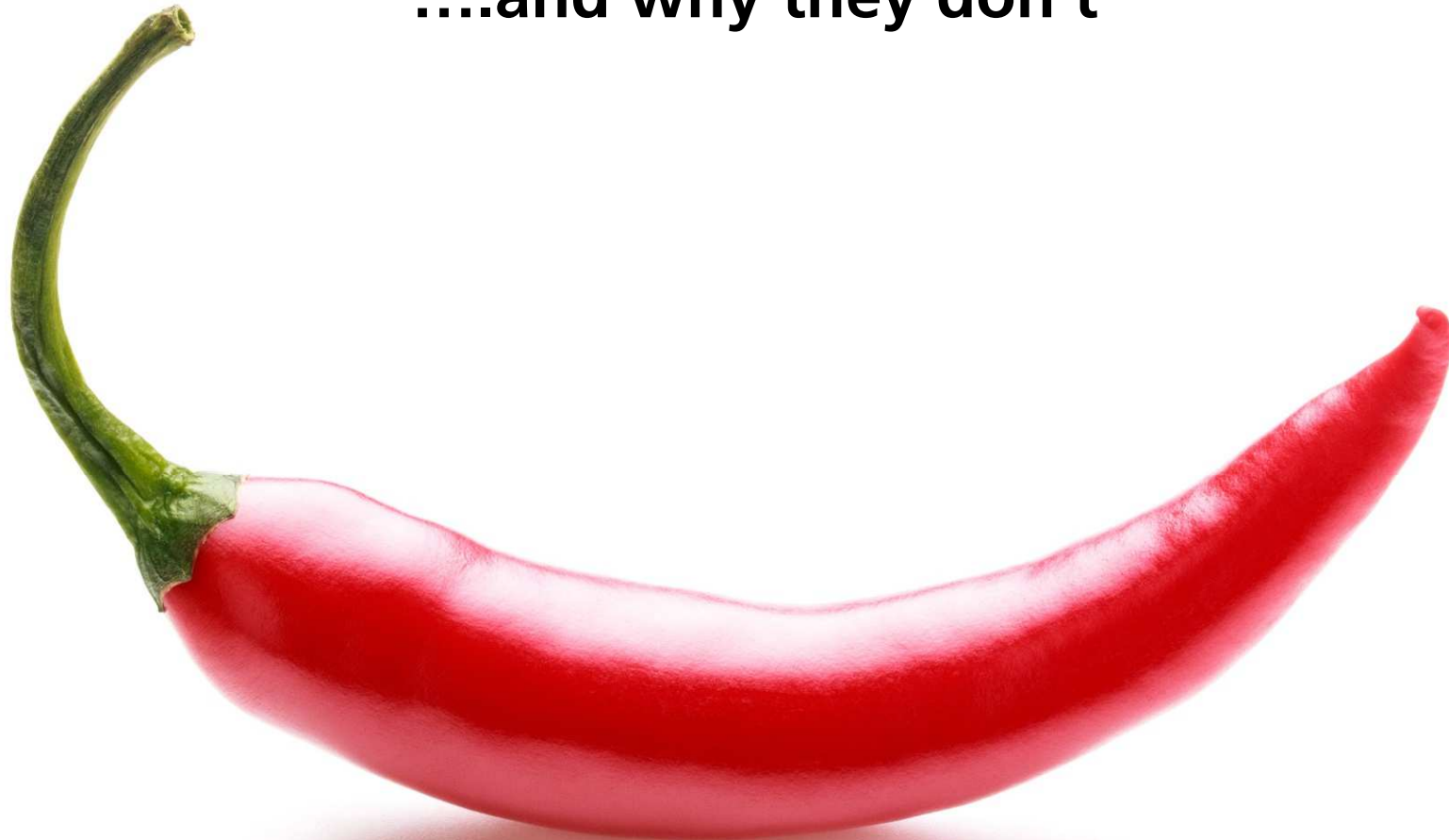


Heat

why customers buy from you
....and why they don't



How will this e-book help you?

