believe

The sales process

the believe system

It's simple but it's not easy

believe Sales Process

Telemarketing Stages

1. Planning and Preparation

2. Introduction

3. Fact Find – Establish the Needs

4. Confirmation, Qualification and Trial Close

5. Selling the Benefits - Presentation

6. Close

7. Answering Questions - Handling Objections

8. Analysis and Documentation

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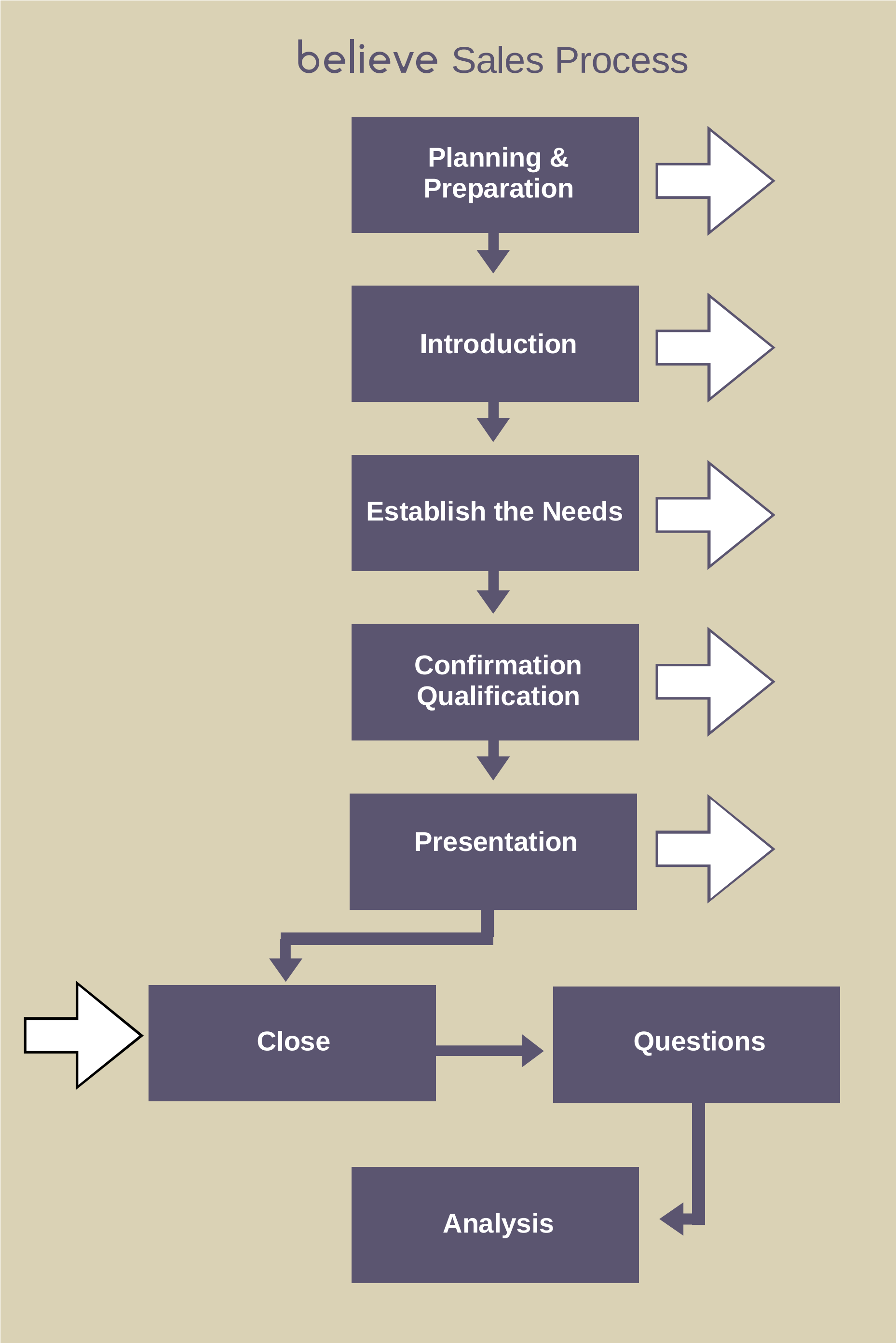
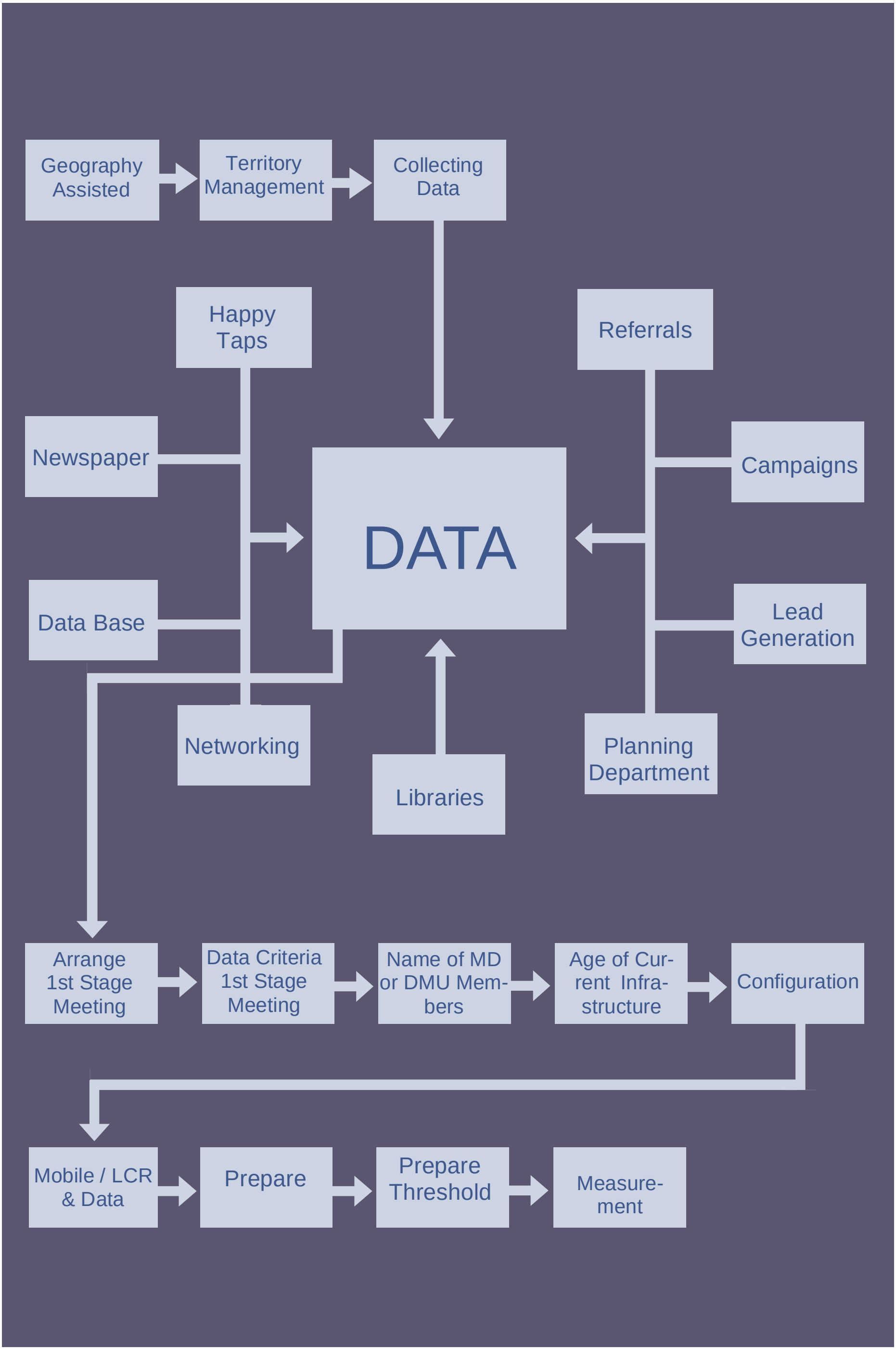
There are 8 key points to the structured sales process, which are as follows –

