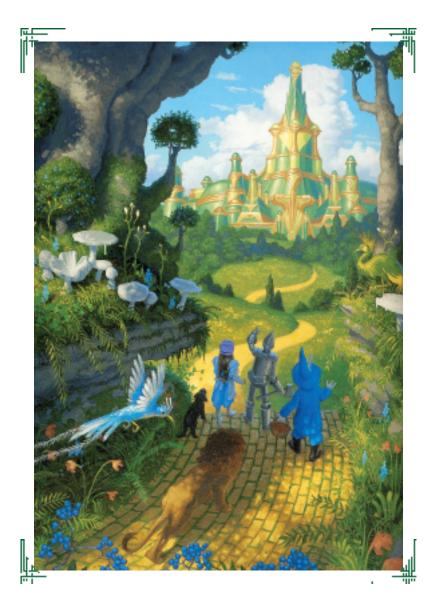
SUPER OBJECTIVE SELLING



A personalized approach to athletic club membership sales

Training Objectives

- Improve the quality of our interactions with our customers and members
- Increase the value of the service we provide?
- Understand the dynamics in the sales communication process to assist our clients in making an informed decision.

You might ask, "What's in it for me?"

- You will feel better about yourself and your job.
- You will increase your awareness of how to provide better service
- You will learn some skills that will help you grow in your career, and also skills that will strengthen your interactions in all your "people contacts."
- Essentially, you will improve the overall profit numbers in your department, thereby strengthening the economic viability of your club.
- More dollars for you!



Preview of Coming Attractions

- What are your expectations for this training session?
- The customer service quiz
- Understanding our members' expectations and then surprising them
- Tell me "how do you like to be sold?"
- Selling moves
- What is this thing called rapport?
- We exchange information through three channels:
 - Physiology
 - Tonality
 - Words
- Shift your attention to VAK
- How do you communicate? Find out!
- Learn to recognize "criteria" words
- The concept of The Super Objective
- Buying and decision making
- Sequential questions
- Reposition objectives
- Pre-scripting your dialogue
- Some phone skills/incoming call
- Price deflector shields
- Outbound call
- The Call Objective sheet
- Needs R Us
- The closing sequence
- The 1-5-15-30
- .37 promotion
- Evaluation



What is the origin of: "Kick the bucket"



In the space provided, please write three things that you expect to learn from attending this session.

1)_____ 2)_____ 3)_____ ŀ Origin: This expression was used in England as early as the 16th century. It came from the practice of hanging a criminal by having him stand on a bucket, putting a noose around his neck, and then kicking the bucket out from under him.

Customer Service Quiz

- 1. An unhappy customer will tell, on average, nine people about his/her problem with poor service.
- _____2. To please an unhappy customer, it takes three positive experiences to make up for one negative experience.
- _____3. The most important aspect of giving good service is that you think you are giving good service.
- ____4. We can depend on loyal customers for repeat business.
- _____5. Half the people in America work in the "Service Sector."
- _____6. Customers usually let us know when they are dissatisfied with our products or services.
- _____7. If a complaint is resolved, customers will tell, on average, five of their friends about the good service the received.
- 8. If a problem is resolved on the spot, that customer is likely to do business with you again 95% of the time.
- ____9. Customers' expectations are constantly changing.
- ____10. Customers almost always have a clear idea of what quality service means.



Customers' Expectations

Level One: This is the **"Basic Level"** of needs and expectations. These are really needs so basic that we take them for granted.

For example, a basic level of service expectation at a gas station is to get gas for your car and perhaps find a bathroom.

What is an example of a basic service in your department? Write an example below.

Level Two: This is the **"Performance Level."** This level satisfied the customer's performance requirements. The customer makes this requirement explicit either openly or when asked. (Most companies believe that this is the level of good customer service and make no real move to the next level.)

For example, a performance level of service expectation at a gas station might be that the station is open 24 hours and has a snack bar.

