

ValueMatch™ Selling FOR HOME BUILDERS

William J. Nowell



How to Sell What Matters Most

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Chapter 1

The Journey Begins

SELLING NEW HOMES has its up and downs. Sometimes all you have to do is show up and breathe to be successful. The selling climate changes, sometimes slowly and sometimes quite abruptly. These pivotal points challenge salespeople to see what they have learned and how they spent their hours during the lucrative times. They could have just soaked up the success and spent the money, or they could have continued to reinvest in themselves, honed their craft, filled their pipelines, strengthened their referral networks, and, in so doing, extended their successful run or, at the least, prepared for the change that inevitably comes into their lives.

Some salespeople are quick to recognize the need to change, make improvements, and adjust to the changing economic environment. Others transform themselves more slowly. The major mistake they may make is to look back and hope for those better days to return. Nothing stays the same; everything changes. Worrying about the future is nonproductive. It saps a salesperson's energy and keeps the salesperson from taking action.

Action is the secret. You need to evaluate your current situation and decide what you want to change. Then with hope, faith, and courage, you need to choose to grow, change, learn, and act.

Sometimes even if the action taken is not exactly the best action, it is still action, and one activity often creates opportunities for other activities. Movement creates momentum, and momentum creates energy. Energy helps you prepare to recognize and seize opportunities. Seizing opportunities can create success or, at a minimum, more learning.

I am a salesman. I always have been. I love selling anything. I love the hunt, the excitement, and the thrill of the moment when I am doing a great job. When the work I am doing lines up, a prospective new home buyer demonstrates that my skills, energy, and knowledge give the prospect confidence in me and in what I have shared with that prospect. That confidence prompts the prospect to make a commitment by giving me a deposit with the hope of receiving the value I have promised.

Selling ultimately is about truth and integrity. It involves a one-on-one relationship based on trust and promises made and kept between two or more people. Because of that belief, I have a responsibility to be the best salesperson I can possibly be. I work on improving my skills, knowledge, and understanding of sales every day, so I can honor the trust prospective home buyers place in me when they give me the opportunity to sell to them.

Professional Sales Training

As a professional sales trainer and coach, I have worked with thousands of salespeople to improve their customer service and selling skills. Much like a car mechanic breaking down an engine to determine the problem and then fixing it, I have broken down sales techniques and analyzed them so I could understand what was successful and what wasn't. I have worked to fix such problems so that successful sales techniques replaced the ineffective ones. For example, Scott, an experienced sales professional based in Florida, was personable, friendly, and knowledgeable, but he could spend two hours with a prospective home buyer and not even get the person's name let alone motives. I worked with Scott to help him learn to listen, and now the secret is open.

Prospective new home buyers walk through the door thinking they want to buy a home. They say they want to buy a home, they ask about the home, and they put pressure on salespeople to talk about the home. But you need to understand that the prospect does not want a home, the prospect wants to feel secure, find an outstanding school for the children, or whatever motivates the prospect. People are looking for some kind of feeling or answer. They are looking for something inside themselves that maybe they have not figured out yet.

Two or three years after I started my company, ServiceTrac, my friend Rich became wealthy via the Internet, and in 1992, he left me his ski/bass fishing boat with a 200 horsepower engine. "Pay me \$6,000 when you can," he said. Many people would have been thrilled. I replied, "I don't have \$6,000, and I don't know anything about boats." He left the boat anyway. He did the same thing a year earlier with a black Labrador retriever that he left with my family before I arrived home. You can guess how that turned out.

After making nearly every possible mistake, I eventually learned how to operate the boat, and over the years, the boat and the trips to the lake became my secret weapon to get my five children together with no arguments, games, or distractions.

As my children grew, the boys loved the boat. Later, to make the boat better for their new skills of wakeboarding, the boys added huge bags of water to the back of the boat to increase the size of the wake. Finally the inevitable happened: Because of the added weight, the engine blew a cylinder.

