

*“Quit Whining and Start SELLING!* can be your key to selling success! Kelly has developed a practical, logical sales system, which he teaches in a clearly understandable, progressive and comprehensive manner. The information is sound and workable; the format is easy to use in either self-instruction or as course content. This book can accelerate your sales career; the question, as Kelly asks, is ‘Do you have the desire and the discipline to seize the opportunity of a lifetime?’”

— **Tom Ziglar**

Proud son of Zig Ziglar

“With so many sales books in the market, it's almost impossible to say something new. In *Quit Whining and Start SELLING!*, Kelly Riggs has done the impossible. The advice in his book is compelling, valuable, and no-nonsense. The section on sales presentations alone is worth far more than you'll pay for this book. Don't hesitate. Pick up this book now—and read it!”

— **Michael McLaughlin**

Author of *Winning the Professional Services Sale*  
and founder of Mindshare Consulting, LLC

*“Quit Whining and Start SELLING!* is not only the most comprehensive book on B2B complex selling I've ever read, it's a spot-on fun read that captured me from the first paragraph through the final chapter. Why? Because Kelly tells so many great stories throughout the book to illustrate the important points he wants you to absorb. I can't urge you enough to order it today! This is an invaluable resource that could change your life. If you become the salesperson Kelly Riggs wants you to be, it just might turn out to be the best investment you'll ever make for your sales career.”

— **Robert Terson**

Author of *Selling Fearlessly: A Master Salesperson's  
Secrets for the One-Call-Close Salesperson*

“What a great book! I started reading and couldn't stop. *Quit Whining and Start SELLING!* will be required reading for our Business Development staff. Kelly gets to the meat of what makes sales work. His focus on the sales process, pursuing high-value opportunities, and how to meet the real needs of the customer is compelling. The book is packed with great reference material, and the planning and execution guidance makes the path to success easy to follow. As Kelly points out, you have to ‘earn the right to do business with the prospect.’ Follow this book, and you will succeed.”

— **Michael Cote**

Executive VP and Chief Development Officer at Lane Construction

“*Quit Whining and Start SELLING!* is a significant contribution to the art and science of professional consultative selling. I’ve written many books and college text books on selling, and unlike most of the books in this space that merely create noise, Kelly gets it. He has lived it and has powerful models that can accelerate your performance immediately. Chapters 5 and 6 are must-reads in my opinion; they nail the foundation for why most people I have seen over the past 25 years fail to achieve greatness. Get this book and read it from cover to cover. Make *Quit Whining and Start SELLING!* required reading for every professional salesperson you know!”

— **Dr. Jeffrey Magee**, PDM, CSP, CMC

Author of more than twenty books (including four best sellers),  
and publisher of *Professional Performance Magazine*

“Let’s be frank, being successful in sales is about mastering the basics and working with discipline. That’s what Kelly challenges you to do. He builds you a roadmap and teaches you the skills you need to drive big success. You’ll learn new habits and uncover new ideas for being better at what you do. Stop waiting to get lucky—start crushing it.”

— **Dan Waldschmidt**

Business strategist, popular speaker, and author of *Edgy Conversations*,  
identified by *The Wall Street Journal* as one of the  
Top 7 sales blogs on the Internet

“I thoroughly enjoyed *Quit Whining and Start SELLING!* It is a book you can use as your personal sales coach. Sales greatness comes from working harder and working smarter. The first is up to you; *Quit Whining and Start SELLING!* will help with the second. It has the right combination of personal experience, excellent stories, and solid research. I personally learned a lot from this book; trust me, so will you.”

— **Jack Malcolm**

President of Falcon Performance Group and author of *Strategic Sales Presentations*  
and *Bottom Line Selling: The Sales Professional’s Guide to Improving Customer Profits*

“*Quit Whining and Start SELLING!* is a different book on selling. There is no fluff in this book. Readers need to pay attention to the fast pace of the book or they will miss the wisdom on every page. It’s a practical textbook that gives salespeople concrete concepts with real world examples that demonstrate how the concepts should work—or what happens when they are not followed. Study it carefully and become the sales professional your customers want to partner with.”

— **Jeff Robillard**

Director of U.S. Sales, Acumed

“One of the things I've always enjoyed in my interactions with Kelly—through his speaking, consulting and writing—is his no-nonsense approach to sales and management. There's not a lot of coddling involved; just challenges and common sense. *Quit Whining and Start SELLING!* is a testament to this approach. It contains plenty of high-level discussion on the conceptual aspects of selling, but it also contains ideas that you can implement—TODAY. Real, practical, usable ideas. Kelly tells compelling stories and you'll find yourself identifying with the good and the bad in all of them. This book will make you think, help you learn, and challenge you to grow. I dare you to read it and not come away inspired.”

— **Brad Thurman**, PE, FSMPS, CPSM

Principal and Chief Marketing Officer, Wallace Engineering,  
and 2013 President of Society for Marketing Professional Services (SMPS)

“I am so excited about this book. Kelly is one of those people who come into your life and you are better as a result. His experience and expertise in sales is so broad it allows him to transform individuals, teams, and companies. *Quit Whining and Start SELLING!* is the blueprint for that transformation. His philosophy that 'Everyone Sells' has changed my perspective on my own business, and, ultimately, altered the course of my company forever. This book will, no doubt, change your career if you are fortunate enough to read it.”

— **Teri Aulph**

Author, speaker, and consultant to Fortune 500 companies



# **QUIT WHINING AND START SELLING!**

*A Step-by-Step Guide to a Hall of Fame Career in Sales*

**KELLY S. RIGGS**

1-on-1 Publishing, Inc.

© 2013 Kelly S. Riggs

All rights reserved.

No part of this publication may be used or reproduced in any manner whatsoever without written permission by the author except in the case of brief quotations embodied in critical articles or reviews.

