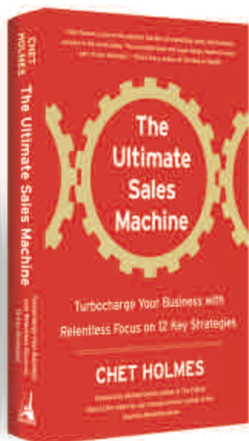


SOUNDVIEW
Executive Book Summaries®



by Chet Holmes

Turbocharge Your Business with Relentless Focus on 12 Key Strategies

THE ULTIMATE SALES MACHINE

THE SUMMARY IN BRIEF

There are two keys that set the stage for getting powerful results. The first key is to have what I call “pigheaded discipline.” This may sound like an insult, but it’s one of the best compliments I can pay. This concept is so important, I originally titled the book *The Pigheaded Executive Wins Every Time*.

The second key is all about mastery. How does one become a master? Mastery is about doing 12 specific things 4,000 times, not 4,000 *different* things. By focusing specifically on the 12 key strategies — time management, training, meetings, strategy, hiring, getting the best buyers, marketing, using visuals, landing dream clients, selling, following up and setting goals — you can easily become a master of these skill areas.

This summary is for executives, CEOs, entrepreneurs and professionals. It is for middle managers, salespeople and customer service representatives. It is for everyone who plays a role in operating, marketing, selling and running a company or department. It offers the kind of information and strategies that are essential for everyone in the trenches doing battle to grow and strengthen their business.

This summary not only offers the tools and pigheaded mind-set for success, but it also provides you with complete how-to instructions to create the Ultimate Sales Machine, as well as how to put you and your company on the path to success and stay there.

IN THIS SUMMARY, YOU WILL LEARN:

- How to master proven strategies for management, marketing and sales.
- How to get more bang from your Web site, advertising, trade shows and public relations.
- How to secure the best buyers for your business.
- How to hire top producers every time.



CONTENTS

Introduction
Page 2

Time Management Secrets of Billionaires
Page 2

Executing Effective Meetings
Page 3

Becoming a Brilliant Strategist
Pages 3, 4

Hiring Superstars
Pages 4, 5

The Seven ‘Musts’ of Marketing
Pages 5, 6

Sales Skills
Page 7

Follow-up and Client Bonding Skills
Pages 7, 8

All Systems Go
Page 8

Conclusion
Page 8

THE COMPLETE SUMMARY: THE ULTIMATE SALES MACHINE

by Chet Holmes

Introduction

You can profoundly improve your company or department if you absolutely commit to one hour per week in which you do nothing else but work on making the business much more effective.

It's not going to be hard to apply the 12 strategies or to transform your business into the Ultimate Sales Machine. The key is learning and practicing the pig-headed discipline and determination you need to constantly address and re-address the 12 areas involved. ■

Time Management Secrets of Billionaires

Earlier in my career I ran nine divisions of a company owned by billionaire Charlie Munger. I was working seven days a week, 10-12 hours a day at the office dealing with interruptions, and then I'd bring home work that needed more concentration.

You've heard of "The One Minute Manager" — I was the "Got-a-Minute Manager." Anyone could come to me any time they wanted and interrupt and a "got-a-minute" meeting would break out.

In contrast, when I had a meeting with Mr. Munger I had to set an appointment, have a tight agenda, know what I was going to say, know the outcome I wanted from the meeting and be as spot-on as possible. However, every meeting was highly productive and to the point.

Then suddenly it clicked that I needed to take control of my time and my staff. I sent out a memo that said: "Don't come to my door anymore and ask me if I've got a minute. The answer will be no. There are nine primary impact areas reporting to me, so we are going to have nine meetings per week with each of these impact areas. Hold all ideas, unless urgent, until your weekly meeting."