1. **Planning and preparation** - data collation (who are we calling to arrange meetings). This is usually a mixture of new and existing clients. Territory Management, maximise the most of your post-code district to minimise driving time.
2. **Introduction** – we do not meet with any business manager that does not form part of the decision-making unit. Therefore we have to educate the sales team to handle objections, as in most organisations the MD is protected from a cold call. Each individual will use an initial advantage statement; this will consist of something completely generic and none sales focused, to ensure we get to meet with the correct level. When communicating with existing clients we use an initial benefit statement, usually containing information specific to the current solution or market sector.
3. **Facts find** – The team are trained on questioning techniques to find the need in line with business commercial structure. This is the IDEA system (detailed further on in the report)
4. **Confirmation, qualification and trial close** – Before the sales person arranges to meet with a client to present a solution, we must first confirm the needs to ensure that the client agrees. At this stage we would trial close to ensure that the client has the NAM – needs, authority, & money.
5. **Selling the benefits** – At this stage the client understands the need for change and we have already trial closed in stage 4. Before we complete the presentation, each need is again confirmed to check the level of understanding within the decision-making unit. We then present the solution ensuring that each need is focused on and each point is duly checked before moving on.
6. **Close** – If we have followed the process, closing should not be an objection. This is because we have highlighted the business need, confirmed and trial closed, then presented based on each point, therefore our client will in most cases agree to authorise the paperwork.
7. **Answering questions** – In some cases you maybe meeting with a member of the clients DMU for the first time, therefore their understanding of the business need may not be as explicit as the majority. In these cases we may find ourselves having to negotiate, this should not be an issue as we are trained to revisit the reason for change and highlight the current consequences for operating as they are today.
8. **Analysis documentation** – Sign the order, account review process begins (details enclosed further in the report)


believe Sales Process
Planning & Preparation
Introduction
Establish the Needs
Confirmation Qualification
Presentation
Close
Questions
Analysis


Geography Assisted
Territory Management
Collecting Data
Happy Taps
Referrals
Newspaper
Campaigns
DATA
Data Base
Lead Generation
Networking
Libraries
Planning Department
Arrange 1st Stage Meeting
Data Criteria 1st Stage Meeting
Name of MD or DMU Mem-bers
Age of Cur-rent Infra-structure
Configuration
Mobile / LCR & Data
Prepare
Prepare Threshold
Measure-ment

Planning and Preperation

A. Territory, Time and Prospect Management

B. Meeting Qualification

If you fail to plan, you plan to fail

A. Territory Management

Objectives

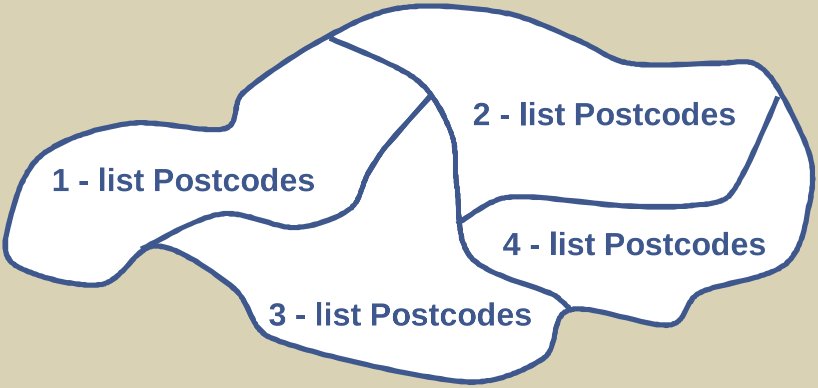
- Achieve maximum amount of selling time (and minimise travel-ling time)
- Be able to plan ahead
- K.I.S.S. – Keep it Simple Stupid!
- Make sure there is flexibility to deal with the unexpected
- Achieve total systematic coverage
- Geographical Management - Understand the geography
- **Postcode base**

  Individual business territories are split in to **4** sectors based on the following criteria:

  - Size
  - Location of professional bodies
  - Identified sales focus areas
  - Main travel routes in and out
  - Each area has equal business potential

Work out your base in relation to the map to ensure you plan your admin on the day closest to the office

Mark out your territory and 4 sectors on a postcode map



When you have split your area, number your diary using a 20-day cycle for calling on each section of your territory.

