Essential Selling Skills

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Contents

Consultative Selling - Key Principles for Success 4
Personal focus and application 5
Opportunity Planning 6
The Customer-Focused Sales Process 7
The customer's buying steps 9
Buying psychology 11
Quick start: Some Sales Essentials 14
Best-Practice Sales-Call Skills 15
How we communicate 16
Rapport strategies: People by people 18
Ten steps to establishing rapport 19
Qualifying and initial questioning skills 20
An Effective Sales Meeting – part 1 22
Creating an agenda structure: 4 C's 23
Questions to 'build' more opportunities 24
Structured questioning and listening techniques 32
High-gain or high-impact questions 34
Advanced sales questioning techniques 35
Presentation and persuading skills best-practice 38
Proposing Solutions: Overview 39
Using options to convince buyers and help them buy 42
Increasing sales order value with options 43
Closing skills and overcoming concerns and client questions 45
Common objections and FAQ's 46
Handling objections 47
Closing the sale (planning and practice) 48
Closing worksheet 50

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Course outline

Consultative Selling - Key Principles for Success

- Recognise the importance of consultative selling and being client-focused
- Building the right process to achieving sales targets – questions before features
- Assess your core sales skills; rapport skills, asking questions, presenting feature and benefits, closing skills

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Your goal is not simply to make a sale. Your aim is to help people make the right decision; make it easy to buy more from you and to make the buying process a great experience.

Consultative Selling - Key Principles for Success

- Recognise the importance of consultative selling and being client-focused
- Building the right process to achieving sales targets – questions before features
- Assess your core sales skills; rapport skills, asking questions, presenting feature and benefits, closing skills

Your proposition (product or service) is presented as solution and match for prospects needs and criteria.

Traditional selling methods often create more resistance and indifference.

A consultative approach can minimise this.

Create opportunities through conversation

Talk less, listen more

Your sales process is structured to put the suspect, prospect or customer front and centre.

Three principles

1. Earn the right to advance
2. Persuade through involvement
3. Leverage knowledge

If they sale, they believe it, if you say they

People buy people first, everything else second

Connect

Consult

Convince

Confirm

“only sell to the next stage”

People buy when there are compelling reasons and low perceived risk.

Personal focus and application

Customer examples for this training

Please make brief notes under each of the following three headings.

An opportunity you would like to close in the next 30 days

A new account or customer you would like to get a meeting with

A current customer or account that you would like to get more business from in the next 90 days

Opportunity Planning

Target customers or category – which companies to approach
Contacts, job titles of buying influences – who to contact x 2-3
Product or service to promote – what do you want to sell them?
Problems you can solve, or result can help them with – reasons to buy
Why should they buy it from you?
Why now?

The Customer-Focused Sales Process

The three Driving Principles provide a great deal of guidance about how to proceed throughout the consultative sales process.

Principle	Implication
Focus on the customer	Help customers analyse their present situations and develop clear statements of needs to solve problems.
Earn the right to advance	Gather quality information about what problems customers are trying to solve; do not "pitch" your products.
Persuade through involvement	Help customers articulate their situations and problems rather than define their needs for them.

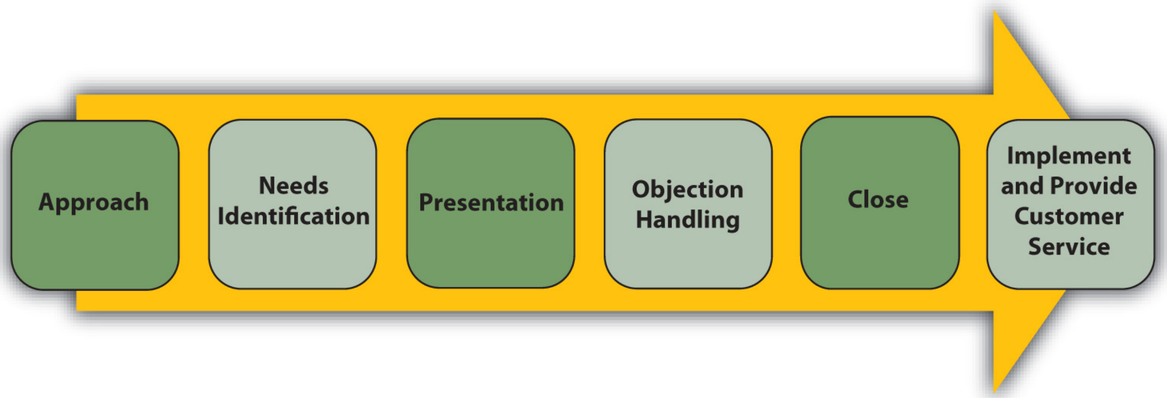
High-performing consultative salespeople are committed to a sales process as a way of life. Any sales process may include numerous activities, but the consultative sales process, across all businesses, includes:

1. Prospecting,
2. Exploring needs,
3. Exploring and developing options,
4. Proposing and closing,
5. Implementing and demonstrating results,
6. Maintaining and growing relationships.

The sales process is continuous, beginning with the customer. The Driving Principles are the foundation of the sales process and are woven throughout the process. Qualifying is an integral part of every phase of the sales process.

