



FIREFLY

Salesperson's Critique

Jordan Tesch – Senior Sales Manager, Marketstar, Firefly Project

Nate Quigley – Sales Representative, Marketstar

Jake Humphries – Sales Representative, Marketstar

Zack Chin – Director of Inside Sales, Firefly

Jake Shaw – Smart Home Consultant, Vivant Smart Home Systems

Business Visited November 15th, 2019

Wow Bao- Chicago, IL

ZOHO- San Francisco, CA

Waubonsee Community College- Chicago, IL

Wescom Credit Union- Los Angeles, CA

Western Golf Association- Chicago, IL

Pamal Broadcasting Network- New York City, NY

Schweiger Dermatology Group- New York City, NY

Scott Cole and Associates Law Firm- Los Angeles, CA

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Introduction-

Marketstar is an outsourcing sales company for various clients. Some one which are very prestigious like Uber, Pinterest, and Dropbox. Marketstar aids these clients with a highly trained sales force. They are also equipped with analytics tools and state of the art customer relationship management tools to provide clients with a management and analytics team that provide a whole strategy for their clients, assisting in advancing their client companies with an increase in sales, channel partners, analytics, and creative professionals who drive real growth and long-term goals. Their focus is on direct sales, having a compatible and knowledgeable partner channel, and focusing their campaigns with digital advertising that helps them have a dynamic media plan.

Jordan Tesch has worked for Marketstar for nearly a decade. He has experience with various projects such as Uber, Pinterest and Adroll. He got his start as a over the phone sales representative and is now the Senior Sales Manager for the Firefly project. Nate Quigley has been with the Firefly sales team for over a year and Jake Humphries has been on the team for over half a year. Zack Chin represents the Firefly client. He is from Los Angeles, California. He has been the director of inside sales for 4 months.

Jordan works closely with his team and observes the calls and sales and production for all the businesses that his sales representatives contact. He can be a liaison between Zack and the direct sales team so that the training gets Execution and the goals of the company can reflect the goals of the clientele they are serving.

Firefly is a specialist of OOH (Out-of-House) Advertising. Their platform is digital display devices that generate dynamic ads that are placed on devices that travel on the outside of taxi's, Ubers, and Lyft cars. They sell ad space by CPM (Cost Per Mille (1000 exposures)) on these vehicles that travel around the most populated and metropolitan areas in the 5 most popular cities in America, Los Angeles, Chicago, New York City, San Francisco, and Dallas. Businesses who advertise on their platform see a 40% increase of traffic on their websites, making this a highly efficient way to advertise companies to metropolitan consumers.

Prospecting

Execution

Telephone/Cold Calling- Most of the sales people's day is on the telephone. Throughout the day, for prospecting calls. Speaking with Nate and Jake, they tell me that if they have no appointments set for that day, they'll try to reach out to as many new prospective leads as possible. A lot of the time, they find websites on their own, whether it is a website to a subject they are interested in, or something that they think of. There are some sales people that draw inspiration from the television show "Shark Tank" and they reach out to the owners of those companies.

One such telephone call was to a restaurant marketing manager named Christine who works for a company called Wow Bao. His main goal was to get an appointment, he wanted to let her know that he had a plan involving Wow Bao and Firefly that would benefit both parties and that it would be a good idea to set up an appointment, and to let her know about the Firefly advertising company.

Nate: "Ms. Reznick, my name is Nate Quigley I'm with Firefly advertising, we are the digital display advertising company in the area that runs with the Taxi service, Uber and Lyft how are you doing today?"

Christine: "I'm well, what can I do for you?"

Nate: "I was calling because I noticed that you had 7 locations for the Wow Bao restaurant in the Chicago area, I thought you may be interested in our digital display ads. I did send you some emails that you might have seen, did you get a chance to look at those?"

Christine: "I did see them, I remember them now, but I didn't get a chance to really investigate them."

Nate: "Okay, so you saw them. Great! I'd love the opportunity to talk with you about how our approach can help you get more customers aware of your brand and increase your website traffic by 40%."

Christine: "I'm interested, but this is my private number, can I give you my office number to call?"

Nate: "Oh! this is your private number, I apologize, yes, I'd love to take your office number, and when will you be at your office, I'd love to schedule an appointment when you were more available to chat."

Christine: "Do you have more information you could email me?"

Nate: "Yes, like a one sheeter? I can definitely send you one of those."

(Sends it in real time)

Christine: "I got it, I'll take a look at this and when I'm ready I'll give you a call."

Nate: "I wanted to let you know that we're beginning our upgraded system in early December, and I'd love a chance to talk with you about perhaps starting with the big initiative that will be starting for that quarter. There may be some benefits to you for being with us when we have that release."

There was an obvious tension about using Christine's personal number to conduct a business call, but the initial call to Wow Bao only made it to the main restaurant. It was from a Gatekeeper or receptionist that we were able to get her personal number. Nate played it off saying that he was working with a system that had that number and saying that it was on the system, I don't know if the dishonesty was the best policy, but it neutralized the tension. There were several other things that I found wrong with the call, but perhaps it's the policy of Firefly to keep things informal. An example of the relaxed atmosphere is to ask for an appointment but calling it a "chat". The company is in Chicago and perhaps people in metropolitan Chicago have less trust for such a cavalier attitude for a business discussion, especially one that could spawn a \$10,000 deal for advertising. I would've not used the word, "chat", because that is something you do informally with a friend or acquaintance.

When dealing with a company that involves 5 cities that span the nation, it is essential and necessary to have the phone as a tool.

Trade Shows- A major tech event in San Francisco serves as a major trade show for technological and innovation companies for the whole country. A convention known as Dreamforce helps to set certain companies apart from competition and provides an outlet for companies to gain leads and qualify prospects using networking, presentations, and lecture.

Firefly hasn't been around for very long but was invited to go to Dream Force convention so they can get a network going. There they met with a company known as ZOHO. ZOHO is a CRM (Customer Relationship Management) tool much like salesforce. ZOHO could go

to the convention but was not allowed to advertise because the Dream Force head sponsor was a direct competitor, Sales Force. ZOHO and Firefly worked together and set up a creative deck quickly so that by the time the convention was ending, everyone left the convention center and got into Taxi's, Ubers, and Lyfts that were heavily saturated with advertisements for ZOHO.

An analysis of this situation shows that trade shows can be an amazing tool for finding and qualifying leads, they may serve as a way of showing a presentation or showing an example of the effectiveness and quality of your product. Unfortunately, Dream Force wasn't too happy with how this ended up, but there was nothing much that they could do, Firefly and ZOHO complied with all requests that Dream Force had made. This stunt helped to put Firefly on the map.

Prospects Lists/ Orphans- Other than using the actual telephone to communicate with the companies, the 2nd most important tool that Nate Quigley, Jake Humphries, and Jordan Tesch use is their CRM tool. Within this data base is a great amount of data. This data is collected from Firefly, but also from 3rd party companies also. These lists are better than straight cold calls and makes them "lukewarm" calls. The lists contain information about companies, when to contact them, who to contact, who the decision maker is, what their call preferences may be, and can even offer more detailed information. When a call is made, and a customer file is updated appropriately the customer's details can grow with every call. This could also include how friendly they are to calls from other companies wishing to sell them a service they may need. Sometimes a company is interested but disqualifies themselves by some way or another.

Schweiger Dermatology was found on the CRM tool and called. After getting passed the gatekeeper, Jake asked to see if this was the corporate office and if Jeff, a name that was gathered from the CRM tool prospects list for this company, could be reached at this number. They transferred us over because we knew Jeff's name and his position with the company, which we discovered was probably gathered from LinkedIn because the information matched. Jeff said he was interested but to call back in about half a year. This company does their marketing at a different time of year, so the subject was closed with no more discussion. Jake

put them in the calendar and CRM tool to contact them in late Spring and unfortunately had to put them back in the Orphan's list.

The Orphan/ Prospects list is an essential tool for people who are working in sales. It can be effective only if people update the information, however, as people who don't input the new data have served no purpose in moving this customer to the next level and not get them out of the orphan list, and instead as paying customers. It is as if there was no call made at all. Compared to if there was no CRM tool at all, there would be a much more difficult time keeping up with who calls who, and what the outcomes were.

Alternative

Referrals- Another method of acquiring new prospects would be to ask for referrals. The atmosphere I gather from Marketstar is that there is a work hard, play hard mentality. However, this can be difficult to end the play hard part of the mentality and to go for gold when it comes to prospecting after a long presentation, or after a rejection. If there was a push to ask for a referral at every point of contact with a DM then there may be an increase in new traffic to the company.

For example, if Nate were to ask a company that he was on the phone with, even after a rejection, if her were to say, "Do you know anyone or have contact with someone who is looking for a way to spread the message about their company or a company they work for?", or, "Do you have any colleagues or friends who are looking for a means to spread a message about their company, or to advertise a special event?" This could be a good opportunity to help their friend get into advertising, and Nate could benefit from, not only another customer but also a trusted source to break through any barriers or objections that the person may have about sales people.

Referrals are a wonderful method to gain a new prospect, and not have to deal with breaking down relationship barriers because you're being recommended by a source that the 3rd party person already trusts and recognizes. The only thing that holds people up from asking

for a referral is fear. Yet, once you recognize that fear, you can get past it, even if Firefly isn't right for one customer, they may know someone whom it can work for, and they may even help. It is hard to ask for more once a person gets rejected or if they've just spent a long time on the phone call.

Observation- To prospect by observation, one can observe a consumer that has an interest in something. The Sales person would then be able to seize the moment and initiate a presentation in real time and explain how someone could benefit from that product. In the Dream Force example that was shown above, there were many people who came out of the convention and saw the ads for ZoHo. Firefly received an influx of acquisitions for their advertising method because of that event.

