



**QQI Level 6**

**Consultative Sales**

**Course Introduction**



**Olivia Roche**

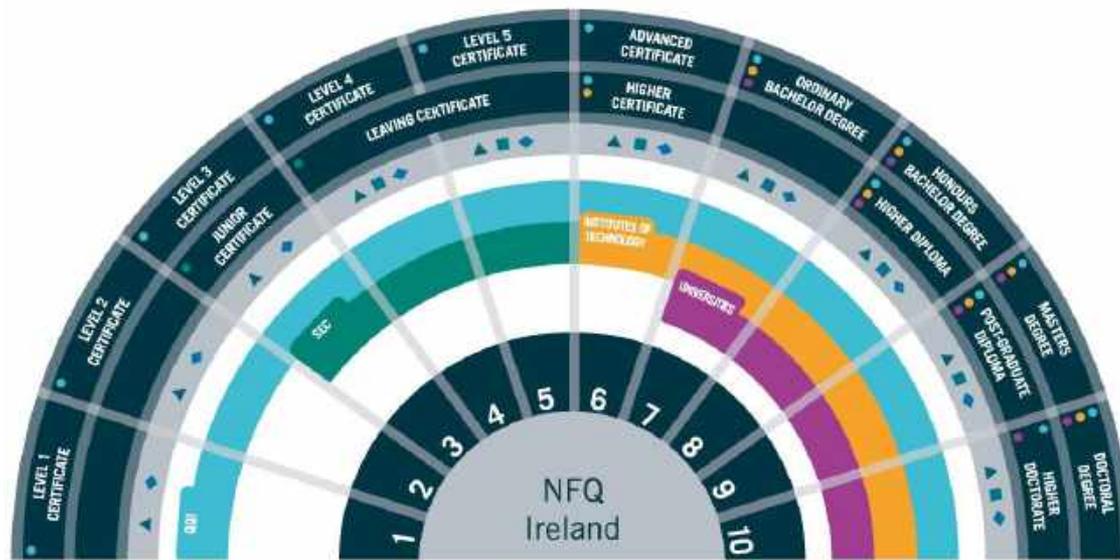


# HELLO!

I am **Olivia Roche**

I am a trainer since 2014.

# Consultative Selling



[www.qqi.ie](http://www.qqi.ie)

# Consultative Selling

- QQI Level 6



# Course Aim

The purpose of this course is to equip the learner with the knowledge, skill and competence needed to successfully apply consultative sales methods



# Course Objectives

- Examine the theories, strategies and components of a consultative sales process
- Analyse customer requirements through analysis of buyer behaviour theories
- Employ appropriate questioning and listening skills in a range of consultative sales scenarios, to identify customer requirements
- Formulate product or service solutions to effectively meet client needs through the use of consultative selling skills and tools
- Provide solutions to customer problems, handling customer objections to by and close the sale
- Apply sales skills and techniques in a range of customer facing situations
- Exercise substantial personal autonomy in a range of sales or customer facing situations

# Course Schedule

## **Introduction to Consultative Selling**

- Introduction to Consultative Sales
- Consultative Selling Environments
- The Salesperson's role & responsibilities

## **The Consultative Selling Process**

- AIDAS Theory of Selling
- The Need Satisfaction Theory
- 7 Step Consultative Sales Process
- Step 1 – Prospecting
- Step 2 – Preparation
- Step 3 – Approach
- Step 4 – Presentation
- Step 5 – Handling Objections
- Step 6 – Closing
- Step 7 – Follow Up

# Course Schedule

## **Skills & Qualities of a Great Salesperson**

- Presenting a Professional Image as a Salesperson
- Building Your Personal Resilience
- Networking Skills
- Storytelling in Sales
- Sales Planning

## **Knowing Your Customer**

- Customer Behavioural Theories
- Identifying Customer Needs
- Identifying Target Markets
- Varying Customer Personalities & Behaviours

## **Measuring for Success**

- Goals & Targets
- Staying Motivated
- Time Management

# Assignments

- 12 weeks from completion of online course, or 6 weeks from the completion of the remote course
- Written Assignment – 25%
- Skills demonstration – 75%

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# Introduction to Consultative Selling



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# Topics

- What is Consultative Selling
- Consultative Sales Skills & Techniques
- Consultative Selling V's Product Based Selling

- Consultative selling is a needs-based selling approach that focuses on building a relationship with a customer or prospect, understanding their problems, and developing solutions to their challenges through open-ended questions and active listening
- It is a sales approach that prioritises relationships and open dialogue to identify and provide solutions to a customer's needs. It is hyper focused on the customer, rather than the product being sold

# What is Consultative Selling

# Consultative Sales Skills & Techniques



1. Avoid Seller Centric behaviours
2. Shift to a mindset of authenticity
3. Lead the conversation with a plan
4. Build to decisive momentum
5. Leverage insights through questioning
6. Understand the neuroscience behind why buyers buy and why they don't
7. Work off of facts not assumptions

# Consultative Selling Vs Product Based Selling

## Consultative Selling

- Focuses on talking about the prospect
- Questions if the prospect needs the product
- Tries to find prospects that are a good fit
- Focused on providing solutions to prospects needs
- Trying to sell the next step in the sales process
- Prospect does most or equal amount of talking
- Pitch centres around probing sales questions
- Talks about problems, benefits, ROI, client examples to make prospect interested
- Tries to redirect objections

# Consultative Selling Vs Product Based Selling

## Product Selling

- Focuses on talking about the product
- 'All about me' approach
- Assumes that every prospect needs the product
- Tries to sell the product to every prospect
- Tries to sell the product at every sales process step
- Salesperson does most of the talking
- Pitch centres around explanations and descriptions
- Talks about the product to try to make the prospect interested
- Focuses on the salesperson's interests
- Tries to overcome objections

# Consultative Selling Vs Product Based Selling

- The transition from product focussed selling to needs based selling was the direct result of market changes
- Increased competition and customers greater access to information shifted the focus of a sales call from the seller to the buyer
- Technology, skepticism, risk-averseness, less loyalty to existing solutions and increasing stakeholders (and the pressure attached) challenge the connection between the customer and seller
- As a result to sales cycle has elongated or in some cases stopped (seller's challenge of having to navigate misconceptions that have originated from buyer's research and also sellers have less access to buyers amid tight schedules)
- Sellers can differentiate themselves by keeping in mind their own critical skills in order to be authentic, build trust and build true value for the buyer

# Recap

- What is Consultative Selling
- Consultative Sales Skills & Techniques
- Consultative Selling V's Product Based Selling

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# Consultative Selling Environments



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# Topics

- Business to Business (B2B)
- Business to Business (B2C)
- Face to Face (F2F)
- Telephone
- Email
- Social Media

# Business to Business

- Organisations who primarily sell products and services to businesses rather than direct to consumers (B2C)
- B2B sales typically have higher order values, longer sales cycles and are often more complex than B2C sales
- 3 different types - Supply sales, wholesale/distribution sales, service/software sales
- While some B2B transactions can sometimes be small (small office supply order) they can often stretch to thousands or millions of euros (very few B2C industries can do the same)
- Longer sales cycles and often you must win the approval of numerous decision makers
- Multiple stakeholders
- Educated buyers

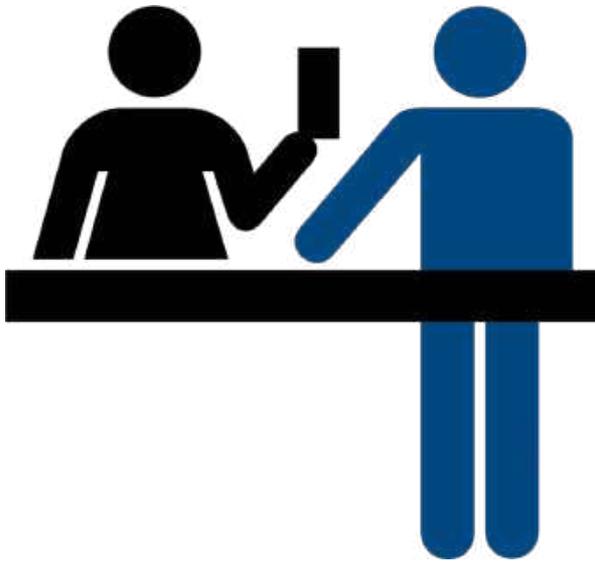


# Business to Customer

- Organisations who primarily sell products and services to individual customers
- While some Business to Customer goods are at a high price (real estate, cars, boats), the majority of B2C goods are at a lower price with only one or two decision makers
- A typical Business to Customer sales cycle is much shorter than a typical B2B sales cycle
- B2C sales can refer to any sales process that sells directly to consumers though it tends to refer specifically to retail sales, both physical stores and online



# Face to Face Selling



- Another term for personal selling
- Salesperson interacts directly with a customer in order to sell a product
- It can occur during a sales meeting or in a retail environment
- It is considered to be the cornerstone of sales
- It can be done through presentations, persuasive pitches or demonstrations
- It helps to build personal relationships with customers
- For bigger sales customers like to meet salespeople face to face rather than dealing with them over the phone or online

# Telephone Sales

## Also known as telesales

- It is the selling of products or services through the telephone
- There are two types; inbound and outbound
- Telesales requires you to be patient, persuasive and persistent, you also need exceptional communication and phone skills
- The aim of telesales is to build repeat business to excellent customer relations
- Some telesales representatives contact customers to create leads to support field sales staff within an organisation (telemarketing)
- The advantage is that it can be quicker to contact leads however, you do not have the luxury of body language so first impressions are extremely important in telesales if you want to create more customers
- Planning is key to success in telesales, you should always set goals and objectives before calling a prospect



# Email

- Email Marketing is the use of email to promote products or services while developing relationships with potential customers or clients
- Email marketing can include newsletters with updates on the company, or promotions of sales and exclusive deals for subscribers
- Email Marketing allows businesses to keep their customers informed and tailor their marketing messages to their audience
- Email marketing allows you to target particular groups of customers or even specific individuals
- One huge advantage of email over social media is that customers are more likely to see an email than social media
- Ideally, email marketing should go hand in hand with social media. Adding social media "Like" or "Share" buttons to your marketing emails gives an additional way for customers to connect with your brand
- The biggest advantage of Email Marketing is price and ease
- Also, through Email Marketing, you can schedule automated promotional emails for customers who haven't purchased recently
- Sometimes this type of marketing can have the adverse effect by driving customers away with annoying spam emails



# Online

- Online sales and marketing is the use of the internet to sell and promote products and services
- Direct sales, such as purchasing on a ecommerce site (online shopping) or some pull style tactics apply also to online promotion where an organisation will lure customers to purchase through sharing images, blogs, videos etc.
- Online sales and marketing is considered inexpensive
- Most companies market online to their specific customer segments, based on what platform they use
- Search engine
- Online Advertising
- Email
- Social Media
- Blogging



# Recap

- Business to Business (B2B)
- Business to Customer (B2C)
- Face to Face (F2F)
- Telephone
- Email
- Online/Social Media

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# The Salesperson's Role & Responsibilities

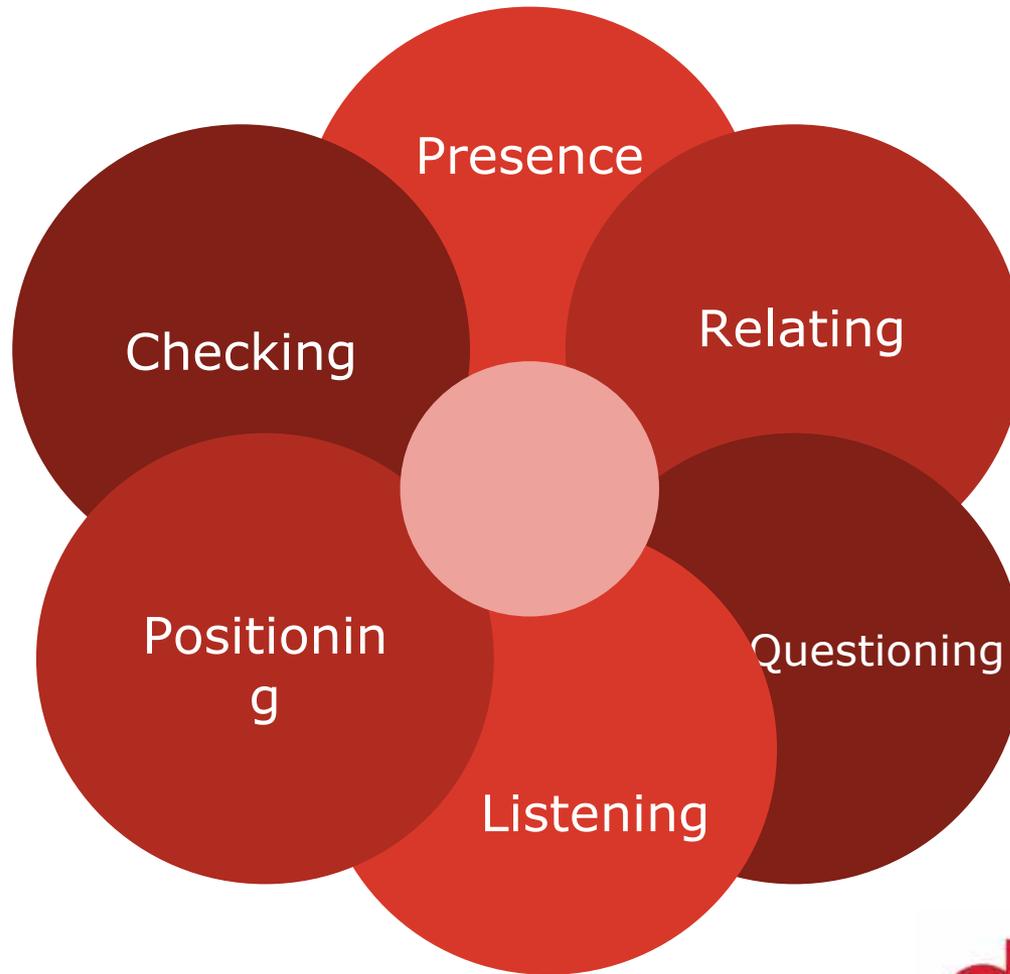


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# Topics

- Critical Selling Skills
- Role & Responsibilities of a Sales Representative
- The Importance of Consultative Selling Skills

# Critical Selling Skills



# Presence

- Projecting confidence
- Credibility
- Conviction in body language (posture, eye contact, hand gestures, head movement, facial expressions, tone in your voice)
- Words to show interest, gain respect and inspire trust (passion and enthusiasm, plain language and positive language and phrases)
- Nurturing your nature - authenticity



# Relating

- Using acknowledgement
- Building rapport
- Empathy to connect
- Although most salespeople feel they are strong in this regard, it is the most difficult skill to master