That memo changed my life. The next day, no one came to my door and I was able to get a lot more done at the office. But let me warn you, within a week everyone started slipping back into old habits. It took pig-headed discipline and determination on my part to train

the entire organization to respect not just my time, but theirs as well. ■

Instituting Higher Standards and Regular Training

According to an article in *Harvard Business Review*, only 10 percent of the population has what's called "the learning mind-set." These are people who seek out and enjoy learning. The other 90 percent of the population will not look to improve their skills unless they have to as part of their job requirement. Today, most professions have mandatory continuing education because they found that without it people wouldn't keep current with the information necessary to be accepted as professionals in their fields.

Deliberate and Constant Training

Banks like Wells Fargo, Banker's Trust and Citibank have classroom-style training programs with policies and procedures for all new hires. But it is in the improving and advancing of all skills and professionalism of every person in your company on an ongoing basis that is going to turn your company into the Ultimate Sales Machine. Training is proactive. It keeps your company healthy and prepared no matter what crisis arises. ■

The author: Chet Holmes is an acclaimed corporate trainer, strategic mastermind, business growth expert and lecturer. His nearly 1,000 clients have included more than 60 major companies such as Pacific Bell, NBC, Citibank, Warner Bros., GNC, Wells Fargo, Estée Lauder, Merrill Lynch and W.R. Grace, to small businesses of every kind.

The Ultimate Sales Machine by Chet Holmes. Copyright © 2007 Chet Holmes. Summarized by permission of the publisher, Portfolio. \$24.95, 252 pages, ISBN 1-59184-160-9.

Summary copyright © 2007 by Soundview Executive Book Summaries, www.summary.com, 1-800-SUMMARY, 1-610-558-9495.

For additional information on the author, go to: <http://my.summary.com>

Published by Soundview Executive Book Summaries (ISSN 0747-2196), P.O. Box 1053, Concordville, PA 19331 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions: \$209 per year in the United States, Canada and Mexico, and \$295 to all other countries. Periodicals postage paid at Concordville, Pa., and additional offices.

Postmaster: Send address changes to Soundview, P.O. Box 1053, Concordville, PA 19331. Copyright © 2007 by Soundview Executive Book Summaries.

Available formats: Summaries are available in print, audio and electronic formats. To subscribe, call us at 1-800-SUMMARY (610-558-9495 outside the United States and Canada), or order on the Internet at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Soundview Executive Book Summaries®

CHRIS LAUER – CONTRIBUTING EDITOR
ATHENA NICOLAIDES – GRAPHIC DESIGNER
MELISSA WARD – MANAGING EDITOR
SARAH T. DAYTON – EDITOR IN CHIEF
REBECCA S. CLEMENT – PUBLISHER

Executing Effective Meetings

The best way to build the Ultimate Sales Machine and to keep it running as smoothly as possible is to hold regular, highly productive, workshop-style meetings dedicated to improving every aspect of your company. In each of these meetings you will focus all the relevant people on fixing just one small part of the business. Together, you will brainstorm plans for how to improve this specific area, draft procedures to test and, ultimately, create carved-in-stone company policies that everyone will be trained to follow. This constant attention to the “three P’s” — *planning, procedures* and *policies* — is essential.

Workshops are an excellent method of focusing your mind and everyone else’s on solutions and improvements within your organization. Workshopping means that instead of you talking and your staff listening, all of you get to work together on a problem, developing the ideas and insights to propel the company forward. You never know from where the big ideas are going to come. Large companies should have workshop meetings every week for every department.

Chet Holmes’ Step-by-Step Instructions for an Outstanding Workshop

The first thing you need to do is schedule your weekly meetings with your staff. Tell everyone to take two minutes and write down three things that they feel need to be improved in the company. You will get better answers if you give everyone time to think. For most companies this will be the first time you ever got the staff together with the proactive goal to improve every aspect of the company. Go around the room getting everyone’s take on the company’s problems, and summarize them on a whiteboard or easel pad.

A meeting like this can give you 20 to 30 things to work on with your staff. Your goal for each meeting is to get at least one incremental improvement. I tell my CEO clients that the only thing you need to bring to a meeting is your judgment. If you have good people, believe me, they are not only going to know the problems, but they will have plenty of ideas on how to solve them.

