

Sessions 1 & 2: Introduction to Sales

PROF. KARISHMA AHUJA

What is Selling?

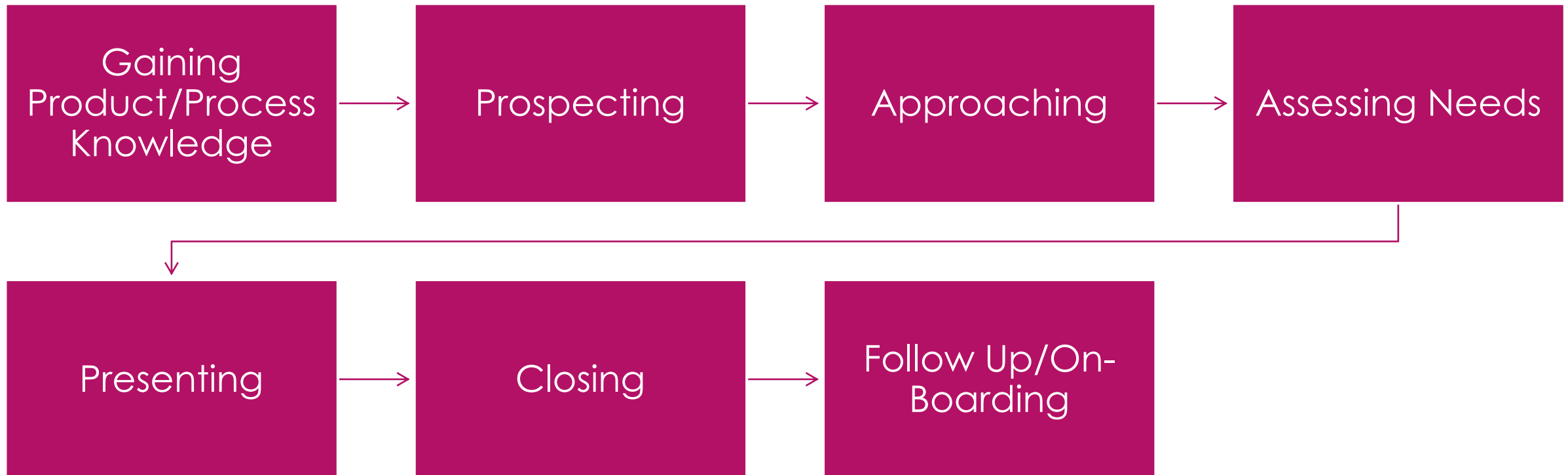
Selling is a marketing function that involves determining client needs and wants and responding through planned, personalized communication that influences purchase decisions and enhances future business opportunities.

What is Sales Process?

Sales process is a systematic approach involving a series of steps that enables a sales force to close more deals, increase margins and make more sales through referrals. It's a complete cycle which starts from identifying the customers to closing the deal with them.



The Basic Sales Process



Sales v/s Marketing

Parameter	Sales	Marketing
Focuses on the Needs of	The Seller	The Consumer
Who enjoys supremacy?	The Product	The Customer/Consumer
Order of Production	No prior plans; just push to sell	Production planning done prior to actual production
Approach	Fragmented	Integrated
Conversion of	Products into Cash	Customer's needs into products
What determines the price?	Cost	Market
Profit achieved through	Sales Volumes	Customer's Satisfaction
Position of the Customer	Last Linkage	Very purpose of business

Product v/s Service

Parameter	Product	Service
Tangibility	Tangible	Intangible
Returnability	Can be returned	Cannot be returned
Storage and Consumption	Can be stored and consumed later	Cannot be stored and consumed later
Ownership	Can have permanent ownership	Cannot have permanent ownership
Comparison	Easy because of relative standardisation	Difficult because of variability
Focus on	Specific Features	Customer Service and Experience
Quality	Controlled by Data	Controlled by Experience
Repeatability	Easy	Difficult

Product v/s Service (Contd.)

Parameter	Product	Service
Level of customisation	Low in most cases	Extremely High
Value	Value retained for long	Value retained only when service is being experienced
Produced by	Manufacturing Team	Different sets of interconnected departments
Customer Involvement	Fairly Low	Extremely High
Resource Intensity	Capital Intensive	Labour Intensive

Qualities required in a Sales and Marketing Person

Qualities

- ▶ Effective Communication
- ▶ Assertiveness
- ▶ Team Playing
- ▶ Emotional Intelligence

Session 3: Basic Steps in Competitor Analysis

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Competitor

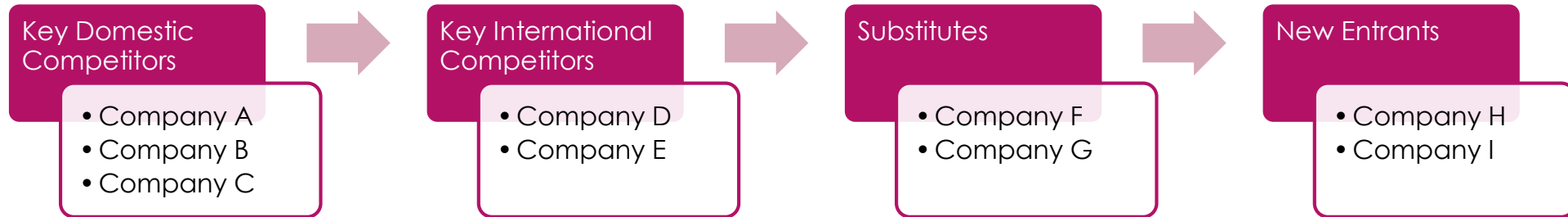
- ▶ Companies with offerings that address similar needs
- ▶ Companies that offer very close substitutes
- ▶ Can be domestic or international



Competitor Analysis



Identifying the Competitors



Analysing the Competitors – A Sample

Competitor Name	Criteria							
	Turnover	Revenue	Categories	Profit	YoY Growth Rate	Price Range	Market Share (Volumes)	Market Share (Revenues)
A								
B								
C								
D								
E								
F								
G								
H								
I								
MY COMPANY								

Classifying Competitors

- ▶ Competitors you can attack
- ▶ Competitors you can ignore
- ▶ Competitors you can avoid
- ▶ Competitors you need to keep a watch on

