

BUYING MOTIVES



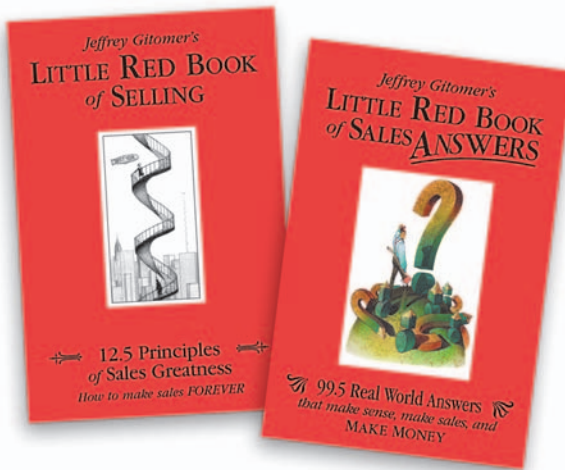
*Jeffrey
Gitomer's*
LITTLE
E-BOOK
OF

WHY
people
BUY

Thanks for being my customer!

I appreciate your
business and support.
This book is your bonus
and my gift to you.

The Little Red Books
are making history,
thanks to YOU!



Make sure everyone
you know has
both of these books
(except your competition)!

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Motives to buy are the most powerful motivator to securing a sale.

I focus on buying motives.

Reason? They're a million times more powerful than selling skills. Make that a zillion. And here's the best part -- your competition is still "selling."

Two big questions: How do you uncover buying motives? At the heart of understanding and capturing buying motives is a strategy that's so powerful it's almost always overlooked.

Big answer: Ask previous customers. Ask them why they bought. Yes, it's that simple. But, it will help if a few things are in place. First you have to have a relationship with the customer you want to ask. Second, you should have a reason to visit other than "taking." (The meeting will be much more communicative if you are offering something of value in exchange for his or her candor.)

The Bigger question is:
How do you find
the *real* motive to buy?

The answer is not only simple, it's been in front of your face since you began your sales or business career. The answer lies with your customer. If you go back and find their buying motive inside your last ten sales to them, it's likely that you will not only have the eleventh (sale), but you will have hundreds, maybe thousands more sales.

The answer (as always) lies in the question.

When you begin to interview your present customers as to why they place an order with you, there is a set of questions for you to ask. You must master them. The dilemma is, that you can only master them *as* you use them. They will entail extracting stories and nuances. They deeply question the customer's understanding of his own or her own thought process.

The first thing you want to ask is the simple question, "Why did you buy?" Followed with "tell me the history of your dealings with our company and tell me your history of the product whether it's from us or not." A story. Stories will reveal subtle reasons. Service, reliability, exceptional performance. If they remember the story, they will reveal the motives as they re-tell it.

The next questions are a whole lot deeper. The next question goes into the real understanding of what made them choose you. What were the thoughts that went into their decision making process? How big a part did the salesman play in the decision? How much did the buyer rely on his or her own gut instinct?

The real motive or motives may be two or three questions deep. Going deep (with questions) will reveal a wealth of knowledge and motive information.

Here are some samplings of questions that may uncover or help you uncover their motives:

- **How big of a role did the salesperson play in consideration?**
- **How much consideration was given to profit when you selected us?**
- **How much consideration was given to productivity when you selected us?**
- **How much consideration was given to morale when you selected us?**
- **How much consideration was given to your customers when you selected us?**

Questions can also include words or thoughts about: needs, desires, previous experiences, delivery, quality,

Obviously some motives are more prime than others. As you interview more customers, common motives will begin to surface. Repeated motives are probably “prime.”

“Jeffrey, their motive to buy is PRICE you fool!” You rant. Not so fast sales genius. Price may not be the motive to buy. They will state it as the “reason,” but it may not be the “motive.”

If the customer says he bought for price, you ask: **Was price the only reason?** And follow up as deep as you dare. Questions like: What were the other considerations? Was _____ worth more money? Or, would _____ have been worth a few more dollars? Or, what would have been a good justification for spending a few more dollars?

