

STRATEGIC SALES MANAGEMENT

Session 4: Strategic Selling

UNDERSTANDING SELLING FROM A STRATEGIC PERSPECTIVE

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Learning Objectives:

After going through this module, you should be able to:

- Responding to Objections and Selling Etiquette
- Transformative factors effecting the Selling Process (Continued)
- Evolution of the Sales Process: A Strategic Perspective (Continued)
- Understand various Theories of Selling
- Discussion over practical implications of these theories
- Miller-Heiman Approach to Selling

Some Extra Fodder for Thought: Objection Handling

Objection Handling: 44 Common Sales Objections & How to Respond

Written by Leslie Ye

Sales objections are normal and nothing to be afraid of. Here are 40+ common sales objections from prospects and how to handle them without breaking a sweat.

HubSpot

<https://blog.hubspot.com/sales/handling-common-sales-objections>

Some Extra Fodder for Thought: Do's and Don'ts of Selling Etiquette



[https://www.carew.com/sales-training-blog/the-dos-and-donts-of-selling-etiquette?utm_content=212658818&utm_medium=social&utm_source=twitter&hss_channel=tw-36655097/Emily Bloemer](https://www.carew.com/sales-training-blog/the-dos-and-donts-of-selling-etiquette?utm_content=212658818&utm_medium=social&utm_source=twitter&hss_channel=tw-36655097/Emily_Bloemer)

Transformative Factors Affecting the Selling Process and Evolved Selling Process

The evolution of the seven steps of selling		
Traditional seven steps of selling	Transformative factors	Evolved selling process
(1) Prospecting	Telemarketing Internet selling Organizational prospecting	(1) Customer retention and deletion
(2) Preapproach	Laptop account data Support staff	(2) Database and knowledge management
(3) Approach	Build a foundation	(3) Nurturing the relationship (relationship selling)
(4) Presentation	PowerPoint/ multimedia Listening Team selling Multiple calls Value-added Buying centers	(4) Marketing the product
(5) Overcoming objections	Predetermining needs	(5) Problem solving
(6) Close	Identifying mutual goals	(6) Adding value/satisfying needs
(7) Follow-up	Increased effectiveness of communication through technology	(7) Customer relationship maintenance

Source: Moncrief, W.C. and Marshall, G.W., 2005. The evolution of the seven steps of selling. *Industrial Marketing Management*, 34(1), pp.16.

Theories of Selling



AIDAS

**Right Set of Circumstances
Theory**

SPIN Selling

Behavioural Equations Theory

AIDAS: Attention – Interest – Desire- Action- Satisfaction

Support for this theory is found in the writings of William James. As per the AIDAS theory, a prospects mind traverses through the AIDAS stages in any selling process. The model has been extensively used as a guide for training new salesman.

Securing Attention: The key objective is to bring the prospect or the customer to *'receptive' or 'open'* state.

Opening remarks and conversation openers are crucial, *A salesperson's goal is to move from "Hello, How are you doing?" to "Lets sign the buying agreement today?"*

Some conversation starters that can be used are:

- Discussion over something interesting and appreciating that you found about the prospect or customer
- Any relevant 'non-controversial' recent happening
- Anything on hobbies or activities that you found prospect or the customer could be passionate about
- Their life's and professional growth and achievement story/journey
- Their plans about taking their business to next level and how you can add value to that, their future plans
- Their favorite part of business etc.

Gaining Interest: The purpose of this stage is to intensely fuel the attention into interest

Enthusiasm of the salesman, sharing thought-provoking and fascinating findings about product or service and organization, how this offering would add value for them might generate desire, use of effective audio visual ways

Sometimes even prospects or customers drop hints about their pain points and that can also be used to arouse interest

Kindling Desire: Desire actually indicates *the state of mind where an individual or the prospect has the motivation to perform an action or achieve a goal* (Perugini and Bagozzi, 2004)*

If prospect's both *hidden and expressed* objections are uncovered and handled well, and the sales discussion is approached with a value-driven and problem solving approach, desire can be kindled

Making a prospect or the customer understand how the offering would improve their processes or functions or profitability is the key to kindling desire

Source: Perugini, M. and Bagozzi, R.P. (2004), "The distinction between desires and intentions", European Journal of Social Psychology, Vol. 34 No. 1, pp. 69-84.

Inducing Actions: Attempt Trial close and after gazing out the preparedness of the prospect or the customer to buy move ahead as a straight 'no' from the buyer's side may bring in some awkwardness.

Building Satisfaction: Re-assure that decision was correct, make sure that delivery is done on time and efficiently, regularly make health check calls

Extra Fodder for Thought: Sales Openers

21 Sales Openers To Improve Your Pitches and Boost Sales

15 Perfect Sales Conversation Starters

Use these 15 questions to discover whether a prospect will buy from you before you waste time on the opportunity. ☺

<https://www.indeed.com/career-advice/career-development/sales-openers>

<https://www.inc.com/geoffrey-james/15-perfect-sales-conversation-starters.html>

Source: Indeed.com and Inc.com

Right Set of Circumstances Theory

- “Everything was right for that sale”
- Situation-response analogy, particular circumstances in each selling situation cause the prospect to respond in a predictable way
- It is all about (creating) the right kind of circumstances: secure attention, gain interest, present right stimuli, desired response will result.
- Seller oriented theory, stresses the importance of sales-person controlling the situation, does not sign much weigh to the response side or the factors internal to the prospect

SPIN (Neil Rackham)

- The theory specifies the importance of asking right kind of questions.
- Situation Questions: Buyer's existing situation, Starting point of discussion
- Problem Questions: Buyer's pain point, Discover problems or dissatisfaction
- Implications Questions: Discuss implications for highlighting the seriousness of the problem
- Need Payoff: Create problem solving environment, offer your product

Lets hear it from the Stalwart Mr. Neil Rackham itself



<https://www.youtube.com/watch?v=1UIDa-OJYxE>

Source: Huthwaite International YouTube Channel, Image source: <https://www.theartof.com/speakers/neil-rackham>

References:

- Selling and Sales Management, Jobber and Lancaster, Pearson
- Sales and Distribution Management: Decisions, Strategies and Cases, Still, Cundiff, Govoni and Puri, Pearson
- The Mystique of Super Salesmanship by Robert N. McMurry, Harvard Business Review
- Sales and Distribution Management: Text and Cases, Havaladar and Cavale, Mc Graw Hill
- Sales and Distribution Management: An Integrative Approach, Venugopal P, Sage.

*References for online and other resources have been provided as footnotes in the respective slides.

Thank You