



**WORLD BIOGAS
ASSOCIATION**

Module 1

From one sales professional to another, welcome to your sales training programme. Designed specifically for the PubMatic team, to help you increase your sales skills, knowledge and results.

We are all living through a crazy period in history and from a business perspective the effect on the global economy cannot be underestimated.

When anything effects the economy, from recession through to a pandemic or a dive in the stock market, one thing is certain, those who can sell can thrive. This is the time for filling your sales pipeline, having great conversations, and taking huge levels of action to generate business.

This training programme is designed to help you build on your existing experiences and skills, share new ideas and approaches, and support you in your role.

Trying new things can sometimes be a bit daunting, you may question what you are doing, and some may not agree with you. Well, let's start a REVOLUTION, create AMAZING RESULTS and remember - "Don't tell me the sky's the limit when we have put a man on the moon!"

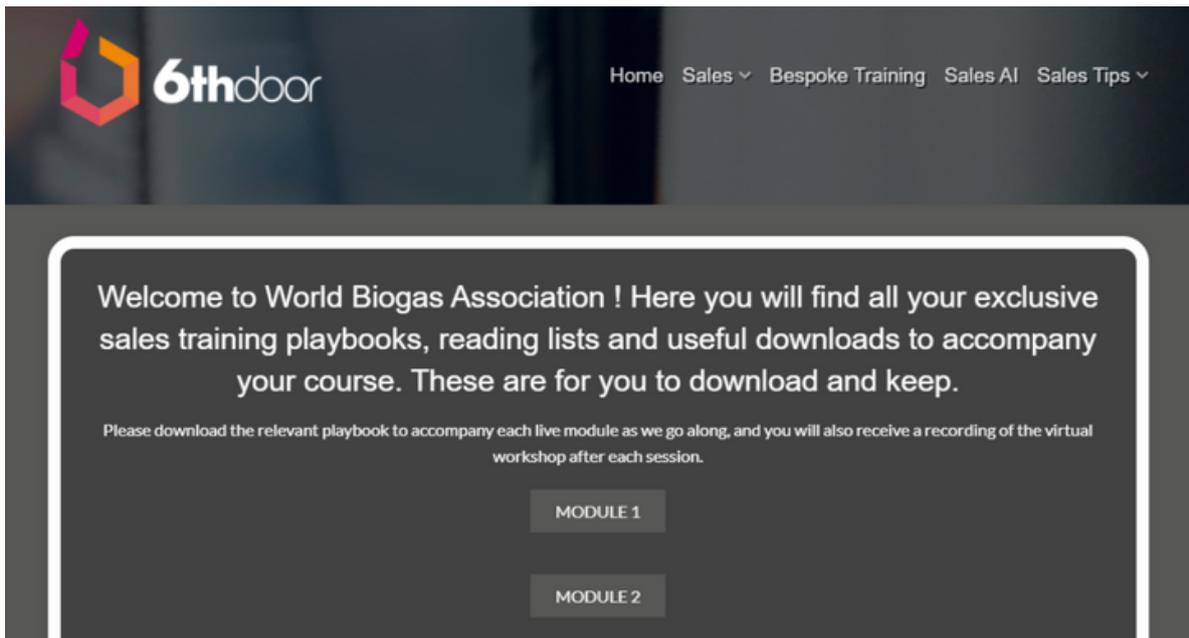
Do great things,

A handwritten signature in black ink, consisting of a stylized, cursive 'C' followed by a horizontal line extending to the right.

Chris Dawson FISM

Your downloads page

Only accessible to the World Biogas Association team and exclusively designed for your course is your downloads page. On here you will find reading lists, podcasts and websites for further study of sales and selling. Coaching forms to help you embed new skills, take appropriate actions and seek support. Added before every module will be the latest sales guide to accompany the course as you go along. Download, save and print out as we go, to build your own playbook on sales and selling.



“If this training series was a success for you, what would you be able to do in six months that you can’t do now?”

A large, empty light blue rectangular area intended for a user to provide their answer to the question above.

The four pillars of sales



1. People don't buy what you sell – they buy what they are left with after they've bought it from you.

(Are you discussing the aftereffects of working with PubMatic?)

2. People don't care about you or your product – they care about themselves and their problems, challenges and desires.

(Are you showing what the prospect cares about? – You only use 20% of your iPhone and that's the stuff that's important to you.)

