

# Increasing your Sales Results



Graham Roberts-Phelps

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**Key learning points include:**

- A structured and client-focused approach to creating higher-quality sales opportunities and account growth
- Persuasion and influence skills to better define needs and develop opportunities
- Better sales conversations, presentations, and proposals – leading to higher order value and increased sales
- Advanced sales questioning skills and techniques; the importance of listening
- How to add value at all stages; plus gaining competitive advantage.
- Proven ways to overcome and reduce price pressure
- Using options and upselling when presenting your products and solutions.
- Techniques and skills for improved negotiation and closing

**Overview**

1. Advanced Selling – How to Increase your Sales Results
2. The four C's to structure a sales call
3. Building bigger and better sales opportunities
4. Presentation and persuading skills best-practice
5. Closing skills and overcoming concerns and client questions

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*Your goal is not simply to make a sale. Your aim is to help people make the right decision; make it easy to buy more from you and to make the buying process a great experience.*

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## How to Increase your Sales Results

- Review of pre-course data and questionnaire
- The AVC model of increasing your sales results
- Creating a sales growth plan to achieve higher sales targets
- Mapping the accounts and products for targeted growth

### Notes

Please bring with you the name and some notes of:

1. An account or customer that you would like increase sales results in the next six months
2. A new product or product group that you want to promote more often or sell more of.

I look forward to seeing you on the 25 May 2022 on the training in Milton Keynes.

Your full name	
Email	
Job title or role	
Length of time in current position.	
Other similar training attended in the last 12 months	
Three sales or business challenges that you hope the course can help with:	1  2  3

## ***The AVC model of increasing your sales results***

There are only three ways to increase sales results:

1. Increased activity, more visits, live customers, quotes, proposals, etc.
2. Increased order, sales value or monthly account revenue.
3. Conversion from quotes / sales visits to orders and closed business.

*Please also provide the following information if you know it:*

The number of active* accounts, prospects, or customers you work with	
Average monthly sales, order value or account value, last three months	
Conversion rate, how ever you measure it**	

**What is your AVC plan for the next three months?**



**Which accounts and products are you going to target?**

## ***The four C's to structure a sales call***

- Research before the meeting or call; setting objectives, planning and preparation
- How to gain instant rapport and taking control – including online meetings
- Qualifying and initial questioning skills
- Creating an agenda and first-meeting structure: 4 C's

### **Quick start: Some Sales Essentials – Part 1**

1. A compelling 30 second 'elevator pitch'
2. Clear objectives for each call and account
3. A checklist for call or visit preparation and planning
4. A structure or agenda for each meeting or visit.
5. Five questions to qualify an opportunity

Write a short elevator pitch here that answers these questions:

- What do you do (better)?
- How are you different?
- What should you buy from us?



## ***Research before the meeting or call***

Make notes for each of these based on a typical call or sales meeting you have soon.

### **1. Setting objectives:**

Your visit must contain 'stretch' goals – to uplift sales value by cross or up selling.

1. Must – minimum to achieve

2. Intend – realistic goals

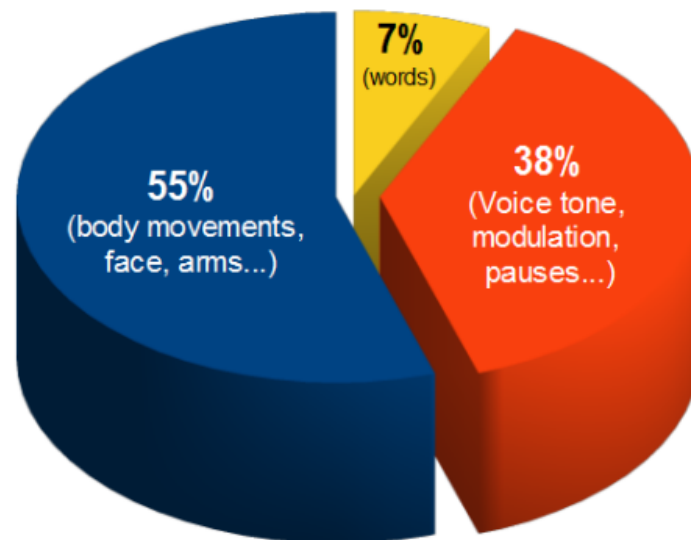
3. Like – best possible

### **What can you research, plan and prepare for the meeting?**

Make a list of lots of ideas that will help you be more successful in all sales calls.



## ***How to gain instant rapport and taking control***



“What do I want someone to **remember** about me?”  
“How do I want to be **perceived**?”  
“How can I **create** the right **first impression**?”

### ***What are some barriers that get in the way of gaining rapport?***

#### **Five keys to building trust, liking and credibility**

1. Be sincerely interested in them
2. Find things in common
3. Matching and mirroring
4. Values, beliefs, and common ground
5. Praise and liking

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***The first sale you make is yourself.***

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## **Ten steps to establishing rapport**

### **1 Listen**

Listening is the 'King' of all rapport building skills. EVERYONE loves to be listened to! Practice 'conversational generosity' – don't speak more than 30% of the time (10-20% is optimal).

### **2 Link interests**

Opposites DON'T attract! People like each because of their similarities. So, whenever possible, notice similar interests and be sure to talk about and expand on them.