MAJOR CLUE: Purchasing departments want cheapest price, CEO's want value, productivity and profit.

A WORD OF CAUTION: The “buying motive” process is similar to riding a bicycle. The first few times you ride a bike you fall off and skin your knee. You may even run home to your mother. Then after a few weeks you're riding no hands. All from practice.

ANOTHER CAUTION: There are good and bad motives. Some customers leave you. It's equally as powerful to discover their motive for changing. Most salespeople think customers leave for “price considerations.” And most salespeople are wrong. Customers who leave for price were “vulnerable” to leave. Price is more often a symptom than a problem. Your job is to find the real reason and fix it as fast as possible.

Many people will read this and not get it. Good. Many people will read this and think it's too much work. Good. These are the competitors you can crush. What a great motive that is.

Where's the beef? It's in the buying motive!

More sales are lost by “selling” than any other form of sales error.

Sounds kind of weird, I know, but in the next 750 words you'll not only understand why, you'll begin to rethink and convert your selling ways.

Your selling skills are not one one-hundredth as powerful as the customer's reasons for buying. Your reasons for selling are useless if they don't match the customer's reasons for buying.

This reasoning is as powerful as it is overlooked.

ASK YOURSELF THIS: “Why did my last ten customers buy from me?” My bet is that you don't know. I mean the REAL motive, not the surface one like price or friendship. If uncovering these motives are at the heart of your future success in sales, maybe you should take a deeper look at what caused the purchase.

What are buying motives?
They are the REAL reason or reasons
for making a purchase.

Many times the salesperson (not you, of course) is fooled into believing that the surface issue is the real reason for purchase. When a potential customer asks for “bids” the salesperson thinks that “low price” is the motive to buy, and nothing could be further from the truth.

Think about the way you buy. First there’s a REASON, then you go shopping. Same with your customers. Price is simply a barrier to owning what you want or need.

AND, if you can get deeper into the buying motive, you can get higher in the decision-making chain (ie: above purchasing and procurement). Cool, huh?

And here’s the best part -- it’s hard work. This means you eliminate all the lazy salespeople from the race.

OK, so let’s get down to the reasons. The motives to buy. Take a look at these and you’ll see that your discovery process needs to go deeper in order to make the issue of price less of a barrier. And, there may be several motives for the same purchase.

Let me give you some motives as food for thought. To make it easier, I have broken them down by motive category:

Purchase oriented motives:

- Out of stock
- Need for production
- Need for manufacture
- Need for business operation
- Previous experience

Emotional oriented motives:

- High desire
- Value of purchase
- Desire to gain
- In a panic -- timing
- Vanity or greed -- ego gratification
- Low risk or no risk

Experience oriented motives:

- Preconceived notion
- Previous experience
- Certain of performance
- Confidence in quality
- Confidence in service
- Brand loyalty
- Supplier loyalty
- Salesman loyalty

Profit or money oriented motives:

- Fear of loss -- losing ground to competition
- Fear of loss -- losing customers
- Fear of loss -- losing revenues
- Better productivity or performance
- Work reduction or efficiency
- Increase profits
- Have the money or budget
- Best choice
- Best price
- Cheapest price (I put this here because sometimes price is the real motive to buy -- but rarely)

Result oriented motives:

- Increase customer loyalty
- Enhance brand value
- Better market image
- Improve the present product
- Gain a competitive advantage

Which of these motives fit your customers?

Answer: Lots of them.

Answer: More than you know.

Answer: Uncovering them is the key to your sales.

Answer: Often it's a combination of motives

Are some motives more powerful than others? Heck yeah! Fear of loss is greater than the desire to gain. You determine the value by the number of sales that result from each you uncover.

How do you expose these all-important motives from your customers? Start with the past. Past successes and present loyal customers. Existing customers will help you understand why they buy from you. Explore their history. Get their experience. Ask deep -- three or four consecutive “why’s” will get to the hidden motives. Ask them why that was important? Get their story of the long-term use of your product or service, even if it was not only purchased from you. Motive after motive will come forth.

