



# Sales and Service Management

## Personality Test Selling according to buyers personality

3rd Training, Soft Skills and Quality Management  
La Plata

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# What are your first thoughts when you see these cars?

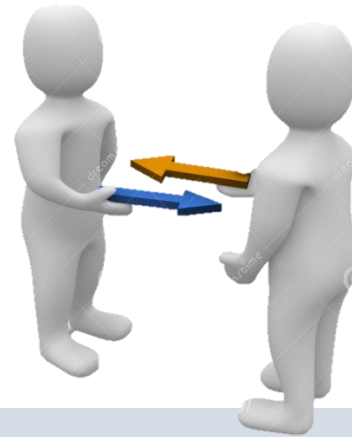


- Everybody has different demands
- Everbody has a different perception of products and it's benefits
- Selling is about meeting this demand and the customer needs



# What is Value?

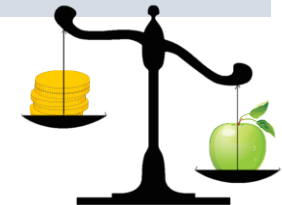
„The worth of a thing as measured by the amount of other things for which it can be exchanged, or as estimated in terms of a medium of exchange.“  
- The Macquarie Dictionary



„Equivalent worth or equivalent return; for value received “  
- The Macquarie Dictionary



Value can be intangible (perceived) as well as tangible (real) – and is personal.



- The value of a product is Individual for each of us
- The value of a product/service might also depend on the „moment“ of sales
  
- Example:
  - What is the value of a fire extinguisher?
  - Value of a flight ticket?
  - Value of a gold bar?
  - Value of a glass of water?
  - Value of a family foto?



# Why people buy: The Six Basic Buying Motives

- **1. Profit or Gain:** Save money; make money; economy; more profit; more sales; longer wear; personal advancement.
- **2. Fear of Loss:** Reduce costs; prevent loss; guarantee; safety; save time; protect property, health or loved ones; long wear; security; no risk; no blame; insurance.
- **3. Comfort and Pleasure:** Enjoyment; good health; comfort; good food and drink; good housing; beauty; sexual attraction; entertainment; sports; recreation; improved employee morale; keep and attract better employees.
- **4. Avoidance of Pain:** Protection; relief from pain; less work; save time; security; safety; good health; no worry; more attractive; reduce loss.
- **5. Love and Affection:** Family; social approval; beauty; admiration; security of loved ones; loyalty; friendship; better public relations; better employee relations.
- **6. Pride and Prestige:** Social acceptance; desire to possess; style; fashion; high quality; learning; advancement; admiration; imitation; self-improvement; honors; recognition; leadership; improved product; beat competition; higher sales; good public image.



# How to find out which motive to address?

- Gather information:
  - Do you remember the last time you were using a pen?
  - Answer....
  - What kind of pen was it? How did it look like?
  - Answer
  - What did you do with the pen?
  - Answer...



# How would you sell this item to somebody?



Exercise:

Find yourself in groups and develop a sales strategy to sell this pen

Address one of the buying motives....





# Value Proposition Design



# New products could be made available by...

- **Reasons/justification for new products**
- Reduction in cost
- Product improvements to improve form of function
- Line extensions which are copies of existing products with unique features
- Market extension with original products positioned differently in new markets
- New category products which are new to the company but not new to the customer
- New-to-the-world products which are technological innovations that create a new market that did not exist earlier



# Why new products fail?

Reasons could be any one or more than one of the following

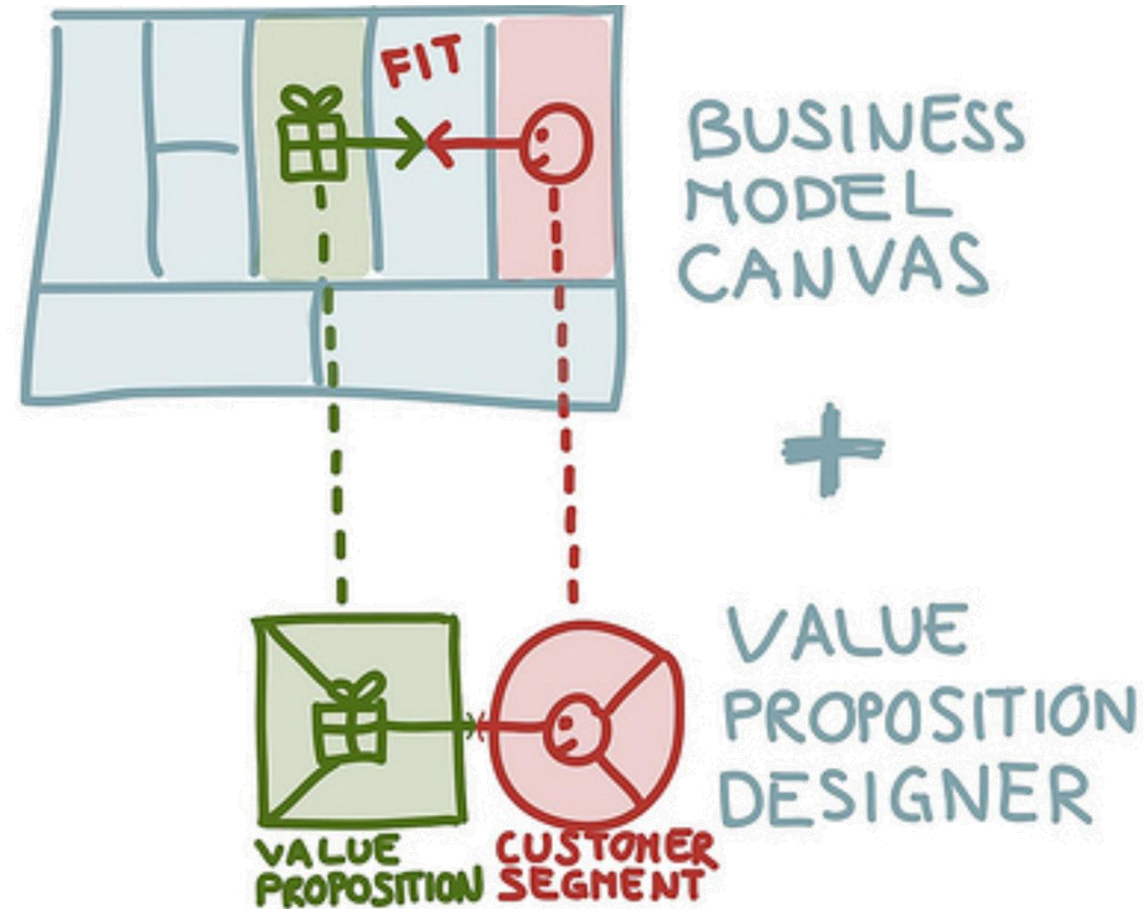
- The product was not new to the customer/market
- The product offered no tangible benefit
- The product was not positioned properly
- Poor support from channel partners
- High forecast variance
- Strong competitors' response
- Change in customer preferences
- Environmental constraints
- Poor aftersales service
- Inadequate return on investment
- Lack of coordination among various departments
- Poor diffusion of innovation into the market
- Conflict of personalities at higher echelons

