

DR. ALVIN'S PUBLICATIONS

SUCCESSFUL SALES: FOUNDATIONAL TECHNIQUES

DR. ALVIN ANG



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CHAPTER 1

THE PSYCHOLOGY OF SELLING

WHAT IS SELLING?

SELLING = INFLUENCE

- A Professor “sells” the idea that education is important to his students.
- A Lawyer “sells” his clients the idea that his service will help him to win the case.
- A Medical Doctor “sells” his patients the idea that he/she will feel/look better after his treatment.
- A Member of Parliament “sells” his countrymen that their lives will be better after voting for him.
- A CEO “sells” his employees the idea that working for him will let them gain fantastic benefits.
- Likewise, job seekers/employees “sell” the idea that their service will benefit immensely the company they work for
- Parents “sell” the idea that going to school and getting an education is best for their kids.
- Andy Lau and Jay Chou “sells” you the idea that coming to their live concert will give you an exciting time.
- A Trainer “sells” the idea to the trainees who come for his course that their lives will be transformed.
- In this article, we focus on Professional Selling i.e. the concept of selling to the “man-on-the-street”.

SELLING IS SIMPLE BUT NOT EASY.

- Selling requires
 - humility,
 - hard work,

- sincerity,
 - courtesy,
 - patience and
 - Perseverance.
- “What You Do Speaks So Loudly That I Cannot Hear What You Say” - Ralph Waldo Emerson.
 - Selling is about careful observation, listening and having a conversation, not about over-talking and info-dumping.
 - Your follow up speaks more loudly than your sales presentation.
 - Selling is about establishing relationships, understanding and helping customers get what they want, when they want it.
 - Selling is about putting the customer’s needs before your own.
 - Selling requires being creative and innovative.
 - There are no absolute “rights” or “wrongs” in selling – only what is “profitable” vs “unprofitable”.

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SELLING IS A RESPONSIBILITY.

- “With great power comes great responsibility” is a quote taken from the movie Spider-Man.
- But “with great responsibility also comes great power”.
- Sales people need to take responsibility for the products they sell.
- Since they are given the responsibility to sell their products, they are also empowered with whom, to where and when they want to sell them to.

SELLING IS RELATED TO SELF-ESTEEM (TRACY 2017)

- The world is just a reflection of oneself.

- Selling is an inner game – which is propagated to the external world.
- We always sell in a manner consistent with our self-esteem.
- We will never earn much more or much less than our self-esteem level of income.
- Thus, in order to have a higher income, raise your self-esteem first.
- A person with high self-esteem likes himself.
- How much you like yourself is the key determinant of your performance and your effectiveness in everything you do.

SELLING IS RELATED TO YOUR ASPIRATIONS

- What is your current ambition?
- What dreams/aspirations do you have?
- Were they the same as they once were when you were young?
- Have they changed? Why or Why not?
- The richest people in the world are all salesmen. Refer to Ang (2015)
- Your aspirations will inevitably attract people with similar objectives.
- Even if you had never aspired to be a salesperson, you have to interact with people the day you were born – until the day you die.
- And by interacting with others, you are either getting influenced (sold to) or influencing (selling) others. Which means, you can never really run far from the word “sales”.

YOUR NETWORK IS YOUR NETWORTH

- Take the total monthly income of your 5 closest friends.
- Then divide it by 5.
- Does it equate to your current earnings?
- If so, this has proven that your network is your net worth.

- Get to know more people, make more friends and have fun along the way.
- Don't just think sales and numbers. It's off-putting.

SELLING IS RELATED TO YOUR CHARACTER

- 知己知彼 百战百胜: Know thy enemy, know thyself. Fight a hundred battles, win a hundred battles. (A Chinese Proverb)
- If you want to succeed in selling, you must first know yourself well.
- Then identify the types of people you get along with.
- Those people will inevitably be those whom you do business with.
- We will explore the various personality types later, in which you can identify your strengths and weaknesses, as well as that of your customers.

THE PECKING ORDER THEORY (WIKIPEDIA 2019)

- If you put many chickens in a cage, rattle them, and after a while observe, you will notice a king chicken emerging.
- The king chicken will demonstrate dominance over the others by pecking them.
- He will get to eat first and he will be allowed to shit on all of them.
- Pecking order is a measure of dominance and leadership order.
- It is used to describe social hierarchy in humans, as well as other animal species synonymously.
- Knowing your “pecking order” helps to identify your social class and the people you mix with.
- Moving up the pecking order usually comes with age and experience.

NOTHING HAPPENS UNTIL A SALE TAKES PLACE (TRACY 2017)

- The most important thing we have to understand in the world of selling is that nothing happens until the sale takes place.
- The most successful organizations in the world have superb selling organizations. They rise or fall on the quality of their sales effort.

THE PARETO PRINCIPLE (TRACY 2017)

- In selling, the 80-20 rule, or the Pareto principle, prevails.
- According to the 80-20 rule, 80 percent of sales are made by 20 percent of the salespeople.
- You must try to get into the top 20 percent and then into the top 4 percent.
- In the top 4 percent, you become one of the highest paid sales people in the organization.

DIFFERENCE BETWEEN TOP 4% VS OTHER 20% (TRACY 2017)

- It is always just a small difference: Top performers (top 4 percent) just do certain things a certain way a little bit better each day.
- If you develop that winning edge, there's no reason why you cannot move rapidly into the top 4 percent.

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THE IRON LAW OF THE MARKET (KAUFMAN 2010)

- The Iron Law of the Market is cold, hard and unforgiving: If you don't have a large group of people who really want what you have to offer, your chances of building a successful sales career is very slim.
- Without sufficient revenue to sustain your sales business, it will fail.
- The best approach is to sell things people want to buy.

MARKETING VS SELLING

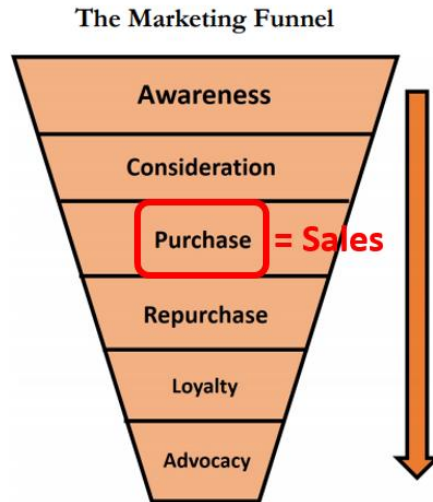


Figure 1: Marketing Funnel (Berry 2014)

- Figure 1 shows the Marketing Funnel (Berry 2014, Ang 2019)
- Marketing is synonymous to Advertising = the activity of obtaining Sales Leads.
- But Sales is the act of actual closing/purchasing by the customer.
- In real life (and in this manuscript), Marketing / Advertising / Sales are used interchangeably.

SALES VS PRE-SALES VS POST-SALES

- Since Sales is the act of purchase by the customer, anything else that leads to the sale or repurchase is defined as pre / post sales.

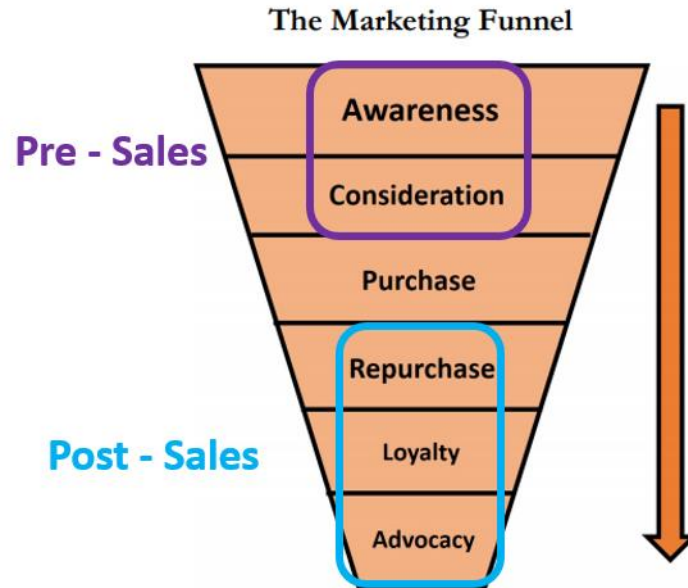


Figure 2: Pre & Post Sales

- In real life, pre and post sales are use synonymously; where any act of supporting the actual sale from happening is defined as pre-sales.
- Pre and Post sales team usually support the Sales Team via
 - In-depth product and technical knowledge.
 - After sales customer service and maintenance.
 - Redirecting sales leads back to the sales team for closure.

IS SELLING FOR YOU?

- Some of us are uneasy about picking up the phone and calling somebody.
- Some of us feel uncomfortable about closing.
- By becoming more skilled, we feel more competent, raise our self-concept and become more successful at selling.
- A Sales Career may not be for everybody, but everybody can be trained to be a salesperson.

WHAT DO YOU WANT TO SELL?

TANGIBLE VS INTANGIBLE PRODUCTS

- Some people are good at selling tangible products, while others are better at selling intangible products.
- Tangible products are usually easier to sell because not much effort is required by the salesperson. Just show/demonstrate the product and allow it to speak for itself.
- Selling intangible products require the salesperson to put in more effort in terms of presentation, networking and gaining product knowledge.
- However, because sales people know that tangible products are easier to sell (which has the least customer resistance), the market is flooded with them, making it hard to penetrate due to intense competition.

TRANSACTIONAL VS RELATIONAL PRODUCTS

- Tangible products normally do not require much “Emotional Intelligence” as the sale is mostly transactional based.
- However, intangible products require a lot of “Emotional Intelligence” by the seller because they are mostly relational based. (Buying from a friend or close relative).

VALUABLE VS INVALUABLE PRODUCTS (KAUFMAN 2010)

- Value lies in the eyes of the beholder – everyone holds his/her own values.
- The buyer may not find the seller’s products valuable, but the seller feels otherwise.
- Perceived Value is how much your customers are willing to pay for what you’re offering.
- The less attractive the End Result and the more End-User Involvement it takes to get the benefit, the lower the value your customers will place on the offer.
- Focus on selling products that require the least End-User Effort to get the best possible End Result—they will have the highest perceived value.

KEY POINTS TO HELP YOU DECIDE WHAT TO SELL (KAUFMAN 2010)

1. Urgency: How badly do people want or need this right now?
2. Market Size: How many people are actively purchasing things like this?
3. Pricing Potential: What is the highest price a typical purchaser would be willing to spend for a solution?
4. Cost of Customer Acquisition: How easy is it to acquire a new customer? On average, how much will it cost to generate a sale, in both money and effort?
5. Cost of Value Delivery: How much would it cost to create and deliver the value offered, both in money and effort?
6. Uniqueness of Offer: How unique is your offer versus competing offerings in the market, and how easy is it for potential competitors to copy you?
7. Speed to Market: How quickly can you create something to sell?
8. Up-Front Investment: How much will you have to invest before you're ready to sell?
9. Upsell Potential: Are there related secondary offers that you could also present to purchasing customers?
10. Evergreen Potential: Once the initial offer has been created, how much additional work will you have to put into it in order to continue selling?

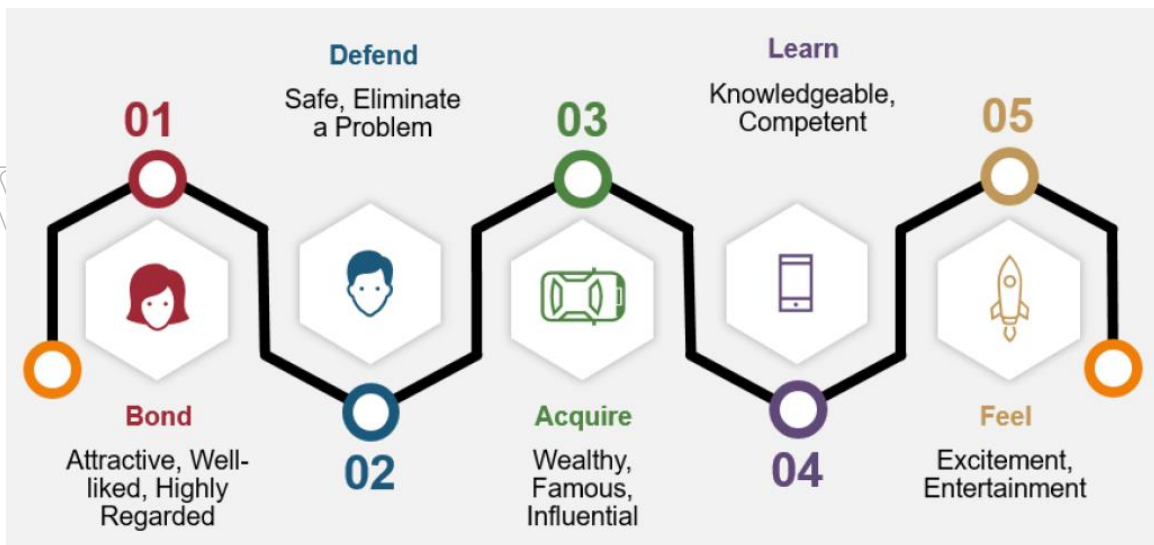
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CHAPTER 2

WHY PEOPLE BUY

- People buy for their reasons, not ours.
- Every buying decision is an attempt to be better off as a result of having made that decision.
- The individual who's making a buying decision has three choices:
 1. He can buy from you,
 2. from someone else or
 3. From no one.

CORE HUMAN DRIVES (KAUFMAN 2010)



9 ECONOMIC VALUES CUSTOMERS WANT (KAUFMAN 2010)

- Every time your customers purchase from you, they're deciding that they value what you have to offer more than they value anything else their money could buy at that moment.

- As you develop your offering, one of your first priorities should be to find out what your potential customers value more than the buying power of the dollars in their wallets.
- “Focus on Value and Competition will Take Care of Itself” (Kaufman 2010).
- There are 9 common Economic Values that people typically consider when evaluating a potential purchase:
 - Convenience (low loyalty)
 1. Efficacy: Does it work well?
 2. Speed: Does it work quickly?
 3. Reliability: Is it dependable?
 4. Ease of Use: Easy to use?
 5. Flexibility: How many things can it do?
 - High Fidelity (high loyalty)
 6. Status: How will others perceive me?
 7. Aesthetic Appeal: Is it beautiful?
 8. Emotion: How does it make me feel?
 9. Cost: How much?
- It’s impossible to satisfy both fidelity and convenience at the same time.
- The best products try to either provide the most convenience or fidelity.

ARE SALES REALLY BASED ON FRIENDSHIP?

YES

- “The day you step into the Sales Industry, all your true friends will appear”. ~ Dr. Alvin Ang
- Sales are usually based on friendship (Tracy 2017).

- People will not buy from you until they are genuinely convinced that you are their friend and are acting in their best interest. (Tracy 2017)
- “People don't care how much you know until they know how much you care” ~ John Maxwell.
- There is a direct relationship between your level of self-esteem and how well you get along with different people. (Tracy 2017)
- The best salespeople have a natural ability to make friends easily with perspective customers. (Tracy 2017)
- People buy from friends even if they are the worst closers. (Robbins 1994)

NO

- Depends on
 - What are you selling?
 - What's the environment/culture of selling? In Singapore, are relationship sales popular?
- For Relationship Sales, friendships are important.
- However, for Transactional Sales, other factors maybe more important to the client. E.g. Price, Aesthetics etc.
- Friends are NOT MEANT for selling (but they can be asked to invest) (Templar 2015)
- Don't PUSH your friends to buy – rather try to PULL / attract them.
- Push sales are meant only for products that nobody wants to buy.
- But Sales are much easier if the Sales Person is Friendly (as opposed to being a Friend).

SALES ARE BASED ON ENTHUSIASM (TRACY 2017)

- A key element in selling is enthusiasm.
- A sale is a transfer of your enthusiasm about the product or service into the mind and heart of the other person.

- The reason so many people fail in sales is that they do not stay with it long enough to get those first few winning experiences that raise their self-esteem and set them off on a successful career in selling.
- That's why it's so important that from the very beginning you say to yourself that nothing is going to stop you until you are successful.

