Negotiation Skills

Making the Most of Every Sales Opportunity

Excerpts from articles and training sessions conducted by Mark Hunter

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September 2009

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Personal Confidence Leads to Successful Negotiations

- The single greatest asset your company has is you!
- You are the only sustainable competitive advantage your company has to offer.
- The offer you receive is in direct correlation to the confidence you have on the inside and the perception the other person develops about you from your "outside."
- When you are buying, you are also selling. People lose confidence when they forget the "selling" effect of their buying activity.
- Confidence is not the same as arrogance. Arrogance creates barriers; confidence creates communication.
- Remain positive and pro-active.
- When you finish a negotiation, always thank the other person, but don't be so confident that you "over-celebrate" it.

Be Careful Where You Look

When you are in the middle of a negotiation or in a tough spot during a sales call, be careful where you look. Looking at the floor is a sign of weakness. Looking at the customer or prospect communicates confidence. If you can't give somebody eye contact in the middle of the toughest part of your negotiation, how can you ever expect people to believe you're credible?

The Three "Ts" of Negotiating: Trust, Time and Tactics

Trust

The more trust you and the other party have in each other, the less need there will be to negotiate. The risk is in knowing whether the trust is real or perceived.

Trust only comes through time. To gauge the level of trust you have established, consider what the other person has told you about their company. The more they tell you that is not known by others, the more trust they have in you.

Perceived trust is blind and will get you in trouble very quickly. It often comes when the other party is a good communicator and is easy to get along with.

Time

The more time you have before it's necessary to finalize the deal, the greater your leverage. If time is of the essence to you, do not allow the other party to know what your short lead-time is because a good negotiator will use it to their advantage.

Tactics

People use tactics to negotiate when they do not have an established level of trust with the other person or they don't have time working in their favor. The number and type of tactics a person will use is in direct proportion to the lack of trust they place in others.

When you're in a selling situation where you feel you must negotiate a better offer to seal the deal, do so by discussing things other than the price. Do not get in the habit of discounting your product or service. By doing so, you'll risk future profits and reduce your immediate cash flow.

Understanding "Power" when Negotiating

Good negotiators discern where the power is when negotiating. What is the ultimate gain the person with whom you are negotiating wants? When you know this, you then have the power to alter your offer to capitalize on their expectation.

Where does your power lie?

Where does the other person's power lie?

Where else can power be found?

What do I need to do?

Price Discussion: When faced with resistance to price, offer the customer an example of where they spend considerably more money on something else. By doing so, the customer will begin to put into context the amount you're asking them to spend with you.

Avoid Negotiating Over the Phone

Avoid negotiating over the phone. Use it as a means of introducing, following-up, or confirming information. It's impossible to truly read body language over the phone, so you lose a major negotiating tool. A phone call, however, is an excellent way to introduce a new idea upon which you would like to receive some feedback. Many times, it will allow criticism to be gained in a less threatening manner than if it were to occur in a traditional sales call.

Confidence Sells!

Recently, I found myself dealing with a retail salesperson who was attempting to explain to me the benefits of the item I was looking to buy. As I stood there listening to him, I was struck not by **what** he was saying but by **how** he was saying it. It didn't take long for me to realize that the person with whom I was dealing was either a new salesperson or new to the department we were in. Needless to say, I wound up leaving the store without purchasing anything.

Later, I found myself reflecting on the salesperson and the struggle he had making a sale. He clearly knew what he was talking about, he was able to respond to my questions and, on a couple of occasions, he elaborated far more than was necessary. However, the reason he was unable to close the sale was because he didn't have any confidence in what he was saying and he was very uncomfortable talking to someone who could have been twice his age.

Retail sales is all about providing the customer with an experience, and that experience must include having confidence in the salespeople. In my case, the salesperson had **product** knowledge but not **sales** knowledge. He didn't need to be incredibly "sales savvy," just confident in what he was explaining to me. After thinking about it, I realized that every question I asked was to help me gain the confidence that he failed to initially convey. The problem was that he viewed my questions as my desire to know more about the item, when, in reality, I just wanted some assurance in the purchase I was thinking about making. If he would have merely spoken to me using a full and firm tone of voice, avoided using "um" and "ah" frequently, and shared his thoughts regarding my potential purchase based on his knowledge of the product and my input as to what I was looking for, he probably would have been able to close the sale. In the end, we both ended up wasting our time. More importantly, the retail clerk's self-esteem probably dropped because he wasn't able to complete the sale.

