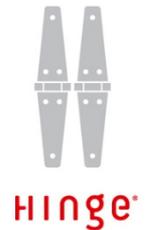




# What Sales Winners Do Differently

Presented by Mike Schultz with Lee Frederiksen



## Chat Live on Twitter!

Today's Hashtag:



**#SalesWinners**



## Mike Schultz

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Mike is a world-renowned expert in sales. Co-author of multiple books, including the *Professional Services Marketing* and *Wall Street Journal* bestselling *Rainmaking Conversations*, Mike delivers dozens of keynotes and seminars per year for clients and at leading industry conferences.

Mike is President of RAIN Group, a sales assessment, training, and consulting firm, publisher of RainToday.com, and a member of the faculty in the Marketing Division at Babson College. RAIN Group has worked with many of the premier companies in the world, including Monitor Group, Ernst & Young, Fidelity Investments, Bank of America, Harvard University, Oracle, DHL, and dozens of others.



## Lee W. Frederiksen, Ph.D.

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Lee is Managing Partner at Hinge, a premier professional services branding and marketing firm. He brings over 30 years of marketing experience, including global brands such as American Express, Time Life, Capital One, Monster.com and Yahoo! to the firm's clients.

Lee is a former tenured professor of psychology at Virginia Tech and a successful entrepreneur. He's started and run three high-growth companies, including an \$80 million runaway success.

Lee has authored numerous books and articles including: *Spiraling Up: How to Create a High Growth, High Value Professional Services Firm* and *Online Marketing for Professional Services*.

## Buying

Internet – buyers armed with knowledge

Flooded with attractive return on investment stories

“Great Recession” psychological effect

Short on time, resources, and pressed for results

Decision making teams, long sales cycles, need for consensus

## Selling

Pre ‘70s – Feature and benefit

‘80s – ‘00s – Consultative & Solution Selling

“Narrow topic”

**What separates the winners from the 2nd place finishers in actual sales?**

**700+ buyers for \$3.1 billion.**

**What really happened for the win?**



# BLIND SPOT

## Seller Blind Spots

- Overestimate role of price
- Overestimate role of personal relationships
- Underestimate value of impacting bottom line
- Underestimate value of reputation

BLIND SPOT

**What are the keys to *win now*?**

**And *win later*?**

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**SPOTLIGHT ON SMARTER SALES**

## The End of Solution Sales

The old playbook no longer works. Star salespeople now seek to upend the customer's current approach to doing business. *by Brent Adamson, Matthew Dixon, and Nicholas Toman*

## Challenger loyalty drivers (in order of impact)\*

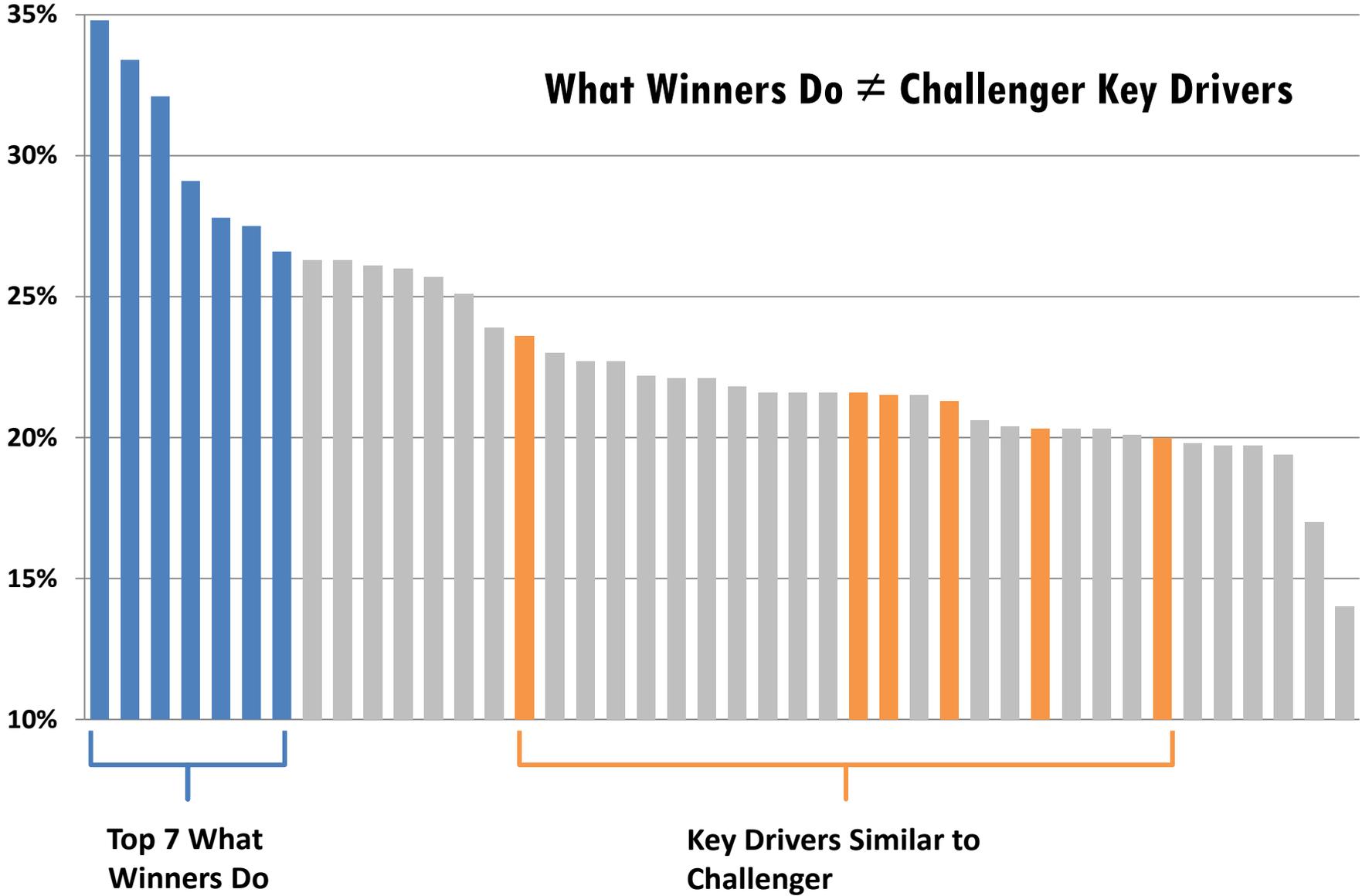
### Purchase experience...