NEEDS VS WANTS

- There's always a fine line between a Need vs a Want.
- "People buy Wants and Justify it with a Need" = Buying Decisions are Emotional (Tracy 2017).
- "People do things for emotional reasons and justify with logic." (Robbins 1994)
- "Logic Opens the Mind, Emotions Open the Wallet"
- Figure 3 shows Maslow's Hierarchy of Needs.
- Are they really Needs? Or Wants?

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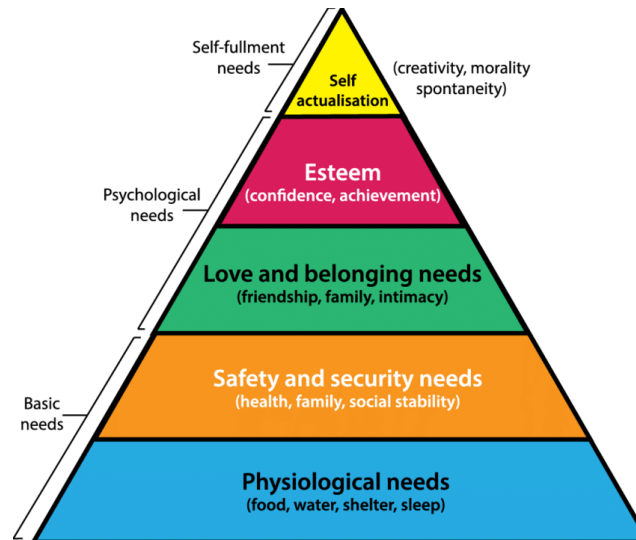


Figure 3: Maslow's Hierarchy of Needs (Wikipedia 2019)

HUMAN BEINGS BUY WANTS (EMOTIONS), NOT NEEDS (LOGICAL)

- Buying decisions are emotional. (Tracy 2017)
- People don't buy needs, they buy wants. (Robbins 1994)
- If we say we're going to do something for a logical reason, that means we have more emotion invested in that reason than any other. (Tracy 2017)
- Whenever a person says he would like to think about it, he is saying that you have not aroused his desire to own or enjoy the benefits of your product. (Tracy 2017)

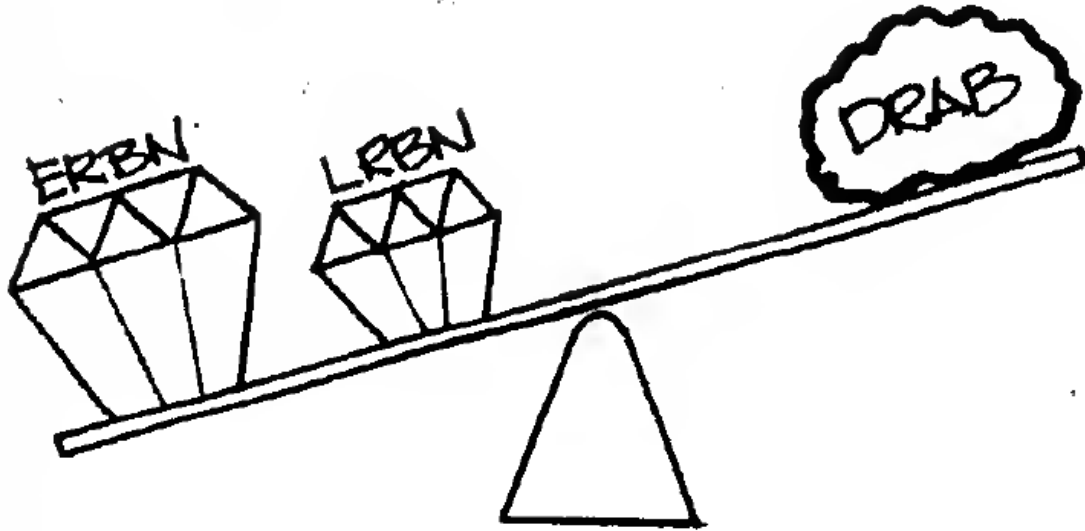


Figure 4: ERBN, LRBN, DRAB (Robbins 1994)

- Figure 4 shows ERBN, LRBN and DRAB
 - ERBN: Emotional Reasons to Buy Now
 - LRBN: Logical Reasons to Buy Now
 - DRAB: Dominant Reasons to Avoid Buying
- Robbins (1994) Stated that human beings contrast fears of buying against their emotional and logical reasons for buying.
- Fears might include loss of capital e.g. a poor decision leading to disappointment.
- Emotional reasons would be desires and wants.
- Logical reasons would be justification for taking action.
- If a person is not buying, it is because their DRAB outweighs their ERBN and LRBN combined.

PEOPLE BUY HONESTY (TRACY 2017)

- Customers want the simple truth about a product or service.
- They want honest information about how it can help them improve their lives and their businesses.
- They resent and resist high pressure.

PEOPLE BUY THE SALESPERSON (TRACY 2017)

- In the prospect's mind, the caliber of the sales presentation, the materials used in the presentation, and the appearance of the salesperson reflect the quality of the product itself.
- Moreover, if a salesperson is well groomed and dressed and his presentation is professional, the prospect assumes that the company is a high-quality company.
- As long as you are focusing all your attention on the customer and what he or she wants and needs, you're selling professionally.

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CHAPTER 3

DEVELOP A POWERFUL SALES PERSONALITY

- First, listen to the “Strangest Secret In The World” audio
- (<https://youtu.be/EFhkdzj-x80>)

TEN CHARACTERISTICS OF SUPERIOR SALESPEOPLE (TRACY 2017)

- A powerful sales personality is more important than product knowledge, selling skills or the product.
- Superior salespeople have 10 characteristics
 1. High level of self-confidence and self-esteem.
 2. Accepts full responsibility for his results and looks upon himself as self-employed.
 3. Above average ambitions and desire to sell.
 4. High levels of empathy and concern for customers.
 5. Intensely goal oriented.
 6. Above average willpower.
 7. Determination and willingness to work hard.
 8. Believes in himself, his product and his company.
 9. Always honest with himself and with other people.
 10. Ability to turn strangers into friends wherever he goes.

TEN STRATEGIES USED BY SUPERIOR SALESPEOPLE (ROBBINS 1994)

1. Strategies for managing your state.
2. Strategies for managing your prospect's state.

3. Strategies for preparation.
4. Strategies for effective prospecting.
5. Strategies for building trust
6. Strategies for creating interest.
7. Strategies for qualifying the prospect's true needs and rules for attainment.
8. Strategies for giving the prospect the experience and the proof he/she needs to justify buying.
9. Strategies for closing and commitment.
10. Strategies for buttoning up the sale and creating sales leverage.

HOW TO BE A SUCCESSFUL SALESPERSON? (TRACY 2017)

How do we fulfill this psychological profile and become a successful salesperson?

1. Choose the right product. Some people are capable of selling tangible products, and some people are capable of selling intangible products.
2. Believe absolutely in your product.
3. Be able to transfer your enthusiasm to the mind of your customer.
 - ✓ Be a good storyteller.
 - ✓ Be a user / good demonstrator of the product.

INTERNAL DEVELOPMENT(TRACY 2017)

VISUALIZATION

- When you feel good about yourself, things seem to go smoothly.
- Visualization is the very best way to put yourself in a positive frame of mind.
- See yourself as the best in your field.
- See yourself as the top money earner.
- Confidently expect to succeed every minute of every day.

- Professional salespeople are low-keyed, calm and relaxed, and they have absolute confidence.

READ

- Read about your profession for 30 minutes a day.
- If you will read for 30 minutes every morning, within six or 12 months you will have read 10 to 20 of the very best sales books that have ever been written.
- Listen to audiocassettes.
- Turn your car into a university on wheels.
- If you're continually feeding your mind with cassettes and books about sales, motivation, inspiration, time management and personal development, you're going to move ahead faster than anybody else in your profession.

REFLECT

- After every call, ask yourself what you did right.
- Think about how you would handle it differently next time.
- If we review what we did right and then think about how we would do it better in the future, that is what we'll do automatically when we go into the next sales situation.

RESOLVE

- Resolve to pay the price to succeed.
- For everything we want in life, there is a price.
- Success comes only after you've paid the price, never before.

EXTERNAL DEVELOPMENT

POSTURE

- Don't Slouch. (Hale 2015)

- Stand against the wall with head upright for 15 minutes every day. (Schwarzenegger 2019)
- For guys, do the vacuum. <https://www.youtube.com/watch?v=y5mbeKrhKkl> (Schwarzenegger 2019)

DRESS APPROPRIATELY FOR THE ENVIRONMENT

- Don't overdress, don't underdress.
- Key is to wear clothing as close to your prospect as possible so that he/she feels comfortable speaking to you because you are presenting yourself at the same "level" as the client.
- Determine your environment before dressing.
- For initial meetings, it's ok to dress slightly more formal. But once the relationship is established, try to dress the same fashion as the client.

SHAVE + PRESENTABLE HAIRCUT

SMELL GOOD, OR DON'T SMELL AT ALL

- If you aren't good at "fragrances" like me, don't put on any perfume.
- Rather, ensure you shower regularly and have no B.O (Body Odor)

GET RID OF BAD BREATH

- Drink plain water before talking with every client.
- Eat a mint sweet before going face to face with clients.
- Test your breath or ask a close friend about your breath before going up close with your client.

EXERCISE

- Target to do cardiovascular exercises (jogging, walking, swimming) for at least 30 minutes a day.

NUTRITION

- Eat healthy, lots of fruits, vegetables.

- Drink lots of water.

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CHAPTER 4

MANAGING YOUR TIME EFFICIENTLY

THREE GOLDEN QUOTES FOR TIME EFFICIENCY

- “To Manage Your Time Efficiently, Allocate Your Energy Effectively” Dr. Alvin Ang
- “Time is precious. Make sure you spend it with the right people.” The Internet
- “You are working only when you are face to face with real, live prospect or customer. You are not working when you’re filling out forms or proposals.” Brian Tracy

TIME MANAGEMENT IS NOT SOLELY TIME SCHEDULING

- Most people will perceive Time Management as Timetabling / Scheduling.
- But Scheduling is fixed and static – Real life is dynamic and constantly changing.
- Sales People may experience peaks of customer engagements – and lulls of non-work related activities.
- Time Scheduling is but a small part of Time Management because Schedules follow Objectives – but Objectives may change (sometimes frequently in the corporate world). Thus, Scheduling is useful for short term and mostly routine work only.
- Managing Energy is perhaps a better solution.

MANAGE ENERGY RATHER THAN TIME

(SCHARTZ AND MCCARTHY 2007, MARTIN 2018, MILLER 2019)

- The number of hours in a day is fixed, but the quantity and quality of energy available to us is not.
- It seems trendy to “get up early to get things done”, but it really is a matter of personal choice.
- If you work late on high-energy and consequently sleep late, you will ultimately achieve the same results.

OBSERVE YOUR ENERGY LEVELS AND PLAN FOR THE DAY

	Time	Activity
	0700	Wake Up / Fetch Kids
	0800	Quiet Time
	0900	Sleep
	1000	Sleep
Black: No Energy	1100	Wake Up / Fetch Kids
	1200	Buy Lunch
Blue: Low Energy	1300	Work
	1400	Fetch Kids Home
	1500	Schoolwork with Daughter
	1600	
	1700	Spend Time with Son
	1800	
	1900	Buy Dinner
	2000	Eat Dinner
	2100	Work
	2200	Housework
	2300	Exercise
	0000	Work
	0100	
	0200	
	0300	Sleep

Figure 5: Dr. Alvin's Energy Table

- Figure 5 shows a sample of Dr. Alvin's Energy Table.
- It's not rigid, but flexible.
- Key is to identify which parts of the day you are most energetic – and allocate tasks to it.
- If you are an “early bird”, then get up and use that burst of high-energy, even if it lasts only 20 minutes.

Remove Distractions from Your High-Energy Times

- E.g. Whatsapp and email spam. Give full focus to those tasks.
- Leave those distractions for low energy times.

Make Full Use of Your Commuting Time

- In your car, listen to Self-Help CDs.
- On a train, read and learn.

Use your relaxation periods well.

- These activities will drain you of your precious energy:
 - Watching TV
 - Scrolling social feeds
 - Surfing aimlessly
 - Heavy lunch
 - Scrolling Facebook for half an hour
- These activities will extend your high-energy times
 - Sports
 - Sleep
 - Healthy eating
 - Meditation
 - Taking baths with calm music
 - Doing outdoor activities

- The quality of your resting period is likely to influence the quality of your productive time!

ENERGY IS THE ABILITY TO DO WORK

- In Physics, Energy is defined as the measure of the ability to do work.
- Thus, to do more “work”, Sales People need to raise their Energy levels. (The concept of “work” for Sales People will be defined in the later sections).
- Look for proteins and slow-release carbohydrates that will provide long-term nutrition instead of short bursts, like those from simple sugars (e.g. Coca cola).
- High-energy work requires lots of mental energy, which is ultimately body energy.

ENERGY CANNOT BE CREATED OR DESTROYED, BUT TRANSFORMED FROM ONE FORM TO ANOTHER

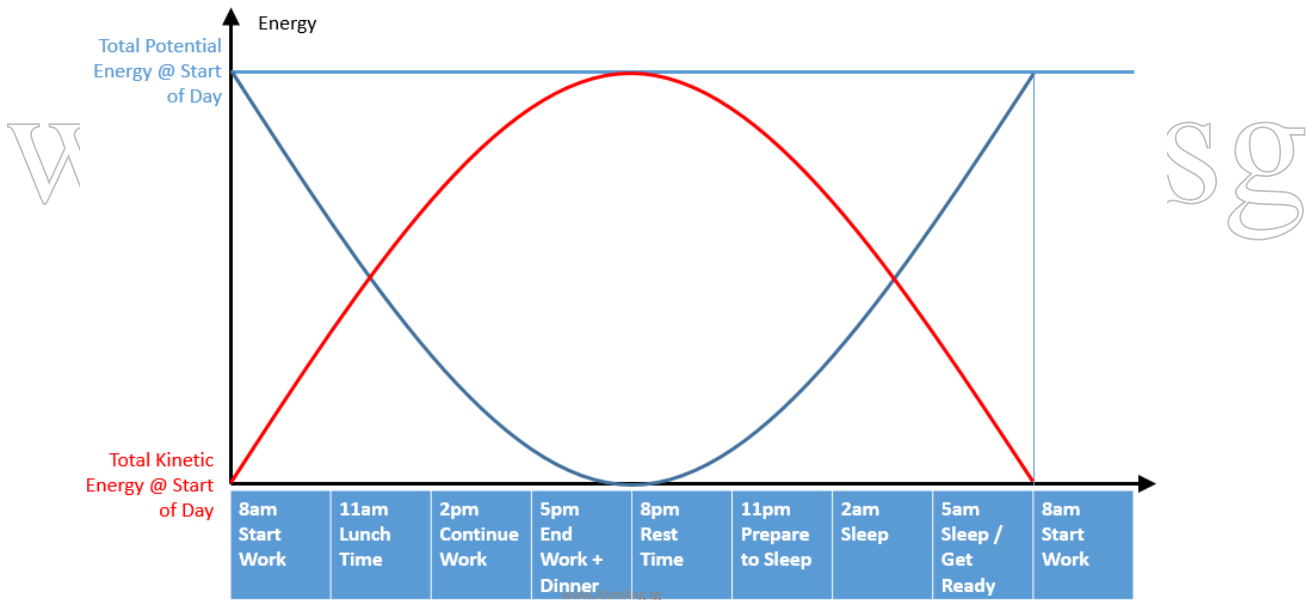


Figure 6: Total Conservation of Energy, Law of Physics Applied to a Typical Workday

- Law of Conservation of Energy states that energy can neither be created nor destroyed; rather, it can only be transformed or transferred from one form to another. (Wikipedia 2019)
- Figure 6 shows the energy levels of a typical workday for a corporate staff.
- They are expected to convert their potential energy into kinetic energy during the day, and subsequently convert them back at night.
- Thus, it's important to know these times well, and work around them for maximum effectiveness.

BE AN ENERGIZER TO OTHERS

- People who energize others are higher performers themselves.
- Being an energizer does not mean to become an entertainer.
- Rather, bring yourself fully into an interaction: to listen and to be fully present with the people around you.
- Build more of those interactions into your day, and you'll find that your performance gets a boost, too.

