

Marketing action plans

[the relational sales process]



Directions

Marketing objectives

- What we now know
 - about marketing & customer centricity
- A relational sales process
 - Outline the steps in the relational sales process



The sales process & the 3 time zones

1. The purchase decision – searching, estimating, selecting

- The recognition of an unmet need
- Analysing costs - benefits - risks
- A commitment to proceed **or exit**
- Forming a considered set of products
- Estimating the value of alternatives [i.e. the qualities]
- Product selection

2. The product delivery - experiencing & assessing

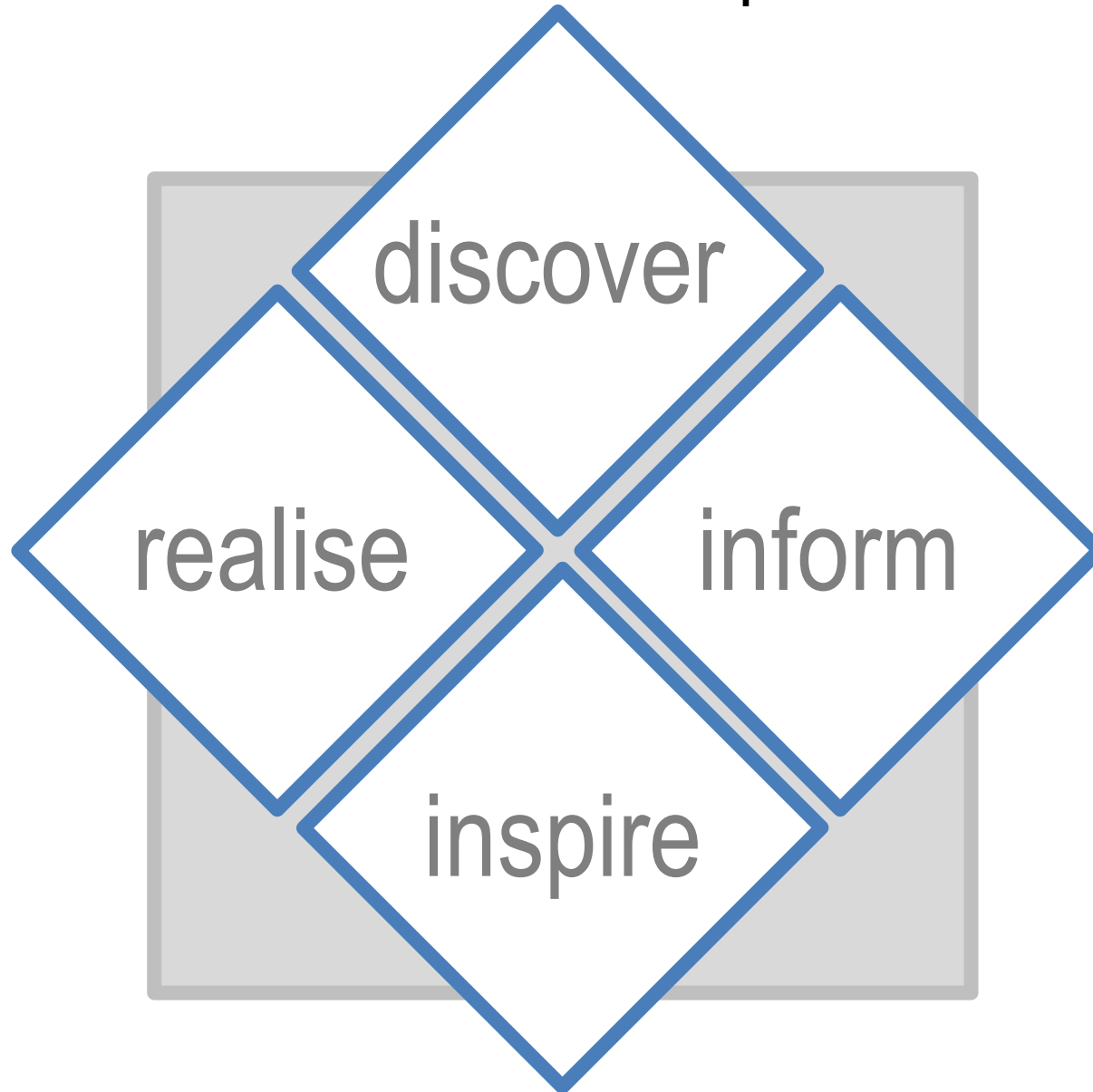
- Receiving the total product

3. Post-purchase - reflecting & evaluating

- Rewarding or punishing the organisation
- [Disposing]



The relational sales process





What do we now know

That marketing is about

- Best satisfying,
- Profitable exchange relationships
 - Profit for – customers, the organisation, channel partners & society
 - Relationships – synergistic, symbiotic, strategic & sustainable

This means that

- The experience of the sales process must be in harmony with the marketing concept.
- A relational sales process is needed.



What do we now know

There are 3 business concepts

This means that

- Different organisations will have different attitudes to the sales process, therefore, sales people may be enculturated & need to be retrained [acculturated]



What do we now know

That situational factors change

This means that

- Organisations must adapt to the prevailing market conditions



What do we now know

The marketing concept is about best satisfying²

This means that

- The sales process should focus on
 - profits⁴ & relationships⁴



What do we now know

Customers are only loyal to value

This means that

- Only best satisfying products will be selected



What do we now know

There are different types of customer satisfaction:

- Episodic
- Cumulative
- Collective
- Aggregate

This means that

- The sales process will influence customer expectations and post-purchase evaluations.



What do we now know

Consumers search for best satisfying products

This means that

- Organisations need to design, develop, & deliver a product that is distinct, discernable* & desirable & deliver the dreams, desires, & demands of their customers
- Products with a unique value proposition



What do we now know

Best satisfying products have often 6 but always 5 product components

- Goods, services, ideas, experiences, people and place components

This means that

- That the sales process [services, ideas, experience, & people] is part of the total product.



What do we now know

Consumers select products with the most personally relevant UPVP

This means that

- The sales process is about discovering what is important to a customer [i.e., providing a service for the customer & the organisation].
- The salesperson spans the boundary between the customer & the organisation



What do we now know

Consumers vary on their ability & willingness to enter an exchange

This means that

- The sales process will need to accommodate the different types of consumers/customers



What do we now know

Consumers view risks differently, but, will not proceed if the perceived risks are too great

This means that

- There is a need to recognise & respect that consumers will only advance at a comfortable pace
- Buying is first a learning process



What do we now know

Different products have different degrees of customer involvement [low-high]

This means that

- Different products will require a different sales approach according to the product considerations



What do we now know

Marketing communication has 4 important steps

1. Attention - the objective is to gain the attention of the target audiences
2. Interest - the objective is to create and hold the interest of target audience
3. Desire - the objective is to stimulate desire
4. Action - the objective is to motivate purchasing behaviour in keeping with satisfaction objectives



What do we now know

The sales process turns consumers into customers

This means that

The sales process should:

- Attract & identify suspects
- Convert suspects > prospects > customers
- Retain customers
- Enhance relationships
 - i.e., reduce costs through loyalty & word-of-mouth



What do we now know

The sales process involves service, ideas, experience, & people components of a product