A great example of prospecting by observation could be undertaken by going to those metropolitan areas with a group of sales people and have them study the crowds at street corners, stop lights, bus stops, and walking down the street. By watching the people who are looking at the ads, a salesperson could then initiate a conversation with those people and have a conversation with them about firefly. They could ask them if they know someone who owns a business or has a special event that they need advertised in a referral type manner and acquire new prospects in that way.

Observation could be a weak example of a prospecting method, however if used in a clever way, it could be a good way to observe someone who pays attention. If the firefly device were to say, "Yell "Firefly" if you want to advertise on this screen", then have people who in that geofenced area find those individuals and asked how they observed the message to yell "Firefly". It is just one method of alternative advertising.

Get Published- There are some who would say a medium such as OOH (Out-of-Home) advertising may be a dying advertising channel. No matter what happens in technology there will always be billboards, banners, and other forms of flyers and more traditional means of putting a message out there. Trending patterns have a lot to do with what experts are saying. Some media moguls may advocate for a specific type of message or company, and then the very next season it is out of style. Getting an expert opinion with some verifiable data put into a

magazine, newspaper, or digital feed in some way would be an amazing way of getting some credibility and even advertise Firefly in a new market medium. People who read those sorts of media feeds are open-minded and actively searching for new answers to simple questions.

If Zack Chin were to interview with a few online media writers and have a few articles printed out showing that people who use Firefly see an average of a 42% spike in website activity, that should be enough for people to get involved. If Zack were to get near Gary Vaynerchuck (A prominent business guru and investor, part-owner of TikTok (a new media app)), and pay him to do one Instagram video for 15 seconds saying the name Firefly, and what it does, he would have 3.4 million followers suddenly knowing about his product and imagining what they could do with that medium.

Having an expert publish information about your product can be expensive, but it would be considered an investment that dispels the worst of people's harsh expectations about the OOH advertising medium. If someone who was current was able to say that it is clever and relevant than the viral response would speak for itself. The difficulty of that is getting in with the right crowds and getting the right kind of publication, with the right expert opinion, at the right time.

Pre-Approach Planning

Execution

Custom Emails- One of the primary training and application focuses is on the use of emails, specifically customized and personalized emails. That was one thing that Nate and Jake and Jordan focused on a lot. They would send a preliminary call email. This email would say something about their credentials, express that you found something interesting and of note about how they are running their media, tell them that you have an idea of how they might be able to use the Firefly platform to their best advantage, give them some details about the product and invite them to learn more and try to schedule an appointment. In this industry they found that having customized emails had a good response rate.

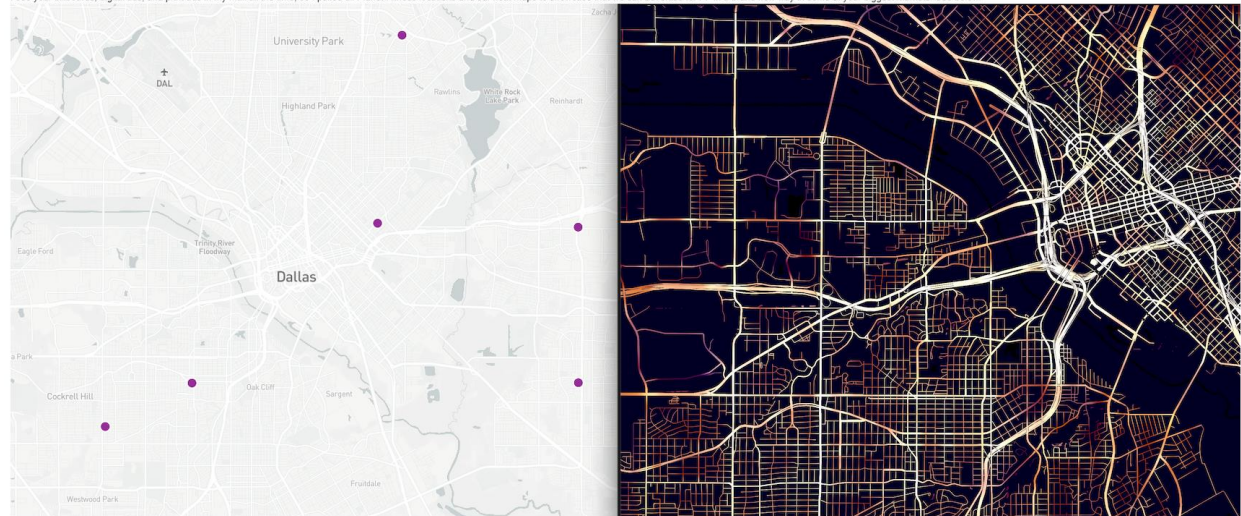


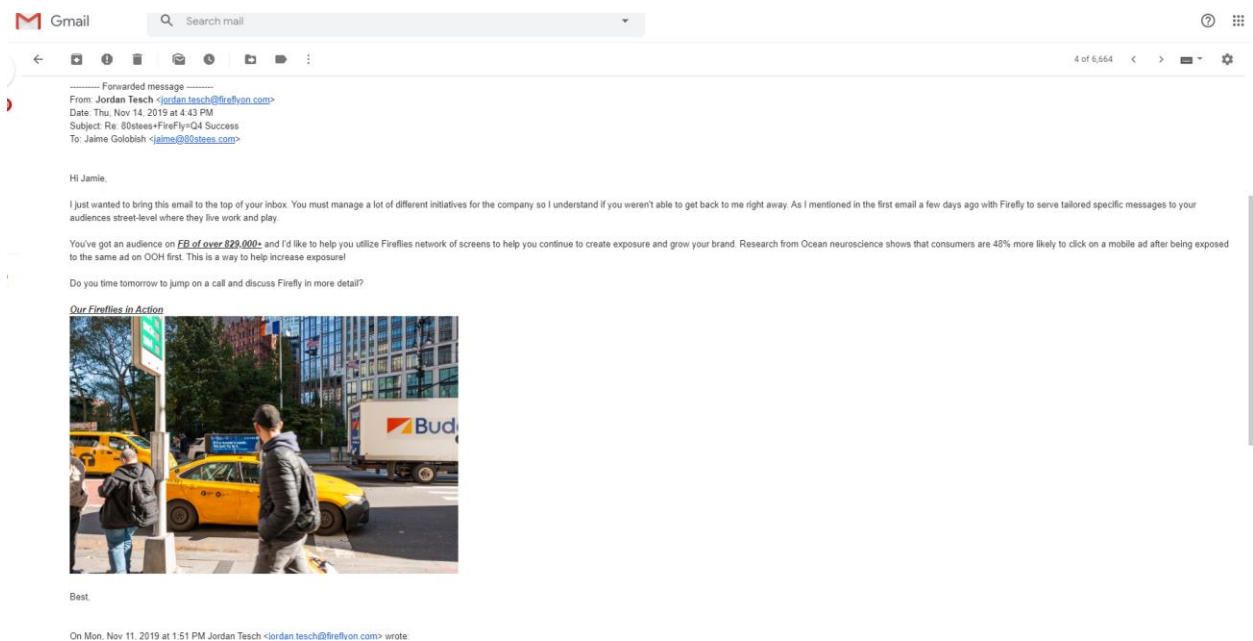
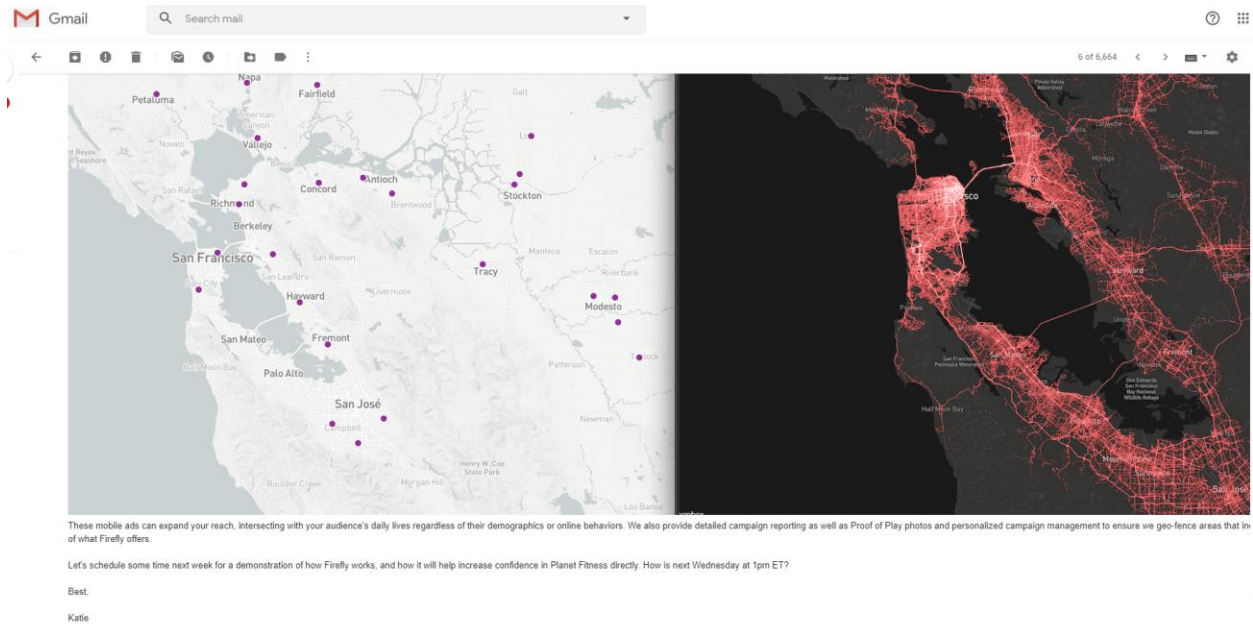
Luke, I specifically wanted to reach out to you as I noticed on [LinkedIn](#) your the Marketing Manager for Aarons. I'd like to see if there is an option to create some urgency around this push you're currently doing for Black Friday and also see if there are some carryover promotions you're planning on running for Christmas that's right around the corner!

