DIAGNOSTIC SELLING....



SEASON 4

EPISODE 18

How to Sell Against Competitors

OR SPEAK ABOUT THEM WHEN A BUYER BRINGS THEM UP



ACTI

WHAT A BUYER REALLY VALUES...

EVEN MORE THAN THE PRODUCT, THEY END UP BUYING.

<u>ACT II</u>

WHY DOES THAT MATTER....

IN THE CONTEXT OF SELLING COMPETITIVELY.

ACTIII

WHY DO BUYERS EVEN BRING UP "THE OTHER GUY"?

WHEN THEY'RE CURRENTLY USING A COMPETITOR, OR JUST CHURNED FROM THEM.



<u>ACT IV</u>

WHY DO BUYERS EVEN BRING UP "THE OTHER GUY"?

WHEN THEY'RE NOT USING ANYONE-BUT ARE EVALUATING YOU + YOUR COMPETITOR(S).

<u>ACT V</u>

WHAT BUYERS EXPECT YOU TO DO, OR SAY...

WHEN YOU'RE SELLING AGAINST, ONE OF YOUR COMPETITORS.

<u>ACT VI</u>

(SOFT PEDALED) COMPETITIVE SELLING TECHNIQUES & PHRASES-

THAT YOU THINK ARE WORKING BUT YOUR BUYER SEES STRAIGHT THROUGH.



<u>ACT VII</u>

WHY THESE TECHNIQUES DON'T WORK...

AND WHAT THEY MAKE YOUR BUYER, BELIEVE ABOUT YOU INSTEAD.

ACT VIII

THE OTHER THINGS: THEY MESS UP....

& WHY THESE TECHNIQUES DESTROY TRUST, EVEN OUTSIDE OF THE COMPETITIVE CONTEXT.

ACT IX

WHAT YOUR BUYER, IS TRYING TO ACCOMPLISH...

BY BUYING FROM YOU, OR ONE OF YOUR COMPETITOR.



ACT X

WHAT YOU SHOULD DISCOVER, IN DISCOVERY...

INSTEAD OF FOCUSING ON, OR TALKING ABOUT YOUR COMPETITOR.

ACT XI

WHAT YOU SHOULD DISCOVER, IN DISCOVERY...

WHEN THE BUYER, IS CURRENTLY USING A COMPETITOR.

ACT XII

WHAT YOU SHOULD DISCOVER, IN DISCOVERY...

WHEN THE BUYER ISN'T USING ANYONE, BUT IS EVALUATING YOU + YOUR COMPETITORS.



<u>ACT XIII</u>

THINGS TO **NEVER** DO...

WHEN SELLING TO A BUYER, WHO IS CURRENTLY USING A COMPETITOR.

ACT XIV

THINGS TO NEVER DO ...

IF THE BUYER ISN'T USING ANYONE - BUT IS EVALUATING YOU + ONE OF YOUR COMPETITOR.

ACT XV

PHRASES THAT YOU CAN USE..

WHEN YOUR BUYER, BRINGS UP A COMPETITOR.



ACT XVI

WHAT YOUR COMPETITORS...

ARE LIKELY DOING & SAYING ABOUT YOU.

ACT XVII

GOOD SIGNS: FROM A BUYER...

THAT THINGS ARE GOING WELL, WHEN YOU'RE SELLING COMPETITIVELY.

ACT XVIII

THE DEEPER ISSUE & WHY IT MATTERS...

WHEN YOU USE MANIPULATIVE TECHNIQUES - OR SPEAK NEGATIVELY, ABOUT YOUR COMPETITORS.



WHAT A BUYER VALUES...

EVEN MORE THAN THE PRODUCT, THAT THEY END UP BUYING.











CHOOSING THE RIGHT PRODUCTS FOR "THAT ANSWER"....

& HAVING PEOPLE AROUND THEM THAT KNOW THAT ANSWER....





