

## Overview of Training

3-24-03

Purpose

Define Solution Sales

Benefits of Solutions Sales

Focus on Solutions and Buyers Decision Process

### The Mission

Requirements for Solution Sales

Concept vs Product

### Communications with Prospect

Discovery, Survey, Questioning, Exploring

Relating, Demoing, Solving

**Product Knowledge** Through three steps

## PURPOSE FOR SEMINAR: For Professional Sales Consultants

\* To increase your effectiveness in sales calls or consulting engagement.

\* Orientation is not towards Strategic Selling Techniques- (How to get in front of customers), but on how to be more effective once you are in front of a customer. These are sales call techniques.

It has been recently estimated that the cost of a typical face to face sales call will cost the selling organization between \$300 and \$500. This is why more and more organizations are moving more and more selling resources into less expensive avenues like 800 lines, telemarketing, mail order and mass distribution.

At HQ, however, we believe that there will never be a substitute for the face to face sales call. The field sales person, the one that sits down with the customer, will therefore always represent the mainstay of our selling organization.

Therefore, our goal is to work with you, the professional sales consultant, to utilize your time and resources to get the best possible return from every sales call you manage. This goal is one that we can share as we will both benefit from its outcome.

## What is solution selling?

Solution selling is working with a customer to create a "win" situation perspective that the customer can associate with the implementation of our products and services.

The entire strategy is to interact with a potential customer in an attempt to reach the conclusion that both companies will mutually benefit by doing business together. Solution selling is **100% customer oriented!!**

What is the philosophy behind solution selling?

- The philosophy behind solution selling is that **customers buy for their own, not your, very specific reasons**. It is therefore, more effective to isolate and appeal to these reasons than it is to try to create new ones ! Until you know your customers' reasons for wanting (or not wanting) to buy, you are selling with blinders on.

- A second major concept behind solution selling is that no one buys a product per se. What is bought is what the customer thinks the product or service will do for them!

- A third major concept behind solution selling is that communications is the key to success. The only way to determine a customer's **needs** is to ask questions and the only way to isolate where a customer is in their buying decision is to ask questions.

- A fourth major concept behind solution selling is that in any truly successful sale, both the customer and the salesman should "win". Each one should come out of the sale knowing that their best interests have been served.

---

### **What is the goal behind solution selling?**

The goals behind solution selling are:

- \* To dramatically increase a salesperson's closing ratio between number of customer calls and number of closes.
- \* To take the "gimmickry" out of sales presentations.
- \* To implement a selling technique that is guaranteed to keep pace with the rapidly changing market conditions.
- \* To provide a salesperson with a strategy that maximizes the enjoyment of selling.

## **THE ULTIMATE GOAL BEHIND SOLUTION SELLING**

### **Win - Win"**

The only way to ensure high quality customer relationships on an on-going basis is to ensure a "win-win" situation exists. This means that both organizations need to be well suited to working with each other.

Win-Win ensures the following:

**Satisfied customers**  
**Profitable customers**  
**Solid repeat business**  
**Good referrals**

## **BENEFITS OF SOLUTION SELLING:**

### **Increased closing ratio:**

- ~ Isolates customer needs
- ~ Improves your credibility
- ~ Improves your use of time

### **Improved control over buying process**

- ~ Isolation of where customer is at in buying process
- ~ Determination of future action plan

### **Improved customer relations**

- ~ Won't feel manipulated
- ~ Will get the proper system for their needs
- ~ Will respect you

### **Additional business**

- ~ Customers will repeat buy
- ~ Customers will provide good referrals

### **Increased enjoyment of sales**

- ~ Sales is not a process of manipulation
- ~ Sales is not a game of hit and miss Focus on the Solution you have
- ~ The better you master solution selling the more money you make

## **Selling styles that don't make sense:**

### **Maximize revenue per sale.**

This philosophy is ultimately in neither your nor your customers best interest. Why set the customer up for post sale remorse and why set your HQ installer up for an impossible implementation. This approach typically indicates a lack of self confidence or a lack of confidence in HQ. At HQ, patience is truly a virtue.