\*Primarily a  
lack of integration of  
„the voice of the customer“

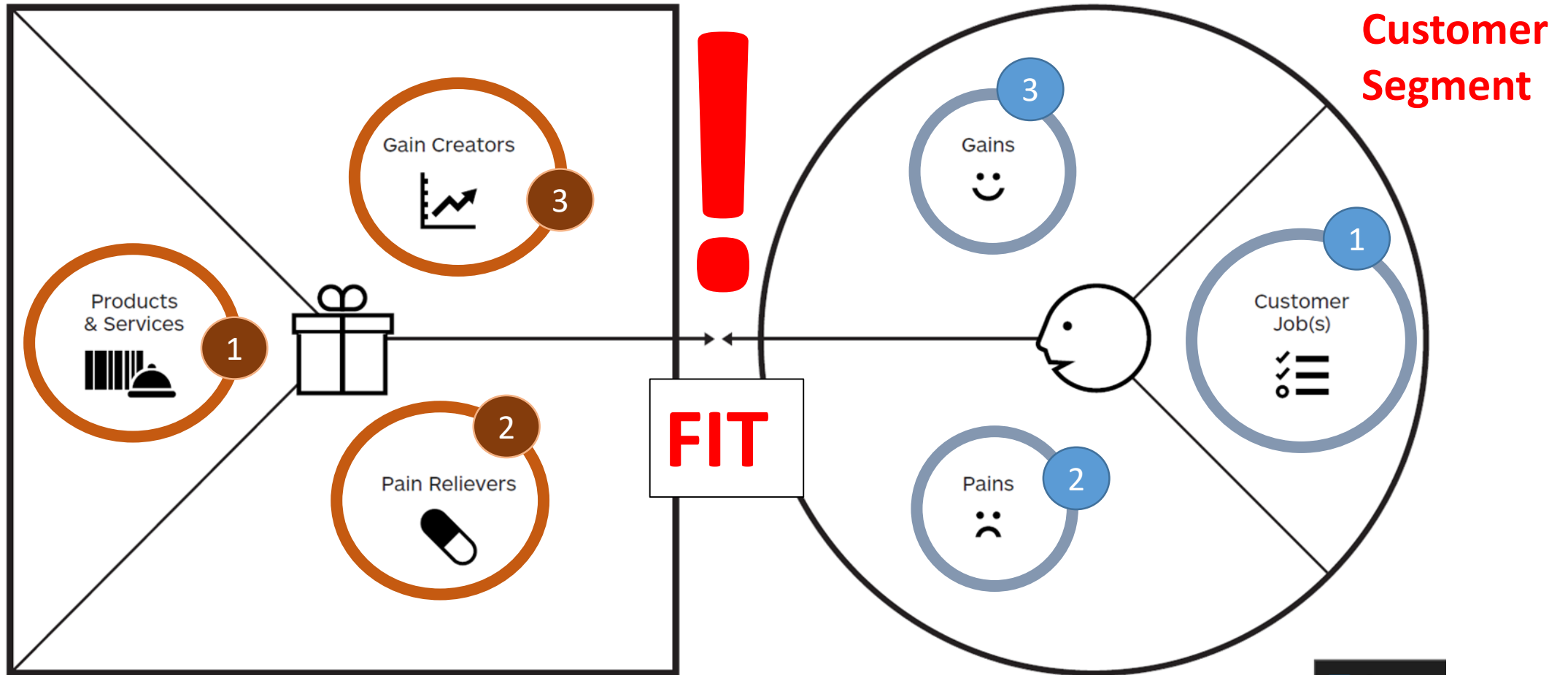
Obviously a **GAP** between  
targeted customer  
and  
proposed customer benefit



