

The 21 Irrefutable Laws of Leadership by John Maxwell

LAW #1 THE LAW OF THE LID

Maxwell defines the Law of the Lid by saying “leadership ability is the lid that determines a person’s level of effectiveness. The lower an individual’s ability to lead, the lower the lid on his potential.” This idea is troubling for some people because it means that no matter how much you desire to be a 10 on the scale of leadership, there is a cap to your abilities based on a number of factors. Some of these factors are your people skills, planning abilities, vision, dedication to success, and your past results. The truth is, there are very few 10’s in the world; however, when you leverage the law of the lid and assess your own leadership, then you will have a straightforward view of who your followers are, where they might land on the leadership scale, and areas in which you can grow in to raise your leadership lid. The reality is that if you are a 7 on the leadership scale, in most cases you won’t be able to lead someone who is an 8, 9, or 10. Yet your skills can still offer invaluable leadership to people who are at a level of a 5 or 6. The good news is, the law of the lid has room for flexibility. It is unwise to think that where you are today as a leader is as good as you will ever be. Every leader can grow, but it takes dedication to do so and a willingness to work for it.

LAW #2 THE LAW OF INFLUENCE

Maxwell’s definition for the Law of Influence is that “the true measure of leadership is influence nothing more, nothing less.” This, of course, is one of John Maxwell’s most famous quotes heard around the world (and world-wide web). It’s a great quote, but how often do you take time to ask yourself the big question: Who are you influencing? Maybe a bigger question for us to ask is, what type of influence are we offering those who follow us? Insecure leaders often influence people in such a way that it keeps others down in order to protect their own position of leadership in the group. This is a shame. The best leaders realize that leadership is always about raising people up to their highest potential, even if it means they one day become better leaders than themselves.

Leadership is not determined by having a title. It doesn’t matter if you are CEO, Director, Superintendent, or Principal; you are not a leader if people do not follow your lead. Maxwell says, “True leadership cannot be awarded, appointed, or assigned. It comes only from influence, and that cannot be mandated. It must be earned.” He goes on to say, “When it comes to identifying a real leader... don’t listen to the claims of the person professing to be the leader. Don’t examine his credentials. Don’t check his title. Check his influence. The proof of leadership is found in the followers.” He ends the chapter with a famous leadership proverb, “He who thinks he leads, but has no followers, is only taking a walk.”

LAW #3 – THE LAW OF PROCESS

The subtitle for this chapter is, “Leadership Develops Daily, Not in a Day.” This means that you can tell where a person will end up by watching their daily habits and priorities. It means that as a leader, we must have a personal plan for growth. Maxwell writes, “What can you see when you look at a person’s daily agenda? Priorities, passion, abilities, relationships, attitude, personal disciplines, vision, and influence” All of those things contribute to the destination you will arrive at

later on in your journey of life. Therefore, it doesn't matter at all where you hope to end up, if you do not first determine which road you ought to be traveling on to get there.

The law of process also comes into play as we set out to lead others. Maxwell says, "Just as you need a growth plan to improve, so do those who work for you." This means that as we lead others, we have to set them on a course for success as well.

LAW #4 – THE LAW OF NAVIGATION

This law follows closely after the law of process. Once you have determined the process to get where you are going personally, the next step is being able to navigate your business or organization through the challenges and obstacles to reach to success. Maxwell quotes Jack Welch, former CEO of General Electric, as saying, "A good leader remains focused... Controlling your direction is better than being controlled by it." The Law of Navigation is where leadership differentiates itself from other voices wanting to be heard. Leaders look back at past experiences, prior successes, and hurtful failures. They learn from those things and then look ahead to see where conflict and challenge may arise. With all of these in mind, leaders will preemptively respond according to those challenges as they move forward toward the goal. This is more than vision casting. This is determining what it will take to fulfill the vision. Maxwell says it this way: "Anyone can steer the ship, but it takes a leader to chart the course."

LAW #5 – THE LAW OF ADDITION

The Law of Addition simply says, "leaders add value by serving others." Maxwell says that we add value to others when we truly value them and intentionally make ourselves valuable to them. He says, "90 percent of all people who add value to others do so intentionally." The most helpful way we do this is to actually get to know the people we are leading, find out their priorities, goals, hopes, and dreams, and then figure out what we can do to assist them in getting where they need to go. Maxwell says, "Inexperienced leaders are quick to lead before knowing anything about the people they intend to lead. But mature leaders listen, learn, and then lead."

LAW #6 – THE LAW OF SOLID GROUND

Maxwell defines The Law of Solid Ground by saying, "trust is the foundation of leadership" This is perhaps the greatest challenge leaders face in the 21st century. Too many people are disillusioned with leaders because self-serving leaders have too-often abused it. Trust, then, is the most important element in leadership. If you do not have trust, you have nothing to offer.

Maxwell says that we build trust "by consistently exemplifying competence, connection, and character," and that we must "treat trust as our most precious asset." He later writes, "How do leaders earn respect? By making sound decisions, by admitting their mistakes, and by putting what's best for their followers and the organization ahead of their personal agendas." This is because, "no leader can break trust with his people and expect to keep influencing them," and, as we already know, "leadership is influence, nothing more."

LAW #7 – THE LAW OF RESPECT

Similar to the high necessity of trust, is the necessity of respect. The Law of Respect reminds us that “people naturally follow leaders stronger than themselves.” Maxwell says, “One of the greatest potential pitfalls for natural leaders is relying on talent alone... good leaders rely on respect. They understand that all leadership is voluntary.”

He says, “when people respect you as a person, they admire you. When they respect you as a friend, they love you. When they respect you as a leader, they follow you.” The opposite is true as well. As soon as people lose respect for you, your influence over them will disappear.

LAW #8 – THE LAW OF INTUITION

Maxwell says, “every person possesses intuition” and “people are intuitive in their area of strength.”

Therefore this law says that using intuition, “leaders evaluate everything with a leadership bias.” The Law of Intuition is based on facts and instinct as well as other ever-changing factors such as “employee morale, organizational momentum, and relational dynamics.” Out of all of the leadership skills one can develop over time, intuition may be the hardest because it relies on more than just leadership experience. It has a lot to do with your natural aptitude for seeing all of these factors at once and naturally discerning possible actions and probable outcomes. Maxwell says of intuitive leaders, “they ‘tune in’ to leadership dynamics.

