

Sales Analysis

Sun Tzu's initial chapter is most commonly entitled "Planning," but his idea of planning was not how we think of it today. Today, we think of planning as putting together a list of tasks that we intend to perform. Sun Tzu's "planning" doesn't involve putting together a plan of action. It was an objective analysis of the competitive situation before you plan specific actions.

Before going into any competitive situation, Sun Tzu wants us to look at the overall situation and understand what is going to determine our success or failure. In Sun Tzu's method, this is the first vital step in avoiding failure and discovering success.

In this step, he wants us to look at the basic issues that will determine success or failure. This is a high-level, strategic look at our situation. He begins this discussion by giving you a framework within which you can understand the nature of competition.

In our management version, we call this chapter "Decision-Making." A salesperson, like all competitors, must make a series of decisions. Our decision-making is only as good as the information we have, but that information depends on asking the right questions. To do this, we must know which factors really determine the outcome of the competition. That is what Sun Tzu tries to teach us here.

You use Sun Tzu's form of sales analysis to weigh a variety of sales situations. It is scalable; that is, it works equally well for both large and small decisions. You can use it to decide which company you should work for, but you can also use it to decide if a particular order is worth pursuing.

Because these analytical skills are so useful, you want them to become almost a habit. They should come to mind whenever you are thinking about sales situations. Many of Sun Tzu's lessons are tactical, that is, appropriate only to certain situations, but his basic competitive analysis is universally valuable.

Question One:

What role does selling play in a business?

- A. It is one of the easiest parts in most businesses.**
- B. It is necessary, but not the most important skill in business.**
- C. Sales creates problems for most businesses.**
- D. Sales is the most important skill in every business.**

This is selling.

It is the most important skill in any business.

From *The Art of Sales*

Answer:

- D. Sales is the most important skill in any business.

Sun Tzu starts by putting the importance of sales competition into perspective. Sales is certainly not the easiest role in a business. It creates problem for a business, but only in the sense that, if you don't have sales, you don't have any business or the problems associated with running a business.

When we say that it is the most important skill in a business, we are saying two things.

First, we are saying that selling is *critically* important. If it doesn't succeed in sales, the business fails. In a larger sense, every task in business has a sales component. You can't hire employees unless you can sell them on your company. You can't get credit from a supplier or a loan from a bank unless you can sell them on your credit worthiness. Anything that requires the cooperation of others assumes some type of selling.

Secondly, selling is a *skill*. It isn't natural. It must be learned. We develop our selling skill by working at them. Some people are more comfortable selling than others, but to become successful at competitive level, they have to work. It is an art, and like most arts, it requires learning the techniques and perfecting them.

Question Two:

Why do you want to develop selling skills?

- A. Because you think that you would enjoy making sales.**
- B. Because it is always easy to find sales jobs.**
- C. Because you want to be rich and successful.**
- D. Because as a sales person you control your own time.**

It can bring you fortune or poverty.
It is your path to success or failure.
You must study sales seriously.

From The Art of Sales

Answer:

- C. Because you want to be rich and successful

Here Sun Tzu puts the nature of competition into personal framework. Your own life and career depends on the outcome of this competition. Notice that, while Sun Tzu sees it as the path to fortune and success, it is equally the path to poverty and failure.

Sales people fail everyday. The other potential answers we offered for this question represent reasons *why* people fail in sales.

Making sales can be fun, but the job itself requires a lot of rejection. People who get into sales because they think that it is fun soon discover otherwise. Selling is the most intellectually and emotionally demanding job in business.

Some sales jobs are easy to find, but most of those jobs aren't worth having. Good sales jobs, selling highly competitive products are very difficult to find.

Finally, when you sell, your time is not your own. It belongs to the customer.

People are willing work at sales because it can make them wealthy and successful. Sales people go on to become corporate executives, business owners, and presidents of the United States.

Question Three:

How many factors determine your success in sales?

