



HAYDEN EDUCATION

Insight Solution Selling™

Transforming Sales Representatives to Business Consultants



A unique sales process designed for the Dental Industry



Table of Contents

Relationship Selling Non Longer Works

Insight Solutions Selling™ Overview

Customized Sales Training

Outside Sales

Inside Sales

Coaching to Insight Solutions Selling™

Behavior Change Psychology

Insight Solutions Selling™

1. Preparation

2. Insight

3. Engage

4. Solution

5. Advance

6. Reinforce

ROI- Insight Solutions Selling



Relationship Selling Non Longer Works

Twenty years of experience selling in the dental industry, and training others to sell, has revealed that the professional sales process has evolved to a new level of effectiveness through what is called insight selling. It is no longer sufficient to merely showcase the features and benefits of your product and expect to easily make a sale. Although relationships are very important, relationship selling alone has proven to be ineffective especially in a complex selling environment.





Insight Solutions Selling™ Overview

The premise of insight selling for a dental product or service company is that the sales reps provide new and intriguing information to the doctors or customers about market trends, the competition, or even new scientific research that has a proactively high impact on the customers' business. The importance of asking the customer effective open-ended probing questions to uncover specific needs cannot be ignored.



Hayden Education has designed and developed a sales process that is a hybrid of question-based and insight-based selling called **Insight Solution Selling™**. The goal is to transform the functionality of your sales organization to the optimal consultative-level where your sales reps teach educational insights to their prospects and customers, uncover needs, and provide unique solutions. **The Sales reps engage in practice growth discussions where they challenge**

their customers to reinvent themselves and grow their business. The solutions are your organization's products and services. Insight Solution Selling™ increases the confidence of the Sales reps to demonstrate these desired behaviors that in turn have a significant financial impact for your company.

All dental sales organizations need to adopt a sales process where the sales reps understand the process in a simple manner so they can learn to confidently apply it with their customers and prospects to impact sales. **Confidence is the key word!** When a dental sales rep is prepared with new information to educate their customer, prepared to ask effective open-ended questions, and prepared to answer the most common questions and objections, they will approach their customers head on and challenge them to reinvent themselves so there can be a positive outcome on the customer's business. When sales reps can do this, with confidence, the sales of their products and services will follow. In fact, their products and services are the solution. But the dental rep is the differentiator, and they are no longer seen as a "sales rep" at all. They are the business consultant, the wise counselor, and a strong connection that adds value with your rep is now established that will make it near impossible for the competition to enter.

"I have never been a fan of role-playing in training, however, the way the activities were set up didn't feel like role-playing at all. My take-aways from the training will be insight statements and staying assertive. Great job to the teachers for making it a fun and educational experience."

Sales Representative, Dental Company



Customized Sales Training

A unique differentiator that Hayden Education provides dental companies is the complete customization of the Insight Solutions Selling™ training workshops to reflect your solutions. We spend a significant amount of time actually learning your products and services so we can customize the training and effectively teach your sales reps how to sell.

“Patrick and Tamara spending time to know our products and services made this training beneficial to us. They didn’t just present concepts. They gave us real tools to use to make better sales and increase our confidence.”

Sales Representative, Dental Company

Outside Sales

Patrick Hayden has over 20 years of outside sales and sales training experience in the dental industry. Working for both a direct and distributor-based dental companies, he understands and can empathize with dental sales reps and, as a result, can draw from vast real-life scenarios that enhance learning and sales performance.



“I really liked the fact that you knew the product so well and structured the training around it. It was also good to learn from someone with a dental sales background.”

Outside Sales Representative, Dental Company

Inside Sales

Many dental companies that have a traditional outside sales model have begun to add an inside sales component to support and enhance the outside sales reps. This combination of inside and outside sales reps provides value-added services for their customers and drives sales. In fact, research has shown that an inside sales approach is growing at a pace that will surpass outside sales, however, inside sales reps need a very different skill set than outside sales reps.

Hayden Education has identified this need and designed training with specific selling skills for an inside sales force using Insight Solutions Selling™.



“This was the best sales training I have ever attended. As an inside sales rep I feel more confident to get past the front desk to the decision maker and use the insight statements we scripted in the workshops to close sales.”

Inside Sales Representative, Dental Company



Behavior Change Psychology

An effective consultative-level representative needs to have working knowledge of behavior change theories. Change management facilitation can occur when the representative clearly understands and can articulate what changes their customers or prospects need to make in order to help them improve their business. People inherently resist change, but if the sales rep has an awareness of behavior change psychology and behavior change theories they can be aware of the steps of the change process and guide their customer through the change process more efficiently.

