

C.S. Lewis & Co. Publicists

Editor/Producer,

If a salesperson could only learn what his customers wanted and how they made major purchasing decisions, he'd be way ahead of his competition. But how can he get this information from customers?

The short answer? Ask them.

Although it's not quite that simple, that's the idea behind a new book by sales leadership developers **RICHARD HODGE** and **LOU SCHACHTER**, who show salespeople how to switch their focus from selling products and solutions to talking with customers about their needs and helping them achieve their key business aims.

In a new book, *The Mind of the Customer: How Great Companies Like UPS, Lexus, and Nokia Have Reinvented the Sales Process to Accelerate Their Customers' Success* (McGraw Hill), the authors show how the world of sales is changing, and why the old methods no longer work. They present all the concepts, models, and best practice lists one will need to become a world-class salesperson amidst new business realities. A companion "digital toolbox" provides the assessment tests, tools, tips, and step-by-step guides to put these groundbreaking concepts into practice Monday morning.

The only thing better than this book for mastering the art of sales might be a several-thousand-dollar leadership-training program. Hodge and Schachter sweeten the deal by including survey results, interview excerpts, and dozens of insider tips and purchasing secrets from nearly 100 sales executives at America's leading companies.

This is one of the meatiest, smartest, and most useful books on selling we've seen. The authors have brilliant reputations in the business world, and would be delighted to discuss their breakthrough ideas on new global business realities and the customer-based approach to sales.

Please let me know if I can arrange for you to speak with the authors directly.

Warm Regards,

Cathy Lewis

The Secrets of World-Class Sales Forces

New book shares inside strategies from the world's top sales forces and sales executives.

Yesterday's salespeople sold products. Today's salespeople are expected to offer ideas, advice, perspective, information, and wisdom that will improve their customer's business and provide a return on their investment.

According to **RICHARD HODGE** and **LOU SCHACHTER**, the founder and the Senior VP, respectively, of The Real Learning Company, executives at top companies won't waste their time with salespeople who aren't expert business consultants able to deliver results. Few salespeople are at this level or know how to get there.

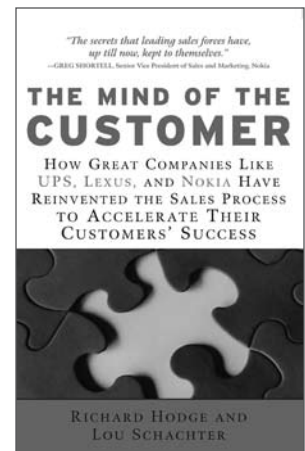
In their new book, *The Mind of the Customer: How Great Companies Like UPS, Lexus, and Nokia Have Reinvented the Sales Process to Accelerate Their Customers' Success* (McGraw Hill), Hodge and Schachter present a highly detailed roadmap that guides salespeople to the next level of success. A companion "digital toolbox" provides worksheets, assessment tests, and tools that transform proven concepts into hands-on work sessions.

The book offers best practices, tips, inspirations, and insider secrets gleaned from interviews with nearly 100 sales executives at the world's most successful companies. We find out what top-level executives want and don't want from salespeople, what works in a sales presentation, and how they make their most critical purchasing decisions.

In addition, readers learn how to:

- Gain insight into what the customer wants
- Offer products and services the customer values
- Turn one-way presentations into two-way interactions
- Build a partnership with customers using "cooperative negotiation"
- Establish credibility within the first critical twelve minutes of an initial meeting with an executive
- Coach an ordinary sales force to world-class performance levels

The Mind of the Customer is for every sales leader, sales professional, and business leader who wants to stay ahead of rapidly changing business realities and take their organizations, teams, and selves to a new level of competitive advantage.



The 4 Pillars of World-Class Sales Performance

1. **Understand.** Gain insight into the minds of your customers.
2. **Create.** Let your customers define value.
3. **Communicate.** Facilitate your customer's change-management process.
4. **Manage.** Use sales managers to focus reps on customer results.

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About the Authors

RICHARD HODGE is the founder of The Real Learning Company and coauthor of *The Mind of the Customer: How Great Companies Like UPS, Lexus, and Nokia Have Reinvented the Sales Process to Accelerate Their Customers' Success* (McGraw Hill).

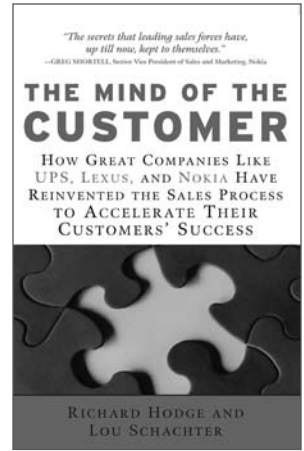
Hodge founded The Real Learning Company in 1994 after holding both sales leadership and other executive positions in global business firms, where he became known for the new technology categories he developed and the learning strategies he helped develop for General Motors, Occidental Petroleum, and other Fortune 500 companies. The Real Learning Company enjoys an international reputation for its innovative performance-improvement processes and learning programs for planning, accelerating, and managing individual and team results. Hodge did both his graduate and undergraduate work at the University of Southern California in the field of business.