This situation occurs frequently and it's unfortunate, because nothing good comes out of it: for the store, the employee or the customer. Circumstances similar to what I've just described are one of the primary reasons Retail has a high turnover rate.

Store managers need to take the time with every salesperson to teach beyond just product knowledge. All new salespeople can benefit from being walked through the entire sales process in a manner that allows them to build up their self-esteem. Store managers should challenge themselves to be committed to regularly instilling confidence in each of their employees.

In the end, I decided that I probably would have purchased the item if I had been dealing with a confident person who was not quite as knowledgeable. Salespeople need to learn to be self-assured and proud in the service they provide to customers. Although product knowledge is important, it is not essential to "know it all." They need to develop the ability to confidently engage the customer with the knowledge they do have.

In summary, I believe a confident salesperson will become a top performer, and it's the top performer who shows up for work everyday.

Negotiation Checklist to Ensure a Successful Outcome

1. Never negotiate with anyone who is not qualified to negotiate.

2. Never put things into writing unless you're prepared to live with them.

3. Always have room to give something the other person will deem as a perceived benefit.

4. Know when to walk away and be confident in doing so.

5. Know at least 5 things the other person wants that you can offer.

6. Know at least 5 things you can say that will discount what the other person is offering (price not included).

7. Always treat the other person with respect and dignity. Negotiate over things and services, not personal matters.

8. Never enter into a negotiating process until both sides are clear on what is being negotiated.

9. Use the sell / buy approach first. Only move to a negotiating phase if you are unsuccessful.

10. Never offer up options until after you're deadlocked on price and the customer has provided you with additional information.

11. Always put the negotiated outcome in writing immediately. Do not leave issues open for further discussion.

12. Upon reaching an agreement, thank the other party, but do not celebrate.

Knowing the needs and desires of the other party allows you to present options that can and will be of significant value to them without costing you anything. Listen to what the other person is saying. It's even better is to ask them a question or make a statement that challenges their thinking.

Statements You Can Make:

"It would be nice if we could figure out a way to work together."

"I'm sure if we could find a way to work together once, we'd find more even more ways to do so."

"In the past, the companies we've worked with in this same type of situation have become some of our best partners."

A Person May Say:	What It Can Mean to You:
"We would find it extremely difficult to meet that deadline."	"It's not impossible."
"Our company is not set up to handle requests like this."	"But, it can be changed to meet this."
"I am not empowered to negotiate this price."	"See my boss."
"It is not our normal practice to break bulk."	"So what's normal?"
"Our company never negotiates on price."	"We do negotiate what you get for it."
"We can discuss that point."	"It's negotiable."
"We are not prepared to discuss that at this stage."	"It's negotiable tomorrow."
"We never admit liability."	"We only make ex gratia payments."
"Our price for that quantity is X."	"Different quantity, different price."
"These are our standard contract terms."	"They're negotiable."

29 Sales Territory Questions

1. What is it I really like about my accounts?

2. What is the number one thing I don't like about my accounts?

3. What is it my accounts would say they really like and appreciate about me?

4. What is it my accounts say they like about my competitors?

5. Would my accounts say I am or am not a valuable asset to them and why?

6. Do I really know what the objectives are of my accounts and my prospects?

7. When accounts leave me, do I know really know the reason why and what am I doing about it?

8. What are the top three reasons why people do business with me and how do I know this?

9. What are the top three reasons why people do not do business with me and how do I know this?

10. What are the elements of my sales call that really go well and what areas do I have trouble with and what am I doing about these?

11. What is the really big objective I need to accomplish to grow my territory?

12. What is keeping me from accomplishing my big objectives?

13. What are the things I do each week that do not help me build my territory?

14. What do I need to do to put passion into my job and to convey passion to my accounts?

15. When prospects do not buy from me, do I really know the reason why they don't and how effective is my follow-up plan?

16. How many referrals do I get each year from my accounts and what do I need to do to get more referrals?

17. What do I need to change to cut down the amount of travel time I have each week / month?

18. What things am I no longer doing that at one time were the things that made me successful?

19. If I were to lose my biggest account, what would I need to do to replace that business?

29 Sales Territory Questions (continued)

20. How really determined am I to making my goals? (Are there other goals in my life I'm more determined to achieve, why?)