For information, please contact:

Vmax Performance Group

104 N. 67th Street

Broken Arrow, OK 74014

[www.vmaxpg.com](http://www.vmaxpg.com)

*Transforming potential into performance.*™

Cover design by Melinda R. Prescott

Cover photo by Don Kreutzweiser

Edited by LeAnn H. Gerst

Printed in the United States of America.

First edition 2013.

ISBN-13: 978-0-9845245-0-1 (print)

ISBN-13: 978-0-9845245-1-8 (e-book)

[www.1on1selling.com](http://www.1on1selling.com)

[kelly@vmaxpg.com](mailto:kelly@vmaxpg.com)



## ACKNOWLEDGMENTS

---

The product you are holding in your hands would have never happened without Robert Terson, a sales champion whose greatest talent is not his ability to close a sale (which is considerable), but his capacity to make a person feel like a million bucks. Thank you, Bob, for your insight, your coaching, and your encouragement. Your prodding and suggestions are what helped me turn this book into something worth reading. I wish you the very best in your “second” career!

Also, my sincere thanks to LeAnn Gerst for her diligence in the editing process, and to Melinda Prescott for her outstanding design work on the cover. You guys make it look so easy!

I am blessed to have three wonderfully talented kids, all of whom directly influenced the writing of this book. I am particularly thankful for my son, Robby, who has become my first choice for testing out new thoughts and ideas. More importantly, as a successful consultant in his own right, he has now become an inspiration for many of those ideas.

Most of all, I offer my love and gratitude to my wife and best friend of 32 years, Rhonda Riggs. Your faith and support has never wavered.





# CONTENTS

---

<b>Foreword</b>	xv
<b>Introduction</b>	1
<b>Part I: Getting Started</b>	
Ch. 1: The Opportunity of a Lifetime	7
Ch. 2: The Value of Five More Hits	11
Ch. 3: Lose the Whining	15
Ch. 4: The First Three Steps of Your Journey	19
<b>Part II: What Are You Selling?</b>	
Ch. 5: The Better Mousetrap Theory	27
Ch. 6: “Why Should I Buy From You?”	31
Ch. 7: The Illusion of Great Quality and Excellent Service	37
Ch. 8: Who is Selling Whom?	41
Ch. 9: The Problem With ‘Lowest Price’	45
Ch. 10: Painting by Numbers	49
<b>Part III: The 1-on-1 Selling™ Process</b>	
Ch. 11: The Foundation of Consistent Sales Performance	57
Ch. 12: The Right Place at the Right Time	63
<b>Part IV: Planning</b>	
Ch. 13: Plan to Win	71
Ch. 14: Pareto—A Salesperson’s Best Friend	75
Ch. 15: The Real Value of KEY Accounts	79
Ch. 16: TARGETS of Opportunity	83
Ch. 17: The Devil is in the Details	89
<b>Part V: Discovery</b>	
Ch. 18: The Art of the Interview	97
Ch. 19: Is Your Customer Qualified?	103
Ch. 20: Managing Your First Impression	109
Ch. 21: The Initial Sales Call	113
Ch. 22: Skip the Interrogation	119
Ch. 23: A Successful Sale Starts with a Conversation	123
Ch. 24: Filling in the Blanks	129
Ch. 25: No Credibility, No Sale	133
Ch. 26: Hidden Treasure	137
Ch. 27: You Feel Me?	141
Ch. 28: The Hazards of Change	145
Ch. 29: Your First Closing Attempt	149

## **Part VI: Presentation**

Ch. 30: Ready. Fire! (Aim.)	157
Ch. 31: The Classic Credibility Blunder	161
Ch. 32: And Here's the Pitch	165
Ch. 33: No Points for Style	171
Ch. 34: Dead Money	175
Ch. 35: Make It 'Sticky'	181
Ch. 36: Create an Impression	187
Ch. 37: Reaching the Finish Line	193
Ch. 38: No Place Like Home	197

## **Part VII: Delivery**

Ch. 39: Deliver the Goods	205
Ch. 40: Leverage Your Success	211

## **Part VIII: Success Habits**

Ch. 41: Personal Marketing	221
Ch. 42: Avoiding Elevators	227
Ch. 43: Talent is Overrated	231
Ch. 44: From Here to There	235
Ch. 45: The House Edge	243
Ch. 46: Are You a Professional Visitor?	247
Ch. 47: What is a Relationship Worth?	251

## **Part IX: The Road Ahead**

Ch. 48: The Potential for Greatness	259
-------------------------------------	-----

<b>Chapter Notes</b>	263
----------------------	-----

<b>About the Author</b>	273
-------------------------	-----

PART II

**WHAT ARE YOU SELLING?**



## THE BETTER MOUSETRAP THEORY

“If a man has good corn or wood, or boards, or pigs, to sell, or can make better chairs or knives, crucibles or church organs than anybody else, you will find a broad hard-beaten road to his house, though it be in the woods.”

— *Ralph Waldo Emerson*

“If all you’re trying to do is essentially the same thing as your rivals, then it’s unlikely that you’ll be very successful.”

— *Michael Porter*

**SEVERAL YEARS AGO** I went to work for a start-up company that had developed a revolutionary new product in the hearing industry. From a sales perspective, it was a dream opportunity. The product was unique and easily differentiated from the competition, but, most importantly, it had that “wow” factor; when patients tried it for the first time, that was usually the first word out of their mouths.

Imagine someone whose hearing has begun to falter—the words they miss, the conversations they don’t hear. At first it’s just frustrating, but over time, hearing loss leads to social isolation and a compromised quality of life.

Then imagine that hearing loss being restored. Not just the ability to hear words again, but the ability to hear the full spectrum of sound. Harmony. Nuance. Like adding color to a black-and-white photograph. Like listening to a scratchy, incomplete AM radio signal and suddenly switching over to a full, dynamic stereo sound reproduction on the FM dial.

The sound quality of this product was nothing short of amazing.

