

# THE SCARE THEM AND SAVE THEM MANIPULATION

## INTRODUCTION

Provided by:www.TheWaterTreatmentStore.com. This was a technique used against me in the 1970s by a company whose name I have blacked out. It is used against all of us by the Federal Government. It is how we got OBAMACARE.

Obtaining competitively-held accounts is the toughest kind of selling in our business. It requires planning, organization, and continuous selling pressure on the target accounts.

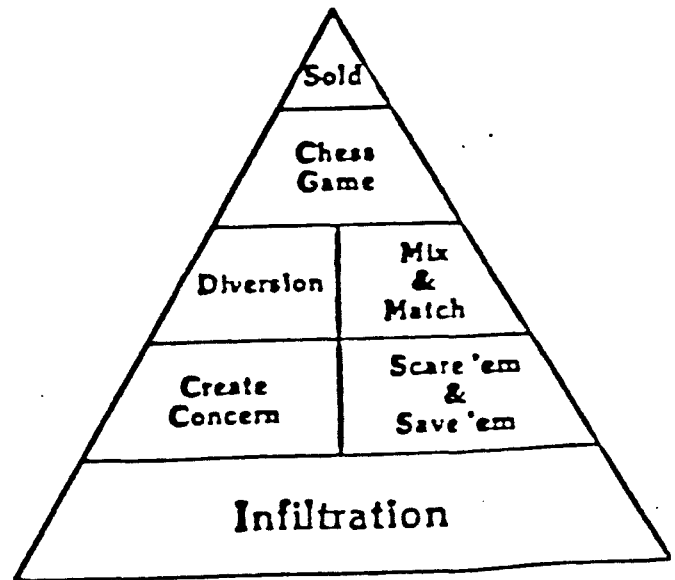
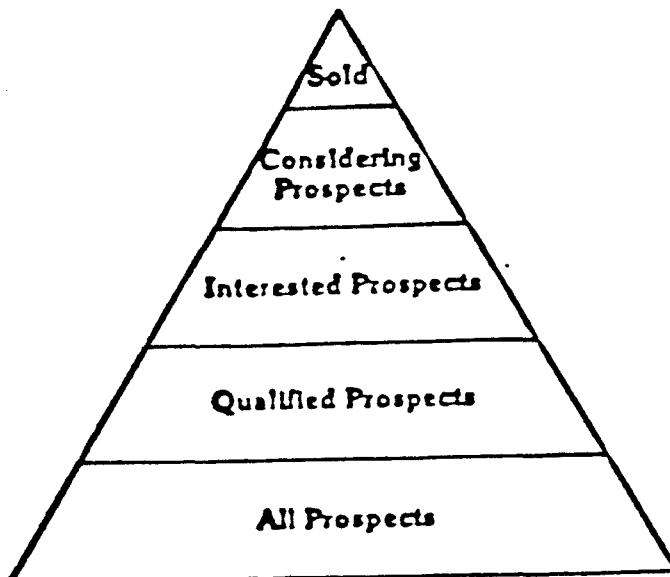
Selling competitively-held accounts takes perseverance. It often takes several months, and may even take years, before an account is secured.

The sales strategies we will learn about in this section map the course and present some proven techniques for selling [redacted] programs against the competitor. It is designed to make the sales rep think out long-term strategies, use detailed plans, and finally obtain the business.

We will see that there are five logical steps in the selling process, and each step builds upon the next in an orderly fashion.

We will see the need for careful planning of a sales effort to make sure that as we progress through the sales process we do not miss an important step.

The five steps in the sales process are exactly parallel to the five steps in the sales pyramid.