The boys hounded me to buy a new boat. I did not want to buy a \$50,000 boat. But they bombarded me with brochures and Internet screens with different color schemes. Finally, I went to a new boat showroom with one of my sons to look. I already knew the details of the models, but when the salesperson greeted me, I said, "Tell me about the boats," which, coincidentally, is just what prospective new home buyers do.

She told me a lot about the boat. Finally she said, "Why don't you get in the boat and see how it feels." I said, "Okay, I'll do that," and I started to take off my shoes to get in the boat. She said, "You don't have to take your shoes off to get in the boat." And I thought, "Wait a minute, you're having people walk on my boat with shoes on?"

No boaters get in their boats with their shoes on. Suddenly, I realized that she was not a boater. She was not passionate about the sport. She didn't care about boating. I didn't like her. She talked too much. She was a poser. I didn't want to buy from her.

I did get in the boat, and I tried to get comfortable. I put my arm on the bow and leaned back to get the feeling of what being in the boat would be like. But she kept talking and telling me about the features: the swivel seat, the storage, the lights, the radio, the sound system, and so on. She was starting to bug me, so finally I said, "Go ahead and figure out what it costs," and she left.

Then my son walked up and put his arm around me. He said, "Dad, what do you think?" I said, "No," and he said, "Dad, seriously, picture this, 'Boom. Boom. Boom.'" That is the rap music they listen to on the boat. I hate it with a passion. I hate it, but he goes, "Boom. Boom. Boom." He said, "Dad, we're on the boat. 'Boom. Boom. Boom.' There's a warm breeze going across the bow of the boat, Dad. 'Boom, Boom. Boom.' We've got a cold drink in our hands, Dad. 'Boom. Boom. Boom.' We've just had a day of great skiing."

At that moment, I decided to buy that boat. I didn't care what it cost. I didn't care about the insurance. I didn't care that I was going to have to widen my gate just to get the boat to the back of my house. I didn't care about any of those issues anymore; I knew I was going to buy a boat.

In 15 or 20 seconds my son sold what that the saleswoman couldn't sell in an hour. He discovered and he sold the one thing that I wanted, the "Boom. Boom. Boom." I wanted to continue to have that special time to visit and hang out with my family. A boat was my secret weapon, and my

Communication Skills

As I have observed and studied energetic salespeople (“selling engines”), I have noticed that the salespeople I have met want to be successful, want to earn a living, and, the majority of them, understand the sales process.

The problem with these selling engines arises from their lack of communication skills and tactics needed when working with uncooperative prospective home buyers. These weaknesses show up when the salesperson is under pressure. They lead to missed sales; loss of other business opportunities; and, even more important, a frustrating personal life, dysfunctional family, and wasted friendships.

However, rarely have I found a salesperson with a bad attitude or misdirected motivation. Hardly ever have I found a salesperson without the needed enthusiasm, gung-ho spirit, and go-get-'em attitude that make great salespeople the envy of the rest of the world.

The Critical Path Challenge

My company has done mystery shopping for 15 years, and I started wondering, why doesn't anyone do the one thing that salespeople are expected to do—critical path selling? Salespeople believe in critical path selling; they know that it works. But often they don't follow it because they lose control of their conversations with prospective home buyers.

The basic premise of the critical path is to build rapport with the prospective home buyers, learn about their needs, make powerful presentations that are focused on their needs, and go for the close. The challenge is that prospective home buyers make going through this critical path difficult for salespeople.

Prospective home buyers are highly knowledgeable and have little patience for discussing information they already know. However, they are interested in being listened to and being asked to share their ideas, feel-

The information available to consumers today is astounding. Prospects need more than answers to questions; they need experts to help them understand what they want and better sort through their options.

The ValuePath sales model is the next level of the critical path training. At this level you learn to gain control of the selling conversation by (1) listening to prospective home buyers carefully up front and (2) applying skills and tactics to help you gain control of the selling conversation. ValuePath skills and tactics are helpful even when you face a prospective home buyer who does not want to be listened to and does not yet fully trust you. These simple skills and tactics serve as the major tools for helping you maintain control of the sales conversation throughout the entire sales process.

