

SPIN Selling Workbook

The following workbook provides the components of what is needed to create the SPIN questions. It has word banks, gives examples and has exercises to help brokers complete the activities. It should be used in preparation for each client interaction. Building the problem, implication and needs payoff regularly throughout the sales process is the key to closing deals in this type of transaction.

Step 1 - Opening: Getting Permission to Ask Questions

The objective here is to set the stage, get permission and begin with situational questions. Don't offer solutions as it is too soon without doing the proper discovery.

Step 2 - Preparation

Planning Advances

These are the next items you schedule at the end of each call to ensure there is a purpose and a commitment for the next meeting.

- Take the Spot On! Assessment
- Go through the Candidate Research Form
- Profile Review & Category Review
- Set up a call for Funding
- Franchise Education & Training Meeting
- Industry Report Breakdown
- Schedule a Presentation Call
- Meet with the franchise
- Review the FDD Guide together
- Review a demo of the Zors Systems
- Review the Franchisee Calls training together
- Meeting with the CEO
- Invitation to Attend a Discovery Day
- Meeting with Franchise Attorney
- Meeting with the Accountant



Step 3 - Understanding the Value of Your Service

Characteristics of Service/Product

The following chart goes through a list of services you offer and pairs them with problems they solve for the buyer. By understanding this, you can build questions to support your process, exhibit value and help the buyer to engage with you. You have services they need, but they likely have not identified a clear understanding of the need because the franchise award process is so new to them.

Characteristics of Service/Product	Problems It Solves for the Buyer
1) FLS	Filter through the concepts to find what you want - position it from PAIN point - Overwhelming to think of the different industries and have a tool that helps them to analyze. Helps to drill down on specifics.
2) SpotOn!	Aligns the skill sets, values, work styles, priorities with the type of opportunity that is the perfect fit. I don't know what I'll be good at. How do I know I'm picking the right franchise?
3) Funding Access	Capitalize the investment, provide security in the investment, fear of money, leverage. Am I going to use all my cash for this? What if I run out of capital? What if it doesn't work as planned?
4) How to Read a FDD	Understand the track record, intimidated by legal jargon and contracts, know how to read FDD & Compare FDD, have the information with little understanding of what that means to them. Big legal document that feels overwhelming and I don't fully understand it.
5) Support on calls with Zors	Protection for the buyer, eases nerves, don't know the right questions to ask, don't know how to evaluate the information given, fear of being sold.
6) Accountant Consultation	Figuring out the numbers from a franchisee perspective, how to set up their corporation, understanding the financials for the zor. Are there any red flags with getting into this franchise?
7) Attorney Consultation	They don't know the legal parameters. How do they know if the FDD is unfairly slanted and how do I negotiate? Offer questions of what to ask the zor and attorney. What should I know about this franchise that could cause me harm later? How can I be protected if I go into this system?
8) Franchises Assessment Training	Educating them so they feel more confident about their decisions, more comfortable. communicating the decisions. I don't know how to assess this opportunity? I don't know what makes a good franchise.
9) Follow Up Support Services	Once they are in business, what happens then? Where are you going to be after I make this decision? Will you be around and invested in my success or not? Who's going to keep advocating for me, after I make this decision?

Step 4 - Building Components of Implied Needs and Explicit Needs

This is where you start with a buyer implying they need something. Then you build problem and implication questions in order for the buyer to move to an explicit need where they actually state they want your service. Implication questions create urgency.

1. Start with the solution you offer that is superior to your competition, that you want your buyer to express as an Explicit Need
 1. **I only want to work with your firm to finding the right franchise for me.**
2. List the specific buyer problems that your solution can resolve.
 1. Fear of failure
 2. Too much information
 3. Takes a lot of time to research
 4. Not sure what's accurate or not with the franchise sales materials
 5. Can't get ahold of the person at the franchise
 6. Want to know how much money I can make and...?
 7. How quickly I can make it?
 8. Want to understand if this is a good business/investment for me
 9. Will I like this?
 10. Can I get passionate about this?
 11. I'm not sure how much funding I need or can get.
 12. How do I know I have the experience to run a business?
 13. Will I be good at this?
 14. If I don't pick correctly, I could fail and lose my money?
 15. Taking a job instead because I'm scared?
 16. I don't know who I can trust in this sales process and it's such an important decision.



TIP!

The goal of any call or meeting is to either get a commitment to buy or get an advance to the next step.