- A. There is only one primary skill you need to master.**
- B. There are five factors that determine your success.**
- C. There dozens or hundreds of different factors that determine success.**
- D. Every situation is different in what factors determine success.**

Five factors determine your skill.

Consider these factors when you analyze a sale.

You must know:

1. Your sales philosophy,
2. Your attitude,
3. Your market,
4. Your leadership,
5. And your sales process.

From The Art of Sales

Answer:

B. Five factors determine success.

For the purpose of strategic sales analysis, these five factors determine the eventual outcome of any sales competition. You must consider these five factors in every sales situation.

All of these factors are important. You have to question each of them in order to analyze your sales situation. These five factors determine your success or failure.

You don't have to analyze hundreds of issues. Often sales people fail to do the proper analysis because they think that it is too complex. Analysis depends on a handful of relevant factors.

In a given sale, one of these elements may present more of an obstacle than others, but all must be present. Every sales situation may be unique, but success always arises from strength in all five of these five areas.

Question Four:

What is the right sales philosophy?

- A. Always try to close the sale.**
- B. Always share your customers' goals.**
- C. The customer is always right.**
- D. The customer is always confused.**

Selling begins with your sales philosophy.

When you sell, you must always share your customers' goals.

You will share your customers' failures.

You will share your customers' successes.

With this philosophy, you need not fear or lie to customers.

From The Art of Sales

Answer:

B. Always share the customer's goals.

Your sales philosophy defines your primary focus. Yes, your personal goal is making money, but that can't be your focus. People don't buy from you because of what you want. They buy for their own reasons, to fulfill their own needs.

Closing is important, but sales training can put too much emphasis closing. Trying to close a sale that doesn't meet your customer's needs is a waste of time. Even if you get someone to buy, in the end, you must share your customers' success or failure. Customers are frequently wrong about what they need which is why they need sales people. Unfortunately, they are often quite certain that they don't need your product or service. Your philosophy must be to help make them successful despite these obstacles.

If this is your true philosophy, you automatically perform most of the critical tasks in selling correctly. First, you are going to choose the right company to work for. You won't work for people who don't truly help their customers succeed. You are also going to make all of the right decisions about what you need to know about the customer and what to say to them.

Question Five:

Do you always have to maintain the same attitude while selling?

- A. You must always be positive and optimistic.**
- B. You must always be forceful and compelling.**
- C. Your attitude must remain consistent to instill customer confidence.**
- D. Your attitude will change, and you must be aware of it.**

Next is your attitude.

You can be enthusiastic or negative.

You can be interested or indifferent to others.

Your attitude changes over time.

From The Art of Sales

Answer:

- D. Your attitude will change, and you must be aware of it.**

The fact is that you are human. Selling is a very emotionally demanding job. You can try to control your attitude, but you will not be able to control your attitude every moment.

Even if you could control your emotions perfectly, the same attitude may not be appropriate in every situations. Generally, it is best to be positive and optimistic, but other times, it may be best to be forceful. However, it is always best to be honest about how you feel, at least to yourself.

Think of your attitude like the weather (which was the corresponding original factor in Sun Tzu). You can make good use of good weather in war, but you can also make good use of bad weather. What you can never do is ignore the weather and disregard it. The same is true of selling. Some days, you are going to have the right attitude to make cold calls. Some days you won't. Don't try to fake it, not even to yourself. You may not want to share your feelings with your customers, but if you understand how you feel, you know how to deal with it.

Question Six:

How does the market affect a salesperson's success?

- A. A good sales person can be successful in any types of market.**
- B. The larger your market, the more successful you will be.**
- C. All markets seem complicated at first, but all are actually simple.**
- D. Part of your job is choosing to sell to the right market.**

Next is your marketplace.
It can be spread out or be close by.
It can be complicated or simple.
Your prospects' minds can be open or closed.
Choosing the right market determines success or failure.

From The Art of Sales

Answer:

- D. Part of your job is choosing to sell to the right market.

Don't fool yourself! There are many markets in which no sales person can make a good living. Many organizations do not know how to construct sales jobs to make their sales people successful.