You would think the product would sell itself. Unfortunately, the reality of selling is that a better mousetrap doesn’t necessarily ensure

## Quit Whining and Start SELLING!

a sale. This, of course, is exactly why you need salespeople—to overcome obstacles.

Over lunch one day, the company's owners and I were discussing sales strategy. Actually, I was mostly listening. The owners were expressing their, uh...concern. Despite excellent revenue growth, they were quite troubled that sales weren't increasing as quickly as they thought they should. They reminded me over and over again that we sold the very best product in the industry.

They thought customers should be lining up to give us their money and they wanted to know what we were doing wrong.

Actually, they wanted to know what the National Sales Manager was doing wrong. That was me. And they wanted to know what the salespeople were doing wrong, as I was responsible for them. They wanted to know if we were making enough calls. They wanted to know *how many* calls we were making. Their logic was pretty straightforward—more calls equals more sales. We obviously weren't working hard enough.

Midway through the conversation I stopped them and asked what they thought we were selling to our customers. I wanted to know how they would answer the customer's question, "Why should I buy from you?" I hoped to demonstrate that a number of factors weigh into a customer's buying decision, factors that included much more than just the product itself. Factors that needed to be addressed and had nothing to do with the number of calls we were making.

One of the two owners answered immediately. "That's easy," he said. "We have the finest product on the market and every single patient will benefit from using it." I acknowledged my complete agreement, but I persisted: "Be more specific. As a company, what exactly are we trying to sell to our customers? What is our competitive advantage in the marketplace?"

He gave me that 'Are-you-really-that-dense?' look; the one you get when you've crossed over from mildly annoying to unreasonably senseless. "Our product," he said with pronounced emphasis, "is better than anything out there. That's what we're selling."

“Here is the challenge,” I responded. “There are at least a dozen other companies out there saying exactly the same thing, and every single one of those companies has a marketing budget far greater than ours. Their message is far louder than ours and they have far more credibility in the marketplace. Customers aren’t going to throw their doors open to us and completely change their business practices just because we claim we have the best product in the marketplace.”

And they didn’t. Despite two years of excellent growth, the company didn’t come close to reaching its sales potential. Why? Because our customers wanted more than the claim of a superior product. They wanted the support that other vendors were willing to provide but the owners were unwilling to concede. They wanted to bypass some of the company’s policies that made it difficult for them to do business with us. And, most importantly, they needed help in making the adjustment to a completely different style of hearing instrument.

The owners, very bright and capable men, never seemed to come to terms with the fact that customers don’t simply make buying decisions based on product performance. Even when a company enjoys a distinct product advantage—which we most definitely did—it still has to gain traction with the customer. Credibility has to be established and the customer’s trust has to be earned.

In other words, customers need a very good reason to change years of buying habits, especially if you’re asking them to move away from something that is already working. Customers will often forego a superior solution for that reason alone—because the change itself represents too much of a challenge. Change can be difficult and is often quite costly—transitioning inventory, reconfiguring business processes, retraining employees, and so on. Unfortunately, we were brand new in the industry and, for the most part, unknown and untested. We had to negotiate our way past a number of hurdles that had absolutely nothing to do with the performance of the product.

The lesson here is simple: there are many reasons for changing products or vendors, but there are plenty of reasons for not making a change. A better mousetrap simply does not ensure that customers

Quit Whining and Start SELLING!

will beat a path to your door (with all due respect to Ralph Waldo Emerson).

**1-on-1 Principle™**

Customers need compelling reasons to make a change.  
A great product is critical, but it is often not enough.



## “Why Should I Buy From You?”

“I find it useful to remember, everyone lives by selling something.”

— **Robert Louis Stevenson**

“If you stay in the shadow of your larger competitors and never establish your 'differentness', you will always be weak.”

— **Jack Trout**

**“WHY SHOULD I BUY FROM YOU?”** Customers may come right out and ask you that question, or they may not, but make no mistake, the question is implied. In your initial meeting, the customer flips over an imaginary five-minute sand timer and the silent dialogue begins:

Give me a reason to listen.

Give me a reason to invest my valuable time in further conversation.

Give me a reason to consider you as a solution.

If time runs out and you haven't captured the customer's imagination, the window on that opportunity slams shut. It is the answer to this one question that is critical in allowing you to gain shelf space in your customer's mind.

Explaining to a customer why they should buy from you is the process of differentiating you and your company in the mind of the customer. It is absolutely critical to your success in selling. Joan Magretta, author of *Understanding Michael Porter: The Essential Guide to Competition and Strategy*, explains:

## Quit Whining and Start SELLING!

The key to competitive success—for businesses and nonprofits alike—lies in an organization’s ability to create unique value. Porter’s prescription: aim to be unique, not best. Creating value, not beating rivals, is at the heart of competition.

Rephrased: If you want to compete successfully, you have to create value in the mind of your customer. Look or sound like everyone else and you are doomed to failure. That being said, it should be self-evident that your primary objective is to understand what you are *really* selling.

What is it that will compel customers to do business with you?

## HOW DO YOU COMPETE WITH UPS?

Rick Jones is the CEO of Lone Star Overnight, a regional player in the logistics industry. Jones assumed leadership of the company in 2010 after three years as the chief operating officer, and his mission was very simple—return the company to profitability.

There was, however, a minor hurdle to contend with. Well, actually, there were two hurdles: UPS and FedEx. Not exactly the easiest problem to solve on the first day. How do you compete with not one, but two 500-pound gorillas? After all, playground bullies have the capacity to bully for a reason. They are bigger and badder than all the other kids.

But Jones had some insight into a possible solution. The answer, he believed, was to create a niche in the market, to discover an issue or a problem that a smaller, more flexible company like Lone Star Overnight could solve, and, in doing so, create a competitive advantage. He found the answer by doing something simple—he talked to his customers.