M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

Over a three to six month period you should be able to see if you are obtaining approximately the same amount of orders in each area. If not, you can then modify your areas accordingly to spend more time in the area(s) producing good results

B. Diary Planning

- Flexibility in allowing you to deal with the unexpected
- Plan ahead
- Diary must be planned the evening before – research data prior to planning your days activities
- Pre-plan all daily activities in the following format:
    1. 35 calls (to arrange new business meetings)
    2. 2 meetings minimum
    3. 15 happy taps

Summary

1. Know exactly where you are going and why - before you leave home each morning
2. Do your planning and paperwork before and after the best selling hours of the day, save the best hours for selling
3. Schedule your time monthly, weekly and daily
4. Select the best time to see certain prospects. Arrange meetings for these times and then build your other calls around these
5. Keep office routine to a minimum don't let it necessarily keep you from
   making the first call early in the morning
6. Keep in contact with the office regularly to be up to date on all developments
7. When waiting is inevitable, catch up on your planning, record keeping,
   reporting
8. Study each day's KPIs where did you do well? Where could it be improved? Take steps to improve it
9. Reduce your travelling time by planning your daily calls in close proximity to each other
10. Use a map to lie out your day's calls
11. Watch the coffee breaks, the long meal times, and the slow start in the morning and the early quits in the afternoon
12. Avoid the impulse to stop working after a good sale has been made or after a string of unprofitable calls have been made
13. Don't succumb to "bad weather blues". Keep making the calls
14. Don't put it off. The job or prospect that is put off for no good reason rarely gets done at all
15. Plan your work and work your plan

A. Getting the Data (new business)

- Happy Tapping
- Databases
- Lead Generation / Marketing Campaigns
- Libraries / Internet
- Networking
  - Look for local networking events (i.e. chambers of commerce)
  - Copier companies
  - Building Companies
- Referrals
  - Ask every (potential) customer for at least 2 referrals
- Planning Departments
  - Understand who is moving, or building new developments
- Local Newspapers
  - Look for recruitment and success stories
- Competitors

  Meet 2 sales people from local competitors or suppliers of other office equipment. This will enable you to create some business synergy and potentially deliver opportunities together

If data falls outside your territory pass on to correct sales person and notify marketing

B. Data Requirements

- Company Name
- MD Name
- MD contact number
- Contact Address
- Current Communications Situation
  - What solution? / Lease? / Mobiles / LCR

E. Criteria for First Stage Meeting

Fill in front page of Customer Needs Analysis Form

- **Meeting to be arranged with the MD**
- **Size of deal - deal with any size deal (dependant on their diary demands i.e. are we around the corner on that particular day). If the sales person feels that the meeting should not be attended they must contact their manager**
- **Age of switch - any switch over 12 months old should be approached for new business**

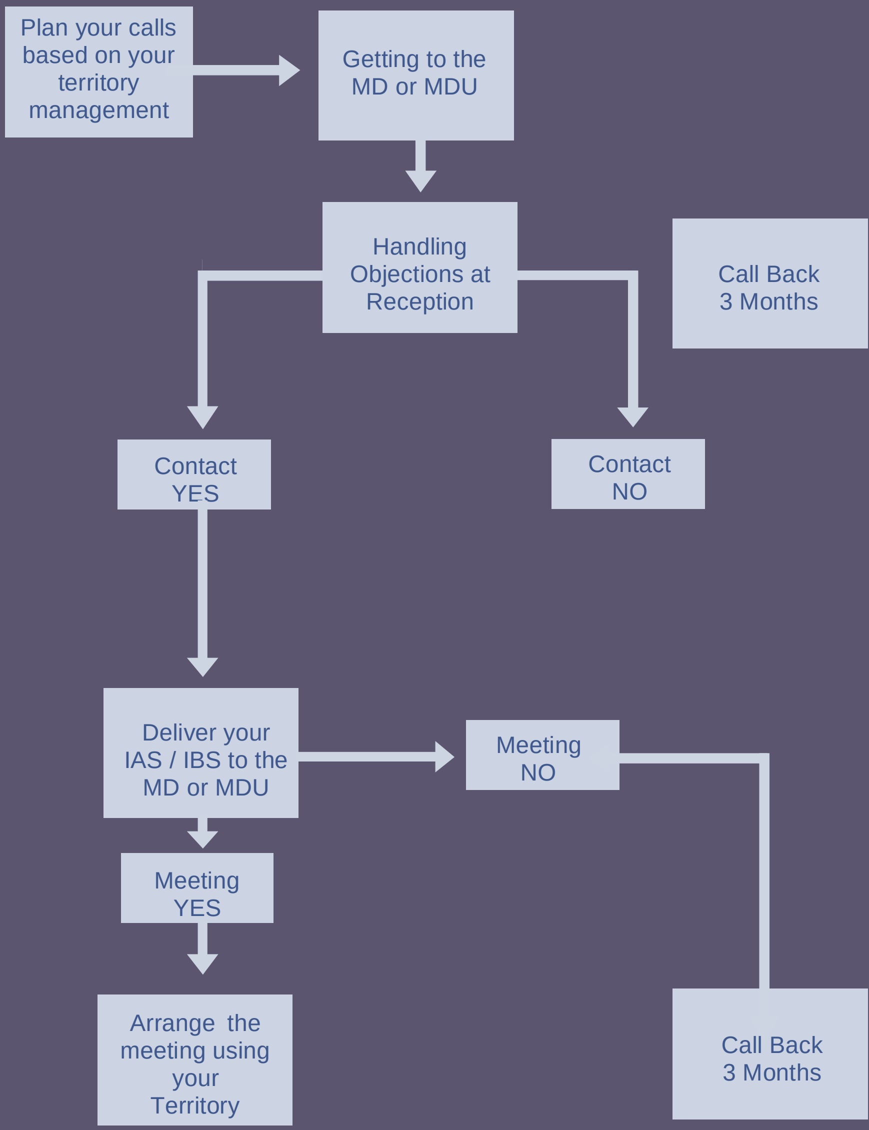
Qualify the meeting - before attending the meeting qualify the meeting with any individual at the organisation, <u>but not your contact</u>, as this may remove the need to meet. The following questions are to be asked to gather enough background into their current set-up

- **What switch do you have?**
- **How old is the switch?**
- **How many extensions and exchange lines do you have?**
- **Who looks after your company mobiles?**
- Who is in charge of LCR?