### **3 Ask for advice**

As Thoreau said, 'The greatest compliment ever paid me was when someone asked me what I thought and attended to the answer'. Asking for advice is perhaps the sincerest compliment you can pay a person. Try it and see.

### **4 Compliments and praise**

Notice and comment on the praise-worthy things that people do and then mention them appropriately. Noticing and commenting on the good people do and their special qualities is a great way to live and a great way to connect with others.

### **5 Demonstrate liking and appreciation**

Most people instinctively like people who like them (and vice versa). Many people like each other, but rarely tell each other.

### **6 Adopt their values / beliefs**

As you are listening to the other person speak, notice their values / beliefs, and discuss areas where your values / beliefs sincerely overlap with theirs.

### **7 Enthusiasm**

Communication is the transfer of energy / emotion. Everyone seems to love someone with enthusiasm because we all admire it and wish we had more!

### **8 Matching and mirroring**

Matching and mirroring simply means that we match the behaviours of the other person to help create alignment with them. This tool will make people very comfortable around you and is a very subtle technique.

### **9 Smile and warmth**

The first contact with another person is your face! Make sure that you present as warm, friendly and happy. A smile and a sincere desire for friendship will resonate in your voice and be demonstrated in your every action

### **10 Attending skills**

This simply means that you attend to the needs of the people you are with. It follows the lines of simple good manners.

## **Qualifying and initial questioning skills**

Initial connecting or small business questions to use at the start:



### **Qualification questions to use during the visit or call**

MATCH

Topic	Example questions
Money, budget, spend	
Authority levels, other contacts	
Time, frequency, etc	
Competition and alternatives	
Hot-buttons – what is important to them	

## ***Creating an agenda and first-meeting structure: 4 C's***

### **First meeting best practice (planning and practice)**

#### Task

Plan a first meeting a prospect. Use the following headings a guide.

#### **Connecting**

- Small talk, rapport, PBC
- Opening statement and questions
- Agenda?

#### **Consulting**

- Situation and general questions
- Problem or improvement plans questions
- Qualification questions

#### **Convincing**

- Statements (features/benefits) to suggest next step
- Value vs price
- Answer questions, explain

#### **Confirming or confirm**

- Summarise
- Test close
- Ask for decision to next step

#### Notes



## Building bigger and better sales opportunities

- How to use questions to 'build' more opportunities
- Learning and using high-impact and third-level questions
- Advanced sales questioning techniques: five questioning techniques
- Up and cross selling opportunities

### Quick start: Some Sales Essentials – Part 2

1. Your advantages to a named competitor/s
2. Three questions to uncover a need or want you can satisfy
3. Three statements to reassure and reduce perceived risk (of product/company)

#### Task

For a named competitor, for a target customer or customer type, and for a specific product or product group, what is your **comparative advantage**?



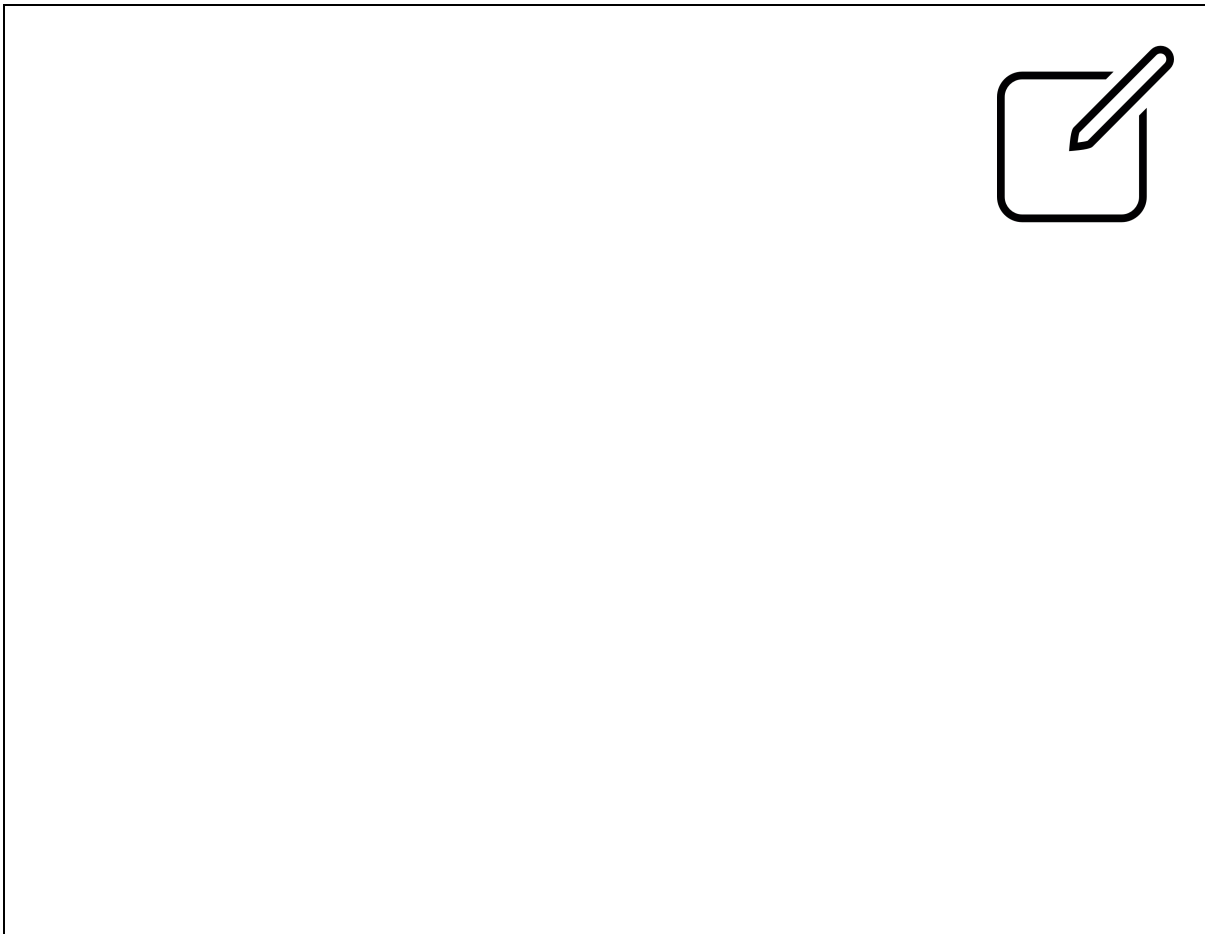
**Questions to 'build' more opportunities**