Mr. Jones, who spent his formative years in management at U.P.S., looked closely at customer feedback and had an aha moment when he noticed a pattern in the compliments his company received. Lone Star’s small-to-medium-sized busi-

ness customers appreciated responsiveness, a willingness to accept responsibility for actions and fix problems quickly. Customers also liked the flexibility of drivers who were willing to wait for packages or pick up lab samples at 3 a.m. They also said they liked that Lone Star drivers and staff were friendly.

(Mueller, *You're the Boss*, April 26, 2012)

Jones seized that information and set out to differentiate Lone Star Overnight from his bigger rivals. It would require a remodeling of the company's culture, but it would provide the differentiation Lone Star needed. Indeed, it was the company culture that would prove to be the differentiation: Be responsive. Be flexible. Be friendly. Make it a good day for the customer.

Not exactly mind-boggling, but that is the point. A competitive advantage doesn't have to stem from a revolutionary new product or service, or exist because of the company's size, market share, or history. It might—but it doesn't have to.

Of course, it's one thing to find an answer, but it's a completely different thing to rebuild your company's culture. But he did.

And it worked.

Imagine the choice a salesperson could pose to a potential shipping customer:

“Yes, you can use UPS or FedEx. You know what you get with them—big companies, plenty of resources. However, if you want to work with a company that will respond immediately, on your schedule, and make it a better day for your staff when they arrive, we are a great fit for your company. Take XYZ Company, for example. Like most companies, they used UPS and FedEx, but they needed someone that would pick up packages at midnight. That's our strong suit.”

Here's the key: once a clear difference has been created in the mind of the customer, the customer can make a determination if that

## Quit Whining and Start SELLING!

difference is worth pursuing. Notice that the “difference” is not a comparison of prices. Price will certainly enter the discussion at some point, but not as a direct comparison upon which to make a decision—a necessity in helping you defend your margins.

## FINDING YOUR NICHE

So, your first objective is to identify your competitive advantage(s) in the marketplace, a compelling reason for doing business with you. Your competitive advantage is something of value that cannot be obtained elsewhere. Presenting a unique competitive advantage, especially one that specifically addresses a need you discover, is a critical step in giving you the opportunity to win more sales.

To identify your company’s competitive advantage, start with the following questions, and then complete the three exercises below:

What are we known for?

Why do our best customers buy from us?

Are we recognized as an authority in any sector?

What do we do that is uniquely different than our competitors?

Have we been first at something?

What can we do that no one else can do?

What innovations have we provided?

What do we do that is better, faster, or less expensive than everyone else?

## EXERCISES

### 1. Research your company.

What have you accomplished that is unique? What benefits can a customer expect from your company that are not readily available

elsewhere? What credentials do you have that represent a clear and unique advantage over your competitors? If at all possible, quantify these items (more on this in Chapter 10).

## **2. Look carefully at your products and services.**

What value do your products or services bring to your customers that cannot be readily duplicated by your competitors? Can you quantify how much money can be made or saved by using your products? Do your engineers, designers, technicians, or installers have experience or certifications that others do not have? Do you have a recognized expert in your company that provides capabilities that the competition cannot match?

## **3. Talk to your best customers.**

Ask your customers why they prefer your company and/or products. Find out what they are buying from you and see if you can quantify it: Are you more convenient? How so? Are your service solutions more effective? What impact has it had on their productivity or profitability?

The truth is that differentiation is possible despite your size or market position. Unless your company is treading water until the end comes, you almost certainly have, or can create, one or more competitive advantages.

But let me offer a word of caution: the first thought most companies have about their “advantage” is to buy into the idea that they are “the best” or have better products or do things better than everyone else. If you start down this road, it will almost certainly keep you from finding meaningful competitive advantages, the things that truly matter to your customers.

Look deep into your company’s capabilities, its performance history, and its customer base to find one or more distinctions that can genuinely separate your company from the pack. Things like your company’s legacy, your work in the community, specialized services or delivery, your service model, recognized technical superiority, the

## Quit Whining and Start SELLING!

ease of doing business with your company—any or all of these things may potentially create a competitive advantage for you.

### **1-on-1 Principle™**

A competitive advantage is a direct and compelling answer to the question of why a customer should choose you instead of a competitor.

## THE ILLUSION OF GREAT QUALITY AND EXCELLENT SERVICE

“Competing to be the best leads inevitably to a destructive, zero-sum competition that no one can win. As offerings converge, gain for one becomes loss for the other. This is the very essence of “zero sum.”  
I win only if you lose.  
— *Joan Magretta*

“Given a choice—and in most industries today buyers have choices—customers rarely tolerate producers that are not focused on their interests.”  
— *John P. Kotter*

**“WHY SHOULD I BUY FROM YOU?”** As I mentioned in Chapter 6, your customer may or may not come right out and ask this question, but rest assured, it is a critical concern. And most salespeople blunder when they answer.

Badly.

Here’s what I mean: ask any salesperson why you should buy from him and you will get very predictable answers:

“We have great quality products.”

“We have the best customer service in the industry.”

“We’re the best...the leader in the industry...No. 1...  
blah, blah, blah.”

Dress it up any way you want, these are the top three answers in a landslide. I know because I ask. Every time I work with a group of salespeople, I ask, “Why should I buy from you?” I go around the room and get answers. And I get the same answers, over and over:

## Quit Whining and Start SELLING!

“Our solutions are technically superior to our competitors.”

“We are dedicated to exceeding our customer’s expectations.”

“We provide the best service available.”

Great quality. Top-notch service. Superior solutions. Commitment to excellence. Exceeding customer expectations. Blah, blah, blah.