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PACE YOURSELF LIKE AN ELITE PERFORMER

- Doing 30 minutes of creative work in a high-energy level will be as effective as trying to do the same work in 2 hours when you have lower energy.
- Conduct interval/intense/focused activities for 90 minutes, followed by multiple short breaks e.g. coffee runs, walk around the block.

EFFECTIVE VS EFFICIENT

- “Effectiveness is doing the right things; .Efficiency is doing things right” Peter Drucker
- In other words, “Being effective is doing the right job; Being efficient is doing the job right” Dr. Alvin Ang

- Commonly used term “Productive” refers to “Efficient”, not “Effective”.
- You may be Effective, but Inefficient. Meaning, you produced results, but you took too long a time.
- You may be Efficient, but Ineffective. Meaning, you completed the task quickly, but that task was futile/useless.

Table 1: Effective vs Efficient

Effective	Efficient
Long Term	Short Term
Strategic Planning Job Scope: For CEOs and Directors Example: Singapore’s 10 Year Master Plan	Daily Preparations Job Scope: For Managers and “On The Ground” Agents / Staff Example: Daily To-Do List
Vision & Aspirations	Goal Setting
	Activities
Identifying Target Market / Suitable Prospects / Geographical Area	Positioning
Forecasting Annual Sales	Closing
Pareto Analysis for Selection of Candidates to Follow Up With	Maintenance & Improvement of Relationships

- Table 1 shows the difference between Effectiveness vs Efficiency.
- In this manuscript, Effective refers to achieving the long term Vision & Aspirations of the company (which was planned for strategically by the Board of Directors).
- High level activities such as forecasting and identifying major clients are defined under “effectiveness” because it’s not about how long it takes for the Vision to be achieved, but whether or not can it be actualized.

- Efficiency is referred to as short term preparations efficiency; tasks such as goal setting, activities etc. – how quickly they can be done.
- To be both Efficient & Effective,
 1. Know your hierarchical level/position, KPIs and job scope well.
 2. Align/Position your Daily Activities to the Vision and Mission of the company.
 3. Work comfortably, relaxed but focused, and at ease. In other words, you can't be efficient and effective if you can't put your heart, mind and soul into your work. Thus, try to remove/reduce all hindrances to your pure focus.

PLANNING FOR EFFECTIVENESS

RECOGNIZE THE RACE YOU NEED TO RUN: COMPANY'S VISION

- Every company would already have a Vision set forth by their Board of Directors.
- For example the Vision of AIA Singapore is “To become the pre-eminent life insurance provider in the Asia Pacific region, differentiated from competitors by its Asian regional focus; scale, quality and profitability of operations; standards of service and returns delivered to customers.
- Vision statements help to guide big picture thinking for lower tier employees.
- As Sales People, they need to align their Internal Vision with that of the company.
- For example, AIA agents should hold a strong Internal Vision that their company will become the “pre-eminent life insurer in Singapore” because of the work their sales people do.
- They should set a Vision / Mission for themselves climbing the company's sales ladder tracks, in order to achieve the overall company's Vision.
- E.g. achieving their company's annual conventions, getting promoted to manager or directors etc.
- For example, at AIA Singapore, the promotional tracks are
 - Financial Service Consultant (FSC) (aka Insurance Agent)
 - Financial Services Manager (FSM – who recruits FSCs)

- Financial Services Associate Director (FSAD – who manages FSMs under them)
- Financial Services Director (FSD – the highest attainable rank for an Agency)
- However, should the FSC decide not to climb the management track (which means he does not wish to recruit FSCs under him), but rather run his own personal sales, he could try achieving their prestigious clubs:
 - Million Dollar Club (MDC) Silver
 - Million Dollar Club (MDC) Gold
 - MDC Platinum
 - Million Dollar Round Table (MDRT)
 - Court of the Table (COT)
 - Top of the Table (TOT)

Table 2: An Example of Various Clubs / Sales Targets in AIA Singapore

Clubs	First Year Commission (S\$)
*Rising Star	\$16,000
Million Dollar Club Silver	\$26,000
Million Dollar Club Gold	\$38,000
Million Dollar Club Platinum	\$46,000
Superstar Club Gold	\$61,000
Superstar Club Platinum	\$73,000
Centurion Club	\$88,000
Pinnacle Club for FSD** 1 st Yr and 2 nd Yr	\$360,000
3 rd Yr onwards	\$520,000
Pinnacle Club for FSAD/FSM	\$265,000
Save a Life	No. of Lives
Bronze	50
Silver	75
Gold	100
Diamond	150

- Each of these clubs have a pre-determined Sales Figure (KPI) set forth by the company.

- These company awards are setup primarily for Sales Consultants as Milestones / Goals.

RELATIONSHIP BETWEEN NEWTON'S FIRST LAW OF MOTION AND SALESPERSON'S VISION

- Newton's first law of motion states: An object either remains at rest or continues to move at a constant velocity, unless acted upon by a force (Wikipedia 2019).
- Once the salesperson's vision has been set, he should keep the momentum.
- In physics, momentum is the product of the mass and velocity of an object (Wikipedia 2019).
- $\rho = mv$,
 - Where ρ : momentum, which represents the stability / persistency of the salesperson, pressing onwards to his vision.
 - m: mass, which represents the activities of the salesperson. His activities should align with his overall vision. This will be elaborated in the later section: Work Done as Force x Distance.
 - v: velocity, which represents the speed and direction the salesperson is working towards. Since velocity is a vector, the direction obviously should be towards his overall vision.

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PREPARATIONS FOR EFFICIENCY

- To attain short term efficiency, five steps are needed: Goal setting → Activities → Positioning → Closing → Follow up.

GOALS

- When Sales People are aiming to deliver high performance on a lengthy mission (e.g. hitting their annual sales targets), they should reduce their pace, so they don't burn out during the long slog ahead of them.
- But when it comes to delivering consistently high performance (management pressures for consistent fast pace + high targets throughout the year), it might not be ideal to slow down the pace.

- That's where Goal Setting comes in.

Setting Smaller Targets / Goals

- Complete a series of “sprints” to cross the ultimate finish line to win the final award.
- An example would be to set an Annual Target and work backwards.

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ALA Agent Goal Setting Example

How to complete Goal Setting Data?

Targeted Income Goal (A)

Annual Income/Commission Goal: Centurion Club (\$88,000)

Number of Months to Achieve Income Goal (B)

12 months

Monthly Base (C)

\$500 per month x 12 months = \$6,000

Additional Income Required (D)

$\$88,000 - \$6,000 = \$82,000$

Projected Case Size [FYP] (E)

FYP = \$3,000 (annual)

Average Commission Rate % (F)

35% of Annual Premium

Projected Commission per Case (G)

$35\% \times \$3,000 = \1050

Additional Income per Case (H)

$5\% \times \$3,000 = \150

Required Number of Cases during Targeted Period (I)

$$\frac{\$82,000}{\$1050 + \$150} = 68.33 \sim \text{approx } 70 \text{ cases per year}$$

Figure 7: Goal Setting - An ALA Example

- Figure 7 shows an example of an AIA Insurance Agent setting his yearly goal.
- Referring to Table 2, presume that the agent decides to run for (aka achieve) the sales target of the Centurion Club (a commission of \$88,000) (A).
- He decides to achieve this target in 1 year (12 months) (B).
- The company gives him an additional fixed monthly salary of \$500 (which means an annual fixed income of \$6,000) (C).
- Thus, the additional income required for him to bring in is $\$88,000 - \$6,000 = \$82,000$ (D).
- Assume that for every *selected* insurance policy sold, the agent brings in a First Year Premium (FYP) of \$3,000. (which means that the agent manages to close an entirely new case of annual revenue \$3,000 for AIA) (E).
- Further, presume that the Average Commission Rate is 35% of the Annual Premium (F).
- Which means that the agent earns $35\% \times \$3000 = \1050 per policy sold. (G)
- On top of that, AIA gives an additional 5% commission if the policy is paid yearly rather than monthly ($5\% \times \$3000 = \150 ... which brings his total commission per policy sold to \$1200). (H)
- Thus, the required number of cases he needs to sell in order to reach his target will be $\$82,000 / \1200 which is approximately 70 cases per year. (I)

Rules of Engagement (100-10-3-1)*

- 1 Case Closed
- 3 Proper Fact Finding Sessions
- 10 Strangers willing to Talk to you
- 100 Strangers to Approach

* This is assuming that you are working on cold leads by doing activities such as Cold calls, Road shows, Door knocking etc.

Required Number of Cases per Week (J)

$$\frac{70 \text{ case s/year}}{52 \text{ week s/year}} = 1.35 \text{ case s/week}$$

Required Number of Proper Fact Finding per Week (K) — closing interview

$$1.35 \text{ cases per week} \times 3 \text{ fact finding} = 4.05 \text{ fact finds per week}$$

Required Number of Strangers willing to talk to you per Week (L)

$$4.05 \text{ fact finds per week} \times (10/3) \text{ strangers} = 13.5 \text{ strangers willing to talk per week}$$

Required Number of Strangers to approach per Week (M) — opening interview

$$13.5 \text{ strangers to talk} \times 10 = 135 \text{ strangers to approach per week}$$

Figure 8: Example of How Many Cold Calls an AIA Agent Needs to Make to Hit his Target

- Figure 8 shows how many strangers an AIA agent needs to approach in order to reach his sales target.

- It is based on the “Rules of Engagement of 100-10-3-1”.
- This means that for every 100 strangers an agent approaches, 10 will be willing to speak to him regarding insurance. Out of those 10, 3 will allow the agent to do fact finding (i.e. a proper financial needs analysis). And finally, out of those 3, 1 person will buy from the agent.
- Of course, this assumption is static and simple, which may not be entirely accurate because it might not have factored in market conditions etc.
- But it follows the “Law of Large Numbers”
 - *In probability theory, the law of large numbers (LLN) is a theorem that describes the result of performing the same experiment a large number of times. According to the law, the average of the results obtained from a large number of trials should be close to the expected value, and will tend to become closer as more trials are performed. (Wikipedia 2019).*
 - This simply means that the more number of strangers the sales agent approaches, the higher his chance of closing sales.
- As calculated in Figure 7, the agent needs to sell 70 cases per year to reach his target.
- With 52 weeks per year, this means he need to sell 1.35 cases per week (J).
- And due to the Rule of Engagement, he will need to do 4.05 fact finds per week. (K)
- To reach 4.05 fact finds per week, he will need 13.5 strangers willing to talk to him regarding insurance per week. (L)
- And lastly, since many strangers will ignore or reject him, he will need to increase the number of strangers he talks to 135 strangers per week. (M)
- Figure 7 & Figure 8 shows one way of goal setting.
- Obviously, it doesn’t cater to every situation. Rather, it depends on the market, the type of product being sold and luck.

The SMART Approach:

- Goals must be realistic and challenging.
- When you set a goal, you program it into the subconscious, which has the power to move you rapidly toward your goal.

- Also set personal and family goals.
- Make a detailed list of all the things you want to do that depend on being successful in selling.
- A good guideline for Goal Setting:
 - ✓ Specific
 - ✓ Measurable
 - ✓ Attainable
 - ✓ Relevant
 - ✓ Trackable

Simple Goal Setting

- Example 1:
 - I will need to bring in at least \$100 by the end of the day.
 - Or accumulate to \$500 by end of the week.
- Example 2:
 - I will need to sell at least one bag today.
 - Or accumulate to seven handbags by the end of the week.

ACTIVITIES

- Define your goals in terms of the activities that you will have to engage in to achieve your desired income level.

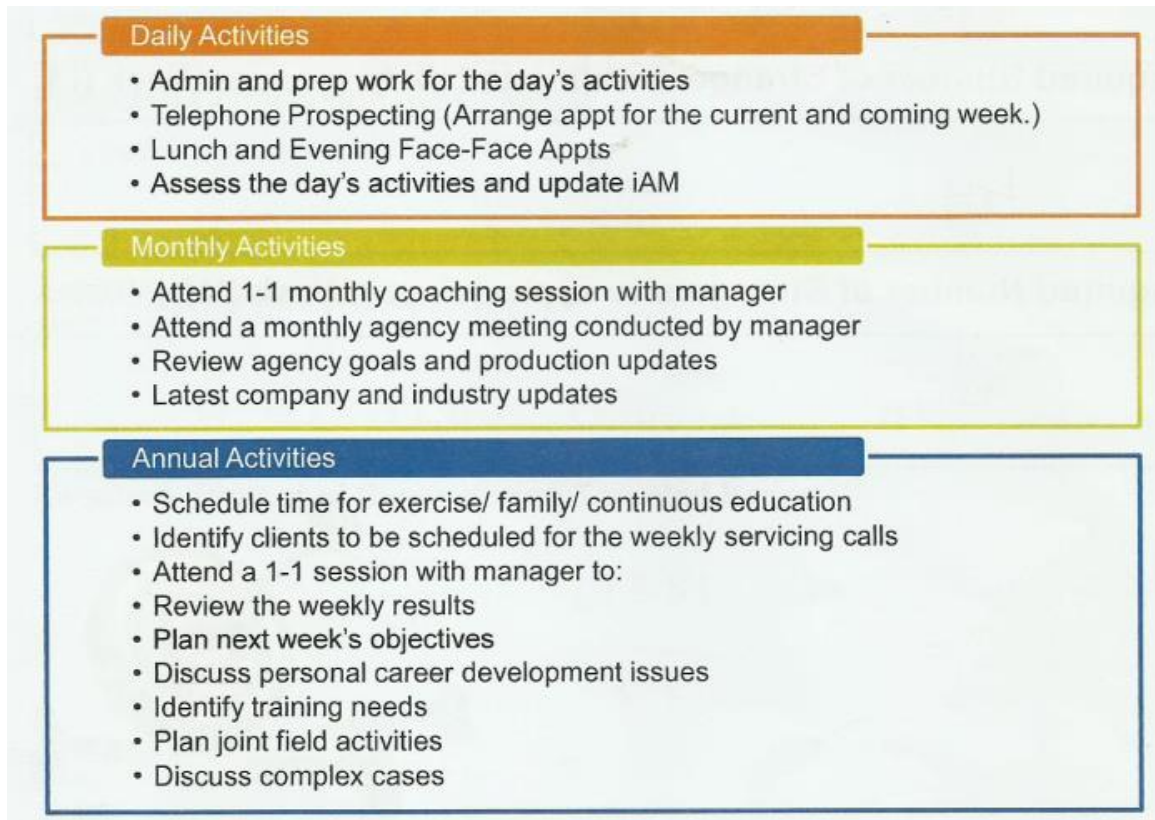


Figure 9: An Example of Daily / Monthly / Annual Activities for Sales Representatives

- Figure 9 shows an example of how daily / monthly / annual activities can be scheduled into Figure 10.
- Take note that this is just an example, very much subject to changes accordingly.

TIME	Mon	Tues	Wed	Thu	Fri	Sat	Sun	
0900 to 0930	Update iAM	Administrative Work				Personal / Family Time	Family / Rest Day	
0930 to 1000	Regular District Meeting	Coaching Session	Training & Professional Development	Corporate Solutions Appointment	Training & Professional Development			
1000 to 1030								
1030 to 1100		Company Updates / Campaign Planning						
1100 to 1130								
1130 to 1200	Lunch							
1200 to 1230	Opening Interview							
1230 to 1300	Preparation Work	Corporate Solutions Appointment	Business Insurance Appointment	Preparation Work	Building COIs			Closing Interview
1300 to 1330								
1330 to 1400	Case Submission	Opening Interview	Exercise	Opening Interview	Exercise			
1400 to 1430								
1430 to 1500	Dinner							
1500 to 1530	Telephone Prospecting	Closing Interview	Telephone Prospecting	Closing Interview	Telephone Prospecting	Social Recreation Time		
1530 to 1600								
1600 to 1630	Preparation of next day's activities				Next week's planning			
1630 to 1700								
1700 to 1730								
1730 to 1800								
1800 to 1830	Preparation of next day's activities				Next week's planning			
1830 to 1900								
1900 to 1930								
1930 to 2000								
2000 to 2030	Preparation of next day's activities				Next week's planning			
2030 to 2100								
2100 to 2130								
2130 to 2200								

Figure 10: An Example of Time Tabling the Activities

Relationship between Newton's Third Law of Motion and Choice of Activities

- Newton's 3rd law of motion basically states that for every action there is an equal and opposite reaction (Wikipedia 2019).
- Figure 9 and Figure 10 shows how positive sales activities are inoculated into the sales person's schedule.
- This relates to Newton's 3rd law of motion: for every positive activity /effort put in, there will be an equal and opposite positive result. And vice versa. This result may not appear immediately, but according to this law, it is bound to happen.

