



A WILEY SMALL BUSINESS EDITION

# JUST SELL IT!

**Selling Skills  
for Small  
Business Owners**

**TED TATE**

---

# **Just Sell It!**

**Selling Skills  
for  
Small Business Owners**

---

**Ted Tate**

**JOHN WILEY & SONS, INC.**

**New York • Chichester • Brisbane • Toronto • Singapore**

This text is printed on acid-free paper.

Copyright © 1996 by Ted Tate  
Published by John Wiley & Sons, Inc.

All rights reserved. Published simultaneously in Canada.

Reproduction or translation of any part of this work beyond that permitted by Section 107 or 108 of the 1976 United States Copyright Act without the permission of the copyright owner is unlawful. Requests for permission or further information should be addressed to the Permissions Department, John Wiley & Sons, Inc.

This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the services of a competent professional person should be sought.

*Library of Congress Cataloging-in-Publication Data*

Tate, Ted.

Just sell it! : selling skills for small business owners / Ted Tate.

p. cm.

ISBN 0-471-05521-2 (alk. paper). — ISBN 0-471-05688-X (pbk. : alk. paper)

1. Selling. 2. Small business—Management. I. Title.

HF5438.25.T38 1996

658.85—dc20

95-25443

CIP

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

**To:**

*My sister, Shirley.*

*My best friend and confidante, without whose help this book  
would never have been written.*

*My daughter, Jennie.*

*The love and joy of my life and the most thrilling experience  
that ever happened to me, in my whole life.*

*My brother, Bob.*

*My business partner for many years.  
For all the good times and good advice.*

*My mother, Helen, and father, Ted, Sr.,  
who instilled in me from an early age many of the values and  
ideas within this book. Gone but never forgotten.*

*David Morgenstern, my late brother-in-law.*

*A good man and good friend when I needed one desperately.*

## **Important, please don't skip this page!**

This book contains information and personal experiences from the author's lifetime. The author is not, in any way, offering legal, accounting, or other professional advice regarding the matters contained herein.

During my business career I have always made a point of having an attorney and an accountant to whom I could refer for advice. I strongly suggest you do the same. There are simply too many pitfalls and problems that can arise for anyone engaged in selling and/or business. No self-help book in the world can replace the assistance of a competent attorney and accountant.

Good luck and good selling!

Ted Tate  
Mentor, Ohio

# Preface

I gave a motivational speech recently to a large organization. Many members of the audience were highly successful business executives. Most of these men and women had earned their success the old-fashioned American way, one day at a time, starting at, or close to, the bottom.

Being around and speaking with successful people is motivational to me. They inspire me. Their natural enthusiasm for life rubs off on me. Their positive outlook for the future becomes part of me. New ideas and positive thoughts begin to flow.

I always suggest to my students that if they are going to be a success at anything in life, it becomes important that they associate with success, long before achieving it. That means joining organizations to which successful people belong. That means spending leisure time with people who also have dreams and goals to succeed, as you do. That means having the courage to disassociate from negative, sour people who see only the downside.

After my speech to this group, the question-and-answer session turned into a discussion on what was the most desirable trait a person must have in order to succeed in today's tough business world. These top executives had several different views, each backed up by excellent arguments. As we shared ideas, one common thread, one idea surfaced again and again. The trait was persistence: staying with something, not giving up the moment things get tough. The old sayings "talk is cheap" and "actions speak louder than words" tell it all. It's easy to talk big; it's a lot different when you must go out into the world and back up your talk by doing.

If anything in life separates the failures from the winners most clearly, it's persistence; certainly, in selling any product or service.

Toward the end of this book is a quote from Calvin Coolidge, twenty-third president of the United States, about persistence. If you learn just one thing from this book on selling and small business success, let it be about persistence.

Good luck and good selling!

Ted Tate  
Mentor, Ohio

# Contents

Preface	xi
<b>Chapter 1. Doing It All</b>	<b>1</b>
The Thrill of Success / Who Is This Guy? / Who Should Read This Book? / The Small Businessperson's Dilemma / Successfully Earning a Living and Keeping Your Sanity / The Biggest Reason You Must Be Your Own Salesperson / Getting Started	
<b>Chapter 2. What One-call Sales Closing Means to Your Bank Account</b>	<b>13</b>
The "One-call Close" / Why a "One-call Close?"	
<b>Chapter 3. Finding Eager Buyers</b>	<b>19</b>
Who Is Really a Prospect?	
<b>Chapter 4. Big-Money Prospecting Strategies</b>	<b>31</b>
The Gold-miner Analogy / Two Prospecting Tactics I Don't Recommend	
<b>Chapter 5. Qualify and Succeed</b>	<b>51</b>
The 80-20 Rule / Being an 80-percent Salesperson / Fear of Prospecting / Other Help / Let's Start to Qualify Our Suspects	