A few years ago, I had the opportunity to hear Terri Langhans speak. She is the former CEO of a national advertising agency and has over 20 years of experience in marketing. She now serves as an independent marketing consultant and the name of her company is—seriously—Blah Blah Blah, Inc.\* She puts her finger right on this critical sales problem in her excellent book, *The 7 Marketing Mistakes Every Business Makes*:

A lot of people I work with pound their fists and righteously proclaim how different, better, faster, experienced, specialized and/or affordable their products and services are. They think that quality, service and value sets their business apart. A lot of them also think the Statue of Liberty is in New York. Wrong on both counts. Quality, service and value get you in the game; they don’t make you unique. And the Statue of Liberty is technically located in New Jersey.

Get the picture? Even if you do have great quality and great service (which some of your customers may be willing to debate), it doesn’t do you a bit of good to say so in such a generic way. The reason is simple—all of your competitors are saying exactly the same thing.

Great quality? Might be true. Doesn’t really matter.

Actually, it would matter if you presented the evidence in a compelling way. However, in offering up such generic claims, you have done two things, both of which are bad for you. First, you have sent the message that you are just like your competitors. You sound like



them, make the same baseless claims, and generally fail to differentiate yourself in any meaningful way.

Second, because you are no different than your competitors (in the customer's perception), you have created the best possible scenario for the customer: they get to choose from three (or more) acceptable vendors who will all provide exactly what they need. The only thing left to negotiate is price.

Congratulations. You get to give away margin in order to win a deal.

## **WHAT IS YOUR CUSTOMER BUYING?**

The fault lies generally with the way companies train their salespeople. The vast majority of corporate sales training revolves around product knowledge, technical training, and administrative procedures—processing orders, filing expense reports, replenishing marketing materials, things like that. Sure, understanding the features of your product, learning how to demonstrate the product, and absorbing all the details of how to deliver, implement, and install the product is important, but most corporate training stops just short of adequately preparing a salesperson to truly compete.

True, the product training you receive will allow you to explain the actual product or service, and it is likely that your product or services provide some differentiation that may create some distance from your competitors. However, customers are rarely buying just a product or service. They are also buying:

- A business relationship
- Availability
- Delivery
- Implementation
- Training
- Service and support
- Financial terms

## Quit Whining and Start SELLING!

Perhaps, most importantly, they are buying a sufficient reason to make a change; in some cases, a considerable change. Buyers risk criticism, embarrassment, and potential loss by making a change in products. So, in a sea of competitors, the most important question to answer is, why should a customer buy from you?

The truth is, the vast majority of companies fail miserably in preparing a salesperson to answer that one very simple question. There are plenty of companies selling the products or services you are selling, so why should a customer buy from you? Why should the customer change?

But wait! You told your customer how much better your product was and showed your customer all the great features they get from you that they can't get from your competitor's product, right? Sorry. Although product differentiation may occasionally win you a sale, the reality is that your 'my-feature-is-better-than-your-feature' sales presentation simply reinforces the notion that you are not any different than your competitor. Your competitors typically do exactly the same thing, scoring points with the product features YOU don't have.

The result? Your customer gets to decide how much to pay for which features. When the customer finally decides which product they want, they simply use the competitors' prices to negotiate a better deal. After all, each of you has great quality, top-notch service, and is dedicated to exceeding their expectations.

So, let's try again. Why should I buy from you?

### **1-on-1 Principle™**

Customers expect excellent quality and customer service, so generic claims about either of these do nothing to distinguish you from your competitors.

\*For more information about Terri Langhans, Certified Speaking Professional and Chief of Everything at Blah Blah Blah, visit <http://www.blahblahblah.us>.

## WHO IS SELLING WHOM?

“Any change, even a change for the better, is always accompanied by drawbacks and discomforts.”

— **Arnold Bennett**

“For the seller, selling based on price is like heroin. The short-term gain is fantastic, but the more you do it, the harder it becomes to kick the habit.”

— **Simon Sinek**

**SOME YEARS AGO**, I managed a number of very capable and talented inside sales professionals in a start-up venture. One salesperson, in particular, was very good. He had an easygoing manner about him and customers really enjoyed hearing from him. He was thorough, professional, and responsive. His only downfall was that his customers were often better at selling *him* than he was at selling them.

Day after day, potential customers overwhelmed him with price objections, and with enough time he began to empathize with their plight. Business was tough, they said. It’s tough to compete, they said. You just don’t understand, they said—to use your products, we simply **MUST** get a lower price.

And he believed them.

Don’t get me wrong—I know how tough it is out there. I know you get beat up every single day on price. After months of that, you tend to forget that customers need many of the things you offer, but you may not have figured out how to create value for those things. In the meantime, your customer turns out to be a better salesperson than you.

With little understanding of the complexities of creating real value for the prospect, lazy salespeople quickly discover that, to win a sale, the only significant negotiation tool they have is the ability to give away the company’s money—in other words, to lower prices.

## Quit Whining and Start SELLING!

Why? Because a prospect will have little interest in paying a premium price for an undifferentiated product that appears to be nothing more or less than what a competitor is offering.

That is great news for your prospects, by the way. If all the solutions are similar, all they have to do is create a bidding war and wait for the lower price to emerge.

Of course, this problem gets worse—much worse—when the economy goes south. There are fewer opportunities and more people willing to cut prices to get business. Even solid salespeople who should know better can be guilty of giving up and giving in just to win a deal. The reasoning is that a thinner margin is better than no margin.

Which, of course, is to completely miss the point.

Clearly, there are times when a company will make the determination that lowering prices is in the company's best interest, but that should be a strategic decision, not a tactical one made by a desperate salesperson who has completely failed to give the company a chance to get full value.

But, let's get to the bottom line. In most cases, salespeople become convinced they must lower prices. Their excuses are consistent and predictable: The poor economy has created a buyer's market. The competition is lowering prices ("We're not competitive."). Buyers are slashing their budgets. If you are a business owner or a sales manager, you have heard it all before:

"You don't understand. They can get the same product down the street for 20 percent less."

"I didn't have a choice. I had to make a decision. There are three other vendors right behind me willing to make that deal."

"Customers just won't pay our price in this economy. They don't have to."

