RGT



THE LITTLE BOOK OF

BUSINESS DEVELOPMENT & SELLING

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Do you feel like a square peg in a round hole?
If you are not in sales, don't come from a sales background but find yourself having to develop business, make rain and win over new clients then the next few pages are for you.

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01

MAKING IT EASY FOR PEOPLE TO BUY

Selling is not about:

> Making people buy what they don't want
> Having the gift of the gab
> Pressurising people
> Being pushy
> Tricking people into buying
> Wearing a shiny suit

Selling is about:

Being aware that people buy from people they like and they like people who listen to them, hear their needs and address them. Great business developers chat to people, build rapport and then shut up and listen. You have 2 ears and one mouth: you should use them in those proportions!



THE PROCESS

Selling is a process, not an event and it can take time to establish trust.

Every relationship has 6 stages that begin with 'acknowledgement'. Those who excel at forging great ones understand that getting from there to 'bond' is a process rather than an event. You may get there quickly sometimes, although it's rare it can be reached instantly.

'Trust' is the key because once you earn somebody's trust AND they regard you as being good at what you do, in other words, view you as having 'credibility', you can then exert influence over and begin to persuade them.

Start with this model:

TARGET > **CONNECT** > **MEET** > **ASK**

TARGET

Time is precious: If you don't have a target you will waste a great deal of it. Decide which sectors you want to go after & which organisations within those sectors. Then find out who the **M.A.N.** is MONEY AUTHORITY & NEED When it comes to BD quality is better than quantity. Do a little each day!

HOT

Existing clients are those who already buy your stuff and are therefore likely to want more.*

WARM

Customers of your organisation but who don't deal with the division or branch within which you work.

TEPID

It has been recommended you contact or who have been referred to you; a referral.

COLD

An organisation or individual as yet has no idea who you are.

* Before you start chasing new business make sure you are getting the most out of your existing customers. (It is staggering how few people do.)



04

CONNECT & MEET

Once you've made a list of people to target, you are going to have to contact or 'connect' with them. The most effective way is to meet, which is why networking at the right events is well worthwhile. Any other method of connecting with these individuals – telephone, letter, email, Linkedin or Facebook message – are all good but only as a step on the way to meeting them.

What's crucial when making contact is that you make an 'Emotional' connection; that what you say strikes a chord.

Phoning is best because you'll make more of a connection but equally you can knock out some cracking letters and emails, if you cut the corporate speak and be yourself

Before talking about what to do at the meeting, remember the steps to setting it up.

Phone - introduce yourself, ask if it's a good time to talk, tell them why you are ringing "I want to pop in, find out more about what you do and whether what we/I do, might be of help and wondered whether the 5th or 6th was best?"– The Alternative Close.

Letter - much the same thing as with the phone call except, remember to tell them that you'll be in touch to arrange a date to pop in.

Arranging a get together with someone you've met at a networking event is a bit different, which is why that's why it has a page to itself.

Where - If you can't meet at their place – always best – then go for somewhere neutral. It's all about putting them at ease.



AT THE EVENT

1. "It's been really nice chatting to you. Next time I am in your area we should we should get a coffee together; I'd love to find out more about what you do."
2. "Sure, that would be good." (They won't say "no" – not at this point)
3. "Great, I'll give you a call over the next couple of weeks and we'll get a date in the diary."



BACK AT THE OFFICE

Either email the next day and say how good it was to see them and that you'll be in touch (a kind of 'holding' email) or phone within a couple of days as you said you would or do both.

4. **Phone.** If voicemail, remind them who you are, where they met you and you are ringing to arrange to meet up for a chat (informal, chatty language – this isn't a big deal). Tell them that you'll contact them again and when you'll do it but leave your number. If they call you back, you know they're keen!
5. **Phone.** Voicemail again. Leave the same message.
6. **Email.** Wait a few days first. In the email you should mention that you called, say that you are emailing because sometimes they're easier to reply to. Reiterate that you are still keen to meet up. (email is good here because it gives them an easy way to turn you down – and you want it to be easy).



Stop, wait a minute mr postman...

THE LETTER

07

At stage **4**, **5** or **6**, you should tell them that you are going to send something in the post to give them a better feel for what it is you do. Take this opportunity to inject some of your personality across. The vast majority of letters to potential clients are uninspiring, vacuous drivel, so take the opportunity to stand out.