Your job is to identify prospective home buyers' feelings about such important issues as the underlying values that would help to build their personal trust in you. The critical information that you need to know includes how the prospects want to feel once they purchase their new homes and the prospects' fears that may keep them from buying homes. These activities require skills, practice, and purpose for salespeople to pursue this ValuePath sales model.

During my sales training sessions, I often invite attendees to give me the opening line they use with a prospective buyer. For example a salesperson might say, "Welcome to Lake Village. My name is Peter. How can we help you today?" Some salespeople are disciplined, and they even ask me a question immediately. But the minute I ask them a question, they get stumped. They don't know what to do, and they start answering the question. The minute they start answering, they start talking instead of listening.

When salespeople talk more than they listen, the result is a generic, bland, sales presentation. Nearly every new home model has granite counter tops; three bedrooms; and some sort of roof, yard, and garage. If you start telling prospects about those features, you will lose their interest.

To change and improve sales skills and results, you must have a purpose (to serve people) and develop a plan (so you know where you are going and what you are going to do). You need to prepare (develop tactics that keep you in charge and help you learn to listen) and practice (so the sales presentation goes smoothly even if the prospective home owner is uncooperative).

When a prospective home buyer asks a question, you need to be prepared to listen and ask questions. It's that simple. To maintain control of the conversation, you need to plan and practice your questions in advance. Without a plan, you could lose control of the conversation. You should prepare for every type of prospective home buyer by practicing as often as possible.

When a prospective home buyer asks questions such as, "How many bedrooms do you have?" "What is the cost of this?" "Do you have a brochure?" "Can you take me to the model?" "How can I get some financing?" You should be able to respond with an appropriate purpose, solid plans, and adequate preparation that will ensure increased sales success.

Salespeople have a purpose that allows them to concentrate on their tasks: building rapport with the prospect by listening for values, asking open-ended questions, and listening to answers. They also understand the need to elicit feelings. Bringing out the prospect's feelings in the sales process and conversation helps to build trust and open the dialogue for the rest of the sales model.

Other prospects come into the sales center with an issue that provides you with an opportunity to go deeper. You need to listen carefully for such openings. For example, a prospective home buyer comes in and says, "We're going to be moving down from up north. We have three small children. My husband is going to change jobs, and we're a little worried about how this is going to go, especially with the schools and things like that." The ValueMatch response would be, "So you want to live near a school suitable for your children? Is that right? (listens for the yes answer) Why is that important?"

The prospect experiences being listened to, and the conversation goes deeper. You may lose the sale if you respond this way instead, “Well how much do you want to pay for the home?”

Another prospect might say, “We’re going to retire soon so we want to downsize. We want to sell our home, but we’re a little concerned about how much we are going to be able to get for it. We want to find a home where we know we’ll be safe and secure and maybe near some other retired folks.” A ValueMatch response could be, “You say you are going to retire soon so you want to downsize. Is that right? (listens for the yes answer) You are concerned about what you will get for your home, right? (listens for the yes answer) You want to feel safe and secure and maybe live near other retirees, right? (listens for the yes answer) “Of these requirements, which one is the most important to you?” (“Making sure we are in a safe, secure location.”) “Why is that important?” (“Because we were robbed last year, and I am tired of feeling afraid.”)

An opportunity to go deeper would be lost if the salesperson responded to the prospect’s initial litany of requirements with, “Well, how many bedrooms do you want?”

ValuePath: The Next Level of the Critical Path

ValuePath begins with developing rapport and establishing a relationship with the prospective home buyer; then the salesperson moves on to the sales presentation and asks for the check. By asking for the check, salespeople learn the prospects’ objections because the prospects raise objections (reasons they cannot buy) in response to the request for the check. When the prospects have responded to their own objections, the sale usually follows.

Using the ValuePath sales method with the critical path method also helps shorten the selling process because salespeople maintain control of their conversations with prospective home buyers.