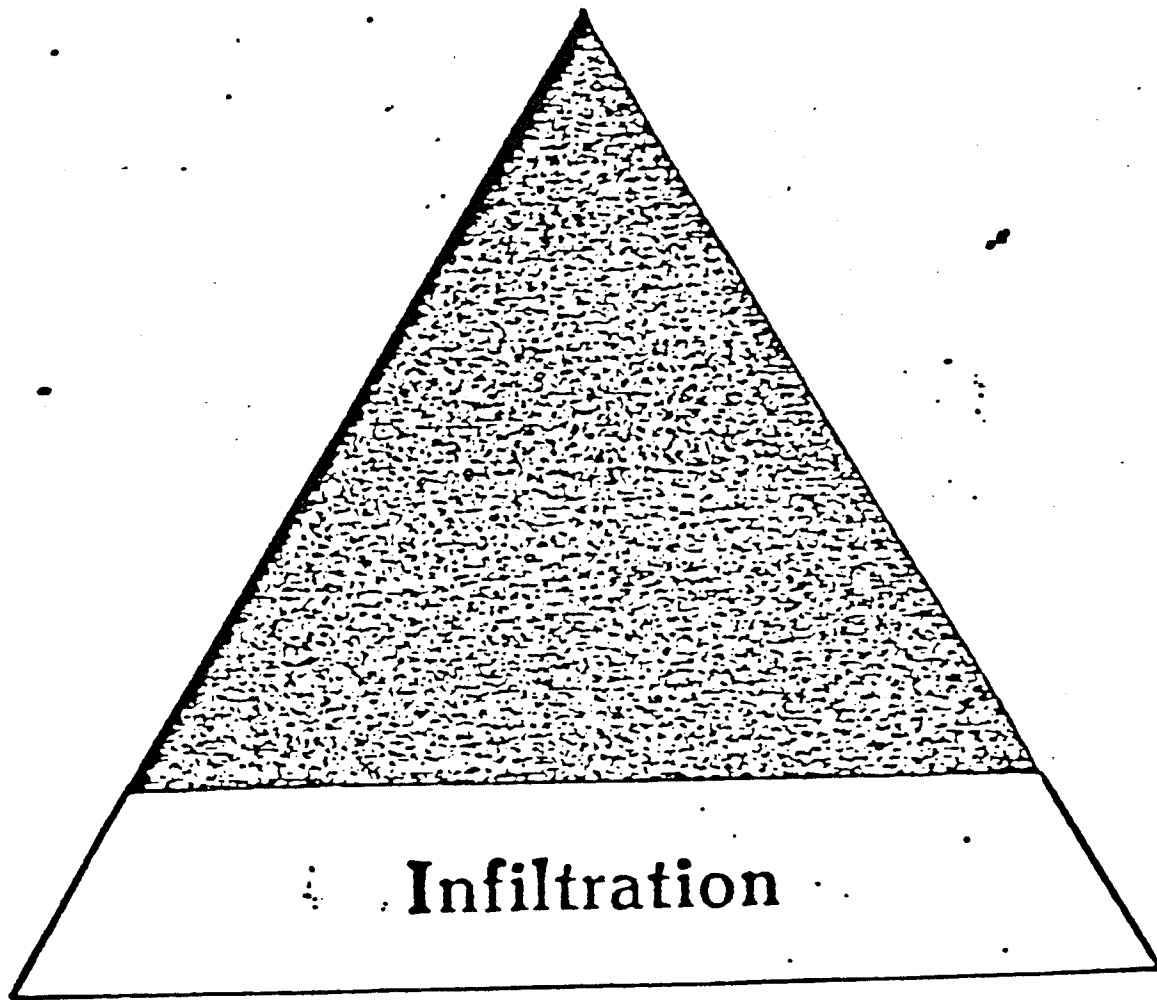
Just as we don't normally ask for an order from an unqualified prospect right after having told him our name, we don't play the "Chess Game" while we are getting to know about a prospect's hobbies and family life.

The use of planned sales strategies against the competition also makes the job of selling very enjoyable. It provides progress measurements along the way, and it places the sales rep in an offensive position at all times.

Selling any kind of business effectively is an organized and planned progression of steps within the overall strategy, each building upon the other. It is possible to measure sales progress along the way once these steps have been identified and understood. There is nothing mysterious about selling competitive business. You don't have to be a "born salesman," be six feet four inches tall, play golf in the 80's, be able to consume a quart of gin in three hours, be a good ol' boy, or possess any other magical traits. Selling successfully is much simpler than that. The following three ingredients account for 90% of the road to success:

1. The sales rep must plan, in detail, everything he will do in order to obtain the business.
2. He must want to sell the business above everything else.
3. He must know that every competitively-held account can be sold.

Planning, desire, and knowing that it can be done are indispensable to successful competitive selling. The sales strategies we will study will speed up the selling process only if these three things are already part of the effort.



**Infiltration**

## INFILTRATION

Infiltration is the basis for all competitive selling. During this phase of the sales process the sales representative learns about the plant and the people in the plant. Conversely, the people in the plant get to know the sales rep, his company and his capabilities.

During the "Infiltration" phase, the sales representative looks for and develops emotional reasons for changing suppliers as well as technical and economical reasons for changing.

It is important to understand that all the logical reasons in the world alone won't convince a prospect to change; the desire to do business with you, the emotional reasons, must be there also. Think about this. How many times have you sold an account because you got an unexpected bid request? How many times have you sold an account where you had all the technology cold but did not know the people well? How many times have you won where you have had less people exposure than the competition? Probably not many times.

We sell successfully only where we have done two things well:

1. Sold the prospect on ourselves and our ~~company~~ as a company. (Emotional)
2. Sold technical expertise translated into benefits to the prospect and his company. (Technical/Economical)

It is important that you do it in that order — first sell the people on yourself, then sell them on what your program can do for them.

Let's examine some typical emotional reasons for a prospect to change:

1. He likes another sales rep better.
2. He likes another company better.
3. He feels the present supplier has let him down.
4. He thinks another company can do a better job.
5. He likes new things.

6. He had a problem and was reprimanded by his boss.
7. He thinks he can look good to his superiors by making a decision to change.

In order for him to act on his emotional reasons, he must have an engineering reason such as:

1. A problem discovered by a new supplier.
2. A better method of doing the job advanced by a new supplier.
3. A supplier offering clearly superior services.
4. A less expensive source.

In all cases, the emotional needs of the prospect must be met before he will accept the engineering reason for the change. This is the key to all competitive selling in our industry. This is also the reason it takes time to sell competitively-held business. Building rapport, making friends, becoming known as an expert, and establishing your company as a good alternative to the present supplier all take time.

### Starting The Selling Process

Before you can sell anything you need a survey. A survey tells you what the plant needs. We have established there are two kinds of needs:

1. Emotional
2. Technical/Economical

We therefore need two kinds of surveys: a People Survey and a Technical Survey.

#### A. People Survey

1. Start at the top and work down. An appointment made by someone's boss won't be refused.
2. Always have each appointment refer you to someone else of importance.
3. Make calls on decision-makers on all levels. Use an equal level Nalco person to make the call with you where appropriate.