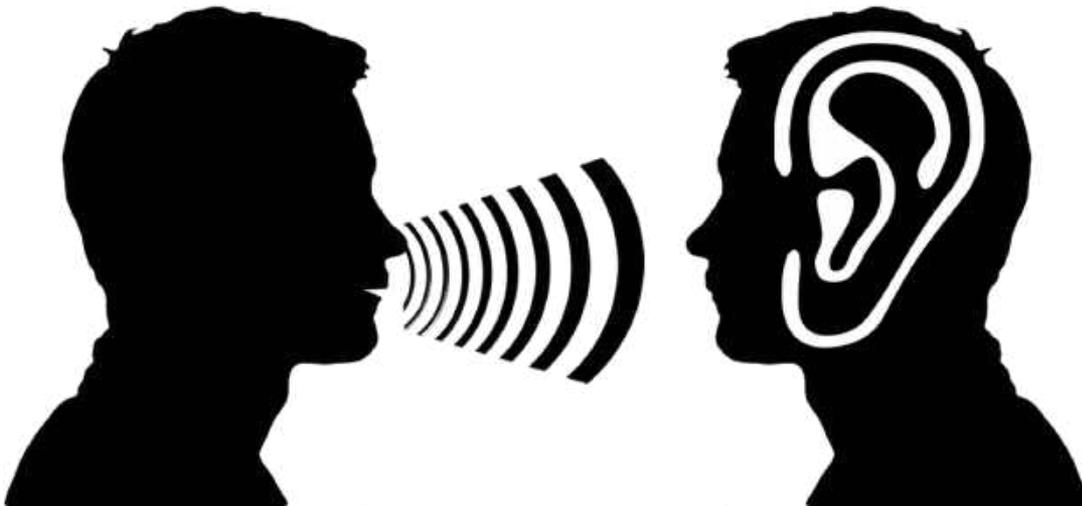
# Questioning

- Fostering openness and creating dialogue to uncover, explore, shape and define needs
- When sales questions are well structured they are a powerful tool that deepens dialogue, provides insights, builds trust and ultimately closes more sales



# Listening

- Actively listening
- Understanding both content and emotional messages (fact and feeling)
- Questioning techniques are useful when practicing active listening and exhibiting listening behaviours
- Open questions allow your customers the opportunity to elaborate which puts you in a powerful listening position



# Positioning

- Presenting compelling information in a relevant tailored and logical way to be intellectually and emotionally persuasive
- Position the product or service in line with customer need
- Creates value for the customer by demonstrating the benefits to them and how they gain personally gain



# Checking

- Eliciting feedback to inform your next best move
- This can be achieved through using your questioning skills, by asking open ended questions, using summarising statements and seeking clarity.
- By checking customer agreement salespeople can keep the dialogue on track and interactive



## Roles and Responsibilities of a Sales Representative

### Duties

Serves customers by selling products and meeting customer needs

Serves existing accounts, obtains orders, and establishes new accounts by planning and organizing daily work schedule to call on existing or potential sales

Adjusts content of sales presentations by studying existing or potential customers

Focuses sales efforts by studying existing and potential volume of customers

Submits orders

Monitors/evaluates activity and results and reports on same

Monitors competition by gathering current marketplace information on pricing, products and services

Recommends changes in products, service, and policy by evaluating results and competitive developments

Resolves customer complaints by investigating problems, developing solutions, preparing reports, and making recommendations

Maintains professional and technical knowledge by attending educational workshops, reviewing professional publications and establishing personal networks

Provides historical records by maintaining records on all customer sales

Contributes to team effort by accomplishing sales targets and goals

# Recap

- Recipe for Success
- Types of Sales Roles
- The Importance of Consultative Selling Skills

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# Presenting a Professional Image as a Salesperson



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# Topics

- Banishing the negative stereotypes
- Relationship management
- Proactive/solutions driven
- Warmth and competence (product knowledge)
- Questioning and listening skills
- Overcoming personal bias/assumptions
- Embracing and exploring diversity
- Embracing constructive feedback to develop professionally

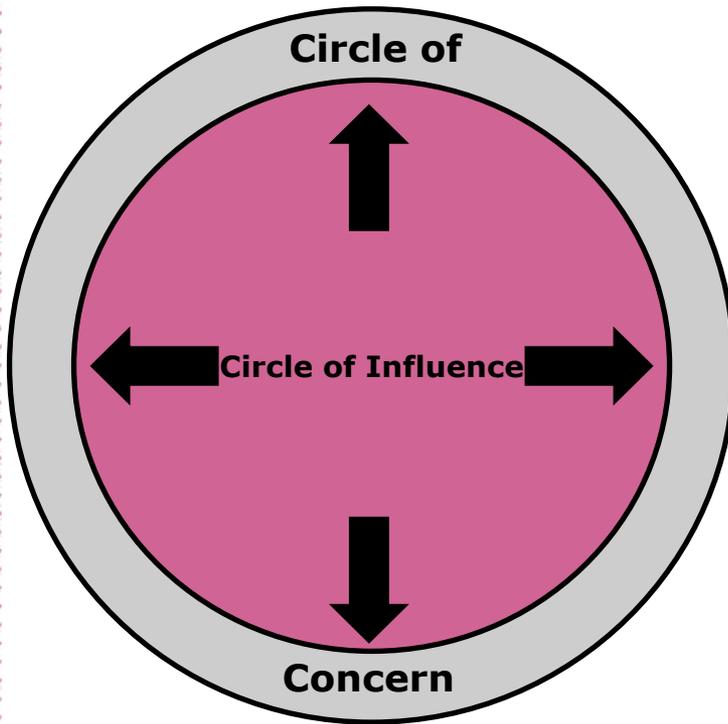
# Reflection



# What is Customer Relationship Management

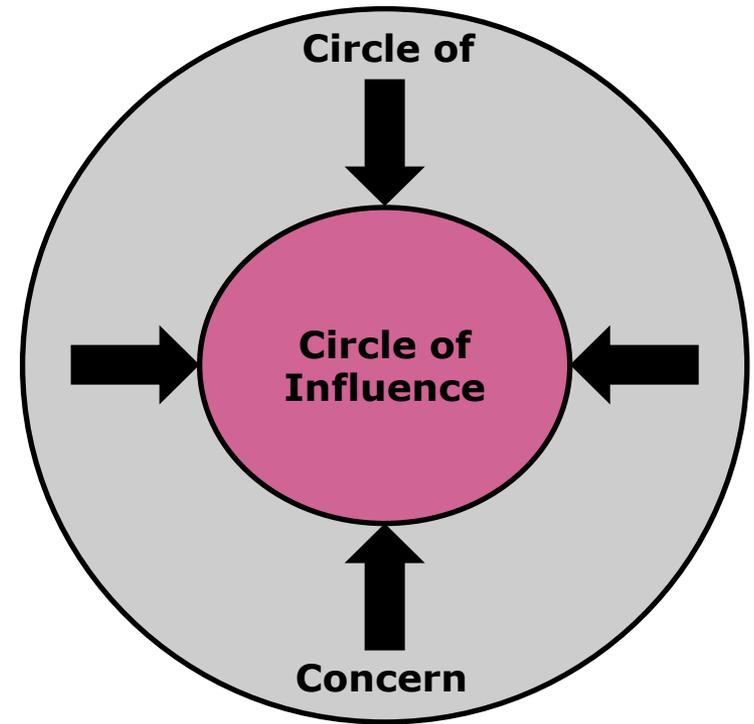
- Customer relationship management (CRM) is one of many different approaches that allow a company to manage and analyse its own interactions with its past, current and potential customers
- CRM systems compile data from a range of different communication channels, including a company's website, telephone, email, marketing materials and more recently, social media. Organisations can then learn more about their target audiences and how to best cater for their needs.
- Skilful relationship management is essential for client retention, can be useful for referrals also
- It can be costly to attain new clients/customers so client/customer retention through relationship maintenance is essential

# Proactive/ Solutions Driven



## Proactive Focus

Positive energy enlarges circle of Influence



## Reactive Focus

Negative energy reduces Circle of Influence

# Warmth & Competence

## Attitude and Behaviour:

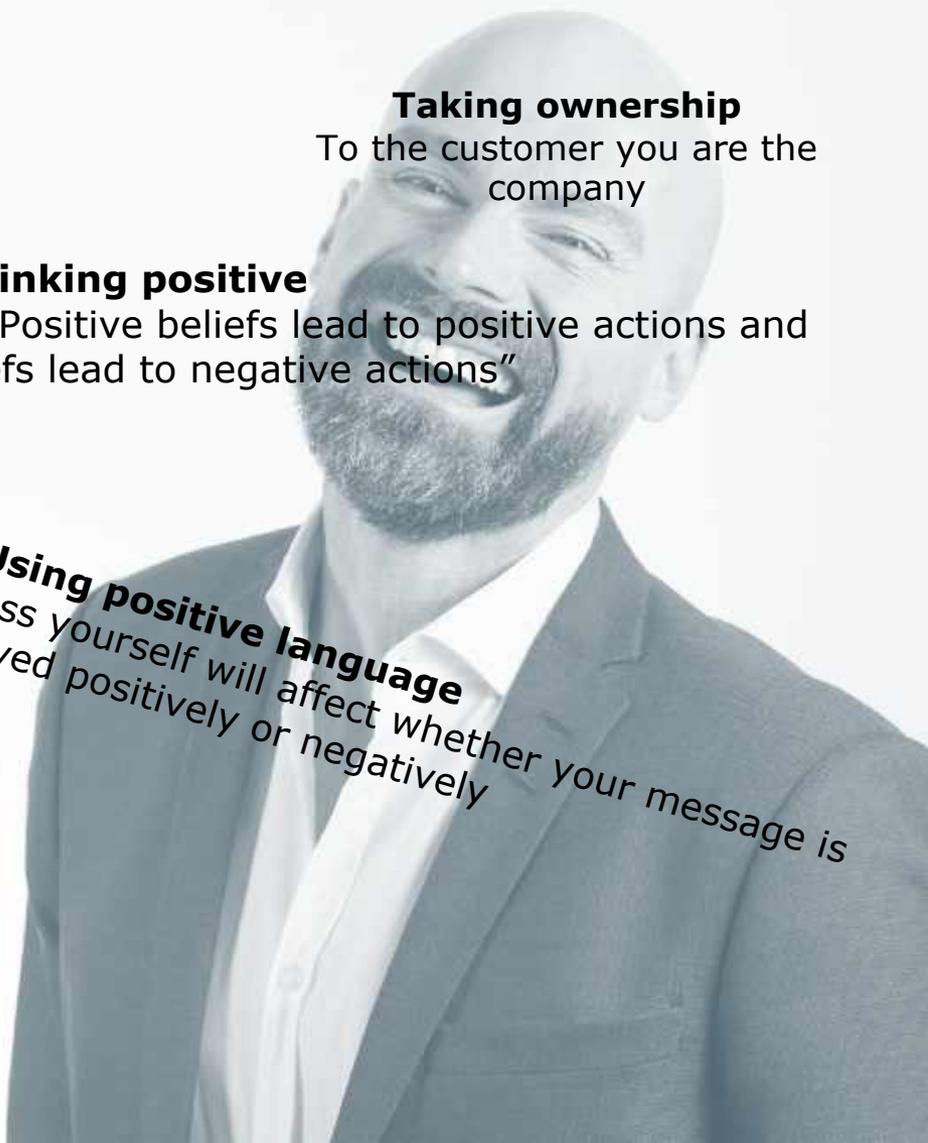
- Warmth
- Empathy
- Friendliness
- Engaging
- Offering advice
- Building relationships



“Attitude is a little thing that makes a big difference”

*Winston Churchill*





**Projecting confidence**  
"He who has confidence in himself will gain the confidence of others"

**Taking ownership**  
To the customer you are the company

**Thinking positive**  
"Our beliefs fuel our actions. Positive beliefs lead to positive actions and negative beliefs lead to negative actions"

**Being Enthusiastic**  
The way that you express yourself will affect whether your message is received positively or negatively

**Being Courteous**  
Please, thanks, politeness, manners

# Developing Positive Body Language

Engages interest and emphasises passion

Involve the listener with body language

Facial expressions

Eye contact

Hand gestures

Tone of voice

Affirmative nods

Echo/mirror and blend

# Positive Language

## How to become a better speaker

1. Listen back to your own voice, are you being clear?
1. Practice speaking into a recorder and playing it back, analyse how you could say the same thing using more precise language
1. Take appropriate pauses to allow the listener to consume what you are saying
2. Make sure you are not talking too loudly or too quietly
1. Make sure your body language reinforces what you are saying and watch your tonality/intonation
1. Keep it positive with your words and phrasing

# Listening

- Active listening is paying attention; passive listening is not!!
- When the quality of listening reduces it is very difficult to listen to what is said and not said, to pick up points for later expansion, to pick up the exact expression in a voice
- Listening to your caller means; you limit your own talking, you don't interrupt, you don't disrupt the flow of your callers dialogue, you think like him/her which helps with empathy and you can take notes more effectively
- Making listening noises is a good listening behaviour, as is summarising for clarity - checking for understanding
- Remember that people love expressing themselves and their opinions and they are flattered when someone pays attention to what they are saying



# Types of Questions

## Types

Open (for elaboration)

Closed (stop repetition/waffle)

Probing (for elaboration in an area of interest)

Clarifying (Summarise and seek clarity)

- Show interest
- Increase your knowledge
- Build confidence
- Identifies sales opportunities
- Helps build rapport



# Understanding unconscious bias

- The concept of fast thinking provides a useful insight into how unconscious biases works. Our brains need to be able to make fast, automatic decisions about the world around us so that we can react quickly to dangerous situations. These decisions are very dependent on a number of variables, including environment and context, can be very conscious.
- While this is a useful skill for our brains to have, it can trip us up when we are dealing with people. Studies have shown that fast thinking leads us to make snap judgements based on defined social categories. We judge positively when people are from a similar background or have a personal connection to us, and negatively when they don't.



# Different forms of bias

Where there is affinity between people, they will tend to make more eye contact, allow each other room to speak, and listen to one another. Where there is no affinity we may talk over another person or not listen properly to the points they make. These micro-inequities and micro-affirmations can make a workplace seem welcoming and full of opportunity for one person, while another feels ignored or overlooked.

In some ways, being biased is part of human nature. It's natural to feel affinity with people who are like us.

When we are thinking clearly about our decisions we can overcome this bias.

But we are not thinking clearly when we are: stressed, under time pressure or rushing, angry, upset and emotional, physically tired, relying on impulses and habits

Then, we are less likely to recognise that bias is happening.

# Preconceptions

Although we do like to think of ourselves as a fair judge of character, we are constantly passing judgement on each other without even knowing it...