Scheduling Appointments / Administrative / Operational Work

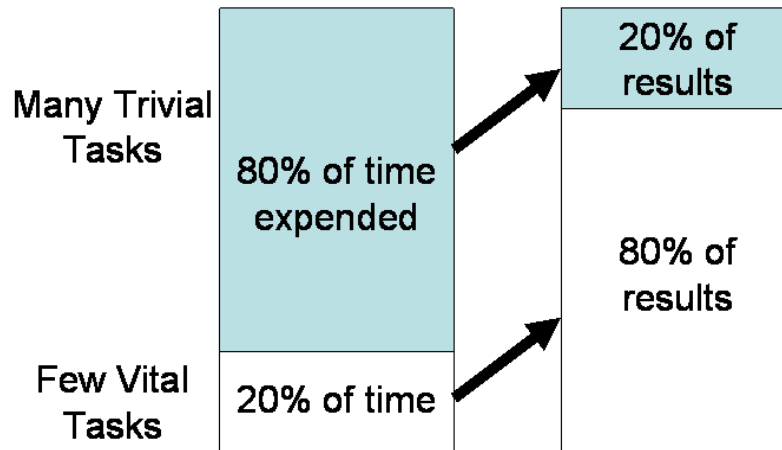
- Scheduling will not be specifically talked about here, rather it will be dealt with in another upcoming publication under Operations Management.
- The few scheduling techniques are:
 - First Come First Serve (FCFS)
 - Longest Processing Time (LPT)
 - Shortest Processing Time (SPT)
 - Earliest Due Date (EDD)

POSITIONING

- It's vital that we identify our best prospects.
- The successful salesperson identifies his best possible customer market and then concentrates on it single-mindedly.
- One of the biggest mistakes salespeople make is looking upon everybody as a prospect of equal value, when in some cases one prospect may be worth a hundred times the value of another.
- Ask yourself questions such as the following:
 - Who exactly is my customer?
 - Who buys my product or service right now?
 - Who might be buying it in the future?
 - Who bought it in the past?
 - Why does he buy?
 - Where do I have an advantage over my competitors?
 - What do I have to offer that nobody else has? Your key job is to identify that unique selling feature, that competitive advantage that sets you head and shoulders above anybody else, and build your sales presentation around that.

- Who are your noncustomers? The people who are not buying your product or anybody else's are the greatest single source of new customers.

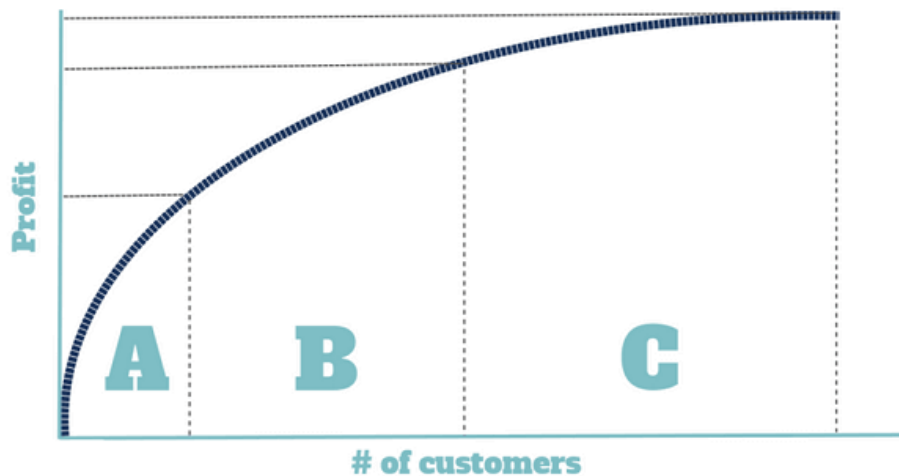
Pareto Principle: ABC Analysis



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 Figure 11: Pareto Principle

- The Pareto principle (also known as the 80/20 rule) states that, for many events, roughly 80% of the effects come from 20% of the causes.(Wikipedia 2019)
- Figure 11 shows the Pareto Principle applied to Activities.
- Since we achieve 80% of our results from only 20% of our time, we should use that time to focus only on our best customers.
- Figure 12 shows the Pareto Principle applied to Customer Segmentation.
- Since 80% of our profits come from the top 20% of our customers, we should:
 - Reserve our time to focus on our A clients.
 - Be wary of spending too much time on our B clients.

- Give away (not THROW away) our C clients because they are unprofitable and take up a lot of our time.
- By “giving away”, it simply means by introducing another sales agent to them – a face to face verbal introduction that someone else will be taking over their case.
- This is done as a professional hand-over.
- By “throwing away”, it means that we ignore them – which is definitely not encouraged.



A Complete Guide to
ABC ANALYSIS
in Customer Segmentation and Inventory CLEVERISM.COM

Figure 12: Pareto Principle in Customer Segmentation

CLOSING

- A common question asked from new fellow sales agents to sales trainers / managers is, “What do you need to say to prospects to close them?”

- Or, “What did you tell the prospect that made him buy?”
- The reason that they have such a question is because they most probably found it hard to close the client – they might have said something wrong – and subsequently lost the sale.
- However, do note that every other chapter that came before this (e.g. Developing a Powerful Sales Personality, Time Management etc.) are vital and if not more important than the closing itself.
- In fact, Positioning is key – and even more important than Closing Techniques.
- Because if the Sales Person has already positioned himself favorably, all he/she needs to do is to show the prospect how to get things done, the prospect will automatically close himself.
- The key is for the Sales Person to focus on the value provided – and not so much Closing Techniques – which might invariably fail in changing circumstances.

FOLLOW UP

Get Testimonials (Tracy 2017)

- Many people will not buy anything until they have a recommendation from somebody they respect.
- That’s why testimonial letters are so valuable.
- A testimonial is worth an hour of you trying to convince the customer how good the product is.

UNIVERSAL LAWS TO BIND THEM ALTOGETHER

Work Done as Force \times Distance

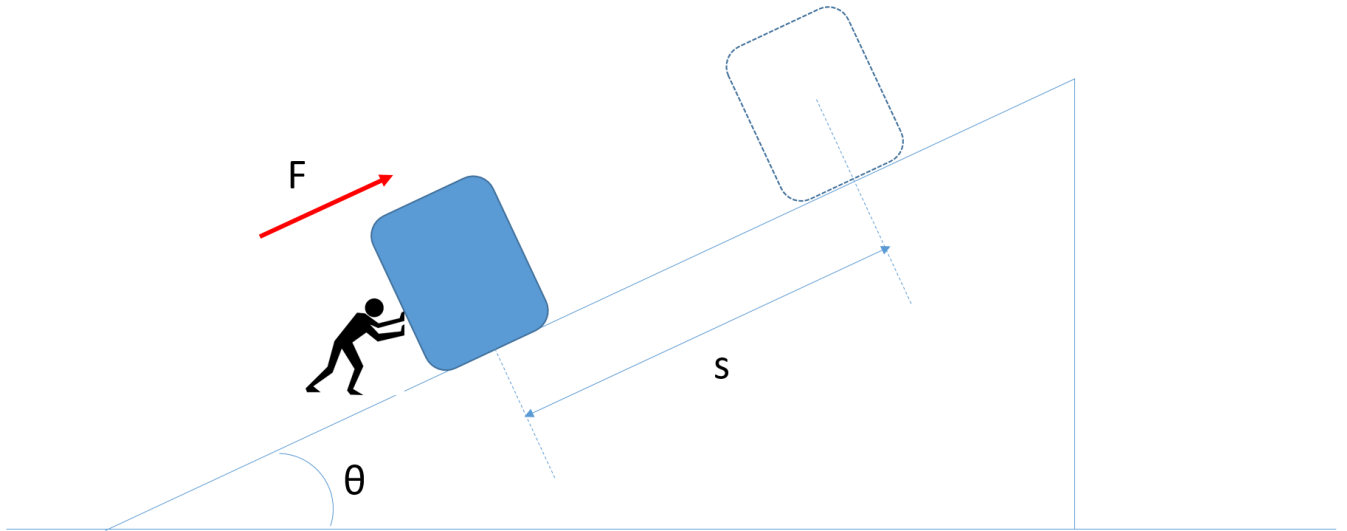


Figure 13: Work Done on an Object

- In Physics, Work done is a measure of the amount of energy required to move an object.

- Figure 13 shows how the Physics Equation of Work Done relate:

$$W = F \times s \times \cos\theta$$

F = Force

s = Displacement

**θ = angle between the
force and the direction
of motion.**

Figure 14: Work Done Equation

- This analogy can be applied to the amount of Sales an agent brings in.

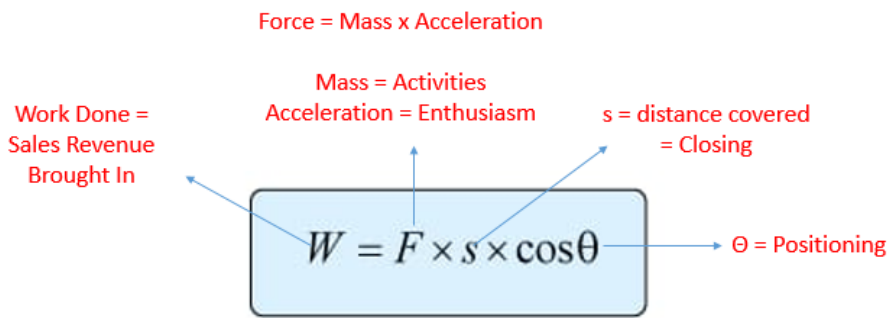


Figure 15: Work Done Equation in Analogy to Sales Revenue Brought In

- Most Sales Agents are by default willing to put in the hard work.
- But hard work may not necessarily equate to Sales Revenue brought in.
- In other words, a sales agent may think of himself as doing a lot of “work” because he is very hardworking.
- But in the eyes of the company, his hard work boils down to nothing should he fail to bring in any revenue.
- Thus, the Universal Law of Physics states that “Work done” is only accomplished when “Sales Move” – as compared to being stagnant.
- Referring to Figure 13, the blue box represents the Sales Goal that the agent is pushing.
- The measure of “Work Done =Sales Revenue Brought In” is dependent upon
 - F: The Force pushed by the agent.
 - F = Mass x Acceleration in Physics.
 - Mass is the amount of Activities the agent does. Positive Activities generates greater Force to the blue box (sales).
 - Acceleration refers to the level of Enthusiasm of the agent. The more Enthusiasm he puts in to his Activities, the blue box will “Accelerate” faster.

- s : Amount of Distance covered, which is the number of products sold / closed by the agent. This refers to how much follow up he does, how good he is at closing and how well he presents himself.
- θ refers to Positioning. The better the position, the lower the angle θ . Meaning, the easier it is for the Sales Person to achieve his goals.
 - For example (in most real life cases), an Insurance Agent is the son/daughter of an Ultra High Net Worth (UHNW) individual.
 - The definition of an UHNW individual is someone who holds more than S\$68.9 million (US\$50 million) in wealth (Lim 2018).
 - Obviously, his network (family and friends) are likely to be encircled with wealthy relatives as well. This means that his Positioning is far better than an agent who does not have rich relatives to sell High Net Worth (HNW) insurance products to.
 - His probability of closing big sales is far higher than the poorer agent.
- Figure 13 is useful for both managers as well as sales representative.
- It helps them monitor their activities, ensure their optimal positioning, and know how well they are “closing” – distance covered.
- Key purpose here is for Sales People to have a formula to keep track of, so that they work hard in the best direction to achieve results.
- In short, Figure 16 represents the analogy between work done and sales revenue.

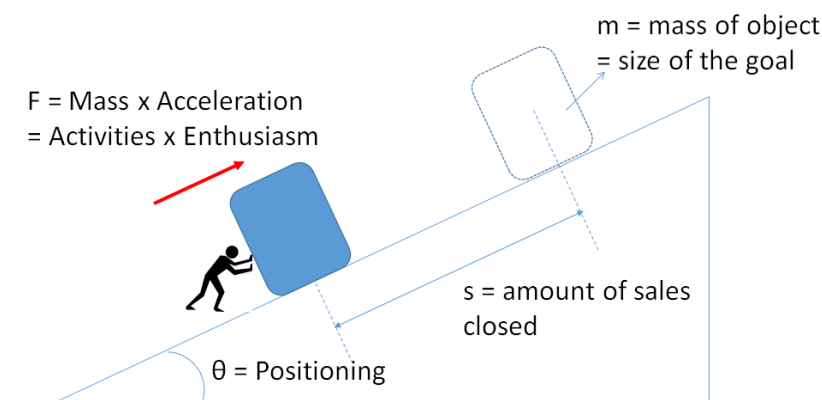


Figure 16: Work Done in Physics in Analogy to Sales Revenue

The Resistive Force

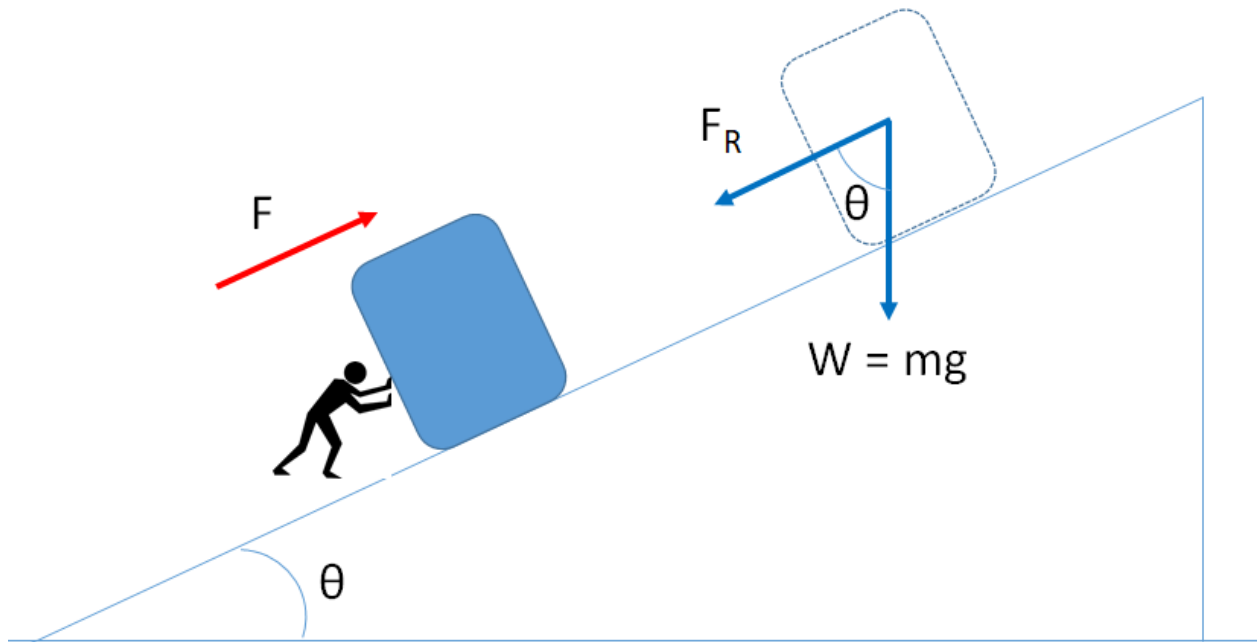


Figure 17: The Resistive Force, F_R

- Figure 17 shows the Resistive Force, F_R , coming from the weight of the object itself.
- $F_R = W \cos \theta$
- In Physics, Weight = Mass x Gravitational Constant.
- Here,
 - m: Mass, is represented by the “mass” of the goal. In other words, the bigger the sales goal (represented by \$), the bigger the mass of the object.
 - g: Gravitational Constant (in physics, it is $g = 9.81 \text{ ms}^{-2}$). This represents the natural “de-motivational” factor our everyday life brings; since “g” pulls us downwards. E.g. failures, discouragements etc.
 - θ : Positioning (already described in previous section). The greater the angle θ , also means the lousier the positioning. Thus, the greater the Resistive Force, F_R .