4. Make calls on key influencers in the plant (engineers, purchasing agents, etc.).
5. Find out something about each person's personal life; i.e., family, hobbies, etc.
6. Find a friend who will tell you what is going on in the plant.

The key is to get to know the people who buy and influence buying, and for them to get to know you and other [redacted] people. Have a goal on each call you make; i.e., talk about a new product, find out how he feels about the current supplier, how he feels about [redacted] be introduced to someone else, etc. On a personal basis find out about the peoples' personal likes and dislikes, hobbies, family, etc. Don't make unplanned calls — follow a plan and achieve something on each call.

## B. Technical Survey

1. Through your people contacts find areas of technical concern in the plant (cost, results, service).
2. Get Involved by surveying this area.
3. Do not necessarily go after the biggest application first. Establish yourself as a person with technical expertise.
4. Make your contacts look good to their bosses. Let the utility supervisor explain to the manager how you and he solved a problem. (A good time would be over a lunch which you provide.)
5. Don't attempt to close a sale before you have completed all your people and technical selling processes. Overlooking a key technical point or an important decision-maker will set you back months.
6. At all times sell yourself and [redacted] You are the best. [redacted] is the best.
7. Always ask for business. Go for the peripheral applications that are easy to give to you (39L, small cooling systems and boilers, condensate applications). But remember, you must earn the right to ask for it first by having done something to solve problems.

Customers →  
Note

8. Solve problems — but don't give away the store. Never solve a technical problem and give them the total solution. Just give enough to pique their interest, then ask for a commitment for the business pending a complete technical investigation and proposal.
9. MOST IMPORTANT: be present at every inspection of competitive equipment. Write good reports on all of them.
10. Continually show your interest in your target application by doing little things and discussing possible problems with the decision-makers and key influencers.

### Knowing The Competition

While making calls to get to know the plant and the people, it is equally important that you get to know all about your competition. You can't fight an unknown enemy. Here is a list of things you need to know:

1. The company
  - a. Programs - strengths and weaknesses
  - b. Specific products - strengths and weaknesses
2. The sales representative
  - a. People skills - strengths and weaknesses
  - b. Technical skills - strengths and weaknesses
  - c. Age and sex
  - d. Experience level
  - e. Territory boundaries
3. Other people from the same company who also call on the account (DM, national account manager, etc.)

Once a good objective profile is developed on a competitor, it may be good strategy to zero in on a particular weak sales rep.

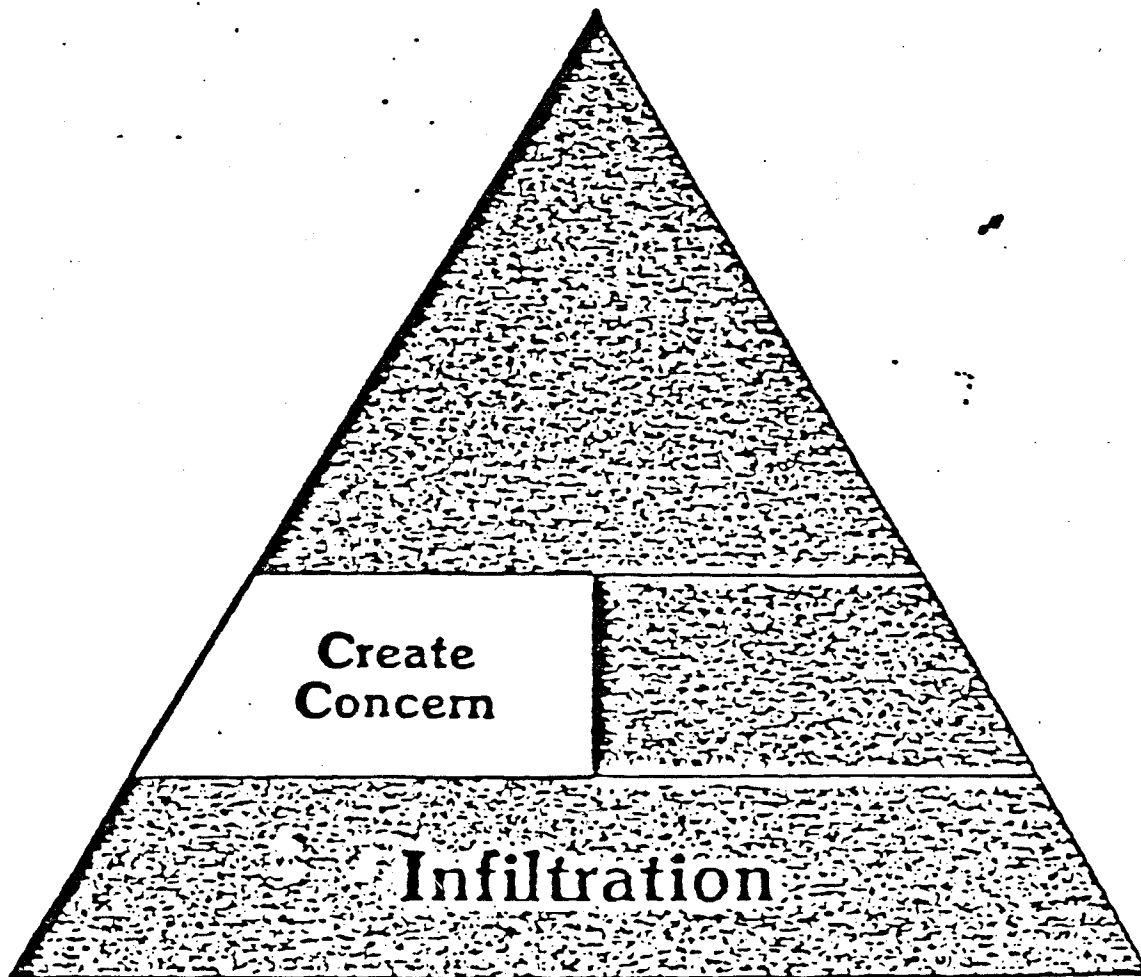
## Selling Conditions

By now it is assumed that you are well-known in the plant. You have helped some key people solve problems; you know them personally through various forms of entertainment. You are liked and respected. You may even have sold a few small applications. Now one of several things happens:

1. The competition has a failure or poor result in a major application.
2. The competitive sales rep no longer calls on the account; he is replaced by another representative.
3. The main supporter of the competitive sales rep is moved to another area and is no longer influential.
4. A known [redacted] booster gets a job as key influencer or decision-maker.
5. There is expansion or construction in the plant which allows you to get involved with other people such as construction or project people.
6. The present supplier becomes complacent.

An aggressive sales representative will watch closely for these changes that will give him an opportunity to sell the business.





## CREATE CONCERN

So far we have learned what we need to do and know to be ready to sell when an opportunity arises, such as a problem in the plant or a change in people. This can many times be a long wait, too long for the aggressive sales representative.

We will now learn to set up selling conditions by various techniques that are well proven in our business. We are going to make things happen!

Waiting for the competition or the plant to make a mistake or a change that will place the account in an obtainable mode can take forever at times.

Customers  
Note →

Most of the time it takes a sales rep to create unrest and concern about competitively-held applications.

In every application there is something that can be improved upon, or there is something that someone in the plant is uneasy about.

The "Create Concern" Technique is designed for making something happen rather than letting something happen.

### A. Basic rules for success

1. Find a technical or emotional problem or oversight. Confirm it to yourself more than once.
2. Know your plant and people well. (See INFILTRATION)
3. Know your competition and how they would cover the mistake or oversight. (See CHESS GAME)
4. Know how you would correct the situation.
5. Don't discuss details with competitor's friend! Don't tip off competition prematurely.

### B. The approach

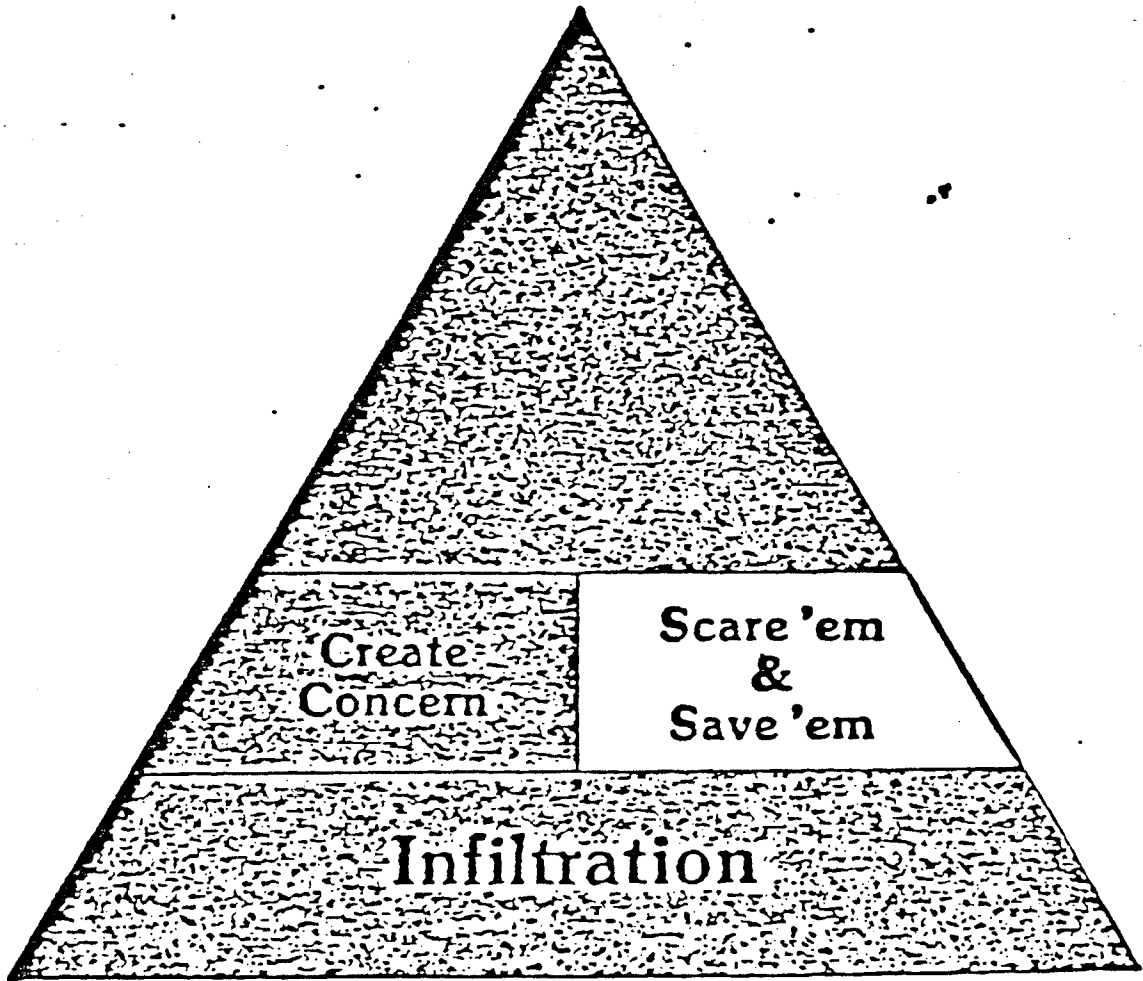
1. Once you have uncovered a problem, discuss it briefly with the person responsible in the plant. Don't give solution yet. Study his reaction carefully to see if he is concerned.
2. Discuss the problem with a key influencer. Study his reaction.
3. If they are not concerned enough, discuss consequences of problem (e.g., corrosion in condensate system, fouling of heat exchanger, short ion exchange runs, etc.). Talk about COST.