Every major area of impact in your company should get one of these weekly meetings. Systematically take each problem and correct it, asking for suggestions from staff. Just remember not to take on too much at a time. A little progress every week can transform your company in a year.

10 Steps to Implement Any New Policy

Here are the 10 steps to implement new concepts, change and growth into your organization:

- 1. Get everyone to feel the pain.** To create real change in any organization, you have to help everyone, including yourself, to define, outline and intensify the pain of *not* fixing the problem.
 - 2. Hold a workshop to generate solutions.** Whatever the problem, your staff deals with it every day. They will have many ideas on how to solve it.
 - 3. Develop a conceptual solution or procedure.** Each solution or procedure is “conceptual” until it is “proven” by you and your staff. More complex solutions will need to be worked on in this phase of your implementation.
 - 4. Have a leader or top talent personally perform the procedure or task.** Hands-on involvement at every level enables the leader to create the three P’s with certainty.
 - 5. Set a deadline for testing the conceptual procedure.** Set a deadline so you know that if you aren’t seeing results in a certain amount of time, you need to go back to the workshop whiteboard and look at additional options.
 - 6. Document step-by-step procedure or process.** Spell it out.
 - 7. Have show-and-tell and use role playing.** Take your documented steps and work with your staff to test and implement them. Show-and-tell and role playing offer the best methods of gaining experience before you put the process into the field.
 - 8. Have another workshop on how to improve.** People will have a greater buy-in when you actually take advantage of the ideas they suggest. Make them work at it and perfect it in concept and in practice before you roll it out.
 - 9. Monitor the procedure directly.** Monitor the procedure closely, observing and correcting behavior.
 - 10. Measure and reward the outcome.** You must measure your results intently. People *respect* what you *inspect*.
- The three P’s are magical in your operation because they create the conditions for every aspect of your company to operate with subconscious competence. ■

Becoming a Brilliant Strategist

As we’ve already established, it’s harder than ever to get in front of a potential buyer, so when you finally get your company in front of that buyer, you need to maximize what you can accomplish in that moment. You need to think and plan strategically.

(continued on page 4)

Summary: THE ULTIMATE SALES MACHINE

Becoming a Brilliant Strategist

(continued from page 3)

To make sure you understand the difference between a tactic and a strategy, here are some simple, yet essential, definitions. A *tactic* is a method used to achieve a short-term gain, such as ads, direct mail, sales calls, trade shows, your Web site, brochures and so on.

A *strategy* is a carefully defined and detailed plan to achieve a long-term goal. In business, a strategy is the overall impact, the ultimate position you would like to achieve in the market. To think like a brilliant strategist, you will design and combine your tactics with the long-term strategy in mind. Constantly ask yourself and your team, “How many strategic objectives can we accomplish with *each* tactic?”

The Stadium Pitch

Here’s an exercise to force you to think like a strategist, called the Stadium Pitch. What if you could be in front of all your prospects in a giant stadium and have the opportunity to present to them all at once? First question: Are you ready right now? Most are *not* ready.

Here’s a practical example. I worked with a billion-dollar newspaper company that had experienced four straight years of declining sales. My job was to help the company increase advertising sales. The tactical sales rep would call a prospective advertiser, for example, and say: “Hi, I’m with the *XYZ Gazette* and we’d love to come and talk to you about advertising.” Eight out of 10 said they were not interested.

However, with a strategic program, the conversation went more like this:

Rep: Hi, I’m with *XYZ Gazette*. We have a new program to teach business owners like you how to be more successful. Have you heard about this?

Prospect: No, I haven’t.

Rep: As the newspaper in this community, we feel it is our moral obligation to help our local business owners be as successful as possible. So we’ve commissioned some research and found that there are five things that make all businesses fail. Additionally, we’ve found that there are seven things that make all businesses [name the type of business you are approaching here: restaurant, hair salon, etc.] succeed. So we’re meeting with [name a competitor] and showing them this data. Would you like to see it as well?

It would be pretty hard to say no to that appointment, wouldn’t it? In fact, the approach, when properly deployed, took the newspaper from getting two appointments out of 10 to getting eight out of 10. That’s a 400

percent increase in performance.