3. People make buying decisions based on emotion – then they back up their decision with logic.

(Are you showing up and throwing up facts, or are you helping your customer feel what it would be like to work with you, have their issues supported and challenges solved for them?)

4. People don't specifically buy off people they like – they buy off people they trust.

(You probably love your best friend; would you do business with them? Do your prospects trust in you enough to not ask about what they're buying? Would they 100% trust your decisions on their budget?)

What is consultative sales?

There is always a new buzzword or fashionable sales strategy that is the 'only way to sell'.

TAS-PINBOCKS-BANT-CHALLENGER-DIRECT-CONSULTATIVE-PARTNERSHIP-MEDDIC-
CONCEPTUAL-CUSTOMER CENTRIC-NEAT-SNAP-SPIN-SOLUTION-TRANSACTIONAL-
STRAIGHT LINE-MILLER HYMAN-STRATEGIC-BLOOD HOUND-SANDLER-INSPECTION-
PERMISSION BASED

A consultative sales approach isn't the 'only way' to sell. It is 'a' way to sell, that allows you to build long term relationships based on trust and understanding.

**Consultative Selling/ Verb; The process of selling a solution –
not a product and becoming a trusted advisor.**

Why follow a consultative process?

- Discover more needs
- Become a trusted advisor
- Longer lasting business relationships
- Builds trust
- Makes customers feel valued
- It's less work
- It's more engaging
- Drives sales

People buy off who they trust – you trust someone who puts your needs and problems first and who 'genuinely' cares.

List the people you trust most in your life?

Why do you trust them?

Avoid the sales stereotype



There's many stereotypes of salespeople and they're not all positive. Prospects are naturally defensive when they sense, hear, or see a trait they associate with the negative connotations of the sales industry. Boiler Room, The Wolf Of Wall St, Glen Gary Glen Ross, The Office, TV programmes investigating rogue sales practices all promote a brand that professional sellers aren't to be trusted. We all know this only represents 0.009% of salespeople in the world – but mud sticks.

- Salesy
- Scripted
- Over-enthusiastic
- Only after money
- Excited
- Me me me me me me!
-
-
-
-
-

Nobody wants advice



'In the history of calming down, nobody has ever calmed down by being told to calm down'

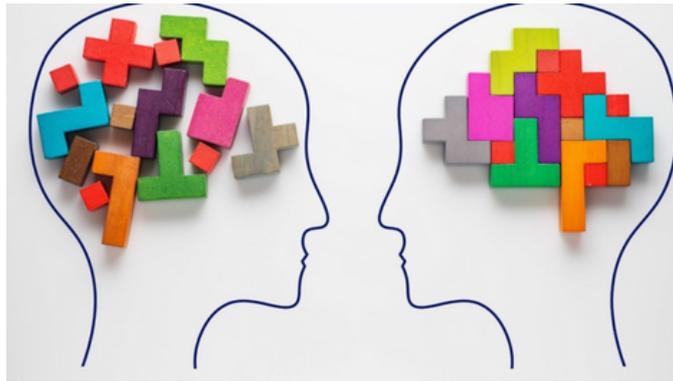
When we are told what to do, shown what to do, or feel we are being persuaded, cajoled, or influenced - we push back. Even if we know the advice is sound, we will often go against our best interest 'because someone else told us to' and we feel we're having our freedom to choose removed.

This affect is called **'psychological reactance'** and is the Achilles heel of many sales professionals.

- "What you want to do is"
- "I'll tell you what you should do"
- "Well, if I was you"
- "Why don't you do this"
- "I'm not being funny, but..."
- "I'm going to talk to you today about"
- "My deck today is about"

How did you feel when you had an issue and people just told you what you should do without listening to you? (Sometimes you just need a thoroughly good listening to!)