Session 4-A: Ethics in Sales

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Session 4-B: Line Techniques

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ATL, BTL & TTL

Above the Line

Macro level Promotions

Creation of Brand Image

More conventional

Difficult to measure

Below the Line

Micro Level

Less conventional

Non-media Communication

Creation of Loyalty and Repeat Sales

Easier to measure

Through the Line

Uses a mix of ATL & BTL

Helps engage the customer at multiple points

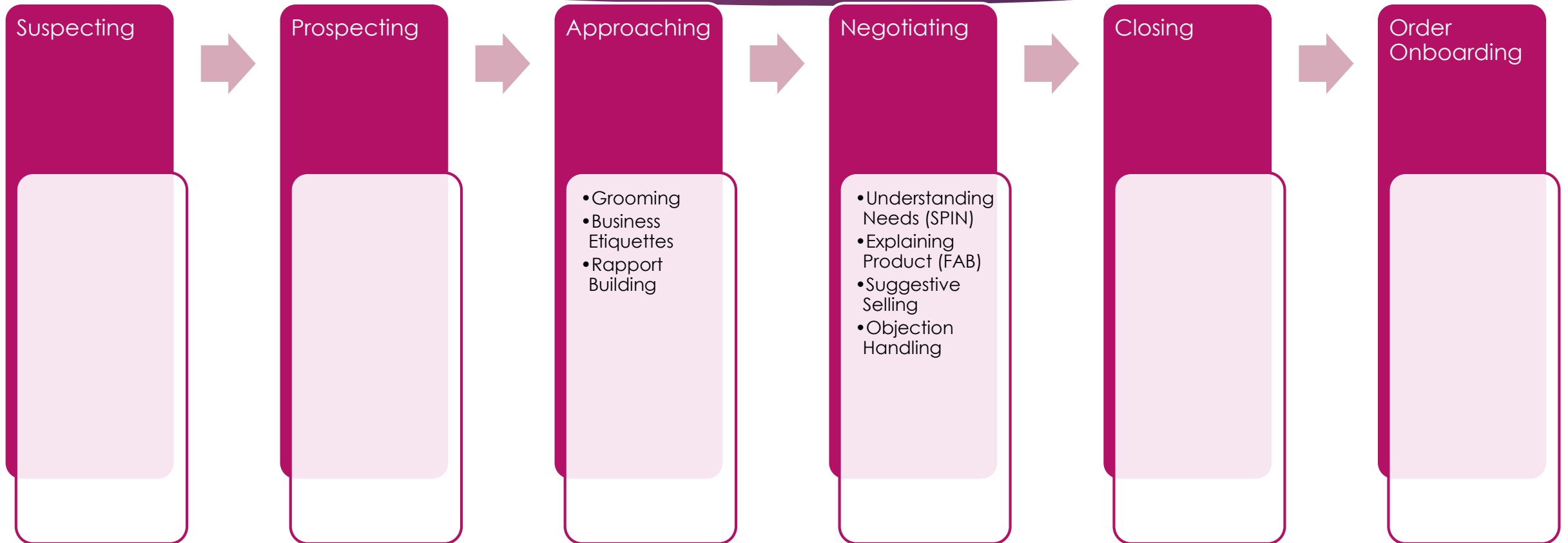
Enables an integrated approach

Technology and Social Media has actually blurred the "Line"

Session 5-A: Introduction to SPANCO

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The SPANCO Model



Session 5-B: Suspecting

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Customer Profiling/Suspecting

- ▶ Provides a clear structure to the Marketing/Sales Plan
- ▶ Helps save resources like time, money etc.
- ▶ Helps us understand why customers would buy from us
- ▶ Profiling existing customers also makes it easier to find new ones

Factors involved in Customer Profiling

Personal

Psychological

Social

Personal Factors

- ▶ Unique to every person
- ▶ Demographic Factors for example
 - ▶ Gender
 - ▶ Race
 - ▶ Age group
 - ▶ Education
 - ▶ Location (metro, urban, rural etc.)

Psychological Factors

- Physiological
- Safety
- Love and Belonging
- Esteem
- Self Actualization

Motives

- Process of selecting, organizing and interpreting information inputs to produce meaning
- Received through the 5 senses

Perception

- Capacity to learn
- Changes in behavior caused by information and experience
- Knowledge is the familiarity with the product and expertise

Ability and Knowledge

- Confidence
- Introversion/ Extroversion
- Adaptability
- Ambition

Personality Traits

- Standard of Living

Lifestyle Choices

Social Factors

- ▶ Opinion Leaders
- ▶ Influencers within family and friend circles
- ▶ Household Income
- ▶ Social Class
- ▶ Culture and Sub Culture

Session 6: Prospecting

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Key Points to Remember

- ▶ Don't use prospecting techniques only when sales are down
- ▶ It is a continuous process of creating, monitoring and modifying
- ▶ Be ready for some customer attrition
- ▶ Understand factors responsible for resistance to change
- ▶ Understand what the competitors do better than you

Meaning and Definition

- ▶ Involves locating and qualifying the individuals or businesses that have a potential to buy a product
- ▶ A person or business that might be a prospect is a lead
- ▶ Goal is to develop a database of likely customers and then systematically communicate with them in the hopes of converting them from potential customer to current customer
- ▶ In today's competitive age it is equally important to have a proper prospecting program

Popular Techniques to Prospect

Endless Chain Method

- Works on the principle of Multiplication of relations
- Referrals from existing customers
- Can be used only for existing products

Centre of Influence Method

- Salesman develops a selected band of persons who serve as his center of influence in his own territory or the community
- Such persons may be ministers, MPs, MLAs, doctors, lawyers, bankers, professors, club officials, business leaders, social workers and the community leaders
- For ex: a social worker wishes to run her NGO's program in a village, she can first convince the Sarpanch before convincing the villagers of her program

Popular Techniques to Prospect

Cold Canvassing Method

- Salesman does not know the prospect as a lead
- Salesman takes a calculated chance by collecting the names and addresses of such leads
- It is akin to shooting darts in the dark

Direct Email and Telephone Method

- Contact message covers the arrival of new products
- Needs a selected mailing list which is up-dated
- Constant contact is possible with past, present customers
- Can be used only if product is already in the market and has existing customers