Back to the stadium for a moment. If that rep had walked out into that stadium and said, “I’m here to tell you why our newspaper is a great place to advertise,” probably eight out of 10 would’ve walked out. But if that rep walked out there to tell them the five reasons why businesses fail and the seven why they succeed, who’s leaving? No one, if the information is good.

This approach requires you to go the extra mile, but the benefits are significant. A rep that shows a prospect all this terrific data is obviously going to be positioned very differently in the mind of the buyer than a rep who just tries to sell advertising. It shifts the power from the prospect to the sales rep. The one who is teaching has more control than the one who is learning.

This concept is called education-based marketing, and my statement to you is that if you build it, they will come. No matter what business you are in or what product you have, from shaving cream to high tech sales, you can increase your impact, advertising effectiveness and ability to take market share by getting deeper and deeper into the concept of education-based marketing.

I’ll build on a concept by Jay Abraham. In the dictionary, a customer is someone who buys a product or service from someone else. A *client* is someone who is under the care, guidance and protection of an expert in a particular field. So if you have clients, not customers, how deep can you go to care about, guide and protect them? The deeper you go, the more control you gain over your market. ■

Hiring Superstars

If you want to build the Ultimate Sales Machine, one of the key pieces of the puzzle is to understand the personality profile of top producers. Breaking it down, you need to learn how to recruit them and keep them and then apply all that you’ve learned.

The average bad hire costs a company \$60,000 — if you’re lucky. Some CEOs estimate that a single bad hire costs them millions.

What Makes a Superstar?

Superstars are those you put in a bad situation with poor tools, no training and bad resources and still, within a few months, they begin to outperform your best people or build your company in ways you never dreamed possible. Hiring someone like this is about understanding the personality characteristics that fit the job for which you are hiring and having the tools to identify the candi-

(continued on page 5)

Hiring Superstars

(continued from page 4)

dates who possess those characteristics.

Three Steps to Interviewing Superstars

Because I've come to understand this at the deepest level, I've perfected an interview method that may seem barbaric to HR executives. I call it the Attack.

Before interviewing anyone, a five-minute screening call is conducted to see if you want to interview a candidate. So a screening call might go like this:

You: Hi Bill, we've had a lot of response to our ad, tell me why we would want to interview you.

Bill: Well, let's see. I really like people. I'm a natural bonder and if I believe in something, I think I can really sell it.

You: Ah. I'm not really hearing top producer.

Bill: You're not?

You: Nope.

Bill: Well, I guess you would know.

You: I do.

Bill: OK. Well. Thanks for your time. Bye.

This is a person who, if interviewed in a loving and supportive environment, like the environment in which 99 percent of interviews are conducted, might have genuinely impressed you. But when they get in the field and face rejection, they will crumble. Conversely, here's how the conversation might go with a top producer:

You: I'm not really hearing top producer.

Top Producer: Well, what do you think makes a top producer? (Note that the candidate begins to sell. The person can't help it. It's his or her nature.)

You: Well, it's a certain type of trait that I'm not hearing in you.

Top Producer: That's funny, because in my last job I was the new guy and had never sold grommets before, but within a few months I was catching up to salespeople who had been there for eight years.

A person like this will attach their own self-esteem to your product or service, so they become more effective when a client tries to reject them.

The final aspect of hiring top talent is to create a performance-based relationship. To get top producers, be clear on how you would reward them. You must reward top producers handsomely. The more you challenge superstars, the more you encourage them to over-achieve. But don't forget to compliment them when they meet and exceed your challenge. ■

Chet Holmes on Securing the Best Buyers

If you sell to consumers, I recommend a concept I call the Best Neighborhood Strategy of Best Buyer Strategy. If you're a jewelry store, a restaurant, a chiropractor, a dentist, a boat dealer or high-end retailer, here's a tip: The wealthiest people in your area are your best buyers. For the best neighborhood strategy, I recommend two things:

1. Keep marketing to them no matter what. You want top-of-mind awareness among those people.

2. Make a special offer. They are better buyers, so they are worth making offers you simply would not make to other buyers.

