

Marketing 579
Consultative Selling
Adjunct Professor: Karl Uselman
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Overarching Goal:

The goals of this course are an understanding of the consultative selling framework, and how to apply the framework to be successful in selling and driving new business.

Overview:

Companies find themselves under enormous pressure to sell better and faster, and to reach greater levels of performance. On top of that, global competition is fierce, and buyers are increasingly savvy, putting pressure on sellers to sell more for less. Faced with this environment, many companies, even the most successful ones, are finding that they can't keep selling as usual, and that something has to change for them to preserve their margins, cut down their sales cycles and costs, and grow long-term business partnerships.

In the consultative selling course, you will find a new paradigm for sales greatness along with the habits that will lead you to highly effective selling in a competitive global environment. You will learn consultative selling frameworks, principles, and methodologies for creating and sustaining superior sales performance. Sales leaders quickly rise to the top of their respective organizations and are some of the top earners in every industry. Consultative selling is a foundational course that will help you become more confident, and effective in selling.

The course content is tilted towards the complex sale, in which there are multiple people, multiple interactions, significant investments, and high stakes outcomes. The course's natural audience is composed of professionals directly responsible for topline growth. However, the course will be beneficial whether your connection to sales is full-time, or part-time.

Course overview

This course is designed to introduce you to the field of consultative selling and business development. The goal of the course is to provide you with a practical understanding of the sales process, and practices and processes used by sales consultants. We will specifically focus on:

- Learn how to sell using a proven consultative selling framework.
- Learn how to align with customer's needs, values, and objectives.
- Learn how to qualify opportunities, and determine if you should invest your time and resources with a prospective client
- Learn how to solution and package a solution that fits the client's needs
- Learn techniques to improve your presentations and proposals
- Learn how to win more business
- Learn how to be more persuasive

Teaching Approach:

This course places emphasis on your ability to think critically and to communicate both verbally and in writing. The course also requires to you apply concepts to case examples, and to make practical suggestions for appropriate business actions. We will keep the class environment interactive and participative, and you are expected to engage actively in our class discussions while being respectful of each other's ideas and insights.

Course evaluation: This is a 2-credit course**Consultative Selling Interpretation Paper (25%): Due 2nd Class**

Complete the DISC and Value Assessment on the Tony Robbin's website at [DISC Profile: Free Online Personality Strengths Test \(tonyrobbins.com\)](https://www.tonyrobbins.com/disc-profile) [Links to an external site.](#) Interpret your results from the DISC and value assessment from the perspective of a consultant: 1) Interpret your style, 2) How will your style effect the sales process? How will you customize your style and selling approach for your clients? Please submit the assignment at the beginning of week #3. The report should be no longer than 5 pages, double spaced.

Video and Client Journey Map (25%): Due 3rd Class

Complete a 15- minute sales video, and a customer journey map. Details will be provided in class.

Consultative Selling Presentation (25%): Due 4th Class

Each student will complete a consultative sales presentation. You will need to follow the consulting selling model that we have discussed in class. Your presentation will be 10 minutes in length and will be scheduled for the last class.

Participation and Weekly Email of How You Used RADICAL Selling Methodology (25%): Ongoing

Come to every class well prepared, with strong opinions but with an open mind. I will call on individuals throughout the session to help broaden participation, to reward those who are prepared, to encourage listening, sharing and synthesizing, and to draw upon individuals who can potentially contribute to the discussion and to our collective understanding. Quality is more important than quantity (although it is impossible to judge quality for those who don't or seldom participate). I will alternate between asking for volunteers and calling on individuals.

Each student is also required to send professor an email before classes #2, #3, #4 with an example of how they used the RADICAL selling methodology in the previous week.

Attendance:

We meet 4 times and I expect you to attend all class sessions. If a critical situation arises where you cannot attend class let me know beforehand along with the reason. The first 3 classes will be held on campus, and the last class will be held virtually (Zoom).