Template:

[illegible]

Example:

Product/Service:	
Buyer:	
Call Objective:	
Buyer Problem <i>(That we should solve)</i>	Implication <i>(That make the problem more urgent)</i>
Fear of failure	• Could be difficult to recover financially if you chose the wrong franchise • Could have a negative impact on your family • Could create pressure because of the limited years of working time left • Could cause to be embarrassed
Too much information	• Could cause overwhelm • Could create confusion • Could create more time needed to shift through it
Takes a lot of time to research	• Could cause extra living expenses to occur while trying to figure it out • Could lose great franchises which are in higher demand • Could spend time researching the wrong things and waste the effort
Not sure what's accurate or not with the franchise sales materials	• Could focus on things that aren't aligned with buyers needs • Could miss key information about the brand that is needed to make an educated business decision
Can't get ahold of the person at the franchise	• Could be turned down by the franchise • Could lose time • Could miss the opportunity
Want to know how much money I can make and...?	• Could miss education on how to find these answers • Could work with inaccurate assumptions needed for planning and assessing the franchise? • Could not get the answers • Could miscalculate and cause delays to get the profitability
How quickly I can make it?	• Could miscalculate what's required and run out of capital • Could not get the information needed to make an informed decision

Want to understand if this is a good business/ investment for me	• Could pick the wrong business and fail • Could pick something the buyer doesn't like • Could pick a franchise where they don't get along with the franchisor • Could be mismatched with the franchise • Could waste time and get all the way to the end of the process only to find out it's not a fit
Will I like this?	• Could be stuck in a 10 year contract with a company they don't like • Could cause unhappiness
Can I get passionate about this?	• Could misjudge the work experience • Could be demotivated • Could continue feeling unhappy/unfulfilled
I'm not sure how much funding I need or can get.	• Could miscalculate funding needs • Could become overleveraged and hurt the business • Could get a bad interest rate or loan
How do I know I have the experience to run a business?	• Could pick a franchise that doesn't really give enough to compensate for a lack of experience in the field • Could mismatch skills with those that franchise works best with • Could increase ramp up if chosen incorrectly
Will I be good at this?	• Could pick a franchise that doesn't match talents • Could feel like it isn't a fit after the franchise sale • Could lose time in researching franchises which aren't right
If I don't pick correctly, I could fail and lose my money?	• Could suffer emotionally from a situation like that • Could damage reputation
Taking a job instead because I'm scared?	• Could create the same situation again • Could not be valued at worth • Could be making that decision out of fear • Could lose opportunity for a better life
I don't know who I can trust in this sales process and it's such an important decision.	• Could lose track of what's important in the transaction • Could make a bad decision based on information given • Could experience buyers remorse if chosen incorrectly • Could create more time delays equalling more cost in lost revenue and living expenses

Step 5 - Building the Questions

Does the question create a yes or no answer or does it create an opportunity for the buyer to explain their thoughts?

General

1. Why is that?
2. Could you tell me something about....?
3. Why is that important to you?
4. Could you elaborate on what you mean?
5. Why do you feel that way?
6. Where does that.... come from?
7. What would that mean to you?

Situation

1. What franchise are you looking for?
2. Why are you looking for a franchise at this time?
3. What line of work are you in?
4. What is your background?
5. Where do you want to open the business?
6. Would you have any partners?
7. Is your spouse joining you in the search?
8. What level of investment are you comfortable with?
9. How would you rate your credit?
10. How much time do you think you can devote to really researching and learning franchising?

Problem

1. Did something happen that caused you to be motivated to look for a new opportunity?
2. How often do you ...? Spend time on ____?
3. How long does it take?
4. How satisfied are you with?
5. Where is the breakdown with ...?
6. Are you worried Will happen?
7. Are you concerned...?
8. How often do you feel like that?
9. Do you anticipate any difficulties with?
10. Could this situation be improved?
11. Has your income been rising in proportion to your expenses?
12. Has your income been rising in proportion to your effort?
13. What do you think the risks would be of you doing this on your own?

Potential problems to help develop questions from

1. Not happy with their job
2. Underpaid
3. Don't want to build for someone else, want to build for themselves - Satisfaction of building something
4. Laid off
5. Want more flexibility with their time
6. Want more control
7. Fear of being laid off
8. Moving
9. Tired of what they are doing
10. Level of stress
11. Tired of being told what even if it doesn't make sense
12. Not enough time with family
13. Frequent travel
14. Too many hours for not enough money
15. Undervalued
16. I want to build my own business.
17. I don't want to go through tremendous trail and effort to be successful.
18. Scared of age in corporate America

Problem Questions Development

1. How often do you feel undervalued?
2. How long have you been feeling undervalued at your job?
3. How long does it take for your input to be considered at your present company?
4. How satisfied are you with the amount of time you get to spend with your family?
5. How satisfied are you with the amount of time you get to spend traveling?
6. Where is the breakdown between what your are paid and the value you are producing for the company?
7. Are you worried that the layoffs will happen?
8. Are you worried about the level of stress you are feeling?
9. Are you concerned about the future expectations of you from your manager/company?
10. Are you concerned about the amount of hours you are working?
11. How do you feel about your suggestions being accepted at work?
12. Do you feel like you are only as good as your most recent success?
13. Have you been changing jobs frequently?
14. Have you been satisfied with your work? Why not?
15. What have been the negative impacts of _____?
16. How has that affected your wellbeing?