In Sun Tzu's view, the issue isn't how big the territory is, but how spread-out it is. Sales people often want wide-open territories. They think that big is better. This is not the way Sun Tzu views territory. He wants territory close-by and accessible. .

Not all markets are suitable for all sales people. Some markets are more complicated. Others heavily favor established leaders. You have to know which type of market suits you and the company for whom you work.

In the end, when you choose your employer, you choose your market. You have to take the responsibility for this choice. Sun Tzu sees the choice of battlefield as one of the most critical in your success or failure.

Question Seven:

What characteristics does sales leadership require?

- A. You must be quick, forceful, persuasive, forthright, and flexible.**
- B. You must be loyal, thrifty, brave, clean, and reverent.**
- C. You must be unswerving, dedicated, single-minded, focused, and commanding.**
- D. You must be smart, honest, caring, brave, and disciplined.**

Next is your leadership.

You must be smart, honest, caring, brave, and disciplined.

From *The Art of Sales*

Answer:

- D. You must be smart, honest, caring, brave, and disciplined.

First, you have to be intelligent. You must know what you are talking about. If you aren't knowledgeable and smart, no one will follow you.

Next, you must be honest. If you are not honest with your customers, they will never continue to follow you.

Next, you must be caring. You must care about your customers' success and their feelings. If you are not sensitive to their needs, they will not care to follow you.

Next, you must be brave. If you aren't courageous, you will never get an order, much less lead your customers. You also must be willing to say "no" when the customer needs to hear no. You must be willing to take risks if you are going to provide any real leadership for your customers and sales for your company.

Finally, you must be disciplined. You must be willing to do the unpleasant parts of the job as well as you do the fun ones. You must always work to honor your agreements. You must be one time. If you are not reliable, no one will follow you for long.

Question Eight:

What is the most important thing about your sales process?

- A. You must consistently use the same process to get the same results.**
- B. You must let the customer control the sales process.**
- C. You must control the sales process.**
- D. You should be willing to skip steps in the process to speed the sale.**

Finally, you need the right sales process.
This process depends on the organization you are selling.
You must always control the sales process.
You must understand your customers well.

From The Art of Sales

Answer:

- C. You must control the sales process.

You don't necessarily have the same process for every sale. The process you choose must fit the organization that you are selling, but you must control that process. You must set the steps to the process and sell the customer on complying with each step. These steps should clearly demonstrate the need for and value of your product. Once you have determined the necessary steps in the sale, you must never try to skip one. You will just have to go back to it later, out of sequence. After all, if the step wasn't necessary, it should never have been part of the process.

When you start a sale, it is usually easy to determine what type of process is required for type of the organization you are selling. The process for selling to a family is very different from that of selling to a small business and selling to a small business is very different than selling to a large business. However, once you have picked the appropriate process, get the customer to agree to it and follow it. In every sale, you may be tempted to skip some necessary step. Experience proves that this never works.

Question Nine:

How do you know which of these five factors are critical in a given sale?

- A. You only know by asking questions and doing analysis.**
- B. All five factors are always equally important.**
- C. Philosophy is always the most important and process the least important.**
- D. You learn by experience in your industry and product line.**

Analysis reveals what is important in the sale.
You need to ask many questions.

From The Art of Sales

Answer:

- A. You only know by asking questions and doing analysis.

All the factors are critical, but, in any given sale, success in some areas will pose more of a challenge than in the others. In some situations, maintaining the right philosophy can be difficult because you can't find out what success means to the customer. In others, finding the right process might be a problem because you don't understand the target organization.

Experience is very useful at developing sales skills, but each situation is different. You can never assume that all sales are the same. They never are. Experience teaches us that we can't take anything for granted. You have to question everything.

To a large degree, the purpose of analysis is to understand which of the five success factors are going to be a challenge in a particular situation. As Sun Tzu emphasizes, you always have weaknesses and strengths. The secret to success is knowing where you are strong and where you are weak.