Then go into the dark side. The real truth will come from lost customers. Why did they leave you? Why they left was tied to their unmet motive to buy. You may even regain a few relationships.

Here’s a way to perceive this process. Don’t think of it as “motive.” Think of it as “money.” Find the motive means find the money. Or at least the path that will lead you there.

Show me the motive
and I’ll show you the sale.

If you can establish common ground with your prospects, they will like you, trust you, tell you the truth, and buy from you.

Want to make the sale easier? Establish prospect rapport first.

OK, everyone in sales sing, “Getting to know you, getting to know all about you, getting to like you, getting to hope you like me; getting to know you, putting it my way, but nicely.” You are precisely singing the song that will make the sale easier to achieve.

If you find common subjects or interests with a prospect, you can establish a business friendship; and people are more likely to buy from a friend than a salesman.

What do you do to establish rapport? Are you sharp enough to find something besides business after you open the conversation? Here are some techniques you can try on the phone, at the prospect’s place of business, at your place of business, or at a networking event.

On the phone... It's likely that you're calling to make an appointment, so focus on four things...

- 1. Get to the point in 15 seconds.**
- 2. Be happy and humorous.**
- 3. Get to know something personal about the prospect.**
- 4. Nail down the appointment.**

You first begin to establish rapport by getting to the point!

State the purpose of your call immediately. It's not necessary (and it's often a put-off) to ask the insincere "How are you today?" Just state your name, your company name, and how you can help the prospect. Once you've done that, there is a sense of relief on both sides. The prospect is relieved because he now knows why you've called; and you're relieved because the prospect hasn't hung up on you. Now you can go about the task of establishing some rapport, and setting the appointment.

Is the prospect formal or friendly? **Try to use humor at least twice during the conversation (but don't force it). People love to laugh.** A quick, clean 10-second joke can do more for buyer rapport than 10 minutes worth of sales talk.

You can gain insight by listening. Prospect mood, hometown, and personality will all be revealed in just a few minutes on the phone. I listen closely for speech accent. It gives me a clue about where my prospect hails from. A great subject if you're well traveled, or come from the same place.

Listen for and be sensitive to the mood of the prospect.

If he/she is noticeably short or gruff, just say, "I can tell you're busy (or, "not having the best of days"). Why don't we pick a time more convenient for me to call?"

If you know the prospect, you can sell the appointment with a personal touch. For example, if you're talking to a basketball fan, you might say, "I know I can help you reach your computer training needs. With a ten minute appointment I can show you how we can help you in the first five minutes and have the other five to discuss who the Hornets should draft."

Remember, **people love to talk about themselves.**

Getting a person to talk about themselves will give you a chance to find common ground, establish rapport, and increase your chance to make a sale.

Establish prospect rapport before you begin your pitch.

The best way to win the sale is to first win the prospect. If you find common subjects or interests with a prospect, you can establish a business friendship.

*People are
more likely to buy
from a friend
than a salesman.*

What do you do to establish rapport? Are you observant enough to find something besides business to open the conversation? Here are some techniques...

On an appointment in the prospect's office... This is the easiest place to establish rapport. Look for clues as soon as you walk into the prospect's place of business. Pictures, plaques, or awards on the wall; magazines subscribed to that don't match the business. When you get in the prospect's office, look for pictures of children or events, bookcase items, books, diplomas, awards, desk items, or anything that reveals personal likes and/or afterhours pursuits. Ask about an award or trophy. Ask about a diploma or picture. Your prospect will be glad to talk about what he/she has accomplished or likes to do.

Try to engage her in intelligent conversation with open-ended questions about their interests. It's obviously better if you're well versed in the subject, but the point is to get the prospect to talk about what makes him happy. Use humor. Humor builds rapport because it constitutes agreement (when the prospect laughs). Getting the prospect to laugh will set the stage for a positive presentation.

When the prospect comes to your place of business...

When your prospective customer comes to your place of business, it is more difficult to establish common ground. So, be observant. Look at clothing, car, rings, imprinted items, their business card, or anything that gives you a clue as to the type of person they are.

