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The Wedge®

Objective

Learn how to break incumbent relationships to win new business.

Workshop Strategies

1. Know where you are strong and your competition is weak – which leads to how the prospect is being underserved.

2. Learn a process to exploit the competition’s weakness to get the prospect to see how they are being underserved by the incumbent, leading to their “pain”.

3. Use that “pain” to break the relationship between your prospect and the incumbent.

4. Test the prospect’s ability to fire the incumbent and hire you, before investing time developing a proposal.
How Is Your Company Better?

If what you bring to the table is the same as what they already have, they don’t need you. They only need you for what you do different or better.

• What makes you different?
• What makes you better?
• What do you have to sell?

Please list in the boxes below.

TIP: What do you do different or better than your primary competition?

Pooge: Common, abstract keywords that are difficult to visualize. Words that fill space.
When we surveyed companies across the country to see what they believed made them different, here’s what they said:

<table>
<thead>
<tr>
<th></th>
<th>Competitor #1</th>
<th>Competitor #2</th>
<th>Competitor #3</th>
<th>Competitor #4</th>
<th>Competitor #5</th>
<th>Competitor #6</th>
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<tbody>
<tr>
<td>Network</td>
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<td>✓</td>
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<td>✓</td>
<td>✓</td>
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<td>✓</td>
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</tr>
<tr>
<td>Competitive Pricing</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>Technology</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td>Awards</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Experience</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
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</tr>
</tbody>
</table>

**EVERY SINGLE ONE OF THEM!**

**Note:** “If there is not realization of a problem, there is no need for a solution.”
3 Major Components of Business

**TIP:** My job is to proactively control the experience of my clients, making their future predictable.

**Note:** You don’t appreciate what you don’t understand.
Locating Your Prospect’s Hidden Pain

**TIP:** What you do, that your competition doesn’t, is where your prospect is being underserved and where their “pain” has developed into a condition within their latent memory. The only thing that can change a problem into a solution is a proactive service.

A. Car in shop
B. Soccer Game
C. Meeting with boss
D. New guy starting
E.
F.
G.
What Motivates People

- Avoid Pain: 60 - 70%
- Pleasure: 30 - 35%
**Objective:** To get a clear view of something that is tangible and concrete that we want to put in front of the customer.

**Ladder of Abstraction:** A tool to help get a clear view of something tangible and concrete that is a competitive advantage and differentiates you from your competition.

**Differentiate:**

**Note:** Seldom is your competitive advantage something unique. Most of the time it is several small things done well that makes you different.
**Exercise:** Use the grid below to create new proactive services that will enable you to win more business from your competition.

<table>
<thead>
<tr>
<th>PROACTIVE SERVICES</th>
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</thead>
<tbody>
<tr>
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<td></td>
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</tbody>
</table>

**Note:** Pretend you are a customer, ask yourself, “What services would I want provided that would help reduce my cost of doing business?”

**TIP:** What you do, that your competition doesn’t, is where your prospect is being underserved.
Developing Your Pre-Call Strategy

Pre-Call Strategy: A tool to gather all the information needed prior to calling a prospect.
Knowledge Is Power -
Four Levels of Knowing

Do you know your competitive advantage?

**TIP:** The secret to rapid growth is to stop faking it. Admit what you “don’t know,” then develop a plan of action to learn it as rapidly as possible.
How big of a game are you playing?
BIG / MEDIUM / SMALL

What has to happen to get to the top of the next game?

VISION

GREEN
YELLOW
RED
The Wedge® Sales Process
Rules of The Wedge®

Rule #1  The Law of Physics says that no two objects can occupy the same space at the same time.

Rule #2  Nothing is either good or bad except by comparison.

Rule #3  It is easier to get someone to deny that what they have is perfection than to get them to admit there is a problem.

Rule #4  The easiest way to get someone defensive is to talk negatively about a decision they have made.

Rule #5  The more you push them, the more they will push back to get even.

Rule #6  The best idea anyone ever heard was the one they thought of themselves.

Rule #7  To gain leverage, never ask for the sale. Make them ask you.
The Wedge Process
SOLUTION

Vision Box

Obj: To get permission to gather additional information.

"Well, can we talk about that?"

Obj: To elicit a concrete and specific deliverable.