- Rep offers unique, value perspectives on the market
- Rep helps me navigate alternatives
- Rep provides ongoing consultation
- Rep helps me avoid potential land mines
- Rep educates me on new issues and outcomes
- Supplier is easy to buy from
- Supplier has widespread support across my organization

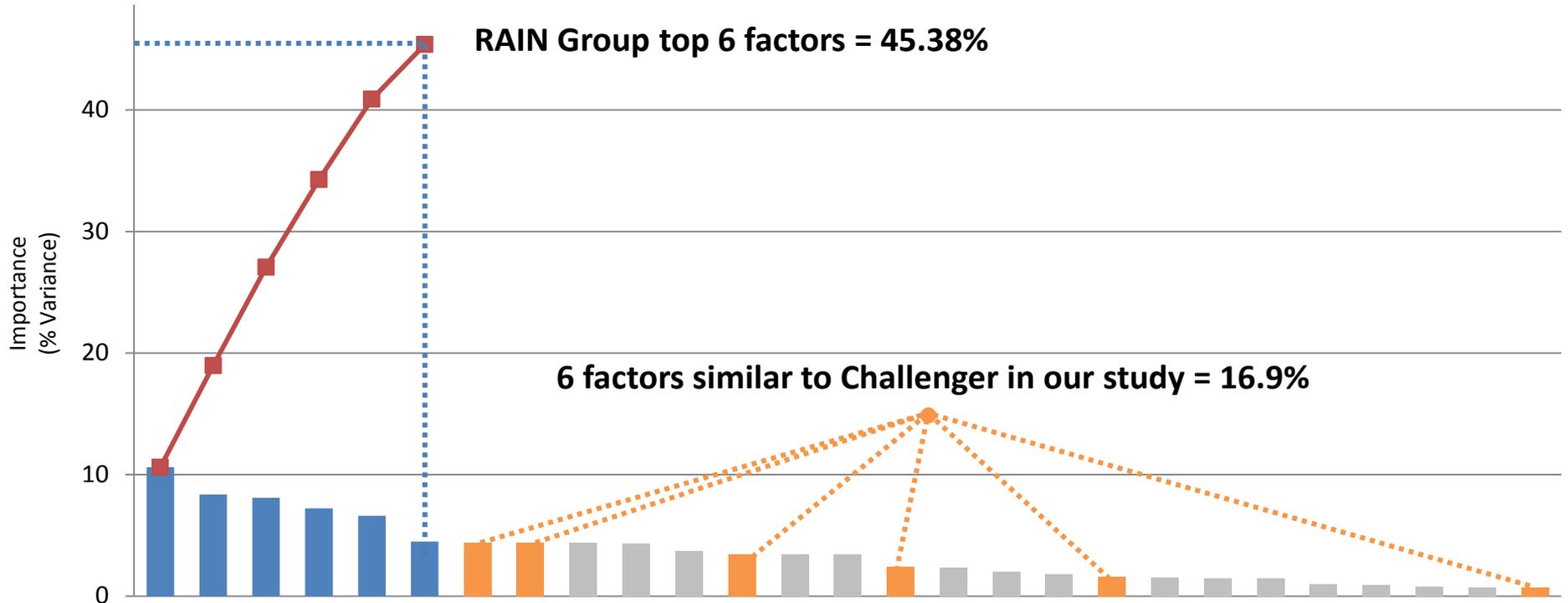
\*Dixon, M., Adamson, B. *The Challenger Sale Taking Control of the Customer Conversation*: Portfolio Hardcover, 2011

