

# IT'S TIME TO REDEFINE SELLING

*What the best run companies are doing.*



*By Duane Sparks*  
*Chairman, The Sales Board, Inc.*



# ***What needs to change today about the way your company trains its sales teams?***

A lot of people in the sales-training industry will tell you that the internet has revolutionized the salesperson's role in ways that require you to do all sorts of outlandish things. Most of these deep thinkers actually just use the fact of the net's existence to justify practically any claim that suits their purposes. In another white paper, *Here Comes the Bandwagon!*, I talk about some of the myths being propagated these days about selling in a Web 2.0 world.

In this white paper, I want to discuss some genuine trends that we truly are experiencing. What's really new about delivering quality in selling today, and how are some great companies responding to these trends?

***As a preview of things to come, here is a simplified description of what I believe to be the two most significant trends affecting the sales role today:***

**1** Traditional "outside" sales jobs are diminishing. Outside salespeople—the ones who leave their own offices to make personal calls on clients in their territories, or on their routes, are becoming rarer on the ground. They are being replaced by "inside" salespeople who work mainly from their own companies' locations, often using technology to make inbound or outbound sales calls. Studies have documented this phenomenon, as we'll see later.

**2** We are seeing the emergence of what I'll call nontraditional sales teams. These are people whose primary jobs are not in sales and who sometimes abhor the very idea of selling. They can be technicians, accountants, doctors—almost anyone. Their employers have begun encouraging them to sell as part of their roles. Sometimes they receive sales training to help them do it well.

Those trends are interrelated. Both are driven, to some degree, by the internet. Both have implications for our jobs as salespeople, sales managers, and sales trainers. They demand that we rethink our definition of selling.

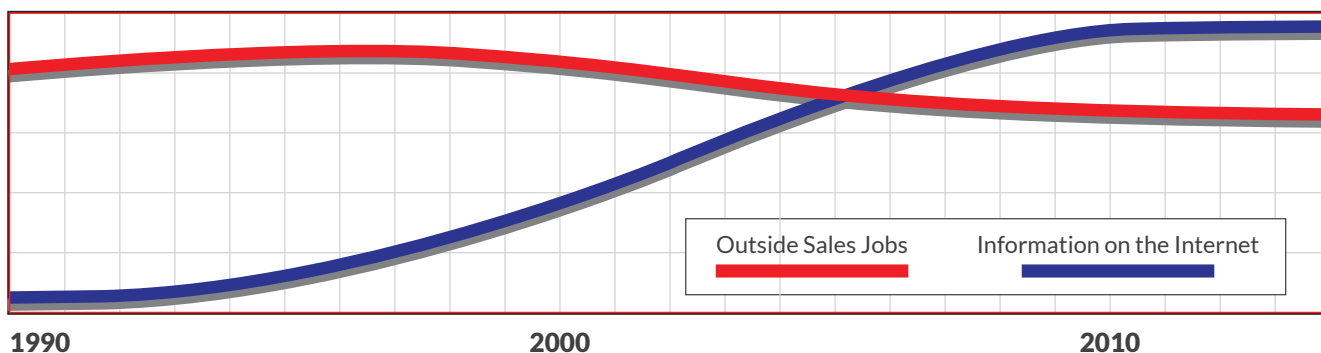
That's a big claim, and I intend to support it. For the moment, however, chew on this: We are going to expose the secrets of what selling is to a more diverse audience. Selling won't be a magic act anymore because many people are going to know how to do it at a professional level—even if they don't see themselves as sales professionals. That may not bode well for some current salespeople. But it's going to be a pretty good thing for the business world that we live in.

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## WHAT THE INTERNET HAS REALLY CHANGED

Has the internet had any real effect on the world of selling? Of course it has. A bit of background research shows that “outside sales” was the fastest growing occupation during the period from 1950 to 1980. Growth slowed in the 1990s, and in 2000 the number of outside sales jobs began to shrink. That corresponds with the growth of the internet. According to the journal *Science*, the internet handled about 1-percent of the world’s information flow in 1993, 51 percent in 2000, and 97 percent by 2007.