What is an example of a performance level of service in your department? Write an example below:

Level Three: This is the **"Surprise Level."** This level is where we strive to add value to our products and services that the customer does not expect, or in many cases doesn't know exists or are even possible.

For example, a surprise level of service expectation at a gas station might be that with a fill-up you get your car vacuumed, windows washed and get a complimentary cup of coffee.

What are some of the things you can do in your department to create a "Surprise Level" of service for your members? Write an example below:





How do you like to be sold?

1) Write an example of a favorable selling situation you were recently in:

Selling Moves

- Greetings/Rapport
- Needs
- Playback
- Blueprint
- Time+time
- That pesky money part
- Presentation
- Close

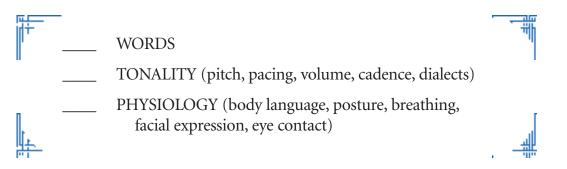
Rapport

Please write a short definition:

eney part

Developing Rapport

How do you communicate with others? Please indicate in the space provided what you feel is the % for each category. Be prepared to discuss.



Words play a very small role in our ability to communicate. Try to shift your focus to the other two areas of communication. Start to pay attention to your customer's **physiology** and **vocal patterns**.

Rapport: 15 seconds to make a good impression

Start to notice:

- Body Language
- Energy
- Gestures
- Facial Expressions
- Breathing

Ŀ

Start to notice vocal patterns:

- Volume
- Tonality
- Pace rate of delivery

Start to notice the words a client uses. Words hold special meaning. A client may say, "I'd like my abs to have more *definition*." Your response had better contain that embedded criteria word, *definition*: "With a combination of cardio-vascular training and diet, in about 4-6 weeks you will see more definition in your abs!" *Avoid paraphrasing*. The client selects the worlds they use because they hold special meaning to them.



Communication Strategies

How we think and act to achieve a result. We process information in three ways:

- **VISUAL** the pictures we see
- **AUDITORY** the words we hear, including the volume, pitch, pace and tonality
- **KINESTHETIC** these are the feelings we experience in our bodies. How many times have you said, *"that just doesn't feel right"* or *"my gut reaction is to say no."* These feelings can either motivate or empower us, or they can limit and debilitate us.

Let's find out your primary communication strategy.

How to you prefer to relate to the world?

Each of the 20 items on the following pages fall in to one of three categories: Type A, Type B or Type C. Follow the instructions to determine your preferred/favorite communication channel.

- <u>**Read the 20 items.**</u> Put a check next to each that is basically true for you. Don't think about the item too much...your first instinct is probably the most accurate.
- <u>Add up the number of checked items</u> for each communication channel. Put the total on the total score line.
- The communication channel with the **highest total score** is your preferred way of understanding and relating to the world.

Type A

- ____On an evening when I don't have anything else to do, I like to watch TV.
- ____I use visual images to remember names.
- _____I like to read books and magazines.
- _____I prefer to get written instructions from my boss rather than oral ones.
- _____I write lists to myself of things I have to do.
- _____I can follow recipes closely when I am cooking.
- _____I can easily put together models and toys if I have written instructions.
- _____When it comes to playing games, I prefer word games like Scrabble and Password.
- _____I am very concerned about the way I look.
- _____I like to go to art exhibits and museum displays.
- _____I keep a diary or written record of what I have been doing.
- _____I often admire the photographs and artwork used in advertisements.
- _____I review for a test by writing down a summary of what I have been doing.
- _____I can find my way around a new city easily if I have a map.
- _____I like to keep my house neat looking.
- _____I see two or more films each month.
- _____I think less highly of a person if he or she does not dress nicely.
- _____I like to watch people.
- _____I always get scratches and dents repaired quickly on my car.