# From Business Model CANVAS to Value Proposition Design



# Value Proposition Design



**Value Proposition**

Strategyz



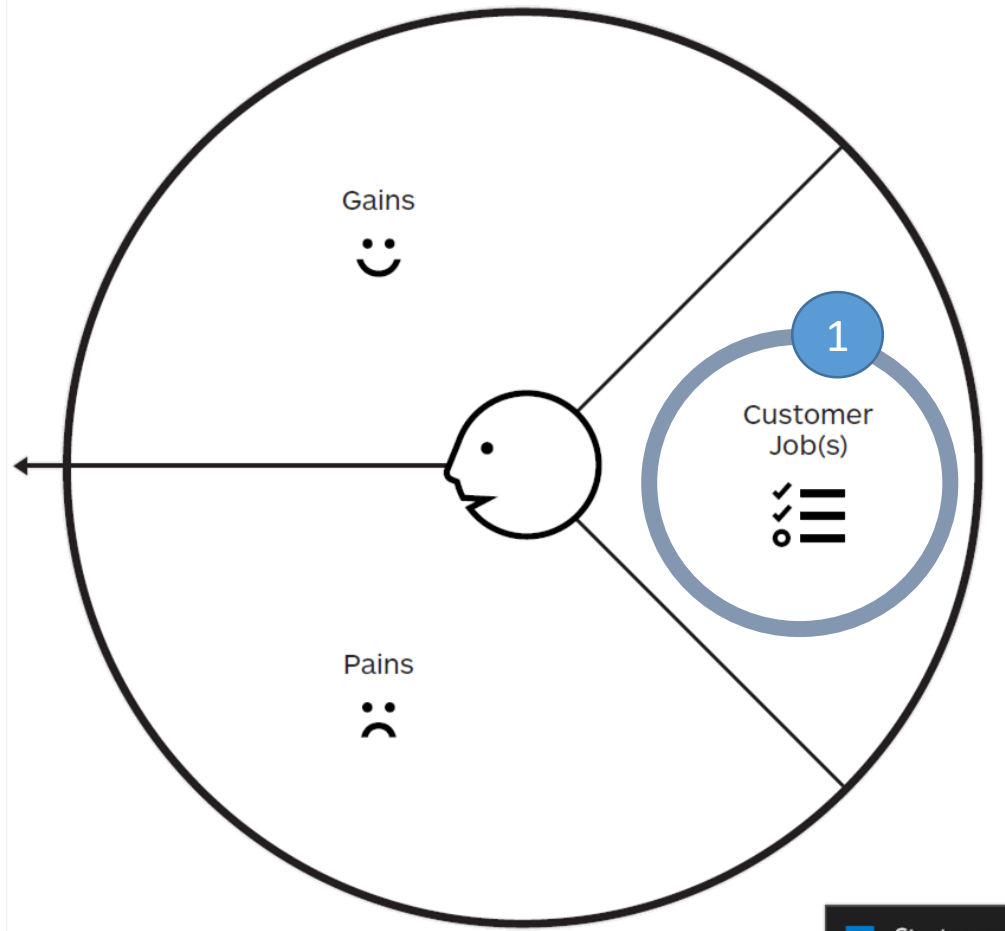
# Case Study: Let's try to design a value proposition for potential customers to buy a TESLA



[https://www.tesla.com/de\\_DE/models](https://www.tesla.com/de_DE/models)



# Customer Jobs

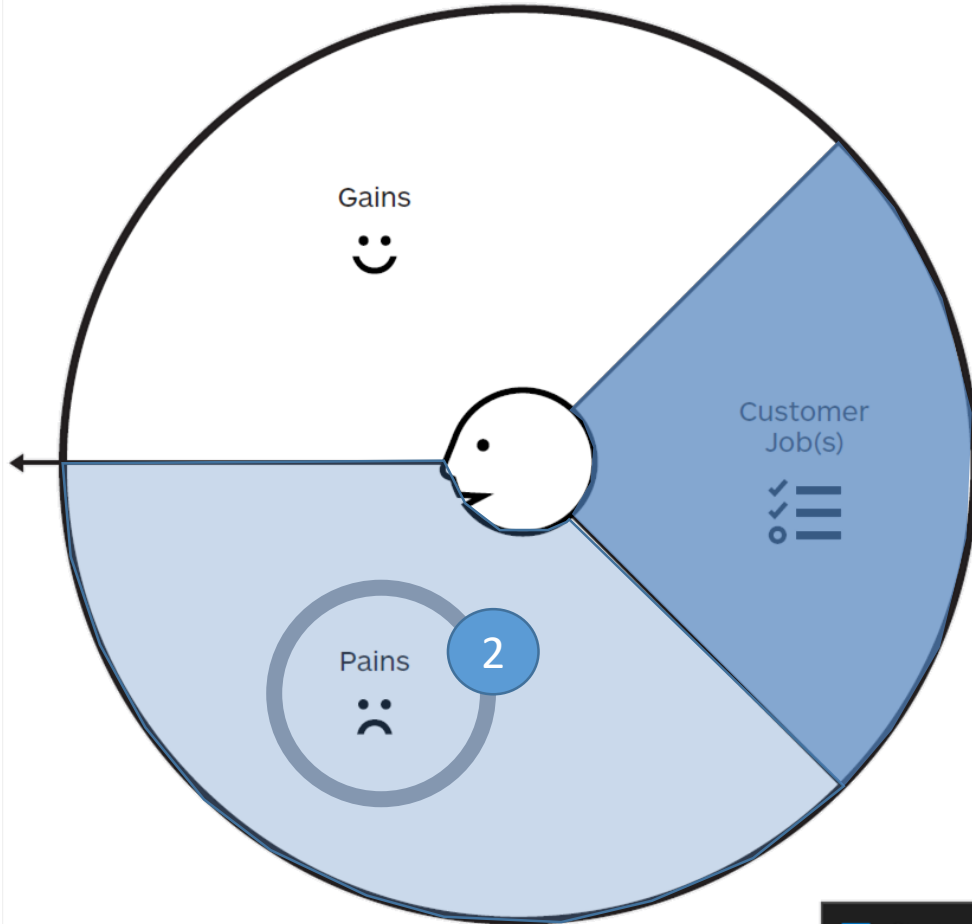


Ask yourself:

- What functional jobs is your customer trying get done? (e.g. perform or complete a specific task, solve a specific problem, ...)
- What social jobs is your customer trying to get done? (e.g. trying to look good, gain power or status, ...)
- What emotional jobs is your customer trying get done? (e.g. esthetics, feel good, security, ...)
- What basic needs is your customer trying to satisfy? (e.g. communication, sex, ...)



