SOLD! THE ART OF RELATIONSHIP SALES

Using Emotional Intelligence & Authentic Leadership

Sutphen Dealer Meeting October 25, 2022 Paul C. Darley

SOLD! KEYTAKE-AWAYS OVERVIEW

- Emotional Intelligence
- Authentic Leadership
- Top 5 P's of Relationship Sales
- Management Tips
- Strategy
- FAMA Statistics Highlights
- Final Thoughts





The Art of RELATIONSHIP SALES

Using

EMOTIONAL INTELLIGENCE

and

AUTHENTIC LEADERSHIP

to Sell More, Work Your Way up the Corporate Ladder and What to Do Once You Get There.

PAUL C. DARLEY



WHO IS DARLEY

Darley

- **E**Financially Stable Privately Held Business
- **≥**Owned 100% by Darley Family
- ≥ \$625 million in sales
- Over 200,000 Sq. Ft. of manufacturing office, warehouse and R & D
 - ଌ ltasca, ll
 - **E**Chippewa Falls, WI
 - **≥**Janesville, IA
- **≥** ISO 9001:2015 Certified
- Defense Contractor







OVERARCHING THEME



Sell me on that corner...

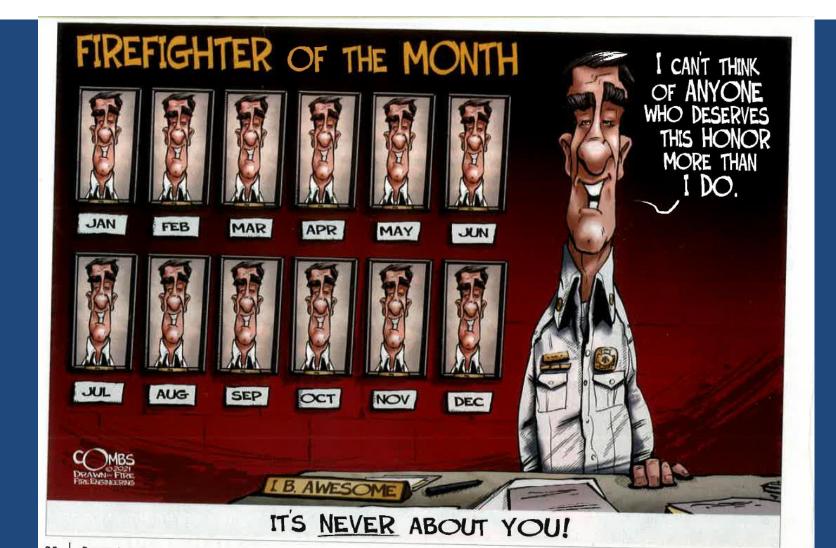


Take-Away #1: It's not about you.



IT'S NEVER ABOUT YOU!







EMOTIONAL INTELLIGENCE (EQ/EI)



	Recognition	Regulation
Personal Competence	Self-Awareness ✓ Self-confidence ✓ Awareness of your emotional state ✓ Recognizing how your behavior impacts others ✓ Paying attention to how others influence your emotional state	Self-Management ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas and information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully
Social Competence	Social Awareness ✓ Picking up on the mood in the room ✓ Caring what others are going through ✓ Hearing what the other person is "really" saying	Relationship Management ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas/information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully

Source: Daniel Goleman's – Components of Emotional Intelligence

Emotional Intelligence has four key components:

- **Self Awareness** Understanding who you are and working on your shortcomings
- Self Management Being able to control your emotions and impulses
- Social Awareness Being able to properly assess the needs of others...active listening
- Relationship Management Using your skills to motivate and get the desired result from others

Take-Away #2: 90 Second Rule

AUTHENTIC LEADERSHIP DEFINED



- 5 Traits of Authentic Leaders
- 1. Sense of Purpose
- 2. Distinct Values
- 3. Relationship Building
- 4. Goal & Self Disciple
- 5. Genuine Heart

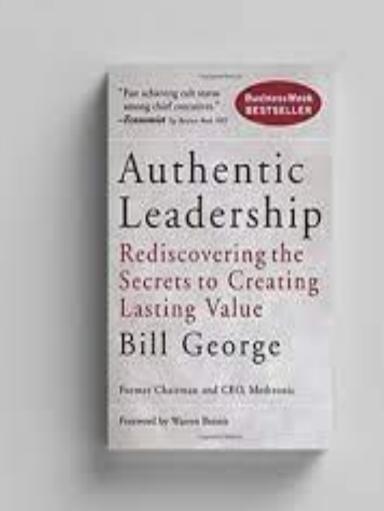
"Authentic leadership is a style of leadership that focuses on transparent and ethical leader behavior and encourages open sharing of information needed to make decisions while accepting followers' inputs." The experts seem to agree that authentic leadership is about being you and making room for others, too.