- In contrast,

Components of F (Force by Salesman)	Components of F_R (Resistive Force due to Size of Goal)	What does this mean?
Mass, M , represents sales activities of salesman	Mass of the block, m , represents the size of the sales goal set by the salesman.	In order for the Salesman to achieve his goal, his activities, M , need to be greater or equal to m . ($M \geq m$). Or rather, his activities needs to be streamlined / picked stringently to at least be of the same “mass” as his goal – or he won’t achieve it.
Acceleration, A , represents the salesman’s enthusiasm (or motivation)	Gravitational pull by the block, g , represents the de-motivational factors e.g. failures and discouragements.	The salesman needs to have overarching enthusiasm / motivation; over and above his de-motivational factors. He cannot allow $g > A$. If he allows his failures to discourage him past his motivation, his goals will slide backwards.

- If $F > F_R$, the salesman is able to work towards his goals.
- But if $F < F_R$, his goal will crush him. He cannot move towards his goal at all.
- If $F = F_R$, this means he is at a standstill. No work is being done (i.e. no sales revenue is generated) because the goal isn’t moving.

Work Done as Change in Kinetic and Potential Energy

$$W = \Delta KE = -\Delta PE$$

- Where W : Work Done
- ΔKE : Change in Kinetic Energy (KE)
- ΔPE : Change in Potential Energy (PE)

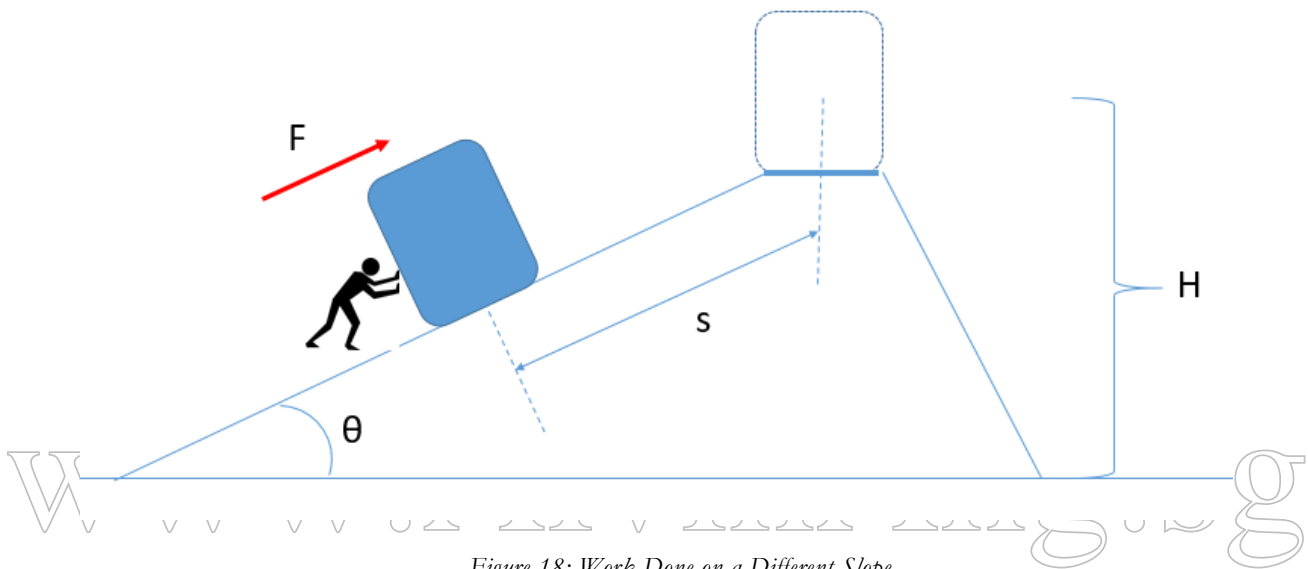


Figure 18: Work Done on a Different Slope

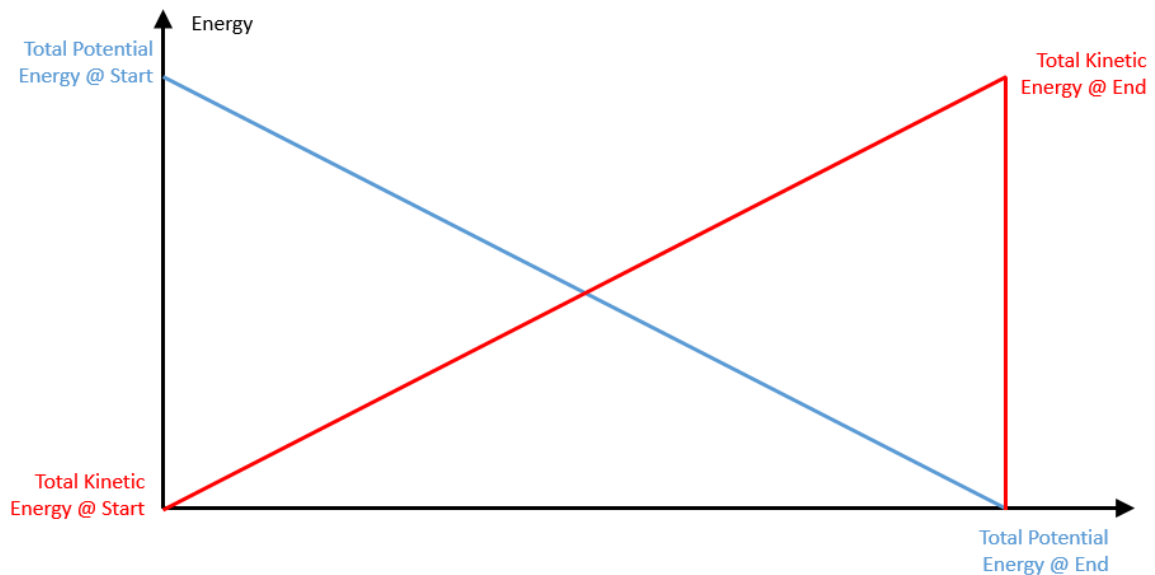


Figure 19; Work Done as Change in KE and PE

- Another definition of Work Done (Physics) as given in Wikipedia (2019) is a positive change in Kinetic Energy (KE) as opposed to a negative change in Potential Energy (PE).

- With reference to Figure 18: Work Done on a Different Slope; contrast this with Figure 13: Work Done on an Object.

- The Sales Agent is able to push the blue box (sales) to a peak, in which it can have a stand still.

- Should he continue pushing, gravity will take place and the blue box will automatically roll down.

- The change in PE to KE is shown in Figure 19; Work Done as Change in KE and PE.

- The moral of the story here is this: Even in tough times or poor positioning, if the agent is willing to work hard to push sales even if the odds are against him, sales (the blue box) may gain sufficient PE, such that at a certain height, the agent may reap his rewards by simply putting in little effort to get sales moving (work done).

- Let's take an example as analogy:

- Figure 20 shows a newspaper article featuring the storeowner of Adam Road's famous Nasi Lemak.
 - Notice in the article, he said, "It took us almost 3 years to develop our name because nobody knew us."
 - In other words, sales didn't start rolling in immediately – it took him 3 years.
 - What was happening during those 3 years? Working hard to try to get sales of course!
 - Similarly, for new Sales Representatives, their first few years are the most painful because they find it difficult to obtain sales.
 - "You are not trying the industry, rather, the industry is trying you" Dr. Alvin Ang.
 - For example, a medical student studies hard for many years, pushing his knowledge and credentials up the peak. Once he becomes a well - known surgeon, he automatically gets referrals from patients thru word of mouth, such that he doesn't even need to push sales anymore.
- The PE equation in Physics is $PE = m \times g \times h$
 - Where m: mass
 - g: gravitational constant (9.81 m/s^2)
 - h: height
 - If a sales person was born poor, had a difficult environment with lousy positioning, but yet he studied hard, learnt hard, and kept pushing the blue box, in effect, he is gaining a lot of Potential Energy within him.
 - Once he reaches his peak, his PE can be naturally converted to KE, and this in return is considered "Work done" or "Sales Revenue" brought in.



MR HASSAN (fourth from right) and his family run their nasi lemak business in two shifts with five people manning the stall at all times.

Adam Road Food Centre stall serves 1,000 plates of nasi lemak every day

FOURTEEN family members run nasi lemak business at Adam Road Food Centre - and their combined salary is about \$400,000 a year.

On top of this income, there is also a profit-sharing exercise at the end of the year.

In fact, their business is doing so well, they opened a new stall in Ang Mo Kio three months ago.

Mr Hassan Abdul Kadil, 62, who started the business in 1998, said it was difficult in the beginning. "Nobody knew us, so it took almost three years to develop our name," he said.

But he is now reaping the fruits of his labour. He said his income is \$40,000 to \$50,000 a year and he declares it accordingly.

"I don't believe in underdeclaring. The law is the law. Even if you cheat now, you can't run tomorrow," said Mr Hassan, who does not hire an accountant.

The business is set up to run like clockwork. Each day, the stall opens from 6am to 10pm. There are two shifts and at any one time, five people will man the stall. Each of the 14 family members works six days a week, earning \$100 a day.

Mr Hassan said they sell about 1,000 plates of nasi lemak a day. At \$4 a plate, this amounts to a monthly gross takings of \$120,000.

But he continues to strive for a higher volume. "Without affecting the quality, we want to produce 200 to 300 more plates a day," he said.

CHOCKABLOCK WITH NASI LEMAK

Sunday Plus' panel of six delivers its verdict after sampling the offerings from five nasi lemak stalls - boast either the longest line, the tastiest fare or the lowest price

The Sultan of Brunei gets his takeaway here

YUSOFF CORNER

◆ **WHERE:** Adam Road Food Centre, Stall

◆ **OPERATING HOURS:** 7am to 10pm every day except Fridays

◆ **HYGIENE RATING BY ENVIRONMENT MINISTRY:** B

◆ **PRICE:** \$3 gets you rice with a chicken wing, fried egg, ikan bilis and sambal with cuttlefish.

◆ **OWNERS:** Together with his wife and brother-in-law, Mr Hassan Abdul Kadil, 56, does out 400 to 500 servings a day at this 3^{1/2} year old stall.

A former rooms division manager with the Hyatt Regency (now renamed the Grand Hyatt), the soft-spoken Indian Muslim with over 20 years in the hospitality trade knows what service is all about.

MPs and celebrities from Caldecott Hill aside, the Sultan of Johor and the Sultan of Brunei has also been known to send their



THOMAS WHITE

butlers here for takeaway orders. ◆ **WHAT'S HOT:** Top-grade basmati rice is used here and the difference is striking. Coupled with the skillful blend of coconut milk and pandan leaves, the wafting fragrance hits you at once.

Crispy on the outside but tender within, the well-marinated chicken also had the pan-elists licking their fingers.

Imbued with the sweet tang of cuttlefish, the sambal also scores.

No trace of rancid taste anywhere, since the various side dishes are fried and cooked only when the orders are placed.

◆ **WHAT'S HOT:** The slightly bitter peanuts might have overstayed their welcome in the wok.

◆ **OVERALL RATING:** ★★★★★

Figure 20: Adam Road Nasi Lemak

Power

- Power is defined as the Rate of Doing Work in Physics. (Wikipedia 2019)

- $$Power = \frac{Work\ Done}{Time}$$

- When we look at the Wealthiest People in the World (Ang 2015), they are the most "Powerful" people as well.

- In analogy, they have mastered the most amount of “Work Done” (Sales Revenue) with respect to their “Time Taken”.
- Thus, in the earlier chapter “Developing a Powerful Sales Personality”, the principles shown there will help Sales People get the most “Work Done” with respect to their “Time Taken”, making them more “Powerful”.

COMMON TIME WASTING ACTIVITIES (TRACY 2017)

PROCRASTINATION

- The major time wasters are, first of all, procrastination and delay putting off getting out there and talking to people.
- You waste time also when you’re not prepared to close or you don’t close or you don’t ask for the sale often enough, so you have to go back again and again.
- Inaccuracies and deficiencies are major time wasters, so be sure that all your paperwork is done correctly, and check it in advance.

LACK OF PRODUCT KNOWLEDGE

- Lack of product knowledge is a major time waster, as are unconfirmed appointments and poor planning of calls in a geographic area.

PERFECTIONISM

- Insisting on everything being perfectly in order before selling.

DISTRACTION OR MIND-WANDERING

To prevent this...

- Spend 75 percent of your time prospecting until you become too busy seeing customers.
- Spend your entire day working make every minute count.

- Don't think of your day in terms of hours; don't think of it in terms of mornings and afternoons; think of it in terms of minutes.
- If you use your lunchtimes and coffee breaks well and get started a little bit earlier, you can gain as much as two and one-half to three months' worth of additional income every year.
- Listen to audiocassettes in your car.
- Avoid the radio, and make all driving time learning time.
- Upgrade your sales skills continually.
- If you can increase your ratio of closes to presentations, you're making the very best use of your time.

FATIGUE OR OVERWORK.

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CHAPTER 5

APPROACHING THE PROSPECT

- Nowadays, prospecting leads are gotten online/internet, followed by an initial face to face. E.g. Carousell. Telephone / Cold Calling is a thing of the past and quickly fading off.
- This chapter talks about “Approaching the Prospect” face to face, and not thru any virtual online platforms (e.g. Whatsapp, LinkedIn, and Facebook).
- In other words, we will not be touching on “How to Get Sales Leads.”
- This falls under Marketing (“fishing”) (refer to Figure 21 below, under Awareness and Consideration) – where there are various platforms (such as LinkedIn, Facebook, Carousell etc.) and various techniques to capture leads.
- When we “Approach the Prospect” physically, face to face, we assume that he is already “aware” of the product, and has “considered” purchasing it – thus agreeable for a meetup with the Sales Representative.
- If you have done ample homework, positioned yourself well before meeting the prospect, and believe strongly that you and your product will add value to him, then go confidently to meet him without fear nor hesitation.

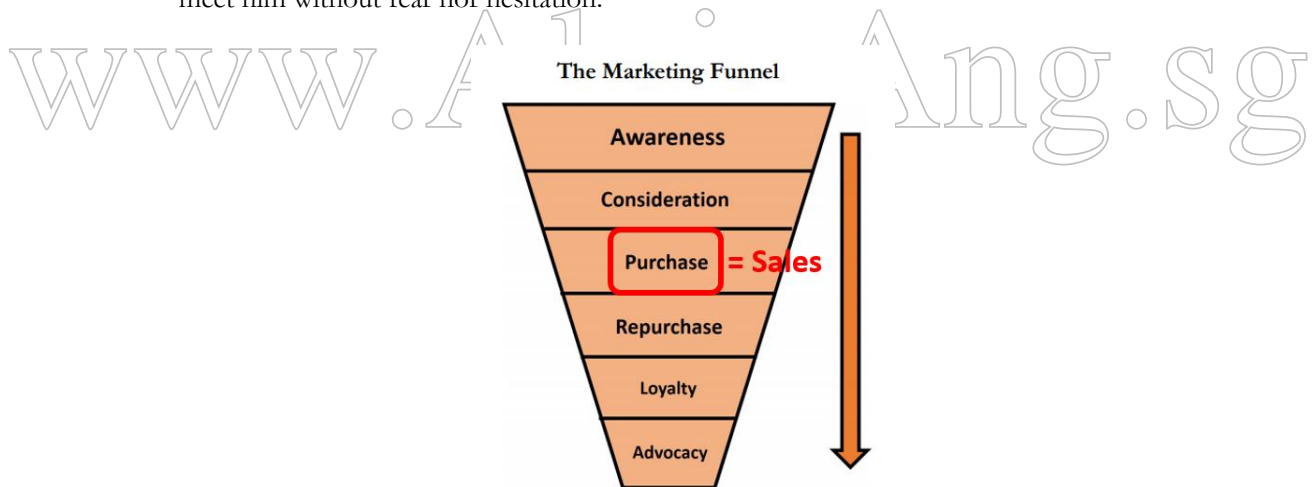


Figure 21: Marketing Funnel (Berry 2014)

JUST BEFORE MEETUP

- The first thing we do when we phone/text/SMS/Whatsapp/Message customers them in person is ask them an opening question.
- The answer to that tells us at the beginning whether or not they're in the market for our product.
- The purpose of the presentation is to further qualify the prospect and to discover the key reasons why he might buy.
 - Is he a Warm Lead? Or Cold Lead?
 - Warm lead refers to friends, family, ex-colleagues or anyone that is in close relationship with you.
 - Sometimes it is referred to as Inbound Leads.
 - Cold leads refers to strangers that have nothing whatsoever to do with you.
 - Sometimes it is referred to as Outbound Leads.
- Ask a well-structured, imaginative question related to the benefits of your product.
- Be polite, respectful and firm but don't argue.
- Nail down a date and time for an appointment by being aggressive and insistent but polite.
- Smile into the phone and relax.
- Thank the prospect for his time, and repeat the date and time of the appointment.