### **Sales is a game of Buyer versus Seller.**

We are not a "Snake Oil Salesman" company. If there isn't a good solid fit between HQ and the customer than walk away. There is no reason to try to "beat the buyer".

### **You must "control" the situation.**

There is a fine line between being in control and trying to control a situation. The secret to being in control is not through domination of a presentation, but through listening.

### **A canned presentation offers the maximum reward.**

A presentation must be tailored to a customers needs in order to be effective. Therefore, no two presentations should be the same.

### **Sales is a numbers game.**

Many people adhere strictly to the sales is a result of statistics philosophy. While we do not advocate reducing the number of calls you make, this simple minded logic misses the real issue. The essential ingredient to sales success is having a system, regardless of the number of calls, for ensuring that every call made is managed as effectively as possible. The goal is not to point the gun in the air and keep firing with the hope that something will fall, but rather, to improve your marksmanship.

### **Sales is an intangible process.**

Many people, even seasoned sales professionals, often equate sales with a "right place at the right time" mentality. This couldn't be more of the mark as the selling process is a predictable, verifiable process that goes beyond trail and error.

After Sale; services are responsible for customer satisfaction. How a customer is sold usually has the biggest impact on their expectations.

**THE FOCUS is on The Solution:**

In order to effectively implement solution selling you may need to change your focus from volume sales.

Although it may seem radical, rather than focusing on the selling process, shift your focus to the buying process. In other words, what makes a customer say yes? Don't picture yourself as selling the customer, but rather as helping the customer to find a reason to say yes. Focus on the reasons the customer is going to buy your solution.

Buying is a special case of decision making. Every time one of your customers makes a buying decision, they do so in a series of logical and predictable steps. These steps take place in a logical sequence that can be identified and tracked. These steps or stages must be managed to bring a deal to close. You can not hurry the process just move it along successfully through each phase, step or process. The better you map these steps out the more success you will have. There will always be interruptions, but a professional sales manager will deal with them as you move the buyer through the steps. **You are in charge of that process.**

Customer Driven Selling Skills

## YOUR MISSION

Learning and implementing the practice of solution selling will place you on the following mission:

To systematically work through the decision process with a customer to discover one of two things;  
a) there is a solid fit between their needs and the solution we can offer; or  
b) there is no such fit and we shouldn't be doing business together.

It should be obvious that the decision to focus

1.) on the decision making process for buying will make solution selling a "customer driven", not a "seller driven", process.

2.) away from the "pitches", unless you are convinced that certain information will satisfy a customer's needs, then there is no reason to give more information.

3.) on solution selling will require you to be capable of presenting our products as specific solutions to a customer's needs.

It is time to make some choices....

## WHAT IS REQUIRED OF YOU

## FOR SOLUTION SELLING?

### **\* A dedication to viewing things from the *customers' perspective* (Learn his Paradigma)**

You absolutely, positively, must be customer oriented and dedicated to working with a customer in their decision process. Again, the goal is to create a win-win situation. The customer makes the commitment and it is your job to help them get there.

### **\* Excellent Communication Skills Seek to understand before being understood**

You must be able to Ask Questions, Listen, and Respond with precision accuracy. You cannot get the information you need if you do not ask the right questions. You will not hear the information you need if you do not listen intently.

### **\* Total and Complete Product Knowledge (Begin with the end in Mind) Establish goals for presentation**

You won't ask the right questions and you surely can't offer the right solutions if you don't know the products. Simply stated, Solution selling is impossible without total command of your products and services.

