## Sales and Distribution Management Prof. Sangeeta Sahney Vinod Gupta School of Managament Indian Institute of Technology, Kharagpur

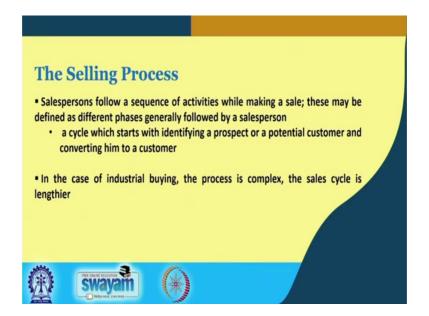
# Lecture - 21 The Selling Process (Contd.)

We will be continuing with our discussion on The Selling Process. Today, we begin with the fifth module and this is the first lecture in the fifth module on a course on Sales and Distribution Management. The topic here is something which we started in the previous lecture which is the Selling Process and in this particular lecture, we will shall be completing this particular topic.

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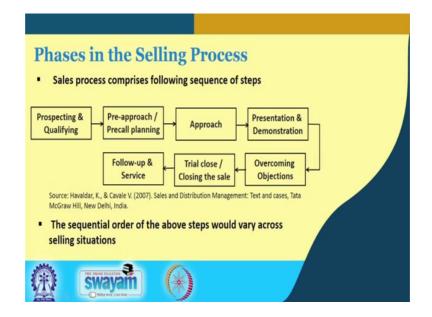


Now, so in the previous lecture we spoke about how salesperson follow a sequence of activities while they make a sale and these different you know activities will be defined as the different phases which are generally followed by a salesperson. Of course, we I did mention that whether a salesperson would actually follow the process or the different stages in entirety or in a particular order is something which cannot be generalized or which cannot be (Refer Time: 01:20). Because based on the kind of product and service that our salesman sell, based on the kind of segment he caters to, based on the kind of the prospect he faces or experiences, based on the kind of selling situation he faces, he may you know not follow the sequential order or he may you know co across the stages successfully or you know he may get stuck in one of the stages and he has to go back or it may so happen that that after particular stage, the sales process gets totally terminated.

So, it is not very sure and for very certain that you know a salesperson would actually go through these different stages or through the through these different phases of the selling process. None the less, the sales cycle starts with identification of a prospect or a potential customer and ends where he is converted into as a customer. So, you know you, know the cycle starts from the salespersons and where we actually identifies a prospect and then converts even to a customer and as we discussed in the previous lecture that in the case of industrial buying, the processes something which is very complex and the sales cycle is something which is very very lengthy.

Because you know in case of industrial buying or in the case of b to b scenario, the purchase decision making unit which is the buying centre comprises people from different departments, different department divisions, different levels and they have their different orientations. Our perspective is to making a choice between the vendors or between the products that are to be bought and so, this would often require the sales person, you know making multiple sales called; sometime the salesperson may adopt a team selling approach and so, this would mean that he would have to meet different people, you know in the buying centre with different with a different sales team or a selling team and may have to make multiple sales calls. Now, we stopped at you know different kinds of selling methods which a salesperson could choose from and we also discussed the FAB and the SELL sequence.

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Now, if we go you know back what we have done till now, we have talked about prospecting and qualifying; how leads are generated and once the leads are generated, they are qualified as prospects. Because not all leads can be prospects, only those leads who have a need or want and have you know sufficient purchasing power, who actually qualify as a prospect and then, the sales person moves to pre approach and a pre call planning where it very obtains a information about the prospect, this company there you know kind of problems that we will be facing. And then, he approaches where he meets

the prospect for the first time, greets him, interacts with him, tried to build a repo with him, goes in for a question and answer session where so that he can actually you know emphasize upon the need benefit or the problems you know solution via the product or service that he has to offered. So, in order to be able to emphasize that, he is ask a series of questions so that he can have a product solution linkage or he can have a need a benefit linkage and then you know he makes a presentation and gives a demonstration.

So, while he is making a presentation, he could actually you know adopt from several options; he could either have you know canned approach or he could going for a formula approach or he could go for a need satisfaction approach or he could go for a team selling approach which we discussed was something where you know he can go adopt you know the you know the consultative selling or the problem selling style and he can actually you know show how his product and its features advantages and benefits can actually you know lead to a solution to a for a problem that the customer is facing.

