

1. Selling by the numbers. Every no you hear - means you're one no closer to a yes. Many years ago I sold Fuller Brushes in the Bronx, New York. My supervisor was a small, skinny guy who would race up six, seven or eight flights of stairs in apartment buildings with me puffing behind him, lugging our sample bag until we reached the top floor. Then he would commence knocking on one apartment door after another until we found a person who would buy a Fuller Brush product. We worked up quite a sweat going from one floor to another, one building to the next. We knocked on a lot of doors, heard a lot of "no's" and sold a lot of Fuller products. We played the numbers and we sold a lot of product. You won't make the sales if you don't make the calls.

2. The Sales Interview vs. The Monologue. Conduct a sales interview - don't give the customer a monologue about your company. When you conduct a Sales Interview rather than give a Sales Presentation, you develop the information you need to zero in on the prospect's specific "hot buttons." You're using a rifle approach to developing customer needs, instead of simply hoping you hit the mark, as is the case when you give a monologue. Questioning your prospect is far more effective than telling your prospect. Instead of telling, ask your prospect, "Tell me about it..."and then listen.

3. Ask and you shall receive. Ask for the order! And ask again! I must regretfully admit that there have been times in my selling career, (hopefully, on in days long gone), when I was so absorbed with myself and my masterful selling skills that I failed to ask the customer for the order. If I had listened more and talked less, I'm sure I would have picked up on closing signals, asked for the order more frequently and closed the sale more often. Ask and you shall receive.

4. The little things make a difference. Send a thank you note after every sales interview. It was only after a new account I opened had grown to 35-40 temps a day that the customer told me the reason he placed the first order. It was because he appreciated the thank you letter he received from me, the day after my sales interview. Ah! The little things do make a difference.

5. Cold calling can be fun but it's up to you. Cold call in-between appointments. Cold calling can be fun! It depends on your attitude but what doesn't? Shoot for a sales interview on every cold call but at the very least you can fact find and gather data to follow-up on the phone to set an

appointment. I've received many orders from the business cards I left behind on a cold call, when a prospect did not have time to see me. Leaving your business card with a note on the back can be a future door opener. "Mr. Prospect - sorry I missed you, I'll phone you for an appointment in a few days." Try it. It works! I've even had prospects phone me to set a time for an interview. Leave those business cards!

6. How your sales presentation won't appear to be canned. Role play, tape yourself and practice until your sales interview questions become a part of you. Salespeople are the world's greatest actors." A great performance on the stage or on film is preceded by many hours of practice. A great performance by an actor or a salesperson does not appear to be staged. It smacks of "professionalism." Practice with a peer or a friend and your improved skills will increase your close ratio.

7. Selling on target to control the sales interview. Know your company, the features and benefits you offer customers. The connotation in the words "canned presentation" is negative. Yet - you must have a track to run on, a path to follow so that when the prospect interrupts with a question you are able to respond and smoothly regain control. Then you can head in the right direction - to the close and another sales. One key to more sales is the ability to maintain or regain control of the sales process. Know the services you offer and develop how your services will benefit your prospect.

8. Qualifying the prospect with questions. Make sure up front that you are talking with the decision maker. Qualify your prospect! Have you ever discovered at the end of a sales interview that the person you were trying to sell was not the person who could say yes - was not the decision maker? I have!

Qualifying Question: "Who tells you which temporary services you can call to request a temporary employee?" (If someone does not tell the): Then, Mr. Prospect it would be your decision to give my company a job order if you liked our program, is that right? Qualify your prospects and conserve your valuable time.

9. Questioning to develop problems. Question to develop problems: "What problems have you encountered with the services you have been using?" Anyone who has been ordering temporary services for a few months or even weeks has encountered problems. After all we're not dealing with machines, but with human beings. If a person puts you off by denying any and all

problems, respond by saying: “You’re quite fortunate. When I ask most people who order temporary help that question, the usual response runs from poorly ekilled temps to poor attendance, turnover on long term assignments, no shows, etc. Have any of these situations ever happened to you?”