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*Telling is not selling, only asking  
questions is selling!*

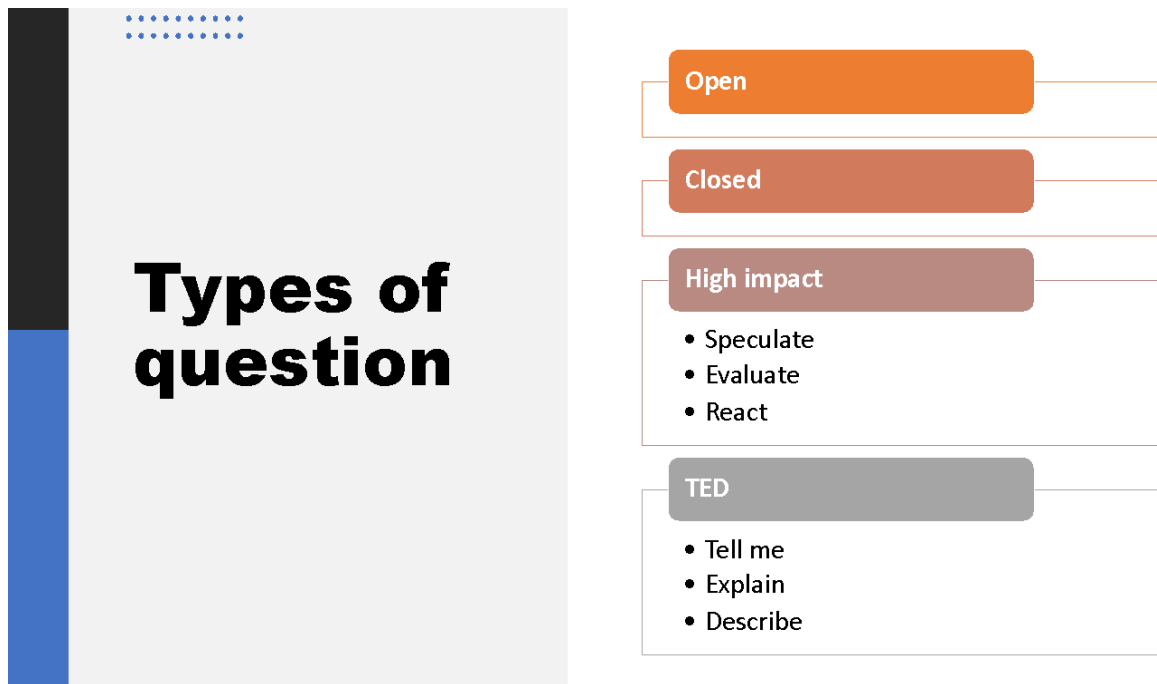
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Your current examples of questions that build and make great sales are:



Notes

## Structured questioning and listening techniques



### Short clean questions

The based questions short, simple, direct and easy to understand. Do not explain or over talk them.

### Closed or Yes/No Questions

Common questions that can be answered with a simple “yes” or “no” are logically called **yes/no questions**. As a rule, this kind of question relates to the whole sentence, and not to a separate element of it.

- Are your free to talk now?
- Can I sit here?
- Can I help you?

To ask such general questions, the appropriate rising intonation should be used at the end of the sentence. The answer can be a brief “yes” or “no.” Or, a longer answer can be given.

### Open or Wh-Questions

Open questions, as you can guess, uses a certain word at the beginning of the sentence. The questions words **who, what, where, when, why, how, how many**, etc., are used to begin the question:

- What is the problem exactly?
- How can I help you today?
- What is your full address?

We use special questions to get specific information. This implies that the answer will be more detailed.

### Multiple Choice Questions

Choice questions are questions that offer a choice of several options as an answer. They can help customers make decisions faster and save time.

- Do you want to hold or can call you back?
- Do you want the super or standard?
- Is Monday or Tuesday better for you?

### **TED Questions**

This type of question probes or encourages more information.

For example:

- Tell me more about what happened
- Please explain in more detail or give me an example
- Describe in more detail

Tip: Ask for number or list....

### **High-impact and third-level questions**

#### **Questions that create opportunities – “how about...?”**

Exploring needs is a process of uncovering the gaps between a customer’s perception of his or her present situation and his or her desired situation. In other words:

- Where are the customer’s results or functions now?
- Where does he or she want it to be?

