

*“Sales Strategies for Highly
Motivated People”*

**\$ SALES
INSIGHTS**

Volume 1

Motivation, Inspiration and Soft Sales Skills for
Business Owners, Entrepreneurs and Sales Professionals

Marshall W. Northcott
Corporate Sales Trainer



Praise for Sales Insights

Volume 1

I have enjoyed reading your "Sales Insights." Your topics have been well chosen and serve as useful reminders of generic skills required to be successful in sales.

Peter Knee, C.F.O., Citicapital Canada

As President of an engineering firm I wear many hats. Your Sales Insights have benefited me in many ways both personally and professionally. I have learned many techniques and ideas about working with customers, which have made me a more successful entrepreneur. Thanks for sharing your Insights, keep up the great job!

Ross Corindia, President, floMATION Engineering

Every body is selling something, whether it is a newborn infant that is hungry or cold looking for attention from its mother, to the young man proposing to his fiancé or a highly skilled sales agent at the pinnacle of his career. Sales Insights, is the pocket play book for all business people, it contains all the nuggets you would need for learning for the first time, developing and honing your business style, or a refresher for a valuable skill set that you already possess.



Good work Marshall on a fresh new vision... a must read for Independent Business People.

Jeff Piper, InterBIZ Business Systems

Sales Insights, Volume 1 is gold! Not one ounce of "fluff" just the honest to goodness truth. All sales people should read and master these techniques even the old pro's who just need a refresher. It's all about attitude and behavior which when properly channeled, is an unstoppable force. You lay these techniques out in a logical and motivating way and to be honest, your book is a guide for quality of life beyond business. No it's not easy becoming successful, it's a process and in the end, it is the process with its ups and downs that we really enjoy not the end goal. Over the past fifteen years in business, we have modeled our company after your system. We are on track to reach new targets, which has been a challenge in somewhat questionable economy. Keep up the good work!

**Ron Maizis, CPC, General Manager,
Maizis & Miller Consultants**





The articles in Sales Insights are as much inspirational as they are entertaining and informative. Thank-you for your support and for making a wonderful difference in my life and the lives of many others. Keep up the good work!

Ron Downey, President, Total Performance Ltd.

Your Sales Insights are great and we would appreciate your permission to share them via our internal resource centre with our Print Three franchisees. We have 70 print shop locations across Canada. We are certain that your sales tips would be beneficial to everyone in our network.

Marlane Davis, Print Three Franchising Corporation

Marshall, I am fairly new to enterprising and of all the different resources available to me, I find your articles immensely helpful because they are important, to the point and clearly defined.

Pavel Zeman, President, Remoska InterTrade Avenue Inc.

Thank you for your Sales Insights. Sales can be frustrating & your articles seem to give me a boost to press on & not give up!!!

Alison Whittaker, Account Manager, EHC Inc.

Your articles are insightful and full of practical information that should be either second nature or common sense to anyone in the sales (or other business) field. Courtesy, good manners and common sense are the underlying foundation for many of your strategies. The first two are learned behaviors, which aren't offered as part of an MBA and common sense is NOT all that common. Your strategies introduce and reinforce good habits or ideas, which always leave me with a more positive outlook. Thank you and keep up the good work!

Veronica A. (Ronnie) Levasseur

"Sales Insights is more than just sales and business practices! It is about personal leadership and effective working relationships. It is a great handbook for people in all fields!

Debbie Wang, M.S.W., R.S.W. - Social Worker/Counsellor

These are well written articles that make people think about how it affects their day-to-day practices. I'm sure that your sales insights have made us all a little better at what we do, no matter if it is sales, management or any other career.

Bob MacLeod, Quality Manager, Advance Precision Ltd.



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If your suggestions are incorporated in a future edition, I will thank you in the acknowledgements and send you a complimentary copy of the subsequent edition.

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Dedication

To my wife Denise who has been there through many difficult times. She has done her best to try to understand, encourage and believe in me even though it hasn't always been easy. To my daughters Alexandra and Jessica who have proven to me that a child's love knows no conditions. To my son Maximilian who makes everyday fun and interesting. He keeps me on my toes and gives me a reason to set an example. To my stepchildren Jesse, Reanne and Kasey who continue to teach me many lessons about life.