**Chapter 6. Sales Presentations That Make People Eager to Buy** **61**

Step 1: Sales Rules of the Road / Step 2: A Little Schmoozing / Step 3: Requalify Your Prospect before Your Presentation (Why Am I Here?) / Step 4: Talk Benefits / Step 5: The Qualifier / Step 6: What's the Buying Motive? / Step 7: Prove It / Step 8: Create a Sense of Urgency / Step 9: How to Quote a Price / Step 10: Avoid Words of Rejection / Step 11: Use Trial Closes throughout Your Presentation

**Chapter 7. Closing-the-Sale Strategies** **87**

The Seven Stages of the Sales Process / Why Is It So Hard to Close Sales? / The Rule of Diminishing Returns / Why Some People Have a Problem Being Assertive / A Five-point Success Closing Pattern That Will Put You in the Top 20 Percent

**Chapter 8. Closing Strategies to Put Money in Your Bank Account** **105**

Asking for the Order / The Trial-order Close / The Choice / The Puppy-dog Close I / The Puppy-dog Close II / The Follow-the-leader Close / The "You Don't Qualify" Close / The "You Beat Me, I'm Leaving" Close / The No-secret Close / The Problem-solving Close / The Yes Close / The Assumptive Close / The "If You Were Me" Close / The Prospects-opinion Close / The Dollars-and-good-sense Close / The Ben Franklin Close / The Shame Close / The No-time-left Close / The "Big Mistake Not to Buy" Close / The Price-breakdown Close / The Small-details Close / The Reverse-question Close / The Mistaken Order / The Compromise Close / The Projecting-into-the-future Close / The Increase-sale Close /

Do You Know What Buyer's Remorse Is? / The Art of Getting Sales Referrals

## **Chapter 9. Telemarketing for Success 119**

Telemarketing Pros and Cons / Using Telemarketing as a Sales Appointment Tool / How to Make Telemarketing a Big Winner for You / A Telemarketer's Strategy / A Telemarketing "Secret" You Must Understand

## **Chapter 10. Setting Sales Appointments by Telemarketing 127**

Your Work Space / Your Tools / Your Prospect List / Your Telemarketing Script / Be Assertive to Succeed / Getting Past the Gatekeeper / Getting Past Dreaded Voice Mail

## **Chapter 11. Selling Products and Services by Telephone 151**

Sales Script Formulas for Selling by Telephone

## **Chapter 12. Service Will Make or Break You 169**

Techniques of Selling against Your Large Competitors / Selling against the Lowball Price Cutters / The Myth of Good Service / Acknowledging Orders / How to Avoid Losing Customers over Money or Delivery / What if You Can't Keep Your Promise? / Collecting Money / Customers You Can Live Without / Here Are Secrets of Getting New Customers from Present Customers

## **Chapter 13. Goals: Time Management's Twin 179**

Personal Motivation / Goal Setting First, Time Management Second / What Do You Really Want? /

Why Doesn't Everyone Have Goals? / What Goals  
Will Do for You / The Easy Way to Set Goals / Goals  
Won't Work unless You Really Want Them To

**Chapter 14. Time Management** **203**

Losses from Wasted Time

**Chapter 15. Tools and Techniques to Increase  
Productivity** **219**

Before You Invest a Penny / What You Need

**Chapter 16. "If You Were My Best Friend"** **229**

Starting from Scratch / Beating the Averages /  
Learning by Selling / Bad Starts, Where Most  
Business Failures Are Created / A Legal Sales  
Agreement: Don't Leave the Office without It / Suing  
Debtors: A Last Resort / Sales Contract Examples /  
Insurance / Getting Uncle Sam's Help / A Small  
Splash of Cold Water

**Chapter 17. 14 Strategies for Success** **247**

In Closing

**Appendix A. Time Management Resources** **259**

**Appendix B. Telemarketer's Dictionary** **261**

**Appendix C. Desktop Publishing Resources** **263**

**Appendix D. Government Information** **265**

**Appendix E. Miscellaneous** **267**

**Index** **269**

---

# Doing It All

---

## THE THRILL OF SUCCESS

If the title of this book got you to the point of reading this page, chances are you are a small businessperson whose sales volume is disappointing. Chances also are that you are looking for a way to correct this situation.

