

EXHIBIT 13-2: SELLING WITH A STORY STRUCTURE

STEP	ANSWERS THE QUESTION	STORY SPINE
TRANSITION IN: (HOOK)	Why should I listen to this?	I think the best example I've seen of that was . . .
CONTEXT	Where and when did it take place? Who is the hero and what did they want? Back in ____, at ____, there was ____, and they were trying to . . . (could be unspoken objective)	
CHALLENGE	What was the problem/opportunity?	Then, one day ____.
CONFLICT	What did you do about it?	So they ____, and then ____, and so they ____.
RESOLUTION	How did it turn out (for everyone)?	Eventually . . .
TRANSITION OUT		
LESSON(S)	What did you learn?	What I learned from that was . . . (That's when I realized . . . That explains why . . . What I've since come to realize is . . .)
RECOMMENDED ACTION(S)	What do you think I should do?	And that's why I think you should . . .

EXHIBIT 14-1. OPTIONAL HOOK PHRASES

SITUATION	HOOK
In response to a question:	“I think the best example of that I’ve seen was when . . .”
When asked for your opinion about something:	“The best lesson I ever learned about that was when . . .” or “That’s a tough problem. Let me tell you what I did when I ran into the same issue last year . . .”
When following your own statement with an illustrative story:	“So, for instance, there was this one time when . . .” or “It might be more clear if I just told you how some of my other clients have used that product . . .” or “Let me help you understand what I’m looking for . . .”
Anytime it occurs to you that a story would be helpful:	“That reminds me of a time when . . .” “Something really important happened recently and I thought you’d like to hear about it . . .”

EXHIBIT 17-1. EXAMPLES OF HOW TO USE THE STORY STRUCTURE TEMPLATE

STEP	PIG ISLAND	ATM IN LAS VEGAS	“THESE ARE NOT MY PANTS!”
OBJECTIVE/ MAIN MESSAGE	Explain why there are pigs in the ocean.	Illustrate how a bank’s security protocols can harm customers.	Great customer service makes loyal customers.
TRANSITION IN: (HOOK)	[Unnecessary, since we asked Gug to tell us a story.]	“Let me give you an example of the kind of problem I can help you fix.”	“Hello, I’m Mark Bowser, and these are not my pants!”
CONTEXT	Picture taken off Big Major Cay in Bahamas A few years ago, local entrepreneur brought pigs to island for bacon farm.	A few years ago In Las Vegas on a business trip Needed some cash	Late 1990s Indianapolis, IN Hyatt Regency To conduct a seminar on customer service
CHALLENGE	No food for pigs.	Went to the ATM, and it rejected transaction	Nagging feeling . . . “I don’t have any pants!”

Table continues

STEP	PIG ISLAND	ATM IN LAS VEGAS	"THESE ARE NOT MY PANTS!"
CONFLICT	<p>Struggles and weren't thriving.</p> <p>But restaurant dumped food.</p> <p>Pigs had to venture into water to get it.</p>	<p>They called my wife!</p> <p>Woke her up. Pissed me off.</p> <p>I called them Monday to ask why. They said, "It's our policy."</p>	<p>Looked in bag, garage, car, no pants!</p> <p>Asked at front desk, no pants!</p> <p>Retail store opens too late to get pants in morning.</p> <p>Clerk offered, "Do you want to borrow my pants?"</p>
RESOLUTION	<p>Pigs learned to swim.</p> <p>Now called "Pig Island"</p>	<p>Left me wondering why they even have my cell phone number.</p>	<p>Took the clerk's pants.</p> <p>Didn't fit perfectly. But were better than nothing.</p> <p>Wore them all the next day</p>
TRANSITION OUT			
LESSON(S)	<p>That's why it was easy to get the picture. The pigs swim up to the boats now.</p>	<p>Banks need better security protocols.</p>	<p>Most amazing customer experience of my life.</p> <p>I became a loyal Hyatt customer.</p>
RECOMMENDED ACTION(S)	<p>None.</p>	<p>Ask the customer, "What's your mother's maiden name?"</p> <p>We can do that for you.</p>	<p>None.</p>

EXHIBIT 17-2. COMPLETED STORY STRUCTURE TEMPLATE FOR “THE UNWELCOME BUSINESS CARD.”