ValuePath selling entails the following activities:

- establishing trust and gaining control in the first few seconds of the sales process
- uncovering prospects' true urgencies
- discovering what prospects value
- presenting the strengths of the home and community that resonate with prospects' values
- helping prospects identify feelings that they associate with home (security, pride of ownership)
- helping prospects find and fall in love with homes
- helping prospects respond to their objections
- overcoming problems that arise in the midst of the selling process
- keeping the sales process on track
- extracting the value out of zingers that may arise.

Your goals are to build faith and trust with prospective home buyers, discover urgency, reassure prospects that they have come to the right place, discover what prospects value, and describe your company's homes in a manner that creates an excellent fit. If you follow this process, you should be able to help prospects decide to move forward. You should allow prospects to express their fears and work together to find solutions that move the sales forward.

Selling the "Boom. Boom. Boom."

People buy products to get something else they want. They buy boats, diamonds, motor homes, and fancy cars to get such benefits as love, friendship, envy, a sense of accomplishment, security, and peace. No one wants a home just for the maintenance and monthly mortgage payments. They want the feelings associated with home ownership.

These days, plenty of homes on the market have the popular features and upgrades. If you want to exceed the average rate of sales without struggling, start selling the "Boom. Boom. Boom." Start selling the feelings.

The ValuePath sales model focuses on selling feelings by mastering the following three key elements:

1. The ValueMatch listening skills
2. The three ValuePath goals that the salesperson must accomplish: relationship, concept, and ask for the sale
3. The skills and tactics needed to implement ValuePath using as a foundation a solid purpose, well-thought-out plan, continuous preparation, and practice.

Research by my company, ServiceTRAC, indicates that people don't buy from people they don't like. Therefore, salespeople need to check how much time they spend developing rapport and building a relationship with prospective home buyers before they start talking about homes. My research indicates that salespeople rarely spend time building such relationships.

You need to tailor the concept of relationship to what prospective home buyers care about. One of the biggest challenges salespeople have is that they talk too much. Every word you say could potentially turn prospects off and cause a disconnect. Prospects don't come into the buying situation looking for reasons to buy. They come into buying situations looking for reasons not to buy.

Therefore, salespeople who talk a lot operate like the woman in the boat showroom. In her presentation, when she suddenly said that I didn't have to take off my shoes, she completely turned me off because she set off my integrity alarm. Even though I did not want a boat, I decided to buy one to get the "Boom. Boom. Boom." But I didn't buy it from her.

She had a boat wrapped in plastic in the back of the store that was like the one I sat in. It had the upgrades and add-ons. I thought about buying it, I even wanted to buy it, but I didn't. Something didn't allow me to do it.

I came back about two weeks later to talk to her, but she didn't clinch the sale. I came back again a week later, and the company had sold that boat to someone else. The truth is I just didn't want to buy it from her. I didn't trust her, and I didn't like her.

Nothing was wrong with her; she was a nice person, but she turned me off because she didn't ask questions to elicit my goal or tailor the content of her presentation to what was important to me. Tailoring the content to what prospects care about is a simple and short process. You need to ask questions, listen to the answers, and find out what the prospects want. Lastly, you have to ask for the sale. People are many times more likely to buy if asked. Some of you might chuckle about that fact, except that in the videos of mystery shops, only 10% of salespeople ask prospective home buyers to decide to buy a home and write a check. Recently I watched ten videos of mystery shops in a row, and in ten shops in which the shopper asked a salesperson, "How do I finance this?" "What is the process to buy this home?" "How do I move forward"? Three times the shopper said those words to each salesperson, and not one single time did a salesperson ask the shopper for a check.

When I showed the videos to the salespeople, I asked them why. They puzzled for a minute, and then one of them said, "You know, I think I know why. Remember early in that videotape the prospective buyer said, 'I'm not going to buy today. I'm just looking.'"

Prospective home buyers are programming salespeople to let them know that no matter how much they like the home they are not going to buy. If you believe that the prospect is not going to write a check, you will not ask for one. Your goal in asking for the check is to uncover the prospect's objections.

You need to know the prospect's objections so you can understand and start to alleviate the prospect's concerns and fears. If you don't ask the prospect for a check, you won't get the opportunity to convince the prospect to buy. Instead you will get comments such as, "We aren't going to do anything for a couple of years," "We are just looking," or "We just came to get ideas."