## **EQUATION FOR SOLUTION SALES SUCCESS**

Customer Orientation + | Excellent Communication | + Product Knowledge = Sales Commitment

## **CUSTOMER ORIENTATION                      *The Discovery Phase***

**The first requirement for solution selling is customer orientation** referred to as discovery.

. "Customized Selling" is putting yourself in the customers shoes and working with them through the decision process. Remember, **the decision making process for buying:**

1. Has a series of predictable and logical steps
2. The steps can be identified and tracked by you
3. By working through the steps with the customer you will come to a clear resolution as to is there a win-win situation.
4. By ignoring a customers decision process you are on the road to oblivion.

The goal is to help the customer want to do business together. You must be equally as convinced as the customer that this reason makes good sense for both of you.

### **Will Customer Driven sales cause you to lose control?**

When you work with your customers as a facilitator of the buying process you always end up with more control. When you help someone do what they always wanted to do, make a wise buying decision, they know they have actively bought your solution and not been manipulated.

## **The Concept versus Product Sales**

There are two essential selling tasks in customer oriented selling:

### **1. The Concept Sale**

What can we do for a customer - What do they want? The concept is what the customer considers to be an important benefit (personal win) from using our products. The Concept Sale is working with the customer to find what they need. From a medical point of view, this is much like giving a physical or asking what hurts.

The important key behind concepts are that they are what drive a customer's decision process. Sometimes concepts are referred to as a customer's "Hot Button(s)." An example of concepts associated with HQ are reducing costs, controlling inventory, or automating the vendor payment process.

### **2. The product sale**

The product sale is demonstrating to the customer how your products will satisfy his needs How do we reach the customer's objectives? From a medical point of view, the Product Sale is explaining to the customers how our treatments (products) will work to make them feel better.

An example of relating HQ products to concepts would be the InSTORE Sales Items to reduce costs, the InSTORE Inventory to control inventory movement and purchasing decisions, and Accounts Payable to automate vendor payments. Typically the concept sale is the "can it do this for me" and the product sale is the "and here is how we do it".

A customer will not want Account Payable is they are looking to reduce food costs and a customer will not buy our Cost Control is they don't think it will work.

### **THE CONCEPT SALE:**

A key component to customer oriented selling is to understand conceptual selling:

**No one buys a product per se. What is bought is what the customer thinks the product will do for them.**

When we buy, we anticipate the satisfaction of certain needs from the purchase, and its really the idea of satisfying a need that we purchase.

The "Concept" is the customers' expectation of what you and/or your product will be able to do for them.

Customers are always looking for results. Only if they think you can provide them with results that they want will they want to hear about your product! Therefore, the concept sale must always be accomplished before moving to the product sale.

Will someone listen to something closely before they perceive a benefit from it? Is the opposite true.

Does it make any sense to try and pitch the features and functions of Inventory Management if the customer is not sold on the concept of Inventory Management ? Does is it make sense to pitch the features of vendor bidding if the customer does not think the bidding concept makes sense?

In other words, you have to ensure the customer perceives a need before it makes sense to present the product features.

A concept will always be specific to a customer. There are two basic scenarios that can exist when it comes to your customer's concept.

- 1 They have a very strong concept(s).
2. They have a very general concepts (s).

No matter which of the above is true, you will need to interview your customer in order to assess their position.

### **WHEN A STRONG CONCEPT ALREADY EXISTS**

When a strong concept exists it is best to ensure your understanding of the concept and then move right to the product presentation.

### **WHEN ONLY A GENERAL CONCEPT EXISTS**

When a general concept exists, it is essential to work through all the possible concepts with the customer to determine which ones are of importance to the customer. Typically, during this process you and the Customer will discover new concepts that the customer was not previously aware of.

Please list some questions that you feel are effective for determining customer concepts:

- 1.
- 2.
- 3.
- 4.
- 5.

## **BENEFITS OF CONCEPT SELLING BEFORE PRODUCT SELLING:**

Probably the single most common mistake made in sales is trying to sell the product before the concept.

1. How can you possibly know what product and service features to point out if you don't know the customers concept??
2. You will know more about your customer than you ever did before.
3. You can focus on customer desired results rather than your estimate of what these might be
4. Price considerations are minimized.
5. You will stand out from the competition.
6. You will be able to find out earlier the no win situations.