1. Have you ever ran late for a meeting and then blamed it on public transport but when it is someone else blame it on their poor timekeeping? The **fundamental attribution error** we usually make is to assign external reasons for our own behaviour, but internal motives for others
1. The **halo effect** is when we are far kinder judges of people if we find them attractive. There is no correlation between beauty and any other ability or personality trait we do tend to believe that attractive people are kinder and more intelligent. Height also comes into this, Researchers have found that a person's height influences how capable and intelligent we think they are. Taller men tend to be perceived as authoritative and clever

# Preconceptions

1. The **confirmation bias** – if we hold a particular belief about someone, we will look for evidence that supports our theory, while conveniently ignoring any facts that don't fit. If we believe that someone is lazy we will spend more time thinking about and discussing the times they didn't wash up than all the times they emptied the bins
1. **Implicit association** – Researchers have studied how we make mental connections between certain positive and negative words and pictures of different people – for example old or young, white or black, male or female – betraying racism, sexism and other stereotypes
1. **The "just world" phenomenon** – We tend to believe that people get what they deserve. So strong is our need to believe in the moral order of the universe that we may actually look for evidence that a victim of a crime had done something to warrant their bad luck
1. The **"black sheep"** effect – We are harsher critics when we are judging people who we perceive as belonging to the same group as us if we think they have acted in a way that might harm the group. This bias allows us to protect the group at the expense of the "black sheep"

# Diversity & Inclusion



# Diversity

Acknowledging, understanding, accepting, valuing and celebrating differences among people with respects to gender, civil status, marital status, sexual orientation, religious beliefs, age, disability, race, traveller community

# Benefits of diversity in the workplace

- Service improves when staff understand and can communicate skilfully with customers from a range of backgrounds
- The community is also more likely to identify with and relate to companies that reflect its level of diversity
- Developing an ethos of diversity in the workplace enhances customer service and support

# Embracing Constructive Feedback

- Listen carefully to the feedback without becoming defensive
- Constructive feedback is always an opportunity for growth
- Builds awareness
- Enjoy the growth that failure brings
- You are constantly increasing your benchmark for success
- You build personal resilience
- Helps with motivation

# Recap

- Banishing the negative stereotypes
- Relationship management
- Proactive/solutions driven
- Warmth and competence (product knowledge)
- Questioning and listening skills
- Overcoming personal bias/assumptions
- Embracing and exploring diversity
- Embracing constructive feedback to develop professionally

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# Networking Skills



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# Topics

- Why Does Networking Matter?
- Qualities of an Effective Networker
- Types of Networking
- Best Practices at a Networking Event

# Why does Networking Matter?

- Networking is an essential skill for any salesperson
- It's not about what you do, but who you know
- You should build your network before you need it
- Networking creates more opportunities for you and your business
- It broadens and deepens your knowledge
- Creates a greater status
- Creating long-term and mutually beneficial relationships based on trust

# Qualities of an Effective Networker

- Impact knowledge - it is a state of offering
- Share insights
- Selflessness
- Being less self promotional
- Positive
- Approachable
- Sincerity and authenticity

# Types of Networking



## Operational

Focus on your daily tasks

Building good relationships with people who can help you to do your job



## Personal

Focus on personal development as a salesperson

Developmental support such as coaching/mentoring

Continuous advice and perspectives that help you progress in your career



## Strategic

Recruiting stakeholders

Lining up prospects

Mutual gain partnerships

Linked to operational objectives

# Best Practices at a Networking Event

- Establish what you want
- Make a plan
- Do research about your attendees
- Use LinkedIn to learn more about them
- Contact them in advance
- Show up early
- Dress professionally/appropriately
- Bring plenty business cards
- Do not shy away from the initiative to start a conversation
- Do not promote yourself at the event. Seek permission instead, and arrange to meet after the event.
- Do not waste time interacting with people you already know



# Recap

- Why Does Networking Matter?
- Qualities of an Effective Networker
- Types of Networking
- Best Practices at a Networking Event

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# Storytelling in Sales



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# Topics

- What is storytelling in sales
- The impact of storytelling
- How to Structure a Narrative

# What is Storytelling?

- A well told captivating story can affect listeners on multiple levels
- Storytelling is about the power to persuade, shifting thoughts from left brain logic to emotive right brain-magic of storytelling (science)
- A variety of different stories can be used to convey a point and using the correct type of story can elicit the action or feeling you want from the recipient
- Storytelling is all about human interaction and creating an experience
- It's about creating value as a perception/state of mind

# What is Storytelling?

- The customer should be able to see themselves in the story
- The customer should be able to see how they can be transformed into an ideal state
- Brand narrative – is when the product/service is the protagonist that saves the day
- Client as hero narrative – the product/service enters into a narrative as a supporting character to help the hero (client) achieve their goal/support their success

# The Impact of Storytelling in Business

- Storytelling increases our receptiveness to information, and they are easier to remember – invites customer to use imagination
- Sales stories can convey the true power of your product or service
- In a story you can provide context to customers and can drive points home harder
- Use cases – similar stories from similar customers are particularly effective
- As humans we think in concepts – reflecting on our past and creating our futures
- Stories are an emotional investment where essential hormones are released when listening to enable customers to engage better
- Angels cocktail –dopamine, oxytocin, endorphins

# How to Structure a Narrative

Compelling opening	A clear build	A closing note
<ul style="list-style-type: none"><li>● Credibility/passion</li><li>● Building rapport</li><li>● Grab attention – hormone release</li><li>● Protagonist intro (can be hypothetical – customer as potential hero/protagonist)</li><li>● Challenge faced/prevented</li><li>● Past/present</li></ul>	<ul style="list-style-type: none"><li>● The world as in could be if the customer engages with the brand</li><li>● Leave out the features – they're completely forgettable</li><li>● Conquers obstacles</li><li>● Reduces pain</li><li>● Increases success</li><li>● Experiential</li><li>● Past/present/future</li></ul>	<p>Compelling enough that you don't need a call to action</p> <p>Reiterating the world as it could be for the customer</p> <p>Present/future</p>

# How to create a Narrative Key message



# Recap

- What is storytelling in sales
- The impact of storytelling
- How to Structure a narrative

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# Building Your Personal Resilience



**Olivia Roche**

# Topics

- What is Personal Resilience?
- Finding your Optimum Pressure
- Staying Mentally Strong During Setbacks
- 5 Pillars of Resilience

# Building and enhancing your personal resilience

## What is Personal Resilience?

- The ability to perform under pressure
- Bounce back from difficult circumstances and overcoming setbacks
- Manage our overall health and wellbeing
- Understand how to achieve and maintain optimum performance
- Its being able to strive for balance and harmony
- Understanding and being able to play to the strengths of our personality
- Resilience is a skill set that can be learned and acquired so that situations work for you rather than against you

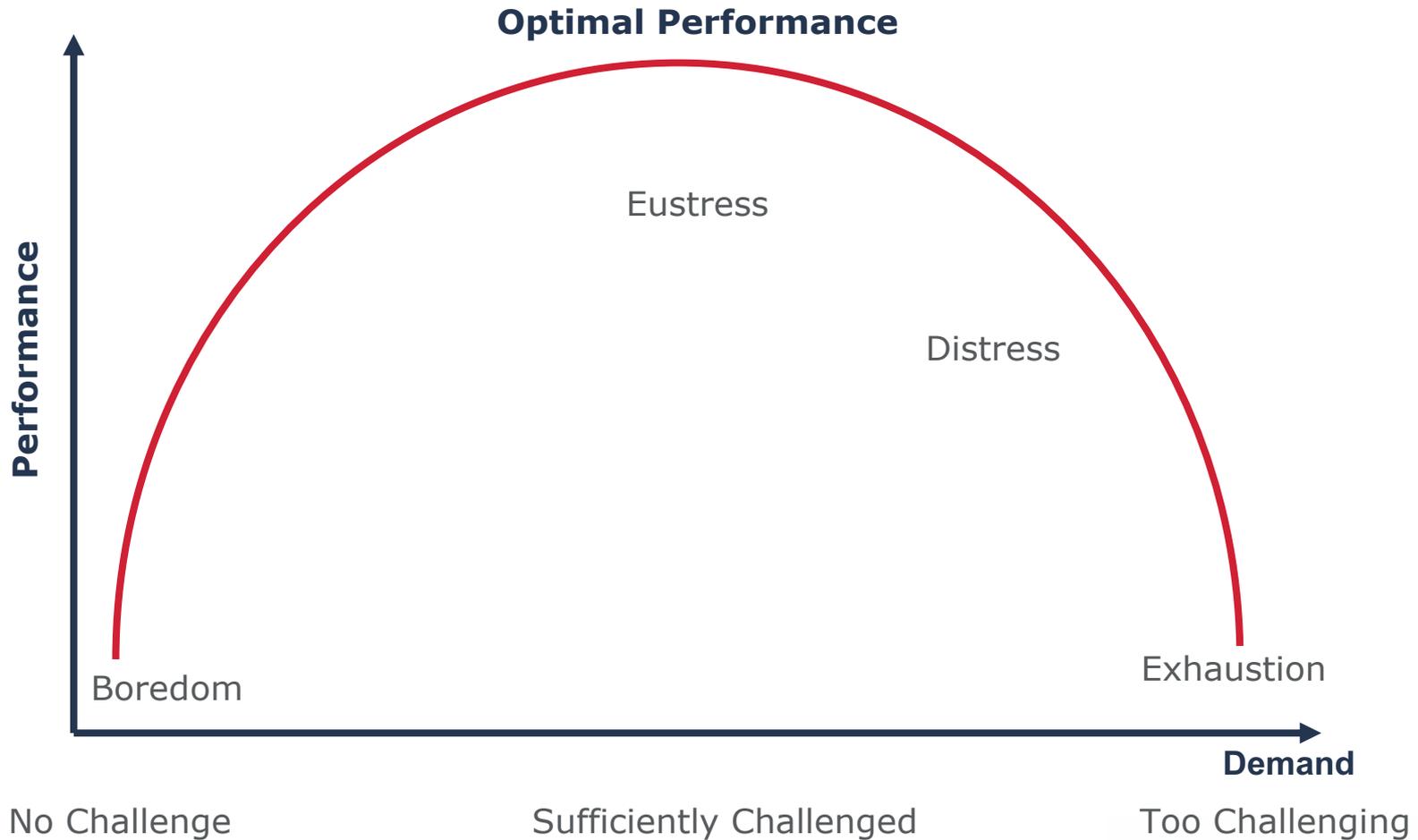
# We use it to....

- Cope well
- Sustain good health and energy when under pressure
- Recover from setbacks
- Overcome challenges
- Adapt to new ways
- Problem solving skills – solve the problems we face everyday
- Keep perspective
- Sustain good health and energy when under constant pressure



# **Finding your optimum level of pressure**

# The pressure performance graph



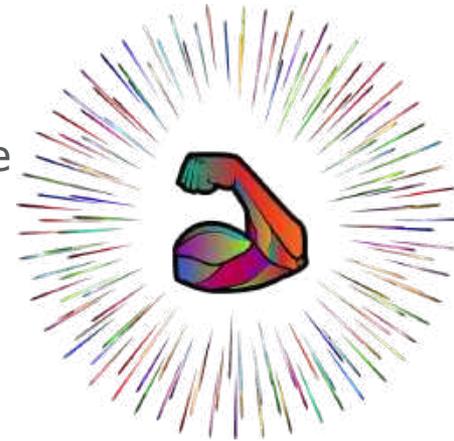
No Challenge

Sufficiently Challenged

Too Challenging

# Staying Mentally strong during setbacks

- It's important to know that setbacks will happen
- Being a perfectionist about yourself will just leave you frustrated and tempted to give up
- Sometimes setbacks will happen because of you (bad decisions and mistakes) and other times it will be for reasons beyond your control. We should adopt the same strategy to overcome regardless of the conditioning of the setback
- Building resilience is key. How can we do that without having experienced setbacks. It's experiential learning at its finest
- The positive is that with setbacks you are constantly setting a new benchmark for your resilience – accepting and understanding that this is everything to do with being human is very liberating!!!



# 5 pillars of resilience

## Self Awareness

Self Awareness is having a clear perception of your personality, including strengths, weaknesses, thoughts, beliefs, motivation, and emotions. Self Awareness allows you to understand other people, how they perceive you, your attitude and your responses to them in the moment.

## Purpose

Purpose is a recognition that we belong to and serve something bigger than ourselves. Our purpose helps to shape the mindset and attitude we have toward others and the events we experience. We can find purpose in our faith, family, a political party, being green, or being a part of an organisation

## Mindfulness

Mindfulness is a state of active, open attention on the present. When you're mindful, you observe your thoughts and feelings from a distance, without judging them good or bad. Instead of letting your life pass you by, mindfulness means living in the moment and awakening to experience.

# 5 pillars of resilience

## Relationships

Positive Relationships are the people who support and care for us — and we care for them. One of the most profound experiences we can have in our lives is the connection we have with other human beings. By building positive relationships with others, we will be happier and more fulfilled and feel more supported, supportive, and connected. Positive and supportive relationships will help us to feel healthier, happier, and satisfied.

## Self care

Self care is unique for each person and can be understood in many different ways. In its simplest form, the term refers to our ability as human beings to function effectively in the world while meeting the multiple challenges of daily life with a sense of energy, vitality, and confidence. Self care is initiated and maintained by us as individuals — it requires our active engagement.

# Recap

- What is Personal Resilience?
- Finding your Optimum Pressure
- Staying Mentally Strong During Setbacks
- 5 Pillars of Resilience

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# Sales Planning



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# Topics

- The Importance of Planning & Organising
- Creating a successful Sales Plan

# The Importance of Planning & Organising

- Develops anticipation and consistency
- Aids prediction
- Shortens sales cycles
- Increases performance



# Creating a successful Sales Plan

- Define your Mission
- Take measure of the sales target
- Break the numbers down
- Identify obstacles
- Establish an action plan
- Execute the sales business plan

# Define your Mission

- Make sure you have clearly defined your mission statement, which is a formal statement describing what your business stands for and what it aims to achieve.
- A mission statement should be the framework for all strategic planning and a cornerstone of your sales practices

## Example

***"We provide customers with cutting-edge digital marketing solutions with best-in-class technical support at a profit to our shareholders."***

- Keeps your focus and your 'why' in mind throughout your selling process

# Take measure of sales target

- Include a post mortem of sales performance data - for the past 6 - 12 months
- You will then be able to identify key figures such as, gross sales, profits, win/loss ratio, deal/revenue size and other key performance indicators
- If possible include monthly, weekly or even daily activity such as calls, meetings and emails
- Based on this information, along with your projected sales figure and business objectives/strategy, you should determine a realistic sales target for the year ahead
- You will basically see where you need to be based on where you were



# Break the numbers down

## Break your target figure in chunks

A **€50,000** sales target may be broken down as;

**€10,000** existing customers

**€15,000** referrals from existing accounts

**€15,000** brand new accounts from leads/prospecting

**€10,000** new opportunities from dormant accounts

# Identify obstacles



- If you identify obstacles then you can prepare to counteract them
- Mind map what might get in the way of achieving your target
- Not aligning your marketing endeavors with your sales strategy
- Poor quality leads
- Existing customer/client leaving your business

# SWOT Analysis

A SWOT analysis can help improve the way you do business. It is designed to help identify problem areas and resolve or address areas that can be enhanced. It stands for Strengths, Weaknesses, Opportunities, and Threats.