This free e-book will help you if:

- You have been close to winning a deal, only to let it slip through your fingers
- You feel that you aren't generating enough excitement to drive your customers to say "yes"
- You want to secure more deals, more often

It's about how you, as a sales person, recognise, create and maintain the heat in the sale.

We are all consumers and we know when we are really hot to buy something we simply can't wait to get our hands on it. We want it, and we want it now! This is the atmosphere that you must generate with your clients. It can be done, and this e-book will tell you how.

In this e-book you will learn 7 key principles to keep your customers hot, long after they might have normally cooled down. These are some of the great secrets to selling. You'll also learn not to be a "Sales Cooler", draining heat out of the sale and spending valuable time leaving voicemails that go nowhere.

If you can learn these principles and you become a master of your own selling thermostat, then you will thrive in today's economy.

contents

Principle #1	The Law of Heat	3 - 5
Principle #2	Don't Over Complicate	6
Principle #3	Up-Sell When Hot	7
Principle #4	Commitment = Heat	8 - 10
Principle #5	Heat = Right Brain Priority	11 – 13
Principle #6	Don't Be A Sales Cooler!	14 - 15
Principle #7	Every Sale = Olympic Bid	16- 17
Over To You		18
7 Top Tips To Keep The HEAT		19
Key Thoughts & Takeaways		20
Natural Heat: Further Study		21
The Small Print		22

Principle #1 The Law of Heat



A snapshot of a sound wave.
Enthusiasm from your customer works in
similar waves.

The law of heat states that heat always takes place from a region of higher temperature, to a region of lower temperature.

The picture on the left is a snapshot of thermal convection. It shows how heat reaches certain peaks at various intervals.

This is what a sale looks like too.

Customers get hot and cold, conducting peak heat and energy at certain times. If you and your company can be found when customers are hot to buy, then that's very good news indeed. Because when you have a customer who is wide-eyed and infused with buying heat, then you are well placed to make the sale.

The customer usually calls through in the first large burst of heat. Quite often this first burst of heat isn't matched again for the entire buying cycle. That's worth repeating: After the first call, your customer may never be this excited about your product or service again.

There are two conclusions to be drawn from this:

a. You really ought to be in the business of capitalising on this initial burst of wonderful heat. For example if you have a vibrant conversation that draws out all their issues and culminates in a wonderful sales proposition from you, then you are fanning the flames. If you make a customer wait for a proposal for five days then you are pouring ice water over the sale.

Principle #1: The Law of Heat (cont)

b. You are also in the job of maintaining this heat. Throughout the course of this e-book you will discover why this is so important, and how to go about doing it.



Act fast! Your customer is ready to buy, you should be ready to close.

The 'Big Mo'

Another way of thinking about heat is momentum. Heat is the momentum you carry through a sale - or the 'Big Mo' as Josh Lyman from *West Wing* used to call it. If you feel that the sale has lost momentum, then it almost definitely has. Time to turn up the heat, and get the customer excited about you again.

Blink and it's gone

The thing about customer heat is that it goes as quickly as it comes. And you know this too, because you are a consumer. Remember when you wanted a scooter? Or wanted to open a florist? How about when you were in the queue at Gap with an armful of clothes and then decided to buy none of them? That's the thing about heat. It dissipates as quickly as it gathers.

It's important that you completely understand the Law of Sales Heat before you proceed.

In a nutshell, we buy when we're hot. And we're only hot for a short time.

Principle #2: Don't Overcomplicate

Great salespeople from organisations who adhere to the Law of Heat never interrupt the sale with complications when the customer is in the process of saying “yes”. One of the great habits of peak performing salespeople is that they take away obstacles - leaving a simple pathway to the close.

For example, at Natural Training, providing we have a phone and a desk, we always have a job for great sales people. And where there are great jobs, we need great recruiters, offering us the CVs of great sales people. We contacted one recruiter recently and to start business all we did was to say “we agree” by return email. We then chatted for 30 minutes about what we wanted. They understood us quickly by asking relevant questions, and we were receiving good CVs within two hours.

