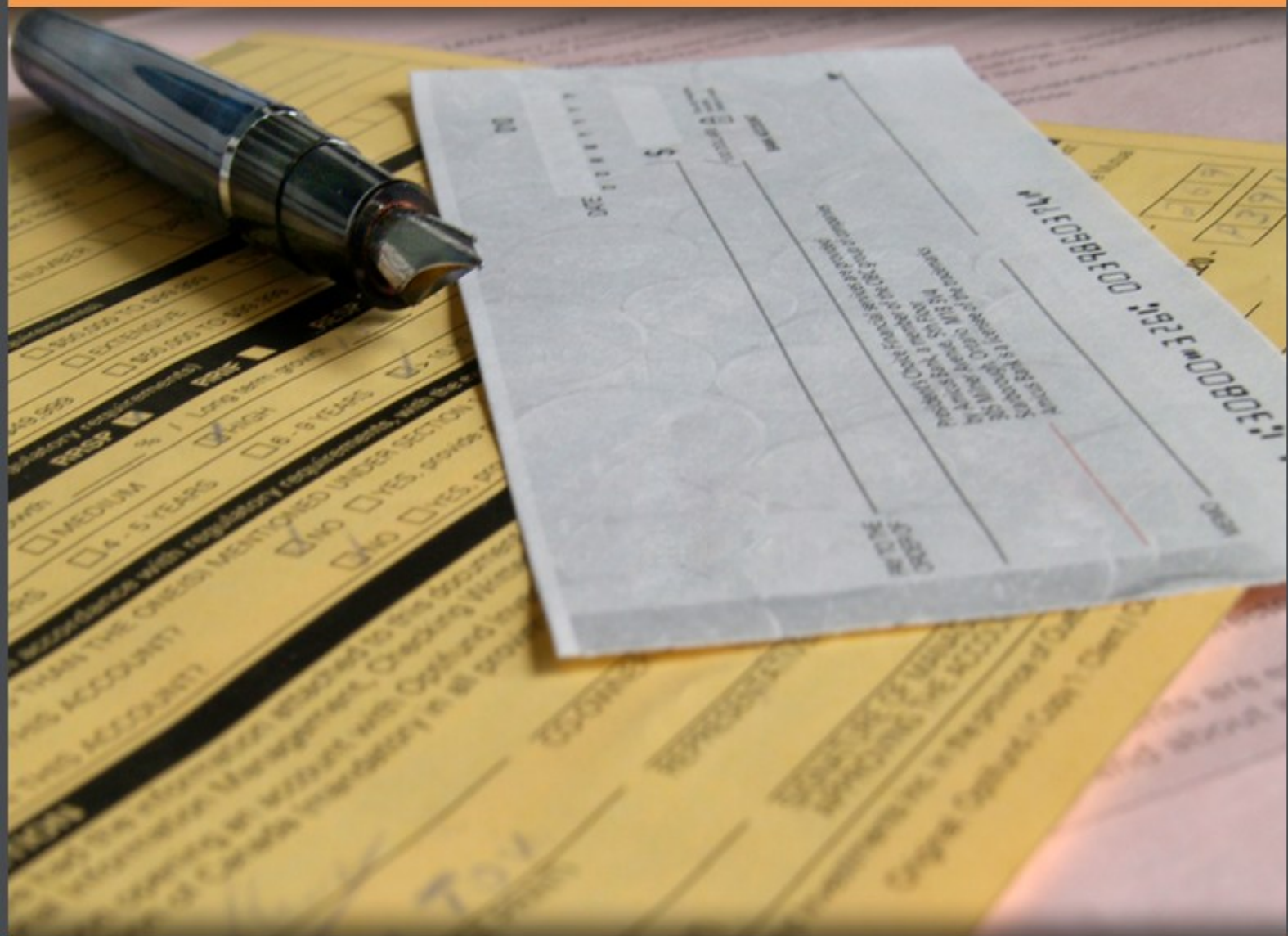


How to sell your value and your price

Jan Flamend



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Jan Flamend

How to sell your value and your price

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What is a good sales conversation

What to do in front of a customer? Even the most experienced sales person is not always sure if he or she is doing the right thing. In the sales seminars that we teach to sales organizations all over the world, the delegates are always surprised to see how much they can still learn. They very often know what to do and even know how to do it, but when it comes to the point they just don't do it. In these trainings they learn to really do it and get credit for it. When they return to their customers, suddenly the latter are being listened to, getting a better idea of the value of what they are being sold, and they tend to give their business easier to those smarter sales people.

Sales people also asked me 'How can I remind myself to do what I need to do in front of a customer?' They say they often forget the tips and tricks they learned during the seminars, and they want a good reminder. A quick way to get up to speed again when they prepare for an important meeting. Their sales managers also want something like that, a handy tool they refer their guys to. 'If you don't know how to open that conversation, have a look at this. If you don't know what questions to ask, have a look at this. If you don't know what arguments to use, have a look at this. If you don't know how to respond to the objection that you are too expensive, have a look at this. If you don't know how to close that deal, have a look at this.'

That is how this workbook **The Valueselling Toolkit** was born. Sales people, whether they are in field sales, telesales, key account management, customer service, whether they sell insurance, pharmaceutical products, complex IT solutions, industrial goods, they all want a practical, quick, pleasant tool that will tell them what to do in front of a customer.