Yet, if you own a small business, you probably already are up to your eyebrows in uncompleted things to do, people to see, and places to go. You are probably hoping for effective ideas that will turn things around and get some real business and cash flow coming in the door.

I have good news: I can help you with that. I've done it before, for myself and for many others, with success. I know how it feels to be sitting alone in a small business, wondering how I can pay bills, wondering what I should do next to bring in business, wondering if I can survive, and knowing I was all alone, that success or failure rested solely in my hands.

Unless you've been there, unless you've taken on those risks and worries by having your own business, you can't possibly understand the pressures your own business can bring. But then again, you can never experience the unbelievable sense of well-being and power you'll feel as you succeed. As your business grows, you know it's because of you. You feel a sense of achievement you've never felt before. Believe me, it's a thrill you never forget.

## **A Real-Life Example Is in Your Hands Right Now**

My dad was in sales most of his life and was a great teacher. I have a lifetime of sales experience, much of it in small business, all successful. I am writing about something I have an expert in-depth knowledge of. I've lived it, I've done it, I believe in it. I know it works. In fact, I know it works big time. I also don't have the slightest doubt that anyone who sincerely follows these strategies will enjoy tremendous success, and that includes you!

One rule I'll discuss with you later is, "If you don't believe that what your business sells will be of benefit to people, find a business that does." Unless you are an outright thief or con artist, you can't sell something you think is of no value or, worse, going to be a bad experience for those who buy from you. I believe in this book, every single word. I want you to believe in what you sell also.

## **WHO IS THIS GUY?**

I've owned and operated several successful businesses in my lifetime. I've also worked as a sales and marketing executive for a few large corporations. I was a partner in and president of a large burglar and fire alarm business that was small when I started with it some 15 years earlier. In every one of those businesses, I was responsible for sales in some manner. In some, I trained salespeople; in others, I managed salespeople; in all, I did at least some of the actual selling, even if I was also managing or training others.

Now I divide my time between two activities: my own business, Tate & Associates, Mentor, Ohio, is a sales training and business consulting firm working with all sizes of businesses to resolve their sales and marketing problems. We do that through personal consulting, seminars, workshops, and giving speeches. Some popular seminar topics include "Power Sales Closing," "How to Double Your Sales," "Successful Negotiation Strategies for Sales and Business Executives," and "Time Management, Personal Motivation, and Goal Setting." My second activity is writing and teaching. This book is a result of that writing. Additionally, I write a monthly column for several national publications on selling and small business topics.

I teach sales and small business courses at a university. In addition to a complete sales course, I also teach two other courses that I have written: *How to Market Your Small Business for Success* and *Selecting and Starting a Small Business from Scratch*. I have also developed and market audiocassette tapes on some of these topics. I also just started a line of motivational miniposters, 8½" × 11"; they are large enough to be seen yet small enough to hang in the average office or home workspace. A few of them are quoted in this book. There are several other ideas I'd like to try, but there just hasn't been enough time to get to them—yet.

I must tell you, while this is work, to me it really isn't. I enjoy what I do a great deal and when you enjoy your job, the work becomes pleasurable. I follow my own rules, which you'll be reading about in this book. I honestly believe what I do benefits people in many positive ways. I believe I have assisted many people to make informed, profitable decisions about their businesses and life goals. This book can help you learn the art of selling so that you can improve your business.

## **WHO SHOULD READ THIS BOOK?**

- Small businesspeople who must learn the art of selling to succeed
- Small businesspeople who want eventually to hire others to sell for them
- Individuals considering going into their own small business either full or part time
- Salespeople who sell any product or service
- Sales managers who want new and exciting ways to help their salespeople excel
- Business executives involved in any kind of negotiating, public relations, or sales activity for their company
- New salespeople just starting their careers
- Individuals who are considering a career in selling

## **THE SMALL BUSINESSPERSON'S DILEMMA**

I was teaching a class not long ago on starting up your own business. One fellow mentioned a business he was just about ready to open. I

---

There are three kinds of people in the world:

Those who **MAKE** things happen

Those who **WATCH** things happen

Those who **WONDER** what happened

---

said, "You'll need to brush up on your selling skills. That business does best with direct sales calls."

