

Introduction	10	Me PLC	28
How to use		Team player	30
The Key to Successful Selling	14	Self-starter	30
How to behave like a professional salesperson	18	Energy	31
<i>Human attitudes and everyday behavior are the foundation for professional sales. The most successful salespeople possess a number of human attributes that give them the drive that generates positive results.</i>		Enthusiasm	31
		<i>Make room for enthusiasm</i>	31
		<i>Be enthusiastic about winning</i>	32
		<i>Enthusiastic salespeople find life easier</i>	32
		Optimism	33
		Fighting fit	33
		The will to change	33
		Motivation	34
		<i>What motivates you?</i>	35
		Knowing your job	35
		Knowing your product	36
		Creative thinking	36
		<i>Salespeople must master the six thinking hats</i>	36
		Success	40
		Pride	41
		Success criteria	41
		<i>What should be quantified?</i>	41
		<i>How do you work with criteria for success?</i>	42
		<i>Other types of success criteria</i>	42
		Professional skills	42
		<i>Define the salesperson's limitation</i>	43
		<i>Instruction and learning</i>	43
		<i>Profit-related pay</i>	43
		Ambition	43
		A holistic view of life	44
		Prioritization	45
		<i>Put it down on paper</i>	45
		<i>Spend a little longer every day</i>	45
		Results	47
The born salesperson	18		
The professional dream-maker	18		
The super-seller	18		
<i>The importance of rapport</i>	20		
<i>Always on the job</i>	20		
<i>Authority</i>	20		
<i>Business sense</i>	20		
<i>Knowledge</i>	20		
<i>All quiet on the home front</i>	21		
<i>Self-esteem</i>	21		
<i>Working conditions</i>	21		
Sales attitude	22		
Aggressive waiting	22		
Loyal customers	23		
Active selling	23		
There are no difficult districts	23		
The active salesperson is selective	24		
The salesperson of the future	24		
<i>Basic characteristics</i>	24		
<i>Knowing your competitors</i>	25		
<i>The need for innovative thinking</i>	26		
<i>Business sense</i>	26		

What the customer wants from you	48	Targeted sales	61
Empathy	49	Phases of strategic selling	62
Flexibility	49	<i>Pre-sale</i>	62
Efficiency	49	<i>During the sale</i>	63
Expertise	50	<i>Post-sale</i>	63
Honesty	50	Lead selection	64
Respect	50	Processing the lead	65
Trust	50	Sales letter	65
The modern merchant	50	Follow-up	66
The open-book principle	51	Telephone follow-up using the AIMS method	66
Service and quality – there’s money in them	51	What impressed you most?	67
<i>The bargain</i>	51	Preparing and holding the first meeting	69
<i>Costs of poor service</i>	52	Minutes and thank-you letter	69
<i>Who is there for whom?</i>	52	Sales offer and preparation for second meeting	69
<i>Internal marketing</i>	53	Second meeting – presentation of offer or solution	70
<i>Deaf for 2,000 years</i>	53	Acceptance and order confirmation	70
The 10 service commandments	53	Detailed planning – operations	70
Buyers’ likes and dislikes	54	Planning and delivery	70
		Week-after meeting – follow-up and checking	71
		Status meeting – maintenance and added sales	71
		Consolidation and expansion of customer relationship	71
		Always be top of mind	72
		The ABC of the sale	76
		Simplicity works	77
		Systematic sales	77
		Attention	80
		The decision-maker’s desk	82
		Opening technique	83
		<i>Get the customer to say something positive</i>	83
		<i>Link openings</i>	83
		<i>Question openings</i>	83
		<i>Demonstrations</i>	83
		<i>News</i>	84
Tools of the trade	56		
<i>In the ABC of the sale, you have a tool you can use to plan and execute the sales process. You need to know what the customer will say yes to, how to deal with objections and how to follow up. But you also need to be aware of how to put financial arguments, if you are to achieve positive results for yourself and your company.</i>			
Some concepts	57		
People to people	57		
Retail sales	58		
Project sales	58		
Strategic selling	58		
Customers	59		
<i>Advice customers</i>	60		
<i>Partner customers</i>	60		
Everybody shares responsibility for sales	61		