Sales is what makes the world go round. Without sales there is no production, no employment. In recent years the sales profession has radically changed. It is no longer the hard selling way that works, we now talk of smart selling, solution selling, value selling. The sales person him or herself adds value by linking the buying process to the selling process. That takes a lot of intelligence, empathy and business sense.

Like in this example.

A good sales pitch

He had called in advance, asking whether he might also present his projectors, next to the usual PC products. A modern company like PolyChem surely needed decent presentation peripherals. The nice Hewlett Packard- salesman had suggested this so politely that I couldn't possibly say no. Besides, he was right: we did need decent presentation peripherals badly. We have an ancient overhead projector that can never be found when you need it, a big Mitsubishi beamer in the auditorium that doesn't work half of the time, and one portable projector that is constantly in use. A smart projector salesman could have a field day with PolyChem.

'I am extremely grateful for this opportunity to present our projectors to you, Mr Davis.'

The same politeness, smart suit, winning smile. Looks like someone you might trust to keep your wallet for you when you go for a swim.

'I would like to start by asking you a few questions, Mr Davis, so I can establish your specific needs and then suggest which projectors in our range would be best suited for PolyChem. Would that be acceptable to you, Mr Davis?'

'Go ahead. I'm listening and I'll answer your questions.' 'How many meeting rooms does PolyChem have, Mr Davis?'

'About ten in our headoffice, and one or two in each of our international branches. We have fourteen of those.'

'And how many projectors do you have for those thirty-eight meeting rooms?'

'Just the one.'

'And what are the consequences of this lack of projecting equipment in the thirty-seven other rooms?'

'You hunt for hours for that one overhead projector, people are reduced to sketching out their pitch on flipcharts, and everybody's grumbling that we need projectors urgently. One of the business unit managers has bought a small one out of his own budget. He is as happy as Larry.'

'How many sales representatives do you employ that need to give presentations for customers?'

'We have twenty account managers who are on the road most of the time. Our customers are based all over the world.'

'These sales representatives are all equipped with a laptop?'

'And they hope the customer has a projector, so they can set up shop comfortably.'

'How often is that the case, that they can use the customer's equipment?' 'About one in ten.' 'What do your sales people have to say about this?'

'They've been whingeing for weeks that they need a portable projector. Hewlett-Packard is our IT-standard, and they have one of those in their range, nice design as well. At least once a week I get somebody saying they want one.'

'So if I understand you correctly you waste a lot of time and energy because of this. Could you give me an estimate of the amount of time and energy you lose here?'

'God, that has to be millions per year.'

'Would you say the purchase cost for a few of these products outweighs the millions lost in productivity, not to mention demotivation and the unprofessional impression the company makes this way?'

'Of course I think we should buy them, but our CFO, Roberti Smith-Jones, doesn't agree. We've managed for years without, so there's no reason to buy them now.'

'Let us suppose, Mr Davis, that we fit every meeting room in your headoffice with a designated projection system, that each of your international offices receives a portable version, and that every sales representative gets a projector as a companion to their laptop when they're on the road—what do you think the effect would be?'

'I'm convinced we'd be operating a lot more efficiently and a lot more professionally. The customers would also notice that we'd made it into the 21st century. But that would cost a great deal of money.'

'In fact it won't cost you a cent, Mr Davis. It'll save an enormous amount of time, it will increase your productivity, it will improve your turnover. And just to remind you of maximizing your return, we'll send you a bill.'

'And what about Roberti?' 'Does he have any small children?' 'He has twins aged eight.'

'I suggest we supply him with a portable projector he can use for his financial presentations at PolyChem, and which he can set up as a 'home theater' outside work. He can project his kids' Disney DVDs on the wall. He'll be SuperDad, and he'll come to see the enormous potential of our products.'

'That's a good idea.'

'Did you know projectors can run on wireless technology as well these days, and that you can configure them into a network so you can download your presentations from a server?'

'Interesting, but too complicated for Roberti. Let's stick to Disney movies for now.'

'So mister Davis, how many projectors shall we deliver to you then?'

Is our polite, smart HP sales man doing the right thing?

How do you evaluate this sales call?

Balanced analysis

+	↑

Learning points

The five steps of the sales meeting

Opening
Discovery
Presentation
Objection handling
Closing

Opening of the conversation

Why is this important?

To establish a friendly, non-threatening atmosphere, lower tension, and check the buying climate. Your greeting should be friendly and brief. Your appearance and smile should help establishing a friendly atmosphere. Watch your prospect closely and you will recognize his/her behavioral style. The buying climate is usually very evident. It tells you where you should be on the sales model. You may already have a sale. On the other hand, the prospect may not be tuned in at all. He/she may either be very negative or just plain not listening to a word you are saying.

How to proceed?

Guideline for an effective introduction:

- **Greeting:** To naturalize the atmosphere
- **IBS:** initial benefit statement: a power phrase that raises the attention of the customer
- **Agenda:** To add value to the meeting and gain the interest of the Customer/prospect.
- **Agreement:** Get commitment from the Customer to proceed the meeting.

Initial Benefit Statement

How to get the Customer's attention?

By directly appealing to his concerns, requirements, his needs.

Some examples:

I would like to show you how our new solution can help you save costs

What is keeping you awake at night?

The aim of this meeting is to clarify how we help you improve the productivity of your employees.

