



# Business as *Unusual*

WITH JOHN BOYENS

# Who is John Boyens?

## John Boyens

- ▶ Sales productivity expert/Business strategist
- ▶ Co-Founder/President of the Boyens Group
- ▶ Top 100 Sales Enablement Consultant for 2020 by *Selling Power* magazine
- ▶ Top 100 Productivity Experts to follow on Twitter
- ▶ Executive-in-Residence at the Jones College of Business at MTSU
- ▶ Vistage Speaker/Contributor to Forbes.com
- ▶ Author of *Creating a Productive Selling Zone®* and *Real World Sales Strategies that Work*

## Boyens Group®

- ▶ Dynamic sales training programs, business consulting services and sales leadership systems.
- ▶ Provides unique perspectives and powerful tools that make salespeople/companies more productive!
- ▶ Custom-designs all engagements (speaking, training, consulting and/or coaching) based upon the unique needs of their clients, the markets they serve and their budgets.

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## Q&A/Boyens University

Selling is now  
and will forever  
be different

- ▶ Global pandemic, social unrest, economic uncertainty/fear
- ▶ Difficulty scheduling face-to-face meetings
- ▶ Increased dependence on videoconferencing/web presentations
- ▶ Tougher to get access to/with decision makers
- ▶ Budget/Cash flow issues
- ▶ Competing priorities
- ▶ Compressed timelines
- ▶ Tougher to unseat incumbent vendors
- ▶ Longer sales cycles
- ▶ Lower close rates
- ▶ Shrinking pipelines

# Virtual B2B Selling is Here to Stay!

- ▶ A recent Bain survey (powered by Dynata) showed the following results:
  - ▶ 50% of B2B sales interactions were virtual even before the pandemic
  - ▶ 75% of buyers agreed or were neutral that virtual selling is effective even with complex products
  - ▶ 35% of respondents (300 B2B Buyers) have bought or sold products priced over \$500,000
  - ▶ 80% of buyers and sellers believe there will be a sustained increase in virtual interactions
- ▶ Virtual Selling has Advantages:
  - ▶ The ability to operate from anywhere
  - ▶ Ability to touch more people on a daily basis
  - ▶ Lower travel, entertainment and/or selling costs
  - ▶ Scale-ability
  - ▶ Improved responsiveness/customer experience
  - ▶ It encourages decision-making momentum from customers

# Virtual Selling Best Practices

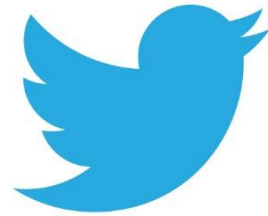
RESEARCH BEFORE THE CALL

ENVIRONMENTAL PROFESSIONALISM

PROPOSED AGENDA EMAIL

## Research Before the Call

- ▶ Accounts Receivable or CRM system
- ▶ Prospect/Customer website
- ▶ Social Media platforms/Web search:





# Environmental Professionalism

- ▶ Make sure you have a professional background/drape/bookcase
- ▶ Ensure quality lighting
- ▶ Make sure you're using a high-quality sound system
  - ▶ Headset
  - ▶ Speaker phone
  - ▶ Computer speakers
  - ▶ iPhone/Android
- ▶ Dress professionally
- ▶ Avoid clutter

# Proposed Agenda email

**Subject line:** Proposed Agenda

**Email Content:** The purpose of this email is to confirm our call scheduled for next Tuesday at 2 PM. I understand you have allocated 30-minutes for the call. In an effort to maximize our time together I'd like to suggest the following agenda:

- ▶ Introductions
- ▶ Establish Call Objectives
- ▶ Understand your current needs/initiatives
- ▶ Briefly Introduce you to NACM Intermountain
- ▶ Establish Next Steps and Timelines
- ▶ Wrap-Up

Please let me know if you'd like to add, modify or delete any of the bullets above.

As an FYI...Georgette Bevan, our President, will be joining me on the call. Please let me know if there will be anyone from your company in attendance as well.

I'm looking forward to a very, productive call!