Benefit	86	<i>Hacker questions</i>	98
		<i>Interpretative questions</i>	99
Motive for buying	87	<i>Challenging questions</i>	99
<i>Savings</i>	88	<i>Decision questions</i>	100
<i>Utility</i>	88	Buying signals	100
<i>Safety</i>	88	<i>How to respond to buying signals</i>	101
<i>Health</i>	88	<i>Buying signals in retail sales</i>	101
<i>Pleasure</i>	88	Objections and customer resistance	102
<i>Recognition</i>	89	<i>How to deal with objections</i>	102
<i>Prestige</i>	89	<i>Welcome objections</i>	102
<i>Consideration for others</i>	89	<i>Don't ignore objections</i>	103
<i>Sense of security</i>	89	<i>Don't contradict</i>	103
<i>Sense of belonging</i>	89	<i>Don't ask why</i>	103
Recognize buying motives	89	<i>Don't interrupt</i>	104
<i>The saver</i>	89	<i>Don't agree with them</i>	104
<i>The handyman</i>	89	<i>Don't argue</i>	104
<i>The safety-conscious</i>	90	Dealing with objections	104
<i>The prestige type</i>	90	<i>Address emotion first, reason later</i>	105
<i>The security conscious</i>	90	<i>How to handle objections</i>	105
<i>Solidarity on the road</i>	90	<i>The customer is doing business with a competitor</i>	105
<i>Every customer has a different buying motive</i>	90	<i>The customer doesn't like the color</i>	105
The power of you	90	Price objections	105
Argumentation techniques	90	<i>Hold the price back until the end</i>	106
<i>Case histories and references</i>	91	Critical questions and answers	106
<i>Why buy from you?</i>	91	<i>Objections indicate interest</i>	106
FAB form/PFB form	91	<i>Complaints</i>	106
<i>What's in it for me?</i>	92	<i>Always be loyal</i>	107
<i>Give at least five reasons to say yes</i>	92	Closing	108
<i>How to use a FAB form</i>	92		
Active listening	93	Closure is not always an order	109
Interview technique	94	Ways to close a deal	110
<i>Advice on interview technique</i>	94	<i>Summarizing</i>	110
Questions	96	<i>Alternatives</i>	110
<i>Closed questions</i>	97	<i>References</i>	110
<i>Open questions</i>	97	<i>Isolation</i>	110
Five types of question	97	<i>Reserve argument</i>	111
<i>Information questions</i>	97	<i>Added value</i>	112
<i>Research questions</i>	98		

Fear	112	<i>Quantification</i>	127
Cold calling	114	Note-taking technique	127
		<i>Some tips for note-taking</i>	127
New business and prospecting	115	Negotiation technique	128
<i>Spend time on prospecting</i>	115	<i>Sales negotiations</i>	129
<i>Planned and focused</i>	115	<i>The negotiating framework</i>	130
<i>Salespeople must be in charge of all sales phases</i>	115	<i>Preparation</i>	131
<i>Donut sellers</i>	116	<i>Sources of pressure</i>	132
<i>Pharmaceutical consultants and prospectors</i>	116	Presentations and demonstrations	134
<i>Adjust to circumstances</i>	116		
<i>Dress</i>	116	Impact	135
There are prospects out there	116	Basic rules	136
<i>The right contact</i>	117	<i>Body language</i>	136
<i>First contact</i>	117	<i>Ask questions and listen actively</i>	136
<i>Always follow up</i>	117	Outline plan	139
<i>Making an offer</i>	117	<i>Introduction</i>	139
Changing partners is tough	117	<i>Assertion</i>	139
Phone deals	118	<i>Reasoning</i>	140
<i>The AIMS method</i>	118	<i>Examples</i>	140
<i>Example of AIMS</i>	119	<i>Head off objections</i>	140
Planning the first meeting	119	<i>Conclusion</i>	140
<i>Delays and problems</i>	121	Stagecraft	141
		<i>Tact</i>	141
Meetings	122	<i>Unequivocal</i>	141
		<i>Humor</i>	141
The right presentation	123	<i>Materials</i>	141
<i>Preparation</i>	123	<i>Audiovisual aids</i>	141
<i>Agenda</i>	124	<i>Energy</i>	142
<i>Be prepared and relaxed</i>	124	<i>Ethical standards</i>	142
<i>Talk about the customer – not about yourself</i>	124	Dealing with difficult participants	142
<i>Minutes</i>	124	<i>Preventing difficulties arising</i>	143
<i>Added value</i>	124	Participation – group work	143
<i>Using your time well</i>	124	<i>Main rules for group work</i>	144
Preparation	125	Self-evaluation	144
<i>Pre-meeting</i>	125	Participant evaluation	144
<i>During the meeting</i>	125	Exhibitions	144
<i>After the meeting</i>	126	<i>Setting up the stand</i>	145