This means that

- The sales process is like theatre



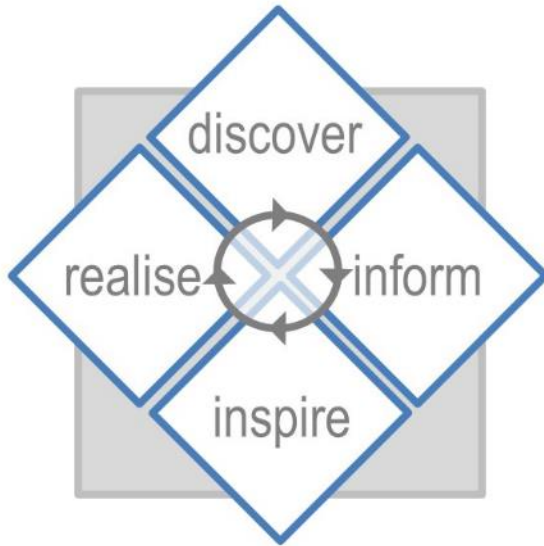
What do we now know

The sales process is like theatre

This means that

- The sales process needs to be managed
 - Theatre has a narrative [compelling story]
 - Theatre requires
 - Roles, Scripts, Rehearsal, Direction,
 - Theatre needs good communication
 - director, & frontstage + backstage
 - Theatre is a real time experience