IN THE FIRST FACE TO FACE

FIRST 7 TO 30 SECONDS

How the Customer Views You

- It takes only 7 seconds for people to size you up. (Gibbons 2018)
- It takes only 3 seconds for people to decide if they want to do business with you. (Gang 2014)
- 90% of all buying decisions are affected by what you see in the first 90 seconds.

- The brain's so fast when it comes to handling visual cues that it takes approximately 13 milliseconds for an image to be understood. (Great 2019).
- Thus, your first impression counts: Refer to External Development

How the Customer Listens

- You have only 30 seconds at the beginning of the approach to get the person's complete attention. (Tracy 2017)
- So your opening question has to be planned word for word, memorized and practiced over and over. (Tracy 2017)
- For example:
 - "Hi, nice to meet you (extend your hand for a handshake)"
 - "Are you Mr. ABC? My name is Dr. Alvin and it's a pleasure to have this opportunity to speak with you."
 - "As you might already know, the purpose of today's meeting is to discuss(go into the presentation)"

- Your approach must break the preoccupation of the prospect.
- Unless you break that preoccupation, you never get to first base in making a presentation.
- Before the prospect will relax and listen to you, he wants to be sure of five things.
 - He wants to be sure that you have something important to communicate,
 - that you're talking to the right buyer,
 - that your visit will be short,
 - that he will be placed under no obligation and
 - That you will not use high pressure.
- Although you have done your pre-call planning on the macro issues, you cannot learn intimate knowledge of your customer's business until you engage in a conversation.

- After your opening question, you go through a logical, step-by-step process to show the prospect what your product does and what it can do for him.
- The planned presentation is 20 times more powerful than the random presentation.
- All top money earners use a planned presentation.

Question Skillfully and Listening Carefully

- Ensure that you are speaking with the Decision Maker – else you will be wasting your time.
- Normally the Decision Maker is the person paying or footing the bill.
- You can do this by asking, “Dear Mr. Prospect, may I check with you, who will be paying for this?”
- The person will normally respond, letting you know who will be the payer, but will also add one or two more sentences, by saying who will be the user of the product etc.
- Qualify the prospect (whether or not he is the right fit for your product).
- For example, in the case of selling Health Insurance Products:
 - Buyer must have good health (else his underwriting will most probably be rejected).
 - Buyer must have budget (else he can't pay the premiums).
 - Buyer must have a sense of responsibility (else he might push the premium payment to someone else yet try to be the beneficiary).
- Or for example, in the case of selling University Tuition Services:
 - Buyer must be a sincere undergraduate student struggling with a current coursework that the tutor is able to teach.
 - Buyer must have the budget to pay tuition fees.
 - Buyer must be willing to work hard and put in extra effort for self-study. Else if he fails, he will blame the tutor.
 - Buyer needs to take full responsibility for his results. He should know that the tutor is only a coach and cannot take the exams on his behalf, hence it takes two hands to clap to get the best results.

- If you let people talk for a time, they will tell you their basic need or concern with regard to your product.
- And you're not in a position to sell until you understand what need of the prospect your product or service can satisfy and then structure your presentation so it satisfies that need.
- Your job is to get the person to the point where he is completely focused on how he will gain by using your product, rather than how much he might lose by committing himself to it.
- Good listening skills include:
 1. Face the prospect, lean forward and listen attentively without interruption.
 2. Pause before replying or continuing, and then answer thoughtfully.
 3. Question for clarification say, "How do you mean?"
 4. Relax, take it easy, stay calm, and focus your attention on how you can help this prospect get something he or she needs.
 5. Use close-ended questions to help the prospect give a firm answer.

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NEXT 15 TO 30 MINUTES

Identify His Buyer Personality Type

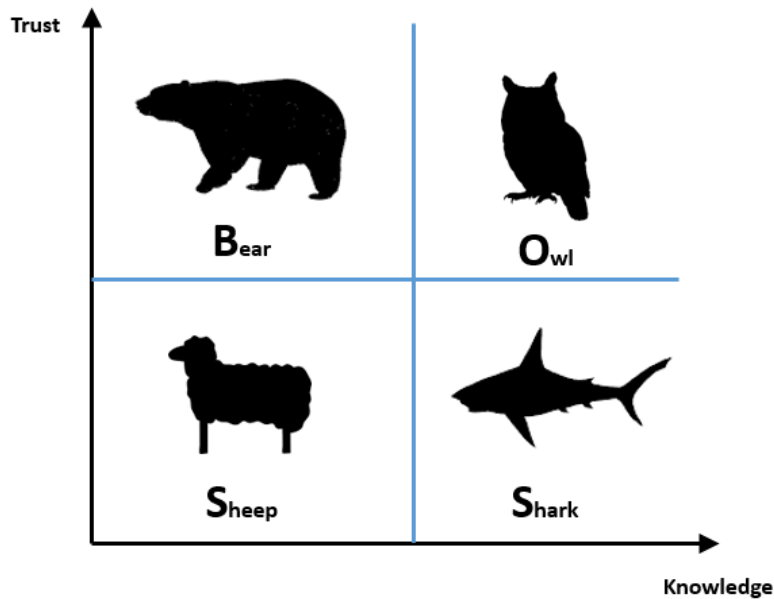


Figure 22: BOSS Buyer Personality Types

• Figure 22 shows the BOSS buyer personality types. Where

○ B: Bear: High Trust, Low Knowledge.

- Examples of such people may include low-skilled, high labored workers.
- They won't care about how much product knowledge you have.
- They only care that you are their friend and they trust that you have their best interest at heart – thus they will buy from you.
- Advantages of selling to such people is that you don't need to have immense technical knowledge before selling them.
- All you got to do is to win their trust, and prove that you are their friend, and they will buy from you.
- They may even go to the extent of referring all their family members, close friends and relatives to buy from you as well.

- However, the disadvantage is that once they buy, you must maintain the relationship and they trust that you will not back out of the deal (meaning, do not resign from the company).
 - Else, if you leave the company, or do not follow up with them frequently enough, they will not trust you as their friend anymore.
 - This will affect all other future deals with them as well.
 - And they may not refer anyone else from their circle to you anymore.
- O: Owl: High Trust, High Knowledge
- Examples of such people may include politicians, leaders, directors, sales people, CEOs.
 - They are basically high level, powerful influencers – or known as Center of Influence (COI) (University 2019).
 - They will only buy from you if you are their friend and have professional product knowledge.
 - They need to trust you and will also ask you lots of relevant questions related to the product you are selling.
 - They want to ensure that you are truly competent in your field before they can trust you and buy from you.
 - They need to be sure that you will stay on with your company for a long time, because should a need arise, the first person they turn to will be you – and not anyone else in the company.
 - They are smart and wise – meaning, they might try to leverage on the existing relationship, such as, “I will buy from you, but in return, can you do me a favor?”
 - Sometimes, the favor that they require from the sales person is not verbalized, but hinted strongly thru other means.
 - Advantage of selling to such people is that they are huge Centers of Influence (COIs).
 - They have employees, teammates, downline under them such that they have already gained respect and trust from those below them.

- Once they buy, their purchase would have gained you branding and reputation – and it’s much easier to permeate to their entire company or employees.
 - However, the disadvantage of selling to such people is that the burden of the relationship is oftentimes stressful, and you must keep up with their level of intellect all the time.
 - Which means, you must be at the top of your game, always update them about your company and products, and always be competent in your area.
- S: Sheep: Low Trust, Low Knowledge
- Examples of such people may include uneducated or oftentimes unemployed personnel’s.
 - If you sold them your product today, they might buy.
 - But if another agent comes along tomorrow, they might cancel their order with you, and take up the other product instead.
 - These people have no decision making ability – they don’t think logically, neither do they feel anything for what the sales person says.
 - They just follow the crowd blindly.
 - For such people, selling them transactional products without a withdrawal period would be best. (In insurance, they call it the “Free Look” period, which is typically a two week window where the customer gets to cancel his purchase should he change his mind).
 - That will ensure that the deal is sealed and they don’t keep changing their minds.
- S: Shark: Low Trust, High Knowledge
- Examples of such people may include medical doctors, professors, lawyers, technical engineers.
 - They are professionals and probably earning high salary.
 - They are well educated, and more oftentimes go solely by logic, rather than emotions.

- They are called sharks for a reason: they are out to hunt for the best deal logically, the best product with the best value for money.
- These group of people are the hardest to please.
- They will ask you all technical aspects of the product and they expect you to know everything under the sun.
- They don't care about their existing relationship with you – all they care for is their personal interest and how you can prove that your product is the best in the market.
- Sometimes, they are stingy and fussy.
- The advantage of selling to such people is that you can ignore any form of relationships with them – and just get straight to selling them.
- The disadvantage would be that you have to be almost like the product manual itself – and know every wee bit of it (which is humanly impossible).
- Personally, I will avoid such people as they take up a lot of my time trying to explain every single detail.
- Rather, I will just pass them a product brochure or manual / summary – and let them decide for themselves.

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Other Ways of Identifying Buyer Types (Tracy 2017)

1. Apathetic type = the negative, cynical person who's never going to buy anything.
2. Self-actualizing buyers = know exactly what they want and exactly what they're willing to pay, and if you have it, they'll take it right now.
3. Analytical buyers = care only about the details. They want to know about every single nut and bolt.
4. Emotional, relationship-oriented buyers = care only about other people's responses to the product.
5. Entrepreneurial, practical, task-focused buyer = very direct and wants practical results.

SUBSEQUENT FOLLOW UPS AFTER FIRST MEETING

Identify his True Character

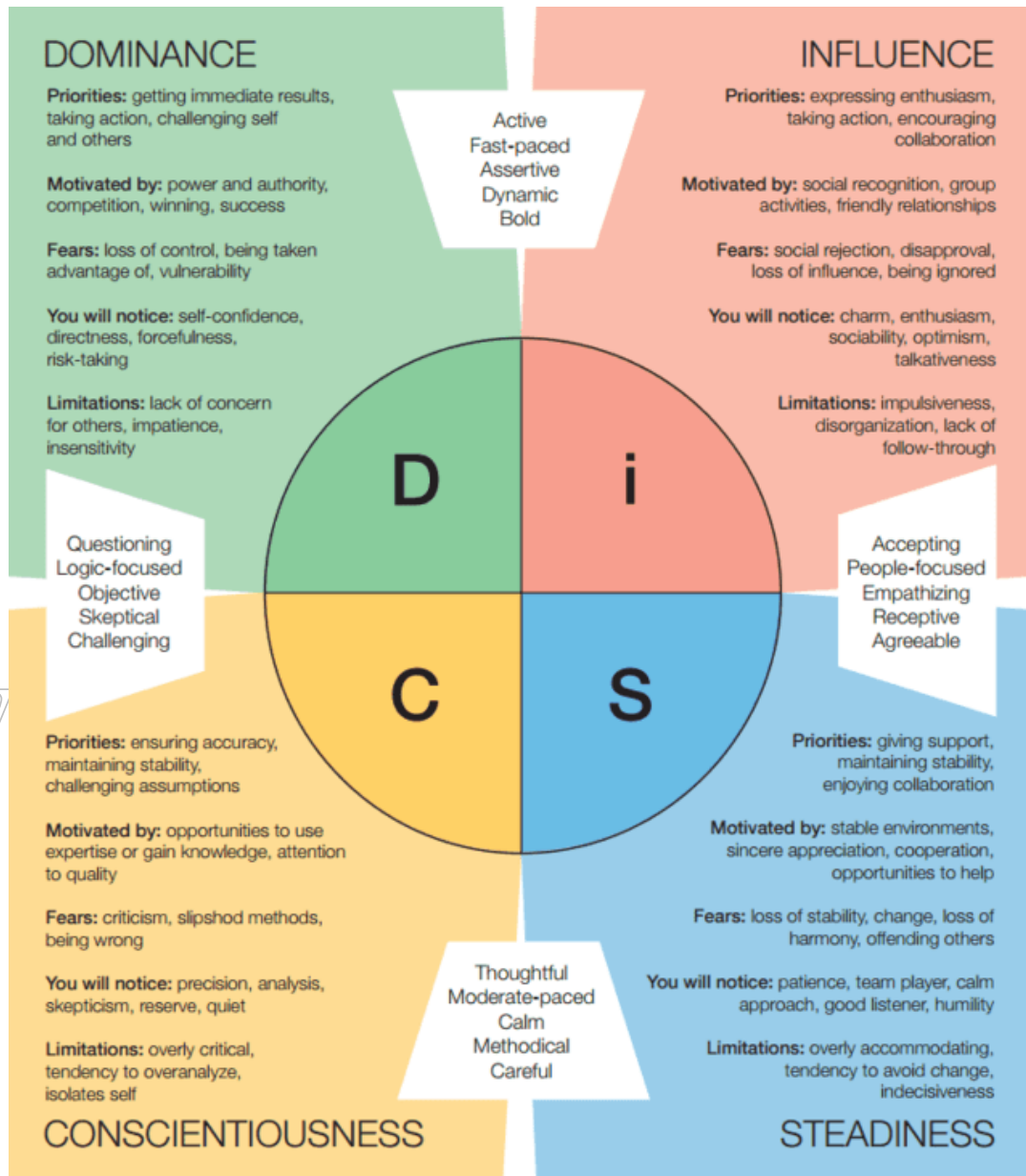


Figure 23: DISC Personality Profiling

- After the first meeting, presuming that there is an ongoing relationship, it is now time to try and identify his true character.
- Figure 23 shows the DISC Personality Chart.
- DISC is a behavior assessment tool based on the DISC theory of psychologist William Moulton Marston, which centers on four different personality traits which are currently Dominance (D), Influence (I), Steadiness (S), and Conscientiousness (C). (Wikipedia 2019)
- Although the only way to find out his true character is by doing a set of rigorous multiple choice questions, it's impossible to do this test with every customer.
- The only way is thru experience and communication.
- There could be various combinations, meaning, some people can have D-I, I-S, D-C etc.
- While others could be pure I or pure D or pure C or pure S.
- But they cannot be on both ends at once. Meaning, a pure D person will be the total opposite of a pure S; while a pure I is exact opposite of a pure C.
- A high D-I person will be the exact opposite of a high C-S; while a high D-C person is exact opposite of a high I-S.

知己知彼 百战百胜

- Know thy enemy, know thyself. Fight a hundred battles, win a hundred battles. (A Chinese Proverb).
- The purpose of identifying buyer personalities is so that the sales person can adapt to the situation, and respond accordingly to the buyer.
- “Be like water.” ~ Bruce Lee. Which means that a good salesperson is flexible and will be able to predict his buyers’ emotions, likes, dislikes and consequently, purchasing decisions.
- A few simple examples would be:
 - When dealing with high I people, they are emotionally driven.
 - The sales person needs to be mindful of his mannerism, ensuring that he only uses friendly, lighthearted and encouraging tone, coupled with uplifting words.
 - He needs to smile often, remain calm and steady, even though the high I person can get emotional easily – e.g. getting angry and shouting.
 - When dealing with high D people, they are dominators.

- The sales person must not insist in his right of way, rather, be more than 100% giving in to him.
- Also, he needs to mind his “territory”, which in real life would be the sales environment.
- For example, ensuring that his seat is not higher than that of the client. Either at same level, if not lower.
- If both are at the door, make sure that the client with high D goes first, and remember to open the door for him.
- High D people have big egos and they like it when others give way to them or listen to their instructions.