# Customer Pains



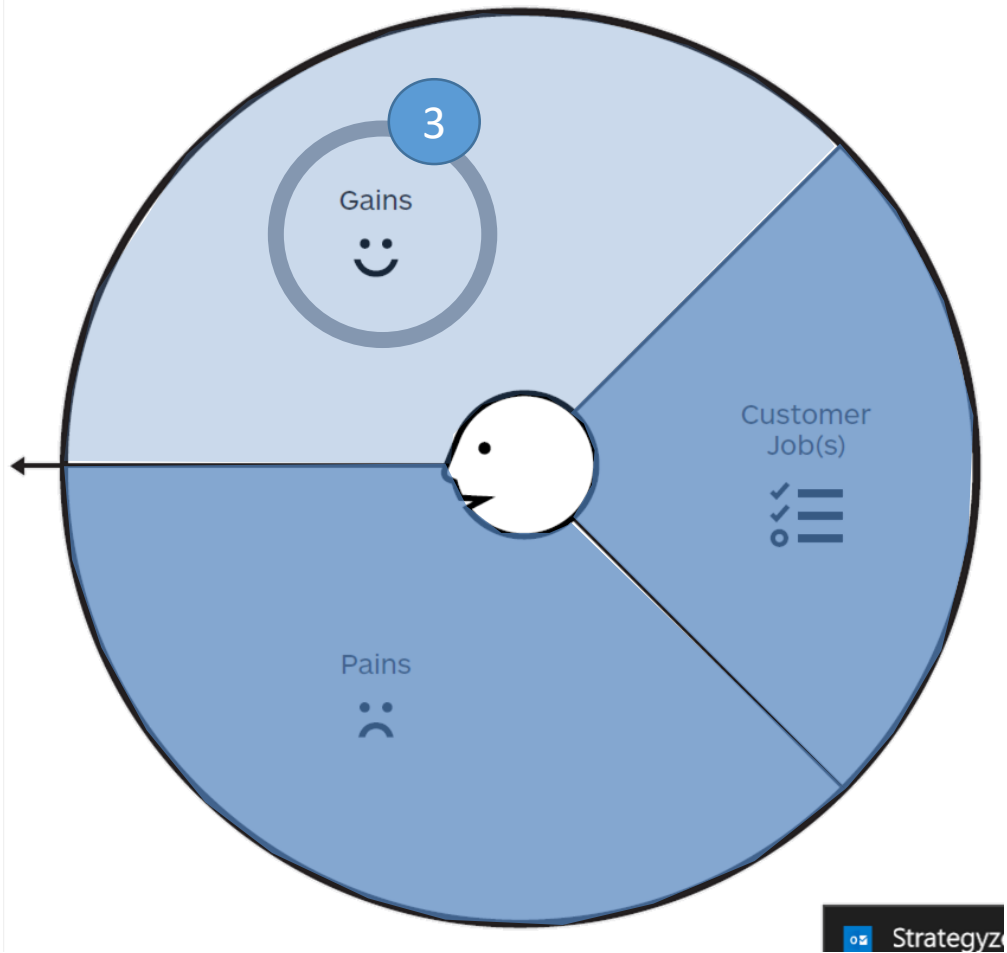
## Ask yourself:

- What does your customer find too costly? (e.g. takes a lot of time, costs too much money, requires substantial efforts, ...)
- What makes your customer feel bad?(e.g. frustrations, annoyances, things that give them a headache, ...)
- How are current solutions underperforming for your customer? (e.g. lack of features, performance, malfunctioning, ...)
- What are the main difficulties and challenges your customer encounters? (e.g. understanding how things work, difficulties getting things done, resistance, ...)
- What negative social consequences does your customer encounter or fear? (e.g. loss of face, power, trust, or status, ...)
- What risks does your customer fear? (e.g. financial, social, technical risks, or what could go awfully wrong, ...)
- What's keeping your customer awake at night? (e.g. big issues, concerns, worries, ...)
- What common mistakes does your customer make? (e.g. usage mistakes, ...)
- What barriers are keeping your customer from adopting solutions? (e.g. upfront investment costs, learning curve, resistance to change, ...)

Rank each pain according to the intensity it represents for your customer. Is it very intense or is it very light. For each pain indicate how often it occurs.