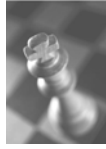
Acknowledgements

The creation of Sales Insights has been a very exciting project, which has literally been a lifetime in the making. The book combines many life experiences of a personal and professional nature. It is not possible to mention all those responsible for making this publication a reality. In our lives we are touched by positive and negative forces, which contribute equally to our personal and professional development. I learned to emulate and duplicate the patterns and habits of the positive influences. Equally, I discovered that the negative persuasions teach us what not to do if we are intelligent enough to pay attention. To keep things on a positive note I would like to acknowledge the positive forces and the impact that they continue to have on my success.

My parents Reginald and Thelma Northcott taught me the importance of work ethic. No matter what the challenge they rolled up their sleeves and got the job done. As the journey continues the value of this example proves to be immeasurable.

I learned how much I appreciated an outstanding attitude from Tony Bellamy, who was my supervisor at my first full time job.

I often refer to my mentor in my writings and during training workshops. Bill Zinger educated me on the finesse skills that are required to be successful in business and sales. As a Sales Manager he taught by example, which is a true reflection of leadership. His personal security never wavered, he gave credit where it was due and he took great satisfaction in contributing to the professional development of his sales staff. His style of management made allowances for mistakes and reinforced our significance and intelligence as human beings. He helped me to grow both personally and professionally. I know how fortunate I am for having crossed his path and will be eternally indebted for his tutelage.



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Sir Isaac Newton said, “If I have seen further it is by standing on ye shoulders of Giants”. I would be remiss if I failed to recognize all the great men and women who have come before me and contributed to my success. One person that has strongly influenced me through his videos and writings is Zig Ziglar.

During the course of a lifetime, people who we are able to develop the closest of friendships with aren't always easy to find. They can have such a huge impact on us and play a major role in molding our character. Jeff and Debbie Piper are a couple that I befriended during a very challenging period in my life. They stuck by me during difficult times and continued to love and support me. It's difficult to put into words all that their friendship has meant to me. I received my first break as a speaker and presenter when they placed their trust and faith in me. Although I lacked any previous experience or formal training they provided me with an opportunity to speak to two separate groups of business associates. The feedback that I received from both audiences was phenomenally inspiring. Jeff and Debbie's encouragement and support helped me determine what direction I wanted my life to take.

Thanks to John Leonard for organizing “Becoming Preferred,” an event where I met Michael Vickers. In a brief meeting with Michael, I learned many important pieces of information that have contributed to the development of my company. I also indirectly met Rory Sheehan because of the same event. Rory is a phenomenal Corporate Trainer based out of Ajax. He generously shared many nuggets of wisdom and unselfishly invited me to attend a couple of closed training sessions at his office. Rory encouraged me and expressed a strong belief in my abilities as a sales professional, businessman and trainer.

I would especially like to thank all those people who stuck to their goals and dreams doing what was considered unpopular by the masses, until they proved their critics wrong!



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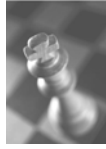


Introduction

In May of 2001 I had the good fortune of meeting Calgary native Michael Vickers at a Keynote presentation he performed in Whitby, Ontario, Canada. Like many people that I had previously (and since) met in the field of professional speaking he very generously offered his words of advice and encouragement. There was no concern over my threat as a potential competitor nor did he withhold any trade secrets as he told me one on one, as much as he could about the business in a very short time frame. He also publicly shared a philosophy with four hundred others and myself that day which Zig Ziglar has been sharing with audiences for the past 30 years. Zig says, “If you help enough other people get what they want, you’ll get what you want.” Michael advised me to give away something of value for free to people who needed it. By providing valuable information to business and sales professionals, I would become recognized as an expert in my field. All I had to do was exert some initial effort and then have the faith that it would pay off. After having worked in the sales profession for fifteen years this seemed to make sense to me. After all that’s what I had been doing to earn an income ever since I started working on commission. The “Weekly Sales Insights” was launched and I slowly began building a subscription list, which has steadily grown every month. In that first year, I landed several contracts that launched my career and the success of my company. Each of the articles presented in Sales Insights was originally sent out to the Weekly Sales Insights subscription list that you are welcome to subscribe to.