Be friendly. Ask open-ended questions just below the surface. (Surface questions or talk about the weather, or did you find the place OK, should be avoided at all costs.) Try to find out what they did last weekend, or what they're doing this weekend. Ask about a movie or television show. **Avoid politics, their personal problems, and for goodness' sakes don't lament your personal problems.**

People love to talk about themselves. Ask the right question and it's tough to shut them up. Your objective is to find a subject, idea or situation that you BOTH know about or are interested in.

Be real. It's as easy to spot an insincere salesperson, as a skunk in your living room. Both smell the awful.

One word of caution... Be aware of time. The time you are permitted to spend building rapport has a lot to do with where you live geographically. In the Northeast you may have as little as 30 seconds. In these situations I have tried to be direct immediately. Gain interest first. Then go for some rapport.

In the South, Midwest, Southwest and West, you can spend 5 to 10 minutes establishing rapport. Don't lose sight of your mission, but...I can assure you the mission is most likely to be accomplished if you make a friend before making a presentation. The key is getting a prospect to talk about themselves. *No Rapport, No Sale!*

If the prospect says “NO”, it’s most likely that you failed to establish buyer confidence.

Fail to make the sale? 15.5 get-real questions about establishing buyer confidence.

The prospect said NO! You’re sure he should have bought. As you head back to the car, licking your wounds, you try to justify or figure out why the buyer turned you down. **Most often the sale is not made because you failed to establish enough buyer confidence to secure an order.**

Once you’ve answered the fundamental questions... Was I enthusiastic, friendly, and professional-looking? You may have to probe a bit deeper for the true answers. Even though the truth hurts, the realization that you failed to gain buyer confidence is a big step in making the sale next time. If you’re willing to be objective about yourself and your abilities, ask yourself the following 15.5 revealing questions...

- 1. Was I on time?** Did I show up 5 minutes (good) early or 5 minutes late (real bad)?
- 2. Was I prepared?** Did I walk into my appointment with everything I needed to make the sale?
- 3. Was I organized?** Did I have everything at my fingertips or was I fumbling?
- 4. Could I answer all product questions?** Do I really have command of my product, or am I constantly “having to get back to you on that one”?
- 5. Did I make excuses or blame others about anything?** “The sample wasn’t shipped on time.” “The company didn’t send the right information,” etc.
- 6. Was I apologizing?** “Sorry I’m late...unprepared,...don’t know the answer...didn’t bring the correct information... quoted the wrong price...”
- 7. Did the prospect probe personal issues about my company?** “If I buy,” says Mr. Jones, “how do I know you’ll be here to service me in six months?”
- 8. Did the prospect ask questions that expressed doubt about my product?** “What happens if it breaks down after the warranty?” or, “Who else buys this product?”
- 9. Did the prospect ask questions that expressed doubt about me?** “How long have you been with the company?” or, “How much experience do you have?”

10. Did I name drop other satisfied customers effectively?

Did I fail to use the name of a satisfied customer to answer a pointed question?

11. Did I feel as though I was on the defensive?

Was I constantly answering questions dealing in subject matter other than my product/service? Could I prove my points?

12. Could I overcome all objections in a confident manner? Did I find myself unable to respond confidently about price, quality, and other issues blocking the sale when asked by the prospect? Did I try to “fake it”?

13. Did I down the competition? Did I berate my competitor (possibly the prospect’s supplier). Did I make disparaging remarks about the competition to try to make me/my product look better?

14. Was my prospect uninvolved in the sales presentation?

Did the prospect just sit there, or worse, do other things while I was talking?

15. Was I too anxious to make the sale? Was I too pushy? Was it obvious to the prospect there was a commission involved?

15.5 Was I sincere? Was I sincerely trying to help?

This is a characteristic that is too often missing in a sales presentation. It’s a subtle one, but if lacking, is picked up by the prospect intuitively.

**These questions are designed for you
to evaluate your sales performance,
and reveal your ability (or inability)
to create buyer confidence
from a customer who said *no*,
or would not buy today.**

In order for this exercise to work,
you've got to be real with yourself.