# SWOT Analysis

## Strengths

Your Employees  
Your Brand  
Your Location  
Your Reputation  
Your Processes and systems

## Weaknesses

Limited Area Your Company Serves  
High Cost of Products  
Low Budget for Additional Support  
Old Technology and Resources

## Opportunities

New Technology  
Lack of Dominant Competition  
New Markets  
Unique Services

## Threats

Changes in Production Costs  
Increased Competition  
Customer Purchase Trends  
Competitor Prices

# Establish an action plan

- List out the high gain activities involved and that can be executed in your monthly, weekly and daily plan
- KPIs - Make no less than 60 cold calls.....introduction to new prospects each week
- Example, nurturing a relationship with an existing customer by sending weekly newsletters, attending a networking event to promote and attract new business
- All this can be fed into operational to do lists (acquire emails and seek permission to subscribe to newsletters, research networking events in the locality, relevant to your business and target market)
- This top down approach will help you to keep your numbers in mind and therefore manage your time and efficiency on a daily basis
- Always keep your marketing in line with targets

# Execute the sales business plan

- The most important step is execution.
- Keep your sales action plan with you at all times
- Scheduling relevant and key tasks in line with plan at all times

PLAN



# Recap

- The Importance of Planning & Organising
- Creating a successful Sales Plan

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# Consultative Selling Theory

# The Need Satisfaction Theory



Olivia Roche

# Topics

- What is the Need Satisfaction Theory
- Stages of Need Satisfaction Theory

- The need satisfaction theory brings forward an **interactive approach** or a win-win solution, where the prospect and the salesperson communicate with each other to ensure mutual satisfaction of both the parties
- The **salesperson enquires and understands** the requirements, wants and expectations of the prospect and then presents a suitable product/service to achieve consumer satisfaction
- Here, the salesperson gets a chance to associate the product/service features with the prospect's needs and desires
- The salesperson has the **power to convince** the buyer by highlighting the benefits the product will generate to satisfy his/her specific requirements
- With this approach the prospect feels valued and listened to

# Need Satisfaction Theory

**Salesperson  
Interacts**



**Need Satisfaction**

**Need Identification**

**Need Development**

**Prospect/Buyer  
Interacts**

# Need Development

- The initial phase of this theory emphasises on generating the need for the product.
- The salesperson interacts with the prospects to get feedback about their contentment with former products/services (if applicable) along with proactive enquiry of their present needs and requirements
- This step helps to gather sufficient information on what the consumer wants and past product performance
- This is considered to be the information gathering stage

# Need Identification

- In this next step, the salesperson sums up the information collected in the development stage and thoroughly analyses the needs of the prospect.
- Then he/she confirms this requirement with the buyer, to ensure complete understanding and clarification



# Need Satisfaction

- The last stage is all about meeting the buyer's needs appropriately.
- The salesperson prepares a complete presentation on the product offering and its features which have the potential of meeting the identified needs and wants of the prospect.
- The salesperson also exhibits his/her interpersonal skills by resolving the queries and doubts of the buyer. Therefore, finally convincing him/her to purchase the product.



# Recap

- Need Satisfaction Theory Definition
- Stages of Need Satisfaction Theory

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# Consultative Selling Theory

## AIDAS Theory of Selling



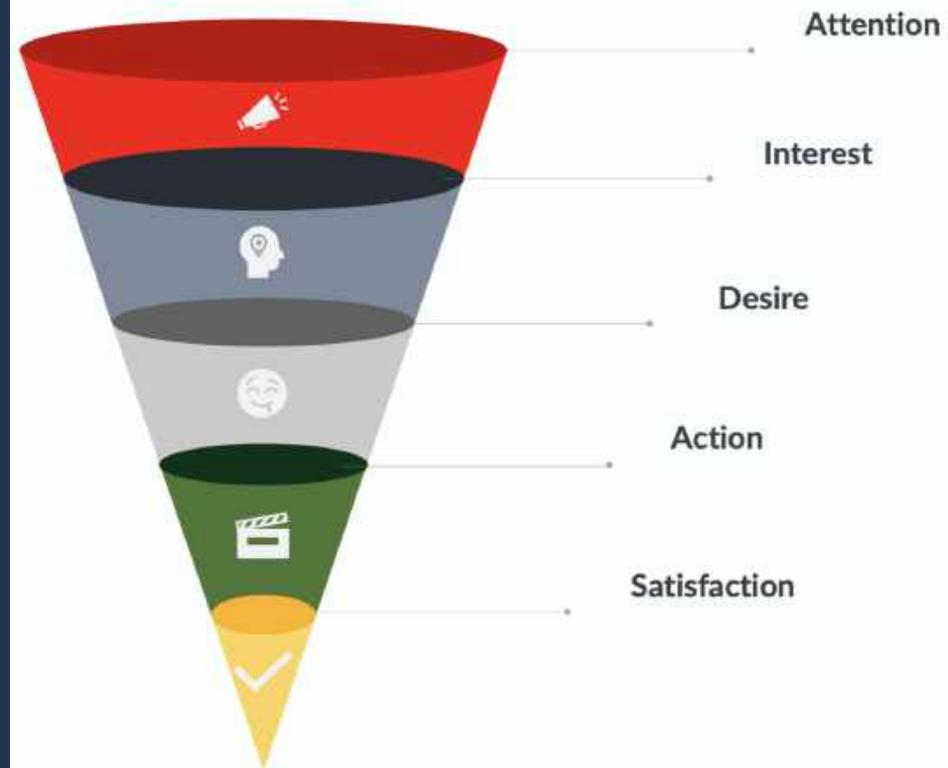
Olivia Roche

# Topics

- What is AIDAS Theory of Selling?
- Steps of AIDAS Theory of Selling

# AIDAS Theory of Selling

- This theory is in existence since as early as 1898
- The theory popularly known as the AIDAS Theory is the basis for many sales training programmes
- According to the theory the prospects mind passes through 5 successive mental states; attention, interest, desire, action and satisfaction
- So a sales presentation should lead a prospect through them in the right sequence to result in a sale



# Attention



- In order to put a prospect in a receptive state of mind the first few minutes of a pitch/presentation are crucial
- The salesperson has to have a reason for conducting the pitch/presentation
- If a salesperson has previously made an appointment then this phase will present no problem, although even with an appointment, a salesperson must possess considerable mental alertness and be a skilled conversationalist to survive the pitch/presentation
- As the prospect realises that the salesperson is bent on selling something then the salesperson must establish good support at once. There needs to be an ample supply of conversational openness
- Favourable first impressions are essential; proper attire, neatness, friendliness and a genuine smile just before the pitch/presentation
- A good conversation causes the prospect to relax and sets the stage for the total pitch/presentation
- Jaw dropping statistic/fact

# Interest



- Many techniques are used to intensify the prospect's attention so that it evolves into strong interest
- Some salespeople develop a contagious enthusiasm for their product/service or sample of same. When a product is bulky or technical a sales portfolios, flips charts, or other visual aids serve the same purpose
- A salesperson should search out the selling appeal that is most likely to be effective
- Sometimes a prospect drops hints which the salesperson can use to select the best approach
- Questioning skills are key here, designed to clarify prospect's attitude and feeling towards the product/service. Open ended/probing questions
- The prospect's interest is affected by basic motivations, closeness of the salesperson to the current problems, their timeliness or the prospect's receptive, skeptical or hostile mood
- A salesperson must take all of these into account

# Desire



- The salesperson must keep the conversation running along the main line toward the sale to move the buyer toward ready-to-buy point
- Sales obstacles will appear in this step - objections, interruptions, digressive remarks
- Obstacles must be faced and ways to get around them must be planned beforehand (where possible)
- Objections must be answered to the prospects satisfaction
- Anticipate the objections and answer them before the prospect raises them
- Good salespeople summarise what has been said beforehand before continuing

# Action

- If the pitch/presentation has been perfect then the prospect is ready to buy
- Experienced salespeople do not close until the prospect is fully convinced of product/service merits
- Summarising statements and clarifying closed questions to ensure they are fully convinced is essential
- Salespeople should be mindful of trial and trick closes to assume/suggest the close

# Satisfaction ✓

- The salesperson should assure the prospect/customer that his/her buying decision is correct, making them feel in control of their own affairs and that they merely aided the decision
- The order is the climax of the selling situation
- Building satisfaction means thanking the customer for their order and attending to managing expectations after the conversion - transparency around the after sales process

# Recap

- What is AIDAS Theory of Selling?
- Steps of AIDAS Theory of Selling

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# Consultative Selling Process

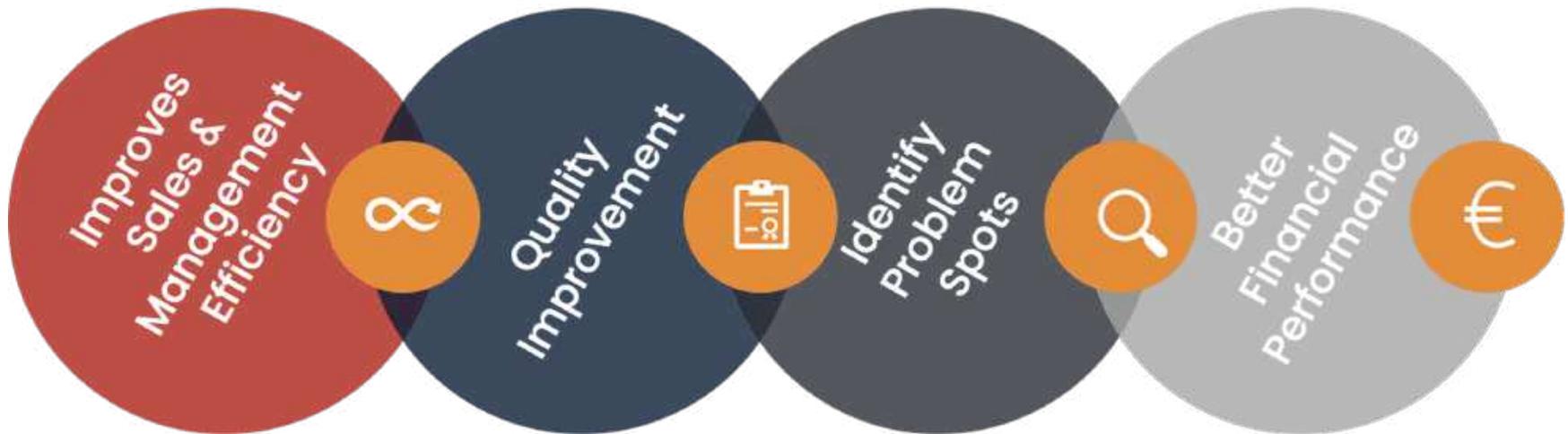


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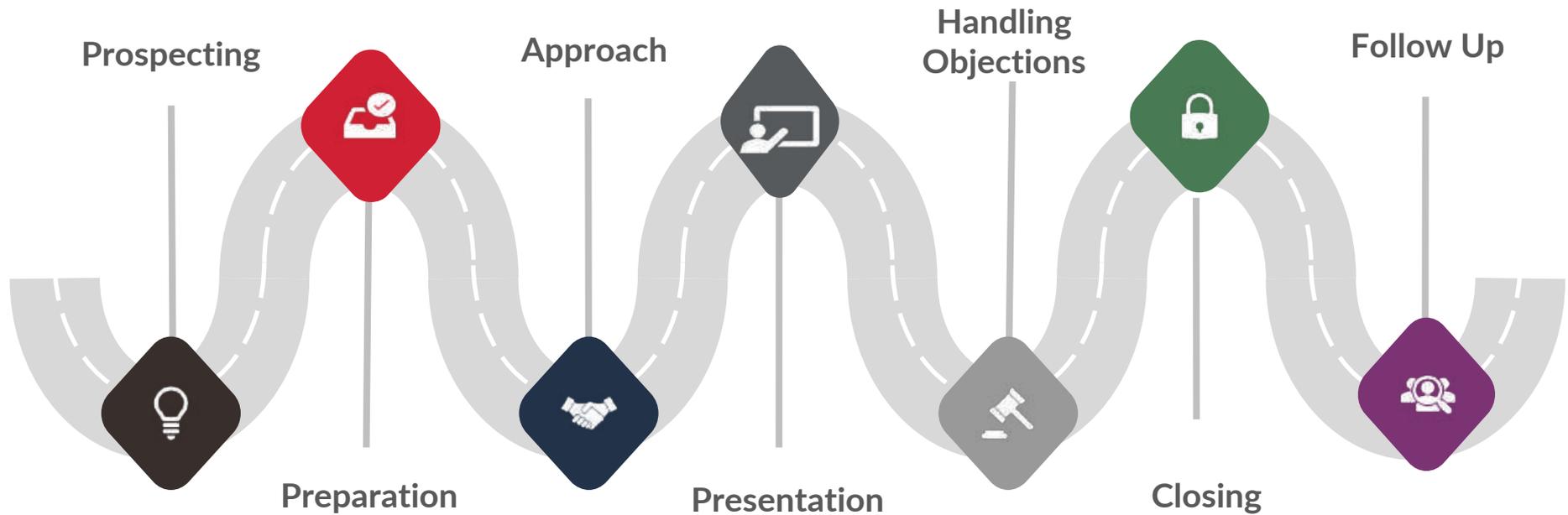
# Topics

- Benefits of using a Structured Sales Process
- 7 Step Consultative Sales Process

# Benefits to using a Structured Sales Process



# 7 Step Consultative Sales Process



# Recap

- Benefits of using a Structured Sales Process
- 7 Step Consultative Sales Process

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# Consultative Selling Process

## Step 1 Prospecting



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# Topics

- Introduction to Prospecting
- The Sales Pipeline
- Identifying & Generating Leads

# Introduction to Prospecting

- Sales prospecting is an essential part of any sales strategy that provides businesses, and sales teams, with qualified new leads to sell to
- Prospecting is carried out when salespeople generate leads to create a steady stream of business opportunity
- These opportunities fill the sales pipeline
- They can nurture leads that have gone cold or they can attempt to reach completely new people who are potential buyers
- Prospecting can involve cold calling, emailing or SMS messaging and other forms of outreach such as social media

# Introduction to Prospecting

- Sales prospecting is performed with the help of sales tools that assist prospecting reps research companies, find the right people to reach out to, information about that person, before they actually contact them
- One of the key aspects of prospecting is that sales professionals choose who they reach out to, meaning that they can specifically target buyers that an organisation would deem pre-qualified
- Sales prospecting effectiveness and strategies must evolve in line with changing buyer behaviour and demands
- Sales professionals should identify their ideal target prospects then focus on contacting them, rather than prospecting to a large number of people and attempting to find a qualified prospect with that group
- Bridget Gleason 'Quality comes before you pick up the phone', 'I err on the side of quality'

**Prospecting**

**Qualification**

**Proposal**

**Closing**

**REPEAT BUSINESS**

# **The Sales Pipeline**

# Prospecting

- Establish who your target audience is, then build ideal customer profiles and buyer personas to fuel your lead generation strategies
- Content marketing and social selling
- Target the platforms that your key decision makers spend time on

# Qualification

- Now that you have generated your leads it is time to implement a process to help to ensure that every lead that moves through your pipeline converts
- Use a technique such as BANT - Budget, Authority, Need, Time to qualify the lead before they are passed through to the next stage of the pipeline
- It is important to secure this necessary information

# Proposal

- When you are satisfied that your lead fits your customer criteria then it is time for you to apply the personal approach and tailor a pitch to suit
- The prospect is considering doing business with you at this stage so it is important that salespeople do what they can to move them through to the next stage of the pipeline
- Building value and trust is key here
- Reach out regularly and become the go to leading choice for your prospect

# Closing the Deal

- The is where your lead has selected you to do business with
- Customer support throughout the purchase process is key here, you do not want to jeopardise the conversion
- Manage the expectation

# Repeat Business

- You have won the customer but transforming them from a one off purchaser into a loyal engaged client is key
- Put customer experience at the heart of everything that you do
- Upselling and cross selling
- Post sale service (marketing opportunities, customer care calls)

# Identifying & Generating Leads

## Qualifying Criteria

**B**udget

**A**uthority

**N**eed

**T**ime Frame

# Understanding when a lead is.....



## Hot

Sizzling and  
Sumptuous

The lead that meets  
all the required  
criteria



## Warm

Well plated and  
perfectly garnished  
but taste just fine

The lead where 1 or  
2 criteria are  
missing but the  
**NEED** qualifies it



## Cold

So who likes a  
bowl of cold soup?