It starts with mindset



- 1. You're an equal to your prospect** – when we talk to prospect's we must view them as a complete equal. This means no subservient language, no domineering language, and the belief that you also have the right to walk away if the deal isn't fair to both parties.
- 2. You are looking to find a fit, not a sale** – When we focus on a sale we develop commission breath, rush the process and miss fantastic opportunities. Equally, when we purely focus on a sale, we become adversarial in our approach and hear and see things that aren't there (happy ears). A salesperson's role is to help a prospect make small decisions towards doing – or not doing business together; not get a yes.
- 3. If you try to sell to everyone, you'll sell to no-one** – Have a laser focused vision of who you can help. Sector, role, problems they face, age, names, frustrations, what do they moan to their partner about at the dinner table? What keeps them awake at night? The more concise your ICP (ideal customer profile) the easier it is to create authentic messaging that will resonate.
- 4. Don't be outcome orientated** – If you start a conversation with a fixed mind set on what a prospect should buy you will miss all the great stuff around you, ask less questions and listen less. Let the conversation find it's only path and be genuinely curious. This also helps when you receive objections at any point of the sales process. Be a right nosey *%+**"!
- 5. A full pipeline is a cure all** – Having a busy top of your sales funnel takes the pressure off further down. You feel more confident in sales conversations, you avoid yo-yo sales results, you have less stress, and you don't hold on to deals that are never going to go anywhere. Always. Be. Prospecting.
- 6. Put your ego in the bin** – It is your responsibility to create sales pipeline, it is your responsibility to generate revenue, it is your responsibility to achieve your targets, it is your responsibility to earn your commission, it is your responsibility to take action that creates new customers. Here's the sales paradox – it is not in any way about YOU. It is not about WINNING. It is all about your prospect, their organisation, their needs, their challengers, their desires.



You cannot ask for a June wedding on a first date – your sales process should be slow, inch by inch. If we ask for big decisions too fast, we will get push back from prospects. Our initial outreach should be purely to be curious if it is worth having a further conversation then we slowly qualify in ‘or out’ down the sales process.

Cold outreach – is it worth both parties talking? (Conversation – Email – Social DM)

Organised conversation – A chat about them, their needs, and desires. Is there a fit?

Demo/presentations – From what you’ve discovered, here’s some specific ideas that may help? Are they the right people? Is it the right time? Are they the right fit? What else?

Where now? – Is there business to be done right now? Shall we make a future looking plan? What is in the way? What is most important right now?

Agree the next meeting (date, time, topics to discuss)

Ask for a referral/introduction

Repeatedly send valuable things (videos, articles, lumpy mail, invites) Don’t ‘add value’ become ‘invaluable’ to them.



When you tell your doctor (A consultant) you have a headache, they don't immediately give you a solution.

DOCTOR – “I want to talk to you about these new pills we've got”

PATIENT - “Erm, don't you want to know what's up with me first!?”

The pills may turn out to be the best solution but before they are prescribed the doctor 'chunks down'

DOCTOR – “Tell me, what's brought you here today?”

PATIENT - “I've got a headache”

DOCTOR - “How long have you had this headache for?”

- “How strong is the headache?”
- “Where in your head is the pain?”
- “Do you have a history of getting headaches?”
- “What have you tried so far to get rid of the headache?”
- “How is the headache impacting your day?”
- “Do you have any other pains?”
- “Do you have a temperature?”
- “Is there a family history of headaches?”
- “Are you sleeping well?”

**‘It's easier to sell painkillers to someone who has a headache’
– So, what is your prospects headache?**

Three sectors to focus messaging on

- 1.
- 2.
- 3.

Why have industry specific messaging?

Why not have a generic script that covers everything?

The greatest barrier to salespeople engaging on calls, social media, networking events and emails = NOISE.

- You have to get ATTENTION.
- You must PERSONALISE your message, so the receiver is 100% aware it is meant for THEM.
- You must be AUTHENTIC.
- Your messaging must be about THEM not YOU.
- You must take the process one step at a time – you're looking for a good fit NOT a sale.

“Hi – I’m calling you today because we’re a multi-award-winning training company and we’re offering a special rate on coaching and training”

Vs

“Hi Charlotte, we’ve not spoken before, it’s Chris Dawson from 6th Door in Liverpool. Charlotte, I’ve been keen to speak with you as I’ve recently worked closely with a number of Trade Bodies and Associations that are trialling ways to increase memberships and exposure.

What problems/challenges does each sector have that WBA products and services can support/solve?