### Internet Information Effect on Outside Sales Jobs



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Is there a correlation between the decline in outside sales positions and the growth of the internet? Certainly. Every time a customer buys something online, that’s a transaction in which a salesperson wasn’t needed. In some situations, entire sales forces have been eliminated by internet buying.

But, in cases where a salesperson still is interacting with a customer, I don’t believe that the internet puts the salesperson at a disadvantage. Yes, the customer has access to information on the internet, but so does the salesperson. Since both parties can educate themselves more easily, I don’t see how salespeople are necessarily undermined.

Obviously, salespeople must justify their existence by bringing something to the table that customers can’t get more easily online. The message comes through loud and clear: If salespeople aren’t able to add value to the sales equation, we just don’t need them anymore.

That may frighten some salespeople, but I don’t see it as a disaster or even a problem. I have always believed that salespeople need to add value, internet or no internet. If they don’t, then why are they on the payroll?

That’s why most of the talk about how salespeople should change their behavior because of the internet misses the point. A better question is: How can salespeople add value in the first place?

## WHAT MAKES A GREAT SALESPERSON?

Not long ago a sales rep from a vineyard was invited to our country club to make a presentation to a select group of people who like to drink wine. The presenter's hope was that the club manager would buy many cases of his high-end vintage wine to serve at the club and that some of the attendees—people able to acquire wine by the case—would also make purchases. The club manager promised that we would enjoy the speaker and his expertise.

Did we ever! His presentation was superb, and his expertise was fantastic. He wowed us with colorful details about how wine is made, the history of his vineyard, and how vineyards operate. There was no end to his knowledge and no limit to his enthusiasm for the subject. For nearly an hour he held us spellbound.

"Wow," said one of my friends when the evening ended. "That guy is the ultimate born salesperson."

I had enjoyed the presentation as much as anyone, and I have heard the expression "born salesperson" a thousand times, but that night my friend's statement stopped me. My first thought was that nobody bought anything. My second thought was that the universal stereotype of a great salesperson is dead wrong. It has always been wrong. But in the Digital Age it is further off base than ever.

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Please don't misunderstand; I'm in favor of enthusiastic presentations and certainly of product expertise. But in today's world, where it is easy to jump on the internet and find out more than anyone ever wanted to know about any subject, general knowledge isn't as valuable as it used to be. Where once it was hard to argue with a salesperson's claims, now it is easy. That means the days of the salesperson as a fount of specialized knowledge about a product are over. As for flamboyant presentations, they are less enthralling when they are only telling us something we already know.

Here's another example of what I'm getting at: When I tell people I'm in the sales-training business, more often than not they say, "Oh, you're a motivational speaker." I try not to roll my eyes when I hear that.

I think it's fair to say that most people (including some salespeople) think of a "born salesperson" as fun, flamboyant, fast-talking, and always wanting to occupy center stage. The Myers-Briggs Personality Inventory

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would place these stereotypical salespeople in the ENTJ (“extrovert”) category. They have a natural gift of gab and can talk endlessly to anyone about any topic. So if you want to “train” them, all you need is to pump them full of hot air from a motivational speaker.

Of course there are some ENTJ types in sales, but most people in sales roles don’t fit that mold and never have. What’s more, the extroverts are not necessarily the most effective or successful at selling. The stereotype doesn’t hold water. The reality is that great salespeople can fit into any Myers-Briggs type.

That has always been true. But the irrelevance of the “born salesperson” stereotype is much more obvious today because companies are becoming increasingly aware that everyone who interacts with a customer needs to be effective at sales, regardless of their personality types. This is because of growing recognition that:

**1** Anytime anyone from your company has contact with customers, they have the opportunity to either sell or un-sell the customer. There is no neutral when it comes to interacting with customers; the needle moves in one direction or the other with every customer contact. Therefore, whenever we have any kind of customer interaction, we are in a sales role.

Because of that realization, sales training is being delivered to a host of nontraditional sales groups, sometimes with dramatic success.

**2** The business world is seeing a major expansion of groups involved in inside sales and a corresponding reduction in outside sales positions. Most sales executives believe that these work groups have dramatically different skills sets. But we are learning that this isn’t necessarily the case.