HOW TO EXECUTE A SALES PRESENTATION (TRACY 2017)

VISUALIZE

- Immediately prior to the sales appointment, pause before you go in and get a clear mental picture of yourself relaxed, calm, positive, smiling and in complete control of the interview.

ENVIRONMENT

- Your product should always be presented in the best possible light.
- People are influenced by the suggested impact of a product that is clean, neat, efficient and attractive.
- Your surroundings, especially when customers come into your office, should be neat and clean and convey success and prosperity.
- Always try to minimize the noise and interruptions in the selling environment.

POSTURE

- Never make your presentation standing up.
- If you do, you run the risk of devaluing your product.

- Nobody considers a product of any value if you're willing to sell it standing up, unless you're selling in a showroom.
- The suggested influence of a calm, confident, relaxed salesperson is very powerful.
- The most professional salespeople have a soothing effect on us.
- They exude confidence in themselves and in their product.
- Therefore, we feel confident about listening to them.
- Body language is important because 80 to 90 percent of all our communication is nonverbal.
- Always stand and sit erect.
- Never fold your arms when you're talking to people because it means you're closing them out.
- Crossed legs (over the knee) means you're holding back information.
- Your best position is leaning slightly forward.
- Attentively watch the prospect, listening carefully to what he is saying, and nod and smile.
- Always be extremely polite and courteous.
- Be considerate with prospects and spouses, partners, employees and receptionists.
- One of the basic rules of selling is to treat everybody like a million-dollar prospect or client and you'll never go wrong

VOICE

- Three powerful suggested influences are your appearance, your voice and your attitude.
- If your appearance is professional and your voice is loud and clear, as opposed to low or shy or retiring, and your attitude is calm and positive, you are creating a selling atmosphere.

CHAPTER 6

THE PSYCHOLOGY OF CLOSING

CLOSING: THE MOST PAINFUL (TRACY 2017)

- Closing is the most painful part of a sales presentation.
- Closing is the part that we, as salespeople, hate, and it is also the part that the customer hates.
- Sales people find it hard to “open their mouths” to ask for the sale because
 - ✓ They fear getting rejected.
 - ✓ They fear they say something wrong and end up losing the sale or damaging the relationship.
 - ✓ They are not “thick skinned” enough.
- Another obstacle is the fear of failure on the part of the customer, including fear of purchasing the wrong article or paying too much.
- We have an obligation to our client to go smoothly through the close, so it is as painless as possible. For example:
 - ✓ Help the client fill in as much administrative details as possible, like form filling.
 - ✓ Just direct him to the spots where he needs to sign (e.g. with an “X”).
 - ✓ Assist him with paying options, e.g.
 - “How would you like to pay by? This month we are having a promotion for XXX credit cards. Would you like to pay by that?”
 - ✓ Inform him of warranties or product return options. E.g. Two week free look period for insurance products, or 1 year no questions asked return policy.
 - ✓ Let him know that you will be there for him should he needs you. Pass him your hand phone number for contact.

RECOGNIZE BUYING SIGNALS

- When the customer asks “How much is the price?”
- When the customer shows interest: talking faster, face brightens up or ask a question regarding the product.
- Any change in attitude, posture, voice or behavior could indicate that a buying decision is near.
- Ask a closing question whenever you see the person beginning to change behavior. For example:
 - ✓ “Would you like to try it on?” or “Would you like to test it out?”
 - ✓ “Would you like me to show it to you?”
- Respond quickly once customers ask questions. Customers don’t like to wait. You might lose your customer to your competitor if you don’t respond in time.

PLAN YOUR CLOSE (TRACY 2017)

- Plan your close in detail, and then build your sales presentation on top of it.
- There are several major requirements for closing:
 - ✓ You must be positive, enthusiastic, and eager to close the sale.
 - ✓ The customer’s requirements must be clear to you.
 - ✓ The customer must understand what you are offering and must understand the value of what you are offering to him.
 - ✓ The customer must believe you and your company.
 - ✓ He must trust you, and there must be a degree of rapport and friendship.
 - ✓ The customer must desire to enjoy the advantage of the offer.
- The only pressure that you use in a professional selling presentation is the pressure of silence after the closing question.

DON'T RUSH YOUR CLOSE

HEARTBEAT RATE OF CUSTOMER VS SALES PERSON DURING CLOSING

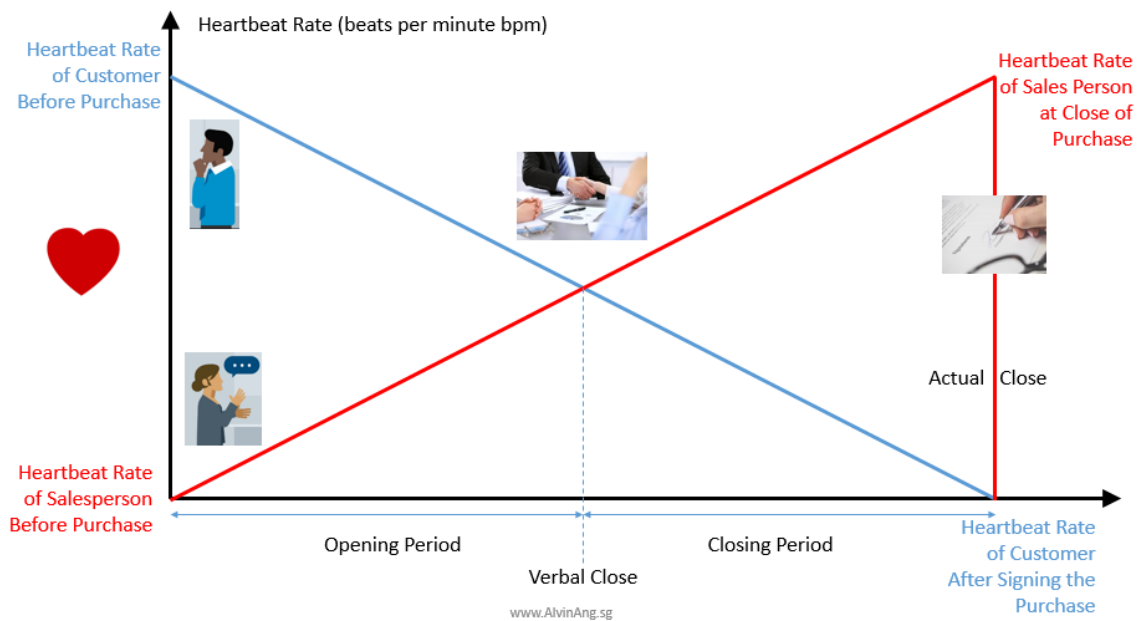


Figure 24: Heartbeat Rates of Customer vs Sales Person during Closing

- Figure 24 shows the heartbeat rates of customer vs sales person during closing.
- Figure 24 has a few preliminary assumptions:
 - The customer has a sincere intention to buy (he has done all his homework).
 - The sales person does not know the prospect's true intention, and may not even know that he/she is approaching.
- At the beginning, the customer normally feels excited about purchasing (e.g. walking into a car showroom to buy his favorite car).
- The sales person, in contrast, may not be as enthusiastic because he doesn't know the customer's intention to purchase. For example, at a roadshow, a stranger may approach the sales person. But the salesperson (being caught unaware) may not know the reason for the stranger's approach.
- Sometimes, the stranger may just be requesting for information, or ask questions that are totally irrelevant to the sale, example "Where is the toilet?"

- Once they meet, the sales persons' heart beat starts to increase because he senses the purchasing intention of the buyer.
- On the other hand, the customer may ask questions to find out more information from the sales person. During this period, while doing logical thinking, his heart beat rate may decline.
- This is known as the Opening Period.
- The Opening Period ends with a Verbal Close, where both parties shake hands and agree upon the purchase.
- This is the start of the Closing Period.
- The heartbeat of the sales person continues to increase because now he knows that the customer is sincere in purchasing, and that purchase would contribute to achieving his sales KPI. Naturally, he gets more excited.
- But the customer's heartbeat rate declines because he might be waiting (or doing nothing) for the sales person to do proper closing – filling up forms, wrapping up the product, doing online administration etc.
- Once the forms are gotten ready, and the customer signs, or puts down a deposit, or purchases using his credit card, the sales person is the happiest at this stage, while the customer can't wait to leave the scene.
- At final closing, when both parties depart, their heartbeat rates drop to normal pace because the deal is sealed for both ends.

CONTROLLING EMOTIONS

- With reference to Figure 24, there could be multiple mistakes done by the sales person to destroy his own sales.
- “For the buyer: Logic opens his mind, Emotions opens his wallet. Which also means, initiate the purchase by opening his mind, and then use his own emotions to close the sale. But for the seller: Logic opens your wallet, Emotions loses your wallet. Meaning, if the salesman doesn't manage his emotions appropriately during the selling process, he risks losing his own sales.” ~ Dr. Alvin Ang.

Common Mistakes Made during Opening Period

- Salesperson doesn't look presentable, turning off the prospect. To rectify this, refer to "Developing a Powerful Sales Personality: External Development".
- The salesperson is heavily engaged with another prospect, and so the new sincere prospect balks off.
- Salesperson misinterprets the intention of the prospect, directing him to the wrong channel, or totally rejecting him on the spot. An example would be:
 - At the roadshow, the sales person has experienced many strangers approaching him asking him for directions to the toilet.
 - But when a new, sincere purchaser appears, he might have the false impression that he will be asking for directions again.
 - The sales person avoids/walks away from him.
- The prospect looks poorly dressed or isn't in a formal outfit.
 - The salesperson, disgusted by his appearance, redirects him to another sales agent.
 - The sales person may think the prospect isn't "rich" because he looks "poor."
 - This false impression causes many sales people to lose potential sales.
- Salesperson isn't patient enough.
 - Some customers, though they have the sincerity to buy, like to ask many questions.
 - Sometimes, they want to know more about the product before purchasing.
 - But sometimes, they just want a chance to chat to get to know the sales person better.
 - But the sales person may misinterpret the buyer as being talkative, and might lose patience with the client, which inevitably lead to a sale being lost.

Common Mistakes Made during Closing Period

- Customer loses patience while waiting for sales person to complete the purchase order.

- A poor sales person is one who acts and moves slowly to complete the sale. He is inconsiderate about the client's feelings.
- For example, the client has already agreed to purchase from the sales person. But he takes a long time filling up forms, or goes off doing his own things, ignoring the waiting time of the client.
- The sales person should always be prepared to close on the spot with pre-prepared forms.
- Even if the customer isn't able to receive his goods immediately (sometimes due to IT errors or unforeseen circumstance), the sales person should ask the client to sign on paper, or take a deposit; whilst letting him know that he will have to wait for his product to arrive.

CLOSING ISN'T EVERYTHING

- “Don't celebrate closing a sale; celebrate opening a relationship.” ~ Patricia Fripp (Fripp 2019)
- Not forgetting that the customer can always ask for a refund, or “free look” / return his product, the sales person should not celebrate too early.
- Rather, establish a relationship with the client, and intermittently check on how the product is performing for him.

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DON'T DO THIS WHEN CLOSING (TRACY 2017)

1. Never tell the prospect he is wrong or argue with him.
2. Don't express your opinions to a prospect on subjects of a personal nature, religion, politics, labor unions, health, and family and so on.
3. Don't ever knock the competition.
4. Don't ever make promises you can't keep, and don't ever engage in overselling, or saying that the product can do something it cannot do.
5. Negative prejudgment deciding in advance that the person is not going to buy saps your enthusiasm. Nothing will kill a sale faster than lack of enthusiasm.

6. Very often we find that we and our customers get onto different wavelengths. Instead of losing the customer for your company, have somebody else in your company call on him.

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CHAPTER 7

WHEN OBJECTIONS GET IN THE WAY

- “There is only one way to get anybody to do anything. And that is by making the other person want to do it.” ~ Dale Carnegie.
- “For the buyer: Logic opens his mind, Emotions opens his wallet. Which also means, initiate the purchase by opening his mind, and then use his own emotions to close the sale. But for the seller: Logic opens your wallet, Emotions loses your wallet. Meaning, if the salesman doesn’t manage his emotions appropriately during the selling process, he risks losing his own sales.” ~ Dr. Alvin Ang.

THE BEST WAY TO RESPOND TO OBJECTIONS (TRACY 2017)

- There are no sales without objections.
- The best way to respond to objections is to take every objection and interpret it as a question requesting more information.
- For example, if a person says, “I can’t afford it,” interpret it as a question that says, “Please show me how I can afford this.”

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BE CREATIVE IN HANDLING OBJECTIONS (AND HAVE FUN!) (TRACY 2017)

- All top salespeople are creative.
- If we believe that we’re not creative, we won’t be.
- If we believe we are, we will continually come up with creative solutions.
- Creativity is stimulated by focused questions, by pressing problems, and by deeply desired goals.

HAVE THOROUGH KNOWLEDGE OF YOUR PRODUCT OR SERVICE (TRACY 2017)

- Creative selling begins with thorough knowledge of your product or service.

- The better you know your product or service, the more thoroughly you master the detail of it, the more creative you are in selling it (and handling objections).

REJECTION VS OBJECTION

Table 3: Difference between Rejection vs Objection

<i>Rejection</i>	<i>Objection</i>
Emotional	Logical
Personal and Relational	Objective and Transactional
Mental Impression Formed / Biasness towards Company and/or Salesperson	Specific, logical deduction towards Product
Example:	Example:
“I had a bad relationship with the sales person last time. So I won’t buy from him again.”	“I really have no money.”
“Due to complicated relationship issues within the family, I won’t buy from him even though he is my brother.”	“My wife says no.”
“I don’t like the look of the sales person. I have a negative impression about him. I won’t buy from him.”	“My house has no space.”
“I think poorly of the company’s reputation. I won’t buy their products anymore.”	“The product is useless.”
“Sales people are all liars.”	“They don’t have the color I want.”
	“It’s not the right timing.”

- Table 3 shows the difference between Rejection vs Objection.
- Often in real life, they are used interchangeably.
- However, not realizing their differences could lead to emotional hurt for sales people.

- More often than not, especially in the Asian culture, prospects give excuses for not buying.
- It is a painful process for the sales person to find out the truth / underlying rejections behind the objections; which sometimes is not at all necessary to find out.
- There are technical ways to resolve objections, but it requires intuition to resolve rejections.
- The best way to handle rejections is to remain professional – and move on.
- The sales person needs to manage his emotions the moment he realizes that he is being rejected due to personal biasness, and not due to logical objections.
- He needs to uphold his integrity, professionalism and know how to separate his “work” from his “relationships”.

SALES PEOPLE ARE ALL LIARS (ROBBINS 1994)

- Many people have negative associations to salespeople. (Robbins 1994)
- They think "salesperson" and they immediately think con man, manipulator, someone to take advantage of me. (Robbins 1994)
- Our job as professional salespeople is to change what people associate to our products and services.
- We must get them to associate (or ***anchor (Robbins 1994)**) experiencing some level of pleasure with the purchase of our products.
- We must not let customers' associate painful experiences with our product.
 - What is an Anchor?
 - An anchor = an emotional trigger.
 - It is created when a person is in an intense state of emotion, and during that peak, some unique stimulus occurs; such that they both merge in our nervous system.
 - For example, when you were a kid, if your mother was in a really angry state and at the peak of anger she looked at you with a certain look on her face, at that moment you may have linked the two, so that any time you saw that same look on her face immediately you felt those same feelings of concern, fear, upset or anger.

- Therefore, if any time in the future the trigger happens, we go right back in the same state.

LAW OF SIX

- In every business, we have what is called the law of six.
- The law of six simply says that there are basically six objections to buying your product or service.
- For us to sell effectively, we have to determine the six major objections to buying our product and the logical answer to each of them.
- 6 common objections are:

1. No Time Now to Listen

- “Got brochure? Just send me some information. I’ll read it later.”
- Try using the “Today Only Close” (refer to Winning Closing Techniques)
- “I will send you the information, but the promotion will end today.”

2. No Budget to Buy

- “I/We have no money.”
- Method 1: Try “Asking for Referrals” (refer to Winning Closing Techniques).
- Presume that prospect really has no money to buy, at least try to get referrals from him.
- Method 2: Try asking, “What if you could pay via installment?”
- When a customer says he didn’t expect it would cost that much, tell him there are very good reasons for that price and keep talking about the advantages and benefits of your product.