Although the target audience for this publication is Sales Professionals, many will benefit from the knowledge outlined in this book. Sales Insights will provide the reader with a balance of soft sales skills, sales psychology, motivation and inspiration.

The ideas and concepts presented in this publication will help reinforce techniques learned in formal sales training. Sales Insights will introduce new concepts to people who have never had the privilege



of attending any training workshops. Many common sense approaches to selling and how to effectively work with prospects and customers are outlined in the articles. Plus you will gain valuable knowledge from the thousands of hours the author has spent in training seminars, listening to audio recordings, watching video tapes and reading hundreds of books on sales and other related topics.

The nugget format makes it possible for us to highlight many ideas or concepts so the reader can learn very basic information regarding a variety of topics. Readers are encouraged to expand their knowledge by reading specific books on subjects, which they require additional information and assistance on. The author would be pleased to recommend additional sources for any topics that you required further information on.

Whenever possible the original source for quotes was researched and provided for the readership. Where there is no name indicated the source is unknown.

If you have specific questions regarding an idea or article presented in this book please feel free write out your question in detail and forward it to the address indicated below.

If you would like to write Marshall with your comments or feedback please send them to:

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Insight # 1

Selling Yourself

I Am Sam, Sam I Am! Are you familiar with this character from the popular Dr. Seuss Classic, Green Eggs and Ham? Do you remember how the story begins? How would you describe Sam and what was his singular objective throughout the story? Did he care about anything else besides this? Was Sam successful in his quest? What risks did he take by approaching the other character in the manner that he did? How many people would be interested or be successful in sales if they were limited to this manner of selling?

The “Hard Selling” approach used to be very popular. The customer was treated like an opponent and the objective was to wear them down until they submitted to the sales assault. Certain industries gained a very undesirable reputation in the 50’s because this was the way they chose to sell. For most people, attempting to do business in this fashion would be exhausting. The tactics required contradicted every rule we were taught growing up. The amount of energy required to pummel the prospect into submission is overwhelming. In today’s marketplace most people are wise (and very wary) of this method of selling. Professional selling has evolved and you can no longer afford to operate that way.

Do you want to enjoy your work more? Does being able to confidently sell anything sound appealing to you? Would you like to enhance your self-image? Are you keen to learn new methods for breaking the ice and lowering sales resistance? Does having a positive impact on people interest you? Is respect from your clients and peers important to you? Would you like more positive recognition and more closed sales? Does increasing your average sale interest you? How about generating more income and bigger commission cheques? Would it help if you were given more referrals from people even though they didn’t buy from you?



The most important step in getting a customer to want to do business with you is getting them to like and trust you. Until you have “Sold Yourself” you will have great difficulty moving forward in the sales process. Let’s take a look at some small habits that you can begin to develop in order to get more people to like you.

Greet people effectively. Smile on contact! Shake hands. Never underestimate the power of human contact. Introduce yourself and if they don’t offer their name make a point of asking. Have an outstanding attitude. Project a healthy outlook. Have an assured manner in which you conduct yourself. Believe decisively in yourself and your core value system. Think positively about who you are and what you stand for. Express genuine sincerity. Have a strong sense of self worth. Develop mental toughness with the power to deflect negative influences, circumstances and thoughts from impacting your life. Know that you truly own your attitude and that no one can take it away from you. Form your own “Attitude Protection Zone” and guard the perimeter. It’s not what happens, it’s how you handle it.

Take a sincere interest. Master the skill of getting people to talk about their favorite subject; themselves! Enjoy the exchange of information; learn to love learning new things. Pay attention to what is happening and to what is being said. It shows respect and proves that you value what is important to others. People don’t care how much you know until they know how much you care.

Really listen. Not just for your turn to speak, but for the meaning behind their words. Being considered a great conversationalist sometimes requires nothing more than the ability to ask questions and the ability to listen. Take notes, it shows respect for what the prospect is saying and ensures that you won’t neglect important details. Listening builds trust and builds self-esteem, which can be an excellent way to lower sales resistance. God gave you two ears and one mouth, use them accordingly.