10. Developing hot buttons and buying motives. Question, listen, clarify and paraphrase a prospect’s responses to develop hot buttons and buying motives. Question: What adverse impact does it have on you when a temporary employee completes only three weeks of a six week assignment?

Answer: It really infringes on my ability to get my other work done. I also handle benefits and when I have to replace a temporary who turns over on assignment I find myself taking and making calls to the supervisor and the temp service, when I could be handling other aspects of my job.

Question: What I hear you saying is that temp turnover is not only aggravating, but also causes you to lose valuable time that you might otherwise use to concentrate on handling the fringe benefits function in your department. Is that correct?

Answer: That’s right. It’s really a bummer when you’re depending on a temporary employee to stay on an assignment for it’s term and instead the temp leaves and has to be replaced. My time is valuable and a situation of this kind, really gets on my nerves.

Question: What are the buying motives?

Answer: Loss of time and peack of mind. Ask questions and develop buying motives. You’ll find it will either be time and/or money and/or peace of mind. Develop the buying motive(s) if you expect to move to a successful close.

11. Determining how unsatisfactory service affects the prospect. Determine if unsatisfactory service causes the prospect a loss in money, time, or peace of mind. Does the unsatisfactory service cause the prospect anxiety or aggravation? What about the lost time to placate a supervisor and the time involved in getting a temporary replacement? Could it be the money the company loses because a rush job is not completed or the extra cost involved when a supervisor has to indoctrinate a temporary to replace a temporary?

It's up to you to determine by questioning how unsatisfactory service impacts on the customer contact's time, money and/or peace of mind.

12. How being understanding leads to the close. Be the understanding interviewer. "Tell me about it." "How did you feel?" Identify the prospect's buying motive by placing the prospect back in an unpleasant situation resulting from unsatisfactory service. Learn how the prospect was personally affected by poor service. Get the prospect to tell you about the last time a supervisor chewed them out because they "no showed," "had poor skills," etc. Then identify the buying motive or motives. Time, money or peace of mind. Now you can begin to sell benefits.

13. The prospect will give you an order only when...The prospect will give you an order, only when you show that it is in his/her best interest to buy from you. When you have identified buying motive(s) and can show your prospect how your company can minimize problems that will adversely affect him/her personally - on the job- then and only then will the prospect order from your company. Giving a monologue about your company's features will not make the cash register ring. Answering the prospect's unspoken question "what's in it for me" will cause your sales to soar.

14. The initial objective of your sales call. The initial objective of your sales call is to get the prospect talking. It is an accepted fact that people, particularly salespeople love to hear themselves talk. Too much talking kills more sales than if a salesperson sat like a mummy and simply nodded "yes" as the prospect talked.

Other than your name and your company's name, the initial and continuing process of the sales interview is open ended questioning, active listening and paraphrasing the prospect's answers to verify what the prospect means by what he/she is saying. Listen twice as much as you speak.

15. What every prospect wants. People love to hear themselves talk. Give your prospect the opportunity. For several years I held a monthly luncheon at my office. I would invite 3-4 customers, 2-3 prospects and 1-2 ringers (a pro football player, a stock broker, etc.) As we sat down to a catered luncheon I would tell the attendees that we were gathered to get to know each other and each person would be given five minutes to discuss their job, hobbies, backgrounds, etc. Quite often the customers voluntarily made reference to the fine service my company delivered. Many times a customer

or prospect would become so involved, when it came their turn to speak. For five minutes they would go on and on for 7-8-12 minutes. I learned early in my selling career that people love to talk and when the prospect would open his/her mouth, I had better close mine.

16. How to regain control of a sales situation. Control the sales interview by using who, what, how, why, when - probing questions and listen! You can always regain control of the sales interview from the prospect who has gotten off the track by asking a probing question. Information is your ally! By probing and active listening, you gain the involvement of your prospect, you give the prospect ownership in the sales situation. You and the prospect become co-consultants, working together to best satisfy the prospect's needs.