Salesman  
not  
Consultant →

4. Once you have created real concern, ask for a commitment for the business pending a major survey and proposal.

C. The sale

1. During survey find other areas of weakness.
2. During presentation stress area where you created concern. Talk about other areas also but to lesser extent.
3. Stress what the problem is costing or may cost the plant in dollars.
4. Stress how you will solve the problem.
5. Ask for the business.



Create  
Concern

Scare 'em  
&  
Save 'em

Infiltration

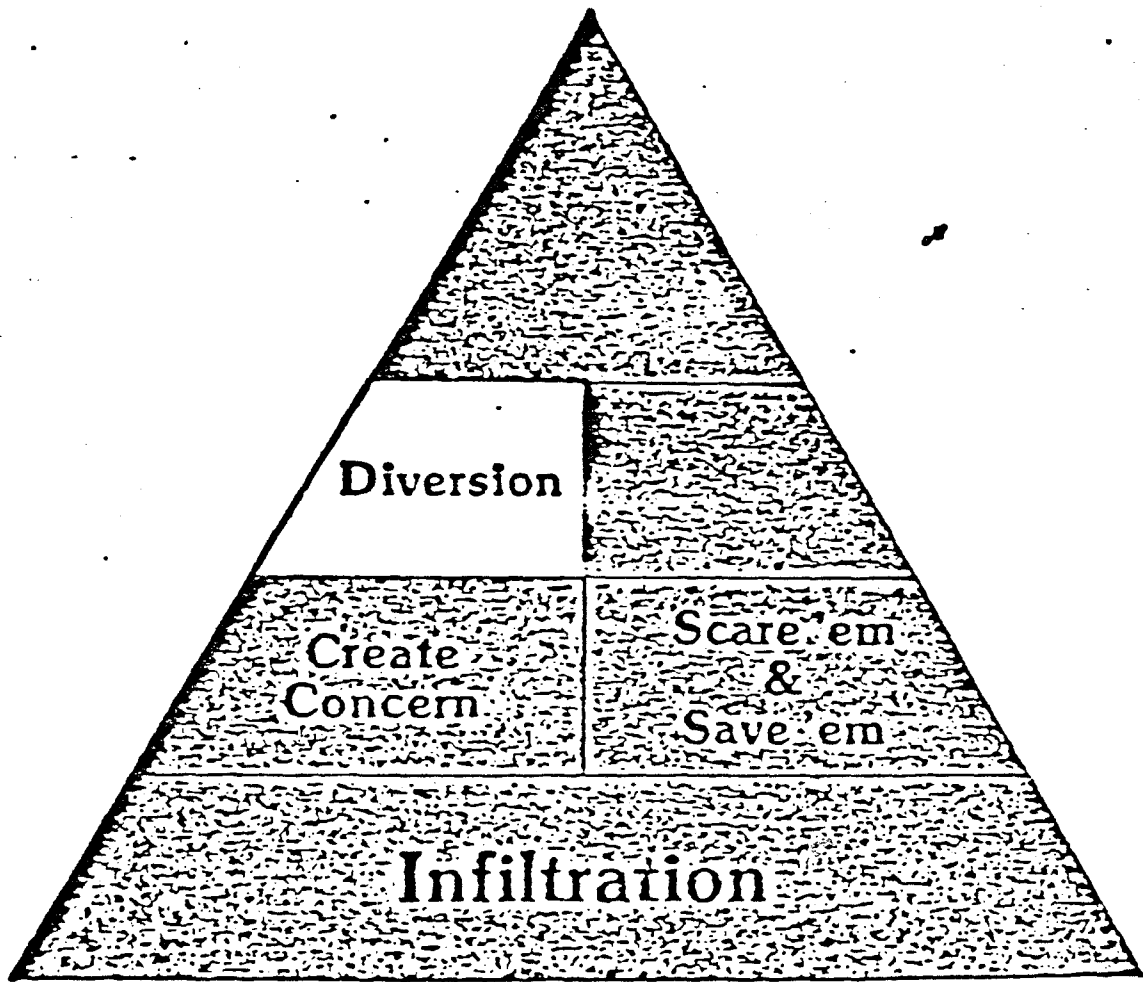
## SCARE EM & SAVE EM

This technique is a drastic form of creating concern. The main idea is to find a very serious technical problem and create a very serious concern about the reliability of the plant operation.

"Scare Em and Save Em" is designed for very fast action on the sales rep's part. A real sense of urgency is necessary to make a successful sale.