Do you have some time this week where we'd be able to jump on a call and collaborate on how we can leverage Firefly for Aarons?

I'm reaching out again because I *know* the impact we can have on your business. Here's another way we can help Planet Fitness.

I see your billboards, digital ads, and print ads in my mail all the time, so I pulled all Planet Fitness locations and our heat maps to showcase that we can advertise for PF in a brand new way in some of your biggest markets. See below.





A good example of a customized email is shown here, constructed by Jordan Tesch. It addresses the person by name and title. It acknowledges the reality of the cold contact and expresses that there is a purpose to the correspondence. There is an action item after some data is shown of how Firefly could help their company. Finally, it asks to have an appointment and closes with Jordan's personal name and contact info.

I was shocked to learn how effective these emails are. The change in technology is showing to have an impressive impact on how people respond to messages. There are some forms of contact that just aren't as effective today as they were 3 years ago. These emails are a great way for decision makers to get to know the salespeople in a non-threatening, no-pressure atmosphere and gets the initial point across. Once this preliminary contact has occurred, then calling is less cold, and there is already some knowledge on what the call will be about.

Designing Media Plan and Customizing Presentation- Creating a custom plan for the customers can be a very useful thing to have planned before the calls begin. If there is a specific strategy that the salesperson can think of to spawn an image of what could be achieved, it would be a much better way to communicate the benefit of having the Firefly devise. Perhaps there is only one aspect that would appeal to the customer, perhaps there are multiple outlets that could be used. Nike made a deck for each of the 5 cities that Firefly is in. If the salespeople could get the creative digital images from the companies themselves, they can have them custom made for each city that is relevant to the customer.

Nate pulled up this image of the car with the Firefly digital media device on it and showed me a trick that he likes to prepare before he has an appointment call or even a cold call. Taking an image of the company he is about to call, he will do a quick photoshop to put their image on the Firefly devise to create an instantly customizable image that can be sent to the client. For Wow Bao, Nate was able to super-impose the image of what could possibly be the final product of the creative media. The creative is really done by a team of creatives led by a lady named Kelly who lives in Los Angeles and can custom make all sizes of creatives quickly. Wow Bao is in Chicago but has 7 locations within the city limits of Chicago. Putting the customized ad on the devise allows Christine, the Marketing Manager, to visualize and dream about having her ads on all the vehicles in which devises were going to be in the immediate area.

Having customized ads is surely what the customer wants, and one of the best ways to be able to show that you'd be able to do it is to seize every second you can of the limited attention you get with a call to express the idea. Some of these thoughts can be expressed better if they are prepared before the call and if the words you use, and presentation order is

pre-set so that you have less improve and less uncertainty on the spot. Planning is key for success.

Customer Relationship Management- A CRM tool is one of the best tools on the utility belt of anyone who is managing sales relationships with people. That is the key to making a long-term customer out of a prospect is to develop a relationship. This is much more easily attainable if a CRM tool like ZOHO or Salesforce is employed to track customer behaviors and to read a record of past dealings with this group, company, and decision maker.

In the Pre-approach planning, Jake used a good 10 minutes to read up on Waubonsee Community College, who have campuses all over Chicago. Unfortunately, sales people who are in the network of being able to use the Salesforce CRM tool for Firefly don't always update the information, but it is a good source to get started. Jake was able to pull the record from his personal file that he attained from the prospecting section of the tool. This give him exclusive access to that file for a short period of time, this will allow him to gain credit for the sale if one happens. On the file there is usually names, addresses, web addresses, phone numbers and other such information. There is also a list of past experiences with gatekeepers, and decision makers. Sometimes personal extensions are kept in this part of the file so it's always good to read up on all the past experiences. He then clicked the web address and we explored the site for Waubonsee Community College. He brainstormed for a couple of minutes about a good way they could effectively use the Firefly platform to their benefit. He shared with me that schools usually like to advertise when the new semesters are starting, or if there is a special event like a speaker, a dance, or a theatrical production.

Customer Relationship Management tools are one of the best inventions for Salespeople regarding maintaining relationships with current or past clients and for breaking the ice with new clients. I saw many profiles that had warnings on them that certain numbers were never to be called again, and I saw that some had certain instructions about when to call and who to specifically ask for when dealing with Marketing, even if they're not the decision maker. To succeed in any form of sales, a CRM tool is completely necessary. They even have a tool like this for missionaries.

Alternative

SMART Objectives- When a salesperson gets into a rhythm and begins having a little success, it's difficult to influence them to continually update their toolbelt. When I was watching these salespeople conduct their business, they typically had one goal in their pre-approach and that was to plan how to get the appointment. If they could get the appointment, then they could have a formal conference with the decision maker and elaborate on a presentation. It may be a better objective if they strove to implement most of the points of S.M.A.R.T. Specific, measurable, attainable, relative and timely goals. If they strove to find benefits that had an accent of most of these points, I believe they could have a better outcome.

To incorporate SMART objectives into their call goals, they could plan to say something like this, "We would love to talk with you about putting ads for your restaurant on our digital display advertising devices that travel in out geofenced locations in this major metropolitan area. Firefly has just undergone a massive upgrade, investing \$30 million to increase the amount of coverage we have in that area and it will be rolling out actively in a couple of weeks and we can get your ads on those devices in that time. These would be specifically showing your restaurant Wow Bao, and we can guarantee that you'll see at least a 40% spike in your website traffic which drives people to your restaurant locations. We want to get this rolling for you so that you can have those ads rolling right as our increased fleet of advertised vehicles rolls out. Let's have a call tomorrow to discuss the creatives and plan out CPM model for you."

Using this kind of language sets a specific, logical, and professional path of thought that allows the customer to feel like they don't have to worry about hardly anything and that they'll feel like all their efforts have been noticed by others and is being nurtured by another company as well. I didn't see or observe much of this kind of language in my experience with these salespeople. I think if they were to implement the SMART objectives, it would serve their custom emails and imagery in a harmonic tandem that would synergistically provide the kind of feeling that they would want from a customer.

AIDCA- Attention, interest, desire, conviction, and action. Another method that would be useful in the aspect of Pre-approach planning would be to script your approach to align with the

AIDCA principals. When I saw Jake, Nate, and Jordan pre-approach and prepare for their calls, they were primarily interested with acquiring an appointment. They would sell features about the product yet, few benefits.

Some of the places they called such as Scott Cole Associates Law Firm were not very interested, even from the get-go. It could be said that there could be a less attractive perception for a law firm to advertise, however, if Jake were able to get his attention and perk his interest, then his desire to have his law firm's name on a digital advertising platform may look more attractive than if he only advertised on leaflets and snail mail. Once the desire was there then a conviction would grow to see if it were a possible means to accomplish, then an action item question would be appropriate for Jake to ask.

This method is so primary that it would be considering advertising your advertising in the case of Firefly. Generating that attention and interest are the first steps to getting that sale and they already attempt to do that with email, but it's such a difficult task to perk a desire to conviction and action over text. When you're speaking to someone it would be much more effective. I believe that if the AIDCA points were pre-scripted, then they could be used in sequence in the calls. This would generate more leads, and appointments, and ultimately more sales.

Formula Presentation- Persuasive selling presentation techniques in a formula presentation are primed for people who have an advanced CRM tool and a common management team who conducts weekly sales and strategy meetings like Firefly does. While delegation seems to be a useful tool for during and after the approach the method of formula presentation should be an archived training for the various types of businesses that the sales people are likely to encounter, and they should emphasis finding the types of businesses that thrive the best with the Firefly platform, and offer incentives to people who have a knack for cracking into those alternative markets, and spreading the knowledge of how to acquire those accounts in additional training sessions. The formula presentation method runs under the assumption that similar prospects in similar situations can be approached with similar presentations.

For example, restaurants would have a certain approach that would appeal to a restaurant marketing manager, much like Wow Bao. Noticing that they have a certain amount of locations in one area may be a major selling point, if there is another restaurant that also has multiple locations and would have a similar appeal, even if they are different kinds of foods, there is an appeal for the advertising platform that is universal for those two.

There may be a few times were a thought pattern like this may be instituted. When I was in their sales meetings however, they weren't as focused on training people on how to appeal to similar types of businesses, they were much more focused on other types of trainings.

Approach

Execution

Demonstration- One of the best parts of having an email digital pre-approach is In the customized emails there are opportunities to have a demonstration and a presentation before they can even decide whether it would be a useful tool for them to use. Being able to visualize what the salesman has to offer can be a useful tactic in helping to persuade the customer that it may be a good idea to use the product, even before the salesman suggests it, that way it seems like it's their own idea.

For example, when Nate found the logo for Wow Bao and was able to crop a photo and put it on a visual of what the digital device can look like, that demonstrates to the customer what the product is, how it looks, and the possibilities of what they could do with that product. In his conversation call with Christine he asked her if she had an opportunity to see his emails that he had sent her, that way the demonstration was already present in the conversation even though it was a remote phone call. she had indicated that she did see the emails and then he knew that she had seen the photos that he customized and made for her product. I helped her get the point across that that was what she was working with and made it very memorable to her so that when he called saying that he was from Firefly she was able to instantly recognize the product that Nate was talking about.



Another example of being able to use the demonstration approach is for all the customers who came out of the Dreamforce Convention Center and immediately wanted to be able to use the Firefly product to advertise for their own companies. They were able to see in real time how impressive the product was, and the approach was everything that they needed in order to be sold on the product. ZOHO was one of those customers.