Extending your market share, that is what we would like to discuss with you.

Write some examples of your own:

.....
.....
.....

Agenda

Every meeting with a Customer/prospect needs an objective. Probably, the Customer is not tuned in with your objective. He/she may either be very negative or has his/her own objectives for this meeting. Therefore we have built a common frame of objectives, summarized in an agenda.

Important in making an effective agenda:

Headlines: Be general rather than specific. Develop a minimum of three headlines that you feel comfortable with. Be aware of the right level of abstract you use. To be effective, an agenda-point should evoke interest without being specific. It is extremely risky being specific at this point of the process, since we have not as yet uncovered any needs.

Add value: Why are these agenda-point interesting for the Customer? To gain interest, many successful professionals use headlines to tantalize you. Example: 'I would like to show you an exciting new service being introduces in our industry, which can save you 20% production time.'

Be very careful in adding value. Do not say that you cannot back up at some point during your presentation.

Make an agenda for your next meeting		
Customer	
Objective for this meeting	
Agenda	Agenda-point	Added Value for the Customer
	1
	2
	3

Acceptance

Having heard the agenda-points, your positive client is now prepared to continue the meeting or presentation. But we are not yet prepared to give one, since we have not yet uncovered any needs to deals with directly. We need our prospect's participation to accomplish this discovery.

A question which has been used successfully by others to delay presenting until there are specific needs to deal with is:

'Before we discuss this, may I ask you a few questions?'

Very rarely will a prospect refuse this request. This key question helps lower tension, primes the prospect for his/her participation, and delays the meeting until you have accumulated enough data. It should give you the ability to involve your prospect in the most critical area to be addressed.

Value proposition

The Value Proposition technique helps you to summarise your sales pitch into one sentence. You can use this sentence as the first slide of your presentation

- For (target Customer)
- Who (key qualifier)
- Our product is a (product category)
- That provides (key benefit)

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- Unlike (reference competitor)
- Our product (key point of differentiation)

Example:

- For Edgetec
- Who produces edge protectors for the packaging industry
- Our product is a ready for use adhesive in bulk deliveries/tankers
- That provides a safer production and environment without waste
- Unlike own mixed adhesives
- Our product has batch to batch consistency - the same viscosity, solids content and gives consistent adhesion every time, which reduces waste and contamination in production dramatically.

example For KBC Bank

Who launches a web site for on line stock trading

MultiSecure is a security middleware

That provides a full proof security solution that will attract new customers

(Unlike Scorpio)

MultiSecure guarantees safe authentication, complete data integrity and reliable non-repudiation

Value Proposition

Assignment

Make a Value Proposition for your three most important products!

- For _____
- Who _____
- Our product is a _____
- That provides _____
- Unlike _____
- Our product _____
- For _____
- Who _____
- Our product is a _____
- That provides _____
- Unlike _____
- Our product _____

- For _____
- Who _____
- Our product is a _____
- That provides _____
- Unlike _____
- Our product _____

Discovery

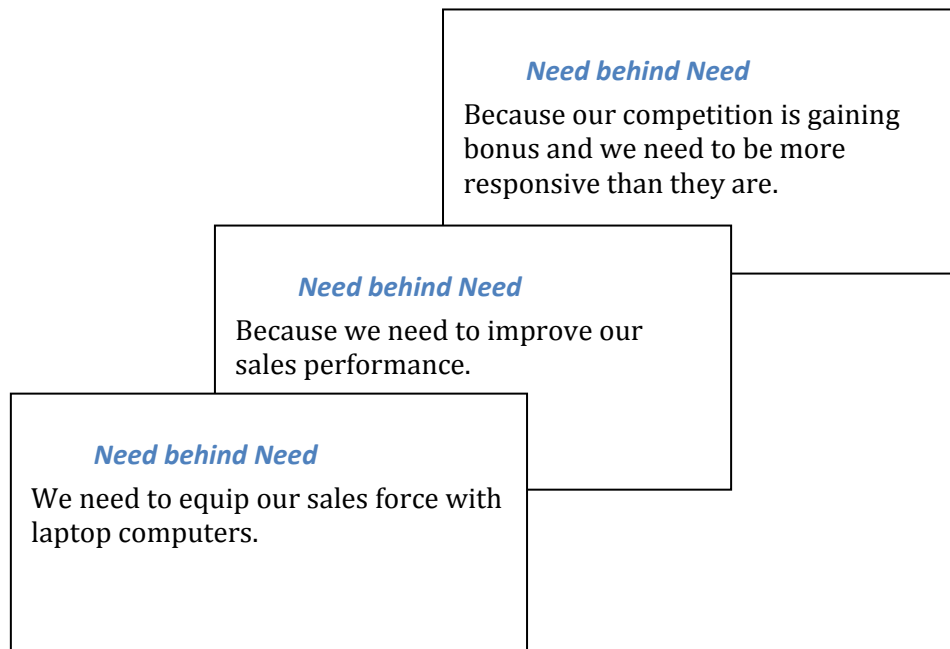
Discover the Need Behind The Need

We need to find out the needs, the requirements of our customers. Therefore we need to be able to ask well directed questions.

Every Customer need has a reason behind it. Usually that reason is another need, or a need behind the need, that represents a strategic goal the Customer wants to accomplish.

