

Welcome to:
Sales Best Practices



STRONG PARTNERS. TOUGH TRUCKS.™

**Hyster Fortis™ Series
Launch Meeting**

Fall 2004

Let's Get Started

- Facilitator introductions
- Review ground rules
- Explain the “Bucket List”



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Objectives

- Share “Best Practices” on consultative selling
- How to create a consultative proposal
- How to use a consultative proposal to maximize sales
- How to overcome common objections when selling the new Fortis™ truck



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Session Agenda

Sales Best Practices Breakout Session	
30 min.	"Best Practices" on Consultative Selling
15 min.	Understanding Your Value Proposition
30 min.	Using a Consultative Proposal to Maximize Sales
45 min.	"Best Practices" for Handling Common Objections

Video Segment #1– Consultative vs. Transactional Selling

Let's watch the video

- **A fun illustration of the differences between transactional and consultative selling**

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Video Segment #2– Advantages of Consultative Selling

- **Next...Colin Wilson, President of NMHG Americas**

- Vision for selling the new truck
- Advantages of consultative selling

Let's watch the video

- **Group Discussion**

- *What does it mean to use a consultative sales approach?*
- *How can you use a consultative approach to maximize sales of the new Fortis™ truck?*

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Consultative vs. Transactional Selling

- **A Transactional Salesperson:**
 - Focuses on selling a specific product
 - Presents features and price
 - Delivers a one-page quote
 - Cuts his margin to make the sale
- **Challenges of transactional selling**
 - Difficult to overcome price objections
 - Little competitive differentiation
 - Hard to build long-term relationships

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Consultative vs. Transactional Selling

- **A Consultative Salesperson:**
 - Looks for problems in customer's business
 - Sells himself before selling the product
 - Spends 80% of his time qualifying
 - Presents the total value of his offering
 - Products, services, support, etc.
 - Presents recommendations in a proposal
 - Summarizes challenges, solution, total value
- **Challenges of consultative selling**
 - Must understand the value you offer
 - Requires strong qualifying skills

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Consultative Selling

▪ Advantages of a Consultative Approach

- Improve account penetration
- Overcome price objections
- Maximize sales results
- Sell at higher margin
- Build long-term relationships
- Bottom line...Make more money



*Let's hear what several Dealers have to say
about consultative selling*

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Consultative Selling

Play

Qualifying is Critical

Bob Pilon

General Sales Manager
Johnson Lift / Hyster

Stop

Play

A Good Beginning

Steve Smith

VP / General Manager
Johnson Lift / Hyster

Stop

Play

Diagnose the Needs

Bob Pilon

General Sales Manager
Johnson Lift / Hyster

Stop

Play

Make the Commitment

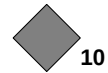
Steve Smith

VP / General Manager
Johnson Lift / Hyster

Stop

▪ Group Discussion

- What are the key points from the audio clip?
- What “Best Practices” can you share on the topic?
- How can you incorporate these ideas into your daily activities to generate additional sales?



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What are the key messages on this topic?

How can you use this information to improve your sales results?

Understanding Your Value Proposition

- **Understand the Total Value You Provide**
 - Take out the Value Proposition you wrote for the Pre-launch Preparation Assignment
 - A value proposition is critical to consultative selling
 - States the value you provide to meet customers' needs or solve a problem
 - Differentiates you from the competition
 - Defines actions of your entire dealership
 - Every dealership needs a value proposition
 - Everyone should memorize it and be able to explain it to customers
 - An effective value proposition:
 - Is unique to the dealership
 - Can be supported by testimonials / references
 - Is relevant and encourages a buying decision

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Understanding Your Value Proposition

- **Value Proposition Example**

“We are the leading supplier of materials handling equipment for three reasons. First, we’re experts at reducing your cost of operation. Second, we increase the uptime and productivity of your fleet. And third, we have a proven track record of solving the toughest materials handling challenges.”

- **Example includes all three elements:**
 1. Focused on unique benefits of this dealership
 2. Claims can be supported by customer testimonials
 3. Strongly encourages a buying decision

What are the key messages on this topic?

How can you use this information to improve your sales results?

Presenting Value

- **Using Your Value Proposition**

- Many opportunities to present value
- Think about the five steps in the selling process
 - Prospecting
 - Qualifying
 - Presenting Value
 - Handling Objections
 - Closing

- **Group Discussion**

- *When during the sales process is it important to present the total value you can provide?*

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What are the key messages on this topic?

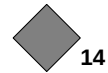
How can you use this information to improve your sales results?

Presenting Value

▪ Discussion Summary

- Continuously demonstrate superior value to your customer
- Use your value proposition throughout the sales process
 - Prospect for customers who value what you offer
 - Ask value-oriented qualifying questions
 - Present the total value of your recommendations
 - Focus on value to overcome objections
 - Use value-oriented closing questions
- A consultative proposal is the best tool for demonstrating the total value you offer

Let's hear what Hyster Dealers have to say about consultative proposals



What are the key messages on this topic?