Many leaders describe this as an ability to ‘smell’ things in their organization. They can sense people’s attitudes. They are able to detect the chemistry of a team... They don’t need to sift through stats, read reports, or examine a balance sheet. They know the situation before they have all the facts. That is the result of their leadership intuition.” This ability is one that is either natural or must be nurtured, and for many people who refuse to grow as a leader, it means they will never have this ability. Developing this intuition through experience and growth is invaluable because, as Maxwell says, “whenever leaders face a problem, they automatically measure it — and begin solving it — using the Law of Intuition.”

LAW #9 – THE LAW OF MAGNETISM

The Law of Magnetism states, “who you are is who you attract,” or more simply, you will attract people like yourself. This can be a good thing in many cases, but is also a call to action to know your weaknesses and seek to grow out of them. Maxwell says, “Leaders help to shape the culture of their organizations based on who they are and what they do,” and “not only do people attract others with similar attitudes, but their attitudes tend to become alike.”

I have heard it said before that in five years, the things you won’t like about your organization is what you don’t like about yourself today. Your personality, character traits, quirks, and mannerisms will both attract people like yourself to your organization as well as rub off on the existing people within. According to Maxwell, “Like attracts like. That may seem pretty obvious. Yet I’ve met many leaders who expect highly talented people to follow them, even though they neither possess nor express value for those people’s giftedness.” Therefore, “if you want to grow an organization, grow the leader” and “if you want to attract better people, become the kind of person you desire to attract.” Then, once you are attracting the people you want to have following you, then its time to take yourself and those people to the next level together.

LAW #10 – THE LAW OF CONNECTION

Maxwell summarizes The Law of Connection by saying, “leaders touch a heart before they ask for a hand.” Another way to say this is that people will not follow you until they are emotionally bought into the vision you are casting. There is also some tie in here with the famous quote, “people don’t care how much you know, until they know how much you care.” Maxwell says, “you develop credibility with people when you connect with them and show that you genuinely care and want to help them.” To truly connect with people you have to value them, learn about them, and then adapt to who they are. Do not expect people to change themselves in order to follow you. You must change yourself in order to invite them in.

The law of connection means that we understand people’s self-identity, meet them where they are, and build connection with them first before we try to get them to follow us or buy into the vision of where we want to go.

LAW #11 – THE LAW OF THE INNER CIRCLE

The Law of the Inner Circle states “a leader’s potential is determined by those closest to him.” This is

similar in effect to the law of magnetism, which says your followers will look like you, except that this says you will begin to look like those with whom you surround yourself. When I was in high school, the guidance counselor would say, “you show me your friends, and I’ll show you your future.” I hated that quote at the time since I wanted to be in control of my own destiny, yet because this law is universal, time has proven that statement true every time.

To leverage the law of the inner circle then, we must surround ourselves continually with people we admire and respect; people we want to become like as we grow. Unfortunately this is counter-intuitive to the leadership style of most. Insecure leaders feel threatened when they are not the smartest and most talented people in the room, so they surround themselves with people weaker than themselves. This, however, means that their potential for growth themselves is stunted by the capacity of those they keep near.

Maxwell says in order to leverage the law of the inner circle and “to increase your capacity and maximize your potential as a leader, your first step is always to become the best leader you can. The next is to surround yourself with the best leaders you can find.”

LAW #12 – THE LAW OF EMPOWERMENT

Following closely behind the law of the inner circle is the Law of Empowerment. This law states, “only secure leaders give power to others.” This means that secure leaders spend their time “identifying leaders; building them up; giving them resources, authority, and responsibility; and then turning them loose to achieve...” Insecure leaders, on the other hand, spend their time suspicious of those around them, and do everything they can to undermine people’s potential and growth.

Former U.S. President, Theodore Roosevelt said, “The best executive is the one who has sense enough to pick good men to do what he wants done, and the self-restraint enough to keep from meddling with them while they do it.” Maxwell says this is because, “to keep others down, you have to go down with them. And when you do that, you lose any power to lift others up.”

Maxwell says, “The truth is that empowerment is powerful-not only for the person being developed but also for the mentor. Enlarging others makes you larger.” Therefore, to take advantage of this law in our lives, we must come to understand that as we develop the leaders around us we not only inadvertently raise our own value as a leader, but our organizations are benefitted in the process as well.

LAW #13 – THE LAW OF THE PICTURE

The Law of the Picture says, “people do what people see.” This may be one of the highest laws in understanding that everything rises and falls on leadership. Character matters. Maxwell says, “When the leaders show the way with the right actions, their followers copy them and succeed.” Corrupt leaders will turn every leader around them into corrupt leaders because their own lives demonstrate that it is good and acceptable.

LAW #14 – THE LAW OF BUY-IN

The Law of Buy-In says, “People buy into the leader, then the vision.” Maxwell writes, “many people who approach the area of vision in leadership have it all backward. They believe that if the cause is good enough, people will automatically buy into it and follow. But that’s not how leadership really works. People don’t at first follow worthy causes. They follow worthy leaders who promote causes they can believe in.” If we roll this back to the law of the picture, this means that if your credibility as a leader is questionable at best, you are not going to have people willing to follow the vision you are casting because they doubt you can get them there.

One of the biggest leadership lessons I took away from my own experiences in 2014 was that leadership is inevitably connected to the opportunities they present. Sometimes saying “no” to a bad leader means saying “no” to a good opportunity, and sometimes saying “no” to a bad opportunity means saying “no” to a good leader. This was my personal realization of the law of buy-in. Maxwell says it this way, “You cannot separate leaders from the causes they promote. It cannot be done, no matter how hard you try. It’s not an either/or proposition. The two always go together.”

As a leader, you cannot just promote your vision and the good work you are doing through websites and social media, and expect that people will jump on board to volunteer or give money. If they do not trust you, it does not matter what opportunity you put in front of them.

LAW #15 – THE LAW OF VICTORY

The Law of Victory states that leaders find a way for the team to win. Maxwell writes, “Every leadership station is different. Every crisis has its own challenges. But I think that victorious leaders have one thing in common: they share an unwillingness to accept defeat. The alternative to

winning is totally unacceptable to them. As a result, they figure out what must be done to achieve victory.”

Though not mentioned in the book, I think back to the 2009 movie (based on the 1960’s TV show) Star Trek, and the always-inspiring Captain James T. Kirk. In every situation Kirk refuses to accept defeat and always finds a way to accomplish the mission at hand. One of the storylines to build this characteristic in Kirk was featured during his time at Starfleet Academy when he took a virtual reality test, which presented him with a “no-win” scenario. In order to beat the test scenario, Kirk reprogrammed the simulation, and as he faced expulsion for cheating, he referred to the test itself as a cheat since there was no way to successfully complete the challenge. His mindset would not allow him to even accept the premise of a “no-win” scenario.

