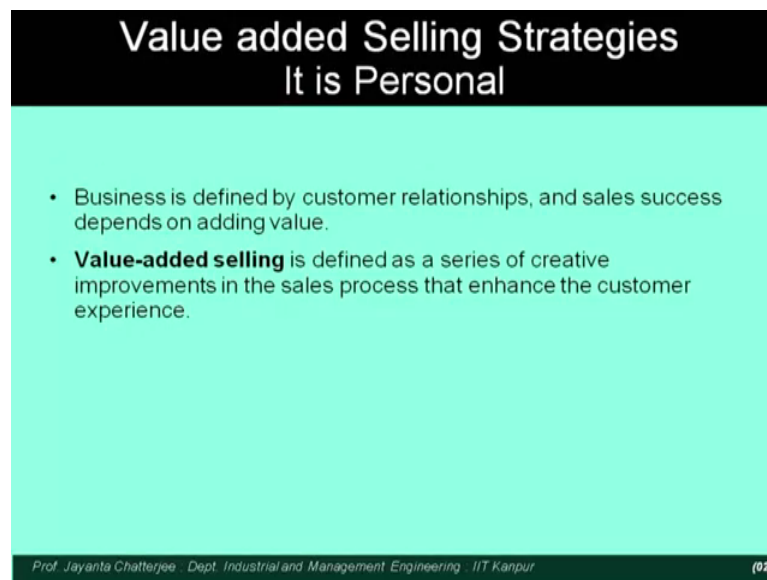


Management of Field Sales
Prof. Jayanta Chatterjee
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Lecture – 03
Value added selling and Non Verbal Messages

Hello, I am Jayanta Chatterjee with you for the next 4 weeks on Management of Field Sales. This is our third session. And our today's title will be the Process of Value Addition in the Sales Process or in short, but we can call Value Adding Field Sales Strategy.

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Value added Selling Strategies
It is Personal

- Business is defined by customer relationships, and sales success depends on adding value.
- **Value-added selling** is defined as a series of creative improvements in the sales process that enhance the customer experience.

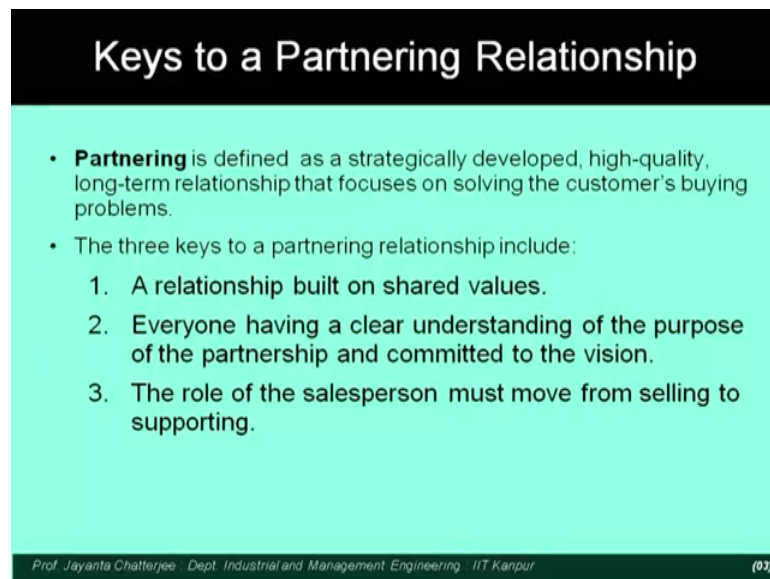
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The first point I want to make to you is that understand that the field sales process is very personal. Personal, because there is lot of face time involved in making a sales happen which means there is lot of person-to-person interaction. And also developing relationship is a very human process. And understanding of the customer not as a mark or not as an object of your target fulfilment, but understanding the customer as a as a person with likes and dislikes all that will be very important in creating this value adding sales strategy.

Now, value adding sale is selling is therefore, a series of creative improvements in the sales process that enhances the value derived by the customer from your goods and services. And if you have remember the introductory session that we had even in the

introduction video of this course which you can see on the YouTube, I have mentioned that how sales transformed itself from a somewhat dubious reputation to today's situation of a virtuous position, today's situation of the salesperson being a partner, a consultant. And today's session - this third session is an introduction for you of this what do we mean by the value-added sales.

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Keys to a Partnering Relationship

- **Partnering** is defined as a strategically developed, high-quality, long-term relationship that focuses on solving the customer's buying problems.
- The three keys to a partnering relationship include:
 1. A relationship built on shared values.
 2. Everyone having a clear understanding of the purpose of the partnership and committed to the vision.
 3. The role of the salesperson must move from selling to supporting.