Approach and the sale

1. You must find a serious problem in the plant (e.g., overfeed of chlorine, chlorinator out of order for days, pH control on tower very bad, bugs are dead in waste plant, etc.).
2. You go to key people in plant; call a meeting. Have your district manager there. The purpose is to scare them and then to offer immediate help.
3. During the meeting talk about the consequences of the situation (i.e., boiler being eaten up, bugs in cooling system plugging up exchangers, calcium scaling of heat exchangers). Make it as dramatic as possible. Attach dollars to consequences.
4. Tell them you have a solution but don't give away the store.
5. Ask for the business if you can demonstrate within one day or one week or whatever, that you can solve the problem.
6. If the plant needs proof of the problem, provide it through technical papers, hydrogen study, Na study, microbio analysis, PAC-1 Pro work, etc.
7. Do it all fast!
8. Ask for the business.



## DIVERSION

The "Diversion" Technique is designed to throw your competition off guard while you strike at an account where a selling condition has been established. Often this technique will involve other sales reps in your district and other plants.

The basic principle here is to create a false or premature sales effort at some plant or at another application which forces your competition to be diverted from your real target.

### A. Basic rules for success

1. Have your homework done as explained in INFILTRATION.
2. Have a situation where the chances for selling quickly are excellent (i.e., technical problem, people problem, etc.).
3. If other plants and sales reps are involved, plan very carefully through your district manager.
4. Be ready with all your resources.

### B. The approach

1. Discover a major problem in the plant.
2. Find another problem had by the same sales rep somewhere else in the same plant or another plant.
3. Make a quick hard sales push at the secondary plant (get a survey, bring in a continuous sampler, run a condensate study, an elution study, etc.). Make sure it is done when the competition is in the plant so you are seen. Use as many people as you can — trainees are good here.
4. The competition will now spend lots of time at the secondary plant. NOW you go with the real push on the primary goal.
5. Follow all the rules from the "Infiltration" technique and use all your sales and technical skills.

### C. The sale

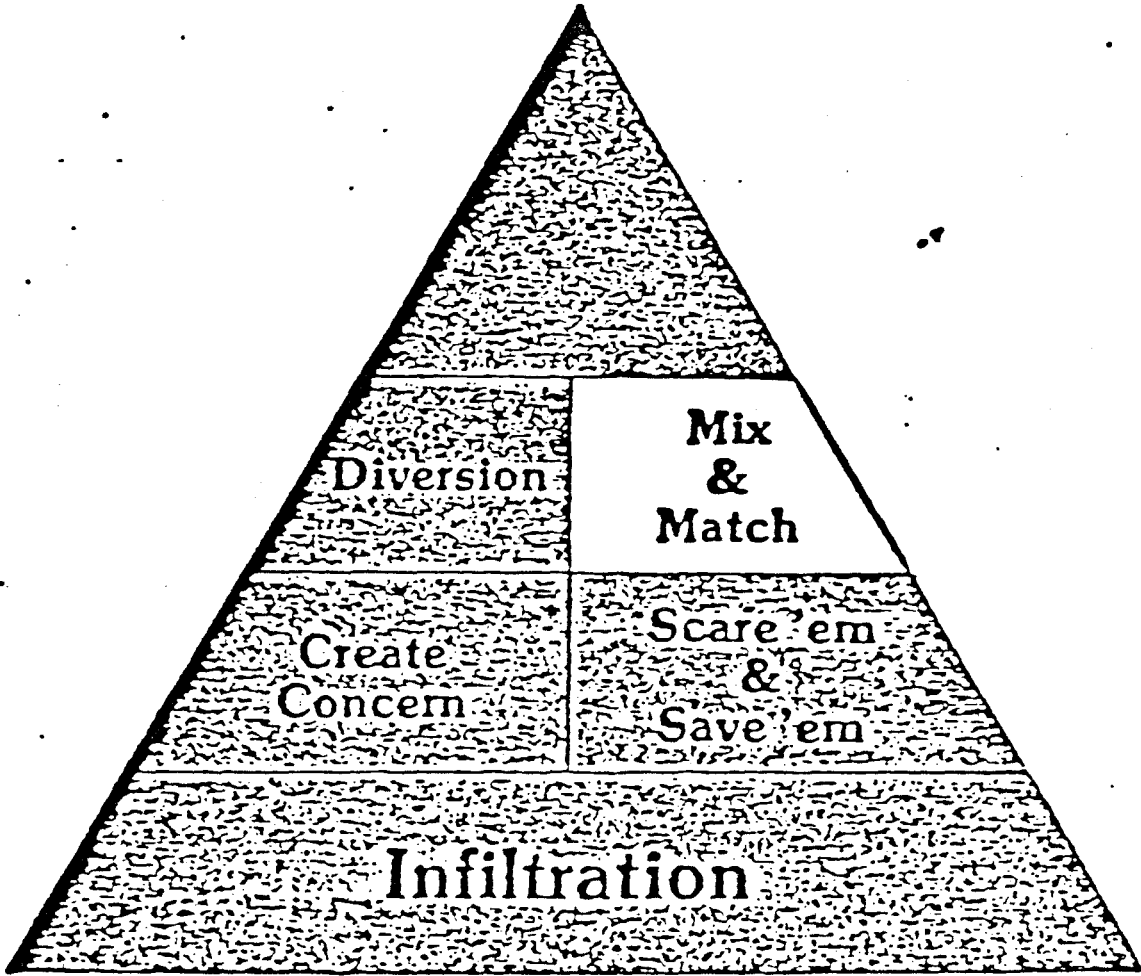
1. Speed is of the essence with this technique. Don't let the secondary plant's "problem" dissipate before you conclude the sale.
2. Make sure you know the solution to the problem before you start.
3. Get firm commitments for the business if problems are solved.