The next step

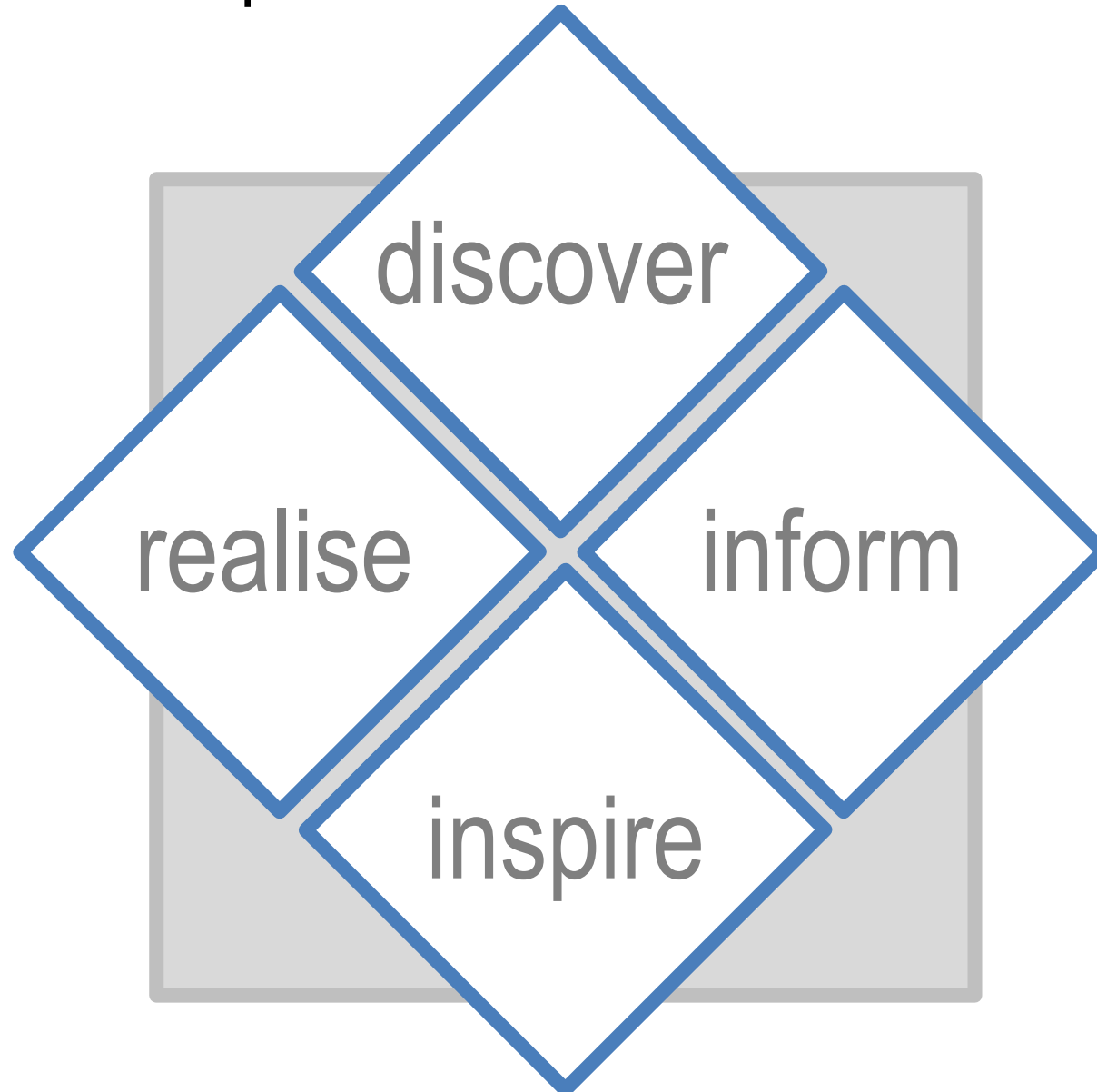


With the rationale for the relational sales process established the next step is to outline the sales process.

Who will benefit?

- This process is important for marketing practitioners and sales managers who wish to improve the effectiveness and efficiency of their sales team & need to meet the 9 key objectives of marketing practitioners.

The sales process has 4 interactive tasks

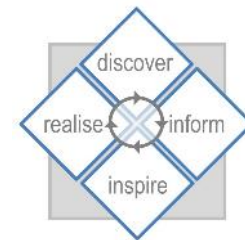


We should not think of these as steps

The sales process is not about selling

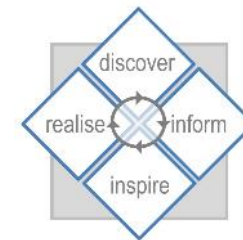
What we discuss everyday is the buying process.

- “I popped into the hardware the other day to buy some paint, and I was talking to the hardware guy, and he suggested that low sheen paint might be better as it is easier to clean than...”



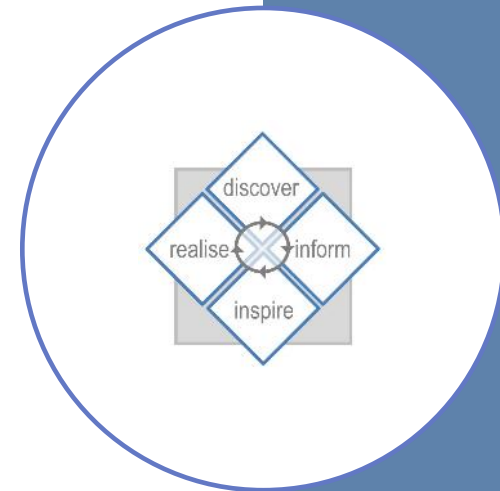
Making a vow to serve

- A professional is a person who has adopted a profession as a way of living their life.
- A sales professional is a person who has professed [declared, affirmed, made a vow] this commitment
 - to their customers, organisation, products, and society.
- Therefore, the sales professional must meet the needs of those she/he serves.
