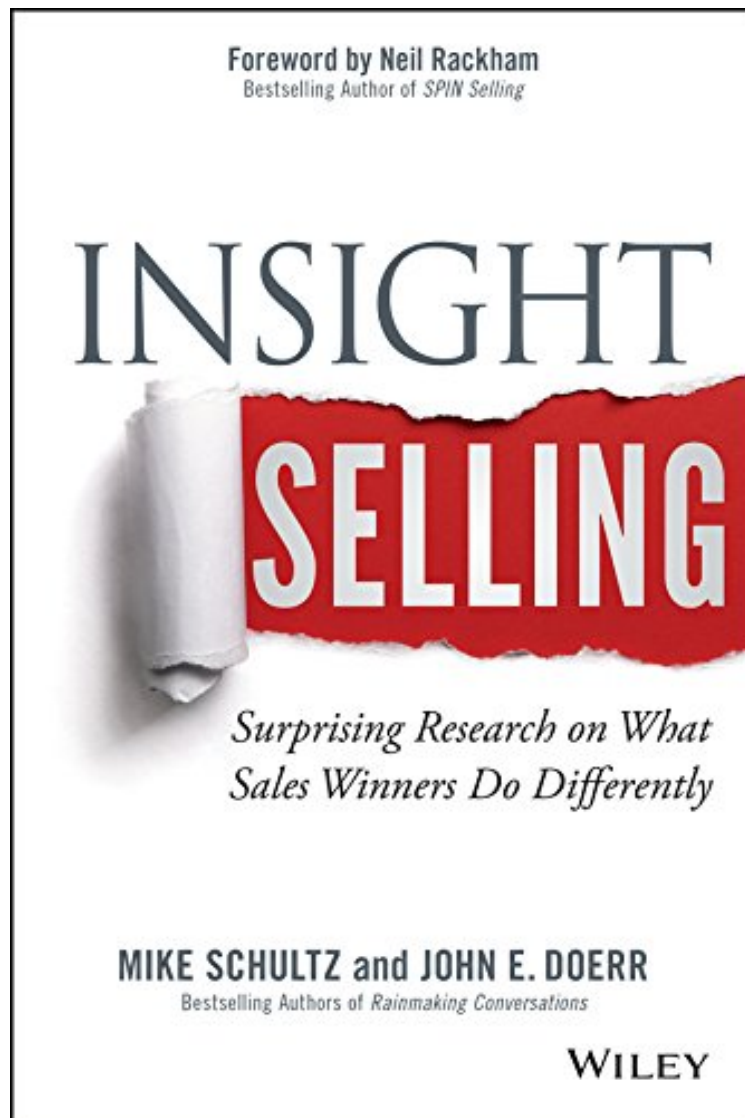


(Download free pdf) Insight Selling: Surprising Research on What Sales Winners Do Differently

Insight Selling: Surprising Research on What Sales Winners Do Differently

Mike Schultz, John E. Doerr
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Mike Schultz, John E. Doerr : Insight Selling: Surprising Research on What Sales Winners Do Differently before purchasing it in order to gage whether or not it would be worth my time, and all praised Insight Selling: Surprising Research on What Sales Winners Do Differently:

0 of 0 people found the following review helpful. Selling moved from telling buyers what they need and giving them good reasons why they should buyBy Ian MannWhen a context changes, so must the method for working within it. Those who are not succeeding in sales would do well to question whether they are using a method that no longer