Popular Techniques to Prospect

Exhibitions and Demonstration

- Sponsoring or participating in trade shows or exhibitions
- Gives salesman extensive contact with a large number of potential buyers over a very short span of time.
- For example, I am a salesperson in Eureka Forbes and I participate in an exhibition where I can demonstrate my various vacuum cleaners; some people will buy while others may just show an interest; we can always collect their contact details

Bird-dog Method

- 'Bird dog' - nick-name given to those persons who visit the houses at a definite interval
- For instance milk suppliers, news-paper boys, watchmen, liftmen, household servants
- Provide a good deal of demographic information that is reliable and economic
- The information is received without asking the prospects directly

Popular Techniques to Prospect

Content Marketing as a Prospecting Technique

- By providing valuable and educational information to your customers you create a level of trust that your competitors aren't building.
- Besides a blog, a great way to use content marketing is to create a eBook that you can use as a conference giveaway.
- This is **an indirect way of prospecting**.
- For example, we work for Nicotex; we shall write a blog or print a handbook on ill-effects of smoking and in the last paragraph we can include about our product and if anyone is interested they can contact on so and so number/email address or click on a mentioned link
- We **never** speak about the features or benefits of our product/services in this blog/article

Popular Techniques to Prospect

Internal Leads

- Leads from existing employees
- Employees could be from same department or other
- For example: an automobile sales manager can get a list of leads from the manager of the department responsible for repairs and servicing, spare-parts

Social Networking

- Social networking refers to using sites such as Facebook, LinkedIn etc. in your everyday sales prospecting activities
- The main aspect to focus on with social networking is ENGAGEMENT.
- Reply to blog comments, tweets, Facebook posts, LinkedIn messages, etc.

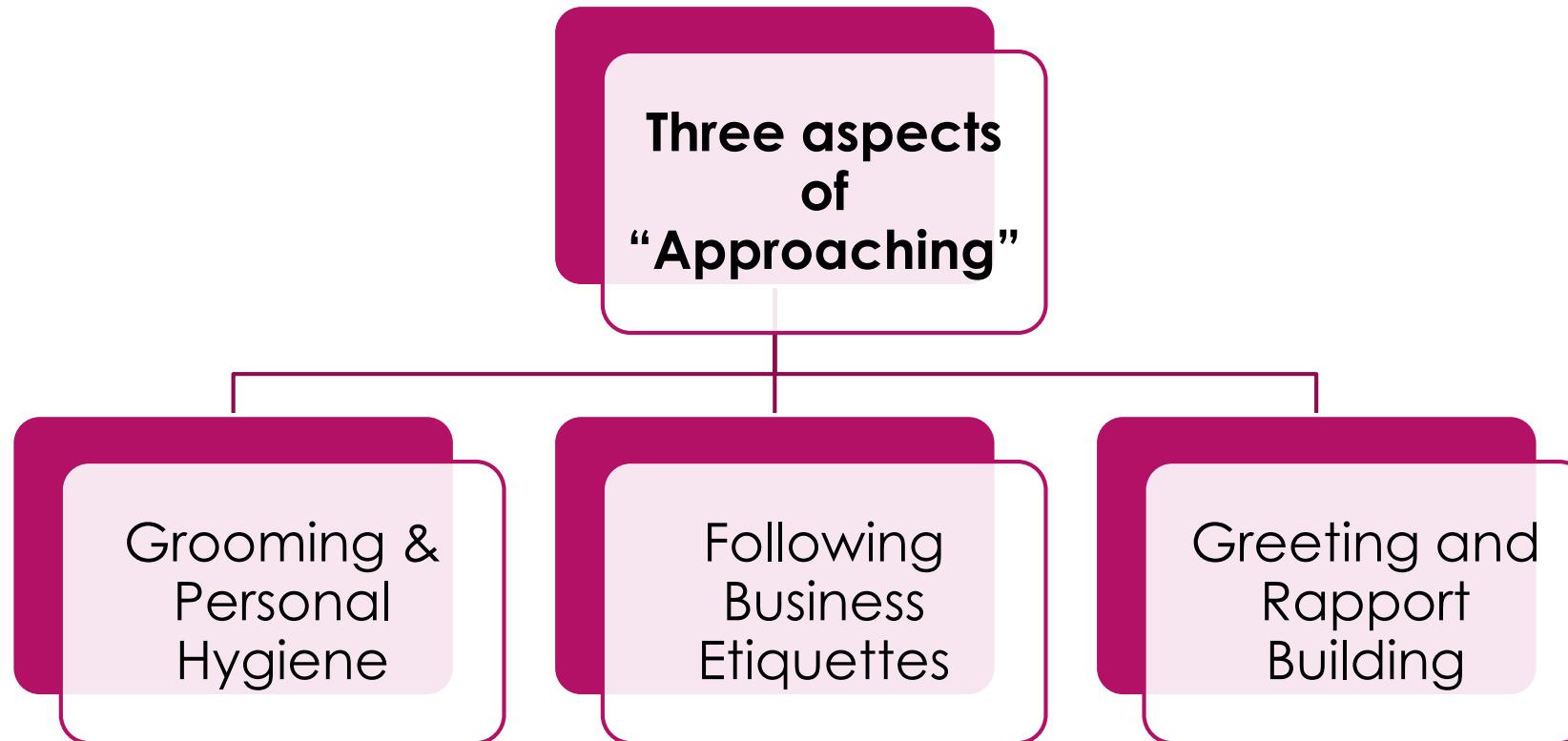
Session 9: Approaching

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Need for Good Start



A customer makes a decision about the experience in the first 5 mins.



