



Digital Signage Sales Professional



# Digital Signage Sales Professional



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## Introduction

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- Sales might well be considered the world's oldest profession, but it has evolved more slowly than other disciplines over the last 145 years.
- The good news is that we are now in a sales renaissance with new insights, methods, and practices coming at a rapid rate.
- The future looks very bright for those who understand the history, study best practices, and master the new tools of the trade.
- The combination of the right tools and the right training will power a new generation of sales professionals.
- Responding to this renaissance, the **Digital Signage Sales Professional (DSSP)** certification provides a foundation of knowledge, encompassing digital signage best practices and technologies, merging them with the most respected sales methodologies and tools available today.



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## The Benefits

Digital Signage Sales Professional

- According to Forbes magazine, **55% of salespeople lack basic sales skills**, and **55% of sales reps do not have effective communications skills**.
- **74% of leading companies say coaching is the most important role sales managers play**, and **sales training can improve the performance of individual sales reps on average by 20%**.
- Sales training will arm the team with the skills they need to:
  - Increase sales
  - Help meet and exceed quota
  - Improve product knowledge
  - Stay up to date on industry trends and your competition
  - Identify individual strengths and weaknesses
  - Provide a better sales experience for current and prospective clients

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## The Benefits

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- **Sales Team Cohesion**
  - Team members will work better with each other - for improved efficiency, cooperation and productivity.
- **Enabling Best Practices**
  - Empower the sales team to keep best practices in mind as they go about their day-to-day work obligations.
- **Consolidate Knowledge of Your Products and/or Services**
  - It is much easier for your sales team to complete sales when they know your products and/or services inside-out.
- **Retain Sales Talent**
  - Employees respond well to training and are more likely to stick around if their employer is providing high-quality training and is investing in their overall development.

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## The Benefits

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- **Increased Sales through:**
  - Better Customer Service
  - Greater Understanding of the Links between Customer Service and Sales
  - Greater Understanding of What Makes a Customer Buy
  - Up-Selling, Cross-Selling and On-Selling to Other Products



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## A Quick Disclaimer...

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- **This presentation is not associated with or endorsed by the authors quoted within.**
- This presentation is not meant to replace their original work. The program is a unique summary of the original book and is intended for educational purposes only.
- It includes some of the main ideas and quotes from the book, along with unique commentary based on our experience.
- All quotes from the authors are properly referenced.
- **You are encouraged to purchase the books referenced within if you have not already!**

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# The Agenda

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### The 7 Key Elements

An overview of the ordered approach to the key elements in every digital signage deployment



### Natural Fit Applications

Where are folks typically installing digital signage networks?



### A Brief History of Sales

How did sales evolve and understanding the new sales role?



### Marketing VS. Sales

Marketing versus sales and how marketing makes sales easier.



### Worlds Fastest Sales Training

The three core reasons people buy.



### The Beginning of SPIN

The first sales methodology built on research and data and how it sets the tone.



### Challenging The Sales Model

A second methodology of sales that take a very non-traditional approach.



### Sales Management

Looking at the research as to some key characteristics of a good sales manager.



### How to Sell a Digital Signage Network

Digital Signage sales basics and how to sell each of the key components in the system.



### Basic Sales 101 Why "It Depends"

Understanding why the answer to every question you ask, or answer is it depends.



## The 7 Key Elements of Digital Signage



## The Tangled Web

The 7 Key Elements of Digital Signage

- Digital signage appears quite simple on the surface... but becomes a tangled web of interacting technologies to produce the images we see.
- The challenge for designers, integrators, service providers, and content creators, is one of full immersion and understanding.
- Many companies have parts of the puzzle, be it displays, networks, or content... but few understand the whole picture of what digital signage involves.
- **To truly succeed in this space, a company must understand all the disparate parts that make up a digital signage network and understand how to properly convey the value in those networks to their clients.**



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## What is Digital Signage?

The 7 Key Elements of Digital Signage

- A leading industry research firm, defines digital signage as *"a network of displays and peripherals that can be remotely managed and whose business model revolves around merchandising, advertising, entertainment, corporate or educational communication"*.

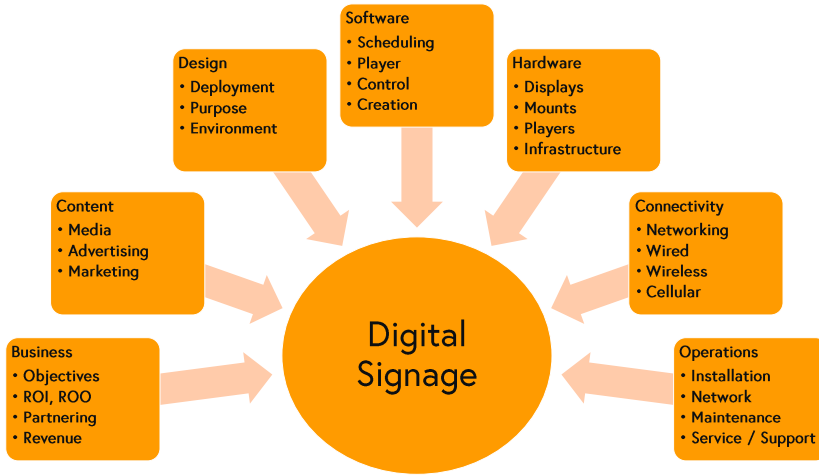


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# The 7 Key Elements of Digital Signage

The 7 Key Elements of Digital Signage



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# The Objective is Paramount

The 7 Key Elements of Digital Signage

- The concept of digital signage revolves around delivering a message more effectively and efficiently than a static sign.
- It is critical to understand the objectives of what the client is trying to accomplish, before you can move forward with the project.
- The objectives are delivered via content. You need to know the kind of content to be displayed, but more importantly, the intent of each segment of that content.
- What the signage system is going to be used for unlocks the direction you will need to go for software, hardware, etc.

**If you don't know the true objective of the system,  
you can't design an effective one.**

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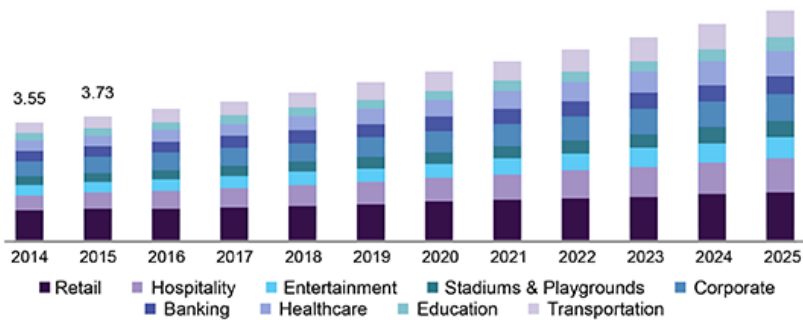
## Natural Fit Applications



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## The Opportunities

U.S. digital signage market by application, 2014 - 2025 (USD Billion)



Source: [www.grandviewresearch.com](http://www.grandviewresearch.com)



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## Natural Fit Applications

Natural Fit Applications

- Let's look at what we call "natural fit" applications for digital signage.
- **In other words, where does it simply make good business sense for a business or institution to add digital signage to their current or future infrastructure?**
- For the end user it boils down to their objectives relating to ROI.
- Remember that the need "sells" the network.
- The sales process clarifies the need.



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## Retail

Natural Fit Applications

- Advertising applications especially in retail are a natural fit.
- Digital signage provides the benefit of changing the information on all signs at will depending upon the needs, including time of day, time of week, season, or promotion and managing the network from a central location.
- The ability to add interactivity with the viewer enhances the experience.
  - **Advertising (use and placement of screens for audience impact)**
  - **Business to consumer, and retail of all types**



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## Corporate, Education, Healthcare

Natural Fit Applications

- Corporate, education, and healthcare applications are typically focused primarily on the dissemination of information that is constantly changing.
- Digital signage provides real time change of the information on signs throughout the facility and do so from a central point of management.
  - **Corporate communications and employee facing networks**
  - **Education (wayfinding, departmental, common areas, and facilities)**
  - **Healthcare (including hospitals, clinics, and doctor's offices)**



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## Events, Entertainment, Sports

Natural Fit Applications

- In sports, entertainment, and conference venues, digital signage can be as large as necessary for the entire event or small as dictated by the available space and viewership.
- These venues can present information in a manner to support their objectives with the only limitation being their budget, space, and creativity.
  - **Exhibitions & conventions (wayfinding, directions, in-show advertising, stand displays, agenda display)**
  - **Music, sports & entertainment (all venues and events)**



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## Hospitality

Natural Fit Applications

- Hotels and resorts are expanding beyond their room TV systems and embracing digital signage in common areas, not only in wayfinding, but increasingly connecting the viewer to events inside the property as well as the outside world.
- Restaurants are following suit in creative ways with digital menus, interactive entertainment systems, online ordering, just to name a few applications.
  - **Hotels, resorts, and casinos**
  - **In house restaurants, catering and hospitality**



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## Transportation

Natural Fit Applications

- One of the first digital signage applications was at airports. Beginning with ticket kiosks, dynamic signs have spread to food courts, retail shops, and the common areas where the big video walls reside.
- Once again, the ability to change information in real time as needs arise and to tailor information to the time of day, week, season, or emergency notification is part of the allure.
  - **Transportation (including airports, mass transit, train and bus stations)**



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## A Brief History of Sales



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## Role Specialization

A Brief History of Sales

- In 1752, Benjamin Franklin started one of America's longest active insurance companies.
- A salesperson would visit your home, present a pitch, close the sale and make routine in-person visits to collect the monthly payments.
- Salespeople realized they didn't have time to prospect for new clients because they were too busy traveling and collecting monthly fees.
- The industry developed role specialization. 'Farmers' and 'hunters' were born in the 1870s - to describe 'collectors,' individuals who collected subscriptions and 'producers,' those who generated and followed up with new leads.
- With tangible success, other businesses began adopting this methodology.



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## Professional Selling

A Brief History of Sales

- In 1924 Thomas J. Watson Sr. looked to make his newly named company, International Business Machines, a sales powerhouse.
- Watson understood that as competition increases, a sales force becomes a competitive advantage - and secondly, the more well-trained, educated and professional the sales force, the more sustainable the competitive advantage.
- Watson and IBM helped push the sales profession forward by:
  - Implementing formal sales training programs
  - Focusing on sales force motivation through songs, contests, and innovative commission structures
  - Focusing on recruiting the best and brightest right out of college
- Thanks to IBM, sales became a professional and respectable occupation.