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Don't rush. Be patient and find a pace that's comfortable for your customer. Learn to bide your time, adjust your speech and presentation speed to suit their personality style. Slower paced people will feel pressured or feel that you are attempting to deceive them if you move too quickly. If you drag your conversation, faster paced people will become bored and look for an opportunity to escape from the meeting. Sometimes it is easy to become so involved and focused on what your mandate is that you forget you're dealing with people. It's very common for a client or prospect to say "I'm in a hurry" or "I've only got ten minutes". Often, what they are really saying is, "I'm only allowing you ten minutes to convince me to spend more time with you." "Our patience will achieve more than our force." – Edmund Burke

Make people feel important! You asked their name, remember to use it! Who calls you by name? Typically, it's only those whom are close to you. People need to feel unconditional acceptance. Congratulate them on their business and personal conquests. Compliment clients on those things that you can express genuine interest in. Praise and approval will build a bond between you and the prospect. In order to accomplish your goals and objectives, you must be willing to relinquish the feeling of importance to others. Are you willing to sacrifice a little to gain a lot? The best exercise for your heart is reaching down and lifting other people up.

Be professional. Always look your best. If you look great, it's difficult not to feel great. Be easily understood, speak clearly and articulate your words. Be image conscious. How you project outwardly is usually a reflection of how you feel inwardly. People listen to authority, which is projected through appearance. *"I may not always be the best looking in the crowd, but I'm always looking my best."* – Dr. Dennis Waitley

Mind your manners. If you travel to your customers for business then be careful about the little details, like where you park. Don't take up prime parking spots. Treat people's businesses and homes with



respect. Your mother was right, say please, thank you and may I. Take off your coat and stay awhile. If the client offers you a coffee, water or soft drink, then by all means take it! (We all know what it's like to be rejected. Some customers will feel the same way when we decline their gesture of kindness) *"Love and kindness is like perfume, you can't sprinkle it onto others without getting a little on yourself."* – Zig Ziglar

Learn to relate to others. Not everyone sees things the same way as you. Work at seeing things from other perspectives. We have a tendency to filter everything that we are exposed to through our personality and past experiences, so do our customers. That's why they don't always see things the same way as you. Educate yourself on the four basic personality styles and how to tailor your approach, conversation and presentation style to each. Be agreeable. *"Those who agree with us may not be right, but we admire their astuteness."* – Cullen Hightower

Be prepared. When was the last time you showed up at the doctor's office and they made you ask all the questions? How comfortable would you feel with them if they were scrambling for their medical tools and instruments? Clients have the answers but that doesn't mean that they will offer the information. You have to ask the right questions. Show up prepared to ask questions that will stimulate a conversation and retrieve the information you require to fill the client's needs. Great things will happen when opportunity and preparedness meet.

Have a conversation. It's an interview. Customers want to have a dialogue. They are not interested in an information dump. This is not an interrogation. It should be fun and enjoyable for the client. This step is a painful process for those who do a poor job of "breaking the ice." People will only grant you permission to ask them questions once they believe that you have earned that right. Maintain control of the conversation and keep things on track while maintaining a balance of empathy and focus. Telling is not selling.

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Success in selling will often be a direct result of how effectively you master each of these skills. You can shape new opinions by having an opportunity to educate your prospects. This will only happen once a comfort level has been established and they feel you have earned the right to do so. As the great Dale Carnegie wrote, “*A man convinced against his will is of the same opinion still.*”

“Put first things first and we get second things thrown in; put second things first and we lose both first and second things.” – C.S. Lewis



Insight # 2

Fear

Sales people commonly face fears of rejection. They also may fear the unknown, using the phone, talking to strangers, not knowing the correct answers, traveling in a new territory, what others think of them, success and of repeating that success.

When people open up about their fears, other will often say, “it’s psychological”, “it’s all in your head”, or even “Get over it!” They are exactly right. It is psychological and all in your head, but people fail to understand that for the person feeling fear, it is not always easy to get over it.

Your mind is incapable of differentiating between what is real and what is imagined. It’s like the story about the man who was locked in a refrigerated boxcar and died. Upon examination, they found he had all the signs of someone who had frozen to death even though the refrigeration unit was not in operation.

Then, there is the torture technique where prisoners are strapped to a table and blindfolded. Their captors drag the tip of an icicle across their wrists and then lay it by their wrist to melt. As the melting begins, the water slowly drips to the floor. The captives die in the same manor as a person who has bled to death. If fear is powerful enough to cause death, no wonder it can stop a seasoned sales veteran in his tracks.