The difference between the need satisfaction and the consultative problem solving is that while both of them may emphasize on the features advantages and benefits. In the case of need satisfaction it is not much of team selling approach, but in the case of consultative and problem solving approach, it is a team selling approach. A cross functional team is used to identify or help identify a prospects problem and provide a solution to the product which the sales person has to offer. So, in the case of a need satisfaction, it is more unstructured and dialogue you know and communication you know or interaction occurs sequentially as and when you know questions have been asked and answers are being delivered.

But in the case of a team selling approach, it is more of a cross functional team trying to help the prospect with a solution to a problem that the client is or the prospect is facing. So, also the we discussed that the features advantages and benefits approach can be very successfully used as a sale sequence, where he you know shows the features explains the advantages and links them to the benefit and listens to the customer, alerts the customer or the prospect talk. So, this is where we stopped and now, we will move further with the next stage which is the overcoming of objections.

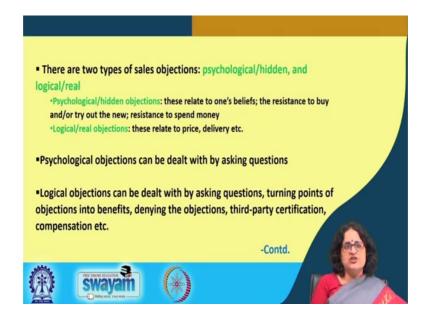
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Now, once the presentation is made, the next stage in the selling process is handling objections which have been posed by the prospect. Now, objection by a prospect must be handled very carefully. In fact, if objections are taken care of satisfactorily, the likelihood of a sales is always higher; the likelihood of a sales happening is much higher. Now, what are these objections? Now very often, other sales person you know when he makes a presentation or gives a demo, then lot of doubts or lot of questions arise in the prospects mind regarding the product or regarding the attributes of a product or the advantages that are being promised or offered or with respect to the price etcetera. So, there could be several of these you know doubts in the prospects mines which actually you know surface up in this stage way as sales objections.

Now, a sales person must not react to these queries or objections negatively rather he must encourage them. He should neither react to them negatively, nor he should react to them aggressively.

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And in fact, he should you know try to address them as calmly and patient be as possible. Now, there can be two types of sales objections. You know one are the Psychological and the hidden and the second is the Logical and the real. Now, what are cycle psychological or hidden objections? This relate to one's values, one's believes, the resistance to spend money, the resistance to buy expensive products, the resistance to you know by or try out anything which is new. So, these are things which remain you know hidden and may not always be you know understood, you know or may extend understood by the sales person as they are never made explicit by the prospect. They remain hidden, they remain you know hidden below the surface and so, the sales person may not able be always able to understand them. Although it is very important that he also is able to gain an insight into such kind of psychological or hidden objections. The other kind of objections which is a salesperson faces are more logical and real which pertain to the product itself you know the price of the product, the delivery terms, the delivery schedule etcetera.

So, with respect to the psychological or the hidden questions, these can you know objections; these should be dealt with by asking questions. And again, we have takeaways from the spin which we discussed in the previous lecture. A logical or real objections on the other hand, can also be dealt with by asking questions or they can be dealt with by turning these objections into benefits like for example, if the prospect, you know questions as to why the sales person does not offer warranty or a guarantee of you know so the, here the sales person could always say that will we do not offer it because

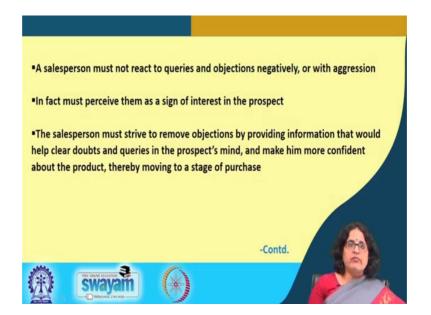
you will not need it. We are so sure about a product being useful to you or being you know something of value to you, that we know things will never go wrong and so, we do not have feel the need that that we should offer you warranty because you will never have anything to complain about.

So, this is another way where they could turn up point of objection into benefits. Another you know a point of objection could be with respect to the price, where the prospect may say or question its more expensive; your competitor offers at much lesser. So, you here again can turn this objection into a benefit by saying that yes, but we also give you a long repayment period. The competitive gives you a repayment period of just 6 months. We give you a repayment period of 2 years or 3 years.

So, in this way you could turn a point of objection into benefit. Logical objections can also be dealt with by demine the objections in entirety by saying that what is being understood something which is not true or what is being perceived by the prospect as an objection is something which is a fictitious. It is not true at all. Salesperson may also resort to third-party certifications via accreditations, they may also come down and provide you know reliefs in the form of discounts. In case there is a problem with the product or in case there is a problem you know with respect to the delivery schedule or something like that, in this that case if they are relays going to happen with respect to delivery or if there is some problem with the product which is not so big.

