

STRATEGIC SALES MANAGEMENT

Models of Sales planning

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Learning Objectives:

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

- Understand the place of selling in the marketing plan
- Apply marketing principles for crafting a strategic sales plan
- Learn sales forecasting methods to make informed decisions
- ✓ **Understand different tools to be used for crafting a strategic sales plan**
- Develop models for sales planning

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Sales Models

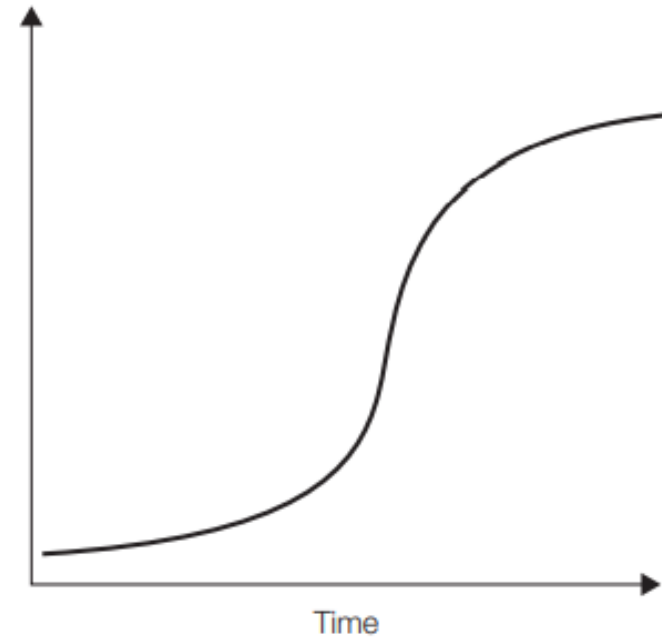
- Every company has a sales model – a **process of selling efforts**, based on implicit and explicit choices.
- **Frameworks** that enable the analyses and processes that contribute to the planning and management functions of sales.
- As the nature of sales functions, considering them as a non-exact science, sales planning can be developed by many different approaches.

Sales Models

Why do we need sales models?

What tends to happen during the product/market life cycle

- Standardization of product/service design
- Saturation of individual account/market segments
- Sophistication of customers re usage, alternatives, etc.



Sales Models

Components of Sales Models

Customer selection and qualification criteria -

Who are core customers, given the scope of your business strategy? How can you identify and get access to the right people at those customers? How can you develop and communicate a relevant deal profile to sales and others in the firm?

Clarity about the buyers and the buying process at target customers -

Does the sales model align prospecting and selling activities with the relevant buyer personae and buying journey(s)? What, then, are relevant metrics for evaluating selling activities in that model?

The go- to- market economics -

What does the sales model mean in terms of customer acquisition costs, cost to serve different segments and accounts, the selling cycle and time to cash for the business, and customer education requirements?

Sales Models

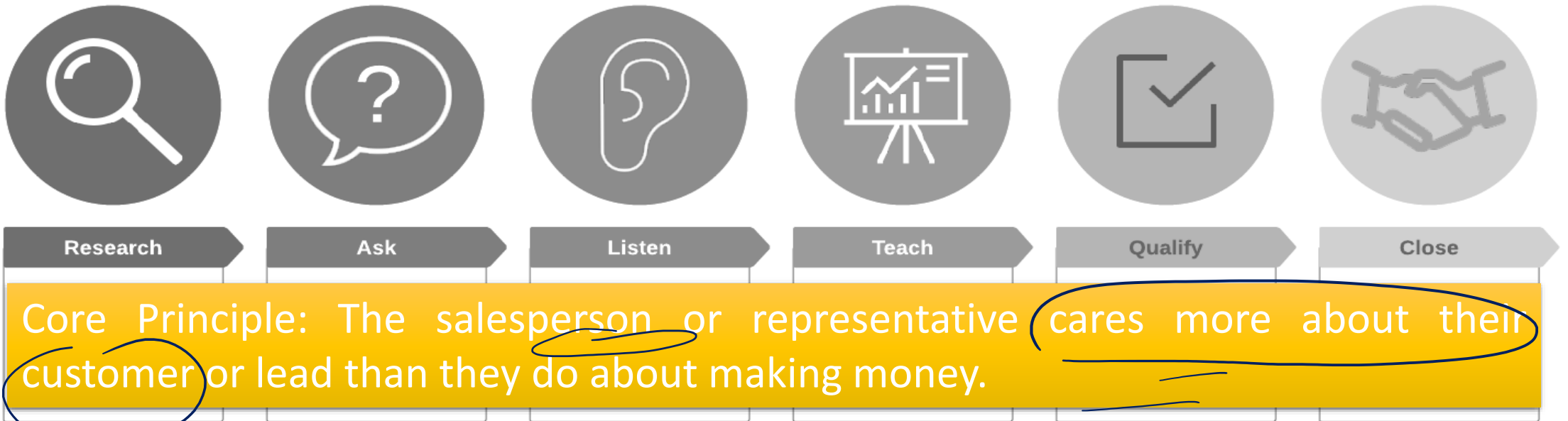
Consultative Sales Model

- It is both a proactive and reactive approach
- Also known as ~~solution-based sales~~
- The consultative selling model requires salespeople to first understand exactly what they are selling and who that product or service is intended to serve.

