

ASK FOR THE ORDER

TRAINING LEADER'S GUIDE

Run an engaging, informative and fun training session!



ASK FOR THE **ORDER**

Training Leader's Guide



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The AFTO™ Program

Introduction

Art Bauer Presents



The new AFTO (Ask For The Order) Program is a video-based multimedia-learning package designed for classroom facilitation and Instructor-Led Training (ILT). The video is behavioral based. Viewers will see salespeople in action using - or not using - effective closing techniques in eleven realistic scenarios. The on-camera narrator is Art Bauer, nationally recognized sales trainer, coach, author, and entrepreneur (see Art's bio on page 36).

You will find everything you need for a 1.5 hour or 3 hour hard-hitting, compelling workshop on effective sales training. This package is designed to improve the performance of your sales staff on the most critical component of the sales process - CLOSING. The AFTO Program includes materials for your people to use, during and after the meeting, to refresh their memories, to remind them of what to do, and to reinforce their new behaviors.

Customization and flexibility are primary objectives of the AFTO Program. Print components, including this Training Leader's Guide & Participant Workbook, are included in Microsoft Word format on the copyright free CD-ROM in your Instructor's Kit. The Microsoft PowerPoint presentation on the CD-ROM can also be easily transferred to your computer, customized, and printed for your organization's unlimited use.

Designed for inside or outside sales people, the AFTO Program can even be used for employees with "internal sales" responsibility. While principally designed for classroom-facilitated training, ILT, the Program can also be utilized for individual training using the video portion. Meetings with both veterans and rookies are recommended since the experiences of the veterans can provide valuable learning for the rookies.

The core of the AFTO Program is the 26-minute video (VHS). The Program can also be delivered using our enhanced DVD (offered either in lieu of the VHS version or with it).

Sales Training Meeting in a Box

All Program elements are highly interactive. Discussions and questions are utilized and encouraged at strategic points. Six role-playing scenarios are provided for attendees to polish their skills in the three-hour presentation mode.

We recommend that you limit class sizes to 25 participants for maximum interaction. The Meeting Kit has 25 sets of materials for attendees.

AFTO™ Program Components

Instructor's Kit (packed in the vinyl box)

- 26-minute AFTO Video (VHS and/or DVD)
- Training Leader's Guide (TLG), 38 pages
- CD-ROM with Training Leader's Guide, Participant Workbook & 22-slide Microsoft PowerPoint presentation

Meeting Kit (packed separately)

- 25 - AFTO participant buttons ("I AFTO...do you?")
- 25 - AFTO note pads
- 25 - AFTO Reminder Cards
- 25 - AFTO Certificates of Completion
- 1 - 12" x 24" 4-color AFTO Poster, suitable for framing ("I AFTO...do you?")

COPYRIGHT: Except for the video and DVD, all Sales Meeting in a Box workshop materials are licensed to you for duplication at no charge.

We recommend that you watch the video and read the Training Leader's Guide thoroughly before the scheduled class. The Guide provides all logistical information, goals and suggestions for presentation/facilitation that you'll need to run a great meeting.

The Participant Workbook is provided in Microsoft Word format on your CD. You can customize it, edit it, print it out, and photocopy it for each of your attendees. The Microsoft PowerPoint presentation is a great tool for organizing, outlining, hammering home your key points, and sticking with the agenda. PowerPoint is easy to customize. You can also print out the PowerPoint presentation as a handout and photocopy it for attendees.

The Meeting Kit is a fungible resource designed to professionalize your meeting and provide excellent reminders for attendees after the session. One Kit per meeting is recommended for maximum benefit. Contact your sales representative for ordering additional kits or use the handy order form in the Meeting Kit.

The Instructor should be wearing an "I AFTO...DO YOU?" button at the meeting. The catchy slogan is designed to elicit a "What's AFTO?" question from those not in the know, and an "aha!" from those who have taken the course. After the meeting, the Instructor should pass out AFTO buttons to all attendees for them to wear as a badge of honor.

The AFTO poster should be hung in a prominent place in the meeting room. Art Bauer's powerful challenge to all viewers reinforces the program and the AFTO brand. The goal is to create an internal shorthand and brand awareness regarding the importance of asking for the order. Again - "I AFTO...do you?"

The AFTO Reminder Cards are designed for wallets, desktop or computer attachment. They outline the AFTO key learning points: 3D's; direct questions; indirect questions; tough-minded selling.

The AFTO note pads are to be handed out at the beginning of the Meeting and are useful for note taking at the meeting or afterwards.

The Certificates of Completion are to be filled out by the Instructor (attendee's names, date) before the meeting and handed out at its conclusion. They are designed to provide a sense of accomplishment for the attendees. They can be framed and hung by attendees at their workstations.

The AFTO™ Program

Sales Training Strategy

The AFTO program is designed for facilitation by both inexperienced trainers as well as professionals. The Leader's Guide provides step-by-step instructions and scripts for you to conduct stimulating, interactive and productive learning sessions with a wide variety of audiences.

Preparation. As you know, preparation pays. We strongly encourage you to:

- Review the Training Leader's Guide (TLG) and Participant's Workbook (PW). The PW is in digital form on your CD-ROM.
- Watch the video twice - once straight through, and then segment-by-segment.
- Present the program mentally before presenting to your people.

About this Training Leader's Guide. This version of the TLG is designed for your use in presenting either the 1.5-hour or 3-hour versions of the program. Each step is designed to reinforce the learning that has preceded it. The TLG includes:

- Preparation Suggestions
- Schedules For 1.5-Hour Or 3-Hour Sessions
- Questions To Stimulate Discussion
- Role Playing Scenarios (for the three hour meeting)
- Promotional Information To Excite Your Attendees
- More Closing Questions

The Participant Workbook is designed for reinforcement of key learning points as well as note taking. All PowerPoint slides are duplicated in the TLG and PW, with ample room for notes.

Optimum Room Setup for all programs is U-shaped to encourage dialogue and active participation. A flipchart should be to one side of the class. You'll need a projection screen at the center of the room. The Leader should be positioned at the center of the room and be able to move about freely.

Equipment Needs

- Flip Chart with Magic Markers
- VCR or DVD Player with Remote Control
- Projector and Screen
- Computer (if you want to display your PowerPoint slides onscreen)

Meeting Outlines / Schedules

A good meeting stems from good planning, and a small meeting should be as carefully planned as a large one. Work out a flexible time schedule so you won't run too far ahead or behind. Distribute a copy of the schedule to everyone helping you, including the person in charge of the meeting room.

At least a half-hour before the meeting, give everything a last check. Make sure that the room is ready, your key people are prepared, supplementary materials are quickly accessible, and the video equipment is in working order.

When a video such as Ask for the Order is the main feature of a meeting, treat it as such. SHOW IT TWICE, especially in the three hour meeting format. The video is so packed with information that even the keenest observer will find additional information at a second viewing. The discussion of the video's message will make the second showing much more meaningful.

Length of Your Meeting

This section of the Guide has been designed to enable you to conduct a 1.5 or 3-hour training session. The questions and role-play information can take up the rest of your 1.5 or 3-hour session.