**3** The sales relationship used to be viewed as short-term, an arena where “closers” ruled. Today, selling is more likely to be seen as a never-ending process. The “love ‘em and leave ‘em” approach has been replaced with relationship building. Relationship building relies on skills everyone can learn, regardless of their personality types.

Never in history has it been more important to challenge the prevailing idea of what constitutes quality in a salesperson.

Here is my definition of selling: *the use of one person's communication skills to gain an agreement from another person.*

That means a great salesperson is one who succeeds, consistently, at gaining agreements from other people. Since selling is a communications process, not a natural “gift,” it can be learned by anyone, not just those with a particular personality style.

This is very good news, given the fact that less of the selling burden is being carried by traditional, full-time, outside salespeople. If, as I maintain, selling is not a mysterious act but a straightforward, repeatable communication process, then everyone in a company can learn to sell. What's more, everyone in the company can learn to communicate clearly with one another about selling.

***That leads us to the trends that really are affecting the sales world today.***

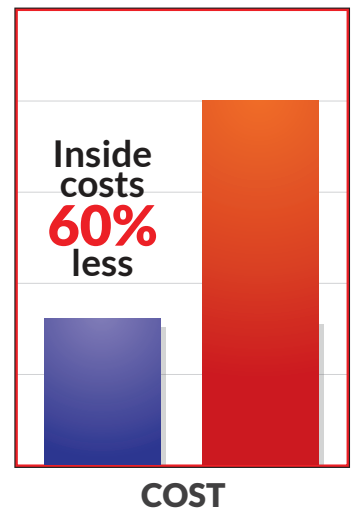
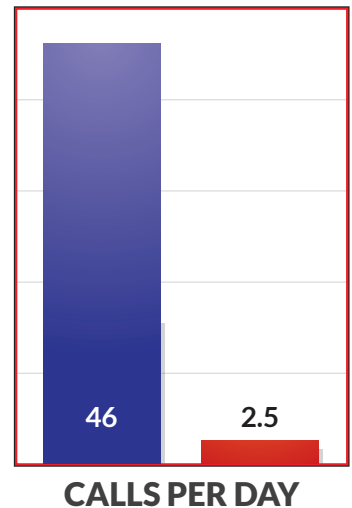
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## REAL TREND #1: INSIDE VS. OUTSIDE

In the 1980s IBM decided it couldn't afford to market its new personal computers (PCs) using its existing outside sales force—the salespeople who called on companies in person to sell far more expensive mainframes. The company said that outside sales calls cost \$192 each (about \$450 in today's dollars). It needed a less expensive way to get its low-end products to market. So IBM authorized other companies to sell PCs in retail stores. It seems that businesses have been taking a hard look at their outside salespeople ever since.

As the internet, videoconferencing, and other technology made it easier to sell goods without physically calling on customers, the number of inside sales positions grew dramatically. The economic argument for this is a strong one: Inside sales reps cost 60 percent less than outside reps and they make 18 times more sales calls per day (46 versus 2.5).

Recent articles by Harvard Business Review (HBR) “The Trend that is Changing Sales,” and by Velocify Research “The Truth about Field Sales to Inside Sales Migration,” confirm... that the growth of inside sales jobs is far outpacing the growth of outside or field sales jobs. In a number of major companies (including IBM), huge inside teams now do the work of outside reps. The article cites three reasons for the trend:





### 3 KEY REASONS FOR GROWTH OF INSIDE SALES

- 1 Business-to-business sellers are feeling competitive pressure to cut sales costs.
- 2 Buyers are becoming more comfortable collaborating remotely.
- 3 New technology for web conferencing makes long-distance sales calls as effective as face-to-face calls.

The HBR article states that most companies still use both inside and outside salespeople. They divide the work based on predetermined criteria:

- 1 By market segment: Outside/field salespeople call on customers who represent the biggest opportunities; inside salespeople handle the small to medium deals.
- 2 By stages of customer engagement: Insiders are used to generate leads for the outside folks or to handle repeat purchases.
- 3 By product or service: Insiders handle transactional sales. Outsiders deal with the complex products and services.
- 4 By geography: Insiders get the remote (non-strategic) accounts, while field salespeople get the metropolitan areas.