### **POINTS TO REMEMBER ABOUT CUSTOMER CONCEPT S:**

1. The concept is most likely already in place. It is reasonable to assume that before you even meet your customer, they have formed some idea about you, HQ SYSTEMS, and your products. It may or may not be accurate so make no assumptions.
2. Concepts are absolutely personal for each individual. No two people buy for the same reason.
3. Concepts are driven by your customer's individual values and attitudes. Again, people buy for their own reasons.

### **INFLUENCES ON SELLING A CONCEPT:**

The following factors all influence whether a customer will or will not buy into a concept:

\* **The level of Benefit:** A perceived gap in a customer's mind between where they are right now and where they want to be. Unless someone perceives such a gap between their current situation and a better one, and unless they believe that you can help them bridge that gap - you can pretty much forget about making a sale.

\* **The level of Importance:** How much importance does the customer assign to a benefit or task?

\* **The level of urgency:** Does the customer have an urgency associated with solving a problem?

The points listed above clearly indicate why a "survey" is required in order to effectively make the concept sale.

### THE PRODUCT SALE:

Once the Conceptual Sale has been made, the product sale needs to follow. The Concept sale established the customer's desires and the product sale will establish how we will achieve them.

By definition, your product presentation will need to be focused on the Customer's Concept. There is nothing to be gained, and much to put at risk by deviating away from the Customer's Concept in your product presentation.

Product knowledge is essential to making the product sale. This goes far beyond standard "feature, function, benefit" as you will be combining a number of products and/or features tailored to represent a solution to your customer's specific concept.

Presenting a product as a solution to the concept requires that you as the sales person, truly believe in your solution. If it was your operation this is how you would use our products. This means you also have to have a great deal of Industry Knowledge. Many times our customers will not be able to identify our products with their concepts. The product presentation represents your only opportunity to resolve this situation. Other times our customers may not really be able to endorse even a concept until they can sense how it could be accomplished. Again, the product presentation is your one opportunity.

Because product knowledge and industry knowledge are so essential to Solution Selling, we have dedicated specific workshops to advanced product and industry training.

#### Relational Worksheet

	Cost Control	Financial Control	Accounting Control	Labor Control
the problem to solve				
the task to accomplish				
manual process to expedite				
Antiquated System				
Data flow to expedite				
cost to reduce				
new insight				
increased accuracy				
increased timeliness				

### THE COMMUNICATION PROCESS

**A sales call is essentially - Communications! We can break the communications process into three components**

- Getting Information
- Giving Information
- Getting Commitment

All three of the above components represent equally important aspects of communications. None of them can be ignored on the path to solution selling.

We will therefore elaborate on each component in detail.

Please understand that the above three items are not related on a "linear" basis in the sense that you are constantly looping through these components in each phase. of call. **THE ART OF QUESTIONING!**

A great salesperson is very seldom the person with the fastest mouth in the west. In most cases, they are the one that can ask good questions and then **Really listen to the answers.**

Believe it or not, current surveys conducted show that the average salesperson spends 80% of the time in a sales call talking!

In Customer Oriented Solution Selling, Questions have a specific purpose-to gain the information necessary to work with the customer through their buying decision process.

Questions are the easiest and most direct method possible for determining what are a customer's needs, where are they at in the decision process, and how do you get a purchase commitment.

In Solution Selling, questions are specifically targeted at working each point of the buying decision process. There are questions designed to isolate Concept, to isolate product requirements, and to get commitment.

**In solution selling questioning is not the art of come on:**

1. Trying for a yes only answer
  2. False choice trials - Would you like to sign today or Friday?
- In solution selling questioning is:

1. Your way of finding out what is important to the customer and what is needed in order for them to make a buying decision.

**Questioning - Your Mission**

Questioning is your technique for seHQing for a fit between your product service and the customer's concept. Your main attitude in a sales call should be that of a professional interviewer - a specialist in asking questions!