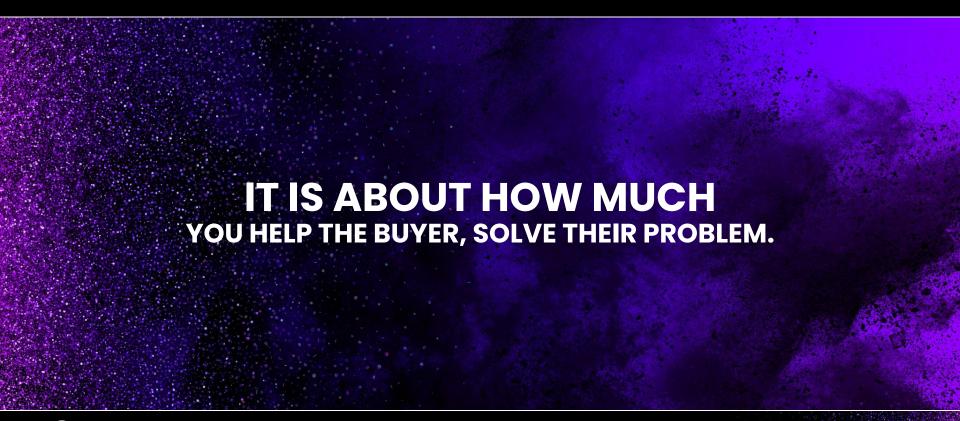


IS SOLVING THE PROBLEM THAT THEY NEED TO SOLVE.











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WHY DO BUYERS EVEN BRING UP "THE OTHER GUY"?

WHEN THEY'RE CURRENTLY USING A COMPETITOR, OR JUST CHURNED FROM ONE.













THEY DID SOLVE THEIR PROBLEM

BUT HAD TO COMPLETELY DO IT THEMSELVES - & ARE ANNOYED.





TO SHOW THEY'VE USED SOMEONE ELSE SO IT REVS YOU UP— & YOU GIVE THEM A GOOD PRICE TO SWITCH.

SO YOU KNOW IT'S A COMPETITOR & GIVE THEM A CHEAP QUOTE— BECAUSE IT'S "HEAD TO HEAD".

BECAUSE THEY'RE UP ON RENEWAL

& WANT A CHEAP QUOTE FROM YOU - SO THEY CAN LEVERAGE IT.





WHY DO BUYERS EVEN BRING UP "THE OTHER GUY"?

WHEN THEY'RE <u>NOT</u> USING ANYONE- BUT ARE EVALUATING YOU + YOUR COMPETITORS.















WHAT BUYERS EXPECT YOU TO DO OR SAY...

WHEN YOU'RE SELLING AGAINST, ONE OF YOUR COMPETITORS













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TO SAY "WE'VE BEEN HEARING THAT A LOT" WHEN THEY MENTION THEIR PROBLEMS, WITH THE OTHER VENDOR.

TO GIVE THEM "GLORY" SWITCH STORIES & HOW MUCH HAPPIER EVERYONE IS, WHEN THEY SWITCH TO YOU.



















COMPETITIVE SELLING TECHNIQUES & PHRASES:

THAT YOU <u>THINK</u> ARE WORKING....
BUT YOUR BUYER SEES STRAIGHT THROUGH.

















WHY THESE TECHNIQUES.... DON'T REALLY WORK, WITH YOUR BUYER.

1

YOU SEEM MORE INTERESTED IN.....

WINNING AGAINST THE COMPETITOR.... THAN HELPING YOU WIN AS A BUYER.

2

WHAT SARA SAYS
ABOUT SALLY.....

3

WHEN YOU DISCOUNT, YOU SHOW THAT....

YOU'RE PLAYING A FEW CHILDISH GAMES.

4

WHEN YOU DISCOUNT, YOU LOSE TRUST.

WHY THESE TECHNIQUES.... DON'T REALLY WORK, WITH YOUR BUYER.

5

WHEN YOU'RE TRYING TO PULL A TECHNIQUE...

TO TALK ABOUT THE COMPETITOR—> IT TAKES YOU OFF OF THE CONVERSATION ABOUT THEM & THEIR PROBLEM.

6

THEY REALIZE THE GOAL ISN'T TO HELP...

THEM SOLVE THEIR PROBLEM, BUT IT'S TO HELP YOU SELL YOUR PRODUCT.

7

THEY KNOW EXACTLY WHAT YOU'RE DOING...

WHEN YOU GO AFTER "PAIN" INFORMATION, REGARDING THE OTHER COMPETITOR.

8

YOU SEEM DELIGHTED AT THEIR PAIN....

WHICH SHOWS THAT YOU'RE NOT ON THEIR SIDE.

WHY THESE TECHNIQUES.... DON'T REALLY WORK, WITH YOUR BUYER.

9

WHEN YOU PLAY
GAMES ABOUT THE...