"In regard to . . . what would you like to have happen?"

Replay

Obj: To confirm what they want.

"Here is what I am hearing you say you want . . . Am I on track?"

COMMITMENT

White Flag

Obj: To get invited in.

"Okay. There it is. What would you like me to do?"

T

Obj: To justify whether they can fire the incumbent.

"That's the easy part. Can we talk about the hard part?"

Rehearsal

"Suppose for a moment . . . 8 weeks from now . . ."

Who

(Replay each Vision Box)

Why

What

(Replay)

Replay

Plan

Obj: To help the prospect when they are stuck.

"That's not unusual. Most people haven't thought about it. There is a company like yours . . ."

Replay

Replay

Replay

Option: Third Party Menu Story

Obj: To get permission to gather additional information.
The Wedge Process: The Beginning Steps

Build Rapport

Objective: Build trust with the prospect.

- “How are you doing?”

Fish Net Questions

Objective: To determine whether there is “pain” within the prospect’s active memory.

These are a series of questions used to determine whether “pain” exists in the active memory. If “pain” exists, continue with a Reactive Wedge, if “pain” is not within the prospect’s active memory, continue with Qualifying Questions.

- “How’s business?”
- “Have you had any problems with . . .”
  - “service?”
  - _________
  - _________

Qualifying Questions

Objective: To help determine whether the conditions exist where a prospect would have a need for a proactive service.

- “Have you actually________?”
- “What kind?”
- “How often?”
The Wedge Process: Picture Perfect

Objective: To get the prospect to visualize perfection through concrete words and descriptions, identifying all the elements of a Proactive Service solution, allowing them to recognize the difference between their past experience and your proactive service.

TIP: The easiest way to create Picture Perfect is to physically describe a worksheet, spreadsheet or checklist. Use your hands to pantomime holding the checklist and then point to the parts as you go through it.
The Wedge Process:
Demonstrating Picture Perfect

**Exercise:** Memorize the two wedges from the handout. Learn each one word for word practicing the visuals.

- Read out loud for two minutes
- Practice with a partner 2-3 times
- Turn handout over and practice with your partner 2-3 more times
- Repeat exercise with the second wedge

**TIP:** Demonstrate a physical visual, such as a spreadsheet, to show what they don’t have instead of handing the prospect something that may end up in the incumbents hands. This helps you stay in control of the process.

**Ingredients:** The elements within a Proactive Service Wedge Recipe Card that identify How (Instructions).
The Wedge Process: Take Away

Take Away

Objective: Using a neutral response to get the prospect emotionally involved.

The Take Away is an intentional misstatement. It is designed to get the prospect to identify that what he’s not getting from his current supplier is really a problem.

- The Basic Take Away simply attempts to get the prospect to admit there is a problem.
  - “Maybe it’s not that important.”
  - “Are you okay with that?”
  - “Okay then, it’s not that big of a deal.”

Note: Based on Boy/Girl theory: What you have, you don’t want; What you don’t have, you’re lusting after.
The Wedge Process: Shelf and Transition

Shelf

**Objective:** To set aside, visually on a mental shelf, proactive service wedges as you develop additional wedges.

- “Can we put that on the shelf for a moment and let me ask you this . . .?”

Transition Statement

**Objective:** To get permission to gather additional information.

Once a Take Away confirms a problem exists, a transition statement is necessary to flow into the Vision Box. Its purpose is to get permission to gather additional information:

\[ S = \text{Salesperson} \quad P = \text{Prospect} \]

**Take Away**

\[ S: \text{Maybe it’s not that important.} \]
\[ P: \text{Sure it is.} \]

**Transition**

\[ S: \text{Well, can we talk about that?} \]

**Gestalt:** (geshtält’); *A series of events/actions when unified are greater than a sum of its parts.*
The Wedge Process: Vision Box

Vision Box

Objective: To elicit a concrete and specific deliverable.

Vision is endless – Box it up and make it a deliverable, “Concrete and Specific.” If you don’t know what they want, how are you going to bring it to them? If they don’t know what they want, even when you bring them something good, they may not appreciate it.

“In regard to . . . what would you like to have happen?”

WHAT: These are actions that need to be expanded upon.
Questions: What do you want? What role do you play? What would you like to have happen as a result of these meetings? What would you like to have happen during the meeting?