____I think fresh flowers really brighten up a home or office.

____TOTAL SCORE



Type B

On an evening when I don't have anything else to do, I like to listen to music.
To remember someone's name, I will repeat it to myself over and over.
I enjoy long conversations.
I prefer my boss to explain something to me orally rather than in a memo.
I like talk shows and interview shows on radio & television.
I use rhyming words to help me remember things.
I am a good listener.
I prefer to keep up with the news by listening to the radio rather than by reading.
I talk to myself a lot.
I prefer to listen to a cassette tape of some material rather than to read it.
I feel bad when my car sounds funny (has knocks, pings, etc.)
I can tell a lot about a person by the sound of his or her voice.
I buy a lot of compact disks.

- _____I review for a test by reading my notes aloud or by talking with other people.
- _____I would rather give a talk than write a paper on the same topic.
- _____I enjoy going to concerts and musical events.
- _____People sometimes accuse me of talking too much.
- _____When I am in a strange city, I like to stop at a gas station to get directions.
- ____I talk to my dog or cat.
 - ____I talk aloud to myself when I'm solving a math problem.

___TOTAL SCORE





Type C

__I like to exercise.

_____With my eyes closed, I can distinguish items by touch.

_____When there is music on, I can't help but tap my feet.

- ____I am an outdoors person.
- ____I a well-coordinated.
- _____I have a tendency to gain weight.
- _____I buy some clothes because I like the way the material feels.
- ____I like to pet animals.
- _____I touch people when I am talking to them.
- _____When I was learning to type, I learned the touch system easily.
- _____I was held and touched a lot when I was a child.
- _____I enjoy playing sports more than watching them.
- _____I like taking a hot bath or shower at the end of the day.
- _____I really enjoy getting massages.
- ____I am a good dancer.
- _____I belong to a gym or health club.
- _____I like to get up and stretch frequently.
- _____I can tell a lot about a person by the way he or she shakes hands.
- _____If I've had a bad day, my body gets very tense.

____I enjoy building things.

____TOTAL SCORE

Origin: In England in the 17th and 18th centuries, many cats and dogs drowned in street floods after torrential rainstorms. Their bodies were found in the streets afterwards as if they had fallen from the sky with the rain.



People reveal how they receive/send information by the types of words they use

Visual (A)	Auditory (B)	Kinesthetic (C)
Picture	Ask	Touch
See	Hear	Grasp
Preview	Listen	Clutter
Depict	Sound	Impact
Flash	Click	Fit
Show	Say	Handle
Illustrate	Voice	Point out
Paint	Sing	throw
View	Chord	Filter
Look	Harmony	Hit
Focus	Accent	Impress
Clarify	Amplify	Sharpen
Cloud	Mumble	Demonstrate
Screen	Tune	Stroke
Sight	Ring	Get

Determine your strongest type:

Visual	Total
Auditory	Total
Kinesthetic	Total
Dreferred	



. . 41

The words people use will reflect their individual communications channel on how they relate to the world.

What is the origin of: "Don't let yourself go to pot?"

This idiom from the 1500s originally referred to old or weak animals that couldn't breed, lay eggs, give milk or pull wagons. They were more useful on the dinner table than in the barnyard, so they were slaughtered and cooked in a pot. Now we describe anyone or anything as having "gone to pot" if the person or thing is worn out, in bad shape, or can't do its job properly.

"Do I have to *draw* a picture for you?" "Your position is as clear as an azure blue sky!"

If the client is communicating in a **visual mode**, you will hear

Characteristics of Visual People

Characteristics of Auditory People

The **auditory** communicator will use phrases like:

"Didn't you hear what I was saying?"

"His name rings a bell."

phrases like this:

"I can see your point."

"Can you show me the club?"

"That doesn't sound right to me!"

"Could you *amplify* that last statement for me?"

Characteristics of Kinesthetic People

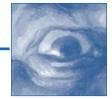
The **kinesthetic** communicator processes feeling internally and will respond with phrases like:

"Your proposal doesn't *feel* right."