Another recruiter insisted on us filling out their 4-page briefing form, because it was their preferred way of doing business. We declined. As Sharon Drew Morgen said *“Why should sellers sell according to their selling patterns when buyers buy according to their buying patterns?”* Our buying pattern to recruit a sales person did not involve sitting down and spending an hour filling out a form.

Amazon understands the principle of heat better than most. As a consumer, when you are hot and ready to buy, you can do so with *One Click Ordering*. One mouse-click and the book is delivered to your door next day. Hot to buy? One tiny movement of your forefinger, and it's yours. Perfect.

The message here is simple: Remove barriers. Give simple steps. **Do the hard work so that all they have to do is scream “YES!”**



Amazon understands HEAT. When you're hot for a sale, you're only ever one click away from your purchase.

Principle #3: Up-Sell When Hot

Great sales people never miss the chance to up-sell when the customer is steaming.



Emma needed to get to John Lewis, and didn't stop until her car engine gave out. Emma understands how to keep going until she hears 'No'

iTunes is a great example. Their Genius application gets you at your weakest – when you're banging your hands on the desk rocking out to Jay Z's *Empire State of Mind*. With their Genius application, "Virtual Steve Jobs" is available 24-7 to tap you on the shoulder and suggest another track based on your current buying preferences. Listening to some Jay-Z? Then might Sir also be interested in some Alicia Keys? Or Nelly, or Flo Rida or Kanye West? How about all three for a special price? And just before you go here's a little sample of the latest album from Lil Wayne...

In these examples, iTunes & Amazon know to get you while you're hot, and then to try to sell you some more. And they are not the only ones. If you don't know much about up-selling, visit Century21 in New York. Or Saville Row in London. In fact, any retailer where the city's best salespeople only get to eat if they up-sell. Here's the type of mentality great up-sellers have:

"Say a customer walks into a store to look at a dress, and the salesperson says, 'It's inexpensive; it fits you; you look so beautiful.' So the customer buys the dress and leaves. The boss of the salesperson says to her, 'How did it go?' She says, 'Well, I'm very happy. I sold the dress.' The boss asks, 'How many no's did you get?' 'I didn't get any no's.' 'Then that's wrong,' says the boss. 'Because the sale doesn't end when the customer says, 'Thank you.' You say to her, 'You have that nice dress. You should have these shoes that go with it. This purse, this belt, this sweater, this scarf.' At some point, the customer will say, 'No. This is enough.' That is when the sale ends. The sale ends when you lose."

From: <http://www.inc.com/magazine/20100401/the-secret-of-sales-success.html> - take a look at the whole article, it's brilliant!

When your customer is hot, they love what you're doing. And they will spend more. Go for it.

Principle #4: Commitment = Heat

Gaining moments of commitment is the key to heat.

One of the biggest issues we hear from Sales Managers is that they never get a true read of the commitment status of their sales team's accounts.

Recently a Sales Director from one of our top customers gave us the following fantastic insight:

"All I ever get from my sales guy is a comment like 'Called and left a message asking after the proposal' or 'Next step - ask for the order' which really doesn't tell me much at all. I feel like they are just paying me lip service. It's a bit like asking you about the weather. It's a pleasantry, but it's not really going to get you thinking. I need insights into how to advance the sale! I want to know whether we have a chance of actually selling them something – what the customer's feelings are, what barriers there are, how committed they are, and I never get the right information to know that. Therefore I can't help my team, which I desperately want to do."

We agree with this Sales Director. After all, if customers were red-hot for the sale and the value screamed "buy me!", then they would call and demand an order form. But they don't. So it turns into a game of telephone tag.

In sales we need to fan the flames of the sale and move it forward with small, yet treasured moments of commitment.

How do we gain these moments of commitment?



Commitment is the key. Not for you, but from your customer.