HOW: This is the process to follow or the quantity needed to complete the goals and objectives.
Questions: How would you like the meeting to flow? How much is your budget? How long should the whole process take?

WHEN: This is the time frame in which to complete the goals & objectives.
Questions: When do you want to start? When is the first report due?

WHO: These are the people involved.
Questions: Who will be involved in the planning? Who will be involved in the meeting? Who will be involved in the follow-up?

WHERE: This is the location where the goals & objectives will be completed.
Questions: Where will the meetings take place?

WHY: This is simply a reminder of why they want to do all they have described, why the solution is important.
Questions: Can you tell me again why it would be important for you to have this happen?
Third Party Menu Story (Optional): Told in third person

Objective: To help the prospect when they have difficulty articulating their vision and is stuck or needs help.

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>BENEFIT / OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. It's not that unusual . . .</td>
<td></td>
</tr>
<tr>
<td>2. There's another company a lot like yours . . .</td>
<td></td>
</tr>
<tr>
<td>3. What they said they wanted was . . .</td>
<td></td>
</tr>
<tr>
<td>4. Does any of that make sense for you?</td>
<td></td>
</tr>
<tr>
<td>5. Which parts?</td>
<td></td>
</tr>
</tbody>
</table>

S: In regards to __________, what would you like to have happen?

P: I'm not really sure.

S: (Third Party Menu Story) That is not unusual. Most people haven't thought about it. There's a company like yours that was growing at a rate of ____ annually and had sales in the ___ similar to yours.

What they said they wanted was for their _____ to come out to their office twice a year to meet with ____________ and ____________, provide them with _______ so they could discuss ___________________________________________.

Does any of that make sense for you?

P: Yes, it makes a lot of sense.

S: Which parts?
The Wedge Process: Replay and The White Flag

Replay

Objective: To confirm what they want.

The Replay is when you repeat back to the prospect what you’ve heard him say he wants. The purpose is two-fold:

1. To get the prospect to hear it and give their confirmation that it is indeed what they said and what they want
2. To ensure you’ve identified solutions to the prospect’s pain

You set the Replay up by saying:

“Here’s what I am hearing you say you want . . .”

Note: Try not to use personal pronouns. Personal Pronouns puts you in a selling mode.

The White Flag

Objective: To get invited in - Gives leverage to deal with the incumbent.

After you get the prospect’s confirmation that you indeed have a picture of what they’d like to have happen, don’t attack by asking for the order. Instead, surrender. You’ll need the leverage to deal with the next problem. You say:

“Okay, there it is. What would you like for me to do?”

Once again, the leverage remains in your court.
The Wedge Process:  
Role-Play: The Wedge®

**Instruction:** Get back into groups of two and follow this model (*remember to use your hands to illustrate the process)*:

**Build Rapport**

S: How are you doing?  
P: Fine.

**Fish Net Questions**

S: How’s business?  
P: Okay.

S: Have you had any problems with . . .  
- service?  
- _________  
- _________  
P: No, not really.

**Qualifying Questions**

S: Have you actually had any _____ issues?  
P: Yeah, a few.

S: What kind?  
P: _________.

**Picture Perfect**

S: Wedge #1 (Proactive)  
P: They didn’t do that.

**Take Away**

S: Maybe it’s not that important.  
P: Sure it is.

**Shelf**

S: Can we put that on the shelf for a moment and let me ask you this?  
P: Okay.
Qualifying Questions

S: How many _____ do you have?
P: _______

S: How old _____?
P: _______

Picture Perfect

S: Wedge #2 (Proactive)
P: They didn’t do that either.

Take Away

S: Okay, maybe it’s not that big of a deal.
P: Sure it is.

Transition

S: Well, can we talk about that?
P: Yes.

Vision Box

S: In regard to . . . what would you like to have happen?
P: I would like . . .

Replay

S: Here is what I am hearing you say you want . . . Am I on track?
P: Yes.

S: Here’s what else I am hearing you say . . . Is that correct?
P: Yes.

White Flag

S: Okay. There it is. What would you like for me to do?
P: We would like for you to put together a proposal for us.
The Wedge Process:
The Rehearsal Steps

Objective: To justify whether the prospect can fire the incumbent.

