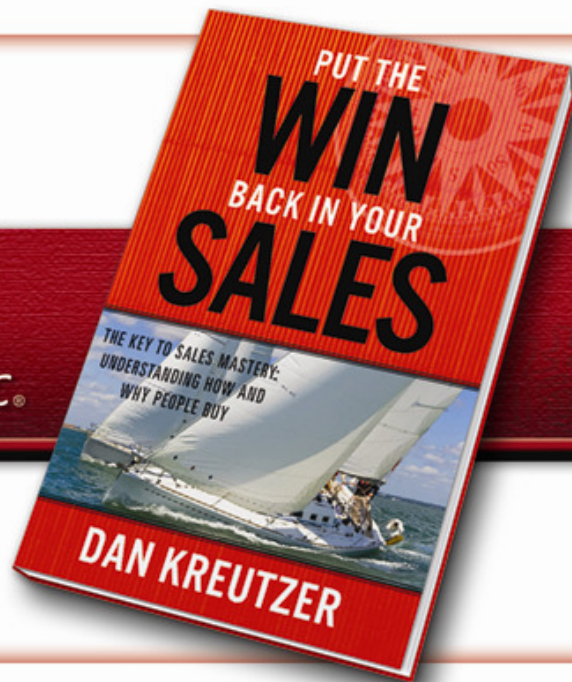




SAMURAI  
BUSINESS  
GROUP LLC®



## **Chapter 1**

### **Today's Selling Environment and How We Got Here**

*From selling products to building trust*

#### Summary

Today's selling processes are outdated, focusing on the needs and knowledge of the salesperson. With the rise of the Internet, however, customers have their own sources of product and service information and no longer need salespeople for the same reasons they needed them in the past. At the same time, the importance of the salesperson in the buying process is even more critical. Today's Selling Environment and How We Got Here rate the effectiveness of the salesperson as the most important reason they buy, even more important than price and availability. The sales cycles and processes most companies use evolved from the need for product information after WWII, the product and feature wars of the 1960s and 1970s, and the solutions and customer focus of the 1980s and 1990s. The stresses of the new millennium—the threat of terrorism, corporate scandals, natural disasters, and overall meltdown of the financial markets—have resulted in a much higher need for trust in the sales process. Therein lies the challenge of any salesperson today.

## **Chapter 2**

### **The Conventional Sales Process**

*Sales as a game of chess between seller and buyer*

#### Summary

The conventional sales process focuses on salespeople and their need to close sales. Not that closing sales isn't important, but closing sales at the expense of the buyer often is. The conventional sales process attempts to force a buyer through a salesperson's stages. It's a selling model. Buyers, however, don't like to be sold to. Instead, they like to buy. The most successful salespeople in the years to come will shift their orientation from selling products to helping buyers buy.

## **Chapter 3**

### **Why People Buy**

*And how you can find their compelling reasons ...*

#### Summary

As selling progresses and businesses continue trying to find new ways to tap into a buyer's mind, it becomes more and more crucial to look at selling from the perspective of the buyer. No one likes to be sold, but people like to buy. For a sales representative, the job is simple: Determine the apparent reasons behind the business' need to make a purchase, consider the compelling reasons behind why the buyer is determined to find a solution, and understand the mental/emotional process he is going through in order to fulfill that need/want. People buy for specific reasons, yes, but most of the time their desire will be compelled by one of the drivers described in this chapter. Pain, fear, and gain are at the root of many sales decisions. Emotions play a large role as well. The old method of sales involves more pushing of the product first and later asking, "Did I solve all of your problems and fit all of your needs?" This selling technique only has one dimension and does not work for clients who are looking for a personalized solution. If your shoulder hurts, you are not going to start downing prescription medications and pumping cortisone into your system to solve the pain; the first thing you will do is seek assistance from a doctor, who will figure out your problem, give you a diagnosis, and direct you onto the proper road to recovery. Your job in a B2B sale is to be the doctor to all of the problems your clients are going through, which can be widely diverse. In the next chapter, we will present a model that

shows how buyers make decisions. As a salesperson, your job is understanding a business' apparent reasons to flesh out their compelling reasons. When they see that your solution matches their reason(s), they will complete the sale for you. The Samurai Buying Decision Model™ will help you do that.

## **Chapter 4**

### **The New Science of Sales**

*Building a scientific framework for effective selling*

#### Summary

All sales fall on a Buyer Involvement Continuum. Transactional sales, like commodities and office supplies, require little or no involvement on the buyer's part. Strategic items, such as IT systems and infrastructure, likely require high involvement. In general, the higher the cost and the higher the risk of the decision, the higher the buyer's involvement. At the same time, the higher the involvement, the more important it is that the salesperson build trust with the buyer. Building trust with the buyer is easier when the salesperson helps the buyer reach the right decision, whether or not that decision is to use the salesperson's products or services. The Samurai Buying Decision Model™ illustrates the stages a person goes through in making a decision. By leading a person through the process, salespeople gain credibility and increase their value to the buyer and build trust.

## **Chapter 5**

### **The Samurai Buying Decision Model™ in Action**

*Sales as a result of helping buyers make great decisions*

#### Summary

The old model of sales focused in large part on systems and techniques. It was about convincing through presenting an idea. The new model is focused on leading the buyer to the appropriate choice through gaining their trust. It is a simple difference with huge results. Everyone goes through a decision process when purchasing anything. Complex, high-value item sellers in a B2B environment need to become more than one-dimensional representatives of a product and think through the buyer's eyes. The decision process is complex, looping back and forth as the problem becomes increasingly clear. It's a journey of discovery for both the prospect and the salesperson to navigate. Salespeople, therefore, need to become leaders and help their customers decide what will work best for their businesses and how to effectively make that decision. That builds a kind of trust that will mean years of future sales and service.

## **Chapter 6**

### **Sales Effectiveness in Practice**

*Gain a competitive advantage through sales effectiveness*

#### Summary

Most importantly, the key component, the “secret sauce” of successful training programs, is aligning direct sales management coaching with the training. In any sales organization, there is no single role that will have a greater impact on determining the success or failure of the sales organization than that of the sales manager. They have intimate, day-to-day contact with the salespeople and the customers. They are in a perfect position to apply the training to the sales force’s daily activities. When their coaching is done properly and consistently, the training is reinforced, behavioral change is accelerated, and sales results improve.