If you do not receive a reply to any of your messages then fire off the 'pain in the arse' email, which looks like this:

"Hi John,

I'm still keen to meet up with you, however, I figure after a couple of voice messages an email and a letter and that I'm in danger of becoming a pain in the backside, which I'm keen not to do, so I'll not bother you again but perhaps drop you a line in 6 months time just to see if my timing's any better.

Cheers.
Nick"

It's been my experience that well over 50% of the people you send this final email to will respond positively.
Having said that, if you still don't hear from them then .....**NEXT!**

Never, ever beg for business. If they don't want what you've got then there are plenty of others that do.

USE

Who do you use at the moment?

HOW

How did that relationship come about?

DEAL

Who do you deal with there?

LIKE

What do you like about them?

ASPECT

What's the most important aspect of a relationship with a supplier?

CHANGE

Is there anything you'd like to change about the relationship?

BUY

Who makes the decision to buy (whatever it is you are offering)?

MEET

It'd be great to get the opportunity to meet those people, how do I go about doing that?

REVIEW

When are you looking to review your current suppliers/go out to tender/change supplier?

IN THE MEETING

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Good sales people ask good questions and then shut up and listen to the answers. Here are some that you might like to learn the answers to.

There are loads, most of which you'll think of based on their responses to the questions listed above. Whatever you ask, make sure you take notes (ask if it's alright to do so – they will say "yes")

You ask questions to find out as much as you can about their business but also so that when they ask you about yours and what you do, you can tailor what you say to make sure it fits. In other words, talk about the benefits of working with you rather than simply trotting out a load of features.

Remember to shut up and...

LISTEN!



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FEATURES & BENEFITS

Some Features

We have 7 offices throughout the UK

There are 34 people in our real estate department...

We turned over in excess of 4 million pounds in deals last year...

We are a full-service firm...

We were established in 1870...

We are commercially aware solution driven people who understand your business...

The response to all these – laudable though they all may be (apart from the last one which is trite, meaningless nonsense) – is "so what!"

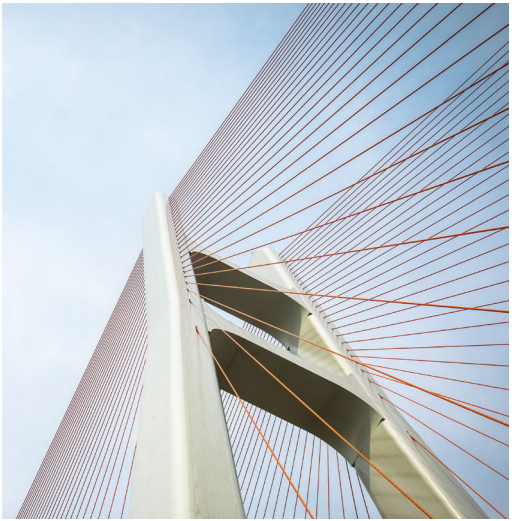
The Benefits

"We have 7 offices throughout the UK, which means that no matter where you are, we've always got someone close at hand to help and who has local knowledge of your market"

"There are 34 people in our real estate team, which means that we have the depth and breadth of experience to handle anything that our clients ask us for our help with."

"We were established in 1870, and the reason I mention that is because....."

You get the picture: If you are going to mention a feature then for goodness sake support it with a benefit.



Precision

PERSUADING THEM TO BUY

Credibility

You get it by being good at something: having an expertise, and in-depth knowledge of the product or service that you're talking about. If you don't have enough knowledge of the thing that you are trying to persuade people of then you've got a choice; either...

Learn more stuff.

Get in an expert. (take a colleague with you)

Back up what you're saying with research.

Trust

This is the most important. If 'credibility' and 'trust' were in a packet of Top Trumps, then 'Trust' would win – on everything, every time.

You earn someone's trust by doing what you said you were going to do: every time, consistently and without fail and if you think you're going to let them down be up front about it, let them know so they can make other arrangements if necessary.

In a networking situation, if you get chatting and arrange to meet them a week later for a coffee and say that you'll phone them before the end of the week then you better had, because if you can't even get that right then it sows a tiny seed of doubt in their mind that you can't be relied upon.

AT THEIR OFFICE

At some point in the business development process you need to go to the offices of the person to whom you are trying to persuade, because it's the best way of finding out what they and their organisation are really all about. Here's what to do when you arrive...