It is rare for a person not to have fears. The greater an individual’s self-confidence, the less likely they are to experience fear. When you were born, you had a clean slate. Any fears you have were developed over time. The first time you encountered rejection it registered in your brain as a painful experience. Each additional experience of rejection compounded that negative feeling. Just as we all have a tolerance for pain, we all have a tolerance for rejection. Someone who is fearful will

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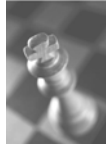


become paralyzed by his fear. Getting to the source is the only way to get past the fear and move on.

Part of a sales manager's duties is to help sales representatives get past their fears so they can maximize productivity. But the main responsibility lies squarely on the shoulders of the person experiencing the fears. Books on psychology will help you understand why you have fears. Reading positive uplifting books will help when it comes to restoring the damage that caused the fear to develop. Associating with positive uplifting people who encourage you will empower you with confidence to overcome your fears. Listening to motivational tapes and attending seminars will help you see that you are not alone when it comes to fear. It is a common thing that people deal with every day. The funny thing is, some of the most successful people in the world today were once victimized by fear.

The question that you have to ask yourself is, do you want to be in control of your fears, or do you want your fears to be in control of you? Remember, action cures fear!

Courage is not the absence of fear; it is the mastery of fear.



Insight # 3

Success Recipe

In every business there is a proven success recipe. The individuals that have blazed the trail over time have developed a pattern. Any organization with a formal sales (or other) training department, has taken the time to study the habits of high caliber employees (or competitors employees) to discover what consists of their daily routine. Their habits and activities are then dissected to the lowest common denominators. If you are one of the fortunate souls working for such a company, congratulations! You do not need to reinvent the wheel.

However, doesn't it seem that when a company hires an individual, invests time and money to train them so they will become a productive asset, the individual will question the training. The corporation says, "Just do steps one, two and three and you'll be successful". But the trainee with all their hours of experience says to himself "I'll do steps one and three but I'm not so sure about that step two." Let's just examine this logic for a second. The company has hired them to do a job and if they do it right, the company prospers and their investment pays off. Why in the world would they ever suggest anything that wasn't in the best interest of both parties? Professional trainers know that the majority of people tend to filter the information they present to them. Trainees will typically use selective hearing or their inner dialogue will tell them, "He couldn't possibly be referring to me." It's easy to see by understanding this very simple logic, why the new employee, (who questions things the least) who acts on faith and stays naïve, usually becomes a top performer in a very short time frame.

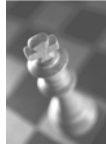
For those who still don't get it though, I would explain it like this; you have decided to bake a cake from scratch, which you know requires essential ingredients. However, you decide not to use eggs. The final result will not resemble the desired outcome.



Sure, changes in technology etc. will create the need for adjusting your course, but remember this, “Methods are many, principles are few”. What this statement tells us is that business principles are timeless. That’s because principles are focused on the “people side” of commerce and no matter how much things change, people’s basic needs stay the same. Customers will always need to feel cared about, important, respected, they can trust you, you are acting in their best interests, your company is fair and you are personable with them.

If your company doesn’t have a formal training program and you lack the resources, it is worth the effort to document something on your own. Better still; hire a professional sales consultant to ride along with you and/or your top performers to capture what makes them stars. As an employee, the best thing you can do for your career is to shelve your ego and ask to ride along with the top guns.

I do however caution you that you will be exposed to both good and bad habits, by doing so. If you decide to job shadow, learn to recognize the difference between good and bad, then “take the best and throw away the rest!”



Insight # 4

Do More!

Do more for your customers. Do more for your business. Do more for your employer. Do more for your family. Do more for your friends. Do more for your hobbies, clubs and associations. Do more for yourself!

Do more than is expected of you and more than you dreamed you were capable of. Do more than the bare minimum. Impress others by doing a whole lot extra. Don't just do it for monetary reward, do it because it is an attitude, a reflection of who you are and what you stand for. Do more because you enjoy doing more with the knowledge that someone will notice (even if they don't acknowledge it). Do more without being prompted. Do more because you want to be known for taking initiative, the type of person that doesn't have to be directed, but the type of individual that can figure things out on your own and take charge. Do more because anyone can be average or mediocre. It takes a special person to recognize the value of doing more. That's exactly why you will be noticed for doing more, because it is the uncommon thing to do.