Make the decision: which of the five factors is most important in *this* sale?

Question Ten:

Is it better to question the quality of your product or your own sales skills?

- A. You should always question both your product fit and your skill.**
- B. It is better to doubt the product than your skill.**
- C. It is better to question your skill than the product you are selling.**
- D. You cannot afford to doubt your product or your skill.**

You must ask:

Does your company offer a good product?

Do you have the sales skills you need?

From The Art of Sales

Answer:

- A. You should always question everything.

Sun Tzu based his entire system of competition on keeping in close touch with what is really happening at every given moment. In his method, your decisions depend on the particular situation that you are in.

Even the best product may not be a good fit for a given customer. “Good” is always a relative term. In any given situation, the competition may have the advantage. You must question the relative value of your product in every sales situation. Of course, you have to know that *generally* the product you sell is a good one. If it isn’t, you shouldn’t be selling it.

The same is true regarding your skills. In a given situation, even the most skilled sales person can meet a competitor who is much more skilled. Again, this is a relative judgement. If you don’t know how skilled your competitor is, you should find out. A sales person can’t truly be skilled at all if they don’t wonder whether they have all the knowledge and ability they need to win this specific sale. Asking whether or not if you have the skill tells you what additional help you may need to win the sale.

Question Eleven:

How do you know if you have enough information to make the sale?

- A. You never have enough information.**
- B. When you know the decision-maker, his budget, and his hot buttons.**
- C. When you know the right time, process, issues, and more than the competition.**
- D. When you see signals that indicate that it is time to close.**

Do you know the right time to sell to the customer?
Which sales process is right for the customer?
Which issues are important to the customer?
Do you know more than the competition?

From The Art of Sales

Answer:

C. When you know the right time, process, issues, and more than the competition.

Thinking that you never have enough information is a trap. There is an infinite amount of information in the world. You can always be missing an important piece. However, you can't afford to spend all your time searching. At some point, you have to act.

Traditional sales methods focus on the individual buyer and his desires. Increasingly, buying decisions are becoming organizational decisions. A single individual seldom has sole control of the decision. Even in consumer sales, you are more often selling to a family. You must consider multiple family members.

Sun Tzu takes a simple approach to knowledge. His focus is on the competition, the other choices the customer has, including "no decision." You have to know the right time to sell, the right process for the organization and the key issues. Nevertheless, none of these areas requires infinite knowledge. You just need to have better information than the competition.

Question Twelve:

What is the final, critical question you must ask about every sale?

- A. Does the customer need your product?**
- B. Is this sale going to make you more money than any other opportunity?**
- C. When you compare all factors, are you able to beat the competition?**
- D. How long is it going to take to close this sale?**

Which sales are going to make you money?

From The Art of Sales

Answer:

B Is this sale going to make you more money than any other opportunity?

How do you decide which customers to spend you time on? The only certain way is to ask which sales are going to make you personally the most money. You must consider your opportunity costs in every sale. Could selling somewhere else make you more money?

Your commissions are the only tangible measure of your opportunity costs. Every company tries to design their commission structure to maximize the value they create. Whether they have done this perfectly or not, you have to accept that structure as the only measure of your performance. Money is the best form of communication.

You also have to factor the time question into each sale. If you can sell many more small, low-commission sales than larger high-commission ones, you need to go small. You must also factor the long-term benefits versus short-term costs of working with a given prospect. A new customer may take longer to sell, but that new customer may produce repeat sales in the future that will enrich you.

In the end, you family, your sales manager, your customers, and Sun Tzu would agree. Work on the sales that are going to make you the most money. This question makes allocating your time easier.

Question Thirteen:

Can you predict which sales you will win and which you will lose?

- A. You must accept that you can't always predict outcomes.**
- B. You can know certain wins, but not all losses.**
- C. You can know certain losses, but not all wins.**
- D. Yes. You can predict your wins and losses.**

The answers tell which sales you win and which you lose.
You must act on this type of analysis.