*Customers* →  
*Note*

4. Ask for the order before writing any proposal.
5. Persist daily or twice daily asking for the order after the solution is presented.

The worst result you can expect from the "Diversion" Technique is that you have tied the competition up for some time defending himself. The best result is that you end up with two or three new pieces of business. You can't lose.





Diversion

Mix  
&  
Match

Create  
Concern

Scare 'em  
&  
Save 'em

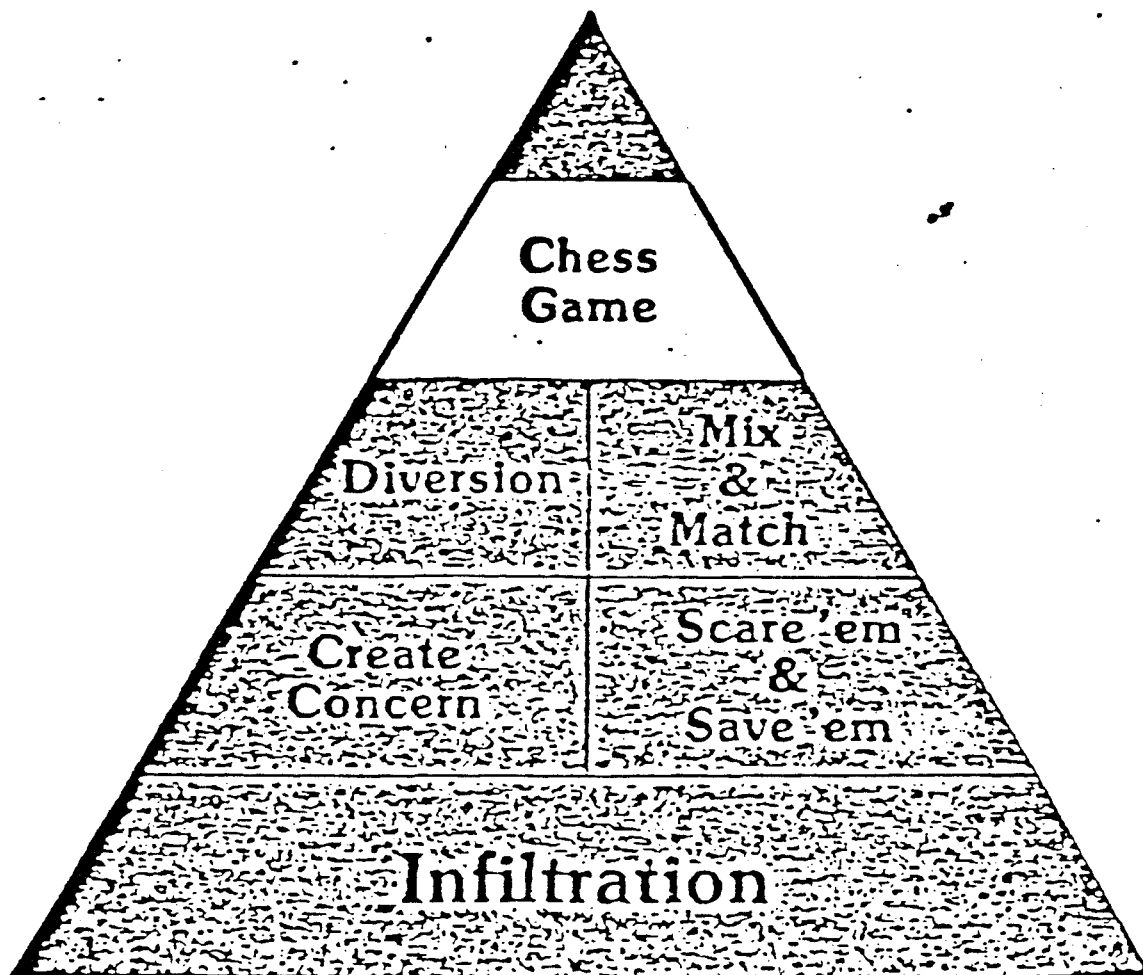
Infiltration

## MIX AND MATCH

An effective approach to selling is to mix your prospects with satisfied customers. This can be done many ways; here are some suggestions:

1. Social gathering
2. Plant tours
3. Inspection of equipment at satisfied customer's plant
4. Joint lunch
5. Make a joint call with an equipment supplier
6. Make joint calls with other [redacted] groups that have good reputations in the plant (RPC, P&P, etc.)

The main thrust here is to let someone else do part of the sales job. You gain credibility by association.



## CHESS GAME

The basic premise of the "Chess Game" is to disarm the competitor when you are close to getting the commitment from a competitive account.

The "Chess Game" necessitates knowing your competitor well, how he reacts under pressure, what he will say, and what he will do. This knowledge is then imparted to the prospect in such a way that when the competitor does react, the prospect will already know what he will do. This has the effect on the prospect of diminishing the competitor's impact because he already knew his approach beforehand.

The prospect also needs some solutions beforehand so when the competitor makes his predicted move, the prospect will not have a need for his service.

