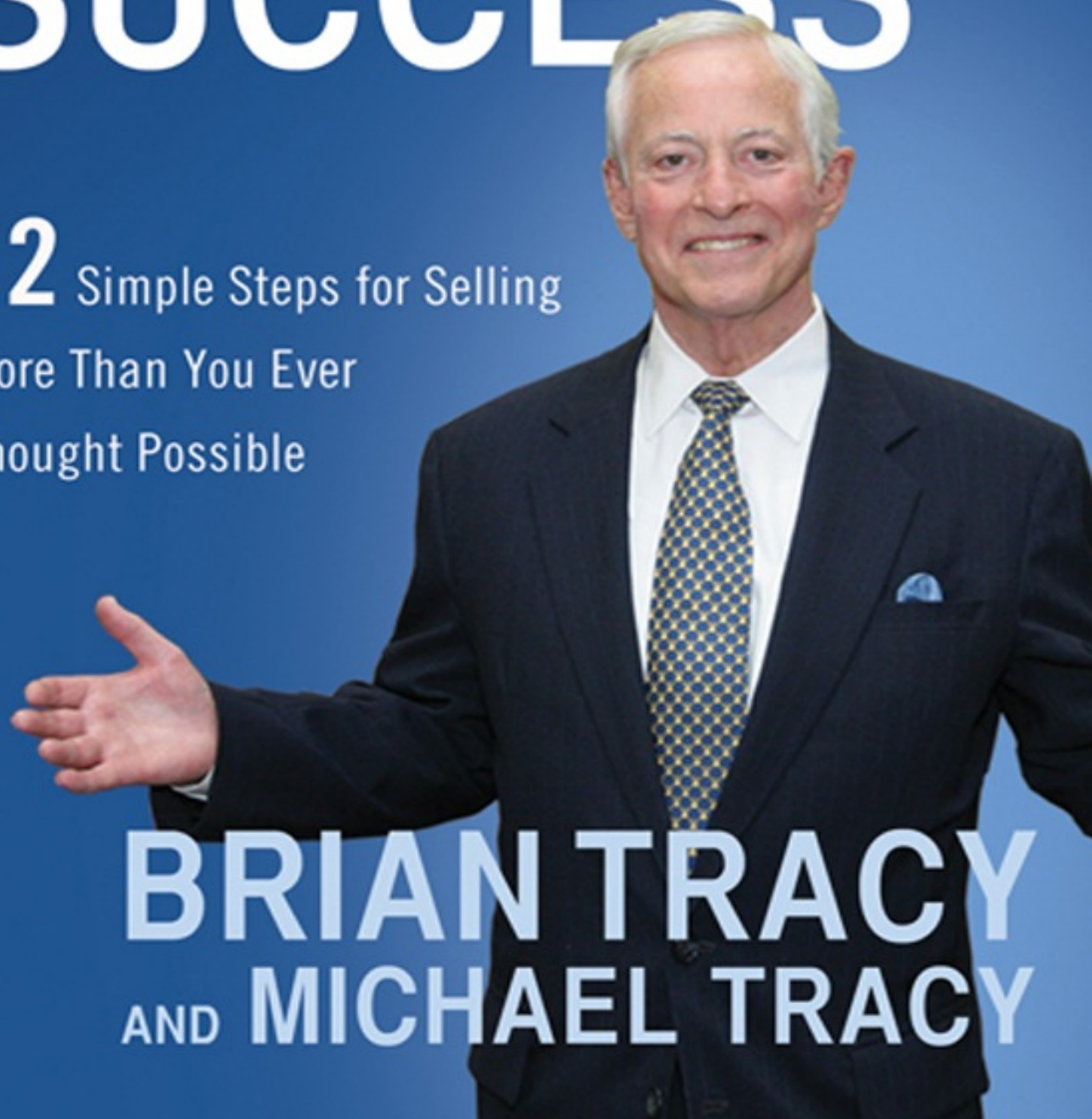


UNLIMITED SALES SUCCESS

12 Simple Steps for Selling
More Than You Ever
Thought Possible



BRIAN TRACY
AND **MICHAEL TRACY**

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12 SIMPLE STEPS FOR SELLING MORE THAN YOU EVER THOUGHT
POSSIBLE

BRIAN TRACY

AND

MICHAEL TRACY

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INTRODUCTION

THE NEW REALITIES OF SELLING

Your present circumstances don't determine where you can go; they merely determine where you start.

—Nido Qubein

WELCOME TO THE new world of selling! More people are going to make more money and enjoy greater financial success in the months and years ahead in the profession of selling than ever before. Fully 5 percent of self-made millionaires are salespeople who started at the bottom, became very good in their field, earned high incomes, and became wealthy. And what hundreds of thousands, even millions, of other people have done, you can do as well. You just need to learn how.