HBR finds that a whopping 98 percent of sales leaders say that the skill sets and characteristics are different between inside salespeople and the outside sales force; only 2 percent think the skill sets are the same. In addition, the study finds that fully 40 percent of new customers are being landed by inside people, even in firms that have an outside sales force. What's more, sales costs are 60 percent lower when inside teams are used.

This amounts to a powerful argument for inside sales teams. But if 98 percent of sales leaders insist that insiders have different skill sets than outsiders, one has to suspect that the insiders are getting different training—and probably much less of it.

Through research conducted by The Sales Board, we know which selling skills have the greatest impact on improving sales performance. Doesn't it sound like high time to arm both our inside and outside sales forces with the right set of selling skills? It seems to me that the writing is on the wall.



## REAL TREND #2: THE NONTRADITIONAL SALES FORCE

For our purposes, let's define the traditional sales force as including both outsiders and insiders who see themselves—and are seen by their employers—primarily as salespeople. The outsiders usually travel in a designated territory and make most of their calls face to face. Insiders might be customer-facing people who work in a showroom or a retail store, or they might interact with customers via the telephone or the internet. Regardless, their core jobs have to do with sales.

The nontraditional sales force includes a growing number of people in non-sales roles who are being encouraged (and sometimes trained) to sell whenever they come into contact with customers. We at The Sales Board are amazed at the range of people we now are being asked to train: doctors and nurses, accountants and lawyers, consultants, technicians and engineers, marketers, customer-service reps, product-development specialists—you name it.

## THE TREND TOWARDS NON-TRADITIONAL SALES FORCES.

For decades, the business world has paid lip service to this idea, and we've all heard the old expressions: "Nothing happens until somebody sells something." "Everybody sells." "You are always selling." Now, however, the talk is being taken seriously.

Currently companies are training the entire workforce on how to be effective salespeople. Indeed, when a business is interested in developing a sales culture, there is no better way than to train everyone in the company. By doing so, you can install a common selling language that everyone uses to talk about potential deals. Sales strategy infiltrates every department. Common sales processes are understood. Selling becomes synergistic.

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## CASE STUDIES: TRAINING NONTRADITIONAL AND INSIDE SALESPEOPLE

Here are several real-world examples of sales training programs we have conducted for nontraditional groups.

The following cases describe why companies decided to invest in sales training for non-salespeople, the business challenges they faced, the resistance they sometimes had to overcome, and the results they achieved.

When we look at these and other such cases as a whole, certain common goals and skill-development outcomes jump out. The chart below shows these, and illustrates how frequently each situation was apparent in the case studies that follow.

	Fluke	RML	Cinci	Quicktron	KDV	Envision	CBR	Supply Chain
Grow sales revenue and profitability	●	●	●	●	●	●	●	●
Learn a consistent sales process for customer interactions	●	●	●	●	●	●	●	●
Improve the confidence level of our customer-facing employees	●	●	●	●	●	●	●	●
Learn how to be better at asking for commitments	●	●	●	●	●	●	●	●
Proper sequencing of actions when making a sales contact	●	●	●	●	●	●	●	●
Sales training that is adaptable to our unique industry	●	●	●	●	●	●	●	●
Becoming different from all of our competitors	●		●	●	●	●	●	●
Want a common selling language across all departments	●			●	●	●	●	●
Improve our “consulting skills”	●			●	●		●	●
Identify common selling errors that we make	●			●	●		●	●
Change negative attitude toward selling	●	●	●		●	●		
Get referrals, not just orders		●	●	●		●		
Competitors use unethical tactics		●	●			●		

\*Based on pre and post-training surveys of clients that trained nontraditional sales forces.



**CASE STUDY:**  
**FLUKE CALIBRATION**  
*Technical Engineers*



Fluke Calibration is part of the Test and Measurement segment of Danaher Corp., an \$18.3 billion company. Mark Martin, North American sales director, decided to provide sales training to his team of experienced technical engineers. Here is Martin's description of what happened:

When many non-sales types think of salespeople, they think of the stereotypical ones who talk fast and loud. So I was looking for a professional sales training curriculum that didn't have any gimmicks and was as logical as the thought processes of the people we would be training. We chose Action Selling.

