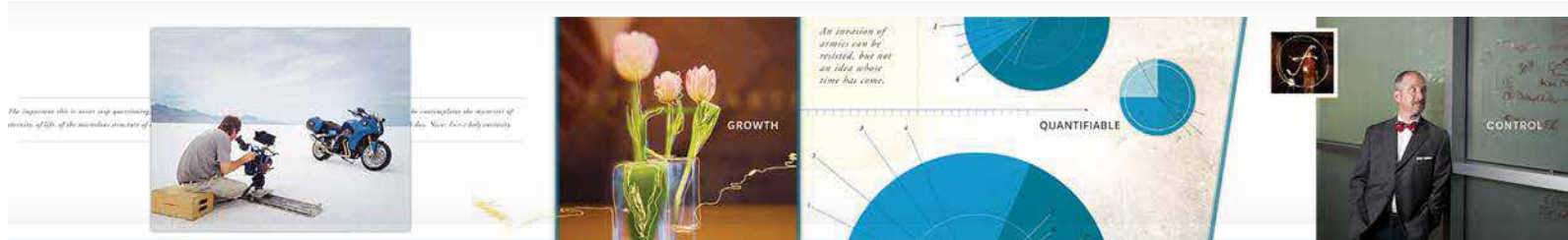


Cognitive Sales and Marketing: the game changing application of behavioral science to sales, marketing and business leadership. **Presented by Sean M. Doyle**



The last 25+ years and 5,000+ client engagements have motivated me to finally share the powerful framework which guides our consulting work. We improve sales results, guide marketing effectiveness and inform the successful business of leading change. This workbook offers proven strategies that will teach how to see the gaps and fix the barriers to powerful change. And all business leaders guide change.



Goals:

1. Help business executives cut through the fog that surrounds this seemingly subjective thing called "marketing"
2. Align sales and marketing through a customer-focused model
3. Create new revenue through increased sales and marketing effectiveness
4. Empower business leaders to effectively implement their ideas
5. Leverage marketing as a serious business tool, in ways you never thought possible

ROI:

Sales lift: What would be the value of closing 10% more deals from the same pool of prospects that you currently have? \$ _____

Top prospects: Every company has a list of prospects who would be highly valuable, but you've never been able to close. If you could close 5 deals from that list, what would it be worth to you? \$ _____

Executive time: What is the value of your time? How much time do you waste managing marketing? ____ hrs x \$ ____ hourly rate \$ _____

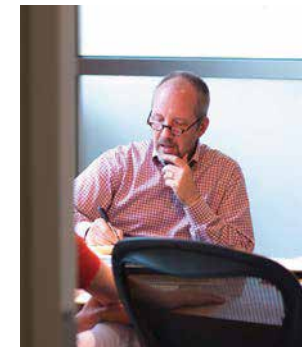
Marketing budget: How much money do you think is misspent on ineffective marketing efforts, hiring the wrong agency, or internal staff? \$ _____

Change: That problem, the one you have you been trying correct but has been stuck in the mud. What is the value to the company if you could correct it? \$ _____

OK, add up these numbers. This is the value that is on the table today. Real money, right? \$ _____

How is this possible and is this "just one more marketing huckster's idea and promise?":

1. Based on behavioral science
2. Linear and practical: 6 steps, 9 processes and 4 tests
3. Framework is repeatable and simple, not easy, but simple
4. Cognitive Marketing is a quantifiable measurable model



Congratulations, you are open-minded and curious enough to consider there might be a better way, a more profitable way, a way that requires less gut and more science, a way that takes less guess work and time.