When a demonstration is used in the approach The customer can already see how the product is used. What I learned about going into an approach using a demonstration is that it brings instant product recognize ability to the conversation. she had asked him For more information, and he sent her this one sheeter.

2019

FIREFLY

Fireflyon.com

Smarter Screens + Smarter Media

We are the first and fastest growing mobility-based smart screen data and advertising platform.

Digital OOH Media

Our unique "situationally aware" displays offer full motion creative on taxis and for hire vehicles where people live, work and play.

Customizable Creative

Tailor creative messaging to match overall marketing initiatives and drive consumer engagement.

Street Level Activation

Deliver on taxis and for hire vehicles across total market coverage or within a custom geo-fenced location to boost brand awareness.

San Francisco
9M OOH
Monthly Impressions
2.3M Population

Los Angeles
60M OOH
Monthly Impressions
3.8M Population

New York
227M OOH
Monthly Impressions
8.4M Population

Dallas
Coming in Q3
1.9M Population

Chicago
Coming in Q4
2.7M Population

2019

FIREFLY

Fireflyon.com

Total Market Access

Media exposure across the greater DMA to boost brand awareness where consumers live, work and play.

Geo-Targeted Packages

Granularly delivered media within a defined footprint to increase reach within intended audience.

Customer Photos

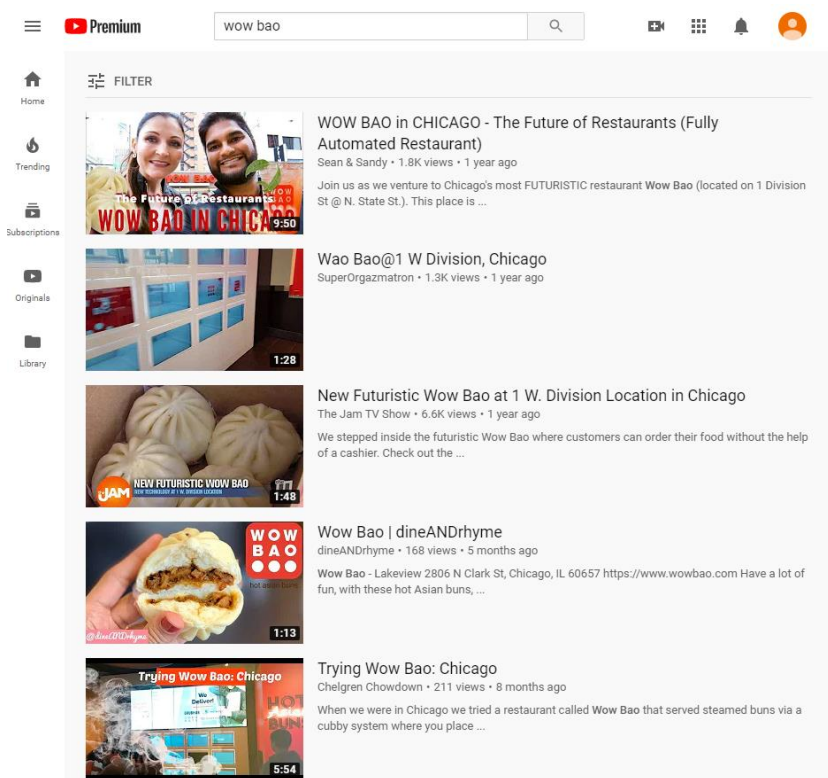
Turkish Airlines

TD Bank

Disney Frozen

Salesforce

SPIN- Nate was speaking with Christine from Wow Bao and when he asked her about her marketing mix and specifically what she was doing for advertising and promotion she spoke about a few things that she was doing such as a couple of billboards, and a few ads around the area in print and focusing on social media. She was focusing on using television news anchors for getting her restaurants out. She mentioned that they worked a lot on making YouTube videos.



An example of when Nate used the SPIN technique was when he was helping her to see a vision of what his idea was for her company.

Nate: “These videos look great! I want to make sure that people are getting a chance to see them. Do you mind if I ask what your target audience is?”

Christine: “Hungry people, we want everyone to come to our restaurant.”

Nate: “Of course, but I mean, if you could tell me an ideal story of someone who would come to your restaurant, how would that look?”

Christine: “We’d like to see people, perhaps on a lunch break think to come to our restaurant and get some lunch.”

Nate: “That’s great, so your ideal person would be a working-class individual, ages 20-50. How many businesses are around your restaurant?”

Christine: “Well we have the 7 locations spread throughout Chicago, so quite a few”

Nate: “So how many alternatives do people have, and how can they know to pick your restaurant over someone else’s?”

Christine: “We have some signage up and we’re known for our hassle free and technology savvy locations. They can order ahead and come pick it up without having to deal with people, it’s been pretty successful so far.”

Nate: "That's amazing, I saw those videos, it doesn't necessarily cover competition however, does it?"

Christine: "I suppose not"

Nate: "What if I told you that using Firefly digital devices can guarantee you that 40% spike in your web traffic on your site? Since they order and pay on the website, wouldn't that spike help to boost clientele?"

Christine: "I can see how that would make sense"

We can see how useful the SPIN technique is in enveloping the customer in a story that helps them to visualize the goals and help them think about problems that they haven't really encountered before. Christine may have thought that the efforts she was putting in was enough, but Nate was able to help her see how the Firefly product can take her efforts and multiply them.

Complementary- Being able to start off any conversation with a compliment can automatically put the potential customer at ease. It can be very difficult to determine the style of the consumer, however, because being over complimentary can come off as being sarcastic, or obsequious. There is a defined balance between coming off genuine and coming off overly eager.

An example of the complementary approach also has to do with the customer Wow Bao, as you'll read in the transcript above every effort that Christine had made in her marketing choices was complemented by Nate. He wanted her to see that everything that she had done was valuable, when she said that she had been focusing on her social media advertising, Nate did not tell her that she was not doing enough or that she had not been reaching out to as many people as necessary to get the viral response that she needed. He simply complemented her efforts and told her that it looked great. At that point he knew that he could do some things with the Firefly product that would help to multiply her efforts so that the work that she had done would be seen by more people.

When it comes to the complementary approach it can be very difficult in determining where the person will interpret the compliment. A compliment should make you look like you're an expert in the situation and that you concur with the person, that way you're seeing

things from the same side and not at-odds with each other. If somebody views you in direct competition, then a compliment may seem like brown-nosing or just sarcasm.

Alternative

Premium- The premium approach is when someone will receive a bonus to the product if they join now, or on their first try with the product. This is a useful tactic to get someone to consider the product when they might not have otherwise. It helps some customers feel like they're getting a better deal, perhaps, than some of their rivals, and it helps to secure brand loyalty and develop a better relationship between you and the customer.

A good example of how this could've been employed is if Jake had been speaking with Amanda Geist, who is head of Marketing and Communications with Waubensee Community College and suggested that if she had plans on advertising something with Firefly and contracted to run two cycles then they'll give her first cycle a half off CPM. From the image below it shows that there is an average impression of nearly a million in a cycle, with an \$11 CPM that means that originally the price for one cycle would be about \$10,000. That's can be a steep price to pay for some people. If Firefly had implemented a premium, then perhaps they could've cut the cost by half, for one cycle, and gained a contracted 2nd cycle at full cost. Firefly would be making \$15,000 for something that wouldn't cost much additional overhead to Firefly but helps Waubensee Community College get nearly 2 million exposures of their ads around a highly populated metropolitan area.

Maximize Exposure during Dreamforce 2019

Firefly's street-level digital media network is the fastest growing innovator in digital out-of-home advertising. Our mobile smart screens reach the right audiences at the right moments with dynamic solutions on taxis and rideshare vehicles.



DREAMFORCE CAMPAIGN PROPOSAL

Drive awareness throughout the custom San Francisco market area during the 2019 Dreamforce Conference. Utilize Firefly geo-targeting capabilities to reach your audience within a 1 mile radius surrounding the conference. Maximize exposure across San Francisco using custom brand messaging and dynamic creatives to capture audience attention.



MARKET	DURATION	IMPRESSIONS	ADDED VALUE	CPM	TOTAL COST
San Francisco Custom Market Targeted 1 mile around Moscone Center	4 Days 11/19 - 11/22	910,000		\$11 CPM	\$10,000
San Francisco Custom Market San Francisco Proper	4 Days 11/19 - 11/22	1,500,000	75,000 Bonus Impressions	\$10 CPM \$9.52 eCPM	\$15,000
San Francisco Custom Market San Francisco Proper	4 Days 11/19 - 11/22	2,100,000	210,000 Bonus Impressions	\$9.50 CPM \$8.65 eCPM	\$20,000

The premium approach is especially effective when dealing with customers who may not think that they can afford the service or product. Being able to have additional value may turn the tide in the sales process. Also, if the premium is time sensitive, it may help to seal the deal quicker than waiting and having the client turn into an orphan or put back into the CRM bank for later excavation.

Shock- A question used to help leave an impression on a customer's mind and allows them to heavily contemplate their next move with the company is called a shock approach. Being able to use this type of approach is useful when you have something to say comma and is better backed up when you have actual data to present to the customer. This type of approach can't always be used if you don't have valuable data that can provide the emotional appeal that this is intended for.

An example would be if Jake had spoken with Amanda and Waubensee Community College about how they were rolling out their next phase of the Firefly system period Firefly had made a \$30,000,000 investment to increase the number of vehicles that had their display devices increasing the amount of impressions by a significant margin. The new phase would be rolling out early December so it would be a good idea to prep the ads for the release to be able to get as many impressions as possible for their CPM, this could produce an effect of getting more for your dollar, but they would have to act soon and have all of the creatives set up in the deck for the geofenced devices before all of the slots fill up.

