

# COURSE 2

## RELATIONSHIP SELLING



**“Your professionalism is defined not by the business you are in, but by the way you are in business”**

**- Tony Alessandra**



## THE CHANGING ROLE OF PROFESSIONAL SELLING

**The trend in professional selling today is toward Consultative, Problem-Solving selling**

### **Customer Satisfaction**

**The ultimate goal of the consultative seller throughout the selling process.  
Managing the account relationship**

### **Relationship Management**

**Ensuring that your clients receive the proper service before, during and after the sale**

### **Successful sellers who foster relationship selling**

**Present only what the prospect needs to know and then ask for the order.**

**Take time to use an icebreaker, if appropriate, to warm up the prospect before discussing product information.**

**Keep their attention focused on the objectives for the sales call.**

**Are careful to establish a firm foundation for a productive relationship with the prospect.**

# The value of customers

Figure 1. Customer opinion distribution curve



InfoQuest CRM undertook a detailed study of 20,000 of its customer surveys from around the world

a totally satisfied customer contributes 2.6 times as much revenue as a somewhat satisfied customer

a totally satisfied customer contributes 14 times as much revenue as a somewhat dissatisfied customer

a totally dissatisfied customer actually decreases revenue at a rate equal to 1.8 times what a totally satisfied customer contributes to a business

## How To Build or Break a Relationship

### Relationship Builders



- Treat customers like life-long partners
- Become a solutions provider
- Deliver more service than you promise
- Schedule regular service calls
- Develop open and honest communication
- Use the 'we can' approach
- Take responsibility for mistakes made
- Be an ally for the customers' business

### Relationship Breakers



- Simply wait for the problem to develop
- Focus only on making the sale
- Over-promise and under-deliver
- Wait for your customers to call you
- Lie or make exaggerated claims
- Use the "us versus them" approach
- Blame somebody else;
- Knock a competitor
- Focus on your own personal gain

# RELATIONSHIP SELLING VERSUS TRADITIONAL SELLING

		Relationship Model of Selling		Traditional Sales Model	
<b>Phases</b>	<b>Approach</b>	Building Trust (rapport)	40%	Telling	10%
	<b>Identifying Needs</b>	Probe Ask Questions, & Listen	30%	Qualifying	20%
	<b>Making the Presentation</b>	Sell Benefits	20%	Presenting Features	30%
	<b>Resistance &amp; Gaining Commitment</b>	Reassure & Close	10%	Closing Long & Hard	40%