It might help to think of the Customer's range of needs as an onion. The first layers represents the need initially described by the Customer. The next represents the reason for that initial need the need behind the need. By peeling away the layer of each need, the salesperson eventually uncovers the core, or strategic need.

The salesperson who understands the full range of Customer's needs is in a much better position to provide his/her product or service solution that helps the Customer progress more efficiently and effectively toward achieving his/her organization's goals.



Usually, a need behind the need falls into one of the three categories:

- Financial:** Improving monetary results or controlling costs.
- Image:** Maintaining or improving prestige.
- Performance:** Maintaining or improving productivity.

The question funnel

FICS is a questioning technique that helps you to lead the customer to the solution you want to sell

Facts questions

- What are you doing now in the area of ... ?
- What's important to you in a relationship?
- Which are your biggest Customers?
- What is the value of the work in progress?
- How long does it take to enter an order?
- When do you get month end reports?

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Issues Questions

- What problem does that cause you?
- Which are the areas that can be improved?
- Do you have system crashes?
- Is your current supplier always on time?
- How stable is your current environment?
- What kind of quality problems have you had lately?

Consequence questions

- What will happen if the problem is not fixed?
- What will happen if this situation deteriorates?
- What is the consequence if things do not improve?
- What is the impact of bad response time?
- What will your Customers say if they can't reach you?
- What is the impact on your staff's morale?

Solution Questions

- Suppose we succeed in solving this issue, what would be the consequence for you?
- Would it be helpful if we accelerate the delivery?
- Would your Customers be happier if they had a secure delivery?
- Would it benefit you if your system had the highest availability?

Make your own FICS

Fatcs Questions

Issue questions

Consequence questions

Solution questions

Areas To Discover

Through all the Discovery process you want to identify a few pieces of critical information. In addition to your industry-specific areas, here is a list of the most critical areas to discover.

They are in no particular order, however, it is suggested that you use your best judgment with every Customer to determine what and how many questions to ask. (Asking too many questions can also get you in trouble.)

- Organizational Structure: additional locations or departments, management structure, etc.
- Decision-making Process: as it relates to your products and services.
- Financial Status or Condition: what is the budget?
- Technical Aspects: as they relate to your products and services.
- Their Customers: so you can understand their business better.
- Your competition: current purchasing patterns.
- Their competition: how they stack up against their competition.
- Personal likes and dislikes: as they apply to your products and services.
- Personal interests: outside of work.

A checklist

Customer's business profile

General information

1. Customer's name and divisions
2. Customer's business and customers
3. Customer's prospect and services
4. Organization structure and locations

Customer's application – uses of our services and products

1. Present uses
2. Customer's activity cycle
3. Future projects
4. Technical expertise

Decision – making - access to funds

1. Who are the decision makers with access to funds and influencers?
2. Who are the influencers?
3. How are decisions made?
4. Number of contacts (people) within the DMU (Decision Making Unit)

Financial condition

1. Payment record
2. Discount structure
3. Financial stability
4. Stock price & analyst reports

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Competition

1. Use of other suppliers?
2. Their market share?
3. What are competitor's strategies?
4. What are their strengths/weaknesses? (facts)

Current situation

1. How much are we doing today by volume/margin/mix?
2. How will this develop if nothing is done?
3. Resources being used?
4. Successes/failures?
5. Stability indicators score (re-buying rates)?

Potential

1. How much future potential is there
 - On existing projects?
 - On future projects?
2. How sure are we of securing this business?

What's the 'Compelling Event' for each opportunity

Presentation

What are you selling?

1. Imagine you are talking to a friend who knows nothing about the products or services you sell. What would you say your company is selling?

2. Imagine what your colleagues would say:

Features - Advantages – Requirements - Proof

1. **Features** are **facts** about the product or service.
You need good product knowledge.

Example: _____

2. **Advantages** are what a Customer **can gain** from the features and to which extend these meet his/her requirements.
You need commercial language: “This means for you ...!”

Example: _____

3. **Requirements** are the Customer’s **needs** and **wants** which a product or service could fulfill.
You need: Me, Myself & I, Customer Information.

Example: _____

4. **Proofs** are the Customer’s **experiences** and **perceptions** on how the product or service will fulfill their needs and wants.
Make the FARP of your company and of your most important product or service.

FARP

Features	Advantages	Requirements	Proofs

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FARP

Features	Advantages	Requirements	Proofs

Customers have four fundamental needs:

Certainty (guarantees for continuity)

Performance (to maintain or improve productivity)

Finance (to maintain or improve monetary results, to control costs)

Convenience (ease of use, no worries)

Indicate in what areas you can satisfy these needs:

Certainty

Performance

Finance

Convenience

Handling Objections

Objection handling is crucial for every sales person.

Experienced salespeople love objections. They know that if they can satisfy a Customer's true concerns, then they have moved closer to making the sale.

It is a sales man's job to turn no's into yesses.

Eighty percent of all objections come from eight basic classifications:

1. Price
2. Quality
3. Service
4. Competition
5. Application
6. Delivery
7. Experience
8. Reputation

Typical objections

You're too expensive

Your quality is no good

Your system is incompatible

You can't deliver on time

You have a bad reputation as far as customer service is concerned

You have no innovative products

Your company is not financially stable

You're a niche player with poor market covering

Your sales people are arrogant

Nobody believes in your technology

A complaint is not an objection

An objection is basically a perception of the customer which prevents him from buying. It's like a mental blockage. A complaint, on the other hand, concerns a real problem that occurred: something happened that should not have happened, or something didn't happen that should've happened.