Sales Models

Consultative Sales Model

Consultative Sales Process



Sales Models

Customer-centric Sales Model

- Customer-centric Selling focuses on creating a great customer experience so you stand out from the competition - Michael Bosworth

“One of the things I've always found is that you've got to start with the customer experience and work backward to the technology. You can't start with the technology and try to figure out where you're going to try to sell it.”

-Steve Jobs (1997)

Sales Models

Customer-centric Sales Mode

Understand your customer's needs

Speak your customer's language

Align yourself with your customer's priorities and alleviate fears

Use current customers to help sell to new customers



Sales Models

Professional Selling Skills (PSS) Model



Selling by Needs Satisfaction

Sales Models

Professional Selling Skills (PSS) Model



Why do it: to discover areas of need and reveal customer attitudes

When:

- At the beginning of the sales interview, to encourage the customer to speak freely
- During the sales interview, after the client gives information about difficulties, problems, attitudes, etc.
- When your closure fails, to know the reasons
- When your evidence statement is not accepted, to know the reasons
- To raise information about needs you can support
- When close fails
- When a test is not accepted

Sales Models

Professional Selling Skills (PSS) Model



What to do: agree with your client's need – this is called Supporting. Next, you present the benefit your product or service brings to the table.

Why do it:

- To solve the customer's problem with a benefit of the product or service.
- During questions, when a need arises that can be satisfied by your product/service
- To introduce important benefits that can lead to the closing of the deal

When:

- Whenever a customer declares a need that can be met by a benefit of their product or service
- Whenever a customer makes a favorable comment about the company or product.
- As a link between any sequence of questions that reveals a need or information that may relate to a feature of your product to introduce important benefits that you think should be accepted by the customer before you can succeed in closing the sale.

Sales Models

Professional Selling Skills (PSS) Model



Resistances, which can come in the form of objections or negative attitudes are the following:

- Skepticism ✓
- Indifference ✓
- Misunderstanding ✓
- Drawback (perceived disadvantage) ✓

Sales Models

Professional Selling Skills (PSS) Model



Sales Models

Relationship Selling Model

- Relationship selling is a technique that prioritizes building a connection with customers and potential buyers to close sales.
- Rather than solely using the price and other details to sell a product or service, the salesperson focuses on the interactions they have with their customers.
- Customers are more likely to foster loyalty toward a product or service when a salesperson establishes a personal relationship with them.
- This familiarity helps retain long-term customers and gain new ones because they feel valued by the company.
- This technique works well when selling high-cost items or purchases that require a higher level of commitment because these customers usually need to put more thought and time into their decision.

Sales Models

Relationship Selling Model



- **Do extensive research on the buyer and their industry to serve as an expert on the call.** The more well-read you are, the more personalized you can make the conversation.
- **Make the most of your small talk to build a personal connection.**
- **Take the time to do a deep discovery.** Don't talk about the product features until you know what the buyer's pain point is and why they want to solve it.
- **Create a mutually agreed-upon agenda to set expectations and align the call.** The buyer should know what value they can expect out of the call.
- **Be an active listener.** Ask the quietest person in the room for their opinion — sometimes they have the greatest impact on a deal.
- **Don't force a deal.** Looking out for the buyer's best interest prevents churn and builds a stronger relationship for the future.
- **Follow up every call with an email that same day.** Summarize the meeting, set up next steps and add value.
- **Keep in touch after the deal to maintain the relationship.**

Sales Models

SPIN Model

- No two sales scenarios are alike, and neither are two customers.
- Sales orgs need to cut through the clutter and get to the heart of what a client really needs—and that's where SPIN selling comes in.

What are the **SPIN** selling questions?

- **Situation:** Establish buyer's current situation.
- **Problem:** Identify problems the buyer faces that your product solves.
- **Implication:** Explore the causes and effects of those problems.
- **Need-Payoff:** Show why your product is worth it.

Sales Models

SPIN Model

One can add authenticity to the sales process and be the type of salesperson that listens more than he/she talks.



Sales Models

Miller Heiman Sales Model

- Robert Miller and Stephen Heiman developed a methodology called **Conceptual Selling®** as a way to manage the various stakeholders and relationships that exist when a B2B transaction is large and complex.
- **Conceptual Selling®** earned its name because it **requires salespeople to convince a customer to buy the concept of a solution**, rather than a specific product or service.
- The core of the Miller Heiman approach involves three steps:
 - **Categorizing** the different contacts/roles by their influence on the given sales cycle ①
 - **Determining** a potential client's level of support for your proposition by flagging those who would support as well as those most likely to oppose the proposal ②
 - **Influencing** that chosen crowd to help them reach a consensus for their buying decision ③