1.5-Hour Format

Meeting Step	Time (Minutes)
Introduction	10
Show Video	26
Questions and Discussions	45
Closing	10
Total	91

3.0-Hour Format

Meeting Step	Time (Minutes)
Introduction	20
Show Video	26
Questions and Discussions	40
Break	10
Role Playing	40
Show Video	26
Closing	20
Total	182

Your Role as Instructor/Facilitator

Once you watch Ask for the Order and review all the materials, you will understand our enthusiasm.

You will see sales situations you've likely experienced. You will see good, well-trained, salespeople who come across well and know their product or service. You will see that they have developed good customer relationships and they've moved sales successfully through the process. But, you will also see that some of them don't know how to conclude the sale.

Now, as a meeting and training leader, you can help people adopt effective behaviors. You can help them find ways to improve their ability to close sales, which will boost their productivity, raise their self-esteem, and increase their sales volume.

You can use this video to start salespeople on an effective program of self-improvement.

You Will Get Testimonials

We are sure that some of your meeting attendees will come back later and tell you how much you and this video helped them. That's part of the reason for our excitement: We've actually witnessed people dramatically improve after studying this video.

You have a key role in the effectiveness of this program. Your audience will take important clues from your attitude about the lessons that they are about to learn. If you see what we do - that people can find ways to overcome fear and ask for sales - that every salesperson will find opportunity for self-improvement - then we are confident that your audience will sense your enthusiasm.

We are also confident that you understand the value of the closing step in the sales process. Salespeople are naturally people-oriented and they usually have good relationship skills. Most of the time salespeople are sold on their product or service - they love it! - so it's easy for them to talk to prospects about their offerings.

Relationship skills and product pride is a winning combination. But the prospect still has to be sold. You can use this video to drive home the fact that closing can be a natural, non-confrontational step in the selling process. You can show your audience that making sales is as easy as listening well and choosing the right time to ask simple closing questions.

Art Bauer is Real

You might also let your audience know that the presenter in the video is not an actor. Art Bauer has enjoyed a very successful career in the training industry. For over twenty years he owned and led the number one video training company, American Media.

Art has always been a 'hands-on' businessperson, making sales, developing training materials, directing award-winning videos, and managing a company serving customers around the world.

In this video, Art Bauer is speaking from decades of experience and with a heartfelt wish to help salespeople improve their skills and realize their true potential. Your audience will find Art credible because he is authentic.



Presentation

As the meeting leader, you might want to use an introduction to your presentation that is similar to the following script. Feel free to elaborate on any point.

Today, we are going to get back to the basics. With the help of an excellent new video, we are going to review and practice selling fundamentals.

We're here today because we all want to enjoy personal growth. The behaviors described in this video will help you in every area of life and especially sales. We're going to talk about helping people make a buying decision. We will focus on how to close a sale.

I want each of you to introduce yourself and tell us what you hope to gain from this meeting. Let's start with you, Larry.

Hi! I'm Larry. I handle the Northwest Territory. I want to improve my closing methods and fatten my order log.

* * *

*Closing the sale is the most crucial part of the sales process. And the key to closing is asking for the order. We're here to learn the dynamics of asking for the order. This training program was created by Art Bauer and Jerry Manning. Art is a successful sales trainer, coach, author, and successful media entrepreneur. Jerry is the author of the all-time top-selling textbook on selling, called *Selling Today*. The program that they have created is called ... you guessed it ... *Ask For The Order. AFTO*.*

I'm going write down the points we will cover. They're also included in your Workbook.

AFTO Learning Objectives

AFTO Learning Objectives	
AFTO Learning Objective	Commentary. In this training, you will learn that ...
Customers Want AFTO	People want to be asked for their order
Fear Inhibits AFTO	Some salespeople are afraid to ask for the order
Tough Mindedness Stops Fear	Fear can be overcome with Tough Mindedness
The 3Ds Work	Success requires Dedication, Discipline, and Determination
Questions Close Sales	Questions cause customer decisions and action
Direct Questions Discover	By asking, you discover if the customer is ready to buy
Indirect Questions Guide	Indirect questions guide customers to action
Timing Requires Reading	You must read your customer well to time your questions

Presentation

As I said, we are going back to basics. The selling process can be complex and lengthy, with a lot of steps. Good salespeople make a "close" to take each new step in order to advance the sale. AFTO works at every step in the sales process. For example, say that the prospect wants more information. You can apply AFTO by asking, "If I provide the data, can we proceed to the next step?"

At any step, you can ask the ultimate AFTO: May I have your order? But you have to be thoughtful. You have to 'read' your prospect and estimate whether it's a good time to ask.

You may be asking yourself, "AFTO is obvious. Why doesn't everyone AFTO?" Those are the issues we will study today. We're going to talk about fear and how to manage it. We'll talk about types of questions to ask. And we'll practice asking questions.

At the end of the day, you will see that AFTO is not a technique used to twist arms. AFTO is a system that you employ throughout the dynamic selling process in order to best help customers make sound decisions. It is a system with tools that you can use to both manage the sales process and to bring it to a successful conclusion.

As the meeting leader, you can sense whether your audience is ready for the video. If so, proceed on to the Showing. If you want more information to share before proceeding, please review the Backstory section.

If you want to involve your audience more before showing the video, consider asking the following open discussion questions.

Is our sales cycle getting longer?

Is ours a complex sale?

Do you see how closing methods can advance sales through the sales cycle steps?

Unprofessional salespeople, such as peddlers, have the reputation of "putting the close" on prospects, which can be offensive. Can we learn to ask closing questions and maintain our high-quality professional approach?

Showing the ASK FOR THE ORDER Video

Before Showing ASK FOR THE ORDER

Enthusiasm Pays! It's infectious. It's contagious. Enthusiasm warms audiences - and they enjoy it! Enthusiasm builds anticipation. After you watch Ask for the Order, we believe that you will share our enthusiasm. If you want an attentive audience, infect them with your enthusiasm. Think: Eager, Passion, Fervor, Gusto, Zeal, and Zest!

Some have introduced this video with:



"This video is a great reminder of something we should do every day!"

"Salespeople have said this video changed their lives!"

"Want to know how some people dramatically increased their sales?"

"How would you like to know exactly what to say to get people to buy?"

"You're about to see proven methods of turning prospects into customers!"

"You're about to see how to get people to think - and to take action!"

"The host of this video is not an actor. Art Bauer is a seasoned salesperson!"

"For over twenty years this host, Art Bauer, owned and led the number one video training company, American Media."

Tell them what you're going to show them

Here's what you are about to see:

This video is called Ask for the Order

1. Fear of Questioning.

The video talks about why some salespeople are hesitant to ask closing questions.

It describes a way of thinking that can manage fear.

2. Why Ask Questions.

The video shows how questions require answers and answers require decisions.

3. Ways to Ask Questions.

Five ways of asking closing questions are presented.

4. When to Ask Questions.

The video gives examples of when and how to ask closing questions.

5. Practicing Questions

Viewers will be encouraged to practice, practice, and practice.

The video's host is Art Bauer, a successful salesperson and business owner who has been recruiting and training salespeople for 30 years.

This video has changed the lives of salespeople who have watched it.