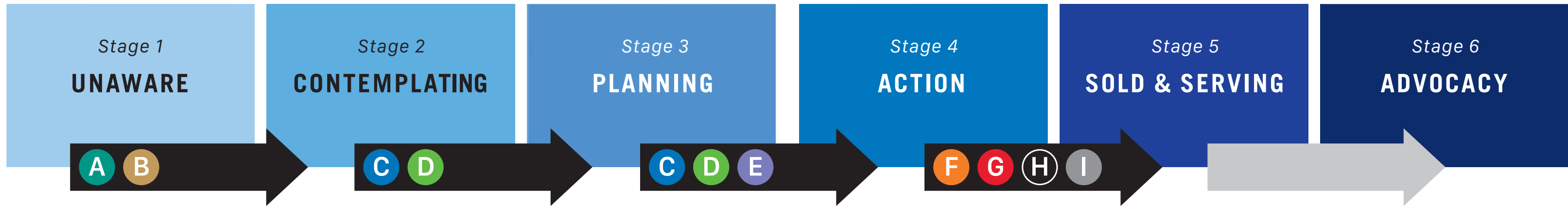
Most of my clients don't have the luxury of chewing on ideas endlessly. They often abhor marketing chat that sounds and feels like art school, when they live and work in the real world, with b-school issues. They live with the daily need to hit a projection while obsessing over the challenges of cash flow, HR, operations, leadership and market dynamics. My experience is that owners and executives prefer reason to rhetoric; they prefer action and evolution to the fruitless pursuit of perfection.

If you are responsible for driving change and growth in your business but have run out of levers to pull, are frustrated with wasted money on ad agencies and dead-in-the-water ideas, tired of sales opportunities that just never seem to close, then this model is a fit.

My goal is a big one: to profoundly change how business leaders think about and direct their businesses. I desire to inspire, encourage, and empower business leaders to be more successful, in ways they never considered possible.

Over a 25+ year career with more than 5,000 client engagements, I have worked side by side with owners and executives who fight the battles of business. I've worked with international companies like Georgia Pacific, the Southeastern Conference (yes, the college sport empire), and BBVA Compass, one of the largest banks on the globe. My work includes defining brand culture, coaching executive leadership, implementing sales and marketing technology, mapping and designing customer experiences and customer buying journeys, and innovating programs to target high-value-hard-to-reach prospects. I've consulted with Fortune 500 clients, but my forte is helping small and mid-sized companies improve operations and grow revenue. The simple truth is that I've spent most of my career working with the \$5MM to \$150MM companies that make up most of American business, and I love it.

Through this workbook, the seanmdoyle.com discovery series of videos, and the book *SHIFT*, I share the model and push past the rhetoric that too many marketing and MBA types hide behind. I offer the practical knowledge that allows you to lead marketing and sales. This is the same toolset my firm uses on every client engagement. It works.



A Consciousness Raising / Internal Enlightenment

- Goal:**
1. Conscious: The goal is to make the unconscious, conscious.
 2. Knowledge: The goal is to increase the likelihood of a buyer making an intelligent choice.

B Influence – Social Liberation / External Forces

- Goal:**
1. Provide an alternative to the external environment that allows the behavior to continue.
 2. Alter the social, business, or regulatory environment.

C Emotional Arousal

- Goal:** To trigger a depth of feeling that propels a person toward change.

D Rational Reevaluation / “What-If” Envisioning

- Goal:** To help build a thoughtful assessment of the kind of person you might be once you have made a change.

E Commitment / Private and Then Public

- Goal:** To find ways to help a person make a stronger private or public commitment. One often follows the other.

F Helping Relationships

- Goal:** Self help work however, enlisting the help of others who want to participate in the change is more powerful.

G Positive Substitution / Countering

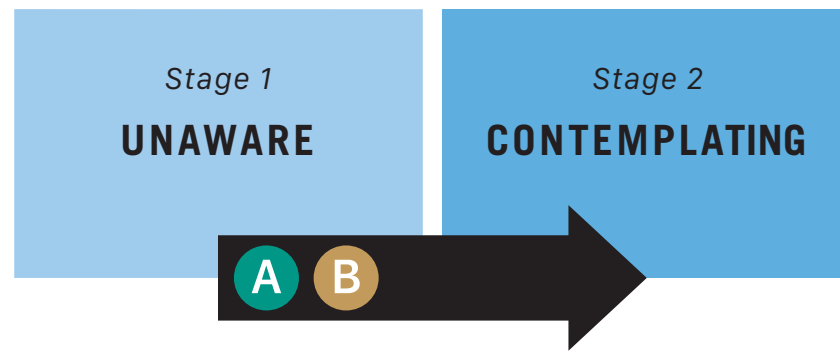
- Goal:** To help guide an agreement on a better next step than the path prescribed by the prospect.