**The Art of Finding a Fit**

**THE BENEFITS OF GOOD QUESTIONING:**

1. Helps to establish rapport
2. Helps to establish credibility
3. Allows you to isolate the concept sale
4. Allows you to isolate any concerns or misunderstandings
5. Allows you to qualify the customer
6. Allows you to isolate the factors needed for commitment
7. Allows you to motivate and sustain your customer's interest

#### THE THREE BASIC GUIDELINES TO GOOD QUESTIONING:

1. Make the questions very specific to what you need to know.
  2. Phrase the questions in an effective manner.
  3. Present your questions in an appropriate sequence
  4. Establish a solid premise for asking questions prior to asking
- Remember, No is not an undesirable answer!**

## TYPES OF QUESTIONS

Questions in the solution selling process need to be asked for very specific reasons. We can categorize questions under four major headings:

### 1. CONFIRMATION QUESTIONS:

These are questions to verify what you think you know. The goal is to clear up any discrepancies in your information. The focus should be on the present - validating current situations.

"Are you still waiting two days for your inventory extensions?"  
"Currently, do you consider labor savings your most important goal?"

Typically, the best time for confirmation questions is early in the sales call and before presenting a product.

### 2. NEW INFORMATION QUESTIONS:

These are questions to update your information and to determine what is important to the customer. The focus of these questions should be the who, what, where, when and how (avoid the word why as it can be taken as conformational).

"How do you produce your Financial Statements?"  
"Who takes your physical inventory count?"

The best time for a new information question is any time you need more information.

### 3. ATTITUDE QUESTIONS:

These are questions to determine how a customer feels. Attitude questions uncover customer values and are therefore oriented to the concept sale.

"How do you feel about costing out your recipes?"  
"What is your opinion on Computers?"

The best time to ask attitude questions is when you are trying to isolate the customer "win" (or "lose")

These are questions to move closer to the sale and to determine where you are in the decision process. The focus of commitment questions should be on the future.

"Would you like to start working on an implementation plan?"  
"Do you have enough information to approve my proposal?"

Typically, commitment questions are asked towards the end of a sales call or segment of a presentation, These are good questions to ask anytime you are uncertain of what needs to be done to move forward in the decision process.

## "GETTING INFORMATION"

### The Questioning Process

#### CONFIRMATION QUESTIONS

PURPOSE - To Verify...

- \* What I think I know
- Results needed or problems
- \* Data Accuracy: up-to-date

#### KEY WORDS

Always ask in the present tense:  
Still, remain, continue, now, as always, currently

#### WHEN USED

- It is generally safe to start a sales call with a confirmation question.
- ' Ask before presenting any new product/service data; this will maximize chances you are describing a product & service that fits needs of the customer.
- When there is a need to build a foundation for a close.

#### ATTITUDE QUESTIONS

PURPOSE -

- ' To learn how this individual "Wins" or loses
- ' To discover previously unidentified issues
- ' To discover attitudes and values

#### KEY WORDS

What, Which, Why, how, In conjunction with words that solicit a judgment such as:  
Opinion, feelings, attitudes, reaction

#### WHEN USED

- ' When you want to get a handle on the customer's feelings or feelings of others as seen by this person.
- ' When you want to help identify "WINS"
- When you want to understand what's behind results Demand

#### Information Questions

PURPOSE -

- To update information; fill in gaps
- ' To resolve perceived discrepancies

' To get "Results" Information

#### KEY WORDS

What, Where, When, How, How much, How Many, Explain, Tell, Show, Demonstrate

Caution: -Why" is a second-level probe; use follow-up question.

