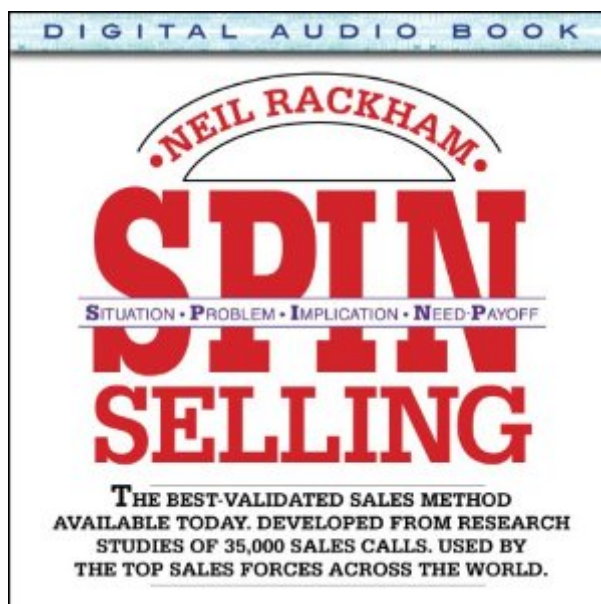


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# SPIN Selling: Situation Problem Implication Need-Payoff



## Synopsis

The international best seller that revolutionized high-end selling! Written by Neil Rackham, former president and founder of Huthwaite corporation, SPIN Selling is essential listening for anyone involved in selling or managing a sales force. Unquestionably the best-documented account of sales success ever collected and the result of the Huthwaite corporation's massive 12-year, one million dollar research into effective sales performance, this groundbreaking resource details the revolutionary SPIN (Situation, Problem, Implication, Need-payoff) strategy. In SPIN Selling, Rackham, who has advised leading companies such as IBM and Honeywell, delivers the first book to specifically examine selling high-value product and services. By following the simple, practical, and easy-to-apply techniques of SPIN, listeners will be able to dramatically increase their sales volume from major accounts.

## Book Information

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## Customer Reviews

My bachelor's degree is in Computer Science, and I'm preparing to start my MBA studies within a year. I hope to start my own business one day and I knew I needed to generate revenues. But there was only one problem.....I had no idea how to sell professionally.I had already read a few books by Tom Hopkins, but felt he was targeting used-car salesmen types. It seems as though Hopkins' techniques relied on "closing" gimmicks when it came down to it. (I must say I did learn some good principles from Hopkins, but his gimmicky style is not for me.)I was instantly attracted to SPIN SELLING when I saw that (1) it was based on extensive research, and (2) it dealt primarily with the large sale. Since I want to start my own corporation after my MBA, and want to have Fortune-500 companies as my customers, I realized SPIN SELLING was for me.SPIN SELLING is simply a great

handbook on large-sale tactics. Rackham shows how the "closing techniques" used in smaller sales severely damage the success of large sales. He then introduces the SPIN model (Situation, Problem, Implication, and Need-payoff). Although before reading the book I never considered myself a "salesman", I realized afterwards that I was already using Rackham's techniques in other areas of my life -- and having a great deal of success. For example, as a professional IT consultant, I was using (unbeknownst to me) these tactics to legitimately perpetuate my client billings. Selling is essentially obtaining another person's commitment. Commitments that deal with the purchase of good or services is only one type of commitment. Thus, you can use these tactics/techniques any time you're wanting to obtain another person's commitment.

Overall Impression of this Book At 192 pages--47 of these in the appendices--the book is short and a quick and easy read. It does make useful distinctions between small and large sales and the differences in approach that should be used for each. The SPIN method of questioning makes logical sense and is a technique that can be applied to other forms of selling, such as landing a job or selling an idea to a group of coworkers or friends. Overall this book presented a convincing way to be successful in large sales. The one drawback is that the book claims that the SPIN technique is validated by studies of over 35,000 sales calls. The book's presentation of the data is less than convincing and incomplete. Bar diagrams are too simplistic and do not present significant amounts of underlying data, explanation of collection methods, or statistical measurements. The skeptic will likely have less confidence in the book as a result, doubting the usefulness of the information.

Chapter One: Sales Behavior and Sales Success

Selling cycle can be divided into five segments: the opening, investigating needs, giving benefits, objection handling and closing. (The four stages of a sales call are preliminaries, investigating, demonstrating capability and obtaining commitment.) The author makes a distinction between effective sales methods depending on size of sale, small versus large. In his research, the opening is perhaps effective in small sales, but not for larger ones. Investigating needs is the most important component of selling, for large sales. For small sales it is much less important. Giving benefits works well once needs are uncovered, but benefits are defined in a very particular way.

Neil Rackham writes a book that summarizes the ground-shaking discoveries of his Company, Huthwaite. The Whole purpose of their research which lasted for a good Number of years was to discover what certain behaviors on the salesman's part helped In creating a successful purchase in the Major-Account sale, in which the item for Sale was usually expensive and requires a long

after-sales relationship between buyer and seller. Mr. Rackham turns the conventional sales knowledge upside-down and he does so very convincingly. He divides the sale into 4 phases; The Preliminaries, Investigating, Demonstrating Capability and Obtaining Commitment. He lays great emphasis in The Investigation phase, and it is in this phase that the SPIN Model comes into action. SPIN is an acronym for the different types of questions that a seller must use in order to properly establish the last two phases of the sales call. Situation questions are simple straightforward questions about the buyer's company and current situation they are general questions that basically aim to establish context for the next questions. Problem questions are those which aim to pinpoint the exact problems of the buyer so that it becomes easier to uncover his implied needs. Implication questions take us a step further into examining the consequences of the buyer's problem more closely and trying to make him more acutely aware of their ramifications so that we can start asking Need-Payoff questions which basically deal with the value and utility that the buyer perceives in a solution. The Need-Payoff questions lead to the development of Explicit need in which the buyer has been led to clearly understand the context of his exact need to fix a particular Problem.

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