F. Dress Code

- Be neat and tidy in appearance
- Suits – grey, black, charcoal, dark blue – business colours
- Traditional cut suits
- Shirts – white, blue, pastel colours
- Ties – no cartoon / gimmick patterns
- Shoes – traditional style and black

Introduction



What are you selling?

Actually at this time I am not selling anything, I am merely trying to establish whether my company can help. So when would be a good time to come in and see you?

Cut the crap – what are you selling?

Actually we sell a wide range of comms solutions, and I am merely trying to establish whether my company can help. So when would be a good time to come in and see you?

Send me information

Actually I would like to send you information, but our services and products are tailored to your requirements. So we really do need to come in and see you - when would be a good time?

No budget

Actually if price is an issue, our products and services may save you money. So when would be a good time to come in and see you?

I am not interested

I wouldn't expect you to be interested in something you have not had a chance to investigate. May I come and talk to you?

Please contact my subordinate

Actually I would just like to gain your authority to communicate down the line. Who would be the best person to talk to?

Feel, Felt, Found *…*

I know how you feel …, I felt the same …, But I found when …?

We dealt with you before, and you let us down

Mr Jones, I do need to come and see you to put things right. Would Thursday be good for you?

I do not see sales people

I am not trying to sell you anything. I am merely trying to see how our business can help. So would Thursday be a good time to come and see you?

A. IAS (Initial Advantage Statement) - Making the opening

- A statement at the beginning of a call to gain interest and arrange meeting
- Need to identify an assumed need that AT Communications can fulfil
- Objectives – gain their (favourable) attention and turn their attention into (positive) interest

To achieve objective:

- Appearance
- Approach – use full name (theirs and yours). If customer uses your first name you use their first name (let them lead)
- What we say – (voice projections) sounds confident and pleasant and speak to people 'on their level'

Constructing an IAS

There are four stages:

1. The Signing-On Protocol

"Thanks for taking my call, I appreciate you are busy so I will be brief"

2. An assumed area of general/non-specific need

What might the prospect perceive as an issue or problem in his business at the moment?

Do not imply something negative about a prospect's company

3. Implication that we can resolve all these issues and do a good job

"My organisation has helped many companies like yours and we would like to come and show you how"

4. Close

"My colleague (NAME) is in your area next week – would Friday be good for you?"

Rules

1. Make a statement - not a question.
2. Never assume the facts.
3. Be brief.
4. Refer back to your company.
5. Personalise.
6. Assume a commitment.
7. Don't commit yourself to a specific solution at this point.
8. Don't waffle.

B. IBS (Initial Benefit Statement)

- A statement that is based on EXPLICIT NEEDS that have already been identified

C. Arrange Meeting

- Meetings must be confirmed before attending

If not successful call back in 3 months

What is Buying

Helping the buyer make the correct decision for their situation

Understanding and listening to the person you are selling to – see it through their eyes

Take the time to understand the buyer – know their needs

Telling is not Selling

Feature bashing is 'Sales Prevention'! Generally customers DO NOT understand the technology – they just want the benefits and how it will help their situation

Avoid pre-conceived ideas – DO NOT assume anything

Summary

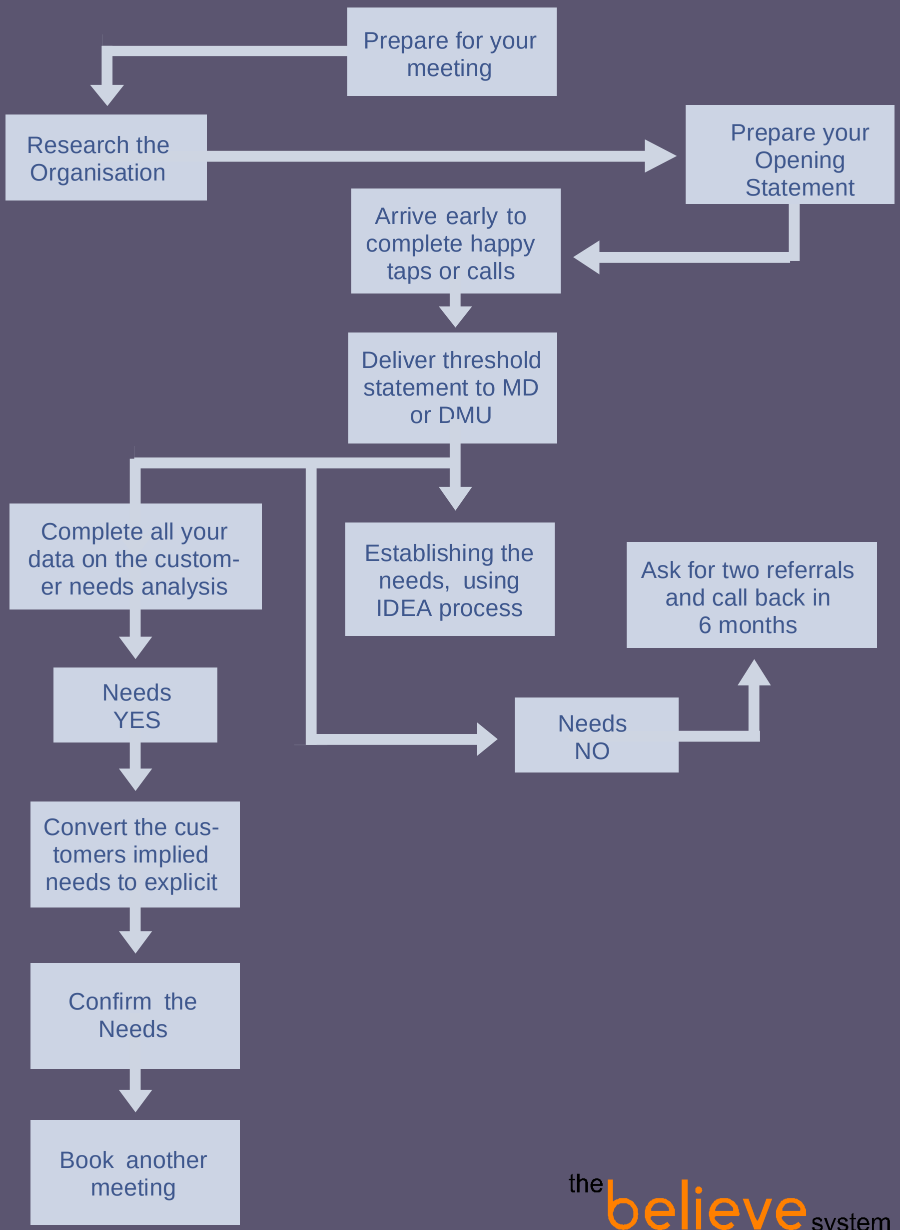
Price is not important

Customers don't know what they want

Even simple things can be confusing

Know (and understand) your customer's needs

3 Fact Find - Establish Needs



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It's simple but it's not easy

- Establish, Develop and Create Explicit Needs
- Get the customer to identify their needs, even when they do not know they have needs!