"I'm not *comfortable* with your mother-in-law staying another two weeks." "Let's try to *smooth* things out a bit."

So, you're asking yourself "how will knowing this improve my interaction with others and help me sell more effectively?"

To establish a high level of rapport with a client, we need to start responding to them in their *preferred linguistic preference VAK*. By using the same words, we are essentially "speaking their language."









Specific Linguistic Styles

The following is an example of pacing a specific linguistic style:

Customer: I'd like someone to show me some exercises that will reduce body fat around my middle and also put more muscle mass on my upper body!

Sales person: "I have a couple of different aerobic classes for you to look at. Classes that will reduce the body fat around your middle and add more muscle mass to your upper body."

MEMBER: I've foolishly signed my company up for a thing called Outward Bound. I took a look at the brochure and it has a lot of demanding events that are going to require a level of fitness that my ancient body hasn't seen seen college. I need to get in shape fast. The trip is in ten weeks. I want to be able to be competitive and not look foolish in front of my employees.

RESPONSE: _____

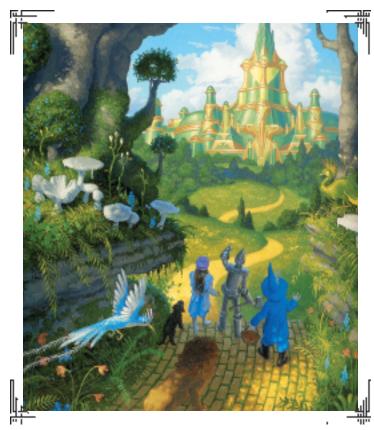
MEMBER: I need an exercise that will give me more flexibility. I'm really stiff, especially after 18 holes of golf.

RESPONSE: _____

MEMBER: I've got this stunning wedding dress my mom gave me and I can't get into it. I need to drop about ten pounds - and because it has an open back, I need to look a lot more toned.

RESPONSE:

the SUPER OBJECTIVE



principal character in a play, book or movie has what is called a *super objective* – a primary goal which motivates nearly everything they do. In The Wizard of Oz, the lead character is a girl named Dorothy who is transported to the Land of Oz by a tornado. Dorothy wants to go home to Kansas and she is told the only one who might know how to get her back is a man called the Wizard. Dorothy follows the yellow brick road to the Emerald City and she has to overcome various obstacles along the way. Everything that happens to Dorothy comes as a result of her pursuit of her super objective - her desire to return to her farm.

In the context of athletic club membership sales, super objective selling means approaching each prospective client as if he or she were a character in a movie who has a hidden super objective. One's first priority as a membership sales person is to try to discover what the client's super objective is and then modify the presentation to address that particular goal. So, instead of showing every client the same canned tour of the club, the effective salesperson makes the shift from being a tour guide to becoming a sympathetic, supportive problem-solver for his or her client.



In 19th century Europe, many men wore wigs made of wool. In British courts today, some lawyers and judges still wear them. If you pulled the wig over someone's eyes, he or she couldn't see what was happening and could easily be tricked. If a clever lawyer fooled the judge, it was said that he "pulled the wool" over the judge's eyes. Now we use this expression to describe any act of cheating or trickery.

Buying Decision-Making

Understanding the difference between a "need" and a "want"

I NEED basic transportation



I WANT luxury and performance



NEEDS are basic. **WANTS** have an emotional component linked to them. Create an example based on any product or service:

NEED _____

WANT _____

Questions

Questions form the foundation of any selling situation.

AN OVERVIEW:

- The 80/20 rule
- Identifying your objective
- Three to five seconds
- Avoid stacking questions

- Filling in the gaps
- Line jumping
- Anticipating the response
- Formatting the next question.



This is the listen-to-talk ratio. 80% listen, 20% talk.

Identifying your objective

Know specifically what you want to accomplish.

Three to five seconds

Always allow yourself 3-5 seconds before responding to a question.

Avoid stacking questions

Ask a single question and wait for the response.