Summary

Prospecting	Developing a list of high-potential prospective business situations in accordance with organisation and business criteria for desired customers. Analysing and qualifying prospects, with the use of tools. Pursuing business opportunities; getting a face-to-face appointment with the prospect.
Exploring needs	Exploring the customer's legitimate urgency perceived needs builds and excitement about taking action.
Exploring and developing options	Exploring and developing options is creating or selecting with the customer options that will satisfy his or her needs.
Proposing and Closing	Proposing and closing means obtaining strong, enthusiastic commitment from the customer to move forward.
Implementing and Demonstrating Results	Implementing and demonstrating results includes exceeding the customer's expectations throughout the implementation of your solutions and working internal, with operations to ensure a smooth handoff.
Maintaining and Growing Relationships	Maintain and growing relationships includes measuring and ensuring the customer's understanding of the value of your involvement in the account and maintaining and growing the relationship on an ongoing basis.

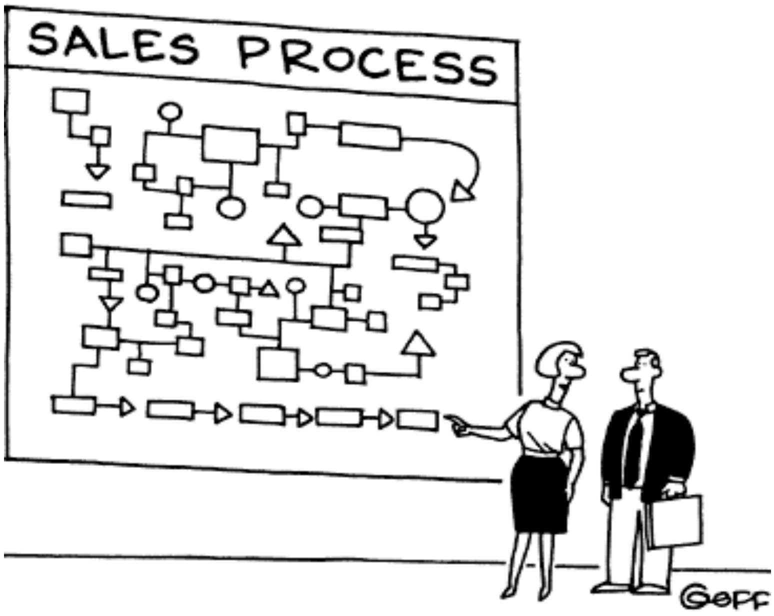


The customer's buying steps

Stop selling and help customers to buy…from you.

How your role can add value

Stage	Client	Sales consultant
Awareness of needs	Recognizes need to change from existing product processes or supplier	Becomes aware of client needs by exploring problems and possible solutions
Assessment of alternatives	Evaluates the product or service against competing alternatives	Helps client decide between alternatives, influence decision
Alleviation of risk	Considers associated risks, makes a decision	Uncovers risks and helps client address them
Achievement of results	Begins to implement	Assists in the preparation and execution, anticipates.



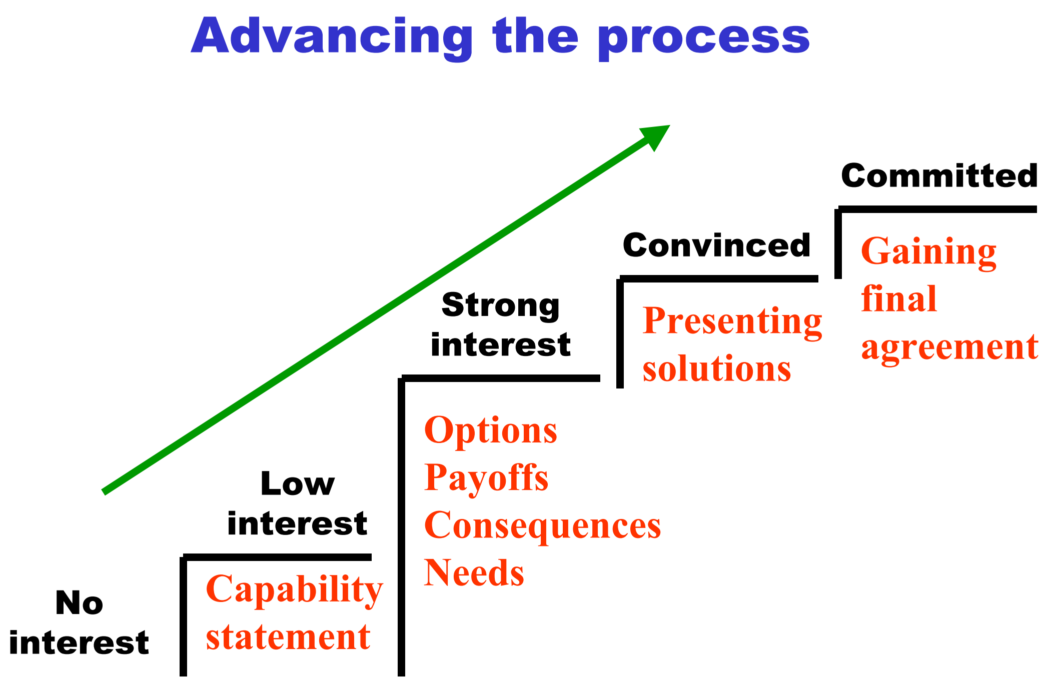
"And then you'll close the sale."

Buying psychology

During the sales process, the customer goes through a series of buying steps. Each step reflects how the customer feels at various stages of the relationship during the sales process.

Buying Step	Customer feels
1	No interests
2	Low interest
3	Strong interest
4	Convinced
5	Committed

At each step, there is a sales strategy that enables the sales consultant to help the customer progress up the buying steps.