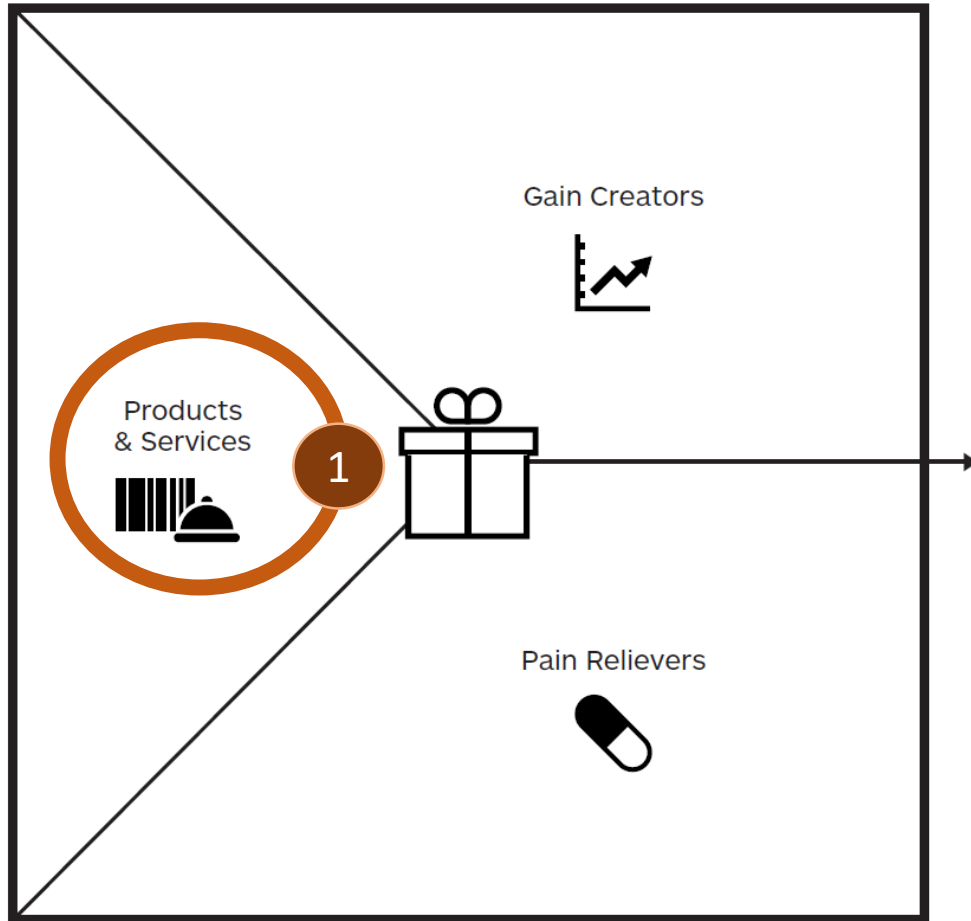
# Customer Gains



- **Ask yourself:**
- Which savings would make your customer happy? (e.g. in terms of time, money and effort, ...)
- What outcomes does your customer expect and what would go beyond his/her expectations? (e.g. quality level, more of something, less of something, ...)
- How do current solutions delight your customer? (e.g. specific features, performance, quality, ...)
- What would make your customer's job or life easier? (e.g. flatter learning curve, more services, lower cost of ownership, ...)
- What positive social consequences does your customer desire? (e.g. makes them look good, increase in power, status, ...)
- What are customers looking for? (e.g. good design, guarantees, specific or more features, ...)
- What do customers dream about? (e.g. big achievements, big reliefs, ...)
- How does your customer measure success and failure? (e.g. performance, cost, ...)
- What would increase the likelihood of adopting a solution? (e.g. lower cost, less investments, lower risk, better quality, performance, design, ...)
- Rank each gain according to its relevance to your customer.



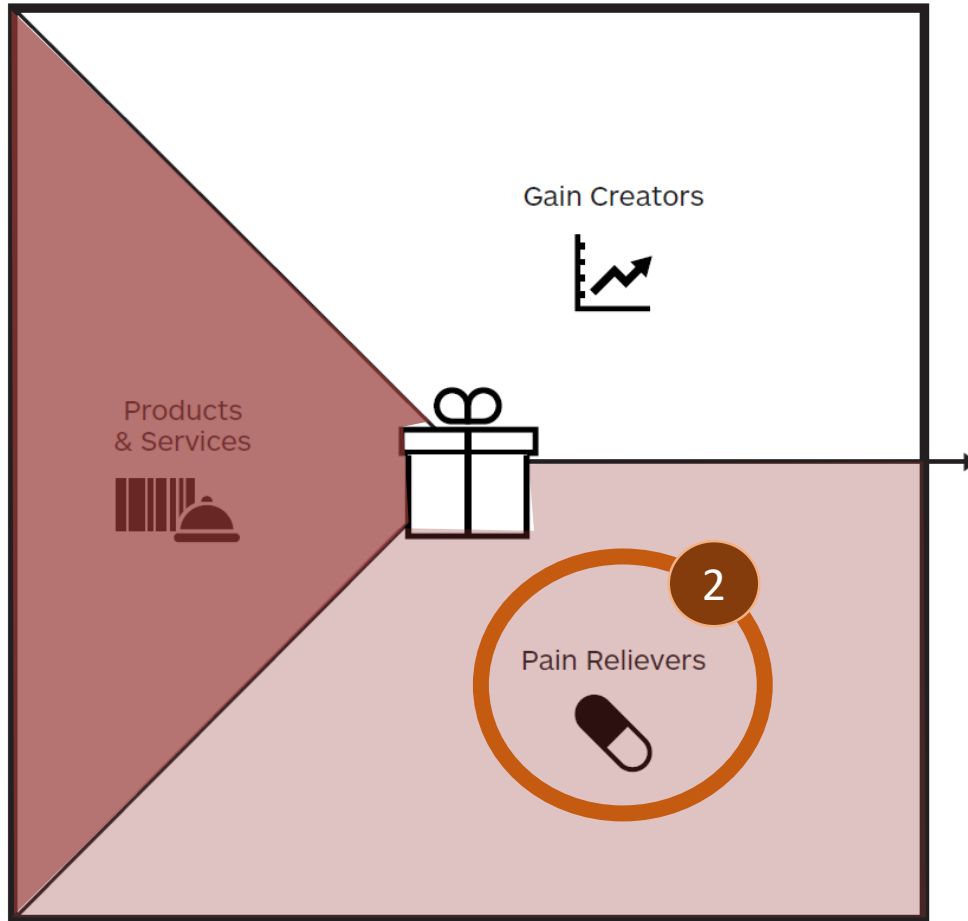
# Products & Services



- Ask yourself which products and services you offer that help your customer get either a functional, social, or emotional job done, or help him/her satisfy basic needs?
- Products and services may either be tangible (e.g. manufactured goods, face-to-face customer service), digital/virtual (e.g. downloads, online recommendations), intangible (e.g. copyrights, quality assurance), or financial (e.g. investment funds, financing services).



# Pain Relievers



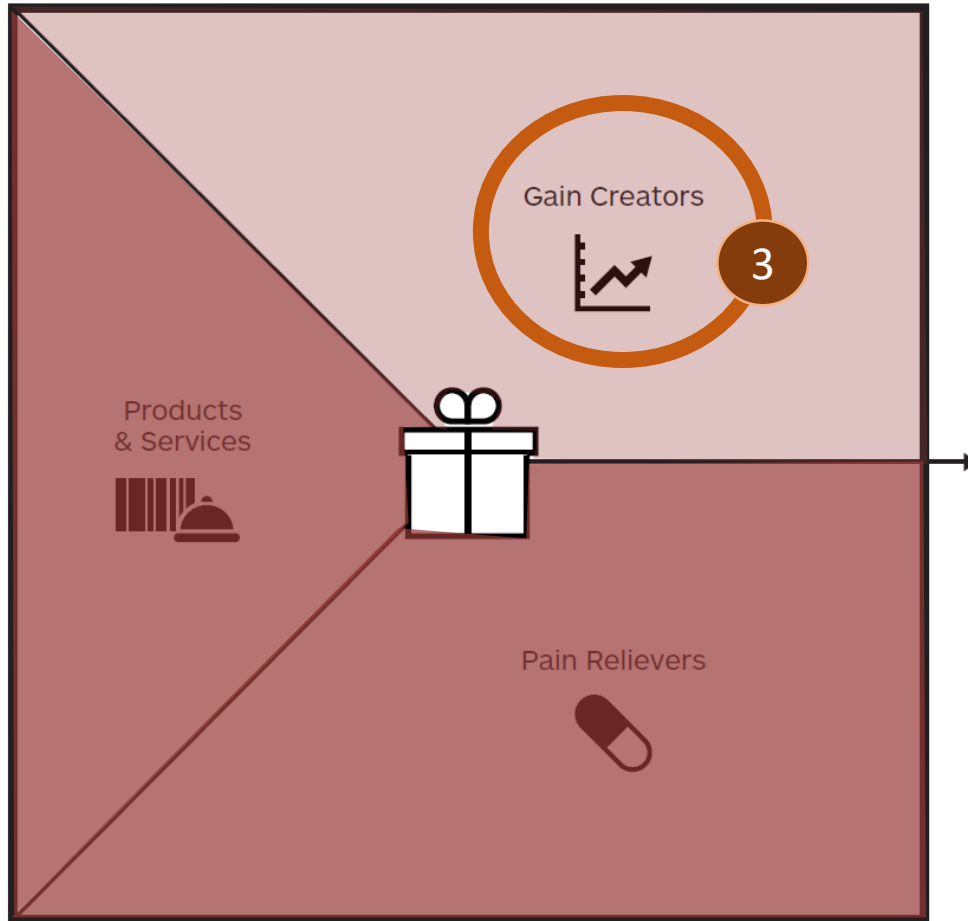
## Ask yourself if they...