**Replaced by assertive reps who  
“press,” “debate,” and “push?”**

# Winners vs. Challenger Key Drivers

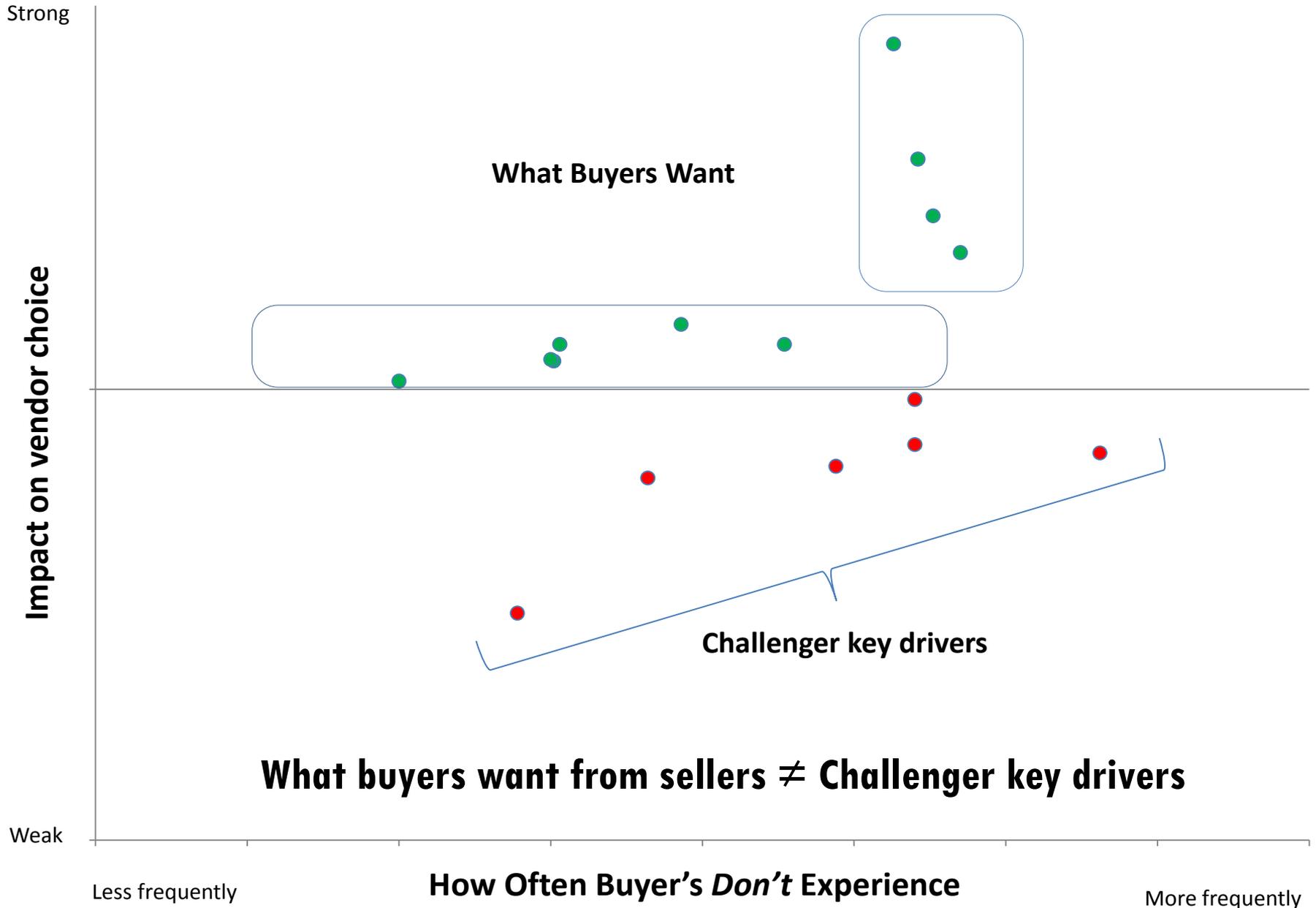


# “Buy From This Provider Again”



**Challenger key drivers of loyalty didn't come up high for loyalty in *our* study.**





### Top 10 Attributes with *Greatest Separation* between Winners and Also-Rans

<b>1</b>	Educated me with new ideas or perspectives
<b>2</b>	Collaborated with me
<b>3</b>	Persuaded me we would achieve results
<b>4</b>	Listened to me
<b>5</b>	Understood my needs
<b>6</b>	Helped me avoid potential pitfalls
<b>7</b>	Crafted a compelling solution
<b>8</b>	Depicted purchasing process accurately
<b>9</b>	Connected with me personally
<b>10</b>	Overall value from the company is superior to other options

## Separating Winners from Also-Rans

1	Educated me with new ideas or perspectives
2	Collaborated with me
3	Persuaded me we would achieve results
4	Listened to me
5	Understood my needs
6	Helped me avoid potential pitfalls
7	Crafted a compelling solution
8	Depicted purchasing process accurately
9	Connected with me personally
10	Overall value from the company is superior to other options
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#1

Winners sell  
radically  
differently than  
the also-rans

#42

## How Often Also-Rans Demonstrate

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19	Listened to me
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26	Collaborated with me
27	Understood my needs
28	
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31	Depicted purchasing process accurately
32	Crafted a compelling solution
33	Overall value from the company is superior to other options
34	
35	
36	
37	
38	Connected with me personally
39	Helped me avoid potential pitfalls
40	
41	Persuaded me we would achieve results
42	Educated me with new ideas or perspectives

## **Solution Selling dead?**

**Replaced by assertive reps who  
“press,” “debate,” and “push?”**

## Key Drivers – Buying Process Satisfaction, Buyer Loyalty, Referrals

- Easy to buy
  
- Overall value superior
- Products and services superior
  
- Provider respected at my organization
- Has experience in specific area I have needs
- Depicted purchasing process accurately
- Inspired confidence in his/her company
  