The lead that has  
2 or 3 disqualifiers

# When Prospecting keep in mind.....

**Customer Lifetime Value - tells organisations how much revenue they can expect one customer to generate over the course of the business relationship. The longer a customer continues to purchase from a company then the greater their lifetime value becomes**

- Identify your best customers to find your best prospects
- Research customer segments/personas
- Increase spend on campaigns targeting core prospects
- Ask your customers to refer prospects to you
- Networking skills
- Social media
- Website visitors (analytics)
- Newsletters to targeted lists
- Make warm as opposed to cold calls (prepare, prepare, prepare)
- Newspapers

# When Prospecting keep in mind.....

- Follow a consistent schedule
- Implement different techniques
- Consider creating prospecting scripts
- Be a subject matter expert in your industry
- Know and understand that prospecting is not selling

# Recap

- Introduction to Prospecting
- The Sales Pipeline
- Identifying & Generating Leads

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# Consultative Selling Process

## Step 2 Preparation



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# Topics

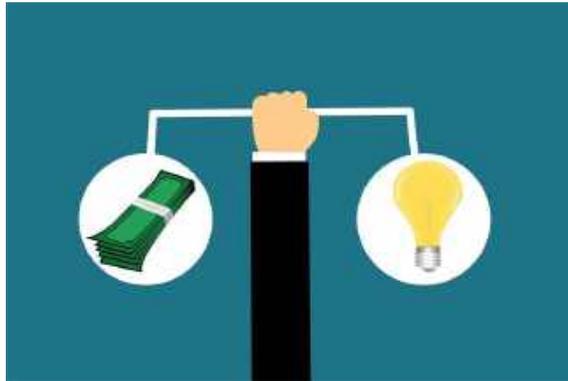
- The Importance of Preparation
- How to Prepare
- Define Your Objectives

- A lack of preparation means a much higher chance of things not going according to plan
- Build confidence
- Build credibility
- Shows interest in and respect for your prospect

# The Importance of Preparation

# How to Prepare

- Assessment of company website
- Bear in mind information acquire in prospecting stage where applicable
- Know your audience and decision makers and adapt your pitch/style to suit
- Employee profiles on websites, professional social media pages
- Prepare your introduction



- Create the value proposition
- Prepare potential objections and how to redirect them
- Confirm meeting
- Practice, practice, practice
- Define your meeting objectives
- Prepare your questions

# Define your Meeting Objectives

- Begin each sales call with at least one objective
- Reasonable objectives are ones that move the selling process forward, such as, presenting a solution, getting feedback, introduction with decision maker or agreement for product/service trial
- Reality can get in the way of your objectives so be mindful of this when you are defining them
- Coming away with something more than you started with is realistic



# Recap

- The Importance of Preparation
- How to Prepare
- Define Your Objectives

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# Consultative Selling Process

## Step 3 Approach



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# Topics

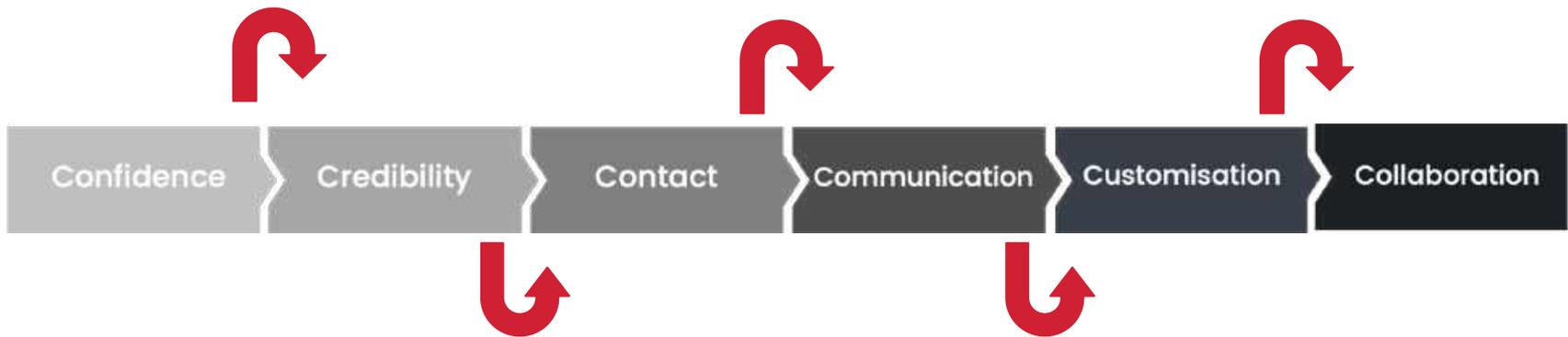
- First Impressions
- 6 Cs of the Sales Approach
- Establishing the Decision Making Process & Personnel

# First Impressions

- First impressions last.....they are quickly formed, difficult to change and have a lasting effect
- They last well beyond that moment - primacy effect
- If you don't deliver first impressions correctly, customers may get the wrong idea in their head
- If they have a negative interaction with you, that may be the only memory that stays with them long term



# 6 Cs of The Sales Approach



# Confidence

- If you know your product/service inside out, you have set your objectives and prepared a general benefit statement before your approach, you will be well equipped so you should be confident
- A confident attitude will set the tone for the meeting and help you to build credibility with your customer
- Positive affirmations - "This will be one of the most positive sales calls I will have with a new prospect"
- Dressing well will help you feel more professional and confident
- Make sure that you have everything that you need within easy reach



# Credibility

- Building credibility is one of the most important challenges you will face early on in your approach
- You want to convince your prospect that you are competent, you offer valuable solutions and you are trustworthy
- Open the conversation by introducing yourself and your business
- Good eye contact and firm handshake
- Briefly explain the purpose of your approach (don't get heavy into the sales pitch). Your customers/prospects are busy people and they will appreciate it if you are direct. A direct, up front manner, also conveys trustworthiness
- It's not what you know about your company and your product that will impress customers/prospects, it's what you know about the customer and their situation



# Contact

- The way that you make contact will depend on the specific selling situation
- Email - can work as an extension to the qualifying process because only the prospects with genuine interest will be motivated enough to respond (smaller less complicated sales)
- Face to Face - The most personal approach you can make but also the most difficult. Trade shows are one opportunity of where you could reach your B2B prospect
- Over the phone - more personable but you must be mindful of obstacles such as gatekeepers and not getting to the decision maker
- The constant is to make every approach personal - it's always a good idea to show appreciation - as long as it's brief, sincere and specific, the feeling of appreciation will be remembered long after the words are forgotten



# Communication

- Building Rapport happens at every stage of the sales process but it begins with your first interaction
- Most decision makers buy into you as a salesperson rather than the product/service
- Body Language - smile, open hand gestures, good eye contact, affirmative nods, posture
- Tone of voice - pitch, tone, volume, pace, enunciation and word choice
- Revisit the idea of Plain English when emailing, bearing in mind personalising emails also
- Be a Communication Chameleon
- Don't forget to bring business cards when applicable



# Customisation

- Tailoring your sales approach to the individual customer is one of the keys to relationship selling
- Adaptive selling - observation, listening and questioning skills
- Use your intuition to customise your behaviours and communication style
- Get inside your customer's/prospect's head



# Collaboration

- Relationship selling is about partnering
- You want to focus on the customer so that they get what they want, when you do this your selling becomes a collaborative process
- Selling the benefits to the customer/prospect and building value for them
- When you practice collaborative selling both you and your customer get more out of the situation and you create ideas that would not have been possible for each party working individually



# Decision Making Process & Personnel

- Who is the Economic Buyer? - the one with the power to spend. Have you been introduced to them? Do you know what value looks like for them?
- List other personnel involved in the decision making process (Committee, Project Manager, Vice President)
- Does the customer/prospect need to research at least three providers before deciding?
- How long does the process usually take for a similar purchase?



# Recap

- First Impressions
- 6 Cs of the Sales Approach
- Establishing the Decision Making Process & Personnel

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# Consultative Selling Process

## Step 4 Presentation



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# Topics

- Presenting the Benefits & Building Value
- Developing Great Content
- Preparing Great Design
- Conducting Great Delivery
- How to Handle Tough Situations

# Presenting The Benefits & Building Value

- Value is about perception
- Customers judge value through a number of ways
- Elimination of waste
- Quite often it is more about a state of mind
- Building Benefits from product/service features



# Developing Great Content

Analysing Your Audience

Gathering Relevant Information

Converting Information to an Outline

# Analysing Your Audience

- Needs
- Knowledge level
- Attitude – how do they feel about the topic?
- Demographic Information – this may include the age, gender, culture, and language of the audience members



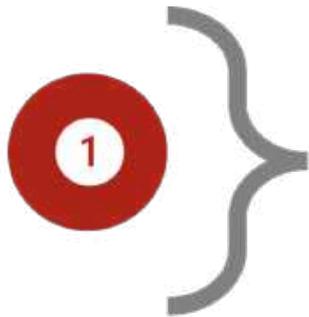
# Gathering Relevant Data & Information

**Before you start your research to gather relevant information, there are three questions should be considered**

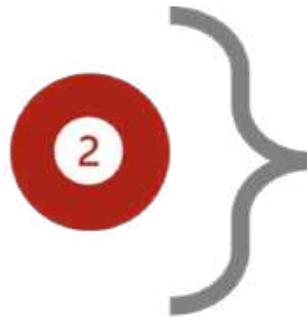
- What do I want my audience to gain?
- What might they already know about my topic?
- What is the objective of the presentation?

# Converting Information to an Outline

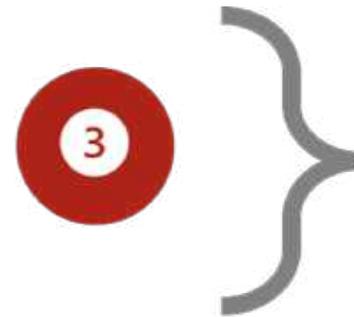
There are three steps to creating an outline



Determine  
the outline  
style



Group your  
raw data



Arrange into  
outline format

# Outline Style

<b>Chronological</b>	Shows events in order as they occurred
<b>Narrative</b>	Takes an audience on a journey through a flowing presentation
<b>Problem/Solution</b>	States the problem, the why's, your solution and a summary
<b>Cause/Effect</b>	States the cause and explains the effect
<b>Topical</b>	Divides the general topic into several subtopics
<b>Journalistic Questions</b>	Uses some or all of the who, what , when, where, why and how questions

# Outline Format

## Introduction

Should include an agenda and clarify the goals and objectives  
Can include overview of situation, history, building credibility  
Attention grabbing statement, quote, humour, anecdote, image

## Body

Choose format  
Show real value  
Dealing with objections and addressing fear and worry

## Conclusion

Summarise the main points of your presentation  
Provide closure and leave an impression. Ask for business  
Recommendations for next steps  
Thank you

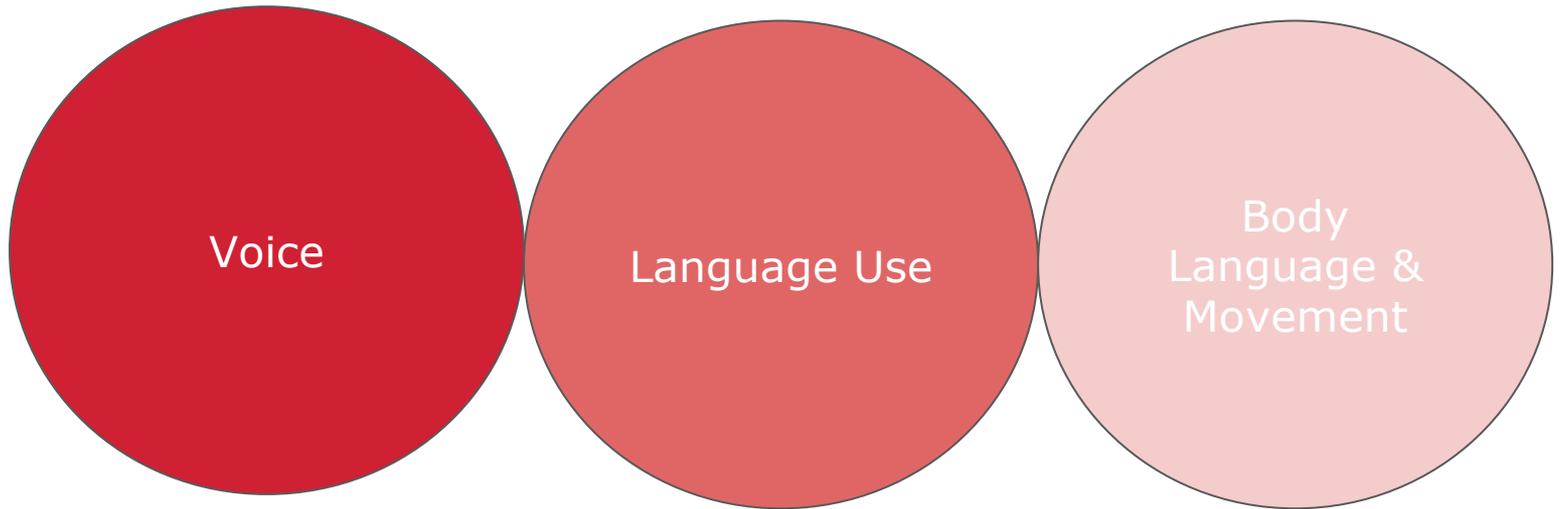
# Developing Great Content



# Tips for Planning Great Slides

- Use slides sparingly. Avoid the overuse of slides or unnecessary slides.
- Make slide pictorial. Graphs, flowcharts, etc., all give the viewer an insight that would otherwise require many words.
- Make text and numbers legible. Minimum font size for most room set-ups is 20
- Make pictures and diagrams easy to see
- Don't overdo bullet points on slides, split points to two slides if needs be

# Conducting Great Delivery



# Voice

**Try to sound natural, so your rhythm and tone is appropriate to the message you are delivering**

**Develop three important qualities**

- Volume
- Intonation
- Pacing



# Voice

## Volume

Speak loudly enough to reach all the members of the audience without overpowering those closest to you

## Intonation

Avoid speaking in monotone. Put more feeling into your voice and make it livelier by changes in your intonation

## Pacing

For most of us, this is natural – except when we are nervous or excited. Practice, and you can figure out what sounds natural and appropriate for the points you are making.

# Language Usage

- When you speak, convey confidence and show interest in what you're presenting. Speak with feeling
- Use short sentences and short, simple words.
- Speak slowly and clearly enough that everyone in your audience can understand every word



# Body Language & Movement

- Stand straight, but not stiff. You should radiate energy
- Be relaxed, be casual, but don't be lazy
- Use your hands, arms and gestures. Just let your body react to how you feel
- Make good eye contact – the rule of thumb for eye contact is three to five seconds per person



# Body Language & Movement

- Do not keep hands in your pockets
- Do not keep hands “handcuffed” behind your back
- Do not keep your arms crossed
- Do not wring your hands nervously



# Body Language & Movement

- If possible, “work the room and work the audience”
- Move appropriately and with purpose – don’t move simply because you’re nervous
- Your movements should be natural and support your words and the rest of your presentation
- Don’t move constantly. Pause for effect. Stand still to make an important point



# Tips for Effective Delivery

- Practice – a lot. Don't just think your presentation through : act it out, in front of friends, or family. Time each section of your presentation and develop a schedule.
- Memorise the first two minutes of your presentation, so you breeze on through the time when the butterflies are most active.
- Think positive thought : visualize yourself feeling at ease with the audience
- Use affirmation (e.g., "I can do this. I am prepared. It will go well")

# Tips for Effective Delivery

- Make sure all the equipment is working properly
- Remember that the people in your audience are human too, just like you. They want you to succeed
- Focus on making your movements fluid and confident, neither too slow nor too fast
- Find a few friendly faces in the audience, for reassurance
- Smile. Show that you want to be there
- Be yourself

# How to Handle Tough Situations

## Problem

- Know-it-all – A participant who feels like more of an expert than you.