# Marketing has Changed

MARKETING TRENDS/EFFECTS DUE TO COVID-19

B2B MARKETING POST-COVID

5 WAYS DIGITAL MARKETING WILL CHANGE POST  
COVID-19

CREATING YOUR NEW, VIRTUAL BUSINESS  
STRATEGY (VBS)

# Marketing Trends/Effects due to COVID-19

- ▶ Market messaging has changed:
  - ▶ Compassionate/empathetic messaging
- ▶ Increased “work from home” periods have led to an increase in the time spent online to satisfy personal needs.
- ▶ Delivery services like Amazon, UberEATS, and Door Dash have seen increases in demand due to their ability to provide products directly to the consumer’s door.
- ▶ Brands are slashing advertising spend for 2020
- ▶ Brands are moving back to basics:
  - ▶ Service and Trust
- ▶ Brands which invested in online purchase journeys before COVID-19 are now benefiting
- ▶ Creativity, innovation and agility is now a way of life

## B2B Marketing Post Pandemic

- Small business owners (during an economic downturn) always result in a sharp decline in their propensity to spend.
- Focus on keeping/growing existing customers
  - Also look for referrals and “win backs”
- The need to understand your customers changing buying behaviors will be key in driving successful marketing strategies moving forward.
- As the world pushes through this challenging time, compassion in advertising will be critical to ensure that brands remain in positive light
  - Avoid being viewed as “tone deaf”
- Provide “*thought leadership*” in your messaging
  - Become a “*trusted advisor*”

## 5 Ways Digital Marketing will Change

1. 1-to-1 marketing/messaging is now imperative!
  - ▶ Know your audience
2. Buyers use of a mix of digital touchpoints along the buying journey has increased dramatically!
3. The surge in digital commerce is not evenly distributed amongst vertical/geographic markets
4. Paid, online ads are really, really cheap!
5. Brands are deploying agile marketing strategies
  - ▶ So they can pivot if the marketing strategy being executed isn't *"moving the needle"*

# Creating your new, Virtual Business Strategy (VBS)



# Create an objection response library (ORL)

- WE AREN'T SPENDING MONEY RIGHT NOW
- I'M STAYING WITH MY CURRENT VENDOR
- I NEED TO TALK WITH MY BOSS



We aren't spending money right now (because of COVID/the economy).

*Potential Responses:*

- ▶ I understand...many businesses are using this uncertain time to plan for the recovery.
- ▶ If you were spending money is the NACM the kind of company you'd want to work with?
- ▶ What if your investment could pay for itself?
- ▶ What are your competitors doing?
- ▶ Discuss budget versus needs
- ▶ Even though there may not be an opportunity for me right now, I'd still love to meet with you to learn more about your needs to see if we can provide value in the future.
- ▶ Have you ever purchased anything that wasn't in the budget before?
  - ▶ What was the process to do so?
- ▶ Detail the cost of delay.

I'm staying  
with my  
current  
vendor.

*Potential Responses:*

- ▶ How have they supported you during these unprecedented times?
- ▶ What do you like about them?
  - ▶ What else do you like about them?
  - ▶ If you could change one thing, what would it be?
- ▶ How long have they been your Vendor?
  - ▶ Can you measure the impact they've had on your business over that time?
- ▶ How was your current Vendor selected?
  - ▶ Has the selection process changed over time?
- ▶ On what basis, if any, would you consider doing business with the NACM?
- ▶ I understand how you feel, others have felt the same way, what they found was....
- ▶ I understand that you're happy...what would make you feel delighted?

I need to talk  
with my boss.

*Potential Responses:*

- ▶ Offer to be present to answer any questions that may come up
- ▶ Can you introduce me to/help me get to the decision maker?
- ▶ Can you walk me through the decision-making process?
- ▶ How will this decision impact you, directly?
- ▶ If it was your decision exclusively, would you buy from us?
  - ▶ If yes...how can I help you get what you want?
  - ▶ What questions do you need to know the answers to?
- ▶ Use feel...felt...found approach

# Selling Value vs. Price

UNCOVERING “NEED”

COST JUSTIFYING YOUR SOLUTION

WHAT CAN BE MEASURED?

# Selling Value vs. Price

- ▶ *Have you ever lost a sale because the buyer said the price was too high?*
- ▶ *Have you ever lost a sale because the buyer said the value was too high?*
- ▶ One of the primary reasons people don't buy is because they cannot justify the cost of an investment nor rationalize a feasible payback.
- ▶ If we prematurely quote the price of our product/service (even under pressure) BEFORE the prospect has seen value, it is almost guaranteed that a price war will ensue and we are often led to believe that we lost simply on the price being too high.
- ▶ Help your prospect calculate the cost of NOT doing business with you!