## The Face to face steps of the Relationship Model

Time

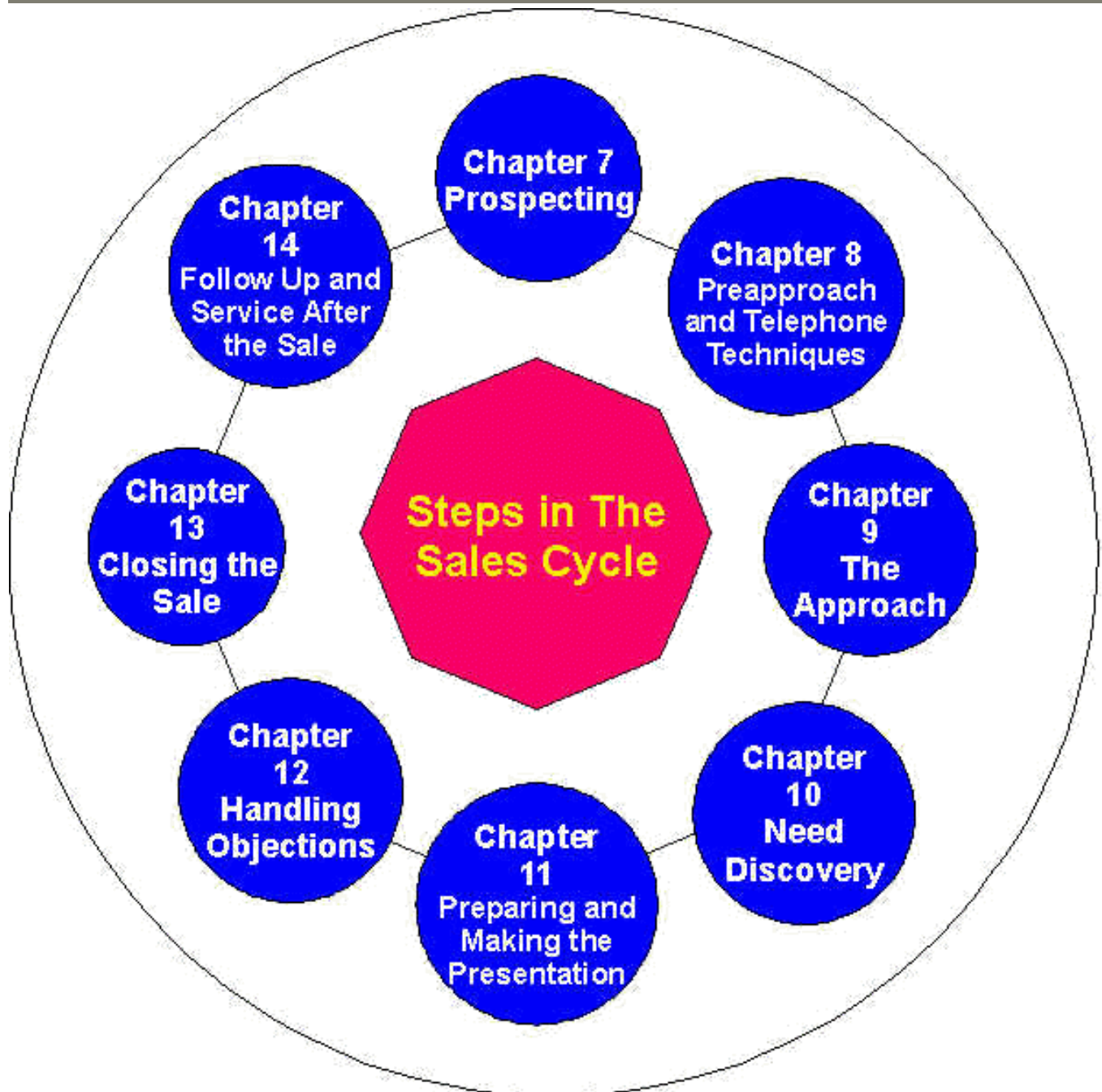
Empathy

Customer expectations

Technology

- The Approach
  - Identifying Needs
  - Making the Presentation
  - Overcoming Resistance
  - Gaining Commitment
- 40% spent on gaining rapport and trust
  - Think the way your customer thinks
  - Higher than ever
- Gives us tools to aid in the process
- Can also cause a loss of personal contact
- Has taken over low end transactions

# The Sales Cycle Framework for Consultative Selling



## Phase 1: Pretransactional Steps



# Prospecting

# Preapproach

# Telephone Activities

Qualified prospects

- ✚ Money
- ✚ Authority
- ✚ Need

Prospecting discussed in depth in Ch 7



## Phase 2: Transactional Steps

### Approach

The Success of the process depends on this

### Need Discovery

Active questioning and creative listening skills are needed

### Features vs Benefits

A feature is a fact that is true about a product or service, tangible or intangible.

A fact becomes a benefit when it fulfills a need to the customer.

Benefits of the product or service are the application of features to the needs of the prospect

A seller should be thoroughly familiar with the features of the product or service

Knowledge makes it possible to describe the benefits

It is up to the seller to qualified the buyer.

Resistance comes because an atmosphere of mutual trust and cooperation was never fully developed.

### Preparation and Making The presentation

### Handling Objections [Resistance can be avoided]

## Closing

Adjust your personality to the behavioral style of the prospect well enough to establish rapport.

There may be problems beyond your control.

The closing stage is often the longest and most tedious stage for the traditional seller.

When a qualified prospect says, "No," today's consultative seller tries to discover

whether the prospect really needs the product or

Whether the prospect understands how the product can help solve a problem.

## Phase 3: Posttransactional Steps

Relationships keep satisfied customers coming back

Customer satisfaction is an asset to you and your firm

The relationship begins after the buyer says "yes."