Grooming & Personal Hygiene



Grooming Process – Broad aspects to cover

- ▶ Hair Care
- ▶ Fresh face (i.e. men following shaving standards and women applying some make up)
- ▶ Proper clothing (in terms of colours, pairing and fits)
- ▶ Accessories (following the dos and don'ts)
- ▶ Donning the correct footwear

Grooming Process – Hygiene

- ▶ Oral Care
- ▶ Avoiding body odour
- ▶ Keeping nails clean
- ▶ Avoiding foul smell from the feet

Meeting/ Business Etiquettes



Etiquette-Meaning & Definition

- ▶ A Code of Behavior within a society, social class or group
- ▶ It simply means how to act or behave
- ▶ Different situations demand different etiquettes
- ▶ Comes from a French word which means “ticket”

Benefits of following Office Etiquettes

- ▶ Helps you to exhibit or showcase a Professional Behavior
- ▶ This helps instill a perception of being trustworthy and approachable
- ▶ Helps you set an example for others
- ▶ Gives you the right kind of attention

Be Punctual

- ▶ If going to client location for a meeting, be at least 15 minutes before the scheduled meeting time
- ▶ If running late, inform client via call/SMS at least 15 minutes before the scheduled meeting time (Avoid texting on WhatsApp unless client has specifically stated he/she is fine with it)
- ▶ Start the meeting on time and end a few minutes early



Managing the “Door”

- ▶ If client is already seated in the meeting room, knock twice before entering
- ▶ Open the door to seniors and colleagues and let them enter in first
- ▶ If you are already seated when the client walks in, ALWAYS get up to greet and/or welcome them



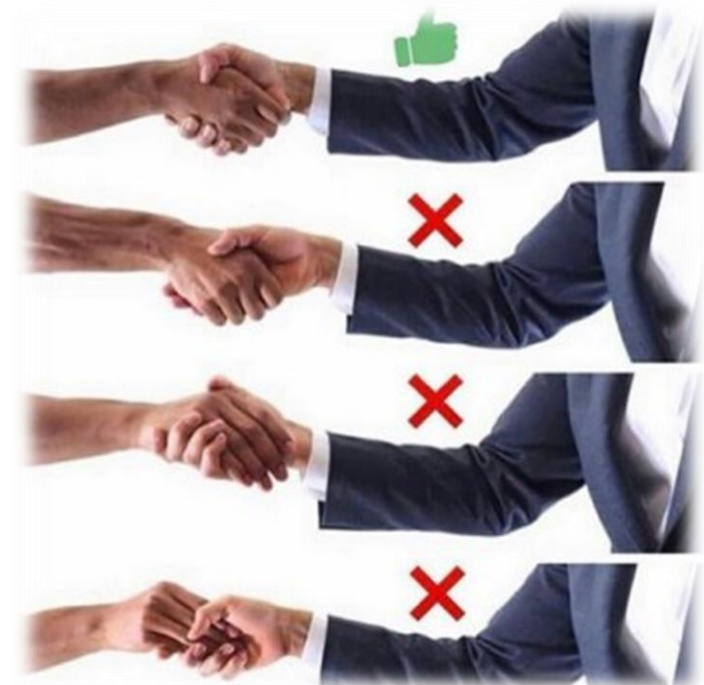
Introducing people

- ▶ If meeting the client for the first time, introduce yourself and your company in brief
- ▶ If a colleague is joining you make sure you introduce the client and the colleague to each other. The introduction should include the name and designation
- ▶ Always speak to the client and introduce your colleague and then speak to your colleague and introduce the client



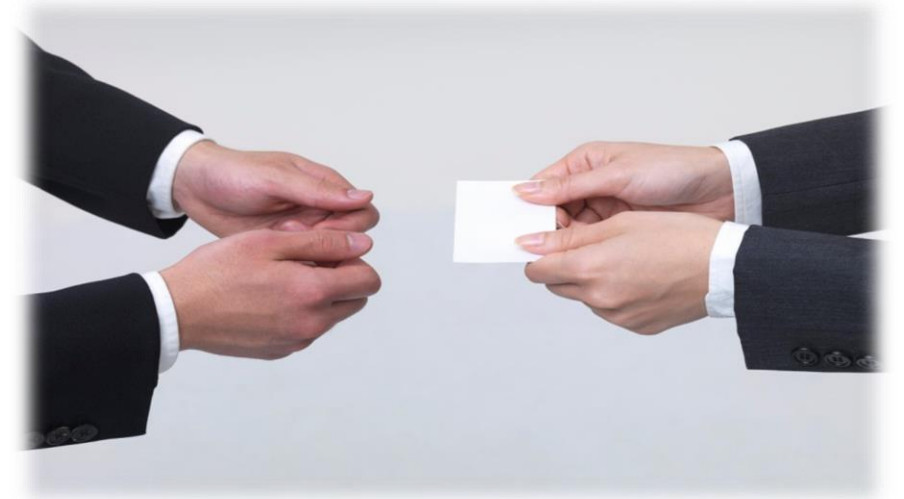
Rules of a handshake

- ▶ The grip should be firm and warm – not too loose not too tight
- ▶ Position of the hands should not be in a way that one person's hand is below the other's
- ▶ Maintain eye contact and smile briefly while shaking hands
- ▶ Avoid using both your hands while doing a handshake
- ▶ Men should not extend their hands to a lady if they are meeting her for the first time



Exchanging Visiting Cards

- ▶ Always give and/or accept visiting card with both hands
- ▶ While giving your card, it should be readable for the other person and upside down for you
- ▶ Always be standing while giving and/or accepting visiting cards even if the other person is seated
- ▶ Spare a glance after accepting someone's card before putting it away



Stationery Items

- ▶ Always have the requisite stationary items like
 - ▶ Pens
 - ▶ Blank Sheets
 - ▶ Forms
 - ▶ Brochures
 - ▶ Staplers, Pins, U-Pins etc.
- ▶ Never depend on or borrow these things from a client



Rules of Borrowing

- ▶ If you have to, always ask and then borrow things
- ▶ Helps in ensuring that your things are not borrowed without your permission



Cellphone and Laptop Etiquettes

- ▶ Keep your phones and laptops on silent
- ▶ Keep your phones off the table
- ▶ Never attend to unimportant calls during a meeting
- ▶ If you HAVE TO attend a call, seek permission and keep the call absolutely brief



Writing the key points down

- ▶ Always write down the important points discussed in a meeting in a notepad/diary
- ▶ This helps you remember the tasks to be done after this meeting and before the next meeting
- ▶ This shows the client that the discussion is equally important to you too