This is the way a leader thinks who embraces the law of victory. They take responsibility, get creative, and throw all of their experience and passion into reaching success. There is a no-quit attitude, and failure is not an option. These leaders are always inspiring to those behind them, even when the challenge gets difficult. Maxwell quotes Lou Holtz, former Notre Dame head football coach, as saying, “You’ve got to have great athletes to win, I don’t care who the coach is. You can’t win without good athletes, but you can lose with them. This is where coaching makes the difference.” Good leaders take responsibility for the success of the team and do what it takes to lead the way to victory.

LAW #16 – THE LAW OF THE BIG MO

The Law of the Big Mo states, “Momentum is a leader’s best friend.” Maxwell says this is “because many times (momentum) is the only thing that makes the difference between losing and winning. When you have no momentum, even the simplest tasks seem impossible... On the other hand, when you have momentum on your side, the future looks bright, obstacles appear small, and troubles seem inconsequential.”

This law comes into place when an organization is starting out. Everything is a challenge, and it seems to take forever to get anything done. However, just like a train slowly gaining speed, once that same organization gets moving, there is no stopping it. In physics this phenomenon is referred to as the law of inertia, which states in part “an object in motion continues in motion with the same speed and in the same direction unless acted upon by an unbalanced force.”

This truth is the same when it comes to leadership. An organization with forward momentum is hard to slow down. The challenge is in getting that momentum built up in the first place (and making sure the momentum is in the direction you want the organization to go). Maxwell says, “Creating momentum requires someone who has vision, can assemble a good team, and motivates others. If the leader is looking for someone to motivate him, then the organization is in trouble.”

LAW #17 – THE LAW OF PRIORITIES

For almost two years now, the background image on my computer desktop has challenged me with the question, “Are you being productive, or just being busy?” This is at the heart of the Law of Priorities, which says, “leaders understand that activity is not necessarily about accomplishment.”

Maxwell says, “When we are busy, we naturally believe that we are achieving. But business does not equal productivity. Activity is not necessarily accomplishment.” This means prioritizing, which

“requires leaders to continually think ahead, to know what’s important, to see how everything relates to the overall vision.”

Sometimes what is highest on that priority list is not comfortable or easy. Key to leveraging the law of priorities is called “the Pareto Principle” or more commonly “the 80/20 principle.” Maxwell says that if we will spend most of our time working on the things in the top 20% of importance, it will give us 80% of the return we are looking for. This means things like giving 80% of your time to your top 20% of employees.

The other factors Maxwell discusses in setting your priority list are his three R’s: Requirement, Return, and Reward. These three things make us ask: “what must I do that nobody can or should do for me?” Is there anyone I can delegate this task to capable of getting the same return as I can? And what tasks will lead to the most satisfaction? “Life is too short to not do some things you love.” When we properly prioritize how we spend our time, it will always set us on course for success. When we don’t prioritize our time, we will often look back wondering where it all went.

LAW #18 – THE LAW OF SACRIFICE

The Law of Sacrifice gives us a glimpse into the heart of a leader: “a leader must give up to go up.”

Maxwell says, “There is a common misperception among people who aren’t leaders that leadership is all about the position, perks, and power that come from rising in an organization... The life of a leader can look glamorous to people on the outside. But the reality is that leadership requires sacrifice.” Maxwell says, “There is no success without sacrifice. Every person who has achieved any success in life has made sacrifices to do so.” He adds, “the heart of leadership is putting others ahead of yourself. It’s doing what is best for the team.” If you are pursuing leadership for personal gain or recognition, then you are not, in reality, a quality leader.

LAW #19 – THE LAW OF TIMING

For natural leaders, many of the principles discussed up to this point can be fairly easy to live by. Even those who may not be born-leaders, but who have invested time and effort to grow in this area, may have a lot of success with them. Yet, when we come to the Law of Timing, I believe this is where many leaders can begin to struggle. This law teaches us that “when to lead is as important as what to do and where to go.”

Maxwell gives a few summary statements. He says, “the wrong action at the wrong time leads to disaster.” “The right action at the wrong time brings resistance.” “The wrong action at the right time is a mistake.” However, “the right action at the right time results in success.”

As we develop our leadership abilities, we have to go beyond simply knowing how to lead. We must also learn to discern when it is the right time to do so.

LAW #20 – THE LAW OF EXPLOSIVE GROWTH

At this stage in the book, Maxwell takes a turn from simply sharing laws vital to good leadership, and begins to teach how to take our leadership higher. The Law of Explosive Growth says, “to add growth, lead followers,” but, “to multiply, lead leaders.” Maxwell further explains this distinction by saying, “if you develop yourself, you can experience personal success. If you develop a team, your

organization can experience growth. (But) if you develop leaders, your organization can achieve explosive growth.” He adds, “You can grow by leading followers. But if you want to maximize your leadership and help your organization reach its potential, you need to develop leaders.”

Some of the practical advice for leading leaders includes development of the top 20% of people around you, rather than spending your time playing catch up with the bottom 20%; focusing on strengths instead of weaknesses, and treating everyone differently, rather than acting like everyone must be treated the same. Determine what it takes to actually invest quality time into others rather than just spending time together.

To live by the law of explosive growth is definitely harder and takes more time and energy to do, yet when we do so the trickle down affect of those leaders investing in those under them, and so forth, will lead to exponential multiplication. Maxwell summarizes this law by saying, “leaders who develop leaders experience an incredible multiplication effect in their organizations that can be achieved in no other way — not by increasing resources, reducing costs, increasing profit margins, improving systems, implementing quality procedures, or doing anything else.”

LAW #21 – THE LAW OF LEGACY

The final law in the book is the Law of Legacy, which states, “A leader’s lasting value is measured by succession.” The chapter starts by asking, “What do you want people to say at your funeral? That may seem like an odd question, but it may be the most important thing you can ask yourself as a leader.”

One day we will all be gone, and what remains of us will be the examples we set with our lives and the people we leave behind empowered to continue on. Maxwell summarizes the life of a leader by saying that “Achievement comes when they do big things by themselves. Success comes when they empower followers to do big things for them. Significance comes when they develop leaders to do great things with them. Legacy comes when they put leaders in position to do great things without them.” He ends the chapter with the thought, “our abilities as leaders will not be measured by the buildings we built, the institutions we established, or what our team accomplished during our tenure. You and I will be judged by how well the people we invested in carried on after we are gone.” This is the greatest challenge a lifelong pursuit of leadership will face, but it is also the only thing that will matter in the end. Maxwell says, “Someday people will summarize your life in a single sentence. My advice: pick it now!”