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## The Psychology of Selling

A Brief History of Sales

- In 1925, E.K. Strong published *The Psychology of Selling*. He introduced sales principles such as features and benefits, objection handling, and question types. He showed that sales was skill to be taught, learned, and studied.
- Dale Carnegie, a recognized business trainer, helped move the sales profession forward through his concepts like AIDCA, the five steps to secure a buying commitment. AIDCA stands for Attention, Interest, Desire, Conviction, and Action.
- Both Strong and Carnegie helped move the sales profession forward by:
  - Concluding sales was a repeatable process
  - Showing that sales was a skill set that could be learned, studied, and mastered
  - Using research to solidify and articulate unclear sales concepts
  - Developing the tactical and relationship selling playbook

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## Solution Selling

A Brief History of Sales

- In 1988 the first edition of *SPIN Selling* brought us solution and consultative sales - and an understanding of how to maneuver complex sales processes.
- **SPIN** stands for **Situation, Problem, Implication, and Needs/payoff**.
- The key premise of *SPIN Selling* is *"customers will only be motivated to buy something if they identify there's a need. And because there are times when prospects are not even aware there's a problem, the questions you ask are key"*.
- Contrary to the simple sales approach, the sales person would ask a series of questions in order to identify if there is a fit.
- Solution selling introduced an advanced sales model that worked very well for selling complex products and services.



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## New Roles in Sales

A Brief History of Sales

- In 2011 Aaron Ross, working with Salesforce, created a framework based on the outbound sales process. He identified that there were plenty of specialized roles in sales but there was still a major flaw.
- He found that account executives and closers were spending too much time prospecting for new leads instead of closing new business deals.
- A new specialized sales role was created known as the **Sales Development Rep (SDR)**. It focuses on the three primary components of the sales process: **lead generation, closing, and account management**.
- Each element was just as important as the next, needing the same amount of attention. Therefore, **one specialized rep was required to focus on each component of the process**.
- This meant that three reps worked in collaboration with one another while focusing on their separate areas of expertise.



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## Sales Automation

A Brief History of Sales

- In 2015 we began to see a seemingly endless flow of automation tools that made selling much easier.
- Today's sales person has an unlimited amount of tools at their disposal that focuses on each aspect of the sales process - apps for lead generation, CRM, contract management, email automation, etc.
- There are even apps that focus solely on connecting independent apps together in one place so that sales reps can find everything he or she needs.
- The top sales people are those who learn to balance technology with best practices.
- The sales profession has never seen such growth in its combined history, with the advent of new more efficient tools.

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## The Changing Role of a Salesperson

A Brief History of Sales

- We are in the age of big data. Today, information at all levels is readily available, and customers are more sophisticated than ever before.
- They do their own research upfront, connect with others, and they're aware of their options.
- This age of big data demands much more subtle sales skills, and a new type of sales personality contrasted to someone who's "simply" an expert at selling.
- Today's sales person is one who can draw on their body of knowledge and experience to help solve a prospect's problem.
- According to Salesforce, the following are the sales skills, techniques and personality traits that are indispensable to a "connected" sales person today.

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## Necessary Sales Skills

A Brief History of Sales

- **Expertise:**
  - Knowing what you're talking about. Clients may be better informed than salespeople. Sales conversations start much later in the information gathering process than they used to, and as the sales conversation starts, they are already inundated with information. They need an advisor who helps them navigate, filter, and organize the information they have.
- **Curiosity:**
  - Modern sales demands spending more time upfront researching prospects and learning about the market than other traditional sales techniques.
- **Emotional Intelligence:**
  - The modern sales person is a listener and sensitive to customers' needs and preferences. Time is well spent researching prospects on social media to learn about their professional role as well as their personal interests. It can establish a personal, meaningful connection.

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## Necessary Sales Skills

A Brief History of Sales

- **Confidence:**
  - Salespeople need to exude confidence but avoid arrogance. Arrogance is fed by ego and effective confidence is based on facts and research. Today's informed buyers don't want to be sold. They are seeking solid facts and personal relevance to earn their respect.
- **Teamwork:**
  - The "lone wolves" have their own singular methods but the most successful salespeople today are great collaborators. They share best practices and give advice to each other and by doing so get something equally valuable in return.
- **A Knack for Storytelling:**
  - Storytelling is one of the most powerful sales engagement tools we have. The ability to draw upon experience and selectively present relevant stories is a highly creative skill that helps establish a real connection with potential clients.

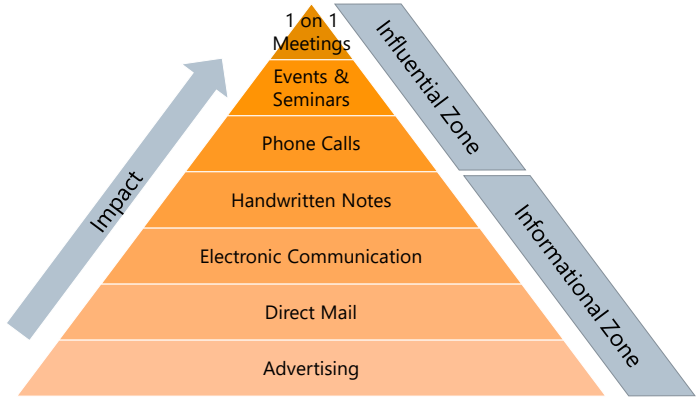
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# The Impact of the Salesperson

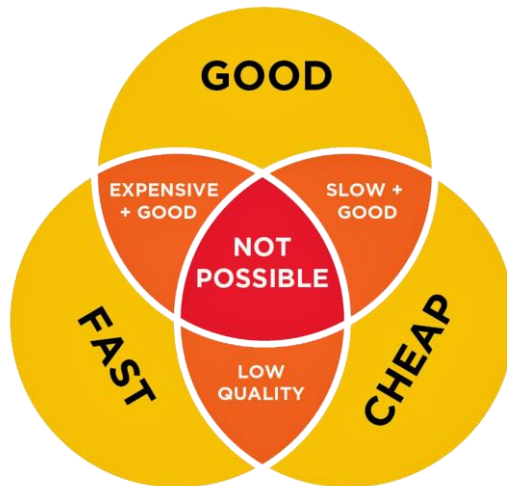
A Brief History of Sales

- 1 on 1 meetings
- Events and seminars
- Phone calls
- Handwritten notes
- Electronic communication
- Direct mail
- Advertising



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# Rule of Choices Cannot Be Broken



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## Marketing VS. Sales

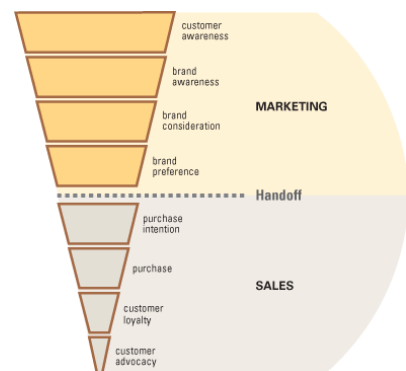


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## They Really are Different

Marketing VS. Sales

- For any company offering a product, the concepts of marketing and sales are the harbingers of success or failure.
- While often used interchangeably or grouped together, they are two different concepts and it is important to understand those distinctions.
- Our goal is to help you understand both concepts clearly and their role in profitability.



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## Marketing

Marketing VS. Sales

- **Marketing is longer-term than sales.** It embraces forward looking strategies to understand customer needs, influence their perceptions, and identify how a company can capitalize on both.
- Marketing strategies are based on identifying the right product mix, prices, and what needs to be communicated via advertising to target customers and ensure successful sales outcomes.
- Marketing strategies build a brand identity, and this varies by company.
- **The objective of marketing is to make sales easier and get the customer primed and ready to buy.**
- Sales can still succeed without effective marketing, but it is difficult.

CUSTOMER  
ANALYSIS  
ADVERTISING  
MARKET  
SALES  
PROMOTION  
PRICE  
INTERNET  
TARGET



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## Marketing - Push and Pull

Marketing VS. Sales

- **Push marketing** is a promotional strategy where businesses attempt to take or push their products to the customers, i.e. TV commercials, email blasts, print ads, etc.
- **Pull marketing** gets the customers to come to you. Common tactics used for pull marketing include mass media coverage, word-of-mouth referrals, social media, blogs, and trade shows.
- Pull marketing attempts to create brand loyalty and keep customers coming back, whereas push marketing is more concerned with short-term sales.
- It's hard to have pull marketing without push marketing, one often leads to the other.
- **Push and pull marketing used effectively will ensure that your business is positioned to succeed.**



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## Sales

Marketing VS. Sales

- Sales refers to the (short term) need to close a piece of business, get an agreement signed, or what needs to be done relative to what you are selling.
- Sales techniques and strategies are based on what it takes to 'close the deal'.
- If customers consider your product - but you can't get them to buy it, there is a problem with your sales strategy.
- Sales strategies are focused on the individual buyer, their needs, and relate to their **sense of value all the while reducing their risk.**
- Companies typically set sales targets for a period (weeks, months, and quarters) and have strategies in place where the individuals responsible for sales can realistically make those targets.



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## A Necessary Balance

Marketing VS. Sales

- When considering marketing (as it relates to sales), the important thing is to consider and include both strategies in your business plan.
- Sales strategies need to incorporate consistent messaging with marketing to be most effective and maximize the chances of making a sale.
- In many businesses, marketing and sales are managed by the same department or even the same individuals since they need to be closely related.
- The objective is to understand and respect the differences and the important roll that marketing plays to **"tee the ball up" for sales.**
- Its role is to introduce the product before the sales person goes in.



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## The World's Fastest Sales Training Program



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### Back to Basics

The World's Fastest Sales Training Program

- **The tools of our trade are the hardware, software, and services.**
- Originally, we sold standalone technologies, but today we can't get by on technologies alone.
- We must solve problems, sell solutions, and present the value that we and the technologies provide.
- This requires a paradigm shift on all parts and a different sales approach.
- In "***The World's Fastest Sales Training Program***" there are three basic ways to insure making a digital signage sale:
  1. Solve a customer's problem
  2. Improve a current condition
  3. Provide added capabilities of value that were not there before



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## 1. Solve a Customer's Problem

The World's Fastest Sales Training Program

- To solve problems, the reseller needs to understand the situation and problems but **also ensure** that the customer understands the full set of problems (and their implications).
- Now the job becomes one of translating the value that your company and products bring to the situation. This must be done in the context of their sense of value.
- You will need to clearly understand and articulate what value your company has to offer beyond the technologies and hardware you sell.
- This value-added approach also necessitates an understanding of product specifications, features, and most importantly benefits and how these benefits solve the customer's problems.



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## 2. & 3. Improve a Condition or Add Capabilities

The World's Fastest Sales Training Program

- **Improving a Condition:**
  - This requires a full understanding of the current condition, and the requirement for improvement. You are going to improve this condition with a solution that you and your company are uniquely qualified to provide.
- **Give Added Capabilities:**
  - Added capabilities are things they did not have before and opens new opportunities. You will be emphasizing the benefits and upside of adding this new capability using the solution approach as a positive means to an end.
- We need to go beyond the technologies themselves and emphasize solving problems, improving conditions, and adding new dimensions through a solutions sales approach.
- Time is a precious commodity and by employing this approach you can reach your desired goals much quicker.