But yet has been identified by the; you know prospect before even the sale has been closed. In that case or maybe the product has a attribute or a feature which is which is you know which relates to an outdated technology in that case, to encourage the prospect towards closure of the sale, in salesperson could offer compensation by reducing the price or by giving more discounts or by relaxing terms of payment etcetera. So, these are different ways in which the logical or the real objections as post by the prospect can be handled.

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So, it is important at the salesperson does not react to the queries and objections negatively; neither he should be aggressive. In fact, he must perceive them as signs of interest by the prospects and the salesperson must try to remove those object objections by providing information that would help clear doubts and queries in the prospects mind and make him more confident about the product, about the company, there by moving to a stage of purchase.

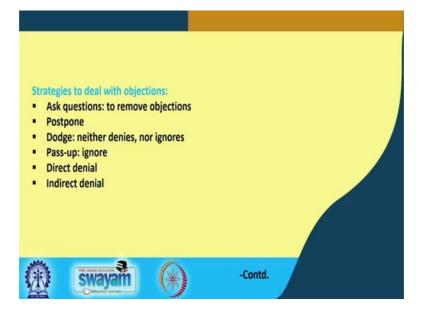
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So, it is also important that to understand that salespersons will face objections all the time and any they may face objections, any time during a presentation and the sales person must learn to overcome these objections. He must be ready with answers to concerns that arise in the minds of the prospects. Now, some of these objections are standard ones. They can be anticipated because they asked by several a prospect who face similar situations. So, it is important that the salesperson handles them as and when they arise as per and it is it will not be difficult. Because these will be those objections which are standard ones, which the sales person faces very frequently or experiences very frequently you know because you know this the objection relates to similar issues being faced by similar you know customers.

So, the sales of objection must be must be relate here to the prospect seeking more information clearly and it is important that the salesperson responds to the prospects objection very carefully. In case there is a sales person is not able to handle the query or objection, he must ask for some time to get back this would give the sales person some time to collect more information and restructure his thoughts and future dialogue.

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Now, so little more on the strategies to deal with objections one is asking questions to remove objections; so again takeaways from the spin where in case you know you ask a prospect about a situation question and then, you move on through problem questions and implication questions when you reach to the need pay of questions, you will; you

know the sales person who be in a position to; you know make the prospect realize that there are of course, no objections at all and the benefit that he would gain out of a purchase of a product or service offering is something which will help him meet problem.

So, intelligent sales person would ask questions to remove objections. For example, if a prospect has a question with respect to an increased price in as compared to a competitor. So, if the prospect here asks the sales person well, what you offer to me is something which is more expensive than the one which is offered by the competitors; what we are buying this from a supplier a and or your competitor that is the competitor and his product or service is much cheaper than what you have to offer to us. So, this is an; a price objection and this price objection could be dealt with by the salesperson very intense intelligently by asking question. Well sir, does he give you this technology or do you think he is the right person to give you technology or does he hold this third-party certification?

So, in this is or does he does he give you this feature? We do not think so. So, in this way as you are asking the question to the prospect, the prospect would realize that yes there is no objection at all. Because what he gets from the current vendor is something which may be an outdated technology or may not be something which gives those kinds of features and advantages which this sales person is offering. So, ultimately the prospect would realize that yes, I should not be objecting to this at all. Because through this particular question which has been forced by the salesperson, the prospect would understand via his answer that yes, I do not think I am right to be actually objecting to the increased price.

So, in this way you know the sales person would be able to handle an objection. Another way is as I said if the sales person is not well equipped to handle the query or the objection, he must postpone future dialogue and future introduction to a later date. Another tactic which may use is a direct denial, no I do not think you are right with this objection or an indirect denial he could also pass up and ignore the question at all.

Now, in case of a buying centre where there is a sale and there are multiple decision makers and if it is a team selling approach. So, you know a particular salesperson who is unable to handle a query, may pass it off to another and or completely ignore the question that is or the query or the objection. Another technique that may be used is a Dodge, where he neither denies nor ignores and uses body language to deal with such kind of a objection or a situation.

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Now, there could be certain techniques to handle objections. Of course, first is ask questions. Second of course, we spoke about how you can turn points of objections into benefits. Now gives here or you know certain takeaways could be make comparisons with your competitor and convert the objection into benefit or stress upon exclusive features and differences. Again and you know turn those objections into benefits or convert a prospect to a low price item.