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“Little Red Book of Selling – 12.5 Principles of Sales Greatness” by Jeffrey Gitomer -

If they like you, and they believe you, and they trust you, and they have confidence in you, then they may buy from you.

- “Why They Buy”

- 1) Liking is the single most powerful element in a sales relationship; like leads to trust
- 2) I understand what I am buying

- 3) I perceive a difference in the person and the co. that I am buying from.
- 4) I perceive a value in the product that I am purchasing.
- 5) I believe my sales rep.
- 6) I have confidence in my sales rep.
- 7) I trust my sales rep.
- 8) I am comfortable with my sales rep
- 9) I feel that there is a fit of my needs and his/her product/service
- 10) The price seems to be fair.
- 11) I perceive that this product or service will increase my productivity
- 12) I perceive that this product or service will increase my profit.
- 13) I perceive that my salesperson is trying to help me build my business in order to hear his.

My salesperson is a valuable resource to me. - People don't like to be sold, but they love to buy

The 12.5 Red Principles of Sales Greatness:

- 1) Kick your own ass.
- 2) Prepare to win, or lose to someone who is
- 3) Personal branding IS sales: It's not who you know, it's who knows you
- 4) It's all about value, it's all about relationship, it's not all about price.
- 5) It's NOT work, it's NETwork
- 6) If you can't get in front of the real decision maker, you suck.
- 7) Engage me and you can make me convince myself.
- 8) If you can make them laugh, you can make them buy
- 9) Use creativity to differentiate and dominate
- 10) Reduce their risk and you'll convert selling to buying
- 11) When you say it about yourself it's bragging. When someone else says it about you it's proof.
- 12) Antennas up!
- 12.5) Resign your position as general manager of the universe

18.5 Secrets of Sales Success:

- 1) Believe you can.
- 2) Create the environment.

- 3) Have the right associations – hang around the right people. Other successful people. Have a mentor or three.
- 4) Expose yourself to what's new.
- 5) Plan for the day. Prepare with education. Plan with goals, and the details for their achievement.
- 6) Become valuable. Give first.
- 7) Have the answers your prospects and customers need. Prospects don't want facts, they want answers. In order to have answers you must have superior knowledge about what you do – and explain it in terms of how the prospect uses what you do.
- 8) Recognize opportunity.
- 9) Take advantage of opportunity.
- 10) Take responsibility.
- 11) Take action.
- 12) Make mistakes – best teacher is failure.
- 13) Willing to risk.
- 14) Keep your eyes on the prize. Post your goals. Stay focused on your dreams and they will become reality.
- 15) Balance yourself. Physical, spiritual, and emotional.
- 16) Invest don't spend.
- 17) Stick at it until you win. Most people fail because they quit too soon. Make a plan and a commitment to see the plan through – no matter what.
- 18) Develop and maintain a positive attitude.
- 18.5) Ignore idiots and zealots. - Failure – learn from it or ignore it. Failure actually only occurs when you decide to quit. You choose your results.

Things you can do to avoid getting to the “quit” stage:

- o Look at failure as an event, not a person
- o Look for the why, and find the solution o List possible opportunities.
- o Ask yourself, what have I learned? And try again.
- o Don't mope around with other failures – go find a successful person and hang around him.

Principle 1: Kick Your Own Ass -

study voicemail presentation skills self-inspiration self-determination hard work; most salespeople will not do the hard work that it takes to make selling easy.

When you're in a slump, you begin to press for orders instead of working your best gameplan,

which is “sell to help the other person”, and let your sincerity of purpose shine through. When you have the pressure to sell, the prospect senses it, and backs off.

Study basics Revisit our plan for success – Today List 5 things you could be doing to work smarter and harder Change your presentation – take the customer’s perspective Talk to your five best customers Get someone you respect to evaluate your presentation, take them with you on sales calls. Visit your mentor Get to work an hour before everyone Stay away from pity parties Hang around positive, successful people Have some fun Spend 30 minutes a day (in the morning is best) reading about your positive attitude Listen to your favorite song just before the presentation Take a day off Rearrange your office Audiotape your presentations live Videotape your presentation Take the best salespersons you know out on calls with you for a day. Take your boss with you on calls for a week. Avoid negative talk and negative people like the plague

celebrate effort, not victory. Time management – lessons in time management are pretty much a waste of time. You know what to do. You even know when to do it. What you need is a lesson in procrastination.

Principle 2: Prepare to Win, or Lose to Someone Who Is - Be prepared!

“Tell me a little bit about your business?” – how unprepared does that make you look? Other dumb things to say: “Let me tell you a little about my business”

Preparation Resources:

- o Internet
- o Their literature
- o Their vendors
- o Their competition
- o Their customers
- o People in your network who may know them
- o Their other employees
- o The best and least used resource: Their sales department
- o Google yourself

Be prepared with an objective or two about what you want to accomplish in the meeting. “They make the fatal error of getting all their own stuff ready. PowerPoint slides, samples, literature, business cards – you know, all the same things the competition is doing. Biggest mistake in sales. And almost every salesperson makes it. Do your homework. The workday starts the night before. Work while others sleep.

Principle 3: Personal Branding Is Sales: It’s Not Who You Know, It’s Who Knows You -

Establish yourself as an expert Build your image

Develop a personal brand:

- o Register your name.com (obtainyourname.com)
- o Be willing to give of yourself—first
- o Dedicate time to make it happen
- o Get others to help you. – List the people you think can help you or help you connect – and ask for their support.
- o Make a brief 30-second commercial – about what you do and how you can help others. Deliver it AFTER you have asked the other person what they do.
- o Combine outreaches – i.e., donate a scholarship to the trade association of your best client.
- o Do everything with a creative flair.

Get the best business card money can buy. Stay in front of the people you want to do business with. Become a resource. Persistence and consistency are the secrets. Have a good time doing it. Strive to be the best at whatever you do. Ignore idiots and zealots.

Build your personal brand and customers will call you. Build your personal brand and customers will be loyal. The integrity of my brand is the consistency and the value of the message.

Principle 4: It's All About Value, It's All About Relationship, It's Not All About Price -

Give first, don't keep score Make friends before you start, or don't start Act professionally, talk friendly I put myself in front of people who can say "yes" to me and I deliver value first.

The 6.5 Principles of giving value and being valuable:

1. Market with stuff and information about prospects and customers – not about you. Send them information about how they profit, produce or succeed, and they will devour EVERY WORD.
2. Write (good) stuff in journals, newspapers, e-zines, and newsletters.
3. Create response vehicles or mechanisms in everything you write.
4. Earn your way onto every broadcast media possible.
5. Get known as a person of value.
6. Send you stuff after they ask for it, and make sure it has something they will keep. Proactive mailings rarely work.