 - Must span the boundary [i.e., a boundary spanner] between the organisation, the customers, and the society.



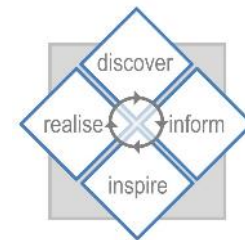
Selling isn't telling and telling isn't selling

- A conversation with a consumer should not be:
 - An information dump.
 - Competitive – overcoming objectives;
- A conversation with a consumer should be:
 - An iterative process between the salesperson & the consumer
 - A consultative process observing the protocols of polite & professional conversations Relevant to where the consumer is on the salespipeline
 - A suspect, prospect, first time customer, repeat customer member or an advocate



Customers need information

- People are proud of their hunting & gathering skills:
 - the ability to choose between alternatives;
 - the ability to buy well.
- Consumers need information to buy. Information empowers the buyer.
- Information must be presented in a way to increase recall

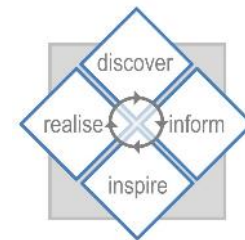


Key Benefit Statements

- Let's face it; there are probably 700 ways of asking the same 7 everyday questions. For example:

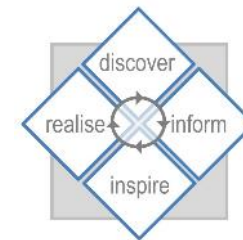
Why should I buy from you and not the chap down the street?