COMPETITOR —> THEY ASSUME YOU'LL PLAY GAMES, WHEN IT COMES TO THEM.

(10)

WHEN YOU ACT CHILDISH ABOUT...

THE COMPETITOR,
THEY ASSUME YOU'LL
ACT JUST AS CHILDISH
WITH THEM.

11

WHEN YOU MAKE ANYTHING BUT THEM...

THE FOCUS —> THEY
ASSUME, THAT THEME
WILL CONTINUE, IF
THEY DECIDE TO WORK
WITH YOU.





THE <u>OTHER</u> THINGS: THEY MESS UP FOR YOU...

& WHY DO THESE TECHNIQUES DESTROY TRUST, EVEN OUTSIDE OF THE COMPETITIVE CONTEXT.







IF YOUR MAIN MOTIVE WAS TO HELP YOU'D FIND THE PROBLEM THEY WERE TRYING TO SOLVE, ORIGINALLY.



IF YOUR TRUE MOTIVE WAS TO HELP YOU MIGHT NOT EVEN TOUCH THE PROBLEM WITH THE COMPETITOR.



& IF YOU DID ASK SOME QUESTIONS ABOUT THE FIRST VENDOR—THEY WOULD BE OBJECTIVE IN NATURE.





WHAT YOUR BUYER, IS TRYING TO ACCOMPLISH...

BY BUYING FROM YOU, OR ONE OF YOUR COMPETITORS.



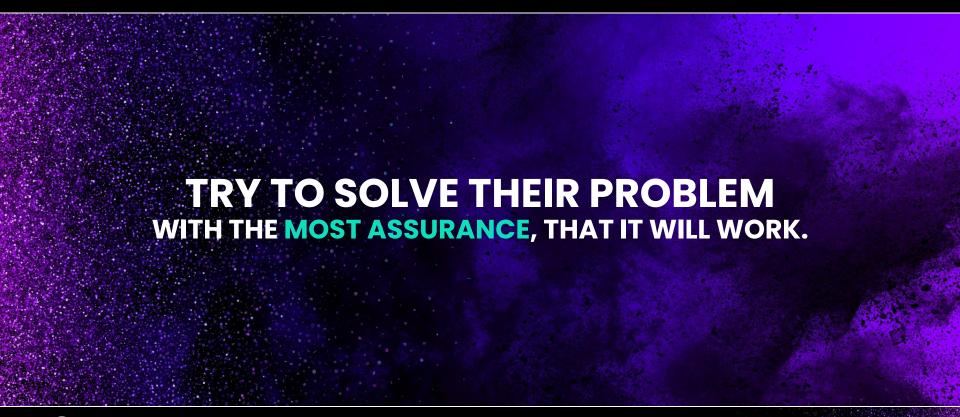
WHAT YOUR BUYER IS AFTER..... WITH (N)EITHER ONE OF YOU.





WHAT YOUR BUYER IS AFTER..... WITH (N)EITHER ONE OF YOU.











FLIP



WHAT TO DISCOVER, IN DISCOVERY....

INSTEAD OF FOCUSING ON, OR TALKING ABOUT YOUR COMPETITORS.



WHAT YOU SHOULD

BEDOING & DISCOVERING, ON DISCOVERY CALLS INSTEAD.

1

FIND THE BUSINESS PROBLEM THAT...

THE BUYER,

ORIGINALLY WANTED

TO SOLVE.

2

DIAGNOSING AS MANY UNKNOWNS...

AS YOU CAN, TO AT MINIMUM HELP THEM SOLVE THE PROBLEM AT HAND.

(3)

FIND AS MANY MISDIAGNOSES...

AS YOU CAN.

**BONUS: IF YOU
DON'T SOLVE FOR
IT/SELL TO IT.

4

SEND OVER MATERIAL, OR INTROS...

AS "AID" TO SOLVE FOR THE UNKNOWNS, AS YOU FOUND.



WHAT YOU SHOULD

BE DOING & DISCOVERING, ON DISCOVERY CALLS INSTEAD.

5

FIND AS MANY MISSED DIAGNOSES....

AS YOU CAN POSSIBLE, IN YOUR INTERACTIONS WITH THEM. **(6**)

<u>IF</u> YOU'RE GOING TO TOUCH THE PROBLEM..

THAT THEY HAD WITH THE VENDOR → GO FOR THE LATERAL PROBLEM THEY HAD WITH THEM, & WITH OBJECTIVE QUESTIONS.