6.5 Speak in public or cold call?

- give a free speech at a civic group.
- the best way to market yourself is give yourself to the market

6.5 Success Tactics of Free Speech

- Don't give a sales pitch, but do speak on your topic.

- Pick a great audience.
- Give a handout.
- Videotape it.
- Ask for audience evaluations.
- Give value, get leads.

At the end of your talk, offer something additional for free in exchange for their card. 6.5 Hang around after the meeting.

Price Vs. Value

“Our prices are guaranteed to be \$100 more than anybody else’s price, but our service is guaranteed to be 100% better than anybody else’s service.’

1. Stop thinking of your product as a commodity. It’s all about the relationship. 30-40% will buy price. The good news is 60-70% of all customers will buy value if you provide it to them.
2. Take the last 10 sales that you made and try to discover the following: How was the sale completed?
3. Don’t focus on the sale, focus on the lifetime use of the product or service.
4. Start your sales call at a higher level.

Principle 5: It’s Not Work, It’s NETwork -

What do you need to be a successful networker?

- A great 30-second commercial that engages and asks questions that qualify the prospect, and gets to the next step in the sales cycle if there’s an interest.
- Your willingness to dedicate the time it takes to do it and be excellent at it.
- A plan of where and when.

To maximize your networking effectiveness, you must follow one simple rule: Go where your customers and prospects go, or are likely to be.

Examples:

- Chamber of Commerce business event after hours.
- A high level Chamber of Commerce Event.
- Any Business Journal Event.
- A networking club or business organization where solid business contacts belong and participate.
- Someplace where like-minded people belong.
- Any type of class you take to learn more and make yourself better.
- A civic organization. Rotary, Kiwanis, Elks, Moose, Lions.

- Attend a cultural event. The theater and the symphony attract people with class and money.
- Get involved with a charity or be a community volunteer.
- Your trade or professional association.
- Your best customer(s) trade or professional association. Be a seminar presenter, not just an attendee.
- Trade shows. - Join a private club. A golf country club, etc.
- Meal networking. "Own a restaurant or three.
- Health Club - Sports events.
- Parents of your children's friends.
- Happy Hour.
- Karaoke.
- Neighborhood homeowner's association/condo association.
- The airplane. 21.5. Being ready to network when you get there.

Principle 6: If You Can't Get in Front of The Real Decision Maker, You Suck

- Why are you not setting appointments?
- You couldn't sell them on "yes"
- they sold you on "no" The appointment is the fulcrum point of the sale
- you can't sell squat without a face-to-face or phone-to-phone appointment with the decision maker. Don't sell the product, don't sell the service, sell the appointment. You need to become an expert in the industry or categories you cover, you need to know where your prospect or customer uses your product or service to build their business and make a profit. You have to know something about them. You have to be brief. You can't sell more than an appointment. Don't ask, "How are you today?", or "Have you ever heard of us?" You Engage – the heart of the appointment process is the engagement. Ask compelling and engaging questions. Do not save the prospect money, earn the prospect profit. Start higher on the decision-making chain than you dare. It's not a benefit statement. It's a profitability statement. It's not a benefit statement. It's a productivity statement. The do not want to be or need to be educated. They want answers just like you do.

Offer answers as a reason to meet, and the appointment is yours. "I only need on more approval and the order is yours" must trigger your response to the prospect, "Great, when do we all meet?"

1. Get the prospect's personal approval. "Mr. Prospect, if it was just you and you didn't need to confer with anyone else, would you buy? (they will almost always say yes.) Then ask, "Does this mean you'll recommend our service to the others?"
2. Get on the prospect's team, talk in terms of "we"
3. Arrange a meeting with all deciders
4. Know the prime decider in advance.

5. Make your entire presentation again.

The most powerful qualifying question you can ask, "Bill, how will this decision be made? Bill will give you an answer, you follow up with: "Then What?" And Bill will begin to give you the saga about how the decision is really made. You ask, "then what?" four or five times and presto! You'll have the name of the real decision maker.

Real salespeople sit in front of real decision makers. How real are you?

Voicemail strategy: Leave half a message, pretend like you're cut off and hang up Have kids leave message The secret to voicemail is be slightly daring and take risks

Principle 7: Engage Me and You Can Make Me Convince Myself -

The most important aspect of making a sale is also a major weakness of every salesperson. Asking questions. The first personal (rapport) question sets the tone for the meeting, and the first business question sets the tone for the sale.

Benefits of asking the right question:

- Qualify the buyer
- Establish rapport
- Create prospect disparity
- Eliminate or differentiate from the competition
- Build credibility
- Know the customer and their business
- Identify needs
- Find hot buttons
- Get personal information
- Close the sale

Do you have 25 questions – the most powerful questions you can create – 95% of all salespeople don't.

Challenge: Get every prospect and customer to say, "No one ever asked me that before"

7.5 Questioning Success Strategies:

- Ask prospect questions that make him evaluate new information.
- Ask questions that qualify needs.
- Ask questions about improved productivity, profits, or savings
- Ask questions about company or personal goals
- Ask questions that separate you from your competition

- Ask questions that make the customer or prospect think before giving a response
- Ask POWER QUESTIONS to create a BUYING atmosphere, not a selling one

7.5 A critical success strategy: To enhance your listening skills, write down answers. It proves you care, preserves your data for follow-up, keeps the record straight, and makes the customer feel important.

Secret to formulating a power question:

A question that makes them think (and respond) about me in terms of the prospect.

Bad examples: What type of life insurance do you have? Good examples: If your most important customer called right now, how would you get the message?

A sale is made or lost based on the questions you ask. Your answers are in your questions.

A few Power Question lead-ins...

- What do you look for...
- What have you found...
- How do you propose....
- What has been your experience....
- How have you successfully used....
- How do you determine...
- Why is that a deciding factor...
- What makes you choose...
- What do you like about...
- What is the one thing you would improve about...
- What would you change about...(Don't say, "What don't you like about...?")

TO DO: questions must be thought out and written down in advance. Develop a list of 15-25 questions that uncover needs, problems, pains, concerns, and objections. Develop 15 to 25 more that create prospect commitment as a result of the information you have uncovered.

Dumbest questions:

- Who are you currently using...
- Are you satisfied with your present...
- How much are you currently paying for...
- Can I quote you on....
- Can I bid on...
- Tell me a little bit about your business...

- Are you the person who decides about... (why ask a question that breeds misleading information)
correct question is: How will the decision be made?

- What would it take to get (earn) your business?

Dumb words: today, frankly, honestly, if I were you, or anything negative about the previous choice they made, or anything negative about your competition

Asking powerful questions will make prospects think in new ways.