#### WHEN USED

' When specific information is missing

' When you get an unexpected response to a Confirmation Question

' When you want to encourage the Buying Influence to explore freely with little guidance

### **COMMITMENT QUESTIONS**

#### PURPOSE -

- To move toward closure... (This could be of phone conversation, meeting, presentation etc.) To determine where you are in the sales cycle

#### KEY WORDS

Decide, Plan, Going to, Intend, Agree, Direct, Determine, Mean to, Propose, Recommend, Commit, Secure

#### WHEN USED

- When you need to determine what progress has been made a getting concurrence. ' To determine what remains to be done

### **SURVEYS**

Surveys offer an excellent technique for guiding your questioning process. Surveys keep you on track and ensure that you do not skip over any essential information.

We have broken Surveys into the same components that follow a customer's decision process:

1. Concept Surveys - Designed to discover customer needs
2. Product Worksheets - Designed to match products to operations
3. Service Surveys - Designed to match services to operations
4. Commitment Worksheets - Designed to discover commitment needs

For every questioning a survey, you must attempt to establish the level of importance that the buyer assigns to this item. You must also make sure you determine the buyers desired result.

It is also a good idea when taking a survey to ask "who does this job and how long does it take." This sets you up for presenting benefits in your product presentation.

Finally, often the best insight comes from examining the buyer's worksheets and operating reports. These forms give you additional insight into what your customer considers important. It also lets you determine the "Information Flow" for their operation.

A survey is your chance for diagnosis (Doctor ) You can not prescribe until you understand.

### **WORKSHOP # 4 - QUESTION SELECTION**

What type of question would you ask in the following situations? Please give an example.



- 3 . Do you have any specific problem areas you would like to resolve? If so, how do these problems occur? What improvements are you looking for? Importance?
4. Are there any specific tasks that you feel a computer could help you with? What improvements are you looking for? Importance?
5. Are there any costs you feel we could look into reducing? Food, Beverage, Accounting, Labor, Other? Importance? \_
6. Is your information getting to you on a timely basis? Importance?
7. Is your information as organized as you would like it? Importance?
8. Are you happy with your current POS system? Is so, why, if not, why? Importance?
9. Are there any accounting process that currently seem to take an inordinate amount of time? Importance?
10. Other Information:

#### **HQ'S "CONCEPT" SURVEY OPERATIONS - Cost Control**

**HQS has systems designed for Inventory Control and Food Cost Analysis. Are you interested in exploring these systems? Why?** Importance?

1. How do you currently take Inventory Counts? Frequency? How do you determine what costs to use for extensions? Importance?
2. How do you currently make ordering decisions? On who to buy from - bids? Importance?
3. How do you determine what quantity to order? Importance?
4. How do you currently place and track orders? Importance?
5. How do you currently track deliveries and receipts? How does cost and payment information get to accounts payable? Do you match orders to recovery? Importance?
6. Do you have any transfers? If so, how do you track these? Importance?
7. Do you currently cost out your recipes? Frequency? If so, how is it done? What inventory costs do you use? What is your purpose for doing this costing? Importance?
8. Do you currently determine theoretical costs and usage's? If so, how is it done? Importance?
9. Do you currently take menu item sales detail? If so, how? Importance?
10. Do you serve buffet style? If so, how do you track this? importance?
11. Do you do banquets or eating? If so, how do you take this? Importance?

12. Are there any specific needs you have for an Inventory System?

Importance?

### **CONCEPT SURVEY OPERATIONS - ACCOUNTING**

**HQ has systems for Accounting and Payroll? Are you interested in exploring these systems? Why?**

1. How do you track vendor invoices?
2. How do you monitor Cash requirements for Account Payable
3. How do you determine when to pay invoices?
4. How do you cut checks to vendors?
5. How do you post payable cost and cash info to General Ledger?
6. How do you track house accounts?
7. How do you prepare invoices/statements?
8. How do you monitor aging and finance charges?
9. How do you post sales and cash info to General Ledger?
10. How do you track journal entries?
11. How do you prepare your financial statements and what statements are important to you? Are they timely?
12. How do you track employee work hours
13. How do you calculate payroll?
14. How do you process checks?
15. How do you track state and government reporting requirements
16. How do you get cost and cash info to general ledger?
17. Are there any special needs you have from an accounting system?