- Understood my needs
  
- Was professional
- Was trustworthy

## Key Drivers + Winners

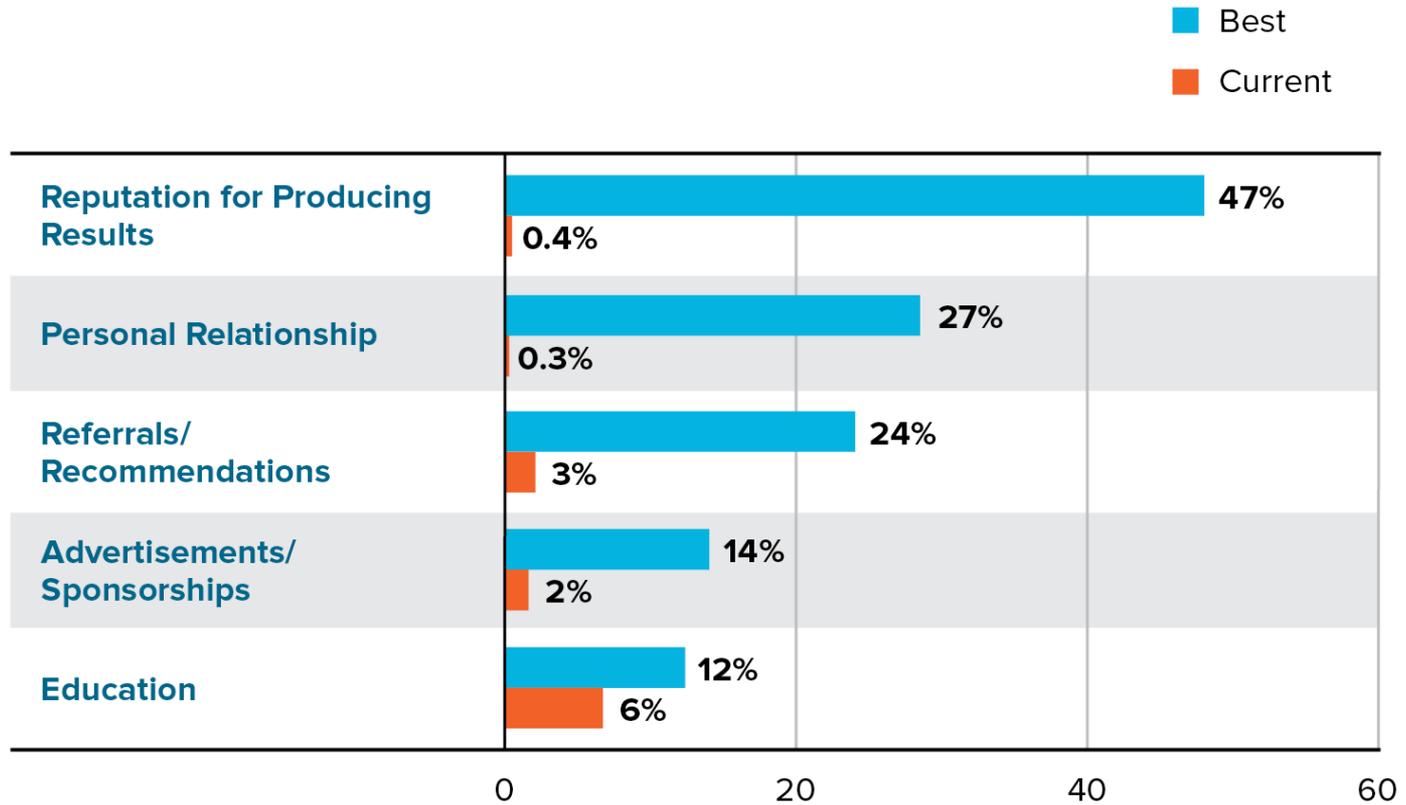
**Bold = Winners**  
*Italics = Winners and key driver*  
 Plain text = Key driver

<b>Collaborate</b>	<b>What</b>	<ul style="list-style-type: none"> <li><input type="radio"/> <b>Collaborated with me</b></li> <li><input type="radio"/> <b>Educated me with new ideas and perspectives</b></li> </ul>
	<b>How</b>	<ul style="list-style-type: none"> <li><input type="radio"/> Easy to buy</li> <li><input type="radio"/> <b>Responsive</b></li> <li><input type="radio"/> <b>Proactive</b></li> </ul>

<b>Convince</b>	<b>Best Choice</b>	<ul style="list-style-type: none"> <li><input type="radio"/> <i>Overall value superior</i></li> <li><input type="radio"/> <i>Products and services superior</i></li> <li><input type="radio"/> <b>Offerings differentiated from other options</b></li> </ul>
	<b>Maximum Return</b>	<ul style="list-style-type: none"> <li><input type="radio"/> <b>Persuaded would achieve results</b></li> </ul>
	<b>Minimum Risk</b>	<ul style="list-style-type: none"> <li><input type="radio"/> Provider respected at my organization</li> <li><input type="radio"/> Has experience in specific area I have needs</li> <li><input type="radio"/> <i>Depicted purchasing process accurately</i></li> <li><input type="radio"/> Inspired confidence in his/her company</li> </ul>