7

<u>IF</u> THERE WAS A PROBLEM WITH THE...

OTHER VENDOR, YOU HAVE TO UNDERSTAND IF THEY ARE GOING TO HAVE THE SAME PROBLEM WITH YOU, & TO WHAT DEGREE.

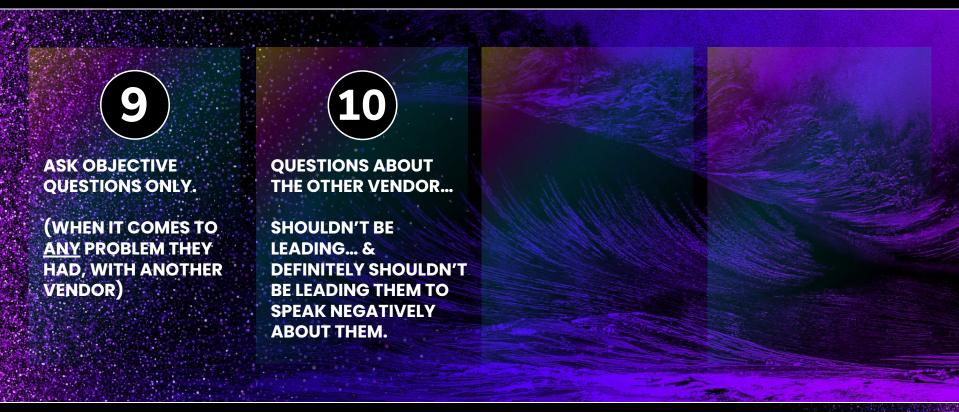
(8)

IF THERE WAS A PROBLEM WITH THE...

OTHER VENDOR, AT MINIMUM – YOU NEED TO UNDERSTAND WHAT IS NECESSARY, TO MAKE SURE THEY AVOID THE PROBLEM WITH YOU.

WHAT YOU SHOULD

BEDOING & DISCOVERING, ON DISCOVERY CALLS INSTEAD.





WHAT TO DISCOVER, IN DISCOVERY...

WHEN THE BUYER, IS CURRENTLY USING A COMPETITOR.



WHAT YOU SHOULD "BE AFTER"..... ON DISCOVERY CALLS, WHEN THEY'RE ALREADY USING A COMPETITOR.

1

WHAT'S THE PROBLEM
THAT THE BUYER....

WAS LOOKING TO SOLVE ORIGINALLY—> WHEN THEY MOVED FORWARD WITH THE OTHER VENDOR.

(2)

WHAT'S THE DRIVING IMPACT THE BUYER....

WAS ORIGINALLY LOOKING TO AVOID→ WHEN THEY MOVED FORWARD WITH THE OTHER VENDOR. (3)

HOW MUCH OF THE DRIVING IMPACT...

HAS THE BUYER BEEN ABLE TO SOLVE, OR NOT SOLVE— WITH THE VENDOR THEY WENT WITH ORIGINALLY. 4

WHAT HAS THE BUYER NOT ABLE TO SOLVE....

WITH THE OTHER
VENDOR- & WHAT
PORTION OF IT, HAVE
THEY BEEN ABLE TO
SOLVE, OR NOT SOLVE.

WHAT YOU SHOULD "BE AFTER"..... ON DISCOVERY CALLS, WHEN THEY'RE ALREADY USING A COMPETITOR.

(5)

WHAT'S THE LATERAL PROBLEM THAT HAS...

BEEN CREATED -> BY THE VENDOR, THAT THEY ORIGINALLY MOVED FORWARD WITH. **(6)**

IF THEY HAD ONE, WHAT'S THE PROBLEM:

THAT THEY HAD, WITH THE OTHER VENDOR, THAT THEY USED ORIGINALLY. 7

HOW MUCH OF THEIR ORIGINAL PROBLEM...

THAT THEY TRIED TO SOLVE —> IS NOT BEING SOLVED, BECAUSE OF THE PROBLEM THEY'VE HAD, WITH THE VENDOR.

8

FIND ANYTHING THEY'VE MISDIAGNOSED....

IN REGARDS TO SOLVING THEIR ORIGINAL PROBLEM, WHAT THEY NEED, &/OR WHAT WILL HAPPEN WHEN AND IF THEY DON'T SOLVE IT.

WHAT YOU SHOULD "BE AFTER"..... ON DISCOVERY CALLS, WHEN THEY'RE ALREADY USING A COMPETITOR.