This can be thought of as a physical gap.

A need is defined on the gap between the customer’s present state and desired state. Customers have a wide range of needs, but any of them can be classified into two broad categories. These are needs related to:

- increasing something
- decreasing something

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*Customers buy more of what they know, like and trust. They also buy solutions to problems and ways to improve results and key target areas.*

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## ***High-gain or high-impact questions***

High-impact questions maximise the sales call by returning high-value information in an efficient amount of time.

High-impact questions require customers to think, organise information, and search for new meanings to existing information before responding. They ask customers to:

- 1. Evaluate or analyse**
- 2. Speculate**
- 3. Express feelings**
- 4. React**

Examples



High-impact questions should be:

1. brief and clear
2. open-ended
3. phrased to require a thoughtful answer
4. relevant to the customer's situation and position

High-impact questions are likely to:

1. involve the customer by requiring him or her to think
2. increase the amount of time that customers talk
3. provide new insights into problems
4. produce high-quality information
5. expose underlying issues
6. result in people being seen as perceptive professionals and consultants
7. cause the customer to believe that the meeting was valuable

*Prepare high-impact questions in advance.*

*Encourage the customer by active listening.*



## ***Advanced sales questioning techniques***

Now create a real-life list of additional, high impact questions, targeted on increasing sales or introduction new products or services. Base this on typical or target account.

A large, empty rectangular box with a thin black border, intended for writing a list of questions. In the top right corner of the box, there is a simple line-art icon of a pencil pointing towards the bottom right, resting on a small square notepad.

Notes

### Additional questioning techniques

1. Gap – hurt and rescue questions (including exploring consequences and pay-offs) (SPIN type questions)
2. Decision making criteria
3. Concern questions – what questions do they have? How well do they understand what you do and can offer?

### Defining the Gap

Not every customer has explicitly defined the gap between his or her present state and desired state. Defining the gap requires converting vaguely defined problems into clear statements of need.



### SPIN

Remember the acronym **SPIN** – Situation, Problem, Implication, Need-payoff or value

Not every customer has explicitly defined the gap between his or her present state and desired state. Defining the gap requires converting vaguely defined problems into clear statements of need.

The clearer the statement, the more likely the customer is to recognise the need to act.



## Decision making criteria questions

This is a process that encourages customers to make their decision-making criteria explicit or more defined if they have not considered it consciously. There are four or five steps:

1. List the main five factors or elements
2. Prioritise the top three
3. Understand and probe
4. Comparison questions
5. Define convincing strategy (optional)

You might start with a question such as:

***“Apart from price, what are some of the factors that you will be using to assess our proposal (make this decision, etc.)?”***

## Worked example

- Criteria (label) – Encourage the customer to list the criteria that are most important to them evaluating options and suppliers.
- Definition – “How will they measure this?”
- Priority – “How this is important or how important is each item relevant to each?”
- Comparison – “How do we compare?” “How are we perceived?”

Notes



**Buying criteria: List - Definition - Prioritise – Compare – Four steps**

1. First encourage the customer (or each buying influence!) to list all potential criteria, factors, and issues that they might use to evaluate and decide on your product or service.
2. Then, probe for more definition on each - how they will be measuring it, what standard will they be looking for, ideal solution, etc.
3. Next encourage the customer to prioritise these criteria, for themselves and other key influencers
4. Ask the customer to discuss how you compare with their other alternatives or solutions and competitors. (Complete this activity later with your own research and knowledge.)
5. Finally, ask for some ideas on how the customer might be convinced of your ability to meet or exceed these criteria – examples, evidence, demonstrations, meetings, data and so on.

**Decision making criteria planning tool**

“Apart from price, what is most important in choosing this option?”

“What factors will be looking at when making a decision?”

Criteria examples	Definition	Priority

How do feel we compare with existing or competing solutions?

What do you need to help you decide and assess these elements?

Do you have any concerns about this?

What concerns do you have?

## Presentation and persuading skills best-practice

- Compelling benefits and reducing perceived risk – key messages to deliver
- Helping the customer choose your proposition by using options
- Professional and effective presentation skills
- Writing compelling sales proposals that improve your conversion rate
- Planning and practice session - presenting your solution

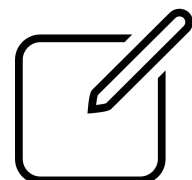


### Quick start: Some Sales Essentials – Part 3

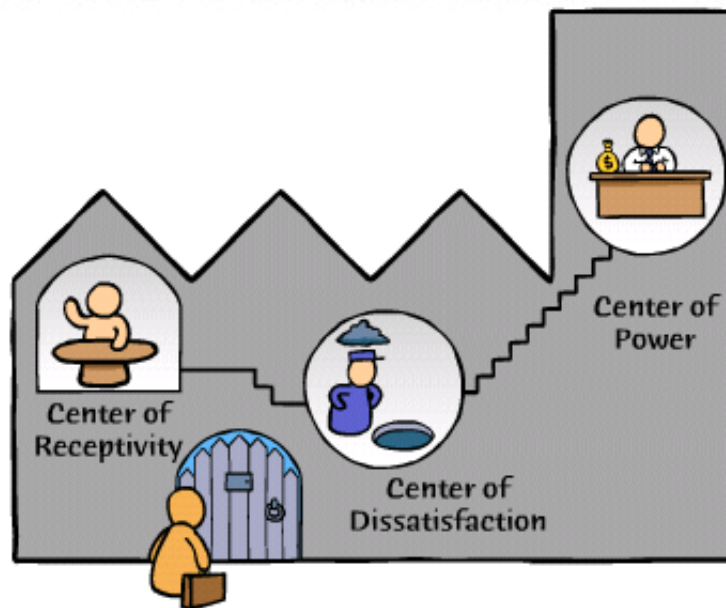
1. A feature and benefit summary for a named product
2. Value statements to counter-balance price
3. Two or more contacts in each account, customer, or prospect