<b>Connect</b>	<b>Dots</b>	<ul style="list-style-type: none"> <li><input type="radio"/> <i>Understood my needs</i></li> <li><input type="radio"/> <b>Crafted a compelling solution</b></li> </ul>
	<b>People</b>	<ul style="list-style-type: none"> <li><input type="radio"/> <b>Listened to me</b></li> <li><input type="radio"/> <b>Connected with me personally</b></li> </ul>

# Best Way to Market





Develop a  
**REPUTATION**  
for Producing  
**RESULTS**

# Good Marketing Make Sales Easier

- Right reputation
- Right insight
- Right evidence



## Key Drivers + Winners

**Bold = Winners**  
*Italics = Winners and key driver*  
 Plain text = Key driver

<b>Collaborate</b>	<b>What</b>	<ul style="list-style-type: none"> <li><input type="radio"/> <b>Collaborated with me</b></li> <li><input type="radio"/> <b>Educated me with new ideas and perspectives</b></li> </ul>
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**SPOTLIGHT ON SMARTER SALES**

## The End of Solution Sales

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**Pain + Diagnosis + Offerings as “Solution” = Win!**

# Is solution selling dead?

Connect

Dots

- Understood my needs*
- Crafted a compelling solution**

People

- Listened to me**
- Connected with me personally**

**Is solution selling enough?**

**Bold = Winners**  
*Italics = Winners and key driver*  
 Plain text = Key driver

## Collaborate

### What

- **Collaborated with me**
- **Educated me with new ideas and perspectives**

### How

- Easy to buy
- **Responsive**
- **Proactive**

## Convince

### Best Choice

- *Overall value superior*
- *Products and services superior*
- **Offerings differentiated from other options**

### Maximum Return

- **Persuaded would achieve results**

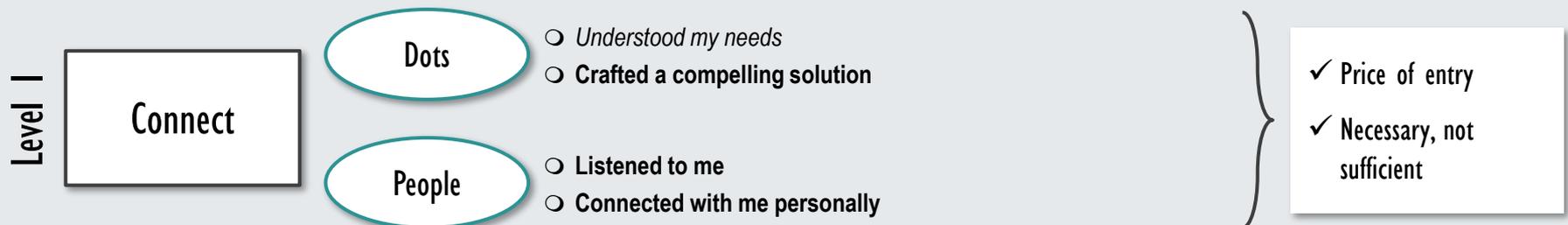
### Minimum Risk

- Provider respected at my organization
- *Was professional*
- Has experience in specific area I have needs
- *Was trustworthy*
- *Depicted purchasing process accurately*
- **Helped me avoid pitfalls**
- Inspired confidence in his/her company
- **Experience in my industry**

# Not by a long shot.

# Solution selling is *alive!*

## But it's now the price of entry.



# Changes to the basic solution premise



**Bold = Winners**  
*Italics = Winners and key driver*  
 Plain text = Key driver

# Convince

**Best Choice**

- Overall value superior
- Products and services superior
- **Offerings differentiated from other options**

**Maximum Return**

- **Persuaded would achieve results**

**Minimum Risk**

- Provider respected at my organization
- Has experience in specific area I have needs
- *Depicted purchasing process accurately*
- Inspired confidence in his/her company
- Was professional
- *Was trustworthy*
- **Avoid pitfalls**
- **Industry experience**