17. Sales presentations can be deadly. The next time you sit down with a prospect, remember the word - interview. The words sales presentation should be stricken from the sales vocabulary. If you approach each sales situation as a sales interview, you will gather the facts necessary to intelligently uncover the needs of the prospect and thereafter how he/she will benefit by using your services. In a sales situation interview, don't make a presentation.

18. Why the prospect is NOT looking for top performing temps. The prospect's buying motive is never the desire to use your service, but to gain what your service will provide. Your company's prospects don't want temporary employees who will give them better overall performance. Heresy! Not at all

What your prospects want is to avoid the loss in time, money or peace of mind that would result if your temporary employees were not top performers. The prospect will buy only if it is to his/ her self interest.

19. What the prospect is thinking in a sales situation. A prospect's thoughts as you describe your company's features: "What's in it for me?"

The importance of breaking down your company's features into advantages and ultimate benefits to your prospects is well illustrated if you imagine the prospect saying "so what?" to your remarks.

You: “Ms. Prospect these are the fringe benefits we offer our temporary employees.”

Prospect: “So what?”

You: “The fringe benefits we offer our temporary employees enhances our ability to attract and retain temporary employees who are available for repeat assignments with your company. These employees when reassigned to your company arrive ready to work with little or no indoctrination, they get right to work and are quickly productive.

Prospect: “So what?”

You: “You save money.”

Prospect: “Oh!”

20. One key to developing buying motives. Listen for volunteered comments by the prospect that will help you identify if the buying motive is time, money or peace of mind.

The prospect says: “I often wish I had more time to get my job accomplished in a normal work day, instead of skipping lunch and working late.” Perhaps the reason the prospect is skipping lunch and working late is because unqualified temporary employees require his/her extra time then there is turnover and the temporary employee has to be replaced. Listen for volunteered comments and ask for clarification on unclear statements. Ask additional questions.

21. How to sell the true cost of temporary help. If you charge more than your competitors, sell the prospect on productivity, minimal turnover of temps and your company’s ability to fill last minute job orders.

The true cost of using temporary help is not just the hourly rate charged. There can be hidden costs that do not appear on the weekly invoice the customer receives. Show your prospects how you will save them money. Show how your temporary employee selection process enables you to provide prompt, productive employees. Show how your temp fringe benefit program reduces turnover on assignments and minimizes the cost of retraining. Show everything you do that financially benefits your customers.

22. Converting company features to customer benefits. Convert your company's features into ultimate customer benefits when planning a sales interview. Set up three columns:

#1 Features, #2 Advantages and #3 Benefits

Under #1 Features, write a feature your company offers (the service characteristic. This answers the question, "What is it?" EXAMPLE: Fringe benefits you offer temp employees.

Under #2 Advantages, write the advantage that the feature offers your company. Temporary employee fringe benefits enhances your ability to retain temporary employees.

Under #3 Benefits, write down the ultimate benefit to your prospects. It saves the prospect time, money and/or gives peace of mind.

List every feature you offer and the corresponding advantage to your company and the ultimate benefit to your prospect.

23. The sales success formula. The difference between success and failure could be one more sales call a day!

I've seen salespeople who had it all together. People who should have been consistently at the top of the sales charts, taking all the prizes, winning all the contests but one ingredient was lacking. They didn't like to work. "A poor selling performance done consistently is more effective and brings greater results than a super selling performance done inconsistently." Do the extras that the other guy/gal fails to do and you'll move mountains. You'll be a sales leader!

24. Why self assessments are critical. Successful salespeople take that extra step and do the little things that others discard or fail to do. Too often, successful salespeople drift into a self defeating cycle of diminishing activities. The original concepts of thoroughness are abandoned or neglected. In the flush of success, the attention to details is viewed as less important and short cuts frequently replace methods that made a person successful in the first place.

Mark on your calendar, a day and hour, once a week where you will spend 10 minutes in self critique. Make this your quiet time for self assessment.

Question your thoroughness, tighten your activities and increase your sales.

25. You're most effective when...Keep on rolling| You're most effective when you've had a successful sales interview. Make another sales call right away.