A quick evaluation of this approach method may seem a bit intense. If there's too much pressure put on the situation a potential customer may refuse the offer simply to decrease the amount of stress in their own life. A shock question approach can be good for people who have enough room to progress their company, but if the company is plateauing it may be a good idea to not use this method.

Curiosity- The curiosity approach is when the salesperson asks a question to make the potential customer curious about the product or service. curiosity can be a powerful element in internalizing data and processing a thought. Typically, it's good to start with an open question. If the other person is speaking, then that means that they are engaged in the conversation and it will push the conversation farther down the line thereby increasing the relationship between you and your customer.

“Which ads have you seen on those digital displays on the tops of Taxi's, Ubers, and Lyft's while you've been traveling through the city? How do you remember them?” this would be a good example of a curiosity question to bring to your customer. If they work in the

Metropolitan area that you're advertising in, then of course they've seen the ads on the taxi's, Uber's, and Lyft's. The question serves to carry the conversation farther and allows them to realize that they have direct product recall about the product.

Being able to use a curiosity approach is a good way of helping to internalize the question of whether this product is right for them. It serves as a vehicle for practicing a two-way conversation between 2 people that may financially benefit both parties.

Presentation

Execution

Proof Statements- The statement that substantiates a salesperson's claim is what is known as a proof statement, it provides an evidence for a quantifiable number that is significant too both the salesperson and the client. These numbers can help create a comparison for the potential client that they could use to validate the use of the product.

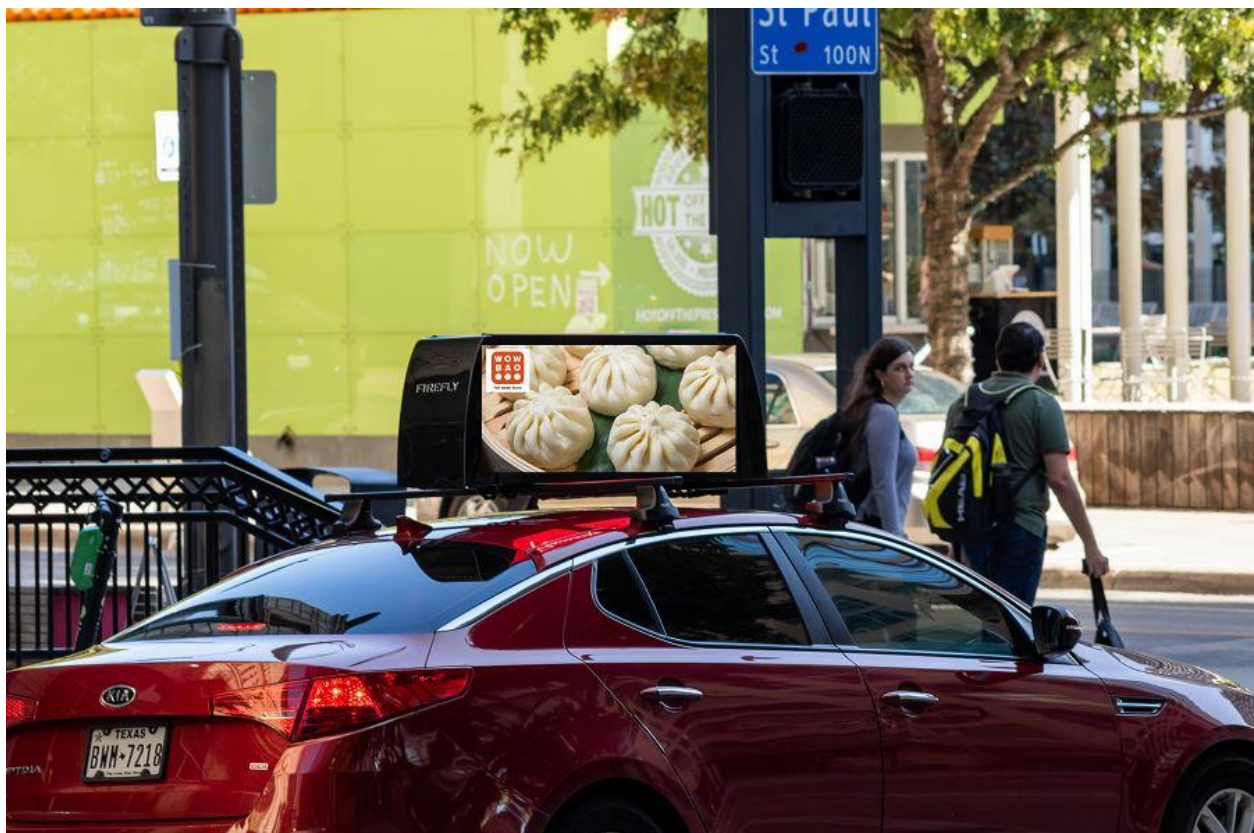
An example of how Nate used proof statements with Christine from Wow Bao, is how he was able to explain to her that everyone that uses the Firefly digital display ads see a 42% rise in the company's web traffic. Restaurant finding, menu decision comma and purchasing all happens on the website for Wow Bao, it would be a really good use of advertising dollars to use Firefly's product. If there is a guaranteed 42% increase of website use, then there would be a credible reason for why she should use OOH display ads.

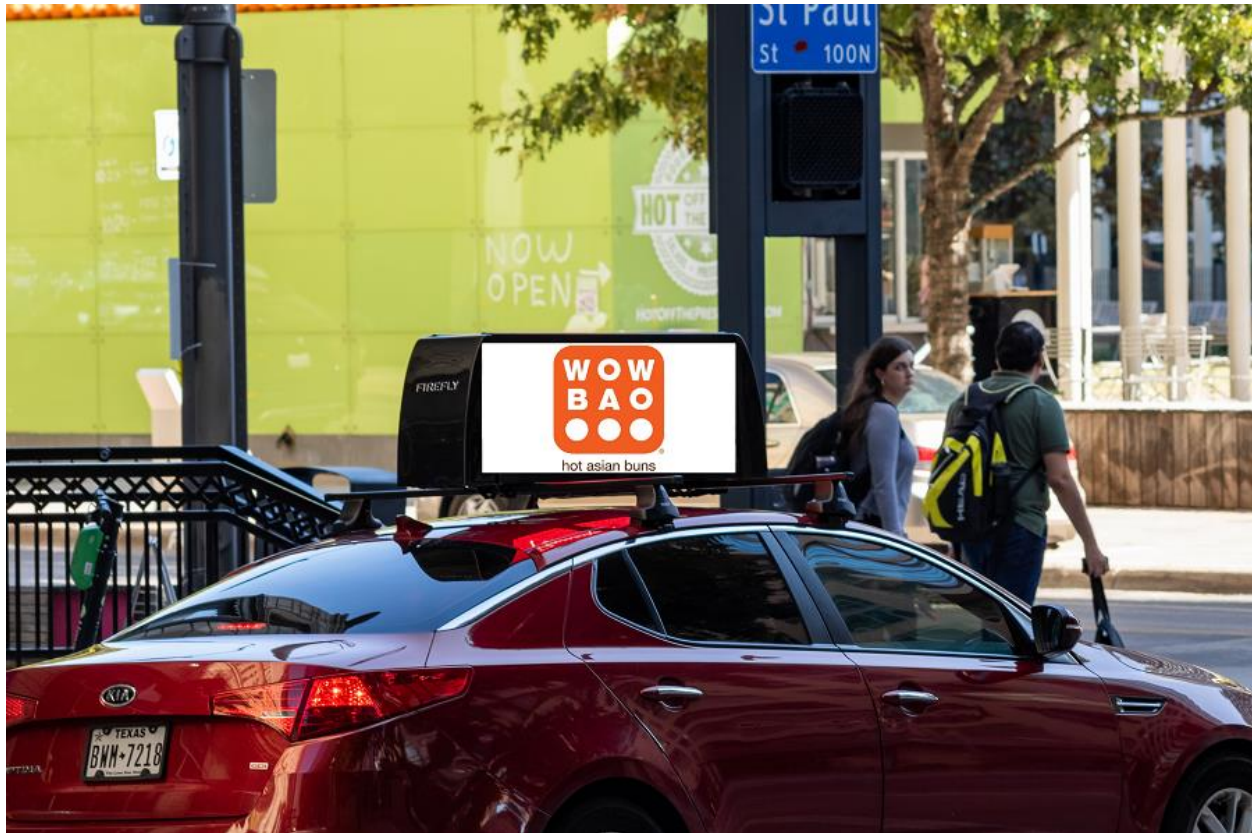
Credible information for proof statements can be found on the one cheater images that I put in under the demonstration heading. These one-sheeters can explain demographically an accurate amount of people living in the Metropolitan area and an accurate representation of how many impressions are gathered for every cycle. It's important for Firefly to understand this knowledge and keep it updated so that they can keep their cost formula accurate, because they are based on a CPM payment model. a major critique for this type of presentation is if the

numbers don't add up, they are outdated, or if the effect of the product doesn't need up to what was guaranteed in this presentation.

Visual Aids- A picture, diagram, model, or sample can serve as a visual aid in a sales presentation. It is necessary and essential for product recognition and for the customer to observe how your product is useful in their life. A presentation without a visual aid is a poorly planned presentation. Even services, which have an intangible element can be aided with the use of a visual aid.

The example that Nate used with Christine for Wow Bao was a customized image sample of what her product could look like on a Firefly digital display device. This would help to alleviate some of the difficulty explaining how it works. A picture says a thousand words, but a display ad could sell a thousand Bao's at Wow Bao. The process was simple, a stock photo of a display ad was taken and is distributed around the office. Then the logo or image from the company's own website or google images could be super imposed on the stock photo to produce a sample image of what it could look like.