Implication

(Links problem with another problem, extend the effects of the problem)

1. If you do nothing, what do you think will happen?
2. If you do nothing about _____, what do you think will happen with _____?
3. How has the increased workload affected... ?
4. Are you worried about what will happen with_____ If you _____?
5. Have these __ (issues)_ lead you to feel_____?
6. Are you worried about the quality of _____ ?
7. How have you been handling _____ know that _____?
8. What would happen if you don't do anything to help the situation?
9. Do you think that you will hit these personal/family objectives if you stay where you are?
10. How long will your savings last you if things continue on this path?
11. What effect does _____ have on _____?
12. How often does _____ cause _____?
13. What does that result to _____?
14. Does _____ ever lead to _____?
15. Has the shortage of _____ impacted your ability to _____?
16. Has the shortage of _____ time_____ impacted your ability to have a work life balance?
17. If I could help you _____, what would that enable you to do that you can't do now?

Potential implications to help develop questions

1. Run out of money
2. Get fired
3. Not fix the problem
4. Still feel stuck
5. Continue to give others more power over your life
6. Not building an asset
7. Not growing
8. Not building what they know they can
9. Not applying themselves
10. Not taking risks
11. Not getting rewards
12. Key words



Keywords

Financial growth	Cycle	Growth
Time	Potential	Lead
Balance/Imbalance	Teaching your kids	Leadership
Opportunity	Stability	Risk
Renter	Success	Deserve
Own	Failure	Strength
Passion	Wasted	Prove you can do it
Resentment	Leverage	Personality
Intensity	Wealth	Not well managed
Dedication	Making a difference	Unmanageable
Loss	Fear	Psyche
Can you do it	Giving up	Self Image
Confidence	Stress	Your health
Worth it	Control/Uncontrollable	Approval
Unpredictability	Unsettled	Instability
Loss of sleep	Frustration	Reputation

I Don't Like My Job



Does that lead to...?	What effect does that have on...?	Has that caused...?	Does that create...?
Emotional Stress	Your time	Low desire to be at work	Frustration
Has that caused...?	Does that create..?	Does that result in...?	Does that mean?
Health and Wellbeing issues?	Relationships with your friends and family?	Poor performance?	Self punishment?
Has all that meant?			
Unfulfillment?			

1. Does the stress of that situation lead to any challenges with your health and wellbeing?
2. What effect does your lack of free time have on your relationships with friends and family?
3. How this feeling of aversion of your work resulted in any performance challenges at work?
4. Has that sense of frustration mean you've been beating yourself up about this?

Nervous About Getting Laid Off / Employer Stability



Does that lead to...?	What effect does that have on...?	Has that caused...?	Does that create...?
Anxiousness about the future	Opportunity for success	Loss of drive	Tension at work/ home
Has that caused...?	Does that create..?	Does that result in...?	Does that mean?
Feeling of Lack of control over your future	Impact on your self image / frustration	Any change in your assessment of performance/ productivity?	There is difficulty find balance
Has all that meant?			
A loss of optimism about your future?			

1. How does that anxiety about the future lead to a sense of lack of control over your future/situation?
2. REVISED: How has that anxiousness about the future lead to a sense instability?
3. What effect has that lack of opportunity create on your reputation?
4. Has the loss of passion/motivation resulted in any change in your productivity?
5. How has the tension resulted in difficulty in finding balance?
6. REVISED: How has the tension resulted in imbalance?

My Visa is Expiring



Does that lead to...?	What effect does that have on...?	Has that caused...?	Does that create...?
Anxiety about the future	Your living situation	Pressure	Risk
Has that caused...?	Does that create..?	Does that result in...?	Does that mean?
More stress	Uncertainty	Frustration	Instability
Has all that meant?			
A loss of optimism about your future?			

1. Has the stress about the loss of the visa caused any changes to your wellbeing?
2. What effect does your living situation have on your sense of stability?
3. Does the risk of losing the visa create uncertainty in your life right now?
4. Has the pressure of this situation caused any frustration?
5. Does the risk of what could happen with the visa create a sense of unpredictability?

Template For Building Implications Questions



Does that lead to...?	What effect does that have on...?	Has that caused...?	Does that create...?
Has that caused...?	Does that create..?	Does that result in...?	Does that mean?
Has all that meant?			

Needs Pay Off

1. If you could have it your way, what would that look like?
2. Can you describe to me what you truly want this to be for you?
3. How would you feel about the situation if you were able to get into this franchise?
4. Can you see yourself happy in this kind of work environment?
5. Do you think you would have more freedom under this new arrangement?
6. How much easier would it be for you to start feeling more valued under this scenario?
7. Couldn't a __successful business__ also free you up to do other things you'd like to accomplish?
8. Do you think this would benefit your family?
9. Do you feel like you would be more or less valuable to a team after this experience?
10. Would you see investing in a business as a way you are also investing in yourself personally?
11. If we were able to find you the franchise that is your ideal fit and others like you are excelling in that system, do you think you could be as successful as they are?
12. If you knew what __business/to study__ to get the success, would that make a difference for you?
13. What specifically do you think could be improved if...?
14. If you had a team working on your behalf to get you the information you need, what difference do you think that would make on your time constraints.

Notes: Aside from someone being laid off



TIP!

Push PAIN questions on every call and check at 3:37 mins into webinar 2/10 to get key questions. Also strong presentation on this call.