The truth is, buyers are always looking for a better deal. Every business owner is looking to save a buck, so their initial response is likely to question your price and ask for a discount. Frankly, it is the rare buyer who won't claim your price is too high, or suggest that your competition has a better deal, or ask you to sweeten your offer, even when he has already made up his mind to go ahead with the purchase. The worst part is that most salespeople will lower their prices simply because a prospect claims their prices are too high.

Savvy buyers use the same negotiation tactics in just about every transaction:

“That is a lot more than I want to spend.”

“You'll have to do better than that.”

“I appreciate it, but I can get that same product for less money.”

“I really like your product—it's just what I'm looking for—but your competitor offered me the same deal for 10% less.”

“You know, if you can take 10% off that price, I can make this happen right now.”

But why is this a big surprise? Isn't this exactly what buyers are supposed to do? Aren't buyers going to try to negotiate a better deal?

Pay attention, because this is truly important: in most every sales call, there are usually two sales presentations going on—the one in which you are selling a solution and a second one in which the buyer is selling you on lowering your price.

The question is, who is selling whom?

Quit Whining and Start SELLING!

**1-on-1 Principle™**

In most transactions the prospect is selling just as hard as you—for lower prices, better terms of sale, and several other considerations.

### INTRODUCTION

- Daniel H. Pink, *To Sell is Human: The Surprising Truth About Moving Others* (Riverhead Books, 2012).

### CHAPTER 1

- The quote from Chris Gardner at the beginning of the chapter was taken from of an interview with Chris Gardner conducted by Geoffrey James (BNET, December 22, 2009). Retrieved from <http://blogs.bnet.com/salesmachine/?p=7249&tag=col1;post-7249>
- The details of Chris Gardner's life were assimilated from various newspaper articles and personal interviews as well as his autobiography, *The Pursuit of Happyness* (Harper Collins, 2006). A biographical film of the same name features Will Smith as Gardner, and Smith's real-life son, Jaden, as Chris Jr. (Columbia Pictures Corporation, Relativity Media, Overbrook Entertainment, 2006).
- Gardner eventually bought his own red Ferrari from basketball legend Michael Jordan. His vanity license plate reads "NOT MJ."

### CHAPTER 2

- To win the Triple Crown in Major League Baseball is to finish the season as the leader in three statistical categories: home runs, batting average, and runs batted in (RBIs). Thirteen MLB players have won the Triple Crown, the most recent being Carl Yastrzemski of the Boston Red Sox, in 1967. Rogers Hornsby won the award twice, in 1922 and 1925, playing for the St. Louis Cardinals.

## Quit Whining and Start SELLING!

- Both quotes about Ted Williams were taken from “His Desire Made Wish Come True,” by Bob Ryan, *Boston.com (The Boston Globe)*, July 5, 2002. Retrieved from [http://www.boston.com/sports/redsox/williams/stories/his\\_desire\\_made\\_wish\\_come\\_true.shtml](http://www.boston.com/sports/redsox/williams/stories/his_desire_made_wish_come_true.shtml)

## CHAPTER 3

- NBC, *The Biggest Loser* (2004). Created by Dave Broome, Mark Koops, and Benjamin Silverman. The show is produced by 25/7 Productions, and distributed by NBC Universal Television Distribution.
- In Season 9 of *The Biggest Loser*, contestant Michael Ventrella lost a record 264 pounds, 50.19 percent of his original body weight of 526 pounds. In losing 239 pounds, Danny lost 55.58 percent of his original bodyweight, a record that still stands.
- Danny Cahill, *Lose Your Quit: Achieving Success One Step at a Time* (Harrison House, 2013).

## CHAPTER 4

- H.R. Chally Group research results taken from the *H.R. Chally World Class Sales Excellence Research Report*, by Howard Stevens and Sally Stevens (2007).

## CHAPTER 6

- Joan Magretta, *Understanding Michael Porter: the Essential Guide to Competition and Strategy* (Harvard Business Press Books, 2011).
- M.P. Mueller, “How Do You Compete with FedEx and U.P.S?,” *You’re the Boss* (a *New York Times* blog), April 26, 2012. Retrieved from <http://boss.blogs.nytimes.com/2012/04/26/how-do-you-compete-with-fedex-and-ups/>



## CHAPTER 7

- Quote taken from *The 7 Marketing Mistakes Every Business Makes*, by Terri Langhans (Blah Blah Blah Publishing, 2003). For more information, visit <http://www.blahblahblah.us>.

## CHAPTER 10

- Information about The Flintco Companies taken from the corporate website ([www.flinto.com](http://www.flinto.com)), numerous industry sources, and the author's personal interview with CEO Tom Maxwell.

## CHAPTER 11

- Lengthy quote regarding Dan Witkowski's ordeal taken from "Back from the Brink," by Elaine Porterfield, *Pacific Northwest: The Seattle Times Magazine*, January 9, 2005. Retrieved from <http://seattletimes.nwsourc.com/pacificnw/2005/0109/cover.html>.
- Dan Witkowski quote take from "Dan Witkowski: Survivor. The loss of lower legs won't stop him," by Pat Muir, *Daily Record*, March 13, 2004. Retrieved from [http://dailyrecordnews.com/news/article\\_b245de68-5f21-591f-a5f0-f434224b305c.html](http://dailyrecordnews.com/news/article_b245de68-5f21-591f-a5f0-f434224b305c.html)
- According to [TraditionalMountaineering.org](http://www.traditionalmountaineering.org), the Four Basic Responsibilities of the Backcountry Traveler are (1) to tell a reliable person where you are going, what you are going to do and when you will return; (2) to be prepared with a light weight daypack and enough extra clothing, water, food and selected gear to survive an emergency stop of several hours or overnight; (3) to have a topographic map of the area and an inexpensive GPS that provides your coordinates; and (4) to carry your common digital cell phone and periodically learn where you can contact any cell towers. Retrieved from <http://www.traditionalmountaineering.org/Basic.htm>

## Quit Whining and Start SELLING!

- According to [Traditionalmountaineering.org](http://www.traditionalmountaineering.org), The Ten Essentials include a map, compass, sunglasses and sunscreen, extra food and water, extra clothes, headlamp or flashlight, first aid kit, fire starter, matches and knife. Retrieved from <http://www.traditionalmountaineering.org/Essentials.htm>

## CHAPTER 13

- Quotation taken from *Higher: A Historic Race to the Sky and the Making of a City*, by Neal Bascomb (Broadway, 2004).