'Create' DOES NOT mean 'Make Up'

What happens in the first two minutes of your meeting can be more important than anything you say or do during the following moments.

Gain favourable attention of your prospect
Develop this attention in to positive interest

A. Threshold Statement

- Opening statement – must relate to the implied need documented in your IAS.

  Example: 'The objective today is to merely understand if my organisation can help' / 'I do know a little about your company (background information), but every business differs so may I ask you about you business (personalise)'

B. I.D.E.A. – Identify Explicit Needs

Complete centre pages of Customer Needs Analysis Form

Information Questions – provide you with the facts you need to sell

- Encourage the customer to talk
- Do not interrupt
- Ask questions that allow the customer to take control
- Each question must have a purpose that is focused on key information only – do not lose the customer

What is the First Sign of a Need?

Usually it is a problem, difficulty or dissatisfaction

Development Questions – address areas that the customer is concerned about

- Problems / difficulties
- Dissatisfactions
- What the customer likes about their current situation
- Encourage customer to highlight problems
- Identify IMPLIED NEEDS (do not offer a solution)

Implied Needs

These are usually in the form or problems, difficulties and dissatisfactions, i.e – 'I have problems with my present system/service'

Expansion Questions – develop the problem / requirements

- Consequences of dealing with problems / dissatisfactions – develop problems so they become strong and clear
- Develop the need for solutions so the problem is seen to be worth solving
- Identify EXPLICIT NEEDS

Explicit Needs

These consist of a clear problem and a desire for a solution

Action Questions – confirmation

- Get the customer to express a need for a solution

A Buyer's Implied Needs are not fixed or unaltered

Skilful questioning can take an implied need and develop it so that it becomes explicit

Organisational and Personal Need

ORGANISATIONAL (rational)

Need for Economy
To maximise profits
To control costs
To avoid waste

Need for Efficiency

For speed of operation
For simplicity of operation
For convenience
And versatility

Need for Reliability

For accuracy
For regularity
For dependability

Need for Security

To protect assets
To cover liabilities
To ensure continuance

PERSONAL (emotional)

Need for Security

To protect self
To avoid criticism
To minimise mistakes

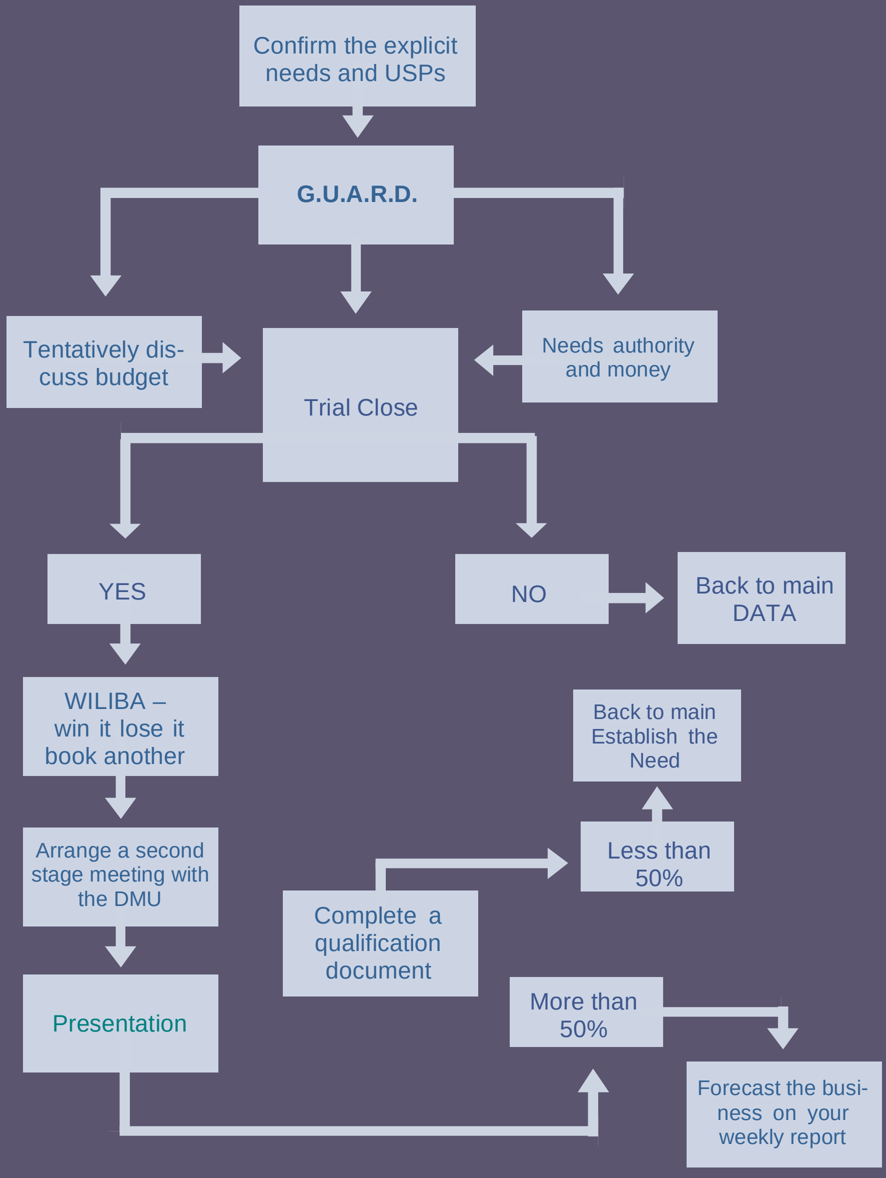
Need for Acceptance

For approval of superiors
To conform
To establish practices
To be compatible

Need for Esteem

For personal prestige or status
To gain admiration and respect
To win recognition

4 Confirmation, Qualification and Trial Close



4. Confirmation, Qualification and Trial Close

Needs – what are their needs (summary)?