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So, fundamentally value added sales aims at creating a deep relationship with the customer which makes the customer not only agreeable and glad to give you repeat business, but also becoming a referral point or kind of a co-salesperson with you for the wider market through social media through their contacts, they become your referral point. So, partnering is our objective. This is the key objective that drives today's sales mission. And it is a strategic series of actions.

The three keys that you see on the screen on creating this partnership is to start with relationship that is built on shared values. Shared values means the customer's values, what the customer wants to derive from the goods and services that you are offering, what problem the customer wants to address with your solution should be the guiding value. So, it is not equal in that terms of the two sets of values, your values as a seller and the customers values, they are not an equal partnership, but I would say that the customers values should dominate that relationship and should actually guide.

And therefore, you as a salesperson have the responsibility of adapting to the customer's requirements, real requirements, and trying to fit the best solution that you can offer. And in the process never deviate from ethics, that means, not create a sale for something that is not exactly fitting the customer's value requirement. If this process is based on good understanding good faith is based on trust, then this type of sales process can create very long-term success record. So, the role of the sales person, this is a very key point, this which is shown on the third bullet, the role of the salesperson today has shifted from the traditional concept of selling which is just exchange of value to long-term supporting and long-term servicing the customer need.

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Thought Processes that Enhance Your Selling Relationship Strategy

- **Self-concept** is the bundle of facts, opinions, beliefs, and perceptions about yourself that are present in your life every moment of every day.
- **How can you develop a more positive self-concept?**
 - Focus on the future and stop being overly concerned with past mistakes or failures.
 - Develop expertise in selected areas.
 - Learn to develop a positive mental attitude.

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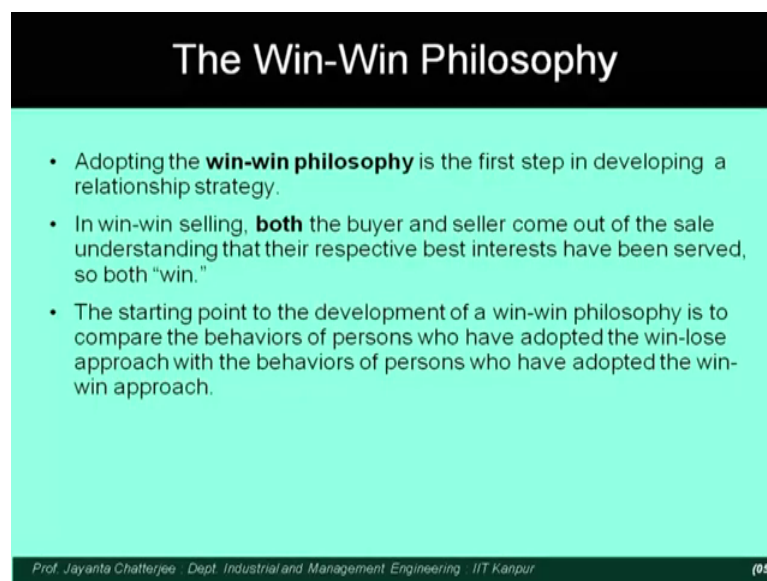
So, resolving customer's pain through your goods and services and creating gain for the customer is the meaning of value proposition or value driven selling. Now, to do this well to be adaptive to somebody else's needs, to understand deeply the customers requirement and to come up with solutions that meet that requirement, obviously you need to have empathy. Empathy as you know is the ability to walk in somebody else's shoes.

Empathy means to be able to think in the profile of the other person as if you are that other person. So, his or her pain should be felt by you. Now, on the other hand, you do have your self interest to make the sale happen. So, as I mentioned yesterday a certain kind of paradox or conflict arises here, and to manage that the first thing that we are

going to discuss today is how you are going to manage yourself. If you do not have a strong positive self-concept, then you will actually feel that as if you are losing, if you have to adapt yourself to the customers need.

If you have to in the ultimate case say, no, I do not really have a solution for you if you can come up with that kind of honest position sacrificing your short term need of making a sale is possible only when you have strong self-concepts. Self-concept therefore focuses on the long-term future on the relationship creation. And it does not therefore; also dwell too much on the past and the focus is on today, because it is today's actions that create the future. And to be able to develop a strong self-concept, to be able to have empathy to be adaptive, you also need to develop expertise. It is a knowledge driven set of activities; it is a knowledge oriented personal exchange development that can actually make the adaptive selling process meaningful. And to end this process, our discussion on this process of developing a positive self-concept is also to talk about the salespersons mental attitude.

