

IMPORTANT NOTICE

This manual complements the OpenPage Cold-calling training DVD programme.

Every effort has been made to ensure that information given in this manual and the accompanying DVD training film is accurate, but no legal responsibility is accepted for any errors, omissions or misleading statements in that information caused by negligence or otherwise, and no responsibility is accepted in regard to the standing of any firms, companies or individuals mentioned. Open Page Limited accepts no responsibility for the way in which the guide is employed or any actions or outcomes that may result.

© COPYRIGHT OPEN PAGE LIMITED 2007

No part of this manual may be copied or reproduced, stored in a retrieval system or transmitted in any form or by any means electronic or mechanical, whether by photocopying, recording or otherwise.

www.openpage.co.uk



How to double your sales from **COLD CALLING**

a master class with


- 5 **Task One** Target profitable customers
- 11 **Task Two** Reach the real decision makers
- 15 **Task Three** Uncover the purchase drivers
- 21 **Task Four** Script your cold calls
- 31 **Task Five** Make the call
- 41 **Task Six** Turn around objections
- 45 **Task Seven** Close for the appointment
- 47 **Task Eight** Build a prospect list
- 49 **Task Nine** Integrate your marketing



WHY COLD CALL?

Cold calling prospective customers is perhaps the most disliked of all selling activities. It's hardly surprising. Most prospects are defensive, some openly hostile. All have experienced pressure calls from telesales canvassers that won't take no for an answer. They expect every cold call to be like that.


Cold calling offers one important advantage over other methods of sales promotion. It reaches high value, difficult to approach customers, even if they don't always respond favourably. It enables you to establish if they are likely to buy and, if so, when.

But why cold call when it is easier, and far less stressful, to direct mail, e-market, advertise or pitch a stand at a trade show? The reason is that these other promotion methods rarely win quality, high margin customers; those that tend to remain loyal to their suppliers.

Customers split into two broad groups, those that shop around and those that stay loyal to one or a small group of select suppliers.

'Shop around' customers tend to be price sensitive or difficult to serve, often both. They drive down your price and incur you higher admin, servicing, credit control and selling costs - the time and costs you incur battling to hold on to their business. 'Shop around' customers respond to mailers, adverts and e-mails. They crowd exhibition stands. And they welcome cold callers that offer them a better deal. If you win customers like this, you'll need to cold-call again and again to replace them whenever competitors steal them away with lower prices.

'Loyal' customers tend to be more profitable. Once won, they repeat buy. They are generally low cost, easy to manage and form a solid base for growing your business. That's great if these loyal customers are yours, but not so good if they belong to competitors.



Consider the behaviour of your competitor's loyal customers. Do they read your direct mail? Or do they bin it? Do they visit your exhibition stand or walk on past? And if they do step on to your stand do they say, 'I don't need help, thank you, I'm just browsing.' Do they stop to read your adverts or posters? And how do they respond to your cold calls? 'We're happy with our present supplier, thanks.'

It's a fact; the majority of business-to-business promotional methods don't attract competitors' loyal customers.* They also fail to attract customers that don't currently use what you sell, like drinking water dispensers in offices. You can also add to this list customers that are locked in to alternative solutions, like employing in-house cleaning staff instead of out-sourcing.

Make no mistake, these customers aren't easy to win. In fact, they are the most difficult to cold call. You may need to approach them over a long period of time before they agree to see you. But the long-term benefits to you are worth every moment of the chase. Your rewards are high customer retention, long-term secure income and few problems. That translates into higher customer growth and higher income for you and for your business.

** How to create promotion media that attracts your competitors' loyal customers and other high value customers is taught in the Mike Kingston master class, 'How to double your sales from brochures, adverts, direct mail and the web.' Visit: www.openpage.co.uk for information.*



Task One

TARGET PROFITABLE CUSTOMERS

During the Mike Kingston cold calling master class you learn how to unlock and win high quality, difficult to reach customers. It helps you to build a high quality customer base that is loyal and easy to manage. You'll also expand your customer base, faster and more profitably. And it all starts with targeting.

If you cold call enough prospects and explain what you sell, you'll eventually find someone that is interested in seeing you. At the simplest level, just calling lots of prospects will get you an appointment. In fact, that's what most sales people do.