These two examples were used as a visual aid in Nate's presentation to Christine.

Visual aids are always a good idea when it comes to making a presentation. The more concise the visual aid, the better. Visual aids should be constructed to illustrate a point whether that point is a sample of what the product or service could look like or, a visual aid could also be a graph showing an effect that Firefly has made in the past period with another company. Another idea of a visual aid could be something that represents a quantity of something like a population and why a hypothesize defect could be a good idea.

Marketing Plan- "Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large." (Fundamentals of Selling, pg. 42). When people call Firefly, they're not just getting a product or service period they are getting an aid for their entire marketing plan period this is one huge advantage of being able to get a customer representative who has access to a team of credentialed professionals.

In the actual presentation for Christine, Nate presented her with the opportunity to get in touch with Kelly who is in charge over creative. He mentioned that there is a whole team dedicated to making her product thrive in Excel as she uses the Firefly display ads. They had to construct an entire marketing plan. They talked about budget, target audience, and they talked about the promotive properties of the ads. Nate explained that in Chicago There would be an estimated 2.7 million people in Q4. They talked on analytics and how they will be watching the progress of the ads in comparison to web traffic an actual real growth and do what they can to increase that good effect.

2019

FIREFLY

Fireflyon.com



Total Market Access

Media exposure across the greater DMA to boost brand awareness where consumers live, work and play.



Geo-Targeted Packages

Granularly delivered media within a defined footprint to increase reach within intended audience

Customer Photos



Turkish Airlines



TD Bank



Disney Frozen



Salesforce

It takes a lot of real know-how, product knowledge, and business marketing skills to be able to create a marketing plan for real companies. Luckily Firefly sales people are backed by a group of credentialed business and marketing professionals, all of whom have degrees in marketing or business or communications.

Alternative

Verbal and Nonverbal- Historically being able to look into someone's eyes and being able to see and discern from their facial features how they are receiving the message was an important means of conducting business. There are scientifically accurate ways of discerning people's facial features and voice patterns and being able to know what they're thinking. These verbal and nonverbal cues may be changing. In the experience with Wow Bao we noticed that one of the primary facets with the company is being able to conduct business with as little human contact as possible. The food is ordered online, and when you go pick it up, it is kept in a cell guarded by a passcode that you receive when you purchase your food almost like an advanced vending machine. It was interesting for us to see that this new way on conducting business had very little to do with verbal cues and had nearly nothing to do with nonverbal cues.

I was able to see a short Google Hangouts conference with Christine where Nate was able to show her a presentation via camera on how her restaurant would look on the Firefly digital ads. We could tell that she was somewhat subdued since she didn't show much emotion at all. It was after lunch time and perhaps she was tired. We gathered that if we took too much of her time, she may start to resent Nate's message, so he wanted to wrap things up quickly and told her that he'd love to be able to chat with her again soon. She dismissed him seizing her opportunity, and they closed the meeting. Nate put on the CRM tool that she probably would prefer to be contacted via email or earlier in the morning on her office phone.

Another presentation I was able to observe was for a Vivint Smart Home presentation for a Physical Therapy office. When the presentation was starting Jake Shaw, the sales person, explained about what they did as it came to security cameras and sensors. He had a short video to show to the doctor at the physical therapy office. The video explained what Vivint was and

how they safeguard homes and businesses against intruders. They use smart technology, almost like having a cell phone for your home or business, and you can communicate with it or any of their remote devices, such as camera or display hubs, as if they were cell phones. The whole thing could run on Alexa, or Google home, and is also accessible from your personal smartphone.

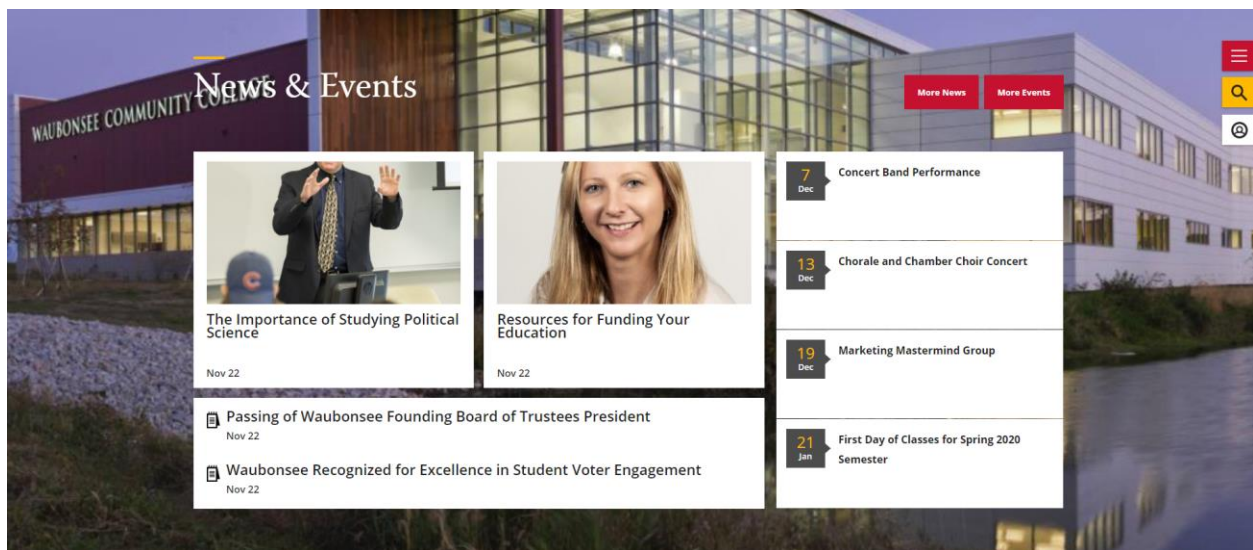
Thing to note is while the decision maker was watching the presentation on the iPad, the sales person, Jake, was scanning the office looking for points of entry, windows that might be potential hazards for intruders. Once the video was done, he was able to say that he made a quick rundown of things that he'd recommend and said that because he was in the area, he'd be able to get the start up fees and the installation fees waived, but that was only while he was in the area. The collaboration of time use, using a visual aid, and being able to read the decision maker's face once he advertised a premium of their services for the limited time, he was able to determine quickly whether he wanted to continue trying to sell the product or move on to the next potential candidate.

Verbal and Nonverbal cues are very important when trying to determine whether someone is interested in the custom or not. Perhaps there is a better way the sales person could be investing their time in the day. While telemarketing may have some inhibitors when it comes to reading body language, conferencing technology such as Skype or Google Hangouts have facilitated a change to telecommunications. We can read people from a screen an entire country away. While some people may feel comfortable dealing with people. It is always a useful trick to know how to read people in a situation using verbal, tonal, or nonverbal cues.

Logical Reasoning- Logical reasoning Is being able to draw on a logical set of circumstances to reach a logical conclusion to a given situation or problem. A logical reasoning solution constitutes a thought pattern in nearly a story like setting.

Jake may have had a better time serving Waubensee Community College if he had been apt to ask more questions to bring logical reasoning to the table. He was a lot more concerned with trying to get a defined appointment for a presentation once he got to the decision maker. if he had been more concerned with being able to ask them questions about certain events that

they were having like enrollment season or a theatrical production or a special event speaker then he could have asked a question like do you plan on advertising for those events? He could have then followed the thought pattern of logical reasoning through the event that they should advertise and that he is a means of advertising for them and that it would be a good idea for them to work together to create an advertising campaign for those special events that would run for a limited time but be able to bring more people to the campus to increase their revenue.



Logical reasoning may seem like a logical solution, but in the heat of the moment it can be very difficult to think about the logical pathway comma and to enunciate the principles that you're thinking about period that's one of the main reasons why it's so important to be able to pre plan for these events and to jot down some notes so that you can help the other person see the vision.

Prestige Statements- Prestige statements are things that a salesperson can say to a potential client to help them understand that companies that are a lot bigger than the company than you're talking with have used the service or product to relative advantage. This new customer can take an example from the larger company and use the salesperson's product or company to a similar advantage.

An example would be if the salesperson had told Pamal Broadcasting Network of New York that Dreamforce also uses the Firefly digital display to advertise their services and special events. This may be useful in helping Pamal Broadcasting to see that there is a good use that special event advertisers could have with the Firefly OOH ads.

Well prestige statements can get the point across that there are some very successful companies that work with the salespersons company, it's also important to note that if the companies are dissimilar or can't connect on some pathway then your prestige statement may make no sense at all and may even come off as condescending. I would plan to exercise caution when using a prestige statement because you don't want to advertise for a company's rival either.

Identify and Handling Objections

Execution

FAB- Features, Advantages, and Benefits are ways of handling objections. Features are what the product is the stats and the things about it. Advantages are why it's different or better than the competition and why they should buy it. Benefits are showing how the product can be useful to them in their real life. Features tell and benefits sell.

In my observation of Jake Shaw who works for Vivint, He listed off a lot of features about the security systems and told about how they are comparatively better than the things that you can buy separately on Amazon. He told about how there are service professionals that come with the service of Vivint that you don't get if you buy all the things separately and how it will save you money to run your smart home with Vivint rather than trying to piece all the different parts together.

After the presentation he asked me what I think he could do better. I told him that features tell but benefits sell and if he was able to help illustrate a story about how having the product's benefits me in real life, he may be able to illustrate the effect of having peace of mind when you're away from the office or home would be a huge benefit. Appliances can run on the same system so if you think you accidentally left the oven burner on you could very easily check

that. told him an example of how I had an Owlet for my baby and how it was a huge advantage for me to feel the peace of mind when I was at work to know that while my baby was sleeping, I could observe his heart rate and oxygen saturation. Those sorts of story scenarios are what really helped to sell a product because you're selling in effect rather than an item.