### **SURVEY OPERATIONS Financial and Communications Survey**

**HQ has systems for assisting with your Cash reconciliation's, Sales Journals, and POS communications. Are you interested in exploring these systems? Why?**

1. How do you do your cash reconciliation's? What information is important to you?
2. How do you do your sales journals? What information is important to you?
3. Where does the information you use in these processes come from?
4. Where does the information you use in these processes go to?
5. Would a direct interface to your POS system save you time?

6. How do you get store level sales and cash transactions to your home office?
7. How do you get purchase transactions to home office?
8. How do you get labor cost transactions to home office?
9. Is there any other information you move from one system to
10. Are there any special needs you have for special financial reporting, communications or integration?

#### **OPERATIONS LABOR SURVEY**

1. How do you currently track employee hours? Do you use a timeclock?
2. How do you currently accumulate employee hours for payroll?
3. Do you generate an employee schedule? If so, how is this done?
4. Do you ever try to forecast business to assist in Labor Scheduling? If so, how is this done?
5. Do you have any special requirements for a labor control system?

**In solution selling, giving information represents what enables you to link your two selling tasks:**

### **The Concept Sale and the Product Sale.**

**Giving information should help you make the product sale by relating your product/service to a customer's concept.**

**REQUIREMENTS FOR GIVING INFORMATION:**

- Focus on the customer NEEDS

We are trying to create a win-win situation: Focus on the customer's decision process

The information you provide should be focused on where your customer is in the decision process and what they are telling you they need to know.

Focus on the customer's thinking process: A customer must understand before they can commit.

## Product Knowledge

**Without Product Knowledge you won't know what to talk about.**

**REMEMBER THE MOST COMMON MISTAKES:**

Selling product before concept  
Talking too much  
Not listening well

**ON THE CUSTOMER DECISION PROCESS:**

As we have been saying all along, Solution selling is customer driven. The essence of this statement is that you must determine where the customer is at in their decision process and give information accordingly.

Remember the decision process must flow through the following:

- \* Concept Sale
- \* Product Sale
- \* Commitment

## UNDERSTANDING THE THINKING PROCESS:

There are three types of thinking involved in a decision process that flow logically from one to the other:

### 1. Cognitive THINKING: Reaching an understanding

Cognitive thinking is the process of the customer gaining an understanding of the situation they are facing. Before a person will take action, they will strive for a clear understanding of the situation.

### 2. DIVERGENT THINKING: Evaluating options and solutions

Divergent thinking is the process of the customer considering a variety of solutions that might fill their needs. It is much like "brainstorming" for the purpose of generating alternatives.

### 3. CONVERGENT THINKING: Selecting the best solution

Convergent thinking is the process to the customer zeroing in on an answer or decision.

The reason for mentioning the above should be obvious:

A customer will resist making a decision until they have a clear understanding.  
A customer will resist making a decision until they have had a chance to explore the options open to them.

" If you do a good job working through the above two items, the decision will come quickly. If not...

### WORKSHOP #7 - CUSTOMER TYPES

#### - CUSTOMER TYPE:

When giving information, it is important to focus on your "Customer Type." In other words, where is this customer coming from and what are the key concepts or wins.

#### SAMPLE WINS (By Type of Buyer)

##### Economic Buyer

low cost of ownership  
good budget fit  
ROI (Return-On-Investment)  
financial responsibility

increase productivity  
profitability  
smooth out cash flow  
flexibility

##### USER Buyer

\* reliability  
\* increased efficiency  
\* upgrade skill  
\* easy to learn and use

do job better, faster, easier  
versatility  
super service  
fulfill performance requirement

##### Technical Buyer

\* Lowest bid  
\* delivery timely  
\* reliability

spec's best & product meets them  
best technical solution

##### COACH

' recognition  
- get strokes  
be seen as a problem solver

visibility  
make contribution