## Solution

- Don't fight it. Involve know-it-alls in your presentation.
- They may have some great information to contribute. Allowing them to participate and share their thoughts will not only show how confident you are, but also help them get more out of your presentation



# How to Handle Tough Situations

## Problem

- You find out that the time allocated to you has been reduced

## Solution

- At the very worst, you can make your most important points, (in accordance with the audience) and ask the most important questions that you need in order to progress on through the sales funnel.
- You need to be an adaptable communicator



# How to Handle Tough Situations

## Problem

- The technology fails

## Solution

- Apologise and adapt - Use humour 'let's go back to the days before powerpoint'
- Perhaps have some flip chart paper, blue tack and a markers with you at all pitches



# How to Handle Tough Situations

## Problem

- You get nervous and flustered and lose track of where you are

## Solution

- Have your presentation/pitch schedule in view so you can quickly glance through your notes
- Just be honest 'Apologies I have lost my place...'



# How to Handle Tough Situations

## Problem

- Difficult questions

## Solution

- As much as is possible, plan for the difficult questions in advance
- Listen carefully to the question and ask them to repeat if you need clarity. Then answer clearly and concisely
- If you do not have the answer, admit it, and tell them that you will find out and get back to them
- Move on to the next question when you have answered



# Recap

- Presenting the Benefits & Building Value
- Developing Great Content
- Preparing Great Design
- Conducting Great Delivery
- How to Handle Tough Situations

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# Consultative Selling Process

## Step 5 Handling Objections



Olivia Roche

# Topics

- Understanding Objections
- How to Redirect Objections
- Most Common Objections

# Understanding Objections

## Types of objections

- Logical – based on rational thinking
- Emotional – bad experience, what someone has said, perhaps a dislike to the person they are complaining about

# How to Redirect Objections

- Pre-empt them – the best way to overcome objections is to prevent them from arising in the first place for example, if you know that product/service is more expensive than your competitors , it's a good idea to fess up to this early in the discussion
- Answer objections correctly – don't be vague or ambiguous with your response
- Keeping your answers clear and simple
- Tailoring the answer to the type of person you are dealing with

# Steps to Redirecting Objections

- Listen
- Understand
- Respond
- Confirm



# Listen



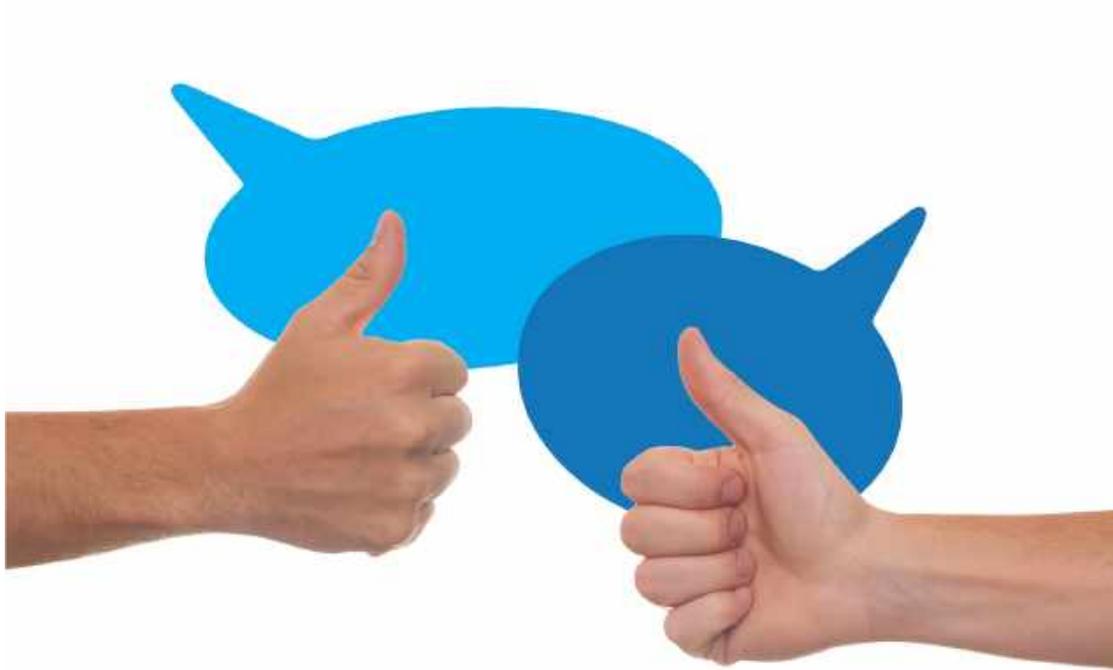
# Understand



# Respond



# Confirm



# Most Common Objections

1. "Now's Not a Good Time." Timing is a **common** problem
2. "It's Too Expensive."
3. "I'm Already in Another Contract."
4. "Just Send Me the Info ..."
5. "I Need to Run This Past My Boss."
6. "Product X is Cheaper."
7. "You Don't Offer Feature X"
8. "I need to get a few more quotes"
9. "You have a bad review"
10. "Where the hell did you get my name"

# Recap

- Understanding Objections
- How to Redirect Objections
- Most Common Objections

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# Consultative Selling Process

## Step 6 Closing



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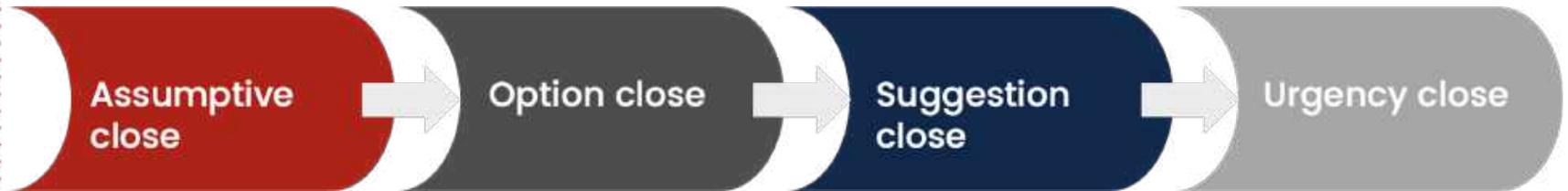
# Topics

- Closing a Sale Effectively
- 4 Types of Close
- Signals to Look for when Closing a Sale

# Closing a Sale Effectively

- A good close is part of an overall well designed sales process where a salesperson demonstrates that they have listened and matched their customer needs to the best solution
- Pushing products for which customers will have no real use or desire for is not part of effectively closing
- It demonstrates confidence in you as a salesperson and your product or service
- A good salesperson can be a skilled listening, negotiator, have the ability to overcome objections and ask effective questions.....however, if they never ask for the sale then having these skills may become useless
- It is important to remember that throughout the sales conversation you should Always, Be, Closing!!

# Types of Close



# The Assumptive Close

- This technique involves using a phrase or language that assumes the close is a done deal
- Intentionally assumes that the customer has already said yes
- To implement it properly you need to clearly understand the customers needs and desires beforehand
- If you have listened well and matched the customer up with the perfect product or service then there is nothing more to discuss except for purchase
- After having had identified the best solution you should summarise the benefits for the customer and seek clarity before the assumptive close statement
- For example, you could close with, "What day do you want to receive your order?" or "I'll get the paperwork started"

# The Option Close

- Similar to the assumptive close, rather than asking for a prospect's business directly, you ask them which option they prefer
- It is a traditional sales closing techniques that allows the customer to choose between products/services you offer
- The Option Close greatly reduces or eliminates the customer's ability to say No as it is not giving them the opportunity
- For example, you could close with, "Do you want your order delivered on Wednesday or Friday?" "So will you take the red or the green shoes?"

# The Suggestion Close

- If you have good rapport with the prospect and they view you as a trusted expert, a Suggestion Close is a good approach
- When you provide purchasing suggestions to a prospect based on what you've learned about their needs. It provides them with a logical and reasonable starting point, so you're able to get the purchasing ball rolling
- Customers who do not have much knowledge about the product or service being offered are excellent candidates for the Suggestion Close
- If your prospect is asking a lot of questions about your product/service it generally means they are interested but just don't know where to begin
- You could close with, "Based on what you have told me about your lifestyle, I would suggest the unlimited data plan?"

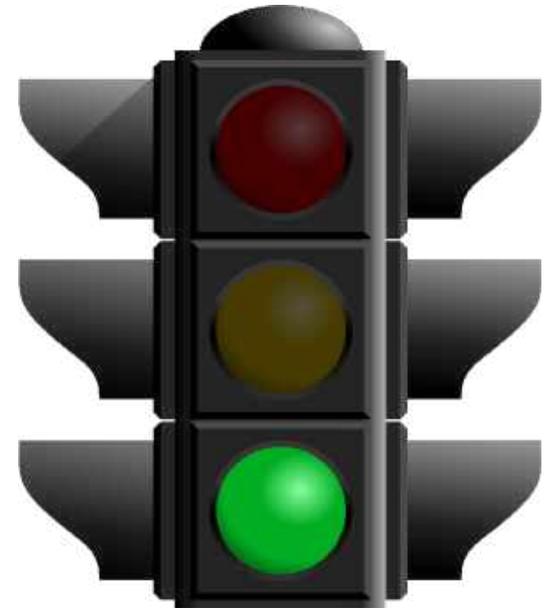
# The Urgency Close

- Creating a sense of urgency places pressure on the prospect to make a decision, especially if you have identified that the customer needs to make a decision quickly and is working on a short timeline. Think of the “limited time offer” as an example
- It taps into the power of ‘Fear of Missing Out’ (FOMO) to motivate purchases
- The notion of a sale or discount on buying behaviour is quite influential
- If you hear a potential customer sharing their concerns about pricing this can be a cue to use the Urgency Close
- However, unlike other closing techniques, this should only be used occasionally and by experienced sales reps who have a strong relationship with a customer

# Signals to look for when Closing a Sale

## Green Light

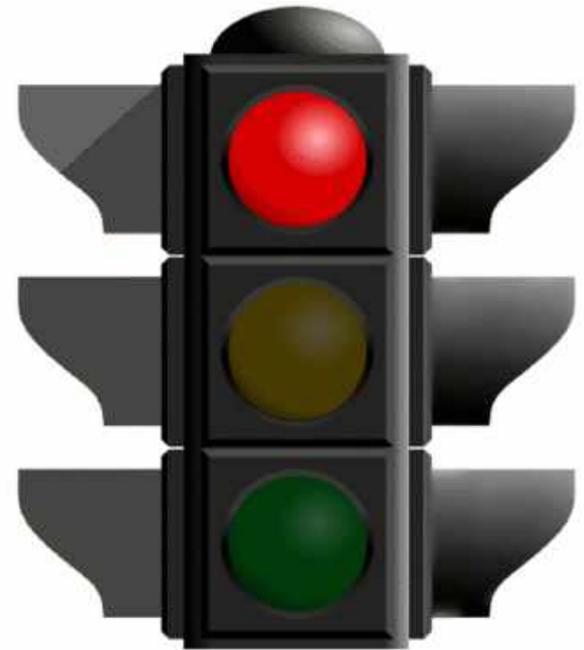
- Facial – friendly, smiling, slow head nod, chin stroke, pleasant expression
- Arms – released, relaxed, uncrossed
- Eyes – good eye contact, raised eyebrows
- Hands – palms open, rubbing hands together, handling your material
- Legs – uncrossed or crossed and towards you
- Body Angle – relaxed, upright and toward you, sitting on edge of chair



# Signals to look for when Closing a Sale

## Red Light

- Facial – tense, rubs eye, furrowed brow, pursed lips, nose/face scratch
- Arms – tense, crossed
- Eyes – raising one eyebrow, looking at watch, glazed over, poor eye contact
- Hands – clasped/clinched, fidgeting with objects, pen tapping, in pockets
- Legs – crossed at ankles, crossed away from you, tapping foot
- Body Angle – slouching, leaning away, turning away from you



# Recap

- Closing a Sale Effectively
- 4 Types of Close
- Signals to Look for when Closing a Sale

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# Consultative Selling Process

## Step 7 Follow Up



**Olivia Roche**

# Topics

- The After Sales Process
- Follow Up Activities
- Tips & Techniques

# The After Sales Process

- Providing your customer with good after sales service enhances long term relationships and customer loyalty
- After Sales Processes are a collection of processes that occur after closing sale
- The move from sales to service
- Assists with customer retention efforts and referrals
- It can also serve as a good feedback tool for you to determine if your product or service met or exceeded your customer's expectations
- Salespeople need to stay in touch with customers to give them necessary support regarding warranty and in some cases guiding them through processes should they need to make a complaint or return a product
- Customer Care calls are one way of exchanging pleasantries after a sale



- Order Fulfillment
- Collections & Payments
- Cancellations & Changes
- Returns
- Complaints
- Support
- Service Delivery
- Incident Management
- Relationship Management
- Upselling & Cross Selling
- Customer Referrals & Testimonials

# Follow Up Activities

# Tips & Techniques

- Be purposeful - whether that's updating them on a product update or a resolved issue. Have an objective or a goal. Don't just make a meaningless call
- Manage the expectation - follow up when you promise you will
- Don't rush or appear 'too busy'
- Always acknowledge any concerns and remain objective when you disagree
- Be personable - try to personalise a query rather than falling into a copy and paste habit when emailing responses after sales
- Be timely - contact your customer when you feel it will best suit them. You will stand to gain more from the engagement as they will be able to pay full attention to your conversation. Ask them if it is a good time to speak
- Send relevant information that might be helpful to them to increase chances of return business or upsell/cross sell opportunities
- Choose the most effective means to contact them
- Say thank you

# Recap

- The After Sales Process
- Follow Up Activities
- Tips & Techniques

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# Identifying Target Markets



**Olivia Roche**

# Topics

- What is Target Market Identification?
- Difference Between Target Marketing and Mass Marketing
- Benefits of Target Marketing
- Ways to Identify Your Market

# What is Target Market Identification

- Target Market Identification involves selecting one or more market segments or groups of customers to target
- Identifying a smaller target market from the overall market and targeting your marketing towards that market specifically
- Tailoring your marketing to address the unique needs and desires of your target market can ultimately be more profitable for your business



# Difference Between Target Marketing & Mass Marketing

## Target Marketing

- Attempts to reach a specifically defined and profiled audience
- Helps to save you time and money
- More personable and effective
- Very beneficial when marketing on social media
- Can take time

## Mass Marketing

- Attempts to reach as many people as possible
- It can be more expensive
- Must be stated in the most basic form to have a broad appeal
- Example - Direct mail door to door drop

# Benefits of Target Marketing

- If you know who your customers are you can tailor the product/service and price to better meet their needs
- When you target market it means you can promote your product/service where they are
- Promoting to a narrower target market as opposed to the overall market allows you to allocate your hours and money more efficiently on the people who are most likely to need or want to buy from you
- You will boost your volume of sales and increase your bottom line