Level I

# Connect

**Dots**

- Understood my needs
- **Crafted a compelling solution**

**People**

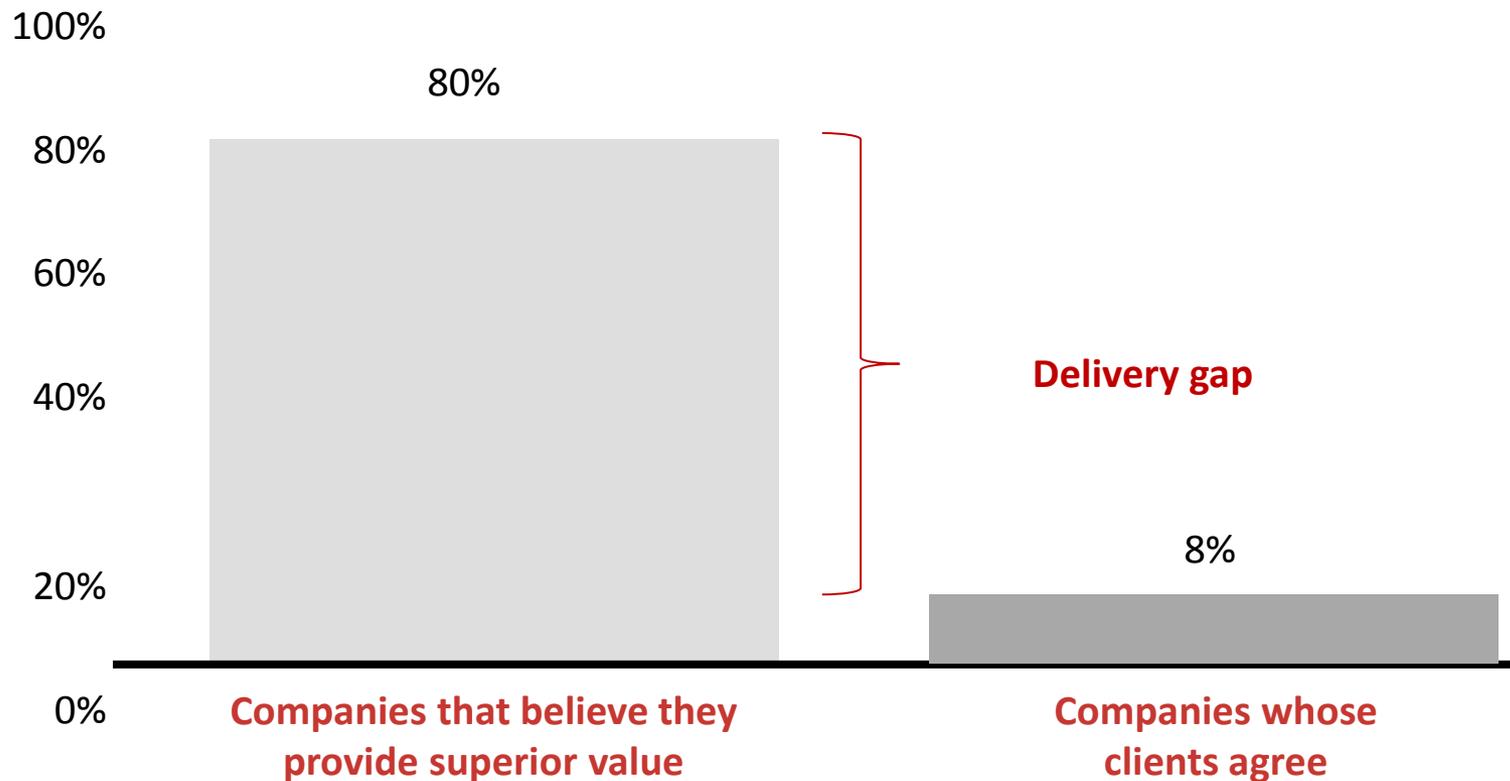
- Listened to me
- **Connected with me personally**

✓ Price of entry  
 ✓ Necessary, not sufficient

**Buyers don't get what they want from providers.**

**Not surprising they're increasingly skeptical of sellers.**

Percentage of companies



Source: Bain customer led growth diagnostic questionnaire  
Satmetrix Net Promoter™ Database

**Bold = Winners**  
*Italics = Winners and key driver*  
 Plain text = Key driver

Level 2

**Convince**

**Best Choice**

- Overall value superior
- Products and services superior
- **Offerings differentiated from other options**

**Maximum Return**

- **Persuaded would achieve results**

**Minimum Risk**

- Provider respected at my organization
- Has experience in specific area I have needs
- *Depicted purchasing process accurately*
- Inspired confidence in his/her company
- Was professional
- *Was trustworthy*
- **Avoid pitfalls**
- **Industry experience**

✓ Minimize “Lost to no decision”  
 ✓ Maximize competitive wins

Level 1

**Connect**

**Dots**

- Understood my needs
- **Crafted a compelling solution**

**People**

- Listened to me
- **Connected with me personally**

✓ Price of entry  
 ✓ Necessary, not sufficient

# Greatest opportunity – if our sellers could drive demand.

## Selling is *different* when the seller drives demand!

### Buyer Drives Demand

### Seller Drives Demand

<b>Impact</b>	Depends on why they called	Huge performance gains
<b>Seller motto</b>	“You deserve better!”	“This demands attention!”
<b>Buying dynamic</b>	Same, but different! “Different... better...helpful”	Breakthrough! “Wow! That’s really possible.”
<b>Buyer</b>	Can be anyone	Top leader / visionaries / change agents
<b>First meeting</b>	Usually buyer sets Inquiry before advocacy	Usually seller sets Advocacy before inquiry