- ... produce savings? (e.g. in terms of time, money, or efforts, ...)
- ... make your customers feel better? (e.g. kills frustrations, annoyances, things that give them a headache, ...)
- ... fix underperforming solutions? (e.g. new features, better performance, better quality, ...)
- ... put an end to difficulties and challenges your customers encounter? (e.g. make things easier, helping them get done, eliminate resistance, ...)
- ... wipe out negative social consequences your customers encounter or fear? (e.g. loss of face, power, trust, or status, ...)
- ... eliminate risks your customers fear? (e.g. financial, social, technical risks, or what could go awfully wrong, ...)
- ... help your customers better sleep at night? (e.g. by helping with big issues, diminishing concerns, or eliminating worries, ...)
- ... limit or eradicate common mistakes customers make? (e.g. usage mistakes, ...)
- ... get rid of barriers that are keeping your customer from adopting solutions? (e.g. lower or no upfront investment costs, flatter learning curve, less resistance to change, ...)

Rank each pain your products and services kill according to their intensity for your customer.



# Gain Creators



## Ask yourself if they...

- ...create savings that make your customer happy? (e.g. in terms of time, money and effort, ...)
- ... produce outcomes your customer expects or that go beyond their expectations? (e.g. better quality level, more of something, less of something, ...)
- ... copy or outperform current solutions that delight your customer? (e.g. regarding specific features, performance, quality, ...)
- ... make your customer's job or life easier? (e.g. flatter learning curve, usability, accessibility, more services, lower cost of ownership, ...)
- ... create positive social consequences that your customer desires? (e.g. makes them look good, produces an increase in power, status, ...)
- ... do something customers are looking for? (e.g. good design, guarantees, specific or more features, ...)
- ... fulfill something customers are dreaming about? (e.g. help big achievements, produce big reliefs, ...)
- ... produce positive outcomes matching your customers success and failure criteria? (e.g. better performance, lower cost, ...)
- ... help make adoption easier? (e.g. lower cost, less investments, lower risk, better quality, performance, design, ...)

Rank each gain your products and services create according to its relevance to your customer.



# Tesla Model S

[https://www.tesla.com/de\\_DE/models](https://www.tesla.com/de_DE/models)

Check the webpage of Tesla.

Transform the technical features into a value for the customer

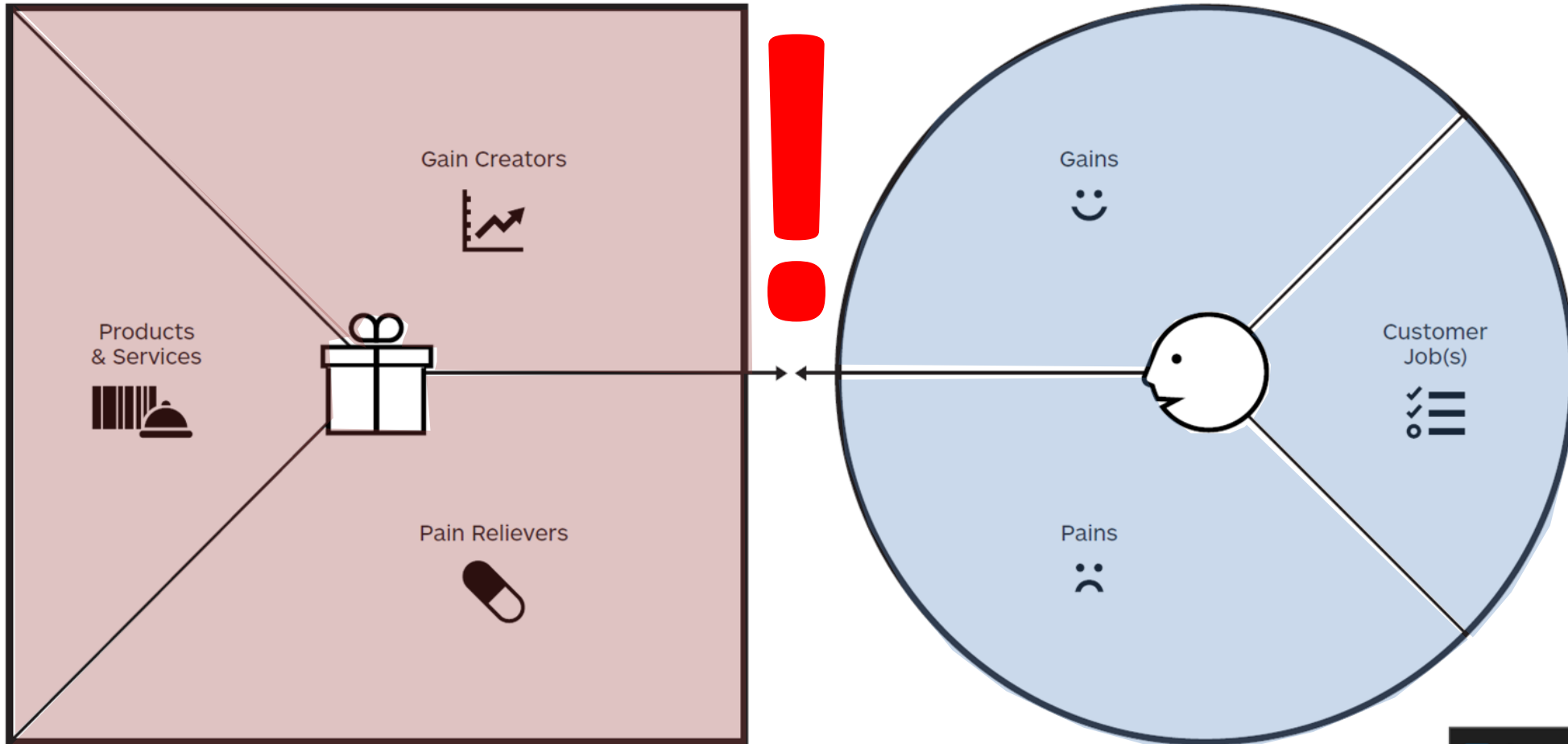
Once again refer to the basic buying motives....