Filling in the gaps

Avoid putting words into peoples' mouths.

Line jumping

Avoid cutting someone off before they have finished their response.

Anticipating the response

Even though you may know the answer to a question before it is asked, allow the client the opportunity to complete their thoughts.

Formatting the next question

Listen to the client's response to your questions. Wait 3-5 seconds before formatting your next question.

1. Open-ended questions - These are the who, what, where, when and why questions. Open-ended questions elicit more information.



Example Open-ended: "What kind of a sun block are you using now to prevent premature aging and skin cancer?"

Write your own:

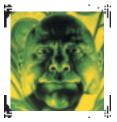
2. Closed-ended questions - These questions can be answered by a simple yes or no.



Example Closed-ended: "Do you use sunblock?"

Write your own:

3. Current situation questions - are asked to ascertain what's going on now.



Example Current: "What are you doing now to stay in shape?"

Write your own:

4. Problem questions - are asked to uncover dissatisfaction with a product or service.



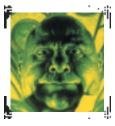
Example Problem: "How satisfied are you with your _____?" Write your own: _____

5. Implication questions - explore the consequences of not taking action.



Example Implication: "What have you noticed most since you stopped ?" Write your own:

6. Solution or payoff questions - focus on the payoff the client will enjoy if they buy your product or service.



Example Payoff: "What kind of improvements do you expect to see by using _____?"
Write your own:

7. Clarification questions - are asked when you are uncertain of a client's interest. Frequently, a client will express a generality: "*I wasn't happy with the service I got at my last club.*" This is an opportunity to ask a clarification question.



Example Clarification: "I'm interested in learning more about that. Specifically what were you unhappy about in regard to the service at your last club?"

Write your own:

8. Flagging questions - are asked to interrupt the pattern of asking too many questions.



Example Flagging: Questions that are prefaced with "I'm interested in knowing more about..", "I wonder if you....", "I'd like to clarify a point by...", "Let me ask you a bit more about...", etc.

Write your own:

8. Control questions



- Is this something that is beneficial to you?
- How does that sound?
- Does that sound fair?
- Is that important to you?
- Is this what you're looking for?
- Does that make sense?
- Is that of interest to you?

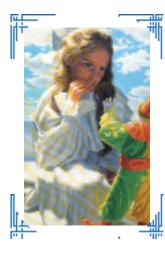
Reposition Objections

Classic Objections:

Time: "I don't think I'll have enough time to use the club"

Money: "Your initiation fee is too expensive"





Desire: "I really need to think about it."

Second Opinion: "I need to talk things over with the Pope."

Procrastination: "Call me when the sun runs out of fuel."



Shopping Around: "I think I need to take a look at a few other clubs before I make a decision of this magnitude."

Pre-Scripting Identifying Clubs' Unique Strengths

Opening Problem Statement • Solution • Payoff • Reaction

Identifying Clubs' Unique Strengths:

Opening Statement: "A problem facing many clubs is that they are not big enough to offer a variety of aerobics classes."

Solution: "The Spartacus Health, Wellness & Mind-Body Center offers four dedicated studios with over 100 classes per week."

Payoff: "With that many classes to choose from you'll never be bored, and because you're coming more often you will see better results."

<u>Reaction</u>: "What's your impression of what I just said?"

Using the above format, create your own pre-scripted statement

Identify one of your club's unique strengths:

OPENING STATEMENT

SOLUTION _____

PAYOFF

REACTION _____

Telephone Skills The Incoming and Outgoing Call

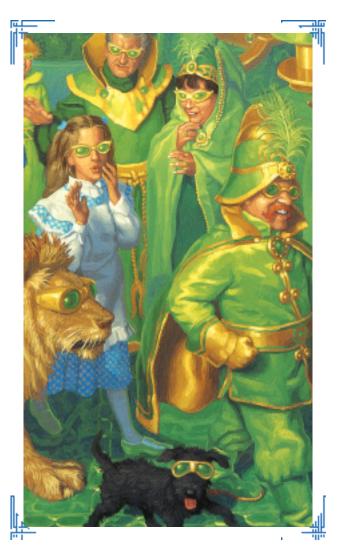
Developing a Mission Statement

Identify what your club does or what services it provides, what problems that you solve and the benefit and/or payoff the client will enjoy.