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## The Beginning of SPIN

A New SPIN on Sales



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## Sales "Training" Programs

The Beginning of SPIN

- There are over 1,000 sales training programs in existence.
- Most are based on sales fads of the day from when they were written.
- Most are limited to situational or anecdotal experience specific to the author.

**Note:** This means they are less effective because they are NOT based on research with broad samples and metrics attributable to the techniques taught.



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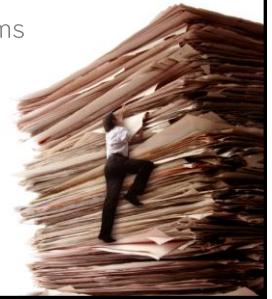


## A Different Approach

The Beginning of SPIN

- *SPIN Selling* was the result of a decades long research project.
- More than 10,000 sales people were involved.
- 23 countries were canvassed.
- Over 35,000 sales calls were analyzed.
- From this data, metrics were established.

Note: This means SPIN is a true compilation of best-selling sales programs



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## Customer Focus - Selling Value

The Beginning of SPIN

### The Only Constant is Change



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## Sales Professionalism

The Beginning of SPIN

- Dedication
- Focus
- Training
- Experience
- Wisdom



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## "New" Ideas... Circa 1925

The Beginning of SPIN

- As we know, in 1925 E.K. Strong pioneered sales training.
- He introduced "new" ideas:
  - Features
  - Benefits
  - Open and closed questions
  - Objection handling
  - Closing techniques

**Note:** This remained virtually unchanged for decades.



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## "New" Ideas Circa 1925

The Beginning of SPIN

- Most of E.K. Strong's work is relevant today, but for smaller sales.
- **Caveat:** After more than a decade of research, it has been discovered that many of the rules of conventional wisdom in sales actually **harms** the process of making the large (or more complex) sale.



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## Considerations in Smaller Sales

The Beginning of SPIN

- Traditional sales steps:
  - Opening the call
  - Investigating needs
  - Giving benefits
  - Objection handling
  - Closing techniques
- Traditional steps caveats:
  - Lacks updated techniques
  - Lacks sophistication
  - Treats sellers with disrespect
  - Treats customers as simpletons
  - Ignores that customer is now better informed!



*"Smaller sales can normally be closed in one call, and typically involve a low dollar value."*

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## Additional Considerations in Larger Sales

The Beginning of SPIN

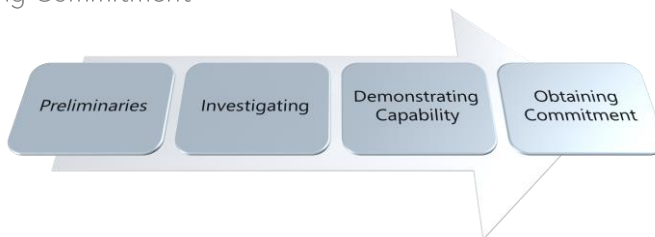
- Extended length of sales cycle
- Seller and solution become **harder** to separate
- **Value** becomes paramount
- **Risk avoidance** takes on new meaning



## Commonalities of Large and Small Sales

The Beginning of SPIN

- 4 Stages of a Sales Call
  - Preliminaries
  - Investigation
  - Demonstrating Capability
  - Obtaining Commitment



Which is the most important stage?

## The Right Answer = Investigation

The Beginning of SPIN

- Current research shows that all questions are **not** all equal.
- More investigation questions are asked in the successful sales call.
- Questions persuade more powerfully than any other form of verbal behavior.



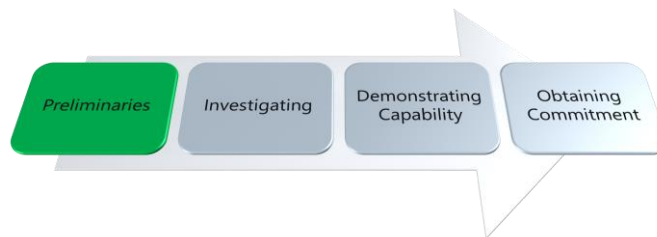
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## Preliminaries

The Beginning of SPIN

- First impressions are common to all types of sales:
  - Impressions are formed
  - A tone develops
  - Chemistry happens
  - Foundation is built
  - Note: The above issues on preliminaries are hard to quantify but relate to a common-sense approach to the first critical area of the sales process.



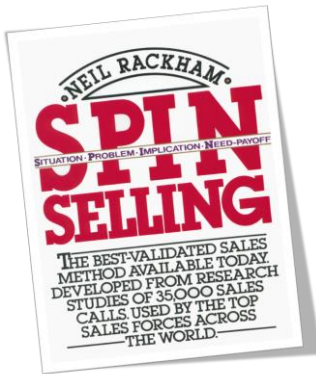
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## Today Investigation Takes Center Stage

The Beginning of SPIN

- This section is based on the bestselling book "*SPIN Selling*" by Neil Rackham.



**S**ituation

**P**roblem

**I**mplication

**N**eed-payoff

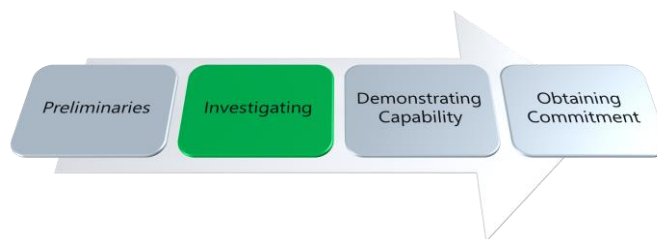
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## Investigation

The Beginning of SPIN

- The concept of *SPIN Selling* is based on the investigation phase and identifying customers needs.
- All questions in the investigative process that follows are focused on needs assessment, evaluation, and what the seller has to offer that addresses Explicit Needs.
- Definition of Need:
  - Any statement made by the buyer which expresses a want or concern that can be satisfied by the seller



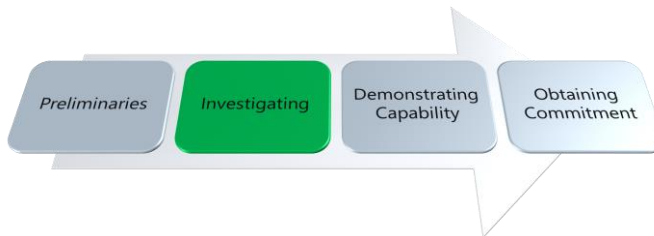
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## Investigation

The Beginning of SPIN

- Implied VS. Explicit Needs:
  - Implied Needs:
    - **General statements** by the customer of problems, difficulties, and dissatisfactions.
    - Typical example: "We're not satisfied with the quality of our existing displays."
  - Explicit Needs
    - **Specific** customer statements of wants or desires.
    - Typical example: "We need higher resolution displays."



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## Investigation

The Beginning of SPIN

- Developing Needs from the Top Down:



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## Investigation - Implied Needs

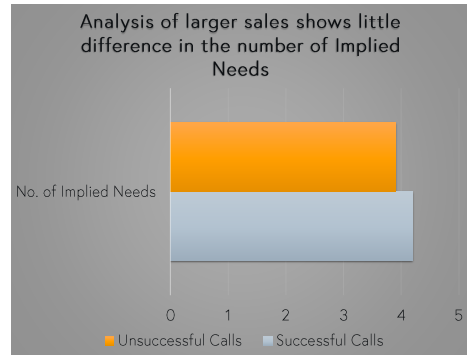
The Beginning of SPIN

- **Implied Needs:**

- Implied Needs **do** predict success in simple sales



- Implied Needs **do not** predict success in larger sales

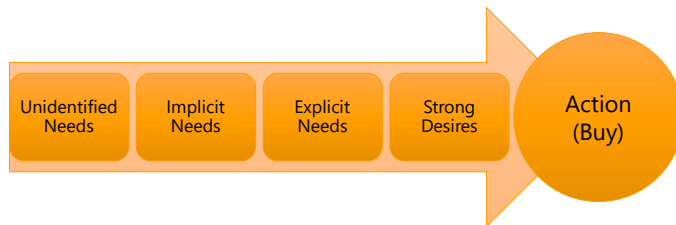


## Investigation-Explicit Needs

The Beginning of SPIN

- **Explicit Needs:**

- Shown to have the greatest positive impact on larger sales
- Leaves no room for uncertainty
- If you focus on implicit needs, you'll be making assumptions. If you focus on explicit needs, you'll be having conversations.





# Investigation

The Beginning of SPIN

- The Value Equation

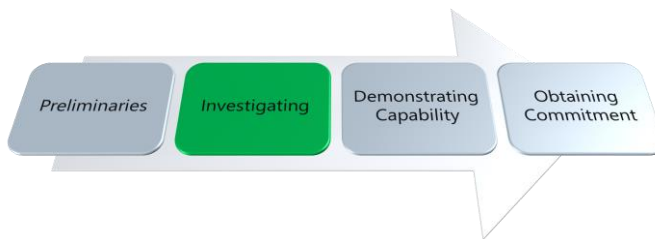
"Is the problem big enough to justify this solution?"



# Investigation Questions

The Beginning of SPIN

- Examples of SPIN Questions
  - Situation
  - Problem
  - Implication
  - Need / Payoff



## Situation Questions

The Beginning of SPIN

- **Situation Questions**
  - Finding facts about the customer's existing situation

What equipment do you use now?

How many branches do you have?

How many people do you employ here?

- Research shows Situation Questions:
  - Are used more in calls which fail
  - Are overused by inexperienced people

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## Problems Questions

The Beginning of SPIN

- **Problems Questions**
  - About customer's problems, difficulties, or dissatisfactions

What don't you like about your current solution?

What does your current product not do?

How efficient is your current solution?