21. What are the things I do or the questions I ask that really get my accounts talking?

22. Do I know the difference between a prospect and a suspect?

23. What are the five things I would tell a new person I was training they would need to do to be incredibly successful?

24. What is the average number of sales calls it takes on a prospect to convert them to a customer? Is the number decreasing or increasing?

25. What is the % of leads that ultimately turn into customers and how long does it take?

26. What is the profile of the key decision makers we deal with?

27. What is the profile of the key influencers / users we deal with?

28. What is the profile of a perfect prospect? How do I find / create more of these?

29. What do I need to do to make one more sales call per week?

Uncover New Benefits: After people have had time to experience the product or service you're selling, they often begin to realize benefits they weren't expecting. Talk to your long-term customers and find out what additional benefits they're experiencing. **You may find it advantageous to use these in your future sales presentations.**

Position Yourself as a Leader

It's been said that to be a successful salesperson, not only do your listening skills have to be great, but your closing skills have to be even better. However, I believe that although these skills are helpful, they are not essential. In my opinion, to be a top-performing sales professional, you must be a great leader. It is a fundamental character trait. Although we've all known salespeople who have had stellar years based on the luck of a few great clients, those with sustained, long-term success always exhibit great leadership skills.

What is a leader? Leaders are people who empower others to do seemingly impossible things, whether individually or as part of a group. They help people see issues and opportunities they would not normally see themselves. Most importantly, they instill a level of confidence in people that compels them to be pro-active in dealing with situations they otherwise would be hesitant to handle.

These leadership traits are essential for top-performing salespeople to exhibit in their jobs on a daily basis. By demonstrating these qualities to your prospects and clients, you are communicating your value to them. They will see that you have their best interest in mind and are not out to just "make a sale." You will create the confidence they need to desire to do business with you. Salespeople who see themselves as leaders are far more likely to provide the client with the services necessary to help them achieve their long-term goals.

Top-performing salespeople understand how positioning themselves as a leader can further their success. Since the easiest way to increase your profits is to sell more to an existing customer, it only makes sense to display leadership to them. In addition, because the best new clients often come from referrals, your existing customers will be much more apt to confidently recommend you.

In my experience, I've observed that salespeople who behave as leaders are less likely to have to use multiple closing techniques to make a sale. I firmly believe that the higher the degree of leadership in a sales professional, the less time spent on closing the deal. Similarly, the opposite holds true, and the result is a loss of valuable time.

Over the years, I have come to believe that "sales is leadership and leadership is sales." The more salespeople I work with, the more I confirm the validity of this statement. Although it's important to work on both your ability to listen and your closing techniques, fostering your leadership skills is far more essential. Begin today to set yourself apart from the competition by positioning yourself as a leader to your employees, your clients, and your prospects.

The "Do's" of Successful Negotiation

- Negotiation is the process of discussing ways to find a bigger solution for both sides.
- Aim high.
- Understand who has the power and how you'll counter it.
- Negotiate with people who are able to negotiate with you.
- Ask lots of questions.
- Be patient – time can be power.
- Empathize, but do not sympathize.
- Keep communicating to advance relationships and the negotiation objectives.
- Avoid confrontation. Never allow the negotiations to become personal.
- Know who you're negotiating with.
- Give some on time.
- Know when to leave comments alone (the use of silence).
- Take notes.
- Expect the unexpected and rehearse.
- Maximize the value of your concessions.
- End negotiations positively. Think how to make the outcome a bigger win for both sides.

Assumption Closing: Never assume you won't close a sale. When you receive the first buying signal from a customer, use the "Assumption Close" by making the following type of statement: "We'll go ahead and set it up to ship by ____." With this type of assertion, you don't have to close with a question.

The "Don'ts" of a Successful Negotiation

- Don't give variables without receiving concessions back.
- Don't create precedents. Think of the long term.
- Don't negotiate on areas over which you have no control.
- Don't rush or panic.
- Don't deadlock.
- Don't stop thinking / make assumptions.
- Don't be complacent.
- Don't keep chasing lost causes.
- Don't compromise your ultimate objective.
- Don't relax your guard.
- Don't underestimate others.
- Don't let the buyer think there's more.
- Don't be afraid to walk away.