HOW DOYOU DEVELOP YOUR AUTHENTICITY



- Explore your life story
- Take Time to Reflect
- Seek Feedback
- Understand your own leadership style





AUTHENTIC LEADERS & SALESPEOPLE BUILD RELATIONSHIPS

- Very Self-aware /Self Improvement
- Ability to build relationships trust
- THEY GET IT!
 - Size up situations
 - Listen
 - Put others first
- Able to motivate people to action.
- Others naturally want to follow
- They earn respect by respecting others
- Same traits that make great salespeople









RELATIONSHIP SALES

- Order is a byproduct of the relationship.
- When people meet: (Amy Cuddy)
 - Can I trust this Person?
 - Can I respect this person?
- Built on Trust Doing what you say you are going to do. On time, every time.
- Relationships are built over time through a series of code-shifts
- Mindfulness Presence Be Present Put the cell phone away
- High Emotional Intelligence (EQ)
- · Likability People buy from those they naturally like





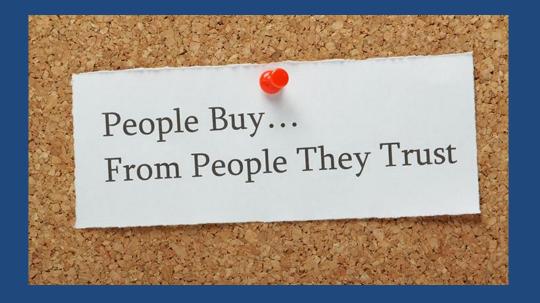




50 P'S OF RELATIONSHIP SELLING



- 1. People (Relationships)
- 2. Pain
- 3. Process
- 4. Preparation / Pitch
- 5. Perseverance/Passion





1. PEOPLE (RELATIONSHIPS)

- Listen Really Listen
- Be Respectful and professional
- Under promise / over deliver -Bakers Dozen
- Ask high impact questions
 - What keeps you awake
 - Life on scale of 1 10
 - What is most important to you about this deal
- Be a problem solver
- Why do they really buy from you?
- Put their interests' first.

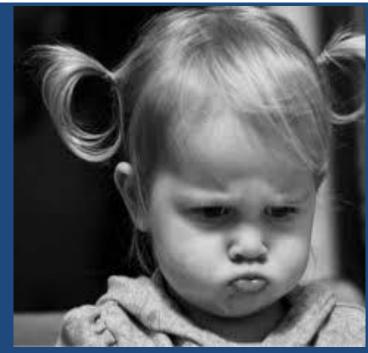
Take-Away #4: Everyone wants someone who has their back!



2. PAIN



- Meed to build a relationship in order to get to know their pain
- **E**Find out why customers <u>really</u> buy your products
- What is <u>truly</u> important to them
- EUse of surveys are good, but may not reveal their true pain
- People buy for <u>emotional reasons</u>, but need to back up their emotions with facts and return on investment
- Ask for a list of objections & concerns and address those one by one
- **E**Sell the problem, not the solution
- Sell on the customer's perceived value, not your own. (Sell me on the corner)



Take-Away #5: People buy for emotional reasons above all else.

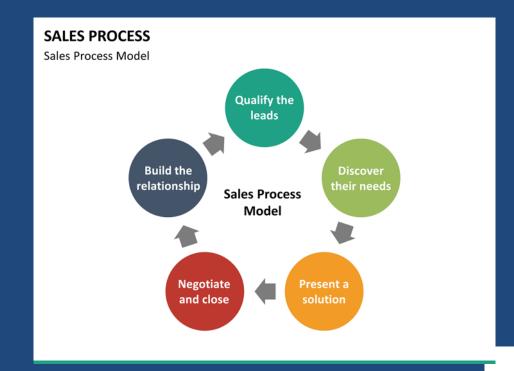
Find their pain.