Your average success rate, however, can be as low as one in two hundred calls, particularly if you are calling a poor prospect list. On the other hand, you may win one appointment from every ten calls if your call list is highly qualified, perhaps more if you are calling existing customers with a new offer or responding to enquiries.

Cold calling is one of the most cost effective ways to win new customers, particularly those that are loyal to a competitor. So how much time should you invest to win a new, valued customer? What can you afford to spend to win one new account?

For a repeat order business consider your lifetime income from each new customer. Accountants and solicitors, technical services and support, component manufacturing, office supplies, cleaning and hygiene services get repeat income year after year.

If, for example, you sell large IT systems or expensive plant, or you design and construct buildings, you may already invest many thousands of pounds in conventional promotional activities and still not attract your competitor's valued accounts. Cold calling is a very cost effective, and highly targeted way to win them.



Win quality customers

Task One guides you to win high quality customers. It helps you to target the real decision makers and the purchase drivers that win their attention and effect the sale. You start by exploring the different customers that make up your market place and selecting those that are the best match for your business and your aspirations.

The good, the bad and the ugly

Examine the customers in any market place, professional services, manufacturing, engineering or service provision, and you'll find that they split into four broad groups. Green and blue customers are the quality top 50% of a market. Less attractive brown and red customers are at the bottom.

GREEN - Loyal, quality customers are generally little trouble, incur you little cost, pay a good price and usually pay on time. Most, however, are small to medium sized firms with smaller orders. The majority stay loyal because they don't have the time, resource or inclination to shop around every time they purchase. They like to play safe and buy from recognised market leaders

Professionals and service providers, like solicitors, consultants and banks have many loyal customers. They are difficult to steal from competitors, but it is achievable using the right call approach.

BLUE - Larger, quality driven customers place big orders and tend to buy from a select group of approved suppliers. They expect suppliers to compete for their business but they can be persuaded to pay more for higher quality and performance.

These customers are low margin. They pay less, expect high service levels and don't always pay on time. They also need lots of account management. Overall profitability may be low, but remember, they give you large, attractive orders.

Look on these larger 'blue' customers as a convenient tap that you can turn on whenever you need to fill a hole in your order book. The trade off is that you may have to discount heavily to get their orders to flow into your order book.

They stay loyal to a small group of suppliers, so winning a place on their approved supplier lists can be difficult and long winded. You may queue to fill dead men's shoes. Like green customers, they can be won with the right cold-call approach.

BROWN - Price driven customers shop around for the best deals at the lowest price. They pay as little as possible and impose cost draining conditions that, at best, barely enable you to break even. Only suppliers that negotiate hard and have tight cost controls profit from serving these customers. Construction, civil engineering, cleaning and recruitment sectors are good examples.

Are brown customers for you? Count all your direct and indirect costs. Include the cost of selling, pitching and quoting, which can be expensive. Include unplanned service support and don't forget endless credit terms. And don't forget, they also like to impose punitive trading conditions and demand tailored or non-standard products or services at fully discounted prices. Unless you are used to serving and profiting from these customers, steer clear.

RED - Problem customers are time stealers or profit stealers. Sometimes both. Time stealers require high levels of sales and service support, rarely justified by the order size or value. Many are practised at stealing, particularly your time and experience.

Profit stealers pay the lowest price and demand the world. They buy cheap so they are rarely satisfied, then cause trouble and demand compensation. They pay late, if they pay at all. Helpful suppliers are their favourite target so be on guard.

The colour of customers

BEST 20%	GREEN Loyal customers that pay a good price and cause you few, if any problems. You want lots of these.
GOOD 30%	BLUE Larger customers that buy quality but, because they buy large volumes, shop from three or four approved suppliers. Are you an approved supplier to one or more large companies?
POOR 30%	BROWN Price driven customers that shop around for the most competitive supplier. Do you quote or tender for work with companies like this? Win on price.
BAD 20%	RED Problem customers that are more trouble than they're worth. Do you have more than your fair share?

Loyal, profitable, easy to manage customers are won by determined, persistent salespeople.

Other things to consider

Why pay more? Green and blue customers often buy price competitively, not because lowest price is important but because they don't see any real difference between competing suppliers and their products or services. Many suppliers that offer better value fail to communicate it believably.