Here is a common behavior change model used today by behavior psychologists and organization development specialists:

Key Element	Definition	Strategies for Behavior Change
Threat	A danger or a harmful event of which people may or may not be aware.	Raise awareness that the threat exists, focusing on severity and susceptibility.
Fear	Emotional arousal caused by perceiving a significant and personally relevant threat.	Fear can powerfully influence behavior and, if it is channeled in the appropriate way, can motivate people to seek information, but it can also cause people to deny they are at-risk.
Response Efficacy	Perception that a recommended response will prevent the threat from happening.	Provide evidence of examples that the recommended response will avert the threat.
Self-Efficacy	An individual's perception of or confidence in their ability to perform a recommended response.	Raise individuals' confidence that they can perform response and help ensure they can avert the threat.

<http://siteresources.worldbank.org/EXTGOVACC/Resources/BehaviorChangeweb.pdf>
Communication for Governance & Accountability Program

A simple overview of behavior change psychology will be provided for during the ISS workshops so the Patterson TRs and Equipment Specialists can act as proactive change management consultants for their doctors.



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Insight Solution Selling™

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Hayden Education designed and developed 6 steps in the Insight Solution Selling process specifically for dental sales representatives. The training, workshops and coaching involved in the process provide the sales reps the opportunity to learn from their consultative-level peers and apply the ISS skills in a collaborative environment.

Customizing ISS for Maximum Impact

The following is a high-level overview of the ISS process. Hayden Education will collaborate with a core team of consultative-level sales reps to customize and facilitate the ISS process to optimize learning, change behaviors, and drive your companies' sales post-training.



1. Preparation

This step is often referred to as pre-call planning. What is the sufficient amount of information the sales rep needs to prepare for the sales call? This is an investigative stage.

Product Knowledge- Of course it is important for the sales rep to be a subject matter expert. Self-reflect on any knowledge and skills gaps and reach out to colleagues and mentors to be an expert on the product or service.

Current Product / Technology- What are the current technologies being used in the office? Look around the office. Ask the lead assistant. Ask the doctor. What are you currently using and why?

Website- the doctor's website has a lot of information about the doctor or doctors such as their mission, vision, technologies, organizations they have or currently serve.

Labs- Give them some pizza and they will tell you everything! The dental lab is the most trusted resource of the dentist. It is imperative to build a relationship with the dental labs. They know which dentists are unhappy with their current implant system, impending mergers, just about everything.

Trade Magazines- It is important to stay on top of the current trends in technology and research as well as new product launches. PennWell has a wide variety of publications from Dental Economics and Dentistry Today. Identifying a new, innovative article and sharing it with the doctors reflects preparation.

Customer Personality /Communication Style- This is often overlooked when planning for a sales call. It is important to know, to the best of one's ability, the personality type. Is the customer shy? Alpha male? A narcissist? And if they are a narcissist, where are they on the narcissist spectrum? Healthy, productive, or character disorder? What is the doctor's communication style? Are they analytical or blunt? What are their cultural communication styles? Gender communication nuances?

The Hayden Education home study and workshop will provide an overview of the various personality types and communication styles. An ISS sales rep can customize their approach and communication methods depending on the personality type of the customer to maximize the sales process effectiveness and advance toward the close of the sale and implementation of the solution.



2. Insight

**"The pain of same is greater than the pain of change."
Anonymous**

What is the most effective way to begin the discussion? What is the opening statement? What does the sales rep say? Effective selling is scripted. The most effective sales reps have mastered their talk tracks. They have it down to a science. Although there is flexibility to customize their words and phrases depending on the dynamic conversation with the customer, consultative-level representatives have a core tool-box of statements and questions that have had impact in the past and they use them regularly.



It is important to develop a statement that provides new information, educates the doctor, and emphasizes the need for reinvention and proactive change in order to prevent a negative financial impact on their business. This statement does not have to be confrontational, but it must include a sense of urgency in order to initiate behavior change.

Example:

"Doctor, by 2018 58% of all dental implants will be placed by GPs. Boston University School of Dental Medicine is now the first all-digital dental school. Many GPs and prosthodontists have expressed concern that if they do not reinvent themselves and their practice it could have a negative financial impact on their business. How are you planning for this paradigm shift in the dental industry?"