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The Win-Win Philosophy

- Adopting the **win-win philosophy** is the first step in developing a relationship strategy.
- In win-win selling, **both** the buyer and seller come out of the sale understanding that their respective best interests have been served, so both "win."
- The starting point to the development of a win-win philosophy is to compare the behaviors of persons who have adopted the win-lose approach with the behaviors of persons who have adopted the win-win approach.

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So, as you can understand therefore as you see on this next slide that we want to make the sales process win-win, traditionally it was win-lose, that means, somehow manage to sell something to the customer. In the process you win and the customer may not really gain because that may not be the right solution or the most appropriate solution. From there we now want to move to win-win. Win-win does not mean that you are giving in to

the somebody else's whims and fancies; it means you are deeply understanding the other persons true requirement customers requirement And it is the customer's requirement, customer's value orientation which should guide the transaction.

And create a situation where that customer feels satisfied at the end of the process that he or she has finally arrived at a good resolution of the pain point, and you also feel satisfied that not your made a sale, but you have taken a step forward in the long-term, long-term relationship trajectory. Obviously, here behavioral aspects become very important. And the most important point that I emphasized over the last slide is in the behavioral management self-management that means, your understanding of your behavioral patterns will be very very important, because you have to adapt to the customers need and not the other way around.

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Adding Value with Nonverbal Messages

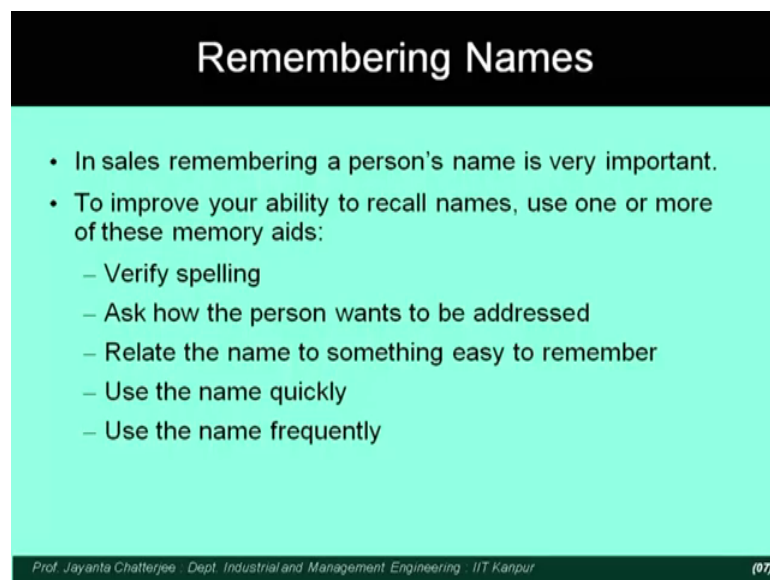
- **Nonverbal messages** are "messages without words" or "silent messages."
- These are the messages (other than spoken or written words) that we communicate through facial expressions, voice tone, gestures, appearance, posture, and other nonverbal means.
- When two people communicate, nonverbal messages convey much more impact than verbal messages.

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To develop empathy to understand customer's needs, as I mentioned in the earlier session, as I mentioned earlier that empathy being able to understand deeply the customer's requirement, you have to understand not only the logical or explicit needs of the customer, but also the unspoken implicit needs of the customer. Some of that some of that understanding will come from your expertise. If you understand your product, and if you understand customer's applications deeply, you have that expertise, then you will understand that what is the implicit needs of the customer.

But besides that when you are gathering information to tailor your solution, you need to pay attention to nonverbal communication. In fact, it is well studied well research that in a sales situation, a good part of important strategic information will be conveyed to you nonverbally. So, which means understanding body language of the other person, understanding facial expressions of the other person, understanding the approach of the other person becomes very important. I will discuss this in sort of more detail subsequently that what exactly nonverbal part, and more importantly you need to have different kinds of styles in interacting with the customer, what we call style flexibility which will allow you to make certain implicit points explicit.