Transition
S: That’s the easy part. Can we talk about the hard part?

P: What’s that?

Rehearsal

Future Pace Carrot
S: Suppose for a moment it’s __ weeks from now and there’s your proposal. It’s got all the things you said you wanted. In the meantime, you’ve checked us out and you know we’re for real and do what we say we’re going to do. You look at the price, and it’s competitive. Then you say to yourself, “I think I’ve found myself a new supplier.” Can you imagine that happening?

P: Sure, I can imagine that.

Dilemma
S: That will create a new dilemma, and I’m wondering if we can talk about that?

P: What is that?

S: The problem is when you decide I’m your new __ (a)__, how are you going to tell the other __ (a)__ it’s over?

P: I’ll just have to tell him.

(a): Use an appropriate incumbent identifier. Example: - Rep - Agent - Advisor - Vendor
S: That easy?
P: It could be hard, but I'll have to.

S: Can I tell you what's going to happen?
P: What's that?

S: When he finds out you're going to change ______, he's going to bring the wine and cheese basket, and he's going to say "here, you pop the top on the wine while I slice the cheese," and he'll hop up in your lap and start telling you all the things he's done for you. Then he'll say, "Please don't make this change." I'm just curious, when he does, how are you going to handle that?

P: Well, I will just have to tell him

S: And you're comfortable with that.

P: Yeah, I'm comfortable.

S: So it is done.

P: If you can do the things we talked about, I don't have a problem making this change.

S: Fine, I'll go to work.
The Wedge Process: The Reactive Wedge

PROBLEM

Build Rapport ➔ Fish Net Questions ➔ Qualifying Questions ➔ Picture Perfect

"How are you today?"
"How's business?"
"Have you actually had any problems with . . . ?
  • service?
  • coverage?
  • billing?
"Have you actually had any service issues?"
"What kind?"
"When your account executive came out . . . to do a . . . and they . . . So you would not have to worry about . . ."

Reactive Wedge

"When you told your A.E. you were unhappy with ___________________, what did they say?"
1. What did incumbent say they would do about the problem?

Check Pulse

Optional

"How's it gone so far?"
2. What did incumbent do to fix the problem?

Take Away

"And you're satisfied with that!"
3. Is prospect dissatisfied with action to fix problem by incumbent?
# The Wedge Process: Reactive Wedge

In the exercise below, please put a check mark next to those complaints that are common to your area of business. *(On your own, go back and fill in solutions.)*

<table>
<thead>
<tr>
<th>Problem (Active Memory)</th>
<th>Solution (Reactive Wedge)</th>
<th>Proactive Service Wedge (Picture Perfect)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price too high</td>
<td></td>
<td>Marketing &amp; Renewal Spreadsheet</td>
</tr>
<tr>
<td>Never see the _____</td>
<td></td>
<td>Service Timeline</td>
</tr>
<tr>
<td>Does not return calls</td>
<td></td>
<td>Service Expectations</td>
</tr>
<tr>
<td>Inaccurate billing</td>
<td></td>
<td>Service Expectations</td>
</tr>
<tr>
<td>Doesn’t understand my business</td>
<td></td>
<td>Business Plan</td>
</tr>
<tr>
<td>Not proactive</td>
<td></td>
<td>Service Timeline</td>
</tr>
<tr>
<td>Slow ___________</td>
<td></td>
<td>Service Expectations</td>
</tr>
<tr>
<td>Proposals at the last minute</td>
<td></td>
<td>Service Timeline/ Renewal Spreadsheet</td>
</tr>
<tr>
<td>______________________</td>
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</table>

**Script** - S: I hear that a lot . . . out of curiosity, when you told your _______ that you were unhappy because ___________________________ and that you wanted them to ______________ what did they say?
The Wedge Process: Reactive Wedge in Action

It will be important to your success with The Wedge® to go back and create solutions for each of the examples on the previous page. If you’re prepared, you’ll know what to do when that situation is thrown out at you as a potential problem.

When a prospect throws an expected problem at you during a conversation, we recommend beginning your Reactive Wedge with this statement:

“That’s not unusual. I hear that a lot...”

In addition to the Reactive Wedge allowing us to identify a problem we didn’t know existed, it feeds us back into a Proactive Wedge (proactive service). Let’s illustrate:

S: When you told your _____ that you were not happy with (problem) and that you wanted them to (solution) what did they say?