Principle #4: Commitment = Heat (cont)



You must get your customers to commit, which isn't just an action, it's an official pledge.

1) Commitment from the sales person to the next action

This is of course important, but in sales you should be doing this anyway. When you do, and we know you've heard this a thousand times before, but please make it SMART. For example: "Calling to ask for the deal" isn't a SMART objective.

"Calling at Wednesday at 10am to request a conference call to go over any last issues such as customer need, any objections and budget prior to signing the agreement" is specific, measurable, achievable, realistic and time related (SMART). Good job.

2) Getting customer commitment to a specific course of action

This is much more important and where sales are made or lost. It takes authority, planning and guts for a sales person to gain real commitment at each stage from a customer.

For example "I will ring through and speak to Simon about when the committee is next meeting" is fine, and you should do that. However consider this customer commitment: "Simon has confirmed that his next committee meeting is at 2pm tomorrow and he has given me 10 minutes to speak and answer questions on loudspeaker during the meeting."

Do you see how Simon has made a commitment to you, rather than vice versa? This is a powerful way to maintain selling heat, and it works.

Principle #4: Commitment = Heat (cont)

Commitment = Heat.

Customers are much more likely to feel the adrenalin, the 'Big Mo', when they are engaged and have something to do.

Commitment Map

The most organised sales people therefore map out the sale and know what is going to happen next, plus the 2-5 steps after that.

A Commitment Map is a series of smaller goals leading to the ultimate prize, which is the signed order. The opposite of driving a sale forward with a commitment map is sitting tight, hoping for the best and knowing too late. However hope is definitely not a strategy.

How many times have you seen or personally missed an opportunity because you didn't see something coming? Many sales people are star gazers in this fashion – by the time they see a shooting star, it's too late.

Heat thrives in now, and commitment fans the flames.

So, before you leave the next voicemail ask yourself the following: Is this going to feed the fire, or barely raise a spark?



Map out the sale. Find areas of commitment from the customer's perspective (not yours). Then you're in control, rather than in freefall.

Principle #5: Heat = Right Brain Priority

Extensive research on the brain by the likes of David Suzuki has concluded that we are equally driven by our logical and emotional sides.

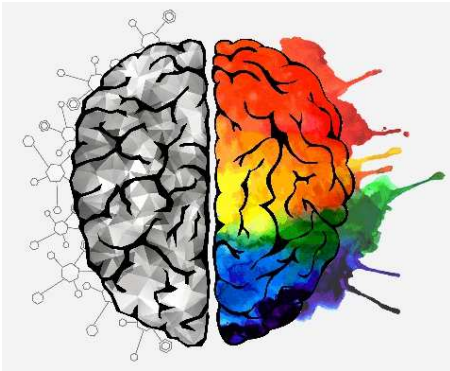
Our creative (right) side needs nourishment and is a factor in most buying decisions, as does our logical (left) side. When it comes to making a purchase, it is generally agreed that both sides tend to have a say. First of all our left brain sorts out all the logical “tick box” requirements.

For example, if you are buying a skiing holiday for your friends the left brain kicks in first:

- When can we all get time off?
- How do we get there and where do we stay?
- Who’s coming?
- Where is good value for money?
- Have we all got equipment? And so on.

Then once the tick boxes are in place, that’s when the excitement starts:

- How are we going to feel swooshing down the slopes?
- Remember the last time we went and Rob fell over?!!
- Can you imagine the stories being told after each day?



As you are in the business of persuasion and influence, then you might have a natural interest in how the brain works.

Principle #5: Heat = Right Brain Priority (cont)



Chairlifts are functional. But they are also beautiful. And you rarely get stuck on them and freeze. Unlike some of your sales which stay in pipelines for years.

You may be thinking that the two sides of the brain aren't usually separated into two distinct lists.