We were a little embarrassed when we realized how many sales mistakes we were currently making. From sales-call planning to needs identification, from presenting our company and product capabilities to gaining commitment, we needed to make some significant changes in how we engaged in sales conversations with customers. We wasted a lot of valuable technician time chasing unqualified deals. We lost deals without any idea of what went wrong.

The way our engineers think and feel about sales has done a 180 since they were trained in the Action Selling system. Here are some of the valuable lessons we learned:

- 1** We walk away from deals where we can't uncover unique needs for our products. We don't waste anybody's time.
- 2** Our ability to gain commitment is very good today. In the past we just didn't ask.
- 3** We focus on developing the sales relationship and the value of our company before we discuss products.
- 4** Our consulting skills are far greater, not because we improved our technical skills but because we improved our ability to identify needs and to connect needs to solutions.

Technical people want to help. Our engineers' whole attitude towards sales has shifted. Selling is not something that we do TO people; it's something that we do FOR people. With the sales training from Action Selling, that's exactly how we feel.

**“ Selling is not something that we do TO people; it's something we do FOR people. ”**



## CASE STUDY:

# RML SPECIALTY HOSPITAL

*Health Care Professionals*



RML Specialty Hospitals, located in the Chicago area, serve the complex needs of patients who require longer hospital stays and highly specialized care. RML gets most of its patients via referrals made by doctors, or nurses, from about 65 other hospitals in, and around, Chicago. Tricia Vaisvila is vice president of business development, and a member of RML's administrative council. Here is Vaisvila's account of a recent training effort for nontraditional salespeople:

Because the process for transferring a patient requires an onsite evaluation from a professional nurse, we trained our nurse clinical liaisons to improve their effectiveness at gaining referrals and admissions.

Gaining buy-in from our nurses to engage in sales training wasn't easy. Nurses are caring, educated, and involved in doing for others. Even using the word "selling" to describe what's necessary to develop our business was offensive to many of them. They considered the "S" word as synonymous with "rip off." They were hired because they have clinical skills and now we were asking them to engage in something that they thought was beneath them.

We looked at the kinds of sales training marketed to the medical field; it was mostly related to pharmaceutical sales. The way pharma reps are being trained is not respected in our field. We didn't want our sales training to have any form of manipulation, nor did we want our nurses to turn into pitch people. We want to be consultants to patients, their families, and the doctors and nurses who refer patients.

Action Selling is a perfect match for us because it is so easy to adapt to our industry. It started by explaining the "profession" of selling in a way that I hadn't heard before. Nothing else that we looked at applied as well to health care. It gave us a way to conduct successful sales calls and to be respected as medical professionals at the same time.



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**CASE STUDY:**  
**CINCINNATI CHILDREN'S  
HOSPITAL**  
*Health Care Professionals*



Cincinnati Children's Hospital serves the special medical, and surgical, needs of children. Like RML, Cincinnati Children's gets patients as referrals from doctors elsewhere. Patty Branson, director of physician services, leads a team of medical professionals who call on doctors to encourage them to refer patients. Here is Branson's sales training story:

We had attended a Dale Carnegie course in the past, but even though we had some takeaways, it didn't fit well for us. Action Selling was a better fit for the needs of our staff. We don't see ourselves as salespeople and neither do our customers.

Today we are all on the same page with how we manage our sales calls. We have a consistent plan for how the process should go, from planning and orchestrating the call to following up on our meetings with doctors and their staff.

Here are the keys we learned:

- 1** Always have a Commitment Objective, so we don't waste anybody's time.
- 2** How to identify key needs for quality healthcare.
- 3** How to recognize and present features we have that solve the problems.

Each situation can be different, and Action Selling teaches an easy-to-use, universally applicable approach that allows us to connect our customers' challenges with the advantages we can offer.

I'll give you a good example. As a result of feedback from asking the best Action Selling questions, we came up with a great new service. Rather than patients requiring two appointments on different days we offer, a "same day" option. We do this on Friday so parents take only one day off work and the child has the weekend to recover.

Action Selling taught us to ask great questions to reveal the need, and then present our unique capability to satisfy that need. When we do this, the parents, and the referring physicians, see us as a much better solution.