The High Art of Getting the Best Buyers

Best buyers buy more, buy faster and buy more often than others. These are your ideal clients. No matter what else you are doing, you should make an additional effort to capture them. This strategy is called the Dream 100 effort. It is your program for targeting your 100 (or whatever number is appropriate) dream clients constantly and relentlessly until they buy your product or service.

The fastest way to grow any company is to focus a special and dedicated effort on your dream clients. If you're committed and stay in their faces, you'll be surprised how easy it is.

The Power of Referrals

Referrals are so important you should have a specific strategic objective to gain them. Offer incentives to your current buyers when they refer others to you.

The Dream 100 strategy has doubled the sales of many companies, and it can work for you. You just have to have the pigheaded discipline and determination to build a great Dream 100 program and stick to it. ■

For additional information on dream affiliates,
go to: <http://my.summary.com>

The Seven 'Musts' of Marketing

Every company that wants to be No. 1 in its industry or profession has to master seven marketing weapons. Here are the ways to turbocharge every aspect of your

(continued on page 6)

Summary: THE ULTIMATE SALES MACHINE

The Seven ‘Musts’ of Marketing

(continued from page 5)

primary marketing efforts:

1. Advertising: There are four rules for creating high-response-generating advertising: It must be distinctive; it must capture attention with a screaming headline; after your headline hooks them, your body copy has to keep them reading; and it must include a call to action.

2. Direct mail: If you want massive results from direct mail, pound the best buyers more frequently by far and with more impressive efforts. This is a smaller list, less expensive to target and yet yields a far greater reward when they buy.

3. Corporate literature: This includes brochures and promotional pieces. Coordinate them so that the look, feel and content of each weapon is consistent with the others.

4. Public relations: You are doing PR work when you throw splashy events such as trade show parties and benefits for your clients. PR also includes generating press releases, building relationships with the press, getting articles written by or about you and affiliating with strong forces that can help you, such as trade associations and community groups.

5. Personal contact: None of your marketing efforts will have as much impact on your client as personal contact with your salespeople or customer service reps.

6. Market education: Trade shows and other market education efforts must be bold, not boring. The one who gives the most market education will rule the market. There are only three rules to having a great trade show: Get noticed, drive traffic and capture leads.

7. Internet: A Web site that offers information of value to your prospects can be a community: a place where your prospects go to look at new things, to get information, to interact with you and to get to know you better. ■

The Eyes Have It

When you learn how to use visual aids with tremendous effect, you will attract more buyers, influence them more effectively and close more sales once you are in front of those buyers.

Human beings remember 20 percent of what they hear, 30 percent of what they see, but 50 percent of what they both see and hear. Your communication impact nearly triples when using visual aids over not using them. Information that is visually illustrated and communicated has a dramatic and direct impact on the brain.

Since we can take in information three to four times faster than people talk, and since 85 percent of motiva-

tion comes from what we see, the great marketer knows to use visual aids everywhere possible. You want to illustrate everything you can visually.

Rules for Effective Presenting

Here are eight rules for effective presenting:

Rule 1. K.I.S.S. (Keep It Simple, Stupid) Your presentation needs to be easy to follow and understand. Don't clutter the page with text or too many graphics.

Rule 2. K.I.F.P. (Keep It Fast Paced) Prospects will get bored if you spend too much time on one page. You should be covering two to three panels a minute. Keep the presentation moving.

Rule 3. Use “Wow” Facts and Statistics. You literally want your client to say, “Wow! I didn't know that.” Factual information at the beginning of any presentation creates a sense of credibility that carries over even for the “sales” part of your presentation.

Rule 4. Build in Opportunities for Stories. Well-told stories increase recall by another 26 percent over making a point without a story to illustrate it.

Rule 5. Your Presentation Should Be Curiosity-Driven. Unfold the information in a way that keeps your prospects curious. Give them a fact first, and follow it with an explanation.

Rule 6. Think of Each Headline as Valuable Real Estate. Every header should work as hard as possible. It should intrigue the prospects and sell the panels.