Go to reception, tell them you've arrived, smile, chat to the receptionist if appropriate, sign the visitors' book and look to see if any of your competitors have been in before you.

Ask where the loo is – even if you don't need to go – and wash your hands, check your hair, your teeth, your nose, that buttons, zips and ties are done up and that your shoes are clean.

STAND in reception. You want to greet the person you are meeting on the same level. DO NOT read the newspaper because you'll get newsprint on your clean, dry hands. Do READ the file that contains press-clippings (loads of firms have them out on the table) and DO LOOK at any awards they may have displayed. These will provide nice opening topics of conversation.

If you are asked to wait in the meeting room for the person you are seeing DO NOT SIT DOWN. Wait until they come in and indicate where they are going to sit before you plump for your seat.

Accept a drink. Even if it's water and you just sip it: it's polite and creates a more relaxed environment.





BUYING SIGNS

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There are loads but here are the important ones:

1. **They ask how much you charge**
2. **They ask when you can deliver**
3. **They ask if you offer such a service**
4. **They ask when can you start**
5. **They suggest that it would be useful if you met someone else in their organisation**
6. **They take notes when you mention specific things you can do/offer**
7. **They ask what colours it comes in**

If someone has no intention of buying from you then they couldn't give a damn about the answer to any of these. When you hear one of these then your next question should be designed to learn more.

They say: "How much do you charge for that service?"

You reply: "That really depends of what specifically you'd want us to do. What did you have in mind"?

They ask: "When can you deliver?"

Your reply: "Pretty much anytime. When would you like us to deliver?"

And so on...

HANDLING OBJECTIONS

Prevention is better than cure when it comes to objections. In other words if you are getting objections then you've not properly explained the benefit of your product/service to them. However, if you do have an objection raised then do not push back or contradict. Acknowledge the objection and find out what lies behind it, since most objections are actually masking the real reason for not feeling happy to buy. Example:

"You seem to be quite expensive."

"We believe that our rates are in line with our competitors/reflect the going market rate for that service."

"Well, in my view they are a little steep."

"We've done our research regarding what we charge and what we find is..."

This conversation is going nowhere and is simply the business equivalent of the old panto exchange:

"Oh yes, it is! Oh no it isn't! Oh yes, it is! Oh no it isn't!"

So, what about this:

"You seem to be quite expensive"

"Well, thanks for being so open about that and I'm pleased that you've let me know right up front that that's a concern for you. What would be really helpful would be for me to know why you say that? Have you a quote from somewhere else?"In that way you find out what you are up against and it's only when you know that that you can allay their fears.

Handling objections – some more stuff

FEEL > **FELT** > **FOUND**.

3 cracking words that will go along way in dealing with objections. This is how it works:

"I'm worried that you just don't have the experience that we need from a supplier of this service"

Your response: "I know exactly how you FEEL and can understand why you might think that. I'm sure you won't be surprised to learn that you're not the first person to express such a concern, indeed many of our clients FELT precisely the same way before they began using us but what they've FOUND is that the structure of our business is such that we are able to deal with everything that they throw at us and that we often come up with innovative solutions that perhaps more complacent firms would miss."



Let's tie the knot.

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ASK

Once you've done your networking, had coffees with people, visited their premises, found out about their business, extolled the benefits of using your services or buying your product then you have to absolutely, positively, most certainly, definitely, and without fail; ask if you can do the work/supply the product for them. If you don't, you'll wind up in a never-ending courtship.

"Well, James, it's been great hearing about what you do and how the business works and what it is you are looking for from a new supplier. I think what we do could help you with your plans and we'd love to do some work for you. How do we go about doing that?"

AND THEN SHUT UP

SILENCE

People hate silences: they are uncomfortable. You have just asked for the business and you are nervous, worried and anxious so it's you that'll be tempted to speak first in order to relax things. DON'T. Say nothing, look at them and wait for an answer.