- Try that question on an average salesperson and most will giggle and look shifty.



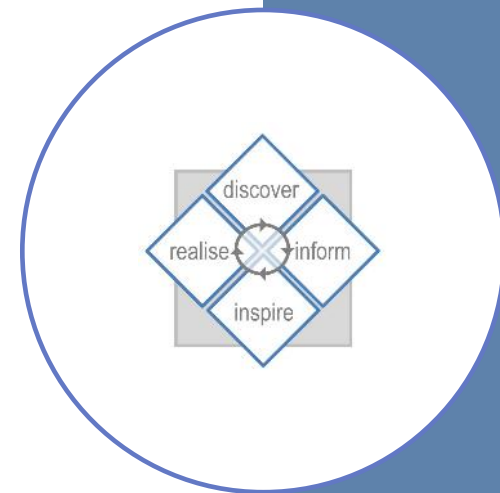
Key Benefit Statements

- *‘That’s a good question and I generally refrain from talking about specific competitors. So let me explain it like this - there are really two types of companies in our industry*
 - *ones that are driven by price and ones that are driven by quality.*
 - *Price and Quality. Now let me explain why our offer, which is focussed on quality, is better value than one focussed on price...’*



Creating the sales professional's toolbox

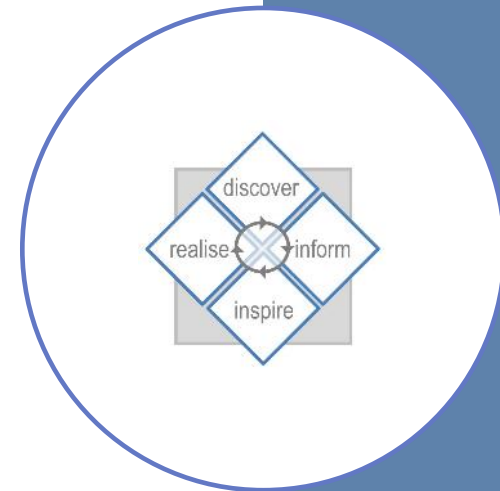
- Many sales people fumble, stumble and look feeble when asked a question.
 - What is concerning is that often they have been asked this question many times before.
 - They appear both unprofessional and lacking confidence.
 - Furthermore, by answering with irrelevant or weak information they erode the persuasiveness of their overall presentation.



Creating the sales professional's toolbox

Within the toolbox there are

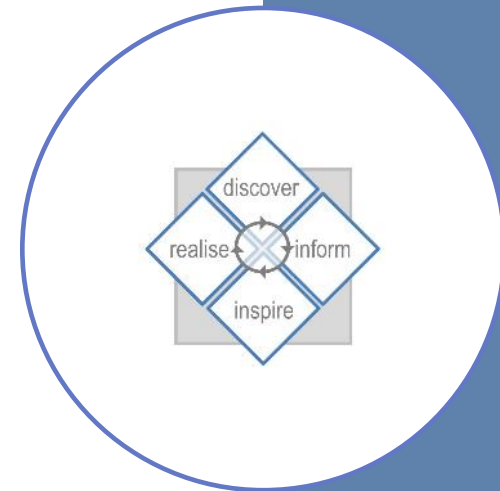
- Key benefit statements
 - A core KBstatement highlights the value proposition of the product/organisation
 - Create KBStatements for the most frequently asked questions [start with 7].
- Key benefit stories
 - A core KBStory should highlight the organisation's organisations overall mission – uniqueness – values.
 - Create KBStories for the most frequently asked questions highlighting how customers have benefited



Creating the sales professional's toolbox

Begin with a brainstorming session Write down random thoughts. Structure will come with time.

