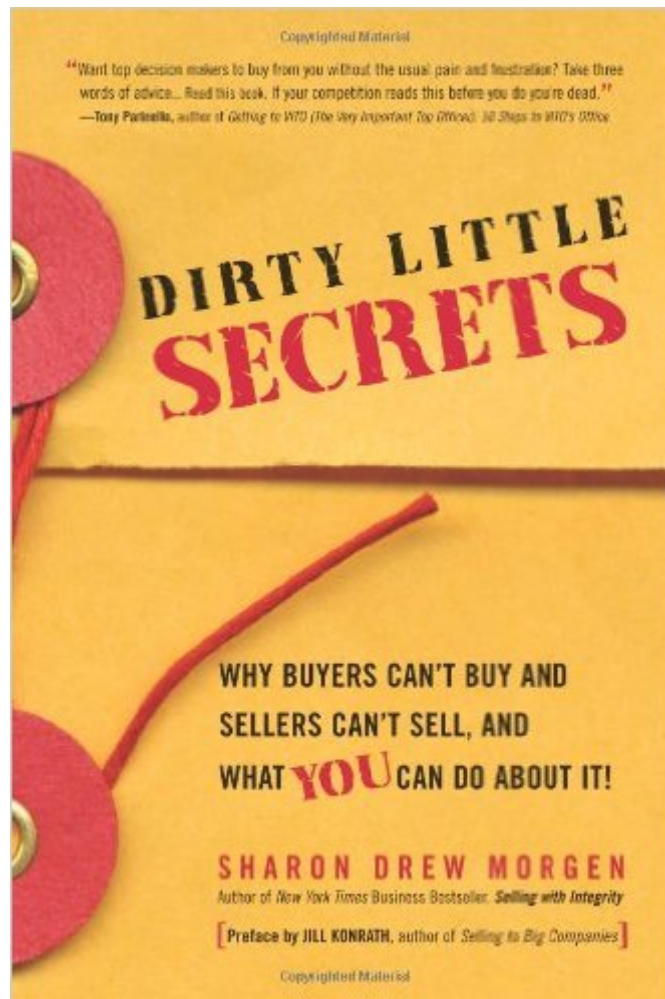


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Dirty Little Secrets: Why Buyers Can't Buy And Sellers Can't Sell And What You Can Do About It



Synopsis

Sellers often don't close all of the sales they deserve to close. Why? The sales model itself fails to address the off-line issues buyers must manage before making a buying decision. Dirty Little Secrets takes the reader behind the scenes to understand how buyers buy, and offers tools to help them. Dirty Little Secrets exposes the problems with sales that have resulted in over 90% failure rates, and offers front-end decision facilitation tools to mitigate the failures. Until now, sales books have focused on helping buyers through the solution-placement end of the buying decision. No other book takes the seller through the behind-the-scenes issues that buyers must address before they get buy-in for a solution. This is not a sales book, but a sophisticated examination of systems, change, and decision making to help sellers close more, find more prospects, and greatly minimize the sales cycle. This book is essential for any serious student of sales. Do you want to sell? Or have someone buy?

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Customer Reviews

This author adds an important new dimension to the field of complex B2B sales! To explain you what I mean, here is a short history of sales theories: * Around 1990, authors like Neil Rackham helped us move from product-centered HARD-SELLING to PAIN-BASED SELLING, i.e. they learned us to search for and grow customer' problems, open the customers' eyes on a solution, etc. In other words, they learned us about 'consultative' B2B selling. * Around 2005 authors like Marc Miller and Jill Konrath, add GAIN-BASED SELLING, i.e. they learned us to not only focus on pains, but to also discuss customers' strategic objectives, to always have a strong and relevant value proposition at

hand, etc.* In 2009 Mrs Morgen adds 'change management' (what she calls 'buying facilitation') and she is so right: Pains and gains alone don't make compelling reasons to buy! Even if the customer is well aware of a problem and all its negative consequences, and even if he understands the vision of the presented solution and bought into it, then still: -For every problem, there is a workaround-The system (and every customer operates within a system) holds itself in place, prefers the "status quo.-NOTHING happens, until every component in the system understands what needs to be done to bring the whole system to a new, higher level (which also needs to be level of 'rest') Hence, what is needed is: change management, with a focus on the buying (and buy-in) process. In practice this means asking new types of questions, next to (and even before) the traditional problems exploring facts, problems, objectives, implications and solutions.

Sharon Drew Morgen's book is a big step into a universe few salespeople ever knew existed ... the sale behind the sale ... what customers really do when they say, "We'll think it over and get back to you." If you've never heard that, then you (a) aren't actually a salesperson, or (b) you don't need this book. Sharon goes into great depth about the Internal Sale ... what goes on internally in an organization when Your Customer wants what you're offering, but must sell it internally in order to get a go-ahead. It's most revealing and talk extensively about the REAL process that goes on behind the scenes -- (1) "can we stretch our existing system a little further to cover the LATEST problem? (2) OK ... we can't ... what is our CURRENT vendor offering? (3) how do we present it to management ... the LAST time they weren't too happy with our request; how do we make it seem that the previous solution was 100% good, but (something we did or didn't anticipate) has overwhelmed it? It's a critical and informative analysis of why current sales methodology (SPIN, Solution Selling, etc.) still aren't cutting it, esp. in today's economic decline, and how to step into this critical but otherwise unseen world where sales live or die beyond our vision and our ability to influence. In conventional sales process terminology ... it is a (very) elaborate Qualification process that examines ... via a creative dialogue with the customer/prospect ... just what the likelihood of getting a sale will be given existing solutions, internal politics, ability of the customer to field your product/solution ... even IF they buy it. It's very good reading ... esp. the second time. However, Sharon's book has a significant shortcoming ... she fails to spend any significant time discussing ...

Change is difficult for most of us and especially difficult for an organization full of individuals. Some of us resist, others encourage, others sabotage. If we want our organization to get change right, we've got to involve everyone who will be affected by the change and allow them to prepare

themselves, their departments, and the organization's systems to handle the change in an orderly manner--or everything turns to chaos, and if chaos is an anticipated result, we simply won't institute the change no matter how potentially beneficial that change may be. Buying creates change. Whether purchasing a new product, replacing an existing vendor, or instituting a new program or service, when your prospects contemplate purchasing your products or services, they and their organizations are going to undergo significant change. Often that change never happens (that is, you don't make a sale), not because your product or service doesn't solve a real issue they have or because it won't improve their sales or because it won't improve productivity or reduce expenses. In fact, a great deal of the time purchases of products and services that have these very positive results are not made because the company can't handle the change--yep, even extremely positive change--the product or service will create. What does this mean for sellers? It means the way we sell is all wrong--or at least the way we deal with the concept of selling is all wrong. Sharon Drew Morgen in *Dirty Little Secrets: why buyer's can't buy and sellers can't sell and what you can do about it* (Morgen Publishing: 2009) changes the whole concept of the sales process.

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