One of 2 things will happen:

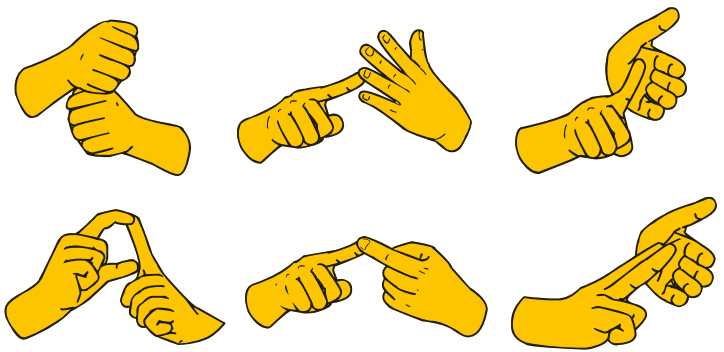
1. They say "yes"

2. They say "no" and raise an objection.

If it's '1' then agree next step/sign on the dotted line.

If it's '2', go in to handling objection mode and once you have ascertained that you have answered it to their satisfaction then ask for the business again.

Silence is...



LINKEDIN

LinkedIn is akin to a networking event, which is running 24 hours a day, 7 days a week, for every day of the year. Which means when you are fast asleep people are still able to introduce themselves and learn more of what you do!

Make LinkedIn a daily habit.

Home
Check here. See who's posting about what and why? Like, comment or share. If the latter, avoid the 'lazy share'. Add your own comments, option or view.

Messaging
Respond to messages you've received.

My Network
See who has accepted your connection requests and thank them. Perhaps get a chat going (it may lead to a meeting!)

Notifications
Congratulate people on their promotions, birthdays, new jobs and work anniversaries. Tailor your message! Don't just use the default message!

Profile
LinkedIn provides lot's of characters and space for you to tell the world what you do and more importantly how you can help them. It's foolish not to use them all. Use a professional photo

Name
Use the name you are known by. My 'proper' name is 'Nicholas' but everyone knows me as 'Nick'. If my profile was listed under 'Nicholas Davies', they'd never find me.

Posting
LinkedIn is ONLY interested in content which keeps users on the site, which means it ditches boring stuff! Only 10% of your connections will be sent your post. If, after after a couple of hours , it's not attracting comments, likes , reactions or being shared , it goes to in the big LinkedIn bin in the sky!

Remember...

We like personal posts with pictures and preferably faces/people.



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DOING IT VIRTUALLY

When 2 people meet they move through the following stages of non-verbal communication.

Eye to Eye
Eye to Body
Hand to Hand

None of these can be achieved virtually! Whilst TEAMS and ZOOM are useful in maintaining existing relationships, they are woeful at establishing them because there is far too much information missing.

One of the big factors keeping us engaged in a conversation is judging the emotional response of the person in front of us to what we are discussing. This is much harder to do virtually because there is a lack of sensory feedback - visually (eye contact, micro-gestures, proprioception) and audibly (those barely audible sounds we make to indicate we are interested, agreeing or disagreeing).

It is the absence of these plus other factors, which mean we are less committed to an on-screen relationship and why people are far more ready to mute their mic and turn off their camera, particularly in encounters involving more than a couple of people.

All of which means in-person meetings should be your default! However, whether to save money or time, virtual will sometimes make more sense. Fine but you MUST look and listen!

Be sure to listen intently, not only to what they are saying but HOW - become aware of what words and phrases they use and repeat them to establish rapport.

Look directly into the camera! Yes, you will miss out on observing their facial expression but more importantly, they will sense you have made them the focus of your attention and, when they speak, you are listening!



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THE END

I thought a summary might be nice at this point. It serves two purposes:

1) It's there for those of you who just can't be bothered to read the whole booklet and

2) For those of you that have read it but would like a nice little reminder of the salient points.

- Selling is a process rather than an event.
- Chose a market and go after it relentlessly, persistently and without waiver: every day.
- Stand out: catch people's attention.
- Believe in what you are selling.
- Trust & Credibility are essential.
- Talk about benefits.
- Keep control of the process.
- Tell them what you are going to do and when you will do it.
- Make it easy for people to buy.
- Ask for the business and shut up.
- Know when it's time to say "Next!" (but always keep the door open)

RGT

REALLY GREAT TRAINING

Well, you might not have attended Nick's Business Development course yet, but you've given us your details and now we're giving you something, which seems fair.

Here's Your Little Book of Business Development and Selling. This is the 'no frills, vanilla, paired down to the bone, diet, light, fat & sugar free version of Nick's book: 'How to be Great at the Stuff You Hate', which you should go and buy from Amazon now because if you like the booklet you are going to love the book: Nick's mum did and she was a teacher of English so knew about literature.

Keep this booklet handy, in case of business development emergencies because it'll get you through until you can seek professional help.

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