There have been several times in my life when playing basketball, everything I threw at the basket went in. I was in a zone and could not miss. I remember seeing Michael Jordan, making shot, after fantastic shot in an NBA playoff game. After one spectacular basket, the camera zoomed in on him and as he came up court he shrugged and smiled. He was in a zone. There's also a selling zone, when you're in it - keep calling| That's when you're most effective. That's when you can really score|

26. The make-up of a sales pro. Consistency, persistence, thoroughness and doing the little things well, identifies the sales pros from the also rans. The sales pro is detail conscious. The sales pro keeps accurate sales call records. The sales pro follows-up by phone, by mail and in person. The sales pro sets aside 2-3 hours a week to telephone for appointments. The sales pro keeps his/her promises. How about you - are you a sales pro?

27. Where you can get a reasonable gross profit. Don't forget to sell the small to medium users. That's where you can get a reasonable gross profit. Cultivate a broad base of customers and don't spend an excessive amount of your time trying to sell the "biggies" at a low mark-up. Too many salespeople put themselves in the position of concentrating on new business development primarily with big accounts. When a big account goes with a competitor it's not only discouraging, but because not enough time has been spent trying to develop the small to medium user, where price is not always paramount, there is a dip in sales. Sell to a balanced group of prospects, small, medium and large users. Your sales will be more consistent and your overall gross profit will be higher and you'll increase your personal income.

28. What you should not forget when bidding on a contract. When you bid on a contract emphasize: If you are locally owned, say so| If you bank locally, say so| if your staff is stable, has tenure, say so| Spell out your identity and local connections, civic, business and charitable associations.

Key temporaries, Atlanta, Georgia sells local identity| One of the sales strategies of Key's owner, Linda McKinley is to, "recommment to prospects and customers that supporting a local or regional temp company is part of doing business in Atlanta." According to McKinley, "I try to play on our knowing the Atlanta market, being a local supplier and I find that lots of companies appreciate that." Much emphasis is placed on, supportyou local temporary help service, which has been especially effective with large

companies who relocate to Atlanta. Your local ownership gives you a competitive edge. Use it!

29. Your best sales assistant. Follow-up to small intermittent users. Where you cannot make consistent call-backs, send post cards or other mailers.

Direct mail is still the least expensive and most effective method of staying in front of your prospects and customers. It is the most personal of all advertising mediums. Develop and maintain a consistent direct mail program, at least one mailing piece a quarter. It worked for me in the temporary help industry and it worked again as we marketed the products of TEMPDIGEST. Not only will you get job orders from direct mail, you will also establish a name, an image, your company identity in the prospects mind and when you call for an appointment, you won't be just another temporary help service. Make your company, "The name to remember" with at least a quarterly mailer. Consistency will bring in unexpected orders for vacations, peak periods and emergencies. In your direct mail piece, always ask for an order!

30. The 2-4 hours a week that will increase your sales  
Sell by appointment to be most effective and cold call in-between.

When phoning for appointments, sell the sales interview - not your services. Studies have shown that a significantly higher number of new accounts are opened when a salesperson sells by appointment rather than cold calling. It's just common sense. When you sell by appointment the prospect has dedicated time to discuss his/her needs and to hear your solutions to problems they are experiencing. Set aside 2-4 hours a week telephoning for appointments and remember, sell the interview appointment you want and not the services you offer.

31. Your degree of sales success depends on...You only have 4-5 hours a day to sell. Make your first appointment no later than 9:00-9:30 a.m.

Subtract the time you spend going from one appointment to another, the time spent waiting in reception areas, lunch hour, etc. and your actual selling have been cut in half. Schedule appointments in the same localities to minimize travel time. Cold call in-between appointments to maximize your sales efforts. How you control your time will determine your degree of success.

