Sales Techniques for Fund Raising

Deirdre Jones, MBA
Associate Director
Edward Schmidt School of Professional Sales
Consultative Selling

**Do This**
- Donor and solution oriented
- Two-way communication
- Listen and learn
- Long term, follow-up service
- Works in team

**Avoid This**
- Product/Service oriented
- One-way communication
- Create donor need
- Little post donation follow-up
- Works alone

© Schmidt School of Professional Sales
Why Consultative Selling

- Win/Win – Joint Venture
- Attractive because it is more profitable and more comfortable
- Profitable
  - Solid, long term repeat/sustainable support
  - Enthusiastic referrals to new prospects
- Comfortable
  - Satisfied donors
  - Better communication
  - Stronger relationships and alignment
- Trend is a move to collaborative selling and co-creation

© Schmidt School of Professional Sales
On Deck

First Steps to Success in Outside Sales, Dave Kahle, 2002
Consultative Selling Process

- Iterative process
  - Each step happens in some manner on each sales call
  - Certain steps get more attention depending on where you are at in the sales cycle (and the donor's decision making process)
- Preparation
  - Identify prospects – organizations and the right individuals
  - Set objectives for the sales cycle and sales calls
- Get Information
  - Valid Business Reason – donor’s reason for meeting with you or taking your call
  - Listen and observe
  - Confirm information, get new information, gauge attitudes, and obtain commitment
    - Ask about the situation, problem/opportunity, implication, and needs payoff
- Give Information
  - Develop and present a relevant and compelling value proposition (lead with the benefit)
  - Highlight unique points
  - Prove value proposition
  - Trial close
- Get Commitment
  - Ask for commitment that is mutual, incremental, and specific
  - Handle objections
    - Recognize – Respond – Resume
  - Reinforce decision, thank, set follow-up
Preparation – On Deck
Essential tasks in every call:

- **Understand** and confirm each Donating Influence's Concept

- **Connect** your product, service, or solution to the Donating Influence’s Concept
Be at the Plate – Right People
Donating Influences

- Donating center
  - All individuals and/or groups that participate in donation decision

- Donating roles
  - Economic – create projects
  - Users – implement projects
  - Technical
  - Coach/Sponsor/Ally
  - Advisors
  - Buyers

© Schmidt School of Professional Sales
Key Information in Understanding Your Donor

- Donor’s needs/concept
  - Catalyst for change
  - Selection criteria to evaluate the different options
- Who’s involved in donation decision
- Donor’s buying process and associated timeframes
- Type of donation situation
  - Urgency and involvement
- Budget
Social Styles

- Driver
- Analytical
- Expressive
- Amiable

More Responsive
Less Responsive
More Assertive
Less Assertive

© Schmidt School of Professional Sales
Sales Objectives

- **Single** Sales Objective
  - Cycle
    - One deal at a time
  - $, specific piece of business related to a product/service
  - Fund raiser’s reason for being there

- **Sales Call** Objective
  - Call
  - Commitments from the donor that will move you closer to attaining your SSO

© Schmidt School of Professional Sales
Sales Call Objective

- **Relate** – personal trust
- **Learn** – the person and their company
- **Educate** – on your organization and products/services
- **Agree** – mutual and specific next steps

*First Steps to Success in Outside Sales, Dave Kahle, 2002*
Commitment to Action

- Action Commitment—is a donor’s promise to do something specific and concrete for the buy/sell process.
  - Never end a sales call without getting this

- Two levels of commitment:
  - Best Action Commitment
  - Minimum Action Commitment

- Commitment must be mutual and incremental
Open – 1st Base
Key Benefits of a Valid Business Reason

- Sets forth the real **purpose** of the appointment
  - Impacts donor’s concept, priority
- Shows you are **prepared**
- Minimizes **call time**
- Shows the donor you know their **time is valuable**
- Sets **mutual expectations** for the meeting
- When stated in advance, it gives the donor the **time** they need to prepare
- Concise and clear enough to be **left as a message**
Understand – 2\textsuperscript{nd} Base
Donor Concept

- **Need**
  - Felt state of deprivation

- **Want**
  - Desire for specific satisfier

- **Rational**
  - Based on judgment

- **Emotional**
  - Based on psychological states
Why Listening is a Good Idea

- Establishes rapport
  - Motivates and sustains your donor’s interest
  - Focus is on the donor
  - Reinforces your credibility

- Qualifies donor
  - Understand/Confirm the current donor situation
  - The number, length, and reliability of donor reactions increases
  - Open-ended speculative thinking increases
  - Eliminates Question Shock
  - Gives the fundraiser more time to think
Questions are Your BEST Sales Tool

- Direct, influence, and energize donor thinking

- *When you ask a question, the donor thinks of an answer*
Good Questions Help

- Direct the donor’s thinking appropriately
- Collect deeper and more detailed information
  - Peel the onion
  - SPIN
- Enhance a relationship
  - Show interest
- Create new insights
- Convey competence
  - Leverage product/service and industry information
- Uncover concerns
- Gain agreement
Peel the Onion

Technical Specifications

Reason for Specifications

Situation

Specific Problems and Objectives

Business Goals & Vision

Personal Factors

Reason for Personal Factors

© Schmidt School of Professional Sales

10 Secrets of Time Management for Salespeople, Kahle © 2003
Example (Problem or Opportunity) Ramp-up, Effectiveness, Retention - Recruitment and/or Training

- **Situation**
  - *What brought you to sales?*

- **Problem/Opportunity**
  - *Where did you learn to do sales?*

- **Implication**
  - *How does learning sales in the school of hard knocks affect ramp up time and retention?*

- **Need Payoff**
  - *It sounds like training and coaching set proper expectations to improve ramp up and retention?*
Match – 3rd Base
Presenting the Solution

- Acknowledge the donor’s need, showing that you understand and respect his/her point of view
  - Use language that is best suited for the donor’s social style
- Describe relevant features and benefits
  - Lead with the benefit
  - Go in order of importance for the donor
- Stress unique strengths
- Prove and/or demonstrate the value proposition
  - ROI, measurable impact, stories
- Involve the donor
- Provide and discuss multiple solutions with donor
  - People like having options to choose from
Agreement – Score a Run

© Schmidt School of Professional Sales
Handling Selling Signals

- Recognize and respond to selling signals
- Overcome objections (3R)
  - Recognize
    - Begin with a phrase acknowledging the concern without reinforcing the basic issue or concern
    - Ask a basic issue question
  - Respond
    - Directly address the basic issue or concern
    - Use information obtained earlier in the call
  - Resume
    - Use an attitude question to determine how the donor feels about your explanation and to elicit further discussion of points.
    - Use a basic issue question to determine if there are any other basic issues or concerns remaining.
    - Briefly recap important points covered prior to basic issue or concern and continue with presentation.
Getting Commitment

- Trial close
- Acceptance signals
- Close for max call objective
  - Rachet, 3R if needed
- Thank and reinforce decision to move forward
- Follow-up
Repeat