You deal with objections and complaints differently. To refute an objection, you use questions and arguments but a complaint needs to be solved. You listen, you apologise and you take measures so that it doesn't happen again.

Why customers raise objections

Because I don't see the benefit?

Because I am happy with my current supplier?

Because I have other worries, other priorities?

Because I don't have the money.

Because I don't need it.

Because I get money under the table from the competitor?

Because I expect a long learning curve with this new product. Because I am resistant to change.

Because I don't know what exactly I'm going to get.

Because I don't have the correct information?

Beware of self-inflicted objections:

We **provoke** more objections than a Customer can think of by himself/herself

Maria, you might think that this is all quite expensive, and I wouldn't blame you if you did. It's a lot of money.

You might think that the competition has a better product

Your people might need some time to get used to our product. It's not easy to use. We hear that all the time.

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How do you deal with objections?

Steps in handling objections:

- Listen to the objections
- Reduce tension
- Asks questions
- Distinguish between real and false objections
- Real disadvantage or misunderstanding
- Present new evidence
- Agreement

Listen

What exactly do you mean, Maria. Can you tell me more about your concern with the price?

Reduce tension

I can understand why you feel that way, Maria

Your point is well taken, Maria. And I'll address that issue

Maria, it sounds as if you're asking: 'What extra value will I be receiving for the additional cost?'

Ask questions

I see. In what way do you think we are too expensive, Maria?

Can you tell me more about your quality concerns?

Distinguish real from false objections

Now, suppose that the price were the same. Whom would you choose, us or the competition?

Well, could you tell me what your biggest problem is then?

Real disadvantage

I understand your concern about the price, Maria. The difference is largely compensated by the superior quality and the long life span of our products. You might pay a bit more at the time of purchase, but you will benefit much longer. You wouldn't want to get stuck with cheap stuff that falls apart, would you? What do you think, Maria? Quality has its price. You people also bring value to your customers, don't you?

Misunderstanding

What makes you say that?

Do their prices include maintenance? Well, Maria, our prices include delivery and maintenance.

Present evidence

You will see that Professor Eco speaks very highly of our new technology, and the Gartner Institute has written a a very favorable report.

Agreement

Is that a good answer to your question.

What is keeping your from making a positive decision

Types of Objections

Exercise

Make a list of the most frequently heard objections in column one. Agree on the best answer for each of those objections in column two.

Objection	Your best reply
1.	
2.	
3.	
4.	
5.	
6.	

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Closing

Assignment

Add a phrase to each closing technique
<p>1. Act as if the deal has been closed</p> <p>You don't talk about the possibility of buying but you talk about the benefits when using the product, or service. Don't use the if- form:</p> <p><i>“Maria, if you buy this solution from us, it would be a win-win deal for the both of us.”</i></p> <p>But use the when form</p> <p><i>“Maria, when your people improve their productivity, they can always count on our service people to support them.”</i></p> <p>In the when-sentence, you focus on the post sales, on the implementation, on the actual benefits your customer will have.</p> <p>Maria, what kind of training do you think we should give your people to make sure they make optimal use of this solution?</p> <p>Your example</p> <p>.....</p> <p>.....</p>

2. The backward planning

You start by defining the moment when the new system needs to be fully operational, and then you define all the preceding steps: testing, installation, architecture, legal papers, contract signature. In doing so, you create a sense of urgency for the customer to make his decision.

Peter: So Maria, when do you want your system up and running?

Maria: We need to have it fully operational by the start of our next fiscal year.

Peter: So that's January. Right?

Maria: Indeed.

Peter: It'll take two months of testing and fine-tuning before the system can be released for full operation. Right?

Peter: So, it needs to be ready for testing by November 1. In our experience the site prep and installation takes about a month. You agree?

Maria: Sounds fair.

Peter: That brings us to October 1. Hardware architecture, software and network design take another three months. Especially the software bit. This brings us to July 1. But before we can start, all the legal papers and contractual issues need to be solved. That should keep us busy for another two months. So, we need your decision and signature by May 1.

Maria: But, Peter, we're already mid May.

Peter: There's no time to waste, Maria.

Your example

.....

.....

<p>3. The Opinion Close</p> <p>There are times when we are not sure if the time is appropriate for the order (or whatever the call objective may be). We may be uncertain whether or not we are truly observing buying signals. At these times it is appropriate to use an opinion close.</p> <ul style="list-style-type: none"> • “Betty, do you feel this service will solve your delivery problems?” • “In your opinion, do you feel this will benefit your company?” • (Add a phrase)
<p>4 The million dollar question</p> <p>It goes like this: ‘What do you like most about our solution?’</p> <p><i>I have given you a presentation of our solution, Maria, based on our understanding of your requirements. Now that you have the full picture, what do you like most about our solution?</i></p>
<p>5. How much chance do we have?</p> <p>Maria, we are very keen to work with you and all our people are very motivated for this project. What do think our chances are?</p> <p>Maria: You mean in percentage terms? Peter: Yes.</p> <p>Maria: Today, I would say that you have a 70 % chance of winning this deal.</p> <p>Peter: What do we need to do to get to 100 %, Maria.</p> <p>Your example</p>
<p>6. Minor Point</p> <p>Closing on a minor point involves asking your prospect for a very minor decision rather than the major one, which would be “Do you want to place the order?”</p> <ul style="list-style-type: none"> • “What day is better for delivery?” • “Which colors do you prefer on your initial drop?” • (Add a phrase)