Showing the ASK FOR THE ORDER Video

During the Showing of ASK FOR THE ORDER

Sometimes meeting and training leaders will pause a video so discussion can occur on the points covered. It has been our experience that audiences prefer to watch this video all the way through the first time. After showing the video, DVD users can show the Video Scenes to illustrate discussion points.

After Showing ASK FOR THE ORDER

Fielding Audience Questions

When members of your audience ask questions, these are steps that you might choose to follow:

- Clarify the question so that you understand it.
- Acknowledge the questioner for asking a good question.
- Repeat the question so everyone can hear it.
Consider posing the question to the audience before answering it yourself.
- Encourage the questioner and others by thanking the questioner for the question.

Asking Questions of Your Audience

Questioning is a powerful form of leading an audience. Following are some questions to consider using to generate active discussion and participation. It is important to assure that the discussion points are related to your business. Questions are best directed to specific individuals in your audience instead of being posed for general comment.

It's a good practice to pose questions to as many members of your audience as possible, to get them involved.

Also, when you ask a question, it is wise to wait for an answer.

Sometimes the answer from an audience member is wrong. Some presenters will restate or elaborate on the question, making it appear that the question wasn't asked well the first time. The objective of not embarrassing the person who gave a wrong answer can also be achieved by gently and tactfully prompting the individual to look for other possible answers.

When starting the question period, it's good to begin with the more outgoing individuals. These people will have little difficulty speaking up and helping 'break the ice.'

When an audience member asks a question, it's good to redirect the question to the audience. If no one volunteers, a specific person can be asked. If no one knows the answer, only then will many presenters answer the question themselves.

The following questions can be used to emphasize the learning opportunity in these five points:

1. Fear of Questioning
2. Why Ask Questions
3. Ways to Ask Questions
4. When to Ask Questions
5. Practicing Principles

Point 1. Fear of Questioning

[On the DVD, you may use Scene 1 - Fear - to illustrate this point. See page 26]

Have you experienced salespeople not asking closing questions? Tell us about your experience.

Answer

- This is a discussion question. Most everyone has had the experience. If no one volunteers, recount one of your own experiences.

What keeps some salespeople from asking for the order?

Answers

- Fear
- The fear of being turned down.
- Fear that the customer is rejecting the salesperson, usually not the salesperson's product.
- Fear of a bruised ego.

What mental attitude do you need to overcome fear?

Answer

- Tough Mindedness
- Mentally reminding yourself that:
 - You're not going to get hurt for asking for the order.
 - You're not likely to get the order if you don't ask.
 - If you don't ask, you're turning down the order yourself.
 - You don't want to defeat yourself.
 - Fear is a state of mind.
 - Your state of mind can be changed.
 - You can change your state of mind to the state that closes sales.
 - You can use tough mindedness to adopt the winning state of mind.

What did Art Bauer mean by "tough mindedness?"

Answers

- Tough mindedness means being strongly dedicated, disciplined, and determined.
- Tough mindedness means making a commitment to helping people make up their minds.
- Tough mindedness does not mean being aggressive or 'never taking no for an answer.'
- Tough mindedness isn't being overbearing, intimidating, or mean.

What are the "Three Ds" of tough mindedness?

[On the DVD, you may use Scene 2 - 3Ds - to illustrate this point. See page 26]

Answer

1. **Dedication** - Dedicated to helping customers.
2. **Discipline** - Disciplined to follow the steps proven to lead to sales.
3. **Determination** - Determined to succeed in one's sales career.

**Tough-Mindedness
Makes Sense and
Closes Sales**

**The “Three Ds” of
Tough-Mindedness:**

- 1. Dedication**
- 2. Discipline**
- 3. Determination**

What is dedication?

Answer

- Dedication is an honest commitment to your job, and a firm belief in what you're selling.

What is discipline?

Answer

- Discipline is personal commitment to tough-minded efficiency in the use of your time. And, your customer's time.

What is determination?

Answer

- Determination is persistence and your firm resolve to always ask for the order.
- Determination means - if you worked for the sale, you are going to ask for the order.
- Determination is a commitment to never mistake a customer's doubt for a refusal.
- Determination means staying with a sale:
 - To find out exactly what a "no" means. [Clarify]
 - To discover if there is a hidden objection behind this "no." [Probe]
 - To find out if this "no" only means just not right now? And why not now? [Time Objection]
 - To explore whether this "no" means that another supplier might be considered. Offer a comparison. [Source Objection]

What happens if a salesperson doesn't ask for the order?

Answer

- No sale. At most, only 2 out of 10 customers will order if you don't ask.

What percentage of your sales will you lose if you don't ask for the order?

Answer

- Why you can lose up to 80% of your sales!

What is the worst that can happen if you ask for the order?

Answer

- Sometimes, people will say no. That's all!
- You won't get assaulted.
- Your sales manager won't complain.
- Your friends won't shun you.
- You will not lose any money.

Point 2. Why Ask Questions

Why are questions so effective?

Answer

- Questions make people think and to think of an answer.
- An answer is a decision.
- Decisions lead to action.
- Action gets results - results such as sales, recognition and rewards!

Point 3. Ways to Ask Questions

[On the DVD, you may use Scene 3 - Direct Questions- to illustrate this point. See page 28]

What is a "direct approach" to asking for the order?

Answer

- To come right out and ask if one can close the sale. A direct approach question gets right to the bottom line: 'Are you going to buy?'

What is the risk with a "direct approach" question?

Answer

- The prospect may feel confronted. Or, the prospect may not be ready yet and so would have to answer "no." This could stop the sales process if the salesperson is not prepared to probe the reasons for the "no" answer.

What is an "indirect approach" to asking for the order?

Answer

- Instead of a blunt, 'are you going to buy,' an indirect approach focuses on questions related to the close: When would be a good time to deliver; would you prefer red or green; or who will you want trained on your new equipment?

List and explain the "indirect approach" questions described in the video?

Answers: (See also the page "5 Ways To Ask For The Order")

- Take It for Granted. A closing question that assumes the customer has already decided to buy. This question relieves the customer of the responsibility of actually saying, "I will buy."

[On the DVD, you may use Scene 4 - Take It For Granted - to illustrate this point. See page 28]

- Either/Or. Don't ask if the customer will buy. Instead, ask what, when, or how the customer will buy. Offer positive choices between the alternatives.

[On the DVD, you may use Scene 5 - Either/Or - to illustrate this point. See page 29]

- Step-By-Step. Break down the one closing question into many small questions.

For example: Obtain the customer's acknowledgement of satisfaction on each product feature. When all features have been covered, remind the customer that he or she was happy with each one, so it must be the right product. The natural next step is to ask for the sale.

[On the DVD, you may use Scene 6 - Step by Step - to illustrate this point. See page 31]

- Positive Negative. Makes positive use of a negative point, which the sales person knows doesn't apply to the prospect.

The Positive Negative approach should only be used when the sales person and customer have a good relationship because it employs humor. Humor can backfire.

For example:

The salesperson says, "This sports car is not the right choice if you have children."

The customer responds, "You know I don't have children."

"Then it must be the right choice for you," replies the salesperson.

[Optional: On the DVD, you may use Scene 7 - Positive/Negative - to illustrate this point. See page 32]

Point 4. When to Ask Questions

When should a closing question be asked?