Advice:

The Tesla is equipped with ....(e.g. an adaptive LED Light system), this means to YOU (customer benefit) that...(e.g. you raise your safety when driving curves)



# Value Proposition Design



# Working in technical sales...



- From ...
  - „Treat your customers as you would like to be treated yourself “
- Towards
  - **„Treat your customers as they want to be treated!“**
- The DISG approach





# 4 basic types of customers

- **The dominant type –D-** (red) is determining and claiming. He appears determined, has a strong will and acts goal-oriented and purposeful. „Reds“ are full of energy and find his self-fulfillment in permanent activity and readiness to act. He/she wants to use the time to reach s.th.
- **The initiative type -I-** (yellow) is approachable and polite, open, creative, full of ideas, convincing and eloquent. He/she possesses a positive charisma and seeks good relations to others. A yellow person loves fun and variety/changes and needs praise and appreciation.
- **The steady type –S-** (green) is sympathetic, caring, patient and enduring and reliable. He/she cares about the welfare of others with whom he/she wants to establish a stress-free, trustful, co-operative and harmonic relationship. The yellow type loves a secure environment around him which he knows very well.
- **The accurate type –G-** (blue) acts analytical. He/she is critical (against others and himself), he/she scrutinises information and needs to know everything in detail. He reviews/rethinks matters more often to avoid imprudent actions. No mistakes, every detail counts, 100% right is his motto.



# Impression to others

- **The dominant type –D-** (red) appears aggressive and commanding, pervasive, demanding, intolerant, arrogant, hubristic.
- **The initiative type -I-** (yellow) appears enthusiastic, hasty (details not checked), pushy, intrusive, hectic, indiscrete (likes talking about other persons), extravagant and superficial.
- **The steady type –S-** (green) appears „submissive“ (restrains in favour of consensus), indifferent (states no clear position), often offended (because easily takes things personal), avoids changes.
- **The accurate type –G-** (blue) appears cool and impersonal, starchy, inflexible, reserved, distrustful, undecided and pedantic up to the smallest detail.



# How to use this knowledge in sales?

## • The red customer (dominant type –D–)

### Behavior pattern of a RED Customer

- Appears determined and dominant, but not unfriendly
- Sets the topics, keeps control over the conversation
- Appears cool, independent and „combative“
- Proceeds with fast and impatient speed
- Looks straight and challenging into your eyes
- Demands quick results and concrete statements
- Challenges existing situations, disagrees and gives less appreciation
- Shows less tolerance for feelings, attitudes and advices of others

### Typical style of communication

- Talks fastly
- Does not let you finish
- Goal oriented

### Decision behavior

REDS like to make decisions by their own but they need information from the seller about alternatives and possible consequences.

Let the RED in command the conversation, but present the different options and probabilities.  
Push the RED to a logical, positive decision by TODAY. .



# Communication with REDs

## His/her expectations

The biggest chance to be accepted and to close a deal with a RED is to let him command the conversation. REDs measure goals and results, so bring documented facts with you which feature positive results

## Adapt your style of communication

- Be clear and direct
- Don't blather („schwafeln“)
- Don't waste time, keep on business issues
- Don't try to be too personal or „talkative“
- Ask concrete questions
- Offer alternatives and different choices
- Don't present a finalized decision
- Don't force the RED into a „looser“ situation



# How to use this knowledge in sales?

## The yellow customer (initiative type - I)

### Behavior pattern of a YELLOW customer

- Acts spontaneous and takes decisions intuitively
- Is committed, appears sometimes overacted and dramatic, talks a lot
- Is sociable, very friendly, shows emotional engagement
- Signalizes interest and enthusiasm, even if he/she is not willing to buy
- Looks always excited. If he/she is not interested he/she gets a „X-ray vision“
- Proceeds quickly forward, jumps from one topic to the other
- Forgets the time
- Has an optimistic attitude

### Typical style of communication

- Talks mainly about other persons, less about things and abstract topics
- Likes to exaggerate
- Tends to generalisation
- Talks a lot about himself
- Lively description and pictorial phasing
- Gestures and lively facial play
- Does not listen intensively

### Decision behavior

YELLOWs take decisions exclusively of feelings. Opinions of people who are being considered to be important or successful by YELLOWs may have a major impact. The expectations of YELLOWs can be met best by recommendations of prominent („VIP“) customers. Also „incentives“ for a quick buying decision may generate impact.



# Communication with YELLOWS

## His/her expectations

YELLOWS seek recognition and appreciation. How you will be perceived depends mostly on feelings concerning your person. Start the relation/built-up a relation by showing him/her your warm and open personality to make the YELLOW feel comfortable with you.