3. No Need

- “I/We are already using Product/Company X and it’s already very good for us.”
- Try using the “Door Knob Close” (refer to Winning Closing Techniques)
- “Yes I know that XXX is a very popular company. But care to share with me why you don’t like our product?”

4. Not the Decision Maker

- “I need to ask my wife”
- Try asking, “So can I speak with your wife?”

5. Not the Right Timing

- “Call me back next month.”
- Try using the “Today Only Close” (refer to Winning Closing Techniques)
- “I will call you back, but the promotion will end today.”

6. Totally Not Interested: Immediate hang up!

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PRICE OBJECTIONS (TRACY 2017)

- Don’t mention price until the customer asks the price.
- Always concentrate on the value he receives, not on the money you receive.
- Always justify the price with sound reasons.
- Never discuss price without mentioning value and benefits at the same time.
- Compare the price to more expensive articles.
- Stretch the price over the life of the product.
 - Example: “You can pay via installment.”
 - “It’s only \$1 per day if you think about it.”

HOW TO HANDLE OBJECTIONS?

HOW DOES STEVE JOBS HANDLE OBJECTION

<https://www.youtube.com/watch?v=FF-tKLISfPE>

ASK QUESTIONS:

- “Hi can I help you?”
- “No thanks, I’m just looking”
- “Ok sure but because my boss asked me to help you, so I got to do my job.”
- You have to keep asking questions against objections, and you have to keep getting objections out to get the hidden reasons that lie behind buyer resistance.
- Verify. Ask the customer, "Have I answered your question? Have I addressed your concern?"
- Do not press forward with the sales call until you have satisfied his concern.
- Earning the right to advance means leaving behind no unresolved questions, concerns, or objections.
- But “There’s fine line between Persistence vs Annoyance” ~ Donald Trump (Trump and McIver 2004).
- Determine whether or not is it a **REAL** reason why the person cannot go ahead.
- Ask for elaboration (rather than assuming that you understand) what the objection is, say, “How do you mean that exactly?”
- For unspoken objections, let the customer talk more. Because sometimes these people have excuses not to buy. Letting them talk more may reveal their truths.
- If the person is trying to make up his mind and says, “I don’t know if I should or buy it or not.”, you can use the “just-suppose” close:
- You ask, “Just suppose you have don’t have such an issue in your way to buy; is there anything else that is hindering you from buying?”

- This gets you down to the real objection.

LISTEN CAREFULLY, THEN THINK BEFORE REPLYING:

- Hear the question out, pause before replying, and then answer it carefully and respectfully.

COMPLIMENT THE OBJECTION:

- Compliment the person on the objection, and treat his objection as important and valid.
- Never argue with a person or tell him that he's wrong.
- When you get malicious (intention of harm) objections, pretend you didn't hear them.
- Then express empathy, acknowledge him and then reply, "I understand exactly how you feel."
- Provide evidence or proof, such as testimonial letters.
- Whenever a person requests information, welcome the objection, compliment him on it, thank him for it, and answer it completely.

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MORE WAYS TO HANDLE OBJECTIONS

PATTERN INTERRUPT = DISTRACTION

- "Look, I'm really not interested in buying!" says prospect.
- Reply with "Would you like another cup of coffee?"
- "I really think it's too expensive!" says prospect.
- Reply with "I understand. How are your kids doing?"
- If you can't handle the objection immediately due to an intense state of emotion the prospect is in, try distracting him.

- The purpose is to break his focus by shifting it to other matters, such that he relaxes and you can handle it later.

PREFRAME = HANDLING THE OBJECTION IN ADVANCE

- Observe the prospect. If he is looking at a particular aspect of the product and thinking, try to recall previous purchases and what customers have said before about that aspect.
- For example, in the case of a life insurance product:
 - “Most customers that I’ve sold to previously are worried that they have to keep paying the premium even if they are laid off or lose their jobs.
 - But I’m happy to share that our product allows for premium holiday. Meaning, should the customer lose his job, we can temporarily halt paying premiums without any penalties, while he searches for his next job.”
- For example, in the case of selling a property:
 - “Most of my previous customers worry about the long distance they need to walk to the MRT station.
 - But I’m happy to share that there’s an hourly fiddle bus that ferries residents to and fro the station.”

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REFRAME = REDIRECT THE FOCUS

- This is not the same as a pure distraction / pattern interrupt.
- A pattern interrupt is about changing the topic matter totally.
- In this case, reframing would be to question deeply and redirect the prospect’s focus back to his original buying intent.
- For example, in the case of selling a property:
 - “It’s too far from my work place.”
 - Reply “Do you mean the distance? Or do you mean it takes too long for you to travel daily? Because if it’s the latter, I’m happy to share with you that many residents

here do car sharing which might be good option for you, since you don't own a car.”

- For example, in the case of selling clothes:
 - “There’s no L size”
 - Reply “Do you mean that you can’t find an L size for this particular design? Because I can find an L size for you for a similar design.”

DE-FRAME = DESTROY / GO AGAINST THE FOCUS

- Use this only if you know the prospect very very well.
- Or if you are very very in control of the situation.
- For example, prospect says “It’s too expensive.”
- Reply, “Yes I agree, you are too poor to afford it.”
- Or, “The price is not meant for people of your social class.”
- A direct insult could stir up the buyer’s ego, causing him to retaliate to show that he can afford it.

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CHAPTER 8

WINNING CLOSING TECHNIQUES (TRACY 2017)

HOT BUTTON CLOSE

HOT BUTTON = KEY REASON TO BUY

- The hot button is considered by many to be the most powerful of all closes.
- The success of the hot-button close depends upon the ability of the salesperson to discover the most important reason for the customer buying the product, and then repeating it over and over.
- Concentrate on selling that one main point.

THE APPROACH CLOSE

APPROACH = “LET ME GO HOME AND THINK ABOUT IT”

- The Approach Close is a strong close you can use to avoid the prospect saying he’ll think it over and assure a decision after you’ve made your presentation.
- You deflate buyer resistance by saying,
 - “I’m not selling you anything right now.
 - All I want to do is show you some of the reasons why so many others have bought this product.
 - All I ask is that you look at what I have to show you openly and honestly and determine whether or not it applies to your situation.
 - And tell me at the end of this presentation whether or not, yes or no this is applicable to you.”

THE DEMONSTRATION CLOSE

DEMONSTRATION = DEMO THE PRODUCT TO THE USER

- “Come, let me show you why this product is awesome!”

TRIAL CLOSING

TRIAL = TEST CLOSING

- “Would you like to buy it or not?” or
- “How do you find it?” or
- “Did it make sense to you?” or
- “Was this what you had in mind?”
- Begin trial closing early in the presentation.

POWER OF SUGGESTION CLOSE

POWER OF SUGGESTION = CREATING VIVID, COLORFUL PICTURES, AS THOUGH THE PERSON WERE ALREADY USING THE PRODUCT.

- “Just imagine, your home will be filled with this special aroma after buying our product!”

SIX QUESTIONS CLOSE

- The ascending, or part-by-part, close involves a series of questions, each one leading into the other, with each one requiring a “yes” answer.
- The questions start from the most general and then go down to the most specific.
- Each one more narrowly qualifies the prospect as being interested in and capable of buying.
- If you can ask six “yes” questions at the beginning of your presentation, it’s hard thereafter for the person to say no.
- Virtually all life insurance, professional products, educational products, mutual funds, stockbroking services and banking services are sold by the ascending-Close presentation.
- For example, in the case of Life Insurance Sales, when the Sales Agent has already entered the house and observing the surroundings:
 1. “You are married, right?” (After noticing that there are many pairs of kids shoes at the door). = “Yes”

2. “You have kids right? How many kids do you have?” = “Yes. 3 of them”
3. “Are you or your wife currently working?” = “Yes, both I and my wife are working”.
4. “Both of you are Singaporeans or PR right?” = “Yes, both of us are PR”.
5. “Both you and your wife don’t smoke right?” = “Yes, we don’t smoke”.
6. “I’m sure that you generally know how life insurance product work, right?” = “Yes, I already know what your product is about.”
7. ***“Will you be keen to find out how I can put in place a life insurance plan for your family?” = “Yes, definitely”.***

THE INVITATIONAL CLOSE

INVITE = INVITE TO TRY OUT

- At the end of sales presentation, you should issue a direct or an indirect invitation to buy.
- One of the most powerful is “Why don’t you give us a try.”
- Willingness to pay and ability to pay are two different things.
- The way you increase the willingness to pay is by increasing buying desire.
- Whenever you can avoid it, don’t talk about price; always talk about benefits.
- Price resistance is simply the prospect telling you that you haven’t given him enough evidence that the benefits will outweigh the price.

SUDDEN DEATH CLOSE

SUDDEN DEATH = SUDDENLY TELL HIM TO BUY / DON’T BUY

- When a customer is procrastinating on buying, take out contract and tell him, either:
 - “It’s a good idea and you should buy”, or
 - “It’s not a good idea, forget it.” (similar to De-Frame)

- 60% chance the person will sign.

THE SECONDARY CLOSE

SECONDARY = FOCUS ON THE NON IMPORTANT POINT

- “Will you want this in blue or green?” or
- “Will you like to add on anything else to go with it?”
- The secondary close involves closing on a minor point in the sales presentation, acceptance of which denotes acceptance of the entire offer.

ASSUME CLOSE

ASSUME CLOSE = ASSUME THAT THE SALES HAS ALREADY BEEN MADE

- The person hasn't said yes or no and you say, “Would you like us to deliver this to your home this afternoon, or will tomorrow be all right?”
- “If you were to pay, how would you like to pay by?”

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TAKE AWAY CLOSE

TAKE AWAY = STOP PRESENTATION HALFWAY AND FETCH THE PRODUCT TO THE BUYER

- When the person is hesitating, you halt the presentation and say, “Oh, just a minute, before we go any further, let's make sure we can get this model for you.”
- Then go to the shelf and take it out for him.

SUMMARY CLOSE

SUMMARY CLOSE = SUMMARIZE ALL THE BENEFITS

- Make a detailed list of all the benefits the customer will enjoy from the product, then rank them in order of importance and plan your presentation to introduce them in order.

- Watch for the one or two benefits that seem to be of greatest interest, and repeat them over and over.

PUPPY-DOG CLOSE

PUPPY DOG = TOUCH, TASTE, FEEL

- It involves letting the prospect touch, taste, feel, hold or try out the product or service.
- Use this close if you have a product that a person can test-drive for example, or take home.

BEN FRANKLIN CLOSE

- The Ben Franklin Close is considered by many to be the best close of all.
- Take out a sheet of paper, and draw a line down the center.
- On one side, you write reasons in favor of going ahead with the decision.
- On the other side, the customer writes reasons opposed.

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ORDER SHEET CLOSE

ORDER SHEET = START FILLING IT OUT

- When the prospect comes in or when you begin talking with the prospect for the first time, take out an order sheet or a sales contract, or whatever form you use, and start filling it out.
- A variation is simply to take out the contract or the order blank at the end of the discussion and begin filling it out.

RELEVANT STORY CLOSE

RELEVANT STORY = TELL A STORY

- “The other day, your best friend just bought from me and she enjoyed it so much because...”

- People like stories.
- You simply tell a story about a happy client who was as hesitant as the prospect but followed your advice, bought the product and was very pleased with it.

MANY HAPPY CUSTOMERS CLOSE

MANY HAPPY CUSTOMERS = MANY PEOPLE BOUGHT FROM ME BEFORE

- You assure the prospect that you have been selling this item to repeat customers for years,
- Most of them were very happy.

TODAY ONLY CLOSE

TODAY ONLY = PROMOTION ENDING SOON

- “If you pay by XXX credit card, they are having a promotion for today only”.
- “If you buy today, you get this free gift to go along with it. For today only.”

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GO AHEAD CLOSE

GO AHEAD = GO AHEAD AND TRY OTHER PRODUCTS, BUT I'M SURE YOU WILL COME BACK...

- When the prospect is determined to shop around, use the go-ahead close;
- Tell him to go ahead but you know he will come back to you for the best deal.

DOORKNOB CLOSE

DOOR KNOB = OPEN THE CLOSED DOOR AGAIN

- “Thanks for your time. I know that you really don't want to buy, but can you at least tell me why?”
- Answers, “Oh... Because....”

- Once the prospect gives the reason, try again to close!

ASK FOR REFERRALS

- Every buyer or non-buyer is a source of referrals.
- A referral is worth 10 to 15 times a cold call.
- After the sale, you should take the referrals and immediately call on the new prospects.
- If you develop a system for obtaining and following up on referrals, you can greatly increase the quality of your sales calls.

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CHAPTER 9

10 KEYS TO SUCCESS IN SELLING

1. LEARN TO LOVE YOUR WORK

- “What You Do Speaks So Loudly That I Cannot Hear What You Say” - Ralph Waldo Emerson.
- Commit yourself to becoming outstanding in your field.
- You can never really like yourself and accept yourself as a worthwhile person until you have become good at what you do.

2. DECIDE EXACTLY WHAT IT IS YOU WANT IN LIFE

- Start with watching the “Strangest Secret in the World by Earl Nightingale” Video (google on YouTube)
- 知己知彼 百战百胜: Know thy enemy, know thyself.
- Fight a hundred battles, win a hundred battles. (A Chinese Proverb).
- Set it as a goal, and decide the price you will have to pay to get it.
- Nothing worthwhile ever comes without sacrifice.

3. BACK EVERY GOAL AND PLAN WITH PERSISTENT DETERMINATION AND WILLPOWER.

- “There is only one way to get anybody to do anything. And that is by making the other person want to do it.” ~ Dale Carnegie.
- Be resilient.
- Be willing to bounce back from failure.
- Be flexible in your approach.

4. COMMIT YOURSELF TO LIFELONG LEARNING

- 活到老，学到老: Live till old, Learn till old.
- Read, listen to audiocassettes, attend seminars and take courses.
- The most valuable asset you will ever have is your mind - invest in it continually.

5. USE YOUR TIME WISELY

- “To Manage Your Time Efficiently, Allocate Your Energy Effectively” Dr. Alvin Ang
- “Time is precious. Make sure you spend it with the right people.” The Internet
- “You are working only when you are face to face with real, live prospect or customer. You are not working when you’re filling out forms or proposals.” Brian Tracy
- Make sure that you are not wasting a minute and are always spending your time in valuable ways.

6. FOLLOW THE LEADERS.

- Determine the people who are the best in your field, and decide to be like them.
- If you associate with people who are not success oriented, that alone can prevent your success.

7. GUARD YOUR INTEGRITY.

- “People buy Wants and Justify it with a Need” = Buying Decisions are Emotional (Tracy 2017).
- “People do things for emotional reasons and justify with logic.” (Robbins 1994)
- “Logic Opens the Mind, Emotions Opens the Wallet” ~ Dr. Alvin Ang

- “For the buyer: Logic opens his mind, Emotions opens his wallet. Which also means, initiate the purchase by opening his mind, and then use his own emotions to close the sale. But for the seller: Logic opens your wallet, Emotions loses your wallet. Meaning, if the salesman doesn’t manage his emotions appropriately during the selling process, he risks losing his own sales.” ~ Dr. Alvin Ang.
- By integrity, we mean not only being honest with others, but also being true to yourself and your goals.

8. USE YOUR INBORN CREATIVITY.

- Each person has enormous reserves of creativity deep inside him, which can be used if he stirs them up and practices every day.
- Always look for newer, better, faster, easier ways to do things.

9. TREAT EVERY PROSPECT LIKE A MILLION-DOLLAR CUSTOMER

- “People don't care how much you know until they know how much you care” ~ John Maxwell.
- “Always ask for referrals” ~ Dr. Alvin Ang
- As though he were the most important person in the world.
- Conduct your life as though everyone were going to do exactly what you do.

10. WORK HARD AND YOU WILL SUCCEED.

- If you hold back, you will never attain the heights of success that you are capable of reaching.
- Know that in good times and bad, if you will work hard and smart and follow the guidelines that have been presented, you can achieve all the satisfaction and material rewards you want.

CHAPTER 10

WHY I STILL CAN'T SELL?



- www.AlvinAng.sg
- Sales is dynamic and highly dependent upon industry.
 - There are endless scenarios, possibilities, challenges and outcomes.
 - Do contact me for an appointment should you feel the need to do so!

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