You need to expect a no and be surprised by a yes when you ask for a check.

The ValuePath Greeting

During my training sessions, the first thing I tell salespeople is that they need to be prepared to control the conversation. When a prospective home buyer walks in the door and says, “Give me a brochure and tell me about the house,” you need to be prepared to take control of the conversation. By controlling the conversation, you can build trust immediately by listening instead of talking.

I use the following scenario to teach salespeople to take control of the conversation and the sales process:

SALESPERSON: Hi, my name is Will. What’s yours?

PROSPECT: Hi, my name is Bob.

SALESPERSON: Hi Bob. It’s nice to meet you. What do you hope to accomplish while you are visiting our community today?

PROSPECT: Well, I want to get a brochure and see your models. I also want the information that you are willing to share now.

SALESPERSON: Surely, you want a brochure, you want to see our models, and you want to see our prices, too. And I’ll give them to you.

PROSPECT: Great!

SALESPERSON: First, I would like to ask you a question: What’s your current situation?

(The key to ValueMatch listening is you must listen to the answer, repeat what the prospect said, and verify that you heard it correctly.)

PROSPECT: My wife and I are expecting our third child, and we need a bigger house.

SALESPERSON: Congratulations on your expanding family. You are expecting your third child, and you need a bigger home. Is that right?

PROSPECT: Yes, that’s right. (The prospect thinks, “This response is great. The salesperson is actually listening to me and trying to meet my needs.” The salesperson focuses on a key word.)

SALESPERSON: What do you mean by bigger?

Again the salesperson listens carefully to the answer, repeats what the prospect says, verifies that it is correct, and asks, “What do you mean?” about a key word in the prospect’s answer. As the conversation proceeds, the salesperson asks more questions and continues the process. The idea is to leave the prospect with the understanding that you are different from other salespeople the prospect has met and that you are following the prospect’s plan. Ultimately, you are in control and the sales process becomes a winwin for everyone involved.

You may think that the exchange was pretty easy. This process seems easy, and it is with some practice. Resist the urge to talk. Instead listen to the prospective home buyers. Let them talk, and empathize with their feelings.

The words people use have little to do with what they mean, how they feel, or their motives. Therefore, learning and mastering the Value-Match listening skills are important and include understanding these four steps:

1. Clearly identify the exact statement or question by repeating it to the prospective home buyer and getting acknowledgment that you have re-stated it correctly.
2. Ask the prospect to clarify key words in the question or statement.
3. Ask how the prospect feels about what was just shared, or ask why it is important.
4. Suggest that the most effective way to resolve the prospect's concern or question is to continue through the ValuePath sales process.

This four-step process allows you to build the relationship, identify urgency, match the prospect's values with the builder's concept and vision, and help the prospect identify and overcome fears.

Listening through this process is challenging. Many salespeople find not talking during the first minute or two of the conversation difficult. They have been taught to respond to questions. They think not answering questions is impolite. They also think they know what the prospects are saying when they ask questions. However, salespeople do not understand what prospects say because almost every word prospects use is a code word for something else.

Like other basically honest people, prospects have learned to talk in code to hide their feelings. And most people don't have a clue how to interpret the code words they hear. This book will show you how to interpret the code that you hear from everyone you know.

Communicating Effectively

People need to communicate effectively to clearly express the deepest meanings of what they are saying. This situation is true whether the goal is to sell a home, sell an experience, sell ourselves, establish deeper more meaningful relationships with family and friends, or feel more at ease in social situations.

Simply put, you must understand the importance of listening for the value statement. If you listen for what prospective home buyers value, sales become much simpler and easier. However, because prospects have been trained to push salespeople around, sales are not easy. Therefore, you're going to have to train your prospects a little.

The most important step you can take to retrain your prospects is to refrain from responding directly to their questions or statements, which are designed to get you off track. Once you're off track, you lose control of the conversation.