# Uncovering “Need”

Assess prospect's level of satisfaction with their current vendor/process/situation by asking situational/behavioral questions

## Sample Boyens Group® questions:

- ▶ If I was fortunate enough to earn your business, and it were a year from now, how would you know it was a good decision?
- ▶ What are your top two business priorities or initiatives over the next 12-18 months?
- ▶ What you are looking for in a strategic partner?
- ▶ Is your current compensation plan driving the kind of behavior and delivering the results you want?
- ▶ What criteria did you use select your current vendor?
  - ▶ Can you rank them in priority order?
- ▶ The last time you engaged your vendor
  - ▶ What went well?
  - ▶ What could have gone better?

# *“Needs-based”* Questions



# Cost Justifying your Solution

<b>What will be Gained?</b>	1.	\$
	2.	\$
	3.	\$
	<b>Total Benefits/Savings</b>	\$
<b>What will be Spent?</b>	1.	\$
	2.	\$
	3.	\$
	<b>Total Costs</b>	\$
<b>Net Benefits</b>		\$
<b>Cost of Delay</b>		\$

If we wouldn't  
"buy it"...we  
can't "sell it!"



# What can be Measured?



# Selling to Different Buying Behaviors

EGO-BASED

PRICE SENSITIVE

RISK AVERSE

LOYALTY-BASED

CONVENIENCE-BASED

VALUE-BASED

# Buying Behaviors (1 of 3)

Type of Buyer	What do they look/sound like?	How to sell to them?
Ego-Based	<p><i>I, I, I, me, me, me</i>  Brand conscious  Purchases top of the line  Intimidating  Condescending  Know-it-all  Short attention span</p>	<p>Stroke their ego  Ask questions  Agree with them  Sell them name brands  Make them the hero  Show them the money (\$\$\$)</p>
Price Sensitive	<p>Always talking about price  Looking for lowest price  Wants a “deal”  <i>Sharpen your pencil</i>  <i>I need you best and final</i></p>	<p><i>Do you mean price or cost?</i>  Use cost justification (ROI)  References  <i>Feel, Felt, Found</i></p>

# Buying Behaviors (2 of 3)

Type of Buyer	What do they look/sound like?	How to sell to them?
Risk Averse	Nervous Nelly Hates change Won't make a decision Changes their mind often Asks about warranties/guarantees Asks "What if...?" a lot Needs personal validation	Use risk against them (e.g., <i>what bad things happen if you don't buy?</i> ) Offer references <i>Feel, Felt, Found</i>
Loyalty-Based	Relationships are important Hates change Pictures/Trophies/Awards	Build a relationship Find common ground Tell them about your relationships Offer references

# Buying Behaviors (3 of 3)

Type of Buyer	What do they look/sound like?	How to sell to them?
Convenience Based	Easy/Flexible Wants to talk with one person Get it right the first time Wants to work with “live” person Quick problem solving 7x24x365 Service	Make it easy to do business with you Be available Give them your mobile number Frequent contact
Value-Based	Open to new ideas Looking for fair pricing Believes cost justification Wants the best products/fair price Reasonable Early adapter	Document their ROI Articulate your UVP Sell WIIFM – <i>“What’s in it for me”</i>

# Closing the Call

CLOSE EACH CALL WITH AN ACTION

CREATING A SENSE OF URGENCY WITH THE BUYER

VALU (FOLLOW-UP) EMAIL

# Closing each call with an Action



*Send information?*



*Schedule a:*

*Follow-up call?*

*In person meeting?*

*Trade Group meeting visit?*



*Send a VALU (Follow-up) email?*



*Talk with a reference?*



*Send a proposal/SOW?*

## Creating a Sense of Urgency with Buyers

- ▶ Restating value
- ▶ Establishing timelines
- ▶ Documenting the cost of delay
- ▶ Offering reassurance
- ▶ Providing references
- ▶ Offering personal validation
- ▶ Using *"I'm confused..."*
- ▶ Establishing NACM's urgency
  - Workflow, backlog, schedules, etc.
- ▶ Sending them a Gantt chart/next steps/process flow document
- ▶ Elevating to others
  - Internally and externally



## VALU (Follow-up) email

I appreciate the opportunity we had to meet last Tuesday to discuss some of the current challenges at XXX. The purpose of this email is to recap our meeting to ensure that I have captured the information correctly and to confirm our next steps.

Your most important business issue is: (**V** = Verify)

The reasons are: (**A** = Analyze)

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You are looking for a solution to provide you with the capability to: (**L** = Link)

In order for us to move forward, you indicated that the next step would be to... (**U** = Unveil)

I will call you on Monday to follow-up on this email. Have a great weekend!

# Boyens University ([boyensuniversity.com](http://boyensuniversity.com))



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