Avoid temptation! If your business serves mainly green and blue groups then you'll probably find it hard to profit from selling to brown and red customers. You may be tempted to cold call them because they like to hear from other suppliers, particularly those that offer high value at a big discount!

Sales resistance. If you sell mainly to brown and red customers then you'll probably find it difficult to win the green and blue groups. Quality customers tend to build relationships with suppliers that share similar values and quality standards. Many automatically associate lower price with lower quality.

Market fluctuation. The percentage of good and bad customers varies from market to market. It also changes with market situations. In fiercely fought markets, with many suppliers and few buyers, more customers shop around for lower prices. In markets where there is strong demand but few suppliers, prices are higher and customers tend to remain loyal.

Stability. Green and blue customers are less likely to be swayed by market fluctuations. They prefer supplier stability and low risk. Brown and red customers respond to price incentives and change suppliers the most. They churn continuously.



Task One activities

If you concentrate your cold calling on customers that stay loyal then you create a customer base that is low maintenance and high profit. You also build a strong foundation for growth. Most of the new customers you win grow your customer base, instead of replacing losses.

- 1** If your business is established and you continue to sell what you sold before, then explore your existing customer base. Separate your customers into green, blue, brown and red.

Explore your green and blue customers. What have they got in common:
Types of business? Professional, public sector, retail etc?
What size are they? Small, middle or large?
The markets and customers they serve? Are they good or bad?
Examine their pricing? Discount, value or high?
How are they run? Family businesses or shareholder?
How do they purchase? Buyers or managers?
- 2** Now carry out the same exercise with your brown and red customers. Create profiles of the prospects that you should try to avoid.
- 3** If you launch a new business or introduce products or services that address new markets then it is important to start with quality customers. Use your and your colleagues experience and market research to carry out the exercise.

A good rule-of-thumb is to target customers that are loyal to market leaders. These are generally the most valuable and they're not always well served or defended. But be aware, they are the hardest to win.



Task Two

REACH THE REAL DECISION MAKERS


- **Do** most of the customers in the markets you are targeting already have a supplier? For example accountancy, banking or computer systems.
- **Do** you ask prospective customers to change to a new way of doing things, like out-sourcing design or recruitment instead of using an in-house facility, or upgrading to automated machinery instead of hand-assembling?
- **Do** you sell completely new products or services or are many of your prospective customers first time users?
- **Do** you target green and blue customers that have stable relationships with just one or a small, select group of suppliers?

If you answer yes to one or more of the above then it is essential that you sell to a senior decision maker, the person with the ultimate authority to purchase or authorise a change of supplier.

In a small firm this will be a director or chief executive. In a larger company, depending on the value of the order, it will be a departmental or divisional manager or a director. Here's why.

Low level operational staff do not have the authority to make an important buying decision. They must refer everything you discuss to their boss, the real decision-maker. They may also need to sell the reason for a change of supplier or a new purchase to their boss. Can you trust them to do this, or to sell effectively and enthusiastically on your behalf?

And are operational staff generally happy about changing supplier or doing something new? Will they willingly recommend change or will it make them feel vulnerable? Will it increase their work load?



Operational staff are more likely to accept your cold calls. They are interested in discussing your products or services, particularly any unique or interesting features. Unfortunately, they can't make the buying decision.

Decision makers have the authority to change supplier and authorise a purchase. That makes them the obvious target for your cold-call approach. The problem is that most decision makers are carefully guarded and reluctant to talk to you.

Secretaries and assistants (gatekeepers) carefully guard the boss and divert salespeople to operational staff. If you do manage to get through to the boss, they do the same. So what can you do? The secret lies in changing your product or service; what you sell.

Imagine you sell a language translation service. You cold call the managing director of a medium sized power tools company for an appointment. What happens? The moment you introduce what you do, you're told to speak to the office supervisor.

Let's make that call again. Now, instead of saying what you do, explain how you have enabled another manufacturer, of a very similar size, to increase its exports by 145% in a year. The managing director will now probably want to find out more. You won't get sent downstairs to the operational staff!

Decision makers think strategically. They are concerned with achieving goals and targets. So stop selling your products and services and start selling the important ways that customers gain, directly or indirectly, as a result of your product or service. More on this in Task Three.

Gatekeeper and telephone operators

Secretaries and receptionists often stand between you and the senior decision makers. Telephone operators generally just route calls and don't qualify the caller other than to locate who you need to speak to and to pass on your name.