Authority – have they the authority to make the buying decision?

Means – what is their financial budget *W.I.L.I.B.A.*

Win It. Lose It. Book Another.

A. Confirm Explicit Needs / USP

Summarise the needs in a logical way and get clarification

Demonstrate differentials:

- Reduce Costs
- Increase Profits
- Improve Efficiency
- Resolve Problems

B. Needs Authority and Budget

Identify those that make the purchase in the company

Establish financial budget

If correct person (has the purchasing power) then trial close:

“If I can offer you something that will fulfil all your needs (list them) at the right price (re-iterate budget) would you buy from us?”

C. Book another Meeting

If no explicit needs identified OR no money available get referrals and contact again in 3 months

D. Sales Qualification Calculator

To be completed after every meeting with a client

The percentage figure must be over 50% before the client can appear as a prospect on your weekly business report.

Every calculator completed must be sent over via e-mail with weekly reports on a Friday

Confirmation and trial closing

Stage 4 of the Structured Sale

This is probably the most important stage of any professional sales process, yet it is very common for most sales professionals to miss out this stage completely. There are several problems that can be caused by missing out this stage and all of them can result in a sale being completely lost whereas by following some simple steps the sale could have easily have been won.

The confirmation and trial closing is also a very powerful psychological tool. Many buyers do not like to say 'no' when asked the final closing question, so rather than tell the truth they will often make excuses as to why they shouldn't buy. By trial closing you are not asking the buyer to commit to any solution, at this stage the buyer should not even know that a solution exists. We are just asking the buyer if we satisfy his/her issues and problems (explicit needs), then would this be the sort of solution he/she would buy. This makes a trial close much easier for the buyer to answer honestly.

There are many sales that just don't end up lost, they end up in this big void and often keep falling back on sales forecast from one month to the next and sometimes into oblivion.

Summary of Explicit Needs

The IDEA process has helped us create the important and most fundamental tool to perform an effective confirmation and trial close, the customer's explicit needs. These needs have to be explicit and the customer has to understand his/her own needs so therefore it is vital that the start of the confirmation should be by summarising and thoroughly going over the customer's needs and making sure that both the customer and the sales person understand and accept these needs.

The first part of a trial close should be to ask the customer that if these needs were satisfied, is that the sort of solution that he would consider buying.

This type of close is called a sharp angle close and it must be used very subtly at this stage of the sale. If the customer does not agree or the sales person doesn't feel there is enough strength or there simply aren't enough needs to justify the perceived cost, then there is absolutely no point in proceeding any further forward in the sale. Good sales professional should go back to Stage Three and establish some more explicit needs.

Establishing the Decision Making Process (GUARD)

60% of all sales are lost because sales people are not communicating with the right people involved in the decision making process. Many sales people talk about the ‘decision maker' and in many cases, the decision maker is very rarely one individual, so good profession sales people would use the GUARD tool to ensure who and what their value is in the decision making process.

It is very obvious that the more control and contacts you have, the more powerful your case will be, you will have a much clearer understanding and be able to forecast the order much more accurately.

The next stage of the confirmation is to try and establish who else would be involved so the question could be "if we can satisfy your needs would you consider" if the customer answers positively, then we would ask the ‘customer’ who else would we need to consider when making a decision on a project such as this. Then a good professional will find out in what capacity these people would be involved and apply the GUARD pneumonic to each person. So, quite often a sale cannot go forward at this stage, we cannot move it into the presentation phase as we will probably have to see other people, establish their needs, perhaps even talk to committees. We should get involved with the person who ' Holds the purse strings'. This then leads to the next stage of the confirmation process.

Establish the Budgets

The next stage of the confirmation process is to start the initial negotiation stage. It is vitally important, at this stage, to pin down some financial goalposts. Quite often, customers will have a rough idea of the cost and if they are client who already has the service or product will probably recall how much he/she paid the last time. If we have created substantial amount of explicit needs, then it is easy to justify more costs. .However, we would use a technique that is called dickering to try to move the customer's perceived value. If the customer's resting place for the price is substantially away from where it needs to be then we must either go back or establish some more explicit needs to justify the extra costs or walk away.

At this stage, it is also important to try and establish if there are any competitive tenders or proposals in the frame. We should try and find out who these are and if possible, get some idea of a proposal. If the competitor has the capacity to equally satisfy the customer's portfolio of explicit needs then invariably it will come down to price. So a good professional sales person will always try to establish explicit needs that can only be satisfied by his/her offering. If we cannot establish any more needs then it will be down to the sales persons ability to negotiate and make a better presentation in the hope that the customer will perceive his/her service to be better.

A good professional sales person will avoid a heavy negotiation by going back to create needs, explicit needs that we are certain that the competitor cannot satisfy or that we are able to demonstrate with more impact than our competitor.

It is at this stage that we should try to establish the customer's timescales. This is a good test to see how well developed the explicit needs are. If the customer has a real sense of urgency to try and move things quickly then the fact find was probably successful. If the customer does not feel the sense of urgency then it is probably advisable to go back to stage 3 of the structured sale and try and develop some more needs.

Confirmation and trial closing

Leading to the Final Sharp Angle Trial Close

Once all the needs have been established the decision making process understood and initial negotiations been set in place, you are now ready to make the final trial close. It is important at this stage that you must reiterate all the explicit needs including all the hurt, summarise the decision making process and gain agreement that the price discussed is acceptable to both parties and then the final trial close should be one that establishes commitment, e.g. If we were to satisfy all the needs, demonstrate it to yourself and John Smith and the investment is around X amount of pounds, would we be able to do business together?