How can you use this information to improve your sales results?

Consultative Proposals



Delivering Your Recommendations

Dave Hilfiger
Major Account Manager
Barloworld Handling LP



Presenting Your Solution

Brad Owen-Turner
Major Account Manager
Wajax Material Handling

▪ **Group Discussion**

- *What are the key points from the audio clip?*
- *How have you presented recommendations in the past?*
- *What advice can you share regarding proposal selling?*

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Advantages of a Consultative Proposal

- **Best Tool for Presenting Total Value**

- Summarizes previous meetings / discussions
- Restates the customer's needs / objectives
- Presents your recommendations to meet the customer's needs
- Clearly describes the value you provide
- Outlines the investment required



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What are the key messages on this topic?

How can you use this information to improve your sales results?

Advantages of a Consultative Proposal

- **More Effective vs. a One-page Quote**
 - Focuses on value vs. price
 - Reinforces your role as a consultant
 - Describes how your recommendations help the customer achieve his objectives
 - Presents a complete solution vs. truck specs



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What are the key messages on this topic?

How can you use this information to improve your sales results?

Advantages of a Consultative Proposal

- **Most Importantly, a Consultative Proposal:**

- Keeps selling when you're not in the room
 - Accurately describes your recommendations for people not at your presentation
 - Sells your recommendations up the chain of command
- Demonstrates you are a consultant vs. a transactional salesperson
- Sets you apart from the competition



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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

- **Sample of a consultative proposal**

- Behind “Additional Resources” tab
- Follow along during our discussion
- Proposal template (MS Word) – on the CD-ROM
 - Installed with the Multimedia Sales Tool

- **Cover Page**

- Your company logo (or Hyster logo)
- Customer’s logo and company name
- Proposal title
- Date
- Recipients – “Presented to:”
- Your name and company name

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

- **Table of Contents**

- Section titles
- Page numbers

- **Intro Paragraph**

- Formal inside address
- Briefly thank the customer for the opportunity to present your Recommendations
- Communicate your desire to solve their challenges

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

▪ Sources of Information

- Goal – Increase credibility and demonstrate you did your homework
- Include who you spoke to and dates
- Summarize topics discussed
- Start “name dropping”
- Show how many people were involved in your discovery process

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

- **Objectives and Needs**

- Definitions
 - Objective = What the customer wants to accomplish
 - Need = Required steps to achieve the Objectives
- Think like a consultant
 - “Step back” to see the big picture
 - Analyze everything you saw and heard
- Write down everything the customer wants to accomplish (on a spare piece of paper)
- Review your notes from previous meetings to identify key buying motives

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

- **Objectives and Needs (cont'd)**
 - Keep it simple
 - Critical to get this section right
 - Need customer to agree with your overall evaluation of his needs
 - Remember – Need to offer Recommendations to solve the customer's Objectives and Needs
 - Organize this section into categories so your Recommendations match each Objective
 - End with trial-closing questions

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

- **Recommendations – Executive Summary**

- Maximum one page for best results
- Boil down your Recommendations to the “essence” of your suggested solution
- Use action words
 - Replace, implement, conduct, adopt, facilitate, upgrade, eliminate, select, complete, etc.
- Remember the “Rule of Threes”
 - Most people will only remember three things from the information you present
 - Bundle your Recommendations in three categories for best success

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

▪ Recommendations – Details

- Do everything possible to “quantify” the financial value of your Recommendations
- Don’t go overboard on content – Less is more
- Organize Recommendation in a logical order
 - Use a step-by-step progression
 - Think about how you would present them verbally
 - This creates a more-powerful selling argument
- Focus on the “benefits” to the customer
 - Save more
 - Save time
 - Make it easier
 - Gain peace of mind, etc.
- End with questions to gain approval / feedback
 - Small trial closes build approval toward the sale

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

- **Strategy for Implementation**

- For easy review – Keep this section to one page
- Use a “Step 1, Step 2...” writing style
- Include a “time for completion” if it will accelerate the decision-making process
- Use “impending events” to motivate the customer to make a decision

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

- **Investment Required**

- Be confident – Don't be nervous about your pricing
- Always better to be too high and negotiate down (if needed) vs. too low and negotiating lower
- Important – Summarize cost savings, time savings and Return on Investment in this section

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

- **Summary / Next Steps**

- Thank the customer for the opportunity to present your Recommendations
- Summarize the total value you offer or three main reasons why customers buy from you
- Identify three Next Steps that must happen to move forward
- Close with a “confidence-building” paragraph
- Describe how you are confident in your Recommendations and ability to solve their challenges

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

- **Appendix**

- Commonly includes the following items:
 - Summary of your dealership – services, qualifications, advantages, service vehicles, locations, parts inventory, etc.
 - Summary of specifications / features of the truck
 - Details of your rental terms and agreement
 - Credit applications
 - Hyster brochures
 - Testimonial letters from satisfied customers
- Sample Appendix includes additional charts to use in creating your own proposals