Secretaries and personal assistants usually filter calls, to protect decision makers from unwanted callers, in the same way as a post-clerk weeds out junk mail. Expect them to be intelligent and knowledgeable, particularly about what does or doesn't interest their boss. Remember, they often exercise absolute control over who gets through to the boss, so treat them with respect.

First contact with a gatekeeper usually results in a blocking question:

'What is it in connection with?'

'Is Mrs. Brown expecting your call?'

'Mrs. Brown is not available at the moment, can I help?'

You need to explain who you are and why you want to speak to their boss. In fact, you will employ the same 'gains'* openings that you use to capture the attention of their boss. It makes sense. They know what their boss wants to hear about.

There is another advantage to this approach. A decision about a gains statement is often outside a secretary's authority. One way or another your message must be checked out by their boss.

EXAMPLES


- Say, 'I would like to introduce our language translation service to your marketing director', you'll probably be dismissed.
- Say, 'I'd like to talk to Mrs. Brown about how we have helped several companies, similar to yours, to expand into profitable international markets', the secretary now has a dilemma.

The secretary has three alternatives:

- Refer to the boss, will he accept the call?
- Ask you to send information. (*Page 49*)
- Ask you to call back later - after referring to the boss.

If the gain to the decision maker is relevant, timely and attractive, then there is a good chance you will get through.

* For more on 'gains' refer to Task Three.



If you don't have a contact name then you first need to qualify who the decision maker is. The first person you speak to will be a telephone operator, receptionist or secretary.

Your opening words influence whether or not you get the right name. If your opening question is about what you sell, expect to be routed to junior staff.

- 'Who is responsible for ordering your office stationery?' directs you to the office clerk, receptionist or secretary. They'll probably tell you, 'We're happy with our present supplier, thanks.' and send you away. If you persist they may suggest you write in.
- 'Who looks after your staff recruitment?' gets you a clerk in Human Resources or, again, an immediate rejection.
- 'Who is responsible for purchasing your IT equipment?' gets you the buyer or a junior person in the IT department.

To identify a decision-maker simply change the nature of your question. Make it strategic.

- 'Who is responsible for deciding IT strategy in your organisation?' gets you the name of the IT director.
- 'Who is responsible for personnel policy?' gets you the name of the director of human resources.

Task Two activities

- 1 Explore the order process of each of your target groups of customers, discover who decides what and how.
- 2 Identify the real decision maker, the person or committee that approves a change of supplier or has the authority to approve the purchase.



Task Three

UNCOVER THE PURCHASE DRIVERS

A physiotherapy service

Imagine that you provide a physiotherapy service and you could call the human resources directors or chief executives of a variety of professional, commercial and industrial firms.


When you announce what you sell they have just a few seconds to think about the implications of using your service. 'Do we need a physiotherapy service?', they think. 'Has it ever been mentioned in a management meeting?' 'Does legislation require that we provide this?', 'Is this a service I should provide?'

In all probability the answer will be a resounding 'NO'. 'It's not our responsibility to treat worker's complaints', 'That's not the sort of thing we do here' or 'We're not interested, thanks.'

However, here are some very good reasons why these firms should employ a physiotherapy service.

- Many firms risk being sued by staff who suffer from RSI (Repetitive strain injury) as a result of their work. Regular professional assessment and treatment significantly reduces the risk of litigation and disruptive compensation claims.
- Back problems and other similar complaints are a major cause of absenteeism. Posture and work-habit training, combined with physiotherapy, increases staff attendance and productivity.
- Professional, on-site training in how to lift heavy loads and operate heavy machinery reduces industrial injuries and safeguards employers against compensation claims and fines.

Are these important reasons for a Human Resources Director or chief executive to see you, to find out more?



The most effective way to win an appointment with a decision maker is to explain how they gain as a result of what you sell. Follow that with evidence that it can be achieved and simply ask for the appointment. Unfortunately, life isn't always that simple.

Day-to-day involvement with their products or services encourages most sales people to focus on features and the benefits that attach to these features.

Benefits Vs Gains

You sell a bicycle. It has features and benefits.

- 24 speed gears (*feature*), to make hills easier. (*benefit*)
- Cantilever brakes, to stop you safely in wet weather.
- Light weight construction, to help you cycle faster.