From The Art of Sales

Answer:

D. Yes. You can predict your wins and losses.

Sun Tzu teaches that if you ask the right questions and do the right analysis, you can know when you will lose and when you will win. The heart of Sun Tzu's teaching is making the right choices. He doesn't think you can make the right choices now and then. He thinks that your goal should be to make the right decision 100% of the time, certainly in matters of winning and losing.

The problem is that sales people fail to ask the right questions and fail to evaluate the answers objectively. In general, they tend to be overly optimistic at the beginning of every sales opportunity and overly negative as the process goes on. This leads to a bad habit called "churning." They replaced more-advanced sales where problems have arisen with fresh, new sales that are all bright and shiny. Do this enough and you never reach the end of any sales process and actually win the sale.

Sun Tzu teaches that you make the right decision and then you work to make your decision come right. Peter Drucker, the dean of business advice, teaches that one of the two ways to predict the future is to make it happen. I can predict with certainty that there will be a paragraph after this one because I intend to write it. I can predict which sales I will win for the same reason, I intend to win them.

Question Fourteen:

What is the key to a successful sales career?

- A. Trusting in your relationships with people.**
- B. Picking the right company to work for.**
- C. Doing the proper analysis and acting on it.**
- D. Winning more sales than you lose.**

You must act on this type of analysis.
If you use it, you will be successful.
You will have a good sales career.
Too many sales people ignore this analysis.
If you don't use it, your efforts will fail.
Your sales career will be short.

From *The Art of Sales*

Answer:

- C. Doing the proper analysis and acting on it.

Selling requires relationships, but you built sales relationships on mutual need. You can't build a relationship with someone who isn't going to buy from you. A relationship alone never guarantees you a sale. Markets are too competitive. Few people can afford to make economic decisions based on friendship alone.

Picking the right company and products to sell is certainly important, but it cannot guarantee you a good career. Even the best companies have unsuccessful sales people—at least for awhile.

Success comes from analysis and acting on your decisions. War and sales attracts the same types of people. Too many find it easy to ignore reality and do what they want. Sun Tzu did not see headstrong aggression as the recipe for a long military career.

As for winning more than you lose, we will see that Sun Tzu had no tolerance for losing at all. His approach not only demands winning every sale, but winning those sales easily. He thinks that fighting for sale is the hard way to success.

Question Fifteen:

What is the most important communication skill that a sales person must master?

- A. Debating.**
- B. Persuading.**
- C. Demonstrating.**
- D. Listening.**

You discover your customers' interests by listening.
Listening gives you influence.
Listening makes it easy to win sales.
Listening is power.
Understand customers' desires and you can guide them.

From The Art of Sales

Answer:

D. Listening.

This is the easiest question do far. The old saying in sales is that you have two ears to listen and one mouth to talk. You need to listen at least twice as much as you talk. Listening is the heart of analysis. Without it, you don't really know the true situation.

Despite its importance, most sales people find listening the most difficult communication skill. Aggressive sales types, like the warriors they are, feel more in control talking than they do listening. This is unfortunate since it is listening that makes you effective, not talking. Talking is like shooting an arrow. Listening is like taking aim. It's the aim that matters.

The worst thing that you can do is debate with customers. Once you get into a debate, you have lost the sale.

Persuading and even demonstrating are only effective if you first listen. You don't know how to aim the presentation or demonstration unless you first listen. Listening is the foundation for every sale.

Question Sixteen:

If you were to describe selling as one thing, how would you describe it?

- A. Helping customers see the value of your product.**
- B. Controlling your customer's perceptions.**
- C. Overcoming the competition.**
- D. Demonstrating the value of your products.**

Selling is one thing.

You must control your customers' perceptions.

From The Art of Sales

Answer:

- B. Controlling your customer's perceptions.

In the original *Art of War*, Sun Tzu said this much more strongly. He said that war was one thing: a philosophy of deception. To beat the competition, you must force your opponents into making the wrong decisions by misleading them.