- Research shows Problem Questions:
  - Are used more in calls which succeed... particularly if it's a small sale
  - Are asked more by experienced salespeople

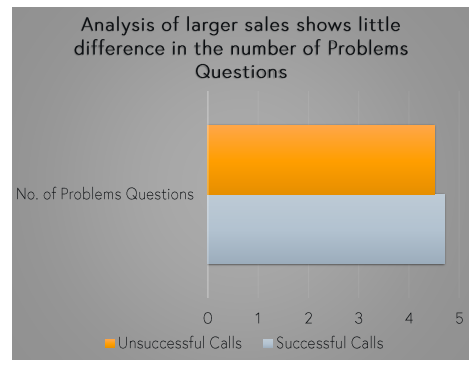
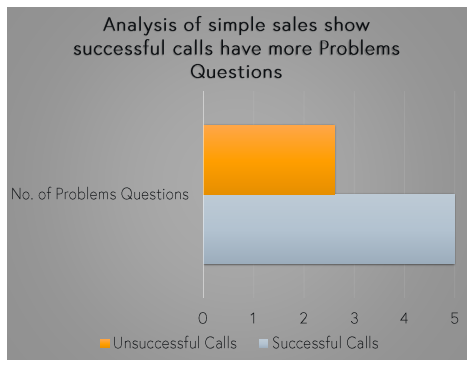
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# Problems Questions

The Beginning of SPIN

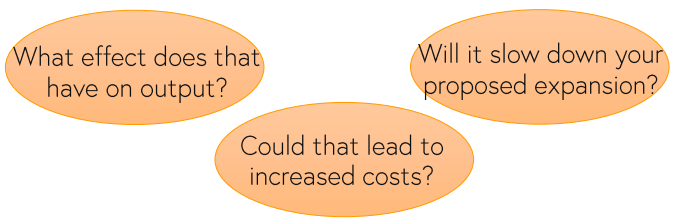
- Problems Questions



# Implication Questions

The Beginning of SPIN

- **Implication Questions**
  - About the effects, consequences or implication of the customer's problems



- Research shows Implication Questions:
  - Are strongly linked to success in larger sales
  - Build up customer's perception of value
  - Harder to ask than Situation or Problem question

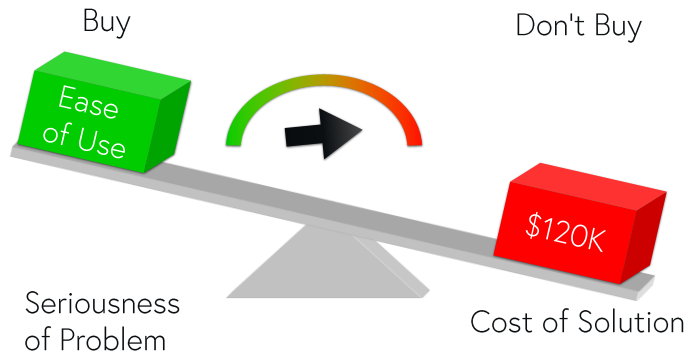


# Implication Questions

The Beginning of SPIN

- Implication Questions

"\$120,000!!! You must be kidding!"

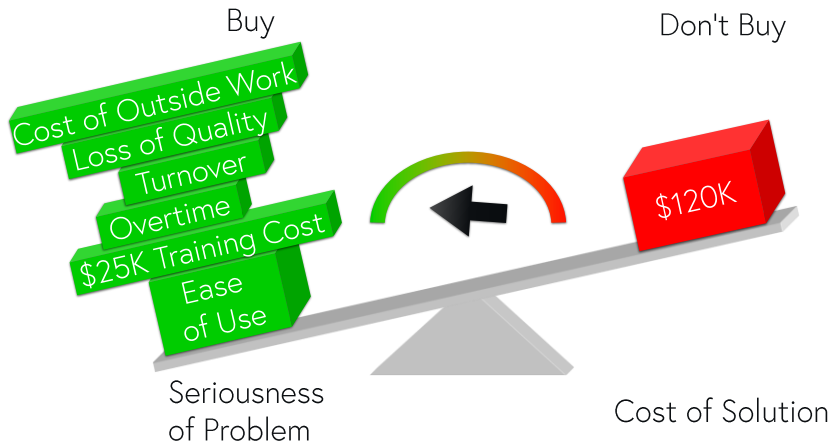


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# Implication Questions

The Beginning of SPIN

- Implication Questions

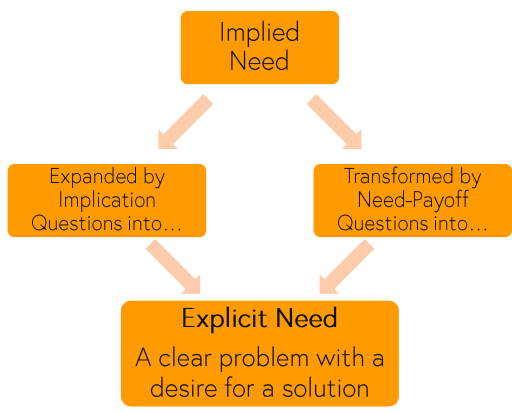


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# Need / Payoff Questions

The Beginning of SPIN

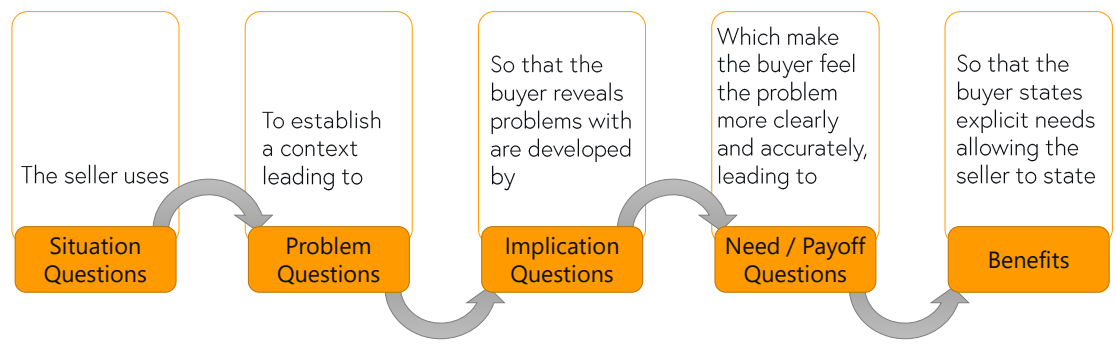
- Need / Payoff Questions for the solution



# Need / Payoff Questions

The Beginning of SPIN

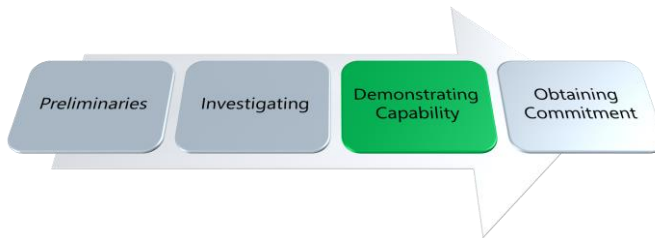
- SPIN Model



# Demonstrating Capability

The Beginning of SPIN

- Features and Benefits
  - **Features:** Facts or characteristics of a product or service
  - **Advantages:** This type shows how a product or service can be used or can help the customer.
  - **Real Benefits:** This type shows how a product or service meets an Explicit Need expressed by the customer.

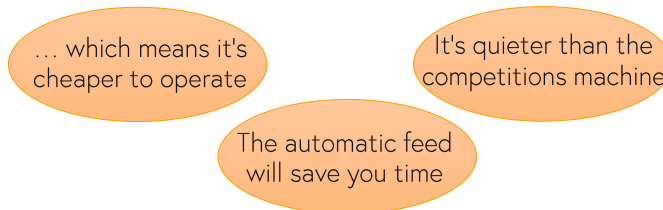


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# Demonstrating Capability

The Beginning of SPIN

- **Advantages**
  - Show how a product or service **can / might** be used or can help the customer



- Research shows Advantages:
  - Have a positive effect on small sales
  - Have less impact late in the selling cycle

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## Demonstrating Capability

The Beginning of SPIN

- **Real Benefits**
  - Shows how a product or service **meets** an Explicit Need expressed by the customer

You need immediate delivery? In stock!

The energy saving circuit offers economy

This will give you the faster speed you want

- Research shows Benefits:
  - Have a strongly positive effect on sales of all sizes
  - Are the most powerful statements you can make in larger sales

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## Demonstrating Capability

The Beginning of SPIN

- Features and Real Benefits

Behavior	Definition	Impact	
		On small sales	On larger Sales
Features	Describe facts, data, product characteristics	Slightly positive	Neutral or slightly negative
Advantages (Type A Benefits)	Show how products, services, or their Features can be used or can help the customer	Positive	Slightly positive
Real Benefits (Type B Benefits)	Show how products or services meet Explicit Needs expressed by the customer	Very positive	Very positive

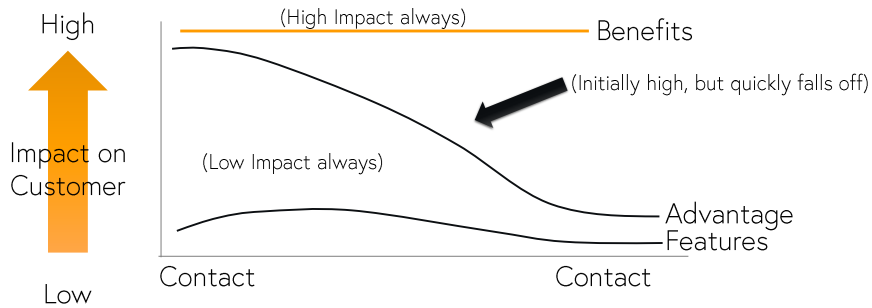
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## Demonstrating Capabilities

The Beginning of SPIN

- Features, Advantages, Real Benefits, across selling cycle



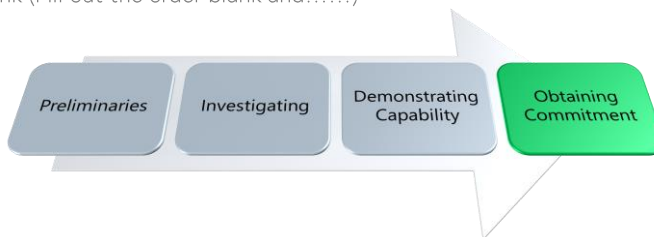
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## Obtaining Commitment

The Beginning of SPIN

- **What is Closing?**
    - "A behavior used by the seller which implies or invites a commitment, so that the buyers next statement accepts or denies commitment."
  - Most Popular Closes
    - Assumptive (Where would you like it delivered?)
    - Alternative (Would you prefer...?)
    - Standing Room Only (I'll have to offer it to another...)
    - Order Blank (Fill out the order blank and.....)
- Hundreds of fad closes exist!**



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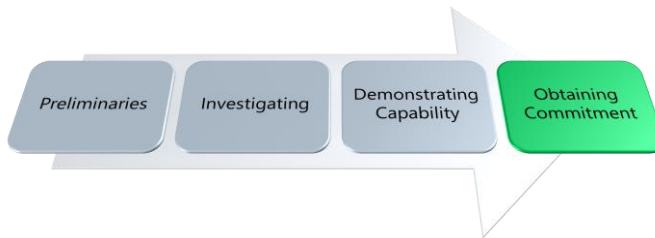


# Obtaining Commitment

The Beginning of SPIN

- **Conventional Consensus on Closing**
  - Closing techniques are strongly related to success
  - Use many types of closes
  - ABC (Always Be Closing)

## But...

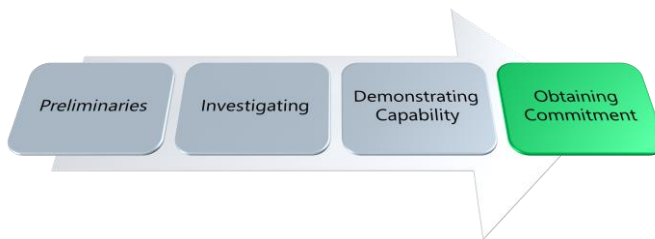


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# Obtaining Commitment

The Beginning of SPIN

- **But... What Research Shows for Large Sales**
  - If the customer detects that a seller is using closing techniques while selling to them, what effect, if any, does this have on their likelihood of buying?
    - More likely to buy: **2%**
    - Indifferent: **18%**
    - Less likely to buy: **34%**