H Environmental Control

- Goal:** To restructure the environment to reduce the probability of problem-causing events.

I Reward for Positive Behavior

- Goal:** To encourage change by making small rewards for incremental steps toward the goal! Their goal, not yours!

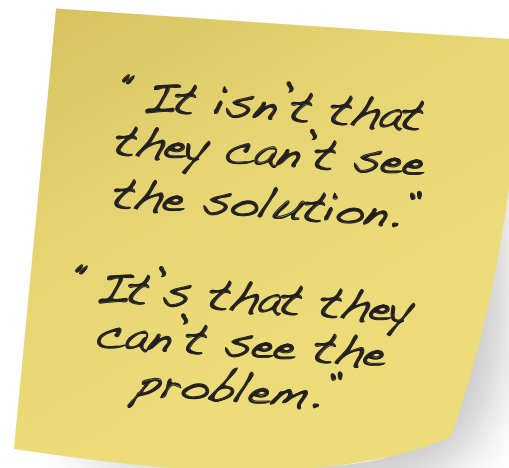


State of Change:

These people are unaware of the problem or have no intention of trying something new. For example, they are not going to change vendors, equipment or the way they are doing things. They say things like, "I don't see any problems the way things are." "Not interested." They might also listen to you and nod their heads, but never do anything. If you were a behavioral scientist diagnosing the situation you would see these people are In Denial, Uninformed, Content, Defensive, Demoralized, Unaware, Hopeless.

The objective is to help people move through the journey of change by:

- Making the unconscious, conscious generating awareness of something unknown.
- Revealing how something I do know about might matter to me.
- Increasing the depth of knowledge to increase the likelihood of change.
- Providing an alternative to the current way of doing things. Think, overcoming peer pressure.
- Altering the social or business environment through regulation or fiat.



Current State: Test your ability to help people progress. If more than half of your answers are NO, you probably have a barrier to change or a barrier to sales.

1. Are your ideas, products and services on the radar? If you answer yes... do you have third-party proof? Yes No
2. Do you tell people about your services/products or do you show how they matter to them personally and corporately? Yes No
3. Do you receive unsolicited leads and referrals? Yes No
4. Does your web content rank on page one of relevant searches? Yes No
5. Are you shaping the industry, its way of thinking and doing, or are you part of the status quo? Yes No
6. Are you creating self-governed regulatory changes, state or national legislation, or a shift in the business and social environment, or are you responding to them? Yes No

Future State: OK, let's equip your marketing, sales and executive team for success with powerful ideas and then identify tactics to effectively deliver those ideas.

IDEAS: Step one, use the list to the left and craft ideas that would achieve each objective. For example, answer the question, "How might the marketing and sales team be <insert objective>?"

They might consider

TACTICS: Step two, identify tactics for each idea created in step one and how you might communicate this idea to your audience. For example you might say, "We could best communicate <insert objective idea> by

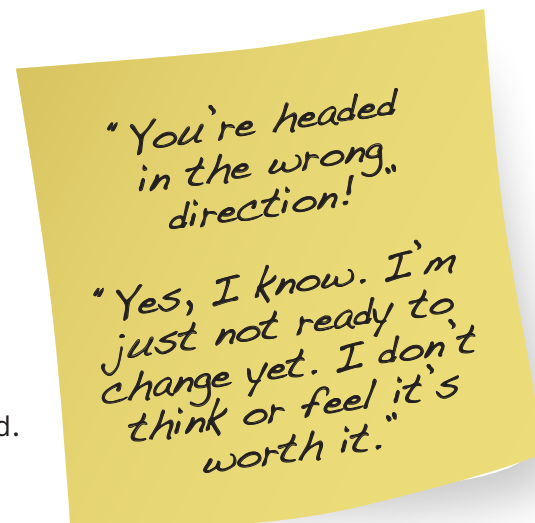


State of Change:

Now that this person is aware a problem exists, and they are contemplating making a change, they are in a state of change that allows them to admit need to themselves or others, seek information toward solving the problem, and reevaluate the status quo. Both emotional and rational triggers are important. Remember, change is not only a focus on your offering BUT on how the offering fits in the person's life. The Internet has shifted the control of information into the hands of the consumer, and it also offers anonymity. Both truths play a significant role in helping people move forward in change.