LOU SCHACHTER is senior vice president for design and development at The Real Learning Company, and coauthor of *The Mind of the Customer*.

Before joining the Real Learning team, he wrote learning programs for salespeople at a variety of companies, including Cisco and Merck. Prior to that, he helped lead the fast growth of a specialized communications firm, and was an investment banker. His experience includes selling to Fortune 500 companies, small businesses, and large government institutions. Lou graduated from the Wharton School of the University of Pennsylvania.

Together, Hodge and Schachter have brought new learning programs to life for such customers as American Express, Bristol-Myers Squibb, Cigna, DaimlerChrysler, Genentech, Georgia-Pacific, Lexus, Motorola, Nestlé, Nokia, Oracle, Siebel, Sun Microsystems, Symantec, Time Warner, Toyota, and UPS.

Hodge and Schachter are engaging, enthusiastic speakers who are passionate about bringing theories out of the ivory tower and putting ideas, tools, and approaches into the hands of real people in order to drive business results and accelerate performance.



“The Mind of the Customer has the secrets that leading sales forces have, up to now, kept to themselves.”

—**GREG SHORTELL**,
Senior VP Sales and Marketing, Nokia

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Interview Topics

Top Secrets to Gaining the Selling Edge

Learn what America's leading executives want from salespeople.

From 2002 through 2005, The Real Learning Company and Advantage Performance group interviewed nearly 100 top executives to find out how they make strategic purchasing decisions. Hodge and Schachter share their secrets and discuss:

- Top salespeople turnoffs and how to avoid them
- Most important knowledge a salesperson can walk into a meeting with
- What it takes to gain—and keep—their business

Tricks and Traps of Winning a New Client

Learn insider tips for outwitting competitors.

Gaining new accounts is difficult for a host of reasons, not least of which is that buyers who have existing relationships with other salespeople are often unwilling to experiment. Hodge and Schachter offer tips for capturing the elusive new customer. Learn:

- How to acquire internal and external referrals—the only reliable way to get a first meeting
- How to gain credibility within the first twelve minutes
- How to state the customer's reason to switch in just two sentences
- Three keys to differentiating yourself from competitors

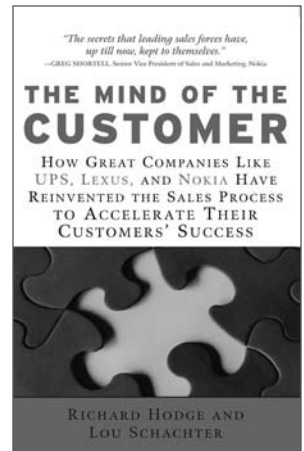
Power Point Presentations: R.I.P.

Find out how world-class salespeople have revolutionized the art of presentations.

Hodge and Schachter say customers no longer want to be persuaded; instead, they want the benefit of the salesperson's expertise and knowledge. By viewing the sales presentation less as "show and tell" and more as a change-management event, the world's best salespeople are changing their role from presenters to consultants. The experts explain how to do it, and discuss:

- Six steps to thoroughly prepare for your presentation
- Six steps to a successful presentation
- Six steps to successful follow-up
- How to turn one-way presentations into two-way interactions
- Top presentation don'ts from leading sales executives

— MORE —



6 Qualities Executives Say Define an Ideal Salesperson

1. Honesty and integrity
2. Accountability
3. Understanding of customer's business
4. Problem-solving skills
5. Good partnership abilities
6. Customer satisfaction

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How to Turn Underperformers into Sales Stars

Training and coaching tips from the pros.

What does a sales manager do to drive the performance of mediocre or even good salespeople? Hodge and Schachter share the highly successful process they developed, based on best practices of leading sales organizations. Learn:

- Six competencies that distinguish high-performing salespeople
- Six essential salesperson performance drivers
- Four best practices in coaching salespeople
- What it takes to create a customer-centric sales culture

How to Close a Deal and Open Up a Relationship

Learn the negotiation model used by superstar salespeople.