**Decision makers see things very differently.
They buy a bicycle in order to gain in some way.**

- Go to work without paying expensive fares. (*gain*)
- Enjoy more leisure time. (*gain*)
- Enjoy lower cost holidays, and more often. (*gain*)
- Exercise to live longer (cardiovascular). (*gain*)
- Exercise to relieve stress, to feel good. (*gain*)
- Share outdoor activities with their children. (*gain*)
- Indulge a child with the present of a lifetime. (*gain*)

Decision makers are primarily interested in how they gain from the purchase. What your product or service does and the way your features deliver benefits are secondary. If you don't gain in one or more of the above ways, why would you buy a bicycle?

Feature benefits Vs customer gains

Unless prospective customers have a reason to buy they're really not interested in what you sell. This is a fundamental law of selling. It is also a fundamental principle of successful cold calling. To understand this principle you need to clearly distinguish between feature benefits and customer gains.

- **Benefits** traditionally link to features of a product or service.
- **Gains**, on the other hand, link directly to the customer; what the customer wants to achieve. How the customer gains directly or indirectly as a result of using what you sell.

You sell commercial banking: Your commercial banking (*service*) includes a quarterly customer review (*feature*). This helps your clients to manage their finances effectively (*benefit*).

As a result, your clients have greater confidence to invest in the growth and development of their business (*gain*). Your regular review meetings also help your clients to reduce their costs (*gain*). Owners and directors can confidently safeguard their business against financial disasters (*big gain*). Your banking service has grown your customers' wealth faster (*impressive gain*).

Prospective customers are interested in what your product or service will achieve for them. Customers consciously and often subconsciously translate your feature-benefits into how they or their companies will gain. Unfortunately, many suppliers fail to communicate these gains effectively. They expect the customer to work out how they will gain. Some will, others won't or can't.

Many customers, don't have the experience, mental agility or time and patience to translate feature benefits into gains. When they receive your cold-call they are probably busy thinking about something completely different - they're in a different world. You can't expect them to switch instantly to consider all the important ways they might gain as a result of what you say.



Call planning

There are four main reasons decision makers will talk to you.

- They believe they will gain or improve in an important way.
- Their current product or service no longer satisfies their needs.
- They currently buy from a competitor they dislike or distrust.
- They believe they can reduce costs.

In each case the decision maker expects to gain in one important way or another. Your call plan must identify how each prospect will gain. And remember, your opening statement must capture the customers curiosity and make them think;

‘This is important to me, I must find out more.’

So choosing the right ‘gains’ message for each customer is critical. It must be compelling and believable. Fortunately, many prospects will gain in a similar way so the task is not as difficult as it might seem.

Clearly, if your product or service doesn’t deliver a valuable gain or your prospects already gain in a similar or better way, then your success will be limited. Only the prospects that are unhappy with their present supplier respond, and many may be bad customers.

Let’s assume that you do offer important customer gains. After all, if customers already buy from you, they must gain in some way or another. Otherwise, why do they buy?

You must plan an opening ‘gains’ statement that will capture a decision maker’s attention and engage them in a constructive conversation. In an ideal world this is all you need to do. In fact, every now and again, this very simple approach gets you an appointment. In reality, however, most prospects will want to find out more, and also voice a few objections, before they agree to a meeting. This adds several other layers to your call.

Expand your markets

The questions you ask predetermine the size of your market and your sales opportunity.

- ‘Are you thinking of installing double glazing this year?’
1 in 300 say ‘YES’. Market potential is very small.
- ‘Would you like to reduce your heating bills by 10% every year, for the next twenty years?’
1 in 2 say ‘YES’. Market potential is large.
- ‘Would you like a no-commitment demonstration of our customer contact software?’
1 in 100 say ‘YES’. Market potential is very small.
- ‘Would you like to increase sales to your existing customers by 20% or more, without any increase in your sales resource or costs?’
1 in 2 say ‘YES’. Market potential is large.
- ‘Are you considering changing the brand of car you offer your directors?’
1 in 200 say ‘YES’. Market potential is very small.
- ‘Would you like to give your directors a higher quality car without increasing your costs?’
1 in 2 say ‘YES’. Market potential is large.

MORAL

Sell to everyone that gains, not just those that are currently thinking about buying what you sell.