applies. Schultz and Doerr are established sales-trainers specializing in business-to-business sales. From 2012 to 2013 their company, Rain Today, surveyed 700 businesses. The aggregate purchases of these businesses was \$3.1 billion a year. They also interviewed in excess of 150 corporate buyers. The results of their survey indicated that the differences between those who won the sale and those who were contenders, but did not get the sale, was clear. Insight Selling is the authors' analysis of this rich body of data, and describes a set of conclusions. If you are the Chief Information Officer of a company and realized you need to make a major investment to improve your company's effectiveness, what would you do? As a responsible professional, you would do as much research as you could, prior to inviting sellers to give you a presentation of their offering. You might talk to colleagues and others in your field, but you would certainly do appropriate desktop research. By the time the buyer meets the sellers, the expectations of the meeting are be considerably different to what they would have been in 1970. The seller who uses techniques that were effective forty years ago, is unlikely to be successful. Selling moved from telling buyers what they need and giving them good reasons why they should buy, to connecting the buyer's needs to your solution. This is not a subtle shift; it represented a change in the business context. When products were not plentiful, there was a need for a salesman (mostly male,) to inform you of a new product and to explain why you needed it. New products came to satisfy needs that many people did not realise they had, or realise they needed. It became necessary for a sales person to identify the need and connect it to their product. This is known as "solution selling." As business becomes even more sophisticated, so must selling. Schultz and Doerr describe a three-part process that emerges from their comprehensive research. Their process is not the opinions of successful sellers, rather it is an understanding of professional buyers. In fact, when the authors did research on what sellers thought was important to buyers, they found that the sellers misunderstood important issues. The authors identified three Levels in selling, and each is required to give the best chance of success. The first Level is to "Connect". This connecting works in two dimensions. The seller is no longer required to diagnose the needs and problems the seller has. To illustrate the difference the authors relate a situation where a buyer sent the seller a statement of their challenges, why the challenges exist, and what they wanted from the seller in order to deal with them. What the buyer does welcome is a demonstration by the seller of an understanding of the challenges. "It's old news that buyers have a lot more information about everything than in decades past," stated the authors. What the buyer prefers is that sellers focus on what the buyer aspires to achieve, rather than the problems the company experiences. The second dimension of Level 1 selling is that of the relationship. Those who assert that relationships do not matter are in error. Buyers buy from people with whom they feel comfortable. They always have, and still do. Achieving Level 1 will not get the sale. It will only put the seller "in the game." The next two levels are required. The Level 2 is "Convince". Sellers need to convince the buyer of the three matters. Buyers are concerned that the investment they are making gives them a return on their investment. Buyer's remorse in a corporate setting has consequences ranging far wider than that of a retail purchase. Then, buyers must be convinced that the risk they are taking in making the purchase is "acceptable." No purchase is risk free, so it is up to the seller to show how the inevitable risk falls within the "acceptable" range. Finally, the seller must convince the buyer that doing business with him "is the best choice among the available options." The "convincing" must be articulated; buyers cannot be presumed to know this. The seller needs manage convincing carefully so that it does not impair the relationship element identified in Level 1. The third level, "Collaborate," gets to the heart of the process. The authors' research showed that winners "collaborate" far more often than those who came second. Buyers want sellers to educate them with new ideas or perspectives. Despite the fact that they know their needs and situation, they want to feel that they have been enriched by the sales conversation. They also need to work with the buyer so both parties bring what they can to the situation. Together they produce more than they expected. Schultz and Doerr's "Insight Selling" will definitely change the way you respond to Requests for Proposals, or present your product or services. The book's easily accessible model is profound and valuable. See that everyone is sales reads this. Readability Light ---+ Serious Insights High +--- Low Practical High +--- Low *Ian Mann of Gateways consults internationally on leadership and strategy and is the author of Strategy that Works "It's old news that buyers have a lot more information about everything than in decades past," stated the authors. 4 of 4 people found the following review helpful. Selling evolves. Insight Selling is a Revolution! By Bob rickert I immediately connected with Mike Schultz and John Doerr's book when they started out by framing up the world we sell in today. It has changed. One of the big ways it has changed is that you can't win by simply knowing your customer. As they point out, you have to move beyond diagnosing needs and begin achieving a much deeper understanding of your customer's business, their aspirations and how they make decisions. That takes more than information; that requires bringing insight to every step of the sales process. They show you how. This book does a great job of establishing the benchmarks, based on their in-depth analysis and research that drive strong value selling. You can achieve greater success by aligning with customers at a whole new level. They guide you through a process that helps you understand how you can create insight across three dimensions or levels: 1. Connect ndash; they go beyond just relationship building. Insight selling drives solution building and connecting the dots between key business issues / drivers and value-driven solutions 2. Convince ndash; persuading a decision requires understanding