**Bold = Winners**  
*Italics = Winners and key driver*  
 Plain text = Key driver

Level 3

**Collaborate**

**What**

- Collaborated with me
- Educated me with new ideas and perspectives

**How**

- Easy to buy
- Responsive**
- Proactive

Who drives demand

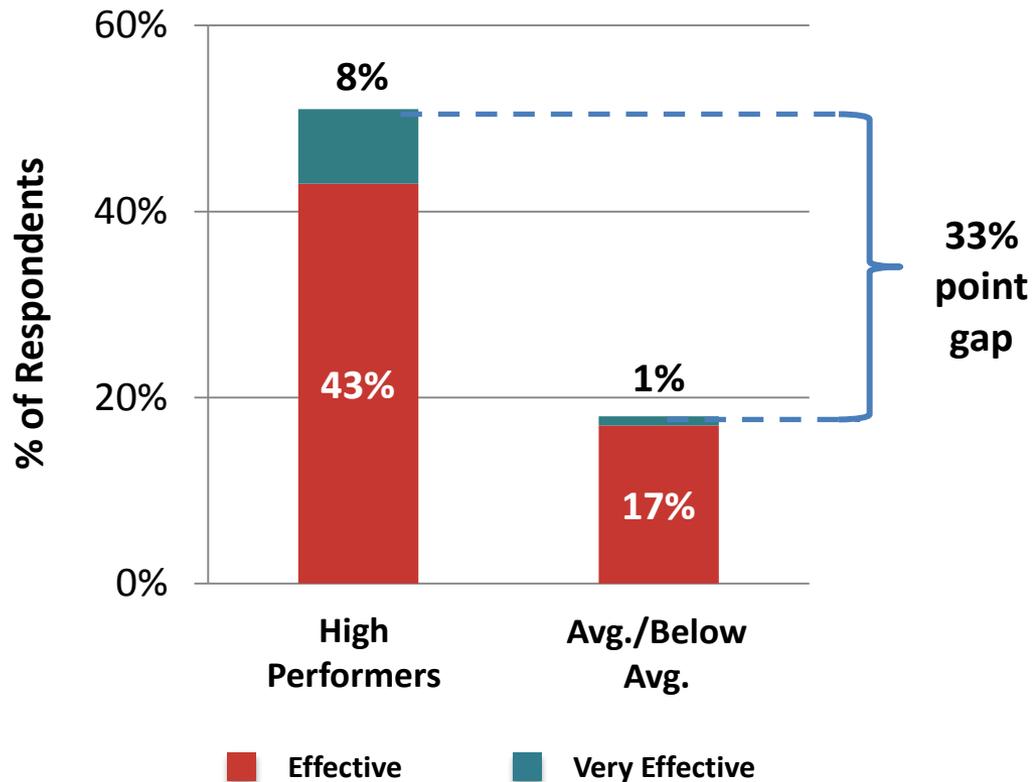
**Seller**

***Can't* drive demand and win without level 3**

**Buyer**

**New frontier of resonance, differentiation, and substantiation**

*Effectiveness of company's process to work collaboratively with your strategic accounts to co-create value in new, innovative ways\**



\*Schultz, M., Doerr, J., Flaherty, M. [Benchmark Report on High Performance in Strategic Account Management](#). RAIN Group, 2012.