<p>7. Alternate Choice</p> <p>This technique offers your prospect choices - either one of which represents his agreement to purchase your product or service.</p> <ul style="list-style-type: none">• “Is Thursday or Friday best for delivery?”• “Will this be invoice or cash?”• (Add a phrase)
<p>8. Summary</p> <p>A summary close involves summing up the benefits the prospect will receive, followed by a minor point or alternate choice close.</p> <ul style="list-style-type: none">• “John, we agreed that ... and Shall we start with 5000 or 10000 pieces?”• (Add a phrase)

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9. Direct

The direct close is just what it implies. It is a simple statement or question that asks for the order.

- “Bill, I’ll rush this order right in for you.”
- “Lois, I’ll call these specs right in.”
- (Add a phrase)

Price techniques

The sandwich technique

It simply means that you state your price while explaining the value of your product. You mention it casually when listing the features and the benefits. Here's an example:

This highly flexible infuse pump, with a throughput of 2%, comes to an investment of 2450 \$. It will help you to decrease your energy costs.

Moreover, our training guarantees you an efficient usage.

When shall we start to train your people?

Your example

.....
.....
.....

The price of the smallest unit

For 30 \$ a week, you will drive this wonderful car

Your example

.....
.....
.....

Depreciation over time

We can give you a very attractive Tech Refresh proposal, that will decrease your costs substantially and it will guarantee the latest technology updates

Your example

.....
.....

The comparison technique

‘Your product is more expensive than that of your competitor.’

‘Now, let’s suppose that the price would be the same, for which product would you choose?’

‘I am only interested in the price.’

‘If I understand you correctly, customer services and quality have no value to you?’

‘What, beside the price, is important to you?’

your example

.....
.....
.....

Deferring the price issue

‘I agree with you that price is an important element. That is why I promise to come back to it, let’s have a look at your requirements.....’

your example

.....
.....
.....

Calculating together

- More now/less later

For a one time investment of only 60 \$ more, the consumption per day will be much lower. This means a cost reduction for you of 3 dollar per day, or 90 \$ per month.

Your example

.....
.....

- Cost/profit over time

The Reston pillow costs 600 euro, and it lasts for four years. This means an investment of 1.50 per year.

The other pillow costs 360 euro, and it will last for two years. That means a cost of 180 EURO per year.

Your example

.....
.....

Playing down the price as part of a broader whole

The price difference we are talking about is not more that 6.000 euro. Divided over 500 questionnaires, this is barely 2 euro per list. It is even much less than the postal costs.

Your example

.....
.....

Defending the total supply

‘Every company is entitled to a decent profit. This guarantees the quality and further development of our products, the service to our customers and our long term commitment to you as a customer.’

Your example

.....

.....

Trading concessions in case of discounts asked

‘Suppose that I would be prepared to discuss the possibility of a discount, what are you prepared to do in exchange?’

your example

.....

.....



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Sales Call

Groundwork	Achieved
<p>1. Main objective of that contact:</p> <p>_____</p> <p>_____</p> <p>Sub-objective(s)</p> <p>_____</p> <p>_____</p> <p>Retreat objective(s)</p> <p>_____</p> <p>_____</p>	
<p>2. The information we need to retrieve:</p> <ul style="list-style-type: none"> • _____ 	
<p>3. The questions we want to ask:</p> <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ 	
<p>4. The message we want to convey:</p> <ul style="list-style-type: none"> • _____ <p>Arguments in order to achieve this:</p> <ul style="list-style-type: none"> • _____ • _____ • _____ 	
<p>5. Likely objections:</p> <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ 	<p>My reaction:</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>