# Ways to Identify your Market

- Assess product/service characteristics
- Identifying why a customer would want to buy from you
- Break down the overall market into different market segments based on shared characteristics and then choose the most profitable market segment to target
- Group different sets of like people based on distinct needs and/or characteristics
- Demographic information like age, race, location or other information such as, interests, opinions, values, lifestyle or life stage
- Customer segments don't provide insights into a customer however but insights about groups of customers
- Choose the most profitable segments to include in the target market

# Recap

- What is Target Market Identification?
- Difference Between Target Marketing and Mass Marketing
- Benefits of Target Marketing
- Ways to Identify Your Market

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# Identifying Customer Needs



**Olivia Roche**

# Topics

- What is a Customer Needs Analysis?
- Types of Customer Needs
- How to Capture & Analyse Information

# What is a Customer Needs Analysis?

**A Customer Needs Analysis is the process of identifying a customer's requirement for a product or service. It is used in all kinds of contexts such as, brand/concept development, product/service development, analysing value and much more.**



# How does Understanding Customer Needs Help?

**You can make sure that your marketing message reflects a customer's desires and objectives and highlight the features and benefits that matter most to them**



# Types of Customer Needs

- **Functional Needs** - The most obvious of customer needs. This is where customers evaluate your product/service based on whether they will help them to achieve a particular task or function. The product/service that best addresses this functional need will likely be the one that they purchase
- **Social Needs** - This relates to how a customer wants to be perceived by others when using a product/service. By understanding various social needs you can look for patterns among your users

# Types of Customer Needs

- **Emotional Needs** - Similar to social needs - these are typically secondary to functional needs. They refer however, to how a customer want to feel when using your product/service. By understanding emotional needs of your target market/s it will help you to tailor and optimise your product/services messaging



# Other Types of Customer Needs

- Price
- Convenience
- Image and status (**social or emotional needs**)
- Durability and lifespan
- Packaging (**social or emotional needs**)
- Support & aftercare (**emotional needs**)
- Effectiveness (**social or emotional needs**)



# How to Capture & Analyse Information

- Customer surveys
- Focus Groups
- Customer Journey Mapping
- Historical sales data - buying trends
- Understanding the psychology behind buying/consumption
- Social Media/digital insights
- Mystery shopper



# Recap

- What is a Customer Needs Analysis?
- Types of Customer Needs
- How to Capture & Analyse Information

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# Customer Behavioural Theories



**Olivia Roche**

# Topics

- What is Buyer Behaviour?
- 4 Types of Buyer Behaviour
- Psychological triggers

# What is Buyer Behaviour

- Buyer Behaviour refers to the decision and acts people undertake to buy products or services
- Understanding why and how people decide to purchase
- Understanding why they can be so loyal to particular brands
- Buyer behaviours can be the driving force behind your marketing endeavors



# 4 Types of Buyer Behaviour



# Complex Buying Behaviour

- Also known as an extensive buying behaviour
- The customer is highly involved in the buying process due to high degree of risk
- Purchase of expensive goods or services (house or car)
- They develop beliefs and attitudes about a product or service and then make a thoughtful purchase decision



# Dissonance Reducing Buying Behaviour

- Similar to Complex Buying Behaviour this type of behaviour includes lots of involvement in the buying process due to high price or infrequent purchase
- Buyers here find it difficult to choose between brands and are afraid that they will regret it and change their minds after purchase
- Usually they will purchase quickly, primarily based on good price or purchase convenience
- They act first and acquire beliefs and attitudes afterwards, therefore after purchase they can experience dissonance, for example, hearing favourable things about another brand



# Habitual Buying Behaviour

- This type of buyer has low involvement in a purchase decision
- They see no significant difference between brands and buys habitual goods over a long period
- Consumers do not search extensively for information about the brands, evaluate their characteristics, and make a weighty decision on which brand to buy
- They purchase brands because they are familiar with them, not because they are loyal
- Example - purchasing low cost, everyday products



# Variety Seeking Buying Behaviour

- This type of buyer switches between brands for the sake of variety and curiosity, not dissatisfaction
- Low level of involvement
- Example, they may buy soap and not put much thought into it and the next time they buy a difference brand to change the scent



# Psychological Triggers to win sales

**Reciprocity**

**Commitment &  
Consistency**

**Liking**

**Authority**

**Social Proof**

**Scarcity**

**Unity**

# Recap

- What is Buyer Behaviour?
- 4 Types of Buyer Behaviour
- Psychological triggers

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# Varying Customer Personalities & Behaviours



**Olivia Roche**

# Topics

- Different Personality Types
- Adapting Your Style to Persuade

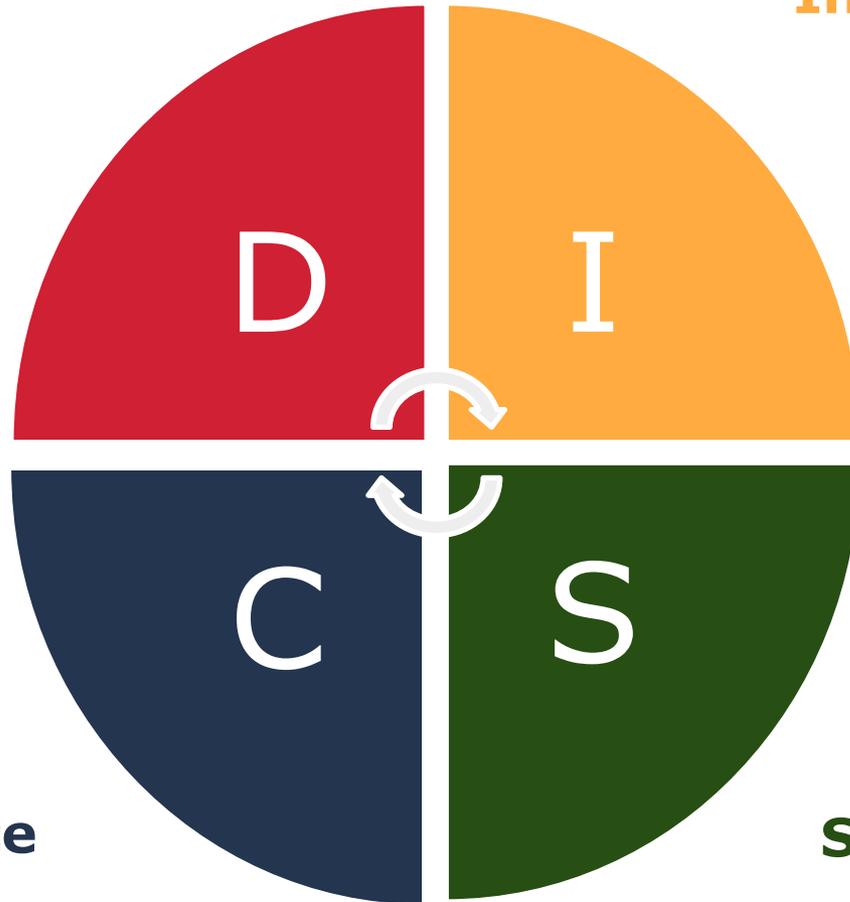
# DISC Profiling

- William Moulton Marston created the foundational theories behind DISC Behavioural Analysis
- His work with DISC was a product of one of his lifelong interests in the study of human emotions
- He was looking to identify predictable traits and behaviours of everyday people in different environments
- DISC styles are a combination of 4 behavioural personality types

# Different Personality Types

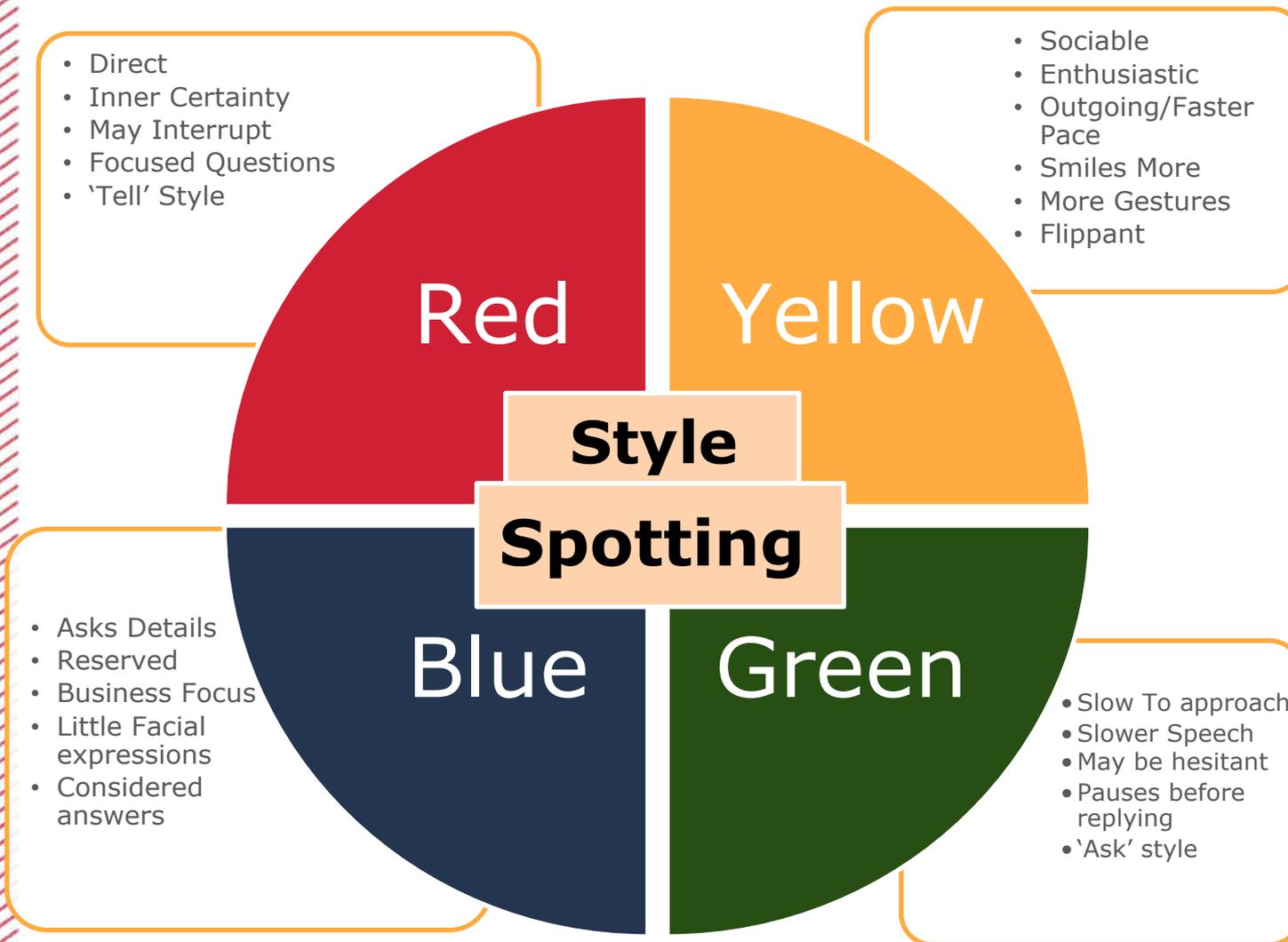
**Dominant**

**Influencer**



**Compliance**

**Steadiness**



# Adapting Your Style to Persuade

## Dominant Communicator

You should:

- Be brief and efficient
- Get to the point
- Give them options
- Let them feel in control

You shouldn't:

- Waste their time
- Get too personal

## Influential Communicator

You should:

- Show interest
- Demonstrate personal involvement
- Compliment

You shouldn't:

- Get straight down to business
- Dwell on details
- Talk down to them

## Steady Communicator

You Should:

- Be easy and informal
- Give them time
- Be agreeable

You shouldn't:

- Hurry them
- Confront them

## Compliant Communicator

You should:

- Talk facts
- Be accurate
- Tell them exactly what you will do and when

You shouldn't:

- Be vague, inconsistent or illogical

# Recap

- Different Personality Types
- Adapting Your Style to Persuade

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# Goals & Targets



**Olivia Roche**

# Topics

- What are KPIs
- Common KPIs in sales
- Reasons for Underachieving
- Goal Setting

# KPIs

- Key Performance Indicators help you to track and monitor your sales performance to drive success
- They are leading indicators or signposts that help salespeople gauge how effective their efforts are
- They are the metrics by which you will evaluate your performance against your sales goals
- By measuring the right sales KPIs you can optimise your sales process and ensure that you are prioritising the right activities

# Common KPIs in sales

- **Sales Growth** - A positive sales growth over a specific period of time indicates that you are on track with your sales goals to grow your business
- **Sales Target** - In a good assessment of your actual revenue versus your forecasted revenue, the goal should be to outperform your forecasted amount
- **Customer Lifetime Value** - The longer you keep having paying customers the more profit you will make. More revenue for each customer for longer - linked to customer retention
- **Customer Acquisition Cost** - it costs to acquire new business and you must know all costs involved in creating a new customer (marketing and sales) The rule is that you should recover your CAC in less than one year of your customer's subscription. The goal is to increase customer lifetime value and reduce CAC. You can base your CAC on how much value a customer will be worth to you over the relationship lifetime

# Common KPIs in sales

- **Average Revenue per User** - Total monthly revenue divided by total number of customers in that month. If your ARPU is rising then it must mean that you are creating bigger customers and retaining them
- **Customer Churn Rate** - expresses the number of customers who ceased business with you. If your churn rate is high it may tell you that you have an issue with customer retention
- **Average Sales Cycle Length** - Once you have a sales cycle length baseline, the goal should be to decrease that number, resulting in more sales in a shorter period of time
- **Lead-To-Opportunity Ratio** - in relation to lead quality. BANT, budget, authority, need and time frame
- **Opportunity-To-Win Ratio** - How many qualified leads result in closing a deal? The closer the ratio of opportunity-to-win then the more effective you are at the later stage of the pipeline

# Common KPIs in sales

- **Lead Conversion Ratio** - The amount of interested people that turn into paying customers. A low lead conversions rate alerts you to weaknesses in your sales pipeline (qualification, proposal or closing)
- **Number of Sales Opportunities** - Monitor the number of (new) sales opportunities and their potential purchase value. This allows you to identify bottlenecks in your sales funnel at an early stage
- **Upsell and Cross sell Rates** - It is far easier and cheaper to sell and, therefore, generate more revenue from existing clients and customers, than to acquire new ones. With upselling tactics, you encourage your customer to buy a more expensive upgrade or package of your product or service while cross-selling concentrates on purchasing an additional related product or service

# Reasons for Underachieving

- Unreasonable expectations & emphasis
- Wrong incentives
- Not looking at the areas for development
- KPIs do not look at individual instances but rather a collection of data
- Lack of motivation
- Stress
- Lacked of planning and goal setting

# SMART Goal Setting

The more detailed and clear your goal is the easier it will be to make choices and establish steps that you need to take towards accomplishing it



# Example

Goal	S	M	A	R	T
To improve my customer retention skills by taking the time to make 5 customer care calls per day for a full month to increase existing customer sales by 5% on last month	Yes	Yes	Yes	Yes	Yes

# Recap

- What are KPIs
- Common KPIs in sales
- Reasons for Underachieving
- Goal Setting