No interest

In many situations, your prospect (customer) may have little or no interest in your product or service initially. At this point you are in the prospecting phase of the sales process.

Capability Statements (elevator pitch)

The sales strategy that you should use to proceed to the second phase is the capability statement. A capability statement describes the benefits of working with you and your company and relates them to the probable needs of your customer.

Low Interest

At the **second** step, your customer may have low interests in your project or services. To move to the next buying step, you must explore and get significant information about:

- the customer
- his or her situation
- the needs and the problems the customer are trying to address

Spend more time and attention on this step of the process than any other. There are two areas you need to address:

Area	Actions
Exploring needs	View a need as a gap between where the customer perceives he or she is now and where he or she wants to be. Explore and discuss consequences or negative implications of not closing the gap. Explore and discuss value or the benefit of closing the gap.
Exploring options	View options as choices that the customer should consider to close the gap. Explore and develop options that meet the customers' needs.

Strong interest

At the **third** step, your customer has strong interest in your product or service. Now, you must propose solutions. To propose solutions and make an effective presentation, link customer needs to the benefits that your customer can derive from your product or service.

Convinced

At the **fourth** step, your customer is convinced that your product or service will meet his or hers needs. To move to the final step, you must **close** the sale. It is the logical outcome of an effective presentation. The close should be;

- direct
- concise
- non-manipulative

Committed

An effective close takes the customer to the **fifth** and final step, in which the customer is committed to your product or service as the means of meeting his or her need.

Conclusion

By focusing on your customer's buying steps, you are seeing the situation from the customer's point of view. It is critical that you stay in touch with the customer's progress throughout the buying process. In conclusion, be aware of these points:

Close at the right time

The biggest impediment to successful sales calls is the inclination to close at the wrong time.

Example: If your customer is at the low interest phase, it is not appropriate to be presenting solutions or closing. You have not earned the right.

Be perceptive and remain flexible

- it may not be necessary to move the customer through all buying steps; you may encounter a customer anywhere in the buying process
- depending on the customer’s specific needs, you will need to shape your approach to the sales process
- you must perceive where the customer is in the buying process and devise your sales strategy accordingly

Quick start: Some Sales Essentials

1. A clear, concise, elevator pitch for your company.
2. Three questions to uncover a need or want you can satisfy (target customer and product).
3. A thirty-second FAB* pitch for one product or service

*Feature, Advantage, Benefit)

Task

For a named competitor, for a target customer or customer type, and for a specific product or product group, what is your **elevator pitch**?

Best-Practice Sales-Call Skills

Do’s and don’ts for effective customer sales meetings

Do	Don’t’

What to prepare for an effective sales call

Checklist

- Set your call objectives – retain, additional products, new applications.
- Carry out any additional research.
- Prepare a strong call opening – purpose benefit check.
- Note the 'key' questions you will want to ask
- Have all the sales 'support aids' you might need
- Anticipate possible or likely objections and how they will be handled.
- Knowing the customer and any topical issues
- Just prior to the call, check on possible problems (if existing account)
- With the appointment verbally agreed, thank and confirm via email.
- Allocate sufficient time for the appointment, to cater for all contingencies.
- Check location and make sure you know the route.

Example agenda for a first call

1. Introductions

- you, your role
- customer contact and the customer's role and business

2. Review of current situation

- current process and situation
- product performance and service experience
- 'pain questions'

3. Future potential

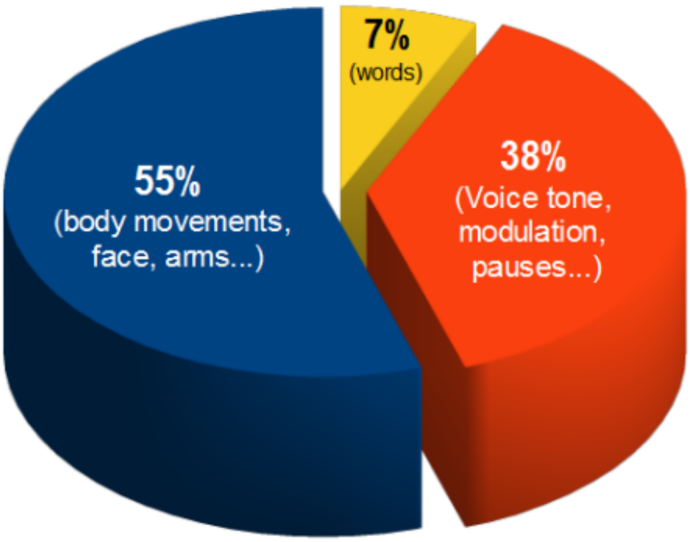
- Pain and gain questions'
- future plans and direction
- discussion and update on your new solution

4. Ideas, solutions and options

- summary of options –big picture
- next steps
- Q&A

5. Actions and close

How we communicate



Rapport strategies: People by people

Gain rapport and building connections

How can you get on better with your prospects and customers?

What are some barriers that get it the way of gaining rapport?