Next, we'll look at methods, techniques, and sales tools
that will help answer these questions and show the link
between gaining buyer confidence and the word *yes*.

*Buyer confidence must be established
by using sales tools, examples,
and stories the prospect can relate to.*

12.5 ways to make the prospect confident enough to buy.

The prospect won't buy if he or she lacks confidence in you or your product. How do you establish buyer confidence? **Use sales tools, examples, and stories in a way that the prospect can relate the use of your product to their business environment.** When is the appropriate time to begin establishing this? As soon as you can.

Besides the basic four -- be enthusiastic, be on time, be friendly, look professional -- these are the 12.5 most effective techniques I've learned...

1. Be completely prepared. A fumbling, excuse-making, apologizing salesperson, builds zero confidence.

2. Involve the prospect early in the presentation. Get them to help you or hold your samples. Something that makes them feel like they're on your team.

3. Have something in writing. An article about your company or product from a national news source will reek of credibility.

4. Tell a story of how you helped another customer. This creates a similar situation that the prospect can relate to.

5. Use a referral source if possible. “Mr. Prospect, you should call (name of company and contact name) to find out how we helped them”.

6. Drop names of larger customers or the buyer's competitors. If you are doing business with a large firm, state it in a way that shows strength and competence rather than sounds like you're bragging.

(NOTE: Be extremely careful not to drop competition's names until you're sure it's appropriate. Sometimes it will work against you to be doing business with the prospect's competition.)

7. Have a printed list of satisfied customers.

Include large and small accounts. Make perfect copies on good quality paper.

8. Have a notebook of testimonial letters. Try to get letters that cover various aspects of your business. Quality, delivery, competence, service, and extra effort. *Be sure some of your letters answer buyer's objections.*

9. Don't bombard the prospect. Work your examples in as a natural part of the presentation. Let confidence build to a natural close.

10. Emphasize service after the sale. The buyer needs to be certain you won't sell and run. Talk delivery, training and service.

11. Emphasize long term relationships.

The customer wants to feel that you will be there to help with problems, new technology, growth and service. Give your home number.

12. Sell to help, not for commissions. Prospects can smell a greedy salesperson. It's a bad odor.

12.5 The most important link to the process.

Ask the right questions. Go to *The Book of Questions* and read it ten times.

Try to use your confidence-building tools as you would use trump in a card game. Play it when you need to. If the prospect asks you who else uses your product, drop your big-name customers, or give him the list of satisfied customers. If the prospect asks about service, offer your testimonial letters to confirm your capability. **Don't play your cards too soon.**

If your business is relatively new, credibility will be a leading factor in getting the sale. You must sell your personal experience, desire to do a great job, and only ask for a small test order.

**Not once have I mentioned price as a
credibility factor...because it's not.**

Being the least expensive won't get you anywhere if the prospect has no confidence to buy; and many times a low price actually scares the buyer.

There are circumstances that require different confidence-building techniques be used. They will be addressed in the next chapter.

Eh, confidentially Doc, **read it!**

*Being the least expensive
won't get you anywhere
if the prospect has
no confidence to buy.
Many times low price
actually scares the buyer.*

Buyer confidence must be established and reconfirmed in all phases of the selling process.

Where and when to establish buyer confidence.

The prospect won't buy if he/she lacks confidence in you or your product. **Buyer confidence must be established and reconfirmed in all phases of the selling process.** Obviously the faster you establish confidence in the selling process, the easier it will be to get to the next phase of the sale.

Listed below are the prime selling opportunities to establish buyer confidence. Each situation calls for different types of confidence-building techniques.

In a networking situation... If you only have time for one statement, make it one that will discuss the use of your product/service by a good company. "We were very fortunate to be awarded the toner cartridge contract from Duke Power. They selected us from among seven other bids." This begins the process of making the prospect feel confident in you.