You want to understand their motives for buying.

Your questions are a critical factor in the way your customers perceive you.

Principle 8: If You Can Make Them Laugh, You Can Make Them Buy!

- Making people smile or laugh puts them at ease and creates an atmosphere more conducive for agreement.
 - Pick something that's funny to you, personal to you.
 - Develop lines that are tested to make people laugh.
 - Keep the lines clean. Real clean.
 - Poke fun at yourself.
 - Don't drag it out.
 - Take small humor risks.
- Making people smile is a major key in selling.

Safe topics:

- Children (what they did or said)
 - Traffic (what you did or saw)
 - Repeating a sit-com or television line
 - Self-stuff
 - Self-abilities
 - Self-improvement
-
- Laughter is mutual approval, and mutual approval is at the fulcrum point of selling.

Study humor

- 1) visit comedy clubs
- 2) watch comedy's
- 3) read joke books
- 4) join toastmasters
- 5) watch and listen to children very carefully
- 6) Read history
- 7) Take humor risks where you don't have much to lose
- 8) Take a professional comedian to lunch
- 9) Practice making funny faces
- 10) Get out your high school yearbook
- 11) Take an acting class
- 12) Carry audiotapes of your favorite comedians
- 13) Start looking for humor in every day life

14) Practice exaggerating your gestures

15) Hang around funny people

16) Laugh a lot

You use humor when you're the master of knowing your own product, knowing your customer and his business, and knowing the science of selling.

If you only use humor and don't know the other three elements, then you will be a clown who makes no sales.

Stories are a good way to use humor.

Principle 9: Use Creativity To Differentiate and Dominate

Elements that drive and/or inspire creative process:

1. Brains
2. Attitude
3. The habit of observing
4. The habit of collecting ideas
5. Your self belief – If you tell yourself you are creative, more creative things will happen
6. Support system – surround yourself with people who encourage you.
7. The creative environment
8. Creative mentors and associations
9. Studying creativity – THINKERTOYS
10. Studying the history of creativity in your industry
11. Using creative models a. SCAMPER (Substitute, Combine, Adapt, Modify, Maximize, or Minimize, Put to other use, and Reverse or Rearrange.
12. Risk Failure – all creative people take risks
13. Seeing your creativity in action

Three Areas to Make a Difference

- 1) Your opening question on a sales call – ASK A SMART QUESTION IMMEDIATELY, AND THEY IMMEDIATELY THINK YOU'RE SMART
- 2) Change your ordinary imaging and branding.
- 3) Use your follow-up and "stay-in-front-of" power to the MAX – create value, email a weekly tip

FIX YOUR VOICE MESSAGE TODAY: - "I'm either on my phone or away from my desk." (no kidding? Pathetic) Voice message is America's sales enigma. Everybody has it and 9,999 out of 10,000 have a pathetic message.

IDEAS to spice up your voicemail.

- 1) A short message about value or profit point of your product.
 - 2) A thoughtful quote – internet will give you millions
 - 3) Celebrity impersonation
 - 4) Your kid
 - 5) Something funny in general
 - 6) Something funny about your product or your business
 - 7) A testimonial from a customer
 - 7.5) Something off the wall Change the message often
- Creative approach to ending, "we're satisfied with our present supplier" forever.

Say, "Mr. Jones, I make a lot of sales calls to prospective new customers and most of them tell me 'I'm satisfied with who we've got.' Our customers are ecstatic, getting incredible value, are more productive, and are reaping the profits of doing business with us. Would you rather be ecstatic and more profitable or satisfied?" The customer will say, "ecstatic and more profitable." "Great," you say. "I came here today HOPING that you were satisfied with who you've got." Take away the objection BEFORE they have a chance to voice it.

Principle 10: Reduce Their Risk, And You'll Convert Selling to Buying -

The biggest barrier to a sale is the unspoken risk that a prospect perceives 5 questions as they relate to your product or sale"

- 1) What is the definition of risk?
- 2) What is the cause of risk"
- 3) How much risk am I asking my prospects to take when they make a purchase?
- 4) How do I uncover risk factors?
- 5) How is risk taken away, removed, or eliminate?

- Know their tolerance for risk taking. Ask about previous purchases.
- Know your risks of purchase. There are less than 10. List them and have "risk removing" answers for them. List what your prospect has to lose if they buy. List the corresponding (or canceling) gains if they buy.
- Ask your prospect, "What's the risk?" Then ask, "What's the reward?" If the risk is low, and the reward is high, then the decision is obvious.
Risk Removal is a POWERFUL CLOSING TOOL
- Add piece of mind – directly address a risk that could be concerning them

What to do:

- 1) Identify your risks
- 2) Create GREAT corresponding risk removers or even preventers
- 3) Try them out on prospects who resist for no stated reason.
- 4) Master them so that your prospects buy more often
- 4.5) Teach them to everyone

- The biggest risk barrier to a sale is the unspoken risk that a prospect perceives.
- Take more chances than you dare. You'll make more sales than you expect.

Principle 11: Use When You Say It About Yourself, It's Bragging. When Someone Else Says It About You, It's Proof.

- Testimonials – the single most powerful method of making a sale. And also the single most wasted resource in creating a marketing message.
- To be most effective, testimonials need to have a specific message.
- Testimonials should be used at the end of the sales cycle to dispel any doubt, reduce all risk, substantiate value, and pave the way to the order.

- Take your best customer with you on your next sales call. A video picture is worth a sale Asking a customer to tell you their reasons for purchasing from you will get you hundreds more sales of the same type.
- Buying motives are 1,000 times more powerful than selling skills. Make that 10,000.

Principle 12: Use Antennas Up!

6 Positive Sales Senses:

- 1) The sense of confidence
- 2) The sense of positive anticipation (thinking you can is 50% of the outcome)
- 3) The sense of determination
- 4) The sense of achievement
- 5) The sense of winning. The will to prepare to win must exceed the will to win.
- 6) The sense of success

8.5 Negative senses:

- 1) The sense of fear
- 2) The sense of nervousness
- 3) The sense of rejection
- 4) The sense of procrastination or reluctance
- 5) The sense of justification/rationale
- 6) The sense of self-doubt
- 7) The sense of uncertainty
- 8) The sense of doom
- 8.5) The sense of "I'm unlucky"



The Little Red Book of Selling By Jeffrey Gitomer

"Why do people buy?" is a thousand times more important than "How do I sell?"