You're right – for most people the left and right brain operate in concert. Even when buying logical and sensible products the right brain can't help but elbow its way into the logical list side. In fact most of the time logic and emotion go hand in hand – although evidence suggests that logic precedes emotion, even if it's only by nanoseconds. For example, in our skiing scenario:

"We should stay at the King Lodge because it's only 50 metres from the snow (LEFT, LOGICAL). And did you see the bedrooms? They look amazing – the pillows look so comfy!" (RIGHT, EMOTIONAL).

What does all this mean for HEAT?

It's simple, at least in theory: when you're selling something, in order to keep the heat in the sale, you need to appeal to both sides of the buyer's brain, but prioritise the right side. So if you were selling the same ski trip:

"John you were wondering about chairlifts. There are actually 26, more than the average French resort. And one of these, the Magnum, has recently been voted as having one of the most breathtakingly beautiful views in Europe".

Logical Left Brained Chairlifts? Tick. Creative Right Brained Excitement ? Tick. Perfect!

In order to keep the heat alive, start using logic and emotion as a partnership whenever you communicate. **And place a priority on the right brain, because that's emotional and hot.** It's a clever way to sell as it will keep stoking those embers and driving you towards a close!

Principle #5: Heat = Right Brain Priority (cont)

Sales guru Brian Tracy has a fantastic story that highlights the logic versus emotion paradigm:



A beautiful flowering cherry tree. Find your customer's cherry tree and prioritise right brain selling.

A man and his wife met a real estate agent outside an impressive looking two-storey property. The husband had warned his wife about displaying too many buying signals - he saw it as his role to talk down the value of the house from the moment he entered. The agent took the unusual yet highly effective step of taking them around the back door of the house, which faced a beautiful garden. "Oh Dear God!", exclaimed the wife. "Look at that beautiful flowering cherry tree. I used to have one just like that when I grew up. We used to play under it until the sun went down. It was just like this one!" They then entered the lounge-room. "A bit small" says the husband, "and I don't think there's enough natural light". "However", said the agent turning to the window, look at the view on to that beautiful flowering cherry tree". The wife was mesmerized. Then they went into the kitchen: "Needs a facelift", grumbled the husband (no doubt sensing a shift in power!). The wife barely noticed - she was staring out the window at the beautiful flowering cherry tree. "Quite a view isn't it?" chuckled the agent. And so on throughout the house, with the agent countering the husband's complaints with another comment about the beautiful flowering cherry tree. By the time they went upstairs, the house was all but sold, and the husband sensed that they would be paying the asking price.

In this example the agent rightly picked that this was an emotional sale. There was no logical reason to buy a house just because of a tree. However the emotional connection was too strong. The left brain didn't really stand a chance. Nor did the husband! Sales heat was at fever pitch. And the agent, if he had any sense at all, would have closed right away.

So, here's what to do to keep the heat burning in every sale: find your customer's flowering cherry tree. Every sale has one. That's where the right brain makes an emotional connection that is sometimes powerful enough to override the left brain.

It's where great sales happen.

Principle #6: Don't be a Sales Cooler!

Why does the heat go out of a sale, leading to you losing it?

The main reason the heat goes out of the sale is **you**.



William H Macy was *The Cooler*. You might be cooling the sale without even knowing it.

All the warmth and emotion in a sale is generated from one human to another, so it makes sense that when it goes, it's your fault. You must take responsibility for this. It's a bit like *The Cooler*.

The Cooler was a 2003 movie starring William H Macy as Bernie Lootz, a perennial loser hired by a casino to "cool" tables full of lucky gamblers by taking a seat among the rowdy throng and injecting his bad luck and dour mood like a virus. Just as heat spreads like wildfire, tipping cold water sobers and destroys spirit.

At Natural Training we personally witness many sales people cooling down a sale, just like Bernie Lootz. When the client should be at fever pitch, some sales people simply take the heat out of the deal. They don't realise they are doing it, because if they did they wouldn't do it. But they do.

7 Ways Sales People Cool The Deal:

1) By taking too long to get back to clients. Time is usually a big killer of heat. That's where colleagues and other influencers can move your prospect away from you and into the arms of competitors. Get back to clients in record time and keep the flame burning!