#### Task

1. Choose a product.
2. Write a benefit claim or statement
3. List through features that support that claim



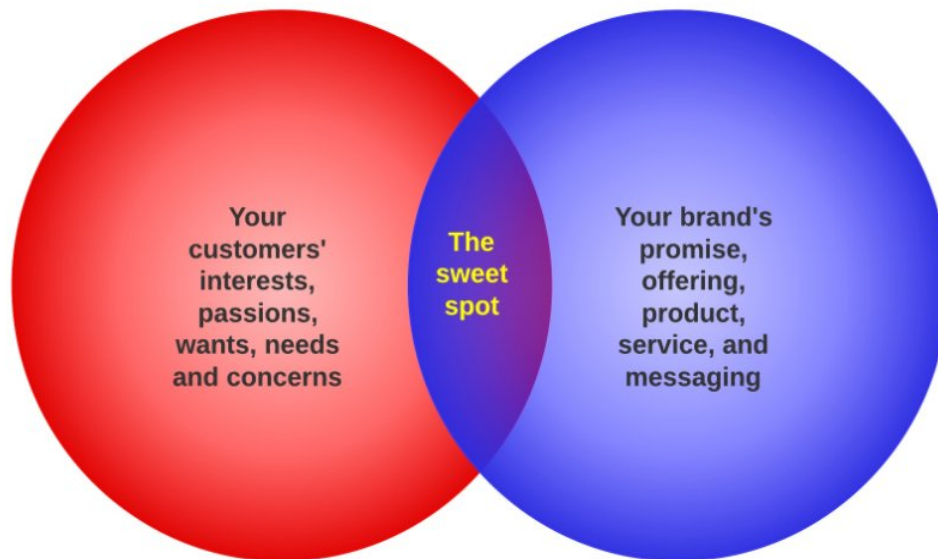
## Sales strategies for B2B strategic buying



1. Centre of receptivity – gatekeeper
2. Centre of dissatisfaction – problem owner
3. Centre of power

Client	Sales consultant
Centre (s) of receptivity	Offer them something they value Gather background info Locate centres of dissatisfaction
Centre(s) of dissatisfaction	Build importance and urgency of the problem Locate centres of power
Centre (s) of power	Offer compelling value proposition with internal support

## Proposing Solutions: Overview

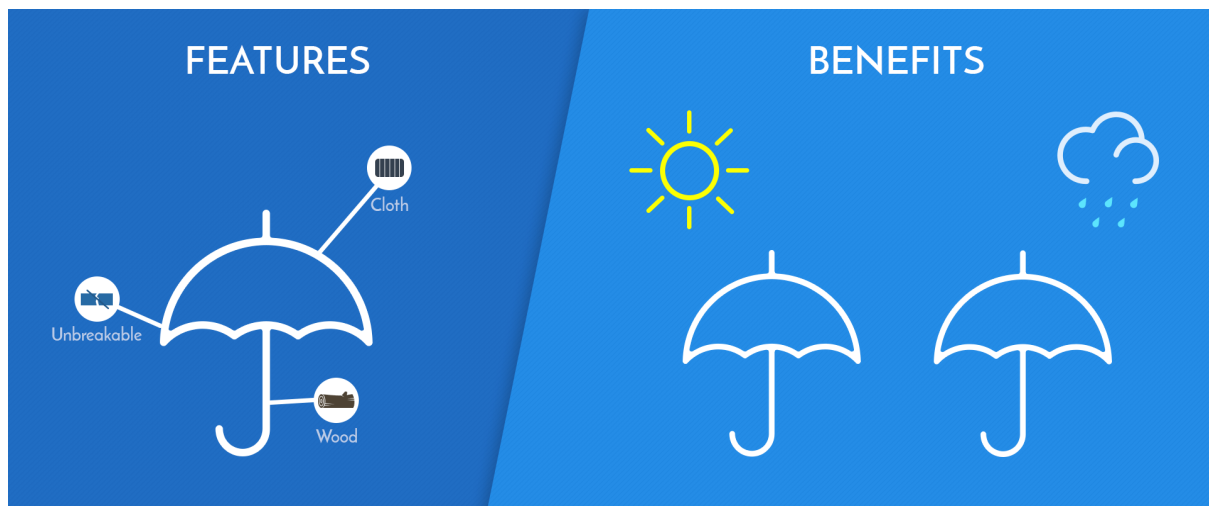


### Linkage to the Driving Principles

The Driving Principles are pivotal in the strategy for proposing solutions.