3. RELATIONSHIP SALES PROCESS



- **≥**Sales is a process
- Preparation for the meeting
 - Set up and confirm
 - Use the "script"
 - Coming just to see you...
- Prospecting Hunters / Farmers
- Find a method that works for you that is natural within the structure of your company
- Always be networking



PROCESS



- Follow-up correspondence immediately
 - Cover all action items
 - Make their job easy, but create a file on you
- Set calendar follow-ups
- Make an ask for an order, for a referral, another meeting, etc.
- Accept rejection gracefully
- Find out the *real* reason for rejection



Take-Away #6: It doesn't take much to separate you from the pack.

4. PREPARATION/PITCH

Darley

- Get ready mentally before the meeting. Victory arms.
- Greeting
 - · Say your name Say their name Look them in the eyes
 - Body Language
- What is your value proposition? Stress your point of difference
- Need to know your product or be able to access those who do
- Features and benefits
 "What does that mean to me"
- Practice your pitch Secret to the pitch Can't sound like a pitch
 - Elevator Pitch 2 mins and 30 seconds
- Selling on price can be dangerous even if you are the low cost producer.
- Tell a Story After you hear theirs



5. PERSEVERANCE/PATIENCE PASSION – HOW TO SET YOURSELF APART FROM THE PACK

- Professional and Timely
- Passion Trumps everything
 - Can't be faked
 - The salesman with fire almost always wins
 - Grit Where passion , persistence and execution meet
- Make yourself different
 - Power of handwritten notes
- Look for Blue Oceans



"Imconvinced that about half of what separates the successful entrepreneurs from the non-successful ones to pure perseverance."

Steve Jobs 1955-2011

WHAT NOT TO DO...



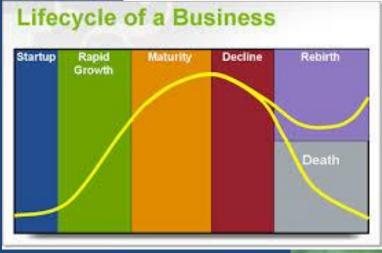
- Don'ts All hurt your integrity/brand
 - Don't interrupt. Listen more than you talk. Really listen!
 - Don't Spread Rumors
 - Don't talk ill of your competitors
 - Don't Puff Exaggerate
 - Don't go outside the lines If you don't want it on the front page of the newspaper, then don't do it
 - Don't say, "To be honest with you"
 - Don't talk about your company in the third person
 it's always "we" never "they"
 - Don't put False Time Pressures on the prospect
 - Don't move on until you have a PO. "I've got an order." Not a sale until it's sold, paid and the customer is happy



MANAGEMENTTIPS

- Employee Empowerment
 - Focus on the customer delight them
 - Be their advocate. Have their back
 - Engaged employees
- Smelly moose don't let things fester
- Praise others
- Watch your cash
- Reinvent yourself, your company, your department
 - Dow Jones Companies
- Push decision making down in the organization
 - Who's got the monkey?





Take-Away #7: Don't take the monkey

80 / 20 RULE PARETO PRINCIPAL

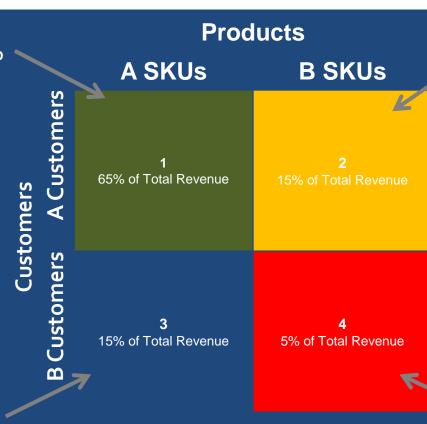


We maximize our profits when we focus on selling our best products to our best customers. We Need to Protect and Enhance This Business

Take-Away #8 - Focus on things that matter - produces results.

Take-Away #9: Treat customers fairly, not equally.