2) By making the client fit in with your way of selling rather than the other way around. For example, the client might be ready to buy and simply want a price, but the sales process (that's you) insists on getting a fully written proposal back to them.

Principle #6: Don't be a Sales Cooler! (cont)

7 Ways Sales People Cool The Deal (cont):

3) By making clients nervous or annoyed: For example trying to sell too much at once, rather than being happy with a reasonable level of commitment. Or not providing client references. Or misquoting. You get the idea.

4) By being long winded and tiring when speaking: What a heat killer!

5) Bland follow-ups: "Have you read the proposal yet?" isn't a question to keep momentum. It's bland, and boring. If they were that interested you'd know already! So try the heat approach: "John I saw an article today that I thought might be of interest – I'm going to shoot it over. It's about..." Your follow-ups should be creative, helpful and full of good intent. You can pay a monkey to pick up a phone and say "What about it?" You're better than that – be refreshingly different! See page 19 for *7 Top Tips to Keep The Heat*.

6) Deals are regularly cooled when sales people introduce objections: Yes, far too often the *seller*, not the buyer, brings up the objection. Bizarre, but true. For example, in the heat of the sale, customers don't need to hear "Most customers sign our terms and conditions straight away." (Most? What about the ones that don't?).

7) Not thinking like the customer: 5 minutes with your eyes closed and actually imagining to be the customer is essential. What will they need to make a decision? This will help you plan, and come up with your commitment map.

The message for you: stoke the flames & keep the sale alive! Don't be a Sales Cooler!

Have
read you
our
proposal yet?

You'd be better off asking whether they have any holidays planned. Don't cool the sale with ordinary questions. Excite!

Principle #7: Every Sale = Olympic Bid

Olympic bids are fascinating. They galvanise the most creative and industrious minds from an entire city in an exhaustive campaign over several years, culminating in a single, heart stopping presentation.

The rewards are immense – the whole city infrastructure, mood of the people and future tourism can be dictated by the Olympic Games. Leading up to the Sydney bid (2000), the Australians understood a thing or two about heat.

After the large contingent (over 100) of IOC delegates visited, they set up a PR campaign that saw a constant stream of news go straight to the inboxes and mailboxes of IOC delegates. Every week, for over two years, IOC delegates would hear another unique angle about Sydney or Australia.

The Australians in charge of the bid wanted to keep the heat, and managed to do so, culminating in a successful announcement and a Games that put Australia firmly in the minds of most people around the globe. The approach was so successful individual approaches to IOC delegates have since been banned.

In this example, keeping the Heat didn't come cheap, involving a massive PR machine. However, it worked to persuade, influence and inspire.

In sales we have to imagine that we are also winning an Olympic bid with each and every client that you want to close. Keep in front of them in intelligent, articulate ways. It will pay off.



Your customer should feel like an IOC member being romanced by a major international city. Make them believe that they are special. Go on!

Principle #7: Every Sale = Olympic Bid (cont)

Even though you might have 15 concurrent bids of the same size, you have to let that customer know that they are top of mind with you and really keep that thermostat turned up.

At Natural Training we have a type of call known as a “J-TOY”, which stands for *Just Thinking Of You*. Our salespeople are actively encouraged to sit back and think about a call, email, gift, article or some other way of contact that demonstrates to a client that you are thinking about them.

For example “Stephanie, I was just talking to my friend Mike about you and he said you might be interested in a great new podcast...”.

Or “Bill I was just thinking about what you said the other day regarding your sales guys not performing well in meetings. I have this PDF that’s all about the way customers react...”

Now you’ve read it, go and do it.

Seriously. Find something on the net that your 5 best prospective clients would love to read, and send it to them. Let us know the result!



Treat each sale like an Olympic bid. Sydney, and since then London, both won what were considered impossible bids against very good competition.