According to Hodge and Schachter, salespeople are facing a radically different set of expectations from customers than they faced just five years ago. Top-notch salespeople have had to adapt their negotiation strategies to meet their clients' new demands. The model used by the very best is called "cooperative negotiation." They explain:

- The two key skills of cooperative negotiation: asking high-impact questions and generating ample options
- How to negotiate on all the value your customer obtains, not just price
- How to identify client interests before brainstorming options
- Why this model leaves win-win in the dust
- Eighteen best practices for cooperative negotiation—with tips and tools for implementing them

4 Sales Manager Best Practices for Coaching

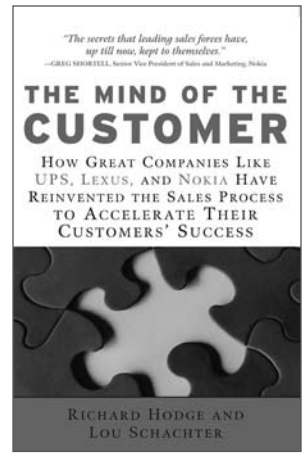
1. Ask more than tell.
2. Adapt to the salesperson's style.
3. Provide specific, fact-based, and practical feedback.
4. Filter the demands on a salesperson's time.

Tips for Negotiating:

- Think big. Consider how the outcome of this negotiation might connect to your larger values.
- Avoid inviting defensiveness with questions that begin with *why*. Ask questions that begin with *what* or *how* instead.
- Feel free to suggest options that meet the other party's interests, and not your own. Doing so builds cooperation.

Suggested Interview Questions

1. How has the world of sales changed over the last two decades?
2. Have salespeople kept pace with these changes?
3. From the executive's point of view, what are the big challenges and pressures forcing them to view major purchases as strategic decisions, rather than just products or solutions?
4. How does a salesperson look at sales from the customer's point of view?
5. How do the best sales reps get smart? What kinds of resources can they use to explore a customer's finances and strategic needs?
6. What are examples of "high impact questions" salespeople can ask their customers to find out more about what they want?
7. According to executives you interviewed, what do they expect from a salesperson?
8. What's the secret to winning over a new customer who already has a well-established relationship with a competitor?
9. What are some of the worst things a salesperson can do or say in a meeting with a new customer?
10. What's the best way for salespeople to prepare before going into a sales meeting?
11. How do sales presentations need to change in order to reflect the new interactive nature of the client-customer relationship?
12. What is cooperative negotiation, and why does it work so well in the sales arena?
13. Explain how to organize your brand around the customer.
14. How can a sales manager coach an underperforming salesperson or sales team?
15. How does a leader go about transforming his or her sales force into one that's customer-centric?
16. Can the processes and strategies in your book help someone in business who is not in sales, but wants to boost his or her performance?
17. What advice do you have for a newly hired sales leader during his or her first six months at the company?
18. Talk about the digital toolbox you've created as a companion to your book. What's in it and how do readers use it?



Two skills distinguish superstar salespeople from ordinary ones when it comes to negotiation.

- (1) The best salespeople ask incisive questions that help get each party's interests onto the table.
- (2) Great salespeople generate an ample set of options before honing in on a solution to the negotiation.

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The Art of Asking High-Impact Questions

A quick lesson in a key negotiation strategy.

According to world-class sales trainers Richard Hodge and Lou Schachter, an executive's purchasing interests are often hidden, intentionally or not. The best way for a salesperson to elicit these interests is to ask well-developed, open-ended, high-impact questions at first meetings and during negotiations.

High-Impact Questions:

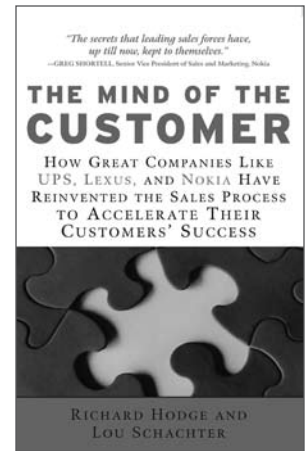
- Challenge people to think deeply
- Ask for more than data
- Identify issues and impacts
- Ask for ideas, analyses, possibilities, and feelings
- Are open, rather than closed
- Solicit information not readily available elsewhere

High-Impact Questions Often Begin With Phrases Such As:

- What is important to you ...
- How are you impacted by ...
- What would an ideal result look like ...
- How do you feel about ...
- What thinking led you to believe ...

Examples:

- What is your number one challenge right now?
- What are the possible causes of ...?
- What opportunities do you most seek?
- What are the implications of ...?
- What is the relationship between ...?
- What is your ideal solution?
- How would you like our two companies to work together over the long term?
- How does this purchase fit into your team's goals for this year?
- What is your number-one objective in this purchase?
- What concerns have people raised about this purchase?



The key to asking questions of executives is simultaneously challenging their thinking in a productive way—which makes the time valuable to them—and gaining insight into their world in order to identify opportunities to add value.

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