Rule 7. Be Confident but Not Obnoxious. Develop a rapport with your audience even if it's just one person facing you.

Rule 8. Focus on Them, Not on You. Everyone's favorite topic of conversation is him- or herself. The most mature person in a relationship is the one listening the most. He or she is thinking about the other person's needs and how to meet them. If you can be this person when you are presenting to your prospects and remain focused on their needs and how you can help them, you will become a top producer. ■

For additional information on eight common mistakes presenters make, go to: <http://my.summary.com>

The Nitty-Gritty of Getting the Best Buyers

The Dream 100 effort is your plan of attack to penetrate your best buyers. This is the fastest way to becoming the Ultimate Sales Machine because these dream

(continued on page 7)

Summary: THE ULTIMATE SALES MACHINE

The Nitty-Gritty of Getting the Best Buyers

(continued from page 6)

clients are the people or businesses that will buy your product or service faster, in greater quantities and more frequently than any other buyers. Landing just a handful of these dream clients can have a seismic impact on your bottom line.

Getting Down to the Nitty-Gritty

Here are six simple steps to help you get your dream clients:

1. Choose Your Dream 100. Take a look at your lists of dream clients, neighborhoods and affiliates. This is your starting point.

2. Choose the Gifts. One of the best ways to get noticed by your Dream 100 is to send them small gifts every two weeks. Keep the gifts inexpensive.

3. Create Your Dream 100 Letters. A letter should accompany every gift you send. The letter should be short so the prospects will read it. It should tie into the gift in some clever way. The letter must include a call to action.

4. Create Your Dream 100 Calendar. Market to your Dream 100 each and every month without fail. It's even better if you send them something every two weeks. Stay in their faces.

5. Conduct Dream 100 Follow-up Phone Calls. After every gift or mailing, you'll need to follow up with each Dream 100 prospect. The goal of a follow-up call is to schedule an appointment to get your core story in front of the prospect.

6. Present the Executive Briefing. Use market data, not product data. Set the buying criteria in your favor. Find the "smoking gun," the one thing that undeniably positions you over everyone else.

Remember that getting the best buyers is a process — not a single event. It's a campaign to stay in their faces forever. ■

Sales Skills

If you have not identified, studied and mastered every inch of the sales process, you're doing your company a great injustice. The secret to building an excellent sales force (or team of any kind) is in repeating core training on basic skills again and again.

The Seven Steps to Every Sale

Work on this extensively, doing workshops on each of these steps.

1. Rapport. Do extensive workshops with your sales

team on establishing and building rapport. One of the best ways for establishing rapport is for your sales staff to be more knowledgeable than any other sales staff they could possibly run into. Ask great questions. Have a sense of humor. Be empathetic and care about them.

2. Find the need. Do workshops with your staff to work through every insight you need to serve that client. You need to learn everything you can about its existing buying criteria. Reset that buying criteria so your product or service becomes the most logical choice.

3. Build value. After you have assessed your customers' buying criteria, you must begin to build value around your product or service. Present your core story/executive briefing. Your stadium pitch can do this step really well.

4. Create desire. Lead clients through a series of questions in which you intensify their need from their perspective. To create desire, you must motivate your buyers using a combination of problems and solutions.

5. Overcome objections. You can't close if there are objections in your way. Remember that *an objection is an opportunity to close*. "Is money the only thing standing between you and the purchase of this product?" If the client says yes, you can now close by being more creative with financing or showing how not buying it will cost more in the long run.

6. Close the sale. You may need to help prospects make the decision. It's OK to make them feel a little pressure. If you believe that what you have is good for them, close already! Can you add on something that motivates them to buy right now?

7. Follow up. The process after the sale is crucial. ■

Follow-up and Client Bonding Skills

It costs six times more to get a new client than to sell something additional to a current client. If you want to build the Ultimate Sales Machine, you need to have highly procedurized follow-up and follow-through.