1. I like my sales rep. Liking is the single most powerful element in a sales relationship. Like leads to trust. Trust leads to buying. Buying leads to relationship. That's the life of sales.
2. I understand what I am buying.
3. I perceive a difference in the person and the company that I am buying from.
4. I perceive value in the product I am purchasing.
5. I believe in, have confidence in, trust, am comfortable with, my sales rep.
6. I feel there is a fit of my needs and his/her product or service.
7. The price seems fair, but it's not necessarily the lowest.

8. I perceive that this product or service will increase my profit.

People don't like to be sold... but they love to buy!

The difference between success and mediocrity is philosophy. Most people think end of the month. But you have to begin thinking end of time. If you think end of time, each time you are in a selling situation, the sale will always be long term, relationship driven, and referral oriented. Not transaction oriented.

What's the difference between failure and success in salespeople?

1. Believe you can. I wanna be a success! I wanna be a success!
2. Have the right associations. Network where the best customers and prospects go.
3. Expose yourself to what's new. If you're not learning every day – your competition is.
4. Plan the day. Are your plans and goals in front of your face every day?
5. Become valuable. Become known as a resource, not a salesperson.
6. Have the answers your prospects and customers need.
7. Take responsibility. Get the job done no matter what. Don't blame others or yourself.
8. Take action. Nothing happens until you do something to make it happen.

9. Make mistakes. The best teacher is failure. It is the breeding ground of self-determination.
10. Be willing to risk. Taking chances is a common thread among every successful person. Most people won't risk because they fear the unknown. If you want to succeed, you'd better be willing to risk whatever it takes to get there.
11. Keep your eyes on the prize. Post your goals. Stay focused on your dreams and they will become reality.
12. Balance yourself. Your physical, spiritual and emotional health are vital to your success. Plan your time to allow your personal goals to be synergized with your work goals.
13. Invest, don't spend. Reduce your spending and make a few investments each month.
14. Stick at it until you win. Most people fail because they quit too soon.
15. Develop and maintain a positive attitude.
16. Ignore idiots and zealots. These people will try to rain on your parade because they have no parade of their own. Avoid them at all costs.

The biggest secret (and the biggest obstacle) to success is you. The formula is there for everyone to know – BUT, there is a big difference in knowing what to do, and doing it.

12.5 PRINCIPLES OF SALES GREATNESS

Principle #1 – Kick Your Own Butt

No one will do it for you. No one really wants to help you. Very few will inspire you. And even fewer will care about you.

Principle #2 – Prepare to Win, or Lose to Someone Who Is

In order to be a success at sales or life, the first thing you have to master is homework. Getting ready, preparing analyses, developing questions, creating ideas, and every other facet of your sales life presupposes that you have done your homework.

"The work day starts the night before."

Principle #3 – Personal Branding is Sales; It's Not Who You Know, It's Who Knows You

Personal branding is ...

- ✓ Getting the business community to have confidence in you.
- ✓ Establishing yourself as an expert is much more powerful than someone perceiving you as a salesman.
- ✓ Building your image by
 - being a consistent positive performer
 - associating with quality people
 - delivering what you promise

Principle #4 – It's All About Value, It's All About Relationship, It's Not About Price

1. Give value to your clients, without expecting to get anything in return.
2. Market with information prospects want – not literature about you.
3. Write (good) information in journals, newspapers, etc. Writing creates a perceived leadership position.
4. Take opportunities to speak in public.

Price vs. Value – The REAL Way to beat “price.” How much is it? Answer: Doesn't matter if the value is there.

The sale is emotionally driven and emotionally decided. Then, and only then, is it logically justified.

1. Stop thinking of your product as a commodity. If you tell yourself you're selling a commodity, you are doomed to selling price.
2. It's all about relationship. It's all about perceived value. Not everyone will buy value – 30 to 40% will buy price but the good news is that 60 to 70% will buy value if you provide it to them.
3. Make friends before you start, or don't start. I don't win sales on price. I win sales on friendship.
 - a. I establish rapport that includes some common ground.

- b. I laugh with them.
 - c. I talk to them about them.
 - d. I establish credibility with them and then I make my presentation.
4. If you make a sale, you can earn a commission. If you make a friend, you can earn a fortune.

All things being equal, people want to do business with their friends. All things being not quite so equal, people STILL want to do business with their friends.

Principle #5 – It's Not Work, It's NETwork

Networking is a mandatory function of business for salespeople.

What do you need to be a successful networker?

1. A GREAT 30-second commercial that engages and asks questions that qualify the prospect, and gets to the next step in the sales cycle.
2. Your willingness to dedicate time it takes to do it and be excellent at it.
3. A plan of where and when.

To maximize your networking effectiveness you must go where your prospects go, or are likely to be.

1. Your city's business newspaper event.
2. A networking club.
3. Your trade or professional association
4. Any type of class you take to learn more about your profession.
5. Your customer's trade or professional association.
6. Join a private club.

List every possible area that you can think of for networking. Write them down.

Secret: Get respected by those who count – don't just attend – get involved and lead.

Bigger secret: To make the most of a networking event, spend 75% of your time with people you don't know.

Principle #6 – If You Can't Get In Front of the Real Decision Maker, You Lose.

Principle #7 – Engage Me and You Can Make Me Convince Myself

The most important aspect of making a sale – is also a major weakness of every salesperson: Asking questions.

The first personal (rapport) question sets the tone for the meeting, and the first business question sets the tone for the sale.

Do you have 25 of them – the most powerful questions you can create – at your fingertips?

Here's the challenge: Get every prospect to say, "No one has ever asked me that before."

Ask questions:

1. That makes prospects evaluate new information.
2. That qualifies needs.
3. About company or personal goals.
4. That separates you from your competition.
5. That makes the prospect think before giving a response.

Principle #8 – If You Can Make Them Laugh, You Can Make Them Buy!

Making people smile or laugh puts them at ease and creates an atmosphere more conducive for agreement.

I believe that making people smile is a major key in selling. The prospect may not be interested in hearing about your stuff, but they're always looking to smile or laugh.

Don't tell jokes, tell stories.

Humor not only helps make the sale – it also helps build the relationship. Laughter is mutual approval, and mutual approval is at the fulcrum point of selling.

The essence of humor is that it is relaxing and creates a more open atmosphere. An atmosphere that will begin to breed friendship, respect and compatibility.

Principle #9 – Use Creativity to Differentiate and Dominate

Principle #10 – Reduce Their Risk, And You'll Convert Selling To Buying

Eliminate risk and prospects are more likely to buy.

A risk of purchase is some mental or physical barrier, real or imagined that causes a person to hesitate or rethink ownership. As a salesperson your job is to identify the risk and eliminate it.