## CHAPTER 14

- The terms “KEY” and “TARGET” (see Chapter 16) are excerpted from a model used at The Center for Sales Strategy, Inc. ([www.csscenter.com](http://www.csscenter.com)) called the *Account List Management System*. I have used the 80/20 rule as a sales tool throughout most of my career, both as a salesperson and sales manager, and I found that the CSS model provides an excellent nomenclature for account stratification that fits perfectly with my sales approach.

## CHAPTER 16

- The idea of the “Hedgehog Concept” is taken from *Good to Great: Why Some Companies Make the Leap...and Others Don't*, by Jim Collins (New York: Harper Collins, 2001), p. 98.

## CHAPTER 17

- Quotation from Don Rainey taken from his January 2010 blog post, “The Top 5 Rookie Mistakes in Pitching VC's.” Don is a general partner with Grotech Ventures, which has over \$1 billion under management. Retrieved from: [http://startups.typepad.com/my\\_weblog/2010/01/the-top-5-rookie-mistakes-in-pitching-vcs.html](http://startups.typepad.com/my_weblog/2010/01/the-top-5-rookie-mistakes-in-pitching-vcs.html)

## CHAPTER 18

- *A Few Good Men* (1992). Written by Aaron Sorkin. Directed by Rob Reiner. Castle Rock Entertainment. Columbia Pictures. Script excerpt available at Internet Movie Script Database (IMSDb). Retrieved from <http://www.imsdb.com/scripts/A-Few-Good-Men.html>

## CHAPTER 23

- Quote from John “Grizz” Deal taken from “On the Road With a Supersalesman,” by David H. Freedman, *Inc.*, April 1, 2010. Retrieved from: <http://www.inc.com/mag-azine/20100401/on-the-road-with-a-supersalesman.html>

## CHAPTER 24

- Quotes from Michael McLaughlin taken from “When Sales Questions Fail You,” The Guerilla Consultant Newsletter, August 2009. To learn more about Michael and the services offered by Mindshare Consulting, visit [www.mindshareconsulting.com](http://www.mindshareconsulting.com).

## CHAPTER 25

- Quote from *Seinfeld* taken from Episode 167, “The Dealership.” Created by Larry David and Jerry Seinfeld. Produced by Shapiro/West Productions in association with Castle Rock Entertainment. Distributed (since 2002) by Sony Pictures Television.
- Quote taken from “Baldwin Resigns as USOC President,” by Alan Abrahamson, *Los Angeles Times*, May 25, 2002.

## CHAPTER 26

- Information and quotes from Jim Koch taken from “How Sam Adams Founder Jim Koch is Helping Entrepreneurs Brew the

## Quit Whining and Start SELLING!

American Dream,” by Shawn Parr, *Fast Company*, February 24, 2012.

- Main quote from Jim Koch taken from “The View from the Field,” *Harvard Business Review*, July-August 2012, p. 103.

## CHAPTER 27

- Quote from USC head coach Lane Kiffin taken from “USC's Matt Barkley shows his loyalty by returning for senior year,” by Greg Logan, *Newsday*, September 6, 2012. Retrieved from <http://www.newsday.com/sports/college/college-football/usc-s-matt-barkley-shows-his-loyalty-by-returning-for-senior-year-1.3960819>.
- Zig Ziglar quotation taken from his book *Ziglar on Selling: The Ultimate Handbook for the Complete Sales Professional* (Thomas Nelson, 1991), p. 96.

## CHAPTER 30

- Quote taken from “The Millenials Are Coming,” *CBSNews*, February 11, 2009. Retrieved from [http://www.cbsnews.com/2100-18560\\_1623475200.html?pageNum=3&tag=contentMain;contentBody](http://www.cbsnews.com/2100-18560_1623475200.html?pageNum=3&tag=contentMain;contentBody)
- Quote from John “Grizz” Deal taken from “On the Road With a Supersalesman,” by David H. Freedman, *Inc.*, April 1, 2010. Retrieved from: <http://www.inc.com/mag-azine/20100401/on-the-road-with-a-supersalesman.html>

## CHAPTER 32

- Quote from Kevin Allen taken from “Win the Pitch: Tips from MasterCard’s ‘Priceless’ Pitchman,” *Harvard Business Review*, May 8, 2012. Retrieved from [http://blogs.hbr.org/cs/2012/05/mastering\\_the\\_art\\_of\\_the\\_pitch.html](http://blogs.hbr.org/cs/2012/05/mastering_the_art_of_the_pitch.html)

## CHAPTER 34

- Elisabeth Bumiller, “We Have Met the Enemy and He is PowerPoint,” *New York Times*, April 26, 2010. Retrieved from <http://www.nytimes.com/2010/04/27/world/27powerpoint.html>
- Read Seth Godin’s blog post, “Really Bad PowerPoint,” at [http://sethgodin.typepad.com/seths\\_blog/2007/01/really\\_bad\\_powe.html](http://sethgodin.typepad.com/seths_blog/2007/01/really_bad_powe.html). Download a PDF of the presentation at [www.sethgodin.com/freeprize/reallybad-1.pdf](http://www.sethgodin.com/freeprize/reallybad-1.pdf)
- Garr Reynolds, *Presentation Zen: Simple Ideas on Presentation Design and Delivery* (New Riders, 2008).
- Cliff Atkinson, *Beyond Bullet Points* (Microsoft Press, 2005).