32. How to knock the socks off competition. When the competition is back in the office at 3:00-3:30 p.m., you'll "knock their socks off", if you're on an appointment call or a cold call. Success is measured in inches. It's measured in one more sales call a day. Think of the cliches, the sayings that are used to measure what it takes to be a winner. "He won by a nose," "They out-hustled the other team," "No pain - no gain." It's the little things done consistently that will put you on top and keep you there. Pay attention to the details and do what the winners do - they make things happen.

33. What can make you the "different" salesperson. Learn as much as you can about your prospect and his/her company before your sales call. Review a company brochure or annual report. Just the fact that you have taken the time to develop information about your prospect's company before the sales interview makes you "the different salesperson." Don't hesitate to tell your prospect. "In reviewing your annual report, I was amazed to learn that not only are you the leader in your field, but you're also pioneering the development of high speed widgets." In the movie *Wall Street*, Michael Douglas, playing the character of Gordon Gekko said, "The one who has the most information wins." Effective selling requires that you have enough information about your prospect to develop an effective selling strategy. Do you have an effective selling strategy?

34. Communication skill - it begins with ...Do you really listen in the sales interview or are you just waiting for the prospect to stop talking so you can begin to talk? Active listening requires concentration! Don't expect to be able to respond to a prospect's needs unless you're listening at a higher, more sensitive level. Listen as you would to the words of a fine actor or actress, in a movie or on a TV show, who lowers his/her voice and you miss what they are saying and have to ask the person next to you - what did he/she say? Listen with intensity - get involved.

35. Let go - get excited and let out a Tarzan yell. Seize the moment! Control your own destiny and don't take those no's personally. Walk with a bounce in your step and a smile on your face. You must take charge! You must hype yourself up! Most of the time you're alone, out on the street selling, and your attitude, as it appears to the customer, will register sale or no sale. No one can motivate you except yourself. If things aren't going well, make an attitude check. Pump yourself up, get excited, get enthusiastic, let out a Tarzan yell and then sell, sell, sell!

36. Why and how to keep the prospect's door open. At the end of every sales interview, set up a call back appointment for a tour with a service staff person. Keep the door open or you may never get back in! "Mr. Prospect, I'd like to set an appointment for next week to bring my service supervisor by to meet you and to tour your facility. The more we know about your company and your particular needs, the easier it is for us to provide the most qualified temporary employee at the lowest possible cost."

Follow-up calls by a service staff person, on the phone or in-person also breaks down the prospect's natural resistance to change.

Another approach is to invite the prospect to your office for a tour to meet the staff. Don't leave the prospects office without trying to set up a call back appointment for a tour of the prospect's office or to have the prospect visit your office.

37. The "Wet Blanket" approach. It takes a 25%-30% increase in number of sales calls over five years ago to achieve the same results. Pick up the pace! The number of temporary help services has increased by 30-40% in the past five years. With more temporary help salespeople calling on prospects, it is sometimes more difficult to see prospects who have been bombarded with requests for appointments. Cover your territory like a "wet blanket" and increase that customer count.

38. Planning to overcome rate objections. To smoothly overcome rate objections, write a script, role play with a peer and practice, practice, practice. People will still pay more for quality temporary employees who are available when they place an order. Price is not an objection when you can fill a job order with a productive temporary employee and your competition cannot. List the most common rate objections you hear and your responses to these objections. Then practice your responses.

39. A sales tool you should always carry with you. Solicit and use customer testimonial letters on every sales interview. If you're not using testimonials from satisfied customers, begin today. Ask your customers or have your service staff ask customers for testimonial letters attesting to the attitudes, competencies and overall satisfaction with your service or a particular temporary employee. Place the letters in a looseleaf binder and show them to prospects in this manner: "Ms. Prospect, instead of me telling you how we

can satisfy your needs, please take a moment to review the comments of our customers that you find in this book.” Hand the opened book of testimonial letters to the prospect and don’t say another word until the prospect speaks. Testimonials can close the sale!

40 controlling yourself - another key to success. How many hours of selling time do you spend in the office every day? It’s easy to get caught up in paperwork or conversation when you should be out selling. Prioritize and control your time.

How you spend your time will determine how successful you will be. It’s very easy for a salesperson to be “busy”, but you must prioritize your daily tasks and follow through to be successful.