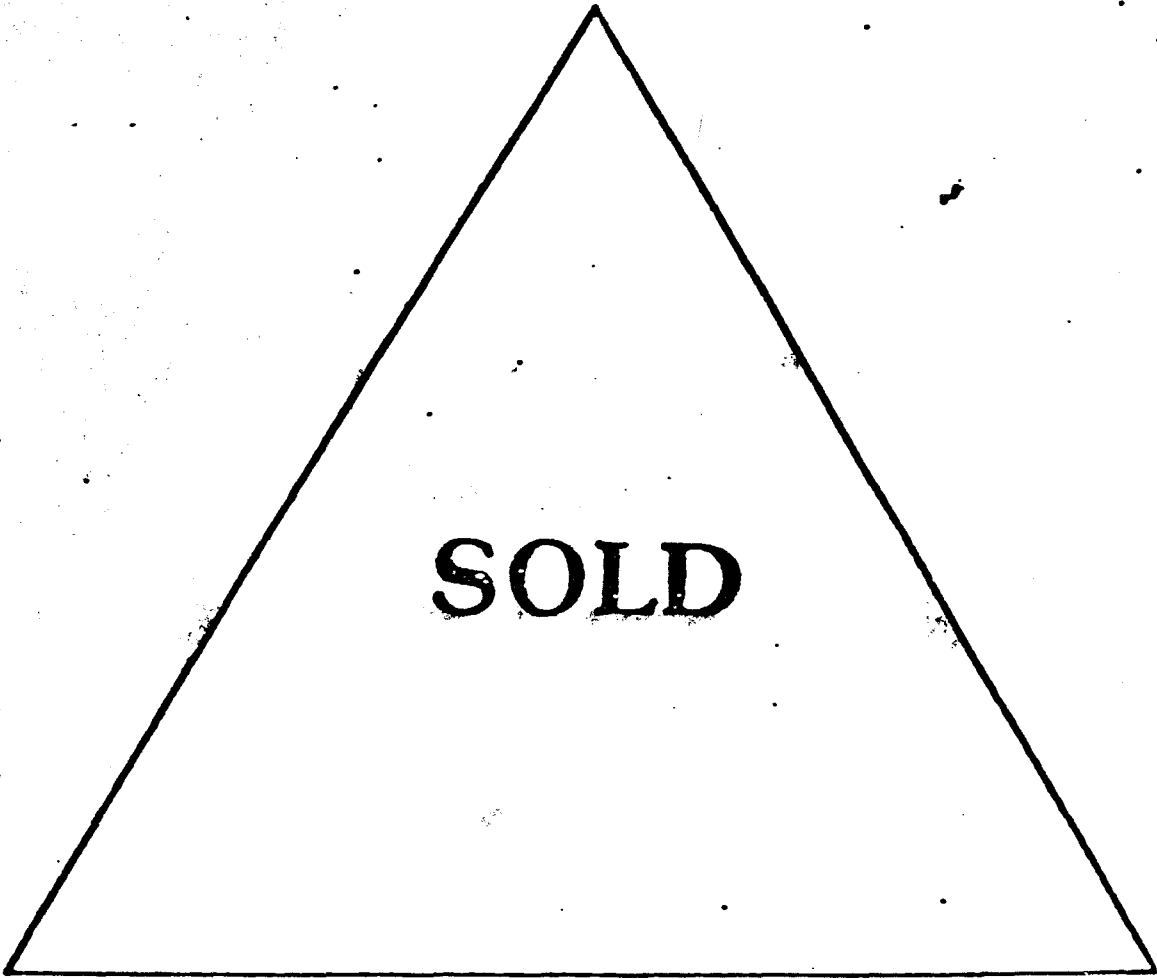
### A. The approach

1. Carefully discuss with your district manager what the expected competitive reaction will be; i.e., change sales representative, change product, home office hit team, analytical van, etc.
2. Tell the prospect what to expect from the competitor. Also tell him what you plan to do to neutralize the competitor's reaction. Below are fifteen typical defensive strategies a competitor will use:
  - a. Increase the number of service calls.
  - b. Bring in the technical people from corporate headquarters to make a show of force.
  - c. Bring in a thick technical report on the client's facility and set goals that the client and they will meet to solve the problems.
  - d. Bring in a custom product to help.
  - e. Bring in a newly developed product.
  - f. Change feed points within the system.
  - g. Blame the plant operators' work habits for problems.
  - h. Bring in an inventory report to demonstrate that the chemicals are not being fed as recommended.
  - i. Get the district manager involved and have him discuss with "George" the things that they will do, and how he will personally get involved in the account.

- Game
- j. Bring in "old yeller," possibly the original sales rep who sold the account, who will discuss how bad things were before they arrived on the scene many years ago. Reminisce about the good old days.
  - k. Send in a shipment of chemicals without a P.O. (explaining that he knew that the inventory was low and that he didn't want them to run out—the client has placed orders before on verbals).
  - l. Request a trial of grace: "Give me six months trial and I will have everything straightened out."
  - m. Use the strategy that they are a local company, that is, a small business versus big business.
  - n. Replace the sales rep with another sales representative.
  - o. Send management in with their crying towels to explain why the account is so important to them and why they must/want to keep it.

By anticipating which defensive strategies will be used by the competitor, you can prepare the prospect. This approach will take the sympathy away from the competitor and actually turn it into an antagonistic situation.

The "Chess Game" anticipates the competitor's move and counters it before he makes it. When he does make the move, the result is a worsening of his situation. He is checkmated.



Finally...

Don't forget — ASK FOR THE ORDER!