Answers

- Whenever the prospect indicates agreement.
- Anytime the salesperson believes the prospect is near a decision.
- Immediately following a salesperson's summation.

What should the salesperson do after asking a closing question?

[On the DVD, you may use Scene 8 - Ask and Wait - to illustrate this point. See page 33]

Answers

- Wait for an answer, no matter how long it takes.
- Don't mistake hesitation or doubt for refusal.

Point 5. Practicing Principles

The video explains good principles. How do you put them into action?

Answers

- Knowing what to do is not enough. Everyday, you have to remind yourself of the "A B Cs" of successful selling:

A. I am dedicated to helping customers.

B. I am disciplined to follow the steps proven to lead to sales.

C. I am determined to succeed in my sales career.

Then, you have to practice, practice, practice.

How should a salesperson practice closing questions?

Answers

- Take three of the closing techniques and use them for a month, over the next 5 months.
- Discipline yourself to use a closing method in every sales situation.
- Be tough-minded: Ask for the order on every sales call.

<p>1. Ask For The Order By Art Bauer</p>	<p>2. AFTO is ... Ask For The Order!</p>
<p>Notes Based on the AFTO Program developed by Art Bauer and Jerry Manning.</p>	
<p>3. Learning Objectives Customers Want AFTO Fear Inhibits AFTO Tough Mindedness Stops Fear The 3Ds Work Questions Close Sales Direct Questions Discover Indirect Questions Guide Timing Requires Reading</p>	<p>4. Opportunity Customers Will Not AFTO Customers Expect You to AFTO AFTO Improves Selling Results</p>
<p>Notes Learning Objectives Customers Want AFTO - People want to be asked for their order Fear Inhibits AFTO - Some salespeople are afraid to ask for the order Tough Mindedness Stops Fear - Fear can be overcome with Tough Mindedness The 3Ds Work - Tough Mindedness means Dedication, Discipline, and Determination Questions Close Sales - Questions cause customer decisions and action Direct Questions Discover - By asking, you discover if the customer is ready to buy Indirect Questions Guide - Indirect questions guide customers to action Timing Requires Reading - You must read your customer well to time your questions</p>	<p>Notes Customers Want AFTO Only 20% of customers will ask for the order Customers expect to be asked to buy They assume that's what you're there for Customers want salespeople to ask for their business Asking for orders leads to more sales</p>
<p>5. Problem - Fear Some Salespeople Don't AFTO Fear Holds Them Back Fear is a State of Mind That State Can be Changed</p>	<p>6. Solution Tough Mindedness Can Overcome Is Not Overbearing or Mean Is a 3-Dimensional Approach</p>
<p>Notes If you don't ask for the order, the odds are that customers won't ask you Every salesperson knows this. So why don't all salespeople ask? Why don't they always ask for the order? The biggest reason is fear. The fear of being turned down - pride hurt Video Script: "I suppose I'm just afraid of getting turned down." "I hate to take a chance of making the customer angry and losing the sale." "If you've got a good relationship set up, you worry that you'll mess it up if you keep pounding on them to buy something." "It's hard to find a smooth way to come right out and say 'Give me an order, just like that.'" "I'm always kind of afraid of turning the customer off, really killing the relationship, if I just come right out and ask for the sale."</p>	<p>Notes You may get turned down if you ask for an order. But you won't get physically harmed, punched, or kicked. Fear is not easy to overcome. You CAN do it, just as all top professional sales people have done it. Fear exists in the mind. It's a state of mind. You have to change that state. You can change that state by adopting Tough Mindedness</p>

<p>7. Tough Mindedness The 3-Dimensional Approach to Selling</p> <p>Dedication Discipline Determination</p>	<p>8. Dedication Committing to Your Job Believing in Your Product or Service Adopting an Attitude of Serving Others Believing That You're Helping</p>
<p>Notes Tough Mindedness is the attitude that's essential to complete selling success.</p> <p>Tough-minded doesn't mean to be over-bearing or mean.</p> <p>There are three Ds that define Tough Mindedness....</p>	<p>Notes Fear exists in the mind. It's a state of mind. You have to change that state. The first step to changing your state of mind is Dedication.</p> <p>Dedication</p> <ul style="list-style-type: none"> ▶ Honestly committing yourself to your job and career ▶ Firmly believing in what you're selling ▶ Adopting the sincere conviction that you're helping your customers ▶ Believing that you are doing your customers a favor ▶ Developing the feeling that you are serving others by selling
<p>9. Discipline (Self) Training Yourself to Deliver Quality Using Proven Sales Principles Doing Your Homework Using Time Effectively</p>	<p>10. Determination Resolving to Ask for All Orders Understanding Prospects' Doubts Staying With Your Sales Accepting "No" - for Now</p>
<p>Notes The second step to changing your state of mind is Self-Discipline.</p> <p>Discipline</p> <ul style="list-style-type: none"> ▶ Training yourself to perform with quality. Do what's right. ▶ Using proven sales principles. Follow the rules. ▶ Setting and meeting goals. Set daily to annual goals, and stick to them. ▶ Doing your homework. Know your product or service, know its benefits. ▶ Researching your prospects' needs. Strive to understand your prospects. ▶ Anticipating objections. Understand the likely reasons for reluctance to decide. ▶ Using time effectively. Waste no one's time. 	<p>Notes The third step to changing your state of mind is Determination.</p> <p>Determination</p> <ul style="list-style-type: none"> ▶ Resolving to ask for the order every time you work on a sale. Harvest what you plant. ▶ Refusing to confuse reluctance (doubt) with refusal. Explore the objections. ▶ Staying with a sale. Be persistent without being annoying. ▶ Recognizing that "no" is only for now, not forever. Optimistically believing in "if not now, later."
<p>11. Ask For The Order Asking is Questioning A Question Requires an Answer An Answer Requires Deciding Deciding Is Committing to Action</p>	<p>12. Questioning Direct Questions Indirect Questions</p>
<p>Notes The acid test of Tough Mindedness IF: You've practiced Dedication, Discipline, and Determination. You've qualified the prospect. You've custom-fit the best solution. You've done quality work at each step in the sales process. Then: You've earned the order. You have an obligation to guide your customer to the correct decision. You have a duty Ask For The Order.</p> <p>If you don't ask, you risk losing the order. If you don't ask, someone else will.</p>	<p>Notes Asking for the Sale is the Sale. Asking Moves Prospects to Action.</p> <p>There are two ways to inquire - directly and indirectly.</p> <p>Direct questions let salespeople discover the customer's readiness to buy. Indirect questions allow salespeople to guide customers through the decision making process.</p> <p>Customers like individual attention. Questioning shows the customer that the salesperson is interested in the customer. Questions establish needs and customer choices.</p>