Principle	Implication
Focus on the customer	<ul style="list-style-type: none"> <li>• Gear the proposal to meeting the needs of the customer.</li> <li>• There may be several people from the customer organisation in attendance.</li> <li>• Present clear and recognisable solutions to needs expressed by the customer throughout the sales process.</li> </ul>
Earn the right to advance	<ul style="list-style-type: none"> <li>• Describe the solution in terms of the benefits it will provide to the customer.</li> <li>• Develop a solution that is uniquely tailored to meeting the customer's needs and that differentiates you from the competition.</li> </ul>
Persuade through involvement	<ul style="list-style-type: none"> <li>• Involve the customer by inviting him or her to explore the value of the solution you present.</li> <li>• Answer the customer's questions and handle his or her objections as they arise.</li> </ul>

## Proposing Solutions: overview



Whether your proposal is formal or informal, it should be:

- well organised
- well prepared
- customer focused
- some general guidelines for proposals are:
  - tailor them to the needs of the customer
  - be concise and to the point
  - show the customer that he or she is important to you
  - difference yourself from your competitors

### ***Some guidelines for discussing features and benefits are:***

- recap the need, then go to the benefit
- state the benefit first, then explain the appropriate features that proves it

Use a transitional phrase such as **“that’s because”** to tie the benefits that address specific needs to the feature. The method immediately answers the question “What’s in it for me?” for the customer.

- translate features into desired benefits

If you state the product feature first, connect it with the phrase “this means for you,” followed by a statement of the benefit.

List some examples here:





### **Application: Describing needs, benefits, and features**

Based on the target customer that you have selected, write down two or three statements to connect needs with benefits that can you offer and the features that support them.



Summary of needs

“We can offer the following benefits...”

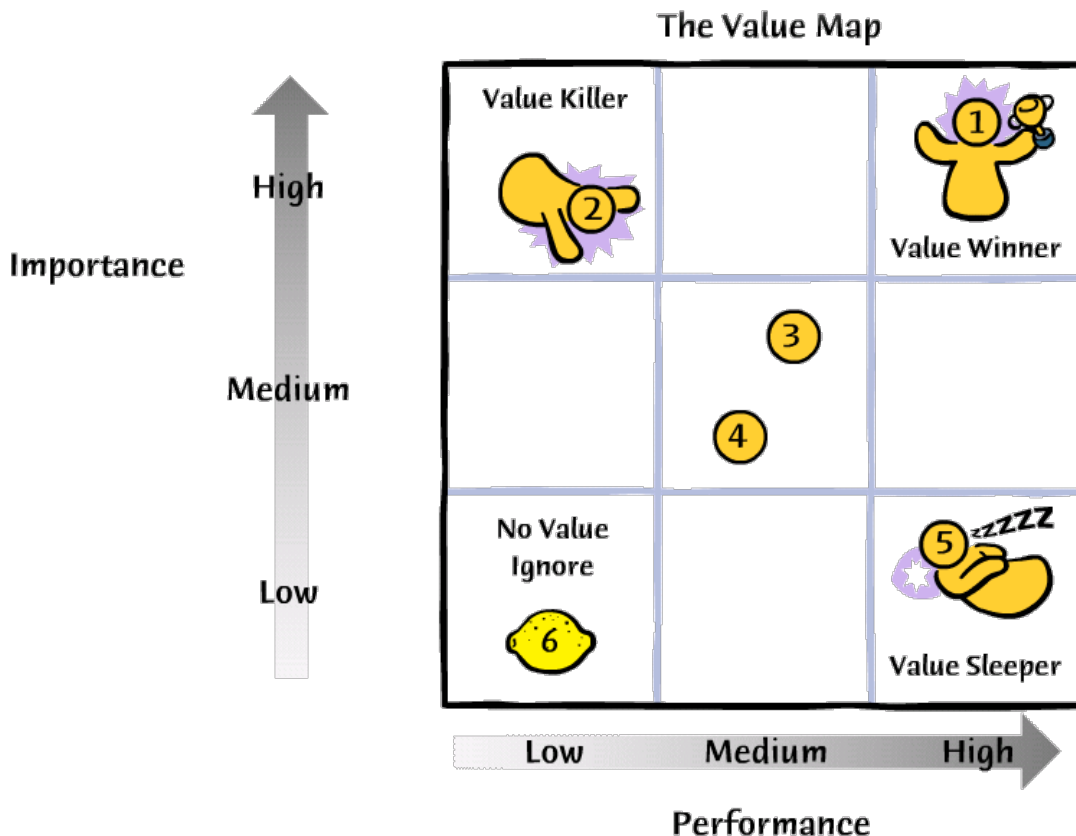
Summary of benefits

“...that is because...”

Summary of features/facts

Supporting example or evidence

## Identifying the right solutions and features to propose



### Value winners

- Important to client
- Your offering is perceived as superior relative to the competition
- **EMPHASISE THEM!**
- Assign a measurable rating
- Harden 'soft' criteria (soft criteria are vulnerable to competition)
- Reinforce with examples, testimonials from satisfied customers, demonstrations to key buyers
- Competition may try to measure the criteria in a way that is difficult for the salesperson to meet.

### Value killers

- Important to client
- Your offering is perceived as inferior relative to the competition
- **NEUTRALISE THEM!!!**
- Hard criteria are the hardest to neutralise
- Improve performance
- Look for ways the underlying need may change
- Change measurement
- Change misperception

- Retain integrity

Value sleepers

- Low importance to the client
- Your offering is perceived as superior relative to the competition
- WAKE THEM UP!!!!
- Build pain and gain
- Link to a third-party situation
- Reference other customer experiences
- Identify latent needs
- Don't alienate

Your examples from an example customer, for a specific need and product or service.