Five keys to building trust, liking and credibility

1. Find things in common
2. Be sincerely interested in them
3. Matching and mirroring
4. Values, beliefs, and common ground
5. Praise and liking

Ten steps to establishing rapport

"People buy people"

1	Listen	Listening is the 'King' of all rapport building skills. EVERYONE loves to be listened to! Practice 'conversational generosity' – don't speak more than 30% of the time (10-20% is optimal).
2	Link interests	Opposites DON'T attract! People like each because of their similarities. So, whenever possible, notice similar interests and be sure to talk about and expand on them.
3	Ask for advice	As Thoreau said, 'The greatest compliment ever paid me was when someone asked me what I thought and attended to the answer'. Asking for advice is perhaps the sincerest compliment you can pay a person. Try it and see.
4	Compliments and praise	Notice and comment on the praise-worthy things that people do and then mention them appropriately. Noticing and commenting on the good people do and their special qualities is a great way to live and a great way to connect with others.
5	Demonstrate liking and appreciation	Most people instinctively like people who like them (and vice versa). Many people like each other, but rarely tell each other.
6	Adopt their values / beliefs	As you are listening to the other person speak, notice their values / beliefs, and discuss areas where your values / beliefs sincerely overlap with theirs.
7	Enthusiasm	Communication is the transfer of energy / emotion. Everyone seems to love someone with enthusiasm because we all admire it and wish we had more!
8	Matching and mirroring	Matching and mirroring simply means that we match the behaviours of the other person to help create alignment with them. This tool will make people very comfortable around you and is a very subtle technique.
9	Smile and warmth	The first contact with another person is your face! Make sure that you present as warm, friendly and happy. A smile and a sincere desire for friendship will resonate in your voice and be demonstrated in your every action
10	Attending skills	This simply means that you attend to the needs of the people you are with. It follows the lines of simple good manners.

Qualifying and initial questioning skills

Initial connecting or small business questions to use at the start:

Qualification questions to use <u>during</u> the visit or call

MATCH

Topic	Example questions
Money, budget, spend	
Authority levels, other contacts	
Time, frequency, etc	
Competition and alternatives	
Hot-buttons – what is important to them	

Anticipating and answering intitial put-offs and objections

There three main ways of dealing with early objections.

APAC

Acknowledge
Probe
Answer or action plan
Check and confirm

Notes

FFF

Feel
Felt
Found

Notes

Defer

“Let me answer or address that point later / next meeting / etc”

Examples – write your response

How much is it?	
What sort of discount can you do?	
We have no plans to change	

An Effective Sales Meeting – part 1

- Setting the agenda and pre-call preparation
- Opening the sales interview - and building rapport
- Gaining and retaining the full attention of the customer
- Probing and identifying real needs using effective sales questions
- Planning and practice sessions for consultative selling

Creating an agenda structure: 4 C's

First meeting best practice (planning and practice)

Task

Plan a first meeting a prospect. Use the following headings a guide.

Connecting

- Small talk, rapport, PBC
- Opening statement and questions
- Agenda?

Consulting

- Situation and general questions
- Problem or improvement plans questions
- Qualification questions

Convincing

- Statements (features/benefits) to suggest next step
- Value vs price
- Answer questions, explain

Confirming or confirm

- Summarise
- Test close
- Ask for a decision to the next step

Notes

Task 1: what should you prepare or research before a (first) meeting?

Task 2: Write an agenda for a first meeting?

Task 3: Plan a practice the first 3-5 minutes

Questions to ‘build’ more opportunities

Telling is not selling, only asking questions is selling!

Your current examples of questions that build and make great sales are:

Notes

Effective sales communication skills

“Talk less, listen more”

As a foundation for any meeting or appointment rapport and ‘people’ skills are essential . There are six communication skills, each with a separate function. These skills are a basic requirement for effective communication:

1. Connecting
2. Encouraging
3. Questioning
4. Listening
5. Confirming
6. Providing

These skills are equally relevant whether you are working to meet the needs of a customer and his or her organisation, or working with an associate to meet mutual, personal, and organisational needs.

The communication skills are used to progress a discussion. However, the sequence in which you use those skills, and the emphasis you give them, will vary.

Communication Skills

Skill	*Function*
Connecting	To establish a personal bond with the customer
Encouraging	To keep the customer participating in the meeting
Questioning	To get in-depth information on the situation, problems, and needs
Listening	To hear and remember the facts and feelings shared by the customers
Confirming	To make the progress of the meeting explicit
Providing	To give information to create a clear, positive image of the person, company, products, and services

Connecting

Connecting skills are used to establish a personal bond, resulting in rapport between you and the other person.

Element	Description
Using eye contact	Look into the other person's eyes when possible.
Adapting	Use patterns for the following that are compatible with the other person: • speech • gestures • body posture
Building Rapport	As appropriate: • smile • compliment • use small talk • find areas of mutual interest

Encouraging

Encouraging skills are used to keep the other person participating in the discussion, resulting in interaction.

Element	Description
Reinforcing	• Give short, verbal and non-verbal signals. • Use supportive questions and phrases to show you want to hear more. Example: ''That sounds very important to you. Can you tell me more?''
Empathising	• Show that you understand how the other person feels. Examples: ''That must be frustrating.'' • ''That's something to be proud of !'' Note: This does not necessarily imply agreement.

Accepting	Show that you have received the information being communicated. Examples: ''I understand your view.'' ''That's an interesting observation.'' Note: This does not necessarily imply agreement.

Questioning

Questioning skills are used to obtain in-depth information about the person, company, situation, problems and needs of the other person..

Element	Description
Close-ended questioning	Direct questions that can be answered with one or two words
Open-ended questioning	Questions that: • require more than a simple yes or no answer • usually begin with who, what, when, where, why, or how
High-impact questioning	Open-ended questions that ask customers to search for new meanings in existing information.

Reflective listening:

- Tell me...
- Explain more...
- Please give me an example...
- Describe...

High-Impact Questions

High-impact questions maximise the meeting by returning high-value information in an efficient amount of time.