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## Obtaining Commitment

The Beginning of SPIN

- Obtaining the "Right Commitment"



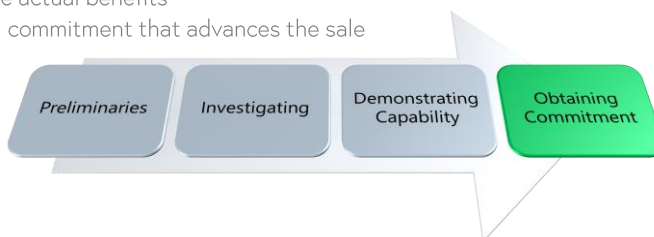
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## Obtaining Commitment

The Beginning of SPIN

- **Set Call Objectives in Writing!**
  - Concentrate on orders, advances and NOT continuations
  - Focus on specific actions
- **Successful Actions**
  - Give majority of attention to investigation
  - Properly demonstrate capabilities
  - Address key concerns
  - Summarize actual benefits
  - Propose a commitment that advances the sale



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## "Handling" Objections

The Beginning of SPIN

- No technique can prevent or answer all objections
- Research Results / Facts
  - Objection handling is much less important than previously thought
  - Objections are most often created by the seller
  - As sales skills increase, objections decrease



## "Handling" Objections

The Beginning of SPIN

- Feature and Price Concerns

Behavior	Definition	Impact	
		On small sales	On larger Sales
Features	Describe facts, data, product characteristics	Slightly positive	Neutral or slightly negative
Advantages (Type A Benefits)	Show how products, services, or their Features can be used or can help the customer	Positive	Slightly positive
Real Benefits (Type B Benefits)	Show how products or services meet Explicit Needs expressed by the customer	Very positive	Very positive

## "Handling" Objections

The Beginning of SPIN

- Feature and Price Concerns

Seller behavior	Most probable customer response
Features	Price Concerns
Advantages	Objections
Real Benefits	Support or approval

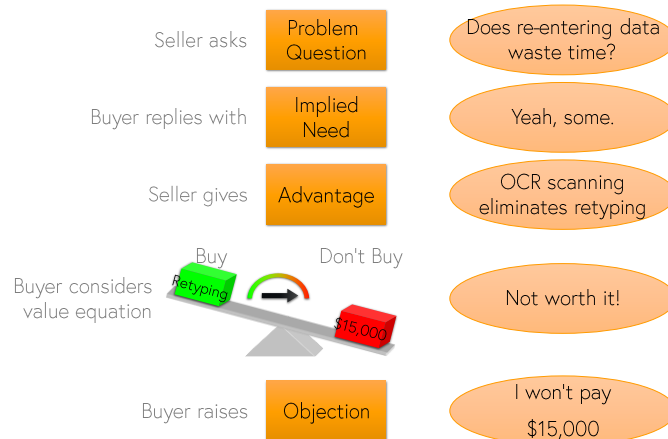
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## "Handling" Objections

The Beginning of SPIN

- How Type A Benefits (Advantages) Create Objections



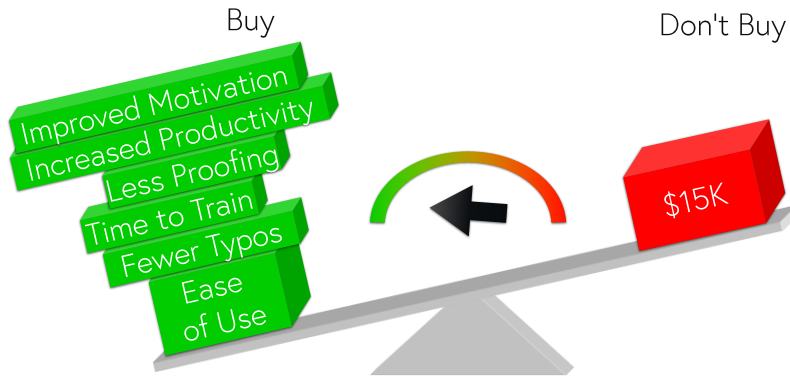
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# "Handling" Objections

The Beginning of SPIN

- Type B Benefits (Real Benefits) Reduce Objections

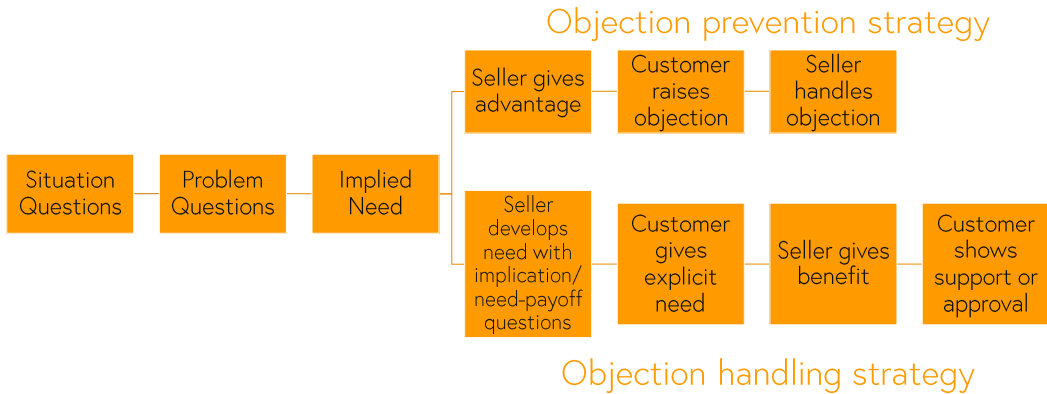


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# Handling Objections

The Beginning of SPIN

- Objection Handling Versus Prevention



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## Practical Suggestions

The Beginning of SPIN

- **Condition VS. Objection**

- **Objections** are temporary reasons for not buying, often because the perspective customer is either skeptical or unclear about your product or service. In many cases, objections are simply the natural human tendency to avoid making a commitment.
- **Conditions** are things that truly exist, and over which you have no control or influence.

**Note:** Objections can nearly always be addressed. Whenever a condition exists, your best strategy is to position yourself for when the condition changes.



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## "Handling" Objections

The Beginning of SPIN

- **Objection Caveats**

- Objections too early in a sales call signals some other problem OR you have introduced solutions too early.
- Objections about price and value mean you have not built your foundation on explicit needs.



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## Challenging the Sales Model

A Non-Traditional Approach



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## The Challenger Sale – Challenging the Sales Model

Challenging the Sales Model

- Neil Rackham, of *Spin Selling* fame, referred to the concepts put forth in *The Challenger Sale* by Matthew Dixon and Brent Adamson as:

**"The most important advance in selling for many years."**

- Like *Spin Selling*, this methodology is based on research of nearly 100 companies and thousands of sales people spanning diverse industries to determine the characteristics that define successful sales people and provide approaches for selling more effectively.
- This work confirms that solution selling alone is no longer effective, and buyers are frustrated with answering questions from sales people who take up their valuable time and deliver no tangible value beyond the product itself.



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# Background

Challenging the Sales Model

- *The Challenger Sale* is based on one of the largest sales studies ever conducted.
- Research showed that 53% of customer loyalty is driven by the sales experience with a sales person and not brand, price, service, or even the product.
- Their research, every B2B sales rep falls into five naturally different but not mutually exclusive profiles that define the skills and behaviors they use with customers.

**Hard Worker**

- Always goes the extra mile
- Doesn't give up easily
- Self-motivated
- Interested in feedback and development

**Challenger**

- Always has a different view of the world
- Understands the customer's business
- Loves to debate
- Pushes the customer

**Relationship Builder**

- Builds strong customer advocates
- Generous in giving time to help others
- Gets along with everyone

**Lone Wolf**

- Follows own instincts
- Self-assured
- Independent

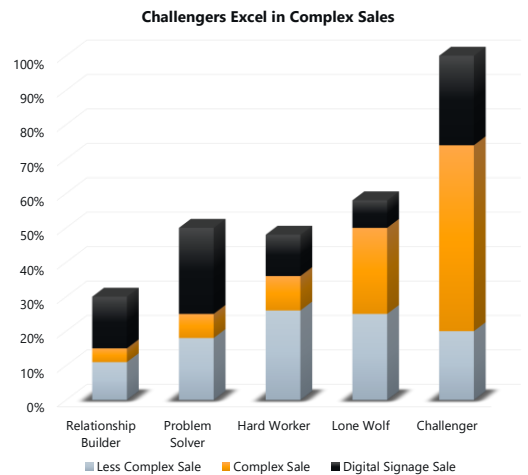
**Problem Solver**

- Reliably Responds
- Ensures that all problems are solved
- Detail oriented

# Complex VS. Simple Sales

Challenging the Sales Model

- As sales complexity increases, so does the success rate of the challenger approach.
- In digital signage, there is a difference...





## Differentiation

Challenging the Sales Model

- Research shows six most commonly used traits that distinguish the "challenger" from the other sales profile types. A challenger rep:
  - Offers a unique perspective to the customer
  - Strong 2-way communication skills
  - Knows the individual customer's value drivers
  - Can identify economic drivers of customer's business
  - Is comfortable discussing monetary issues
  - Can challenge the customer
- The above traits are not held exclusively by challenger reps, they're just more commonly used by them together.
- Other sales types will have useful skills, but they'll lack some of the challenger traits - like the ability to challenge a customer.

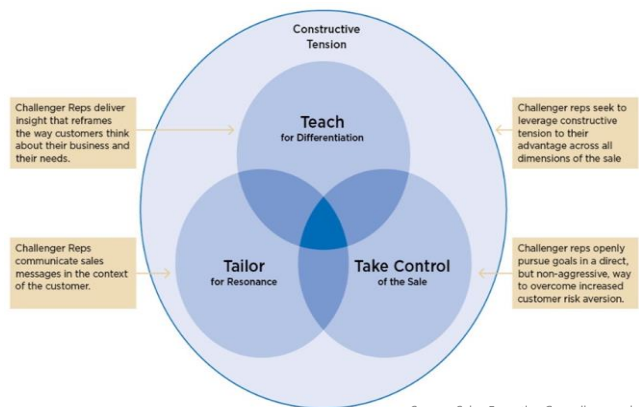
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## Teach – Tailor - Take Control

Challenging the Sales Model

- According to the book, a "challenger" is defined by the ability to do three key things well:
  1. Teach customers something new and valuable
  2. Tailor their sales activities to resonate with the decision-maker's hot-button issues.
  3. Take control of the discussions around pricing and challenge customer's thinking around the problem.