EXAMPLE:

The Spartacus Health, Wellness & Mind-Body Center designs fitness, social and recreational programs for busy professionals (what your club does), people very much like yourself who are pressed for time (a problem you solve) and want a program that will produce maximum results and be both fun and challenging (payoff).

Develop your own Mission Statement using the above format.



Five Parts of a Telephone Inquiry:

Greeting • Qualification • Information Gathering Information Giving • Close for Appointment



GREETING

"This is Thor in membership, are you a member with us, or are you calling about a new membership?

<u>Qualification:</u> "How did you hear about us?"

INFORMATION GATHERING

<u>Current Situation Question:</u> "What are you doing now to stay in shape?"

Problem Question: "How well is it working?"

<u>Implication Question:</u> "What kind of changes would you like to see?"

<u>Payoff Question:</u> "What do you hope to accomplish?"

INFORMATION GIVING

Make supporting statements relevant to their situation.

CLOSE FOR APPOINTMENT

"What I would like to suggest, and I hope you'll agree, is that the best way to find out if we are a good match is to schedule a time to come down and visit the club and enjoy a complimentary workout. Looking at your schedule, would you prefer to come in the first part of this week or later in the week?"

Price Deflectors

Every price is too high until the client becomes emotionally involved. The reason the price issue rears its ugly head is that the client is conditioned to ask that question. Also there is no trust. Here are some possible outcomes:

- "We will discuss the fees with you in a moment. Let's first find out if we are a good match."
- "There are a number of different options. Let's take a few minutes to find out what you are interested in."
- "How will you know if the club is right for you?"
- "The club doesn't represent itself very well over the phone. To get a better appreciation of what your money is going to get you, we recommend you take fifteen minutes to visit the club. What does your schedule look like the first part of next week?"
- "Is price the most important factor in determining what club will be right for you?"
- "Nine out of ten people join the club knowing it's more expensive than others in the area. You're probably not curious why."



The Outbound Call

- The follow-up call to a client that toured and didn't join
- The Member Referral Call The Corporate Cold Call

THE FOLLOW-UP CALL

Let's evaluate the follow-up call (showed-toured-didn't join)

Set the scene. The client has toured and didn't join and now you are trying to breathe some life back into this almost comatose lead.



Opening Statement:

You: "This is Oliver Clozoff, put me through to Stew Pidd, please."

The office "troll" may create some pressure for you and ask that knee-jerk reaction question, "May I ask the nature of your call?" (OR) "Does Mr Pidd know what this is in reference to?"

Deflecting the troll: "I have a message to call. I'm not sure if it's personal."

Mr Pidd: "This is Stew!"

You: "Stew, this is Oliver Clozoff with the Spartacus Club."

(In less than 30 seconds you are going to play back Mr. Pidd's super objective offer, state your proposed solution and gain closure. Then ask if it's a good time to talk. The dialogue might go like this:)

"Stew, last week you came in with a real specific goal in mind. You wanted to drop some weight and improve your endurance so you could ski longer this season with less risk of injury. At that time, with the input from the PFT department, we outlined a cardio/weight training program that you felt made sense. This is a good time to talk, isn't it?"

Mr. Pidd: "I have a couple of minutes."

You: "I remember something my dentist said to me a couple of years ago. Oliver, do you want to take care of that tooth now or do you want to wait until it becomes more infected and painful? The question was absurd. Of course I didn't want to wait. What do you want to do?"

Mr Pidd: "I still need to think about it."

You: "I understand. Stew, either this is a good decision and we go ahead with it or it's not a good decision and we don't. I respect your time and I know you respect my time. What do you want to do?"