Understand that by doing more you will increase your daily output. If it is a minimal increase, over time the increase will compound. Do more with resounding spirit and watch as you become accustomed to doing more, how the time flies. All of a sudden that task that you once dreaded is done ahead of schedule. Your monthly targets have been blown away and you enjoyed it all. You didn't even have time to think about it, you were too busy getting the job done.

Your sense of accomplishment and personal satisfaction will rise to new heights. Your confidence will soar as you begin to have a new awareness about yourself. I will caution you however, that when you make a decision to do more, you will become a target. Some people will resent you because your initiatives will make them feel inferior.



You don't think you are better than them, they just perceive it that way. You start to take away other people's excuses for not achieving and accomplishing for themselves.

If doing more is a new concept to you, it will feel uncomfortable at first. Anything new does! You will have to stretch yourself to create a new routine and develop new habits. Experts say it takes 21 days to develop any new habit, so be patient with yourself as you carve out a new, more productive life. Have fun while you're doing more. Enjoy yourself and avoid becoming resentful. Learn to love the process, the results and what you are becoming.

By doing more for others, you'll automatically be doing more for yourself. It may not feel like it at first, but give it some time, be patient and you will see. You will also have a positive impact on the lives of others. They will see you doing more and think to themselves "If he or she can do all that, then why couldn't I?" You will set an example for your circle of influence, including family, friends and coworkers. You will also expand your circle of influence as others take notice of activities and gain a new respect for you.

Focused activity will produce preferred results. Therefore you must have a plan. Know what areas of your life that you desire to have impact on and then target your activities in those areas.

“You'll never know what you're capable of until you do it”.



Insight # 5

Expand Your Mind!

When it comes to your products or services, it is important to be an expert. However, when doing business with clients, it is of great value to know a little about a lot of things. If you're not naturally curious, it will take effort to become inquisitive. Being curious will benefit you and it can be fun to learn new and different things.

Be open to new ideas. Your mind is like a parachute; it only works when it is open.

Consider other points of view.

- It is necessary to know what is important to you and to understand your personal value system.
- If you have a narrow scope of view, it is difficult to have worldly conversations.
- Think outside your personal box. If you limit yourself to your current thought process, you'll never grow beyond it.
- On the day you decided to stop learning, you stagnated.
- Read about things outside your areas of interest.
- Pick up articles while waiting in a client's lobby and learn something new about their industry. You never know when a little understanding about someone else's hobby or pastime will help you build rapport with a client or just spark up an interesting conversation.
- Engage in conversation with people from other cultures.
- Sometimes it can be challenging to get people to open up, but if you can, you will be amazed what makes them tick and how they think about life.
- Seek out interesting and unique individuals. There are so many fascinating people that you can learn from or just enjoy listening to.
- Some of the best people to have a conversation with are very humble and won't attack you with information; you will have to slowly milk it from them.



- Watch or read biographies about successful people. The most important thing I've learned from biographies is that where there is victory, there was struggle.
- Do something different from your normal routine.
- "A rut is a coffin with both ends open."
- Fight your fear of learning.
- Smile when you hear a young child asking why and never discourage that inquisitive nature. Somewhere along the way, we seem to lose our natural hunger for knowledge.
- Ask lots of questions and listen attentively to people's answers.
- If you are going to ask the questions, then listen to the answers.
- We all love it when someone takes a sincere interest in us.
- Be that someone and you'll make others feel special.

Spend more time learning from those that you respect. There is a select group of individuals that should be in your circle of influence. These are key people who are critical to your personal development.

Travel somewhere different on your vacation. People tend to get into a rut even when it comes to their vacations. It's convenient and less stressful to stay at the same old place but new experiences are important.