We Have a Broad Base of Customers Buying our Best Products. We Probably Break Even at Best, Could Be Very Profitable With the Correct Channel



We're Selling our "B" Products to our Best Customers. We Probably are Losing Money On Quad 2 Business,. Can We Offer Similar "A" Products? Pricing and Products in This Quad Need to be Evaluated

80% Results

The Pareto Principle

We Are Losing a Lot of Money In Quad 4. Non-Strategic, as it is our "B" Products Going to "B" Customers

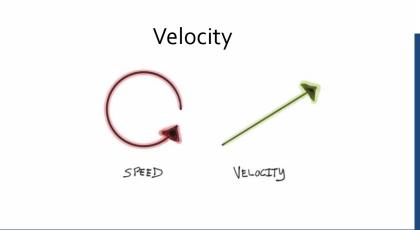


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VELOCITY

Darley

- Speed is a competitive advantage. Can also be a weakness if not in sync
- Velocity The speed of something in a given direction.
- "It's not the big that eat the small, it's the fast that eat the slow."
- Critical with Launch of new Strategic Direction
 - "You can't manage a secret"
- Do what matters the most
- Rethink our competitive advantage
- Can't lose your battle rhythm or cadence (routines)







CUSTOMER SEGMENTATION



Customer Segmentation – Helps with key account management . Quickly identify and cater to them

Darley Disciples – OEMs and Dealers who go and spread the good word.

Darley Demanders - Those Departments who have us know and are pleased with performance and service.

Darley Don't Knowers – We can win them over

Darley Don't Carers - Those who don't have negative/positive preconceived notions about Darley.

Darley Despisers – Not coming over



BRANDING

- **E**Find your point of difference
 - Low Cost Producer Wal-Mart
 - Innovator Apple
 - Customer Intimate Lexus
- Historically branded as the passionate family business.
- **EDarley Times, Inside Darley Video** Series, Promotional Items, Ads



lesign everything from simple to sophisticated products. We employ the latest





Darley Awarded Major Defense Contracts













PROUDLY MADE IN USA Darley manufactures quality products right here in the USA. Our state-of-the-art facilities in Wisconsin and Iowa utilize the most advanced CAD software to

WE SWITCHED TO

DARLEY PUMPS

STRATEGIC PLANNING AND EXECUTION



- Anticipating market needs and being in a position to win when the opportunity hits
- Involved a lot of Team Darley members in the development and execution of the plan
- Identified and pursued Blue Oceans
- Made sure everyone knew where we were headed and held people accountable
- Focused on what was most important
- The process is important as the plan itself, but execution is critical. This can only be accomplished by monitoring the plan and holding people accountable





CASCADING THE PLAN



- •Involve as many as possible in your Strategic Planning Sessions
- •Communicate the Plan
 - Divisional and Department Meetings
 - Get input and buy-in, adjust plans
 - •Employee Goals
- Consistently Execute
 - Performance measurements
 - Review process, accountability
 - Review and refine
- Series of integration actions
 - •Not a single achievement
- •Core Values & CSR Does it have a place Sit on top of this



Employee Goals (Updated Quarterly)



FIRE APPARATUS MANUFACTURERS 1966



1960s

The 1960s are represented by the year 1966. Below is the membership list for that year. Names in red are apparatus builders (twelve of twenty-four members) as research indicates.

1966 Membership List

(24 Member Companies)

Akron Brass Company Brumbaugh Body Co., Inc.

Clifford B. Hannay & Son, Inc.

Crown Coach Corporation

Duo-Safety Ladder Corp.

Elkhart Brass Manufacturing Co., Inc.

Fire Trucks, Inc.

Fyr-Fyter Company

General Safety Equipment Corp.

Grove Manufacturing Co.

Hale Fire Pump Co.

Howe Fire Apparatus Co.

Mack Truck, Inc. Maxim Motor Co.

Melray, Inc.

Mobile Aerial Towers, Inc. Peter Pirsch & Sons Co.

Powhatan Brass & Iron Works Bliss-Rockwood, Div. of E.W. Bliss Co.

Seagrave Fire Apparatus, Inc.

Snorkel Fire Equipment Co.

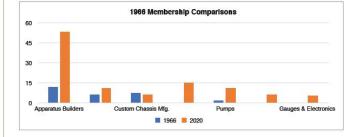
Towers Fire Apparatus Co., Inc.