Mr. Pidd: "You're right, Oliver. Let's get me signed up!"

THE MEMBER REFERRAL CALL

This lead was generated from a guest pass. Now, you know nothing about this person. However, he/she has indicated a 'yes' on the guest waiver.

Opening Move

Call the member that referred the guest

- Thank the member for the referral
- Say this: "This is a good time to talk, isn't it?"
- Find out as much as you can about the guest.
- Ask the member the best time to call his/her friend

Call the referral

- Identify yourself
- Thank the guest for visit the club
- Ask, "This is a good time to talk, isn't it?"
- Conduct compressed needs assessment / current situation / any problems / any implications, deficiencies, etc. you can explore
- Explain membership options
- Ask, "What do you want to do?"

THE CORPORATE COLD CALL

I'm not going to candy-coat this: The cold call is the least productive use of your time. However, if you feel you must venture into this frozen, uninhabited wasteland of death, then you should at least be prepared.

Opening Move

- From your active member files, make a list of all the companies in your market area.
- In those same files, locate current members that are employed there.
- Call the current members.
- Find out how decisions are made in the company and get a contact name.
- Make the call:



"This is Oliver from Spartacus Club. I'm not even sure if I should be calling you!" (*Wait for response and continue.*) "We typically work with companies that are frustrated with employee turnover, low moral and loss of work hours due to illness. You may not be experiencing any of these issues."

If a problem doesn't exist, what are you going to talk about?

The Call-back Format Sheet
Company name:
Contact Person:
Telephone #
Best time to call:
Background information on client/corporate account:
Call Objective:
Penetrate the Troll:
Opening Statement:
Identify Self: ("This is a good time to call, yes?")
30-second statement/message
Decision must move the sale forward or terminate

What is the least you accept?



The Needs Assessment

- Sales moves
- Greeting/Rapport
- **Uncover Super-Objective:** *I find that I'm a lot more efficient the more clearly I can understand why you are considering membership with us? Can you please give me the "Cliff Notes" version of how you see us helping you?*
- **Payback:** Your understanding of the client's issues. Using their words, gestures and pacing.
- **Blueprint:** Outline your plan of how the club will support the client in achieving their super-objective.
- **Time:** The necessary time the client needs to accomplish their goal.
- **Money:** The initiation fee and monthly dues. Ask reaction question.
- **Time:** When they plan to start.
- The Tour: This is the blue-print

The Closing Sequence

- Questions/concerns
- **Replay** client's problem and your solution
- How well does the club match up?
- Can the club assist the client in accomplishing their goal?
- Is the value in line with the cost?
- Final question: What do you want to do?





Follow up

Practice the 1-5-15-30:

- Day one: thank you note
- Day five: Phone the member
- Day fifteen: Send a gift (i.e. free pass, tee shirt or hat?)
- **Day thirty:** call again and find out how the first month went. Remind the client that the "3 Friends Referral Program" ends soon.

The .37 Promotion

Mail out the "Three Friends" Referral Form



Congratulations on your decision on joining the Spartacus Club. One of the privileges of becoming a member is that at the time of enrollment you can receive up to three one-week guest passes. These passes allow three different friends that live locally to be your guest free of charge. This has a value of \$_____.

Please fill out the attached form to register your friends for their passes. Then mail this form back to your membership representative in the self-addressed, stamped envelope and I will take care of the rest.

Member Name		Membership #	;
Home #		Work #	
Name	Work #		Home #
1			
2			
3			

Presentation Evaluation

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_	a.c.

Session: Super Objective Training

1. Please rate the following:

	Excellent	Very Good	Fair	Poor
Content of Presentation				
Delivery & Organization				
Handout Materials				

- 2. Do you feel this was a worthwhile use of your time? Yes_____ No_____
- 3. What aspect was most beneficial?
- 4. What improvements could be made to better serve your needs?
- 5. Other topics you would like to see covered, suggestions, etc.