9

FIND ANYTHING
THEY'VE MISSED IN...

IN THEIR
SELF-DIAGNOSIS→
THAT THEY NEED TO
KNOW & HAVE MISSED,
IN REGARDS TO
SOLVING THE
PROBLEM.

(10)

FIND <u>EITHER</u> MISDIAGNOSES....

OR ANYTHING THAT WAS MISSED IN THEIR SELF-DIAGNOSIS→ IN RELATIONSHIP TO WHAT IS NECESSARY TO SWITCH FROM WHO THEY'RE USING.





WHAT TO DISCOVER, IN DISCOVERY...

WHEN A BUYER <u>ISN'T</u> USING ANYONE-BUT IS EVALUATING YOU + A COMPETITOR.



WHAT YOU <u>SHOULD</u> "BE AFTER"..... WHEN THEY'RE NOT USING ANYONE, <u>BUT ARE EVALUATING OTHERS</u>.

1

FINDING THE BUYER'S "KNOWNS"...

AKA. THE BUSINESS PROBLEM, TACTICAL PROBLEM, ROOT CAUSE, & IMPACTS.... THAT THE BUYER HAS SELF-DIAGNOSED.

2

FINDING THE "WHY"
BEHIND THE KNOWNS...

& THE FACTS THAT SUPPORT THE BELIEFS THAT THEY HAVE, IN REGARDS TO THE PROBLEM. 3

FINDING AS MANY MISDIAGNOSES...

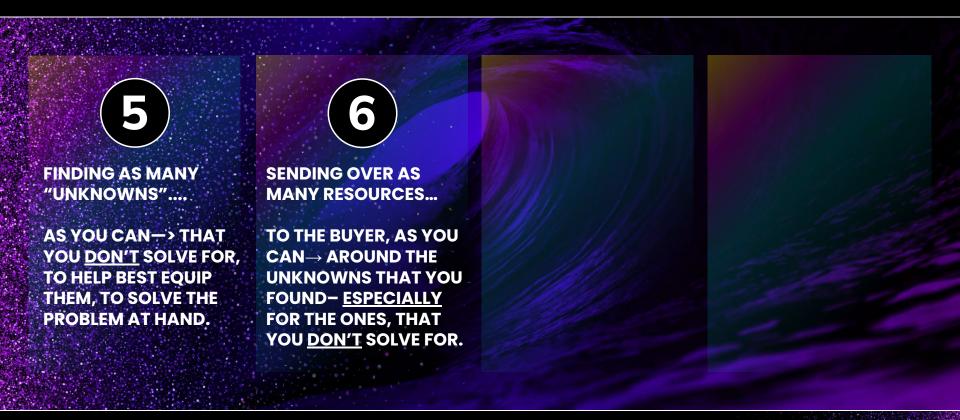
AS YOU CAN FOR THE BUYER —> TO AT MINIMUM, HELP THEM SOLVE THE PROBLEM.

4

FINDING AS MANY MISSED DIAGNOSES....

AS YOU CAN FOR THE BUYER —> TO AT MINIMUM, HELP THEM LEARN ABOUT THE PROBLEM & HELP THEM SOLVE THE PROBLEM.

WHAT YOU <u>SHOULD</u> "BE AFTER"..... WHEN THEY'RE NOT USING ANYONE, <u>BUT ARE EVALUATING OTHERS</u>.





THINGS TO **NEVER** DO...

WHEN SELLING TO A BUYER, WHO IS CURRENTLY USING A COMPETITOR.



THINGS YOU SHOULD <u>NEVER</u> DO...... WHEN SELLING TO A BUYER, <u>WHO'S CURRENTLY USING A COMPETITOR</u>

1

BASH THE VENDOR, THAT THEY'VE USED. 2

MAKE THE CONVERSATION....

ABOUT WHO THEY'RE USING—> ESPECIALLY MAINLY ABOUT WHO THEY'VE USED, IN THE PAST.

(3)

SAY ANYTHING NEGATIVE ABOUT...

THE OTHER VENDOR,
THAT THEY'VE USED IN
THE PAST → <u>OR</u> ANY OF
THE OTHER VENDORS
THAT THEY'RE
EVALUATING.

4

TALK ABOUT THE OTHER COMPETITOR.