Waterous Company

Young Fire Equipment Corp.

*Apparatus builders in red

The 1966 Membership Comparisons chart is a makeup comparison of 1966 members with 2020 members. The chart shows only significant groups of suppliers out of thirty-two



categories that were reviewed. As expected, the 1966 membership consisted of only major component companies.



1939 American LaFance Photo provided by Scott Beecher



1961 Duplex Howe Photo provided by Tom Shand

Photos are of apparatus builders that we believe are no longer in business.



1939 American LaFance restored Photo provided by



1966 Crown Photo provided by Tom Shand





94 FIRE APPARATUS MANUFACTURERS' ASSOCIATION

FIRE APPARATUS MANUFACTURERS IN 1982



1980s

1982 is the year representing the 1980s. Below is the membership list for that year.

1982 Membership List

(49 Member Companies)

Akron Brass Company Alexis Fire Equipment Co. Aluminum Ladder Company American LaFrance

American Modular Rescue Corp. Atlas Steel Products Co., Inc.

The Boardman Company

Boston Industrial Products, Inc. Brumbaugh Body Company, Inc.

Crown Coach Corporation (Fire Coach Div.) W.S. Darley & Company

Duo-Safety Ladder Corp. Duplex Truck Division/The Nolan Co. Elkhart Brass Manufacturing Co., Inc.

Emergency One, Inc. FMC Corporation

FEECON Corporation Fire Apparatus Division of Collins

Industries, Inc.

Fire Appliance Company of Texas

Fire Research Corporation Ford Motor Company (Ford Div/Heavy Truck Sales)

General Safety Equipment Corp. Gibson Motor & Machine Service, Inc. Grumman Emergency Products, Inc.

Hale Fire Pump Company Clifford B. Hannay & Son. Inc. Hendrickson Mobile Equipment Imperial Fire Hose Company

JACO Industries, Inc.

*Apparatus builders in red.



Ladder Towers, Inc. Mack Trucks, Inc. National Foam System, Inc. Oshkosh Truck Corporation Pemberton Fabricators, Inc. Pierce Manufacturing, Inc. Peter Pirsch & Sons Company Saulsbury Fire Equipment Co. Seagrave Fire Apparatus, Inc. **Smeal Fire Equipment Company** Snorkel Division of A-T-O Inc. SPAN Instruments Spartan Motors Inc. **Sutphen Corporation** Towers Fire Apparatus Co., Inc. Truck Cab Mfg., Inc. Universal Fire Apparatus Corp. Waterous Company Westates Truck Equipment Corp. Western States Fire Apparatus, Inc. FAMA (or FAMD) was still a division of TBEA, and membership had doubled over the previous decade. Thirty of the forty-nine member companies (61 percent) were apparatus builders based on research. Take note of the number of companies from 1982 that are no longer in business. The chart above shows that both aerial manufacturers and custom chassis manufactures were more prevalent in 1982 than today.

NOTE: In April 1986, FAMA became a division of the National Truck Equipment Association (NTEA).