Now, here in this particular case, if price is being an objection and explicitly comes up to the surface that the prospect is not too keen to close the sale because of price issues or because he feels that the product offering is something which is very expensive which is out of budget. In that case the sales person could actually bring him down an offer to him a product which is lower price a substitute. So, lower price substitute by the same company. A lower price variant by the same company is something which can be offered to such prospects for whom price; increase price is an objection. Also another way by you know how you can turn points of objections into benefits is by you know breaking the price into different units and showing how the actual price is something which is which is equivalent to what competitors off. Because competitors do not break the price and the cost you know into a separate figures, but here we are actually breaking the cost and the price into different figures.

So, it makes the price appear to be more logical or real estate or you know something which is more acceptable to the prospect rather than you know rather than you know I looking it as a single digit, high priced unit. Now other techniques could be deny the objection is either directly or indirectly and so quantify the differences, use third-party certifications and accreditations, compensate to the customer by loading down prices or by changing delivery terms. Specially, if you realize that yes your product is something which is little outdated with respect to technology which the competitors offering or the product lacks and feature or you know attribute which leads to desire advantage or a benefit or you realize that the delivery should use could not be will not be able to you will not be able to meet the delivery schedules very a clear aptly or accurately. In those cases, you can always compensate by lowering down the prices. So, these are ways or techniques to handle the objections.

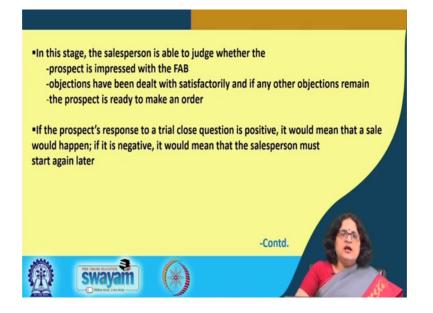
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The next stage which we have is the Trial Close and Closing of the Sale. Now the trial close this particular stage of the trial close occurs after the presentation has been made, object objections have been dealt with, but the order has not been placed. So, the trial close aims at assessing the prospects attitudes before closing the sale and it seeks to you know it aims at seeking the prospects opinion about a closing of the sale.

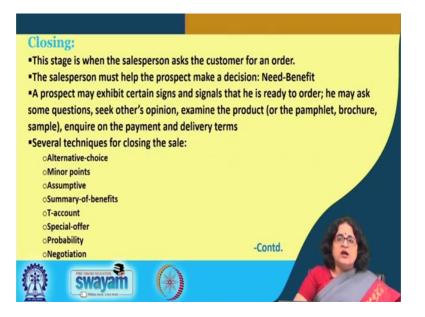
So, this particular stage of trial close gains an insight, helps gain an insight into what the prospect is thinking about; whether he would actually buy the product or whether he would not buy the product or he would postpone the purchase to a later date. The trial close stage is again something which is very crucial because if the sales person can deal with this stage carefully, he would be able to close the sale. So, if the stage occurs after the presentation has been made, after the objections have been dealt with. But the order again is yet to be placed and it is aim at assessing the prospects attitude before closing the sale and seeking his opinions before a sale is finally closed.

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So, in this particular stage sales person gets an idea as to whether the prospect is impressed with the FAB or with the features advantages and benefit approach he is also able to you know assess whether objections have been cleared or dealt with satisfactorily and if any other objections remain which must be answered and salesperson is also able to judge if the prospect is ready to order. Now if the prospects response to the trial question is positive, it would mean that a sale will happen. On the other hand, if he is response to trial close question is negative; it would mean that the sales person must start all over again. He may have to make another demonstration, he may have to make another presentation; he may you know have to handle objections again to so as to be able to move towards the trial close.

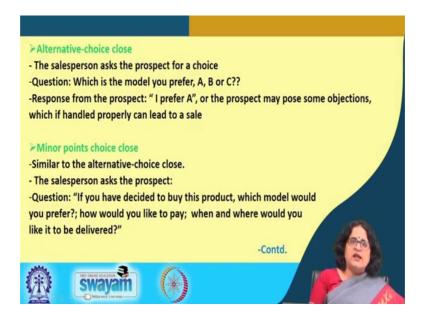
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Closing; now, this is a stage when the salesperson asks the customer for an order. Now the sales person must help the prospect make a decision. Again a problem solution linkage or the knee benefit linkage becomes very important because at during the last few you know minutes or during the during this you know this stage, it may be important that the prospect may require a push from the end of the salesperson and the salesperson may have to be extra persuasive at this particular stage so that the sale will happen. So, of course, the prospect may exhibit certain signs and signals that he is ready to make it, ready to make an order for the product. He may ask some questions, he may ask other people's opinions, he may examine the product more closely, look at the brief letter or the brochure or the pamphlet and or the sample and he may examine you know the enquiry sorry examine the delivery terms or the price terms.