P: They said they would fix it.

S: How’s it gone so far?

P: I never told them.

S: Why not?

P: It’s better than it was.

P: It is not that big of a deal.

P: Never made time.

S: And you’re satisfied with that?

P: Nothing really changed.

S: And you’re satisfied with that because better is good enough?

P: Oh, it’s not that bad.

P: Yes.

P: No.

S: Can I put that on the shelf for a moment? Let me ask you this (go to corresponding proactive wedge)

P: I wanted to see how you would handle it.

S: How were you hoping I would handle it?
The Wedge Process:
Role-Play: Reactive Wedge

<table>
<thead>
<tr>
<th>PROBLEM (Active Memory)</th>
<th>SOLUTION (Reactive Wedge)</th>
<th>PROACTIVE SERVICE WEDGE (Picture Perfect)</th>
</tr>
</thead>
<tbody>
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S: I hear that a lot. Out of curiosity, when you told your _______ that you were not happy with ___________________________ and that you wanted them to ___________________________ what did they say?

P: They said they would fix it.
P: I never told them.

S: ___________________________

P: ___________________________
P: ___________________________
S: ___________________________
Conclusion

Where do I go from here?

To make The Wedge® work for you, you’ll have to practice the concepts and techniques you’ve learned the past two days. Don’t give up—keep working it and working it until you get it perfected.

Here are some specific things you can do to dramatically increase your new business income with The Wedge®, beginning now:

• Beginning tomorrow, using the concept of the Game Theory, hand-write a script every day while eating your Wheaties®.

• Find a role-play partner and practice regularly for the next few months—2 hours a week.
Addendum
Moving Down the Ladder of Abstraction

ABSTRACT
Definition: Hard to understand - vague

SPECIFIC
Creating Picture Perfect Recipe Cards

Now it’s time to create your own recipe cards. Follow the instructions below carefully and use the following page to script out your own recipe card. Every detail is critical, so be specific and thorough.

1. **Use a pencil!**

2. Fill out the recipe card completely before putting it in the script.
   a. **WHAT**
      Identify a condition that you can convert into a problem/solution (i.e. Service Timeline)
   b. **INGREDIENTS**
      Identify the necessary documents or statistics that need to be present in order to complete the activity
   c. **HOW**
      — list the necessary elements (what documents do you need?)
      — explain how the ingredients are processed; how will you use the documents, what action will be taken with them

3. Complete the script.
   a. **Who**—supplier
   b. **When**—tie it to a certain date, such as renewal or when he first took the prospect on as a client
   c. **What & How**—complete recipe card
   d. **Why**—turn it into a negative (use words such as waste, lose, overpay, be out of control, worry, be unpleasantly surprised, etc.)
### Sample Areas of Service: Examples of Ingredients

<table>
<thead>
<tr>
<th>Reports</th>
<th>Manuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>utilization</td>
<td>product manual</td>
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<td>billing</td>
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<th>Checklists</th>
<th>Delivery</th>
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<td>proposals</td>
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<tr>
<td></td>
<td>policies</td>
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<tr>
<th>Spreadsheets</th>
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Sample Recipe Card –
Creating a Proactive Service Wedge

WHAT:

INGREDIENTS:

INSTRUCTIONS (How):

When (WHO) incumbent

Came Out (WHEN) Specific Time

To Do (WHAT) Event

And They Got Out (HOW) Instructions

So That You Wouldn’t Have To Worry About (WHY) Go Negative
Pain

I’m Curious, Were You Comfortable With How They Went Through The Process?
Sample Recipe Card – Creating a Proactive Service Wedge

WHAT:

INGREDIENTS:

INSTRUCTIONS (How):

<table>
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<tr>
<th>WHEN</th>
<th>(WHO) Incumbent</th>
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<tr>
<td>CAME OUT</td>
<td>(WHEN) Specific Time</td>
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<tr>
<td>TO DO</td>
<td>(WHAT) Event</td>
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<tr>
<td>AND THEY GOT OUT</td>
<td>(HOW) Instructions</td>
</tr>
<tr>
<td>SO THAT YOU WOULDN'T HAVE TO WORRY ABOUT</td>
<td>(WHY) Go Negative PAIN</td>
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</tbody>
</table>

I’M CURIOUS, WERE YOU COMFORTABLE WITH HOW THEY WENT THROUGH THE PROCESS?
S: When your supplier came out ________________ and they got out ________________ and developed ________________, so that you wouldn’t have to ________________. Were you comfortable with how they went through that?