<p>13. Direct Questions Confirming - Sales Process is Concluded Readiness for Agreement</p>	<p>14. Indirect Questions Take It for Granted Either / Or Step by Step Positive / Negative</p>
<p>Notes Direct questions can help a salesperson discover whether the prospect is ready to decide.</p> <p>A direct question is an effort to bring the sales process to a close. All the steps have been taken. It's the right product or service and it meets all of the customer's needs. Directly asking is inviting the customer to confirm that the sales process has successfully finished.</p> <p>A direct question is an offer to reach an agreement. If the customer says yes, there is an agreement. Directly asking is inviting the customer to confirm that it's time to agree.</p>	<p>Notes Indirect questions allow a salesperson to guide a prospect to a decision.</p> <p>Indirect questions are less confrontational. Indirect questions let a salesperson gently probe the prospect's thinking. Indirect questions permit a salesperson to establish the details of the sale.</p> <p>Indirect questions involve less of the salesperson's ego - a "no" will not hurt. There is less fear in asking indirect questions.</p>
<p>15. Take It for Granted Assuming the Customer Will Buy Relieving the Customer's Burden Exhibiting Optimism</p>	<p>16. Either / Or Offering Alternatives Confirming Choices</p>
<p>Notes The first indirect question - Take it for Granted (that the customer will buy).</p> <p>Using take it for granted questions means that:</p> <ul style="list-style-type: none"> ▶The salesperson believes that the customer's needs have been identified. ▶The salesperson is confident that the customer's needs are being met. ▶The salesperson cannot think of any reason why the customer would not buy. <p>The salesperson assumes that the sale has been made, and acts as if. The salesperson relieves the customer of the burden of making the decision. The salesperson is exhibiting optimism that the purchase is the right decision.</p>	<p>Notes The second indirect question - decide on EITHER this sales detail OR that.</p> <p>The customer is given a positive choice between two alternatives. Both alternatives must be acceptable and meet the customer's needs.</p> <p>Examples: What will be purchased? How it will be bought? When will it be purchased?</p>

<p>17. Step by Step Review Each Feature Confirm Each Choice All Choices Confirmed</p>	<p>18. Positive / Negative Using a Negative Point Making a Positive Point</p>
<p>Notes The third indirect question - decide on each choice available. If the product or service has a number of features and options. Review each feature or option one at a time. Confirm the customer's decision on each choice. When finished, the customer has decided on all features. If all features have been selected, the sale is effectively finished.</p>	<p>Notes The fourth indirect question - putting a negative point to positive use. IF: The salesperson has a good relationship with the prospect. The salesperson knows the prospect's needs well. The salesperson knows the answer to the question. Then: It might be safe to use this question, with a touch of humor. The salesperson warns the prospect that the product or service has a negative aspect. The salesperson knows that the negative aspect is of no interest to the prospect. The salesperson is, in effect, inviting the prospect to "argue" with the salesperson. The prospect defends the product or service by emphasizing the positive aspects. The salesperson capitulates, lets the prospect win the "argument," and closes the sale.</p>

	<p>19. Timing The Wrong Time The Right Time</p>
	<p>Notes Ask For The Order</p> <p>The Wrong Time: Too Soon. Customers want a salesperson to confirm that the purchase will meet all needs. Asking for the sale before the needs are established can feel insulting to a customer. It can either mean that the salesperson is pushing the same product on everyone or the salesperson does not care about the customer's needs.</p> <p>Customer Not Ready. A salesperson should "read" a customer before asking for the order. If the customer is not enthusiastic, keeps the arms crossed, and doesn't ask questions, the customer is not ready to buy.</p> <p>The Right Time: Any Time. Any time is the right time, if the customer appears ready. If the salesperson "reads" the customer as enthusiastic and interested, sees the customer touch the product or hears positive questions about a service, then the customer appears ready. Asking for the order will confirm whether the customer is prepared to buy. Benefits. After reviewing a customer's needs and the features of the offering, the salesperson should make a statement of benefits. Whenever a statement of benefits is made, it should be followed by asking for the order.</p>
<p>20. Timing Asking for the Order and Waiting for the Answer</p>	<p>21. Practice Thinking Tough Mindedness Asking Questions</p>
<p>Notes Another aspect of timing involves what to do after asking for the order.</p> <p>It is wise to wait after asking for the order. Give the customer time to think about the answer. The more significant the decision, the more time the customer should be given. Waiting is not a game - it is not that the first person to speak will lose. It is a sign of respect and cordialness to give someone time to think over a decision. Starting to talk will interrupt the customer's thinking.</p> <p>A salesperson should "read" the customer while waiting. After waiting an appropriate length of time, the salesperson might try a follow-up question. The salesperson might probe for an objection. Possible questions include: "You seem hesitant. Are you concerned about something?" "Was it okay for me to ask you for the order?" "May I help you with your decision?"</p>	<p>Notes "Practice makes perfect!"</p> <p>Top salespeople think about dedication, discipline, and determination.</p> <p>They put into practice the qualities of Tough Minded Selling.</p> <p>They commit themselves to constantly practicing the questions that produce results.</p> <p>If you practice the AFTO fundamentals, you will enjoy selling results.</p>

Match the Questions

For the longer session, you should ask your participants to give examples of closing questions. You might ask them to give an example of each category of questions, such as Direct or Either/Or. You can also use the following examples and ask them to identify the category. The categories are not identified in their Workbook.

Let's go through the Matching Questions table in your Workbook. Ashley, what kind of question is this, "Will that be cash or charge?" (Either/Or)

Question	Category
Do you want me to write that up for you?	Direct approach
When would you want this installed?	Take It for Granted
Shall we get together with your technical people, say Friday at 10:00?	Direct approach
Which of these two samples best matches your décor?	Either/Or
If I guarantee that I can make delivery by Wednesday, can we call it a deal?	Direct approach
Since we've agreed on the features, I can have it delivered by Friday.	Take It for Granted
Would you prefer lease or purchase?	Either/Or
Who will you want trained on using this equipment?	Take It for Granted
I'm glad you like the color, now what size engine do you prefer?	Step-By-Step
This SUV protects your family, but are you sure you want to spend more for gasoline?	Positive Negative
This one is ready to go, how about putting it to work for you?	Direct Approach
Since your spouse likes red, and you like this fabric, what about this style?	Step-By-Step
I've already written this up. All you have to do is sign.	Direct Approach Take It for Granted

Role Play Exercises

Asking Practice

Following are some suggestions for characters in sales situations. Please feel free to substitute the product or service that your firm sells. The Participant's Workbook has a separate page for each of these scenarios.