STEP	ANSWERS THE QUESTION:	STORY SPINE	UNWELCOME BUSINESS CARD
OBJECTIVE / MAIN MESSAGE	What do you want the audience to think, feel, or do as a result of hearing your story?		If you're a visitor on a sales call, don't try to be the hero. You'll disempower the sales team. Your job is to make their job easier.
TRANSITION IN: (HOOK)	Why should I listen to this story?	I think the best example I've seen of that was . . .	I think the best lesson I ever learned about going on a sales call was . . .
CONTEXT	Where and when did it take place? Who is the hero and what did they want? Other background needed?	Back in ____, at ____, there was ____, and (s) they were trying to . . . (could be unspoken objective)	<ul style="list-style-type: none"> ● Last year at the company I used to work for . . . ● Customer upset about our price increase, wanted an executive to complain to.
CHALLENGE	What was the problem/opportunity?	Then, one day ____.	<ul style="list-style-type: none"> ● I was asked to attend a meeting with the customer for damage control.

Table continues

STEP	ANSWERS THE QUESTION:	STORY SPINE	UNWELCOME BUSINESS CARD
CONFLICT	What did you do about it? (Show the honest struggle between hero and villain. Can't be too easy.)	So they____, and then _____, and so they _____.	<p>Yelling in the meeting.</p> <p>Team calmed customer and gained their understanding.</p> <p>I handed my card to the buyer and told her she could call me anytime.</p> <p>Afterward, one of the reps told me what a terrible mistake I had made.</p>
RESOLUTION	How did it turn out (for everyone)? (How are things/characters changed as a result?)	Eventually . . .	<p>Buyer stopped accepting calls with the sales team.</p> <p>Sales dropped 30 percent over 6 months.</p> <p>Bob got fired. (Irony that I had joined the sales meeting to make things better.)</p>
TRANSITION OUT:			
LESSON(S)	What did you learn?	What I learned from that was . . .	<p>Here's what I learned . . .</p> <p>Unintended consequences of making yourself too valuable.</p> <p>Visitor's role isn't to impress the buyer. It's to help the sales team be the hero.</p>
RECOMMENDED ACTION(S)	What do you think I should do?	And that's why I think you should . . .	Offer help, but don't do anything to disempower the sales team.

EXHIBIT 18-1. EMOTIONAL MOMENTS IN “THE UNWELCOME BUSINESS CARD.”

STEP	THE UNWELCOME BUSINESS CARD
OBJECTIVE/ MAIN MESSAGE	If you're a visitor on a sales call, don't try to be the hero. You'll disempower the sales team. Your job is to make their job easier.
TRANSITION IN: (HOOK)	I think the best lesson I ever learned about going on a sales call was . . .
CONTEXT	Last year at the company I used to work for . . . Customer upset about our price increase and wanted an executive to complain to. (angry, disappointed)
CHALLENGE	I was asked to attend a meeting with the customer for damage control. (nervous, apprehensive)
CONFLICT	There was yelling in the meeting. (angry, frustrated) Team calmed customer and gained her understanding. (calm, hopeful) I handed my card to the buyer and told her she could call me anytime. (relieved, helpful, connected) Afterward, one of the reps told me what a terrible mistake I had made. (Sales rep = angry; Bob = shocked, guilty, embarrassed)

Table continues

STEP	THE UNWELCOME BUSINESS CARD
RESOLUTION	<p>Buyer stopped accepting calls from the sales team. (discouraged)</p> <p>Sales dropped “big time.” (guilty)</p> <p>Bob got fired. Ironic since he had joined the sales meeting to make things better. (sad, ashamed)</p>
TRANSITION OUT:	
LESSON(S)	<p>Here’s what I learned . . .</p> <p>Don’t make yourself the hero. (humble)</p> <p>Visitor’s role isn’t to impress the buyer. It’s to help the sales team be the hero.</p>
RECOMMENDED ACTION(S)	<p>Offer help, but don’t do anything to disempower the sales team. (resolute)</p>

EXHIBIT 20-1. STORY STRUCTURE TEMPLATE FOR FEBREZE STORY

STEP	ANSWERS THE QUESTION:	FEBREZE
OBJECTIVE/ MAIN MESSAGE	What do you want the audience to think, feel, or do as a result of hearing your story?	This is the kind of thing my company can do for you.
TRANSITION IN: (HOOK)	Why should I listen to this story?	Let me give you an example of what can happen when you get the need-state wrong and when you get it right.