THINGS YOU SHOULD <u>NEVER</u> DO...... WHEN SELLING TO A BUYER, <u>WHO'S CURRENTLY USING A COMPETITOR</u>

5

DIG OR HUNT, FOR THE "VENDOR PAIN" THAT....

THE BUYER HAS HAD, WITH THE OTHER COMPETITOR—> THAT THEY'VE USED, IN THE PAST.

6

DIG FOR THE "VENDOR PAIN", RIGHT AWAY.

7

DIG FOR <u>SUBJECTIVE</u>
"VENDOR PAIN" THAT....

THE BUYER HAS HAD, IN THE PAST WITH YOUR COMPETITORS.

(8)

BRING UP SWITCH STORIES....

WHERE YOU'RE THE HERO→ YOUR COMPETITOR IS THE VILLAIN, & HOW EVERYTHING WAS PERFECT ONCE THEY SWITCHED TO YOU.

THINGS YOU SHOULD <u>NEVER</u> DO...... WHEN SELLING TO A BUYER, <u>WHO'S CURRENTLY USING A COMPETITOR</u>

9

FOCUS ON OR TARGET, ANYTHING OTHER....

THAN THE PROBLEM
THE BUYER WANTS TO
SOLVE (ORIGINALLY)
TO HELP THEM AS
MUCH AS YOU CAN, TO
BE ABLE TO DO THAT.

(10)

THINK THAT IT'S "GOOD ENOUGH"....

JUST TO FIND THE
BUYER'S "KNOWNS"& BANK ON THEIR
OPINION ON WHAT TO
SOLVE... WITHOUT
FINDING UNKNOWNS.





THINGS TO NEVER DO... WHEN SELLING TO A BUYER, WHO IS

WHEN SELLING TO A BUYER, WHO IS EVALUATING USING A COMPETITOR.



THINGS YOU SHOULD <u>NEVER</u> DO...... WHEN SELLING TO A BUYER, WHO'S EVALUATING OTHER COMPETITORS



THINGS YOU SHOULD <u>NEVER</u> DO...... WHEN SELLING TO A BUYER, <u>WHO'S EVALUATING OTHER COMPETITORS</u>

WAIT FOR A "BITE" ON ANY "BITE" ON INFO THE WHEN IN DOUBT... DON'T CONVENIENT TIME.... **BUYER SHARES.... NEGATIVE THINGS....** ENGAGE. **ABOUT THE OTHER** TO BRING UP THE OTHER OR STORIES - THE COMPETITORS. **BUYER IS TELLING YOU VENDORS. ABOUT THE OTHER VENDORS.**



PHRASES YOU CAN USE...

WHEN YOUR BUYER
BRINGS UP A COMPETITOR.



FIRST, THE 3 DIFFERENT SCENARIOS WHEN THIS WOULD HAPPEN, & THEY'D ASK ABOUT A COMPETITOR

1

WHEN THEY ASK YOU HOW YOU DIFFER....

ON THE FLY, WITH NO PREVIOUS CONTEXT.

(2)

WHEN THEY ASK YOU HOW YOU DIFFER....

& THEY'RE NOT CURRENTLY USING ANYONE – BUT EVALUATING BETWEEN YOU AND SEVERAL OTHERS. (3

WHEN THEY ASK YOU HOW YOU DIFFER.....

& THEY ARE USING ANOTHER COMPETITOR – AND ARE EVALUATING WHAT A SWITCH MIGHT LOOK LIKE.

PHRASES THAT YOU CAN USE..... SCENARIO #1: WHEN THEY GIVE YOU NO OTHER CONTEXT.

WHEN THEY GIVE YOU, NO OTHER CONTEXT.....

WELL, BEFORE I LAUNCH DOWN A LAUNDRY LIST – ABOUT HOW HORRIBLE THEY ARE, & JUST HOW AMAZING WE ARE.....

IF YOU DON'T MIND ME ASKING ->

WHAT PROBLEM WERE YOU HYPOTHETICALLY LOOKING TO SOLVE, WITH EITHER ONE OF US? (PUT BOTH OF US ASIDE)



PHRASES THAT YOU CAN USE..... SCENARIO #2: THEY AREN'T USING ANYONE, BUT ARE EVALUATING OTHERS

THEY AREN'T USING ANYONE, BUT ARE EVALUATING OTHERS......

WELL, BEFORE I LAUNCH INTO A LITANY OF ALL OF THE THOUSAND OF GADGETS THAT WE OFFER.... & THEY DON'T – & WHY WE'RE SO AMAZING, AND THEY AREN'T....