So, these are will be signals where which will be indicative of the fact that a sale may happen. Now at this stage as I said the sales person has to be a little more active, he has to be more persuasive and he would have to adopt one of the your techniques to close the sale. There could be different kinds of techniques which may be used to close the sale. There could be Alternative-choice technique, Minor points technique, Assumptive technique, Summary-of-benefits technique, Special-offer technique, Probability technique or the Negotiations. So, let us go into each one of these now.

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Now, the alternative-choice close technique is when the salesperson would pose a question to the prospect as to; sir, which of the three models do you prefer? So, the salesperson here asks the prospect for his choice. The question would be which is the module you prefer sir, A B or C; ok? So, the response from the prospect is could be I prefer A or the prospect may post some more questions which if handled carefully can lead to the sale ok.

If the sales person here that means, ask the prospect for a choice and that is how he moves on. The second technique which is which may be used is a minor points choice close. Now this again similar to the alternative choice close whether the sales person asks the prospect a question; if you have decided to buy the product, which model would you prefer? How would you like to pay sir and when and where would you like it to be delivered? So, again it is something similar to the alternative choice close.

But more in detail and depth talking about how the payment will be made and whether the prospect would carry the product his own or whether he would want it to be delivered. If he wanted to be delivered, when would he wanted to be delivered. So, you are going a little more deeper into the you know the into a tasks and activities associated with you know closing of the sale and delivery of the product.

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➢Assumptive close		
- The salesperson assumes that a sale would definitely take place		
- He feels that he has been able to win the trust and confidence of the prospect and the		
latter is ready to make a purchase		
- Verbal and non-verbal cues		
Verbal cues: Questions like "Would you be paying in cash or via a credit card? Would you		
carry it with you or should we get it delivered?"		
Non-verbal cues: Packing, Bill preparation, Setting up the POS machine		
Summary-of-benefits close		
-The salesperson assesses the kind of benefits that would appeal to the		
prospect		
- He then uses the using FAB statements and the SELL sequence		
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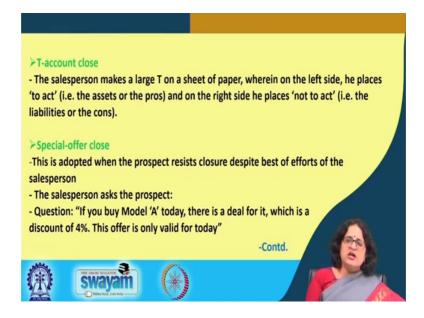
The third is the assumptive close technique; assumptive close technique as the term goes you know is based on the salesperson assumption that a sale will definitely take place. So, the sales person feels that he has been able to win the trust and confidence of the prospect and the prospect is now ready to make a purchase. So, they could be some a verbal and non-verbal cues. The verbal cues you know in terms of questions like would you be paying via cash or credit card; would you carry it home or should you get it delivered.

So, these are the kind of questions with the salesperson would ask when he is quite sure that the sale is about to happen and so, he asked very clear cut questions. On the other hand, they could also be non-verbal cues in terms of you know the prospects you know is there and in his in his presence the salesperson begins packing the product or begins preparing the bills or he begins setting up the pos machine or the point of sale payment machine. So, so you know in this case what the sales person is assuming that the sale will definitely happen and through a verbal question like how would you pay or how do you wanted to get delivered or through non-verbal cues like you know packing the product of arranging for billing, he you know is you know convinces or you know the pushes the prospect to close the sale.

Another technique which is uses summary-of-benefits close whether a salesperson you know assesses the kind of benefits that will appeal to the prospect and then, he use the

uses the FAB statement and the SELL sequence. The FAB statements in terms of the features advantages and benefits and the SELL sequence which is you know show the features, explain the advantages, link them to the benefits and let the customer talk or listen to the customer.

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Then, we have the T-account close technique, whether the sales person makes a large T on the chart paper on a sheet of paper, wherein the left side, he places the assets or the pros of the purchase or the pros for to act. On the other hand, on the right side he places the liabilities or the cons of the; you know purchase which is not to act and accordingly, he decides to see whether the prospect is more towards you know any kind words to act. And accordingly, he decides to see whether the prospects is more towards you know and in client towards to act or in clients towards not to act and accordingly he you know would be would take this forward.