This insight statement offers three key components:

1. Education /New information
2. A sense of urgency
3. Financial impact of doing nothing



3. Engage

Now it is time for the discussion. How does the doctor react to your opening insight statement? What do they say? It is important at this point of the conversation to maintain confidence and stay calm-centered. Be a sales rep Jedi. One of the biggest areas of improvement with sales reps by far is the ability ask open-ended probing questions and actively listen. This is the time to ask these important questions about themselves and their practice.

"What is your vision for yourself and your practice over the next 3-5 years?"

"What is your practice growth goals for this year? Next year? How do you plan to achieve them?"



Let them talk. Listen. Ask them follow up questions that continues their discussion thread by not changing the subject. They will appreciate this experience because they will see you are actually listening to them and not talking about your products...yet. This comes later.

Although the sales rep is demonstrating question-based selling skills, it is even more important to challenge the doctor. The consultative-level sales rep knows what is best for the doctor and their practice. They need to change in order to stay competitive. They need to reinvent themselves and their practice. They need to change their behavior. They know that they need to integrate digital technologies and elevate their practice and their career to the next level. The ISS rep challenges the doctor and "pushes the gas pedal" just beyond the doctor's comfort zone. This is important. In order for change to occur the sense of urgency and economic impact must be addressed and emphasized. What is the financial opportunity lost by continuing to do business the same? The doctor must "feel the pain" in order to change, and it is the responsibility of the ISS rep to continue to engage the doctor in this level of discomfort. The ISS rep must confidently discuss the economic ramifications, or lost financial opportunity, of not changing.

What is the optimal level of discomfort for the sales rep to bring the doctor? Passive discussion is completely ineffective. There are too many sales reps in the world who want and need their customers to like them, so they avoid confrontation. Acting too "pushy" and aggressive is problematic too. There is a middle ground of confident assertiveness where the gas pedal is pushed to win the race without crashing.

The Insight Solution Selling workshop will provide the sales reps the opportunity to learn current expert sales representatives, hear best practices, customize their own insight statements, and practice the skill of effective engagement with their customers in real-life selling scenarios.



4. Solution

This is what the sales rep has been waiting for. It is time to present their solution. This can be customized based on the needs that the customer revealed during the engaging discussion. The customer may still push back. That is ok. They may say that they are not ready; that several other actions or events must occur first. But how many times have you heard a customer who implemented your solutions say "Why did I wait so long? I wish I did this sooner!"

Even though the sales rep is providing the solution, it is important to keep engaging and challenging the customer when they push back. This must be done in a respectful manner of course. The insight and engagement process continues even through the solution phase. In fact they might intertwine repeatedly. The sales rep might need to reiterate the insight, engage the customer to change, and emphasize that they have the solution all in the same sentence.

Each organization has their unique solution. This is the opportunity to present it in the most effective, professional manner.





5. Advance

A sales call may be 10, 20, or 60 minutes, but must always conclude with an advance. It might be asking for the close of a sale. The advance may be to secure the next appointment, or a commitment to attend an upcoming education event on the solutions presented, or a meeting with a local key opinion leader. In complex selling where the sales cycle is relatively longer, advances may be incremental prior to the ultimate advance: the close of the sale.

The ISS rep controls the advance to the next steps, and does not end the sales call without next steps in place.

6. Reinforce

This phase of the selling process is often referred to as follow up. It is all about the follow up. The individual sales call is over, and advance was made for the next step, and now it is time to reinforce the discussions and activities that took place in the previous sales call.

This reinforcement, for example, can be in the form of a simple email to the customer summarizing the conversations and progress of the sales call or meeting. It is important to tie together each individual sales call as a continuum toward the overall goal the sales rep has established for the customer or prospect. If this step is skipped the progress made from the previous sales calls can be diminished, and each of the previous sales calls can be perceived as existing in silos and not one continuous endeavor.





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ROI- Insight Solution Selling™

When we analyze the potential ROI we are also looking at sales opportunity lost. They are really one in the same. How many sales do your sales reps lose because they lack the needed skillset to execute the sale?

Let's examine how the Hayden Education's Insight Solutions Selling™ can impact your sales:

Total Sales Reps	25% SRs Selling After ISS	Sales /Acct /Yr	Impact Sale/ Yr
100	25	\$100,000	\$250,000

Hayden Education is the “missing link” for your companies’ success as the leader in digital solutions for dentists and their dental practices during these early adopter stages of this paradigm shift in the dental industry. I look forward to meeting and discussing ways we can transform your sales force through Hayden Education’s one of custom designed training process.