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## Sales Impact

Challenging the Sales Model

- **Research shows that solution selling by itself doesn't work as well anymore.**
- Customers are less likely to spend time helping sales reps discover their needs.
- Research found the seven highest-impact areas that make for a positive customer experience occur when the seller:
  1. Offers unique / valuable perspectives on the market
  2. Helps the customer navigate alternatives
  3. Provides ongoing advice and consultation
  4. Helps the customer avoid potential landmines
  5. Educates the customer on new issues / outcomes
  6. Ensures the supplier is easy to buy from
  7. Ensures the supplier has widespread support across organization

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## Commercial Teaching

Challenging the Sales Model

- This refers to a sales person who teaches their prospect how to think about their needs. This approach must:
  - **Lead to your unique strengths.** Why should people buy from you over anyone else?
  - **Challenge customer assumptions.** How can you reframe the problem for your customers?
  - **Catalyze action.** Customers need to understand why they should take an action, and the urgency to do it now.
  - **Scale across customers.** Your sales team must have a core group of market or industry insights that scale across different kinds of customers.

1.  
**Lead to Your Unique Strengths**

2.  
**Challenge Customers' Assumptions**

3.  
**Catalyze Action**

4.  
**Scale Across Customers**

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## Commercial Teaching

Challenging the Sales Model

- **Commercial teaching** is a new skillset to be learned. Here are the six components that make up an effective teaching approach:
  - **The Warmer** intro builds credibility and shows the prospect you understand their challenges.
  - **The Reframe** connects those challenges to a bigger problem or opportunity they hadn't previously considered.
  - **Rational Drowning** shows prospects the numbers behind why they should think differently.
  - **Emotional Impact** creates a connection between the pain in the story you're telling and the pain they feel every day in their organization.
  - **A New Way** convinces them of the solution as it relates to their business.
  - **Your Solution** shows them how this is the best choice out there, and how it fits with the new way they should be thinking about their business.



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## Commercial Teaching

Challenging the Sales Model

- **It's critical that your audience understands and relates to the story you're telling by tailoring to their problems and how they see the world.**
- Your pitch must get buy-in from an entire organization in order to win.
- The pitch should have messaging that's tailored the decision-makers you're working with. Each level of decision-makers will have different concerns.
- Taking control of a sale means that a sales person demonstrates and holds firm on value - not competing on price - and keeps momentum going across the sales process.



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## Sales Management



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## Understanding Effective Sales Management

Sales Management

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- What makes for an effective sales manager? Research found that:
  - 73% of management effectiveness is sheer ability (selling, coaching and owning).
  - 27% is comprised of management fundamentals like integrity, reliability and listening.
- The most important skill is figuring out creative ways to help their sales people.
- The second most important is coaching their sales team in three key areas:
  1. Investigate obstacles to a new sale, gather feedback in terms of what's working or not, and then identify how to resolve customer pain.
  2. Create new ways to position an offer and business outcome, and work with sales people and customers to define and explore new sales solutions.
  3. Share tactics and best practices, with others in the organization, and filter news and information from elsewhere in the organization to their sales team.



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# Understanding Effective Sales Management

Sales Management

- Use a **PAUSE framework** in sales manager coaching that helps them effectively coach their sales people. PAUSE stands for:
  - **Preparation** for the coaching conversation.
  - **Affirm** the relationship, creating a safe situation for coaching to occur.
  - **Understand** expected behavior.
  - **Specify** behavior change with objective standards for judging behavior.
  - **Embed** new behavior by giving sales people the tools to implement coaching suggestions.



# Synopsis

Sales Management

- The researchers found that after working with numerous organizations to implement this process, not every high performer is a "challenger". It's very possible to have reps who fit other sales profiles and are still high performers.
- It's helpful to understand that this won't be a perfect transition and expect some number of sales people to drop out of the process.
- However, the data and research shows that by implementing as much of the "challenger" process as possible it can maximize the performance of your sales force, overall.



## How to Sell a Digital Signage Network: *The Importance of Why*

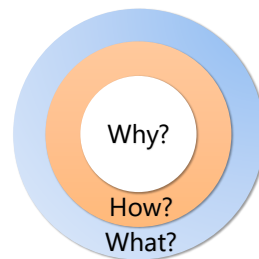


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### Start with WHY

How to Sell a Digital Signage Network – The Importance of Why

- In the book *Start with Why* by Simon Sinek he writes about the importance of starting with "Why". His concepts bridge the personal and the professional.
- Starting with WHY gives you the ability to inspire those around you and individually and collectively achieve remarkable things.
- Any organization can explain WHAT it does; some can explain HOW they do it; but very few can clearly articulate WHY.
- **Starting with WHY inspires and never manipulates.**



- Why** = The Purpose  
What is your cause? What do you believe?
- How** = The Process  
Specific actions taken to realize the Why.
- What** = The Result  
What do you do? The result of the Why.



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## The Big Ideas

How to Sell a Digital Signage Network – The Importance of Why

- Your **WHY** is your purpose, cause or belief.
- Every inspiring leader and organization, regardless of size or industry, starts with WHY.
- People don't buy WHAT you do, they buy WHY you do it.
- Knowing our WHY is essential for lasting success and the ability to avoid being lumped in with others.
- When your WHY goes fuzzy, it becomes much more difficult to maintain the growth, loyalty, and inspiration that helped drive your original success.

**"The role of a leader is not to come up with all the great ideas. The role of a leader is to create an environment in which great ideas can happen."**

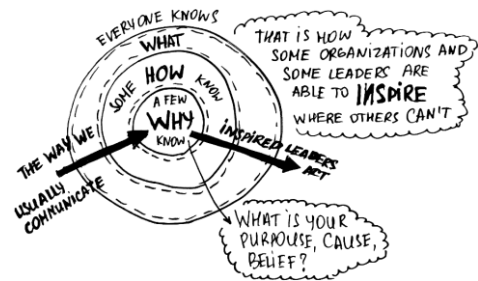
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## Sinek's Words of Wisdom

How to Sell a Digital Signage Network – The Importance of Why

- "Finding WHY is a process of **discovery**, not invention."
- "Don't forget that a WHY is just a belief, HOWs are the actions we take to realize that belief and WHATs are the results of those actions."
- "If a company does not have a clear sense of WHY then it is impossible for the outside world to perceive anything more than WHAT the company does."
- "Companies that just deal with WHAT get involved with manipulations that rely on pushing price, features, service, or quality as the prime currency of differentiation."
- "It is not just WHAT or HOW you do things that matters; what matters more is that WHAT and HOW you do things is consistent with your WHY."



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## Sinek's Words of Wisdom

How to Sell a Digital Signage Network – The Importance of Why

- "No matter where we go, we trust those with whom we are able to perceive common values or beliefs."
- "When we are selective about doing business only with those who believe in our WHY, trust emerges."
- "Trust begins to emerge when we have a sense that another person or organization is driven by things other than their own self-gain."

"For a WHY to have the power to move people it must not only be clear, it must be amplified to reach enough people to tip the scale."

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How to Sell a Digital  
Signage Network:  
*Basic Sales 101*

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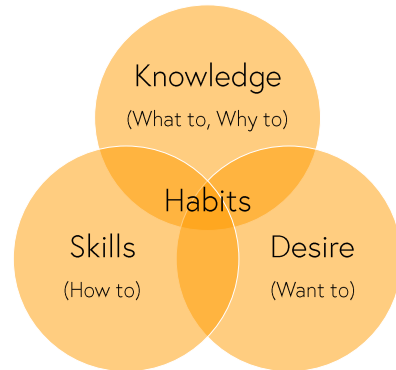
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# Habits

How to Sell a Digital Signage Network – Basic Sales 101

- Habits are the intersection of knowledge, skill, and desire.
  - **Knowledge** is what to do and why.
  - **Skill** is how to do it.
  - **Desire** is the motivation, the want to.



Effective Habits  
Internalized principles and patterns of behavior



# Maturity Continuum

How to Sell a Digital Signage Network – Basic Sales 101

- Dependence on others for needs
- Independence from external influences
- Interdependence is the attitude of "we"

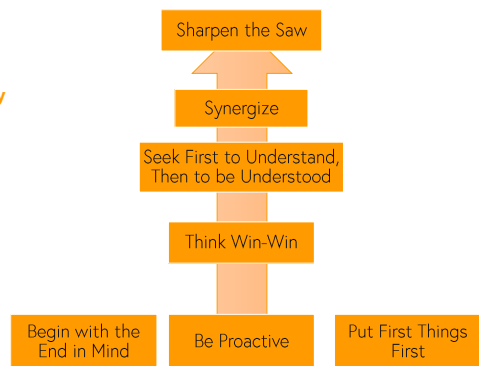
**Renewal**  
Habit #7

**Public Victory**  
Habit #6

Habit #5

Habit #4

**Private Victory**  
Habit #3  
Habit #2  
Habit #1



As we grow more – we realize the whole world is interdependent!

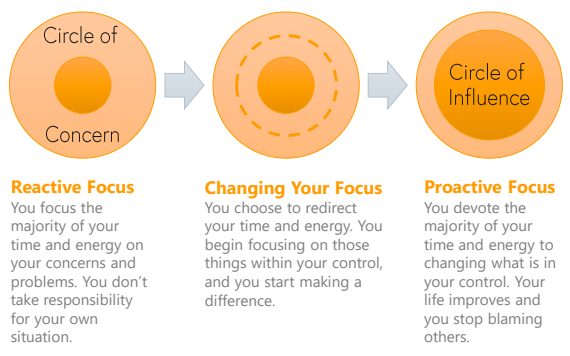


# Habit #1 - Be Proactive

How to Sell a Digital Signage Network – Basic Sales 101

- I am responsible for my actions and I can choose what they are.

### Adopting a Proactive Focus



# Habit #2 - Begin with the End in Mind

How to Sell a Digital Signage Network – Basic Sales 101

- Envision what you want in the future so you can work and plan towards it.
- Goal Setting Basics
  - Specific
  - Measurable
  - Attainable
  - Realistic
  - Timely



*Covey notes, "You are the programmer!"*



## Habit #3 - Put First Things First

How to Sell a Digital Signage Network – Basic Sales 101

### • Time Management Basics

- Set specific goals for each day.
- Create a schedule or list of activities to perform to keep your day on track.
- Use a checklist to note which items you've completed as you go about your day.
- Use a timeline detailing when you will perform your most important activities, including making sales calls, meeting potential clients and making follow-up calls to interested parties.
- Include time to qualify your prospects.