P: They never came out.

S: I don’t know, maybe it’s not that important because ________________ ________________.

P: No, it is important.  

S: Can we talk about that?

P: Okay.

S: In regards to __________, what would you like to have happen?

P: What would be ideal is if . . .  

S: That’s not unusual. There’s another company like yours . . . Does any of that make sense for you?

P: Yes, that makes sense.

S: Which parts? (Back to Vision Box)

P: I don’t know what I want to have happen.

S: Here’s what I’m hearing you say you want. Am I on track? Is there anything else?

P: Yes you’re on track. I can’t think of anything else.

P: What I said was . . .

S: There it is. What would you like for me to do?

P: Can you give me a quote?

P: Nothing right now.
Best Deal Close

Objective: A technique used to negotiate a level playing field when you can’t find any pain and you still want a quote.

Rule #1 If you never told them they can’t “roll you,” don’t blame them when they do.

Rule #2 Last look wins 99% of the time.

Rule #3 Don’t forget to rehearse.

Rule #4 If you can’t win, get out — you don’t need the practice.

Note: It’s when you’ve got Goliath and they’ve got David in terms of suppliers (or something equivalent). You know that when you’ve put Goliath up against David in the past, you have always wiped them out. But, the problem is that if you give David a big enough sling, he’s going to take out the giant.
Best Deal Close in Action

S: At this point in our conversation, it’s my sense that you’re happy with your supplier, the office, the price, the service and the delivery. You’re a pretty happy camper. Is that a fair statement?

P: That’s a fair statement.

S: Can I tell you the problem I’m having?

P: Sure.

S: I’ve got this ____________ that’s got a ferocious appetite for what you guys do.

When I first started bringing them in about 15 months ago on this type of account, we just cleaned the other guys’ clocks. But for whatever reason, the other guy got a chance to nibble, nibble, nibble, and before long, my first 3 or 4 prospects never made a change.

So, because of that, I’m wondering what would have to happen for you to be willing to take my best deal against their best deal and let the best deal win. No second looks. No going back to the ____________?

P: I’ll do that.

S: Great.

P: You’d have to beat my guy.

S: Makes sense. By how much?

P: 10-15%

S: Which one, 10 or 15?

P: 10% is fine.

S: Okay.

P: Just bring me your best deal, and we’ll consider it.

S: Makes sense. Let’s suppose, there it is. My best deal. And it’s better than what you’ve got. What happens next?

P: You’d be in the running.

S: Okay.

P: I wouldn’t. I’d always give my guy last look.

S: I don’t blame you. Let me ask you this. After you give him a chance to look at it, could I have another chance?

P: I guess.

S: After I get another chance, will you give him another chance?

P: Probably.

S: It looks like we could be spending a lot of time together. There’s nothing I can do to get you to match up best deal to best deal?

P: Okay, I’ll do it. Best deal for best deal.

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**SERVICE ISSUES**

Have you actually had any service issues?

What kind?

When your supplier came out __________ and they got out ________ ____________, developed a plan of action, so you would not have to worry about ___________. I'm curious, were you comfortable with how they went through the process?

Identify issues that may cause ___________.

Prospect, Executives and Sales Managers.

Prospects Office.

Prospect and Associates discuss a plan-of-action from the results of a Claims Review.

6 months from policy activation date.
<table>
<thead>
<tr>
<th>Qualifying Question</th>
<th>ProActive Service</th>
<th>Vision Box</th>
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**Gestalt**: (geshtält'); A series of events/actions when unified are greater than a sum of its parts.

**Ingredients**: The elements within a Proactive Service Wedge Recipe Card that identify How (Instructions).

**Ladder of Abstraction**: A tool to help get a clear view of something tangible and concrete that is a competitive advantage and differentiates you from your competition.

**Pooge**: Common, abstract keywords that are difficult to visualize. Words that fill space.

**Pre-Call Strategy**: A tool to gather all the information needed prior to calling a prospect.