On the phone... Use only one item to establish confidence. ***Just sell the appointment.*** For example “I believe we can help you get the computer training and achieve the productivity you need to cut operating costs. We just completed a similar project for Acme Manufacturing that used the same curriculum. Let me fax you a copy of a letter we received from them after the training was completed. I’d like to set up a brief appointment at your office to be certain this curriculum fits your needs exactly.” *Your objective is to establish enough confidence to get an appointment -- not make a sale.*

On a cold call... Be brief. You must generate interest in about 30 seconds or less, or forget it. **Make a strong statement about how you can help the prospect.** Don’t focus on how much money you can save them, that approach seems to be wearing thin. Talk about what you do for companies like hers, or how your product has worked for others. If you’re not in a *one call close* business (over 90% are not), you only need to establish enough confidence to make the next appointment.

*Save your best stuff
for your presentation.*

During a presentation... Your presentation -- either at the prospect's place of business or in your office -- is your big chance. **You walk in with your bag full of tricks, and use them one by one, like you're building a brick foundation.** Each time the prospect casts a shadow of doubt, you have something to counter that will make you shine...

- Letters from satisfied customers, articles, examples, comparison charts, and lists of satisfied customers that make the prospect secure enough to buy.
- Write things down. Let the prospect see professional respect for his time and the importance of the meeting.
- Your demeanor. Confidence begets confidence.

On a follow-up call... Relax, don't sound contrived or forced. If you force it, the prospect will begin to lose the confidence you worked so hard to gain. Have a specific purpose for calling; use similar situations (good things you've done for others), and specific benefits for the prospect, as examples of why he should buy now. Have comfortable lead-in lines...

- “I was thinking about you...”
- “I was thinking about your business...”
- “Someone paid you a compliment yesterday...”
- “Your name came up in conversation yesterday with...”
- “Something important came up you need to consider...”

**How do you know
if you have established confidence?
Your phone calls are returned.
You get the business,
or the promise to do so.**

It's actually easier to determine you *don't* have the confidence of the prospect. He starts handing you a bunch of "pat-on-the-head" responses like: "We'll get back to you in a few weeks."..."Our budget is spent."..."I'm not ready to buy yet."..."The board needs to meet and decide."...Or the ever popular, "Call me back in six months." **When you start hearing stalls, you have not established enough confidence for the buyer to proceed.**

Your sales pitch is only a small part of the buying decision.

We were at our conference table making a big sale. A seven figure sale. Big enough? Big enough to follow the sequence of what happened?

Let me begin by saying our "selling" was only 25% or less of the total impact of their desire to purchase.

And let me add that it's the same for you in your selling situations.

What matters are: their motives to buy. And I had the rare opportunity at the end of the sale, for my customer to reveal his motives -- his decision-making process -- to me in detail.

CAUTION ONE: This lesson will not be a be-all-end-all solution. BUT, it WILL be an insight into the mind of the buyer, the decision maker, and how he takes your sales information and converts it to a purchasing decision.

CAUTION TWO: you will have to convert and adapt some of the lesson to your product or service. Our product is online training. Customized internet-based learning that is available 24/7 to an individual, and completely accountable to, and coach-able by his or her manager.

We started our meeting with the traditional questioning. I try to uncover areas of opportunity by assessing present situations, past failings, existing game-plans, current strategies, and immediate goals. If a buyer has a need, there are specific reasons for it. And my job is not to just uncover them. My job is to create ideas and solutions that the prospective customer will feel comfortable with. Comfortable enough to buy. Same with you.

BUT -- shrewd buyers will almost never reveal their deep feelings or motives. The “motive” is the reason BEHIND the situation that will cause them to buy or pass.

I also try to get them to ask questions without prompting. The more they ask, the more I believe they are interested.

We had long since reached the point of “friendly” in the conversation, so I felt at ease to ask anything without fear of “losing.”

About half way through my presentation, I noticed one of the buying group (there were three of them and two of us) writing furiously on a yellow pad. “Taking copious notes?” I inquired casually. “Yes, I have a developed a method of determining if we should make a purchase. I always use it when the deal is sizable.”