## CHAPTER 35

- Quotes from Chip and Dan Heath taken from their book *Made to Stick: Why Some Ideas Survive and Others Die* (Random House, 2007), p. 234.

## CHAPTER 36

- Quotes from Jack Malcolm taken from his book *Strategic Sales Presentations* (Booktrope Editions, 2012).
- Quotes from Peter Gruber taken from his book *Tell to Win: Connect, Persuade, and Triumph with the Power of Story* (Crown Publishing Group, 2011), pp. 21-22.

## CHAPTER 38

- ESPN Films 30-for-30, “*There’s No Place Like Home*,” directed by Maura Mandt and Josh Swade. First aired October 16, 2012 on ESPN.

## CHAPTER 39

- The two quotations in italics are taken from the movie *Caddyshack* (Orion Pictures, 1980). Directed by Harold Ramis.

## CHAPTER 40

- Information on ‘sales effectiveness’ taken from *Achieve Sales Excellence: The 7 Customer Rules for Becoming the New Sales Professional*, by Howard Stevens and Theodore Kinni’s (Platinum Press, 2006).

## CHAPTER 41

- “Raving Fans” is the brainchild of the late Ken Blanchard ([www.kenblanchard.com](http://www.kenblanchard.com)). He wrote an international best seller about creating legendary customer service entitled *Raving Fans: A Revolutionary Approach to Customer Service* (HarperCollins, 1993).
- Robert B. Cialdini is Regents’ Professor Emeritus of Psychology and Marketing at Arizona State University, and author of *Influence: The Psychology of Persuasion* (Quill, Revised Edition 1993).

## CHAPTER 43

- Nick Saban coached the LSU Tigers to an NCAA national championship in 2003.
- Quote about Nick Saban taken from “Leadership Lessons from Nick Saban,” by Brian O’Keefe, *CNN Money*, September 7, 2012.
- Quotation taken from *Talent is Overrated: What Really Separates World-Class Performers from Everybody Else*, by Geoff Colvin (Portfolio Trade, 2010), p. 42.

## CHAPTER 44

- Quotation taken from *Getting Things Done: The Art of Stress-Free Productivity*, by David Allen (Penguin Books, 2002), pp. 61-62

## CHAPTER 45

- Zig Ziglar has presented the “day-before-vacation-attitude” in hundreds of live presentations, in a number audio and video recordings, and in his book *Over the Top* (Thomas Nelson, Inc., 1997).

## CHAPTER 46

- Information about Snapchat and the quote from Evan Spiegel taken from “A Growing App Lets You See It, Then You Don’t,” by Jenna Wortham, *New York Times*, February 8, 2013. Retrieved from [http://www.nytimes.com/2013/02/09/technology/snapchat-a-growing-app-lets-you-see-it-then-you-dont.html?nl=todaysheadlines&emc=edit\\_ee\\_20130209&\\_r=0](http://www.nytimes.com/2013/02/09/technology/snapchat-a-growing-app-lets-you-see-it-then-you-dont.html?nl=todaysheadlines&emc=edit_ee_20130209&_r=0)

## CHAPTER 48

- Information regarding Wilma Rudolph taken from the book *Wilma Rudolph*, by Amy Ruth (Lerner Publications, 1999), and from a *Biography.com* article retrieved from <http://www.biography.com/people/wilma-rudolph-9466552>.





**KELLY RIGGS** is an author, speaker, and business performance coach for executives and companies throughout the United States, and he is widely recognized as a powerful speaker and dynamic trainer in the fields of leadership, sales development, and strategic planning. He is also a former two-time national Salesperson-of-the-Year with over two decades of sales management and sales training experience, including the development of two corporate sales training programs in two different industries.

Kelly's first book, *1-on-1 Management: What Every Great Manager Knows That You Don't*, was released in 2008. To obtain a copy, visit [www.1on1Management.com](http://www.1on1Management.com).

.....

To inquire about Kelly speaking at your association or corporate event, or training or coaching your sales team, email him at [kelly@vmaxpg.com](mailto:kelly@vmaxpg.com).

**Vmax Performance Group**  
*Transforming potential into performance.*<sup>™</sup>  
[www.vmaxpg.com](http://www.vmaxpg.com)

### **Social Media:**

Website: [www.1on1selling.com](http://www.1on1selling.com)

Twitter: [@kellyriggs](https://twitter.com/kellyriggs)

LinkedIn: <http://www.linkedin.com/in/kriggs>

Facebook: <http://www.facebook.com/VMaxPG>

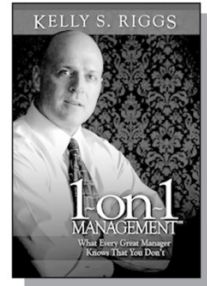
YouTube: <http://www.youtube.com/user/kellysriggs>

ALSO AVAILABLE FROM

KELLY S. RIGGS

# 1-on-1 Management®

## What Every Great Manager Knows That You Don't



Years of research have proven a direct link between employee engagement and the critical metrics managers care about—productivity, profitability, safety, customer satisfaction, and more. Further, it is now clear that managers play the single most important role in determining the level of employee engagement.

Developed from twenty years of management experience, *1-on-1 Management*® is a step-by-step approach to effective management that creates real and lasting results. Learn how to create an environment that engages employees and establishes a lasting trust between managers and employees—the first step in the creation of a high-performance team.

This book is for managers at every level, including sales managers, and will help you to:

- significantly improve your communication skills using the *1-on-1 Meeting*™;
- dramatically impact employee engagement and change the workplace culture;
- improve your ability to effectively manage performance;
- learn the coaching skills that will help you transform employee potential into real performance.

To order the book, or download the first three chapters at no charge, visit:

**[www.1on1management.com](http://www.1on1management.com)**

*1-on-1 Management*® is a registered trademark.