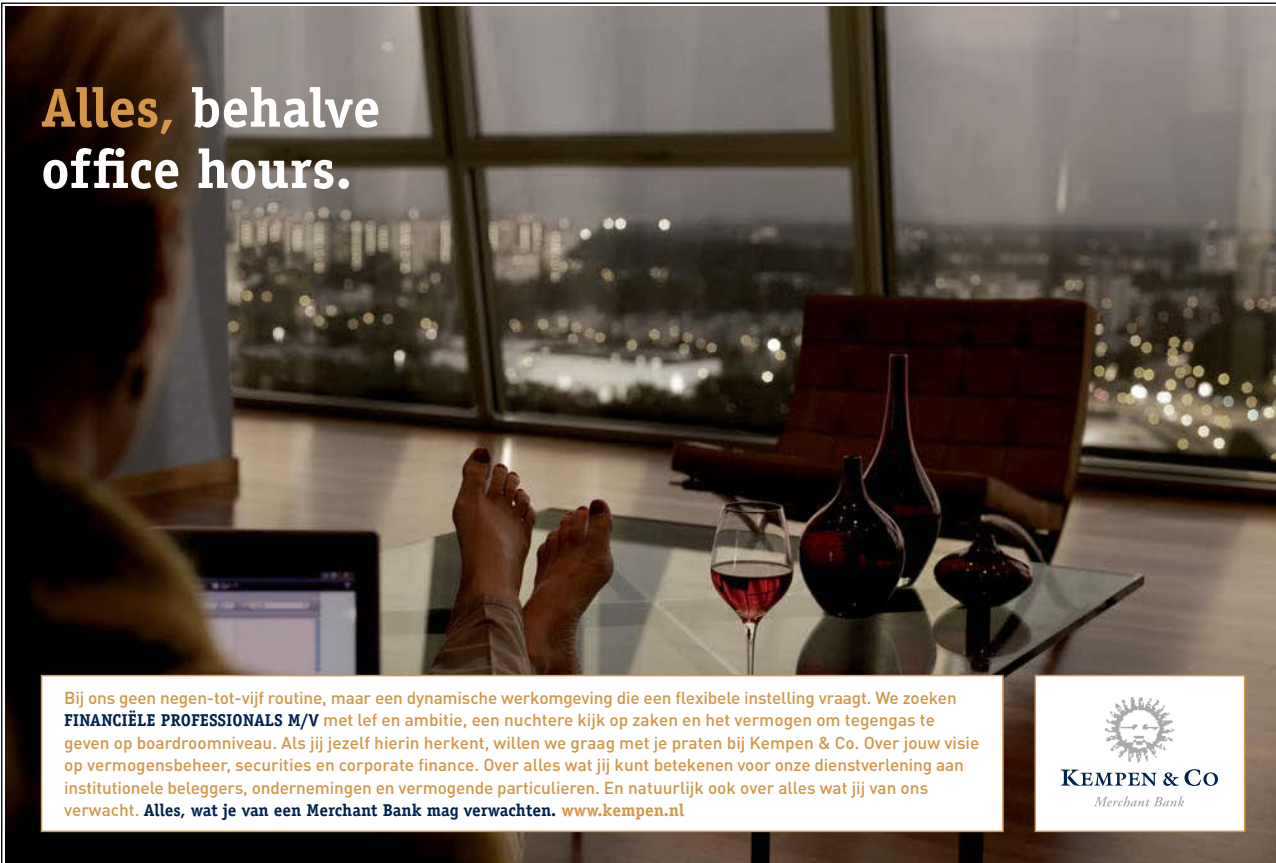
<p>6. Decisions which the customer has to take:</p> <ul style="list-style-type: none"> • _____ • _____ • _____ 	
<p>7. To be well prepared, I also require:</p> <ul style="list-style-type: none"> • _____ 	
<p>8. Action after the contact with the customer: (what / by whom / deadline? / short-term plan)</p> <ul style="list-style-type: none"> • _____ 	
<p>9. Information for the Customer File:</p> <ul style="list-style-type: none"> • _____ • _____ • _____ 	

Evaluate your selling skills

Basic professional attitude


1 2 3 4 5

- Representative representative/advocate of MyCo
 - Articulates the values of MyCo
 - Can operate independently from HQ
 - Can give a corporate presentation
- Personal charisma
 - Inspires trust
 - Inspires respect
 - Is being listened to
- Quality of personal contact
 - Creates positive atmosphere
 - Easy in social interaction
 - Always looks for networking opportunities



Alles, behalve office hours.

Bij ons geen negen-tot-vijf routine, maar een dynamische werkomgeving die een flexibele instelling vraagt. We zoeken **FINANCIËLE PROFESSIONALS M/V** met lef en ambitie, een nuchtere kijk op zaken en het vermogen om tegengas te geven op boardroomniveau. Als jij jezelf hierin herkent, willen we graag met je praten bij Kempen & Co. Over jouw visie op vermogensbeheer, securities en corporate finance. Over alles wat jij kunt betekenen voor onze dienstverlening aan institutionele beleggers, ondernemingen en vermogende particulieren. En natuurlijk ook over alles wat jij van ons verwacht. **Alles, wat je van een Merchant Bank mag verwachten.** www.kempen.nl



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- Expertise and credibility
 - Knows MyCo portfolio
 - Has industry background and knowledge
 - Works with active references

- Service orientation toward the customer
 - Wants to help the customer to buy the right solution
 - Provides all necessary support and info to the customer
 - Also active in the post sales period

- Supplier of information to MyCo
 - Regular feedback to HQ and staff functions
 - Signals market trends
 - Shares info with colleagues

- Teampayer
 - Works in team
 - Involves the necessary resources
 - Manages virtual deal teams to a good end

- Likeability
 - Sympathetic
 - Correct appearance
 - Appreciated by customers

Selling and influencing skills

1 2 3 4 5

Value proposition

- Able to convey the essence in few words
- Explicates intrinsic, extrinsic and strategic value
- Links value offered to needs detected

Questioning

- Asks open questions
- Reveals essential info
- Leads to customer through questioning to solution

Argumentation

- Relates features and benefits to requirements
- Uses proofs
- Convincing

Objection handling

- Stress resistant
- Understands objections
- Rebutes with right arguments

Closing

- Collects yes's
- Leads the customer to the closing
- Asks for the order

Reinforcing

- Thanks customer for order
- Follow up on invoicing and payment
- Looks after customer interests in post sales

Identifying and dealing with negotiation tactics

- Understands purchaser behaviour
- Creates common ground for win-win
- Gets positive outcome for MyCo

Selling value in stead of price

- Uses price technics
- Masters discount game
- Creates sufficient margin

Planning

1 2 3 4 5

Planning work

- Setting clear objectives,
- Setting actions, milestones and review dates

Developing and implementing of the account plan

- Number of account plans
- Quality of account plans
- Up to date – ness of account plans