ValuePath in Action

Salespeople take prospective home buyers on the critical path because it works best for the prospect. They need to know how to say to the prospective home buyers, "I know you want to run off and see the models quickly, but you will be better off if you stay back here for a bit. You probably will learn a little more about what you are doing, find what you want, and discover what you care about, so your experience with me will be more valuable."

To sell homes using the ValuePath method, you need to be in control, be calm and assertive, create and stick to a plan, learn the ValueMatch listening skills, master the content, and retain control of the conversation. When you know how to maintain control of sales conversations, you have control over your future and the number of sales you can close.

Companies that start to sell differently can reap generous benefits. As builders and sales managers take control of their destinies by being calm and assertive, understanding the sales process, and working on listening skills, they will help their salespeople to better use ValuePath selling and be more successful.

The ValuePath sales process is a journey that lasts a lifetime during which salespeople are constantly learning.

Complete System Retirement Community

Some years ago, typical home builders were not yet familiar with selling to the 50+ segment of the housing market. ValueMatch training took advantage of some of the salespeople's skills and natural instincts to help them provide builders' homes to this expanding market.

The training succeeded so well because some of the issues that salespeople face and need to overcome are almost the same as the issues that prospective buyers of active adult, assisted living, and retirement housing struggle to overcome. The example that follows paints a picture of how ValueMatch selling works in these markets. A typical prospect would call. She would be approximately 45- to 55-years-old, and she would be calling or asking about housing for her 85-year-old mom.

PROSPECT: Hi.

SALESPERSON: Hi, my name is Will. What's yours?

PROSPECT: Sandra.

SALESPERSON: Sandra, when you are calling today, what do you want to accomplish?

PROSPECT: I am calling about my mom, and I want to get some information about your community, prices, and services.

SALESPERSON: Okay, Sandra, I would be more than happy to help you. In order to help you, do you mind if I ask you a few questions?

PROSPECT: Sure, go ahead.

SALESPERSON: What is your situation?

PROSPECT: My mom is 85. She is living at home, and she is doing just fine. Everything is going well. Our family thought we would start looking at some of the options because we are going to do something maybe in a year or two. I need to gather information for my brothers and sisters.

SALESPERSON: (repeats the whole story back) How do you feel about that?

PROSPECT: Everything is fine. We feel good about her situation, and we are just gathering information right now.

SALESPERSON: Okay, that sounds good. When you are thinking about a company that you would work with, what's going to be important to you?

PROSPECT: I want good prices and a place that has big rooms. I want a place that offers high-quality services with good management, and I want to provide a place that has high-quality care.

SALESPERSON: You want good food, good management, large rooms, good prices, and quality care. Out of the items you mentioned, Sandra, what is the most important one?

PROSPECT: High-quality care.

As you can see from this sample dialogue, the ValueMatch listening process works well in the 50+ market. Using those listening techniques, you can help the prospective home buyer find the most important values to focus on during the sales process.



WILLIAM J. NOWELL - CAASH

President and CEO of ServiceTrac, LLC., a Scottsdale, Ariz.-based marketing, research, training and consulting company. During his 25+ year career in all facets of seniors housing and home sales, Nowell has worked to develop, sell and operate urban housing, including high-rise condominiums and town homes, senior living communities, and active adult housing options.

HERE IS WHAT PEOPLE HAVE SAID ABOUT VALUEMATCH SALES TRAINING:

"THE VALUEMATCH SALES APPROACH NOT ONLY GIVES YOU A PROVEN PROCESS BUT A WAY TO TRULY HELP SOMEONE AND MATCH THEIR VALUES!"
- ROXANN ROGERS-MEYER, IMMANUEL SENIOR LIVING

"WILL IS ONE OF THE MOST ENGAGING AND ENTERTAINING SALES TRAINERS I'VE EVER WORKED WITH. HIS KNOWLEDGE BASE AND EXPERIENCE ARE EXTRAORDINARY. AND HIS APPLICATION OF THE VALUEMATCH SALES SKILLS TO SENIOR HOUSING REALLY WORK!"
- CATHY STATHAKIS, FRANCISCAN SISTERS OF CHICAGO

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