High impact questions get people to analysis, speculate and think.

High-impact questions require customers to think, organise information, and search for new meanings to existing information before responding. They ask customers to:

1. **Evaluate or analyse**
2. **Speculate**
3. **Express feelings**
4. **React**

The result is the type of information you might hear if you were to attend a customer's problem-solving or planning session. Good high-impact questions make customers say:
"Well…I don't know…. I have not thought about that.'' or "I have not put those ideas together that way before."

Criteria

High-impact questions should be:

- brief and clear
- open-ended
- phrased to require a thoughtful answer
- relevant to the customer's situation and position

Benefits

Using high-impact questions in meetings has several benefits to you. High-impact questions are likely to:

- involve the customer by requiring him or her to think
- increase the amount of time that customers talk
- provide new insights into problems
- produce high-quality information
- expose underlying issues
- result in people being seen as perceptive professionals who can function as consultants
- cause the customer to believe that the meeting was valuable

Comparison to open ended questions

Open-ended questions invite customers to respond with more than a yes or no answer. However, open-ended questions may elicit factual information that could easily be found in files, reports, or organisational charts.

Customers who enjoy talking about their organisations or themselves may respond willingly to open-ended questions for a while, since it allows them to talk. However, such conversation usually does not require customers to engage in high-level thinking, nor is it likely to produce any new insights of value for them.

Tips on High-Impact Questions

Prepare high-impact questions to use with a customer as part of your sales tool kit. Once in front of a customer, you may use these prepared questions or devise others spontaneously in response to points the customer has raised.

Encourage the customer

High-impact questions are tough to answer. If you do not encourage while questioning, the customer may feel interrogated. By encouraging frequently, you can take the edge off your high-impact questions and make the section more conversational.

Asking Difficult Questions

Some questions may be challenging to ask because they are personal, controversial, or direct in nature. One way to ask difficult questions is in with the supported question format.

Reason + Benefit + Question

Supported Questions

A supporting statement braces a difficult question with the reason for the question and the benefit to the customer of responding; this format helps you to earn the right to ask the difficult question. Examples:

“Let’s ensure that we include everyone from your company that needs to be involved.’’ (reason)

“This will enable you to provide any necessary information to them up front and to reduce the need for repetition.” (benefit)

“Who in your company would be responsible for making this type of decision?” (question)

Listening

Silence

Effective high-impact questions may result in periods of silence, during which the customer is formulating a response. Frequently, when conversation seems to stop during a meeting, the person will feel obligated to fill the silence. This is not only unnecessary, but also does not make use of technique that can be powerful.

When there is a silence, consider these tips:

- Listening is the critical skill during the meeting. You cannot listen if you are talking.
- If you are nervous, you may be talking more rapidly than usual. Keep in mind that what feels like silence to you may be the natural rhythm of the conversation.
- You do not need to ‘’own the silence.’’ If you wait a few more seconds, your prospect may feel the need to pick up where he or she left off, and give you more valuable information.

While listening is a separate communication skill, it is also an umbrella over all other skills. Effective listening is critical to building consultative relationships.

Listening for Needs

Customers express needs in different ways. Not all needs will be overtly expressed. You should listen for the following three types of needs.

NEED	DESCRIPTION	EXAMPLE
Stated	Clear statement by customer of what is needed	I need to attract new customers
Implied	Need expressed in a vague way	My boss is concerned about the number of customers that walk past our stores.
Hidden	Recognised by you, but not by customer	We do everything we can think of to make our exterior appealing in an effort to attract passing foot traffic into the stores.

Four types (of listening) to avoid

There are four main unproductive listening behaviours that should be avoided.

Pseudo	Merely appearing to listen by superficially using listening actions (body language, non-verbal techniques)
Selective	Only listening for information that matters to you, while ignoring any that does not
Reactive	Formulating a response while listening
Insensitive	Hearing only the words, not the nuances and non-verbal clues.

Tips on Listening

- Listen for pivotal words, ideas concepts, and needs, and incorporate them into your response.
- Interpret importance, priority, and implications.
- Observe and use appropriate body language.
- Take notes to focus on customer needs.