***“Your mind is like a rubber band,
once expanded it will never return
to its original shape.”***



Elite Training Systems Workshops

Here is what workshop participants are saying about Marshall's Corporate Sales Training Seminars:

“Marshall is not only a great teacher whom can empower his participants, but is also passionate about helping you achieve greater sales! The workshop was very interactive and Marshall enabled us to create solutions that matched our organization's needs. Fantastic Marshall!
Darren Henry, TriExcellence



“Marshall is a very positive upbeat and motivating speaker. Everything said had a purpose and tied back to the objectives for the workshop. The presentation style is thoughtful and informative. Examples used identified challenges encountered by all sales professionals on a daily basis. He was able to draw equal involvement and input from each of the participants. Marshall is confident, knowledgeable and obviously enjoys what he does. His enjoyment is infectious!
**Colin Buehler-Buchan, Sales & Marketing Assistant
Flamaglo Foods Limited**

“This workshop was very informative, upbeat and energetic. There was lots of useful information to use for new or experienced sales people. Marshall does a great job of explaining examples in detail. He kept me interested and made it fun to learn. Marshall got all the participants involved, which made it an enjoyable and informative day.”
**James M. Edwardson, Commercial Account Manager
Basics Office Products**

“My third Elite Training Systems Workshop and I've enjoyed and found every one helpful. I was so impressed by Mr. Northcott's sales skills, that in addition to attending these workshops, I hired him to accompany and coach me on several sales appointments to clients in New York and Pennsylvania.”
Thilo Biedermann, Gotz Service

“I found the workshop both interesting and informative. Marshall displays endless amounts of energy and enthusiasm. I particularly enjoyed the presentation style and will find the workbook to be an important piece of reference material. Thank you for the entertaining workshop.”
Peter Reinhardt, F.E. Meyers Co.

“Marshall didn't just give information, he involved everyone and summarized several times throughout the day. Participation and interaction by the group was fantastic!”
Dianne McDonald, Virtual Business Resources



"This course is awesome. It gets you prepared to face the sales world and do it with a positive personality."

Lorie Backus, Sales Manager, The Aston Resort & Spa

"Marshall relates to the group and creates examples and comments which applied to most participants. His interaction with the group draws out participation. This is a valuable course that focused on the results we hoped to achieve."

Nick Daunt

"I thoroughly enjoyed this course. As someone who is new to sales, it has taught me useful skills that will help with building and maintaining relationships. Marshall got each member involved in the course, he remembered (without having to ask) and used our examples in his teaching. Thanks for the great information. I will be able to use the materials and information to practice in real life, in the work place."

Sandra da Silva, Treadway Exports

"The workshop was great! There was lots of dialogue and discussion. Marshall gave great examples and recommendations for additional sources of information. His presentation style was very relaxed and he related well to the everyday workplace of each of the participants."

Jane Marshall, Specialist, Exhibit Marketing, The Portables

"This was a very motivational and informative day. Marshall's presentation style made everyone feel relaxed. I will be back!"

Sean Patrick, Publisher, The Forum Magazine

"Each of the three SMP Strategies workshops I've attended were fun and full of information that can actually be used! Great techniques and tips to follow. Marshall has great life experiences, and there is always good participation and interaction amongst the students."

Anne Ingram

"Enjoyable, educational and practical."

Ross Corindia, President, floMATION Engineering

"Very focused, an excellent day! Marshall's examples and personal work experiences validated the theory. He has solid listening skills and is very capable of using questions to deliver real life examples. Delivery was well paced and it was the perfect amount of information for one day. I've taken many courses, listened to hundreds of audiotapes and this day has brought them all together!"

Gary S. Jones, President, The Better Buyers Network

For more information on booking Marshall Northcott as a Key Note Speaker or to provide On-Site Sales Training visit

www.smpstrategies.com



Back Cover Testimonials

"Sales Insights is an excellent read for any person in business. Read this book and you too will find powerful principles and insightful questions that are woven together with simple, practical and inspirational messages. Without a doubt, my business has benefited because of it. Thank you!"



**Darren Henry,
Professional Speaker
2001, 2002 World Clydesdale Triathlon Champion**

"Marshall's vision and courage, his ability to prevail coupled with his desire to share his many years of insightful knowledge is finally disclosed within. Accept this as a rare stone and enjoy the wealth of knowledge."

**Bill Zinger, President
The Kissner Group**

"Whether through his sales training presentations or his writing, Marshall Northcott inspires people to reach their goals!"

**Nick Manioudakis
National Sales Manager
Stoeger Canada
(2003 Canadian National Champion, Practical Pistol Shooting,
Master Class Shooter and Instructor)**



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