Table continues

STEP	ANSWERS THE QUESTION:	FEBREZE
CONTEXT	Where and when did it take place? Who is the hero and what do they want? Other background needed?	<p>In 1996, P&G invented a new odor-trapping spray</p> <p>Launched Febreze in lead markets with strong marketing campaign</p> <p>Targeted at people with heavy odor problems like smoky bars, house pets, teenage boys</p>
CHALLENGE	What was the problem/opportunity?	It flopped. But why?
CONFLICT	What did they do about it? (Show the honest struggle between hero and villain, even if internal. Can't be too easy.)	<p>Realized that with constant exposure to bad odors, you become desensitized, so you don't notice it as much</p> <p>Interviewed heavy users to find out why they liked it</p> <p>Heavy user in Scottsdale just used it for normal cleaning, as a "nice final touch." Videotaped her "mini-celebration" when done. That was the breakthrough!</p> <p>Other videos confirmed that women were enjoying a moment of satisfaction for a job well done. Febreze was a great way to give whatever they're working on that just-cleaned smell, worthy of celebration.</p>

Table continues

STEP	ANSWERS THE QUESTION:	FEBREZE
RESOLUTION	How did it turn out (for everyone)? (How are things/characters changed as a result?)	<p>Two years later, Febreze was restaged to be a reward.</p> <p>Sales doubled in first two months.</p> <p>Today it's a billion-dollar brand.</p>
TRANSITION OUT:		
LESSON(S)	What did you learn?	<p>P&G was focusing on the wrong need-state.</p> <p>That second round of more creative research identified the right need-state.</p>
RECOMMENDED ACTION(S)	What do you think I should do?	<p>Shane's proprietary need-state discovery model uses some of the exact same methods used on Febreze, plus some others, to find the right need-state the first time.</p> <p>Which is why I think that's what you should use on your next project.</p>

EXHIBIT 20–2. EDITING DOWN THE FEBREZE STORY

STEP	ANSWERS THE QUESTION	FEBREZE
OBJECTIVE/ MAIN MESSAGE	What do you want the audience to think, feel, or do as a result of hearing your story?	This is the kind of thing my company can do for you.
TRANSITION IN: (HOOK)	Why should I listen to this story?	Let me give you an example of what can happen when you get the need-state wrong. and when you get it right.
CONTEXT	Where and when did it take place? Who is the hero and what do they want? Other background needed?	In 1996, P&G invented a new odor-trapping spray Launched Febreze in lead-markets with strong-marketing campaign Targeted at people with heavy odor problems like-smoky bars, house pets, teenage boys
CHALLENGE	What was the problem/ opportunity?	It flopped. But why?
CONFLICT	What did they do about it? (Show the honest struggle between hero and villain, even if internal. Can't be too easy.)	Realized that with constant exposure to bad odors, you become desensitized, so you don't notice it as much Interviewed heavy users to find out why they liked it

Table continues

STEP	ANSWERS THE QUESTION	FEBREZE
CONFLICT <i>continued</i>		<p>Heavy user in Scottsdale just used it for normal cleaning, as a “nice final touch.” Videotaped her “mini-celebration” when done. That was the breakthrough!</p> <p>Other videos confirmed, Women were enjoying a moment of satisfaction for a job well done. Febreze was a great way to give whatever they're working on that just-cleaned smell, worthy of celebration.</p>
RESOLUTION	How did it turn out (for everyone)? (How are things/ characters changed as a result?)	<p>Two years later, Febreze was restaged to be a reward.</p> <p>Sales doubled in first two months.</p> <p>Today it's a billion-dollar brand.</p>
TRANSITION OUT:		
LESSON(S)	What did you learn?	<p>P&G was focusing on the wrong need-state.</p> <p>That second round of more creative research identified the right need-state.</p>
RECOMMENDED ACTION(S)	What do you think I should do?	<p>Shane's proprietary need-state discovery model uses some of the exact same methods used on Febreze, plus some others, to find the right need-state the first time.</p> <p>Which is why I think that's what you should use on your next project.</p>