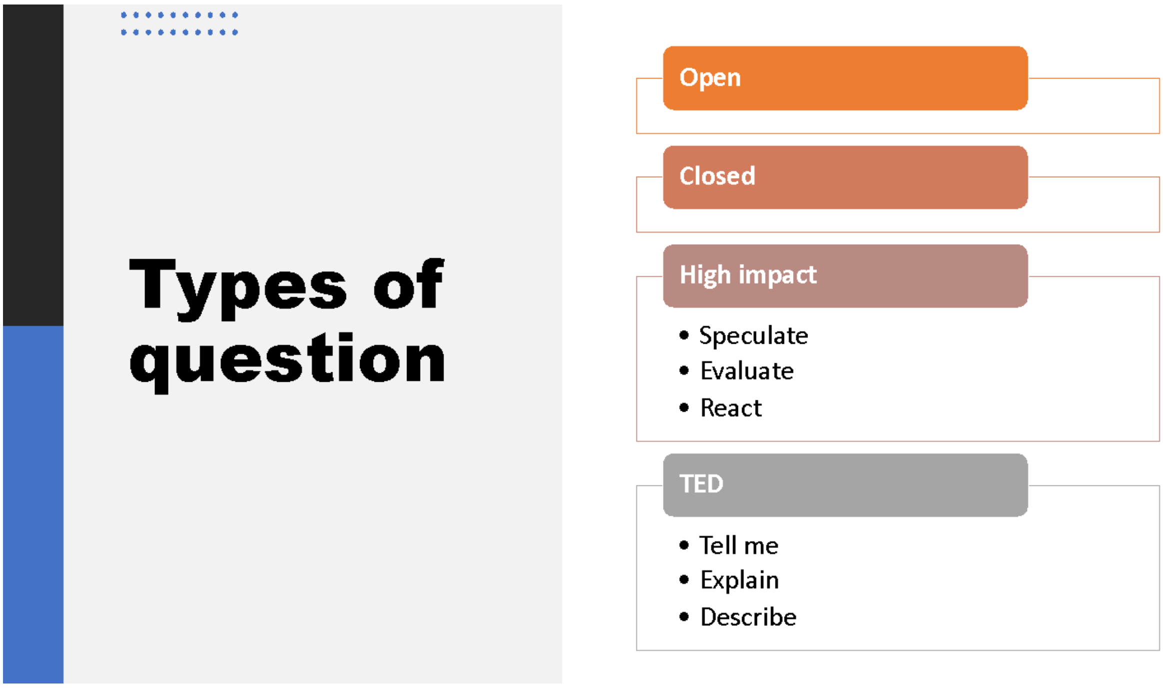
Providing

Providing skills are used to give information to the other person that:

- is responsive to the needs of the situation
- creates a positive image of you and your ability to address those needs
- resulting in customer satisfaction

Element	Description
Stating benefits	Present benefits that are key to the needs of the other person Check to allow the other person to ask for clarification or more information
Speaking concisely	Speak briefly and to the point Provide ‘‘headlines’.’’ Go into detail only if asked by the other person.
Using enthusiasm	Show excitement and conviction in your plans or proposals by using: • faster pace • more modulation • increased volume • more gestures

Structured questioning and listening techniques



Short clean questions

The based questions short, simple, direct and easy to understand. Do not explain or over talk them.

Closed or Yes/No Questions

Common questions that can be answered with a simple “yes” or “no” are logically called **yes/no questions**. As a rule, this kind of question relates to the whole sentence, and not to a separate element of it.

- Are your free to talk now?
- Can I sit here?
- Can I help you?

To ask such general questions, the appropriate rising intonation should be used at the end of the sentence. The answer can be a brief “yes” or “no.” Or, a longer answer can be given.

Open or Wh-Questions

Open questions, as you can guess, uses a certain word at the beginning of the sentence. The questions words **who**, **what**, **where**, **when**, **why**, **how**, **how many**, etc., are used to begin the question:

- What is the problem exactly?
- How can I help you today?
- What is your full address?

We use special questions to get specific information. This implies that the answer will be more detailed.

Multiple Choice Questions

Choice questions are questions that offer a choice of several options as an answer. They can help customers make decisions faster and save time.

- Do you want to hold or can call you back?
- Do you want the super or standard?
- Is Monday or Tuesday better for you?

TED Questions

This type of question probes or encourages more information.

For example:

- Tell me more about what happened
- Please explain in more detail or give me an example
- Describe in more detail

Tip: Ask for number or list….

High-impact and third-level questions

Questions that create opportunities – "how about…?"

Exploring needs is a process of uncovering the gaps between a customer's perception of his or her present situation and his or her desired situation. In other words:

- Where are the customer's results or functions now?
- Where does he or she want it to be?

This can be thought of as a physical gap.

A need is defined on the gap between the customer's present state and desired state. Customers have a wide range of needs, but any of them can be classified into two broad categories. These are needs related to:

- increasing something
- decreasing something

Customers buy more of what they know, like and trust. They also buy solutions to problems and ways to improve results and key target areas.

High-gain or high-impact questions

High-impact questions maximise the sales call by returning high-value information in an efficient amount of time.

High-impact questions require customers to think, organise information, and search for new meanings to existing information before responding. They ask customers to:

1. **Evaluate or analyse**
2. **Speculate**
3. **Express feelings**
4. **React**

Examples

High-impact questions should be:

1. brief and clear
2. open-ended
3. phrased to require a thoughtful answer
4. relevant to the customer's situation and position

High-impact questions are likely to:

1. involve the customer by requiring him or her to think
2. increase the amount of time that customers talk
3. provide new insights into problems
4. produce high-quality information
5. expose underlying issues
6. result in people being seen as perceptive professionals and consultants
7. cause the customer to believe that the meeting was valuable

Prepare high-impact questions in advance.

Encourage the customer by active listening.

Advanced sales questioning techniques

Now create a real-life list of additional, high impact questions, targeted on increasing sales or introduction new products or services. Base this on typical or target account.

Notes

Additional questioning techniques

1. Gap – hurt and rescue questions (including exploring consequences and pay-offs) (SPIN type questions)
2. Decision making criteria
3. Concern questions – what questions do they have? How well do they understand what you do and can offer?

Defining the Gap

Not every customer has explicitly defined the gap between his or her present state and desired state. Defining the gap requires converting vaguely defined problems into clear statements of need.

SPIN

Remember the acronym **SPIN** – Situation, Problem, Implication, Need-payoff or value

Not every customer has explicitly defined the gap between his or her present state and desired state. Defining the gap requires converting vaguely defined problems into clear statements of need.

The clearer the statement, the more likely the customer is to recognise the need to act.