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# Time Management



**Olivia Roche**

# Topics

- Identifying where your Time is Going
- Personal Time Stealers
- Being Productive with Your Time

# Identifying Where Your Time is Going

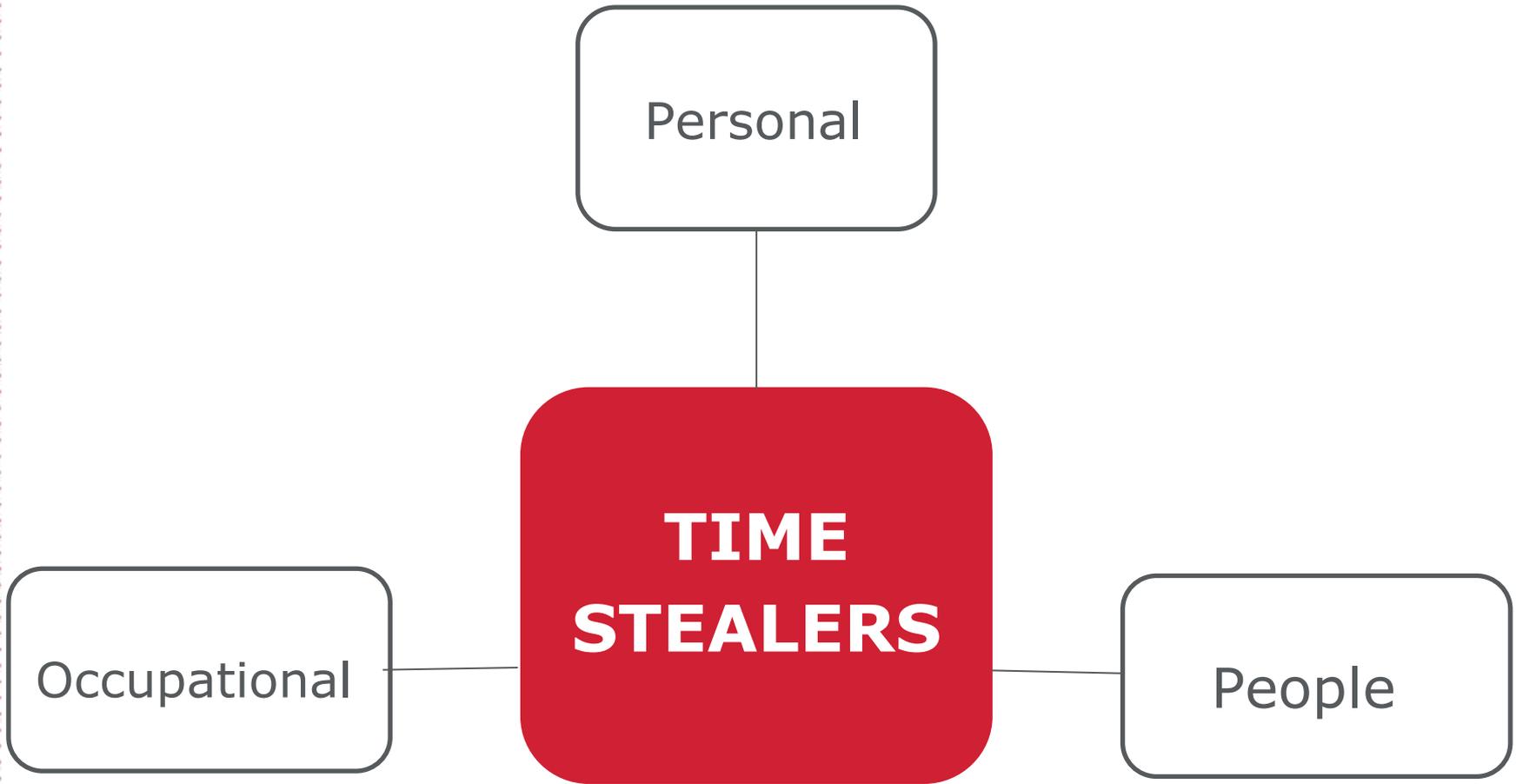


# Time Management Matrix

People can spend all their time here - firefighting



People can spend all their time here



# Being Productive with your Time

## Good

- Effective delegation
- Goal setting
- Good decision making
- Creating deadlines
- Keeping deadlines
- Good communication between teams
- Managing interruptions/dual tasking
- Good problem solving
- Prioritising

## Poor

- Failure to purge bad time management habits
- Refusing to change or improve processes



# Planning Techniques

- Master the art of scheduling
- Daily planner – helps you to keep on track each day. It helps you to concentrate on exactly what tasks need to be done and how much time you have for each
- Weekly planner – serves as your overview of the events planned out for that week and the tasks you need to accomplish (which will be the basis for your daily planning)
- Monthly planner – It always helps to have all the dates of the months laid out on a single page. (which will be the basis for determining your tasks for your monthly and daily planning)
- Identify your energy efficient times Scheduling routine – 20 mins at the start and the end of each day
- Tackle the next 6 things

# Circadian Rhythm

- Your Circadian Rhythm helps control your daily schedule for sleep and wakefulness
- This rhythm is linked to your 24 hour body clock
- Adults should have a fairly consistent circadian rhythm if they practice healthy habits
- On average adults reach their most tired phases of the day from 2am - 4am and from 1pm - 3pm
- Sometimes your circadian rhythm can get out of sync....you can get back on track and become more productive by
  - Adhering to a routine each day
  - Spend time outdoors when it's light to boost your wakefulness
  - Exercise - even just a short 20 minute walk
  - Adequate sleep
  - Avoid caffeine in the evening
  - Power down your screen before bedtime
  - Try not to nap late in the afternoon or evening

# Importance of taking breaks

- Movement breaks are essential for your physical and emotional health
- Breaks can prevent decision fatigue
- Breaks restore motivation, especially for long term goals
- Breaks increase productivity and creativity
- Waking rest helps consolidate memories and improve learning



# Team Productivity

1.The priorities should be clearly established

1.The tasks carried out should be geared towards these priorities and explicitly explained

1.The time, energy and resources spent on unimportant or non-urgent tasks should be reduced if not eliminated

1.The system (including your surroundings and the tools you use) should be made conducive in order to enhance productivity, effectiveness and efficiency

1.Motivational factors (such as rewards or sheer self discipline) should be present to guarantee the fulfilment of the time bound task



# Recap

- Identifying where your Time is Going
- Personal Time Stealers
- Being Productive with Your Time

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# Staying Motivated



**Olivia Roche**

# Topics

- Motivational Theory & Practice
- Intrinsic & Extrinsic Incentives
- Personal Motivation

# Motivational Theory & Practice

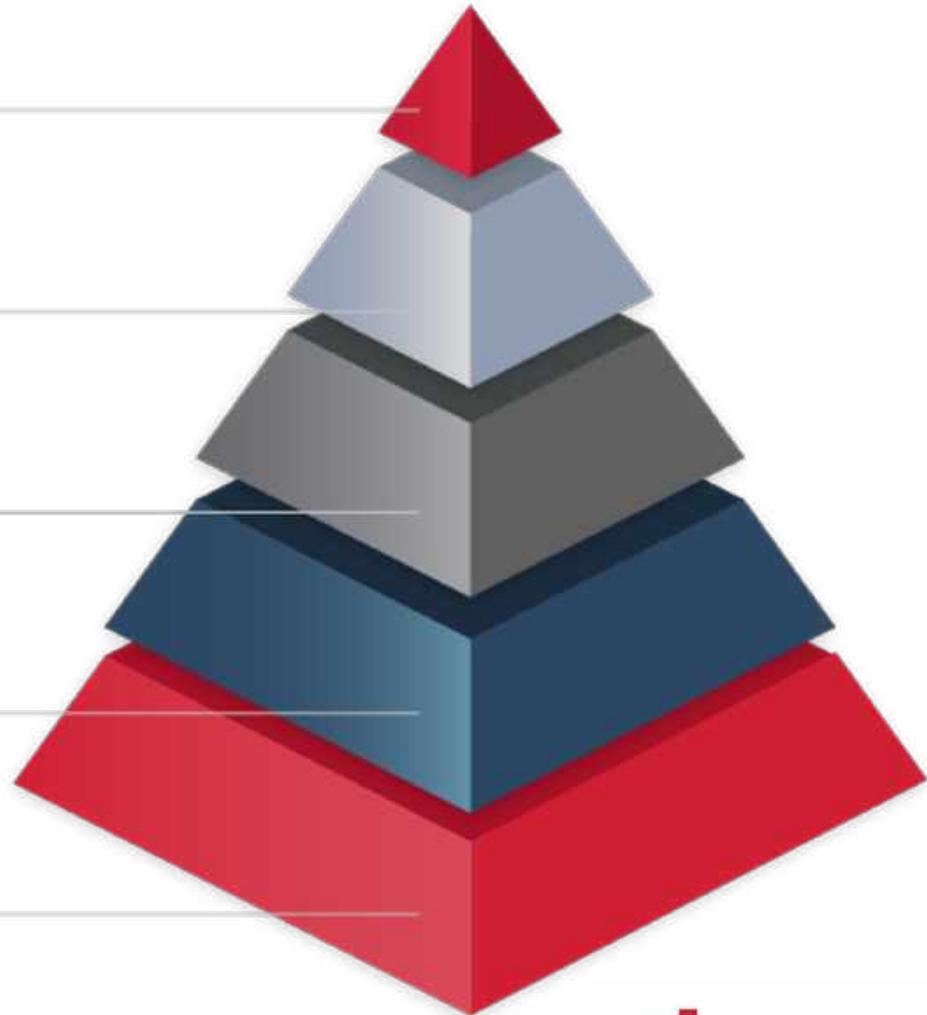
- Motivational theory is tasked with discovering what drives individuals to work towards a goal or an outcome
- Motivated individuals are more productive and therefore more efficient in the workplace

## **Most motivational theories differentiate between intrinsic and extrinsic factors**

- Intrinsic- concerned with an individual's interest , enjoyment and willingness to partake in a task.
- Extrinsic motivations focus on the outcome of the activity rather than the activity itself

# Maslow's Hierarchy of Needs

- SELF ACTUALISATION**  
Desire to become the most that one can be
- ESTEEM**  
Respect, self-esteem, status, recognition, strenght, freedom
- LOVE & BELONGING**  
Friendships, intimacy, family, sense of connection
- SAFETY NEEDS**  
Personal security, employment, resources, health, property
- PHYSIOLOGICAL NEEDS**  
Air, water, food, shelter, sleep, clothing, reproduction



# Maslow's Hierarchy of Needs

## Self Actualisation

Challenge, autonomy, acquisition of new skillset

## Esteem

Pay grade (as a symbol of status), recognition of work well done, responsibility, prestigious office and furnishings

## Love & Belonging

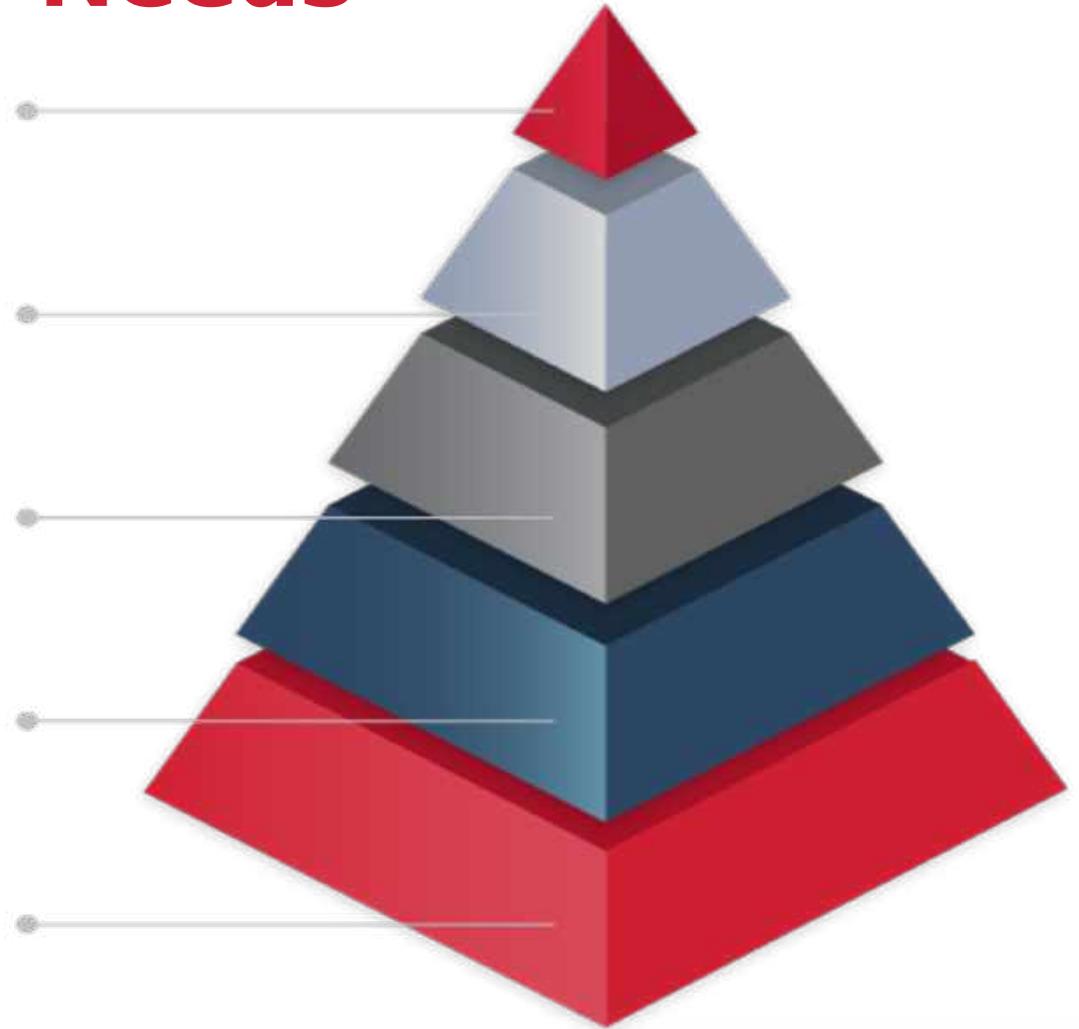
Coffee breaks, sports teams/events, social events and clubs, work teams

## Safety Needs

Pay, company benefits, pensions, contracts

## Physiological Needs

Pay, breakfast or lunch services, other company services/facilities



# Intrinsic & Extrinsic Incentives

Intrinsic	Extrinsic
<ul style="list-style-type: none"><li>● Sense of pride</li><li>● Sense of fulfilment</li><li>● Sense of relief - task completion</li><li>● Career development goal</li></ul>	<ul style="list-style-type: none"><li>● Bonuses</li><li>● Perks</li><li>● Open Praise</li><li>● Promotion</li><li>● Rewards</li></ul>

# Personal Motivation



# Personal Motivation

1. Stay/get positive
2. Work on your confidence
3. Get hungry for success
4. Goal setting/planning for success
5. Break up your tasks into smaller tasks
6. Take breaks
7. Do what you enjoy
8. Use rewards
9. Keep motivators around you
10. Keep learning
11. Help others
12. Always remind yourself and focus on your 'why'!!

# Recap

- Motivational Theory & Practice
- Intrinsic & Extrinsic Incentives
- Personal Motivation

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