Dodge- When the sales person doesn't deny, answer, or ignore the objection but temporarily dodges it. Encountering an objection can be a devastating blow to a salesperson's emotional self. It is especially true if the salesperson has put a lot of effort into preparing for meeting this individual right now. If you're able to identify when the objection comes to you then you may be able to dodge it and be able to counteract it with another selling benefit of your product that may help persuade the other person that their objection may not have been as poignant as they originally thought.

Schweiger Dermatology Wanted us to call back in half of a year because that's when they were planning there next marketing venture. Jake simply ignored or pushed the objection to the side and was able to get past the emotional blow of being rejected and instead was able to sell the benefit of being able to act quickly on the next phase of the Firefly product and how firefly's financial contribution to increasing the company's amount of digital displays may play well into producing more patients for this dermatology clinic.

Being able to identify and handle the objection with a dodge requires a quick mind. Sometimes there may be no speaking to the person at that time in any sort of polite way. If you're able to dodge their objection and put a few sell points in the call, then you have just put an advertising exposure there for them to think about until the next time they are planning on marketing.

Third Party Proof Statements- Much like prestige statements, a third-party proof statement is a wonderful tool for being able to through out a testimonial from another company to illustrate a success that you've had in dealing with that other customer. This should be translated to your current prospect that they could have similar success using the same product as the third-party.

In the call with Christine, Nate was able to illustrate that she should've seen the ads on the taxi's, Uber's and Lyft's as she was headed into work. He advertised to her that Nike really

loves advertising on our devices and that you can see a Nike ad on every one of their devices. He was trying to get the point to her that if someone like Nike thinks that their product is worthwhile, then she should. The proof statement that he illustrated to her was that Nike saw a 53% increase in store traffic in areas close to where they were advertising. This leads to hundreds of thousands of dollars in revenue for Nike to advertise the new stores on the display ads.

I will note that Nike, and a restaurant like Wow Bao hit totally different audiences and sell different products. While I understand he was trying to use a prestige statement, he was also using a third-party proof to illustrate that advertising a new store opening may provide people with more options for lunch, and one of those options could be Wow Bao.

Alternative

Boomerang- Trying to convince the prospect that an objection is a benefit is called the boomerang tactic. If someone can identify the objection, then they are able to take the objection and wheel it around until it becomes a selling point. Manipulating the language in this way has an opportunity to turn a pessimist into an optimist. Being able to use this tactic can turn negative things into a positive thing.

When Christine found out about how much it was going to cost to advertise Wow Bao find the digital display ad, she was visibly struck by how much it would cost her for CPM. She was somewhat upset that it would cost her that much money. If Nate had been able to tell her that it would bring a degree of exclusivity to her product, then perhaps it would have been a better selling point to boomerang the cost issue.

Being able to handle objections in this way is a talent. Not everyone can think on their feet fast enough to boomerang an objection. As a sales manager I would train my sales people by using role playing sessions, I would have a set of objections that one person would have, and the other person would have to use that to boomerang the objection. Using this technique, I would help bolster my sales people to help them utilize this objection handling technique.

Stalling Objection- A customer may state that they are interested in the product but not at this time, this is what is known as the stalling objection. As a salesperson, I've seen these many times. There are people who have specific budgets for advertising, and they claim to spend it all at once. They will tell the salesperson to call back it on another time and they will keep pushing it back farther and farther.

“Call again in the Spring”, This is what Schweiger Dermatology said to Jake. Jake had seen the stalling technique again and again, he tried to Dodge the technique saying that there was an opportunity in this next month that he may want to take advantage of. But when a person's mind is set to the point where they're already hanging up the Phone there's not much you can do. If Jake had used a dodge technique, he may have been able to save the customer and be able to establish an appointment.

Being able to identify a stalling objection is half the battle comma the other half is being able to counteract that stall by doing a Dodge technique. It's important to be able to identify your objections so that you can learn and grow from them and be able to counteract them whenever you can. Continually upgrading your tactics is what makes a good sales professional.

Money Objection- Being able to identify the money objection isn't very difficult, people will tell you if they think that your product or service is too steep for their current budget. Being able to identify this objection you can assume whether the company is worth your time trying to continue pushing for their sale or to continue to the next company, who is hopefully more successful.

“Woah, That is quite a bit more than I was expecting.” Christine said. As I stated above this would be a useful point when identifying a money objection to be able to utilize a boomerang tactic to be able to turn this negative reaction into a positive statement. Having seven restaurants with state-of-the-art technology should mean that investing in a little bit more advertising for the holiday season shouldn't be much of a big deal, especially not with a big rollout of an increase of display modules could serve as a good counterbalance to the money objection.

The money objection, or budget objection, would usually be one of the biggest objections that a salesperson would face in their day-to-day sales. With business to business sales, they should understand that if they want to run with the bigger companies and be competitive, they need to invest in their own company. You help them do this as a salesperson, you help them up their game in the competitive world and help them 2 increase their customers increased their revenue and make real growth.

Trial Close

Execution

After Approach- The relationship that Nate was bringing to the table was apparent that he was a sales person in that he had every means of making a sale from Christine. When he approached her, he identified who he was and who he was with and asked to see if she had seen his pre-approach attempt with the customized emails. Once that was over, he had his 1st trial close by letting her know what his intention was period if she had no intention at all pursuing this mode of advertising she could have shut him down right then and there.

Nate: “You've been able to see what we sent to your email, that's good, I'd love to be able to make an appointment where we could talk about getting you set up for our next big push early December. Is this something that would interest you?”

The trial close after the approach is a good way of warming up the prospect by letting him know your intentions early. It also gives them the opportunity to ask questions and put the ball in their court. It helps them to integrate the idea of implementing this advertising procedure into their own business dealings.

After Presentation- During the presentation, Nate was able to illustrate the examples and the finer details of the CPM model and the financial basis for advertising with Firefly. Once he was done with the presentation, he offered another trial closed to see if she was completely sold and wanted to move straight into writing up the contract.

Nate: “Now that you know a little bit more about who we are and what we're able to accomplish for your company , I wanted to ask you if this is something that you want to do and if you're ready to jump into our deal to make it to that early December launch. should we get in touch with Kelly with creative?”

Having an opportunity to do a trial close after the presentation is a really good time to have your child close to see if the presentation was more than what they were hoping for. it's a good opportunity for them to ask final questions when you're done with the presentation. and it's a good thing if they do have questions because that means they were paying attention in that they are interested.

After Objection- Objections are healthy means of communication and negotiation between two business partners. If somebody does not have an objection it could possibly mean that they weren't paying attention and that they have absolutely no intention of furthering the relationship between you two. Objections are part of business negotiations and if you're able to identify the objection you can handle the objection and help clarify the matter.

Nate: “I understand you have an objection with the price, but the cost per 1,000 views is only around \$11. That is for a thousand or more exposures. It gets your brand name out and this is how much it costs to drive traffic to your website, and then to your restaurant. If you’re able to market your product in this way, there are plenty of other dining choices that your customers won’t see because they won’t advertise with us under the current CPM model. Is this something you want to pursue?”

At this point the client can either say yes or no, which gives you an opportunity to ask them more questions about other objections that they may have or even to ask for a referral if they know someone who is looking for a means of advertising and is willing to pay what's necessary in order to advertise your company. if you do a referral at this point it may feel like they're being left behind, and they may reconsider.

Alternative

Before Presentation- It's always a good idea to keep your intentions open with the prospect. even if you’ve invited them to purchase after the approach and ask them if they are interested, You can phrase it in a different way that keeps the interest alive. It could sound like this:

Nate: “If you’re wanting to drive a lot of traffic to your website and restaurant, we’d love to have you start with us as soon as possible and possibly sign up as early as the end of this week. If that’s something you’d like to do, I’d love to share how Firefly can accomplish that. Are you ready?”

Some people may find it redundant to have a trial closed before the presentation and after the approach, but if you're able to utilize your words to the best of their ability then you can continue the intrigue throughout the conversation.

After big point- Establishing a powerful point may be a good opportunity to present a trial close. it gets the prospect comfortable with the answer of saying yes to you and drives them to learn more about the product to see how it gets better. when you're able to hammer home a large quantifiable number that they could integrate into their marketing mix and sales process then you're providing a way for them to get excited about how they can achieve those goals. It could sound like this:

Nate: “In Chicago, within our geofenced areas there are nearly 3,000,000 people that at some point or another are pedestrian in a position to observe your advertisements on our digital displays. this is how we drive traffic to your site is by creating impressions for your restaurant on our displays for those people. it's a proven method of getting attention and providing intrigue for your product. if you could make one impression on a third of those people it would drive a huge spike in your website traffic. is this something that you want? Because we'd love to be able to help you roll out within the next couple weeks for this huge phase because Firefly has invested \$30,000,000 in increasing our fleet of digital display products to increase the amount of times your product gets seen by those 3 million peoples in the Chicago area. does that make you excited to advertise to that many people Are you ready to do this?”

Presenting quantifiable figures to illustrate a large point is the perfect time to invite them to be a part of the idea that you had period being able to bring customers to their business is everything that you do and you have some impressive things that you can say to help them understand that what you're trying to do is help them with their marketing goals.

Before the Close- One final approach to the close would help energize the person to get to that point where rubber meets the road. If they've been saying “yes” this whole time and you're able to illustrate all these useful advantages and benefits for their company then the best thing that you can do is energize them before the close to help them to make the contract and to close the sale. This could sound like this:

Nate: "In a minute I'm going to ask you for the last time if you're really ready to make this happen period if you're ready to see real growth in your restaurant and in your website traffic we can provide that for you. I have our creative people on standby, and a whole team of credentialed professionals who are ready to make this marketing plan work for your restaurant. when you purchased this service you're not just paying for ad space on our digital displays, you're getting significantly timed advertisements that match with the circadian rhythm of your customers, a whole team of marketing professionals, creative people ready to maximize the effect of your ad space, And I will be with you every step of the way ensuring that you get the success that you need. are you prepared to continue on and get this effect for your restaurant that you need?"