(pic: M-Pics)

Over To You

There are two types of sales person:

The second type is the stop-gapper – someone who sees sales as somewhere to be while they sort out what they really want to do. This means that this person is never really engaged with the role. Leading to a few years of almost complete misery, punctuated by the occasional sale. (see picture left).



This guy looks happy doing what he's doing. If you're in sales, you're better off throwing yourself into the deep end.

The first type is the career sales person. This is the individual that knows either that they are going to be a sales person for life, or they believe that once they do anything they should give it 100%. We hope that you are this person, because at Natural Training we believe that the only way to really be successful at something is to throw yourself at it unconditionally.

This e-book was designed to get you tuned into why customers buy. Customers buy because they are hot for a sale, and that heat is either created or sustained by you. Your choice now is to throw yourself at this new concept, keep a continuous flame under the sale and reap the rewards.

Over the next couple of pages are some more tips for you to try.

We know they work, because we use them, and so do our clients.

7 Top Tips To Keep The Heat

If you find yourself in the “*Have you read our proposal yet?*” stage of sales coolness, then here are 7 ideas to keep the sale fresh and hot, straight from the Natural Training oven to you:



Keep the heat in the sale – send your customer a link to a podcast that they might be interested in.

- 1) Send them an insight – a podcast link, an article about their industry.
- 2) Give them someone new to listen to – a conference call with your Managing Director, or an audience with your Client Services Manager. Someone fresh or new always stokes the embers.
- 3) Buy them a book. Seriously. A book is such a wonderful, personal thing to buy someone. It will cost you next to nothing to make them feel great. Start with the business section on Amazon and see if you can find something in their interest area.
- 4) Ask them to feature in your newsletter. Interview them. Send it to your marketing or PR person.
- 5) Organise a conference call or webex with one of your current customers, and have your prospective customers all log in to listen to their experiences.
- 6) Put on a lunch, or after dinner drinks, or a site tour at your premises. Invite them along. Everyone is busy these days, but equally it's nice to get out of the office for an hour or so to clear the mind! Get them reinvigorated again!
- 7) Rather than just send a proposal and hope they read it, conduct a read-through. Again this can be done on a conference call or a webex. As each relevant department from your company is mentioned in your proposal, maybe that could be read out by an actual representative from that department?

Key Thoughts & Take Aways



Is there anything as exciting as
a bit of take-away? Take these
tips away and prosper.
(pic: nuttakit)

- The Law of Heat states that customers are only hot for a sale in a specific, relatively short window.
- You must be there providing a quality, exciting experience for your customer when this happens.
- With thoughtless input from you, your sale will cool.
- With intelligent input from you (commitment map), your sale will stay hot.
- Sitting tight is to invite a wave of cold.
- Smart competitors will steal heat, dumb ones will add to yours.
- The probability is that time will kill heat – so close with quick, smart moves.
- Showing that you are thinking about the customer (JTOY) is essential – do this often
- Treat each sale like it's your last – this is the heat attitude!
- Is this your career, or are you treading water? Only serious sales professionals can apply the right heat.

Next steps

The mission of Natural Training is to provide a learning experience that transcends the ordinary.

That's why in our training you will find more hands-on experience, simulation, live sales calls and more full-immersion than any other European training provider.

We create heat in all of our training experiences, and we will help you to keep the heat in the sale for all of your clients too.

For more useful resources visit:

- Natural Training's Blog: www.naturaltraining.com/blog & <http://www.naturaltraining.com/resources/>
- Subscribe to our *One Minute Pause* newsletter by emailing oneminutepause@naturaltraining.com
- Email Author of this E-Book and Founder of Natural Training Matt Drought for some more information and further reading guides: gift@naturaltraining.com
- Come along to some of our training – visit: our website for more!
- One of Natural Training's specialist pitch trainers can come to your workplace and deliver a *Winning Pitch* session in an hour, 4 hours, a day or a programme over 6-10 weeks.



Author Matt Drought, founder of Natural Training. Matt and his trainers regularly help clients to win new business pitches.

Smallprint

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