<i>What are you selling, and what is the customer buying?</i>	145	<i>Negotiation minutes</i>	158
<i>Receiving complaints</i>	145	<i>Decision minutes</i>	158
<i>Good friends and old customers</i>	145	Offer	160
<i>The media</i>	145	Order confirmation	162
<i>A crowded stand</i>	145	Complaints	165
<i>Competitors</i>	145	<i>Nine rules for handling complaints</i>	165
<i>Sales technique on the stand</i>	145	Relationships	168
<i>Contact opportunities on the stand</i>	146	Sales and service by phone	168
<i>Materials on the stand</i>	146	<i>The first few seconds</i>	170
<i>Follow-up</i>	146	<i>Gain confidence</i>	170
<i>Your personal objectives</i>	146	<i>Complaints</i>	170
<i>Personal preparation</i>	146	<i>Avoid hold times</i>	170
<i>Discipline on the stand</i>	147	<i>Be accommodating</i>	170
<i>Dress and appearance</i>	147	<i>Listen</i>	170
<i>Good manners on the stand</i>	147	<i>Language</i>	171
Communication	148	<i>Keep appointments, deals and promises</i>	171
		<i>Loyalty</i>	171
Speak to fundamental interests	149	When you call	171
Relationships	149	Body language	172
Basic rules	149	<i>Be aware of body language</i>	172
Formulating your message	150	<i>Interpreting and misinterpreting</i>	173
<i>There is always a reason</i>	150	<i>Notice changes</i>	174
<i>Relationships</i>	150	Barriers to communication	175
<i>Some good advice</i>	150		
<i>Know your subject</i>	150	Marketing	176
<i>Be positive</i>	151	External marketing	177
Written communication	151	Internal marketing	178
<i>Who am I writing to?</i>	151	Personal sales and personal marketing	179
<i>Sentences</i>	152		
<i>When you have finished</i>	153	Finance and financial discussion	180
<i>Rix</i>	153		
<i>Active voice</i>	153	Pay according to profit contribution	181
<i>Metaphors</i>	153	Costs	181
Sales letters	154	<i>Planning visits</i>	181
<i>Unspoken questions</i>	156	<i>Sales costs</i>	181
Meeting confirmation	158	<i>Think of them as your own costs</i>	182
Minutes	158	Business sense	182

Financial argumentation	183	Learning and development	204
<i>Credit</i>	184	Action plans	205
<i>Profitability</i>	184	<i>Contents of an action plan</i>	205
Average purchase per transaction	187	Coaching	206
<i>The great law of small figures</i>	187	Learned helplessness	206
Shifting focus and sales management	187	Mentoring	206
Use of resources	187	Courses	207
Efficient credit controllers/salespeople	188	Training and learning – every day	207
Loyalty	189	Learning for the future	208
The salesperson’s development potential	190	Blended learning	209
<i>The development of your selling skills is closely linked to ongoing learning. This section also contains plenty of good advice for managers on how to improve sales and service, for example by customer relationship management (CRM).</i>		<i>Demand for good blended learning</i>	209
		<i>Three minimum requirements</i>	210
		<i>This is blended learning</i>	210
		About the author	212
Positive attitude and enthusiasm	191	List of illustrations	214
Change means altering habits	192	Index	220
10 commandments for all employees	192		
10 commandments for managers	193		
Difficult customers/employees	195		
10 ways to improve the management of your store	196		
10 ways to improve sales in your store	197		
10 ways to improve service in your store	197		
Customer relationship management (CRM)	198		
The CRM concept	199		
CRM alone does not bring success	199		
Changes in day-to-day work	200		
Built-in conflict	200		
Ways to change attitudes and behavior	201		
Implementing CRM requires insight	202		
CRM must take root	203		