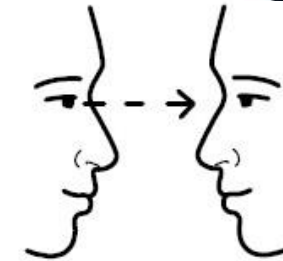
**Meeting
Minutes**

Greeting and Rapport Building



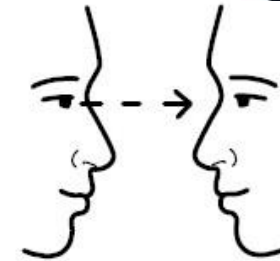
Acknowledging a Customer

- ▶ Apart from the customary verbal greeting it is essential to be aware of the body language that we are projecting
- ▶ While greeting you should simultaneously:
 - ▶ Maintain eye contact
 - ▶ Have a slight smile
 - ▶ Nod in acknowledgement



Rapport Building

- ▶ Most people will greet, do the necessary introductions and jump straight to business. In today's world, this doesn't work. It is necessary to build a strong rapport right at the start. You can do so by asking **general, non-personal questions** like:
 - ▶ Hope you did not have trouble finding our office?
 - ▶ The weather has been really crazy lately hasn't it?
 - ▶ (Some current affairs based discussion) etc.
- ▶ Remember that "well begun is half done"



Session 10: Understanding Customers Needs

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Needs are necessities or essentials

Essential for survival

Do not change over time

Non – fulfillment can lead to adverse outcomes

All individuals have the same basic needs

NEEDS

v/s

WANTS

Wants are desires

Not essential for survival

Change over time

Non-fulfillment can lead to mental distress

Wants may differ according to individuals

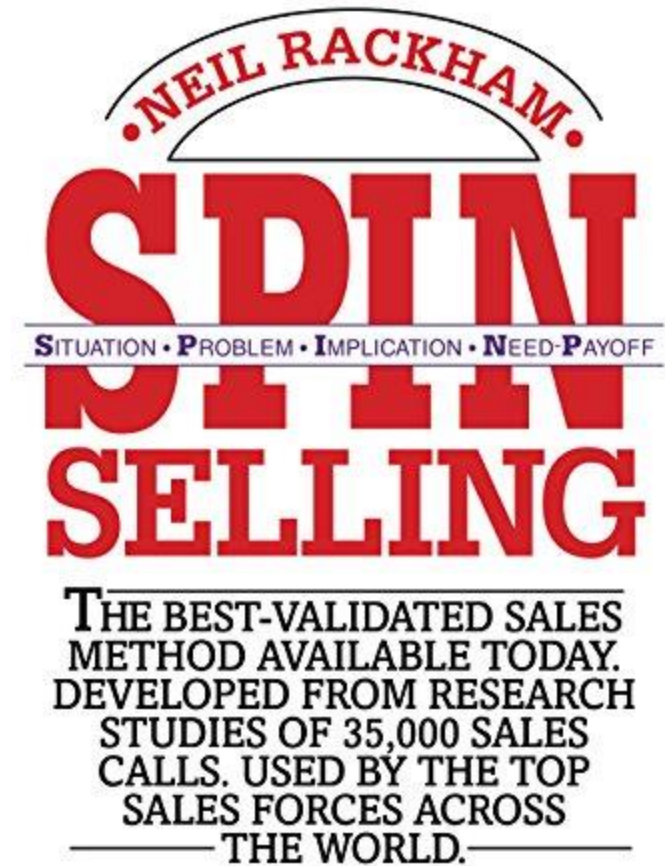
SPIN Technique

❖ SPIN Selling is a four step model that relies on the theory that successful selling is customer centered and offers customized solutions to the prospect's problems.

❖ "SPIN Selling" suggests you develop a questioning mindset stating its "more important to understand than to persuade."

❖ The idea is to get the prospect talking : that way the sales person can draw out insights and act on them in a way that advances the sale.

❖ Trains the sales reps to ask the right questions which gets the prospect to acknowledge that your product/service is the solution that they need



The SPIN Technique

S

- Situation Questions

P

- Problem Questions

I

- Implication Questions

N

- Need-Payoff Questions

Some Basic Rules to Remember

- ▶ Never skip a stage (every stage of the SPIN is important)
- ▶ Never jumble the stages. It has to go the S-P-I-N way
- ▶ At all stages (including the last one) we **ask questions; hence refrain from making statements**

Situation Questions

- ▶ Starting point for your conversation
- ▶ Helps develop an understanding of context
- ▶ Always research IN ADVANCE of the conversation
- ▶ Examples:
 - ▶ How many customers do you serve in an average day?
 - ▶ What is your monthly consumption of fuel?
 - ▶ Which Air-conditioner are you using at the moment?
 - ▶ Which tools do you currently use to do Payroll Management?
 - ▶ What's your process for selecting a vendor?

Problem Questions

- ▶ If you can get a customer to acknowledge *there's a problem that needs to be fixed*, they're far more likely to give you the attention you need to close a deal.
- ▶ Highly effective at encouraging a prospect to identify an issue that's been overlooked

Examples:

- ▶ What happens if the payroll process does not happen in time?
- ▶ What is the issue that you are facing with your current Microwave
- ▶ Are you happy with the existing vendor?

Implication Questions

- ▶ Implication here refers to negative consequences of a problem
- ▶ These questions reveal the depth and magnitude of your prospect's pain point
- ▶ Gives you valuable information for customizing your message and instilling urgency in the buyer
- ▶ Examples:
 - ▶ Does the problem relating to payroll delays cause a dissatisfaction among your employees?
 - ▶ Would losing important customers lower the morale of your management?
 - ▶ Would this wasteful expenditure, affect your company's budget adversely?

Need Payoff Questions

- ▶ Final stage of SPIN Selling
- ▶ Encourages a prospect to consider how valuable a solution to the problem they've identified, would be
- ▶ Helps to ensure that the buyer specifies the benefits themselves
- ▶ Examples:
 - ▶ Would it help if....?
 - ▶ Would this software make it simpler to achieve?
 - ▶ How about we offer you a car that overcomes all the issues you are currently facing?