"Oh, I'm not worried," he responded casually. "I'll just pick up a couple of salespeople when I'm ready and just pay them a commission. They'll sell. If they don't, they won't eat. Ha ha."

His appalling statement suggested to me he had little knowledge of business or hiring salespeople, let alone any sensitivity for his fellow humans. Anyone who thinks they can just "pick up" salespeople when they need them, sort of like picking up a quart of milk at the store, is very wrong.

Salespeople, that is, the ones who can really sell, are a valuable commodity. I say the ones who can sell because there are many people who will answer ads for salespeople who really don't have a clue what sales are all about. People who work in retail stores, answer telephones at an order desk in a company, and many others think they are salespeople. I disagree. They may be good order takers and decent human beings, but in my mind, they are not salespeople.

When I speak of salespeople I mean people who can go out on their own; find, develop, and qualify prospects on their own; make a complete sales presentation; and then close a sale. That's a tall order to fill. Talk to executives in any large company that employs large sales staffs. They'll tell you how hard it is to recruit people who really will go out and sell.

If it's that hard for larger firms with strong financial resources to find good salespeople who can and will sell, then where does the small businessperson fit in? At the bottom of the desirability ladder in the eyes of potential sales recruits.

Put yourself in the shoes of someone who is seeking employment. Chances are he or she has a family, financial obligations, and a desire for job security. He or she will be doing everything possible to find employment where at least health benefits are available, where perhaps a retirement plan and possibly a car, or at least a car allowance, are available. This person will also be looking at prospective employers for job stability. Often, to hire good salespeople a company has to put up some sort of salary or guaranteed draw against commission.

If you own a small business, how do you measure up to that standard? Even if you can afford those perks to start, how long can you continue if the salesperson has a slow start or doesn't work out after several weeks and you have to hire another?

When potential salespeople come in for an interview, does your business give the impression of success and stability? Or is it just you, working from a corner of your home, trying to meet people at restaurants for coffee so they don't see where you work? Or do you have a small business location with just a few employees (or worse, relatives) working there?

Keep in mind, talented salespeople have no trouble finding a good job. Once they find one they tend to stay put; they are not in the marketplace very long or very frequently. What about all those people answering ads for sales jobs? A few are good salespeople who for one reason or another are floating around, seeking employment. Many, however, are losers who go from job to job—people who don't know what they want, people who aspire to be in sales, and, finally, people who will take any job available.

How about all those jobs in the paper offering straight commission? Those jobs are very difficult for employers to fill. That's why you see so many commission ads and see the same companies advertising week after week, year after year. Often, they are selling something that has a high rate of rejection and they turn over salespeople at a rapid pace. Most times they settle for less-than-desirable candidates.

The reason straight commissions work is that there are highly skilled sales management people who know how to get maximum results from minimal candidates. The majority of management's time and efforts are focused on recruiting new people every few



weeks and squeezing a few sales out of them before they become discouraged and quit. Hiring people on straight commissions is a hard grind and unless you've done it before with success, it's not the way to build a small business.

So what is the answer for the small businessperson? You. You are the answer. You do the selling. I can hear some people saying, "But I don't have the time. I can't run the business and sell, it's just too much!" I can hear others saying, "I just want to manage the business, not sell. I don't like to sell. That's not what I do best."

This is the small businessperson's dilemma. When it's done right, selling takes time. And without new business coming in on a regular basis you lose your business, or, worse yet, you make just enough barely to survive but never grow past that stage—suffering a lifetime of constant struggle just to survive, always paying bills just in time to avoid something being shut off, not taking a salary one week to pay back taxes. That's an ugly way to live your life, yet I know of many, many small businesses doing just that.

### **Selling Today Doesn't Mean Forever**

When I suggest you sell, I don't necessarily mean you do it forever. Once your business starts to succeed, you'll be attractive to the kind of quality salespeople who are well worth the time and effort to hire, train, and supervise.

However, I must warn you that selling is addictive. It's easy to get hooked. Once you experience your first sale, the natural high is unbelievable. There is nothing to compare it with. It's a feeling of power, of success, and will build your self-esteem like crazy!

I told you I was president of an alarm firm. I had enough duties to keep me busy 12 hours a day, seven days a week. Without effective time management I would have burned out my first year. Yet I always had time set aside to sell—not a lot, but I did make some time.

I remember one morning driving to work around 7:00 A.M. I pulled up to a small convenience store, part of a large chain, where I purchased milk every morning for my coffee. This morning a bunch of police cars were there, some with lights flashing.