	Urgent	Not Urgent
Important	<b>Quadrant 1</b> Important and Urgent tasks. (Crises, Deadlines, Problems)	<b>Quadrant 2</b> Important but not Urgent tasks. (Relationships, Planning, Recreation)
Not Important	<b>Quadrant 3</b> Urgent but not Important tasks. (Interruptions, Meetings, Activities)	<b>Quadrant 4</b> Not Important and Not Urgent tasks. (Time Wasters, Pleasure)

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## Habit #4 Think Win-Win

How to Sell a Digital Signage Network – Basic Sales 101

- Six Paradigms of Human Interaction
  1. Win/Win (a better way)
  2. Win/Lose (an authoritarian approach)
  3. Lose/Win (loser / peacemaker at all costs)
  4. Lose/Lose (enemy centric)
  5. Win (others are irrelevant)
  6. Win/Win or No Deal



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## Habit #5 - Seek First to Understand and Then Be Understood

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- Listening Basics
  - Concentrate
  - Acknowledge
  - Respond
  - Emotional Control
  - Sensing
  - Structure



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## Habit #6 - Synergize

How to Sell a Digital Signage Network – Basic Sales 101

- **Building Rapport with Great Communication Skills**
  - The six most powerful bonding behaviors to develop rapport:
    - Smile
    - Open posture
    - Forward leaning
    - Touch
    - Eye contact
    - Nod in acknowledgment

- ❑ Synergy is about valuing differences
- ❑ Surround yourself with people who offset your weaknesses
- ❑ Work together to create solutions better than anyone could create on their own
- ❑ Get the most from the team by recognizing each participants unique strengths

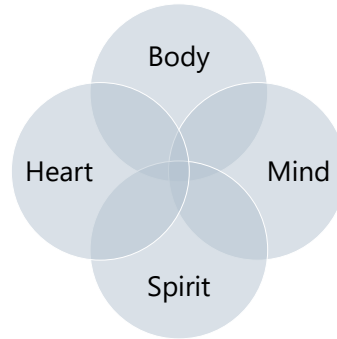
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## Habit #7 - Sharpen the Saw

How to Sell a Digital Signage Network – Basic Sales 101

- Life's balance
- Renewing energy
- Physical renewal
- Mental renewal
- Meditation or spiritual renewal



Create a sustainable, long-term, effective lifestyle



Selling the Digital Signage  
Puzzle:  
Why it Depends!



## The Complexity of "It Depends"

Selling the Digital Signage Puzzle: Why it Depends!

- As previously stated, to truly succeed in this space, a company must understand all the disparate parts that make up the entirety of a digital signage network.
- This is how we can understand how to properly sell the tangible value in those networks to the customer.
- **Ultimately the answer to most questions is "It depends!"**



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## Your Role When "It Depends"

Selling the Digital Signage Puzzle: Why it Depends!

- You can no longer simply communicate information about the digital signage product or services your company provides, you must give added value yourself.
- **The Understanding Phase**
  - You must participate in helping your clients/prospects define the problems they are trying to solve
- **The Collaboration Phase**
  - You need to help identify a solution your clients/prospects didn't know was available to them or helping them clarify a solution they did not fully understand.
- **The Solving the Problem Phase**
  - You need to coordinate the overall capabilities and talents of your organization with the needs and desires of your clients/prospect's organization.

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## It Depends on the Purpose of the Network

Selling the Digital Signage Puzzle: Why it Depends!

- Step #1 – What is the purpose of the network being proposed?
- The most basic question to begin with (that will lead to all further discovery) is *"what kind of digital signage network do you or your customer want to have and what do you want it to do?"*
- And the answer is?

# IT DEPENDS!



## Step #2 – Discovery Begins

Selling the Digital Signage Puzzle: Why it Depends!

- Step #2 – What does it depend on?
- Paraphrasing The 7 Key Elements of Digital Signage puts forth a series of discovery questions:
  1. What are the **business** objectives or outcomes?
  2. What **content** will be displayed?
  3. What will the **design** entail?
  4. What **software** will we use?
  5. What **hardware** will we need?
  6. How will we **connect** the network?
  7. How will you **install and operate** the network?



## It Depends on Business and Content

Selling the Digital Signage Puzzle: Why it Depends!

- **It Depends on Business**
  - What is the objective and desired outcome of the digital signage system?
  - How will success be measured once it is up and running?
  - Who is the intended audience?
  - What do you want to communicate?
- **It Depends on Content**
  - Will the system be used for advertising, information, or combination of the two?
  - Define the types of content you want to use.
  - Who will supply the content?
  - Does your content exist already, or will it be created for this project?
  - How often will your content be refreshed/updated?

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## It Depends on the Design

Selling the Digital Signage Puzzle: Why it Depends!

- **The entire concept of digital signage revolves around delivering a message more effectively than a traditional static sign.**
- If you do not know the true objective of the system, what type of content will be displayed on it, and ultimately who it will be viewed by... you cannot design an effective one.
- The next critical issue in design is that of location; where are the displays going to go?
- What distance away is the viewer intended to be from the display?
- How are all the screens going to communicate?

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## The Physical Parts of a Digital Signage System

Selling the Digital Signage Puzzle: Why it Depends!

- A digital signage system appears like a complex web of different components, but it essentially distills down into a relatively simple definition:
- A digital signage system is a network of computers or similar appliances, joined together in a local network or across the Internet, running digital signage software, that are connected to displays.
- This means that no matter who the manufacturer of each component is, or how large the digital signage system is, it will contain several common parts.

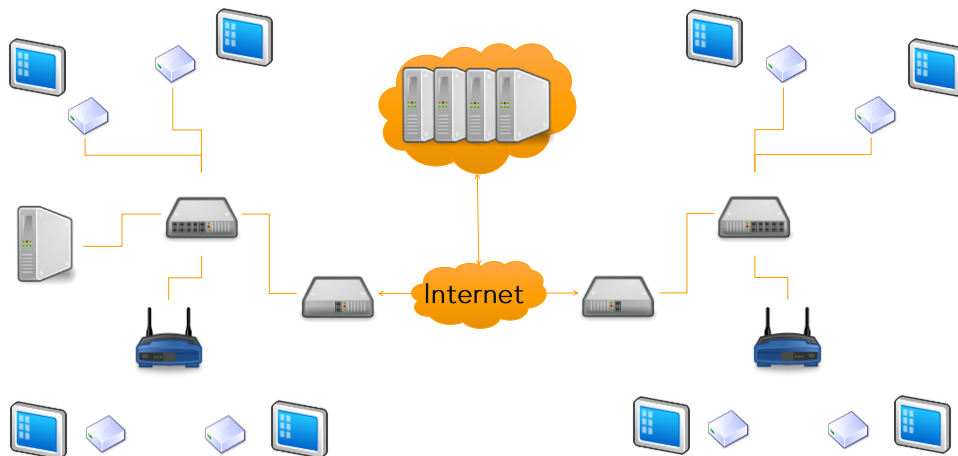


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## Example of a Digital Signage System

Selling the Digital Signage Puzzle: Why it Depends!

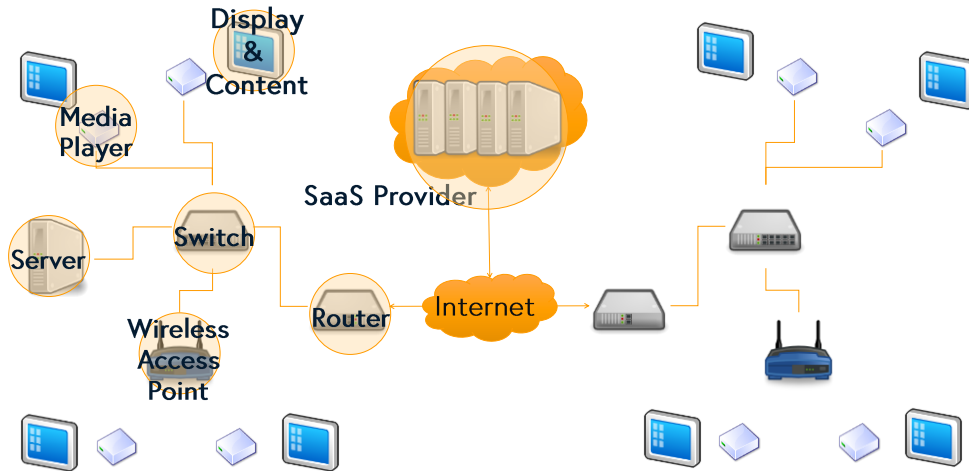


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## Example of a Digital Signage System

Selling the Digital Signage Puzzle: Why it Depends!



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## Content in Digital Signage

Selling the Digital Signage Puzzle: Why it Depends!

- Content must be created to suit the objectives, viewer environment, and other unique requirements of the dynamic digital signage network if the benefits are to be fully realized.
- **Content Questions:**
  - What is the average dwell time of your audience in front of your screen(s)?
  - How often does our audience visit our location?
  - How long/short does your loop need to be?
  - Are we going to use audio?
  - What behavioral changes/actions are you looking for as a result of your message?
  - How will you know if it is working?



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## Displays in Digital Signage

Selling the Digital Signage Puzzle: Why it Depends!

- No matter what else goes into a digital signage system, without a display, we have no way of conveying our message!
- Displays come in several different flavors and technologies, each with its own benefits and limitations.
- **Display Questions:**
  - How many locations / screens are involved?
  - What is the environment in which the screens will reside?
  - What distance will they be viewed?
  - How many hours per day will the system be running?
  - Will the system include interactivity (now or in the future)?



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## Types of Displays Commonly Used

Selling the Digital Signage Puzzle: Why it Depends!

- **LCD Flat Panels**
  - The most common display type
  - From 3" to 98" in size
  - Up to 4K resolution
  - May include touch
  - Used in Videowalls
  - Outdoor models available
- **Projectors**
  - Still used in about 20% of all signage
  - Can be an affordable way to make a large image
  - Can be impacted by ambient light
  - Lamp free models available



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## Types of Displays Commonly Used

Selling the Digital Signage Puzzle: Why it Depends!

- **Direct View LED (dvLED)**
  - High brightness
  - Can be built any size – suited for larger sizes
  - Indoors or outdoors
  - Multiple pixel pitches available
  - Seamless image
  - Higher cost... but coming down!
- **Smartphones (and mobile devices)**
  - Trends are leaning towards connecting to mobile
  - Becomes important in content formatting



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## Mounts for Digital Signage Displays

Selling the Digital Signage Puzzle: Why it Depends!

- **Mounts**
  - Ceiling
  - Wall
  - Floor
  - Videowall
- **Enclosures**
  - Indoor
  - Outdoor
- **Kiosks**
  - Indoor
  - Outdoor



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## Media Players in Digital Signage

Selling the Digital Signage Puzzle: Why it Depends!

- At its core, a media player is a device that is connected to an IP (computer) network, that receives data from a digital signage software's server component, and processes that data into a video signal that can be shown by a display device.
- **Media Player Questions**
  - Will I need a separate media player?
  - Where will the media player be located?
  - Does it come with my Content Management Software (CMS)?
  - What type of media player do I need?
  - Where will the player be located?



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## Types of Media Players

Selling the Digital Signage Puzzle: Why it Depends!

- **PC based media players**, as the name implies, are essentially PCs customized to fit digital signage applications.
  - This typically involves reducing the form factor of the PC, making it smaller. That allows it to be mounted in a larger variety of ways, and thus easier to install.
- **Appliance based media players** are customized devices that don't run a Windows operating system.
  - Instead, they will run a mobile operating system like Android, ChromeOS, or a custom software environment, dedicated to a single application.
  - These may be stand alone devices or integrated as system-on-chip and embedded.
  - These new appliances are generating considerable market buzz and interest, and have several advantages, but also have limitations that must be considered.