In sales, this is more complicated. You have opposition, but that opposition is in the customer's mind. You can't overcome your opposition, but you can't do it by directly deceiving the customer.

Your ability to control people's perceptions is still the heart of the matter. You want to help customers see the value of your product, but to do this you must also surprise them. You have to break through the clutter of everyday concerns and preconceptions that clutter their minds.

In other words, you have to take control of their perceptions.

In sales, you can't *prove* anything. Facts are only important in how they affect feelings. People act on their feelings. Your own feelings don't count at all. Reality is what the customer perceives it to be. You must organize your entire sales process around guiding and shaping your customer perceptions.

Question Seventeen:

What part do your emotions play in the sales process?

- A. You should keep your emotions out of the sales process.**
- B. You should be completely honest about how you feel.**
- C. You should show the opposite of how you feel.**
- D. You should always be assured and confident.**

If you have an advantage, you must seem humble.

If you are struggling, you must seem calm.

If you are convinced, you must seem uncertain.

When you are uncertain, you must appear confident.

From The Art of Sales

Answer:

- C. You should always show the opposite of how you feel.

Controlling customer perceptions requires controlling how the customer feels. You start this process by learning to control your own emotions or at least the customer's perceptions of them. *Your* perception of the situation generates your emotions. You can be confident; you may be worried. In either case, communicating your feelings to the customer can hurt the sale.

People are on contrary creatures. While sales isn't purely a contest between the buyer and seller, customers often see it that way. Because of this, customers always initially oppose you. They know that you want their money. Their initial reaction to that is to fight.

If you appear certain that you are going to win the sale, some part of the customer will want to prove you wrong. When the sale is certain, it is psychologically much more effective for the sales person to appear uncertain. This encourages the customer to reassure you and thus commit himself.

Just the opposite is true when the sale is having problem. Then you must appear confident and certain that you will win. Your confidence will calm the customer and put the problems in the right perspective.

Question Eightteen:

How should you treat the customer's feeling during the sales process?

- A. You should find a way to leverage their emotions.**
- B. You should try to counter their emotions.**
- C. You should attempt to encourage their emotions.**
- D. You should ignore negative emotions.**

If your customers are confident, entice them.
If your customers are confused, offer them leadership.
If your customers are successful, learn from them.
If some prospects don't need you, avoid them.
If your customers are easily excited, get them excited.
If your customers are insecure, build up their confidence.
If your customers are easygoing, save them effort.
If your customers are single-minded, wear them down.

From The Art of Sales

Answer:

- A. You should find a way to leverage their emotions.

Sun Tzu's advice on dealing with your prospect's emotions is very detailed. Sometime you counter the emotion. Other times, you encourage it. Just how you react depends totally on the customer's state of mind. In every case, you use that emotional state to move the sale forward and make it more likely.

The question is: given the prospect's emotion state, what will move them? Confident people are easy to entice. Confused people are looking for leadership. Successful people love to talk about themselves. If the customer doesn't need you, don't waste your time on them.

None of this is intuitive, but if you think about how to leverage the customer's emotional makeup, you might develop some of the same tactics as Sun Tzu. Sales people might also want to memorize his approach to handling people's emotional makeup.

Question Nineteen:

When do you ask for the sale?

- A. At the end of the sales process.**
- B. Constantly during the sales process.**
- C. When the customer is expecting it.**
- D. When the customer least expects it.**

Ask for the sale when they don't expect it.
Change your offer to surprise them.

From *The Art of Sales*

Answer:

- D. When the customer least expects it.

Sales people fall into habits. Customers are used to dealing with sales people and “protecting” themselves against them. While you are mustering your energies trying to convince the customer to buy, the customer is gathering his resources to defend himself against your arguments. The result is the psychological and emotional struggle that people think of as selling.

Sun Tzu wants you to break that cycle. You must emotionally engage your customers so that they forget that they are involved in a sales process. Ideally, the process itself should be interesting enough that it sweeps them away. This is why Sun Tzu wants you to leverage the customer's emotions. The most important step, asking for the sale, should take the customer by surprise.