An Effective Sales Meeting – part 2

- How best to structure and control a customer meeting
- Matching customer needs and wants to products and services available
- Presenting your product or service using a features, advantages, and benefits
- Recognising and responding to buying signals and other sales opportunities
- Planning and practice sessions

Presentation and persuading skills best-practice

- Compelling benefits and reducing perceived risk – key messages to deliver
- Helping the customer choose your proposition by using options
- Professional and effective presentation skills
- Writing compelling sales proposals that improve your conversion rate
- Planning and practice session - presenting your solution

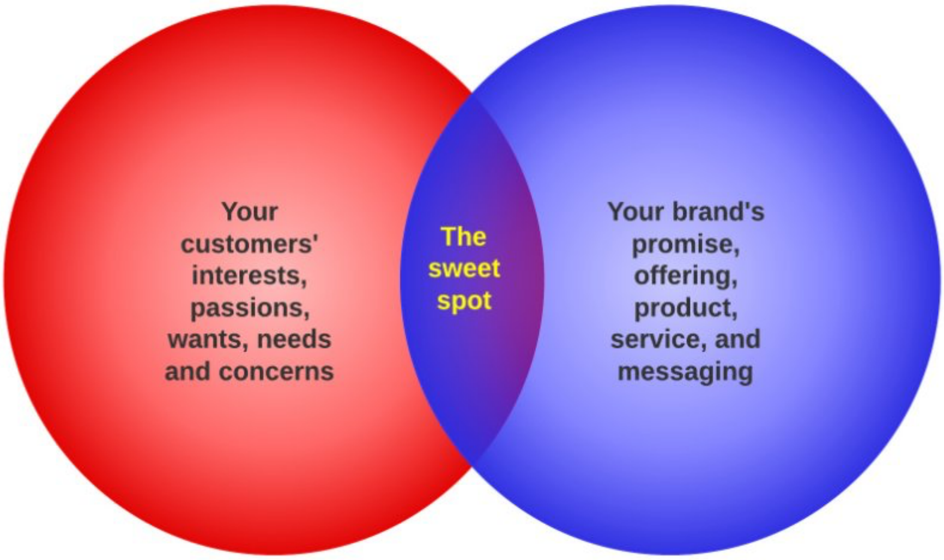
Quick start: Some Sales Essentials – Part 3

1. A feature and benefit summary for a named product
2. Value statements to counter-balance price
3. Two or more contacts in each account, customer, or prospect

Task

1. Choose a product.
2. Write a benefit claim or statement
3. List through features that support that claim

Proposing Solutions: Overview

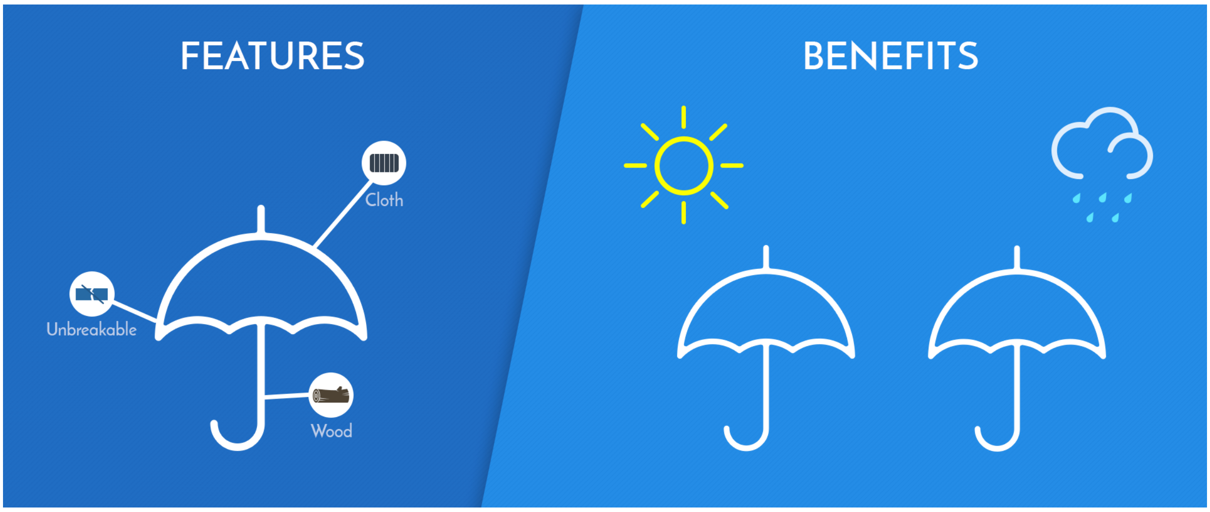


Linkage to the Driving Principles

The Driving Principles are pivotal in the strategy for proposing solutions.

Principle	Implication
Focus on the customer	• Gear the proposal to meeting the needs of the customer. • There may be several people from the customer organisation in attendance. • Present clear and recognisable solutions to needs expressed by the customer throughout the sales process.
Earn the right to advance	• Describe the solution in terms of the benefits it will provide to the customer. • Develop a solution that is uniquely tailored to meeting the customer’s needs and that differentiates you from the competition.
Persuade through involvement	• Involve the customer by inviting him or her to explore the value of the solution you present. • Answer the customer’s questions and handle his or her objections as they arise.

Proposing Solutions: overview



Whether your proposal is formal or informal, it should be:

- well organised
- well prepared
- customer focused
- some general guidelines for proposals are:
    - tailor them to the needs of the customer
    - be concise and to the point
    - show the customer that he or she is important to you
    - difference yourself from your competitors

Some guidelines for discussing features and benefits are:

- recap the need, then go to the benefit
- state the benefit first, then explain the appropriate features that proves it

Use a transitional phrase such as “**that’s because**” to tie the benefits that address specific needs to the feature. The method immediately answers the question “What’s in it for me?” for the customer.