Session 11: Explaining the Product/Service

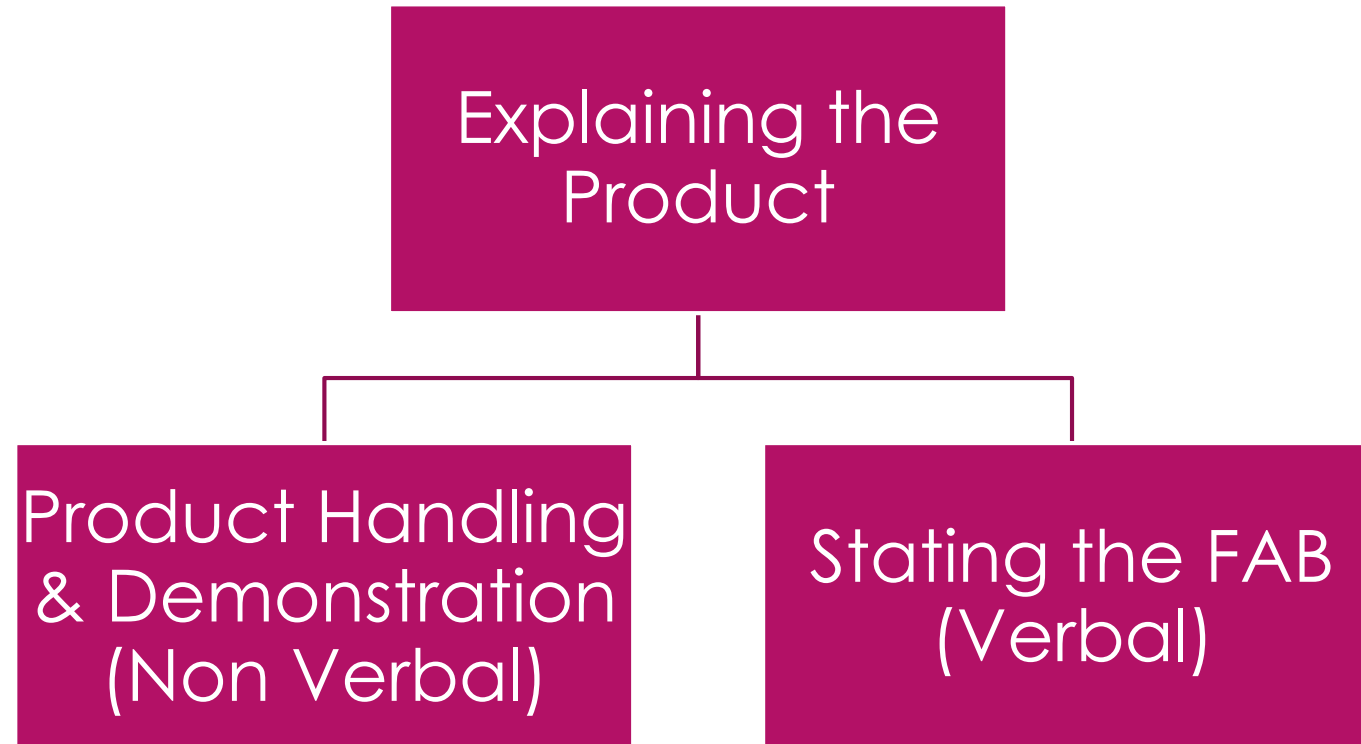
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Need Based Product

**HOW CAN YOU IDENTIFY A
CUSTOMER'S NEED?**

**INTRODUCE A PRODUCT ONLY
AFTER CLARITY ON NEED.**

Explaining the Product



Product Handling & Demonstration

- ▶ Every product is beautiful, the way you show it makes a difference
- ▶ Every associate should know the best way to show the product and then proceed to discuss the benefits & usage
- ▶ Customer finally sees the product the way you keep or show it



Product Handling & Demonstration

Pick up the
product gently

While holding
the product, do
not play with it

Product Handling & Demonstration

- ▶ **Touch and feel** – Allow the customer to touch the product
 - ▶ Demonstrate use
 - ▶ Place product in customer's hand
- ▶ **Convey value** – Handling your products conveys the value of the product
 - ▶ Example, jewellery

Stating the F-A-B



- Customers don't just buy products, they buy solutions
- Features lead us to advantages and advantages lead us to benefits

F-A-B

Product	Feature	Advantage	Benefit
Cotton Shirt	Use of cotton fabric	Absorbs sweat well	Comfortable
Air Conditioner	5 star rating	Less consumption of electricity	Save money of electricity bill
Suitcase	Hard body	Endures more pressure	Long lasting

Product Feature

Use of
cotton
fabric

Hard body
of a
suitcase

5 star
rating of
electronic
good

Aspects that you can see, feel or read about

Product Advantage

Absorbs
sweat
better

Can
withstand
pressure

Less
consumpti
on of
electricity

How does the feature make the product better. Advantage is in the product.

Product Benefit

Comfortable

Long
lasting

Save
money on
bills

How does the advantage in the product ultimately benefit the user

“

Please remember that Features, Advantages and Benefits are not delinked, random points.

To reiterate – Features lead to advantages and advantages lead to benefits

”

Session 12: Suggestive Selling

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Tips for selling additional products