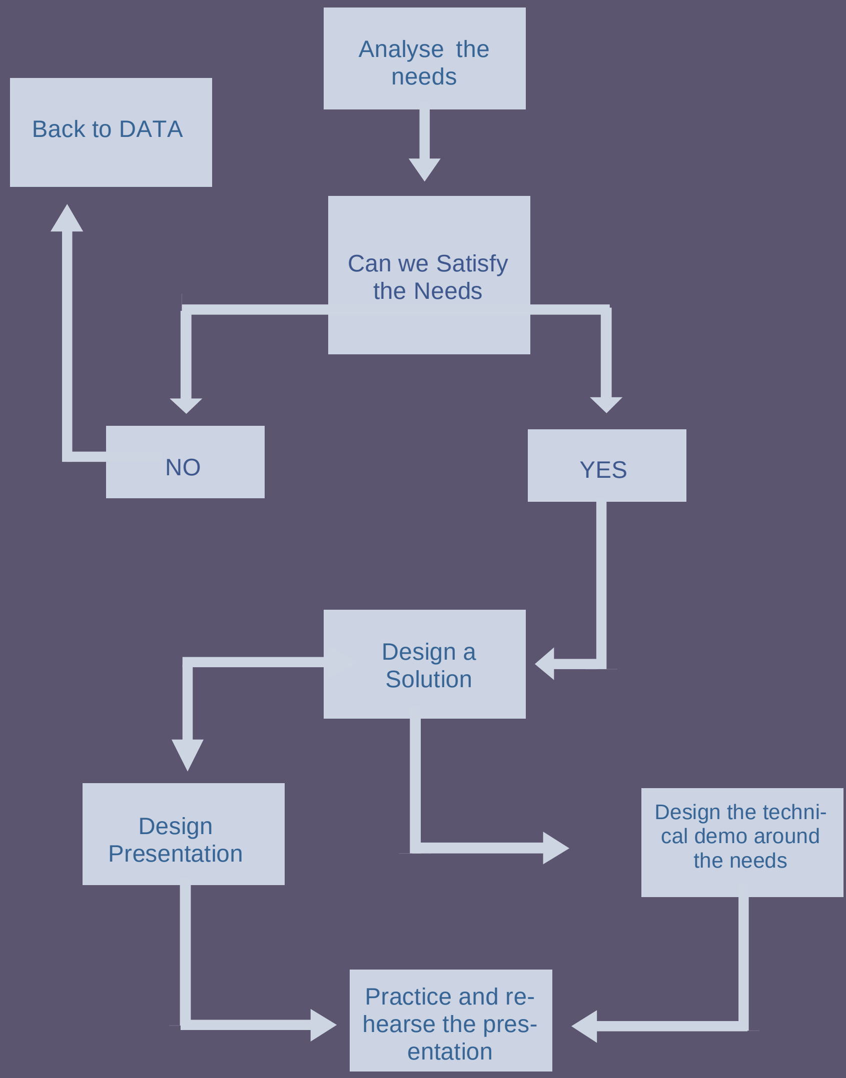
There are many symptoms of poor trial closing and these are usually established at the end of the sale. It is a much better policy to have spent time pinning down the goalposts than wasting time making presentations that are eventually going to lead to no business.

The common excuses that are symptoms of bad trial closing are:

1. I need to consider someone else
2. I need to think about it
3. You are too expensive

If you are continually hearing these objections at the end of a sale process, it is probably because you are not completing the confirmation and trial closing correctly.

Selling the Benefits - Presentation



Selling the Benefits

Need – Solution Features / Benefits – Demonstrate meeting all their needs

A. Analyse Explicit Needs

f we can't solve needs go back to data stage

B. Design Solution

C. Prepare Presentation / Proposal

- Proposals only to be used to 'sell in our absence' – when you cannot get an audience with the decision maker (i.e. Bard of Directors)
- Must follow 8 stages of the sales process
- Introduction / overview
- Contents
- 1st page – acknowledgement: 'We would like to thank all the people involved, because without their input I would not have been able to compile this proposal' (list the peoples names)
- Management Summary
- Current Situation
- Customer Requirements - needs and explicit requirements must be covered, and names of people / departments that are effected. Consequences must be included so need is confirmed in decision makers head
- Proposed Situation
- Proposed Configuration
- Solution Benefits
- Existing Costs – and value if customer were to non-conform
- Financial Summary – never send out a full list of parts and costs
- Conclusion – recap all needs and re-iterate general situation
- Recommendations
- Confidentiality Agreement

Confirmation and trial closing

D Presentation of Proposal

- The presentation must demonstrate / be tailored to customers explicit needs
- Reiterate minutes from last meeting

  Identify the features to present to satisfy the customer's needs
- Structure your presentation

  Personalise the presentation (customer's company logo)
- Rehearse the presentation

  Check the functionality of your demonstration equipment. Tailor the demonstration around the customer's needs