Of course, in the back of his mind, the customer may be prepared for the closing question. To effect surprise, you find a unique angle of attack. Turn the typical business offer on its head.

Surprise should be part of your sales plan and sales analysis from the beginning. The customer may think that he knows what the sales process will be, but you never reveal the whole process to the customer until the end. You use the *expected* process to set them up for the surprise you plan at the end.

Question Twenty:

As you prospect in your territory, what type of customers should you keep a lookout for?

- A. Customers who need you.**
- B. Customers who fit your plan.**
- C. Customers who will buy quickly.**
- D. Customers who can afford to buy.**

You must find customers who need you.
Don't pass them

From The Art of Sales

Answer:

- A. Customers who need you.

Here, we get back to first principles. Your philosophy must be that you are going to make your customers successful.

Here Sun Tzu is points out one danger of over-planning. Make plans, but do not lose track of your goal in any plan. You can plan to find customers like the ones you have been successful with in the past. However, that doesn't mean that you can afford to overlook new opportunities that present themselves.

A good customer may or may not be someone who buys quickly. We all like to make quick sales, but good customers, that is, customers who need you, are valuable no matter how much work they take to win over.

A prospect may be able to afford your products, but if that customer doesn't need you, the ability to buy means nothing. Frequently, the most successful prospects are those who need you the least because they have the fewest needs. If a customer truly needs you product, they can usually find a way to afford them.

Always keep a look out for customers who need you. You can find them anywhere. As Sun Tzu says, never pass them by. You can't take them for granted.

- B. They discover the single issue that they can't resist.**
- C. You are able to control the sales process and their emotions.**
- D. You are able to overcome all of their objections.**

Before closing a sale, you must know that the customer will buy your product.

The customer must have good reasons to buy.

Before wasting your time, you can see when you will not win the customer.

You can find too few reasons to buy.

Having good reasons to buy wins you customers.

Having too few reasons to buy wastes your time.

From The Art of Sales

Answer:

A. They too have many good reasons why they should buy.

The weight of value wins the sale. Sales never come down to a single issue. A single issue can be the final straw that breaks down resistance, but it is the weight of everything taken together that wins the sales.

The customer's mind is always keeping a ledger. They balance costs, risks, and benefits. The more potential value, the more like the balance out risks and costs. Customer need eventually determines the balance. You use the sales process and your customers' emotions to highlight the benefits. The more strongly they feel those benefits, the more they tally on the customer's mental ledger.

Don't think of objections as something that you must eliminate or overcome. It is okay to let some objections stand as long as you can overbalance them. Accept that there are some costs and risks, but make it emotionally clear that the benefits outweigh them.

Question Twenty-One

What is the ultimate value of doing sales analysis?

- A. It allows you to prioritize your actions.**
- B. It allows you to stick to your plan.**
- C. It prevents you from making mistakes.**
- D. It simplifies communication with management.**

How can you prioritize your actions without analysis?
 You can see where you are by means of questioning.
 You can foresee winning the sale or losing it by analysis.

From *The Art of Sales*

Answer:

- A. It allows you to prioritize your actions.

Selling can make you rich and successful, but you have a limited supply of time. You must concentrate your limited time on the best products, the ones that sell and the best prospects, the ones who will buy. You can do this only through careful and continuous analysis.

This is why continuous analysis is more important than any plan. Plans were made to be changed. Your larger plan should always be to find the best use of your time and the best prospects for your product. In other words, your plan should be continued analysis.

You are *always* going to make mistakes. The more inventive and creative you are, the more mistakes you will make. However, these mistakes are valuable lessons for better analysis in the future.

Unfortunately, the more detailed your analysis, the harder it will be to communicate your plan to management. Few managers have time to listen to well-thought out, detailed plans. Fortunately, this lack of communication hardly matters. What your management is interested in is results. Since analysis based on Sun Tzu is results-oriented, your sales numbers should satisfy management even if your explanations don't.