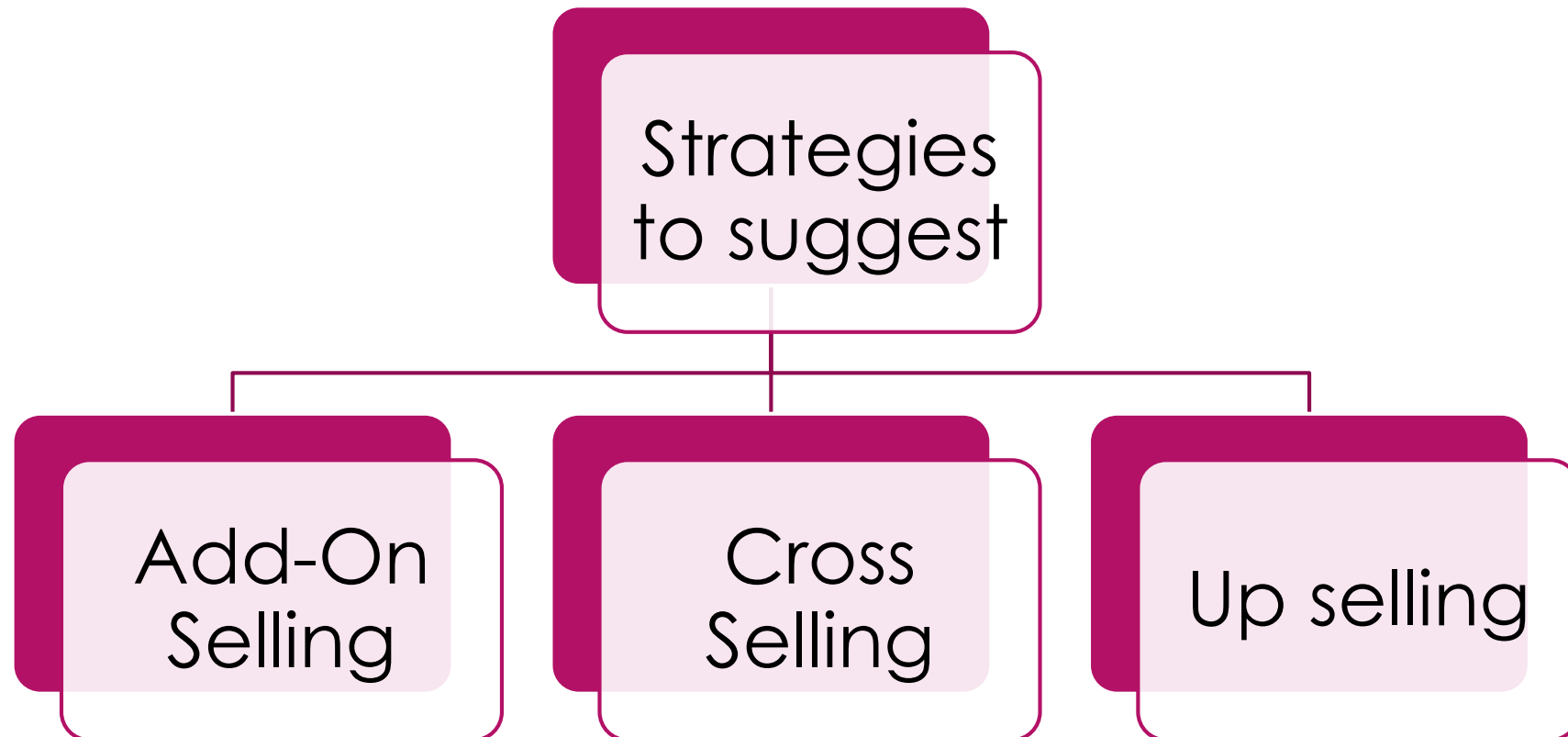
- ▶ Be careful that the customer is already willing to buy the primary product that they had come to originally buy; only after that will you suggest more products
- ▶ Never be pushy at this stage, or else, the entire deal can go down the drain
- ▶ Remember that we are “suggesting” products and not “selling” them per se; so if they do not wish to buy more, take it positively and step back
- ▶ Be aware of the various **categories** of products/services that you offer; only then will you be able to choose a suitable technique to do suggestive sales

Example

- ▶ Let us assume that we work for a menswear brand and we have three categories of products namely – Topwear, Bottomwear and Accessories
- ▶ Till the FAB stage, the consumer has already been convinced and he is willing to pick up a white cotton shirt of INR 1299 (the primary product belongs to the topwear category)
- ▶ We have to now suggest additional products



Strategies to suggest additional products



Strategy 1 # Add On Selling

- ▶ If a customer has purchased a primary product from a particular category and if the seller suggests **another product from the same category** it is termed as “add-on selling”
- ▶ In our example it shall be: “Sir, you have purchased a plain white shirt, we also have a wonderful assortment of striped and checked shirts, would you like to see?”
- ▶ Another example, “Sir, you have chosen a formal shirt, but we also have a beautiful collection of casual shirts and T Shirts, why don’t you have a look?”
- ▶ In both the examples we see that the customer who has already purchased something from the topwear category, is being suggested to see another product from the same category

Strategy 2 # Cross Selling

- ▶ If a customer has purchased a primary product from a particular category and if the seller suggests **another product from another category** it is termed as “cross selling”
- ▶ In our example it shall be: “Sir, you have purchased a plain white shirt, we also have a wonderful assortment of trousers that can go with it, would you like to see?”
- ▶ Another example, “Sir, you have chosen a formal white shirt, but we also have a beautiful collection of ties and pocket squares, why don’t you have a look?”
- ▶ In both the examples we see that the customer who has already purchased something from the topwear category, is being suggested to see another product from the bottomwear or accessories category

Strategy 3 # Up Selling

- ▶ In the previous two strategies there was another unit of product added to the primary purchase; but what if the customer has made up his/her mind to buy only one product
- ▶ In that case, the last trick is to try and upsell (i.e. make them drop the current product and suggest something of a higher quality and value)
- ▶ One has to be extremely tactical and subtle to do this
- ▶ For example, “ Sir you just mentioned that you are purchasing this shirt for a very important conference, this shirt is good sir, but I have something that will make you stand out, please have a look at this premium white linen shirt. It has better quality than a cotton shirt and has a premium look and feel.”

Session 13: Objection Handling

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Why Customers Object?

Not convinced of value

Want to confirm a good deal

Checking all aspects of product

Types of Objections

- ▶ Price
- ▶ Quality
- ▶ After Sales Service standards
- ▶ Comparison with competition
- ▶ “I did not like it.”

Price Objection



- ▶ First, try convincing on quality and brand value
- ▶ Only if they are still not happy, show the discounted products
- ▶ Provide alternatives from other ranges

Quality Objection



- ▶ Talk about happy customers
- ▶ Show the product USP mentioned on tag
- ▶ Focus on after-sales services
- ▶ Use brand name (if it's famous)
- ▶ Indulge in product demonstration

After Sales Service Standard's Objection



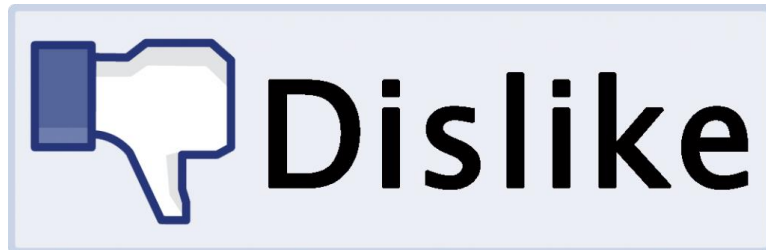
- ▶ Talk about policies and procedures
- ▶ Provide policy documents
- ▶ Provide customer care details
- ▶ Share your name for future reference

Comparison with Competitor



- ▶ Never ever malign your competitor or call their product bad or inferior
- ▶ State that both you and your competitor are here to serve customers
- ▶ State that you can't speak for your competitor's products but can talk about the USPs of your own product

“I don’t like this product.”