Then – what problems do they already face with their current solution (or perception of the solution). **REMEMBER – People buy what they are left with after they have bought from you**

e.g. Direct advertising sales teams

- Keeping the team motivated
- Making enough cold outreach
- Keeping the funnel filled whilst looking after the 360 sales process.
- Conversion rates
- Staff churn
- Reluctance of the team to make calls

Challenges in training the team

- Cost to the business of taking the whole team out for a day/week
- Changing habits/returning to type after training
- No buy in from the sales team to the trainer
- Large expense (If no ROI) so it's a risk to get signed off

"I've been working with leaders of sales teams the last few months and the feedback we're getting is that cold outreach can be really challenging in the current climate, but training new approaches puts a pressure on the business that isn't affordable right now. I don't suppose that rings true with yourself?"

e.g. Roofing companies

- Business generation
- Generating the right type of work
- Generating work from the right geographical area
- Standing out from the competition
- Getting a decent ROI on advertising spend

Challenges in advertising online

- Haven't time to do it all themselves
- Spend lots of money with an agency but not sure where it goes
- Have lots of clicks but they don't turn into business
- Can't update without a long delay or a large fee

"I've been working with a lot of roofing companies around Devon recently and they've been feeding back that they seem to be either getting a lot of hits to their website, but they don't seem to ever turn into real enquiries? Or they've spent a lot of money with web agencies and aren't quite sure what they've got for it? I don't suppose either those things sound familiar?"

Organisation		Sales Product
ADBA	WBA	
■	■	Annual membership (tiered, so rising from hundreds to thousands)
	■	Annual summit & expo (including guid, lanyards etc). a WBA event , open to ADBA members.
■		National conferences
■		Regional conferences Scotland/NI
■		Quarterly magazine
■	■	Quarterly sector focused pamphlets with associated launch event
■		Learning & development days (sponsorship) to be rolled out for WBA
■		Training (as above) . To be rolled out for WBA
■	■	Reports (sponsorship)
■	■	Websites (banners etc)
■	■	Newsletters
■	■	Sector augmented bespoke events (ie, paid for by client to speak directly to network)

Design relevant, attention grabbing, authentic messaging for each product.

One way and two-way communications

One way	Two way
<ul style="list-style-type: none">• Email• Social media posting and commenting• Voice Mail• Chunky mail• Direct Message• Text message	<ul style="list-style-type: none">• Telephone• In-person meeting• Video call• Live chat

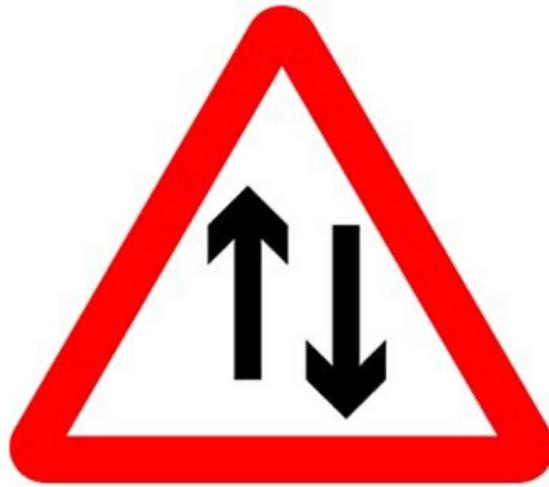


One-way communication

Any communication that is one way is not a sales communication – it is at best marketing.

Once you've sent an email, written a comment online, posted a letter or left a voicemail, you've lost control of the narrative. Your message is open to interpretation, misinterpretation and the receiver always has the option to not reply or engage. One-way 'sales' communication is always a high-risk business when trying to achieve results.

The advantage to one-way communication is that through technology you can send your message to a much wider audience. Mass mailing, group emails, LinkedIn posts, a video on FB, online forums or webinars, can all show your message to a large audience who 'may' need your services. However, now they know about you if you stay in one-way communication, you're leaving the next steps up to them, and 'hoping' they'll take action. Hope is not a sales strategy.



Two-way communication

In two-way communication you have control, the feedback is immediate, you can create emotion, correct interpretations, and move a sale forward or out of your sales funnel. When generating business using two-way communication you are talking 'with' and 'listening to' the prospect. You uncover needs, handle objections and build rapport. You can ask for next steps, hear when you're being messed about and control time scales.

More frequently people are turning to one-way communication to sell because you don't hear a prospect's objections, you don't feel the rejection and you don't receive the feedback when you do a bad job. None of this means the rejection and ill feeling isn't there, you're just sheltered from it in a safe bubble. You're also sheltered from generating sales results.

One-way should lead to two-way as fast as possible

The goal of one-way communications should be to move someone as quickly as possible to a two-way communication. Here you can take control and speed up the sales process. Both ways require different communication styles. If you try to 'sell' on a one-way communication it comes across as direct, pushy, impersonal, and cheap. If you talk on a sales call like you would write an email or website page the same will happen.

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