Using this kind of trial close before the close helps put him in a mindset of acceptance period you're able to run through all the points that you made in your presentation helping to refresh their memory of all the good things that they want and helps to reinforce the points you made about all of their objections and prepares them for the final close.

Close

Execution

Summary of Benefits- Summary of benefits close is when the sales person has a rundown all the useful, positive, and good points that you spoke about with the customer during the approach presentation and trial closes. This is used to remind that prospective customer about all the good things that your company has to offer.

To get Christine back to help make a sale to Wow Bao, he tried to have a close by running a summary email too her and making it very customized. He talked about all the good benefits that she really appreciated about the company and about the product and the service that she liked and because she didn't give him a defined no made one last attempt at a close.

Compliment Close- Salespeople use compliments to establish a good trusting relationship with their clients. People like to feel valued and when they are complemented it shows that their efforts are being noticed. Keeping things in a positive light is always a very good thing to do especially when you're trying to make a sale.

Jake was very complimentary to Waubensee Community College. Complementing their website, he encouraged them to maximize the effect of their advertising that they were already doing on the website and suggested a couple of the things that they might be able to do to maximize those efforts. He attempted a quick close to see if they were interested in advertising with Firefly.

Jake: "I noticed from the banner ads on your website for the college that you have some special events coming up. We want to know if you're interested in getting Firefly digital ads to spread the word about those special events. Can we sign you up this week?"

Continuous-yes Close- Getting the customer to admit that they want all the good things for their company is a great way of establishing a positive response sequence so that by the time you're ready to get the contract up and running they can admit to saying that they want all the benefits associated with your company. if all these things are seen in a positive light then there should be no reason why they should refuse.

Nate: "You've said that you want the increase in traffic to your website, and you want more people to come to your restaurant. Let's get you signed up with Firefly and make it happen."

Alternative

Alternative Close- If your CRM tool has access to other Phone numbers for other people who could decide but it's not necessarily the decision maker it may be a useful tactic to talk with those people also. If you can generate buzz within the office about a potential way of advertising for the company, then it may make it into a meeting with those company's officials.

The decision maker may not be the boss. if the boss wants something but the head of marketing is hesitant then the head of the company has the real final say in the matter.

If Nate were to speak with Christine's boss the CEO of Wow Bao, and he found it a worthwhile venture to advertise and spend the money to be able to drive that kind of traffic, then you'd be able to go around Christine's head and go to the next authority which would then super qualify the prospect.

T-Account Close- Someone who is hesitant about finalizing the close may benefit from a cost benefit analysis. Take a piece of paper divided down the middle, put pros on one side and cons on the other side. This it's called a T-account in the financial world. Sit with them and talk about all the benefits that you had listed and put them all on the pros side of the list then talk with them about some of their concerns and have them put them on the con side of the list. This would be a good opportunity to talk about some of those objections that they may have and be able to overcome them. If you can overcome those objectives have them cross it off the list. Then count out the list and have them see that there is more benefit to the decisions than there is to the risks.

Assumptive- One of the less beneficial types of closes you can do is the assumptive close, this assumes that no matter what the prospect will close and make a finalized sale with your company. Such a close could sound like this.

Jordan: “Now that we’ve covered all of your objections, I’m going to send you the contract papers and we’ll get you rolling out for early December with the new initiative”.

If the person has not decided to close, then it will be somewhat awkward if you say something like this because then they will have a refusal right when you're trying to get them to accept everything that you say. this can bring some bad energy to the conversation and potentially put your sale at risk.

Service and Follow-up

Execution

Responsiveness and Action- Every working morning Nate Jake and Jordan jump right on their emails to make sure that they are checking for communication from their clients and prospects. the first few hours of every morning are dedicated to responding to these emails. Constant contact with your customers is necessary to help reassure them that their investment isn't being wasted.

For example, there was a clothing company in New York that had some questions about the number of Firefly signs that were really showing their ads verses other people's. When they had been out trying to observe their advertising dollars in action, they didn't see any Firefly devices that were showing their ads. Jordan was able to respond saying that the ads aren't static, that there is a deck that cycles through, but that was what was so significant about the next cycle is because of the \$30 million investment to increase the fleet size so that there were more signs that would show more in a day. At this point Jordan asked them if they wanted to revise which district, they were advertising in, and see if they wanted to expand it or have a higher concentration in a certain area.

Competence- Product knowledge and being able to understand and resolve issues with customers is part of the job. While I was there interviewing with Firefly, I was privileged enough to be able to step into the sales meeting and conference with Zach chin, the director of sales for Firefly. One of the biggest advantages with working with a service provider is that they have an entire team of qualified professionals being able to help answer their questions. I was able to watch a salesperson training and a Q&A session with Zach who was in Utah on special assignment from Los Angeles.

A lot of the customers were curious to know how many cars had signs in their metropolitan area. Zach told them to try to dodge the question because no matter what their sales people tell them it will always sound like the number is too small. Really there was 350 cars in Los Angeles and in San Francisco, 400 cars in New York, 300 cars in Chicago, and 120 cars in Dallas TX.

Improving account- Well there may only be a small and finite number of vehicles in each of these Metropolitan cities to service all these accounts. Firefly is doing everything they can to help improve everyone's account by investing a lot of money to increase the number of signs on vehicles in those roads, and they are also upgrading the types of screens that these devices are utilizing trying to stay as current as possible on all digital media trends.

Alternative

Tangibles- Services are intangible, sometimes this can make customers feel like they're investing in something risky. It is then a good idea to provide something that the customer can see and touch and reassure themselves with. whether the tangible is in analytics numbers or being able to see real growth in their businesses.

Nate should be able to tell his customers that Firefly is keeping an analytics schedule for every day in the cycle of their advertising scheme and for a couple weeks after to show that their money was used to purchase a real beneficial advertising technique. with something as tangible as this it could be expected to have long term customers that would run perhaps a couple of times a year if not more.

Training- Sales training it's something that should be constant. sales people should increase their knowledge on the product and increase their skills daily. Another thing that should happen is that the sales people should be able to teach their customers about the analytics program and how to read the numbers to gauge their daily success. If there is a cookie reader program for the Firefly analytics, then there should be able to be away to count the amount of people that visit both the website and the mobile app and be able to compare that with how many people make a sale. This could be a ratio that expresses real growth, and that could be taught to the customers.

Access- Customers should have access to everything that they're paying for, if there's going to be an analytics program that Firefly must track real growth for the customers that visit the web sites mobile apps and restaurants. If we're comparing that with final sales, then both people should have equal amounts of access to that database. If Firefly is expected to track the analytics of every one of their customer's, then they should have access to the numbers that the store has access to. If Firefly is taking a significant amount of money and being able to put that on their own analytics platform that has their geofenced tracking districts then, once it's agreed upon which districts are being mapped out for the Metropolitan areas, those customers

should be able to access that database and see how many ads were posted in each district every day.

Conclusion-

The most interesting thing I learned about the sales process is how it is changing and becoming a lot less formal. People are liking less contact with people. When I was in sales, we wanted to go where the people were, but now the profession of sales is about communicating with people using text and email and being non-verbal to avoid discomfort. There is a trend of not wanting to offend people anymore, and part of that is inconveniencing people. I find that there are some contradictory things that we learn in class. Pushing for trial closes seems pushy now and using tactics to avoid people's objections seems manipulative to many people. Traditional methods of prospecting are becoming ineffective, and meme culture is hurting traditional tactics of prospecting, such as observational prospecting. We now laugh at the person who sells comcast Wi-Fi and television services at Walmart and make jokes about people who try to use the network of their friends to sell weight-loss tea. I think that its because those attempts seem disingenuous to us. It seems like a misuse of a friendship. Societal norms of community are changing and it's becoming more difficult to be in sales because everyone already thinks they know what is already good for them.

As it comes down to sales as a profession, perhaps its because I work with people who haven't gotten degrees in professional sales, but it seems like the pay is okay but its not as good as getting a different type of trade skill job to work a wholesale scale type job. Marketstar is "family oriented", which means if you need to take a day, they will allow you to take a day to take care of your family with no negative effect, they just ask you not to abuse the privilege.

What I learned the most about observing Nate, Jake, Jordan and being in the sales training meeting is delegation is a huge tool that most of the sales people don't take enough advantage of. There are a team of people who are willing to help jump on a call with people and help handle questions. That taking a minute to be creative and personal in an email and with an idea has a profound effect on responses, and that if you don't believe that you're truly

Appendix A



11:10



Jordan Tesch 4:58



TO: Onica@nick.name

Hi Nick,

I loved having you visit the team this week and I hope you were able to get a good understanding of how Firefly works with its customers. As any sales team, we are primarily looking to help improve our advertiser's brand awareness with our Digital smart-screens that we put on the top of RideShare and Taxi Top Vehicles. I also wanted to answer some of the questions you had texted me and I will also include some photos of our Fireflies in action and potentially you could use those for your paper as well!

1. Do we ever have Skype calls with our clients?
We don't necessarily use Skype to call our clients, we primarily use Google Hangouts Conferencing or we use Zoom Conference.
2. Are you able to include email examples? **Yes, you'll find emails included in a separate email that I can forward over to you.**

Those were the only questions I was aware of via the texts you sent over to me a few days ago. I'd be happy to answer any other questions you might have for me. Good luck on the paper and let me know if there is anything else you need from me! It was good to see you again.

Best,

JORDAN TESCH

Firefly | Senior Sales Manager

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Signature