Agree on Something

Never end a sales call without having agreed with your customer on something, even if it's not to actually close the sale. The objective of coming to an agreement, no matter how small it might be, is to demonstrate to the customer that you're able to move the sale forward. If possible, agree on one particular aspect of the sale and use this as a building block for the next time you meet. However, if you can't see eye to eye on a particular aspect, you may be able to concur on the items you intend to follow-up on or a time to get together again. The important thing is that you agree on something and use whatever it is as a "next step" towards a future sales call.

Negotiation Techniques: Commonly Used Tactics

These techniques are provided to allow you to understand what a trained negotiator may use against you. The key is to be able to spot a tactic being used on you and know how to counter it.

Never attempt to use the same tactic multiple times with the same customer. Remember that with any negotiation, your integrity is in play. The positions you take and the comments you make will directly reflect on both your integrity and the perception people have of you.

Techniques:

Lower Expectations: Allow the customer to believe they will receive something less than they expected if they don't agree to the terms you've laid out.

Trial Balloon: If you're not sure where the customer is headed, throw out an idea (preferably a very high one) to determine the temperature of the customer. Many times, by merely suggesting what may seem to be a high price, it will soften them up to accept the more realistic price you're planning to offer.

Take Me to Your Boss: If you feel you're not getting anywhere with the person with whom you are negotiating, tell them that you can't proceed any further without talking to their boss. Mentioning this will often encourage them to close the deal with you right away.

My Boss is an Ogre: When a customer makes an outlandish demand on you, tell them that you'll have to take it to your boss. Suggest that when your boss finds out what they are requesting, he'll make you change the current offer on the table to one that will not be as favorable as the customer would like.

Time Pressure (Act Unpressured): Don't act like you have to have the order. Allow the customer to believe you have all the business you need. If they want the order placed, they'll have to do so on your terms.

Salami: If you can't get what you want all at one time, break the request down into smaller "slices" to get the customer to approve them. This is the most frequent tactic customers will use back on us.

Columbo: This tactic comes from the television show "Columbo." As you're about to walk away from the customer, ask them for one more piece of information or one more concession as a way of closing the deal. This is a common technique used by expert negotiators on salespeople and, in particular, on seasoned ones.

Telephone: Although it's best to avoid using the telephone to negotiate, you can use it as a way of saying that you weren't quite sure of what the customer was asking for in the message they left you. Auto salespeople commonly used this technique in years past as a way of manipulating customers.

Handshake: if you're close to getting the deal, but are afraid of one more potential issue popping up, then stand up, shake their hand, and thank them for the order.

Bleeding: Similar to the salami technique, you can use it to secure a price increase by working in small increments. Keep in mind that the more increments you use, the more bleeding you'll do from a profit standpoint until you reach the full price.

Breaking a Deadlock: If you can't reach an agreement, throw out an offer on a small piece of the business as a way of getting the customer to agree to something. This will help break the deadlock.

Silence: When talking to the customer either in person or on the phone, wait as long as it takes for the customer to respond. If after 30 seconds the customer doesn't respond, then use the "assumptive" or "authoritative" close.

False Concession: If you're not sure that the customer is serious, throw out an offer on something you know the customer doesn't need. This can help you determine their intentions about working with you.

Agenda: If the negotiation is going to deal with a number of issues, enter the meeting with an agenda and use it to keep the process on track. This is a very effective technique to use if you're dealing with a customer who is easily distracted and does not have a sense of time.

Cherry-Picking: Never show a customer too many options at one time. They will select those they want immediately and then continue to come back and select more options along the way.

Never Name Your Position First: Allow the customer to state their price first. This technique works great when dealing with a new customer who has been previously buying from someone else.

Future Promises: Be careful. It's easy to make a commitment to something you expect to be able to deliver in the future, only to have things change on you. At the same time, it's very easy for a customer to make a promise about business they'll send your way in the future if you're willing to work with them now.

Your Competition Has Offered This: Many times, this is nothing but smoke. Never allow yourself to believe what a customer is telling you a competitor is offering them. There are far too many variables in any offer that make a direct comparison futile.

Use of Precedents (Other Side of Your Business): Never allow yourself to be convinced that by offering a special deal on this order, it will result in something in the future. The initial price, no matter what is said, will be what all future orders are based on. The result is lost revenue that will never be made up.