The objective is to help people move through the journey of change by:

- Triggering a depth of feeling and emotion around one's problems and about solutions that can propel a person toward a better way.
- Helping create a thoughtful, rational assessment of the problems and a measured way to evaluate the solutions being presented.



Current State: Test your ability to help people progress. If more than half of your answers are NO, you probably have a barrier to change or a barrier to sales.

1. Are there deep, personal testimonials you share ONLY with late-stage prospects? Yes No
2. Do you offer budget or consulting/engineering assistance? Early access to your expertise? Just a taste? Yes No
3. Are there small cost, but paid, diagnostic offerings in place? Yes No
4. Is there a plan in place when a prospect has bad ideas (i.e. RFP)? Yes No
5. Do you know how to shift the buyer's environment from the status quo? Yes No
6. Self-rewards are effective: do you encourage prospects to recognize and reward themselves? Yes No
7. External rewards are powerful: are there established, nominal value, monetary rewards in place? Yes No

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State of Change:

Intending to make change inside of the next six months, this person begins to delve into specifics. An outside observer would see a shift in the person's point of view and might even hear the person begin to talk about the future. Yes, setting goals, shaping a right plan, all the while stating they are "not ready, but interested." It is not uncommon to see a "yo-yo effect" occur with the person regressing backward or losing forward momentum. This yo-yo can occur for years but we have to remember that the person is in charge of making the change, not us.

The objective is to help people move through the journey of change by:

- Offering ways to help a person make a private commitment. These offer safety to try ideas of change and explore deeply while not risking personal, professional, or social ridicule.
- Offering benefits to public commitment, not cash. One often follows the other.
- Again: Triggering a depth of feeling and emotion around one's problems and about solutions that can propel a person toward a better way.
- Again: Helping create a thoughtful, rational assessment of the problems and a measured way to evaluate the solutions being presented.

*"The prospect is the only one who is able to respond and act.
The first step: private commitment.
The second and most powerful: public commitment."*

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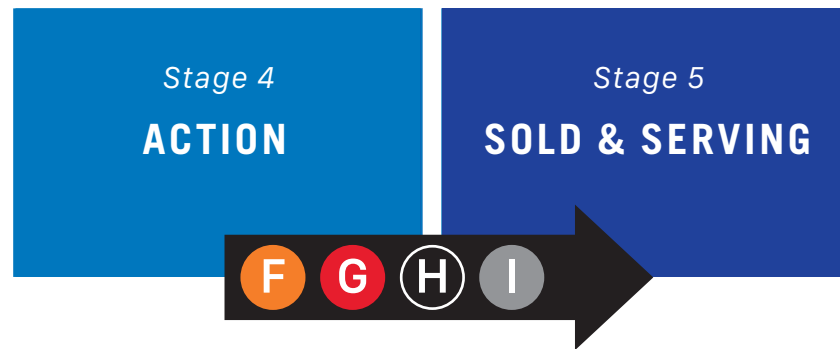
1. Do you provide ways to encourage a private commitment? For example, a diagnostic processes and ROI calculators. Yes No
2. How do you offer and reassure the choice to make public commitments? Yes No
3. Have you trained your team to seek private commitments and then asked for public commitments? Yes No
4. Do you begin to intentionally model an exchange relationship before a sale? Yes No
5. Earlier you thought about emotional triggers. Do you have PLANNED emotional communications only for these mid-change prospects? Yes No
6. Earlier you thought about rational triggers. Do you have PLANNED external communications only for these mid-change prospects? Yes No

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State of Change:

You are close to seeing the change having taken place, but not there yet. Remember, only the prospect or person going through change can make the choice. You can manipulate and cause something that looks like change, but that's immoral and short lived. This person is very much working with you to make change, versus self-led moments. Resources are set, consideration of cost, financial and personal operational and otherwise have been made and are on the table. You see the person using your words, adopting your ideas and taking ownership of the effort. In fact, they, THEY, want to see the budget and costs.

The objective is to help people move through the journey of change by:

- Enlisting the help of others who care to participate. This can be self-help or in groups, but all offering social support of change.
- Helping guide an agreement on a better next step than the path prescribed by the prospect.
- Restructuring the environment to reduce the probability of status quo or problem-causing events (i.e. a competitor's offering).
- Encouraging change by making small rewards for incremental steps toward the goal! Their goal not yours!