customer risks and what is acceptable, and then bringing solutions that deliver a strong return on investment. This is how you win today, delivering ROI.³ Collaboration ndash; I like how they establish a new way of thinking about collaboration. It is not just engaging in an interactive discussion, it is about managing the sales process by leading an exchange aimed at getting results. It is about creating demand and guiding an opportunity to a successful close. They go on to profile the attributes and competencies required for Insight Selling, as well as the mistakes to avoid in selling this new way. High performing salespeople (and their managers!) would be well served to read this book. Bring your highlighter, yoursquo;ll need it.²¹ of 23 people found the following review helpful. First-rate book on how to sell when buyers are sophisticated and demanding By Andrew Sobel There are thousands of books on sales. Do we really need another one? Hasn't everything worthwhile already been said? Yes, we do, and no, it hasn't. Here's why: Most sales books are actually mediocre and are based on outmoded practices, old-style selling techniques that today's executives just won't put up with, and so on. Or, they purport to have discovered the equivalent of the cure for cancer--and we all know that when it's too good to be true, it usually is. Insight selling is balanced--the authors do have some good, new data to share, and a clear approach to winning the sale--but they don't trash everyone else's ideas by way of building up their own. First, what I like is that this book is research-based, and the authors have not manipulated the research to support their thesis. It's pretty straightforward and understandable: Based on interviews with 700 buyers, here's what first-place finishers--the sales winners--do differently than the second-place finishers--the sales losers. In other words, these are the top factors most separating winners from second-place finishers: 1. Educated me with new ideas or perspectives 2. Collaborated with me 3. Persuaded me we would achieve results 4. Listened to me 5. Understood my needs This research completely resonated with me. I've written seven books on building clients for life, and interviewed thousands of C-Suite executives about their most trusted advisors. And the Insight Selling model rings true. If you think about it, if you get a first meeting with a prospect, you have to convince them it's worth having a second meeting. And today, you do that by adding value in the conversation. "Value," as the authors point out, differs from client to client. But we can make some general statements about it. The great rainmakers educate and inform and enlighten and challenge their prospects. The other person goes away thinking, "That was a useful conversation. I learned something. My thinking has been sharpened." That's why "Educated me with new ideas or perspectives" is number 1. No surprise there. Second, Shultz and Doerr go on to frame their very useful tools and techniques in the framework of Connect, Convince, and Collaborate. Great salespeople make a connection between the customer's needs and their potential solutions. They also connect on a personal level. New research shows that we make that connection (or not) very quickly. A executive very rapidly--and in part, subconsciously--assesses your warmth and trustworthiness, on the one hand; and your competence, on the other. Convince means convincing buyers that they can get the results you promise, that the risks are acceptable, and that you're the best choice. Collaborate means being responsive, proactive, and easy to buy from. But it's not just about being easy to get along with--it's working very hard with the buyer to help them achieve their goal. Insight Selling is an excellent and needed addition to your sales library. (Andrew Sobel, author of Power Relationships: 26 Irrefutable Laws for Building Extraordinary Relationships and six other books on building clients for life.

What do winners of major sales do differently than the sellers who almost won, but ultimately came in second place? Mike Schultz and John Doerr, bestselling authors and world-renowned sales experts, set out to find the answer. They studied more than 700 business-to-business purchases made by buyers who represented a total of \$3.1 billion in annual purchasing power. When they compared the winners to the second-place finishers, they found surprising results. Not only do sales winners sell differently, they sell radically differently, than the second-place finishers. In recent years, buyers have increasingly seen products and services as replaceable. You might think this would mean that the sale goes to the lowest bidder. Not true! A new breed of sellermdash;the insight sellermdash;is winning the sale with strong prices and margins even in the face of increasing competition and commoditization. In Insight Selling, Schultz and Doerr share the surprising results of their research on what sales winners do differently, and outline exactly what you need to do to transform yourself and your team into insight sellers. They introduce a simple three-level model based on what buyers say tip the scales in favor of the winners: Level 1 "Connect." Winners connect the dots between customer needs and company solutions, while also connecting with buyers as people. Level 2 "Convince." Winners convince buyers that they can achieve maximum return, that the risks are acceptable, and that the seller is the best choice among all options. Level 3 "Collaborate." Winners collaborate with buyers by bringing new ideas to the table, delivering new ideas and insights, and working with buyers as a team. They also found that much of the popular and current advice given to sellers can damage sales results. Insight Selling is both a strategic and tactical guide that will separate the good advice from the bad, and teach you how to put the three levels of selling to work to inspire buyers, influence their agendas, and maximize value. If you want to find yourself and your team in the winner's circle more often, this book is a must-read.

?The majority of experienced sellers would agree that while a lot of existing sales wisdom is good, some things have become outdated and must change. The hard part is deciding what to keep, what to change and what to discard. Insight

Selling lays out a convincing case for which parts of current practice we should keep, which parts must be tweaked, and which parts must be changed entirely. Whether you're an experienced seller or just starting out in sales, you stand to learn something useful from this book.

Professor Neil Rackham, author of *SPIN Selling* "Wow! Even your most experienced strategic sellers will sharpen their game with these insights. RAIN Group's research and application to real life situations will educate your team on how to inspire buyers with possibilities and demonstrate the value add for your offerings like never before."

Sandy Miller, Partner, Strategic Accounts, Aon Hewitt "While solutions selling isn't dead, it is now just the price of admission. In this book, Mike and John provide the fundamentals and techniques around advanced insight selling and how you need to become the change agent for the customer to be a true sales winner! After all, in sales the second-place finisher is just the first loser."

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Richard Tober, Senior Vice President, Capgemini "Few sales books are destined to become classics that will make a real difference in the world of selling. This one will join that rare club that will stand the test of time."

Gord Smith, Partner, Hitachi Solutions "Schultz and Doerr are truly among the elite sales thought leaders. *Insight Selling* outlines exactly what you need to do to set yourself apart and find yourself in the winner's circle. It's a must read for even the most experienced sellers."

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