- Don’t sell air-conditioning systems.
Sell increased attendance and staff productivity.
- Don’t sell accountancy software.
Sell improved cash flow and reduced bank debt.



Task Three activities

Every single customer that bought from you in the past bought because they believed they would gain in a range of ways.

In this Task you explore why your past and current customers bought from you - how they gained directly or indirectly from what you sold or the service you provided. This is the bait that will hook your new prospects.

- 1** Analyse the prospects you selected in Part Two. Compare them to present and previous customers that bought from you. Identify the variety of ways you expect your target prospects to gain directly or indirectly through what you sell.
- 2** Now separate your prospects into groups that gain in a similar way. Not everyone fits perfectly; you may have to make rough judgements. Each of these groups is called a 'customer group'. Each 'customer group' is attracted by a different 'primary gain'.
- 3** Analyse the primary gain for each group. Is it believable? Do you have evidence to support your claim? Will several existing customers let you quote their experience, their success? Some groups, of course, will be easier to win than others. Some will be much more rewarding.
- 4** Explore each group again and now look for secondary and tertiary gains. Don't be surprised if these are the primary gains of other groups. You now have a cascade of three gains to attract each of your prospects.

You are now ready to script your cold calls.

If secondary or tertiary gains differ significantly amongst prospects in the same group then create smaller prospect niches for each group.



Task Four

SCRIPT YOUR COLD CALLS

Imagine you visit a theatre and you see a play where the actors read their lines from the script. Most of us have received cold calls that sound like a script being read. It sounds artificial. The problem, however, is not the script, it's the way the script is used.


Now imagine there is no script and all the actors invent what to say as they go along. Would you want to stay and listen?

All actors learn scripts. They memorise their cues and lines. How else could they perform? Once the script is memorised they are free to concentrate on the flow of the play, what the other actors say and how the audience reacts. If you're still not convinced, imagine a comedian that failed to memorise the jokes or how to respond when a member of the audience shouts out a comment.

Good actors are able to repeat the same lines night after night and make them sound perfectly natural. And, like all good actors, you must also learn what to say and when. You must practice and rehearse, with friends and colleagues, until you sound completely natural, time after time.

To be an effective cold-caller you must memorise your opening statements, be ready to deal with rejections or objections and know how to close for the appointment. In the general flow of conversation, however, you are unlikely to follow a script word for word. That doesn't matter. What matters is that you instinctively know what to say and how to respond.

It's like learning to drive. When you first start to learn you concentrate on operating the controls and keeping on the road. Once you have mastered these you are free to think about your journey and where you want to go. As you become even more



experienced you may do a little sightseeing and window-shopping as you drive along!

The more you cold call the more experienced you become. The greater your success. The easier it gets.

Where do you start?

When a prospect walks on to your exhibition stand they already know something about you, your company and what you sell. They also have some idea of what they want to find out.

Walk up to a complete stranger in a railway station and ask them if they would spare time for a discussion, what response would you expect? 'I'm sorry, do I know you?' 'What is it about?'

When you cold call prospects you arrive out of the blue. So before they are willing to hold a conversation, most would like to know a thing or two about you. Who are you? What do you do? And which customers do you serve?

They also want to know why you have called them. Your opening words must address all these issues and give the prospect a very good reason to continue listening and engage in a discussion.

Start with a clear introduction. Follow that with the reason they should hear you out. The rule is that you lead with your strongest card. If you don't, you're out of the game.

It means you must launch your call with the most significant customer gain relevant to that particular prospect. You must capture the prospect's attention and raise their curiosity to engage in a sensible, positive discussion - to want to find out more.

If certain prospects are strongly tied in to a competitor then try a niche attack. For example, don't offer to take over all their recruitment activities, focus on one specialisation that you know you can deliver better than their present supplier, like recruiting IT or sales staff. You can take over the rest later.