Role Play 1	
Salesperson: LeRoy Jackson	Prospect: Melissa Ming
Product: Advanced Security System	Method: Step-By-Step
<p>This is your third sales call on Melissa. You directly asked for orders on the first two calls, without results. Melissa hasn't turned you down but did say, "I'll think about it" and "I haven't made up my mind yet. I need a little more time."</p> <p>You've decided to use the step-by-step method to ask for the order. You will make suggestions and get agreement on minor points, leading up to the close. Your security system has a central control panel, remote controlled cameras, a face recognition system that can identify known thieves, double security doors that people have to ring through - which can capture robbers, an automatic alarm system that will alert the police and company executives, and other features.</p>	<p>You are the CEO of a diamond distributor. Your security system is old and you are concerned about it.</p> <p>You don't like to make decisions. You have a feeling that putting off the purchase of anything, even something you need, is safer than placing an immediate order. One of your problems is that you're never quite sure of what you want.</p> <p>You don't object to a salesperson making decisions for you, actually, you welcome it, if the suggestions sound reasonable. Like many procrastinators, you're somewhat disorganized. You try to appear decisive. However, you're offended if anyone suggests that you can't make up your mind.</p>
Role Play 2	
Salesperson: Leslie Garand	Prospect: Kim Hernandez
Product: Backup Power Systems	Method: Take it for Granted
<p>You represent a major manufacturer of power generators. You call on companies, such as Kim's, that need backup power generators for multiple building and corporate campuses.</p> <p>Kim Hernandez has made it clear to you that excessive extras or service charges are offensive, regardless of Kim's initial purchase price.</p> <p>You decide to use the take it for granted approach. This means that you will have to be prepared to give a firm quote for installation and maintenance over a period of time. There cannot be any "surprises" for Kim.</p>	<p>You are your company's vice president of infrastructure. You recognize that your company is not adequately protected should the public power system fail.</p> <p>You are highly opinionated in your likes and dislikes, and probably have sound reasons for disliking certain business procedures. You indicate to the salesperson that, in the past, extra or hidden costs have cost you a great deal of money.</p> <p>Service on whatever you buy is extremely important to you. If the efficiency of what you're buying depends on costly service charges, which you have no way of anticipating, you don't want to buy.</p>

Salesperson: Pat Allan	Prospect: Hogo
Product: Aircraft Navigation System	Method: Either/Or
<p>You Are Pat Allen. Your flight navigation system produces a cockpit image that shows pilots their planes in relationship to everything around it, including other planes, the ground, towers, and wires.</p> <p>This is your first sales call on a qualified buyer, Ichiro Hogo. Hogo is an executive with an aircraft manufacturer.</p> <p>Your sales call objectives are to establish a tentative understanding on price and get permission for your engineers to meet with Hogo's engineers to work out details.</p> <p>You have just finished showing your buyer the features and benefits of your system.</p> <p>You are so sure of the value of your product that you expect to sell it at a premium price. Your price can be between \$12,000 and \$20,000 for the complete package of peripherals, guaranteed delivery dates, good credit terms, and other options.</p> <p>You plan to use either/or questions and you are prepared to offer Hogo a choice of: peripherals; delivery dates; payment methods, or other options.</p>	<p>You are Hogo, an executive with an aircraft manufacturer. You and others in your company have read about the new aircraft system developed by Pat Allen's company.</p> <p>People in your company are very interested in using the new system in your next line of planes. You're reluctant to express a lot of enthusiasm because you want to negotiate for a low price.</p> <p>Pat has just finished showing you the features and benefits of the new system. You understand everything he said. You also know a benefit that Pat doesn't - your company can make a lot of money with this new system in your next line of planes. But you want to keep the purchase price low. You are hoping to keep the price under \$15,000. Yet you also want to get started on this project as soon as possible.</p>

Winning Video Points
▶ Overcome Fear of Closing
▶ Ask Effective Questions
▶ Try Proven Approaches
▶ Choose When To Close
▶ Practice Closing Skills

Post Meeting Ideas

Ways to remind a sales force that asking for the order is crucial.

Idea #1. AFTO (Ask For The Order) Club

Each salesperson who signs a statement that he or she has asked for the order on every sales presentation for one month becomes a Junior member of the AFTO Club. In the first subsequent month where the junior member exceeds quota, the salesperson becomes a Senior AFTO Club member. Each senior member receives a suitable trophy or award.

Idea #2. Ask For It

The "Ask For It" sales contest can run from three to six months. Management creates a list of rewards, divided into three sections according to value. Each salesperson reviews the list and selects his or her most desired item from each section.

There are three winners in this "ask and you shall receive" contest. The salesperson who asks for the order and gets it most often during the contest period wins first place. The first place winner gets his or her previous pick from the highest value section. The second place winner gets the second section pick, and the third winner receives the third section prize.

Idea #3. AFTO Report

At a sales meeting, invite each salesperson to report on how they used one of the four indirect approaches and got an order. The best (true) story wins an award. Either judges or the audience determines the winner.

Idea #4. Truth or Fiction

Choose a group of four or five contestants. The meeting leader makes a statement to each contestant in turn. The statement, which may be true or false, can be about the company's offerings or about Ask for the Order methods. The contestant hearing the statement must answer "truth" or "fiction." Correct answers count 10 points and incorrect answers deduct 20 points. The first contestant to reach 100 points wins a prize.

Example statements: Tough minded means getting tough with a prospect (Fiction); asking and begging for an order are the same (Fiction); if a prospect smiles about a feature, I should ask for the order (Truth); our company's delivery is faster than competitor X (?); "no" always means "not now" (Fiction); you can lose up to 90% of your orders if you don't ask (Fiction); questions lead to action (Truth); "what color do you like?" is an either/or question (Fiction); "And do you like this finish?" is a step-by-step question (Truth); and "would you like that gift wrapped?" is take it for granted question (Truth).

Idea #5. No-AFTO Hobo

A person in a hobo or ragged costume walks in and out of the sales meeting, with this sign on his or her back: "I Never Asked for the Order."

Scenes From The Video

The DVD contains scenes cut from the video that can be used to illustrate your sales training. The following scenes can be used to emphasize your points during your meeting. The basic question is whether any one method will work well in your company.

Scene 1. Fear. Shows a salesman who is reluctant to AFTO. Then shows a saleswoman asking the same customer for the order.

Discussion questions:

Why did the salesman not ask?

Why was the saleswoman not afraid to AFTO?

How does a salesperson deal with fear?

Scene 2. 3Ds. Shows the introduction of the 3Ds, a three dimensional approach to selling.

Script:

Narrator

Here's what it is. It's a total 3 dimensional approach to selling. And the three D's that go into it are Dedication, Discipline, and Determination. Tough-mindedness begins with number one, dedication. An honest commitment to your job; a firm belief in what you're selling.

Hospital Salesperson

I know this will do everything you want it to do for you. I give you my personal assurance on that, over and above our basic guarantee.

Narrator

Dedication is the sincere conviction that you're being a real help to a customer, doing customers a favor when you're asking them to buy. It's a feeling that only by selling, can you serve. Now that's dedication. The second dimension is Discipline, self-discipline. Training yourself to do your job the way you know it should be done. Following the proven sales principles you know will pay off. Discipline means setting clear goals for yourself, and meeting those goals, whatever it takes in study, preparation and time. It's doing your homework, researching your prospects needs and problems in advance, anticipating any objections. It's laying the groundwork for every sales call.

Hospital Salesperson

I've talked with Sam and two other people from your IT department. We've spent quite a bit of time on this in the last few months, and feel an answer can be worked out.

Narrator

Discipline produces tough-minded efficiency in the use of time, the refusal to waste either your own or your customer's time. That's discipline, the second dimension in tough-minded selling.

The third factor is determination. Determination, the firm resolve never to let a sale you've worked for go unasked for.

Hospital salesperson

I think you've indicated what you need and what you want. So, can we wrap this up this afternoon?

Narrator

And it's determination that prevents you from taking a quick no for an answer.

Hospital customer

No I don't think so, not right now.

Narrator

Determination. Not to mistake a customer's doubt for refusal.

Hospital Salesperson

You still have some reservations.

Hospital Customer

Well ... yes.

Hospital Salesperson

Well, Mr. Lavaso, can you tell me just what it is that's bothering you? Is it price?