## Adapt your style of communication

- Take time to built-up a relation
- Don't be cold, harsh or silent
- Talk about people and their goals
- Don't pick too much on facts, numbers or alternatives
- Deliver/offer ideas for concrete actions
- Provide references of people
- Make (some) spontaneous jokes and smile at least during conversation



# How to use this knowledge in sales?

## • The green customer (steady type - I)

### Behavior pattern of a green customer

- Trusts in you as a seller is essential
- Acts and decides hesitantly
- Does not like conflicts, avoids controversial topics
- Listens actively to your presentation
- Accepts others, is respectful to others and friendly
- Looks friendly to you when positively interested. Avoids eye contact when negative
- Relates to colleagues and their opinions
- Is reluctant, but informal. Prefers to call you by your first name
- Asks many questions
- Shows and utters personal feelings

### Typical style of communication

- Speaks with „warm attitude“
- Calm intonation
- Likes detailed discussions

### Decision behavior

GREENs like to avoid risks in decisions. They expect well justified opinions instead of options from you. Opinions which –they believe- allow them to act reassured. GREENs want YOUR personal assurance that YOU will support their buying decisions. They demand solid guarantees for the product. In case of problems GREENs will false warranties take personal and relate to you. They never forget...



# Communication with GREENs

## His/her expectations

More than any other GREENs want to look into your inner to find out if you are „real/true.“ GREENs appreciate acceptance in the sense of personal attention. Meet the expectations of GREENs by asking meaningful questions which aim at personal attitudes and objectives. Listen carefully and give feedback. Create an atmosphere which aims at common problem solving and support of each other.

## Adapt your style of communication

- Start with personal remarks
- Break the ice, don't start directly talking business
- Show real interest in the person
- Ask concrete questions
- Don't be pushy or urging
- Offer personal assurance and warranties
- Don't promise anything that you can't keep
- Don't enforce quick decisions





# How to use this knowledge in sales?

## The blue customer (accurate type - G)

### Behavior pattern of a blue customer

- Appears serious and reserved
- Is very persistent and asks many questions
- His/her speed is moderate and careful
- Asks for written materials and takes down notes
- Is disciplined in dealing with time
- Avoids longer eye contact
- Likes tight organisation structures and regulations/rules

### Typical style of communication

- Talks slowly and cautious
- His/her voice hardly modulates
- Few gestures and minimal facial expressions
- Balanced, precise formulations

### Decision behavior

BLUEs try to postpone decisions until everything has been analysed and verified to minimize risks and possible mistakes.

BLUEs expect from you facts and proofs instead of opinions that s.th. is the best decision on the short and long-term view.

BLUEs ask for a continuous professional service with a minimum of problems and a maximum of security.



# Communication with BLUEs

## His/her expectations

BLUEs win by their neatness, accuracy, persistence and consequence. Give BLUEs the time to think carefully about all details before you proceed to the next step. BLUEs expect from you to be prepared with facts from a deep investigation to minimize risks of errors.

Use the written word like e.g. data, facts, citations, offers etc. as a preparation and support for your presentation.

## Adapt your style of communication

- Prepare your matter carefully
- Be well organised
- Don't be casual, informal or personal
- Create credibility by seriously answering any questions
- Don't enforce quick decisions
- Develop an „action plan“ with fixed due dates and milestones
- Calculate/give enough time and information to come to a decision



# Find out about yourself...what type are you?

Have a look to the following ten groups (1-10). Evaluate the given four characteristics per group and evaluate in each group how much they fit to your character. Bring the characteristics in an order from 1 to 4 (1= fits the least to me, 4= fits most to me).

- 1  
 - 1 = the least,  
 - 2 = better,  
 - 3= even better,  
 - 4= fits most to me.

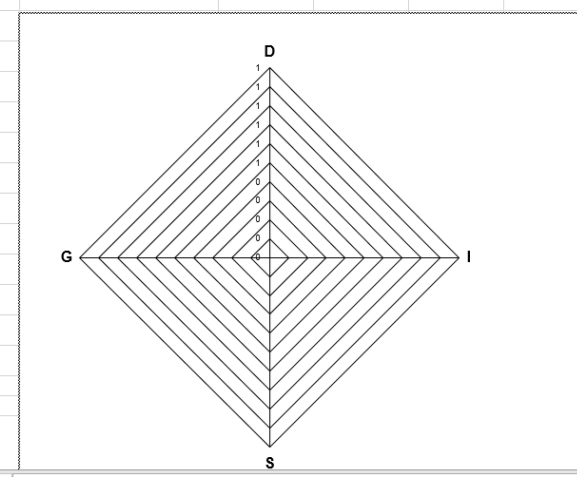
2 Put the numbers in column A

	Eigenschaft	A	B	characteristic		Eigenschaft	A	B	characteristic
1	Konkurrierend		D	competing	6	Zielbewusst		D	purposeful
	Neutralisierend		S	neutralizing		Rücksichtsvoll		G	considerate
	Gesellig		I	sociable		Anteilnehmend		S	compassionate
	Genau		G	accurate		Verspielt		I	playful
2	Offen		D	open	7	Verbindlich		S	binding
	Lustig		I	funny		Einsichtig		G	understandable
	Diplomatisch		G	diplomatic		Gesprächig		I	talkative
	bedacht		S	considered		Fordernd		D	postulating
3	Vorsichtig		G	careful	8	Freundlich		I	friendly
	Nachgebend		S	slacking		Hitzig		D	quick-tempered
	Kontaktfreudig		I	outgoing		Systematisch		G	systematic
	Fordernd		D	claming		Locker		S	laid-back
4	Eifrig		I	eager	9	Abgeklärt		G	tetached
	Entschlossen		D	determined		Angenehm		I	pleasant
	Ausdauernd		G	sustained		Aufmerksam		S	attentive
	Treu		S	faithful		Unnachgiebig		D	unrelenting
5	Reserviert		G	reserved	10	Inspirierend		I	inspiring
	Anziehend		I	appealing		Beständig		S	steady
	Gefällig		S	compliant		Beharrlich		D	persistent
	Rastlos		D	unresting		Exakt		G	exact

Evaluation  
(will be done automatically)

D	0
I	0
S	0
G	0
Total	0 = 100?

Graphical interpretation



# Instructions

- Have a look to the following 10 groups (1-10). Sort the 4 attributes according to your personal character by giving points.
- -1 point = meets the least your personal character up to 4 points = fits best to your character
- -Fill in the numbers in the column A
- -Sum up all points separately for types D, I, S, G
- -You will have at minimum 10 points and maximum 40 points per type. In total your sum must be 100.

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