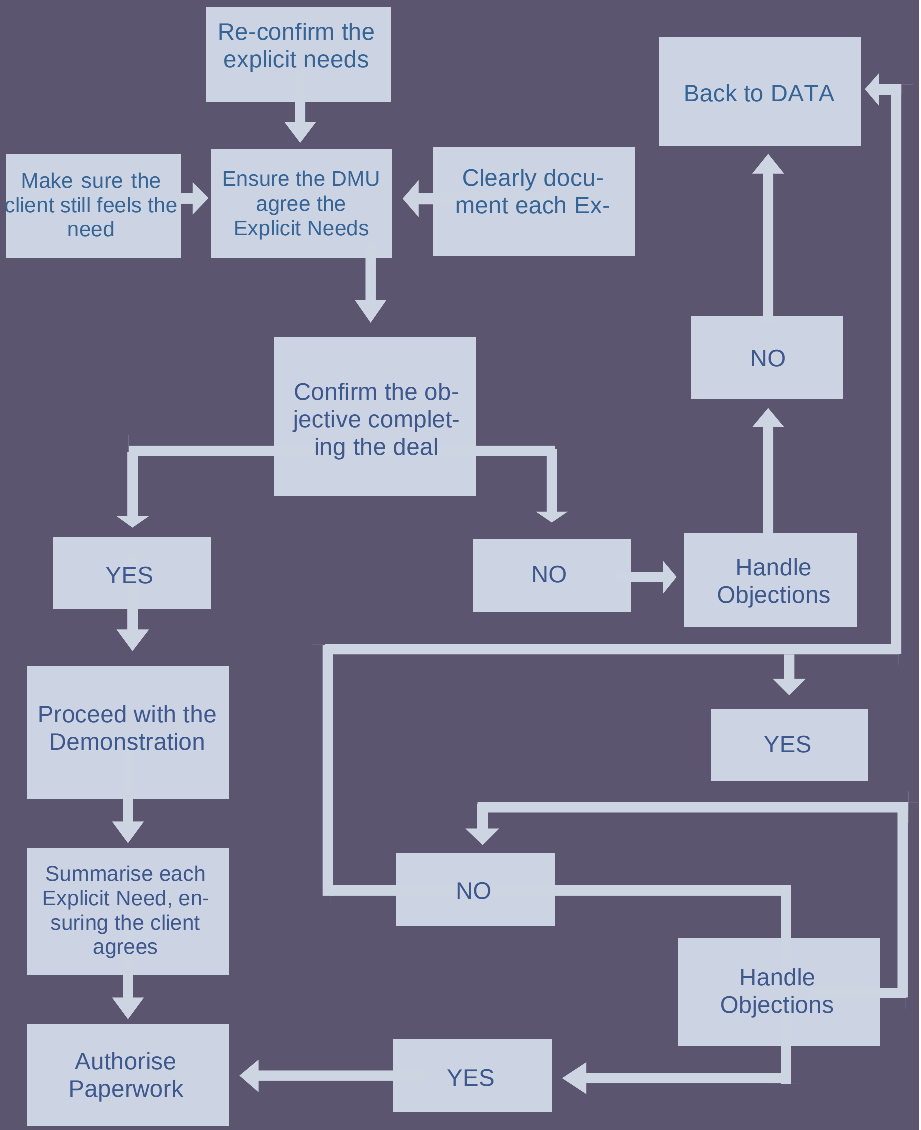
  Arrive ½ hour before to set up

B. Give Presentation

- Control presentation

  Maintain eye contact
- Allow each need to be openly satisfied

6. Close


Re-confirm the explicit needs
Make sure the client still feels the need
Ensure the DMU agree the Explicit Needs
Clearly docu-ment each Ex-
Back to DATA
NO
Confirm the ob-jective complet-ing the deal
YES
NO
Handle Objections
Proceed with the Demonstration
YES
NO
Summarise each Explicit Need, en-suring the client agrees
Handle Objections
Authorise Paperwork
YES

6 Close

A. Clarify Presentation / summarise

B. Make sure the customer is happy with every aspect before asking for the deal

C. Golden Rules

1. If you don't ask you probably don't get
2. Remain silent and allow the customer to think. Make sure the next person to speak is the customer
3. Ask for the order in a positive manner ('Can I have your order please')
4. Do not use the phrase 'please sign here'. Use any words BUT 'sign here' because the customer may panic when asked to sign

D. Sharp Angle Close

'If the presentation covers ABC can I have your order'

F. Alternative Close (choice)

Do not try and use an alternative close as the final close unless you are sure that both choices meet the customer's needs (i.e. an over budget solution against the in budget solution)

G. Hints on Closing

- If one closing technique fails then use another
- Be positive – buyers are often indecisive and positiveness can overcome indecisiveness
- Do not be put off by indecision
- Close require practise to be effective
- Adapt closes to fit your own personality

7 Answer Questions and Handling Objections

An objection is an indication from the buyer that they disagree, disapprove or do not believe what the seller says.

Buyers object for the following reasons:

- MISUNDERSTANDING of what the seller says
- NO CUSTOMER NEED for product
- THE PRODUCT CANNOT MEET THE NEEDS of the customer

The best sales strategy is to prevent objections, but you must always be prepared to handle objections.

A. Listen and Pause

While the buyer voices an objection (or excuse) listen attentively. NEVER INTERRUPT. Pause before answering. This will allow you time to think and allow the buyer time to talk themselves out of an objection.

B. Ask Why

If you are sure you understand the objective then question the buyer politely. Often simply asking, “why do you say that?” can expose an objection as invalid.

C. Re-State the Objection

Re-stating the objective before answering it can have several advantages: It enables the salesperson to re-phrase the objection in a way that makes it easier to answer. It ensures that there are no misunderstandings about the nature of the objection, which may encourage the buyer to accept the answer more readily.

D. The “Yes, but ……..…” Technique

Show that you understand that the objective is intelligent and valid. Then answer it using a phrase such as, “On the other hand …” This avoids the buyer feeling dismissed, or that he is being outwitted

7 Answer Questions and Handling Objections

E. Unimportant Objections – When to Concede

Experience alone will enable you to identify the objection that may be glossed over or even agreed with before proceeding with the presentation. “They don’t make them like they used to” is an obvious example – it does not call for a defence of modern manufacturing!

F. Don’t be Clever

Never argue. Never show irritation or impatience with any objection, complaint or comment. Make sure that the answer is given in such a way that it does not put the buyer at an intellectual disadvantage.

G. Turn the Objection into a Question

As an alternative to the ‘yes, but’ technique, the salesperson may re-phrase the objection in question form. An example would be converting ‘it’s too big’ into ‘I think what you’re asking Mr Smith is, will it fit into your office?’

H. Isolating the Objection

This is a method of ensuring your customer is satisfied with all the other aspects of your product/service and his final objection, if minor, can be put into context.

I. The Boomerang Technique

Many objections can be answered by beginning, ‘that’s exactly why we should go ahead, because … this enables the salesperson to show by the use of a paradox that an apparent disadvantage conceals a real benefit. This is a striking technique; but one that calls for great skill if the salesperson wishes to avoid ‘debating’.

J. Know the Answers

The best answers to every objection should be memorised. If the salesperson does not know the answer, then they should admit the fact and offer to find out.

K. Close

If no close then return to fact finding or data stage

Summary

The EASY objection should be handled in the following way:

1. Listen and identify
2. Re-phrase in question form
3. Isolate and confirm that it is the only objection
4. Answer directly giving proof as necessary
5. Close

DIFFICULT objections should be handles in the following manner:

1. Listen and identify
2. Re-phrase in question form
3. Probe indirectly to find area of interest
4. Isolate and confirm that it is the only objections
5. Maximise benefits and minimise objection
6. Confirm that he is happy
7. Close

8 Analysis and Documentation

the believe system

It's simple but it's not easy

Our Logo

There ‘s often a message behind the design of a corporate logo, this is very much the case in the example of believe, in our case the message behind the design encapsulates a deep held belief drawn from a life’s work in the world of Sales Team Development.

Our logo symbolises our belief that to progress in our world you must learn to accept the measured pace which simply put is *two steps forward and one step back*.

This is the key to successful sales development, and a ready acceptance of this fact that will serve you well as you progress and improve as a sales professional.

Believe
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