***We don't see ourselves as salespeople and neither do our customers.***



## CASE STUDY:

### QUIKTRON

*All Customer-Facing Employees*



Quiktron Inc. of Albania, Iowa, sells cable connectivity solutions to the datacomm and telecommunication industries throughout North America. Christine Corbine, Quiktron's director of sales, provides sales training for both an outside sales team of four people and an inside sales team of 18 people. Now, she has expanded her audience. Says Corbine:

Quiktron wanted complete alignment of all customer-facing employees on a common sales language. That meant that field sales, inside sales, marketing, and tech support would all be on the same system for sales strategy. It has been amazing how the common language of Action Selling drives accountability from the inside of this company to the outside.

We see an example of how this works every time an untrained employee hears a trained employee ask a teammate, "What's your Commitment Objective?" The untrained employee will ask, "What's a Commitment Objective?" Our sales training initiative has impacted the entire company, and now everyone is involved in the sales process. You know it's working when you hear these exchanges.

Many of our situations involve working with resellers of our products. Because we have high skills in technology, it would be easy to get the know-how from us and then buy from someone else. We've solved that by always asking for a commitment to refer: "If you get the order, will I get the business?"

One simple concept we learned from Action Selling has been invaluable in cases where we have short-term supply problems. The concept is to answer a question with a question. Suppose the customer asks: "Do you have \_\_\_\_ in stock?" Before we answer, we always ask: "When do you need it?" We have saved a lot of orders that we would have lost without that simple idea.

When you see so many examples of employees in all departments using the skills that you teach, you know that your training is working.

***Our sales training initiative has impacted the entire company, and now everyone is involved in the sales process.***



## CASE STUDY:

### **KDV** Accountants



Confidence is a feeling of certainty. It is a tremendous inner resource that some salespeople can summon whenever they need to. It can give you a massive edge in making sales calls, meeting with C-level decision-makers, and closing sales. If you are selling, confidence is more valuable than any capability of your company, or any feature of your product.

For nontraditional salespeople, confidence in selling doesn't come naturally or easily. Jim Stelten, a partner in the CPA Service Group of KDV Wealth Management, LLC of Minneapolis, was well aware of that when he set out to deliver sales training to the firm's accountants. Here is Stelten's story:

A lot of the folks who enter the accounting profession are introverted, and selling is not natural for any of us. But our firm has realized that each of us must be accountable to help grow our business. Action Selling works! It doesn't feel like selling.

Processes are involved in all of the services that we provide, like tax, audit, and payroll services. Action Selling is a great fit for us because it is also a repeatable process. We practice Action Selling in every customer interaction we have.

Here's a recent success story: We made a call on the CFO of a large company. Our small accounting firm was going up against four big nationals. I know they give sales training to their business-development teams. Fortunately, their training wasn't in Action Selling.

The CFO had a sales background, so we knew going in that he'd appreciate a great sales call. But he was more impressed than I expected. After our initial call, he said to me: "That was one of the better meetings I've ever been in. It was different because you asked us questions and listened to us much more than you talked about you. You seem to care more about us than you."

That victory over several formidable major competitors gave everyone at KDV an extra shot of confidence. You can't put a dollar value on confidence.



***...our firm has realized that each of us must be accountable for bringing in business.***





## CASE STUDY:

### ENVISION IMAGING *Health Care Professionals*



Envision Imaging, based in Dallas, operates a multi-state network of world-class imaging centers that provide MRI scans, CT scans, and other imaging services. Stephanie Corbin-Helms, regional marketing director, says that some competitors in the industry bend the rules by offering doctors free iPads, gift certificates, or other economic incentives to refer their patients to the competitor's imaging lab.

Refusing to compete on that level, Envision chose Action Selling sales training for the teams of medical professionals it sends to ask doctors for referrals. Corbin-Helms explains:

Gifts and bribes take the focus off quality health care and place it on getting something unrelated to the patient's well-being. Our corporate mission includes a warm and enjoyable patient experience, the latest technology, and the fastest turnaround in our industry. Those are benefits for the doctors' patients, and that's what we demonstrate during our sales conversations with doctors' offices.

Action Selling helps Envision to be competitive with those that don't play fair by giving us a consistent process that focuses on serving the patient's needs as a way to build strong relationships with doctors who refer patients to us.