"Good" Guy – "Bad" Guy: If you can't finalize the negotiations, then allow someone else to negotiate for you, creating a "good" guy / "bad" guy scenario. Make sure the customer is aware as to who is the "good" guy.

Higher Authority: When a customer is expecting something, rather than conceding it to them, state that you'll have to talk to someone higher up in the company to see if it's OK. The customer will then place a greater value on what you're giving them.

Sponsor Charity: If you can't reach a deal, offer to support their favorite charity if they'll close with you today.

Other Departments: If a customer is making a number of demands on you, tell them you'll have to get other departments involved. Reiterate that it will slow down the whole process. By mentioning this, you may be able to determine if what the customer is asking for is really important.

Negotiation Techniques: Commonly Used Tactics (continued)

Over Familiarization: If you're dealing with a customer who has an ego, they may feel they know every option, etc. If this is the case, stroke their ego by moving rapidly through the options to secure an agreement.

Changing Behavior (Reframing, Labeling): A customer who can't seem to make up their mind may need to have things merely repositioned for them by using different wording, etc. This may get them to finally make a decision.

Body Language: If the customer makes an outlandish request, don't hesitate to flinch or allow your body language to show your displeasure. At the same time, if the customer is asking for something that is of little or no value to you, use your body language to express what you're being asked to give them is significant.

Act Unprepared: This is a great technique to get the customer to relax and let their guard down. This will also prevent the customer from becoming defensive and trying to be the ultimate negotiator.

Know the Influencer

With many sales, it appears there is only one person involved in the decision-making process. Yet, more times than not, another person is behind the scenes influencing the decision. When you make your sales call, always assume there is an influencer, and expect to deal with him or her as well as your call contact. To find out who that influencer is, use probing questions with the customer such as: "Who else in your organization is typically involved in decisions such as these?", "When decisions like this have been made in the past, what are some of the things others have said?", and "Where does a decision like this rank in terms of other decisions you typically make?"

Sell With Your Voice

We can only sell what we're passionate about, and how can people know we're passionate about anything if our voice doesn't reflect it? If you truly believe in what you're selling, it will be communicated in the tone, pitch, and inflection of your voice. Don't be afraid to let your voice come through and use it as the powerful sales tool it actually is.

10 Tips to Improve Your Negotiations

Always make sure you know what the other party is really looking for.

Never allow yourself to get sidetracked by the other party. Keep the conversation on the issues being negotiated.

Seek to find alternative solutions the other person would find of interest.

Use time to your advantage. Know what timeline the other person is working against.

Never allow the other party to know any absolute time constraints you might be under.

Know how the other party defines success concerning what you're negotiating.

Never use a weak voice when offering a solution. It will cause the other party to feel there is something else they can get.

Display confidence by showing eye contact when offering a solution or trading something.

Use silence as a way to get the other party thinking and to help reinforce your points.

Never put anything in writing until the final negotiation is complete. Once something is in writing, it's very hard to get it changed.

Pulse Check Questions: When you're in need of determining whether the customer understands the benefits of what you're discussing, ask them at any time: "What do you like about ______?" or "What are the things you see about _________ that you like so far?"

Many sales are lost because of "sales." To be successful in this profession requires listening to the customer. Unfortunately as salespeople, we often hear so many different things that we feel the need to provide solutions for all of their problems. When this happens, sales professionals can overwhelm the customer, causing them to become confused and not buy anything.

For the salesperson, it all begins when Marketing comes out with what they perceive as the greatest new product or service to hit the market. Marketing will proclaim that their latest creation will solve all of the problems any customer has or could possible ever have. They continue to promote an assortment of product characteristics all matched to whatever issues the customer has.

Meanwhile, attentive salespeople absorb this information and subconsciously begin to look for ways to apply everything Marketing has proclaimed. It's only natural for sales professionals to believe the information and to assume that it applies to everyone. Once they adapt this mindset, one of the biggest "quiet mistakes" in Sales occurs. It's not an error made in front of a customer, such as misquoting a price or missing a key date. Rather, it's a "quiet mistake" because it happens long before a sales call, and, therefore, becomes hard to see how it could result in a lost sales.

Anytime a salesperson is dealing with a customer, patience must be exhibited to not only find out what their needs are, but also to discover which particular need best matches what is being offered. Unfortunately, salespeople often do not take the time to validate the needs they hear. Instead, they treat all of the needs as being equal, remember what Marketing has told them, and begin to think they've come across the perfect customer for their product/service. This is where many sales are lost because the salesperson does not narrow their focus. Therefore, it is critical for sales professionals to think "sale," not "sales."