Honor code:

Adhere to the Foster Honor code. As a student in this class you acknowledge that you are a member of a learning community in the Foster School of Business that is committed to the highest academic

standards. As a member of this community, you agree to uphold the fundamental standards of honesty, respect, and integrity, and accept the responsibility to encourage others to adhere to these standards.

Course Reading Materials:

- **Let's Get Real or Let's Not Play**, by Mahan Khalsa and Randy Illig

Class 1: July 20

Class Focus: Introduction to Consultative Selling

Objectives:

- 1) Review Course Goals
- 2) Overview of the Sales Framework
- 3) Understand the plan for the course
- 4) Learn Framework
- 5) Practice Consultative Selling
- 6) Discuss Social Styles
- 4) Sales vs. Consulting

Exercises:

- 1) Practice Consulting
- 2) Salesman vs. Consultant

Assignments for Class #2:

- Reading Let's Get Real or Let's Not Play, p.1-120
- Send Professor an Email with your identified niche
- Send Professor an Email with 1 example of how you applied the RADICAL selling methodology during the week.
- **Consultative Selling Interpretation Paper (20%): Due 2nd Class**

Complete the DISC and Value Assessment on the Tony Robbins's website at <https://www.tonyrobbins.com/ue/Links to an external site..> Interpret your results from the DISC and value assessment from the perspective of a consultant: 1) Interpret your style, 2) How will your style effect the sales process? How will you customize your style and selling approach for your clients? Please submit the assignment at the beginning of week #3. The report should be no longer than 5 pages, double spaced.

Class 2: July 27

Class Focus: Building the Relationship and Opportunity Qualification Phase – Decision and Destination

Objectives:

- Learn ways to improve the client relationship
- Learn how to qualify opportunities through the art of questioning
- Determine if a sales opportunity should be qualified in, or out.
- Understand the value of listening
- Learn how to create 2-way discussions
- Undercover the client's objectives: project objectives, buyer values, timeline, burning issues, budget, implication, and decision makers buying criteria

Exercises:

- Practice asking questions and the art of the redirect
- Charisma and value

Assignments for Class #3:

- Read Let's Get Real or Let's Not Play, p.121-169.
- Send Professor an Email with 1 example of how you applied the RADICAL selling methodology during the week.
- Complete video and client journey map

Class 3: August 3

Class Focus: Solutioning the Deal - Solution

Objectives:

- Define the solution
- Develop a solution that addresses the clients: project objectives, buyer values, timeline, burning issues, budget, implication, and decision makers buying criteria
- Focus on Win Strategy and Win Themes
- Develop a value proposition with an emphasis on results, ROI, and outcomes.
- Solution across social styles with emphasis on client's predominant style
- Understand Power Mapping
- Package a solution that addresses the clients: project objectives, buyer values, timeline, burning issues, budget, implications, decision makers buying criteria, outcomes, results, and ROI.
- Learn to sequence presentation content
- Integrate components for predominant social styles into proposals
- Refine proposal and presentation
- Learn presentation success tips

- Learn closing techniques

Exercises and Activities:

- Complete Solution Check-list
- Class social styles and importance on adapting to sell to specific styles
- Closing Exercise
- Complete Course Review

Assignments for Class #4:

- **Consultative Selling Presentation:** Each student will complete a consultative sales presentation. You will need to follow the consulting selling model that we have discussed in class. Your presentation will be 10 minutes in length and will be scheduled for the last class.
- Send Professor an Email with 1 example of how you applied the RADICAL selling methodology during the week.

Class 4: August 10

Class Focus: Consultative Selling Framework: Application

Objectives:

- Complete the consultative selling event, and present to the class
- Submit final presentation
- Students demonstrate their ability to present as a consultant
- Complete High-Level Review

Exercises and Activities:

1) Selling Event

Assignments Due for Class #4:

- **Consultative Selling Presentation:** Each student will complete a consultative sales presentation. You will need to follow the consulting selling model that we have discussed in class. Your presentation will be 10 minutes in length and will be scheduled for the last class.