Hospital Customer

No, not exactly, though it is a lot of money.

Hospital Salesperson

Can you give me some specifics?

Hospital Customer

Well there are a number of cost factors, including the price.

Hospital Salesperson

Well, let's look at all the cost factors, not just the price alone.

Narrator

It takes determination to stay with a sale. To recognize that the word no, may mean no for now, not no forever.

Time has passed and numbers have been crunched. Alicia has taken her coat off.

Hospital Salesperson

So all these numbers add up and you're actually saving money, Now can we figure on delivering next month?

Narrator

Dedication, discipline, determination, these are the three factors of tough-mindedness in a salesperson.

Discussion questions:

- What does dedication mean in our company?
- What are some examples of discipline?
- How can we be determined without irritating our customer?
- How can we use the 3Ds to sell our product/service?

Scene 3. Direct Question. Shows salespeople asking direct questions.

Script:

Hospital Salesperson
Of course we still need to meet with your CFO, will you give us your approval on that meeting date?

Information Technology Salesperson
Can we install it for you right away?

Airflite Salesperson
Shall we get together with your technical people, say Friday at 10:30?

Discussion questions:

- Given our marketing strategy and quality of customers, should we ask direct questions?
- How should we pose direct questions in our company?
- How could we reduce the potential impression of appearing pushy?
- How do you "read" a customer to decide if a direct question is appropriate?
- Should you ask the direct question if you've just summarized our benefits?

Scene 4. Indirect "take it for granted" Question. Shows the "take it for granted" method of indirect questioning.

Before playing this scene, the meeting leader might say or paraphrase the following. These paragraphs were stated by the narrator on the video but were removed for this excerpt.

The direct approach will get you a quick decision, but in some situations that's a little too abrupt, a little too blunt. So, you may want to take the indirect approach. There are basically four good ways to do this. First, there's the take it for granted technique.

It's effective with customers who don't like to commit themselves, who don't give you a clear-cut indication whether they're ready to buy.

Script:

Salesperson

As you know the trends are all in this direction. Do you like it?

Customer

Well of course, styling isn't all we're looking for. Our customers are very much quality oriented.

Narrator

Notice he's not committing himself.

Salesperson

I understand, that's why I'm so sure this line will sell. The extra strength, the inner construction of this line... just take a look for example in this drawer. This is made of

Salesperson

... Exactly what your customers demand, and will pay for, right?

Customer

We have to stay competitive; we have to justify our prices.

Narrator

Still no commitment

Salesperson

Of course, and with this line you can do it, on the basis of style, comfort and durability. All around quality.

Narrator

So, with no commitment. But with no objection either, she's going to take it for granted he's decided to buy. Her closing question actually relieves him of the responsibility of saying, "I'm sold."

Salesperson

As long as we're agreed on those features, will you tell me the quantities you'll need in these models?

Customer

Yes...I think we'll mainly concentrate on these lines.

Discussion questions:

Given our marketing strategy and quality of customers, should we use the "take it for granted" approach?

How can we use "take it for granted" approach in our company?

How could we reduce the potential impression of appearing pushy?

Is a "take it for granted" approach risky for us?

Under what condition can we use the "take it for granted" approach?

Can we write our own script for indirect questions like this?

Scene 5. Indirect "Either/Or" Question. Shows a salesperson posing an "either/or" question.

Script:

College Salesperson

So, for all of these reasons, I feel this equipment will best fill the needs of this college, I hope the board agrees. Now are there any other questions?

Customer

I got one. Why do we need any new equipment right now? I say...

College Salesperson

Of course that's a decision you have to make. Miss. Chalmers feels the old system is unsatisfactory.

Customer Jenkins

I'm still not convinced. Get the old equipment fixed if it doesn't work right.

College Salesperson

Well, as I say, Mr. Jenkins that's up to you and the board, but if it's a matter of the financing...

College Salesperson

In other words, would you want this equipment on a lease agreement basis or would you purchase it outright, in order to get this special institutional discount?

Customer Taylor

I'd say buy it if we can get the discount.

Customer Duran

There's no point in leasing, we've got the money in the budget, why not?

Customer Jenkins

Wait a minute, we didn't decide if this would be feasible.

Discussion questions:

How does this method apply in our business?

What is the "either" and the "or?"

What are the typical solutions that we can come up with that can present an "either/or?"

Can we handle price issue with the "either/or" approach? (Bundling or unbundling products and services, for example)

Scene 6. Indirect "Step by Step" Question. Shows the use of the "step by step" approach.

Script:

Customer Sam
I just want to pick the right hotel.
Looks at Customer Troy.

Salesperson Joyce
Now, as we said in our last meeting, it's a big decision. But while you're thinking about it, tell me, do you think this set-up should be theatre or classroom style?

Customer Sam
(Looking at Troy)
Well... 310 people, they gotta write.... I'd say, classroom style. Right?

Customer Troy
Ya, you're right.

Salesperson Joyce
That will work well. OK, what about food?

Salesperson Joyce
We've talked about buffet style or served at the table? Which do you feel would work best?

Customer Sam
...Served at the table, I guess.

Salesperson Joyce
That fits the kind of meeting you're having.

Salesperson Joyce
So, the next decision is how many rooms do you want blocked out?

Customer Sam
Well...at least 270, we're going to have a lot of people from out of town.

Salesperson Joyce
I'll lock that in then.

Customer Sam
OK.

Salesperson Joyce
With as many rooms as you're getting we can comp you with either the large presidential suite, or two regular suites.

Customer Sam
Well, I guess the presidential suite.

Salesperson Joyce
And how about your breakout rooms...the size and setup?

Discussion questions:

What are the minor questions that we can get answers to before we get to asking for the order?

What are minor "closes" that we can use?

Scene 7. Optional. Indirect "Positive/Negative" Question. This is an optional scene for use in sales training, due to the high risk involved in attempting to use humor.

Comment: The "Positive/Negative" question can only be used if our company and our salesperson are perceived as highly ethical. And we must have a good relationship with our customer.

Script:

Near or in an aircraft.

Salesperson Cutter

We've known each other for a long time, and you know that fractional jet ownership is used by a lot of pro golfers. And you know this is a whole lotta airplane, Colby. By the way did I tell you this plane received the highest rating in the industry?

Customer Colby

Ya, you told me that, and I know it's a lot of plane. I just wonder if I can stand the price.

Salesperson Cutter

You get what you pay for, you know that.

Customer Colby

Well, I'm going to have to give this a lot more thought.

Salesperson Cutter

Oh, there is one more thing, and I want be completely candid about this. Fractional ownership is great for people using it 25 hours or more a year. And it would be great to get around on tour, but it's awfully expensive at less than 25 hours.

Salesperson Cutter

So, my point is, are you sure you'll be using this at least 25 hours a year Jack?

Customer Colby

Are you crazy, of course. You oughta know that! I travel on 18 tours a year... If this plane is a good as you say...

Salesperson Cutter

(smiles) So then, isn't this the aircraft for you Jack?

Customer Colby

(smiles) Maybe so, you bum.

Discussion questions:

Under what circumstances would you use this approach?

Does this risky approach fit our marketing identity and strategy?