***...a consistent sales  
communications  
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relationships.***



## CASE STUDY:

### **CBR** *Inside Sales*



Let's look at just one case where sales training was delivered not to nontraditional employees but to some of the inside salespeople who are carrying more of the sales load in almost all industries.

Cord Blood Registry is the world's largest cord-blood bank, storing newborn stem cells for families that bank them for clinical tests and as insurance against diseases and conditions that have no current cure. Matthew Martin, Director of Customer Engagement at CBR's Tucson, Ariz., laboratory, manages a team of inside salespeople who make, and receive, sales calls via the telephone. Says Martin:

We have 85 sales reps currently selling our services. Before we conducted sales training, our phone calls lacked structure. They didn't have a logical progression from start to finish. We had salespeople who averaged 20-minute calls and others who averaged only 3-minute calls.

We had tried scripted messaging from a company that specialized in telemarketing. That just didn't work. We taught people 40 or 50 things that they had to say, along with stories to tell. What we heard over and over from prospects was: "I want to think about it."

Action Selling describes "I want to think about it" as a stall. What the customer is saying is, "I'm not quite sold yet." But, we didn't know what they weren't sold on. We now recognize that in most cases, hesitation happens because the salesperson hasn't developed a sufficient trust level with the prospect.

What we learned was that our salespeople never stopped to find out what the customer needed. That means they didn't do a good enough job of selling themselves as individuals who cared about the customer's situation. They also weren't doing a good enough job of connecting the customer's needs to the solutions that CBR could provide.

We changed that with Action Selling. We saw an immediate impact in two key areas: First, our sell cycle dropped like a rock. It is 50 percent shorter than before the training. Secondly, we increased our enrollment yield on inbound calls by 20 percent. My biggest surprise is how a surprisingly simple program can be so surprisingly effective.

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## CASE STUDY:

# SUPPLY CHAIN SERVICES

*All Employees*



Supply Chain Services of Stillwater, Minn., sells barcode scanning and printing equipment to the manufacturing and warehousing industries. Chief operating officer Dave Green and CEO Chip Emery originally went looking for sales training for the inside sales force. But they decided to deliver Action Selling training to everyone in the company. Here is their story:

We wanted to develop a sales language that we all could speak. We felt that we needed a culture change in order to hit the growth goals we were aiming at. We decided to include everybody in the training program—sales, administration, technicians, marketing, and even our CFO. We expected to get a 20 percent lift in sales. We actually got more like 60 percent.

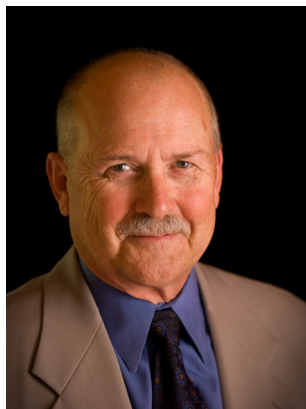
Action Selling has boosted the sales confidence of everyone in our company. Imagine an employee who is 20-something years old meeting with the CEO of a half-billion-dollar company and having the confidence to recommend what that CEO should do. We win just about every deal when we take the time to use what we've learned from the program.

It's a pretty radical idea to train everyone in a company on how to be effective at selling. But so is growing a company by 60 percent per year.



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## ABOUT THE AUTHOR



Duane Sparks is chairman and founder of The Sales Board, a Minneapolis-based strategic sales training company that has trained and certified more than 400,000 salespeople in more than 3,500 groups in the system and skills of Action Selling™. Sparks has guided companies through every phase of business development, from start-up,

turnaround, survival and rapid growth.

Having written five sales books and personally facilitated more than 300 Action Selling™ training sessions; he continues to engage in the business, and art of the strategic sales process.



**Action Selling:** *How To Sell Like A Professional, Even If You Think You Are One*

**Selling Your Price:** *How To Escape The Race To The Bargain Basement*

**Questions:** *The Answer To Sales*

**Masters of Loyalty:** *How To Turn Your Sales Force Into A Loyalty Force*

**Sales Strategy From The Inside Out:** *How Complex Selling Really Works*

**Learn how to develop  
your sales culture.**

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