- translate features into desired benefits

If you state the product feature first, connect it with the phrase “this means for you,” followed by a statement of the benefit.

List some examples here:

Application: Describing needs, benefits, and features

Based on the target customer that you have selected, write down two or three statements to connect needs with benefits that can you offer and the features that support them.

Summary of needs

"We can offer the following benefits…"

Summary of benefits

"...that is because…"

Summary of features/facts

Supporting example or evidence

Using options to convince buyers and help them buy

"The Goldilocks effect"

Customers would rather buy a product than be sold a product.

The more involved customers are in selecting options, the more willing they are to

Exploring and Developing Options - Three-step Process

Exploring options may be completed in three simple steps.

1. Developing options available to the customer.
2. Analysing the options based on the customer's sources of value.
3. Discussing these options with the customer.

Follow these steps to use the Option Generator.

Step	Action
1	Identify a customer need for which you can provide a solution.
2	Fill in as many applicable "sources of value" as you can, based on your knowledge of the customer's situation. **Note:** The sources you choose will differ, based on the specific needs of your customer.
3	In the far left-hand column, list the possible options you can provide that will address the identified customer need.
4	For each option selected: • review the customer sources of value. • create ways to enhance that option to best meet the customer need. Record these enhancements in the body of the Option Generator.
5	For each option you select you select, consider the customer's potential concerns. Think about how you would respond to each of these concerns.

Increasing sales order value with options

Based on the target customer that you selected prepare an option matrix to discuss.

Source of value	Option A	Option B	Option C

Closing the Sale Successfully

- Anticipating objections and seeing them as positives, including price objections
- Handling objections using proven methods and models
- How and when to ask for the sale professionally
- Follow up and follow-through
- Planning and practice sessions

Notes

Closing skills and overcoming concerns and client questions

- Proven techniques for closing more sales, faster
- How to isolate, prioritise and answer final objections, including price
- Overcoming delay and procrastination
- Planning and practice session – answering client concerns

List three buying signals

1.

2.

3.

List three test closing questions

1.

2.

3.

List three ways to answer or react to the comment: “I will think about and let you know.”

Common objections and FAQ's

You should answer the objection as specifically as possible. Objections and their appropriate responses usually fall into one or four general categories:

Objection Type	You Should
Misconception	Clarify and explain
Scepticism	Provide examples, references, demonstrations, or evidence.
Real drawback	Show how advantages outweigh disadvantages.
Real complaint	Respond with a plan to address the complaint.

What are your most common objections, queries or obstacles?

List these here, and where they occur most in the technical analysis process

Objection, queries or obstacles	Where it occurs – early – anytime – close to decision	Type (Misconception / Sceptical / Real drawback / Complaint)

Handling objections

Write down a common objection and make some notes on how you might best respond.

Objection:
Questions to clarify and encourage:
Answer: 1. If misconception – clarify 2. If scepticism – prove 3. Real drawback – show big picture and outweigh with other FAB’s 4. Real complaint – show action

Closing the sale (planning and practice)

Gaining agreement - guidelines

The following will help you close a sale or key step in the sales process:

Guideline	Key Points
Summarise	Summarise the needs, consequences, and value, and tie them to the benefits your solutions can provide, thus reminding the customer that it is urgent to act and that your solution is appropriate.
Be direct	Ask for the business. Do not try to manipulate the customer into signing for the business or you will violate the trust built during the sales process.
Be concise	Make each word count. Wordiness indicates uncertainty and lack of focus. Avoid unnecessary statements that could be misinterpreted.
Close with confidence	Act as if you expect the customer to buy, using your voice, posture, and choice of words. Establish eye contact and ask, in a friendly way, for the customer’s business.
Be silent	Once you have delivered your close, wait for an answer and be silent. No matter how good your offer, the customer needs time to accept.
Affirm the decision to buy	Affirm the customer’s positive decision. Help the customer feel comfortable with his or her decision. Communicate that your concern goes beyond closing the deal.

Gaining commitment

“Don’t think about closing the sale, thinking about opening or improving the customer’s relationship.”

The Direct Question	Ask a closed question which requires a yes/no answer: "Would you like to go ahead? " You may get a no, if so, ask the customer why or what other product he or she would prefer.
The Alternative Question	Give the customer alternatives from which to choose, e.g. "Would you prefer to have it delivered this week or would the first day of the month be more suitable?"
Sharp Angle	When your customer asks about a certain aspect of your product or service, do not answer their question directly. Ask them whether he or she will have it. Use a little diplomacy, e.g.: "When can you deliver?" - "When would you like delivery?"
Next Step Close	By summarising the conversation and progress and asking” “so, what is your next step from here?”
The Step-by-Step	This is where you take the customer through the sale step-by-step, gaining commitment at each stage and is like the Blank Order Close, which uses a series of questions to attain final commitment.

Closing worksheet

Complete this on an opportunity you are hoping to close soon.

Client name	
Opportunity description	
Approx. value	
Target date and % chance	
What is your biggest single obstacle in closing this business?	
What would have to happen to remove this obstacle?	

Make a list of specific actions to close this opportunity

Action	By when / who
Now identify three things that you can do in the next few days to move this opportunity closer to a successful win:	