“Will you share it with me.” I asked innocently.

“Sure, if we decide to purchase from you.” He said with a smile.

Two hours later, they agreed in substance to purchase. Needing only a budget addition, and a CEO blessing, our new customer was ready and willing to share his formula for making a buying decision. And I was all ears and laptop.

What followed was the most open and informative dialog I have ever had with a customer. What I recommend is that you take a close look at his purchasing criteria and apply it to whatever it is that you sell.

My customer started out by saying that he had a list of “purchase-criteria” questions that when answered, made the decision to buy evident. But before he put down any answers, he outlined existing situation to make sure that all the information he had was relevant.

Here are the questions:

What do you offer?

What do you offer that no one else has?

What do you offer of value?

Does it really fill my need?

Is it real world?

Will it work?

Will it work in our environment?

How will it impact our people?

How could it impact our success?

Will senior or executive management buy-in?

Will my people use it?

How will we produce as a result of the purchase?

How will we profit as a result of the purchase?

**Do I trust the people I'm buying from both as people,
and their ability to deliver what they promise?**

How will it come together -- how do we buy it?

Do I have the comfort to sign off now?

Once these questions are answered, and the answer to buy is “yes,” then he makes a plan to implement the purchase BEFORE he leaves the meeting.

Wow! If you ever wanted to know what went through a purchasing prospects mind, there is THE list. The golden list.

Now the question is, how do you apply this gold to your sales? And the answer is simple: Make certain you incorporate the answers to these questions in your sales presentation.

Simple: yes. Easy: no. This is a complex process that must be studied, practiced, implemented, and refined. And let me promise you that the hard work will pay off -- in hard cash.

Jeffrey Gitomer

Chief Executive Salesman

Author. Jeffrey Gitomer is the author of The New York Times Best Seller *The Sales Bible*; *Customer Satisfaction is Worthless- Customer Loyalty is Priceless*; *The Patterson Principles of Selling*; and his latest best-selling book *The Little Red Book of Selling*. Jeffrey's books have sold more than 800,000 copies worldwide.

Over 100 presentations a year. Jeffrey gives seminars, runs annual sales meetings, and conducts training programs on selling and customer loyalty. He has presented an average of 120 seminars a year for the past ten years.

Big Corporate Customers. Jeffrey's customers include Coca-Cola, DR Horton, Caterpillar, BMW, BNC Mortgage, Inc., Cingular Wireless, Ferguson Enterprises Inc., Hilton, Kimpton Hotels, Enterprise Rent-A-Car,



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In front of millions of readers every week. His syndicated column Sales Moves appears in more than 95 business newspapers worldwide, and is read by more than 4 million people every week.

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On the Internet. His three WOW Web sites -- www.gitomer.com, www.trainone.com, and www.knowssuccess.com get as many as 10,000 hits a day from readers and seminar attendees. His state of the art Web-presence and e-commerce ability has set the standard among peers, and has won huge praise and acceptance from customers.

Up Your Sales Online Sales Training. Online sales training lessons are available at www.trainone.com. The content is pure Jeffrey – fun, pragmatic, real world, and immediately implementable. TrainOne's innovation is leading the way in the field of customized e-learning.

Sales Caffeine. Jeffrey's weekly ezine called, "Sales Caffeine," is a sales wake-up call delivered every Tuesday morning to more than 100,000 subscribers free of charge. This allows him to communicate valuable sales information, strategies, and answers to sales professionals on a timely basis.

Sales Assessment Online. The world's first customized sales assessment. Renamed a "successment," this amazing sales tool will not only judge your selling skill level in twelve critical areas of sales knowledge, it will give you a diagnostic report that includes 50 mini sales lessons as it rates your sales abilities, and explains your customized opportunities for sales knowledge growth. Aptly named KnowSuccess, the company's mission is: You can't know success until you know yourself.

Award for Presentation Excellence. In 1997, Jeffrey was awarded the designation Certified Speaking Professional (CSP) by the National Speakers Association. The CSP award has been given less than 500 times in the past 25 years and is the association's highest earned award.

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