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Remembering Names

- In sales remembering a person's name is very important.
- To improve your ability to recall names, use one or more of these memory aids:
 - Verify spelling
 - Ask how the person wants to be addressed
 - Relate the name to something easy to remember
 - Use the name quickly
 - Use the name frequently

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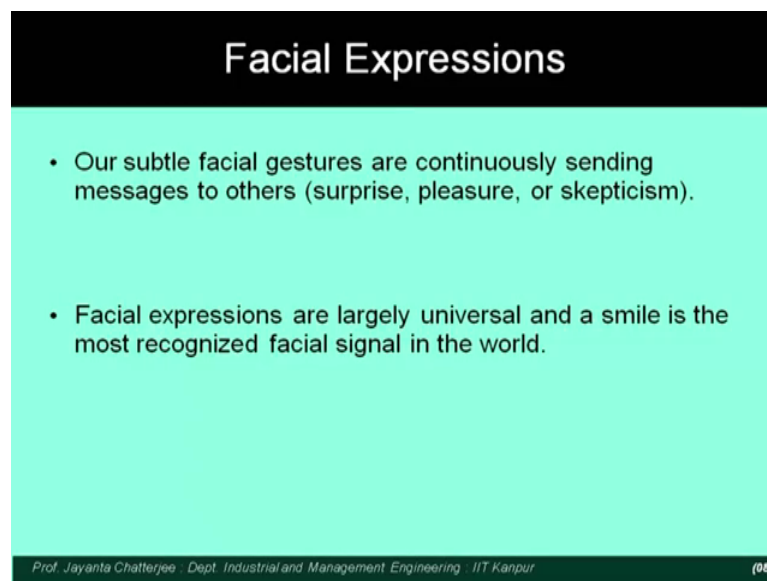
If you synchronize, if you respond to customer's way of communication, then you will be able to extract a lot more information, deeper information. And that will help you to tailor a better solution, and also importantly to create a strategic advantage for you because you understand the customer's need better than the competitor. And that understanding comes in the field sale situation from adaptive communication. And what we mean by adaptive communication we will discuss maybe later today or tomorrow.

One of the some of the very simple nuts and bolts of this self-management and management of this relationship based selling is it you know you must remember names. And I want to emphasize that remembering names is not a mechanical process, it is not entering it into a computer spreadsheet I mean you may do that to get take advantage of

technology, but remembering name also indicates that you are trying to relate to the customer as a person. And many good sales persons they not only remember the customers names, but they understand his family situation, may remember the customer's children names.

And I have seen that by creating social conversation within the total transactional process of a selling, and not a general talk, but more pertinent information, genuine interest in the well-being of the customer not only in the context of that sale, but also looking at the customer as a person understand his or her situation, how he or she really operates, I mean the way he or she takes that understanding will actually create a natural empathetic approach. So, remembering names is not just a you know good technique, but it also has deeper significance because it comes from your paying attention to the customer as a person.

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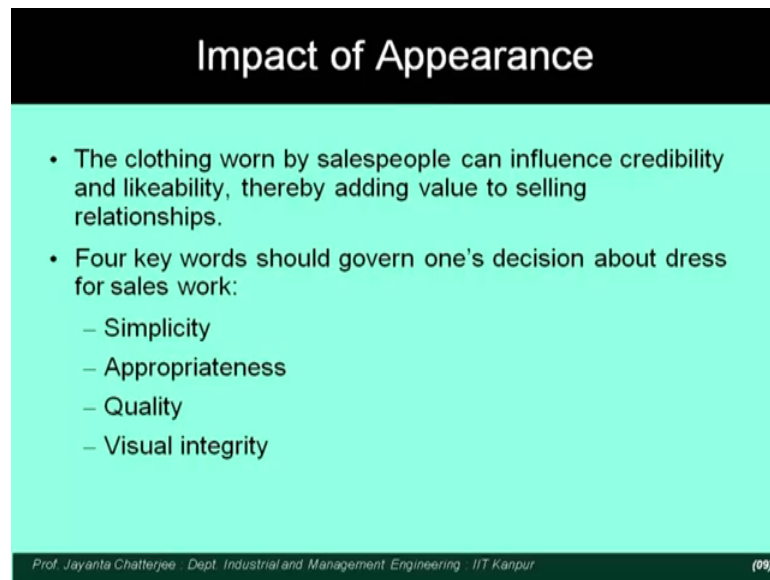
Facial Expressions

- Our subtle facial gestures are continuously sending messages to others (surprise, pleasure, or skepticism).
- Facial expressions are largely universal and a smile is the most recognized facial signal in the world.

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And it is only when you understand the customer as a person, your understanding of the nonverbal communication cues like as I mentioned body language or facial expressions, these will become a more natural and not just a mechanical process that this expression means this, that really does not work, because human beings are all different. So, your deeper level of trying to understand the customer will be the key to this whole process.

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Impact of Appearance

- The clothing worn by salespeople can influence credibility and likeability, thereby adding value to selling relationships.
- Four key words should govern one's decision about dress for sales work:
 - Simplicity
 - Appropriateness
 - Quality
 - Visual integrity

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Also it is very important that as a salesperson, you have to take responsibility of your own appearance. Appearance is a important part of how you present yourself, and that presentation is the first interface you know as it is often said in almost all languages we know that the first impression creates a huge impact of the last impression. So, which means that you must be appropriate, you must be neat, you must project you know a clean image that is that is important.

