to do. Get out and fight for the business. We've got a job to do. Let's get on with it.

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ABOUT THE AUTHORS

Jay Conrad Levinson (born 1933 in Detroit) is the author of a popular 1984 book "Guerrilla marketing". The first to use the term "Guerrilla Marketing" describing 'unconventional' marketing tools used in cases when financial or other resources are limited or non-existent. Guerrilla Marketing is the best known marketing brand in history, named by *Time* as one of the top 25 best business books, with more than 22 million sold. His guerrilla concepts have influenced marketing so much that his books appear in 62 languages and are required reading in MBA programs worldwide.

Bill Gallagher, Ph.D. received honors for excellence in business training from the governments of Israel, Singapore, the Netherlands, and the U.S. Department of Commerce. Dr. Gallagher passed away in April 2008.

Orvel Ray Wilson, CSP (born 1953 in Denver) is a co-author of 5 books in the legendary *Guerrilla Marketing* series, including *Guerrilla Selling, Guerrilla Teleselling, Guerrilla Trade Show Selling, Guerrilla Negotiating,* and *Guerrilla Retailing*.

Since 1980, Orvel Ray has been traveling around the world, helping businesses large and small gain the edge they need to win in today's hypercomeptitive market.

He has spoken in more than 1,000 cities, in 42 countries, on every continent except Antarctica. He is a high-energy speaker who is motivating, inspirational and funny.

He holds the highest level of certification recognized worldwide by the speaking industry, the Certified Speaking Professional. The CSP is your

assurance of the very highest standards of professionalism and excellence.

He was voted one of the world's **Top5 Sales Speakers** in an international Internet poll in 2010, 2011, 2012, and 2013. In 2001 he was recognized as **"Speaker of the Year"** by Meeting Professionals International, San Diego.

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