- ▶ Understand reasons for dislike before showing alternatives
- ▶ What aspects can be altered
- ▶ Show alternative products
- ▶ Show range in other brands/selection

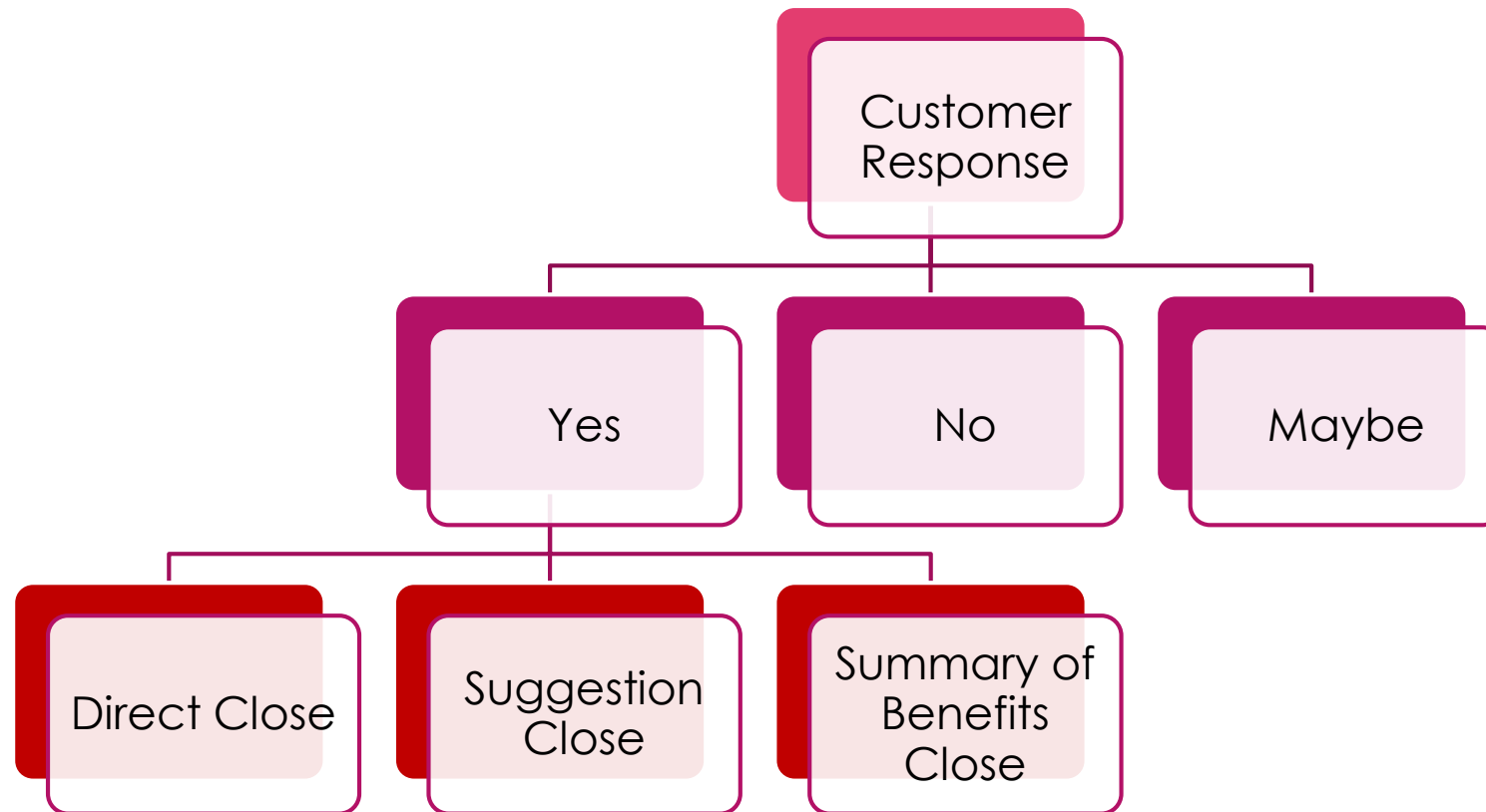
Session 14: Basic Closing Techniques

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Need for a Great Finish



Closing Techniques (C of SPANCO)



Customer Response: YES

- ▶ **Direct Close**: To be used when both the products/services and intent to buy are clear. Examples are *“So, Shall we close on these terms?”* or *“So, can we sign the deal sir/ma’am?”*
- ▶ **Suggestion Close**: To be used when the intention to buy is there but customer is stuck between two or more options. For example, *“So sir you are confused between this white and blue options, but as I can see that the white one goes better with your blazer, so I suggest you wear the white one.”*
- ▶ **Summary of Benefits Close**: To be used when the customer likes the product/service but is still not sure of his/her intent to buy. In such a case the last ditch attempt that a salesperson can make is to summarize all the benefits (B from FAB) once again to drive the customer to make the purchase.

Customer Response: MAYBE

- ▶ **Step 1:** Ask for reason for putting the purchase decision on hold (if not stated explicitly by the customer). For example *“If you don’t mind sir/ma’am, may I please know as to the reason behind the reason for delaying the purchase decision?”*
- ▶ **Step 2:** Let go...don’t push the customer but also do not forget to ask for a convenient day, date and time to follow up. For example *“That is absolutely no problem sir/ma’am, but may I Please know a good day and time to call you back for this?”*

Customer Response: NO

- ▶ **Step 1:** Ask for reason for cancelling the purchase decision (if not stated explicitly by the customer). Proactively seek feedback. You may not like what you hear but it's only those bitter pills which make one healthy. For example *"If you don't mind sir/ma'am, may I please know as to what exactly did not work for you in this case?"*
- ▶ **Step 2:** State an intent that you are hopeful for a professional relationship in the future. For example *"That is absolutely no problem sir/ma'am, in the future if you think we can do business together, I shall be very happy to hear from you. I have already shared my visiting card/contact details."*