One formula for success in sales is very simple: “Get out of the office early. Make sales call after sales call. Return to the office after 4:00 p.m. Send out follow-up thank you notes. Complete other paper work after 5:00 p.m. and do the same thing tomorrow and tomorrow and tomorrow. Controlling your time consistently is another key to a successful career in sales.

41. Four ways to expand your selling skills.

1. An excellent way to improve your questioning skills is to take how many questions you can ask of a prospect in a role-playing situation without making a statement.
2. Are giving enough “real life” examples - are you painting “word pictures” that a prospect can visualize and relate to? Be a storyteller and get your prospect involved.
3. How do you sound to the prospect? There is a time for measuring your words, slowing or speeding up your delivery, raising or lowering your voice to make a point.
4. Are you able to gain the prospect’s attention or bring he/she out of a daydream? Is he/she really listening or just wishing you would finish and leave? Are talking too much and not asking enough questions?

42. An invitation that will please your prospects. If you’re active in a civic or a business association, that’s great! If not - join one and participate. One of the best positions to hold in any organization or association is membership chairman. At one time, I was membership chairman for a city chapter of the Administrative Management Society. When making sales calls on personnel managers who ordered temporary help I would ask: “Have you ever heard of AMS?” I would then describe the purposes of the society and indicate to the person I was talking to that I would like to invite

them to be a member. Most times, the person was honored to be asked. I not only solicited many new members with this approach, but developed a solid relationship with prospects and opened many new accounts.

43. To discount or not to discount. Sell your services. Don't sell low-ball bill rates. "There will always be some competitor who will do it for less, but it does not have to be you."

Sell quality not price! Discounts should be based on volume usage. To gain a customer's business, promise quality service and then you are in a position (if you wish to do so), to thank them with a volume discount. It takes guts to stand firm on a fair bill rate if competition is price cutting. If all the prospect wants is for you to undercut their present supplier, it's probably time to say goodbye and call on the prospect who's next door.

44. What does your customer want to buy?

Questions to ask your customers: What would make our service more useful to you? How can we improve the support functions of our service?"

Murray Raphel, noted speaker and marketing expert, defines the basic rule in selling as follows:

"Find out what your customer wants to buy - and give it to him." You can't go wrong with this approach, but how many salespeople assume they know what the customer wants without asking?

What about you? Have you asked your customers if they would consider outsourcing a mail room or other department or are you waiting until your competition asks the question and gets the business? Ask - ask- ask!

45. When did you...

The best salespeople are always working toward self improvement. When did you read your last book on sales?

The common reply is: "I'm too busy," Too busy to pick up a tip that could impact dramatically on your sales growth? And, it doesn't always have to be something new. It may be something you have stopped doing that you have to be reminded of to begin anew. Don't stagnate! Read a book, a magazine, listen to a tape at least once a month. Improve and continue to improve.

46. Essential ingredients of a top salesperson. "If you keep on saying things are going to be bad, you have a good chance of being a prophet." Think Positive! A positive attitude and focus are always a part of the make-up of successful salespeople. These people make things happen! A Salesperson can learn sales techniques and engage in a flawless sales interview with a

prospect and still not open the account. People buy from salespeople who are concerned about their needs. People buy from salespeople who are sold on what they are selling. A positive attitude, enthusiasm and a genuine desire to help the prospect, make up for deficiencies in sales techniques.

47. What are you doing right? What are you doing wrong? What worked and what didn't. One sales rep says: "After making each sales presentation, I write down what I did right and wrong - why I made the sale or why I didn't make the sale." Try it! Don't make the same mistakes over and over.

If you've been selling using the same approach and things are going fairly well - but could be better - shake it up! It's time to try something new. It could simply be a question you haven't tried before. "Mr. Prospect, as a regular user of temporary help services, you probably have a number of temporary help sales people calling on you all the time. And, you're wondering what I'm going to tell you that makes my company different. My question is, What do you want to hear that my temporary help company is offering that you're not getting now?"