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Creating a Consultative Proposal

- **Proposal Template**

- Included on the CD-ROM in your workbook
- Loaded on your computer during installation
- Accessing the template (after installation)
 - Navigate to "Hyster_Multimedia_Tool" folder
 - Open "Proposal Template" folder
 - Launch MS Word document "Hyster Proposal"
 - This file is "Read Only"
 - Save the file with a new name
 - Modify content as needed

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Consultative Proposals

- **Group Discussion**

- *We discussed how to create a consultative proposal*
- *What questions can we answer?*

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Video Segment #3 – Consultative Proposals

Let's watch the video

- **Group Discussion**

- *What are the key points you heard from Colin Wilson, regarding consultative proposals?*
- *How can you use these ideas to more-effectively present your recommendations to customers?*

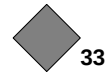
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What are the key messages on this topic?

How can you use this information to improve your sales results?

Key Takeaways – Consultative Proposals

- **A consultative proposal reinforces your role as a consultant**
- **Think like a consultant**
 - Step back to see the big picture
 - Analyze what you saw and heard
- **Keep it simple**
 - Remember the “Rule of Threes”
 - Categorize your Objectives and Needs
 - Address each Objective with a Recommendation
 - Present a logical Strategy for Implementation
 - Identify clear Next Steps to move forward
- **Be confident – Don’t be nervous about your price!**



What are the key messages on this topic?

How can you use this information to improve your sales results?

Handling Objections

- **After Presenting Your Proposal...**

- You'll often encounter objections
 - Customers only raise objections if they are interested in what you offer
 - Objections are "stepping stones" to the sale
- Four types of objections:
 - Requests for information
 - Tests of your knowledge, skills, professionalism
 - Confusion or misunderstandings
 - Genuine concerns



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What are the key messages on this topic?

How can you use this information to improve your sales results?

Handling Objections

- **A Simple Strategy**

1. Listen

- Listen to your customer's concern
- Demonstrate empathy
- Don't interrupt



2. Question

- Ask a clarifying question to confirm you understand his real concern
- Restate the objection in your own words
- Begin with a cushion phrase
- "I can appreciate what you're saying. Now, let me ask you..."

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Handling Objections

- **A Simple Strategy (cont'd)**

- 3. Respond

- Address the customer's concern
 - Share clear, factual information to offset the concern



- 4. Confirm

- Ask a question to confirm you completely answered the customer's concern
 - If the customer isn't satisfied, ask another question to learn more

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Handling Objections

- **Brainstorming Session (5 min.)**

- *Let's make a list of common objections you'll hear when selling the new Fortis™ truck*
- *We all know you'll hear price objections*
- *What other objections do you expect to hear?*

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Handling Objections

- **Small-group Activity (10 min.)**
 - Break into small groups as directed
 - Each group assigned an objection
 - Choose someone to take notes and be a spokesperson
 - Answer questions on Handling Objections Worksheet
 - *What fact-based messages, test results or sales tools would you use to handle the objection?*
 - *What approach would you use to handle the objection?*
 - 10 minutes to complete this activity
 - Then, we'll discuss our answers

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Handling Objections Worksheet

The objection we're discussing is:

1) What fact-based messages, test results or sales tools would you use to handle this objection?

2) What approach would you use to handle the objection?

Handling Objections

- **Presentations**

- Which objection did your group discuss?
- What fact-based messages, test results or sales tool would you use to handle the objection?
- What approach would you use to handle the objection?

- **Group Discussion**

- What other ways could you respond to this objection?
- What other approach or sales tools could you use?

All Lift Trucks Are The Same
Randy Beech, Bohl Equipment

Stop

Price Too High
Dave Laird, Hyster Sales Co.

Competitive Truck Preference
Brad Owen-Turner, Wajax M.H.

Price Too High
Brad Owen-Turner, Wajax M.H.

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Key Takeaways

- **A consultative sales approach helps:**
 - Generate additional sales
 - Overcome price objections
 - Sell at a higher margin
 - Build long-term “partner” relationships
- **Understanding your value proposition is critical to selling value**
- **An effective value proposition**
 - Presents the unique advantages of your dealership
 - Identifies the benefits to customers
 - Strongly encourages a buying decision

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What are the key messages on this topic?

How can you use this information to improve your sales results?

Key Takeaways

- **A consultative proposal is your most-valuable tool for presenting total value**

- Keep it simple
- Remember the Rule of Threes
- Address each Objective with a Recommendation
- Use trial-closing questions to build approval
- Be confident in your price
- Identify clear Next Steps

- **Use the four-part strategy to overcome objections**

- Listen, Question, Respond, Confirm



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What are the key messages on this topic?

How can you use this information to improve your sales results?

Video Segment #4 – Selling Price vs. Value

- One more video clip to close our session
- Importance of selling price vs. selling value
 - Lee Tracy, Director of Product Strategy, NMHG

Let's watch the video

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What are the key messages on this topic?

How can you use this information to improve your sales results?