"For in every adult there dwells the child that was, and in every child there lies the adult that will be."

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2. Do you offer budget or consulting/engineering assistance? Yes No
3. Do you offer, through a prepared offering, early access to your expertise? Just a taste? Yes No
4. Does your team have a plan in place when a prospect has bad ideas: an RFP for example? Yes No
5. Are there small cost, but paid, diagnostic offerings in place? Yes No
6. Do you have tools and processes to shift the buyer's environment from the status quo? Yes No
7. Self-rewards are effective: do you encourage the person going through change to recognize and reward themselves? Yes No
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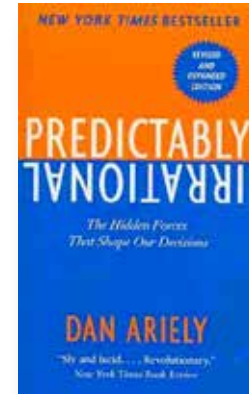
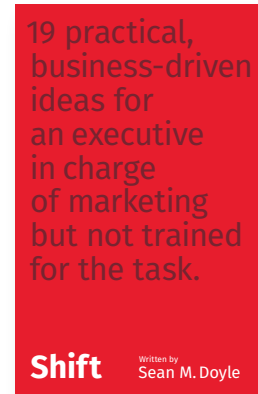
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I hope this workbook has helped you see how to break down and identify the barriers and gaps in your sales, marketing and internal change efforts. In case you want to delve a little deeper, I have some ideas that might help.

Reading! I love to read and think. Consider these books as a great next step.



1. *Changing for Good* is the science and the basis of what we explored in this workbook. Read the first half and you will see the insights I saw! The SHIFT. I have had the pleasure of being published by RockBench out of Nashville and sure, I'll offer a small plug.
2. *Shift* explores 19 practical ideas, grounded in the science of behavior change, that can transform your marketing efforts and, by natural extension, your profitability. *Shift* is broken into three sections: Rethinking the Discipline; Connecting Marketing with Sales; and Planning and Implementation. It is not meant as a theoretical discussion, but a practical guide to help you add repeatability, measurability, accountability and effectiveness to the budget you assign to marketing.

This is not a book of limited tactical ideas or irrelevant art-school creative thinking. It offers a strategic, business-school approach designed to equip business leaders with the knowledge and insights they need to use marketing as it was intended as a — serious business tool that drives new sales and new growth.

3. Finally, Dan Ariely's work is amazing. Someday I hope to meet him. It's on my dream day at the office list. Read him. I wish I had half of his thinking and brain power. WOW.

Free follow up for Vistage Executives

First, feel free to contact me. As a thank you for your time today, I offer you a thirty-minute follow-up telephone consultation to help think further through practical and specific applications of these principles to your sales, marketing and internal leadership efforts.

Several articles and documents were mentioned today. They, and this PowerPoint in PDF form, will be free to download... in a week or so: info.fitzmartin.com/freehelp

Still need help untangling difficult sales and marketing challenges?

I help executives, specifically leaders of small- to mid-sized companies, overcome sales and marketing barriers in order to create larger profits and shareholder value. I offer this road map to success in four ways: through writings, on-line training, one-on-one consulting and speaking.

Explore seanmdoyle.com to learn more. Shoot me a note at sean@seanmdoyle.com or call and tell me you are a Vistage member. We offer a \$250 credit toward the 1-on-1 coaching and video series because we believe in and enjoy working with Vistage leaders.

Executives like the video series because it allows a team to be trained in the same model as you heard today. **The marketing framework is the same approach I use to help our clients sell more and become more profitable. I've recorded the critical lessons of this approach into a series of videos that gives understanding and the framework your team needs to transform your sales and marketing.** In addition to the video series, you'll receive the tools and tests you need to create your own sales and marketing solutions to barriers and gaps. Each video is concise, but detailed, so you and your team can begin implementing the lessons immediately. Simply choose the level of access you prefer — and buy with confidence knowing the Discovery Video Series comes with a money-back guarantee.

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