And I am not saying that you need to be clean shaved or you need to have a trimmed moustache that is those are very trivial points, but you need to be presentable. And so you must take care in dressing, presenting yourself. And most importantly when we talk about getup or when we talk about appearance, it is also in the way you talk in the way you communicate.

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Impact of Voice Quality

- What we hear is greatly influenced by the speaker's tone of voice, vocal clarity, and verbal expressiveness.
- On the telephone, voice quality is even more important.
- Some suggestions to make one's voice more pleasing:
 - Do not talk too fast or too slow.
 - Avoid a dull or colorless speech pattern.
 - Avoid bad speech habits.


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So, something like voice quality, you can practice actually good salespeople practice, so that their voice conveys the empathy you feel for the other person. The consultative approach depends a lot on these kinds of appearance and communication techniques. And of course, etiquette is very important. And etiquette you must remember varies from country to country even within India in a in a large country like ours etiquette varies from state to state. And you must be sensitive to those therefore, you may be dealing with somebody from Andhra, and while sitting in Bokaro, but you must understand that that person is not a Bokaro person, but actually in his or her core, he or she is from Andhra, and some understanding of those circumstances will be important, so that your etiquette conveys that that attention.

And those details are important to create because certain types of in a narration certain kind of stories may be offensive in certain culture or certain situation. Or even the simple thing that you know putting your cell phone on mute or switching it off, when you are having the interaction is very important because you know you are talking to somebody to a particularly to a customer in a sales situation, and you are also you know taking other calls that that is absolutely no, no, that is a simple example of etiquette. And pay attention to these, so that the customer as I write in the beginning of today's session said that the field sales is very personal. So, in that person-to-person interaction what we call face time you must be focused on the customer that is a fundamental given for etiquette,

that means, you are giving more difference to the person on the other side of the table that that is very, very important.

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Conversational Strategies that Enhance Relationships

Suggestions from Dale Carnegie on building strong relationships:

- Become genuinely interested in other people.
- Be a good listener.
- Encourage others to talk about themselves.
- Offer sincere compliments.
- Search for mutual acquaintances or interests.

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And some of the approaches to develop this etiquette ethics driven relationship trust based relationship creation is that you must have genuine interest in other people. And you must be a good listener you know somebody said that like we have two ears and one mouth, so which means that that two is to one ratio, that means, you must talk one minute and listen for two minutes that is in that is a very (Refer Time: 22:55) rule approach. Because it is only by listening you are you can understand the other person, because you must understand that the communication human communication is a multi-stage process like you want to convey something. So, you have a message, then you actually encode it that means, you put it in words and you put it in a verbal as well as nonverbal package.

Then you transmit it and then that means, you speak it out or you send an email or you make a presentation all that different forms of communication will be therefore, a verbal and nonverbal. And then it will be decoded by the customer, and then the customer will understand. Now, in this process there are several issues which you must in understand and that that is why being focused and being a good listener is important, because if you are not conscious about the other person's style of communication, other person's

personality, then what will happen is a lot of message will get lost in this encoding and decoding.

Because your encoding will be not correct, your encoding will be maybe superfluous or inconsequential. So, to make meaning to be meaningful to the customer, your understanding and being able to listen deeply is very important. And as you always know that in such situation, you must encourage the other person to talk because the more the customer will converse with you, the more information you will have, the more knowledge transfer you will have, and you will have a better position as a consultant. All good consultants listen more and say less or say only those things which are pertinent.

We always know that we go for advice to such persons who listen patiently, and then come up with a very succinct or very precise response to your problem need that that general principle that common sense should be applied. Of course, you must relate it to social situation; you know civility, paying compliments understanding the customer's interest's etcetera.

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Self-improvement Strategies

Behaviors that build long-term relationships are featured in the acronym **CARE**:

- **C**ustomize
- **A**ppreciate
- **R**espond
- **E**xecute

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So, to summarize let me put forward these two acronyms to you that first rule of self-managed empathy oriented communication process is CARE. The acronym stands for customize; that means understand the customer, so that you are understood better. Appreciate the customer's problems, so that what you solution you offer is pertinent

respond to objections with empathy and not in a confrontational manner, and execute what you are talking about through proper demonstration.

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Create a Self-improvement Plan

1. Set goals
2. Use visualization
3. Use positive self-talk
4. Reward your progress

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And on the other side as an internal preparation, you must understand your own style and set a goal to improve your flexibility, style flexibility, and this is what I am going to discuss with you in the next session in more detail.

Thank you.