More hints and tips

- Don't open with a hollow promise that has no integrity. 'If I can show you a way to reduce the time it takes you to manufacture, would you be interested in finding out more?'
- If a sales person called you and asked, 'Do you use the internet?' How would you respond? Would you be guarded, and suspicious or honest with your answer?
- 'Mr. Jones, are you interested in ...?', invites a NO response.
- 'Mr. Jones, I'm calling to introduce our accountancy practice...', invites a not interested response.
- Relate positive gains not negative reasons. If you sell drinking water dispensers don't say, 'Most people don't like drinking tap water.' Say, 'Everyone prefers to drink chilled, mineral water. It keeps staff hydrated; they concentrate longer and work harder.'
- 'I'm calling you today to tell you about our special 40% discount for corporate clients.', doesn't attract quality prospects. Be careful with discounts and special offers. Most people have burned their fingers on bargains. Find a better reason for your low price.
- 'I'm not selling anything' raises suspicion. It invites disbelief. Why are you calling me? Be honest, just say what you are calling for. Surveys are the same. Why do you want to ask me questions? Is it to sell me something now or later? The same applies to give-aways and prize draws. What's the catch?



Rachel's call plan

Rachel sells PC-based in-bound customer call management systems.

Here's what Rachel presented:

'I've taken my largest customer group 'People who run a busy customer-facing business' - insurance brokers, accountants, legal practices, travel agents, stationery suppliers, the sorts of businesses that have a lot of customers calling them all the time - where a customer phones in with a query and they need to look up the customer's records, renewal dates, booking details, discounts and that sort of thing. I help them to get their customer information on their screens in seconds.

How does the customer gain? They can deal with a customer there and then, while the customer's on the line, instead of calling the customer back.

It saves them lots of time, they can handle the same number of calls with half the staff, they deal with customers faster. It increases their customer satisfaction levels and, bottom line, it means that my customers have much lower costs.'

Customer gains

- They can handle all their calls with half the staff.
Gains to Rachel's customer: Releases staff for other duties. Or they can manage higher client volumes with the same number of staff. At peak times they answer all their callers and minimise the risk of lost calls and lost orders.
- It increases their client satisfaction levels.
Gains to Rachel's customer: Improved client retention and higher sales to their existing clients.
- They have lower costs per customer.
Gains to Rachel's customer: Increased profitability and the flexibility to price competitively.

Rachel's cold call script

Opening statement

'Mr Jones, my name is Rachel Hargraves from PC networks. Good morning... (*Wait for them to respond*)...

We design PC systems that enable service organisations like yours to clear client enquiries and orders while the client is still on the line, reducing the need for call backs.

For example, we installed a system for a broker in Leicester last year, Berry and Andrews, you may know them. They found that they could handle all their incoming client calls with 40% fewer staff and deliver a much better quality of customer service.'

Mike's comments

Rachel's opening statement captures the attention of Mr. Jones and invites him to think about his client management.

- If Mr. Jones already uses a sophisticated inbound call system he will say so. Rachel will then ask one pre-planned question about his system to verify that it delivers similar gains to hers.
- If Mr. Jones is concerned about his client management he may ask Rachel one or two questions about her system. Rachel will press for an appointment, explaining that her system is tailored to each business and a short meeting will allow Mr. Jones to evaluate it's suitability far more effectively.

Other customer reactions are covered later in the manual.



John's call plan

John, an accountant, is responsible for winning new clients for his accountancy practice. This was John's first attempt to create a cold call strategy.

Here's what John presented

'Before I joined Millingtons I worked for a couple of large family firms. The family were good at running the business but they weren't so clever with the finances.'

'I organised their accounts to make them quicker and easier to run. I also gave them useful budgeting and planning help. So now, when we take on a new client, we do the same thing.'

Customer gains

John presented what his firm did, not how new clients could expect to gain. If John had planned correctly he would have identified several important gains his clients could benefit from.

- New clients reduce the time spent doing their accounts.
Gains to John's customer: They reduce the cost of managing the accounts. They spend more time on other important tasks such as sales and growing their business.
- Effective budgeting helps new clients to manage costs better.
Gains to John's customer: Good cost management saves money. It also increases operational efficiency and output.
- Financial planning accurately forecasts income and costs.
Gains to John's customer: Reduced bank borrowing and releases money for re-investment and growth.

**Sorry, you have reached the end of
the free sample.**

**You are now half-way through
Task 4, 'Script your cold call'**

The remaining tasks are:

Task 5 - 'Make the call'

Task 6 - Turn around objections

Task 7 - Close for the appointment

Task 8 - Build a prospect list

Task 9 - Integrate your marketing

To order the DVD and manual visit

www.openpage.co.uk