Interestingly risk is harder to identify than it is to eliminate. The problem is that the buyer keeps this information to himself. His "hole-cards" if you play poker. And he's not gonna show them unless you "call." Once he shows his cards, he has revealed his "motive to buy," the single strongest piece of sales information you can obtain. It's also the single hardest information to obtain.

Know your risks of purchase. List them and have "risk removing" answers for them.

Here are some of the common risks of purchase:

1. I may be able to get the same thing cheaper someplace else.
2. I'm comfortable with my existing lender relationship.
3. It will be much easier financing with my existing lender.
4. This is not what I really want. I'm risking getting something I really don't want.
5. Something better exists. The risk that there might be a better mousetrap.

SUCCESS STRATEGY: Identify and eliminate (or outweigh). Ask your prospect: "What's the risk?" Then ask, "What's the reward?" If the risk is low and the reward is high, then the decision is obvious.

Ask yourself, "What risk element is present that I can remove to close this deal?"

The risk factors are usually both invisible and unspoken because they expose the inner guts, feelings, and thoughts of the customer.

If the risk is price, then the compensation is value.

Risk is real and a real block to a sale. And too often salespeople misjudge risk for objection and continue to press for the close.

One at a time, brick by brick, remove the risks that the buyer perceives as fatal mistakes in his decision-making process. Then drive home the rewards, both emotionally and logically.

Principle #11 – When You Say It About Yourself, It's Bragging. When Someone Else Says It About You, It's Proof.

Your reputation is everything.

Principle #12 – Antennas Up! Using Your 6th Sense, the Sense of Selling.

If your dominant senses you radiate are positive, you can make sales – lots of them. The big question is: Do you radiate the positive senses or the negative ones?

Here are the 4 positive sales senses:

1. The sense of confidence. The air you have about you that's bred by preparation and previous wins. The best part about confidence is that it's contagious. You can give it to your prospect.
2. The sense of positive anticipation. Thinking you can close the sale is 50% of the outcome.
3. The sense of determination. The sense of hanging in there no matter what. Determination is having the prospect tell you "no," and you hear it as, "not yet."
4. The sense of success. That calm feeling of money in the bank. An "I can do it" attitude. The sense of positive purpose.

Here are 4 negative senses that the subconscious mind presents and projects when selling.

1. The sense of fear.
2. The sense of nervousness.
3. The sense of rejection.
4. The sense of self-doubt.

The most powerful way to get rid of the negatives is to counter-balance them with positive thoughts and words.

You're not sensing alone. The prospect has senses too. And often he can sense your senses – especially the negative ones. If your negative senses like fear and self-doubt dominate your presentation, they will preoccupy the prospect.

The great news about sales sense is you're in total control. You can convert negative senses to positive senses with a combination of dedication to lifelong learning, and the achievement of a positive attitude.

**

How to handle the objection raised by doctors

(NOTE- Give answer to any questions regarding objection with following pattern)

High Price:

"The doctor said that our Ethiglo Tab is Expensive, but blocked it by explaining that we are importing Glutathione from World No.1 company Opitac from Japan, ensuring the high quality of the drug."

More Cosmetic Products:

"Understood we need to close the sale by blocking the objection. Objection we are getting from Drs: You are having more of cosmetic product. Yes Dr, we have a good cosmetic range with innovative combinations, but we also have a comprehensive range for pharma products."

Products Available on Online Platforms:

"Close the Sale by Blocking Objection: Your product is available online platform. Then I agreed with them but made them realize we are not directly selling to third parties who take from us. It could be doctor chemists selling online. We are against this and took a signature on a paper from all our parties. If they sell online products, we will discontinue supplying them. Then ask them to suggest our exclusive my derma store platform for derma and cosmetic products."

Request for More Schemes:

"Yes sir, close the sale by blocking not overcoming the objection. When doctors say you are giving less scheme as compared to other companies, we should say yes, doctors, you are right, but the difference is minimal. At the same time, the services we are providing to you are much more than those schemes, and no other companies provide this type of service."

Effectiveness of Low-Cost Products:

"Some products cost are low, so doctors question their effectiveness. Because of the low cost, we did not compromise with our product's efficacy. It gives desired results, and its formulation is trial-tested."

Frequent Launch of New Products:

"Why you people frequently launch new products? Because nowadays there is lots of competition, so to cut or decrease the competition, we are launching new products regularly."

Thick Formulation of Hydromax Cream:

"Objection we are getting from Drs: Some doctors say that your Hydromax cream is very thick. So I tell Dr., yes, the Hydromax cream is very thick, and because of the thick formulation, it offers long-lasting hydrating action."

Mild Irritation from Kozilite Lotion:

"Some patients get irritation with Kozilite lotion. Yes sir, I do agree some patients may get mild irritation as it has 13 different skin-lightening agents, and they

may be allergic to one of them. This irritation would last for 3 to 4 minutes. Many of your colleagues say that it has amazing results."

Expensive Peels:

"When Dr. says your peels are expensive compared to the market, we have to upfront acknowledge it. Yes, we are expensive, but see the bottle packing; it is bigger. The peels are very safe. We have options for exfoliating and non-exfoliating peels which patients need. We also have additional boosters or enhancers."

Sunscreen Price:

"Doctors say your sunscreen is very high in price. I explained the concept: Doctor, we have both price ranges for different patients. For affordable patients, you can prescribe Z screen or 360 block. For less affordable patients, we have Ethisun, the most economical sunscreen with a 200g size at a lower price."

Doctors Blocking Calls Due to Price or Pack Size:

"Many times we have seen that doctors try to block or distract us by saying your price is too high, pack size is too small, scheme is less. We should explain why this is so and not try to overcome the situation. Always be prepared well before going for a call. Do proper surveys, find out the likes and dislikes of doctors, and do the call accordingly."

Serum Base Products Being Expensive:

"Some time Dr. says your serum base products are expensive. That time we should prepare with a story: Sir, it's a little expensive, but our serum base products have unique USPs and benefits. What about results? What about packing? Ask those types of yes-to-yes questions. Dr. will definitely agree with our conversation and won't raise this type of objection."

Schemes from Competitors:

"When Dr. says other companies give more schemes, we need to make them realize that even Top KOL doctors are associated with us because of the value and tools we provide. You cannot compare with the schemes. Get associated with us, and you will feel the difference."

Limited Space in Pharmacy for New Products:

"When promoting products to doctors, they sometimes say there is no space to add your products. At that time, I explain our entire product range and say, yes, doctor, I know your pharmacy is completely packed with all the brands, but just see once. We have a huge range of products, from lower range to higher range, for every type of patient and skin problem. Please try at least one or two products from our range that is unique and not available in any other pharma company."