Value winners	
Value killers	
Value sleepers	

## Using options to convince buyers and help them buy

“The Goldilocks effect”



Customers would rather buy a product than be sold a product.

The more involved customers are in selecting options, the more willing they are to

### Exploring and Developing Options - Three-step Process

Exploring options may be completed in three simple steps.

1. Developing options available to the customer.
2. Analysing the options based on the customer's sources of value.
3. Discussing these options with the customer.

Follow these steps to use the Option Generator.

Step	Action
1	Identify a customer need for which you can provide a solution.
2	Fill in as many applicable “sources of value” as you can, based on your knowledge of the customer's situation. <b>Note:</b> The sources you choose will differ, based on the specific needs of your customer.
3	In the far left-hand column, list the possible options you can provide that will address the identified customer need.
4	For each option selected: <ul style="list-style-type: none"><li>• review the customer sources of value.</li><li>• create ways to enhance that option to best meet the customer need.</li></ul> Record these enhancements in the body of the Option Generator.
5	For each option you select you select, consider the customer's potential concerns. Think about how you would respond to each of these concerns.

## ***Increasing sales order value with options***

Based on the target customer that you selected prepare an option matrix to discuss.



Source of value	Option A	Option B	Option C

## ***Ten ways of resisting price pressure***

One of the most common concerns is how to negotiate against price and discount pressure. Such pressure typically is shown by customer comments such as:

**“Your price is too high. You’ll just have to do better than that.”**

When salespeople concede too quickly in these situations, they not only reduce the profitability of their sales, but also devalue their customer’s perception of the product or service.

Here are ten ways skilled salespeople and managers use to deal with price pressure tactics:

- 1. Position around value**
- 2. Compare value, not price**
- 3. Build negotiating space into your proposals**
- 4. Concede slowly and reluctantly**
- 5. Exchange price concessions for true commitment**
- 6. Avoid negotiating on price alone**
- 7. Get to the real business need**
- 8. Uncover the underlying personal needs which are met by price concession, and work to meet them.**
- 9. Uncover the whole rationale for the price/discount request**
- 10. Use “limited authority”**

Notes



## **Closing skills and overcoming concerns and client questions**

- Proven techniques for closing more sales, faster
- How to isolate, prioritise and answer final objections, including price
- Overcoming delay and procrastination
- Planning and practice session – answering client concerns

List three buying signals

- 1.
- 2.
- 3.



List three test closing questions

- 1.
- 2.
- 3.

List three ways to answer or react to the comment: "I will think about and let you know."

## Qualification checklist

MATCH: Money, Authority, Timescales, Competition, Hot- buttons

You might want to adapt this to your situation.

Element	Example points and questions	Check <input checked="" type="checkbox"/>
Money	<ul style="list-style-type: none"> <li>• Value range of sale -min and max</li> <li>• Budget / cost discussed with client?</li> <li>• Budget or order approval process discussed and specified?</li> <li>• Is budget or spend allocated?</li> </ul>	
Authority	<ul style="list-style-type: none"> <li>• Key influencers specified - how many have we met?</li> <li>• Do we have a coach or advocate?</li> <li>• How much influence do they have? (Scale 1-10)</li> <li>• Economic buyer identified and contacted/consulted</li> </ul>	
Timescales	<ul style="list-style-type: none"> <li>• Implementation timescales agreed</li> <li>• Project plan presented or discussed</li> <li>• Expectations managed</li> </ul>	
Competition	<ul style="list-style-type: none"> <li>• Do we know our competition?</li> <li>• Is there enough urgency to change <b>now</b>? (Scale 1-10)</li> <li>• What is the <b>willingness</b> to change (scale 1-10)?</li> </ul>	
Hot- buttons	<ul style="list-style-type: none"> <li>• Have we emphasised value over cost?</li> <li>• Have we presented at least three significant improvements or benefits of our solution to <b>both</b> the users and the business?</li> <li>• Are they important enough to the client?</li> <li>• Have we 'proved' these?</li> <li>• Does the customer believe them?</li> <li>• What final objections or obstacles must we overcome?</li> <li>• What do we have to do to close this sale?</li> </ul>	



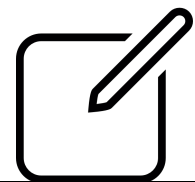
## Common objections and FAQ's

You should answer the objection as specifically as possible. Objections and their appropriate responses usually fall into one or four general categories:

Objection Type	You Should
Misconception	Clarify and explain
Scepticism	Provide examples, references, demonstrations, or evidence.
Real drawback	Show how advantages outweigh disadvantages.
Real complaint	Respond with a plan to address the complaint.

### What are your most common objections, queries or obstacles?

List these here, and where they occur most in the technical analysis process



Objection, queries or obstacles	Where it occurs – early – anytime – close to decision	Type (Misconception / Sceptical / Real drawback / Complaint)

## ***Handling objections***

Write down a common objection and make some notes on how you might best respond.