My son Michael and I have condensed into this book everything we have learned from our experience selling millions of dollars of products and services. Everything in these pages is time-tested, proven, and practical, and designed to help you make faster and easier sales in any market.

When I began my sales career, I knew nothing of the skills and techniques you are about to learn. I did not graduate from high school. I worked at laboring jobs for several years. When I could no longer find a laboring job, in desperation, I got into straight commission sales, cold-calling one office after another in the daytime and houses and apartments in the evenings.

I got the three-part sales training program that is common worldwide: “Here are your cards, here are your brochures, there's the door.”

If I didn't sell, I didn't eat. I got up every morning at six and was waiting in the parking lot when people came to work at eight o'clock. My sales results were terrible. I was making just enough sales to eat and to pay for a small room in a boardinghouse. I had holes in my shoes, empty pockets, and no future.

A Life-Changing Event

Then I did something that changed my life. I went to the top salesman in our office, a man a few years older than me who was selling ten times as much as anyone else. And he wasn't even working very hard! He always had a pocketful of money. He went to nice restaurants and nightclubs. He drove a new car and lived in a beautiful apartment.

I took a deep breath and went up to him and asked him outright, “What are you doing differently? How is it that you are making so many more sales than me, or anyone else?”

He looked at me with surprise and then said, “Well, if you want some help, show me your sales presentation and I will critique it for you.”

Now, I admitted that I had heard there was such a thing as a “sales

presentation.” But it was like the far side of the moon, something I had never actually seen in reality. I told the top salesman that when I called on customers, I simply said whatever fell out of my mouth.

He said, “No. No. No. Selling is a profession. It is both a science and an art. It follows a logical, orderly process from the first step through to the closing of the sale and the satisfied customer. Let me give you an example of a sales presentation.”

He then sat me down and asked me questions, commenting as he went along, exactly as if I were a prospective customer for our product. Instead of talking continually, as I did when I got in front of a prospect, he asked questions in a logical sequence, leading from the general to the particular, from qualifying me as a prospect through to closing the sale. It was different from anything I had ever experienced.

From that day forward, instead of talking continually, I asked better questions of my potential customers and listened closely to their answers. And my customers reacted to me differently. And I started to make sales, and then more and more sales. I began reading books on selling and listening to audio programs. I began attending every sales seminar I could find. And each time I learned and applied something new, my sales went up, and up, and up. Within a year, I was earning ten times as much income. My whole life changed forever.

What I discovered was the oldest of laws: the Law of Cause and Effect. This law says that for every effect in your life, there is a cause, or a series of causes. If there is any effect that you would like to have in your life, find others who have already achieved that outcome and then do the same things that they did to get there.

In my sales seminars, I often start off by asking, “How many people here would like to double their income in the next year or so?”

Every hand in the room goes up. I then explain that if you want to double your income, it is not that difficult. You simply identify some people who are earning twice as much as you—and who, by definition, at one time were earning half as much as you are today—and then you find out what they did to get from where they were to where they are today. Then, if you do the same things that other successful people do, you soon get the same results. It is not a miracle. It is not a matter of luck. It is simply a matter of law—the Law of Cause and Effect.

Selling in the Markets of Today and Tomorrow

Since that day in my early twenties, when I first learned how to make more sales, I have started, built, managed, or turned around twenty-two companies. I have recruited, trained, managed, and personally motivated hundreds of salespeople in different sales organizations. I have personally trained more

than 2 million salespeople in sixty-one countries around the world. Many thousands of my graduates have gone from rags to riches, from the bottom to the top. Many have become millionaires and multimillionaires, actually ending up owning the companies that they were working for when they started using the ideas that you will learn in this book.

The good news is that sales success is quite predictable. When you do what other successful people do, you will soon get the same results that they do.

The first step is to understand the most important factors that determine sales success or failure in today's market. It seems that in every market, selling every product and service, in every industry, there are salespeople who continue to grow and prosper in sales, earning a wonderful living for themselves and providing well for their families.

How do they do it? They know that change is taking place faster today in every industry than ever before. Because of ever-greater competition, the need to please ever-more-demanding customers, increasing price sensitivity to products and services, and incredible uncertainty in national and international markets, the companies and individuals who survive and thrive are those that are fast and flexible in rapidly changing conditions.

Charles Darwin wrote that “survival goes not to the strongest or most intelligent, but to the one who is most adaptable to change.” The marketplace has changed dramatically, and continues to change, and you must change with it.