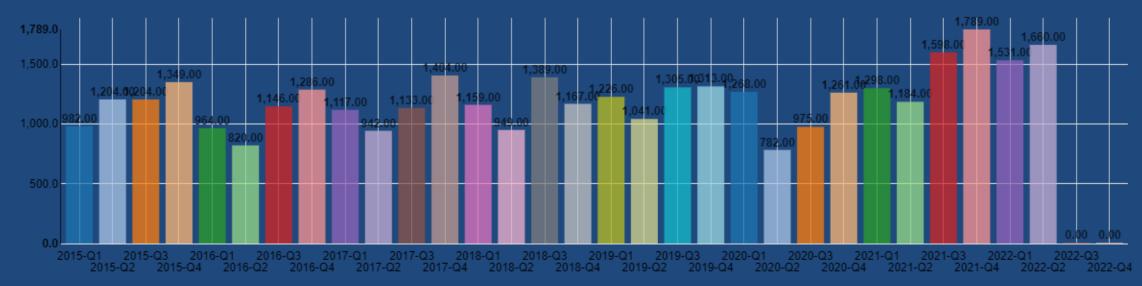




96 FIRE APPARATUS MANUFACTURERS' ASSOCIATION

FAMA STATS - NEW ORDERS UP 29% YOY



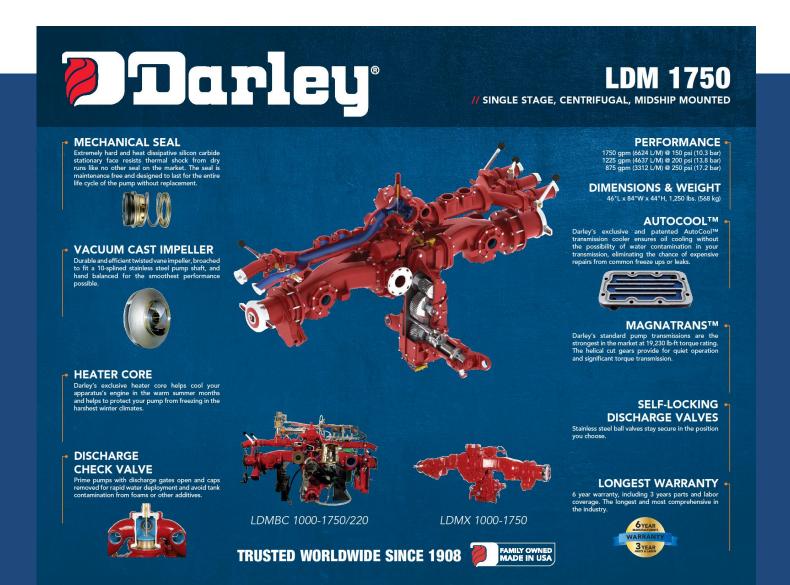


Looking at quarterly reports over the last 7 years, it was the second-best quarter, with the 4 best quarters all happening over the last year.



DARLEY PUMP FEATURES AND BENEFITS



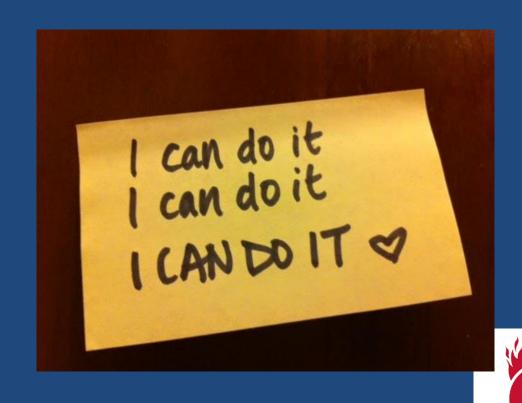




FINAL THOUGHTS KEYS TO SUCCESS



- Questions?
- · You have your own brand Guard and manage it!
- Keep the pace going
- Take care of customers at all costs
- Execution Passion, competence and ambition meet
- Enjoy what you are doing
- Be inspired and purposeful by serving others



THE DARLEY WAY

- We follow our core values
- We do what we say we are going to do. And more!
- We are focused on delighting our customers.
- We're honest, friendly, respectful, engaging & appreciative
- Err on the side of the customer
- We empower our employees
- We are easy to deal with and quick to respond to our customers
- Speed is a competitive advantage "It's not the big that eat the small, it the fast that eat the slow."
- We under promise/over deliver
- We enjoy what we're doing and have fun



CORE VALUES

INTEGRITY

We will act in an honorable and ethical manner. We will do the right thing. We will do what we say we are going to do.

PASSIONATE CUSTOMER FOCUS

We will serve customers in a prompt and fair manner while exceeding their expectations.

RELATIONSHIPS BASED ON RESPECT

We will foster relationships built on trust, mutual respect, and solid family values.

TEAMWORK/EMPOWERMENT/INCLUSION/DEVELOPMENT

We will cultivate an environment of teamwork, diversity, and empowerment. We will develop leaders and encourage personal and professional growth.

INNOVATION

We will develop innovative solutions and drive technology.

CELEBRATION

We will take time to recognize employee efforts and celebrate our Team Darley victories. We will work hard, have fun, and make a difference.

THANK YOU FOR LISTENING AND FOR THE OPPORTUNITY TO SERVE YOU!!

TEAM DARLEY IS THERE FOR YOU

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