Objection:

Questions to clarify and encourage:

Answer:

1. If misconception – clarify
2. If scepticism – prove
3. Real drawback – show big picture and outweigh with other FAB's
4. Real complaint – show action

## ***Closing the sale (planning and practice)***

### Gaining agreement - guidelines

The following will help you close a sale or key step in the sales process:

Guideline	Key Points
Summarise	Summarise the needs, consequences, and value, and tie them to the benefits your solutions can provide, thus reminding the customer that it is urgent to act and that your solution is appropriate.
Be direct	Ask for the business. Do not try to manipulate the customer into signing for the business or you will violate the trust built during the sales process.
Be concise	Make each word count. Wordiness indicates uncertainty and lack of focus. Avoid unnecessary statements that could be misinterpreted.
Close with confidence	Act as if you expect the customer to buy, using your voice, posture, and choice of words.  Establish eye contact and ask, in a friendly way, for the customer's business.
Be silent	Once you have delivered your close, wait for an answer and be silent. No matter how good your offer, the customer needs time to accept.
Affirm the decision to buy	Affirm the customer's positive decision. Help the customer feel comfortable with his or her decision. Communicate that your concern goes beyond closing the deal.

## Gaining commitment

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*“Don’t think about closing the sale, thinking about opening or improving the customer’s relationship.”*

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The Direct Question	Ask a closed question which requires a yes/no answer: "Would you like to go ahead? " You may get a no, if so, ask the customer why or what other product he or she would prefer.
The Alternative Question	Give the customer alternatives from which to choose, e.g. "Would you prefer to have it delivered this week or would the first day of the month be more suitable?"
Sharp Angle	When your customer asks about a certain aspect of your product or service, do not answer their question directly. Ask them whether he or she will have it. Use a little diplomacy, e.g.: "When can you deliver?" - "When would you like delivery?"
Next Step Close	By summarising the conversation and progress and asking" "so, what is your next step from here?"
The Step-by-Step	This is where you take the customer through the sale step-by-step, gaining commitment at each stage and is like the Blank Order Close, which uses a series of questions to attain final commitment.

## Closing worksheet

Complete this on an opportunity you are hoping to close soon.



Client name	
Opportunity description	
Approx. value	
Target date and % chance	
What is your biggest single obstacle in closing this business?	
What would have to happen to remove this obstacle?	

### Make a list of specific actions to close this opportunity

Action	By when / who
Now identify three things that you can do in the next few days to move this opportunity closer to a successful win:	

## ***Closing by offering concessions***

### **What is a Concession?**

A concession linked to a trade variable and is something we trade with our buyers to improve the value and balance of the deal. A concession can also be called a variable.

You will be aiming for an optimal result from your negotiation, as will your buyer, often these do not match. Concessions are traded to get as close to optimal as you can.

Here are some commonly traded concessions: discounts, promotions, delivery time, volume, distribution, promotional items, and production time.

The key to concessions is never to give anything away without receiving something in return, always trade.

You will need to know which of your negotiation variables are fixed (you can't change) and which are tradable (you can change).

Here are five top tips for concession trading

### **Link Issues**

Trade concessions, never give concessions away. They need to consider a concession for every concession you make.

### **Avoid Asking for Major Concession First**

If you request a large concession up front this could be interpreted by the other negotiator as a request made from a weak negotiating position.

### **Make small concessions, one at a time.**

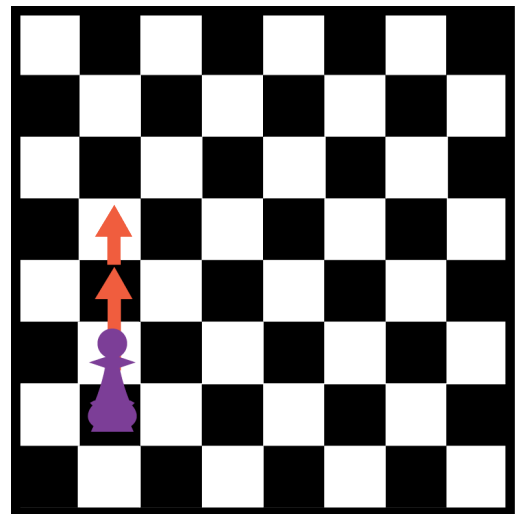
Break it into smaller pieces, so that you can trade the concession one piece at a time. This should help you avoid getting requests for large concessions.

### **Concede Slowly**

Spread trading concessions over a longer period. For example, don't make concessions every five minutes as that allows the other side to read your negotiation position.

### **Give Reasons**

Every time you make a concession, give a **credible** reason as to why you have been able to make that concession.



## Action plan and learning summary

Most important learning points from today.

1.

2.

3.



Action plan to increase your sales – AVC

**activity – value - conversion**

Action	How, who, when, what

<b>IMAGE</b>	<b>FLEXIBILITY</b>
<ul style="list-style-type: none"><li>• Confidence</li><li>• Humour</li><li>• Presentation</li></ul>	<ul style="list-style-type: none"><li>• Responsiveness</li><li>• Creativity</li><li>• Self-directed learning</li></ul>
<b>ENERGY</b>	<b>INTEGRITY</b>
<ul style="list-style-type: none"><li>• Enthusiasm</li><li>• Courage</li><li>• Perseverance</li></ul>	<ul style="list-style-type: none"><li>• Self image/concept</li><li>• Goal motivated</li><li>• Empowering beliefs</li></ul>

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*“Sales success is a series of predictable behaviours that can be broken down in component parts which can be modelled.”*

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