Enthusiasm is contagious. When you are with a prospect, your enthusiasm rubs off. The second you leave, the prospect begins to cool off. Your job is to keep the prospect hot on two things: you and the sale.

If you made a good impression, you have to "keep those cards and letters coming." If you didn't bond very well during the first six steps of the sales process, follow-up is even more important.

(continued on page 8)

Summary: THE ULTIMATE SALES MACHINE

Follow-up and Client Bonding Skills

(continued from page 7)

Remember, trust and respect are the largest parts of the sale. Every minute that a prospect doesn't hear from you after you leave his office, his respect falls off. Out of sight, out of mind. ■

All Systems Go

Goal setting and measuring effectiveness is the 12th core skill area of the Ultimate Sales Machine, and it's designed to soup up all 11 that come before it. Setting goals is not simply about writing them down periodically, although that is a part of it, but about mastering your focus so that achieving those goals happens quickly and automatically.

The **reticular activating system (RAS)** is the awesome computer in the brain that most of us never use on purpose. Every day we have thousands of thoughts that seem to leap in and out of our minds. Those thoughts affect every cell in our body. Our cells are completely reactive to the environment in which they dwell, and thought is one of the most powerful sources for creating that environment.

Your RAS screens out everything that won't interest you and then wakes you up to something that will interest you. One example is when you buy a new car. You never noticed that car before and suddenly you start to see it everywhere. Now that this specific car has become of interest to you, your RAS will pick it out of thousands of cars you see every day.

Harnessing the Power of RAS

When a company is in trouble, the most powerful thing it can do is get focused on solutions and set goals for improving the situation. The shift in focus shows up in the results the company is getting. With everyone devoting at least an hour a week to focusing their RAS on finding solutions and improving the business, solutions begin to appear and the business begins to improve. One way to harness the power of the RAS is to do proactive workshops to get everyone focused on solving the problems instead of focusing on the problems.

Setting goals in every aspect of your life and business puts your RAS to work (on purpose) at attracting great things. This is because the minute you write your goals, you have focused your subconscious on your success and it immediately begins creating that reality. This becomes even more effective when you post your goals and even say them every morning and every night. ■

Conclusion

Do you want to be the Ultimate Sales Machine and slaughter your competition? Can you see that if you build a machine like this, no company can stand against you? By relentlessly focusing on the 12 key skill areas and strategies we've explored, you can be the Ultimate Sales Machine.

1. Maximize the productivity of yourself and every person in your organization.
2. Train, train, train. The organizations that dominate the future have the best training today.
3. Use the workshop methodology every week in every area of your business to constantly hone and polish every piece of your organization.
4. Become a brilliant strategist. The strategist will slaughter the tactician every day.
5. Hire superstars throughout your organization.
6. Use the Best Buyer Strategy to target the best buyers and pursue them relentlessly with the best marketing and selling in your industry. It's the least expensive most results-oriented activity you can pursue.
7. Get all seven of your "musts" of marketing working better, smarter and harder.
8. Build that stadium pitch, use visuals everywhere you can and know how to present better than any of your competitors.
9. Plan every inch of your best buyer attack.
10. Break down those seven steps to every sale and create master-level salespeople.
11. Plan your follow-up steps to the letter.
12. Set goals and measure effectiveness with as much detail as possible.

If you master these 12 strategies, you will never need to know anything else to rule your market, and no competitor will be able to stand against you. But remember that the main ingredient to building this machine is pig-headed discipline and determination. ■



If you liked *The Ultimate Sales Machine*, you'll also like:

1. **Exceptional Selling** by **Jeff Thull**. You may have the world's greatest solution, but if you can't communicate with relevancy, develop credibility and respect, and build clarity for your customers, your potential will be severely constrained.
2. **Bag the Elephant** by **Steve Kaplan**. Kaplan shows owners of small and medium-sized businesses how to land the huge account they desire — the elephant.
3. **The Giant of Sales** by **Tom Sant**. Sant introduces readers to the techniques developed by four legendary sales giants — Dale Carnegie, John Patterson, Elmer Wheeler and Joe Girard — and offers concrete examples of how they still work in the 21st century.