Level 3

Collaborate

What

How

**Level 3 alone?**

Level 2

~~Convince~~

~~Best  
Choice~~

~~Maximum  
Return~~

~~Minimum  
Risk~~

**Lose**

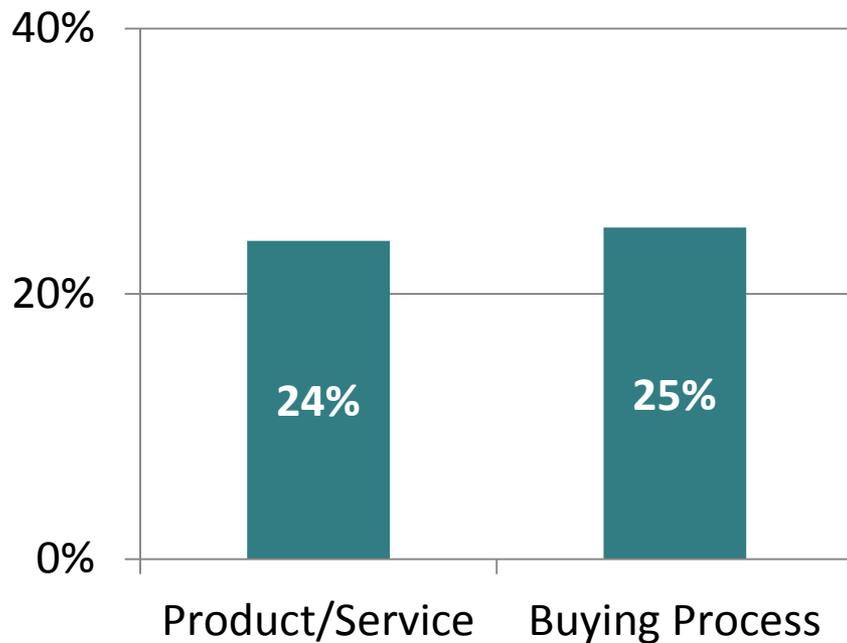
Level 1

~~Connect~~

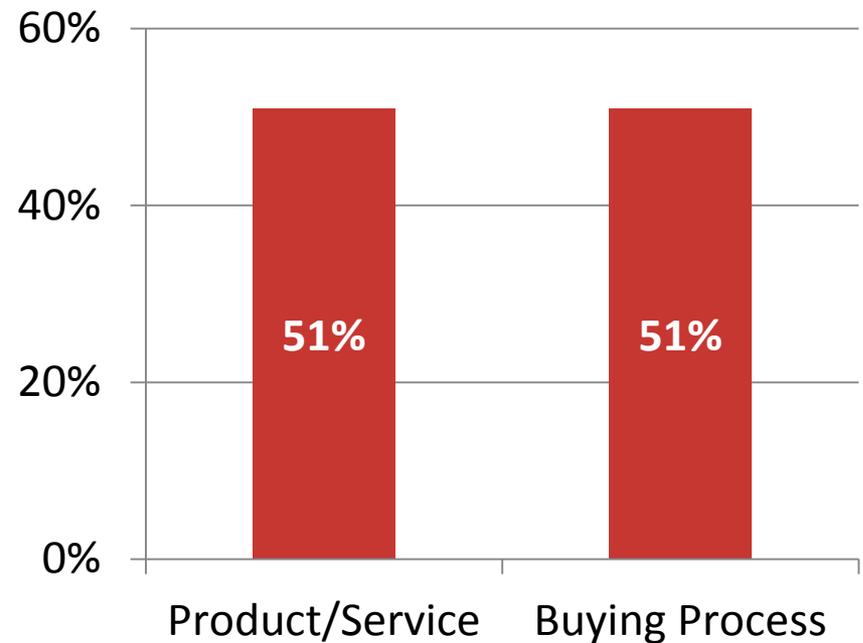
~~Dots~~

~~People~~

### 4 out of 5 Satisfaction



### 5 out of 5 Satisfaction



**1. Selling experience is as important as what the buyer buys.**

**2. It's not *that* you win, but *how* you win, that leads to buyer loyalty.**

## Adding Winning to Key Drivers

Buying Process  
Satisfaction

Buy Again  
(Loyalty)

Refer

Key  
Drivers

**40%**

**40%**

**42%**

Winner  
Factors

**+ 26%**

**+ 30%**

**+ 32%**

Total

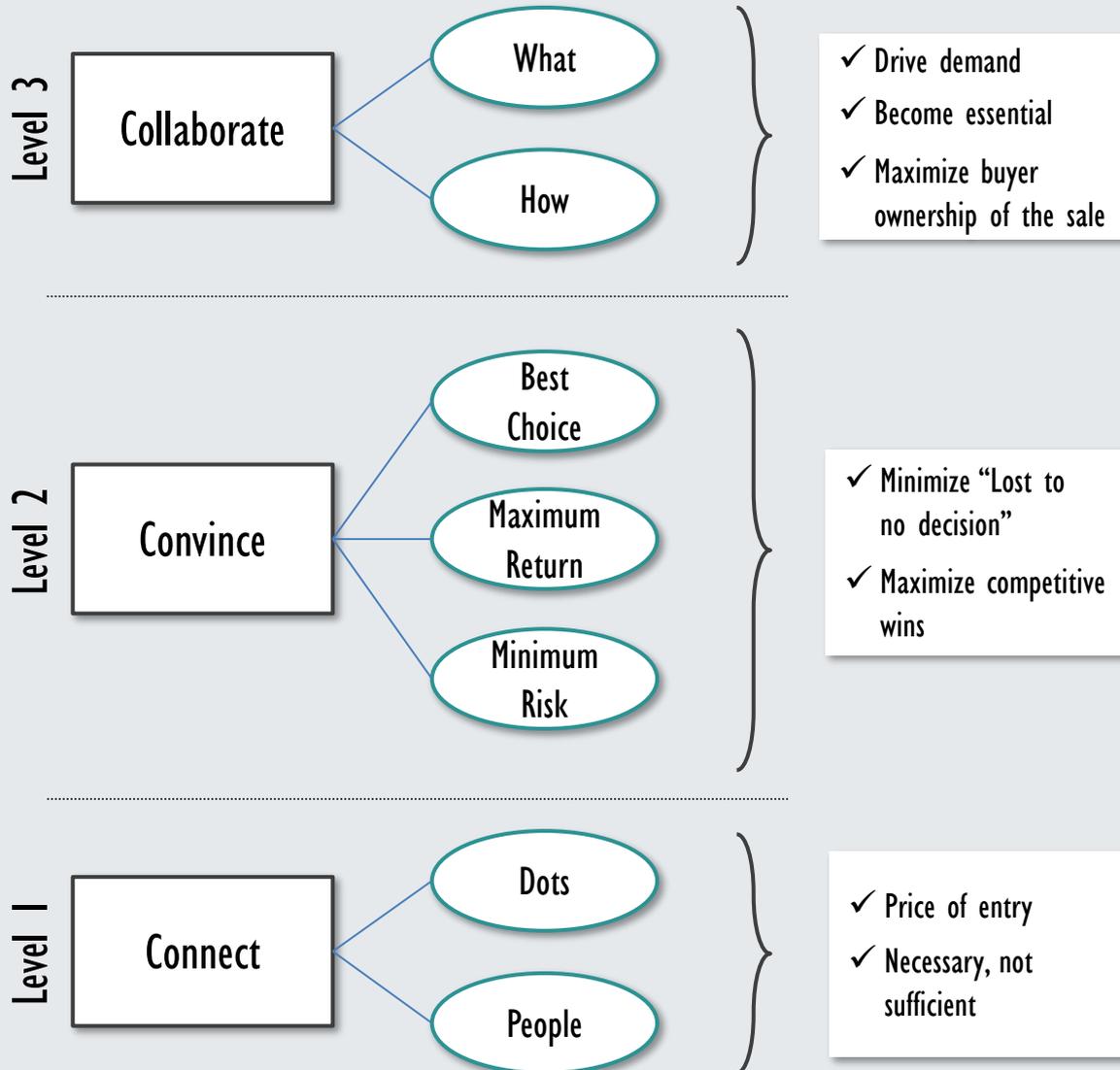
**66%**

**70%**

**72%**

Connect, Convince, and Collaborate = Win Now, Win Later

## Level 3 Selling = New Model of Sales Excellence



# Industry Specific Reports



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upon its publication**

**+**

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**+**



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Me (to All - Entire Audience):  
<http://www.surveymonkey.com/s/KBGX5BW>

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**What Sales Winners Do Differently**  
Webinar ID: 404-443-094

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