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## Media Player Locations

Selling the Digital Signage Puzzle: Why it Depends!

- You have two choices of player placement when designing your digital signage network, you can place your digital signage player at the screen, or you can place it somewhere else...
- While screen placement is a determining factor in the effectiveness of your digital signage messages getting across to your audience, player placement has a direct effect on the total cost of ownership of the network.



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## Digital Signage Software – The CMS

Selling the Digital Signage Puzzle: Why it Depends!

- Digital signage content management (CMS) software packages are made up of a group of components, each designed to perform different tasks.
- Most CMS software programs do similar things, but they do them in different ways.
- There are several hundred CMS providers worldwide but approximately 50 collectively do most projects.
- **CMS Questions:**
  - Will the system be used for advertising, information, or combination of the two?
  - What types of content will be required and how often will it be refreshed / updated?
  - How do you want to manage the costs? Up front, or monthly?
  - Do you want to host the software yourself?



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## CMS Components

Selling the Digital Signage Puzzle: Why it Depends!

### • The Player

- The player software is the component that will reside on the media player hardware.
- It translates information received from the network into video that can be shown on a display.
- It will typically provide remote support, monitoring, and reporting.



### • The Server

- The server component of the signage software package acts as the brain of the system.
- This is where the central management of content, scheduling / dayparting, users, and status monitoring takes place.

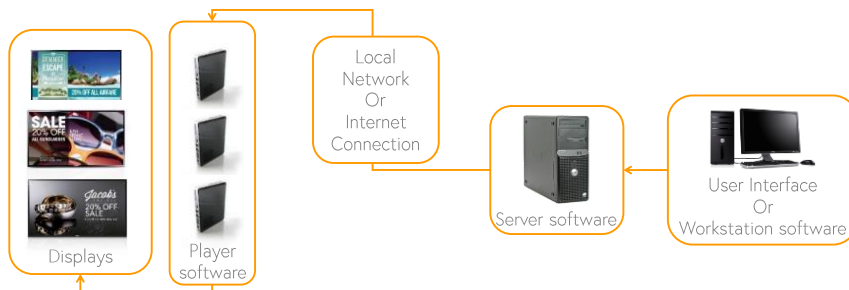


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## CMS Business Models

Selling the Digital Signage Puzzle: Why it Depends!

- **On Premise, sometimes abbreviated as "on-prem"**, operates under the concept that the end user is going to purchase the software up front, and host it themselves within their corporate network environment.



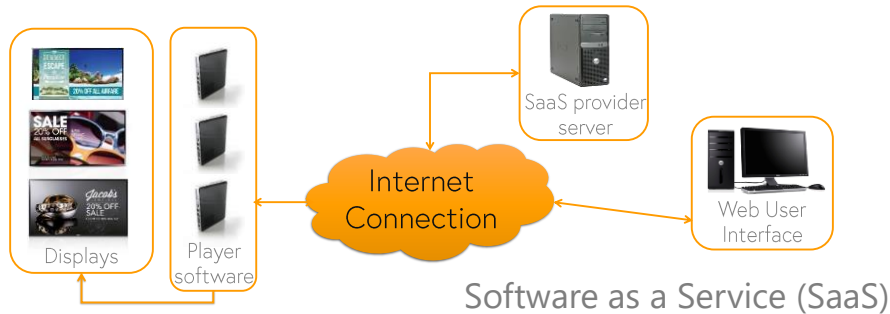
On Premise Software System

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## CMS Business Models

Selling the Digital Signage Puzzle: Why it Depends!

- **Software as a Service, abbreviated as "SaaS"**, operates under a subscription model. The end user has little to no out of pocket expense in setting up the software but pays a per display / per month subscription fee to the software provider. The software provider then hosts the server software and offers use as a service. This is sometimes also referred to as "cloud" software.



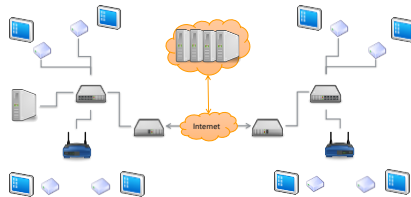
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## Networks in Digital Signage

Selling the Digital Signage Puzzle: Why it Depends!

- Every digital signage system is defined by its backbone, the network.
- Connecting multiple sites together, or connecting multiple players within a single site, the network allows all the players to communicate with the central server, to receive content, schedules, and management.
- **Network Questions:**
  - Will the displays be networked, or updated via USB?
  - Will the network be provided for you, or will you build your own?
  - Will the network be wired or wireless?
  - Will cellular connectivity be required?



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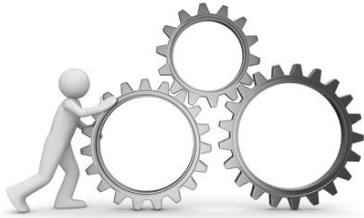
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# Operations: The Key That Works

Selling the Digital Signage Puzzle: Why it Depends!

- Operations is left until the very end, because that is exactly where it fits.
- It is the processes that are performed that make a digital signage network operable.
- **Operations involves key facets, like:**
  - Logistics and planning
  - Project management
  - Systems installation
  - Connecting all the pieces of the puzzle
  - Verification and testing
  - Training
  - Daily operation of the network
  - Continuing maintenance, service and support



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Practical Sales  
Suggestions

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## Mindset - Become a Partner not a Vendor

Practical Sales Suggestions

- If your goal is just selling something to someone, the likelihood of a partnership is near zero. That makes it simply about peddling your wares, rather than understanding and solving business problems.
- Business partnerships come together by identifying the synergies between organizations resulting in strong benefit for both.
- Vendors provide data, but partners interpret the data with recommendations.
- Vendors take orders, partners inquire as to why they want what they want.
- Vendors are reactive, or even responsive, but partners are proactive.
- Vendors take a narrow look at the world, but partners see the world in totality.

Putting this together - customers have vendors, but clients have partners!

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## Value of Knowledge

Practical Sales Suggestions

- Knowledge helps you articulate how your product may help your customer.
- Knowledge makes you a valuable reference person your customer will want to turn to, and listen to, for industry information.
- Knowledge will increase the possibilities for repeat business.
- Knowledge will increase referrals.
- Knowledge will improve your ability to network.



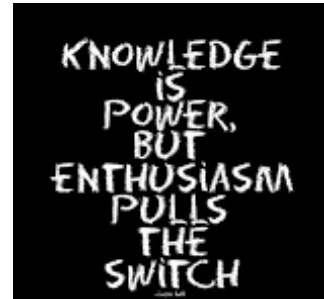
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## Value of Knowledge

Practical Sales Suggestions

- Knowledge helps you find prospects to call.
- Knowledge helps you determine which prospects are most worthwhile to focus on.
- Knowledge can immediately distinguish you from other salespeople.
- Knowledge helps you build rapport and gain trust.
- Knowledge helps you ask appropriate questions in defining the customer's Explicit Needs.



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## Understanding the Buyer – Social Types Review

Practical Sales Suggestions

- The **Driver**: Driver personalities are by far the most difficult to built rapport with, as they are usually all business.
- The **Analytical**: The Analytical type is the typical thinker. They tend to be very facts and figures oriented, systematic, and thorough in their decision making. Usually they are quite reserved, and not too outgoing.
- The **Amiable**: Relationship is the key word for people with an amiable social style. They're very cooperative, friendly, easygoing, nice people. They do not like conflict, and do not respond well to any pressure.
- The **Expressive**: Expressive people tend to be extremely outgoing. They tend to be very conceptual in how they think. They are big picture operators, with lots of body language and facial expressions. They like to tell stories and be on stage.

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## Understanding the Buyer – Discovery

Practical Sales Suggestions

- **Understanding the Buyer – Discovery**
  - Discover the stakeholders
  - Discover the decision makers
  - Discover how the buyers defines value
  - Discover their "hot buttons"
  - Discover how they make decisions
  - Discover the best approach to gain agreement

Note: It is different every time!



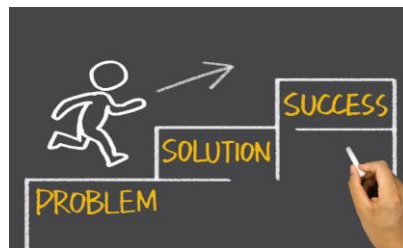
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## Customer Focused Selling

Practical Sales Suggestions

- Leave your objectives, your sales goals, and your quotas at the door.
- Instead, adopt the mindset that you are there as an inside consultant to help your prospect with the digital signage products and services you have to offer.
- Think of problems and then solutions.



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## Customer Focused Selling – Don'ts

Practical Sales Suggestions

- Don't focus on sales technique!
- Forget about the perfect sales introduction!
- Forget about the perfect sales presentation!
- Forget about overcoming the most likely objections!
- Forget about finding the perfect close!

DO focus on the customer's problems and needs, and your digital signage solutions.

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## Getting Past Objections – The Model

Practical Sales Suggestions

- Listen
- Acknowledge / Empathize
- Ask Questions
- Summarize
- Answer the Request
- Confirm Agreement



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## Some Final Words: Keys to Success



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## The Twelve Big Keys to Sales Success

Some Final Words: Keys to Success

1. Know your "stuff" and believe in it (The Why!)
2. Stop selling and start listening
3. Leave your ego at the door and learn flexibility
4. Respect how your customer prefers to communicate
5. Plan triggers and leave footprints
6. Manage yourself like a business



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## The Twelve Big Keys to Sales Success

Some Final Words: Keys to Success

7. Plant seeds every day
8. Let go of tactics and develop personal judgment skills
9. Manage the sales process with "Next Steps"
10. Let your enthusiasm show
11. Be a student of the world
12. Always be positive



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## The Twelve Big Sales Mistakes

Some Final Words: Keys to Success

1. Talking too much
2. Too fast a pace in your sales pitch
3. Nervousness
4. Failure to see your customer's "World" and problems
5. Failure to do adequate pre-call planning
6. Asking for a commitment too soon



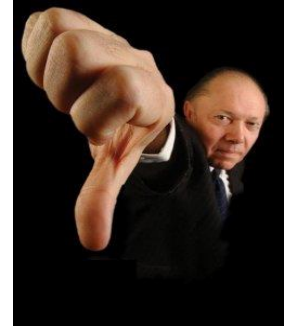
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## The Twelve Big Sales Mistakes

Some Final Words: Keys to Success

7. Becoming complacent
8. Overreacting to objections
9. Inability to articulate value
10. Trying too hard to sell
11. Mistaking busy for productive
12. Lack of sales follow up



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**Keep it focused on the customer!**

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## ANY QUESTIONS?

“ Successful people ask better questions, and as a result, they get better answers. ”

*Tony Robbins*

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Digital Signage Experts Group

## Contact Us

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# Thank You!

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