There is another technique which is used is the special offer close. This particular technique is adopted when the prospect resist closure despite best of efforts on the parts of the salesperson. So, in the ultimate the sales person asks the prospects sir, if you if you buy this model today, there is a deal for it which is a discount of 4 percent, but this offers only valid for today. So, this is how he pushes the prospect to act now or to; you know enter into the transaction as soon as possible. So, that you know the prospect is made to feel that there is a special offer for him and he should not let go the opportunity.

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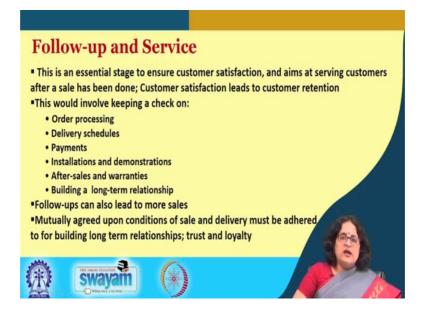


Then, we have the probability close technique. Now, this particular technique is used in cases where the prospect is not too sure about making the purchase and here the sales person you know he and he tells the sales person that yes, I will come back. Let me think over it and I will come back again or maybe give me few hours or a few days and we I will get back. So, then this kind of a situation, the prospect is not too sure about making a purchase and he so he tells the sales person that he would he has to think a little more and he would get back soon.

So, the sales person here must you know actually use this the probability close technique by encouraging objections from the prospect a whether they are hidden or whether they are real and he must encourage objections by asking questions from the prospect and he was attempt at overcoming this objections. So, that he can move towards closure. There is another method which will be used which is called the Negotiation close technique which is a very popularly used technique is a very popular method and the closure technique involves bargaining between the sales person and the prospect. It involves negotiation between them; who agree on mutual satisfying arrangements with respect to the price or the delivery terms or the warranties guarantees etcetera.

So, the negotiations trial that must be adopted by the prospect and the salesperson is something which should be integrative. Both the parties should feel a win-win situation. They must experience a win-win situation and so, the negotiating style must be something which is a win-win style which would lead to; you know both the parties feeling that they have gained out of the transaction, it has been mutually beneficial, mutually satisfying and this would lead to long term relationship between the two parties.

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The final stage in the selling process is the Follow-up and the Service. Now this is a very very essential stage to ensure customer satisfaction and; it aims at serving customers after a sale has been done. Now it is very important that salespersons understand that while a sale has happened today, you know it should happen again and if it has to happen again the customer must be satisfied. So, that there is loyalty and long- term relationships can be built. So, a salesperson must also understand that customer satisfaction leads to customer retention.

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>Assumptive close		
- The salesperson assumes that a sale would definitely take place		
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Verbal cues: Questions like "Would you be paying in cash or via a credit card? Would you		
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- He then uses the using FAB statements and the SELL sequence		
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So, follow-up and service would involve keeping a check on order processing, delivery schedule that is the you know product has been delivered on time, payments have been; you know received and any kind of deals and discounts which you promised have been actually delivered to the prospect. The product has been installed where demonstrations have been provided and you know long so, it mean; it would also mean keeping a check on insulations, keeping a check on demonstrations, keeping a check on building long-term relationships and customer relationship management. It would also mean keeping a check on after sales and warranties.

So, follow-up in service would involve order processing, delivery schedules, payments, insulations, demonstrations you know after sales and warranties so that long term relationships can be built. A follow-up care also lead to more sales, the same customer would be no feel happier ordering products which are you know which are variants of the existing or are you know a really similar product lines and so, in this way the company could gain more business from already existing customers.

So, follow-up can also lead to more sales. Mutually agreed upon conditions of sale and delivery must be adhered to for building you know trust and loyalty of the customers and of a building long-term relationships.

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So, with this we come to an end of this lecture. The references are Still, Cundiff, Govoni, Puri, Sales and Distribution Management, Pearson. Havaldar and Cavale 2007; 2008 and 17, Tata McGraw Hill. Panda and Sahadev, Sales and Distribution Management, Oxford University Press and Futrell, Fundamentals of Selling, McGraw Hill, 13th edition.

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So, this brings us to an end of the first lecture on the fifth module of the course. We with this, we also conclude our discussion on the selling process. I hope you found this to be fruitful and enjoyable.

Thank you.