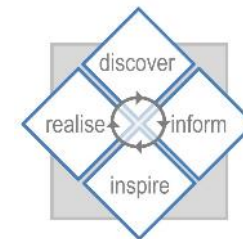
- What is our core benefit? –
- What is our core product?
- What do we do to earn our living?
- What is it that we deliver?
- What industry are we in?
- What are our augmented benefits?
- How do we deliver our product and how does this make us unique?
- How do we add value to the core product?
- What are our customer attributes?
- Why do people prefer us?
- Why do customers come back?
- What are the special skills and talents that make us unique?
- What are the emotions attached to our product?
- What are our strengths?



Creating the sales professional's toolbox

Crafting Questions takes practise - 4 major pitfalls

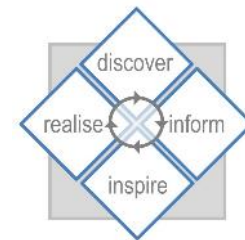
- Too many closed questions
- The leading or bully question [which is really a statement, don't you think?]
- The irrelevant or distraction question
- The two part complex question



Creating the sales professional's toolbox

There are 6 main areas to draw questions from

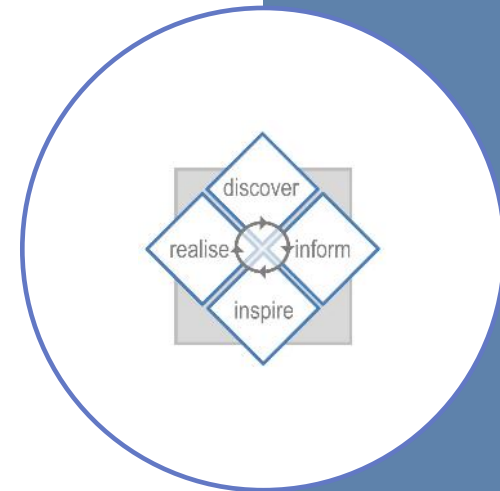
- **Background questions** - what background information do I need to know to help you?
- **Experience behaviour questions** - have you ever?
- **Opinion value questions** - what do you think? what is your opinion?
- **Feeling questions** - how did you feel when you?
- **Knowledge questions** - what do you know about?
- **Sensory questions** - what will it look/sound/feel/smell like? what did you first notice?]



Creating the sales professional's toolbox

Questions should be one of four types

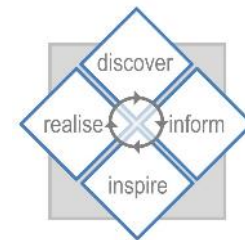
- **Biographical questions** - functional information, the details.
- **Primary questions** - questions that are used to discover front of mind needs.
- **Secondary questions** - drill down and discover emotions and feelings
- **Rhumbline questions** - confirm that you are on the right track mutual understanding



When asked a question

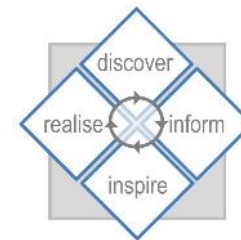
Sometimes it worth asking a question to discover the reason for the question

- That is an interesting question, however, before I answer the question – may I ask why did you ask that question?



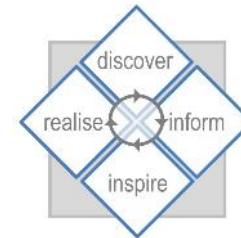
Key Benefit Stories

- Key Benefit Stories must be the truth or you will look and sound like a fake.
- When you wish to get a point across it is often best to present it in a story format, people love stories it is a human trait. Craft your stories with associations, rewards and punishments.
- Key Benefit Stories help the consumer to make a better decision by adding weight and importance to the attributes of your product.



Key Benefit Stories

- *'I agree 100%; in fact a customer focus is one of the reasons why I chose to work for this company. I would like to tell you about a situation similar to the one you are in right now. I had a customer who had to make a similar decision between spending more on quality, or the temptation and risk of a cheap price...'*



The relational sales process

is an iterative process