Cognitive Dissonance (buyer's remorse) must be reduced



## Continuous Quality Improvement

### Total Quality Management Principles that apply to relationship selling

Listen and learn from customers and employees

Continuously improve the partnership

Teamwork through mutual trust and respect

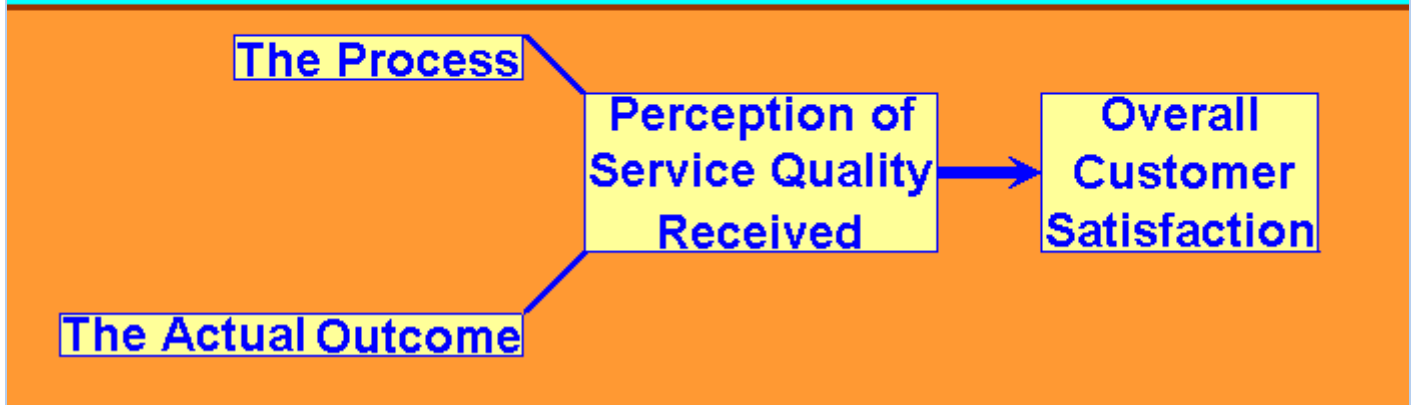
Do it right the first time

Get your whole company involved

# Service Quality Interaction

## The Service Quality Interaction

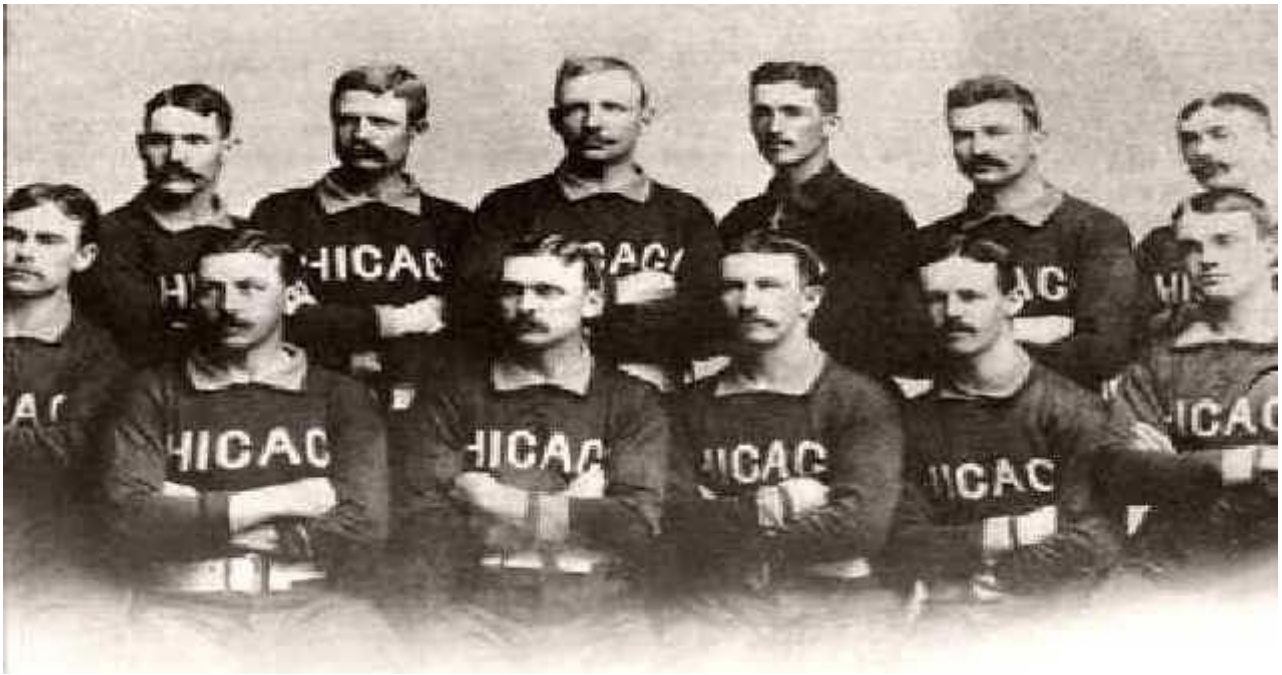
**Service Quality Influences Leads To**



## Re-Engineering requires culture changes in a sales organization

Traditional Management Model	Total Quality Management Model
Focus on product	Focus on service
Company knows best	Customer knows best
Transactions	Relationships
Individual performance	Team Performance
Fire-fighting management	Continuous improvement
Blame/punishment	Support/reward
Short-term (year or less)	Long-term (years)
Intolerant of errors	Allows mistakes
Autocratic leadership	Participative Relationship
Bureaucratic	Entrepreneurial
Top-down decisions	Consensus decisions
Inward focused	Outward (customer) focused

# TEAM SELLING



## The Growth of Team Selling



## The Benefits of Team Selling



It has grown to take advantage of diverse skills and personalities needed to sell complex products

The steps are the same but rules are needed

Usually at least one seller and some technical specialists

The buyer may have a team also

Customer gets involved with more than one person

More accurate need definition

Very useful if product is technical

Different individuals bring more selling skills





## The Roles of Each Member

**Requires special planning**

**Must have a leader**

**Must agree on objectives**

**Must be better rehearsed**



## Combinations That Work



**Salesperson and Attorney**

**Good guy/Bad guy scenario**

**Makes salesperson more careful**

**Stresses the importance of the meeting**

**Opener and Closer**

**Just as in baseball (starting pitcher and the closer)**

**Some salespeople are good at opening the sales relationship while others are masters at closing the sale**

**Both are very important-- a symbiotic relationship**