WHAT PROBLEM WERE YOU INTERESTED IN SOLVING, WITH EITHER ONE OF US? (IF YOU DON'T MIND ME ASKING)



PHRASES THAT YOU CAN USE..... SCENARIO #3: THEY ARE USING SOMEONE, BUT ARE EVALUATING A SWITCH.

THEY ARE USING SOMEONE, BUT ARE EVALUATING A SWITCH.....

WELL, BEFORE I GO ON A RANT ABOUT <u>HOW</u> AWESOME WE ARE— & THE TOP 200 REASONS, OF HOW WE CAN DO NO WRONG....

I'M ASSUMING THAT THERE WAS A PROBLEM, THAT YOU WERE LOOKING TO SOLVE.....
ORIGINALLY, WHEN YOU FIRST STARTED USING COMPETITOR—

BOTH OF US ASIDE —-> DO YOU MIND WALKING ME THROUGH THAT PROBLEM? & HOW MUCH PROGRESS YOU MADE WITH COMPETITOR, TOWARDS SOLVING IT OVER THE LAST YEAR?





WHAT YOUR COMPETITORS... ARE LIKELY DOING, & SAYING ABOUT YOU.



WHAT <u>YOUR</u> COMPETITORS..... ARE LIKELY DOING & SAYING --> ABOUT YOU.

1

SAYING NEGATIVE THINGS ABOUT YOU.

2

GIVING CASE STUDIES, & CUSTOMER STORIES:

ABOUT "WHAT HAPPENED, WHEN OTHER COMPANIES WORKED WITH YOU."

(3)

ASKING ABOUT YOUR PRICING.

4

ASKING ABOUT THE CONVERSATIONS...

THAT THE PROSPECT IS
HAVING WITH YOUHOW THINGS ARE
GOING, & WHAT
YOU'RE DISCUSSING.

WHAT <u>YOUR</u> COMPETITORS..... ARE LIKELY DOING & SAYING --> ABOUT YOU.

5

MAKING IT A COMPETITION WITH...

YOU (EVEN WHEN YOU'RE NOT THERE)—ABOUT HOW THEY'RE BETTER.... NOT ABOUT SOLVING THE BUYER'S PROBLEM.

6

FINDING WAYS TO BRING YOU UP...

& BEING SOMEWHAT PETTY, WHENEVER THEY DO.

7

USING SOFT PEDDLED TECHNIQUES....

TO BRING YOU UP & TALK ABOUT YOU-BUT AS "DISCREETLY" AS POSSIBLE.

(8)

FOCUSING ON YOU.



GOOD SIGNS: FROM A BUYER...

THAT THINGS ARE GOING WELL, WHEN YOU'RE SELLING COMPETITIVELY.



YOUR BUYER TELLS YOU WHAT THE OTHER BUYERS & DECISION MAKERS ARE AFTER—& HOW TO WIN WITH THEM.

THEY TELL YOU COMPARATIVE WEAKNESSES OF THE OTHER VENDORS— & HOW YOU RANK IN COMPARISON.

THEY TELL YOU WHAT YOU SHOULD HIT ON IN DISCOVERY WITH OTHERS— TO HAVE THE BEST CHANCE OF SUCCESS.

THEY TELL YOU WHAT THEY LIKE ABOUT

THE OTHERS-SO YOU KNOW WHERE YOU NEED TO "MAKE UP" SOME.



THEY TELL YOU ABOUT ANY "TIES"
THEIR TEAMMATES HAVE INTERNALLY—WITH THE OTHER VENDORS.



THEY PUSH YOU TO GET/FOCUS ON THINGS THAT YOU DON'T HAVE, THAT THE OTHER VENDOR DOES... THAT NOT HAVING, WOULD BE A "DEAL BREAKER" DOWN THE LINE.

GOOD SIGNS TO GET—> WHILE COMPETITIVELY SELLING

GOOD SIGN #7



THEY FREELY SHARE GENERAL INFORMATION ABOUT THE OTHER VENDORS— & WHO YOU'RE GOING UP AGAINST.



THE DEEPER ISSUE, & WHY IT MATTERS...

IF YOU USE MANIPULATIVE TECHNIQUES OR SPEAK POORLY, ABOUT YOUR COMPETITORS.





IN SUMMARY...





THE END.