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Producing long term and short term action plan of key accounts

- Quality of vision on 18 months basis

- Up sell and cross sell opportunities

- Follow up on actions

Using quality standards in planning, reporting and information sharing

- Reliability of data

Managing the customer

- Understanding the compelling event

- Understanding the customer's business & customers

- Understanding the customer's business strategy

- Understanding the customer's implicit and explicit power structure and organisation

- Understanding the customer's information flow

- Understanding the customer's values and and agreeing the factors for a fruitful partnership

Linking the MyCo strategy to the customer's business needs

Sales call observation sheet

Name:		SM Name:			Date:	Doctor:
STEPS OF THE SALE		1	2	3	NOTES	
ELEMENTS TO CONSIDER						
Step 0 Prepare Yourself	Basic Message					
	Customer & Product Knowledge					
	Attitude and Confidence					
Step 1 Enter the Sale	IBS					
	AGENDA					
	Client Focus					
Step 2	Personal Needs					
Discovery	Product Needs					
	Open Questioning					
	Listening					
	Keyword Questioning					
	Finance/Budget					
	Note Taking					
Step 3 Present Your Solution	Features					
	Advantages					
	Benefits linked to agreed Needs					
Step 4	Proofs					
	Identify True/False					
Locate and Solve Objections	Refine/ Convert					
	convince					
Step 5	Closing Technique					

Closing	Timing				
	Silence				
Step 7	Self Analysis				
Systematic Sales Improvement	Self Improvement Knows Numbers				

Sales Manager General Comments & Improvements From Last Accompanied Visit:	Comments and Action Plan: Salesman
--	------------------------------------

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Beginner of belofte?



PGGM

PGGM is de pensioenuitvoeringsorganisatie zonder winst-oogmerk voor vijf pensioenfondsen en beheert meer dan 100 miljard euro voor ruim 2,3 miljoen deelnemers. Daarnaast zijn we de inkomensverzorger voor onze leden. We bieden medewerkers uitgebreide opleidingsmogelijkheden, waaronder een traineetraject, een hoogwaardig pakket aan arbeidsvoorzieningen en de kans om flexibel te werken dankzij de invoering van het Nieuwe Werken.



Kies voor PGGM, kies voor jezelf

Kijk jij nu al uit naar een mooie loopbaan als econoom, bedrijfskundige of ICT-er in de financiële dienstverlening? Met alle kansen om je verder te ontwikkelen in een prettige, dynamische werkomgeving? Dan zul je je bij PGGM als een vis in het water voelen! Bij ons doe je werk dat er toe doet. www.pggm.nl/werkenbij.

www.pggm.nl/werkenbij

Coaching Guidelines for the sales manager

GIVING:

1. Do It Now
2. Keep It Private
3. Recognise The Positives
4. Focus On Performance
5. Make It Two Way
6. Adopt The Appropriate Style
7. Agree An Action Plan
8. Use Active Listening Skills
9. Consider Questioning Techniques
10. Relate To Competencies / Behaviours / Numbers

I have also included some tried and tested rules for receiving feedback.

RECEIVING:

1. Always welcome positive feedback
2. Invite feedback regularly (it's not so painful after the first few times!)
3. Thank them for the feedback!! (Yes - very hard)
4. Always listen to what is being said, don't jump to conclusions
5. Try to understand why you are receiving feedback
6. Try not to be defensive or justify what you have done
7. If you do not understand what is being said, ask for clarification of what is meant
8. Ask them to give examples of your behaviour which give rise to the feedback
9. Look for solutions, or give suggestions - ask them for suggestions
10. Agree what happens next

Some power phrases

It is easier to file down the claws of tigers than to teach sheep to attack.

People don't like to be sold, but they love buying.

Telling is not selling.

Sell first, negotiate later.

If you can make them laugh, you can make them buy.

Why is your best customer your best customer?

They don't want your brochure, they want answers to their concerns.

If you offer no value, all that's left is your price.

If the risk is price, then the compensation is value.

The most powerful person on your sales team is your customer.

Buying motives are more powerful than selling skills.

Plan your work and work your plan.

Failing is good as long as it doesn't become a habit.

If the customer isn't interested, it's because you weren't interesting.

The pleasure of a good price makes up for a deep disappointment because of poor quality.

Decision makers make the budget. Non-decision makers spend the budget.

Smile while you dial.

Price must never stand alone.

What's the use of running if you're on the wrong track?

Selling is helping your customer to buy the right thing.

An objection is an opportunity to close.

Never look for bargains in parachutes, brain surgeons, or my product.

Sell what the product does, not what it is.

Promise a lot and deliver more.

Every winner has a plan. Every loser has an excuse.

Luck happens when preparation meets opportunity.

As long as you're not satisfied with your past, you have a bright future.

God gave us two ends – one to sit on and one to think with. Success depends on the end that is used most often.

No one has ever drowned in a pool of sweat.

The sweetness of low price is soon forgotten, but the bitterness of low quality lingers on.

The sweetness of low price never equals the sourness of poor quality.

The size of the market is determined by the space between the sales professional's ears.

Continuing education in the selling business is what sharpening an axe is to wood cutting.

A vital ingredient to success is a willingness to learn.

If you think education is expensive, try ignorance and pay forever.