The Seven New Realities

Specifically, there are seven new realities, or facts, that you must incorporate into your thinking and your actions to achieve the kind of sales results and income that are truly possible for you. Today, more than ever before:

1. There are more sellers than buyers in every field.
2. Selling is more complex.
3. Selling requires greater focus and clarity.
4. Selling requires greater preparation.
5. Customers are more demanding.
6. Sales success requires multiple calls.
7. Closing the sale is harder.

THERE ARE MORE SELLERS THAN BUYERS IN EVERY FIELD

The first new reality is that, in every field today, there are more sellers than buyers. The competition is more fierce and determined than ever before. There are fewer customer dollars available for an ever-expanding and desirable assortment of products and services. And whatever got you to where you are today is not enough to keep you there—or to get you any farther.

SELLING IS MORE COMPLEX

Second, selling is more complex than it was in the past. Product and service

offerings, prices, and company capabilities are more complex than ever. Customer needs, wants, desires, and problems are more complex. Multiple customer contacts and meetings are required to make a sale today. And if anything, selling is going to become even more complex and demanding in the future. You are going to have to run faster just to stay in the same place.

CLARITY IS ESSENTIAL

The third new reality is that selling requires greater focus and clarity than ever before. You must develop absolute clarity about your ideal customer—that is, the person who can and will buy your product or service in the shortest period of time. You cannot afford to spend time speaking to people who cannot or will not buy what you are selling.

Once you have thought through and identified your ideal customer, you must then ask, “Why would your ideal customer buy from you rather than from your competitors?” What is your competitive advantage?

In 2012 alone, large and small companies spent more than \$8 billion on market research in a variety of attempts to answer these questions. The greater clarity you have about the perfect customer for you and your product or service, the more of these perfect customers you will find, and the faster you will recognize them when you come across them. Focus and concentration on your very best potential customer is the key to your getting into the top 20 percent of money earners and moving up from there.

CREDIBILITY MEANS BEING PREPARED

Fourth, it's a fact that selling today requires greater preparation. It is absolutely essential that you do your homework on customers before you call on them for the first time. Fortunately, with Google and other online search engines, you can do better and faster research on people and corporations than ever before in human history. With a few mouse clicks, you can have access to information that used to require hours of research at the local library to uncover.

Sometimes I ask my audiences, “What is the single most important factor in selling today? What is the one factor that determines how much you sell, how fast you sell it, how much you earn, the size of your bank account, the home you live in, the quality of your life, and everything that happens to you personally and financially? What is the one factor?”

And the answer is, “Credibility!” Your credibility with the customer is more important than any other factor. The more the customer trusts you and believes you, the lower the customer's fear of making a buying mistake. The more the customer trusts you, the easier it is for that customer to buy from you. In fact, when your credibility level is high enough, the customer will buy from you and not even ask the price.

And the better prepared you are, the greater is your credibility from the first meeting. Do some “pre-call preparation.” Find out everything you possibly

can about your customers before you meet with them for the first time. When you meet with prospects and you explain how impressed you are with their accomplishments, and you can mention some background detail on the individual and the organization, your credibility will soar. The customer will be more open and interested in talking to you because you have obviously done your homework.

Also, before the call, think through and plan exactly what you are going to do and what you want to accomplish in the sales call. The better prepared you are in setting your pre-call objectives, the more focused and clear you will be when it comes to asking questions and having a conversation, and the more impressive you will look and sound to your prospective customer.

Finally, quickly write down everything that was discussed in the call immediately after you get out of the presence of the prospect. When you walk into a second or third meeting fully prepared because you have carefully reviewed your notes from the previous meetings, you look and sound like a professional. Your credibility goes straight up.

The final benefit to preparation, aside from building your credibility quickly from the first call, is that it gives you a tremendous sense of self-confidence. And self-confidence is a vital psychological ingredient in successful selling.

CUSTOMERS ARE MORE DEMANDING

A fifth reality is that customers are more demanding nowadays. Why? Because they can be! And if anything, they are going to be more demanding in the weeks and months ahead.

Customers today are more skeptical and suspicious because of their previous buying experiences. They are afraid of buying the wrong product, paying too much, receiving too little, and being left in the lurch after the sale, as has happened to them in the past.

Customers also receive multiple offers of products and services. Your competitors are calling on them continuously. In their spare moments, your customers can go onto the Internet and find every variation of your product or service that is available in the world today, and at the lowest possible prices.

It used to be that the salesperson was the expert when he called on a prospect. He knew more about his product or service, and the competitors in the market, than the customer. Today, the roles are reversed. Customers know as much or more than the salesperson, and what they don't know, they can find out in a few seconds.

Finally, customers are more demanding because they have limited resources. They do not have the kind of money that makes it possible for them to make a buying mistake. As a result, they proceed more slowly. They question every claim you make. They compare your offer with those of your competitors. They procrastinate and delay making any buying decision.