When would one of our customers feel that we are using high-pressure tactics if we use this approach?

Scene 8. Ask and Wait. Shows a salesperson asking a question and then patiently waiting for an answer.

Script:

Salesperson Rex

Proven performance, less down time ... and that's about the story. This one is all serviced and ready to go, how about putting it on the job for you.

Narrator (Voiceover)

If you don't wait for an answer, you've wasted a chance to close.

Salesperson Rex

Eh, ...say why don't you climb up on the operator's seat; try it for comfort.

Narrator (Voiceover)

And that chance to close is gone. Let's go back to that same situation. Proven performance, less down time: that's about the whole story.

Salesperson Rex

This one's all serviced and ready to go, how about putting it on the job for you?

Narrator (Voiceover)

This is how to make a closing question work.

He waits and waits ... (24 seconds) Customer jumps down off the unit and slowly walks over and says-

Customer Josh

Okay, you just made yourself a sale.

Discussion questions:

Does this approach fit our marketing mix and strategy?

For our product, how long should we wait?

Do we agree with the video that waiting does get a positive response?

When can we wait too long?

If we wait and get a "no," what's our next step?

The AFTO Program Backstory

Selling Fundamentals

Art Bauer says that he produced this video because understanding AFTO is essential for a salesperson's career success. He wants everyone to learn that AFTO opens doors for those who understand it and practice it.

Today, success requires more preparing, planning, and acting. The long sales processes mean that effective preparation is required at more steps. Preparing includes learning the product or service, building relationship skills, and striving for self-improvement. Preparing also includes adopting the right attitude. The attitude of selling success is Tough Mindedness.

Art Bauer attributes much of his success to Tough Mindedness. He has personally enjoyed the benefits of applying this concept on a daily basis. Art knows that Tough Mindedness will boost anyone's career. He wants to share with everyone this winning attitude.

Art consulted with Jerry Manning about the contents of his new video. Jerry continuously researches the selling profession for his international best selling textbook, *Selling Today*. Art and Jerry reviewed how the practice of selling has evolved fast over the past 25 years. It is good that sales training has evolved with the increasing sophistication of customers. Buyers want more from salespeople than ever. If they are going to pay commissions, buyers expect the salespeople to add value. A buyer wants a consultant, a partner, and a salesperson who cares. Sales training has kept up with these evolving expectations of customers. However, something about recent developments in the sales profession is of concern to Art and Jerry. Their concern is that as training advances, the fundamentals are being overlooked.

Any worthwhile endeavor, such as sports, relationships, or selling, requires an obsession with fundamentals. The greatest musicians practice their fundamentals daily. The business that strays from its fundamentals is rapidly punished.

Research shows that learning how to ask for a sale is the critical fundamental of the selling profession. Asking is selling. Yet asking is not simple. The effective salesperson must understand the dynamics at play with both actors - the seller and the buyer. The salesperson should acknowledge and deal with fear. The salesperson needs to observe the customer carefully in order to ask appropriate questions at appropriate times.

Asking for the order properly is a skill that can be learned. And like most important human skills, it can be learned by watching others do it and by practicing the art. That is why Art Bauer created more than a video to show how to ask, he's created a program that shows, explains, produces effective practicing, and reminds. His back to basics program gives salespeople the tools they need to experience and internalize their key career fundamental: Asking for their orders.

Biographies

The AFTO Program is a creation of Art Bauer and Jerry Manning. These two experts on the process and profession of selling have created a system designed to remind viewers about the immutable value of continuously reviewing and practicing professional fundamentals.

Art (Arthur R.) Bauer

Art Bauer's extensive background and years of experience in the fields of training, motivation, and video production have made him a well-known leader and respected figure in the training industry and sales profession.

Art Bauer founded, managed, and provided the guiding inspiration for American Media Incorporated, the world's largest training resource company of its kind.

Before forming American Media, Bauer served as vice president of one of the nation's leading management consulting firms, Batten Batten Hudson and Swab. A Film & Television university graduate, Art launched that firm's successful Creative Media Division.

The producer and director of more than 800 training films and videos, Art is the winner of numerous prestigious national and international awards, a double-nominee as Entrepreneur of the Year by the Ernst and Young accounting firm, and the leader of American Media while it earned more than 125 awards and honors.

An in-demand consultant and popular speaker, organizations on four continents have turned to Art to lead their seminars on management, selling, and motivation. Art's publications include books on television production and customer relations, along with the inspirational and motivational book, **7 Seconds!** Art is also the creator of a series of audio recordings on management and selling.

Art's many readers, viewers, and listeners have benefited from his proven formula for learning: $E+I=C$. Emotion plus Information equals Communication. Art involves his audiences emotionally while delivering valuable information, insuring their long lasting recall of lessons learned.

After guiding his American Media Company through a rewarding acquisition, Art founded a new company, EIC Incorporated, to produce and distribute quality training products. His first project was the long anticipated video, **The Story of the New One Minute Manager.**

Now, Art has teamed with Jerry Manning to create Ask For The Order (AFTO™). AFTO, a complete training package, focuses on the fundamentals of guiding people through the decision making process.



Biographies

Jerry (Gerald L.) Manning

Jerry Manning's textbook, ***Selling Today***, is used by more people to teach selling than any other book in the world.

Instructors in educational and commercial organizations rely on Jerry's book to introduce their students and salespeople to the modern profession of selling. Available in several languages, including Chinese and Spanish, Jerry's book is the international best seller. Ranked number 1 for 18 years, ***Selling Today*** sets the ISO standard for certifications in sales and marketing from the International Standards Organization.

In addition to the ninth edition of his book, ***Selling Today: Creating Customer Value***, Jerry is the author of three other books on marketing and management, published by publishers McGraw-Hill and Prentice Hall. Jerry served for twenty years as the Marketing Department chairman of his state's largest community college, winning recognition as one of the school's "Outstanding Instructor" awards.

Jerry is a popular keynote speaker, effective business consultant, and an advanced thinker. He is often called on by national sales and marketing firms to provide important advice and information about the trends and developments that deliver results. A popular speaker at national sales and marketing conferences, Jerry's thirty-year-old active consulting practice specializes in revenue line management.

Although Jerry's clients include many successful small and large businesses, he also serves his community. He serves as the lead marketing consultant to Small Business Development Centers, as the president of a large homeowners association, on the board of the Youth Homes of Mid America and has served as a city councilman, mayor pro tem, director of a metropolitan transit authority, and many other boards.

Jack Linge

Jack Linge, who prepared much of the written material for the AFTO Program, has for 30 years been producing documents that influence and persuade, for his wide array of political, governmental, business, and personal clients. Jack wrote a companion book to ***Selling Today***, Jerry Manning's popular text. Jack's book, ***Selling Today: Technology*** (Prentice-Hall, 3rd Edition), is an introduction to electronic tools for salespeople, that emphasizes customer relationship management (CRM) software as a critical business resource.

Since 1987, Jack has been providing business planning and consulting services to new business ventures, focusing on growth strategies and information technology. Jack, who holds a Juris Doctor degree, has served as an adjunct college and university instructor, teaching courses in selling, marketing, entrepreneurship, management, and finance. He has also launched and sold a number of technology-based companies.

Notes



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