Top performing salespeople are confident of their skills and their ability to close a sale. They focus on helping the customer fulfill their primary need. Average salespeople, on the other hand, attempt to satisfy numerous needs and in so doing, end up losing the sales by overwhelming the customer.

The key to being a successful salesperson is to focus on selling to the primary need of the customer, not on multiple needs. This will result in a higher closing percentage and, in the long-run, allow you the opportunity to continue the relationship by helping the customer solve the other issues they have identified.

"The greatest privilege we have is providing our customers with the privilege to succeed."

"The greatest sale you'll ever make is selling the right, privilege, honor, and respect to meet with the person again."

"Your customers will never pay more than you tell them to."

"Attitude trumps knowledge on any sales call."

“Commodities are sold at cost; benefits are sold at a profit.”

“Success does not come from answers you know. It comes from the questions you ask.”

“Customers buy confidence.”

“The best sales person is not the best sales person; the best sales person is the one who knows why they’re not the best sales person and is doing something about it.”

Confirm Appointments Via Voicemail

If you need to confirm an upcoming sales call, do so by leaving a voicemail rather than email. When you use e-mail, it's easy for the prospect to hit "reply" and cancel the meeting. Voicemail requires more time and will result in fewer cancelled meetings.

The contents of this eBook are excerpts taken from articles and training sessions conducted by Mark Hunter, with additional commentary from his *Sales Motivation Blog* and *Sales Hunting Tip* emails.
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To find out more about Mark's selling philosophy, you can visit his website at www.TheSalesHunter.com or his *Sales Motivation Blog* at www.TheSalesHunter.com/blog.

Mark Hunter
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Mark Hunter, "The Sales Hunter," helps individuals and companies identify better prospects, close more sales, and profitably build more long-term customer relationships. As a keynote speaker, he is best known for his ability to motivate and move an organization through his high-energy presentations.

He spent more than 18 years working in the Sales and Marketing divisions of three Fortune 100 companies. During his career, he led many projects including the creation of a new 200 member sales force responsible for volume in excess of $700 million. Mark has held sales management roles in teams ranging in size from 20 to 900 members. This level of experience is at the core of every program he delivers each year to thousands of people throughout the country in the areas of Sales, Communications, and Leadership.

Mark Hunter not only has expertise in Sales, but also knows how to communicate it to others. He is a member of the National Speakers Association, the premier speaking organization recognized around the world for its top-notch communicators.

Since founding the company in 1998, the mission of "The Sales Hunter" has been to help both individuals and companies dramatically improve their bottom line by growing their top line through increased sales. Mark's programs include "It's Not What You Say, It's What You Ask," "How to Marry Consultative Selling and Negotiation Skills," and "Shut-Up and Sell More." These programs allow businesses to gain the edge they need to compete and win in today's marketplace. Furthermore, Mark tailors every program to fit the specific needs of each client, thus helping to ensure its success.

People around the world benefit from the wisdom, motivation, and inspiration of "The Sales Hunter" every week. His insightful videos and podcasts are popular downloads on YouTube and iTunes, and he has been quoted in numerous magazines and newspapers. His free, weekly *Sales Hunting Tip* email is received by thousands of salespeople across the globe. Additionally, many of his articles on Sales have been reprinted in some of the industry's leading magazines and business websites.

Mark Hunter's style is on display in all of the presentations he gives. Participants frequently comment on his ability to make things come alive through his lively, interactive style and his ability to tie into real-life experiences. Because he firmly believes in customizing each program to the needs of the client, he will request to interview the senior officers of your organization and to review your sales materials in advance of the program. As time allows, Mark also strives to interview people who will be attending and, if possible, to visit or work with them in their jobs in an effort to help him connect with his audience. This heavy involvement prior to the start of the program is at the heart of what he teaches regarding consultative selling: listen to the customer and allow them to express their needs. In addition, at its conclusion, each of the attendees can expect to receive additional information from Mark to ensure that application of the material is occurring.

To find out more about Mark's selling philosophy, you can visit his Sales Motivation Blog at www.TheSalesHunter.com/blog. In addition, his numerous articles on Sales can be found on the website in the "Resources" section.